

# CITY OF FORT PIERCE

## CONFERENCE AGENDA

Strategic Planning Workshop - Tuesday, January 25, 2022 - 1:00 p.m.

City Hall - William D. Dannahower Conference Room, 2nd Floor, 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 thirty minutes. The City Commission will not be able to take any official actions under Comments from the Public. Speakers will address the Mayor, Commissioners, and the Public with respect. Inappropriate language will not be tolerated.

5. **STRATEGIC PLANNING WORKSHOP - LYLE SUMEK**

- a. Strategic Planning Working Documents

6. **Adjournment**

Immediately following adjournment, please move toward the doors and exit the chambers. This allows for the safe and courteous exit of all persons, and those on the dais. Conversations after the meeting should be held outside of chambers, in the foyer or elsewhere, but not in the commission chambers where lights will be out as soon as the chambers are empty.

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**

**5. a.**

**Meeting Date:** 01/25/2022

**Re:**

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**SUBJECT:**

Strategic Planning Working Documents

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**Attachments**

Initial Draft Strategic Plan 2022-2027-2037

Section 4 - Performance Report 2021 Summary

Section 5 - Looking to Fort Pierce's Future

Section 8 - Plan 2022-2027

Section 9 - Action Agenda 2022

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**Form Review**

Form Started By: Jennifer Robinson

Started On: 01/19/2022 11:48 AM

Final Approval Date: 01/19/2022

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**Initial Draft  
[1/25/22]**

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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 2037**

# **Fort Pierce Vision 2037**

## **Fort Pierce 2037 is a Unique Coastal Florida City**

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

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

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

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

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

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

**WHAT MAKES US UNIQUE**

# *Fort Pierce Vision 2037*

## **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 Theatre 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 2022 – 2027**

# ***City of Fort Pierce*** ***Goals 2027***

**SERVE OUR COMMUNITY**



**BEAUTIFY OUR COMMUNITY**



**DEVELOP OUR COMMUNITY**



**ENGAGE OUR COMMUNITY**



**ENJOY OUR COMMUNITY**

# Goal 1

## SERVE OUR COMMUNITY

### OBJECTIVES

1. Maintain and enhance a financially responsible City government
2. Maintain and enhance a City organization that is responsive, responsible/accountable, results oriented, focused on the Fort Pierce community
3. Market and showcase our City and community
4. Hire and maintain a top-quality City workforce dedicated to serving the Fort Pierce community
5. Evaluate, streamline and refine City policies, regulations, processes and procedures
6. Develop and fund City capital/equipment replacement
7. Successfully implement ERP system City wide

### VALUE 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. City services, service levels and staffing keeping up with growth and new development
3. Actions by the State of Florida – pre-empting home rule and City finances and services
4. Increasing costs of capital projects and operations
5. Rising costs of healthcare, pensions, materials, energy and change orders
6. Regularly evaluating and streamlining City processes – more customer friendly
7. Deferred capital and equipment investment now requiring significant funding
8. Developing and implementing a successful management and employee succession planning and programs
9. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority

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

1. Aging City infrastructure requiring significant maintenance and replacement
2. Limited revenue sources for cities
3. Hiring and retaining quality City employees through competitive compensation
4. Aging and deteriorating City facilities needing major upgrades – Police and Public Works
5. Continuing to enhance City organization productivity
6. Fewer City staff than 2008 and increasing service demands creating stress for City employees
7. Negative perception of Fort Pierce – community and City government
8. Opportunity to expand resources through partnerships and grants
9. Actions by Federal and State governments: impacting revenues, unfunded mandates and regulations, more grants and earmarked projects

## POLICY ACTIONS 2022

### PRIORITY

1. Police Retention and Compensation  
Police Services and Staffing: Report with Options, Direction and Funding
2. City – FPUA Strategy: Key Issues and Discussion
3. City Legislative Advocacy and Agenda: Goals, Report on Advocacy Options, Direction and Funding
4. Regional Homeless Strategy: Goals/ Outcomes, Community Problem Analysis and Development
5. Street Condition and Funding: Direction, Funding Level and Projects for 2022
6. Planning and Development Process Refinement/Streamlining

## MANAGEMENT ACTIONS 2022

### PRIORITY

1. City Surplus Properties: Review Inventory and Direction
2. City Compensation Policy: Salary Study for Critical Positions and Funding
3. Enterprise Resource Planning Software (ERP): Implementation
4. COVID Action Plan: Monitoring Report and City Responses
5. American Rescue Program: Update and Project Direction
6. Federal Infrastructure Program Preparation: Guidelines, Projects and Funding

### **MANAGEMENT IN PROGRESS 2022**

1. Department Head Training Program: Completion
2. HR Records Scanning
3. Cyber Security Training/Penetration Testing
4. Recycling Public Awareness/Education Campaign
5. GIS Initiatives
6. Police Strategic Plan: Annual Update
7. ACH Payments: Vendor Participation
8. Online Payment for All City Fees and Charges: Installation
9. Parking Enforcement Software for Mobile Parking Enforcement-
10. Online Searchable Portal for Ordinances, Resolutions and Minutes: Creation
11. New Fuel Software: Implementation
12. CivicHR Applicant Tracking System
13. Recreation Center and Park Renaming
14. Police Vehicles Replacement: Acquisition
  - a. 20 Patrol Vehicles Delivery
  - b. 50 Vehicles Order

### **MANAGEMENT IN PROGRESS 2022 (continued)**

15. Supervisor Handbook: Completion
16. CivicHR Performance/Evaluations: Launch
17. Records Manager: Hiring
18. CivicHR Onboarding: Launch
19. Rich House 2: Development
20. Guide for Potential Developers: Development
21. Police Leadership Program and Succession Plan: Development
22. Animal Shelter and Control: Implementation
23. Labor Negotiations and Contracts: Teamsters
24. City Commission Districts/Re-Districting) and Compensation

## **MAJOR PROJECTS 2022**

1. Fuel Island: Repairs
2. City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall); CIP FY 2021 Fund and Implementation
3. Annual Road Resurfacing Projects

## **ON THE HORIZON 2023 – 2027**

1. Water/Wastewater Service Regionalization
2. Succession Planning and Development
3. City Facilities/Parks Security: Assessment, Direction and Actions
4. Application Fee Schedule: Update
5. City Facilities Master Plan
6. Proactive City Corporate Communications Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions
7. Smart “Gig City” Strategy: Goals/Outcomes, Best Practices, Partners, Report with Options, Direction and City Actions
8. St. Lucie County-City Strategy: Key Issues, Direction and City Actions
9. City Virtual Services: Best Practices, Opportunities, Plan Development, Direction, Funding and Actions
10. City Communications Enhancement: Update, Direction and City Actions
11. Street Sweeping Service Level: Report, Direction and Funding
12. New Alternative Revenue Sources: Report and Direction

# Goal 2

## BEAUTIFY OUR COMMUNITY

### OBJECTIVES

1. Have attractive entrances and gateways: I-95 and Florida Turnpike
2. Have well-maintained parks and park venues
3. Have attractive major corridors: Orange Avenue, U. S. 1
4. Reduce the visual blight in the City
5. Have well-maintained streetscapes
6. Maintain and enhance waterfront appearance

### VALUE 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. Re-engaging and educating the community on the importance – beautification
2. Unattractive major corridors
3. Negative first impression when you enter Fort Pierce
4. Funding for code compliance, law enforcement and public works
5. Unsightly refuse containers and dumpsters
6. Irresponsible property owners who avoid complying with the City Code of Ordinances
7. Reputation and appearance of Fort Pierce

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

1. Vacant land, buildings and homes
2. Addressing issues associated with homelessness
3. Overabundance of unattractive properties on corridors: used car lots, temporary signs/banners, vacant lots and other unsightly items
4. Improving the entire City with a community unified vision
5. Working with and aligning the Housing Authority on a common vision and goals
6. Absentee property owners/homeowners not maintaining property
7. Funding of City capital projects
8. Lack of city control over major corridors – in the St Lucie County
9. Maintaining City building, landscaping and facilities as a model for our community

### **POLICY ACTIONS 2022**

1. Entrances/Gateways/Community Beautification Plan: Direction and Funding
2. Greenway Trail: Development
3. Parks and Playground Upgrade: Direction, Funding and City Actions
4. Fort Pierce Corridor Streetscape and Beautification Projects: Action Plan

### **PRIORITY**

### **MANAGEMENT IN PROGRESS 2022**

1. Recycling Campaign: Implementation
2. Main Street: Annual Report
3. Code Enforcement/Compliance: Report
4. Highwaymen Museum Development: Update Report and Application for Improvement – Florida

### **MAJOR PROJECTS 2022**

1. Annual Banner Replacement (Citywide) (150 Replacements)
2. Annual Beach Re-nourishment: St. Lucie County and U. S. Army Corps of Engineers

### **MANAGEMENT ACTIONS 2022**

1. Foreclosures Program/Process: Implementation
2. Wayfinding Signage: Upgraded Design and Funding
3. Clean and Safe Program Building Demolition: Update

### **PRIORITY**

## **ON THE HORIZON 2023 – 2027**

1. Indian Hills Wetlands Creation – Water Quality Phase 2: Direction and Funding
2. Historic Preservation/Enhancements: Review, Best Practices, Report with Options, Direction, Funding Mechanism, and City Actions
3. Public Properties and Buildings Enhancement: Goals/Outcomes, Report with Options, Direction, Funding and City Actions
4. Mural Projects 2021 (2): Direction
5. Art in Public Places Policy and Funding: Goals, Report with Options, Direction and Finding Mechanism
6. Sea Wall Ordinance Update: Revision
7. Tree Policy and Program Expansion: Review and Direction
8. Park Maintenance and Upgrade: Service Level and Funding

# GOAL 3

## DEVELOP OUR COMMUNITY

### OBJECTIVES

1. Relocate Wastewater Treatment Plant and Future Plan with housing, mixed-use development or hotel
2. Have an active, sustainable Port of Fort Pierce serving as an economic driver
3. Have well-maintained streets and public areas
4. Develop workforce for 21<sup>st</sup> century jobs and career opportunities
5. Become a major tourist destination on the Treasure Coast
6. Assure the availability of affordable housing for our residents

### VALUE 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. Expanding sports tourism in Fort Pierce
5. City's aging infrastructure and facilities
6. Addressing Sun Trail through our Downtown
7. Marketing Fort Pierce to businesses
8. Continuing the momentum in the downtown area and the surrounding neighborhoods
9. Keeping our economic momentum going

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

1. Increasing multi-modal transportation in Fort Pierce
2. Changing Fort Pierce's image and reputation
3. Continuing to support business investments in Fort Pierce
4. Community's resistance to change and economic development projects
5. Securing a Brightline station for Fort Pierce
6. Island development near the bridge
7. Connectivity east-west
8. Maintaining and expanding public access to water
9. Significant public property ownership in our Downtown
10. Attracting developers and residents to Fort Pierce

**POLICY ACTIONS 2022**

**PRIORITY**

1. Parking Strategy: Study and Direction
2. Annexations Strategy/Service Boundary Agreement Direction and City Next Steps
3. South Beach Overlay Plan : Direction
4. Island Reclamation Plant Relocation: Design
5. Neighborhood Identity and Branding: Direction and Funding
6. Housing Authority Strategy: Key Issues, Direction and City Actions
7. 13<sup>th</sup> Street Upgrade: Direction and Funding (North and South)
8. 17<sup>th</sup> Upgrade: Review, Direction and Funding (North and South)
9. Downtown Development Master Plan: Development

**MANAGEMENT ACTIONS 2022**

**PRIORITY**

1. Wave Garden Construction: Permitting and Construction
2. Port Development: Re-Zoning Direction,
3. Landscape Code: Revision
4. Mobility Study and Impact Fee: Direction
5. City Economic Incentives Policy: Review and Direction
6. King’s Landing Development: Site Plan and Preparation
7. Seaplanes: Facility and Service
8. Fisherman’s Wharf Development: Direction and Next Steps
9. Vacant Parcels: Identification, Direction and City Action

## **MANAGEMENT IN PROGRESS 2022**

1. Business Retention and Expansion Program (BRE): Assistance/ Education
2. Annual Job Fair 2022
3. 1<sup>st</sup> Floor Utilization Sunrise Center: Use Direction/Tenant
4. Edgartown Code Revisions: Completion

## **MAJOR PROJECTS 2022**

1. Septics to Sewers Program: Report and Direction (with FPUA)
2. Street Resurfacing Projects: 2022
3. Georgia Avenue Outfall Nutrient Removal: Construction
6. Beach Court (Easter Avenue to Florida Avenue) Stormwater Infrastructure Replacement: Design and Construction
7. Ohio Avenue (US 1 to Sunrise Boulevard) Roadway Improvements Project: Design and Construction
8. 8<sup>th</sup> Street (Avenue D to Avenue E) Street Improvements: Construction
9. Avenue B (8<sup>th</sup> Street to 13<sup>th</sup> Street) Street Improvements: Construction

## **ON THE HORIZON 2023 – 2027**

1. Courthouse Relocation Master Plan: Collaboration with St. Lucie County
2. Historic Preservation Code Amendment Code Amendment/Trust Fund: Report/Budget
3. Renewable Power Sources
4. Tri-Rail Service to Jupiter
5. Ridge Property (7<sup>th</sup> and Avenue H) Development: Report and Direction
6. Land Development Code: Comprehensive Review
7. Connecting Downtown to Neighborhoods: Report and Direction (Crossing U.S. 1) (Mobility Plan)
8. Sports Tourism Strategy and Action Plan
9. Zoning Code: Revision
10. Passenger Rail Station and Service for Fort Pierce: Advocacy
11. Peacock Arts District Revitalization: Overlay and Boundary

**ON THE HORIZON 2023 – 2027  
(continued)**

12. Home-Based Business Occupancy Code: Revision
13. Lincoln Park Overlay District: Development  
Lincoln Park Revitalization: Next Steps
14. Water/Wastewater Regionalization
15. Marketing and Showcase Fort Pierce: Goals, Report with  
Options, Direction and Funding
16. Affordable Housing: Definition, Best Practices, Report  
with Options, Direction, Funding and City Actions
17. Tourism Development Strategy/Action Plan: Direction  
and City Actions
18. Infill Development Strategy: Review, Report with  
Options, Direction and City Actions
19. Stormwater Master Plan Update: Review, Projects,  
Project Priorities, Funding and City Actions

**ON THE HORIZON 2023 – 2027  
(continued)**

20. Downtown Business and Entertainment Overlay District:  
Review and Direction
21. Entertainment Business Attraction Strategy and City  
Actions: Direction
22. Electric Vehicles Preparation: Direction and Actions
  - a. City
  - b. Community
  - c. FPUA
23. Resilient City Strategy/Action Plan: Definition, Best  
Practices, Report with Options, Direction, Funding and  
City Actions
24. Bike Lane over Bridge: Report with Options, Direction,  
Funding and City Actions
25. Peacock District: Review and Direction
26. Retail Expansion Strategy and Action Plan  
Implementation: Action Plan Development, Direction  
and City Actions (including Retail Shops, Restaurants,  
Etc.)

# Goal 4

## 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

### VALUE 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. COVID as a barrier to community engagement
2. Balancing work place security and customer service
3. Getting residents to become engaged in neighborhood and community organizations
4. Residents and businesses believing that the City is responsible for everything and solving all problems
5. Expanding community involvement with new people involved in governance
6. Helping residents understand the City government policies, programs and services
7. Diverse population of Fort Pierce

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

1. Developing future community leaders and City employees
2. Developing and sustaining common goals and vision for Fort Pierce that become the community's rallying point
3. Building trust in City government
4. Communicating accurate information to our community
5. Reaching out to younger population
6. Reaching out to the entire community
7. Defining diversity, equity and inclusion issues for our Fort Pierce community
8. Perceptions of Commissioner districts and representation

### **POLICY ACTIONS 2022**

1. Community Outreach with Faith Community: Direction and Actions
2. Community Engagement Strategy and Action Plan: Report and Direction
3. Community and City Equity Policy and Action Plan: Training, Champions and Actions

### **PRIORITY**

### **MANAGEMENT IN PROGRESS 2022**

1. Courageous Kids Program (COVID-19)
2. Boys and Girls Club Programs
3. Outreach Vehicle “Classroom”: Implementation
4. City Marketing Program Development: Direction

### **MANAGEMENT ACTIONS 2022**

1. Community Policing Expansion: Actions 2022

### **PRIORITY**

### **ON THE HORIZON 2023 – 2027**

1. Celebrating Community Heroes: Concept Definition, Best Practices, Report with Options, Direction and City Actions
2. Community Youth Outreach: Diverse Population, Direction and Actions
3. Multi-Cultural Festival: Food and Art Celebration, Report Direction and Actions
4. Community Events and Festivals: Evaluation and Direction
5. Police Youth Advisory Committee: Development (COVID-19)
6. Non-Profit Organizations: Performance Accountability Report, Direction and City Actions
7. Unity in Our Community
8. Social Media Policy: Review, Best Practices, Report with Options, Direction and City Actions
9. Proactive City Corporate Communications Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions

# Goal 5

## ENJOY OUR COMMUNITY

### OBJECTIVES

1. Value the arts and culture as a community asset
2. Have a variety of recreational programs and activities responsive to the Fort Pierce community
3. Develop new facilities to support new, emerging sports – pickle ball, disk golf, etc.
4. Maintain clean water
5. Have effective public transportation
6. Reduce the crime rate through community policing

### VALUE 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. Addressing issues with the homeless population
3. Maintaining a safe marina
4. Expanding neighborhood watch and community programs to increase residents' investments in safety and safe community
5. Tapping the arts and cultural heritage and traditions of Fort Pierce
6. Having strong community events and festivals that involve the residents
7. Determining the direction and funding for the Sunrise Theatre

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

1. Expanded community use of the Sunrise Theatre through revised programming
2. Funding for parks and recreation
3. Continuing the success and expanding regional use of the Golf Course
4. Expanding and diversify leisure and recreational opportunities and activities for all
5. Changing leisure and recreational trends
6. Increasing demand for outdoor venues and activities
7. Modernizing parks and their venues

**POLICY ACTIONS 2022**

**PRIORITY**

1. Mental Health Strategy and City Actions:  
Direction and City Actions
2. Smart City Initiative Development:  
Direction and Actions
3. Recreational Programs Expansion: Needs  
Assessment, Report with Option, Funding  
and Direction
4. Sunrise Theatre Future: Update Report,  
Direction and City Actions

**MANAGEMENT ACTIONS 2022**

**PRIORITY**

1. Lincoln Theatre Restoration Plan/Program  
Development: Update Report
2. Sunrise Theatre Plan for 2022: Direction

## **MANAGEMENT IN PROGRESS 2022**

1. SHIP Home Rehabilitations
2. Allegany Franciscan Ministries Collaboration
3. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase
4. Sunrise Theatre Marketing: Expansion
5. Sunrise Theatre: Grants
6. Sunrise Theatre Foundation: Fund Raising Event
7. SHIP/First Time Homebuyers Down Payment Assistance Program: Virtual Services
8. Sunrise Theatre New Website: Development
9. Sunrise Theatre Volunteer Program: Expansion
10. Marina Security: Assessment, Plan and Funding
11. Annual Highwaymen Heritage Trail Art Show and Festival 2023

## **MAJOR PROJECTS 2022**

1. Indian Hills Golf Course Projects
  - a. Final Site Plan for Clubhouse
  - b. Pickle Ball
  - c. Palm Tree Clean-Up
2. Fenn Park Reconstruction Project – Phase 2
3. Pickleball Courts at Jaycee Park
4. Porpoise Park Design and Construction
5. Jaycee Park Connectivity Improvements
6. Savannah Recreation Trail Connectivity to Indian Hills Recreation Area: Design and Construction
7. Youth Recreation Programs Expansion
8. Community Broadband Access/Digital Divide: Report from FPUA

### **ON THE HORIZON 2023 – 2027**

1. Swimming Programs for Youth
2. Old Fort Park Sidewalk Connectivity
3. Pinewood Recreation Facility Improvements
4. Additional Parking Garage for Downtown
5. Northside Marina Pump Out: Grant Funding
6. Sports Fields Additional: Report and Direction
7. Senior Softball: Report and Direction
8. Beach Volleyball: Report and Direction
9. eSports Strategy: Report and Direction
10. Blueways Plan: Concept, Plan Development, Direction and City Actions

# **CITY OF FORT PIERCE ACTION AGENDA 2022**

# ***City of Fort Pierce Policy Agenda 2022***

**TOP PRIORITY**

# HIGH PRIORITY

# ***City of Fort Pierce*** ***Management Agenda 2022***

**TOP PRIORITY**

# HIGH PRIORITY

# ***City of Fort Pierce***

## ***Management in Progress 2022***

# ***City of Fort Pierce***

## ***Major Projects 2022***

# **SECTION 4**

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## **PERFORMANCE REPORT 2021 [Summary: 1/22/22]**

