C I T Y O F F O R T P I E R C E

STRATEGIC PLANNING

Strategic Planning Workshop - Tuesday, January 24, 2023 - 8:30 a.m.
River Walk Center, 600 N Indian River Drive, Fort Pierce, Florida

1. **Call to Order**

2. **Pledge of Allegiance**

3. **Roll Call**

4. **Strategic Planning Workshop - Lyle Sumek, Facilitator** (Working documents attached and subject to change)

5. **COMMENTS FROM THE PUBLIC**

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

6. **Adjournment**

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

City Commission Strategic Planning 8:30 AM
Riverwalk **4.**

Meeting Date: 01/24/2023

Re:

SUBJECT:

Strategic Planning Workshop - Lyle Sumek, Facilitator (Working documents attached and subject to change)

Attachments

Section 0 - Table of Contents
Section 1 - Championship Team
Section 2 - Strategic Planning Model
Section 3 - 1 Cover Page
Section 3 - 2 Strategic Plan and Action Agenda
Section 3 - 3 Strategic Plan and Action Agenda 6
Section 4 - Performance Report 2022
Section 5 - FP Future
Section 6 - Critical Thinking

Form Review

Form Started By: Linda Cox Started On: 01/17/2023 01:54 PM
Final Approval Date: 01/17/2023

Table of Contents

Section 1	**Fort Pierce Government as a Championship Team**
Section 2	**Strategic Planning Model for Fort Pierce**
Section 3	**Fort Pierce Strategic Plan and Action Agenda 2022**
Section 4	**Fort Pierce Performance Report 2022**
Section 5	**Looking to Fort Pierce's Future**
Section 6	**Strategic Discussion on Critical Issues**
Section 7	**Plan 2023 – 2028**
Section 8	**Action Agenda 2023**
Section 9	**Governance: Mayor-City Commission and City Manager in Actions**
Section 10	**Strategic Plan 2023-2028-2038 – Initial Working Draft**

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SECTION 1

FORT PIERCE –
A CHAMPIONSHIP TEAM

Fort Pierce: a True Champion

A TRUE CHAMPION SUSTAINS WINNING OVER TIME.

A WINNER:

- HAS A PLAN
- BUILDS A TEAM – DEFINED ROLES AND PROCESSES
- FOLLOWS THE STRATEGY AND PLAN
- RELIES ON CURRENT LEADERS
- PROVIDES CLEAR, CONSISTENT DIRECTION
- FOCUSES ON THE ANNUAL AGENDA
- COMPLETES TASKS AND PROJECTS
- PRODUCES RESULTS THAT ADD VALUE TO THE COMMUNITY
- LISTENS TO THE COMMUNITY
- BUILDS PARTNERSHIPS
- CELEBRATES WINS/SUCCESSES

A CHAMPION:

- REFINES THE VISION AND GOALS
- REFINES AND ADJUSTS PLANS
- RENEWS THE TEAM
- DEVELOPS/EXPANDS ADDITIONAL PARTNERS
- CONTINUES TO TAKE CALCULATED RISKS
- STRIVES TO UNDERSTANDING THE CHANGING, DYNAMIC ENVIRONMENT
- LEARNS FROM SETBACKS
- USES THEIR BUILT UP “POLITICAL CAPITAL”
- DEVELOPS FUTURE LEADERS
- ENGAGES AND REACHES OUT TO THE COMMUNITY
- MARKETS SUCCESSES AND VALUE TO THE COMMUNITY
- TAKES ON NEW PROJECTS

PITFALLS FOR WINNERS:

- COMPLACENCY
- ARROGANCE – WE ARE BETTER THAN OTHER CITIES
- TAKING RELATIONSHIPS FOR GRANTED
- FOCUSING ON CURRENT CRISIS
- WRAP UP MENTALITY
- PERSONAL PROMINENCE
- FEELING ON TOP OF THE BIG ISSUES
- STANDING “PAT”
- TELLING THE COMMUNITY – WHAT IS “BEST”
- PLAN BECOMING “DATED”

Effective Teams Model

Effective TEAMS Are:

"Unifying Purpose and Goals"

G oals

- **Goals – Outcomes**
- **Work Programs – Game Plan**
- **Strategy – Action Steps**

"Individual Contribution"

R oles

- **Valuing Individuality**
- **Responsibilities Defined**
- **Practicing Teamwork**

"Produce Results through Actions"

E xecute

- **Analyze → Decide**
- **Act → Impact**
- **Evaluate → Adjust**

"Willingness to Work Together"

A ttitude

- **Respect for Each Other**
- **Cooperation and Openness**
- **Celebrating Success: Momentum**

"Commitments Becomes Reality"

T rust

- **Learning from Setbacks**
- **Guidelines**
- **Support Each Other**

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Fort Pierce: a True Champion

Winners Versus
True Champions
Comparison

LOSER	***COMPETITIVE***
Conflict Turmoil	**Okay**
No Hope for Future	**Short Term**
Internal Fighting	**Compete, but Do Not Win**
Personal	

SUSTAINING

WINNER	***CHAMPION***
Achieve a Goal	**Refocus Direction and Goals**
Claim Success	**Share Successes**
A Leader	**Many Leaders**
Game Plan	**Strategy**
Guided by Achievement	**Guided by Outcomes**

Winning Teams

Winners	Champions
Keep the Focus	**Refine Goals**
Share Responsibility as Leaders	**Look For and Develop Leaders**
Use a Game Plan	**Prepare for New Challenges**
Build Teams	**Develop Teams**
Listen to Citizens	**Reach Out to Citizens**
Have Agendas	**Take on a New Project**
Celebrate Successes	**Market Success**

Today many cities can be characterized as “Winners”. Few cities can be characterized as “True Champions”. This true model provides insights distinguishing “Winners” from “Champions” and laying a foundation for championship action. The message to Mayor and Commission is to look at: Are we a winning team? What do we need to do to become a champion team? The responsibility is yours as City leaders.

The Champion

Now let's turn to the "True Champion".

The "champion" not only wins for the season, it also wins over time. Champions do not rest on their laurels, but accept their victory as a foundation for building a better future. The champion sees a winning season as an opportunity to work harder for our next season in order to sustain excellence over time. "True Champions" have the following seven characteristics.

1. **Refine Goals**

   Champions take the goals from their winning season and refine them for the future. It means evaluating their benchmarks of success and refocusing on new opportunities for the future. For City government, Mayor and Commission define more specific goals that have more focus of purpose. The benchmarks are monitored to evaluate the impact of the actions in achieving the defined goals. With an eye on the horizon, opportunities are anticipated. Champions are always looking at ways of refining their goals.

2. **Look for and Develop Future Leaders**

   Champions are always looking for fellow champions in their community. These are individuals who have the potential for effective contribution and leadership within the City. On championship teams the leaders look for future leaders. They identify these individuals and encourage them to participate in the process. They serve as a coach and mentor, expanding their knowledge and developing specific skills of leadership. Champions do not see future leaders as a threat, but partners in expanding the City's resources and accomplishments. Champions are always looking for future champions.

3. **Prepared for Next Challenge**

   Championship teams refine the process and continue to have an eye on the horizon. They avoid worrying that "what ifs" may happen. They focus on what they have an ability to control or influence. Champions continue to give. They spend less time worrying about their setbacks and more on improving the process for the future. In cities it means that the Mayor and City Commission look to their process – how they govern the City; how they relate to the City staff. Champions believe that if the processes are in place, the next challenge can quickly become an opportunity.

4. Develop Teams

Champions continue to learn and to grow. Champions see the importance of taking time for meaningful evaluation. They seek feedback on their performance and listen to others' perspectives. They recognize that championship teams who are not developing, die. When that happens, the team gets in a defensive posture focusing on surviving as a team rather than developing for the future. On championship teams, individuals grow and provide new contributions to the team based upon their own personal growth. A "champion" recognizes that individual growth will enhance team effectiveness for the future and continue pursuit of learning.

In cities, Mayor and City Commission look to developing their team and the City team that they lead. Champions avoid stereotyping individuals on their contributions to the team effort.

5. Reach Out to Citizens

Champions recognize the need to continually go back to their roots – what has made them successful. Champions keep going back to the basics. They avoid the sense of arrogance and complacency by reaching out to their fans. For Mayor and Commission, it means reaching out to the community. They can identify a new group to go visit – a new part of the community to talk to, to look at, to get out of their cars and to walk and to look. Communities are dynamic and championship communities recognize the dynamic nature and respond accordingly. Champions recognize that you may not agree with the other person's perspective, but for them the perspective is real. A champion builds new fans who can be partners in future success. Therefore, if we are going to continue to be champions, we must have an ability to address their perceptions. Champions reach out beyond the political, supporter and "safe" group to their emerging communities**.**

6. Search for a New Project

Champions always need a new project. New projects bring on a sense of opportunity and a sense of excitement. It is an opportunity to recharge the batteries and renew the team spirit. A new project is one that provides a new challenge for the championship team as a whole and the individual members of the team. In cities, it is a challenge for Mayor and City Commission to find a visible project that can have a timely impact on the community. On a championship team, everyone supports the new project. A word of caution: the new project should not take away from the completion of the old agenda.

7. Market Successes

Championship teams share their successes with their fans. They recognize that “fans” are partners in the success. Championship cities share their successes with their partners who have helped them to achieve their goals, with the interest groups that support the City government, and the citizens to whom there is a sense of stewardship. Mayor and City Commission have been entrusted with significant responsibilities with public resources. The marketing of the success and letting citizens and partners know of the accomplishments will lead stakeholders to feel that they have gotten their money’s worth and that the effort of the City was worthwhile. In today's world, the media coverage of government is predominately “negative”. The failure of government, the imperfection of politicians. Even champions lose games, but they do not let them detract from future success. The importance for marketing is paramount to successful championship cities. Marketing is sharing the good news, helping individuals understand the direction and accomplishments, and mobilizing the support for the team. Success builds a momentum for future “championships”.

Champions continually work to be champions. They do not rest on their laurels, but seek ways of enhancing their performance. Champions get better over time.

Pitfalls for Winners

Arrogance – Feeling that We are Better than Others

Attitude of Complacency

Assuming Goals and Focus

Taking Relationships for Granted

On Top of Big Issues

Worrying about the Crisis

Wrap Up Mentality

Personal Prominence

Pitfalls for Winners
Sowing the Seeds of Failure

After a team wins the Super Bowl, the World Series, the NBA Championship, there is always the potential to get wrapped up in the "winning season". The winning season then provides significant challenges for leaders who want to be champions.

The pitfalls for "winners" are:

- **Arrogance – A Feeling that We Are Better than Others**
  In applying the concept of arrogance to cities, it means that Mayor and City Commission lose their feeling for the true, total community. The focus becomes special interest groups that have shared in the success and who have a comfortable relationship with Commission. They are predictable and supportive. Input becomes selective, relying on these few, rather than reaching out to others in the communities. The Commission gets a feeling that "we know what is best" and begins to view citizen input through a "tinted lens". Sometimes they retrench into their political shells. The assumption is the citizens will recognize our winning efforts for the community.

- **Attitude on Complacency**
  The feeling "we are fine, we are now here" challenges winners. However, as you take the words "now here", it can easily become "nowhere". In cities, complacency occurs when the Commission assumes the winning efforts will continue with minimal effort. Less time is spent on issues; less time is spent on process – how we govern our cities. It is assumed that certain issues will be handled in a quick and timely manner. Commission members become impatient and minimize critical feedback. Commissions worry more about getting out of the meeting in a quick and deliberate manner, rather than whether the issue has been thoroughly discussed and analyzed.

- **Assuming Goals and Focus**
  Winners have goals. Winners accomplish goals. Winners get distracted from their goals. They may see no need for a goal-setting workshop and cancel it. The challenge for Mayor and City Commission is to continually review and refine their goals from year to year. This becomes the focus of their energies – focusing on what is more important for the community. As events occur and times change, there is always a need in the City to refine the goals and redirect energies. This keeps the focus on the future rather than becoming consumed with today.

- **Taking Relationships for Granted**
  Winners succeed because of the willingness to work together to get and sustain major votes. The working together is based upon the development of positive work relationships over time. It is an understanding and appreciation of individual contributions. It is an understanding of what roles each member plays. It is an understanding of how others will behave and react in different situations. However, as in any relationship, we assume that it will continue with minimal work on our parts. In marriages, this assumption many times leads to divorce. With Mayor and Commission, it leads to a break down in the governance process and the election at the polls. Winners become challenged by focusing on petty irritants in the relationship. Teamwork gradually begins to disappear. As a result, over time, winners can find a relationship on a dysfunctional slide, which results in increased interpersonal conflict and tension.

- **On Top of Big Issues**
  Winner's success comes from getting on top of big issues. In cities, winning Mayor and City Commission have defined future goals and developed an action plan to accomplish those goals. For winners the feeling of success on big issues leads to a feeling of freedom to pursue individual agendas. With Mayor and City Commission the big issues have been addressed, so what is on the next agenda? The next agenda becomes filled with individual action items, most of which are not of major significance. As the individual items begin to consume more and more staff time, the City staff can become confused and question the true direction for the City and the individual motivations of Commission Members. The City begins to lose its focus with resources being diverted to these individual agendas and issues.

- **Worrying about the Crisis**
  After a winning season, winners begin to worry can we repeat. If the tension builds and concerns about winning become predominant, the goal is winning rather than addressing the issues and being successful. We lose the focus on what brought us the success of winning. We wonder what the next issue on the horizon is that will become our crisis, the next major political challenge for us as City leaders. Like with any team, when any individual players become tense the performance deteriorates. Winners find themselves losing the game and losing on issues. You start to look for crises and, in many cases, begin to generate the crisis. For Mayor and Commission, it is an easy issue that can be handled quickly that becomes a major crisis because of over-analysis and over-concern.

- **Wrap Up Mentality**
  Winners become challenged by the mentality that all we need to do is sustain our effort for the next season. For cities, it means all we need to do is to complete our projects and wrap up our reports. The wrap up mentality shortens the horizons from focusing on the future to focusing on today. The focus of the goals becomes lost as we wrap up the issues. Life becomes boring because of no future challenges. We get impatient in our desire to wrap up issues in a timely manner. As a result, little problems can become major impediments to future success.

- **Personal Prominence**
  With the success of being a winner, individuals gain prominence. Winners let the prominence, at times, go to their heads and forget the team effort that was needed to produce that winning season. Individuals get a glorified sense of their own importance. For Mayor and Commission, it is the media focusing on individual contributions and accomplishments, rather than successes of the City. We forget that there is no "I" in "Team". Our focus is on ourselves individually, rather than our City's future. For some Mayor and Commission, personal prominence is perceived as being important for future political success. Individuals begin to claim credit for the policy or action and are less likely to share credit with the team.

- **Getting Away from the Game Plan**
  Winners feel they have got a successful game plan. The game plan worked for the last season. We need to communicate less and spend less time talking with each other. We need to spend less time with the process because the process is embraced. There is no need to fine-tune our game plan. There is no need to understand each other. I already know where they are coming from. In cities, Mayor and Commission take less time in work sessions and in their formal meetings. There is less discussion of individual ideas and perspective on issues. There is less discussion of future horizons. There is growing impatience with drawn out processes and at times with each other. Individuals may self-censor their comments, figuring that others are not interested or think they have heard that once before.

