

FORT PIERCE 2022 Strategic Plan



FORT PIERCE

Strategic Plan 2022 Goals



CONTENTS

SERVE OUR COMMUNITY

GOAL 1: Police Retention and Compensation Police Services and Staffing.....	1
GOAL 2: City – FPUA Strategy: Key Issues and Joint Action Plan.....	2
GOAL 3: Regional Homeless Strategy.....	3
GOAL 4: Street Condition and Funding.....	4
GOAL 5: City Legislative Advocacy and Agenda.....	5
GOAL 6: Planning and Development Policies and Process	6
GOAL 7: American Rescue Plan	7
GOAL 8: City Compensation Policy.....	8
GOAL 9: Enterprise Resource Planning Software (ERP).....	9
GOAL 10: City Surplus Properties	10
GOAL 11: Federal Infrastructure Program Preparation	11

BEAUTIFY OUR COMMUNITY

GOAL 1: Entrances/Gateways/Community Beautification Plan	12
GOAL 2: Parks and Playgrounds Upgrade.....	13
GOAL 3: Fort Pierce Corridor Streetscape and Beautification Projects	14
GOAL 4: Greenway Trail	15
GOAL 5: Wayfinding Signage	16
GOAL 6: Foreclosures Program/Process	17
GOAL 7: Clean and Safe Program Building Demolition.....	17

DEVELOP OUR COMMUNITY

GOAL 1: Parking Strategy.....	18
GOAL 2: Island Reclamation Plant Relocation	19
GOAL 3: Downtown Development Master Plan.....	20
GOAL 4: Annexations Strategy/Interlocal Service Boundary Agreement	21
GOAL 5: South Beach Overlay Plan.....	22
GOAL 6: 13th Street Upgrade.....	23
GOAL 7: Neighborhood Identity and Branding	24
GOAL 8: Housing Authority Strategy.....	25
GOAL 9: 17th Street Upgrade (North to Graveyard and South to Okeechobee).....	26
GOAL 10: Wave Garden Construction.....	27



FORT PIERCE

Strategic Plan 2022 Goals



DEVELOP OUR COMMUNITY

GOAL 11: King’s Landing Development	28
GOAL 12: Fisherman’s Wharf Development	29
GOAL 13: Port Development	30
GOAL 14: City Economic Incentives Policy	30
GOAL 15: Seaplanes: Facility and Service	31
GOAL 16: Mobility Action Plan and Impact Fee	32
GOAL 17: Landscape Code	32
GOAL 18: Vacant Parcels: Identification, Direction and City Actions	32

ENGAGE OUR COMMUNITY

GOAL 1: Community and City Equity Policy and Action Plan	33
GOAL 2: Community Outreach with Faith Community	34
GOAL 3: Community Engagement Strategy and Action Plan	34
GOAL 4: Community Policing Expansion	35

ENJOY OUR COMMUNITY

GOAL 1: Mental Health Strategy and City Actions	36
GOAL 2: Sunrise Theatre Future	37
GOAL 3: Recreational Programs Expansion	38
GOAL 4: Smart City Initiative Development	39
GOAL 5: Sunrise Theatre Plan for 2023	39
GOAL 6: Lincoln Theater Restoration Plan/Program Development	40



FORT PIERCE

Strategic Plan 2022 Goals

SERVE OUR COMMUNITY

GOAL 1: Police Retention and Compensation Police Services and Staffing: Report, Direction and Funding

Key Issues

- ▶ PBA Labor Contract
- ▶ Competitive Market
- ▶ Report with Options
- ▶ Funding

Milestones		
1. Negotiate PBA labor contract	2/22	
2. DECISION: PBA Contract	3/22	
3. Prepare updated Police Staffing Report	4/22	
4. Prepare FY23 budget proposal	5/22	
5. BUDGET WORKSHOP: Budget FY23 Presentation and Direction	7/22	
6. DECISION: Budget FY23 Funding	9/22	

Responsibility: Police Chief



GOAL 2: City – FPUA Strategy: Key Issues and Joint Action Plan

Key Issues

- ▶ Development Process Streamlining
- ▶ Streetlights
- ▶ Wastewater Treatment Plant Re-location
- ▶ Support for Sunrise Theatre, Marina, etc.
- ▶ Annexation Alignment
- ▶ Growth Model for Utilities Alignment

Milestones		
1.	City Manager-FPUA Director prepare a "To Do List"	4/22
2.	JOINT MEETING: City Commission and FPUA Board	5/22
3.	DECISION: Streetlights Maintenance Agreement	12/22
Responsibility: City Manager/FPUA Director		



GOAL 3: Regional Homeless Strategy: Goals/Outcomes, Community Problem Analysis and Development