**A**

**Performance Rating for  
2021**

# Performance Rating for 2021 Mayor and City Commission

## 8.5

### **Rationale for Rating**

1. Positive Police relationship with our Fort Pierce community
2. Strategic Plan and Action Agenda –Producing Results and Making a Better Fort Pierce Community
3. COVID pandemic response and organizational resiliency
4. Relations with the private sector
5. Mayor and City Commission civility and teamwork
6. Strong and sound City finances
7. Strong performance by each department
8. Economic development projects moving forward
9. Always expect more
10. City Manager and Departmental leadership and performance
11. Concern for our City employees – their stresses at work and at home
12. Progress on the waterfront

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# Performance Rating for 2021 Management Team

**8.0**

## **Rationale for Rating**

1. City teamwork and collaboration during COVID
2. New major developments: residential and commercial
3. Delivered on the Action Agenda 2021
4. Rich House open
5. Exciting major economic development project underway and need completion
6. Increased operational efficiencies with City processes – streamlining for better services
7. Overall financial strength of City government
8. Cooperation with other governmental agencies
9. Support, teamwork and leadership by the Mayor and City Commission
10. Improved site plans – more attractive architectural design and landscaping
11. Salary adjustments for City employees
12. City responsive to the needs of residents and our community
13. Increased costs and supply change issues from vehicles to golf balls
14. City employees are stressed and tired

**B**

# **Performance Report 2021**

# 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 2021 Targets for Action

## TOP PRIORITY

City Commission Districts/Re-Districting) and Compensation

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

Parking Strategy:

Study Completion, Direction, Paid Parking and City Actions

Port Development: Update Report, Direction and City Actions

Means Court Redevelopment Strategy

Entrances/Gateways/Community Beautification Plan:  
Direction and Funding

Code Enforcement/Compliance:

Performance Audit, Report with Findings and Options,  
Direction and City Actions

## HIGH PRIORITY

City Compensation Policy: Salary Study

New Alternative Revenue Sources: Report and Direction

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

Police Retention and Compensation

City Economic Incentives Policy: Review and Direction

Central Business District Boundary Extension West: Direction

# City of Fort Pierce Management Agenda 2021 Targets for Action

## TOP PRIORITY

Animal Shelter and Control: Direction and City Actions

King's Landing Development: Site Plan

South Beach Overlay: Direction

Enterprise Resource Planning Software (ERP): Direction and Funding

Wave Garden Construction: Permitting and Groundbreaking

King's Landing Development: Site Plan

Lincoln Park Overlay District: Development

## HIGH PRIORITY

City Surplus Properties: Review Inventory, Direction and City Actions

Road Conditions and Resurfacing Program

Community Policing Expansion: Actions 2021

Highwaymen Museum Development: Update Report and City Actions

Landscape Code: Revision

Wayfinding Signage: Upgraded Design

Seaplane/Shuffleboard Area: Direction and Actions

# Management in Progress 2021

## City of Fort Pierce

### ► Management in Progress 2021

- 1 1. Department Head Training Program: Completion
- 1 2. HR Records Scanning
- 1 3. Cyber Security Training/Penetration Testing
- 1 4. Recycling Public Awareness/Education Campaign
- 1 5. GIS Initiatives
- 1 6. Police Strategic Plan: Update
- 1 7. ACH Payments: Vendor Participation
- 1 8. Part-Time Parking Enforcement Officer for Downtown: Funding (Budget FY 2022)
- 1 9. Online Payment for All City Fees and Charges: Installation
- 1 10. Parking Enforcement Software for Mobile Parking Enforcement-RFP
- 1 11. Online Searchable Portal: Creation
- 1 12. Code Enforcement Two Part-time Officers: Hiring
- 1 13. Retiree Portal
- 1 14. New Fuel Software: Implementation
- 1 15. CivicHR Applicant Tracking System
- 1 16. AnalyticsNOW: Launch
- 1 17. Recreation Center and Park Renaming: Conference; Decision
- 1 18. Police Vehicles Replacement: 20 Patrol Vehicles Mid-Year Funding
- 1 19. Street Signs: Installation and Maintenance: Contract Mid-Year Funding
- 1 20. Supervisor Handbook: Completion
- 1 21. Police FTO Program; Rebuild
- 1 22. Police Equipment Replacement: Funding (Mid-Year Budget)
- 1 23. Building Department Call Center: Implementation
- 1 24. Hurricane Manual and Rules and Education Program: Presentation and Implementation
- 1 25. City Comprehensive Capital Improvements/Community Investment Plan (5 – 10 Year): Development
- 1 26. Annual CDBG Reporting: Implementation

► **Management in Progress 2021 (Continued)**

- 1 27. CivicHR Performance/Evaluations: Launch
- 1 28. Public Works Work Order System (Budget FY'22)
- 1 29. Records Management Position (Budget FY'22)
- 1 30. FPTV Mobile Unit: Funding (Budget FY'22)
- 1 31. Tyler Munis Electronic Plan Review; Implementation (Budget FY'22)
- 1 32. CivicHR Onboarding: Launch
- 1 33. Police District and Zone Map
- 1 34. Rich House: Operational (COVID Impact)
- 1 35. Guide for Potential Developers: Development
- 1 36. Police Promotion Examinations (Litigation)
- 1 37. Police Leadership Program and Succession Plan: Development
- 2 38. Business Retention and Expansion Program (BRE): Assistance/Education
- 2 39. Annual Job Fair
- 2 40. Scooter Shared Program (Decision)
- 2 41. 1<sup>st</sup> Floor Utilization Sunrise Center: Use Direction/Tenant
- 3 42. Courageous Kids Program (COVID-19)
- 3 43. Police Youth Advisory Committee: Development (COVID-19)
- 3 44. Boys and Girls Club Programs
- 3 45. Unity in Our Community
- 3 46. Outreach Vehicle "Classroom"
- 3 47. ATV for SROs (Budget FY'22)
- 4 48. Recycling Campaign: Implementation
- 4 49. Main Street: Annual Report
- 5 50. Stage Lighting DMX Control: Repairs
- 5 51. Indian Hills Golf Course Projects: Site Plan for Clubhouse; Tee Boxes; Palm Tree Clean-Up
- 5 52. Harbor Master's Office Project
- 5 53. Fenn Park Reconstruction Project - Phase 2 – Budget FY 2022
- 5 54. Pickleball Courts at Jaycee Park (Budget FY'22)
- 5 55. Sunrise Center Backup Generator

# Major Projects 2021

## City of Fort Pierce

### ► Major Projects 2021

- 1 1. Dumpster Enclosure: Construction
- 1 2. Fuel Island: Repairs (Budget FY'22)
- 1 3. City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall); CIP FY 2021 Fund and Implementation (Budget FY'22)
- 2 4. Septics to Sewers Program: Report and Direction (with FPUA)
- 2 5. SUN Trail – Historic Downtown Trail: Design
- 2 6. Street Resurfacing Projects: 2021
- 2 7. 17<sup>th</sup> Street Reconstruction (Avenue D Orange Avenue): Construction
- 2 8. Georgia Avenue Outfall Nutrient Removal: Design
- 2 9. SUN Trail – Historic Highwayman Gap Trail: Design
- 2 10. Beach Court (Easter Avenue to Florida Avenue) Stormwater Infrastructure Replacement
- 2 11. Ohio Avenue (US 1 to Sunrise Boulevard) Roadway Improvements Project: Design; Construction
- 2 12. Moore's Creek Erosion Remediation: Initiate Construction
- 2 13. 8<sup>th</sup> Street (Avenue D to Avenue E) Street Improvements: Construction
- 2 14. Avenue B (8<sup>th</sup> Street to 13<sup>th</sup> Street) Street Improvements: Construction
- 2 15. 5<sup>th</sup> Street (Boston Avenue to Delaware Avenue) Street Improvements: Construction
- 4 16. Banner Replacement (Citywide) (150 Replacements) FY 2021 Budgeted
- 5 17. SHIP Home Rehabilitations
- 5 18. Allegany Franciscan Ministries Collaboration
- 5 19. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase
- 5 20. Intelligence Lead Policing Strategy: Development
- 5 21. Sunrise Theatre Marketing: Expansion
- 5 22. Sunrise Theatre: Grants
- 5 23. Sunrise Theatre Foundation: Fund Raising Event
- 5 24. SHIP/First Time Homebuyers Down Payment Assistance Program: Virtual Services

► **Major Projects 2021 (Continued)**

- 5 25. Sunrise Theatre Mobile Ordering System for Concessions
- 5 26. Sunrise Theatre New Website: Development
- 5 27. Sunrise Theatre Volunteer Program: Expansion
- 5 28. Marina Security: Assessment, Plan and Direction (Budget FY'22)
- 5 29. Annual Highwaymen Heritage Trail Art Show and Festival 2022

# **City Successes for 2021**

## **Mayor and City Commission Perspective**

### **City of Fort Pierce**

1. Mayor and City Commission Teamwork and Leadership
2. Crime Reduction: Safer Community for All
3. Short Term Rental Registration Program
4. Means Court Center
5. Warehouse Development
6. Island Water Reclamation Facility Relocation: Progress
7. FPUA New Board and Director
8. Fishermen's Wharf Development: Progress
9. Kings Landing Project: Progress
10. Parking Plan
11. Election Reform: Living in Fort Pierce
12. Humane Society and Animal Control
13. Strategic Plan and Action Agenda Tracking System and Reporting
14. New City Attorney
15. Seaplane Project: Progress
16. Pop Warner National Championship

17. Rich House Community Center for All Ages
18. Surplus Property Sale
19. Racial Equity City Response
20. Police-Community Relationship Strengthened
21. Recognition: “Best Place to Work”
22. Annexation Strategy and Actions
23. One Fort Pierce Attitude Growing
24. See-Click-Fix Program
25. Transparent City Government
26. Youth Council
27. Expanded Recreation Programs
28. Fort Pierce Inlet 100<sup>th</sup> Anniversary
29. 1715 Cannon Cured
30. Mobility Plan Underway
31. Downtown Business Alliance
32. Response to COVID Pandemic: Community and City Government
33. Wave Development: Progress
34. King’s Highway Corridor Development
35. KOA Development
36. Infill Development Projects
37. Home Prices Increasing

38. Communications with our Fort Pierce Community: Increased

39. Surtax Street Improvements

40. Lincoln Theater Project

41. ERP Software

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## Department Performance 2021

# DEPARTMENTAL SUCCESSES 2021

## Fort Pierce, Florida

February 2022

### DEPARTMENT: Building

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Occupying new Building Department location

**Impacts:** Superior environment for conducting meetings along with expanded public service capabilities.

**Success:** Hiring/Cross-training team members

**Impacts:** Will successfully accommodate the extreme demands of the construction boom.

**Success:** Implementation of the Developmental Permit Compliance Review Process (DPCR)

**Impacts:** Compliance with State Statutes, additional workload

**Success:** Acquisition of new two-way radios

**Impacts:** Facilitates communication during emergency events

**Success:** Updating department's vehicle fleet

**Impacts:** Increased safety for employees

**Success:** Hiring Records Management Specialist

**Impacts:** Streamlining records management

**Success:** Acquisition of laptop computers for all staff.

**Impacts:** Enables staff to work remotely during disasters /emergencies.

# DEPARTMENTAL SUCCESSES 2021

## Fort Pierce, Florida

February 2022

### DEPARTMENT: City Clerk

Please list your department's most important achievements that were completed during 2021 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 renewal of business tax receipts greatly reduced the amount of foot traffic into our office.

**Impacts:** Businesses were able to pay on-line and did so more timely. Also allowed staff more time to make reminder phone calls for those unrenewed.

**Success:** Implemented short term and vacation rental registration ordinance.

**Impacts:** Created a funding source for improved code enforcement efforts.

**Success:** Secured a vendor to provide for on-line registration of short term and vacation rentals that works in conjunction with identifying properties that are out of compliance.

**Impacts:** Streamlined the registration process and provided better access and ability to identify short term and vacation rental properties

**Success:** Developed an on-line portal and software application for all public records requests

**Impacts:** Improved the ability to track and respond to requests, particularly those requiring records from multiple departments.

# DEPARTMENTAL SUCCESSES 2021

## Fort Pierce, Florida

February 2022

### DEPARTMENT: City Manager

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success: Disposition of Surplus Property**

**Impacts:** Properties back on tax roll, less maintenance cost for City, new infill residential development, improve housing stock in urban core.

**Success: Launched Redevelopment Incentive Program**

**Impacts:** Successfully launched the Commercial Façade Grant Program and Interior Uplift Grant Program. Both programs will assist businesses within the urban core of our city improve their exterior façades making our corridors more visually appealing and improve outdated building systems to activate empty storefronts.

**Success: Fisherman's Wharf**

**Impacts:** Solicited proposals for the redevelopment of Fisherman's Wharf, evaluated the proposals, held public meetings, and successfully negotiated a purchase agreement for \$5 Million. The community will benefit by retaining public access to the waterfront while diversifying the uses in the underutilized Port district, creating new jobs and activity. In addition, the infusion of \$5M will assist the FPRA with future redevelopment projects to benefit the community.

**Success: King's Landing**

**Impacts:** Secured land development approvals from Historic Preservation Board and Planning Board for the redevelopment of Fisherman's Wharf. This impacts the community by moving forward with the disposition of the former H.D. King Plant Site. This development will transform the Downtown and be a catalyst for future development in the City of Fort Pierce.

**Success: Retail Market Study by Colliers International**

**Impacts:** Utilized Colliers International to complete a Comprehensive Market and Retail Feasibility Study to conduct market research, develop and implement a retail recruitment plan. The demographic and psychographic information provided in the study helps the City with business recruitment and retention beyond the outdated Census data that did not tell the whole story of our market.

**Success: Economic Development Website – [www.ChooseFortPierce.com](http://www.ChooseFortPierce.com)**

**Impacts:** The website, [choosefortpierce.com](http://choosefortpierce.com), features interactive mapping tools, incentive information and is a hub for economic plans, studies, and reports. Economic Development has been identified as a high priority in the City’s strategic plan. This new site is part of an ongoing commitment to ensure that resources to support the Fort Pierce community and economy are readily available.

**Success: Successful start of the Diversity, Equity, and Inclusion journey.**

**Impacts:** We are committed to fostering, cultivating, and preserving a culture of diversity, equity, and inclusion. We understand that growing a diverse and more inclusive environment creates a sense of belonging among employees. When employees feel included, they’re more engaged, which has a ripple effect on team morale and retention. Employees tend to have better mental and physical health and take less leave for health issues.

**Success: Youth Council**

**Impacts:** The members of the youth council began eager to make an impact, but unsure how. We encouraged them to participate in the FLC’s 2021 Video Competition. Coaching them through the process and allowing them to freely brainstorm various topics that were near and dear to each of the members, allowed them to clarify their vision and purpose for the 21-22 year. Among these ideas are a Learning Series to alert the youth of resources available to them for free or a reduced cost. Additionally, they have since come up with other projects they hope will impact the youth and the community as a whole. Furthermore, they are making necessary arrangements to attend the Youth Council Legislative Days Conference in February 2022. This will enable them to see the larger impact they can have beyond just their schools and community. They are excited to speak with Legislators and discuss issues that are plaguing the youth, see a mock legislative session, visit the Capitol, as well as visit various college campuses, thereby broadening their view of how they are able to aid change.

**Success:** Executed Development Agreement for Oaks at Moore's Creek Phase II

**Impacts:** The construction of the 15 single-family, affordable workforce housing development will improve the available housing stock on the Historic Lincoln Park District.

**Success:** 2016 Walker Parking Study Update

**Impacts:** Implementation of the parking study recommendations has enabled the City to take a more comprehensive look at the current parking inventory, the impact of proposed development and developing solutions to address the increased demand.

**Success:** Means Court Multi-Service Community Hub Lease and Improvement Agreement

**Impacts:** The FPRA and Incubate Neighborhood Center (INC) executed an agreement that enables INC to move forward with implementing improvements to the Means Court Center that will complement the host of proposed services to be offered, including a business and kitchen incubator, improved access to resources and opportunity, and counseling for first-time home buyers

**Success:** City of Fort Pierce Florida Highwaymen Museum Grant

**Impacts:** The FPRA/City of Fort Pierce submitted a grant for approximately \$500,000 to retrofit the Jackie Canyon Building to create a top-notch museum to house and display valuable Highwaymen works of art and artifacts. This project is part of the vision to revitalize the Avenue D corridor.

# DEPARTMENTAL SUCCESSES 2021

## Fort Pierce, Florida

February 2022

### DEPARTMENT: Community Response

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Short Term / Vacation Rental Program – new ordinance

**Impacts:** Established a standard set of rules that apply to everyone.  
Eliminated the Conditional Use process.  
Enforcement guidelines clear.

**Success:** Short Term / Vacation Rental Program – enforcement software

**Impacts:** Contracted with Host Compliance/Granicus for their monitoring program, which does all the hard work and provides a list of non-compliant properties for the STR/VR Coordinator to address.

**Success:** Short Term / Vacation Rental Program – new employee

**Impacts:** Hired a new employee (PT) to enforce the new program, which provides a single point of contact.

**Success:** Increased Parking Enforcement

**Impacts:** Encourages compliance with parking ordinances.  
Increased revenue to the City.  
Increases safety by regulating parking locations.

**Success:** Increased Clean & Safe Community Initiative activities

**Impacts:** Increase lot clearings and demolition activity provides for a safer community.

**Success:** Office relocation

**Impacts:** Improved department morale, provided better workspace. No leaks when it rains.

**Success:** Transferred temporary animal shelter to Sunrise Humane Society

**Impacts:** Lets Animal Control return to doing just animal control.  
Adoptions have resumed.  
Benefits the residents and animals.

# DEPARTMENTAL SUCCESSES 2021

## Fort Pierce, Florida

February 2022

### DEPARTMENT: Engineering

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** 17<sup>th</sup> Street Revitalization – Construction Completion

**Impacts:** Successful project that improved the drainage infrastructure, reconstructed a failing roadway section, enhanced pedestrian connectivity, and improved the overall aesthetic appearance of the neighborhood. Improvements were accomplished utilizing 44% of the total project cost from federal grant funds.

**Success:** SUN Trail – Indian Hills Recreation Area

**Impacts:** Completion of the Shared-Use Nonmotorized (SUN) Trail segment through the Indian Hills Recreation Area will be celebrated with a ribbon cutting ceremony on January 13, 2022. This 12-foot-wide concrete trail is part of the vision of the East Coast Greenway, a 3000-mile trail system, linking communities along the eastern seaboard from Maine to Key West. The completion of this trail will provide improved user access and trail connectivity along with stabilizing the surface to reduce erosion through the Indian Hills Recreation Area.

**Success:** 2021 Street Resurfacing

**Impacts:** Resurfacing and pavement markings for 2.35 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 the city's inventor. This years resurfacing focused on the Lincoln Park Neighborhood.

**Success:** 8<sup>th</sup> Street (Avenue D to Avenue E) Reconstruction – Design Phase

**Impacts:** Administration of the engineering design contract for the reconstruction of this failing section of roadway. Design has been completed and project has been advertised for construction services. This project will replace aging infrastructure, add pedestrian connectivity, and improve the overall aesthetics.

**Success:** Avenue B (8<sup>th</sup> Street to 13<sup>th</sup> Street) Reconstruction – Design Phase

**Impacts:** Administration of the engineering design contract for the reconstruction of this failing section of roadway. Design has been completed and project has been advertised for construction services. This project will replace aging infrastructure, add pedestrian connectivity, and improve the overall aesthetics.

# DEPARTMENTAL SUCCESSES 2021

## Fort Pierce, Florida

February 2022

### DEPARTMENT: Finance

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Maintained the division's work output, in spite of staff challenges

**Impacts:** Though challenging, the level of service was not compromised and what was needed for the citizens, customers and staff was provided.

**Success:** Continued to Refund Debt

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

**Success:** Worked with IT to upgrade the online payment processing for various services, using Paymentus and Square.

**Impacts:** Gives citizens the convenience of paying charges without making a trip to City Hall and decreases employee time commitment to the task.

**Success:** Worked with IT on the purchase of a new ERP system

**Impacts:** Streamline the City's processes and provides for a more efficient service platform for our customers.

**Success:** Maintained Planning Division's work output, in spite of challenges

**Impacts:** Though challenging, the department was able to provide what was needed for the citizens, customers and staff.