These are the pitfalls that challenge winners and the response to these challenges distinguishes "Winners" from "True Champions".

12 Points of an Effective Mayor and City Commission

1. **Focus on and Use Vision, Goals and Priority**
   - Define the City's preferred future
   - Establish outcome-based goals
   - Think about value to the community
   - Use to allocate resources, to develop plans and policies, to invest in the future

2. **Make Timely and Courageous Decisions**
   - Use vision, goals and priorities to use decisions
   - Seek and use input from community and City staff
   - Evaluate options through committees and work sessions
   - Decide on what is "best for the City"

3 **Provide Clear Direction and Expectations**
   - Obtain clear closure
   - Define outcomes, measures of success and time frames
   - Delegate assignments to Boards and Commissions, and to City staff
   - Make sure to summarize and test closure to make sure that everyone has the same understanding

4. **Negotiate**
   - Know your own bottom line
   - Look for common ground and areas of agreement first
   - Use work session and committees to negotiate
   - Win with grace, lose with grace

5. **Treat Others with Respect**
   - Be courteous, polite and trustworthy – avoid personal attacks
   - Deliver on your commitments
   - Act within your defined roles
   - Value the contributions of others

6. **Have Open Communications**
   - Communicate using direct, open messages
   - Keep everyone informed and avoid surprises or hidden agendas
   - Listen and understand before judging
   - Use simple and focused messages that people can remember

7. Monitor Performance

- Obtain regular progress updates/status reports
- Meet quarterly to review and refine direction
- Evaluate the outcome and actions, and make modifications
- Take responsibility for the actions and be accountable for the results.

8. Have a Community Presence

- Be accessible to the citizens and community
- Go into the community beyond your political supporters
- Take time to develop effective working relationships with community partners
- Be a positive advocate for the City

9. Act as a Board of Directors

- Know your community – view it as the "market place"
- Focus on providing policy direction
- Delegate clear responsibility to the City Manager as the C.E.O.
- Avoid micromanaging and the daily operations

10. Think Strategically

- Institutionalize the goal setting process
- Identify key partners who can bring resources to the table
- Define alternative routes and steps to destination – the vision
- Keep the "big" picture in mind

11. Align the City Organization

- Appoint individuals to Boards and Commissions who share your passion for the City and the vision for the future
- Define the core values to guide "how the City should operate and be managed"
- Employ the "right" City Manager for your City
- Hold other accountable for their behaviors, actions and the results

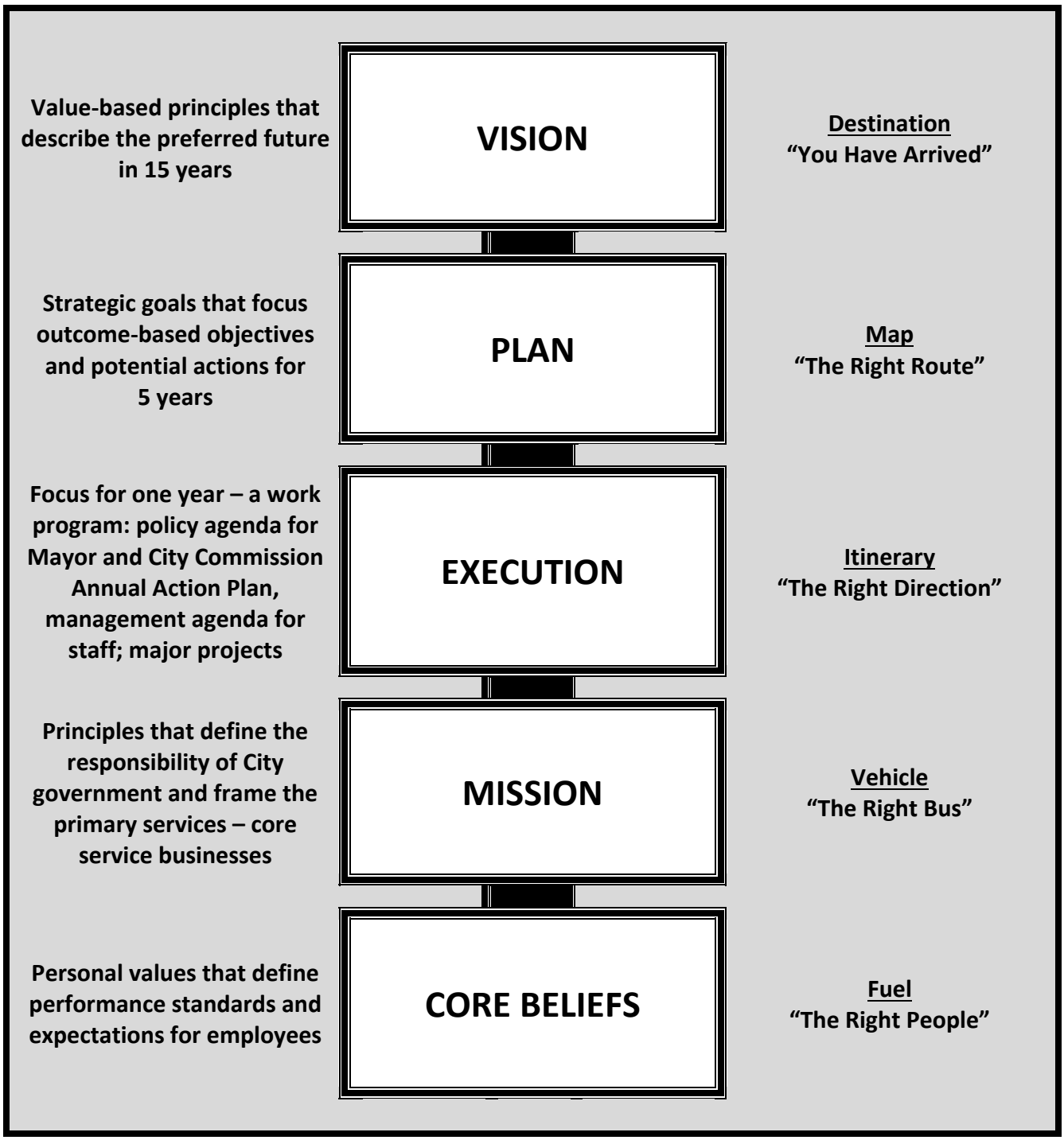
12. Share Success and Celebrate

- Communicate "Our City Success" in terms that the average citizen will understand
- Use celebrations that create a positive memory – value that the City has added to people's lives
- Recognize others who have contributed to the City's success
- Remember people want to be associated with "winners"

SECTION 2

STRATEGIC PLANNING MODEL FOR FORT PIERCE

STRATEGIC PLANNING MODEL



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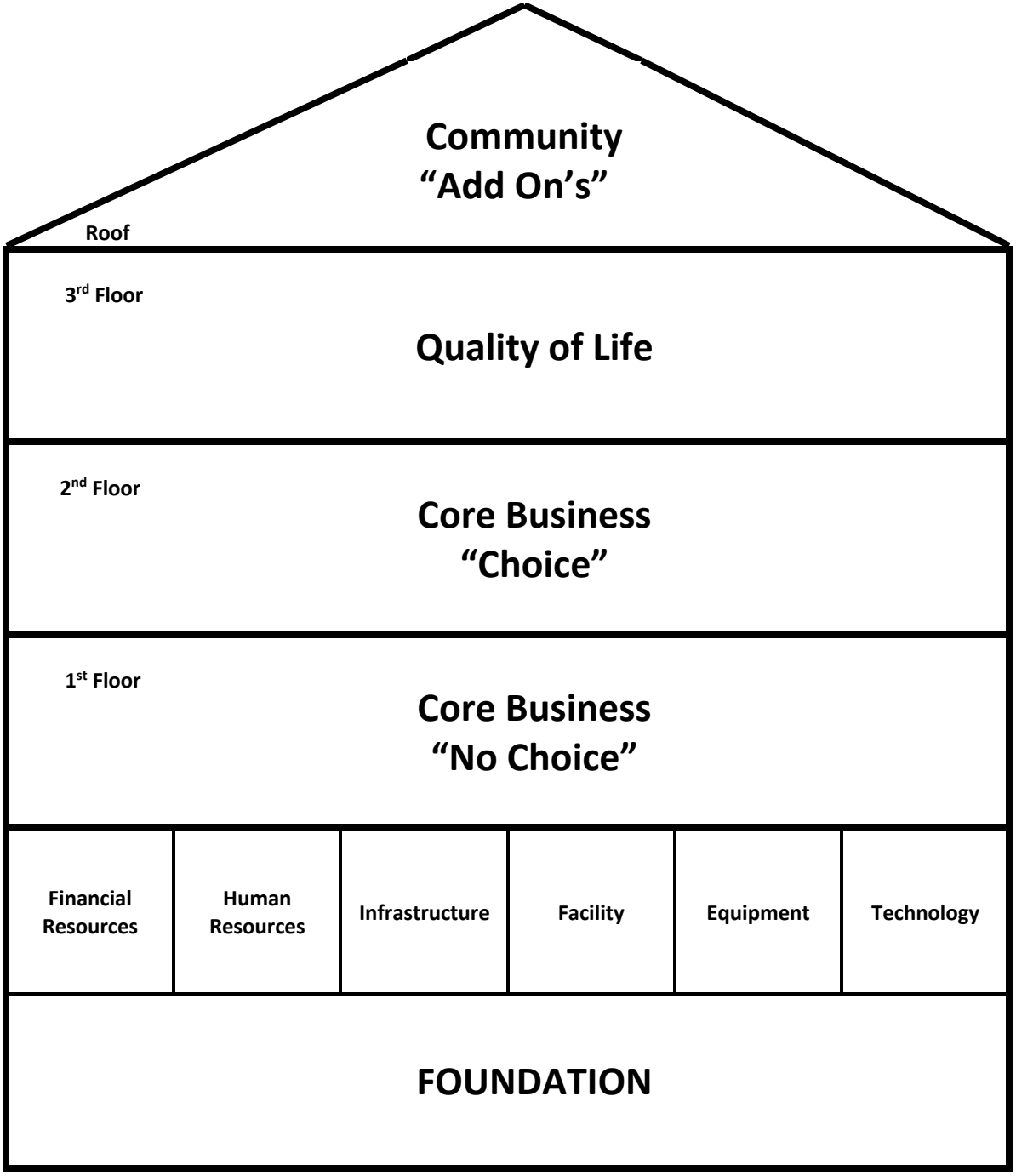
City: Service Responsibilities



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City Service Hierarchy House Model

FOUNDATION

"*INVISIBLE*" FROM VIEW, BUT NECESSARY FOR THE DELIVERY OF CITY SERVICES

1st FLOOR – NO CHOICE

SERVICES REQUIRED BY STATE OR FEDERAL LAWS; IF NO COMPLIANCE, PEOPLE GO JAIL, FINES ARE LEVIED

2nd FLOOR – CHOICE FOR DAILY LIFE

SERVICES NECESSARY FOR LIVING IS A MODERN COMMUNITY

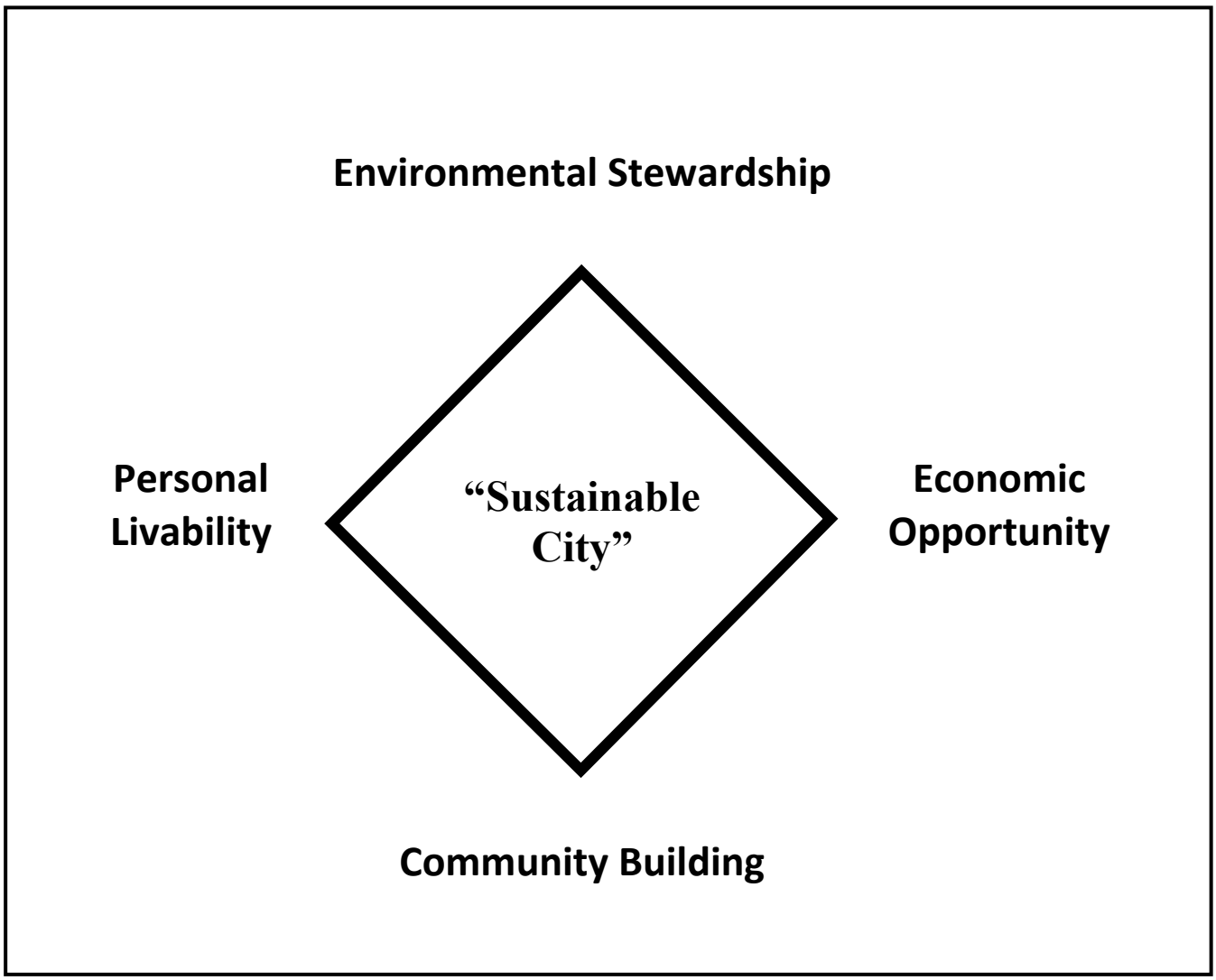
3rd FLOOR v QUALITY OF LIVING

SERVICES THAT MAKE THE COMMUNITY A DESIRABLE PLACE TO LIVE AND DISTINGUISH IT FROM OTHERS

ROOF – COMMUNITY ADD ON

SERVICES THAT ADD FURTHER VALUE TO THE RESIDENTS' LIVES

Sustainable Community



A Sustainable Community is a Balance of Four Components

Personal Livability

Feeling safe
Quality schools and educational programs for lifelong learning
Quality medical services and personal wellness opportunities
Neighborhoods with a ranges of housing opportunities
Easy mobility within the City and to/from outside
Reliable utility services: water, sewer, telecommunications
Timely response to an emergency call for service