Key Issues

- ▶ Goals
- ▶ Future Direction
- ▶ City Role and Level of Participation
- ▶ Problem Analysis for Our Community
- ▶ Facility(ies)
- ▶ Services
- ▶ Partners

Milestones		
1. Continue discussion with One St. Lucie Homeless Task Force	Ongoing	
2. Prepare Update Report	5/22	
3. REPORT: Update, Discussion and Next Steps	7/22	
Responsibility: Commissioner Gaines		



GOAL 4: Street Condition and Funding: Direction, Funding Level and Projects for 2022

Key Issues

- ▶ Annual Funding Level: \$800,000 from Surtax Revenues
- ▶ Projects

Milestones

1. Prepare update to Street Conditions Report	3/22
2. Present Report to City Manager	4/22
3. DECISION: Award Contract for Construction	5/22
4. Coordinate projects with FPUA Utility Projects	Ongoing

Responsibility: City Engineer



FORT PIERCE

Strategic Plan 2022 Goals

SERVE OUR COMMUNITY

GOAL 5: City Legislative Advocacy and Agenda: Goals, Advocacy Options, Direction and Funding

Key Issues

- ▶ Goals
- ▶ Lobbying Options
- ▶ Critical Issues
- ▶ Reports on Proposed Legislation
- ▶ Funding

Milestones		
1. Continue discussion with St. Lucie County on future relationship and direction	Ongoing	
2. REPORT: Status Update and Options	4/22	
If advocacy does not continue with St. Lucie County:		
3. Research potential collaboration with other cities and lobbying groups	7/22	
4. CONFERENCE AGENDA: Presentation and Direction	8/22	
5. DECISION: Advocacy Direction and Funding	9/22	
Responsibility: City Manager		



GOAL 6: Planning and Development Policies and Process: Refinement/Streamlining

Key Issues

- ▶ State Regulations and Requirements
- ▶ Potential Impact: Slow the Process
- ▶ Development Flow Chart
- ▶ Staff Capacity
- ▶ Developers/Builders Perception and Expectations
- ▶ Development Process Streamlining
- ▶ Alignment of City-FPUA

Milestones		
1. Develop Development Process Flow Chart	2/22	
2. Seek input from participants and stakeholders	6/22	
3. Revise development policies and processes	8/22	
4. Prepare Report	10/22	
5. REPORT: Presentation and Discussion	12/22	
6. Implement Tyler System for Development Process – Go Live	1/23	
Responsibility: City Clerk		



GOAL 7: American Rescue Plan: Update and Project Direction

Key Issues

- ▶ Total: \$13.5 million
- ▶ Project Completion
- ▶ Future Projects
- ▶ Community Information about ARP
Funding and Value to Residents
- ▶ Unallocated Funds: \$2 Million
- ▶ Beautification Projects
- ▶ City Broadband Service

Milestones	
A. ARP Projects	
1. Little Jim Septic to Sewer	4/22
2. Atlantic Avenue (5 th to 7 th): Design and Construction	6/22
3. NW 16 th Street: Construction	8/22
4. Avenue Q (14 th to 17 th): Construction	8/22
5. Surfside Improvement Project: Design	12/22
6. Refuse Collection Trucks Purchase and Operational	2023
7. Police Technology	
a. Cameras	12/22
b. Tasers	12/22
c. Vehicles	2023
B. Future Projects	
1. DECISION: Project Direction	6/22
Responsibility: City Manager	



GOAL 8: City Compensation Policy: Salary Study for Critical Positions and Funding

Key Issues

- ▶ Competitive Employment Market
- ▶ Some Positions Behind Current Market
- ▶ Critical Positions: Mechanics, Planners, Engineers, Skilled Labor, Marina. Inspectors and others

Milestones		
1. Complete market analysis	Ongoing	
2. Prepare FY23 budget proposal	5/22	
3. BUDGET WORKSHOP: Budget FY23 Presentation and Direction	7/22	
4. DECISION: Budget FY23 Funding	9/22	

Responsibility: Human Resources Director



GOAL 9: Enterprise Resource Planning Software (ERP): Implementation

Key Issues

- ▶ Installation Process
- ▶ Processes Evaluation

Milestones		
1. Complete ERP Financial System Module Installation	10/22	
2. Complete ERP Human Resources Module Installation	12/22	
3. Complete ERP Building and Development Module Installation	1/23	
Responsibility: Information Technology Director		



GOAL 10: City Surplus Properties: Review Inventory and Direction

Key Issues

- ▶ City Properties
- ▶ Uses/Potential Uses
- ▶ Developer Interests

Milestones	
1. Identify potential properties – City and Ongoing FPRA	
2. Review by City Boards	Ongoing
3. DECISION: Annual List Direction	3/22