**Success:** Maintained E-Bidding (electronic submission) for competitive solicitations via DemandStar.

**Impacts:** Continue to provide a contactless means for receiving bid submissions

**Success:** Maintained the division's work output, in spite of staff challenges

**Impacts:** Though challenging, the level of service was not compromised and what was needed for the citizens, customers and staff was provided.

**Success:** Held the Annual World Changers Housing Rehab Event

**Impacts:** 14 homes were painted and small repairs, such as fence repair was completed

**Success:** Awarded 23K in Public Service Grants

**Impacts:** We were able to assist five of the City's NGOs in carrying out their mission: Habitat for Humanity (provided 5k to provide landscape services for affordable homes built-helped two families) Treasure Coast Food Bank (provided 5k for summer feeding program benefitting LMI communities;) St. Mark Educational Center (5K contributed to fund GED program which graduated six adults with a high school diploma); Treasure Coast Elite (provided 5K to send 15 youth on college informational tours); Police Athletic League (provided 3K to fund summer camp program for 20 youth under the age of 18).

**Success:** Awarded 1500 to Pink Rose Foundation for Back-to-School Supply Drive

**Impacts:** Over 300 participants were provided new school supplies.

**Success:** Helped revitalized parts of the community through Paint-our-Town program.

**Impacts:** This year we painted 4 homes as part of our neighborhood revitalization Annual Action Plan goals.

**Success:** Recipient of the Closing the Gap Technical Assistance Grant

**Impacts:** Low-Income, Minority residents forced to rent rather than own homes will benefit from the technical assistance and data collection performed by the Florida Housing Coalition Initiative- Closing the Gap initiative as the initiative is geared towards creating paths towards homeownership.

**Success:** Recipient of the Department of State’s Recreational Trails Grant for 78K

**Impacts:** This grant allows the city to install outdoor fitness equipment in the Lincoln Park area. This initiative will assist in promoting fitness and health in an area plagued with a variety of comorbidity illnesses

**Success:** Applied and submitted grant to create Highwaymen Museum

**Impacts:** Although we have been awarded yet, the applying for this grant has moved us closer to realizing our mission to establish a Highwaymen Museum, an endeavor that will impact the entire city, especially our most economically distressed community of Lincoln Park.

**Success:** Despite COVID-19's continuation, we completed five housing rehabilitation projects through SHIP program. Recipients were awarded a total of 177K in housing rehabilitation.

**Impacts:** Five low-income residents were able to remain in their homes due to the City replacing roofs, installing new A/C units, fixing underground plumbing issues, installing new kitchen cabinets to replace deteriorating, non-functioning, critical housing structures.

**Success:** Held First-Time Homebuyer’s Seminar

**Impacts:** 15 potential homeowners were provided in-depth information regarding the process for purchasing a home. These individuals, current renters, are now following the steps to purchase homes in the city, which will contribute to the city’s tax base.

**Success:** Revived and Held Community Garden Party

**Impacts:** The City’s Community Garden was revived, and garden plots were issued to an additional nine residents, bringing the total of residents owning garden plots to 20. These families are growing their own food/fresh produce, which has been a part of the goal of our Local Foods, Local Places initiative.

**Success:** Contributed 25K to facilitate summer youth work program

**Impacts:** Over 15 LMI youth were able to earn summer income due to the city assisting the local Boys and Girls Club. These programs in turn allowed LMI workers to have childcare in order to work.

**Success:** New Local Housing Plan that included five additional affordable housing strategies was Created

**Impacts:** The city is now able to facilitate a variety of affordable housing options through the inclusion of additional housing strategies such as: demolition/rebuild, rental assistance, funding assistance to non- and for-profit affordable housing builders. These new initiatives will spur the growth of housing and assist several hundred LMI residents in securing stable housing via the availability of various housing development strategies.

**Success:** Initiated Membership in Treasure Coast Homelessness Council

**Impacts:** Becoming a member of the TCHC will allow the city to apply for funding to assist homeless individuals with housing stability options. This success will positively impact the City's homeless population

**Success:** Satisfied five mortgage liens / Awarded 13 New Homebuyers Grant/ Five Rehabs

**Impacts:** The Department satisfied five home liens, which in three cases provided additional income (individuals repaying the city for remaining time on SHIP liens). In other cases, we were able to close out mortgage liens for individuals who sold their homes during the current sellers' market. These transactions impacted the city as home values increased.

The Department also awarded 13 families with down payment assistance (150K in awards—some individuals are still in the process of finding homes). This assistance will have a profoundly impact the city in bringing in additional revenues and assisting more residents in becoming homeowners. We also approved five housing rehabilitation requests and have thus far awarded 57K of the 250K that will be dispensed.

# DEPARTMENTAL SUCCESSES 2021

## Fort Pierce, Florida

February 2022

### DEPARTMENT: Human Resources

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** City of Fort Pierce made the St. Lucie County's Best Places to Work list

**Impacts:** Gives City employees a renewed sense of commitment and pride and allows the City to be highlighted in the public eye.

**Success:** Effectively bargained the agreement between the City and the Teamsters union

**Impacts:** Better contract and raises implemented.

**Success:** Revised the HR compensation pay scale up 21%

**Impacts:** This prepares the City to be more competitive with salaries and also prepares us for the minimum wage increase to \$15 per hour.

**Success:** Successful Employee Awards Program

**Impacts:** Fifty-six employees were honored for serving 5, 10, 15, 20, 25 or 30 years to the City

**Success:** Recruited and hired / onboarded 39 new employees

**Impacts:** Brought new talent to the City

# DEPARTMENTAL SUCCESSES 2021

## Fort Pierce, Florida

February 2022

### DEPARTMENT: Indian Hills Golf Course

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Our largest success for 2021 is that we have reassumed full control of the golf maintenance operation.

**Impacts:** This will allow us to understand and control where every dollar is being spent.

**Success:** We continue to improve the course conditions and its safety.

**Impacts:** This has allowed our regular customers to see the annual improvement of the conditions.

**Success:** We consistently hear that we have the friendliest golf staff in the area.

**Impacts:** With an ever-growing local population, we have been able to turn NEW customers into REGULAR customers.

**Success:** We certainly aren't at a break even yet, but every year we have gotten closer.

**Impacts:** Having better control of our expenses will allow us to bridge the gap between our revenues and expenses.

**Success:** We have compiled a great staff!

**Impacts:** Now we are finally in a position where everyone is pushing the same direction.

# DEPARTMENTAL SUCCESSES 2021

## Fort Pierce, Florida

February 2022

### DEPARTMENT: Information Technology

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Creation & Deployment of the City's GIS Hub web page

**Impacts:** Public & internal access to GIS web maps, PDF files & open data GIS shapefiles.

**Success:** Interactive web maps for in field data collection

**Impacts:** Provides the City of Ft. Pierce departments the ability to collect data while in the field (Building Dept. collects information for damage assessment purposes, Public Works collects asset inventory etc.).

**Success:** Implementation of Paymentus

**Impacts:** Sets foundation for having a single unified payment solution.

**Success:** Implementation of AnalyticsNOW

**Impacts:** Allows users to perform in depth queries and reports on system data.

**Success:** Implementation of ESS Pension

**Impacts:** Allows retirees to see pension data and perform what if scenarios decreasing direct calls to Finance staff.

**Success:** AT&T - HVS National Migration

**Impacts:** Complete control over our HVS Enterprise, migrating from the State of Florida to the National platform. Cost savings, provides more tools to assist with supporting VoIP services within the enterprise.

**Success:** Agenda Quick - Public Records Requests

**Impacts:** Allows public to easily request information while enhancing the workflow of such requests for City staff.

**Success:** Metro-E Swap to Fiber

**Impacts:** Improved network connectivity and stability.

**Success:** PW Work Order System Cloud Implementation

**Impacts:** Provides maximum uptime and availability of the application.

**Success:** LED Marquee (network)

**Impacts:** Provides constant updated communications to the public along the one of our main corridors.

**Success:** Building call center

**Impacts:** Enhanced customer service via direct call routing.

**Success:** See Click Fix promotion

**Impacts:** PSAs w/ elected official to promote use and increased adoption of the service.

**Success:** Overall increase in FPTV productions

**Impacts:** Information internally and externally is now more readily available to our viewers.

**Success:** Produced multiple “Community Engagement” events.

**Impacts:** Help improve communication between the City and residents.

**Success:** Produced COVID 19 PSAs

**Impacts:** Inform residents of where they can acquire vaccine and related information and resources.

**Success:** Produced Flood Awareness and Flood Insurance PSA’s

**Impacts:** Remind and inform residents of flood risks.

**Success:** Selection of new ERP solution – Tyler Technologies (Munis & EnerGov)

**Impacts:** The City will lower the total cost of ownership and improve the functionality for the enterprise and our citizens by acquiring a new ERP solution.

# DEPARTMENTAL SUCCESSES 2021

## Fort Pierce, Florida

February 2022

### DEPARTMENT: Fort Pierce City Marina

Please list your department's most important achievements that were completed during 2021 under "Success."  
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Increased revenues

**Impacts:** Financial

**Success:** Fire and light pedestal replacement on the floating dock

**Impacts:** Type Here

**Success:** Created a visitor check in location

**Impacts:** Separating the customer from the employee

# DEPARTMENTAL SUCCESSES 2021

## Fort Pierce, Florida

February 2022

### DEPARTMENT: Planning

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Drafted Port of Fort Pierce Land Development Regulations and associated Future Land Use Map and Text amendments

**Impacts:** Since 1999, the FLUM and Zoning Maps for the Port have been inconsistent and land unable to be developed under the current zoning district regulations. This change provides consistency; the process enabled working together with the property owners for the betterment of the use of their property. To the community, this change comes with a positive economic impact.

**Success:** Initiated the analysis of the CBD FLU and C-4 zoning to provide consistency with the land use and zoning in the downtown and expand the downtown area.

**Impacts:** Determining a base line of level of service for the current and expanded Central Business District and provide an understanding to property owners and potential developers of what is permitted and what can be sustained in the downtown.

**Success:** Willow Lakes Phase 1 site plan approval (pending)

**Impacts:** This project is a game changer for the City as a local and international tourism draw.

**Success:** Approval of the Crossroads Industrial Park consisting of over 1 million square feet of warehouse development with the preservation set aside

**Impacts:** Employment opportunities, architectural design elements desirable from the two highways, natural habitat preservation

**Success:** New residential development consisting of a variety of housing types.

**Impacts:** Ability to accommodate new residents at different demographic characteristics

**Success:** King's Landing approval (pending)

**Impacts:** A game changer for the downtown. Economic and employment opportunities and furthering the destination of the downtown with a hotel, residential and restaurant uses

**Success:** A mobility plan for the FPRA. (pending approval of a revised scope of work)

**Impacts:** Creates a plan with the focus on alternative mobility options. Addresses the failing level of service on specific and critical roadways in the CRA area.

**Success:** Employed the TCRPC to assist in the relocation of the Wastewater Treatment Plant.

**Impacts:** Improved use of prime waterfront publicly owned real estate for economic impact. Removes the potential for negative environmental impacts of this highly intense industrial use on our fragile barrier island.

**Success:** Began the review of new residential development along our interior waterways for the potential of creating greenway linkages to connect new and existing residential development.

**Impacts:** Will foster alternative modes of transportation; restore the littoral areas of our waterways to improve water quality.

# DEPARTMENTAL SUCCESSES 2021

## Fort Pierce, Florida

February 2022

### DEPARTMENT: Fort Pierce Police

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Project Safe Neighborhoods Grant

**Impacts:** The Fort Pierce Police Department was awarded \$70,000 by the United States Department of Justice's Project Safe Neighborhoods Program. The Project Safe Neighborhoods Program (PSN) is designed to create and foster safer neighborhoods by funding efforts to address criminal gangs and felonious possession and use of firearms. The success of the program requires coordination, cooperation, and partnership between state, local, and federal law enforcement agencies. Fort Pierce was one of six cities in Florida to be awarded the grant. These monies are being used to increase patrol and investigative activities in areas of Fort Pierce most affected by gang violence.

**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. Using our mid-term crime statistics, our efforts resulted in 7.7% decrease in violent and non-violent crimes combined compared to the same period in 2020. This also resulted in a 3.5% reduction in citizen-generated calls for service.

**Success:** New Tasers, Body Worn Cameras, Vehicle Cameras

**Impacts:** Through relief monies provided by the American Rescue Plan, the Fort Pierce Police Department was able to purchase new equipment including 130 Tasers, 130 Body Worn Cameras, and camera systems for 65 new vehicles from Axon. The new Tasers and Body Worn Cameras have integrated technology that allows supervisors and command staff to closely monitor critical incidents in real time. This allows for improved operational command and control, along with improved officer safety. Additionally, the new vehicle camera systems have license plate reading technology that will help officers gather vehicle information more quickly and improve officer safety,

**Success:** RICH House Opening

**Impacts:** On July 29, 2021, a long-awaited vision came to pass with the grand opening of the Resource In Community Hope house (RICH house) located at 2304 Avenue I. The RICH house is a beacon of hope for all ages in the community. It was the vision of Chief Hopley-Burney over six years ago to establish a place where seniors, adults, youth, and children can receive specific help. Whether it's anger management, dealing with bullying for the youth, or technical and computer assistance support for elders, there is something offered for everyone. The Fort Pierce Housing Authority donated a building to the Police Department to use for community outreach. It is the intent of the RICH house to accelerate, grow, and sustain the community's livability for all.

**Success:** New Vehicles

**Impacts:** For almost a decade, only a small portion of the Fort Pierce Police Department's fleet of vehicles were replaced with new vehicles. This resulted in the majority of the fleet being in need of replacement, which has taken several years to rectify. For 2021, the Fort Pierce Police Department was able to secure a lease to add an additional fifty-six new vehicles to its fleet. This will allow the department to finally remove the remaining approximately 20-year-old Crown Victoria model patrol cars from use. These new vehicles were leased on a five-year lease and will be replaced at the end of the lease. By using leased vehicles on staggered contracts, a sustainable life cycle is created for our fleet, which results in a safer and more reliable fleet of vehicles.

**Success:** Building Security

**Impacts:** Previously, 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. During the first phase of correcting these security issues the exterior and interior door lock systems for both buildings were replaced including hardware and software. During the second phase, completed in 2021, gates and software were replaced at both buildings. These upgraded security features greatly enhance our ability to control ingress and egress inside our parking lots and buildings while providing a more secure environment for our employees and our buildings and infrastructure.

# DEPARTMENTAL SUCCESSES 2021

## Fort Pierce, Florida

February 2022

### DEPARTMENT: Public Works

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** National Championship winning Pop Warner 14U Football Team.

**Impacts:** Community Unity and Pride

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

**Impacts:** Financially Sound City Providing Excellent Services

**Success:** Completed City Hall facility envelope repairs

**Impacts:** Safer and More Beautiful City

**Success:** 50% reduction in incidents and accidents over the previous year due to routine safety meetings and training

**Impacts:** Safer and More Beautiful City

**Success:** Rentals at the River Walk Center have returned to pre-pandemic levels

**Impacts:** Financially Sound City Providing Excellent Services

**Success:** Reestablished Adopt-a-Road program and added Adopt-a-Park

**Impacts:** Safer and More Beautiful City

**Success:** Added a litter crew to address litter on major thoroughfares

**Impacts:** Safer and More Beautiful City

**Success:** Launched Quarterly Lunch and Learn

**Impacts:** Community Unity and Pride

**Success:** Launched Quarterly Community Cleanups

**Impacts:** Safer and More Beautiful City

# DEPARTMENTAL SUCCESSES 2021

## Fort Pierce, Florida

February 2022

### DEPARTMENT: Sunrise Theatre

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Received \$1.6 Million Shuttered Venues Operator Grant

**Impacts:** Allows the Sunrise to remain open and cover costs associated with the impacts of Covid-19.

**Success:** Signed 12 month consulting agreement with Professional Facilities Management (PFM)

**Impacts:** Will provide assistance in all areas of Venue operations analyzing current procedures and offering ways of streamlining. They will also assist with their buying power and their ability to "block book" access to higher profile artists that may be out of our reach. Assist the Sunrise Theatre Foundation Board with

**Success:** Navigated through the Covid-19 shutdown implementing safety procedures & protocols

**Impacts:** Was able to have performances at 50% capacity

**Success:** Reopened with 2021/22 season shows and 100% capacity for attendees

**Impacts:** Have had a few sold-out and near sold-out shows and generating activity for downtown.

**Success:** Filled Box Office Manager position/added part time staff

**Impacts:** Relieved existing staff from having to handle box office related duties. Box Office hours and phone lines increased. Better customer service for the public.

# **SECTION 5**

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## **LOOKING TO FORT PIERCE'S FUTURE [Summary: 1/22/22]**

# City of Fort Pierce

## My Legacy...

### **MAYOR LINDA HUDSON**

1. Safe Community
2. Unified Community
3. Prosperous Community

### **COMMISSIONER ARNOLD GAINES**

1. Better Place to Live for our Residents

### **COMMISSIONER CURTIS JOHNSON, JR**

1. Affordable Housing for Residents with Living Wages
2. Infill Housing
3. Jobs for our Residents

### **COMMISSIONER JEREMIAH JOHNSON**

1. Sound Codes and Ordinances
2. Economic Growth
3. More Efficient City Hal

### **COMMISSIONER TOM PERONA**

1. Community Pride
2. Positive Marketing of Fort Pierce
3. City Function – City and Community

# Fort Pierce Success in 2027 means...

## **MAYOR LINDA HUDSON**

1. Wastewater Treatment Plant Relations
2. Police Retention and Staffing
3. Unified Water and Wastewater Agreement with St. Lucie County

## **COMMISSIONER ARNOLD GAINES**

1. Annual Action Agenda with 90% Achievement
2. Respect among Mayor and City Commissioners – Working Together making Fort Pierce a Better Place
3. City Working as a Team

## **COMMISSIONER CURTIS JOHNSON, JR**

1. Grow our economic Base
2. Homeownership in Lincoln Area

## **COMMISSIONER JEREMIAH JOHNSON**

1. CBD Thriving
2. Squared City Boundaries
3. Wastewater Plant Groundbreaking

## **COMMISSIONER TOM PERONA**

1. Responsibly Managing Growth
2. Strong Employment Opportunities – Children Returning to Fort Pierce
3. History and Culture Balanced with Growth
4. Transition to a New Commission

# My Actions Ideas for 2022

## City of Fort Pierce

### **MAYOR LINDA HUDSON**

1. Sunshine Humane Society Success
2. Sunrise Theatre: Decision
3. Fisherman's Wharf/King's Landing Success

### **COMMISSIONER ARNOLD GAINES**

1. More Attractive and Cleaned Up District 1
2. Economic/Career Opportunities for Residents
3. Strengthen Youth Participation in Sports

### **COMMISSIONER CURTIS JOHNSON, JR**

1. Enhanced Communications with our Community
2. Action Agenda with 80% Achievement
3. Improved Branding and Identity for Each Neighborhood

### **COMMISSIONER JEREMIAH JOHNSON**

1. CIP Enhanced Funding
2. Most Desirable Law Enforcement on the Treasure Coast
3. Zoning Regulations and District Revised

### **COMMISSIONER TOM PERONA**

1. Sustainable Parking Plan
2. Employee Retention Program
3. Sunrise Theatre: Decision

# Messages from Our Community

## City of Fort Pierce

1. Sense of one Fort Pierce community
2. Need for quality affordable housing
3. Concern: potential loss of Fort Pierce's small town charm
4. Hearing from more voices from the community
5. Concern about change
6. Desire to work from home
7. Are we ready for electric vehicles and the impacts on FPUA, City and the community
8. Concern about crime
9. Better looking streetscapes and vacant properties
10. More lighting throughout our Fort Pierce community
11. Desire for increase connectivity
12. Need for wayfinding signs in Downtown
13. Need for more traffic enforcement
14. Access to City Hall – sense of being closed
15. Increases Police presence throughout our community
16. Better branding and identity for each neighborhood
17. Improve streets and repair potholes
18. Need for more/expanded youth recreation activities and other programs

# Strengths – Weaknesses Threats – Opportunities City of Fort Pierce

## ► Strengths

1. Location
2. Small town charm
3. Diverse community
4. Quality City services
5. Mayor-City Commission teamwork and leadership
6. City management
7. Positive community momentum
8. Strategic Plan and Action Agenda keeping the focus, defining direction and producing result
9. Port
10. Beaches
11. Rich history and heritage
12. Strong CRA
13. Police programs and services; positive relations with our Fort Pierce community
14. Financial condition: City and CRA

► **Strengths (continued)**

15. Parks
16. Arts and culture
17. Sunrise Theatre/Lincoln Theater
18. Development in west Fort Pierce
19. Utilities
20. Positive economic future
21. City employees dedicated to our Fort Pierce community
- 22.
- 23.
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- 25.
- 26.
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- 34.