Environmental Stewardship

Preservation of the City's natural resources
Conservation of water
Effective stormwater management system
Recycling for residents and businesses
Reducing the City's and community's carbon footprint
Use of alternative energy sources

Economic Opportunities

Creating a positive environment that supports private investments and entrepreneurism
Retaining and growing current businesses
Workforce trained for 21st century jobs
Opportunities for higher education and job training
Developing public-private relationships with a return on the investment
Attracting businesses targeted for the community

Community Building

Partnering with community-based organizations
Strong community events with active participation that bring neighbors together
Community gathering places where residents go to enjoy
Residents positively engaged in the City's governance processes
Proactive communications about the City and the community
Residents volunteering and contributing to the community
Celebrating the community's history and heritage

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SECTION 3

FORT PIERCE
STRATEGIC PLAN AND ACTION AGENDA 2022

Table of Contents

Strategic Planning for the City of Fort Pierce	**1**
Fort Pierce Vision 2037	**3**
City of Fort Pierce Plan 2022 – 2027	**8**
City of Fort Pierce Action Agenda 2022	**32**

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STRATEGIC PLANNING FOR THE CITY OF FORT PIERCE

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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"**

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FORT PIERCE
VISION 2037

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Fort Pierce Vision 2037

Fort Pierce 2037 is a Unique Coastal Florida City

Our WATERFRONTS, (1)

STRONG LOCAL ECONOMY, (2)

HISTORY, ARTS AND CULTURE, (3)

CHOICE OF DESIRABLE NEIGHBORHOODS, (4)

OPPORTUNITIES FOR FUN, (5)

COMMUNITY UNITY AND PRIDE (6)

WHAT MAKES US UNIQUE

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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 Harbour Pointe 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 Waterway

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 Lawnwood 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

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PRINCIPLE 3

OUR HISTORY, ARTS AND CULTURE

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

PRINCIPLE 4

OUR CHOICE OF DESIRABLE NEIGHBORHOODS

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

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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 a 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

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CITY OF FORT PIERCE
PLAN FOR 2022 – 2027

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City of Fort Pierce
Goals 2027

SERVE OUR COMMUNITY

BEAUTIFY OUR COMMUNITY

DEVELOP OUR COMMUNITY

ENGAGE OUR COMMUNITY

ENJOY OUR COMMUNITY

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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

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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

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POLICY ACTIONS 2022

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

MANAGEMENT ACTIONS 2022

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

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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
25. Growth Management Coordinator: Hiring

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MAJOR PROJECTS 2022

1. Fuel Island: Repairs
2. City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall); CIP FY 2021 Funded 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

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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

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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

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POLICY ACTIONS 2022

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

MANAGEMENT ACTIONS 2022

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

MANAGEMENT IN PROGRESS 2022

1. Recycling Campaign: Implementation
2. Main Street Fort Pierce: 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)

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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
9. Annual Beach Re-nourishment: St. Lucie County and U. S. Army Corps of Engineers

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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 21st 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

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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

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POLICY ACTIONS 2022

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

MANAGEMENT ACTIONS 2022

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

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MANAGEMENT IN PROGRESS 2022

1. Business Retention and Expansion Program (BRE): Assistance/ Education
2. Annual Job Fair 2022
3. 1st 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. 8th Street (Avenue D to Avenue E) Street Improvements: Construction
9. Avenue B (8th Street to 13th Street) Street Improvements: Construction

ON THE HORIZON 2023 – 2027

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

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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 Arts District: Review and Direction
26. Retail Expansion Strategy and Action Plan Implementation: Action Plan Development, Direction and City Actions (including Retail Shops, Restaurants, etc.)

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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

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SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. COVID as a barrier to community engagement
2. Balancing workplace 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

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POLICY ACTIONS 2022

PRIORITY

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

MANAGEMENT ACTIONS 2022

	PRIORITY
1. Community Policing Expansion: Actions 2022	High 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

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

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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 – pickleball, disc 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

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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

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POLICY ACTIONS 2022

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

MANAGEMENT ACTIONS 2022

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

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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. Pickleball
    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

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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

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CITY OF FORT PIERCE
ACTION AGENDA 2022

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City of Fort Pierce
Policy Agenda 2022

TOP PRIORITY

Police Retention and Compensation: Report, Direction and Funding

Parking Strategy: Study and Direction

Mental Health Strategy and City Actions: Direction and City Actions

City – FPUA Strategy: Key Issues and Joint Action Plan

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

Entrances/Gateways/Community Beautification Plan: Definition, Direction and Funding

Island Reclamation Plant Relocation: Design

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HIGH PRIORITY

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

Downtown Development Master Plan: Development

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

Sunrise Theatre Future: Update Report, Direction and City Actions

City Legislative Advocacy and Agenda: Goals, Report, Advocacy Options, Direction and Funding

South Beach Overlay Plan: Direction

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

Neighborhood Identity and Branding: Direction and Funding

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City of Fort Pierce
Management Agenda 2022

TOP PRIORITY

Wave Garden Construction: Permitting and Construction

King's Landing Development: Site Plan and Preparation

Fisherman's Wharf Development: Direction and Next Steps

American Rescue Program: Update and Project Direction

City Compensation Policy: Salary Study for Critical Positions and Funding

Enterprise Resource Planning Software (ERP): Implementation

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HIGH PRIORITY

Port Development: Re-Zoning

City Economic Incentives Policy: Review and Direction

Seaplanes: Facility and Service

Wayfinding Signage: Upgraded Design and Funding

Mobility Action Plan and Impact Fee: Direction

Community Policing Expansion: Actions 2022

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City of Fort Pierce
Management in Progress 2022

Department Head Training Program: Completion

HR Records Scanning

Cyber Security Training/Penetration Testing

Recycling Public Awareness/Education Campaign

GIS Initiative: City and FPUA

Police Strategic Plan: Annual Update

ACH Payments: Vendor Participation

Online Payment for All City Fees and Charges: Migration

Parking Enforcement Software for Mobile Parking

Online Searchable Portal for Ordinances, Resolutions and Minutes: Creation

New Fuel Software: Implementation

CivicHR Applicant Tracking System

Recreation Center and Park Renaming (Youth Council)

Police Vehicles Replacement: Acquisition: 20 Patrol Vehicles Delivery; 50 Vehicles Order

Supervisor Handbook: Completion

CivicHR Performance/Evaluations: Launch

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Records Manager: Hiring

CivicHR Onboarding: Launch

Rich House 2: Development

Guide for Potential Developers: Development

Police Leadership Program and Succession Plan: Development

Animal Shelter and Control: Monitoring

Labor Negotiations and Contracts: Teamster

City Commission Districts/Re-Districting and Compensation

Growth Management Coordinator: Hiring

Recycling Campaign: Implementation

Main Street Fort Pierce: Annual Report

Code Enforcement/Compliance: Report

Highwaymen Museum Development: Update Report and Application for Improvement – Florida

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

Annual Job Fair 2022

1st Floor Utilization Sunrise Center Use Direction/Tenant: Decision on Direction

Edgartown Code Revisions: Completion

Courageous Kids Program (COVID)

Boys and Girls Club Programs

Outreach Vehicle “Classroom”: Implementation (COVID)

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City Marketing Program Development Direction

SHIP Home Rehabilitations

Allegany Franciscan Ministries Collaboration

Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase

Sunrise Theatre Marketing: Expansion

Sunrise Theatre: Grants

Sunrise Theatre Foundation: Fund Raising Event (2)

SHIP/First Time Homebuyers Down Payment Assistance Program

Sunrise Theatre New Website: Development

Sunrise Theatre Volunteer Program: Expansion

Marina Security: Installation

Annual Highwaymen Heritage Trail Art Show and Festival 2023

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City of Fort Pierce
Major Projects 2022

Fuel Island: Repairs

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

Annual Road Resurfacing Projects

Annual Banner Replacement (Citywide) (150 Replacements)

Annual Beach Re-Nourishment: St. Lucie County and U. S. Army Corps of Engineers

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

Street Resurfacing Projects: 2022

Georgia Avenue Outfall Nutrient Removal: Design; Construction

Beach Court (Easter Avenue to Florida Avenue) Stormwater Infrastructure Replacement: Design and Construction

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

8th Street (Avenue D to Avenue E) Street Improvements: Construction

Avenue B (8th Street to 13th Street) Street Improvements: Construction

Indian Hills Golf Course Projects: a. Final Site Plan for Clubhouse; Pickleball; Palm Tree Clean-Up

Fenn Park Reconstruction Project – Phase 2: Construction

Pickleball Courts at Jaycee Park: Construction

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Porpoise Park: Construction

Jaycee Park Connectivity Improvements: Design

Savannah Recreation Trail Connectivity to Indian Hills Recreation Area: Design

Youth Recreation Programs Expansion

Community Broadband Access/Digital Divide: Report from FPUA

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City of Fort Pierce
Action Outlines 2022

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GOAL 1	SERVE OUR COMMUNITY

ACTION: Police Retention and Compensation Police Services and Staffing: Report, Direction and Funding

PRIORITY
Policy Top

Key Issues

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

Activities/Milestones	*Time*
1. Negotiate PBA labor contract	2/22
2. **DECISION**: PBA Contract	3/22
3. Prepare updated Police Staffing Report	4/22
4. Prepare FY 23 budget proposal	5/22
5. **BUDGET WORKSHOP**: Budget FY 23 Presentation and Direction	7/22
6. **DECISION**: Budget FY 23 Funding	9/22

Responsibility: Police Chief

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ACTION:

PRIORITY
Policy Top

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

Responsibility: City Manager/FPUA Director

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

PRIORITY
Policy Top

Key Issues	*Activities/Milestones*	*Time*
• Goals • Future Direction • City Role and Level of Participation • Problem Analysis for Our Community • Facility(ies) • Services • Partners	1. Continue discussion win One St. Lucie Homeless Task Force 2. Prepare Update Report 3. **REPORT**: Update, Discussion and Next Steps	Ongoing 5/22 7/22

Responsibility: Commissioner Gaines

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

PRIORITY
Policy High

Key Issues	*Activities/Milestones*	*Time*
• Annual Funding Level: $800,000 from Surtax Revenues • Projects	1. Prepare update to Street Conditions Report	3/22
	2. Coordinate projects with FPUA Utility Projects	Ongoing
	3. Present Report to City Manager	4/22
	4. **DECISION**: Award Contract for Construction	5/22

Responsibility: City Engineer

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

PRIORITY
Policy High

Key Issues	*Activities/Milestones*	*Time*
• Goals • Lobbying Options • Critical Issues • Reports on Proposed Legislation • Funding	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

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ACTION: Planning and Development Policies and Process: Refinement/Streamlining

PRIORITY
Policy

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

Activities/Milestones	*Time*
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

ACTION: American Rescue Program: Update and Project Direction

PRIORITY
Mgmt Top

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

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

Responsibility: City Manager (Finance/Engineering/Police/Public Works)

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

PRIORITY
Mgmt Top

Key Issues	*Activities/Milestones*	*Time*
• Competitive Employment Market • Some Positions Behind Current Market • Critical Positions: Mechanics, Planners, Engineers, Skilled Labor, Marina. Inspectors and others	1. Complete market analysis 2. Prepare FY 23 budget proposal 3. **BUDGET WORKSHOP**: Budget FY 23 Presentation and Direction 4. **DECISION**: Budget FY 23 Funding	Ongoing 5/22 7/22 9/22

Responsibility: Human Resources Director

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ACTION: Enterprise Resource Planning Software (ERP): Implementation

PRIORITY
Mgmt Top

Key Issues	*Activities/Milestones*	*Time*
• Installation Process • Processes Evaluation	1. Complete ERP Financial System Module installation	10/22
	2. Complete ERP Building and Development Module installation	1/23
	3. Complete ERP Human Resources Module installation	12/22

Responsibility: Information Technology Director

ACTION: City Surplus Properties: Review Inventory and Direction

PRIORITY
Mgmt

Key Issues	*Activities/Milestones*	*Time*
• City Properties • Uses/Potential Uses • Developer Interests	1. Identify potential properties – City and FPUA 2. Review by City Boards 3. **DECISION**: Annual List Direction	Ongoing Ongoing 3/22

Responsibility: City Manager

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

PRIORITY
Mgmt

Key Issues

- Dollars Available
- Federal Guidelines
- Potential Projects
- 13th 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:	PW	
		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
1	23.	Labor Negotiations and Contracts: Teamster	PW	10/22
1	24.	City Commission Districts/Re-Districting and Compensation	CC	5/22
1	25.	Growth Management Coordinator: Hiring	CMO	4/22

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▶ 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 Funded and Implementation	PW	10/22
1	3.	Annual Road Resurfacing Projects	CE	10/22

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GOAL 2	BEAUTIFY OUR COMMUNITY

ACTION: Entrances/Gateways/Community Beautification Plan: Definition, Plan and Funding

PRIORITY
Policy Top

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

Activities/Milestones	*Time*
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

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

PRIORITY
Policy

Key Issues

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

Activities/Milestones	*Time*
1. Prepare Report with Projects, Options, Costs and Funding	4/22
2. **CONFERENCE AGENDA**: Report Presentation and Direction	6/22
3. Prepare FY 23 budget proposal	6/22
4. **BUDGET WORKSHOP**: Budget FY 23 Presentation and Direction	7/22
5. **DECISION**: Budget FY 23 Funding	9/22

Responsibility: Public Works Director

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ACTION: Fort Pierce Corridor Streetscape and Beautification Projects: Action Plan

PRIORITY
Policy

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

Activities/Milestones	*Time*
A. Orange Avenue Corridor (FDOT) Project	
1. Provide City input into design	Ongoing
2. Complete resurfacing design for 33rd to U.S. 1(FDOT)	7/22
3. Complete construction (FDOT)	2023
B. Avenue D Corridor (29th 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

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ACTION: Greenway Trail: Development

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Link to Sun Trail • Goals • Options • Funding • Route through Downtown • FEC Land Acquisition (Small Parcel)	1. Complete Highwaymen Trail Gap Design 2. Solidify Historic Downtown route 3. **CONFERENCE AGENDA**: Presentation and Direction 4. **DECISION**: Historic Downtown Route	6/22 8/22 9/22 11/22

Responsibility: City Engineer

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ACTION: Wayfinding Signage: Upgraded Design and Funding

PRIORITY
Mgmt High

Key Issues

- Design
- Themes
- Colors
- Locations
- Digital "Wayfinding"

Activities/Milestones	*Time*
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

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ACTION: Foreclosures Program/Process: Implementation

PRIORITY
Mgmt

Key Issues	*Activities/Milestones*	*Time*
• Properties	1. Resolve litigation	7/22
• Actions	2. Identify properties	Ongoing
	3. **REPORT**: Update	TBD