Responsibility: City Manager



612 N 25th Street 1 – Land Size 0.14 – Assessed Value \$2,569 – Market Value \$9,100

GOAL 11: Federal Infrastructure Program Preparation: Guidelines, Projects and Funding

Key Issues

- ▶ Dollars Available
- ▶ Federal Guidelines
- ▶ Potential Projects
- ▶ 13th Street

Milestones

- | | |
|---|---------|
| 1. Monitor Federal actions and guidelines | Ongoing |
|---|---------|

Responsibility: City Manager



GOAL 1: Entrances/Gateways/Community Beautification Plan: Definition, Plan and Funding

Key Issues

- ▶ Gateways Definition
- ▶ Outcomes
- ▶ First Impression
- ▶ Best Practices
- ▶ Creating a “Sense of Place”
- ▶ Design Standards
- ▶ Public Art Policy
- ▶ Public Input
- ▶ Landscape Architect Service
- ▶ Landscape Design

Milestones	
1. Select and hire consultant	3/22
2. Define the scope and projects	4/22
3. Identify and review gateways	6/22
4. Develop plan with options	8/22
5. CONFERENCE AGENDA: Presentation and Direction	10/22
6. DECISION: Funding Direction	11/22
Responsibility: Public Works Director/FPUA	



GOAL 2: Parks and Playgrounds Upgrade: Direction, Funding, and City Actions

Key Issues

- ▶ Goals
- ▶ Projects
- ▶ Project Costs
- ▶ Funding Mechanism
- ▶ Grant Opportunities for Shovel Ready Projects

Milestones	
1. Prepare Report with Projects, Options, Costs and Funding	4/22
2. CONFERENCE AGENDA: Report Presentation and Direction	6/22
3. Prepare FY23 budget proposal	6/22
4. BUDGET WORKSHOP: Budget FY23 Presentation and Direction	7/22
5. DECISION: Budget FY23 Funding	9/22
Responsibility: Public Works Director	



GOAL 3: Fort Pierce Corridor Streetscape and Beautification Projects: Action Plan

Key Issues

- ▶ Economic Development Incentives for Private Sector
- ▶ Façade Improvement Grants
- ▶ Streetscape Designs
- ▶ Projects
- ▶ Funding Mechanism
- ▶ Grant Opportunities
- ▶ Complete Streets Concept
- ▶ Indian River Drive Moore's Creek Bridge Condition
- ▶ Public Input into Designs

Milestones		
A. Orange Avenue Corridor (FDOT) Project		
1. Provide City input into design	Ongoing	
2. Complete resurfacing design for 33 rd to U.S. 1 (FDOT)	7/22	
3. Complete construction (FDOT)	2023	
B. Avenue D Corridor (29 th to Indian River Drive) Project		
1. Complete design	9/22	
2. Complete construction	6/23	
C. Indian River Drive Corridor Project		
1. DECISION: Interlocal Agreement with St. Lucie County	7/22	
2. Hire consultant	8/22	
3. Develop streetscape plan	8/23	
Responsibility: City Engineer/FPUA		



FORT PIERCE

Strategic Plan 2022 Goals

BEAUTIFY OUR COMMUNITY

GOAL 4: Greenway Trail: Development

Key Issues

- ▶ Link to Sun Trail
- ▶ Goals
- ▶ Options
- ▶ Funding
- ▶ Route through Downtown
- ▶ FEC Land Acquisition (Small Parcel)

Milestones

1. Complete Highwaymen Trail Gap Design	6/22
2. Solidify Historic Downtown route	8/22
3. CONFERENCE AGENDA: Presentation and Direction	9/22
4. DECISION: Historic Downtown Route	11/22

Responsibility: City Engineer



GOAL 5: Wayfinding Signage: Upgraded Design and Funding

Key Issues

- ▶ Design
- ▶ Themes
- ▶ Colors
- ▶ Locations
- ▶ Digital “Wayfinding”

Milestones	
1. Prepare plan and finalize design options	3/22
2. Finalize report	4/22
3. FPRA DECISION: Presentation, Direction and Funding	5/22
4. Mobilize project	8/22
5. Complete installation	12/22
Responsibility: City Manager	



GOAL 6: Foreclosures Program/Process: Implementation

Key Issues

- ▶ Properties
- ▶ Actions

Milestones		
1. Resolve litigation	7/22	
2. Identify properties	Ongoing	
3. REPORT: Update	TBD	
Responsibility: City Attorney		