► **Areas for Improvement**

1. Relations with St. Lucie County
2. Need for affordable housing
3. Training programs for 21<sup>st</sup> century job opportunities
4. Need for more youth programs – recreational, leisure and jobs
5. Continuing split in our Fort Pierce community
6. Planning for change
7. Improving the condition of roads
8. Becoming a resilient community
9. Continuing to improve relations with FPUA
10. Parking in Downtown
11. Uncertain future of the Sunrise Theatre
12. Addressing animal control issues with the Humane Society
13. Involving our residents
14. Delivering results Means Court and Lincoln Theater
15. Making Fort Pierce a more attractive city and community
- 16.
- 17.
- 18.
- 19.
- 20.

► **Threats to Fort Pierce’s Future**

1. St. Lucie County
2. State of Florida and the loss of local control
3. Uncertain economic future
4. Non-alignment of City and FPUA
5. Over-development and unmanaged growth
6. Politics over governance and community betterment
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- 8.
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- 16.
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- 19.
- 20.

## ► Opportunities for the Future

1. Downtown
2. Port Development
3. The Wave Development
4. Annexations
5. Fishermen's Wharf Development
6. Arts & Culture: Sunrise Theatre and Lincoln Theater
7. Unified One Fort Pierce Community
8. Tourism Development
9. Seaplane Service
10. Revitalization of Historic Neighborhoods
11. Lincoln Park District
12. Western Fort Pierce Development
13. Neighborhood Identity and Branding
14. Youth Programs and Activity Expansion
15. Micro-Mobility Expansion
16. South Beach District Development
17. Showcasing the Highwaymen
18. Fort Pierce Beautification
- 19.
- 20.

# **Actions for 2022**

## **Mayor and City Commission Interviews**

### **City of Fort Pierce**

1. Island Reclamation Plant Relocation: Next Steps and Completion
2. Fishermen's Wharf Development: Next Steps
3. Port Development: Next Steps
4. Seaplane Service: Next Steps
5. Downtown Parking: Review and Direction
6. Animal Control: Review, Report with Options and Direction
7. Mobility Master Plan Development: Completion and Adoption
8. Strategic Plan: Update and Action Agenda 2022 Adoption
9. Youth Recreational Programs Expansion: Needs Assessment, Report with Option, Funding and Direction
10. Sunrise Theatre: Update Report, Direction and City Actions
11. Lincoln Theater: Update Report, Direction and City Actions
12. Annexation Strategy and Actions: Review and Actions
13. FPUA-City Strategy: Key Issues, Direction and City Actions
14. St. Lucie County-City Strategy: Key Issues, Direction and City Actions
15. Surplus City Properties: Direction and Sale

16. Means Court Development: Next Steps
17. King's Landing Development: Next Steps
18. Fort Pierce Corridor Beautification Action Plan Implementation: Direction, Funding and City Actions
19. Crime Reduction Action Plan: Update, Report with Plan and Options, Direction and Funding
20. Police Services and Staffing: Report with Options, Direction and Funding
21. Smart City Initiative: Update, Direction and City Actions
22. Building Demolition: Update, Direction and City Actions
23. Street Service Level and Funding: Direction, Funding Level and Projects for 2022
24. Wave Garden Development: Next Steps
25. Greenways: Goals, Report with Options, Direction, Funding and City Actions
26. Neighborhood Identity and Branding: Direction and Funding
27. Trail Development: Update, Direction, Funding and City Actions
28. Police Officer Retention: Problem Analysis, Report with Findings and Options, Direction and Funding
29. COVID Action Plan
  - a. City Government
  - b. Our Community
30. Lincoln Park Revitalization: Next Steps
31. Planning and Development Process Refinement/Streamlining: Analysis and Action Plan
32. Revenue Options: Report and Direction
33. Homeless Strategy and Action Plan: Problem Analysis, Best Practices, Report with Options, Direction, Funding and City Actions

34. Entertainment Business Attraction Strategy and City Actions: Direction
35. South Beach Overlay District: Update and Direction
36. Community Engagement Strategy and Action Plan: Update, Direction and City Actions
37. Housing Authority Strategy: Key Issues, Direction and City Actions
38. Affordable Housing: Definition, Best Practices, Report with Options, Direction, Funding and City Actions
39. Vacant Parcels: Identification, Direction and City Action
40. City Communications Enhancement: Update, Direction and City Actions
41. Street Sweeping Service Level: Report, Direction and Funding
42. Millage Rate Policy: Review and Direction
43. Police EOC Facility Operational: Update and City Actions
44. Comprehensive Plan Update: Direction
45. Impact Fees Policy and Framework: Review and Refinement
46. Stormwater Master Plan: Review, Projects, Project Priorities, Funding and City Action s
47. Chamber of Commerce Strategy: Key Issues, Direction and City Actions
48. Electric Vehicles Preparation: Direction and Actions
  - a. City
  - b. Community
  - c. FPUA
49. Resilient City Strategy/Action Plan: Definition, Best Practices, Report with Options, Direction, Funding and City Actions
50. Bike Lane over Bridge: Report with Options, Direction, Funding and City Actions
51. Youth Talent Show: Definition, Partners, Options, Direction and City Actions

52. Tourism Development Strategy/Action Plan: Direction and City Actions
53. Showcasing Fort Pierce's Rich History and Heritage: Goals, Report with Options, Direction, Funding and City Actions
54. Tree Policy and Program Expansion: Review and Direction
55. Bridges: Condition Assessment, Report, Projects and Funding Mechanism
56. American Rescue Program: Update and Project Direction
57. Federal Infrastructure Program Preparation: Guidelines, Projects and Funding
58. Mental Health Services: Problem Analysis, Best Practices, Report with Findings and Options, Direction and City Actions
59. Workforce Development and Training: Current Programs, Gap Analysis, Report and Direction
60. Wildlife Preservation: Review and Direction
61. 13<sup>th</sup> Upgrade: Direction and Funding
62. 17<sup>th</sup> Upgrade: Direction and Funding
63. Health Fair: Goals, City Role, Direction and City Actions
64. Senior Programs and Activities Expansion/Enhancement: Direction
65. City Legislative Agenda and Advocacy: Issues, Direction and City Actions
- 66.
- 67.
- 68.
- 69.
- 70.

# Top “12” Priorities for 2022

## EXECUTIVE PERSPECTIVE

1. Annexation Comprehensive Strategy and Action Plan
2. Community Marketing Strategy and Action Plan
3. Mobility Plan Development
4. Homeless Strategy and Action Plan
5. Wastewater Plant Relocation
6. Port Development
7. Downtown Master Plan Development
8. Seaplane Project and Service
9. Wave Project and Development
10. Fisherman’s Wharf Development
11. King’s Land Development
12. City Services and Staffing

# **Looking to Fort Pierce's Future Departmental View**

# MAJOR CHALLENGES

## Fort Pierce, Florida

February 2022

### DEPARTMENT: Building

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Stress, exponential increase of stress impacting the work environment.
- Pandemic fatigue
- Construction boom – increased workload
- Aggressive stakeholders/customers
- Obtaining qualified personnel
- Low salary
- Changing legislation/ increased requirements
- Increased need of technology and technical support

**MANAGEMENT IN PROGRESS 2022**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
February 2022

**DEPARTMENT:** Building

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Implementation of Tyler/Smart Gov software
- 2 Staying ahead of the construction boom

**INITIATIVES 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
February 2022**

**DEPARTMENT:** Building

Please list issues or projects that you would like for the city to address this 2022.

1 Staffing

# MAJOR CHALLENGES

## Fort Pierce, Florida

February 2022

**DEPARTMENT:** City Clerk

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Recruiting and training qualified staff.

**MANAGEMENT IN PROGRESS 2022**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
February 2022

**DEPARTMENT:** City Clerk

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Create an on-line searchable portal where all ordinances, resolutions, minutes, contracts, leases, and interlocal agreements are available for the public to search dating back to 1901. The information is scanned into the appropriate software already.
- 2 City Clerk to create a guide for prospective developers that details the requirements for approval for various types of development and construction to include rezoning, variances and conditional use approvals.

**INITIATIVES 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
February 2022**

**DEPARTMENT:** City Clerk

Please list issues or projects that you would like for the city to address this 2022.

- 1 Hire a qualified professional to facilitate our records management program and provide assistance to all departments to transition their records from paper to FileBound.
- 2 Initiate staff training and certification for all new staff members.

# MAJOR CHALLENGES

## Fort Pierce, Florida

February 2022

**DEPARTMENT:** City Manager

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Resources and partnerships to achieve common goals
- Maintain pace with the increased development interests.

**MANAGEMENT IN PROGRESS 2022**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
February 2022

**DEPARTMENT:** City Manager

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Comprehensive Wayfinding Signage Plan
- 2 Infill Lien Reduction Program
- 3 Downtown Master Plan
- 4 Disposition of City and FPRA-Owned Property (RFPs, Leases, etc.)
- 5 Relocation of Wastewater Treatment Plant
- 6 District Branding
- 7 Mural Program
- 8 Redevelopment of HD King Plant Site, Fisherman's Wharf and Lindsay School of the Arts
- 9 Lincoln Theater Restoration Initiative

**INITIATIVES 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
February 2022**

**DEPARTMENT:** City Manager

Please list issues or projects that you would like for the city to address this 2022.

- 1 Cybersecurity
- 2 Deployment of technological equipment to promote virtual productivity
- 3 Workforce Retention

# MAJOR CHALLENGES

## Fort Pierce, Florida

February 2022

### DEPARTMENT: Community Response

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Parking – Where? Paid?

**MANAGEMENT IN PROGRESS 2022**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
February 2022

**DEPARTMENT:** Community Response

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Clean & Safe Community Initiative (CSI) – increased lot clearing
- 2 Parking Enforcement – new ordinance / paid parking program
- 3 STR/VR Program
- 4 Animal Control – new Humane Society

**INITIATIVES 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
February 2022**

**DEPARTMENT:** Community Response

Please list issues or projects that you would like for the city to address this 2022.

- 1 Complete the transfer to the new enterprise software
- 2 Obtain parking enforcement software / hardware
- 3 New trucks (supply issues)

# MAJOR CHALLENGES

## Fort Pierce, Florida

February 2022

### DEPARTMENT: Engineering

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From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Repair and replacement of aging infrastructure
- Planning, funding, and implementation of stormwater projects to improve flood protection and provide water quality improvements to meet restrictive state limitations on stormwater outfall
- Resiliency planning and implementation of measures to protect against sea level rise

**MANAGEMENT IN PROGRESS 2022**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
February 2022

**DEPARTMENT: Engineering Department**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Street Resurfacing Program 2022
- 2 8<sup>th</sup> Street (Avenue D to Avenue E) Reconstruction
- 3 Avenue B (8<sup>th</sup> Street to 13<sup>th</sup> Street) Reconstruction
- 4 5<sup>th</sup> Street (Boston Avenue to Delaware Avenue) Reconstruction
- 5 Beach Court (Delaware Avenue to Florida Avenue) Stormwater Replacement
- 6 16<sup>th</sup> Street (Avenue K to Avenue I) – Stormwater Replacement
- 7 Ohio Avenue (US 1 to 11<sup>th</sup> Street) Improvements
- 8 Avenue D Streetscape (Indian River Dr. to 29<sup>th</sup> Street)
- 9 SUN Trail – Highwayman Trail Gap (Indian Hills Drive to Georgia Avenue)
- 10 SUN Trail – Historic Downtown Segment (Georgia Avenue to N. A1A)
- 11 Surfside Drainage / Resurfacing – Phase II and III
- 12 Georgia Avenue Basin Improvements

**INITIATIVES 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
February 2022**

**DEPARTMENT:** Engineering

Please list issues or projects that you would like for the city to address this 2022.

- 1 Seaplane Base Construction
- 2 13<sup>th</sup> Street Reconstruction (Georgia Avenue to Orange Avenue)

# MAJOR CHALLENGES

## Fort Pierce, Florida

February 2022

### DEPARTMENT: Finance

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Increased need for detailed external reporting and transparency, and a lack of staff and resources to meet need
- Though we have maintained well, the uncertainty still looms regarding COVID-19 and the potential effects to the economy.
- Increased wages and the resources needed to sustain them in the future
- Employee succession planning and attracting skilled and competent staff.
- Challenges in supply chain regarding goods and services (needing more lead time; more planning).
- Enforcing the workflow for project request by end user departments
- Need to provide on-going trainings for end user departments due to the implementation of the new ERP system (Tyler Technologies)
- Projections for Planning Division needs (staffing, technology, training).
- Limited resources for community to access healthy food and affordable resources
- Lack of transitional housing
- Lack of land to build affordable housing
- Lack of affordable homes for purchase

- Limited job opportunities for citizens to be able to afford housing
- Under-employment throughout the community
- Lack of communication and cooperation between divisions and departments to apply for available grant funding
- Coordination on other grants that the City is offering – a localized location on the website or email blast of what grants are available and managed by which department/division
- Lack of readiness to apply for grants crucial to city development (FEMA, etc.). This lack is primarily due to not having planned project information and necessary documents readily accessible.
- Lack of an all-hands-on-deck approach when grant funding becomes available. Grants are time sensitive and require expedient efforts; delays in response, delays in retrieving information, and delays in responding to requests have hindered grant funding acquisition.

# MANAGEMENT IN PROGRESS 2022

## PROJECTS AND ISSUES

### Fort Pierce, Florida

February 2022

#### DEPARTMENT: Finance

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Working with IT and new ERP system provider, Tyler Munis, on the information setup and integration
- 2 Updating financial policies, procedures and processes
- 3 Retiree portal to allow retirees online access to pension checks and information
- 4 Launching of How to Do Business with the City video February 2022
- 5 Impromptu trainings for end user departments on an as needed basis by Planning Division staff
- 6 Implementation of Vendor Registration form to be included on the Purchasing Division webpage.
- 7 Public Service Agency Grants to serve the Very Low and Extremely Low population
- 8 Small Business Grants to serve the Fort Pierce/Lincoln Park area
- 9 Officially establish the Affordable Housing Advisory Committee
- 10 Creating and updating internal procedures within Grants Division
- 11 Update Grants Division's recordkeeping and internal tracking system
- 12 Create affordable housing programs through public-private partnerships
- 13 Roof repair program for elderly and disabled

- 14 Small Business Educational Workshops in partnership with IRSC
- 15 Innovative ways to revitalize Lincoln Park
- 16 Highwaymen Festival to bring more attention to the local arts and heritage within Fort Pierce
- 17 Job Fair in partnership with Career Source

**INITIATIVES 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
February 2022**

**DEPARTMENT: Finance**

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Please list issues or projects that you would like for the city to address this 2022.

- 1 Complete our City-wide remote working capabilities
- 2 Streamline processes and procedures and make sure all employees are aware of them
- 3 An analysis of department staffing and demands, and implement a plan to address them
- 4 Establishment and follow through of a procurement-planning process
- 5 More lead time for completion of projects in the Planning Division
- 6 Collaboration of the Planning team with individuals responsible for completion of the task
- 7 Transitional housing for those suffering from homelessness or addiction
- 8 Senior Centers for elderly - a location where Senior Citizens can get assistance and resources. As well as activities to continue community engagement.
- 9 Communication of all grant opportunities from all departments/divisions (GAD gets a lot of calls about grants that are not managed by this department)

# MAJOR CHALLENGES

## Fort Pierce, Florida

February 2022

### DEPARTMENT: Human Resources

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Major loads of files and paperwork need to be scanned.
- Competitive Salaries - Increased pressure to make salaries comparable to surrounding agencies. – Especially for Police Officers
- Completing major work with an HR system that needs updating.
- Better automated training programs for staff

**MANAGEMENT IN PROGRESS 2022  
PROJECTS AND ISSUES  
Fort Pierce, Florida  
February 2022**

**DEPARTMENT:** Human Resources

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

1 PBA Negotiations

**INITIATIVES 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
February 2022**

**DEPARTMENT:** Human Resources

Please list issues or projects that you would like for the city to address this 2022.

- 1 Management Training
- 2 Interview Training

# MAJOR CHALLENGES

## Fort Pierce, Florida

February 2022

### DEPARTMENT: Indian Hills Golf Course

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Our largest major challenge will be to continue to improve the fairway grass condition.
- As we improve the overall conditions of the course, it will allow us to increase our rates slightly. At the end of the year if we have added \$2 to our average round, we will increase our total revenue by approximately \$80,000.
- Secondly, the other challenge is the lack of a clubhouse or dining facility. We have so many groups of 12-24 players that would eat and drink following their rounds while waiting on the other players to finish.

**MANAGEMENT IN PROGRESS 2022**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
**February 2022**

**DEPARTMENT: Indian Hills Golf Course**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Fairway conditions! With our new Maintenance staff on board, we have made huge strides in the finishing touches. Edging bunkers, cart paths, lake banks, etc. Once we get through season and into Spring the focus will be on greatly improving the fairways.
- 2 We have changed and improved our entire fertilizer and chemical program to add more organic products to the sandy base.
- 3 We have and will continue to improve our water management and lake banks.
- 4 Putting together the RFP for the pickleball courts.
- 5 This winter we will be combining some bunkers on the course to help with maintenance and improve pace of play.

**INITIATIVES 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
February 2022**

**DEPARTMENT: Indian Hills Golf Course**

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Please list issues or projects that you would like for the city to address this 2022.

- 1 Since we reassumed the golf maintenance operation in mid-October, we got a late start in growing grass. We have been fortunate that we have received mild temperatures along with some occasional rain through December. Continuing this trend for even another few weeks will greatly help us come April.
- 2 Our sole focus is improving the course conditions every day! We are talking about a clubhouse facility in the near future and I want to make sure we have a product in place to allow us to shine when that day arrives.

# MAJOR CHALLENGES

## Fort Pierce, Florida

February 2022

### DEPARTMENT: Information Technology

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From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Staffing.
- Continuing improving the City's security/access control systems at all locations.
- Mobile workforce transition and staff training.
- Increasing basic security awareness for all city staff.
- Modern IT policies.
- Cyber Security action plan development.
- Project management w/regard to staff and daily duties.

**MANAGEMENT IN PROGRESS 2022**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
February 2022

**DEPARTMENT:** Information Technology

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 New employee onboarding/offboarding process.
- 2 DX-Fleet fuel conversion.
- 3 Desktop Communicator (MWF VoIP).
- 4 Tyler ERP – Munis (Implementation)
- 5 Tyler ERP – EnerGov (Implementation)
- 6 FileBound (Support Issues)
- 7 Supply line issues w/ vendors.

**INITIATIVES 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
February 2022**

**DEPARTMENT:** Information Technology

Please list issues or projects that you would like for the city to address this 2022.

- 1 Vermont Systems – Facilities Module w\WebTrac integration
- 2 Vermont Systems - Activities Module
- 3 New employee onboarding/offboarding process.
- 4 Desktop Communicator (MWF VoIP).
- 5 Marina security system installation.

# MAJOR CHALLENGES

## Fort Pierce, Florida

February 2022

### DEPARTMENT: Fort Pierce City Marina

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Parking availability
- Demand on the facility
- New construction

**MANAGEMENT IN PROGRESS 2022  
PROJECTS AND ISSUES  
Fort Pierce, Florida  
February 2022**

**DEPARTMENT:** Fort Pierce City Marina

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Security Camaras installed thru out the Marina facility

**INITIATIVES 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
February 2022**

**DEPARTMENT:** Fort Pierce City Marina

Please list issues or projects that you would like for the city to address this 2022.

- 1 Widen sidewalk along Indian River Drive Marina Area
- 2 New fueling dispensers.
- 3 Pump out capabilities Northside of the marina

# MAJOR CHALLENGES

## Fort Pierce, Florida

February 2022

### DEPARTMENT: Planning

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Low staffing levels even prior to two staff members leaving
- Board of Adjustment lack of consistency in membership
- Lack of GIS support
- Persistence of moving projects through the approval process when not ready
- Orange Avenue lack of design, poor entrance into the City, mix of jurisdictions and lack of ability to regulate
- Too many similar uses with no good impact on the city (low employment, nuisances): Examples include storage facilities, vehicle sales and repair, and arcades
- Selvitz Road area high industrial development adjacent to residential area, schools and the difficulty in managing Code issues
- Cumbersome processes for interdepartmental review of projects
- Additional funding needs for planning consultants

**MANAGEMENT IN PROGRESS 2022**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
February 2022

**DEPARTMENT:** Planning

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Annexations
- 2 Relocation of Water Treatment Plant
- 3 Port FLUM and Zoning changes
- 4 Mobility Plan
- 5 CBD FLUM and Rezoning and expanded area
- 6 South Beach Overlay Study
- 7 Downtown Master Plan
- 8 Rewrite of the Landscape Code

**INITIATIVES 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
February 2022**

**DEPARTMENT:** Planning

Please list issues or projects that you would like for the city to address this 2022.

