

CITY OF FORT PIERCE

STRATEGIC PLANNING

Strategic Planning Workshop - Monday, February 13, 2023 - 8:30 a.m.

City Hall - 2nd Floor Conference Room, 100 North U.S. #1, Fort Pierce, Florida

1. **Call to Order**
2. **Pledge of Allegiance**
3. **Roll Call**
4. **Strategic Planning Workshop - 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

4.

Meeting Date: 02/13/2023

Re:

SUBJECT:

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

Attachments

Section 10 - Strategic Plan

Section 8 - Action Agenda

Form Review

Form Started By: Linda Cox
Final Approval Date: 02/06/2023

Started On: 02/06/2023 09:43 AM

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[WORKING DRAFT: 2/8/23]

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STRATEGIC PLANNING FOR THE CITY OF FORT PIERCE

Strategic Planning Model for the City of Fort Pierce

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

VISION

Destination
“You Have Arrived”

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

PLAN

Map
“The Right Route”

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

EXECUTION

Itinerary
“The Right Direction”

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

MISSION

Vehicle
“The Right Bus”

Personal values that define performance standards and expectations for employees

CORE BELIEFS

Fuel
“The Right People”

FORT PIERCE VISION 2038

Fort Pierce Vision 2038

Fort Pierce 2038 is a Unique Coastal Florida City

Our WATERFRONTS, ⁽¹⁾

STRONG LOCAL ECONOMY, ⁽²⁾

HISTORY, ARTS AND CULTURE, ⁽³⁾

CHOICE OF DESIRABLE NEIGHBORHOODS, ⁽⁴⁾

OPPORTUNITIES FOR FUN, ⁽⁵⁾

COMMUNITY UNITY AND PRIDE ⁽⁶⁾

WHAT MAKES US UNIQUE

Fort Pierce Vision 2038

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

PRINCIPLE 3

OUR HISTORY, ARTS AND CULTURE

► Means

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

PRINCIPLE 4

OUR CHOICE OF DESIRABLE NEIGHBORHOODS

► Means

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

PRINCIPLE 5

OUR FUN EXPERIENCES

► Means

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

PRINCIPLE 6

OUR COMMUNITY UNITY AND PRIDE

► Means

1. Business owners, property owners, institutions and residents taking responsibility for their property
2. Multi-cultural festival celebrating the diverse cultures in the community
3. City leaders representing the City and community in 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

CITY OF FORT PIERCE PLAN FOR 2023 – 2028

City of Fort Pierce ***Goals 2028***

SERVE OUR COMMUNITY



DEVELOP OUR COMMUNITY



ENGAGE OUR COMMUNITY



BEAUTIFY OUR COMMUNITY



ENJOY OUR COMMUNITY

Goal 1

SERVE OUR COMMUNITY

OBJECTIVES

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

VALUE TO RESIDENTS

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

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. City services, service levels and staffing keeping up with growth and new development
2. Regularly evaluating and streamlining City processes – more customer friendly
3. Promoting Fort Pierce in a positive manner – community and City government
4. Using technology and virtual services to better service our residents and businesses
5. Hiring and retaining quality City employees through competitive compensation
6. Increasing demands for City services with community growth
7. Investing in our human resource – employee training and development, and employee mental health and stress reduction
8. Aging City infrastructure requiring significant maintenance and replacement
9. Maintaining a safe and secure workplace in an increasingly mean and violent world
10. Investing in the deferred capital investment now requiring significant funding

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Enhancing City operational efficiencies to better serve our community
2. Actions by the State of Florida – pre-empting home rule and City finances and services
3. Rising costs of healthcare, pensions, materials, energy and change orders
4. Developing and implementing a successful management and employee succession planning and programs
5. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority
6. Limited revenue sources for cities
7. Aging and deteriorating City facilities needing major upgrades – Police and Public Works
8. Actions by Federal and State governments: impacting revenues, unfunded mandates and regulations, more grants and earmarked projects

POLICY ACTIONS 2023

	PRIORITY
1. St. Lucie County-City/FPUA Strategy: Key Issues, Direction and City Actions	<input type="text"/>
2. Comprehensive Ordinance Review and Update: Completion	<input type="text"/>
a. Chapter 125 – Planning and Zoning	
b. Purchasing	
3. City Impact Fees: Review, Refinement and Expenditure Direction (with St. Lucie County)	<input type="text"/>
4. City Legislative Advocacy and Agenda: Key Issues, Agenda and Lobbying	<input type="text"/>
5. Proactive City Corporate Communications Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions	<input type="text"/>
6. City Services and Staffing Plan for Growth: Direction and Funding	<input type="text"/>

MANAGEMENT ACTIONS 2023

	PRIORITY
1. American Rescue Program: Direction on \$300,000	<input type="text"/>
2. Management and Employee Succession Plan and Process: Report	<input type="text"/>
3. Labor Negotiations and Contracts:	<input type="text"/>
a. Teamsters	
b. PBA Officer	
c. PBA Lieutenants	
4. IT Enhancement/Master Plan Implementation: Update Report	<input type="text"/>
5. Natural Gas Strategy: Development, Direction and Implementation	<input type="text"/>
6. Customer Service and Working Remotely/Flexible Hours: Update Report	<input type="text"/>
7. Grants and Outside Funding Sources: Identification, Direction and City Actions	<input type="text"/>
8. City Compensation Policy: Class and Comp Study Report, Direction and Funding	<input type="text"/>

MANAGEMENT IN PROGRESS 2023

1. Cyber Security Training/Penetration Testing
2. Recycling Public Awareness/Education Campaign: Launch
3. GIS Initiatives: Project Maps and Sales Initiatives
4. Police Strategic Plan: Annual Update
5. Parking Enforcement Software for Mobile Parking Enforcement: Implementation
6. Online Searchable Portal for Ordinances, Resolutions and Minutes: Creation
7. Police Vehicles Replacement: Acquisition
 - a. Patrol Vehicles Delivery: 20
 - b. Vehicles Order
8. Supervisor Handbook: Completion
9. Police Leadership Program and Succession Plan: Development
10. Animal Shelter and Control: Implementation
11. Guide for Potential Developers: Development
12. Building Tyler/Intergov Software: Implementation
13. Permitting Office Space Relocation: Completion
14. Code Cycle Change: implementation
15. Condominium Inspector: Hired
16. Legal Office's Record-Keeping System Modernization: Completion
17. City's Advisory Boards on Sunshine, Public Records Law, etc. Training Sessions: Completion
18. Tyler/Munis Energov for our Business Tax Receipt Processing: Completion