GOAL 7: Clean and Safe Program Building Demolition: Update

Key Issues

- ▶ Demolition

Milestones	
1. Prepare Annual Report	6/22
2. REPORT: Presentation	7/22
Responsibility: Code Compliance Director	

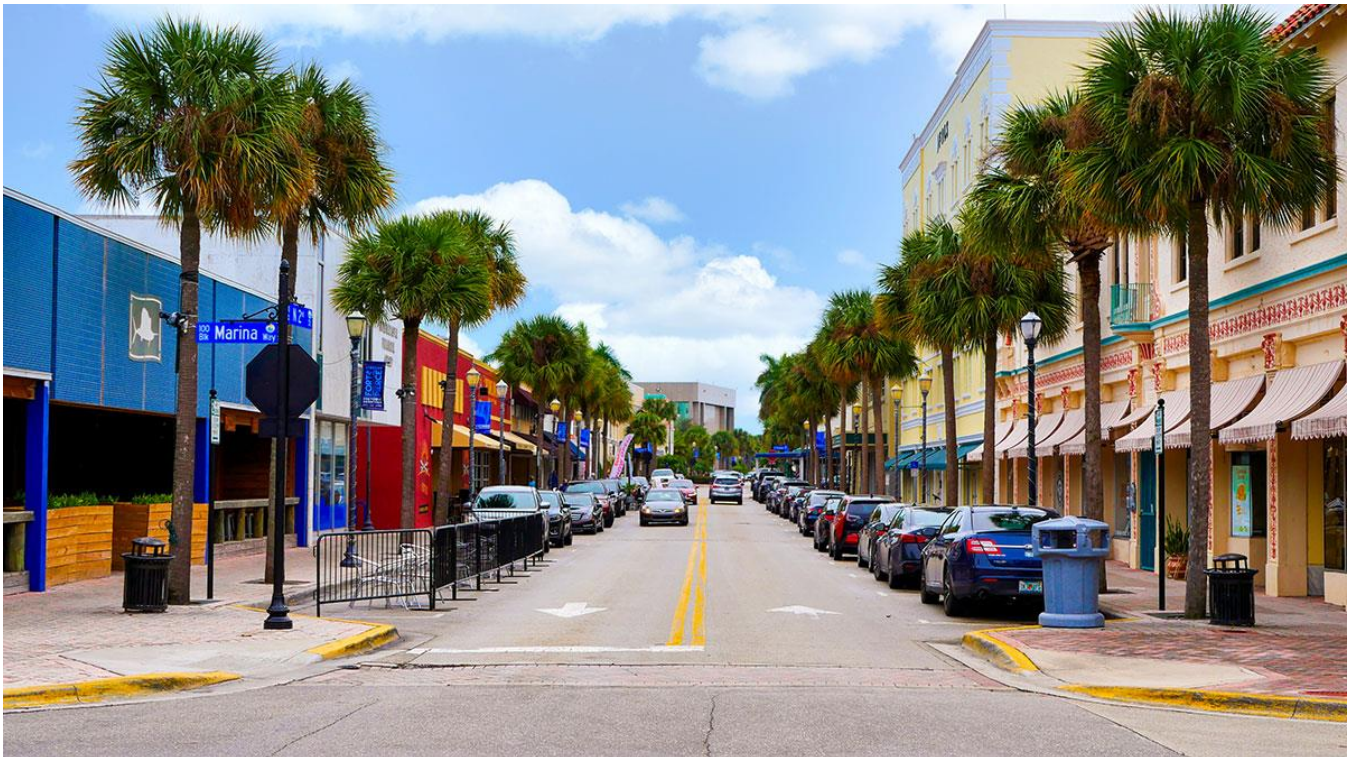


GOAL 1: Parking Strategy: Study and Direction

Key Issues

- ▶ Paid Parking

Milestones	
1. Complete public workshop	2/22
2. Finalize Report	3/22
3. DECISION: Report Approval and Direction	4/22
Responsibility: City Manager	



GOAL 2: Island Reclamation Plant Relocation: Design

Key Issues

- ▶ Target Date: 12/25
- ▶ Grants and Outside Funding Sources
- ▶ Debt Restructure
- ▶ Rate Structure
- ▶ Use of Property
- ▶ Plant Design

Milestones

1. Complete 30% design	4/22
2. Prepare report with recommendations	5/22
3. DECISION: Debt Restructure and Rate Approval	5/22
4. Complete 50% design	6/22
5. Complete 90-100% design	12/22
6. Begin construction	2023