- 1 Providing staff time to review uses that are proliferating around the City by putting a hold on them
- 2 Continued funds for planning consultants
- 3 Street signal timing project

# MAJOR CHALLENGES

## Fort Pierce, Florida

February 2022

### DEPARTMENT: Fort Pierce Police

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- The continued development and maintenance of a comprehensive benefits package that will be competitive with the surrounding law enforcement agencies including health insurance coverage.
- The development of a budget that will meet the true needs assessment of the police department. Secondly, the budget should be adjusted to meet the projected growth of the City including personnel allocation.
- The development of a strategic plan to repair or replace key infrastructure in the main police station to include failing HVAC plumbing and a non-functioning fire alarm system. This plan would also include removal of aging wallpaper and interior painting, replacement of linoleum type flooring, and construction of two offices. Replace aging exterior and interior security camera system for both the main station and Willie B. Ellis substation.
- Complete a Staffing Study to analyze, evaluate, and provide recommendations on the current and future staffing needs of the police department. This study would include answering over 80,000 calls for service this past year and the additional services required of the entire department due to increased demand.
- Incorporate a Life Cycle program for our major Capital items that includes vehicles, computers, servers, cameras, and other technological equipment along with developing a sustainable Capital Budget for the police department.

# MANAGEMENT IN PROGRESS 2022

## PROJECTS AND ISSUES

### Fort Pierce, Florida

February 2022

#### DEPARTMENT: Fort Pierce Police

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Develop a team of certified Bicycle Patrol Officers where each shift will have, at minimum, two certified Bicycle Patrol Officers who can deploy as a team when needed.
- 2 Open a second Resources In Community Hope house (RICH house) to serve additional citizens of Fort Pierce. The second RICH house will be located in the south portion of the City to provide residents living in southern areas easier access to RICH house services.
- 3 Develop an in-house mental health program for Police Department employees including an outdoor area for peer counseling or group debriefing after traumatic incidents.
- 4 Negotiate with the Coastal Florida Police Benevolent Association (PBA), Officers', Sergeants' and Lieutenants' Union contract to make them both current and allow a conducive step plan.
- 5 The development of a new Promotional Examination program that will assist the Police Department in promoting the best candidates.
- 6 Re-purpose our bus that was previously used as a command unit to a mobile classroom and community outreach vehicle.
- 7 Revamp the police department's Field Officer Training (FTO) program; making it web-based program for better oversight.
- 8 The continued use of the Police Community Advisory Committee, which enhances the department's transparency and promotes collaboration through partnerships within our community.

**INITIATIVES 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
February 2022**

**DEPARTMENT: Fort Pierce Police**

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Please list issues or projects that you would like for the city to address this 2022.

- 1 Complete an evaluation and update the police department's current District and Zone map to ensure that the best possible response times and services to our citizens.
- 2 Evaluate and update the training of the Fort Pierce Police Department to assure that we are in compliance with new laws and using updated techniques that are beneficial to the officers and public.
- 3 Create a Team of Department Heads or designees that go out into the field to evaluate future annexation proposals to ensure there is a true assessment of these annexation proposals and their potential impact on the City's existing resources, manpower and budget.

# MAJOR CHALLENGES

## Fort Pierce, Florida

February 2022

### DEPARTMENT: Public Works

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Replacing institutional knowledge lost due to the retirement of many senior employees
- Hiring and retaining qualified employees
- Aging fleet of medium and heavy duty vehicles and equipment
- Personnel shortages
- Finding time to train/cross train employees
- Doing more with less
- Maintenance of newly annexed areas
- Budget constraints
- Increasing recycling participation
- Illegal dumping and litter
- Replacing institutional knowledge lost due to the retirement of many senior employees
- Rental Facility Repairs
- Achieving a 5 year life-cycle for the City Fleet to avoid liability and improve reliability
- Rolling out infrastructure for charging electric vehicles for City and for Citizens.

- Utilizing outdated technology / software / phones etc. to accommodate our department needs.
- Availability of parts for our equipment

**MANAGEMENT IN PROGRESS 2022**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
February 2022

**DEPARTMENT: Public Works**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Expand recreation and resource opportunities
- 2 Phase II Fenn Park reconstruction
- 3 Jaycee Park Playset replacement. Community build project.
- 4 Taking delivery of two side loaders, 2 front loaders, and 5 grapple trucks.
- 5 New work order system for the PWD
- 6 Enhanced training opportunities
- 7 Fuel island maintenance and repairs
- 8 Taking delivery of 50 Police vehicles.
- 9 Disposal of 100 retired or retiring vehicles and pieces of equipment.

**INITIATIVES 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
February 2022**

**DEPARTMENT: Public Works**

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Please list issues or projects that you would like for the city to address this 2022.

- 1 Continued professional development and team building
- 2 Streamline activities to improve efficiencies.
- 3 Implement a public awareness/education campaign on recycling

# MAJOR CHALLENGES

## Fort Pierce, Florida

February 2022

**DEPARTMENT:** Sunrise Theatre

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Continue to alleviate patron's fears over returning to the Theatre.
- Increasing cultural diversity and the costs associated with producing it.
- Ability to hire competent, skilled labor. Minimum wage increase.

**MANAGEMENT IN PROGRESS 2022**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
February 2022

**DEPARTMENT: Sunrise Theatre**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Managing the Shuttered Venues Operator Grant
- 2 Working daily with PFM
- 3 Creating a Five Year Strategic Plan along with PFM, the Advisory & Foundation Boards
- 4 Coordinating with the schools to hopefully reinstitute the school field trip programs.
- 5 Placing holds for next season schedule to hopefully be able to book shows for 2022/23
- 6 Replacing carpet in administrative offices that has reached its end of life.
- 7 Working with the Foundation to reorganize and implement fundraising goals and initiatives to become a stronger financial resource for the Sunrise Theatre
- 8 Bringing back the Missoula Children's Theatre Summer camp

**INITIATIVES 2022:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
February 2022**

**DEPARTMENT: Sunrise Theatre**

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Please list issues or projects that you would like for the city to address this 2022.

- 1 Capital improvements on the historic Sunrise Theatre, to include repairing exterior cracks, painting the outside, etc.
- 2 Continue to market Fort Pierce as a destination.
- 3 Allow for some part-time staff through the COFP rather than using staffing agency

# **SECTION 8**

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**CITY OF FORT PIERCE  
PLAN 2022 – 2027  
[Summary: 1/17/22]**

# City of Fort Pierce Goals 2027

**SERVE OUR COMMUNITY**



**BEAUTIFY OUR COMMUNITY**



**DEVELOP OUR COMMUNITY**



**ENGAGE OUR COMMUNITY**



**ENJOY OUR COMMUNITY**

# City of Fort Pierce Goals 2027 Worksheet

	IMPORTANCE	
	Personal Total	Team Ranking
1. SERVE OUR COMMUNITY	<b>9</b>	<b>1</b>
2. BEAUTIFY OUR COMMUNITY	<b>11</b>	<b>2</b>
3. DEVELOP OUR COMMUNITY	<b>14</b>	<b>3</b>
4. ENGAGE OUR COMMUNITY	<b>16</b>	<b>4</b>
5. ENJOY OUR COMMUNITY	<b>25</b>	<b>5</b>
6.		
7.		
8.		
9.		
10.		

**GOAL 1      SERVE OUR COMMUNITY**

<b>► Objectives</b>		<b>PRIORITY</b>
<b>Objective 1</b>	Maintain and enhance a financially responsible City government	5
<b>Objective 2</b>	Maintain and enhance a City organization that is responsive, responsible/accountable, results oriented, focused on the Fort Pierce community	5
<b>Objective 3</b>	Market and showcase our City and community	5
<b>Objective 4</b>	Hire and maintain a top-quality City workforce dedicated to serving the Fort Pierce community	3
<b>Objective 5</b>	Evaluate, streamline and refine City policies, regulations, processes and procedures	3
<b>Objective 6</b>	Develop and fund City capital/equipment replacement	3
<b>Objective 7</b>	Successfully implement ERP system City wide	3
<b>Objective 8</b>	Provide more information to the community to better understand City government and community issues	1
<b>Objective 9</b>	Outreach and engage the broader Fort Pierce community	1
<b>Objective 10</b>	Listen to and understand the needs and messages from the community	1

## GOAL 1      SERVE OUR COMMUNITY

▶ Value to Residents	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	
7.	
8.	
9.	
10.	

**GOAL 1      SERVE OUR COMMUNITY**

<b>► Challenges and Opportunities</b>		<b>PRIORITY</b>
<b>S</b>	1. Using technology and virtual services to better service our residents and businesses	5
<b>S</b>	2. City services, service levels and staffing keeping up with growth and new development	5
<b>S</b>	3. Actions by the State of Florida – pre-empting home rule and City finances and services	5
<b>S</b>	4. Increasing costs of capital projects and operations	5
<b>S</b>	5. Rising costs of healthcare, pensions, materials, energy and change orders	5
<b>S</b>	6. Regularly evaluating and streamlining City processes – more customer friendly	4
<b>S</b>	7. Deferred capital and equipment investment now requiring significant funding	4
<b>S</b>	8. Developing and implementing a successful management and employee succession planning and programs	3
<b>S</b>	9. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority	3
<b>L</b>	10. Aging City infrastructure requiring significant maintenance and replacement	2

## GOAL 1      SERVE OUR COMMUNITY

► Challenges and Opportunities		PRIORITY
L	11. Limited revenue sources for cities	2
L	12. Hiring and retaining quality City employees through competitive compensation	2
L	13. Aging and deteriorating City facilities needing major upgrades – Police and Public Works	2
L	14. Continuing to enhance City organization productivity	2
L	15. Fewer City staff than 2008 and increasing service demands creating stress for City employees	2
L	16. Negative perception of Fort Pierce – community and City government	2
L	17. Opportunity to expand resources through partnerships and grants	1
L	18. Actions by Federal and State governments: impacting revenues, unfunded mandates and regulations, more grants and earmarked projects	1
	19. Willingness to raise taxes and fees	0
	20. Millage rate high in total tax bill	0

## GOAL 1      SERVE OUR COMMUNITY

▶ Challenges and Opportunities	PRIORITY
21. Learning from COVID-19 and other disasters to better serve our community	0
22. Responding to the impacts of changes in the minimum wage	0
23. Preparing for and responding to sea level rise and climate change – becoming a resilient community	0
24.	
25.	
26.	
27.	
28.	
29.	
30.	

## GOAL 1      SERVE OUR COMMUNITY

▶ Actions 2022			PRIORITY
P	1. Police Retention and Compensation Police Services and Staffing: Report with Options, Direction and Funding	2021 M/CC Mgmt	5
P	2. City – FPUA Strategy: Key Issues, Discussion	OTH M/CC Mgmt	5
P	3. City Legislative Advocacy and Agenda: Goals, Report on Advocacy Options, Direction, Funding, Update Reports on Proposed Legislation and Critical Issues for Fort Pierce	M/CC	4
P	4. Regional Homeless Strategy: Goals/Outcomes, Community Problem Analysis and Development	2021 Mgmt	3
P	5. Street Condition and Funding: Direction, Funding Level and Projects for 2022	M/CC	3
P	6. Planning and Development Process Refinement/Streamlining: Analysis and Action Plan	M/CC	3
M	7. City Surplus Properties: Review Inventory and Direction	2021 M/CC Mgmt	MGMT
M	8. City Compensation Policy: Salary Study and Funding	2021 Mgmt	MGMT

## GOAL 1      SERVE OUR COMMUNITY

▶ Actions 2022			PRIORITY
M	9. Enterprise Resource Planning Software (ERP): Implement	2021 Mgmt	MGMT
M	10. COVID Action Plan: Monitoring Reports and City Responses a. City Government b. Our Community	M/CC	MGMT
M	11. American Rescue Program: Update and Project Direction	M/CC	MGMT
M	12. Federal Infrastructure Program Preparation: Guidelines, Projects and Funding	M/CC	MGMT
	13. St. Lucie County-City Strategy: Key Issues, Direction and City Actions	M/CC	2
	14. City Virtual Services: Best Practices, Opportunities, Plan Development, Direction, Funding and Actions	OTH Mgmt	1
	15. City Communications Enhancement: Update, Direction and City Actions	M/CC	0
	16. Street Sweeping Service Level: Report, Direction and Funding	M/CC	0

**GOAL 1      SERVE OUR COMMUNITY**

<b>► Actions 2022</b>			<b>PRIORITY</b>
17.	Police EOC Facility Operational: Update and City Actions	M/CC	0
18.	New Alternative Revenue Sources: Report and Direction	2021 M/CC Mgmt	0
19.			
20.			
21.			
22.			
23.			
24.			

**GOAL 1      SERVE OUR COMMUNITY**

▶ <b>Management in Progress 2022</b>	TIME
1. Department Head Training Program: Completion	
2. HR Records Scanning	
3. Cyber Security Training/Penetration Testing	
4. Recycling Public Awareness/Education Campaign	
5. GIS Initiatives	
6. Police Strategic Plan: Annual Update	
7. ACH Payments: Vendor Participation	
8. Online Payment for All City Fees and Charges: Installation	
9. Parking Enforcement Software for Mobile Parking Enforcement-	
10. Online Searchable Portal: Creation	

## GOAL 1      SERVE OUR COMMUNITY

▶ Management in Progress 2022	TIME	
11. New Fuel Software: Implementation		
12. CivicHR Applicant Tracking System		
13. Recreation Center and Park Renaming a. Conference b. Decision		
14. Police Vehicles Replacement: Acquisition a. 20 Patrol Vehicles Delivery b. 40 Vehicles Order		
15. Street Signs: Installation and Maintenance: Contract Mid-Year Funding		
16. Supervisor Handbook: Completion		
17. Police FTO Program; Rebuild		
18. City Comprehensive Capital Improvements/Community Investment Plan (5 – 10 Year): Development		
19. Annual CDBG Reporting: Implementation		
20. CivicHR Performance/Evaluations: Launch		

## GOAL 1      SERVE OUR COMMUNITY

▶ Management in Progress 2022	TIME	
21. Records Manager: Hiring		
22. Tyler Munis Electronic Plan Review; Implementation		
23. CivicHR Onboarding: Launch		
24. Rich House 2: Development		
25. Guide for Potential Developers: Development		
26. Police Leadership Program and Succession Plan: Development		
27. Animal Shelter and Control: Implementation		
28. Labor Negotiations and Contracts <ul style="list-style-type: none"> <li>a. PBA Officers</li> <li>a. PBA Sergeants/Lieutenants</li> <li>b. Teamsters</li> </ul>		
29. Fleet Replacement Plan and Program: Implementation		
30. City Commission Districts/Re-Districting) and Compensation		

**GOAL 1      SERVE OUR COMMUNITY**

▶ Management in Progress 2022	TIME
31.	
32.	
33.	
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**GOAL 1      SERVE OUR COMMUNITY**

▶ Major Projects 2022	TIME	
1. Fuel Island: Repairs		
2. City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall); CIP FY 2021 Fund and Implementation		
3. Annual Road Resurfacing Projects		
4.		
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**GOAL 1      SERVE OUR COMMUNITY**

▶ On the Horizon 2023 – 2027		TIME
1. Water/Wastewater Service Regionalization	OTH	
2. Succession Planning and Development	OTH	
3. City Facilities/Parks Security: Assessment, Direction and Actions	OTH	
4. Application Fee Schedule: Update	OTH	
5. City Facilities Master Plan	OTH	
6. Proactive City Corporate Communications Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions	OTH	
7. Smart “Gig City” Strategy: Goals/Outcomes, Best Practices, Partners, Report with Options, Direction and City Actions	OTH	
8.		
9.		
10.		

**GOAL 2 BEAUTIFY OUR COMMUNITY**

<b>► Objectives</b>		<b>PRIORITY</b>
<b>Objective 1</b>	Have attractive entrances and gateways: I-95 and Florida Turnpike	5
<b>Objective 2</b>	Have well-maintained parks and park venues	5
<b>Objective 3</b>	Have attractive major corridors: Orange Avenue, U. S. 1	5
<b>Objective 4</b>	Reduce the visual blight in the City	5
<b>Objective 5</b>	Have well-maintained streetscapes	3
<b>Objective 6</b>	Maintain and enhance waterfront appearance	3
<b>Objective 7</b>	Have neighborhoods and residents sharing responsibility for community beautification	2
<b>Objective 8</b>	Have attractive signage and wayfinding signs, including mobile app	2
<b>Objective 9</b>		
<b>Objective 10</b>		

**GOAL 2      BEAUTIFY OUR COMMUNITY**

▶ Value to Residents	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 2 BEAUTIFY OUR COMMUNITY

<b>► Challenges and Opportunities</b>		<b>PRIORITY</b>
<b>S</b>	1. Re-engaging and educating the community on the importance – beautification	5
<b>S</b>	2. Unattractive major corridors	4
<b>S</b>	3. Negative first impression when you enter Fort Pierce	4
<b>S</b>	4. Funding for code compliance, law enforcement and public works	4
<b>S</b>	5. Unsightly refuse containers and dumpsters	4
<b>S</b>	6. Irresponsible property owners who avoid complying with the City Code of Ordinances	3
<b>S</b>	7. Reputation and appearance of Fort Pierce	3
<b>L</b>	8. Vacant land, buildings and homes	2
<b>L</b>	9. Addressing issues associated with homelessness	2
<b>L</b>	10. Overabundance of unattractive properties on corridors: used car lots, temporary signs/banners, vacant lots and other unsightly items	2

**GOAL 2 BEAUTIFY OUR COMMUNITY**

<b>► Challenges and Opportunities</b>		<b>PRIORITY</b>
L	11. Improving the entire City with a community unified vision	2
L	12. Working with and aligning the Housing Authority on a common vision and goals	2
L	13. Absentee property owners/homeowners not maintaining property	1
L	14. Funding of City capital projects	1
L	15. Lack of city control over major corridors – in the St Lucie County	1
L	16. Maintaining City building, landscaping and facilities as a model for our community	1
	17. Landlords personal agendas and what is best for our Fort Pierce community	0
	18. Having residents assuming more responsibility for maintenance	0
	19. High percentage of rental housing	0
	20.	

## GOAL 2 BEAUTIFY OUR COMMUNITY

▶ Actions 2022			PRIORITY
P	1. Entrances/Gateways/Community Beautification Plan: Direction and Funding	2021 Mgmt	5
P	2. Greenways: Goals, Report with Options, Direction, Funding and City Actions	M/CC	5
P	3. Parks and Playground Upgrade: Report with Options and Recommendations, Direction, Funding and City Actions	OTH Mgmt	4
P	4. Fort Pierce Corridor Beautification Action Plan Implementation: Direction, Funding and City Actions	M/CC	3
M	5. Foreclosures Program/Process: Implementation	2021 Mgmt	MGMT
M	6. Wayfinding Signage: Upgraded Design and Funding	2021 Mgmt	MGMT
M	7. Clean and Safe Program Building Demolition: Update, Direction and City Actions	M/CC	MGMT
	8. Art in Public Places Policy and Funding: Goals, Report with Options, Direction and Finding Mechanism	M/CC	2

## GOAL 2 BEAUTIFY OUR COMMUNITY

► Actions 2022		PRIORITY
9. Sea Wall Ordinance Update: Revision	OTH Mgmt	2
10. Tree Policy and Program Expansion: Review and Direction	M/CC	0
11. Park Maintenance and Upgrade: Service Level and Funding	OTH Mgmt	0
12.		
13.		
14.		
15.		
16.		

## GOAL 2 BEAUTIFY OUR COMMUNITY

► Management in Progress 2022		TIME
1. Recycling Campaign: Implementation		
2. Main Street: Annual Report		
3. Code Enforcement/Compliance: Performance Audit, Report with Findings and Options, Direction and City Actions	2021	
4. Highwaymen Museum Development: Update Report and City Actions	2021	
5.		
6.		
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10.		