Responsibility: City Attorney/Code Compliance Manager

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ACTION: Clean and Safe Program Building Demolition: Update

PRIORITY
Mgmt

Key Issues	*Activities/Milestones*	*Time*
• Demolition	1. Prepare Annual Report	6/22
	2. **REPORT**: Presentation	7/22

Responsibility: Code Compliance Manager

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▶ Management in Progress 2022

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

▶ Major Projects 2022

			TIME
2	1.	Annual Banner Replacement (Citywide) (150 Replacements)	7/22

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GOAL 3	DEVELOP OUR COMMUNITY

ACTION: Parking Strategy: Study and Direction

PRIORITY
Policy Top

Key Issues	*Activities/Milestones*	*Time*
• Paid Parking	1. Complete public workshop	2/22
	2. Finalize Report	3/22
	3. **DECISION**: Report Approval and Direction	4/22

Responsibility: City Manager

ACTION: Island Reclamation Plant Relocation: Design

PRIORITY
Policy Top

Key Issues	*Activities/Milestones*	*Time*
• 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. **DECISION**: 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

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ACTION: Downtown Development Master Plan: Development

PRIORITY
Policy High

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

Responsibility: City Manager

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

PRIORITY
Policy High

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

Responsibility: City Manager

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ACTION: South Beach Overlay Plan: Development

PRIORITY
Policy High

Key Issues	*Activities/Milestones*	*Time*
• Scope	1. Finalize scope of project	2/22
• Land Use	2. Kick-off planning effort	3/22
• Zoning	3. Develop initial Plan	10/22
• Development Standards	4. **CONFERENCE AGENDA**: Presentation and Direction	11/22
• Restrictions		
• Community Input		

Responsibility: Planning Director

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

PRIORITY
Policy High

Key Issues	*Activities/Milestones*	*Time*
• Project Costs: $10 million • Funding Source • Grant Opportunities • Federal Infrastructure • North – Design	1. Identify initial funding options – South 2. Incorporate in CIP Update 3. Update Plan – Short to be shovel ready	6/22 7/22 12/22

Responsibility: City Engineer

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ACTION: Neighborhood Identity and Branding: Direction and Funding

PRIORITY
Policy High

Key Issues

- Goals
- Methods
- Funding

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

Responsibility: Public Works Director

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

PRIORITY
Policy

Key Issues

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

Activities/Milestones

1. **JOINT MEETING**: Mayor and City Commission and Housing Authority Board

Time

6/22

Responsibility: City Manager

ACTION: 17th Upgrade: Review, Direction and Funding (North to Graveyard and South to Okeechobee)

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Streetscape • Complete Streets Concepts • Sidewalk	1. Complete sidewalk project	12/22

Responsibility: City Engineer

ACTION: Wave Garden Construction: Permitting and Construction

PRIORITY
Mgmt Top

Key Issues	*Activities/Milestones*	*Time*
• Site Plan • Permitting	1. **DECISION:** Final Adoption of Development Ordinance	2/22
	2. Issue permits	5/22
	3. Begin construction	6/22

Responsibility: Planning Director/Building Official

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

PRIORITY
Mgmt Top

Key Issues	*Activities/Milestones*	*Time*
• Site Plan	1. **DECISION**: Site Plan Approval	2/22
	2. **DECISION**: Land Conveyance	4/22
	3. Initiate site preparation work	2023

Responsibility: Planning Director

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ACTION: Fisherman's Wharf Development: Direction and Next Steps

PRIORITY
Mgmt Top

Key Issues	*Activities/Milestones*	*Time*
• Site Plan	1. Complete "due-diligence"	4/22
• Land Conveyance	2. Review land uses	4/22
• Boat Storage Facility	3. Submit Site Plan	5/22
	4. TRC Review	6/22
	5. Planning Board: Review	8/22
	6. **DECISION**: 1st Reading	9/22
	7. **DECISION**: 2ND Reading and Approval	10/22
	8. **DECISION**: Land Conveyance	1/23

Responsibility: City Manager

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ACTION: Port Development: Re-Zoning Direction

PRIORITY
Mgmt High

Key Issues	*Activities/Milestones*	*Time*
• Land Use • Project Direction • Timing	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**: 1st Reading	10/22
	6. Submit to State	11/22
	7. **DECISION**: 2nd Reading – Final Approval	12/22

Responsibility: Planning Director

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ACTION: City Economic Incentives Policy: Review and Direction

PRIORITY
Mgmt High

Key Issues	*Activities/Milestones*	*Time*
	1. **FPRA DECISION**: Award Grant	3/22

Responsibility: City Manager

ACTION: Seaplanes: Facility and Service

PRIORITY
Mgmt High

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

Responsibility: City Engineer

ACTION: Mobility Action Plan and Impact Fee: Direction

PRIORITY
Mgmt High

Key Issues	*Activities/Milestones*	*Time*
• Goals • Mobility Trends • Micro-Mobility • Complete Streets Concept • Electric Vehicle • Community Input	1. **DECISION**: Final Proposal and Contract 2. Complete initial plan draft 3. **CONFERENCE AGENDA**: Draft Plan Presentation and Direction 4. Incorporate in CIP FY 24	2/22 10/22 1/23 2023

Responsibility: Planning Director

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ACTION: Landscape Code: Revision

PRIORITY
Mgmt

Key Issues	*Activities/Milestones*	*Time*
• Code Modifications	1. Finalize draft code revisions	3/22
	2. Planning Board: Review	4/22
	3. **DECISION**: 1st Reading	5/22
	4. **DECISION**: 2nd Reading – Approval	6/22

Responsibility: Planning Director

ACTION: Vacant Parcels: Identification, Direction and City Actions

PRIORITY
Mgmt

Key Issues	*Activities/Milestones*	*Time*
• Development Initiatives	1. Establish Incentives for Development	6/22

Responsibility: City Manager

▶ Management in Progress 2022

			TIME
3	1.	Business Retention and Expansion Program (BRE): Assistance/ Education	Ongoing
3	2.	Annual Job Fair 2022	2/22
3	3.	1st 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

▶ Major Projects 2022

				TIME
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 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 Construction	CE	5/22 8/22-3/23
3	6.	8th Street (Avenue D to Avenue E) Street Improvements: Construction	CE	2/22-7/22
3	7.	Avenue B (8th Street to 13th Street) Street Improvements: Construction	CE	8/22-8/23

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GOAL 4	ENGAGE OUR COMMUNITY

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

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• City Focus First • Training • Departmental Champions	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

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ACTION: Community Outreach with Faith Community: Direction and Actions

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Pastor Coalition	1. Refine list of pastors	6/22
	2. Reach out to pastors	7/22

Responsibility: City Clerk

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

PRIORITY
Policy

Key Issues

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

Activities/Milestones	*Time*
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

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ACTION: Community Policing Expansion: Actions 2022

PRIORITY
Mgmt High

Key Issues	*Activities/Milestones*	*Time*
	1. **REPORT**: Update	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

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GOAL 5	ENJOY OUR COMMUNITY

ACTION: Mental Health Strategy and City Actions: Direction and City Actions

PRIORITY
Policy Top

Key Issues	*Activities/Milestones*	*Time*
• Problems Definition	1. Police Training and Certification	Ongoing
• Partner Provider Best Practices	2. Police Scenarios	Ongoing
• Police Training	3. Define position/service for Psychologist	5/22
• Psychologist Services Contract	4. Prepare FY 23 budget proposal	5/22
	5. **BUDGET WORKSHOP**: Budget FY 23 Presentation and Direction	7/22
	6. **DECISION**: Budget FY 23 Funding	9/22

Responsibility: Police Chief

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

PRIORITY
Policy High

Key Issues	*Activities/Milestones*	*Time*
• Goals • Options • City Role • Building Responsibilities • Programming • Funding Mechanism	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

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

PRIORITY
Policy

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

Activities/Milestones	*Time*
1. Prepare Report	4/22
2. **CONFERENCE AGENDA**: Report Presentation and Direction	5/22
3. Prepare FY 23 budget proposal	5/22
4. **BUDGET WORKSHOP**: Budget FY 23 Presentation and Direction	7/22
5. **DECISION**: Budget FY 23 Funding	9/22

Responsibility: Public Works Director

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ACTION: Smart City Initiative Development: Plan and Actions

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Downtown Kiosk • Community Connectivity • AMI Initiative • Funding	1. **DECISION**: Agreement with FPUA Plan	6/22

Responsibility: FPUA

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ACTION: Sunrise Theatre Plan for 2023: Direction

PRIORITY
Mgmt

Key Issues	*Activities/Milestones*	*Time*
• Programs	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

Responsibility: Sunrise Theatre Director

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ACTION: Lincoln Theater Restoration Plan/Program Development: Update Report

PRIORITY
Mgmt

Key Issues	*Activities/Milestones*	*Time*
• Action Plan 2022 • Deliverables • Alignment with City Actions	1. Private Responsibility: Design and Funding 2. **REPORT**: Foundation Update Report	Ongoing 5/22

Responsibility: City Manager

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▶ 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. Pickleball		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	8/22

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Policy Calendar 2022

MONTH

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.

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MONTH

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.

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MONTH

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
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MONTH

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 1st Reading
6. **CONFERENCE AGENDA**: Recreation Programs Expansion Report Presentation and Direction
7. **CONFERENCE AGENDA**: Sunrise Theatre Future Direction
8. **REPORT**: Lincoln Theater Foundation Update Report
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MONTH

June 2022

1. **DECISION**: ARP Additional Project Direction
2. **CONFERENCE AGENDA**: Parks and Playgrounds Upgrade Report Presentation and Direction
3. **DECISION**: Landscape Code 2nd Reading
4. **DECISION**: Smart City Initiative Agreement with FPUA
5. **DECISION**: Sunrise Theatre Future Direction
6. **JOINT MEETING**: Mayor and City Commission and Housing Authority Board
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MONTH

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

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MONTH

August 2022

1. **CONFERENCE AGENDA**: Legislative Advocacy Presentation and Direction
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MONTH

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 1st Reading
5. **DECISION**: 1st Floor Utilization Sunrise Center: Use Direction/Tenant
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MONTH

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 1st Reading
4. **DECISION**: Fisherman's Wharf 2nd Reading
5. **CONFERENCE AGENDA**: Community Engagement Strategy Report Presentation and Direction
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MONTH

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. **DECISION**: Greenway Trail Historic Downtown Route
6. **CONFERENCE AGENDA**: South Beach Overlay Plan Presentation and Direction
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MONTH

December 2022

1. **DECISION**: Street Lights Maintenance Agreement with FPUA
2. **REPORT**: Planning and Development Policies and Processes Presentation and Discussion
3. **DECISION**: Port Re-Zoning 2nd Reading
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SECTION 4

PERFORMANCE REPORT 2022
FOR CITY OF FORT PIERCE

A Performance Rating for 2022

Performance Rating for 2022
Mayor and City Commission

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Rationale for Rating

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Performance Rating for 2022
Management Team

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Rationale for Rating

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B Performance Report 2022

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 2037

Fort Pierce 2037 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 2027

SERVE OUR COMMUNITY

BEAUTIFY OUR COMMUNITY

DEVELOP OUR COMMUNITY

ENGAGE OUR COMMUNITY

ENJOY OUR COMMUNITY

City of Fort Pierce
Policy Agenda 2022
Targets for Action

TOP PRIORITY

Police Retention and Compensation: Report, Direction and Funding

Parking Strategy: Study and Direction

Mental Health Strategy and City Actions: Direction and City Actions

City – FPUA Strategy: Key Issues and Joint Action Plan

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

Entrances/Gateways/Community Beautification Plan:
Definition, Direction and Funding

Island Reclamation Plant Relocation: Design

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HIGH PRIORITY

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

Downtown Development Master Plan: Development

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

Sunrise Theatre Future: Update Report, Direction and City Actions

City Legislative Advocacy and Agenda:
Goals, Report, Advocacy Options, Direction and Funding

South Beach Overlay Plan: Development

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

Neighborhood Identity and Branding: Direction and Funding

City of Fort Pierce
Management Agenda 2022
Targets for Action

TOP PRIORITY

Wave Garden Construction: Permitting and Construction

King's Landing Development: Site Plan and Preparation

Fisherman's Wharf Development: Direction and Next Steps

American Rescue Program: Update and Project Direction

City Compensation Policy:
Salary Study for Critical Positions and Funding

Enterprise Resource Planning Software (ERP): Implementation

HIGH PRIORITY

Port Development: Re-Zoning

City Economic Incentives Policy: Review and Direction

Seaplanes: Facility and Service

Wayfinding Signage: Upgraded Design and Funding

Mobility Action Plan and Impact Fee: Direction

Community Policing Expansion: Actions 2022

Management in Progress 2022
City of Fort Pierce

▶ Management in Progress 2022

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 Initiative: City and FPUA
1	6.	Police Strategic Plan: Annual Update
1	7.	ACH Payments: Vendor Participation
1	8.	Online Payment for All City Fees and Charges: Migration
1	9.	Parking Enforcement Software for Mobile Parking
1	10.	Online Searchable Portal for Ordinances, Resolutions and Minutes: Creation
1	11.	New Fuel Software: Implementation
1	12.	CivicHR Applicant Tracking System
1	13.	Recreation Center and Park Renaming (Youth Council)
1	14.	Police Vehicles Replacement: Acquisition: 20 Patrol Vehicles Delivery; 50 Vehicles Order
1	15.	Supervisor Handbook: Completion
1	16.	CivicHR Performance/Evaluations: Launch
1	17.	Records Manager: Hiring
1	18.	CivicHR Onboarding: Launch
1	19.	Rich House 2: Development
1	20.	Guide for Potential Developers: Development
1	21.	Police Leadership Program and Succession Plan: Development
1	22.	Animal Shelter and Control: Monitoring
1	23.	Labor Negotiations and Contracts: Teamster
1	24.	City Commission Districts/Re-Districting and Compensation
1	25.	Growth Management Coordinator: Hiring
2	26.	Recycling Campaign: Implementation

Number on far-left of column represents the associated GOAL number

▶ Management in Progress 2022 *(Continued)*

2	27.	Main Street Fort Pierce: Annual Report
2	28.	Code Enforcement/Compliance: Report
2	29.	Highwaymen Museum Development: Update Report and Application for Improvement – Florida
3	30.	Business Retention and Expansion Program (BRE): Assistance/ Education
3	31.	Annual Job Fair 2022
3	32.	1st Floor Utilization Sunrise Center Use Direction/Tenant: Decision on Direction (MAYOR AND CITY COMMISSION)
3	33.	Edgartown Code Revisions: Completion (MAYOR AND CITY COMMISSION)
4	34.	Courageous Kids Program (COVID)
4	35.	Boys and Girls Club Programs
4	36.	Outreach Vehicle "Classroom": Implementation (COVID)
4	37	City Marketing Program Development Direction
5	38.	SHIP Home Rehabilitations
5	39.	Allegany Franciscan Ministries Collaboration
5	40.	Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase
5	41.	Sunrise Theatre Marketing: Expansion
5	42.	Sunrise Theatre: Grants
5	43.	Sunrise Theatre Foundation: Fund Raising Event (2)
5	44.	SHIP/First Time Homebuyers Down Payment Assistance Program
5	45.	Sunrise Theatre New Website: Development
5	46.	Sunrise Theatre Volunteer Program: Expansion
5	47.	Marina Security: Installation
5	48.	Annual Highwaymen Heritage Trail Art Show and Festival 2023