Responsibility: FPUA



FORT PIERCE

Strategic Plan 2022 Goals

DEVELOP OUR COMMUNITY

GOAL 3: Downtown Development Master Plan: Development

Key Issues

- ▶ Vision
- ▶ Boundary
- ▶ Projects
- ▶ Land Uses
- ▶ Development Standards

Milestones		
1. Finalize scope of project	3/22	
2. CBD date collection	3/22	
3. DECISION: Funding Direction	3/22	
4. Complete development of Plan	9/22	
5. CONFERENCE AGENDA: Presentation and Direction	11/22	
Responsibility: City Manager		



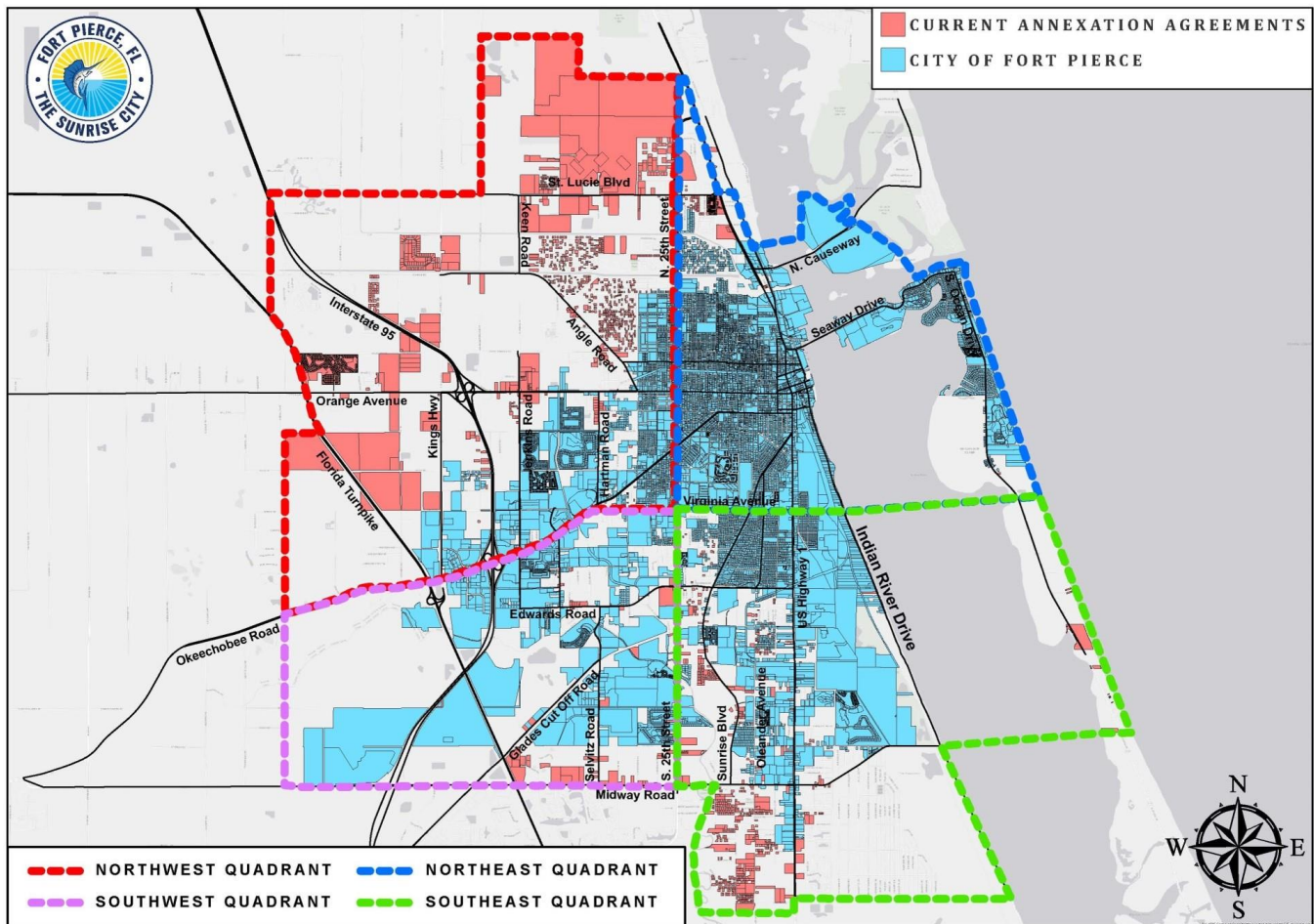
GOAL 4: Annexations Strategy/Interlocal Service Boundary Agreement: Direction and City Next Steps

Key Issues

- ▶ New Approach
- ▶ Service Boundary (City and FPUA)
- ▶ Interlocal Service Boundary Agreement (ISBA)
- ▶ Pre-Annexation Agreements
- ▶ Link to Major Development Project
- ▶ City Service Capacity
- ▶ Working with St. Lucie County