**GOAL 2      BEAUTIFY OUR COMMUNITY**

▶ Major Projects 2022	TIME
1. Annual Banner Replacement (Citywide) (150 Replacements)	
2. Annual Beach Re-nourishment: St. Lucie County and U. S. Army Corps of Engineers	
3.	
4.	
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**GOAL 2 BEAUTIFY OUR COMMUNITY**

▶ On the Horizon 2023 – 2027			TIME
1. Indian Hills Wetlands Creation – Water Quality Phase 2: Direction and Funding	OTH		
2. Historic Preservation/Enhancements: Review, Best Practices, Report with Options, Direction, Funding Mechanism, and City Actions	OTH		
3. Public Properties and Buildings Enhancement: Goals/Outcomes, Report with Options, Direction, Funding and City Actions	OTH		
4. Mural Projects 2021 (2): Direction	2021		
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6.			
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**GOAL 3      DEVELOP OUR COMMUNITY**

<b>► Objectives</b>		<b>PRIORITY</b>
<b>Objective 1</b>	Relocate Wastewater Treatment Plant and Future Plan with housing, mixed-use development or hotel	5
<b>Objective 2</b>	Have an active, sustainable Port of Fort Pierce serving as an economic driver	5
<b>Objective 3</b>	Have well-maintained streets and public areas	5
<b>Objective 4</b>	Develop workforce for 21 <sup>st</sup> century jobs and career opportunities	5
<b>Objective 5</b>	Become a major tourist destination on the Treasure Coast	5
<b>Objective 6</b>	Assure the availability of affordable housing for our residents	3
<b>Objective 7</b>	Maintain and enhance a City reputation as “business friendly”	1
<b>Objective 8</b>	Revitalize our Downtown	1
<b>Objective 9</b>	Expand the local economy	0
<b>Objective 10</b>	Become a resilient and sustainable community	0

**GOAL 3      DEVELOP OUR COMMUNITY**

▶ Value to Residents	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		
8.		
9.		
10.		

## GOAL 3      DEVELOP OUR COMMUNITY

► Challenges and Opportunities		PRIORITY
S	1. Attracting new businesses to Fort Pierce that create sustainable jobs	4
S	2. Creating a world-class tourist destination for residents and visitors	4
S	3. Tapping the development potential of the Port of Fort Pierce and surrounding area	4
S	4. Expanding sports tourism in Fort Pierce	4
S	5. City's aging infrastructure and facilities	4
S	6. Addressing Sun Trail through our Downtown	4
S	7. Marketing Fort Pierce to businesses	4
S	8. Continuing the momentum in the downtown area and the surrounding neighborhoods	3
S	9. Keeping our economic momentum going	3
L	10. Increasing multi-modal transportation in Fort Pierce	2

## GOAL 3      DEVELOP OUR COMMUNITY

► Challenges and Opportunities		PRIORITY
L	11. Changing Fort Pierce's image and reputation	2
L	12. Continuing to support business investments in Fort Pierce	2
L	13. Community's resistance to change and economic development projects	2
L	14. Securing a Brightline station for Fort Pierce	2
L	15. Island development near the bridge	2
L	16. Connectivity east-west	2
L	17. Maintaining and expanding public access to water	2
L	18. Significant public property ownership in our Downtown	1
L	19. Attracting developers and residents to Fort Pierce	1
	20. Implementing the vision for our Downtown	0

**GOAL 3      DEVELOP OUR COMMUNITY**

<b>► Challenges and Opportunities</b>		<b>PRIORITY</b>
21. Unifying our community – reducing individual agendas		0
22.		
23.		
24.		
25.		
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## GOAL 3      DEVELOP OUR COMMUNITY

▶ Actions 2022			PRIORITY
P	1. Parking Strategy: Study and Direction	2021 M/CC Mgmt	5
P	2. Annexations Strategy and Action Plan: Update Report, Direction and City Next Steps	2021 M/CC Mgmt	4
P	3. South Beach Overlay: Direction	2021 M/CC Mgmt	3
P	4. Island Reclamation Plant Relocation: Next Steps and Completion	OTH M/CC Mgmt	3
P	5. Neighborhood Identity and Branding: Direction and Funding	M/CC	3
P	6. Housing Authority Strategy: Key Issues, Direction and City Actions	M/CC	3
P	7. 13 <sup>th</sup> Street Upgrade: Direction and Funding (North and South)	M/CC	3
P	8. 17 <sup>th</sup> Upgrade: Review, Direction and Funding (North and South)	M/CC	3

## GOAL 3      DEVELOP OUR COMMUNITY

▶ Actions 2022			PRIORITY
P	9. Downtown Development Master Plan: Development	OTH M/CC Mgmt	3
M	10. Wave Garden Construction: Permitting	2021 M/CC Mgmt	MGMT
M	11. Port Development: Re-Zoning Direction, Update Report, Direction and City Actions	2021 M/CC Mgmt	MGMT
M	12. Landscape Code: Revision	2021 M/CC Mgmt	MGMT
M	13. Mobility Study and Impact Fee: Direction	2021 M/CC Mgmt	MGMT
M	14. City Economic Incentives Policy: Review and Direction	2021 M/CC Mgmt	MGMT
M	15. King's Landing Development: Site Plan	2021 M/CC Mgmt	MGMT
M	16. Seaplanes: Facility and Service	OTH M/CC Mgmt	MGMT

## GOAL 3 DEVELOP OUR COMMUNITY

► Actions 2022			PRIORITY
M	17. Fisherman’s Wharf Development: Direction and Next Steps	2021 M/CC Mgmt	MGMT
M	18. Vacant Parcels: Identification, Direction and City Action	M/CC	MGMT
	19. Marketing and Showcase Fort Pierce: Goals, Report with Options, Direction and Funding	M/CC Mgmt	2
	20. Affordable Housing: Definition, Best Practices, Report with Options, Direction, Funding and City Actions	M/CC	2
	21. Tourism Development Strategy/Action Plan: Direction and City Actions	M/CC	2
	22. Infill Development Strategy: Review, Report with Options, Direction and City Actions	OTH Mgmt	2
	23. Central Business District Boundary Extension West: Direction	2021 M/CC Mgmt	1
	24. Stormwater Master Plan Update: Review, Projects, Project Priorities, Funding and City Actions	M/CC	1

## GOAL 3      DEVELOP OUR COMMUNITY

▶ Actions 2022			PRIORITY
25. Trail Development: Update, Direction, Funding and City Actions	M/CC		1
26. Avenue D Revitalization: Report and Actions	OTH Mgmt		1
27. Street Lights: Citywide Analysis, Services Level, Direction, Funding and City Actions	OTH Mgmt		1
28. Downtown Business and Entertainment Overlay District: Review and Direction	M/CC		1
29. Entertainment Business Attraction Strategy and City Actions: Direction	M/CC		0
30. Electric Vehicles Preparation: Direction and Actions a. City b. Community c. FPUA	M/CC		0
31. Resilient City Strategy/Action Plan: Definition, Best Practices, Report with Options, Direction, Funding and City Actions	M/CC		0
32. Bike Lane over Bridge: Report with Options, Direction, Funding and City Actions	M/CC		0

**GOAL 3      DEVELOP OUR COMMUNITY**

<b>► Actions 2022</b>		<b>PRIORITY</b>
33. Peacock District: Review and Direction	M/CC	0
34. Edgartown Overlay: Direction	M/CC	0
35. Retail Expansion Strategy and Action Plan Implementation: Action Plan Development, Direction and City Actions (including Retail Shops, Restaurants, Etc.)	OTH Mgmt	0
36.		
37.		
38.		
39.		
40.		

**GOAL 3      DEVELOP OUR COMMUNITY**

▶ <b>Management in Progress 2022</b>	TIME
1. Business Retention and Expansion Program (BRE): Assistance/ Education	
2. Annual Job Fair 2022	
3. 1 <sup>st</sup> Floor Utilization Sunrise Center: Use Direction/Tenant	
4.	
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**GOAL 3      DEVELOP OUR COMMUNITY**

▶ Major Projects 2022	TIME	
1. Septics to Sewers Program: Report and Direction (with FPUA)		
2. SUN Trail – Historic Downtown Trail: Design		
3. Street Resurfacing Projects: 2022		
4. Georgia Avenue Outfall Nutrient Removal: Construction		
5. SUN Trail – Historic Highwayman Gap Trail: Construction		
6. Beach Court (Easter Avenue to Florida Avenue) Stormwater Infrastructure Replacement: Design and Construction		
7. Ohio Avenue (US 1 to Sunrise Boulevard) Roadway Improvements Project: Design and Construction		
8. 8 <sup>th</sup> Street (Avenue D to Avenue E) Street Improvements: Construction		
9. Avenue B (8 <sup>th</sup> Street to 13 <sup>th</sup> Street) Street Improvements: Construction		
10.		

**GOAL 3      DEVELOP OUR COMMUNITY**

<b>► On the Horizon 2023 – 2027</b>			<b>TIME</b>	
1. Courthouse Relocation Master Plan: Collaboration with St. Lucie County	OTH			
2. Historic Preservation Code Amendment Code Amendment/Trust Fund: Report/Budget	OTH			
3. Renewable Power Sources	OTH			
4. Tri-Rail Service to Jupiter	OTH			
5. Ridge Property (7 <sup>th</sup> and Avenue H) Development: Report and Direction	OTH			
6. Complete Street Policy and Ordinance: Direction (Mobility Plan)	OTH			
7. Land Development Code: Comprehensive Review	OTH			
8. Connecting Downtown to Neighborhoods: Report and Direction (Crossing U.S. 1) (Mobility Plan)	OTH			
9. Sports Tourism Strategy and Action Plan	OTH			
10. Zoning Code: Revision	OTH			

**GOAL 3      DEVELOP OUR COMMUNITY**

▶ On the Horizon 2023 – 2027			TIME
11.	Passenger Rail Station and Service for Fort Pierce: Advocacy	OTH	
12.	Urban Service Boundary Agreement: Review, Negotiations, Direction and Decision	OTH	
13.	Peacock Arts District Revitalization: Overlay and Boundary	OTH	
14.	Home-Based Business Occupancy Code: Revision	OTH	
15.	Lincoln Park Overlay District: Development Lincoln Park Revitalization: Next Steps	2021 M/CC Mgmt	
16.	Water/Wastewater Regionalization	M/CC Mgmt	
17.			
18.			
19.			
20.			

**GOAL 4      ENGAGE OUR COMMUNITY**

<b>► Objectives</b>		<b>PRIORITY</b>
<b>Objective 1</b>	Have a well-informed community through proactive City communications	5
<b>Objective 2</b>	Have civility in the governance process	5
<b>Objective 3</b>	Have strong community policing – police know the community and the community know and trust the police	5
<b>Objective 4</b>	Have a reputation as an inclusive community with everyone feeling welcome and part of the community	5
<b>Objective 5</b>	Have City government providing the leadership to create community partnerships to expand community resources	5
<b>Objective 6</b>	Seek feedback from the community and use the information to implement improvements	5
<b>Objective 7</b>		
<b>Objective 8</b>		
<b>Objective 9</b>		
<b>Objective 10</b>		

**GOAL 4      ENGAGE OUR COMMUNITY**

▶ Value to Residents	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		
7.		
8.		
9.		
10.		

**GOAL 4      ENGAGE OUR COMMUNITY**

<b>► Challenges and Opportunities</b>		<b>PRIORITY</b>
<b>S</b>	1. COVID as a barrier to community engagement	5
<b>S</b>	2. Balancing work place security and customer service	5
<b>S</b>	3. Getting residents to become engaged in neighborhood and community organizations	3
<b>S</b>	4. Residents and businesses believing that the City is responsible for everything and solving all problems	3
<b>S</b>	5. Expanding community involvement with new people involved in governance	3
<b>S</b>	6. Helping residents understand the City government policies, programs and services	3
<b>S</b>	7. Diverse population of Fort Pierce	3
<b>L</b>	8. Developing future community leaders and City employees	2
<b>L</b>	9. Developing and sustaining common goals and vision for Fort Pierce that become the community's rallying point	2
<b>L</b>	10. Building trust in City government	2

## GOAL 4 ENGAGE OUR COMMUNITY

► Challenges and Opportunities		PRIORITY
L	11. Communicating accurate information to our community	2
L	12. Reaching out to younger population	2
L	13. Reaching out to the entire community	2
L	14. Defining diversity, equity and inclusion issues for our Fort Pierce community	1
L	15. Perceptions of Commissioner districts and representation	1
	16. Recent national incidents related to systemic racism	0
	17. Moving beyond past history of a racially/socioeconomic divided community	0
	18. Overcoming residents apathy	0
	19. Growing number of angry and mean people	0
	20.	

## GOAL 4 ENGAGE OUR COMMUNITY

▶ Actions 2022			PRIORITY
P	1. Community Outreach with Faith Community: Direction and Actions	OTH M/CC	5
P	2. Neighborhood Identification and Branding: Outcomes, Best Practices, Report with Options, Direction, Partners and City Actions	2021 Mgmt	4
P	3. Community Engagement Strategy and Action Plan: Update, Direction and City Actions	M/CC	4
P	4. Community and City Equity Policy and Action Plan: Assessment, Best Practices, Report with Options, Policy Statement, Direction and City Actions	2021 M/CC Mgmt	3
M	5. Community Policing Expansion: Actions 2022	2021 M/CC Mgmt	
	6. Social Media Policy: Review, Best Practices, Report with Options, Direction and City Actions	2021 Mgmt	0
	7. Proactive City Corporate Communications Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions	OTH M/CC	0
	8.		

## GOAL 4      ENGAGE OUR COMMUNITY

▶ Management in Progress 2022	TIME
1. Courageous Kids Program (COVID-19)	
2. Boys and Girls Club Programs	
3. Outreach Vehicle "Classroom": Implementation	
4.	
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**GOAL 4      ENGAGE OUR COMMUNITY**

▶ Major Projects 2022	TIME
1.	
2.	
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**GOAL 4      ENGAGE OUR COMMUNITY**

<b>► On the Horizon 2022 – 2027</b>		<b>TIME</b>
1. Celebrating Community Heroes: Concept Definition, Best Practices, Report with Options, Direction and City Actions	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 Events and Festivals: Evaluation and Direction	OTH	
6. Police Youth Advisory Committee: Development (COVID-19)	2021	
7. Non-Profit Organizations: Performance Accountability Report, Direction and City Actions	2021	
8. Unity in Our Community	2021	
9.		
10.		

**GOAL 5      ENJOY OUR COMMUNITY**

<b>► Objectives</b>		<b>PRIORITY</b>
<b>Objective 1</b>	Value the arts and culture as a community asset	5
<b>Objective 2</b>	Have a variety of recreational programs and activities responsive to the Fort Pierce community	5
<b>Objective 3</b>	Develop new facilities to support new, emerging sports – pickle ball, disk golf, etc.	5
<b>Objective 4</b>	Maintain clean water	4
<b>Objective 5</b>	Have effective public transportation	3
<b>Objective 6</b>	Reduce the crime rate through community policing	3
<b>Objective 7</b>	Have strong community events with active participation by residents	2
<b>Objective 8</b>	Have a reputation as a safe community for all	2
<b>Objective 9</b>	Continue to support top-quality public schools partnering with the City	1
<b>Objective 10</b>		

## GOAL 5 ENJOY OUR COMMUNITY

▶ Value to Residents	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		
8.		
9.		
10.		

## GOAL 5 ENJOY OUR COMMUNITY

► Challenges and Opportunities		PRIORITY
S	1. Continuing to respond proactively to gangs and drugs	5
S	2. Addressing issues with the homeless population	5
S	3. Maintaining a safe marina	5
S	4. Expanding neighborhood watch and community programs to increase residents' investments in safety and safe community	3
S	5. Tapping the arts and cultural heritage and traditions of Fort Pierce	3
S	6. Having strong community events and festivals that involve the residents	3
S	7. Determining the direction and funding for the Sunrise Theatre	3
L	8. Expanded community use of the Sunrise Theatre through revised programming	2
L	9. Funding for parks and recreation	2
L	10. Continuing the success and expanding regional use of the Golf Course	2

**GOAL 5 ENJOY OUR COMMUNITY**

<b>► Challenges and Opportunities</b>		<b>PRIORITY</b>
L	11. Expanding and diversify leisure and recreational opportunities and activities for all	2
L	12. Changing leisure and recreational trends	2
L	13. Increasing demand for outdoor venues and activities	2
L	14. Modernizing parks and their venues	2
	15. Residents reliance on City government	0
	16. Social media events with large attendance	0
	17. Difference in generational expectations and activities	0
	18. Multiple events on the same day	0
	19. COVID impacting individual behaviors and outlook	0
	20. Continuing to enhance the quality of public schools	0

## GOAL 5 ENJOY OUR COMMUNITY

► Actions 2022			PRIORITY
P	1. Mental Health Strategy and City Actions: Problem Analysis, Partner Provider Best Practices, Report with Options, Direction and City Actions	2021 M/CC Mgmt	5
P	2. Parks and Playground Upgrade: Report with Options and Recommendations, Direction, Funding and City Actions	2021 M/CC Mgmt	5
P	3. Smart City Initiative (Kiosks) Development: Direction and Actions	2021 M/CC Mgmt	5
P	4. Recreational Programs Expansion: Needs Assessment, Report with Option, Funding and Direction a. Youth b. Seniors c. All	M/CC	5
P	5. Sunrise Theatre: Update Report, Direction and City Actions	M/CC	5
M	6. Lincoln Theatre Restoration Plan/Program Development: Update Report, Direction and City Actions	2021 M/CC Mgmt	MGMT
M	7. Sunrise Theatre Plan for 2022: Direction and Actions	2021 M/CC Mgmt	MGMT
	8.		

## GOAL 5 ENJOY OUR COMMUNITY

▶ Management in Progress 2022	TIME
1. SHIP Home Rehabilitations	
2. Allegany Franciscan Ministries Collaboration	
3. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase	
4. Sunrise Theatre Marketing: Expansion	
5. Sunrise Theatre: Grants	
6. Sunrise Theatre Foundation: Fund Raising Event	
7. SHIP/First Time Homebuyers Down Payment Assistance Program: Virtual Services	
8. Sunrise Theatre Mobile Ordering System for Concessions	
9. Sunrise Theatre New Website: Development	
10. Sunrise Theatre Volunteer Program: Expansion	

**GOAL 5      ENJOY OUR COMMUNITY**

▶ <b>Management in Progress 2022</b>		TIME
11. Marina Security: Assessment, Plan and Funding		
12. Annual Highwaymen Heritage Trail Art Show and Festival 2023		
13. Crime Reduction Action Plan: Update Report, Problem Analysis, Best Practices, Report with Findings and Options, Direction and City Actions	2021 M/CC	
14.		
15.		
16.		
17.		
18.		
19.		
20.		

## GOAL 5 ENJOY OUR COMMUNITY

► Major Projects 2022		TIME
1. Indian Hills Golf Course Projects <ul style="list-style-type: none"> <li>a. Site Plan for Clubhouse</li> <li>b. Pickle Ball</li> <li>c. Palm Tree Clean-Up</li> </ul>		
2. Fenn Park Reconstruction Project – Phase 2		
3. Pickleball Courts at Jaycee Park		
4. Sunrise Center Backup Generator		
5. Porpoise Park Design and Construction	2021	
6. Jaycee Park Connectivity Improvements	OTH	
7. Savannah Recreation Trail Connectivity to Indian Hills Recreation Area: Design and Construction	OTH	
8. Youth Recreation Programs Expansion	OTH	
9. Community Broadband Access/Digital Divide: Report from FPUA	OTH	
10.		