MANAGEMENT IN PROGRESS 2023 (continued)

19. Records Management Handbook and Reference Guide: Development
20. Citywide Records File Plan: Development
21. City Clerk's Office to Other Departments for Boards and Committees: Expansion;
22. Records Storage Consolidation: Completion
23. Records Room Inventory and File Plan: Development
24. Parking Enforcement – Enforcement Software: Implementation
25. CPTED New Ordinance: Draft and Adoption (**City Commission Decision**)
26. Liens Ordinance Refinement: Draft and Adoption (**City Commission Decision**)
27. Low-Cost Veterinary Clinic at the Shelter: Creation
28. Signage Ordinance Update: Completion (**City Commission Decision**)
29. Boat Trailer Parking Zone at S. Causeway Park: Creation
30. ERP Phase II: Rollout, licenses, permits and fees) of electronic record processing system)
31. ERP Phase III: Rollout (payroll, human resources/ time keeping/ retirement) of electronic record processing system
32. Interdepartmental Training Opportunities: Facilitating
33. Data Center Enhancements – Enterprise Wide
34. Call Center Builds – Enterprise Wide: Completion

**MANAGEMENT IN PROGRESS 2023
(continued)**

34. Call Center Builds – Enterprise Wide: Completion
35. Fortinet Extender Deployments – Failover and SD WAN initiative
36. Circuit Upgrades throughout Enterprise
37. In-House Mental Health Program for Police Department Employees: Development
38. Police Promotional Examination Program: Development
39. Enterprise Fleet Contract
40. Public Works New Work Order System: Implementation
41. New Medium- and Heavy-Duty Equipment: Acquisition
42. Electric & Gas Rate Stabilization Accounts Management
43. City Surplus Properties: Review Inventory and Sale Direction **(City Commission Decision)**

MAJOR PROJECTS 2023

1. Fuel Island: Replacement: Completion
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 2024 – 2028

1. City Facilities/Parks Security: Assessment, Direction and Actions
2. Smart “Gig City” Strategy: Goals/Outcomes, Best Practices, Partners, Report with Options, Direction and City Actions
3. One St. Lucie Regional Homeless Coalition Strategy Development: Participation and Report with Recommendations
4. Street Condition and Funding: Direction and Funding
5. City-FPUA Service Collaboration Actions: Identification of Opportunities and Implementation
6. Proactive City Marketing Action Plan: Update Report, Enhancement Plan, Direction and City Actions
7. Street Sweeping Service Level: Report, Direction and Funding
8. City Employee Training and Professional Development: Report with Recommendations, Direction and Funding
9. Future City Facilities Master Plan: Outcomes, Plan Development, Direction, Project Priorities in CIP and Funding (including City Services and Police Substation West)
10. Department Head Training Program: Completion
11. HR Records Scanning
12. ACH Payments: Vendor Participation
13. Online Payment for All City Fees and Charges: Installation

GOAL 2

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
7. More vibrant and safe Downtown

VALUE TO RESIDENTS

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

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Attracting businesses, developers and residents to Fort Pierce
2. Lack of boat mooring fields – “boat neighborhoods”
3. Creating a world-class tourist destination for residents and visitors
4. Attracting new businesses to Fort Pierce that create sustainable jobs
5. Continuing the momentum in the Downtown area and the surrounding neighborhoods
6. Investing Fort Pierce’s image and reputation
7. Securing a Brightline Station for Fort Pierce
8. Connectivity east-west
9. Investing in City’s aging infrastructure and facilities

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Continuing to support business investments in Fort Pierce
2. Costs of housing for our residents
3. Tapping the development potential of the Port of Fort Pierce and surrounding area
4. Expanding sports tourism in Fort Pierce
5. Addressing Sun Trail through our Downtown
6. Increasing multi-modal transportation in Fort Pierce
7. Maintaining and expanding public access to water
8. Significant public property ownership in our Downtown
9. Climate change and the impacts on Fort Pierce

POLICY ACTIONS 2023

	PRIORITY
1. Downtown Development Master Plan Implementation: Direction and Funding	<input type="text"/>
2. Annexations Strategy/Interlocal Service Boundary Agreement: Paradise Park and Other Enclave(s)	<input type="text"/>
3. Brightline Stop/Station in Fort Pierce: Next Steps	<input type="text"/>
4. County Airport Development: Update and City Actions	<input type="text"/>
5. Tourism Expansion Strategy/Action Plan: Update Report, Direction and City Actions	<input type="text"/>
6. Growth Management Plan: Scope, Development and Adoption	<input type="text"/>

MANAGEMENT ACTIONS 2023

	PRIORITY
1. Parking Pilot Study: Implementation, Evaluation and Future Direction	<input type="text"/>
2. Wave Garden Development: Permitting and Construction	<input type="text"/>
3. King’s Landing Development: Plan Review	<input type="text"/>
4. Port Development: Re-Zoning Direction	<input type="text"/>

MANAGEMENT ACTIONS 2023

	PRIORITY
5. Seaplanes Facility and Service: Design and Construction	<input type="text"/>
6. Landscape Code: Revision	<input type="text"/>
7. Resilient City Strategy/Action Plan: Report, Direction and City Actions	<input type="text"/>
8. Bike Lane over Bridge: Report with Options, Direction, Funding and City Actions	<input type="text"/>
9. Short-Term Vacation Rental: Problem Analysis, Best Practices, Report with Findings and Options, Direction and City Actions	<input type="text"/>
10. Development Review Task Force: Report with Recommendations, Direction and City Actions	<input type="text"/>
11. Sun Trail through Downtown: Update Report, Direction and City Actions	<input type="text"/>
12. Public Transportation Implementation of Agreement: Update Report	<input type="text"/>
13. Island Reclamation Plant Relocation: Design (90%), Groundbreaking and Construction	<input type="text"/>
14. South Beach Plan Development (2): Preparation and Direction	<input type="text"/>
15. Neighborhood Identity and Branding: Consultant Selection and Neighborhood Identification	<input type="text"/>
16. Fisherman’s Wharf Development: Plan Adoption	<input type="text"/>

MANAGEMENT IN PROGRESS 2023

1. Annual Job Fair 2024
2. 1st Floor Utilization Sunrise Center: Buildout
3. Edgartown Code Revisions: Completion
4. Business District Expansion (**City Commission Decision**)
5. Modular/Mobile Housing Code: Revision (**City Commission Decision**)
6. Transportation Concurrency Exemption Area (**City Commission Decision**)
7. Fencing for Vacant Lots Code: Development (**City Commission Decision**)
8. Boarding House/Rooming House Regulations (**City Commission Decision**)
9. Affordable/Workforce Housing Code Incentives (**City Commission Decision**)