Milestones	
1. Prepare proposal	2/22
2. DECISION: Presentation and Direction	3/22
3. Develop and finalize ISBA with St. Lucie County	8/22
4. DECISION: ISBA Approval	10/22
Responsibility: City Manager	

ANNEXATION AGREEMENTS BY QUADRANT



GOAL 5: South Beach Overlay Plan: Development

Key Issues

- ▶ Scope
- ▶ Land Use
- ▶ Zoning
- ▶ Development Standards
- ▶ Restrictions
- ▶ Community Input

Milestones

1. Finalize scope of project	2/22
2. Kick-off planning effort	3/22
3. Develop initial Plan	10/22
4. CONFERENCE AGENDA: Presentation and Direction	11/22

Responsibility: Planning Director



GOAL 6: 13th Street Upgrade: Direction and Funding (North and South)

Key Issues

- ▶ Project Costs: \$10 million
- ▶ Funding Source
- ▶ Grant Opportunities
- ▶ Federal Infrastructure
- ▶ North - Design

Milestones

1. Identify initial funding options – South	6/22
2. Incorporate in CIP Update	7/22
3. Updated Plan Completed	12/22

Responsibility: City Engineer



GOAL 7: Neighborhood Identity and Branding: Direction and Funding

Key Issues

- ▶ Goals
- ▶ Methods
- ▶ Funding

Milestones		
1. Keep Fort Pierce Beautiful prepare report on vision and background information	3/22	
2. CONFERENCE: Presentation and Direction	4/22	
3. Prepare FY23 budget proposal	5/22	
4. BUDGET WORKSHOP: Budget FY23 Presentation and Direction	7/22	
5. DECISION: Budget FY23 Funding	9/22	
6. Complete public engagement	9/22	

Responsibility: Public Works Director



GOAL 8: Housing Authority Strategy: Key Issues, Direction and City Actions

Key Issues

- ▶ Development Working Relations
- ▶ Goals
- ▶ Partnership
- ▶ Actions
- ▶ Re-Branding
- ▶ City Strategic Plan: Vision, 5-Year Plan and Action Agenda 2022
- ▶ Code Enforcement

Milestones

- | | |
|---|------|
| 1. JOINT MEETING: Fort Pierce City Commission and Housing Authority Board | 6/22 |
|---|------|

Responsibility: City Manager



GOAL 9: 17th Street Upgrade: Direction and Funding (North to Graveyard and South to Okeechobee)

Key Issues

- ▶ Streetscape
- ▶ Complete Streets Concepts
- ▶ Sidewalk

Milestones

1. Complete sidewalk project	12/22
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Responsibility: City Engineer



GOAL 10: Wave Garden Construction: Permitting and Construction

Key Issues

- ▶ Site Plan
- ▶ Permitting

Milestones		
1. DECISION: Final Adoption of Development Ordinance	2/22	
2. Issue permits	5/22	
3. Begin construction	6/22	

Responsibility: Planning Director/Building Official



GOAL 11: King's Landing Development: Site Plan and Preparation

Key Issues

- ▶ Site Plan

Milestones		
1. DECISION: Site Plan Approval	2/22	
2. DECISION: Land Conveyance	4/22	
3. Initiate site preparation work	2023	