## GOAL 5 ENJOY OUR COMMUNITY

▶ On the Horizon 2023 – 2027	TIME	
1. Swimming Programs for Youth		
2. Old Fort Park Sidewalk Connectivity		
3. Pinewood Recreation Facility Improvements		
4. Additional Parking Garage for Downtown		
5. Northside Marina Pump Out: Grant Funding		
6. Sports Fields Additional: Report and Direction		
7. Senior Softball: Report and Direction		
8. Beach Volleyball: Report and Direction		
9. eSports Strategy: Report and Direction		
10. Golf Course “Mini” Clubhouse: Site, Funding and Construction		

**GOAL 5      ENJOY OUR COMMUNITY**

▶ On the Horizon 2023 – 2027	TIME
11. Golf Course “Mini” Clubhouse: Site, Funding and Construction	
12. Greenways/Blueways/Trails Plan: Concept, Plan Development, Direction and City Actions	
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# **SECTION 9**

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## **ACTION AGENDA 2022 [Updated: 1/25/22]**

# Definitions of Terms

## **POLICY –**

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

## **MANAGEMENT –**

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

## **MANAGEMENT IN PROGRESS –**

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

## **MAJOR PROJECT –**

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

## **ON THE HORIZON –**

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

**GOAL**

**ACTIONS**

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

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

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

**Major Projects**  
Construction, Physical Project  
CIP

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

# City of Fort Pierce Goals 2027

**SERVE OUR COMMUNITY**



**BEAUTIFY OUR COMMUNITY**



**DEVELOP OUR COMMUNITY**



**ENGAGE OUR COMMUNITY**



**ENJOY OUR COMMUNITY**

**Policy Agenda 2022  
Targets for Action  
City of Fort Pierce**

TOP PRIORITY

HIGH PRIORITY

# Policy Agenda 2022

## City of Fort Pierce

► Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
<b>1</b>	1. Police Retention and Compensation Police Services and Staffing: Report, Direction and Funding			
<b>1</b>	2. City – FPUA Strategy: Key Issues and Discussion			
<b>1</b>	3. City Legislative Advocacy and Agenda: Goals, Report, Advocacy Options, Direction and Funding			
<b>1</b>	4. Regional Homeless Strategy: Goals/Outcomes, Community Problem Analysis and Development			
<b>1</b>	5. Street Condition and Funding: Direction, Funding Level and Projects for 2022			
<b>1</b>	6. Planning and Development Process Refinement/Streamlining			
<b>2</b>	7. Entrances/Gateways/Community Beautification Plan: Direction and Funding			
<b>2</b>	8. Greenways Trail: Development			

# Policy Agenda 2022

## City of Fort Pierce

► <b>Targets for Action</b>		PRIORITY		
		PRIORITY	TOP	HIGH
<b>2</b>	9. Parks and Playground Upgrade:, Direction, Funding and City Actions			
<b>2</b>	10. Fort Pierce Corridor Streetscape and Beautification Project: Action Plan			
<b>3</b>	11. Parking Strategy: Study and Direction			
<b>3</b>	12. Annexations Strategy/Service Boundary Agreement: Direction and City Next Steps			
<b>3</b>	13. South Beach Overlay Plan: Direction			
<b>3</b>	14. Island Reclamation Plant Relocation: Design			
<b>3</b>	15. Neighborhood Identity and Branding: Direction and Funding			
<b>3</b>	16. Housing Authority Strategy: Key Issues, Direction and City Actions			

# Policy Agenda 2022

## City of Fort Pierce

► <b>Targets for Action</b>		PRIORITY		
		PRIORITY	TOP	HIGH
<b>3</b>	17. 13 <sup>th</sup> Street Upgrade: Direction and Funding (North and South)			
<b>3</b>	18. 17 <sup>th</sup> Upgrade: Review, Direction and Funding (North and South)			
<b>3</b>	12. Downtown Development Master Plan: Development			
<b>4</b>	20. Community Outreach with Faith Community: Direction and Actions			
<b>4</b>	21. Community Engagement Strategy and Action Plan: Update, Direction and City Actions			
<b>4</b>	22. Community and City Equity Policy and Action Plan: Training, Champions and Actions			
<b>5</b>	23. Mental Health Strategy and City Actions: Direction and City Actions			
<b>5</b>	24. Smart City Initiative (Kiosks) Development: Direction and Actions			

# Policy Agenda 2022

## City of Fort Pierce

► Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
5	25. Recreational Programs Expansion: Needs Assessment, Report with Option, Funding and Direction			
5	26. Sunrise Theatre Future: Update Report, Direction and City Actions			
	27.			
	28.			
	29.			
	30.			
	31.			
	32.			

**Management Agenda 2022  
Targets for Action  
City of Fort Pierce**

TOP PRIORITY

HIGH PRIORITY

# Management Agenda 2022

## City of Fort Pierce

► Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
<b>1</b>	1. City Surplus Properties: Review Inventory and Direction			
<b>1</b>	2. City Compensation Policy: Salary Study for Critical Positions and Funding			
<b>1</b>	3. Enterprise Resource Planning Software (ERP): Implementation			
<b>1</b>	13. COVID Action Plan: Monitoring Reports and City Responses {DROP}			
<b>1</b>	5. American Rescue Program: Update and Project Direction			
<b>1</b>	6. Federal Infrastructure Program Preparation: Guidelines, Projects and Funding			
<b>2</b>	7. Foreclosures Program/Process: Implementation			
<b>2</b>	8. Wayfinding Signage: Upgraded Design and Funding			

# Management Agenda 2022

## City of Fort Pierce

► Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
2	9. Clean and Safe Program Building Demolition: Update,			
3	10. Wave Garden Construction: Permitting and Construction			
3	11. Port Development: Re-Zoning			
3	12. Landscape Code: Revision			
3	13. Mobility Action Plan and Impact Fee: Direction			
3	14. City Economic Incentives Policy: Review and Direction			
3	15. King's Landing Development: Site Plan and Preparation			
3	16. Seaplanes: Facility and Service			

# Management Agenda 2022

## City of Sunland Fort Pierce

► Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
3	17. Fisherman’s Wharf Development: Direction and Next Steps			
3	18. Vacant Parcels: Identification, Direction and City Actions			
4	19. Community Policing Expansion: Actions 2022			
5	20. Lincoln Theatre Restoration Plan/Program Development: Update Report, Direction and City Actions			
5	21. Sunrise Theatre Plan for 2022: Direction and Actions			
	22.			
	23.			
	24.			

**City of Fort Pierce  
Action Outlines 2022**

<b>GOAL 1</b>	<b>SERVE OUR COMMUNITY</b>
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<p><b>ACTION:</b> Police Retention and Compensation Police Services and Staffing: Report, Direction and Funding</p> <p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• PBA Labor Contract</li> <li>• Competitive Market</li> <li>• Report with Options</li> <li>• Funding</li> </ul>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Negotiate PBA labor contract</li> <li>2. <b>DECISION:</b> PBA Contract</li> <li>3. Prepare updated Police Staffing Report</li> <li>4. Prepare FY 23 budget proposal</li> <li>5. <b>BUDGET WORKSHOP:</b> Budget FY 23 Presentation and Direction</li> <li>6. <b>DECISION:</b> Budget FY 23 Funding</li> </ol>	<table border="1"> <tr> <td><b>PRIORITY</b></td> </tr> <tr> <td><i>Policy</i></td> </tr> </table> <p><u>Time</u></p> <p>2/22</p> <p>3/22</p> <p>4/22</p> <p>5/22</p> <p>7/22</p> <p>9/22</p>	<b>PRIORITY</b>	<i>Policy</i>
<b>PRIORITY</b>				
<i>Policy</i>				
Responsibility: Police Chief				

**ACTION:** City – FPUA Strategy: Key Issues and Joint Action Plan

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Development Process Streamlining	1. City Manager-FPUA Director prepare a "To Do List"	4/22
• Street Lights	2. <b>JOINT MEETING</b> – Mayor and City Commission and FPUA Board	5/22
• Wastewater Treatment Plant Re-location	3. <b>DECISION:</b> Street Lights Maintenance Agreement	12/22
• Support for Sunrise Theatre, Marina, etc.		

Responsibility: City Manager/FPUA Director

**ACTION:** City Legislative Advocacy and Agenda: Goals, Advocacy Options, Direction and Funding

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Goals</li> <li>• Lobbying Options</li> <li>• Critical Issues</li> <li>• Reports on Proposed Legislation</li> <li>• Funding</li> </ul>	<ol style="list-style-type: none"> <li>1. Continue discussion with St Lucie County on future relationship and direction</li> <li>2. <b>REPORT:</b> Status Update and Options</li> </ol> <p><b>If advocacy does not continue with St. Lucie County,</b></p> <ol style="list-style-type: none"> <li>3. Research potential collaboration with other cities and lobbying groups</li> <li>4. <b>CONFERENCE AGENDA:</b> Presentation and Direction</li> <li>5. <b>DECISION:</b> Advocacy Direction and Funding</li> </ol>	<p>Ongoing</p> <p>4/22</p> <p>7/22</p> <p>8/22</p> <p>9/22</p>

Responsibility: City Manager

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

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Goals</li> <li>• Future Direction</li> <li>• City Role and Level of Participation</li> <li>• Problem Analysis for Our Community</li> <li>• Facility(ies)</li> <li>• Services</li> <li>• Partners</li> </ul>	<ol style="list-style-type: none"> <li>1. Continue discussion with One St. Lucie Homeless Task Force</li> <li>2. Prepare Update Report</li> <li>3. <b>REPORT:</b> Update, Discussion and Next Steps</li> </ol>	<p>Ongoing</p> <p>5/22</p> <p>7/22</p>

Responsibility: Commissioner Gaines

**ACTION:** Street Condition and Funding: Direction, Funding Level and Projects for 2022

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Annual Funding Level: \$800,000 from Surtax Revenues</li> <li>• Projects</li> </ul>	<ol style="list-style-type: none"> <li>1. Prepare update to Street Conditions Report</li> <li>2. Coordinate projects with FPUA Utility Projects</li> <li>3. Present Report to City Manager</li> <li>4. <b>DECISION:</b> Award Contract for Construction</li> </ol>	<p>3/22</p> <p>Ongoing</p> <p>4/22</p> <p>5/22</p>

Responsibility: City Engineer
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**ACTION:** Planning and Development Policies and Process:  
Refinement/Streamlining

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• State Regulations and Requirements</li> <li>• Potential Impact: Slow the Process</li> <li>• Development Flow Chart</li> <li>• Staff Capacity</li> <li>• Developers/Builders Perception and Expectations</li> <li>• Development Process Streamlining</li> <li>• Alignment of City-FPUA</li> </ul>	<ol style="list-style-type: none"> <li>1. Develop Development Process Flow Chart</li> <li>2. Seek input from participants and stakeholders</li> <li>3. Revise development policies and processes</li> <li>4. Prepare Report</li> <li>5. <b>REPORT:</b> Presentation and Discussion</li> <li>6. Implement Tyler System for Development Process – Go Live</li> </ol>	<p>2/22</p> <p>6/22</p> <p>8/22</p> <p>10/22</p> <p>12/22</p> <p>1/23</p>

Responsibility: City Clerk
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**ACTION:** City Surplus Properties: Review Inventory and Direction

<b>PRIORITY</b>
<i>Mgmt</i>

Key Issues

- City Properties
- Uses/Potential Uses
- Developer Interests

Activities/Milestones

1. Identify potential properties – City and FPUA
2. Review by City Boards
3. **DECISION:** Annual List Direction

Time

- Ongoing
- Ongoing
- 3/22

Responsibility: City Manager

**ACTION:** City Compensation Policy: Salary Study for Critical Positions and Funding

<b>PRIORITY</b>
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Competitive Employment Market</li> <li>• Some Positions Behind Current Market</li> <li>• Critical Positions: Mechanics, Planners, Engineers, Skilled Labor, Marina. Inspectors and others</li> </ul>	<ol style="list-style-type: none"> <li>1. Complete market analysis</li> <li>2. Prepare FY 23 budget proposal</li> <li>3. <b>BUDGET WORKSHOP:</b> Budget FY 23 Presentation and Direction</li> <li>4. <b>DECISION:</b> Budget FY 23 Funding</li> </ol>	<p>Ongoing</p> <p>5/22</p> <p>7/22</p> <p>9/22</p>

Responsibility: Human Resources Director
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**ACTION:** Enterprise Resource Planning Software (ERP):  
Implementation

<b>PRIORITY</b>
<i>Mgmt</i>

Key Issues

- Installation Process
- • Processes Evaluation

Activities/Milestones

1. Complete ERP Financial System  
Module installation
2. Complete ERP Building and  
Development Module installation
3. Complete ERP Human  
Capital/Human Resources Module  
installation

Time

10/22  
1/23  
12/22

Responsibility: Information Technology Director

**ACTION:** COVID Action Plan: Monitoring Reports and City Responses  
a. City Government  
b. Our Community

<b>PRIORITY</b>
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

- 

[Recommendation:  
Drop]

Responsibility:

**ACTION:** American Rescue Program: Update and Project Direction

<b>PRIORITY</b>
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Total: \$13.5 million</li> <li>• Project Completion</li> <li>• Future Projects</li> </ul>	<p>A. ARP Projects</p> <ol style="list-style-type: none"> <li>1. NW 16<sup>th</sup> Street: Construction</li> <li>2. Atlantic Avenue (5<sup>th</sup> to 7<sup>th</sup>){ Design and Construction</li> <li>3. Avenue "Q" (14<sup>th</sup> -17<sup>th</sup>): Construction</li> <li>4. Surfside Improvement Project; Design</li> <li>5. Little Jim Septic to Sewer Project: Design and Construction</li> <li>6. Refuse Collection Trucks Purchase and Operational</li> <li>7. Police Technology               <ol style="list-style-type: none"> <li>a. Vehicles</li> <li>b. Cameras</li> <li>c. Tasers</li> </ol> </li> </ol> <p>B. Future Projects</p> <ol style="list-style-type: none"> <li>1. <b>DECISION:</b> Project Direction</li> </ol>	<p>8/22</p> <p>6/22</p> <p>8/22</p> <p>12/22</p> <p>4/22</p> <p>2023</p> <p>2023</p> <p>12/22</p> <p>12/22</p> <p>6/22</p>

Responsibility: Finance Director/City Engineer/Police Chief/Public Works Director

**ACTION:** Federal Infrastructure Program Preparation:  
Guidelines, Projects and Funding

<b>PRIORITY</b>
<i>Mgmt</i>

Key Issues

- Dollars Available
- Federal Guidelines
- Potential Projects
- 13<sup>th</sup> Street

Activities/Milestones

1. Monitor Federal actions and guidelines

Time

Ongoing

Responsibility: City Manager

► **Management in Progress 2022**

			TIME
1	1. Department Head Training Program: Completion	HR	Ongoing
1	2. HR Records Scanning	HR	Ongoing
1	3. Cyber Security Training/Penetration Testing	IT	Ongoing
1	4. Recycling Public Awareness/Education Campaign	PW	11/22
1	5. GIS Initiative: City and FPUA	IT	Ongoing
1	6. Police Strategic Plan: Annual Update	POLICE	Ongoing
1	7. ACH Payments: Vendor Participation	FIN	2023
1	8. Online Payment for All City Fees and Charges: Migration	FIN/IT	6/22
1	9. Parking Enforcement Software for Mobile Parking	IT	1/23
1	10. Online Searchable Portal for Ordinances, Resolutions and Minutes: Creation	CC/IT	4/22
1	11. New Fuel Software: Implementation	IT	3/22
1	12. CivicHR Applicant Tracking System	HR/IT	4/22
1	13. Recreation Center and Park Renaming (Youth Council)	PW	8/22
1	14. Police Vehicles Replacement: Acquisition		
	a. 20 Patrol Vehicles Delivery		6/22
	b. 50 Vehicles Order		TBD
1	15. Supervisor Handbook: Completion	HR	4/22
1	16. CivicHR Performance/Evaluations: Launch	HR/IT	7/22
1	17. Records Manager: Hiring	CC	2/22
1	18. CivicHR Onboarding: Launch	HR/IT	7/22
1	19. Rich House 2: Development	POLICE	7/22
1	20. Guide for Potential Developers: Development	CC	2/22
1	21. Police Leadership Program and Succession Plan: Development	POLICE	Ongoing
1	22. Animal Shelter and Control: Monitoring	CODE	Ongoing

► **Management in Progress 2022 (continued)**

			TIME
1	23. Labor Negotiations and Contracts: Teamster	PW	10/22
1	24. City Commission Districts/Re-Districting) and Compensation	CC	5/22

► **Major Projects 2022**

			TIME
1	1. Fuel Island: Repairs	PW	10/22
1	2. City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall); CIP FY 2021 Fund and Implementation	PW	10/22
1	3. Annual Road Resurfacing Projects	CE	10/22

<b>GOAL 2</b>	<b>BEAUTIFY OUR COMMUNITY</b>
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<b>ACTION:</b>	Entrances/Gateways/Community Beautification Plan: Plan and Funding	<table border="1"> <tr><td><b>PRIORITY</b></td></tr> <tr><td><i>Policy</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy</i>				
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Responsibility: Public Works Director/FPUA								

**ACTION:** Greenway Trail: Development

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"><li>• Link to Sun Trail</li><li>• Goals</li><li>• Options</li><li>• Funding</li><li>• Route through Downtown</li><li>• FEC Land Acquisition (Small Parcel)</li></ul>	<ol style="list-style-type: none"><li>1. Complete Highwaymen Trail Gap Design</li><li>2. Solidify Historic Downtown route</li><li>3. <b>CONFERENCE AGENDA:</b> Presentation and Direction</li><li>4. <b>DECISION:</b> Historic Downtown Route</li></ol>	<p>6/22</p> <p>8/22</p> <p>9/22</p> <p>12/22</p>

Responsibility: City Engineer

**ACTION:** Parks and Playgrounds Upgrade: Direction, Funding and City Actions

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Goals</li> <li>• Projects</li> <li>• Project Costs</li> <li>• Funding Mechanism</li> <li>• Grant Opportunities for Shovel Ready Projects</li> </ul>	<ol style="list-style-type: none"> <li>1. Prepare Report with Projects, Options, Costs and Funding</li> <li>2. <b>CONFERENCE AGENDA:</b> Report Presentation and Direction</li> <li>3. Prepare FY 23 budget proposal</li> <li>4. <b>BUDGET WORKSHOP:</b> Budget FY 23 Presentation and Direction</li> <li>5. <b>DECISION:</b> Budget FY 23 Funding</li> </ol>	<p>4/22</p> <p>6/22</p> <p>6/22</p> <p>7/22</p> <p>9/22</p>

Responsibility: Public Works Director
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**ACTION:** Fort Pierce Corridor Streetscape and Beautification  
Projects: Action Plan

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Economic Development Incentives for Private Sector</li> <li>• Façade Improvement Grants</li> <li>• Streetscape Designs</li> <li>• Projects</li> <li>• Funding Mechanism</li> <li>• Grant Opportunities</li> <li>• Complete Streets Concept</li> <li>• Indian River Drive Bridge Condition</li> </ul>	<ul style="list-style-type: none"> <li>A. Orange Corridor (FDOT)               <ul style="list-style-type: none"> <li>1. Complete Resurfacing Design for 33<sup>rd</sup> to U.S. 1(FDOT)</li> <li>2. Complete construction</li> </ul> </li> <li>B. Avenue “D” Corridor (29<sup>th</sup> to Indian River)               <ul style="list-style-type: none"> <li>1. Complete design</li> <li>2. Complete construction</li> </ul> </li> <li>C. Indian River Drive Corridor               <ul style="list-style-type: none"> <li>1. <b>DECISION:</b> Interlocal Agreement with St. Lucie County</li> <li>2. Hire consultant</li> <li>3. Develop streetscape plan</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>7/22</li> <li>2023</li> <li>9/22</li> <li>6/23</li> <li>7/22</li> <li>8/22</li> <li>8/23</li> </ul>

Responsibility: City Engineer/FPUA
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**ACTION:** Foreclosures Program/Process: Implementation

<b>PRIORITY</b>
<i>Mgmt</i>

Key Issues

- Properties
- Actions

Activities/Milestones

1. Resolve litigation
2. Identify properties
3. **REPORT:** Update

Time

7/22  
Ongoing  
TBD

Responsibility: City Attorney/Code Compliance Manager

**ACTION:** Wayfinding Signage: Upgraded Design and Funding

<b>PRIORITY</b>
<i>Mgmt</i>

Key Issues

- Design
- Themes
- Colors
- Locations

Activities/Milestones

1. Prepare plan and finalize design options
2. Finalize Report
3. **FPRA DECISION:** Presentation, Direction and Funding
4. Mobilize project
5. Complete installation

Time

- 3/22  
4/22  
5/22  
8/22  
12/22

Responsibility: City Manager

**ACTION:** Clean and Safe Program Building Demolition: Update

<b>PRIORITY</b>
<i>Mgmt</i>

Key Issues

- Demolition

Activities/Milestones

1. Prepare Annual Report
2. **REPORT:** Presentation

Time

6/22

7/22

Responsibility: Code Compliance Manager

► **Management in Progress 2022**

			TIME
2	1. Recycling Campaign: Implementation	PW	8/22
2	2. Main Street: Annual Report	CMO	7/22
2	3. Code Enforcement/Compliance: Report	CCM	7/22
2	4. Highwaymen Museum Development: Update Report and Application for Improvement – Florida		8/22

► **Major Projects 2022**

			TIME
2	1. Annual Banner Replacement (Citywide) (150 Replacements)		7/22
2	2. Annual Beach Re-nourishment: St. Lucie County and U. S. Army Corps of Engineers		OTH

<b>GOAL 3</b>	<b>DEVELOP OUR COMMUNITY</b>
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<p><b>ACTION:</b>    Parking Strategy: Study and Direction</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;"><b>PRIORITY</b></td> </tr> <tr> <td style="text-align: center;"><i>Policy</i></td> </tr> </table>	<b>PRIORITY</b>	<i>Policy</i>				
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Responsibility: City Manager							

**ACTION:** Annexations Strategy/Service Boundary Agreement:  
Direction and City Next Steps

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• New Approach	1. Prepare proposal	2/22
• Service Boundary	2. <b>DECISION:</b> Presentation and Direction	3/22
• Service Boundary Agreement	3. Develop and finalize Service Boundary Agreement with St. Lucie County	8/22
• Pre-Annexation Agreements		
• Link to Major Development Project		
• City Service Capacity	4. <b>DECISION:</b> Service Boundary Agreement Approval	10/22
• Working with St. Lucie County		

Responsibility: Planning Director/City Manager

**ACTION:** South Beach Overlay Plan: Development

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Scope	1. Finalize scope of project	3/22
• Land Use	2. Kick-off planning effort	4/22
• Zoning	3. Develop initial Plan	11/22
• Development Standards	4. <b>CONFERENCE AGENDA:</b> Presentation and Direction	12/22

Responsibility: Planning Director

**ACTION:** Island Reclamation Plant Relocation: Design

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Target Date: 12/25	1. Complete 30% design	4/22
• Grants and Outside Funding Sources	2. Prepare report with recommendations	5/22
• Debt Restructure	3. <b>DECISION:</b> Debt Restructure and Rate Approval	5/22
• Rate Structure	4. Complete 50% design	6/22
• Use of Property	5. Complete 90-100% design	12/22
• Plant Design	6. Begin construction	2023

Responsibility: FPUA

**ACTION:** Neighborhood Identity and Branding: Direction and Funding

<b>PRIORITY</b>
<i>Policy</i>

Key Issues

- Goals
- Methods
- Funding

Activities/Milestones

- |   |      |
|---|------|
| 1. Keep Fort Pierce Beautiful prepare report on vision and background information | 3/22 |
| 2. <b>CONFERENCE:</b> Presentation and Direction                                  | 4/22 |
| 3. Prepare FY 23 budget proposal  | 5/22 |
| 4. <b>BUDGET WORKSHOP:</b> Budget FY 23 Presentation and Direction                | 7/22 |
| 5. <b>DECISION:</b> Budget FY 23 Funding  | 9/22 |
| 6. Complete public engagement   | 9/22 |

Time

Responsibility: Public Works Director

**ACTION:** Housing Authority Strategy: Key Issues, Direction and City Actions

<b>PRIORITY</b>
<i>Policy</i>

Key Issues

Activities/Milestones

Time

- Development Working Relations
- Goals
- Partnership
- Actions

1.