Number on far-left of column represents the associated GOAL number

Major Projects 2022
City of Fort Pierce

▶ Major Projects 2022

1	1.	Fuel Island: Repairs
1	2.	City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall); CIP FY 2021 Funded and Implementation
1	3.	Annual Road Resurfacing Projects
2	4.	Annual Banner Replacement (Citywide) (150 Replacements)
3	5.	Septics to Sewers Program: Report and Direction (with FPUA)
3	6.	Street Resurfacing Projects: 2022
3	7.	Georgia Avenue Outfall Nutrient Removal: Design; Construction
3	8.	Beach Court (Easter Avenue to Florida Avenue) Stormwater Infrastructure Replacement: Design and Construction
3	9.	Ohio Avenue (US 1 to Sunrise Boulevard) Roadway Improvements Project: Design; Construction
3	10.	8th Street (Avenue D to Avenue E) Street Improvements: Construction
3	11.	Avenue B (8th Street to 13th Street) Street Improvements: Construction
5	12.	Indian Hills Golf Course Projects: Final Site Plan for Clubhouse; Pickleball; Palm Tree Clean-Up
5	13.	Fenn Park Reconstruction Project – Phase 2: Construction
5	14.	Pickleball Courts at Jaycee Park: Construction
5	15.	Porpoise Park: Construction
5	16.	Jaycee Park Connectivity Improvements: Design
5	17.	Savannah Recreation Trail Connectivity to Indian Hills Recreation Area: Design
5	18.	Youth Recreation Programs Expansion
5	19.	Community Broadband Access/Digital Divide: Report from FPUA

Number on far-left of column represents the associated GOAL number

Successes for 2022
Mayor and City Commission
City of Fort Pierce

1. Mayor-City Commission teamwork and leadership
2. Street Paving/Rebuilding with Sidewalks Projects – significant progress on Avenue "B", 8th Street, 17th Street, Ohio, etc.
3. Community Connectivity on Beautification Projects
4. "One Fort Pierce" Community – significant progress with Mayor and City Commissioners leadership
5. Major Development Project moving forward
6. Funding for Health Disparities
7. Fiscally Responsible Budget
8. Wastewater Treatment Plant Re-location: approved and financing in place
9. Seaport Development and Air Service – significant progress
10. FPUA Relations and Teamwork: Communications on Utility Bills, Rate Changes
11. Affordable Housing Project: City Funding for $460,000
12. Reduced Racial Tension within Mayor-City Commissioners
13. King's Landing Project: approval
14. Safer community – lower crime rate
15. Port Development – business opening and momentum

16. Animal Service takeover by the City

17. FPRA Funding for Projects

18. Jenkins Road Corridor Development – Residential and Commercial

19. Bent Creek Development Phase 2

20. Willow Creek Development

21. Police Programs for our Community Re-Instituted: Courageous Kid, Unity in the Community, RICH Program, New Community Center – Safe Place, Support for Special Olympics

22. Fallen Officer Statue and Park Development

23. Trail Development linked to Sun Trail

24. Means Court Development: Incubator Areas, Services for the Lincoln Park Community

25. Highwaymen Museum Improvements – grant funding $480,000, aesthetic and security improvements

26. Fort Pierce Job Fair

27. Sunrise Theatre Report and Performances/Programs during the past year

28. ERP Implementation Phase 1 – Significant Progress

29. Public Works Performance, especially during and recovery from two major storm events with significant damage

30. Lawnwood Regional Medical Center Improvements - ?

31. Re-Districting and Elections

32. Juneteenth Celebration

33. New Businesses: Wawa, Aspen Dental

34. Porpoise Beach Access Improvements: Parking Lot and Decorative Wall

35. Orange Blossom Business Center – Improvements and Business
36. Short-term Rental Ordinance – revision
37. Kids Park – Jaycee Park
38. New Cannon – Melody Lane
39. Recreational Services –football program, parent support
40. City Manager Project Tracking Report - implementation
41. Planning Director – hiring and new departmental leadership
42. Continued Success at Marina
43. Continued Success at Golf Course
44. CIP Process and Results
45. Annexations: Incremental and Common-Sense Actions
46. Civility in Governance
47. Oaks at Moore's Creek – 15 affordable new homes
48. FPRA Redevelopment Specialists (2) for Project Management - hired

C Department Performance 2022

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: Building

Please list your department's most important achievements that were completed during 2022 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Preparations and progress toward new software system.
Impacts:	Will better serve the public with streamlined process.

Success:	Successfully managed to withstand the extreme demands of explosive growth and development.
Impacts:	Excellent customer service maintained for both private citizens and community.

Success:	Surviving and successfully navigating the stresses of a global pandemic.
Impacts:	Successfully maintained services to the public.

Success:	Surviving the impacts of the "Great Resignation."
Impacts:	Staffing levels reduced by 25% while workload demand doubled.

Success:	Spearheading Resiliency initiative for the City.
Impacts:	Align the City's understanding of unrealized hazards with its ability to prepare and respond to the expanding array of hazards and challenges.

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: City Attorney's Office

Please list your department's most important achievements that were completed during 2022 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Incorporation of the Risk Management Department into the City Attorney's Office.
Impacts:	Because the two departments no longer operate on parallel tracks, we can readily share information and work more efficiently to reduce liability for the City.

Success:	Foreclosure lawsuits.
Impacts:	Successful prosecution of these lawsuits allows nuisance properties that were being maintained by the City at the expense of taxpayers to be conveyed to third parties.

Success:	Conveyance of the King's Landing parcels.
Impacts:	The City fulfilled its contractual obligation to convey the property. The conveyance paved the way for construction of a potentially transformational project to begin.

Success:	Successful prosecution of civil forfeiture cases.
Impacts:	The proceeds of civil forfeitures, which include vehicles and cash seized from persons arrested for felony offenses, are conveyed to the police department for use in enhancing public safety.

Success:	Risk Protection orders.
Impacts:	Risk Protection Orders protect the public by prohibiting persons found by a judge to be a danger to themselves or others from possessing firearms or ammunition for up to one year.

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: City Clerk

Please list your department's most important achievements that were completed during 2022 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Hired Records Management Coordinator
Impacts:	Enabled the City to dispose of records that had met or exceeded retention. Allows the City Clerk's Office to assist other departments in the identification, categorization and potential disposition of records that have been long overlooked with this dedicated individual. We more than doubled the volume of annual records disposition in a six-month window.

Success:	Continue to see vast improvements in our renewal process with the on-line system.
Impacts:	Customers appreciate not having to travel to city hall.

Success:	Created the Records Management Committee
Impacts:	This is a group of representatives from each department that will work with the Records Management Coordinate to further develop our program.

Success:	Revised Deputy City Clerk position descriptions into steps to clarify progression upon achieving certain certifications.
Impacts:	Hopefully this will assist with retention and clarify future potential.

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: City Manager

Please list your department's most important achievements that were completed during 2022 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Downtown Master Plan
Impacts:	Comprehensive and current vision for the Downtown that incorporates all previous plans while taking into consideration new developments underway. The City is in prime position to capitalize on 21st century development trends and revitalize the Downtown. This newly accepted Downtown Master Plan seeks to foster sustainable growth while preserving and enhancing the City's unique character.

Success:	King's Landing
Impacts:	Conveyed property to developer for mixed-use development that will become catalyst for future development in the downtown and transform our community.

Success:	Fisherman's Wharf
Impacts:	Executed a development agreement with the highest ranked proposer, Pierce 1 Marina, to develop a now $75-Million mixed-use project including a state-of-the-art automated dry stack boat storage facility, restaurants, water taxi, marina, residential and retail. Fisherman's Wharf is located at the southern end of the Port and only a quarter mile from the former King Plant site, acts as a buffer between the working port area and historic downtown Fort Pierce. It is currently underutilized and represents a significant opportunity to create a destination waterfront development in the Fort Pierce Redevelopment Area.

Success:	Awarded $2.7 million state infrastructure grant from DEO
Impacts:	The improvements to critical infrastructure include water, wastewater, electric, fiber, natural gas, roadway, and sidewalk improvements. The infrastructure upgrades will stimulate more than $72.7 million of private investment along Indian River Drive, where the city's power plant was once sited.

Success:	Initiated FPRA Project-Based Budget
Impacts:	The Project-Based Budget outlines redevelopment projects and initiatives slated for FY2023 in accordance with the FPRA Redevelopment Plan to strategically guide redevelopment efforts.

Success:	Hiring of key staff in CMO
Impacts:	City Manager's Office hired two Redevelopment Specialists and reclassified a position into a Redevelopment Assist to manage the growing number of projects in our redevelopment area.

Success:	FPRA Grant Program
Impacts:	Awarded 4 commercial façade grants to beautiful the Redevelopment Area.

Success:	Oaks at Moore's Creek Phase II continued to progress in reaching the milestones associated with 15-unit affordable, workforce residential development. The City Commission allocated funds for the project infrastructure construction and earmarked funds from the American Rescue Plan Act to assist qualified first-time homebuyers with down payment assistance. Staff has worked closely with the developers, Florida Housing Coalition, and local organizations in preparing potential homebuyers for home ownership. In December 2022, a contractor was selected to complete the installation of the infrastructure. It is projected that construction on the first three homes will begin in March 2023.
Impacts:	Fifteen (15) families are closer to owning their own homes resulting in a sense of place, pride, healthier families, better educational outcomes, and increased tax revenue for the city.

Success:	The City of Fort Pierce was awarded an African American Historical and Culture grant of approximately $484,000 to renovate the Jackie L. Canyon Building to house the first-ever museum dedicated to the Original Florida Hall of Fame Highwaymen, Inc. The project was ranked 4th out of 150 requests submitted to the Department of State. In December, a general contractor was selected to oversee the project, which is expected to be completed by the summer.
Impacts:	This project is long-awaited and needed. It will be devoted to the legacy of the Florida Highwaymen and will recognize the resilience of these, now, well-known and well-loved local artists and those who continue to follow in their footsteps.

Success:	In less than a year, Incubate Neighborhood Center, (INC) located in the Means Court Center, has initiated a new movement in Lincoln Park built upon a vision to create a better future, one step, one entrepreneur, and one future homeowner at a time. The success INC has accomplished has attracted the attention of individuals, companies and other organizations wanting to contribute funds, technical assistance, or provide mentorship to enable INC to continue achieving its goal to revitalize distressed communities of color.
Impacts:	This project has the capability of transforming lives and as a result Lincoln Park, and the City of fort Pierce. The positive impacts are as numerous as our minds can imagine.

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: Community Response

Please list your department's most important achievements that were completed during 2022 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Successful transfer of the Animal Shelter
Impacts:	Better care for the animals, more fiscally responsible

Success:	Re-wrote Parking Ordinance
Impacts:	Addresses missing or clarifies existing parking rules, provides clearer enforcement

Success:	Re-wrote condemnation/demolition rules of procedure
Impacts:	Addressed issues found with prior procedure / current laws, etc.

Success:	Re-wrote Special Magistrate rules of procedure
Impacts:	Addressed issues found with prior procedure / current laws, etc.

Success:	Implemented Foreclosure Process
Impacts:	Provides an alternative to demolition / properties cleared of encumbrances / in hands of potential developers.

Success:	Reorganized staff / deleted "assignment" positions
Impacts:	Allows for assignments to be moved from one Code Officer to another without the hiring procedure.

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: Engineering

Please list your department's most important achievements that were completed during 2022 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	2022 Street Resurfacing
Impacts:	Resurfacing and pavement markings for 2.72 miles of city streets. Providing a safe and comfortable road surface at an economical cost is a major goal of the City of Fort Pierce.

Success:	8th Street (Avenue D to Avenue E) Reconstruction
Impacts:	Completion of a total reconstruction project that replaced drainage, utilities, roadway and sidewalks.

Success:	Avenue D Streetscape (29th Street to Indian River Drive) – DESIGN PHASE
Impacts:	From 29th Street to US 1, Avenue D will be resurfaced. New signage and enhanced crosswalks will be installed to improve safety. From US 1 to Indian River Drive, Avenue D will be completely reconstructed and will provide new sidewalks, stamped asphalt crosswalks, landscaping, overhead utilities will be moved underground, and upgraded drainage infrastructure will be provided.

Success:	Ohio Avenue (US1 to 11th Street) – DESIGN PHASE
Impacts:	A joint project by the City and Fort Pierce Utilities Authority primarily for the replacement of utilities. The project will entail water and sewer main replacement, drainage improvements, sidewalk replacement, limited landscaping , street lights and roadway construction.

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: Finance

Please list your department's most important achievements that were completed during 2022 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Implemented phase 1 of new electronic record processing system roll out, which includes Accounts Payable and Purchasing.
Impacts:	Benefits the City with electronic storage and routing of invoices. Allows staff to respond to vendors regarding payment of invoices and allows grant staff access to copies of checks and invoice for reimbursement purposes. Electronic storage of records indirectly benefits residents who may request a copy of a check or invoice.

Success:	Implemented retiree self-service portal, which allows retired employees to access their benefits payment information.
Impacts:	Benefits to the City and residents are a reduction in costs relating to office supplies and mailing; annually approximately 6,000 retirement benefit remittances were mailed.

Success:	Implemented positive pay feature with banking vendor to reduce check fraud.
Impacts:	Benefits to the City and residents includes no wasted staff time involved in trying to recover funds from check fraud.

Success:	Successfully report final information including budgets to all regulatory agencies.
Impacts:	Benefits to the City and residents includes confidence in knowing that tax payor money is properly being reported.

Success:	Implemented the Rapid Rehousing Program
Impacts:	This past year proved to be challenging for many people that are renting homes. Many faced homelessness or could no longer afford rent due to the rising rent and cost of living. The Rapid Rehousing program was able to assist 50 households in curving homeless within the City.

Success:	Small Business Technical Assistance
Impacts:	Many businesses struggled to get back to normalcy post-pandemic. Small businesses were greatly impacted by lack of advertising coverage, Supply chain issues, and back log of supplies. The small business grant and technical assistance program was able to allow the local businesses to gain more knowledge and expertise in marketing/advertising, learn how to create a solid business plan despite the economy, and utilize grant funds for business improvements. A total of 35 businesses were assisted through this program.

Success:	Increased media coverage
Impacts:	While the public is aware of the programs by the Grants Division, media coverage ensured that accurate information was disbursed through social media, press releases, and local news coverage. Partnerships with various community organizations also increased getting the information about the City's resources to the community.

Success:	Housing Workshops
Impacts:	In addition to media coverage, the division implemented monthly housing workshops for the public to come to a town-ball type of forum to ask questions about the programs and gain more information about our partnering organizations. There have been over 600 registrants with on average of 50 people in attendance of our in-person and virtual workshops.