MAJOR PROJECTS 2023

1. Septics to Sewers Program: Report and Direction (with FPUA)
2. Street Resurfacing Projects: 2023: Design and Construction
3. Georgia Avenue Outfall Nutrient Removal: Construction
4. Beach Court (Easter Avenue to Florida Avenue) Stormwater Infrastructure Replacement: Design and Construction

MAJOR PROJECTS 2023

(continued)

5. Ohio Avenue (US 1 to 11 Street) Roadway Improvements Project;
 - a. Design
 - b. Construction
6. Avenue B (8th Street to 13th Street) Street Improvements: Construction
7. 16th Street (Avenue K to Avenue I) – Stormwater Replacement: Design
8. Granada Street – Paving: Design
9. Avenue D Streetscape (Indian River Drive to 29th Street)
 - a. Phase 1 Construction
 - b. Phase 2 Design and Construction
10. 13th Street Reconstruction (Georgia Avenue to Orange Avenue): Update Design
11. SUN Trail – Highwayman Trail Gap (Indian Hills Drive to Georgia Avenue): Construction
12. Surfside Drainage / Resurfacing – Phase II and III: Design and Construction
13. Means Court Extension (Avenue B to Moore’s Creek): Construction
14. Indian Hills Recreation Area Stormwater Facility Expansion: Preliminary Engineering
15. Orange Avenue Beautification Project: U. S. 1 to 10th Street: Completion
16. Orange Avenue Beautification Project – FDOT: 13th to 33rd Street: Completion

ON THE HORIZON 2024 – 2028

1. 17th Upgrade: Direction and Funding (North to Graveyard and South to Okeechobee)
2. Home-Based Business Occupancy Code: Revision
3. Lincoln Park Overlay District: Development
Lincoln Park Revitalization: Next Steps
4. Stormwater Master Plan Update: Review, Projects, Project Priorities, Funding and City Actions
5. Electric Vehicles Preparation: Direction and Actions
 - a. City
 - b. Community
 - c. FPUA
6. Western Peninsula: Design and Direction
7. Affordable Housing Advisory Committee: Annual Report:
8. Marketing and Showcase Fort Pierce: Goals, Report with Options, Direction and Funding

ON THE HORIZON 2024 – 2028 (continued)

9. 13th Street Upgrade: Direction and Funding (North and South)
10. Housing Strategy: Development (with Housing Authority)
11. Edgartown Community/Neighborhood Enhancement Strategy: Update Report and Future Direction
12. Retail Business Development: Direction and City Actions
13. Entertainment District Location: Direction
14. County Buildings and Services Relocation: Update, Direction and Next Steps (with St. Lucie County)
15. Comprehensive Housing Subdivisions Development: Assessment of Approvals, Update Report and Future Direction
16. Agricultural Zoning: Concept, Direction and Ordinance Amendments

Goal 3

ENGAGE OUR COMMUNITY

OBJECTIVES

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

VALUE TO RESIDENTS

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

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Determining how to communicate with our community using a variety of methods
2. Helping residents understand the City government policies, programs and services
3. Building trust in City government
4. Communicating accurate information to our community
5. Measuring the effectiveness of communications methods
6. Social media misinformation

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Balancing workplace security and customer service
2. Getting residents to become engaged in neighborhood and community organizations
3. Diverse population of Fort Pierce
4. Reaching out to the entire community
5. Expanding community involvement with new people involved in governance
6. Developing future community leaders and City employees

POLICY ACTIONS 2023

- | | PRIORITY |
|--|----------------------|
| 1. “One Fort Pierce Community” – Strengthening: Next Steps | <input type="text"/> |
| 2. Community Outreach with Faith Community: Commissioner Individual Outreach and Coffee with the City Commission | <input type="text"/> |
| 3. Comprehensive Community Engagement Strategy and Action Plan: Development and Direction | <input type="text"/> |
| 4. Non-Profit Organizations: Performance Accountability Report, Direction and City Actions | <input type="text"/> |

MANAGEMENT ACTIONS 2023

- | | PRIORITY |
|--|----------------------|
| 1. Community Policing Expansion: Actions 2023 | <input type="text"/> |
| 2. Community Events and Festivals: Permitting Fee, Quality Control, Evaluation and Direction | <input type="text"/> |
| 3. Celebrating Community Heroes: Concept Definition, Best Practices, Report with Options, Direction and City Actions | <input type="text"/> |

MANAGEMENT IN PROGRESS 2023

1. Outreach Vehicle “Classroom”: Implementation
2. City Marketing Program Development: Consultant Contract
3. Unity in Our Community

ON THE HORIZON 2024 – 2028

1. Community Youth Outreach: Diverse Population, Direction and Actions

Goal 4

BEAUTIFY OUR COMMUNITY

OBJECTIVES

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

VALUE TO RESIDENTS

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

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Overabundance of unattractive properties on corridors: used car lots, temporary signs/banners, vacant lots and other unsightly items
2. Re-engaging and educating the community on the importance – beautification
3. Determining the degree of enforcement
4. Funding for code compliance, law enforcement and public works
5. Irresponsible property owners who avoid complying with the City Code of Ordinances
6. Vacant land, buildings and homes
7. Working with and aligning the Housing Authority on a common vision and goals
8. Absentee property owners/homeowners not maintaining property
9. Funding of City capital projects

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Negative first impression when you enter Fort Pierce
2. Unsightly refuse containers and dumpsters
3. Improving the entire City with a community unified vision
4. Unattractive Post Office
5. Investing in the maintenance and upgrade of community assets
6. Maintaining City building, landscaping and facilities as a model for our community
7. Addressing issues associated with homelessness
8. Lack of neighborhood pride
9. Developing a higher bar through design and development standards

POLICY ACTIONS 2023

- | | PRIORITY |
|---|----------------------|
| 1. Public Facilities Maintenance Upgrade:
Enhancements: Direction, Funding and City
Actions | <input type="text"/> |
| 2. Annual Beach Renourishment – St. Lucie
County and U. S. Army Corps of Engineers:
City Role and Funding | <input type="text"/> |

MANAGEMENT ACTIONS 2023

- | | PRIORITY |
|---|----------------------|
| 1. Entrances/Gateways/Community
Beautification Plan: Development and
Adoption | <input type="text"/> |
| 2. Mural Projects 2023 (2): Direction | <input type="text"/> |