Responsibility: City Manager

**ACTION:** 13<sup>th</sup> Street Upgrade: Direction and Funding (North and South)

<b>PRIORITY</b>
<i>Policy</i>

Key Issues

- Project Costs: \$10 million
- Funding Source
- Grant Opportunities
- 

Activities/Milestones

1. Identify initial funding option
2. Incorporate in CIP Update
3. Update Plan to be shovel ready

Time

- 6/22  
7/22  
12/22

Responsibility: City Engineer

**ACTION:** 17<sup>th</sup> Upgrade: Direction and Funding (North to Graveyard and South to Okeechobee)

<b>PRIORITY</b>
<i>Policy</i>

Key Issues

- Streetscape
- Complete Streets Concepts
- Sidewalk

Activities/Milestones

1. Complete sidewalk project

Time

12/22

Responsibility: City Engineer

**ACTION:** Downtown Development Master Plan: Development

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Vision	1. Finalize scope of project	3/22
• Boundary	2. CBD data collection	3/22
• Projects	3. <b>DECISION:</b> Funding Direction	3/22
• Land Uses	4. Complete development of Plan	9/22
• Development Standards	5. <b>CONFERENCE AGENDA:</b> Presentation and Direction	11/22

Responsibility: City Manager/Planning Director

**ACTION:** Wave Garden Construction: Permitting and Construction

<b>PRIORITY</b>
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"><li>• Site Plan</li><li>• Permitting</li></ul>	<ol style="list-style-type: none"><li>1. <b>DECISION:</b> Final Adoption</li><li>2. Issue permits</li><li>3. Begin construction</li></ol>	<p>2/22 5/22 6/22</p>

Responsibility: Planning Director/Building Official

**ACTION:** Port Development: Re-Zoning Direction

<b>PRIORITY</b>
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"><li>• Land Use</li><li>• Project Direction</li><li>• Timing</li></ul>	<ol style="list-style-type: none"><li>1. Continue discussion with property owner(s)</li><li>2. Review draft proposal</li><li>3. Finalize proposal and land use changes</li><li>4. Planning Board: Review</li><li>5. <b>DECISION:</b> 1<sup>st</sup> Reading</li><li>6. Submit to State</li><li>7. <b>DECISION:</b> 2<sup>nd</sup> Reading – Final Approval</li></ol>	<p>Ongoing</p> <p>3/22</p> <p>4/22</p> <p>9/22</p> <p>10/22</p> <p>11/22</p> <p>12/22</p>

Responsibility: Planning Director

**ACTION:** Landscape Code: Revision

<b>PRIORITY</b>
<i>Mgmt</i>

Key Issues

- Code Modifications

Activities/Milestones

1. Finalize draft code revisions
2. Planning Board: Review
3. **DECISION:** 1<sup>st</sup> Reading
4. **DECISION:** 2<sup>nd</sup> Reading - Approval

Time

- 3/22  
4/22  
5/22  
6/22

Responsibility: Planning Director

**ACTION:** Mobility Action Plan and Impact Fee: Direction

<b>PRIORITY</b>
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Goals	1. <b>DECISION:</b> Final Proposal and Contract	2/22
• Mobility Trends	2. Complete initial plan draft	10/22
• Micro-Mobility	3. <b>CONFERENCE AGENDA:</b> Draft Plan Presentation and Direction	11/22
• Complete Streets Concept	4. Incorporate in CIP FY 24	2023

Responsibility: Planning Director

**ACTION:** City Economic Incentives Policy: Review and Direction

<b>PRIORITY</b>
<i>Mgmt</i>

Key Issues

- 

Activities/Milestones

1. **FPRA DECISION:** Award Grant

Time

3/22

Responsibility: City Manager

**ACTION:** King's Landing Development: Site Plan and Preparation

<b>PRIORITY</b>
<i>Mgmt</i>

Key Issues

- Site Plan

Activities/Milestones

1. **DECISION:** Site Plan Approval
2. **DECISION:** Land Conveyance
3. Initiate site preparation work

Time

2/22  
4/22  
2023

Responsibility: Planning Director

**ACTION:** Seaplanes: Facility and Service

<b>PRIORITY</b>
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Design	1. Obtain permits	4/22
• Funding	2. <b>DECISION:</b> Funding and Design	4/22
• Construction	3. Complete construction	7/22
	4. Ribbon-cutting and 1 <sup>st</sup> Flight	1/23

Responsibility: City Engineer

**ACTION:** Fisherman’s Wharf Development: Next Steps

<b>PRIORITY</b>
<i>Mgmt</i>

Key Issues

- Site Plan
- Land Conveyance

Activities/Milestones

1. Complete “do-diligence” 4/22
2. Review land uses 4/22
3. Submit Site Plan 5/22
4. TRC Review 6/22
5. Planning Board: Review 8/22
6. **DECISION:** 1<sup>st</sup> Reading 9/22
7. **DECISION:** 2<sup>ND</sup> Reading and Approval 10/22
8. **DECISION:** Land Conveyance 1/23

Time

Responsibility: Planning Director

**ACTION:** Vacant Parcels: Identification, Direction and City Actions

<b>PRIORITY</b>
<i>Mgmt</i>

Key Issues

- Development Initiatives

Activities/Milestones

1. Establish Incentives for Development

Time

6/22

Responsibility: City Manager

<b>► Management in Progress 2022</b>		<b>TIME</b>
3	1. Business Retention and Expansion Program (BRE): Assistance/ Education	Ongoing
3	2. Annual Job Fair 2022	2/22
3	3. 1 <sup>st</sup> Floor Utilization Sunrise Center Use Direction/Tenant: Decision on Direction (MAYOR AND CITY COMMISSION)	9/22
3	4. Edgartown Code Revisions: Completion (MAYOR AND CITY COMMISSION)	7/22

<b>► Major Projects 2022</b>		<b>TIME</b>
3	1. Septics to Sewers Program: Report and Direction (with FPUA)	CE Ongoing
3	2. Street Resurfacing Projects: 2022	CE 7/22
3	3. Georgia Avenue Outfall Nutrient Removal: Design and Construction	CE 4/22 9/22-5/23
3	4. Beach Court (Easter Avenue to Florida Avenue) Stormwater Infrastructure Replacement: Design and Construction	CE 7/22-12/22
3	5. Ohio Avenue (US 1 to Sunrise Boulevard) Roadway Improvements Project: Design and Construction	CE 5/22 8/22-3/23
3	6. 8 <sup>th</sup> Street (Avenue D to Avenue E) Street Improvements: Construction	CE 2/22-7/22
3	7. Avenue B (8 <sup>th</sup> Street to 13 <sup>th</sup> Street) Street Improvements: Construction	CE 8/22-8/23

<b>GOAL 4</b>	<b>ENGAGE OUR COMMUNITY</b>
---------------	-----------------------------

<b>ACTION:</b>	Community Outreach with Faith Community: Direction and Actions	<table border="1"> <tr><td><b>PRIORITY</b></td></tr> <tr><td><i>Policy</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy</i>
<b>PRIORITY</b>				
<i>Policy</i>				
	<u>Activities/Milestones</u>	<u>Time</u>		
<u>Key Issues</u> <ul style="list-style-type: none"> <li>•</li> </ul>	<ol style="list-style-type: none"> <li>1. Refine list of pastors</li> <li>2. Reach out to pastors</li> </ol>	<p>6/22</p> <p>7/22</p>		
<table border="1" style="width: 100%;"> <tr> <td>Responsibility: City Clerk</td> </tr> </table>			Responsibility: City Clerk	
Responsibility: City Clerk				

**ACTION:** Community Engagement Strategy and Action Plan:  
Report and Direction

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Goals	1. Review current activities	3/22
• Best Practices	2. Investigate “best practices” from other cities	6/22
• Social Media	3. Prepare Report with options	9/22
• Pastors Communications	4. <b>CONFERENCE AGENDA:</b> Report Presentation and Direction	10/22
• Trust in City Government		

Responsibility: City Clerk
----------------------------

**ACTION:** Community and City Equity Policy and Action Plan:  
Training, Champions and Actions

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• City Focus First</li> <li>• Training</li> <li>• Departmental Champions</li> </ul>	<ol style="list-style-type: none"> <li>1. Complete Mandatory Training for City Managers and Supervisors</li> <li>2. Identify departmental “Champions”</li> <li>3. Initiate “best practices”</li> </ol>	<p>3/22</p> <p>4/22</p> <p>6/22</p>

Responsibility: City Manager
------------------------------

**ACTION:** Community Policing Expansion: Actions 2022

<b>PRIORITY</b>
<i>Mgmt</i>

Key Issues

- 

Activities/Milestones

1. **REPORT:** Update

Time

4/22

Responsibility: Police Chief

► **Management in Progress 2022**

			TIME
4	1. Courageous Kids Program (COVID)	POLICE	2022
4	2. Boys and Girls Club Programs	PW	Ongoing
4	3. Outreach Vehicle "Classroom": Implementation (COVID)	POLICE	7/22
4	4. City Marketing Program Development Direction	CMO	11/22

<b>GOAL 5</b>	<b>ENJOY OUR COMMUNITY</b>
---------------	----------------------------

<b>ACTION:</b>	Mental Health Strategy and City Actions: Direction and City Actions	<table border="1"> <tr> <th style="text-align: center;">PRIORITY</th> </tr> <tr> <td style="text-align: center;"><i>Policy</i></td> </tr> </table>	PRIORITY	<i>Policy</i>																			
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• Police Training	3. Define position for Police Psychologist	5/22																					
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**ACTION:** Smart City Initiative 2Development: Direction and Actions

<b>PRIORITY</b>
<i>Policy</i>

Key Issues

- Downtown Kiosk
- Community Connectivity

Activities/Milestones

1. **DECISION:** Agreement with FPUA

Time

6/22

Responsibility: FPUA

**ACTION:** Recreational Programs Expansion: Needs Assessment, Report with Option, Funding and Direction

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Youth Recreation Programs	1. Prepare Report	4/22
• Senior Programs	2. <b>CONFERENCE AGENDA:</b> Report Presentation and Direction	5/22
• Adult Programs	3. Prepare FY 23 budget proposal	5/22
• Link to Arts and Culture	4. <b>BUDGET WORKSHOP:</b> Budget FY 23 Presentation and Direction	7/22
• Link to Marina		
• Link to Golf		
• Link to Sunrise Theatre	5. <b>DECISION:</b> Budget FY 23 Funding	9/22

Responsibility: Public Works Director

**ACTION:** Sunrise Theatre Future: Update Report, Direction and City Actions

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Goals</li> <li>• Options</li> <li>• City Role</li> <li>• Building Responsibilities</li> <li>• Programming</li> <li>• Funding Mechanism</li> </ul>	<ol style="list-style-type: none"> <li>1. Prepare initial Report of Sunrise Theatre future with options</li> <li>2. <b>CONFERENCE AGENDA:</b> Report Presentation, Goals and Direction</li> <li>3. Finalize Report</li> <li>4. <b>CONFERENCE AGENDA:</b> Direction</li> <li>5. <b>DECISION:</b> Sunrise Theatre Future Direction</li> </ol>	<p>2/22</p> <p>2/22</p> <p>4/22</p> <p>5/22</p> <p>6/22</p>

Responsibility: Sunrise Theatre Executive Director

**ACTION:** Lincoln Theatre Restoration Plan/Program  
Development: Update Report

<b>PRIORITY</b>
<i>Mgmt</i>

Key Issues

- 

Activities/Milestones

1. Private Responsibility: Design and Funding

Time

Responsibility:

**ACTION:** Sunrise Theatre Plan for 2022: Direction

<b>PRIORITY</b>
<i>Mgmt</i>

Key Issues

- Programs
- 

Activities/Milestones

1. Prepare Report on Next Year 5/22
2. Prepare FY 23 budget proposal 5/22
3. **BUDGET WORKSHOP:** Budget FY 23 Presentation and Direction 7/22
4. **DECISION:** Budget FY 23 Funding 9/22

Time

Responsibility: Sunrise Theatre Executive Director

► **Management in Progress 2022**

			TIME
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	SR	Ongoing
5	4. Sunrise Theatre Marketing: Expansion	SR	Ongoing
5	5. Sunrise Theatre: Grants	SR	Ongoing
5	6. Sunrise Theatre Foundation: Fund Raising Event (2)	SR	Ongoing
5	7. SHIP/First Time Homebuyers Down Payment Assistance Program	FIN	Ongoing
5	8. Sunrise Theatre New Website: Development	SR	6/22
5	9. Sunrise Theatre Volunteer Program: Expansion	SR	Ongoing
5	10. Marina Security: Installation	M	11/22
5	11. Annual Highwaymen Heritage Trail Art Show and Festival 2023	FIN	2/23

► **Major Projects 2022**

			TIME
5	1. Indian Hills Golf Course Projects	GOLF	
	a. Final Site Plan for Clubhouse		9/22
	b. Pickle Ball		12/22
	c. Palm Tree Clean-Up		Ongoing
5	2. Fenn Park Reconstruction Project – Phase 2: Construction	PW	6/22-4/23
5	3. Pickleball Courts at Jaycee Park: Construction	PW	6/22
5	4. Porpoise Park: Construction	CE	5/22
5	5. Jaycee Park Connectivity Improvements: Design	PW	12/22
5	6. Savannah Recreation Trail Connectivity to Indian Hills Recreation Area: Design	PW	1/23
5	7. Youth Recreation Programs Expansion	PW	10/22
5	8. Community Broadband Access/Digital Divide: Report from FPUA	FPUA	[ ]

# Policy Calendar 2022

# MONTH

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February 2022

1. **DECISION:** Wave Garden Final Adoption
2. **DECISION:** Mobility Action Plan Final Proposal and Contract
3. **DECISION:** King's Landing Site Plan Approval
4. **CONFERENCE AGENDA:** Sunrise Theatre Future Report Presentation, Goals and Direction
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

# MONTH

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March 2022

1. **DECISION:** PBA Contract
2. **DECISION:** City Surplus Properties Annual List Direction
3. **DECISION:** Annexation Strategy Presentation and Direction
4. **DECISION:** Downtown Development Master Plan Funding Direction
5. **FPRA DECISION:** Economic Incentives Award Grant
- 6.
- 7.
- 8.
- 9.
- 10.

## MONTH

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April 2022

1. **REPORT:** Legislative Advocacy Status Update and Options
2. **DECISION:** Parking Strategy Report Approval and Direction
3. **CONFERENCE:** Neighborhood Identity and Branding Presentation and Direction
4. **DECISION:** King's Landing Land Conveyance
5. **DECISION:** Seaplanes Facility Funding and Design
6. **REPORT:** Community Policing Expansion Update
7. **DECISION:** City Marketing Program Contract
- 8.
- 9.
- 10.

## MONTH

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May 2022

1. **JOINT MEETING**– Mayor and City Commission and FPUA Board
2. **DECISION:** Award Contract for Street Re-surfacing Construction
3. **FPRA DECISION:** Wayfinding Signage Presentation, Direction and Funding
4. **DECISION:** Island Reclamation Plant Relocation Debt Restructure and Rate Approval
5. **DECISION:** Landscape Code 1<sup>st</sup> Reading
6. **CONFERENCE AGENDA:** Recreation Programs Expansion Report Presentation and Direction
7. **CONFERENCE AGENDA:** Sunrise Theatre Future Direction
- 8.
- 9.
- 10.

# MONTH

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June 2022

1. **DECISION:** ARP Additional Project Direction
2. **CONFERENCE AGENDA:** Parks and Playgrounds Upgrade Report Presentation and Direction
3. **DECISION:** Landscape Code 1<sup>2nd</sup> Reading
4. **DECISION:** Smart City Initiative Agreement with FPUA
5. **DECISION:** Sunrise Theatre Future Direction
- 6.
- 7.
- 8.
- 9.
- 10.

# MONTH

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July 2022

1. **BUDGET WORKSHOP:** Budget FY 23 Presentation and Direction
  - a. Police Staffing
  - b. City Compensation – Critical Positions
  - c. Parks and Playgrounds Upgrades
  - d. Neighborhood Identity and Branding
  - e. Police Psychologist
  - f. Recreation Programs Expansion
  - g. Sunrise Theatre Program Plan
2. **REPORT:** Homeless Update, Discussion and Next Steps
3. **DECISION:** Indian River Drive Interlocal Agreement with St. Lucie County
4. **REPORT:** Clean and Safe Building Demolition Update Presentation
5. **DECISION:** Edgartown Code Revisions
- 6.
- 7.
- 8.
- 9.
- 10.

# MONTH

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August 2022

1. **CONFERENCE AGENDA:** Legislative Advocacy Presentation and Direction
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

# MONTH

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## September 2022

1. **DECISION:** Budget FY 23 Funding
2. **DECISION:** Legislative Advocacy Direction and Funding
3. **CONFERENCE AGENDA:** Greenway Trail Development Presentation and Direction
4. **DECISION:** Fisherman's Wharf 1<sup>st</sup> Reading
5. **DECISION:** 1<sup>st</sup> Floor Utilization Sunrise Center: Use Direction/Tenant
- 6.
- 7.
- 8.
- 9.
- 10.

# MONTH

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October 2022

1. **CONFERENCE AGENDA:** Entrances and Gateways Beautification Presentation and Direction
2. **DECISION:** Service Boundary Agreement Approval with St. Lucie County
3. **DECISION:** Port Re-Zoning 1<sup>st</sup> Reading
4. **DECISION:** Fisherman's Wharf 2<sup>nd</sup> Reading
5. **CONFERENCE AGENDA:** Community Engagement Strategy Report Presentation and Direction
- 6.
- 7.
- 8.
- 9.
- 10.

## MONTH

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November 2022

1. **DECISION:** Entrances and Gateways Beautification Funding Direction
2. **CONFERENCE AGENDA:** Downtown Development Master Plan Presentation and Direction
3. **CONFERENCE AGENDA:** Mobility Action Plan Draft Plan Presentation and Direction
4. **CONFERENCE AGENDA:** City Marketing Plan Direction
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

## MONTH

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### December 2022

1. **DECISION:** Street Lights Maintenance Agreement with FPUA
2. **REPORT:** Planning and Development Policies and Processes Presentation and Discussion
3. **DECISION:** Greenway Trail Historic Downtown Route
4. **CONFERENCE AGENDA:** South Beach Overlay Plan Presentation and Direction
5. **DECISION:** Port Re-Zoning 2<sup>nd</sup> Reading
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