Responsibility: Planning Director

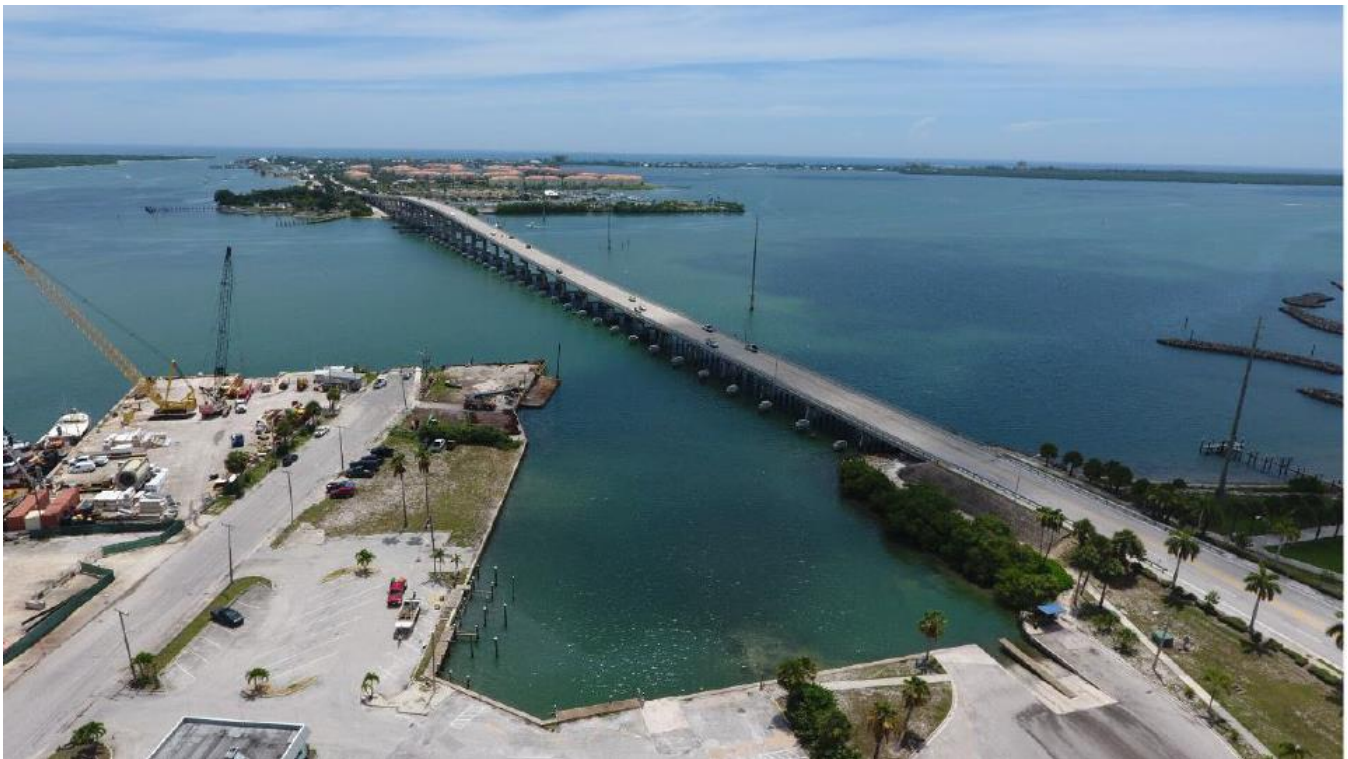


GOAL 12: Fisherman’s Wharf Development: Next Steps

Key Issues

- ▶ Site Plan
- ▶ Land Conveyance
- ▶ Boat Storage Facility

Milestones		
1. Complete “due-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 st Reading	9/22	
7. DECISION: 2 nd Reading and Approval	10/22	
8. DECISION: Land Conveyance	1/23	
Responsibility: City Manager		



GOAL 13: Port Development: Re-Zoning Direction

Key Issues

- ▶ Land Use
- ▶ Project Direction
- ▶ Timing

Milestones		
1. Continue discussion with property owner(s)	Ongoing	
2. Review draft proposal	3/22	
3. Finalize proposal and land use changes	4/22	
4. Planning Board Review	9/22	
5. DECISION: 1 st Reading	10/22	
6. Submit to State	11/22	
7. DECISION: 2 nd Reading – Final Approval	12/22	
Responsibility: Planning Director		



GOAL 14: City Economic Incentives Policy: Review and Direction

Milestones		
1. FPRA DECISION: Award Grant	3/22	
Responsibility: City Manager		

GOAL 15: Seaplanes: Facility and Service

Key Issues

- ▶ Design
- ▶ Funding
- ▶ Construction

Milestones		
1. Obtain permits	4/22	
2. DECISION: Funding and Design	4/22	
3. Complete construction	7/22	
4. Ribbon-cutting and 1 st Flight	9/22	

Responsibility: City Engineer



GOAL 16: Mobility Action Plan and Impact Fee: Direction

Key Issues

- ▶ Goals
- ▶ Mobility Trends
- ▶ Micro-Mobility
- ▶ Complete Streets Concept
- ▶ Electric Vehicle
- ▶ Community Input

Milestones		
1. DECISION: Final Proposal and Contract	2/22	
2. Complete initial plan draft	10/22	
3. CONFERENCE AGENDA: Draft Plan Presentation and Direction	1/23	
4. Incorporate in CIP FY24	2023	
Responsibility: Planning Director		

GOAL 17: Landscape Code: Revision

Key Issues

- ▶ Code Modifications

Milestones		
1. Finalize draft code revisions	3/22	
2. Planning Board review	4/22	
3. DECISION: 1 st Reading	5/22	
4. DECISION: 2 nd Reading – Approval	6/22	
Responsibility: Planning Director		

GOAL 18: Vacant Parcels: Identification, Direction and City Actions

Key Issues

- ▶ Development Initiatives

Milestones		
1. Establish Incentives for Development	6/22	
Responsibility: City Manager		

GOAL 1: Community and City Equity Policy and Action Plan: Training, Champions and Actions