MANAGEMENT IN PROGRESS 2023

1. Foreclosures Program/Process: Implementation
2. Recycling Campaign: Implementation
3. Code Enforcement/Compliance: Report
4. Historic District Design Code: Revision (**City Commission Decision**)

MAJOR PROJECTS 2023

1. Highwaymen Museum Development: Construction
2. Annual Banner Replacement (Citywide) (150 Replacements)

ON THE HORIZON 2024 – 2028

1. Parks and Playground Upgrade: Direction, Funding and City Actions
2. Tree Policy and Program Expansion: Review and Direction
3. Design and Development Standards: Review and Revision
4. Vacant Lot Development: Report with Options, Direction and City Actions

Goal 5

ENJOY OUR COMMUNITY

OBJECTIVES

1. Value the arts and culture as a community asset
2. Have a variety of recreational programs and activities responsive to the Fort Pierce community
3. Develop new facilities to support new, emerging sports – pickleball, disc golf, etc.
4. Maintain clean water
5. Have effective public transportation
6. Reduce the crime rate through community policing
7. Have a financially sustainable Sunrise Theatre providing diverse, year-round programming

VALUE TO RESIDENTS

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

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Continuing to respond proactively to criminal activities
2. Funding for parks and recreation
3. Expanding a safe marina
4. Maintaining water quality for boating and fishing
5. Addressing issues with the homeless population
6. Expanding and diversify leisure and recreational opportunities and activities for all

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Expanding neighborhood watch and community programs to increase residents' investments in safety and safe community
2. Having strong community events and festivals that involve the residents
3. Continuing the success and expanding regional use of the Golf Course
4. Enhancing the Sunrise Theatre programming
5. Increasing demand for outdoor venues and activities
6. Modernizing parks and their venues

POLICY ACTIONS 2023

	PRIORITY
1. Jaycee Boat Ramp Enhancements: Update Report and Direction	<input type="text"/>
2. Crime Reduction Action Plan: Update Report, New Initiatives, Direction and City Actions	<input type="text"/>
3. Pinewood Recreation Facility Improvements: Completion	<input type="text"/>
4. Community Mental Health Strategy and City Actions (with Community Partners: Development	<input type="text"/>
5. Little Jim Operations: Direction	<input type="text"/>

MANAGEMENT ACTIONS 2023

	PRIORITY
1. Sunrise Theatre Future/Program Expansion: Update Report and Direction	<input type="text"/>
2. Animal Shelter Implementation: Next Steps	<input type="text"/>
3. Lincoln Theater: Request a Update Report	<input type="text"/>
4. Smart City Initiative Development: Direction and Actions	<input type="text"/>

MANAGEMENT IN PROGRESS 2023

1. SHIP Home Rehabilitations (8)
2. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase
3. Sunrise Theatre Marketing: Expansion
4. Sunrise Theatre: Grants
5. Sunrise Theatre Foundation: Fund Raising Event
6. SHIP/First Time Homebuyers Down Payment Assistance Program: Virtual Services
7. Sunrise Theatre Volunteer Program: Expansion
8. Marina Security: Assessment, Plan and Funding
9. Annual Highwaymen Heritage Trail Art Show and Festival 2024
10. Youth Recreation Programs Expansion
11. Marina Office Upgrade(s) – Multi-Phase Approach including Controller, QuickBooks and Scribble
12. Certified Bicycle Patrol Officers Team: Expansion
13. K-9 Program Expansion: Grant Request
14. Police Streamline the Non-Essential Calls
15. Boat Mooring – Boat Neighborhoods: Direction

MAJOR PROJECTS 2023

1. Indian Hills Golf Course Projects
 - a. Final Site Plan for Clubhouse
 - b. Pickleball
 - c. Trash Collection System
2. Fenn Park Reconstruction Project – Phase 2
3. Jaycee Park Connectivity Improvements
4. Savannah Recreation Trail Connectivity to Indian Hills Recreation Area: Design and Construction
5. Optimum Turf Health: Correct Mix
6. New Cart Fleet: Implementation
7. Fuel Dispensers and Management System: Replacement
8. Restroom Showers: Update
9. Sunrise Theatre Upgrade Projects: Completion
 - a. Water Heater Replacement
 - b. Fire Panel Upgrade
 - c. HVAC Automation Migration
10. Indian Hills Golf Course Projects
 - a. Final Site Plan for Clubhouse
 - b. Pickleball
 - c. Trash Collection System

ON THE HORIZON 2024 – 2028

1. Swimming Programs for Youth
2. Old Fort Park Sidewalk Connectivity
3. Sports Fields Additional: Report and Direction
4. Senior Softball: Report and Direction
5. eSports Strategy: Report and Direction
6. Boys/Girls Club for Teens Facility Project: City Role and Funding Participation
7. Recreation/Sports Enhancement: Trends, Report with Options, Direction and City Actions
8. Northside Pump Out Operations

CITY OF FORT PIERCE ACTION AGENDA 2023

City of Fort Pierce Policy Agenda 2023

TOP PRIORITY

HIGH PRIORITY

City of Fort Pierce Management Agenda 2023

TOP PRIORITY

HIGH PRIORITY

City of Fort Pierce

Management in Progress 2023

City of Fort Pierce Major Projects 2023

SECTION 8



ACTION AGENDA 2023 **[Updated: 2/8/23]**

Definitions of Terms

POLICY –

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

MANAGEMENT –

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

MANAGEMENT IN PROGRESS –

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

MAJOR PROJECT –

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

ON THE HORIZON –

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

Fort Pierce Goals 2028

SERVE OUR COMMUNITY



DEVELOP OUR COMMUNITY



ENGAGE OUR COMMUNITY



BEAUTIFY OUR COMMUNITY



ENJOY OUR COMMUNITY

**Policy Agenda 2023
Targets for Action
City of Fort Pierce**

TOP PRIORITY

HIGH PRIORITY

Fort Pierce Policy Agenda 2023

		PRIORITY		
		Priority	Top	High
1	1. St. Lucie County-City/FPUA Strategy: Key Issues, Direction and City Actions			
1	2. Comprehensive Ordinance Review and Update: Completion			
1	3. City Impact Fees: Review, Refinement and Expenditure Direction (with St. Lucie County)			
1	4. City Legislative Advocacy and Agenda: Key Issues, Agenda and Lobbying			
1	5. Proactive City Corporate Communications Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions			
1	6. City Services and Staffing Plan for Growth: Direction and Funding			
2	7. Downtown Development Master Plan Implementation: Direction and Funding			
2	8. Annexations Strategy/Interlocal Service Boundary Agreement: Paradise Park and Other Enclave(s)			