Success:	Implement of Phase I of Tyler
Impacts:	Automation of information for the city and electronic storage of records and streamlines the processes

Success:	Provided community education on doing business with the city
Impacts:	Helped business owners understand how to do business with the City and provides potential employment opportunities for local residence.

DEPARTMENTAL SUCCESSES FY 2019
Fort Pierce, Florida
January 2020

DEPARTMENT: Human Resources

Please list your department's most important achievements that were completed during FY 2019 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	New CSAB - Completed a new Civil Service Appeals Board by election and appointment.
Impacts:	There are five current CSAB Board members and six alternative CSAB board members.

Success:	Police Promotions – Assisted the Police Department with the promotional process for officers and sergeants.
Impacts:	The Police Chief has the effective promotional tools to use as needed.

Success:	PBA Union– Successfully negotiated the 2018-2019 contract with the sergeants' and lieutenants' unions.
Impacts:	Union members received their raises and a new contract is in place.

Success:	Teamsters Union – Successfully navigated through an impasse, and negotiated with the Teamsters Union for their 2019-2020 contract.
Impacts:	Union members received their raises and a new contract is in place.

Success:	IUPA Union – Successfully negotiated the 2018-2019 contract with the police officers' union.
Impacts:	The officers received their annual raise.

Success:	Successful New Employee Orientations (twice annually)
Impacts:	

Success:	Successful Employee Awards Programs
Impacts:	Employees with 5, 10, 15, 20, 25 and 30 years were honored – 47 employees this year

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: Indian Hills Golf Course

Please list your department's most important achievements that were completed during 2022 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	By Reassuming the maintenance operation, we now have complete control of where our funds are being spent.
Impacts:	This will allow us to obtain the best product we can for our residents and guests.

Success:	Retaining the help of a "Turf Doctor" for our turf issues.
Impacts:	The greens are in excellent condition and health now.

Success:	With maintenance under our control, we are the ones reaping the incentives.
Impacts:	We have and will continue to receive free and promotional products from our vendors.

Success:	By providing a fun and welcoming environment, we have created a strong customer base.
Impacts:	We have created regular and repeat customers.

Success:	We have added a few golf groups that will play on a year-round basis.
Impacts:	Will fill our tee sheet in the winter months and will provide steady revenue through summer.

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: Information Technology Department

Please list your department's most important achievements that were completed during 2022 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Approval of additional staffing.
Impacts:	Helps add key professionals to areas needed.

Success:	Deployment of City's GIS Hub web page
Impacts:	Provide public & internal access to interactive web maps, ability to download GIS data.

Success:	ERP Migration Project – completion of phase I – launched Tyler - Munis on October 1, 2022.
Impacts:	This impacts all things financial for the city. With the successful launch of Tyler Munis, several processes that center around procurement, accounts payable, budget, etc. are electronic processes.

Success:	Desktop Communicator – completion of deployment to critical departments
Impacts:	Critical departments are outfitted with the Desktop Communicator soft phone application. This provides internal and external enhancements to the City's voice communications required for continued operations.

Success:	Ricoh Multifunction printer replacements - Enterprise
Impacts:	Upgrades to the current leases completed throughout the Enterprise. Surveys conducted focused on cutting costs with services, support, supplies, usage, etc. Over the next few years with these upgrades. Providing faster, reliable resources for staff and its Citizens alike.

Success:	DX-Fleet Cutover – Final phase
Impacts:	The cutover from the old Phoenix Fuel system (modem) to the DX-Fleet (cloud based) is complete. Provides immediate monitoring of the fuel controller. Advanced reporting for more staff. Gives the Finance and Management teams insight concerning fuel consumption to make informed decisions.

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: Fort Pierce City Marina

Please list your department's most important achievements that were completed during 2022 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Maintaining a high level of occupancy with demand exceeding dock space
Impacts:	Financial, local economic impact

Success:	Rated the top marina on the Treasure Coast
Impacts:	Positive perception on Fort Pierce

Success:	Hurricane resiliency, water quality improvement due to marina island design
Impacts:	Financial

Success:	Inshore fisheries stronger due to island habitat
Impacts:	Fish population increase

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: Planning

Please list your department's most important achievements that were completed during 2022 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Supporting and Encouraging Economic Development
Impacts:	Planning applications for more than 2.4m sq.ft. of Industrial/Warehouse and more than 460,000 sq.ft. of Commercial floorspace have been processed and approved. Once built the projects will offer job opportunities and contribute to the tax base of the city.

Success:	Supporting the supply of Residential units
Impacts:	Over 380 acres of land has been approved for Residential Development, promoting an increase in supply of workforce and market rate housing.

Success:	Implementation of the recommendations of St. Lucie Chamber (Plat Process)
Impacts:	Streamlined process, greater efficiency for Boards, Staff, and applicants.

Success:	Establishing and refining internal Planning Department processes
Impacts:	Increased consistency and efficiency.

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: Police

Please list your department's most important achievements that were completed during 2022 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Crime Reduction
Impacts:	The Fort Pierce Police Department is dedicated to reducing crime and creating a safe environment for our citizens, businesses, and visitors. Patrol Officers, Detectives, Crime Prevention Officers, School Resource Officers, Crime Analyst, and our Support (Civilian) Staff all work together to employ the most up to date and effective crime reduction strategies on a daily basis. Using our Crime Statistics for 2021, our efforts resulted in 14.3 % decrease in violent (murder, rape, robbery, and aggravated assault) crimes and 7.2 % in non-violent (burglary, larceny, and motor vehicle thefts) crimes combined compared to the same period in 2020.

Success:	Flock Safety
Impacts:	In May 2022 with the approval of the City Commission, the Department entered in to a two-year, $146,000.00, contract with Flock Safety to install and maintain 26 Automatic License Plate Readers (ALPRs). Once permitting approval was complete in November, Flock has installed 25 of the 26 cameras. One camera is still in the approval process. The cameras capture vehicle details and allow investigators to search by vehicle make, color, type, license plate, state of the license plate, missing plate, covered plate, paper plate, and unique vehicle details like roof racks, bumper stickers. Officers also receive real time alerts for Amber Alerts, wanted fugitives, crime vehicles, stolen vehicles, sanctioned drivers and expired registrations. Since the beginning of November 2022, our officers have logged 46 apprehensions from alerts on the Flock system.

Success: 4th Annual Unity in Our Community

Impacts: The Fort Pierce Police Department hosted the 4th Annual Unity in Our Community Event on Wednesday, July 6, 2022 from 10 a.m. to 2 p.m. at the Fort Pierce Recreation Center located at 903 S. 21st Street in Fort Pierce. It is our largest of many Community Engagement events of the Department.

Our mission for the Event was to connect the community with resources that will empower them to have a more successful life. This was a FREE community event and included a multi-agency resource fair in the gymnasium. In addition, we provided free food, a demonstration by the Fort Pierce Police Department's K-9 Unit, bounce houses, popcorn, snow cones, balloons, face painting, a DJ, and an entertainment lineup of local artists and performers.

There were approximately 1500 attendees.

Success: Courageous Kids

Impacts: The Fort Pierce Police Department's Courageous Kids Program started back in September 2022. The program had been suspended due to Covid 19.

The Program is designed to build relationships with our youth through talking, spending time, mentoring, reading, and playing games with them. The Officers are in their uniforms to show that we do much more than arrest people. The exchange between the Officers and the youth is rewarding for all. Many parents, who attend with their children, and volunteers have been a significant part of the Program's success.

The weekly gatherings are held on every Tuesdays, from 4:30 to 6:30 in Lincoln Park at First Step Park, Avenue G and 31st Street. At the end all of the attendees receive a nutritious meal.

There is an average of 90 attendees each Tuesday.

Success:	RICH House South Grand Opening
Impacts:	On July 6, 2022, a long-awaited vision came to pass with the grand opening of the Resource in Community Hope (RICH) House South located at the Fort Pierce Recreation Center, 903 S. 21st Street in Fort Pierce. The RICH house is a beacon of hope for all ages in the community 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. RICH House South provides services for the diverse demographics for that area while RICH House North, located at 2304 Avenue I, provide services to predominately the Lincoln Park area. The RICH Houses are part of the Fort Pierce Police Department's community outreach. It is the intent of the RICH house to accelerate, grow, and sustain the quality of life for all.

Success:	Beatification of The Fort Pierce Police Department and the Willie B. Ellis Substation.
Impacts:	The Department received a much-needed remodeling with the removal of wallpaper and carpet that had been in place since 1988. With new vinyl floors and paint, it has caused a more pleasant environment and working conditions. The Willie B. Ellis Substation is in the process of being remodeled.

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: Public Works

Please list your department's most important achievements that were completed during 2022 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Award winning football and cheer programs.
Impacts:	Community Unity and Pride

Success:	Jaycee Park Playground Community Build.
Impacts:	Community Unity and Pride

Success:	Restored the City after impacts of two hurricanes with inhouse forces.
Impacts:	Financially Sound City Providing Excellent Services

Success:	34th year being named Tree City UA.
Impacts:	Safer and More Beautiful City

Success:	Purchased nine new solid waste collection vehicles.
Impacts:	Financially Sound City Providing Excellent Services

Success:	Full year of "Lunch and Learn" and "Quarterly Community Cleanups"
Impacts:	Community Unity and Pride

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: Sunrise Theatre

Please list your department's most important achievements that were completed during 2022 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Hired new technical director/facilities manager.
Impacts:	Oversight of all technical aspects of the theatre as well as maintenance of the facility. Issues get addressed quickly and performances run smooth.

Success:	Completed new website
Impacts:	Easier to navigate, an updated fresh appearance, mobile optimization.

Success:	Completed a 10-year Capital Improvement Plan
Impacts:	Will allow us to proceed with capital plans, needs, & repairs, and prepare financially.

Success:	Continue to Increase rental performances on main stage
Impacts:	More activity and diversity - contributes to the bottom line with no risk

Success:	Received $150K Cultural Affairs Grant
Impacts:	Adds funding to our budget for marketing purposes

Success:	Awarded Number 1 Concert destination on the Treasure Coast
Impacts:	Positive perception for Fort Pierce

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: FPUA

Please list your department's most important achievements that were completed during 2022 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	2022 Series Bond for construction of new wastewater plant and utility system expansion and improvements
Impacts:	Relocation of existing wastewater plant will allow for the development of existing site for new tax revenue. System expansion includes the expansion of waste, wastewater, gas and fiber utilities to help grow the customer base and the city limits of Fort Pierce. Improvements include the accelerated schedule for Advanced Metering Infrastructure deployment. This project will provide customers with instant access to consumption data for all utility service. Additionally, this project will reduce operation and maintenance cost to rate payers.

Success:	New Mainland Wastewater Plant Design
Impacts:	Advertised and selected design build contractor for the new mainland wastewater plant AND contractors for the conveyance system to reroute flows to the Milestones for 30% & 60% design completed within 2022. The 90% milestone expected to be completed in January 2023. After bond closing, early work packages were identified and ordered to reduce supply chain issues. Groundbreaking is scheduled for February 2023

Success: Purchased Power Cost Mitigation

Impacts: Despite the unforeseen volatility in the early part of 2022, FPUA leadership team worked closely with FMPA staff to lock in prices for 2022, 2023 and 2024 to bring stability to our rate payers. For 2022, staff was able to lock in prices to help control the Power Cost Adjustment (PCA) and slightly reduce after the spike in June & July for the remainder of the year. For 2023 & 2024, staff was able to lock in prices for 75% and 50% respectively with the ultimate goal to provide delivered power of less than $100 MWh to include a large portion of the PCA. This was a major accomplishment to bring success as it required the approval of 13 cities to accomplish this task due.

Success: Public Affairs & Sustainability Department

Impacts: Creation of this department is a major step towards improving communications with our community and employees, while also building internal capacity to generate millions of dollars of revenue through grants and appropriations.

This group has been very public-facing in 2022, strategically coordinating leadership presentations and/or presenting directly at townhall meetings, board meetings for FPUA board, city commission, county commission, and many other governmental agencies to highlight our major priorities, including the relocation of the wastewater plant.

This group has been very active in the 3rd and 4th quarter of 2022 with general public outreach, working toward improved and proactive engagement for storm awareness and social media presence on all FPUA matters. They began sending monthly e-newsletters to all FPUA customers, revamped a quarterly Directors Debrief publication, developed a website and videos for the WRF relocation, and secured the FMPA Building Communities award for the FY2022 year.

This group also tracks, proposes, and manages grant projects for all of FPUA. This is the first time in FPUA's history that we are establishing a dedicated grants group and building in-house capacity to pursue multi-million-dollar grants and appropriations for all of our utility services. In less than one year, the team has submitted grant proposals for over $42,000,000, working collaboratively with utility engineers to ensure technically sound proposals and staff buy-in. Over $33,000,000 of those proposals were for WRF Relocation funding.

This team is also cultivating relationships with our local and national legislators and granting agencies. With guidance from newly-contracted state and federal lobbyists, this team has held meetings and tours with Congressman Brian Mast, Representative Dana Trabulsy, Agency heads for the South Florida Water Management District, and has tours scheduled for our designated state senators as well as representatives for Senators Marco Rubio and Rick Scott. They are in the process of developing multi-million-dollar appropriations requests for the delegates' consideration (WRF relocation).