Key Issues

- ▶ City Focus First
- ▶ Training
- ▶ Departmental Champions

Milestones

- | | |
|---|------|
| 1. Complete Mandatory Training for Managers and Supervisors | 3/22 |
| 2. Identify departmental "Champions" | 4/22 |
| 3. Initiate "Best Practices" | 6/22 |

Responsibility: City Manager



GOAL 2: Community Outreach with Faith Community: Direction and Actions

Key Issues

- ▶ Pastor Coalition

Milestones	
1. Refine list of pastors	6/22
2. Reach out to pastors	7/22
Responsibility: City Clerk	

GOAL 3: Community Engagement Strategy and Action Plan: Report and Direction

Key Issues

- ▶ Goals
- ▶ Best Practices
- ▶ Social Media
- ▶ Pastors Communications
- ▶ Trust in City Government
- ▶ Performance Metrics
- ▶ Town Hall Meetings
- ▶ “State of City” Message

Milestones	
1. Mayor’s State of City – video	2/22
2. Review current activities	3/22
3. Investigate “best practices” from other cities	6/22
4. Prepare Report with options and performance metrics	9/22
5. CONFERENCE AGENDA: Report Presentation and Direction	10/22
Responsibility: Information Technology Director	



GOAL 4: Community Policing Expansion: Actions 2022

Milestones	
1. REPORT: Update	4/22
Responsibility: Police Chief	



GOAL 1: Mental Health Strategy and City Actions: Direction and City Actions

Key Issues

- ▶ Problems Definition
- ▶ Partner Provider Best Practices
- ▶ Police Training
- ▶ Psychologist Services Contract

Milestones	
1. Police Training and Certification	Ongoing
2. Police Scenarios	Ongoing
3. Define position/services for Psychologist	5/22
4. Prepare FY23 budget proposal	5/22
5. BUDGET WORKSHOP: Budget FY23 Presentation and Direction	7/22
6. DECISION: Budget FY23 Funding	9/22
Responsibility: Police Chief	



GOAL 2: Sunrise Theatre Future: Update Report, Direction and City Actions

Key Issues

- ▶ Goals
- ▶ Options
- ▶ City Role
- ▶ Building Responsibilities
- ▶ Programming
- ▶ Funding Mechanism

Milestones	
1. Prepare initial Report of Sunrise Theatre future with options	2/22
2. CONFERENCE AGENDA: Report Presentation, Goals and Direction	2/22
3. Finalize Report	4/22
4. CONFERENCE AGENDA: Direction	5/22
5. DECISION: Sunrise Theatre Future Direction	6/22
Responsibility: Sunrise Theatre Director	



Shawn O'Brien

GOAL 3: Recreational Programs Expansion: Needs Assessment, Report with Option, Funding and Direction

Key Issues

- ▶ Youth Recreation Programs
- ▶ Senior Programs
- ▶ Adult Programs
- ▶ Link to Arts and Culture
- ▶ Link to Marina
- ▶ Link to Golf
- ▶ Link to Sunrise Theatre
- ▶ Recreation Staffing
- ▶ Funding

Milestones	
1. Prepare report	4/22
2. CONFERENCE AGENDA: Report Presentation and Direction	5/22
3. Prepare FY23 budget proposal	5/22
4. BUDGET WORKSHOP: Budget FY23 Presentation and Direction	7/22
5. DECISION: Budget FY23 Funding	9/22
Responsibility: Public Works Director	



GOAL 4: Smart City Initiative Development: Plan and Actions

Key Issues

- ▶ Downtown Kiosk
- ▶ Community Connectivity
- ▶ AMI Initiative
- ▶ Funding

Milestones	
1. DECISION: Agreement with FPUA Plan	6/22
Responsibility: FPUA	

GOAL 5: Sunrise Theatre Plan for 2023: Direction



Key Issues

- ▶ Programs

Milestones	
1. Prepare Report on Next Year	5/22
2. Prepare FY23 budget proposal	5/22
3. BUDGET WORKSHOP: Budget FY23 Presentation and Direction	7/22
4. DECISION: Bude	8/21
Responsibility: Sunrise Theatre Director	

GOAL 6: Lincoln Theater Restoration Plan/Program Development: Update Report

Key Issues

- ▶ Action Plan 2022
- ▶ Deliverables
- ▶ Alignment with City Actions

Milestones	
1. Private Responsibility: Design and Funding	Ongoing
2. REPORT: Foundation Update Report	5/22
Responsibility: City Manager	





MISSION STATEMENT

To provide community leadership, quality public service, and a safe environment for all citizens, by an empowered team of employees motivated by pride in themselves and their work.

www.cityoffortpierce.com

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