*Number to far-left of area correlates the Goal to the Action listed

Fort Pierce Policy Agenda 2023

		PRIORITY		
		Priority	Top	High
2	9. Brightline Stop/Station in Fort Pierce: Next Steps			
2	10. County Airport Development: Update and City Actions			
2	11. Tourism Expansion Strategy/Action Plan: Update Report, Direction and City Actions			
2	12. Orange Avenue Corridor Complete Streets: Direction and Funding Mechanism			
2	13. Growth Management Plan: Scope, Development and Adoption			
3	14. “One Fort Pierce Community” – Strengthening: Next Steps			
3	15. Community Outreach with Faith Community: Commissioner Individual Outreach and Coffee with the City Commission			
3	16. Comprehensive Community Engagement Strategy and Action Plan: Development and Direction			

Fort Pierce Policy Agenda 2023

		PRIORITY		
		Priority	Top	High
4	17. Public Facilities Maintenance Upgrade Enhancements: Direction, Funding and City Actions			
4	18. Annual Beach Renourishment – St. Lucie County and U. S. Army Corps of Engineers: City Role and Funding			
5	19. Jaycee Boat Ramp Enhancements: Update Report and Direction			
5	20. Crime Reduction Action Plan: Update Report, New Initiatives, Direction and City Actions			
5	21. Pinewood Recreation Facility Improvements: Direction and Funding			
5	22. Community Mental Health Strategy and City Actions (with Community Partners: Development			
5	23. Little Jim Operations: Direction			
	24.			

**Management Agenda 2023
Targets for Action
City of Fort Pierce**

TOP PRIORITY

HIGH PRIORITY

Fort Pierce Management Agenda 2023

		PRIORITY		
		Priority	Top	High
1	1. American Rescue Program: Direction on			
1	2. Management and Employee Succession Plan and Process: Report			
1	3. Labor Negotiations and Contracts: a. Teamsters b. PBA Officer c. PBA Lieutenants			
1	4. IT Enhancement/Master Plan Implementation: Update Report			
1	5. Natural Gas Strategy: Development, Direction and Implementation			
1	6. Customer Service and Working Remotely/Flexible Hours: Update Report			
1	7. Grants and Outside Funding Sources: Identification, Direction and City Actions			
1	8. City Compensation Policy: Class and Comp Study Report, Direction and Funding			

Fort Pierce Management Agenda 2023

		PRIORITY		
		Priority	Top	High
2	9. Parking Pilot Study: Implementation, Evaluation and Future Direction	2022 M/CC Mgmt		
2	10. Wave Garden Development: Permitting and Construction			
2	11. King's Landing Development: Plan Review			
2	12. Port Development: Re-Zoning Direction			
2	13. Seaplanes Facility and Service: Design and Construction			
2	14. Landscape Code: Revision			
2	15. Resilient City Strategy/Action Plan: Report, Direction and City Actions			
2	16. Bike Lane over Bridge: Report with Options, Direction, Funding and City Actions			

Fort Pierce Management Agenda 2023

		PRIORITY		
		Priority	Top	High
2	17. Short-Term Vacation Rental: Problem Analysis, Best Practices, Report with Findings and Options, Direction and City Actions			
2	18. Development Review Task Force: Report with Recommendations, Direction and City Actions			
2	19. Sun Trail through Downtown: Update Report, Direction and City Actions			
2	20. Public Transportation Implementation of Agreement: Update Report			
2	21. Island Reclamation Plant Relocation: Design (90%), Groundbreaking and Construction			
2	22. South Beach Plan Development (2): Preparation and Direction			
2	23. Neighborhood Identity and Branding: Consultant Selection and Neighborhood Identification			
2	24. Fisherman’s Wharf Development: Plan Adoption			

Fort Pierce Management Agenda 2023

		PRIORITY		
		Priority	Top	High
2	25. Community Policing Expansion: Actions 2023			
3	26. Community Events and Festivals: Permitting Fee, Quality Control, Evaluation and Direction			
3	27. Celebrating Community Heroes: Concept Definition, Best Practices, Report with Options, Direction and City Actions			
4	28. Entrances/Gateways/Community Beautification Plan: Development and Adoption			
4	29. Mural Projects 2023 (2): Direction			
5	30.. Sunrise Theatre Future/Program Expansion: Update Report and Direction			
5	31. Animal Shelter Implementation: Next Steps			
5	32. Lincoln Theater: Request an Update Report			

Fort Pierce Management Agenda 2023

		PRIORITY		
		Priority	Top	High
5	33. Smart City Initiative Development: Direction and Actions			
	34.			
	35.			
	36.			
	37.			
	38..			
	39.			
	40.			

Fort Pierce Action Outlines 2023

GOAL 1	SERVE OUR COMMUNITY
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ACTION: St. Lucie County-City/FPUA Strategy: Key Issues, Direction and City Actions

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

•

1.

Responsibility: City Commission/City Manager

**ACTION: Comprehensive Ordinance Review and Update:
Completion**

PRIORITY
Policy

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
•	A. Planning and Zoning – Chapter 125	
	1. Complete internal review of current ordinances	8/23
	2. Identify needed changes and prepare draft ordinances	11/23
	3. Planning Board: Review and Recommendations	12/23
	4. DECISION: Planning and Zoning Ordinances Adoption	2/24
	B. Purchasing	
	1. Complete internal review	8/23
	2. Identify needed changes and prepare draft ordinances	11/23
	3. DECISION: Purchasing Ordinances Adoption	12/23

Responsibility: Planning Director/Finance Director/City Attorney

ACTION: City Impact Fees: Review, Refinement and Expenditure Direction (with St. Lucie County)

PRIORITY
Policy

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Law Enforcement Impact Fees • Cost of Services and Facilities • Projects • Impact Fee Marketplace • Expenditure Direction • Working with St. Lucie County 	<ol style="list-style-type: none"> 1. Provide information to Consultant 2. Complete Report by Consultant 3. Finalize Report with Recommendations 4. BUDGET WORKSHOP: Discussion and Direction 5. DECISION: Impact Fee Adoption 	<p>4/23</p> <p>6/23</p> <p>7/23</p> <p>7/23</p> <p>9/23</p>

Responsibility: Planning Director

ACTION: City Legislative Advocacy and Agenda: Key Issues, Agenda and Lobbying

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

- Wastewater Treatment Plant: \$45 million
- Avenue "D": Approved: \$1.5 million

1. Establish Legislative Agenda
2. Present Agenda to Legislative Delegation
3. Lobbying State Legislature

Completed
Completed
Ongoing
Monitoring

Responsibility: City Manager

ACTION: Proactive City Corporate Communications Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions

PRIORITY
Policy

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Goals • Roles: City Government • ROI – Effectiveness of Methods • Differing Approaches for Different Demographics • Moving Target: Methods and Platforms • Resources Need • Funding Level • Information Security • Third Party Platforms • Changing Social Media Environment 	<ol style="list-style-type: none"> 1. Complete an Assessment of current methods 2. Prepare Update Report and budget recommendations 3. BUDGET WORKSHOP: Presentation and Direction 4. DECISION: Communications Programs and Funding Level 	<p>5/23</p> <p>6/23</p> <p>7/23</p> <p>9/23</p>

Responsibility: Information Technology Director

ACTION: City Services and Staffing Plan for Growth: Direction and Funding

PRIORITY
Policy

Key Issues

- Homestead Cap Growth: 3% to 2%
- Millage Rate: 6.9 to 7.2
- Housing Valuation
- Increasing Operational Costs
- Population Growth and Growth in Demands for City Services
- Average Households: \$300 per year
-

Activities/Milestones

1. Prepare proposed Budget FY 24
2. **BUDGET WORKSHOP: Direction**
3. **DECISION: Budget FY 24 Adoption**

Time

- 7/23
- 7/23
- 9/23

Responsibility: City Manager/Finance Director

ACTION: American Rescue Program: Direction on

PRIORITY
Mgmt

Key Issues

- Unallocated Funds: \$300,000

Activities/Milestones

1. Develop Allocation Plan for \$300,000
2. **BUDGET WORKSHOP:
Direction and Decision**

Time

6/23

7/23

Responsibility: Finance Director

ACTION: Management and Employee Succession Plan and
Process: Report

PRIORITY
Mgmt

Key Issues

- Public Works Director
- City Engineer
- Marina Director
- City Manager

Activities/Milestones

1. Prepare Update Report
2. **Conference Agenda: Report Presentation**

Time

7/23
8/23

Responsibility: City Manager

ACTION: Labor Negotiations and Contracts:

- a. Teamsters
- b. PBA Officer
- c. PBA Lieutenants

PRIORITY
Mgmt

Key Issues

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	<u>Activities/Milestones</u>	<u>Time</u>
A. Teamsters		
1. Begin negotiations		5/23
2. Complete negotiations		10/23
3. DECISION: Contract Approval		11/23
B. PBA Police Officers		
1. Begin negotiations		2/23
2. Complete negotiations		4/23
3. DECISION: Contract Approval		5/23
C. PBA Lieutenants		
1. Begin negotiations		2/23
2. Complete negotiations		4/23
3. DECISION: Contract Approval		5/23

Responsibility: Human Resources Director

ACTION: IT Enhancement/Master Plan Implementation: Update Report

PRIORITY
Mgmt

Key Issues

•

Activities/Milestones

1. Prepare Update Report
2. **Conference Agenda:
Presentation and Discussion**

Time

3/23
4/23

Responsibility: Information Services Director

ACTION: Natural Gas Strategy: Development, Direction and Implementation

PRIORITY
Mgmt

Key Issues

- Prices Locked In for Three Years

Activities/Milestones

1. Prepare Update Report
2. **Strategic Planning Workshop: Presentation and Discussion**

Time

4/23
4/23

Responsibility: FPUA

ACTION: Customer Service and Working Remotely/Flexible Hours: Update Report

PRIORITY
Mgmt

Key Issues

- Supplying Equipment
- Security
- Performance Monitoring and Accountability
- Different Departments Different Needs
- Potential City Liability
- Equipment Back Order

Activities/Milestones

1. Receive departmental policies and practices
2. Prepare a Comprehensive Report
3. **Conference Agenda: Presentation and Discussion**

Time

- 4/23
- 5/23
- 6/23

Responsibility: Human Resources Director

ACTION: Grants and Outside Funding Sources: Identification, Direction and City Actions

PRIORITY
Mgmt

Key Issues

- Matching Funding
- Reporting Requirements
- Administrative Costs
- Application Process

Activities/Milestones

1. Receive from departments current and potential grants
2. Prepare report for City Manager
3. **BUDGET WORKSHOP: Presentation and Discussion**

Time

- 4/23
- 7/23
- 7/23

Responsibility: Finance Director

ACTION: City Compensation Policy: Classification and,
 Compensation Study Report Direction and Funding

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

• Competitive Employment	1. Complete the Class and Comp Study	4/23
• Shortage Selected Positions	2. Review by City Manager	5/23
• Financial Constraints and Realities	3. BUDGET WORKSHOP:	7/23
•	Presentation and Discussion	

Responsibility: Human Resources Director

Management in Progress 2023

TIME

1	1. Cyber Security Training/Penetration Testing	IT	4/23
1	2. Recycling Public Awareness/Education Campaign: Launch	PW	7/23
1	3. GIS Initiatives: Project Maps and Sales Initiatives	IT	Ongoing
1	4. Police Strategic Plan: Annual Update	Police	6/23
1	5. Parking Enforcement Software for Mobile Parking Enforcement: Implementation	CR	8/23
1	6. Online Searchable Portal for Ordinances, Resolutions and Minutes: Creation	IT	9/23
1	7. Police Vehicles Replacement: Acquisition	PW	
	a. Patrol Vehicles Delivery: 20	Police	8/23
	b. Vehicles Order		Ongoing
1	8. Supervisor Handbook: Completion	HR	10/23
1	9. Police Leadership Program and Succession Plan: Development	Police	7/23
1	10. Animal Shelter and Control: Implementation	CR	3/23
1	11. Guide for Potential Developers: Development	Planning	5/23
1	12. Building Tyler/Intergov Software: Implementation	B	7/23
1	13. Permitting Office Space Relocation: Completion	B	12/23
1	14. Code Cycle Change: implementation	B	12/23
1	15. Condominium Inspector: Hired	B	12/23
1	16. Legal Office's Record-Keeping System Modernization: Completion	CA	12/23
1	17. City's Advisory Boards on Sunshine, Public Records Law, etc. Training Sessions: Completion	CA	Ongoing
1	18. Tyler/Munis Energov for our Business Tax Receipt Processing: Completion	CC	10/23