SECTION 5

LOOKING TO FORT PIERCE'S FUTURE

Messages from Our Community
City of Fort Pierce

1. Needs to address homeless situation and issues
2. Need more communications on major development projects
3. Lack of workforce housing opportunities in Fort Pierce, particularly for young professionals
4. Mixed messages on growth and development projects
5. High utility rates supporting the relocation of the Wastewater Treatment Plant
6. Poor relationship with St. Lucie County
7. How does the City determine road improvement priorities – criteria
8. Fear of unmanaged growth and gridlock
9. General satisfaction with City services and delivery
10. Enhance residents access to the water
11. City needs to act in the best interests of the community – residents and businesses
12. Fear of changes, resistance to changes, but desire more
13. No paid parking in Downtown
14. Control short-term rentals in specific areas and lack of understanding of State control and restriction
15. Desire for progress/results – Wave Park, King's Landing,

16. Concern about a future housing crash – like 2008
17. Traffic congestion and longer travel times
18. City processes too cumbersome and long
19. Why is City Hall locked down – not customer friendly or inviting
20. City government needs to operate more efficiently
21. Concern about increased cost of living
22. Concern over personal stress and mental health issues
23. Preserve Fort Pierce's character and charm – way of life/living
24. Desire for more "fun" experiences during leisure time
25. Invest in our boating community – residents and businesses

Strengths – Weaknesses
Threats – Opportunities
City of Fort Pierce

» Strengths

1. Mayor-City Commission teamwork, leadership, civility, future and focus on "One Fort Pierce Community"
2. City Manager leadership and support for the Mayor and City Commission
3. Development momentum – developers and businesses desire to invest in Fort Pierce
4. Producing results through the Strategic Plan
5. Strategic Plan guiding policies, planning and decision-making
6. Indian River Lagoon, beaches and waterfront
7. Fort Pierce downtown – exciting, vibrant active and dynamic
8. Sunrise Theatre
9. Our rich History and Heritage
10. Land available for development
11. Growing pride – "Our Fort Pierce"
12. Beautiful City and community
13. Quality parks
14. Port with massive economic potential

» Strengths (continued)

15. Strategic location – easy access to the State of Florida
16. Public access to water
17. Edgartown – unique asset for our community
18. DBA support
19. Quality schools
20. Community engagement
21. Fiscal management and a responsible City Budget – conservative approach
22. Ability for City government to react to a crisis or emerging situation
23. Positive City government organizational culture
24. Indian River State College

» Areas for Improvement

1. Affordable housing opportunities for workforce
2. Relations with St. Lucie County
3. Lack of proactive communications and involvement with our residents
4. Finding skilled City workforce dedicated to serving the Fort Pierce community
5. Upgrading City infrastructure and roads
6. Commercial Development along Jenkins Road – producing results
7. More user-friendly development processes and City processes in general
8. Managing future growth and development
9. Resolving Downtown parking
10. Turning proposed development project into reality for our community
11. Empowering residents through job creation
12. Increasing funding for City infrastructure upgrades and expansion
13. Protection and enhancement of Edgartown community/neighborhood
14. Lincoln Theater no action
15. Implementing changes in Animal Services
16. Showing appreciation to City departments and employees for outstanding performance – Police and Public Works
17. IT Upgrade and Master Plan Implementation – no progress
18. Marketing the City and Performance to the Community and Outside World, including celebrating our successes

» Areas for Improvement (continued)

19. Lack of proactive City response – more reactive
20. Lack of financial transparency – limited financial information to department heads
21. Lack of project information to our community

» Threats to Fort Pierce's Future

1. Future City election
2. Uncertain economy impacting developers and businesses willingness to invest now, including inflationary trends
3. Relationship and actions by St Lucie County negatively impacting the Fort Pierce today and, in the future, particularly anti-city comments
4. Partisan **POLITICS** over governance for the benefit of Fort Pierce community
5. Poor communications from the City and misinformation/disinformation in the Community
6. Over development and growth with negative impacts on our community and our residents, especially in the western area
7. Uncertain real estate adjustments due to uncertain economy and higher interest rates
8. Inadequate City infrastructure to support future development projects
9. Highly competitive employment market
10. Increasing utility rates
11. Lack of diverse tax base
12. Not delivering on major development projects

» Opportunities for Fort Pierce's Future

1. Redeveloping the Wastewater Treatment Plant Site
2. Downtown Development Guided by a Master Plan
3. Hotel Development
4. Retail Business Development
5. Entertainment Venue Development
6. Restaurant Business Development
7. Port Development
8. Community Beautification Projects
9. Orange Avenue Corridor Revitalization
10. Vacant Lot Development
11. Residents Communications and Positive Engagement
12. Proactively Addressing the Homeless Issues
13. Affordable Housing for Workforce – Rental and Homeownership
14. Brightline Stop/Station in Fort Pierce
15. Warehouse Development
16. Housing Subdivisions Development
17. One Fort Pierce Community – Strengthening
18. College Additional Programs
19. Stable City Government

20. Preserving Fort Pierce's History and Heritage
21. Positive Relations with the Governor – Funding Opportunities for Fort Pierce
22. Western City Development
23. Preserving Agricultural Tradition
24. Tourism Development
25. Protection of Boaters – work/businesses and recreational/leisure
26. Increasing City Government Transparency

Actions for 2023
Mayor and City Commissioners' Interviews
City of Fort Pierce

1. Wastewater Treatment Plant Site Redevelopment: Next Steps
2. Downtown Master Plan Implementation: Projects Direction and City Action Plan
3. Hotel Development: Next Steps
4. Retail Business Development: Next Steps
5. Entertainment Venue Development: Next Steps
6. Restaurant Business Development: Next Steps
7. Port Development: Next Steps
8. Community Beautification Projects: Community Connectivity, Project Priority and Funding
9. Orange Avenue Corridor Revitalization: Next Steps
10. Vacant Lot Development: Report with Options, Direction and City Actions
11. Proactive Communications Enhancement and Positive Engagement: Best Practices, Report with Options, Direction and Funding
12. Homeless Issues Strategy/Action Plan: Problem Analysis, Report with Options, Direction and City Actions
13. Affordable Housing for Workforce – Rental and Homeownership Strategy/Action Plan: Needs Assessment, Best Practices, Report with Options, Direction and City Actions

14. Brightline Stop/Station in Fort Pierce: Next Steps

15. Warehouse Development: Update Report and Direction

16. Housing Subdivisions Development: Update Report and Direction

17. “One Fort Pierce Community” – Strengthening: Next Steps

18. Indian River State College Additional Programs: Next Steps

19. St. Lucie County Strategy/Action Plan: Critical Issues, Relationship Building and City Actions

20. Major Road Projects: Completion
    a. Avenue “D”
    b. 13 Street

21. Parking Issues Resolution: Update and Next Steps

22. County Buildings and Services Relocation: Update, Direction and Next Steps

23. Short-Term Vacation Rental: Problem Analysis, Best Practices, Report with Findings and Options, Direction and City Actions

24. Relations with FPUA: Key Issues, Discussion and City Actions

25. Jenkins Road Commercial Development: Update and Next Steps

26. Sunrise Theatre Future/Program Expansion: Update, Direction and City Action

27. County Airport Development: Update and City Actions

28. Seaport Development: Update and Next Steps

29. Historic Preservation Policy/Strategy: Update, Direction and City Actions

30. State Advocacy and Funding: Direction and City Actions

31. Youth Programs Expansion: Needs Assessment, Report with Options, Direction and City Action s

32. Boys/Girls Club for Teens Facility Project: City Role and Funding Participation

33. St. Lucie County Vision and Strategic Plan: City Advocacy

34. Growth Management Plan: Scope, Development and Adoption

35. Development Process (More User Friendly): Evaluation, Report with Findings and Recommendations, Direction and City Actions

36. Annexation Policy/Strategy: Review, Outcomes, Boundary Squaring Direction, Report with Options and Overall Direction

37. City Operating Efficiency Report: Services and Service Delivery Evaluation, Report with Findings and Direction

38. Roads Strategy with St. Lucie County: Discussion, Roles, Financial Commitments and City Actions

39. Edgartown Community/Neighborhood Enhancement Strategy: Update Report, Direction and City Actions

40. Avenue “D” Streetscape Project: Completion

41. Animal Service Implementation: Next Steps

42. Little Gym Operations: Direction on Sale

43. Zoning Ordinance: Review, Revision and Adoption

44. Land Use Map Update: Completion

45. City Employee Compensation Policy and Adjustment: Market Analysis, Report, Direction and Funding

46. Lincoln Theater: Update Report, Direction and Actions

47. Wave Garden Development: Update Report and Next Steps

48. Fisherman’s Wharf Development: Update Report and Next Steps

49. Park Maintenance/Upgrade Plan and Projects: Needs Assessment, Report with Projects and Funding Mechanism and Direction

50. Tourism Expansion Strategy/Action Plan: Update Report, Direction and City Actions

51. Sun Trail through Downtown: Update Report, Direction and City Actions

52. Noise Ordinance: Review and Revision

53. Future City Facilities Master Plan: Outcomes, Plan Development, Direction, Project Priorities in CIP and Funding (including City Services and Police Substation West)

54. Beach Dog Park: Concept, Location, Design, Funding Mechanism and Direction

55. Boat Ramp Enhancements: Update Report and Direction
56. Management Succession Plan Development: Best Practices, Plan Development and Direction

57. Agricultural Zoning: Concept, Direction and Ordinance Amendments

58. IT Enhancement/Master Plan Implementation: Update Report and Direction

59. Proactive City Marketing Action Plan: Update Report, Enhancement Plan, Direction and City Actions

60. City Gateways and Corridor Beautification Plan/Projects: Update Report, Direction and City Actions

61. Effective Public Transportation Implementation of Agreement: Update Report and Direction

62. Negotiations and Labor Contracts: Framework Direction, Timing of Negotiations, Negotiations and Contract Approval (before end of contracts)

63. Natural Gas Strategy: Development, Direction and Implementation

64. Western Peninsula: Design and Direction

65. Annexation South: Report, Direction and City Actions

66. Comprehensive Ordinance Review and Update: Completion

67. Little Jim Bridge: Direction and City Actions

68. Crime Reduction Action Plan: Update Report, New Initiatives, Direction and City Actions

69. Recreation/Sports Enhancement: Trends, Report with Options, Direction and City Actions

70. Working Remotely/Flexible Hours: Update Report and Direction

71. Post-COVID Recovery Plan: Review Current Operations, Report with Options, Direction and City Actions (operations, facility access, etc.)

72. New Home Development in Lincoln Park: Next Steps
73. Mental Health Strategy/Action Plan: Community Needs, Current Services, Best Practices, Report with Findings and Options, City Role, Potential Partners, Direction and City Actions

74. City Employee Training and Professional Development: Report with Recommendations, Direction and Funding

75. City Impact Fees: Review and Refinement

76. Grants and Outside Funding Sources: Identification, Direction and City Actions

77. Comprehensive City Resiliency Plan: Scope, Best Practices, Plan Development, Direction, Adoption, Funding and City Actions (including Sea Level Rise and Storm Surge)

78. North-South Mobility Connectivity Plan: Outcomes, Report with Options, Direction on Projects, Collaboration with St. Lucie County and City Actions

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Top “10”
Priorities for 2023

EXECUTIVE PERSPECTIVE

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Looking to Fort Pierce's Future
Departmental View

MAJOR CHALLENGES
Fort Pierce, Florida
January 2023

DEPARTMENT: Building

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

- Availability of qualified professionals
- Streamlining of onboarding processes
- Disaster preparedness (category 4 or 5 event)
- Funding for Resiliency initiatives
- Preparing for continued growth - logistics
- Wages
- Uncomplimentary legislation
- Alignment of departments
- Evolving technology

MANAGEMENT IN PROGRESS 2023
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2023

DEPARTMENT: Building

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

1 Implementation of Tyler/Intergov software

2 Reallocation of permitting office space

3 Hiring and training qualified personnel

INITIATIVES 2023:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2023

DEPARTMENT: Building

Please list issues or projects that you would like for the city to address this 2023.

1 Code cycle change

2 Contractor licensing issue

3 Condominium inspections

4 Building Department accreditation

MAJOR CHALLENGES
Fort Pierce, Florida
January 2023

DEPARTMENT: City Attorney's Office

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

- Increased development, which has the potential to cause legal challenges related to land use.
- Increased opportunity for the disposition of City property to governmental or private sector partners and ensuring that the City is protected in such transactions.
- Protecting the City from liability claims in an increasingly litigious world.

MANAGEMENT IN PROGRESS 2023
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2023

DEPARTMENT: City Attorney's Office

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

1 Design and implementation of paperless requests for legal services, with the goal of providing more efficient service to the department heads who submit them.

2 Modernizing the office's record-keeping system.

3 Training sessions for the City's advisory boards on Sunshine, Public Records Law, etc.

INITIATIVES 2023:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2023

DEPARTMENT: City Attorney's Office

Please list issues or projects that you would like for the city to address this 2023.

1 I would like the City to continue educating employees about stress management and the resources that are available to them. A workforce that is better equipped to manage day-to-day stress is one that is less likely to generate liability for the City.

MAJOR CHALLENGES
Fort Pierce, Florida
January 2023

DEPARTMENT: City Clerk

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

- Attracting and retaining qualified staff.
- Continued state preemptions; ongoing assault on Business Tax Receipts.

MANAGEMENT IN PROGRESS 2023
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2023

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. Unfortunately, the on-line portion of the software is not user friendly nor functional for searching.

2 Continue with our switch to Tyler/Munis Energov for our Business Tax Receipt Processing which will allow businesses to both apply on-line and renew their annual business tax receipts.

3 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. However, with the new Tyler system, I don't believe the guide will be needed any longer. Recommend discontinuing this effort.

4 Continue efforts to identify and destroy record that have met retention and no longer have value.

5 Develop a records management handbook and reference guide.

6 Develop a city-wide records file plan for each department.

7 Expand staff support by the City Clerk's office to other departments for Boards and Committees.

INITIATIVES 2023:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2023

DEPARTMENT: City Clerk

Please list issues or projects that you would like for the city to address this 2023.

1 Transition away from STR/VR vendor for the registration process and bring the function back into our office.

2 Identify methods other than Business Tax Receipts that will allow the city to monitor, evaluate and approve from where businesses are operating to insure proper zoning use and building occupancy.

3 Consolidate records storage into one location at City Hall, thus eliminating records in the Z Building.

4 Develop inventory and file plan for the Records Room.

MAJOR CHALLENGES
Fort Pierce, Florida
January 2023

DEPARTMENT: City Manager

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

- Affordable/Workforce Housing
- Balancing growth with desires of community

MANAGEMENT IN PROGRESS 2023
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2023

DEPARTMENT: City Manager

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

1 Annexation/Enclaves

2 Wayfinding

3 FPRA Capital Improvement Program – Downtown Master Plan projects

4 Wastewater Treatment Plant Relocation

5 Brightline Station

INITIATIVES 2023:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2023

DEPARTMENT: City Manager

Please list issues or projects that you would like for the city to address this 2023.

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MAJOR CHALLENGES
Fort Pierce, Florida
January 2023

DEPARTMENT: Community Response

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

- Parking – will keep needing more
- Bringing enforcement and rules back in line with "pre-Covid" practices.

MANAGEMENT IN PROGRESS 2023
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2023

DEPARTMENT: Community Response

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

1 Animal Shelter – developing an enterprise fund

2 Parking Enforcement – enforcement software

3 Parking Enforcement – pilot paid parking program on the Beach

4 STR/VR enforcement – either find a way to work with current software or find a new one

5 CPTED – draft new ordinance

6 Liens – draft ordinance amendment

7 Tyler-Munis – Complete program setup

INITIATIVES 2023:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2023

DEPARTMENT: Community Response

Please list issues or projects that you would like for the city to address this 2023.

1 Create low-cost veterinary clinic at the shelter

2 Signage update – so many signs with conflicting messages. i.e. – some 2-hour parking signs say 8:30 – 5:30 and others have different times; beach sign that says no vehicles in the parking lot; Loading zone signs with times and others without times; etc.

3 (re)Create a boat trailer parking zone at S. Causeway Park

4 Change the streetlights at the beach to be turtle friendly

MAJOR CHALLENGES
Fort Pierce, Florida
January 2023

DEPARTMENT: Engineering

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

- Continued repair and replacement of aging infrastructure
- Resiliency planning and implementation for beachside drainage.
- Development of pavement markings and sign inventory report

MANAGEMENT IN PROGRESS 2023
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2023

DEPARTMENT: Engineering

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

1 2023 Street Resurfacing Program - Design

2 Beach Court Drainage Improvements (Delaware Avenue to Florida Avenue) - Construction

3 Georgia Avenue Outfall Basin Improvements - Construction

4 Avenue B Reconstruction (8th Street to 13th Street) - Construction

5 16th Street (Avenue K to Avenue I) – Stormwater replacement - Design

6 Granada Street – Paving - Design

7 Avenue D Streetscape (Indian River Drive to 29th Street) - Design

8 Ohio Avenue (US 1 to 11th Street) Improvements - Design

9 SUN Trail – Highwayman Trail Gap (Indian Hills Drive to Georgia Avenue) - Design

10 Surfside Drainage / Resurfacing – Phase II and III - Design

11 Means Court Extension (Avenue B to Moore's Creek) - Construction

12 Seaplane Base – Design and Permitting

INITIATIVES 2023:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2023

DEPARTMENT: Engineering

Please list issues or projects that you would like for the city to address this 2023.