Management in Progress 2023

TIME

1	19.	Records Management Handbook and Reference Guide: Development	CC	7/23
1	20.	Citywide Records File Plan: Development	CC	12/23
1	21.	City Clerk’s Office to Other Departments for Boards and Committees: Expansion;	CC	Ongoing
1	22.	Records Storage Consolidation: Completion	CC	12/23
1	23.	Records Room Inventory and File Plan: Development	CC	12/24
1	24.	Parking Enforcement – Enforcement Software: Implementation	CR	7/23
1	25.	CPTED New Ordinance: Draft and Adoption (City Commission Decision)	CR	4/23
1	26.	Liens Ordinance Refinement: Draft and Adoption (City Commission Decision)	CR	4/23
1	27.	Low-Cost Veterinary Clinic at the Shelter: Creation	CR	10/23
1	28.	Signage Ordinance Update: Completion (City Commission Decision)	CR	9/23
1	29.	Boat Trailer Parking Zone at S. Causeway Park: Creation	Engr/PW	6/23
1	30.	ERP Phase II: Rollout, licenses, permits and fees) of electronic record processing system)	FIN	10/23
1	31.	ERP Phase III: Rollout (payroll, human resources/ time keeping/ retirement) of electronic record processing system	FIN	10/23
1	32.	Interdepartmental Training Opportunities: Facilitating	HR	Ongoing
1	33.	Data Center Enhancements – Enterprise Wide	IT	Ongoing
1	34.	Call Center Builds – Enterprise Wide: Completion	IT	7/23
1	35.	Fortinet Extender Deployments – Failover and SD WAN initiative	IT	3/23
1	36.	Circuit Upgrades throughout Enterprise	IT	10/23

Management in Progress 2023

			TIME
1	37.	In-House Mental Health Program for Police Department Employees: Development	POLICE 10/23
1	38.	Police Promotional Examination Program: Development	POLICE 5/23
1	39.	Enterprise Fleet Contract	POLICE Ongoing
1	40.	Public Works New Work Order System: Implementation	PW 12/23
1	41.	New Medium- and Heavy-Duty Equipment: Acquisition	PW 12/23
1	42.	Electric & Gas Rate Stabilization Accounts Management	FPUA Ongoing
1	43.	City Surplus Properties: Review Inventory and Sale Direction (City Commission Decision)	CM 8/23

Major Projects 2023 – 2023

			TIME
1	1.	Fuel Island: Replacement: Completion	PW 12/23
1	2.	City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall); CIP FY 2021 Funded and Implementation	PW 8/23
1	3.	Annual Road Resurfacing Projects	Engr 5/23

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

ACTION: Downtown Development Master Plan Implementation:
Direction and Funding

PRIORITY
Policy

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> Streetscape Project Beautification Project Pedestrian Connectivity 	<ol style="list-style-type: none"> 1. Establish CIP Plan for Downtown – Projects 2. Identify funding sources 3. Prepare Report 4. BUDGET WORKSHOP: Presentation and Direction 	<p>3/23</p> <p>6/23</p> <p>6/23</p> <p>7/23</p>

Responsibility: City Manager

ACTION: Annexations Strategy/Interlocal Service Boundary Agreement: Paradise Park and Other Enclave(s)

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

•

- | | | |
|----|---|------|
| 1. | Work with St. Lucie County on Paradise Park Annexation | 3/23 |
| 2. | JOINT FPUA MEETING: Enclaves and Strategic Annexations | 4/23 |
| 3. | DECISION: 12-15 Individual Annexations | 5/23 |
| 4. | DECISION: Paradise Park Annexation | 7/23 |

Responsibility: City Manager

ACTION: Brightline Stop/Station in Fort Pierce: Proactive Next Steps

PRIORITY
Policy

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Location	1. Monitor actions	Ongoing
• Future Land Use	2. Develop Future Land Use	8/23
• Station Design	3. Planning Board: Review	8/23
• Potential Development Partner	4. DECISION: Brightline Station Future Land Use	9/23
• Outside Funding Sources	5. Develop Conceptual Design	10/23
	6. Identify Potential Partner	10/23
	7. Conference Agenda: Presentation Brightline Station Conceptual Design and Potential Partnership	11/23
	8. Lobby Federal Government and State of Florida for funding	Ongoing
	9. Receive Response from Brightline	12/23

Responsibility: Planning Direction

ACTION: County Airport Development: Update and City Actions

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

•

Responsibility:

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

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

•

- 1. Update Report from Tourism Development Committee**

6/23

Responsibility: Sunrise Theatre Director/City Commissioner J Johnson

ACTION: Growth Management Plan: Scope, Development and Adoption

PRIORITY
Policy

Key Issues

- Water Expansion
- Wastewater Expansion
- Funding
- Community Needs
- Future Growth Direction

Activities/Milestones

1. Define scope of project
2. **JOINT FPUA STRATEGIC PLANNING WORKSHOP – Water and Wastewater**
3. Prepare Growth Report
4. **Conference Agenda: Presentation and Discussion**

Time

- 3/23
4/23

9/23
10/23

Responsibility: FPUA/City Manager

ACTION: Parking Pilot Study: Implementation, Evaluation and Future Direction

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

•

1. Install Paid Parking and Enforcement Software
2. Kick off Pilot Project

8/23

10/23

Responsibility: Community Response Director

ACTION: Wave Garden Development: Permitting and Construction

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

•

- | | |
|-----------------------|-------|
| 1. Issue Permit | 10/23 |
| 2. Begin construction | 1/24 |

Responsibility: Building Official

ACTION: King's Landing Development: Plan Review

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

•

- | | |
|-------------------------------------|------|
| 1. Complete Plan Development Review | 4/23 |
| 2. Begin Construction | 9/23 |

Responsibility: Building Official

ACTION: Port Development: Re-Zoning Direction

PRIORITY
Mgmt

Key Issues

•

Activities/Milestones

1. Planning Board: Review
2. **DECISION: Port Re-zoning Approval**

Time

4/23
5/23

Responsibility: Planning Director

ACTION: Seaplanes Facility and Service: Design and Construction

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

•

- | | |
|-----------------------|-------|
| 1. Complete Design | 10/23 |
| 2. Issue Permit | 10/23 |
| 3. Begin construction | 11/23 |
| 4. Open | 6/24 |

Responsibility: City Engineer

ACTION: Landscape Code: Revision

PRIORITY
Mgmt

Key Issues

•

Activities/Milestones

1. Planning Board: Review
2. **DECISION: Landscape Code Adoption**

Time

11/23
12/23

Responsibility: Planning Director

ACTION: Resilient City Strategy/Action Plan: Report, Direction and City Actions

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

•

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Conference Agenda: Resiliency Strategy/Action Plan Discussion and Direction 2. DECISION: Resiliency Strategy/Action Plan Resolution Adoption 3. DECISION: Funding Mechanism Stormwater Fund 4. Planning Board: Seawall Ordinance Review 5. DECISION: Seawall Ordinance Adoption 6. Identify pump station flooding problems and options for land acquisition 7. Conference Agenda: Pump Station Flooding Presentation and Discussion | <p>3/23</p> <p>5/23</p> <p>5/23</p> <p>6/23</p> <p>7/23</p> <p>8/23</p> <p>9/23</p> |
|---|---|