1 Indian Hills Recreation Area Stormwater Facility Expansion - Planning

2 13th Street Reconstruction (Georgia Avenue to Orange Avenue)

MAJOR CHALLENGES
Fort Pierce, Florida
January 2023

DEPARTMENT: Finance

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

- Changing regulatory requirements and reporting
- Unstable economic market
- Need for additional technology, and advanced cybersecurity measures
- Aging workforce, loss of knowledge base
- Communication and coordination between departments
- Affordable Housing availability
- Livable wages for the general public
- Homes not up to code
- Major storm preparedness
- Homelessness
- Stagnation of growth
- Consistent communication of events and changes occurring in the City

MANAGEMENT IN PROGRESS 2023
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2023

DEPARTMENT: Finance

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

1 Roll out of Phase II (licenses, permits and fees) of electronic record processing system

2 Roll out of phase III (payroll, human resources/ time keeping/ retirement) of electronic record processing system

3 Regulatory reporting is continual throughout the year

4 Work through issues with Phase I of electronic record processing system.

5 Clear communication with public regarding programs

6 Implementing federal and state guidelines consistently

7 Implementing (or revising) policies and procedures

8 Mitigation of new ERP system

9 Evaluating and updating procedures to align with the new ERP system

INITIATIVES 2023:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2023

DEPARTMENT: Finance

Please list issues or projects that you would like for the city to address this 2023.

1 Technology network improvements

2 Coordination between departments when implementing new programs and projects

3 Continued employee training and education

4 Homelessness in City

5 Block by block rehabilitation of homes not up to code

6 Affordable housing

7 Workforce housing

8 Implementation of a Forms system for internal approvals

MAJOR CHALLENGES
Fort Pierce, Florida
January 2020

DEPARTMENT: Human Resources

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

- Scanning all current employee HR files as well as former employee HR files.
- Establishing and funding salaries that are competitive with the surrounding areas.

MANAGEMENT IN PROGRESS FY 2020
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2020

DEPARTMENT: Human Resources

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

1 Completing a new Supervisor Handbook

2 Revising the City's Rules and Regulations

3 Facilitating Interdepartmental Training Opportunities

INITIATIVES FY 2020:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2020

DEPARTMENT: Human Resources

Please list issues or projects that you would like for the city to address this FY 2020.

1 Completing Department Head Training

2 Revising Rules and Regs

3 Conducting CSAB Hearings

4 Promotions and Interviews

5 Negotiations with Unions

6 Union Impasse

MAJOR CHALLENGES
Fort Pierce, Florida
January 2023

DEPARTMENT: Indian Hills Golf Course

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

- The lack of a clubhouse facility will still be a challenge for the near future, as we miss quite a bit of residual revenue without it.
- The fairway conditions will be a work in progress for another year or two.
- Staffing has been a challenge. We have had 5 solid employees, but when our 6th employee gave his notice a few months ago, that spot has been very difficult to fill.

MANAGEMENT IN PROGRESS 2023
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2023

DEPARTMENT: Indian Hills Golf Course

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

1 We now have the ability to easily change direction if something isn't working from an agronomy standpoint.

2 The addition of the "Trash Collection System" installed on the golf course has not only helped the environment but has beautified the Northern section of the property.

3 Trying to find the correct mix of fertilizers and chemicals to achieve optimum turf health will be an ongoing project.

4 Fairways will continue to be spiked followed by our new liquid fertilizers on a weekly basis.

5 Several bunkers have been combined for a neater appearance and easier maintenance.

INITIATIVES 2023:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2023

DEPARTMENT: Indian Hills Golf Course

Please list issues or projects that you would like for the city to address this 2023.

1 The biggest short-term issue that we have now is obtaining our new fleet of carts. Due to the continuing supply chain issues, our new fleet was scheduled to arrive in November, and we are still waiting.

2 We have an excellent mechanic in house, so he's been able to keep the fleet in excellent running condition, which will save us financially when they are picked up.

MAJOR CHALLENGES
Fort Pierce, Florida
January 2023

DEPARTMENT: Information Technology Department

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

- Quality GIS data and associated maintenance
- End user knowledge, training, and the ability to adapt to an environment advancing (technology-wise).
- Emerging technology training/compliance.
- Digital divide (as related to the community).
- Space needs analysis.
- Migrating to new HVS communications soft applications and licensing requirements.
- Bridging messaging to communications from departments.
- Continuing to streamline social media accounts under one hub

MANAGEMENT IN PROGRESS 2023
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2023

DEPARTMENT: Information Technology Department

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

1 GIS server migration

2 ERP Migration Project – Phase II (EnerGov)

3 ERP Migration Project – Phase III (Human Capital Management)

4 Marina Security Enhancement

5 Animal Shelter Acquisition

6 Data Center Enhancements - Enterprise Wide

7 Domain Controller Upgrades – Enterprise Wide

8 Call Center builds – Enterprise Wide

9 HVS Hybrid Architecture build and deployment

10 Fortinet Extender Deployments – Failover and SD WAN initiative

11 Verizon VoIP Services – Testing Phase

12 Marina Office Upgrade(s) - Multi Phase approach to include Controller, QuickBooks and Scribble.

13 Circuit upgrades throughout Enterprise

14 Social Media project – continued work in policy, SOP, verification, and adding a CMP (Content Management Platform)

INITIATIVES 2023:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2023

DEPARTMENT: Information Technology Department

Please list issues or projects that you would like for the city to address this 2023.

1 Continuing Tyler ERP education/training for end users.

MAJOR CHALLENGES
Fort Pierce, Florida
January 2023

DEPARTMENT: Fort Pierce City Marina

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

- Hurricanes
- Staffing
- Available dock space
- Shoaling
- Cost of insurance
- Security

MANAGEMENT IN PROGRESS 2023
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2023

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

2 Replacement of fuel dispensers and management system

3 Northside pump out operations

INITIATIVES 2023:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2023

DEPARTMENT: Fort Pierce City Marina

Please list issues or projects that you would like for the city to address this 2023.

1 Restroom shower update

2 Deteriorating water and electrical lines

MAJOR CHALLENGES
Fort Pierce, Florida
January 2023

DEPARTMENT: Planning

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

- Managing growth so that it is inclusive.
- Facilitating a balanced housing supply.
- Traffic Concurrency – Supporting multi-modal connectivity.
- Consolidating the Downtown Business District to attract development.
- Providing jobs and access to them.
- Firming the City limits through annexation.
- Providing adequate services/maintaining LOS.
- Protecting the historic heritage.
- Attracting and maintaining qualified/experienced staff in position.

MANAGEMENT IN PROGRESS 2023
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2023

DEPARTMENT: Planning

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

1 Port of Fort Pierce development code.

2 Workforce/Affordable Housing code/incentives.

3 South Beach – overlay rewrite or PD route.

4 Sign code rewrite.

5 Landscape code rewrite.

6 Expansion of Business District.

7 Historic District design code.

8 Modular/Mobile Housing code.

9 Transportation Concurrency Exemption Area.

10 Impact Fee Study.

11 Annexation Strategy.

12 Planning Department processes.

13 Management of workload.

14 Fencing for vacant lots - possible code.

15 Use of millings discussion - possible code.

16 Boarding House/Rooming House Regulations.

17 Edgartown Settlement code amendment.

INITIATIVES 2023:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2023

DEPARTMENT: Planning

Please list issues or projects that you would like for the city to address this 2023.

1 Affordable/Workforce Housing Code incentives which are aimed at small lot/small unit development.

2 Expansion of the Downtown Business District.

3 Implementation of a Transportation Concurrency Area.

4 Annexation Strategy/Agreement with County.

MAJOR CHALLENGES
Fort Pierce, Florida
January 2023

DEPARTMENT: Police

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

- The development of a budget that will meet the true equipment and technological needs for Police Department. Secondly, the budget should be adjusted to meet the projected growth of the City due to annexation and should include adding a substation and personnel allocation.

- The continual development and maintenance of a comprehensive benefits package that will be competitive with the surrounding law enforcement agencies including health insurance coverage. This must include sustaining an Officer Step Plan and salary assessment of Support (civilian) Staff to maintain retention.

- With approximately 25 Officers of all ranks can or are eligible to retire in the next five (5) years, a Succession Plan should be implemented. The present ranking structure of Officer to Sergeant to Lieutenant to Deputy Chief to Chief is inefficient to meet the Department needs. Corporals are needed to prepare them to be Sergeants. Captains are needed to prepare them to be a Major or Deputy Chief. The propose ranking structure would be: Officer to Corporal to Sergeant to Lieutenant to Captain to Major to Deputy Chief to Chief. This will allow the development of their skills for the demanding and liable supervisory roles.

- 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. Replace approximately 10-year-old exterior and interior security camera systems for both the Main Station and Willie B. Ellis Substation.

MANAGEMENT IN PROGRESS 2023
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2023

DEPARTMENT: Police

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

1 Develop a team of a 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 Develop an in-house mental health program for Police Department employees including an outdoor area for peer counseling or group debriefing after traumatic incidents. This may possibly include a "comfort or support" dog.

3 Negotiate with the Coastal Florida Police Benevolent Association (PBA), Officers', Sergeants' and Lieutenants' Union to allow a conducive step plan.

4 The development of a new Promotional Examination program that will assist the Police Department in promoting the best candidates.

5 The continued use of the Police Community Advisory Committee which enhances the department's transparency and promotes collaboration through partnerships within our community.

6 Expand the K-9 program from five (5) to six (6) K-9 teams to assure coverage during all patrol shifts.

7 Patrol Officers are handling approximately 1700 calls per week. The Department is looking for ways to streamline the non-essential calls by deferring them to a Community Service Officer.

INITIATIVES 2023:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2023

DEPARTMENT: Police

Please list issues or projects that you would like for the city to address this 2023.

1 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, staffing, and budget.

2 The Police Department is one of the highest liabilities of the City. It is requested that consideration be given that the Department has a City Attorney assigned to assist in policy development, training, legal updates, etc.

3 Officer shortages is a impacting all law enforcement agencies throughout the country. To help retain our Officers a sustainable compensation plan needs to be developed.

4 The Department is requesting a review of the Enterprise Fleet Contract, their inability to fulfill the Department's fleet needs, and the consideration of sourcing fleet vehicles from another vendor.

Currently, the Department is waiting on the delivery of 19 patrol vehicles that were originally ordered in August 2021. Enterprise uses multiple vendors which creates inefficiencies, subpar quality assurance, delays in delivery, rejection of deliveries, and the inability to meet our fleet needs (specifically F-250 trucks, utility and passenger vans). This has resulted in thousands of dollars being spent to keep high mileage, aging vehicles serviceable.

Working with Enterprise for the past two years to find a solution has not yielded economical or efficient results.

5 With the Officers handling approximately 1700 calls per week, increasing the current number of five (5) Community Service Officers to Ten (10) will allow more non-essential calls to be deferred.

6 With approximately 25 Officers of all ranks can or are eligible to retire in the next five (5) years, the support and funding of a Succession Plan is requested.

7 Allow retiring Officers to be hired as a Support (civilian) Staff. Many have so much institutional knowledge that they could replace an Officer position, which would return to patrol, at a lower salary rate. As an example, a number of our retired Officers are working as a civilian at other law enforcement agencies, State Attorney Office, etc. utilizing their law enforcement skills and training for their positions.

MAJOR CHALLENGES
Fort Pierce, Florida
January 2023

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

MANAGEMENT IN PROGRESS 2023
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2023

DEPARTMENT: Public Works

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

1 Expand recreation and resource opportunities

2 Fenn Park reconstruction

3 New work order system

4 More training opportunities

5 Fuel island replacement

6 Obtain new medium and heavy-duty equipment

7 Pursue more grant opportunities for capital project, equipment, and personnel

INITIATIVES 2023:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2023

DEPARTMENT: Public Works

Please list issues or projects that you would like for the city to address this 2023.

1 Continued team building and professional development

2 Streamline activities to improve efficiencies

3 Enhance customer service

4 Create a call center

5 Complete salary and benefits study

MAJOR CHALLENGES
Fort Pierce, Florida
January 2023

DEPARTMENT: Sunrise Theatre

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

- The Economy - People having disposable income for entertainment
- Cost of goods and services rising
- Salary - Being able to attract skilled labor
- Parking
- Insurance

MANAGEMENT IN PROGRESS 2023
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2023

DEPARTMENT: Sunrise Theatre

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

1 Programming - Always

2 Water heater replacement

3 Fire Panel Upgrade

4 HVAC Automation Migration

INITIATIVES 2023:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2023

DEPARTMENT: Sunrise Theatre

Please list issues or projects that you would like for the city to address this 2023.

1 Continue to market Fort Pierce as a destination.

2 The Homeless Population

3 Constant Brownouts

MAJOR CHALLENGES
Fort Pierce, Florida
January 2023

DEPARTMENT: FPUA

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

- Supply Chain has been a major challenge for 2021-2022 and it is expected to be issue for the 2023. Specifically, distribution transformers, electric meters & modules, & substation breakers.
- Natural gas prices are expected to be volatile for 2023 and 2024. FPUA and FMPA has locked in gas prices for 75% for 2023 and 50% for 2024 to reduce a large portion of the volatility but the remaining portions will be subject to the natural gas market.
- Workforce development and recruitment has been a challenge and expected to continue into 2023 and beyond.

MANAGEMENT IN PROGRESS 2023
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2023

DEPARTMENT: FPUA

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

1 Complete 100% of New Wastewater Plant Design and purchase materials

2 Pursue appropriation & grant applications for help reduce financial impact of new wastewater plant and system improvements such as sewer lining, storm hardening and fiber expansion

3 The management of the electric & gas rate stabilization accounts will continue to be a top priority. Staff has recommended a plan to mitigate for future events. This will be possible over the next two years as hedging for the next few years has been achieved. This will significantly reduce the potential of large adjustments in order to maintain the minimum days of cash as required by bond charter. The goal will be to manage the PCA through smaller increases over a short period of time rather than a large increase in a single month. This will require careful cash flow management as to ensure days of cash requirement per the bond charter.

INITIATIVES 2023:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2023

DEPARTMENT: FPUA

Please list issues or projects that you would like for the city to address this 2023.

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SECTION 6

STRATEGIC DISCUSSION ON CRITICAL ISSUES

Strategic Topics for Discussion
City of Fort Pierce

1. Relationships and Issues with St. Lucie County Government
2. One Fort Pierce: Personal Definition and Expectations
3. Management Succession: Concept and Timing
4. Managing Growth: Personal Definition and Expectations
5. Major Projects: Delivering Results
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