Responsibility: Building Official

ACTION: Bike Lane over Bridge: Report with Options, Direction, Funding and City Actions

PRIORITY
Mgmt

Key Issues

- \$1 million Project Cost
- St. Lucie County Participation

Activities/Milestones

- | | <u>Time</u> |
|---|-------------|
| 1. Conference Agenda: Bike Lane over Bridge Discussion and Direction | 3/23 |
| 2. Pursue TPO and FDOT Funding | 4/23 |
| 3. Receive notification of funding | 5/23 |

Responsibility: City Engineer

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

PRIORITY
Mgmt

Key Issues

•

Activities/Milestones

Time

- | | |
|---|------|
| 1. Prepare Report – Status and Costs | 5/23 |
| 2. Conference Agenda: Short-Term Vacation Rental Report Discussion and Direction | 6/23 |

Responsibility: Community Response Director

ACTION: Development Review Task Force: Report with Recommendations, Direction and City Actions

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

•

1. Prepare Update Report with Recommendations
2. **Conference Agenda:
Development Review Task
Force Report Discussion and
Direction**

8/23

9/23

Responsibility: Planning Director

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

PRIORITY
Mgmt

Key Issues

•

Activities/Milestones

Time

1. Complete Preliminary Design on Indian River Drive 9/23
2. Prepare Update Report 9/23
3. **Conference Agenda: Sun Trail – Indian River Drive Report Discussion and Direction** 10/23

Responsibility: City Engineer

ACTION: Public Transportation Implementation of Agreement:
Update Report

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

•

- 1. Request Update Report from St. Lucie County Community Transit Department**

6/23

Responsibility: City Manager

ACTION: Island Reclamation Plant Relocation: Design (90%),
Groundbreaking and Construction

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

•

1. Complete 90% Design

9/23

Responsibility: FPUA

ACTION: South Beach Plan Development (2): Preparation and Direction

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

•

1. Review Planned Developments (2) 5/23
2. Planning Board: Review 8/23
3. **DECISION: South Beach PD (2) Approval** 10/23

Responsibility: Planning Director

ACTION: Neighborhood Identity and Branding – Phase 1:
 Consultant Selection and Neighborhood Identification

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

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- | | |
|---|-------|
| 1. Issue RFP for consulting services | 3/23 |
| 2. DECISION: Award Contract for Neighborhood identity and Branding | 8/23 |
| 3. Develop Plan by consultant | 12/23 |
| 4. Select Neighborhoods for Phase 1 | 1/24 |

Responsibility: City Manager

ACTION: Fisherman's Wharf Development: Plan Adoption

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

•

1. Prepare Boat Ramp Land Use Amendment/Plan Development 8/23
2. Planning Board: review 9/23
3. **DECISION: Boat Ramp Land Use Amendment Adoption/Plan Development Approval** 12/23

Responsibility: Planning Director

Management in Progress 2023

			TIME
2.	1.	Annual Job Fair 2024	Finance 1/24
2	2.	1 st Floor Utilization Sunrise Center: Buildout	PW 2/24
2	3.	Edgartown Code Revisions: Completion	PLAN 3/23
2	4.	Business District Expansion (City Commission Decision)	PLAN 8/23
2	5.	Modular/Mobile Housing Code: Revision (City Commission Decision)	PLAN 7/23
2	6.	Transportation Concurrency Exemption Area (City Commission Decision)	PLAN 10/23
2.	7.	Fencing for Vacant Lots Code: Development (City Commission Decision)	PLAN 5/23
2	8.	Boarding House/Rooming House Regulations (City Commission Decision)	PLAN 4/23
2	9.	Affordable/Workforce Housing Code Incentives (City Commission Decision)	PLAN 11/23
2	10.	Noise Ordinance: Review and Revision (City Commission Decision)	PLAN 11/23

Major Projects 2023 – 2023

			TIME
2.	1. Septics to Sewers Program: Report and Direction	FPUA	Ongoing
2	2. Street Resurfacing Projects: 2023: Design and Construction	ENGR	5/23
2	3. Georgia Avenue Outfall Nutrient Removal: Construction	ENGR	6/23
2	4. Beach Court (Easter Avenue to Florida Avenue) Stormwater Infrastructure Replacement: Design and Construction	ENGR	5/23
2	5. Ohio Avenue (US 1 to 11 Street) Roadway Improvements Project;	ENGR	
	a. Design		5/23
	b. Construction		1/24
2	6. Avenue B (8 th Street to 13 th Street) Street Improvements: Construction	ENGR	11/23
2.	7. 16 th Street (Avenue K to Avenue I) – Stormwater Replacement: Design	ENGR	6/23
2	8. Granada Street – Paving: Design	ENGR	6/23
2	9. Avenue D Streetscape (Indian River Drive to 29 th Street)	ENGR	
	a. Phase 1 Construction		9/23
	b. Phase 2 Design and Construction		9/23
2	10. 13 th Street Reconstruction (Georgia Avenue to Orange Avenue): Update Design	ENGR	7/23
2	11. SUN Trail – Highwayman Trail Gap (Indian Hills Drive to Georgia Avenue): Construction	ENGR	1/24
2.	12. Surfside Drainage / Resurfacing – Phase II and III: Design and Construction	ENGR	9/24
2	13. Means Court Extension (Avenue B to Moore’s Creek): Construction	ENGR	8/23
2	14. Indian Hills Recreation Area Stormwater Facility Expansion: Preliminary Engineering	ENGR	8/23
2	15. Orange Avenue Beautification Project: U. S. 1 to 10 th Street: Completion	ENGR	3/23
2	16. Orange Avenue Beautification Project – FDOT: 13 th to 33 rd Street: Completion	FDOT	2024

GOAL 3	ENGAGE OUR COMMUNITY
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ACTION: “One Fort Pierce Community” – Strengthening: Next Steps

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

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1.

Responsibility: City Commission

ACTION: Community Outreach with Faith Community:
Commissioner Individual Outreach and Coffee with the
City Commission

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

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1.

Responsibility: City Commission

ACTION: Comprehensive Community Engagement Strategy and Action Plan: Development and Direction

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

•

1.

Responsibility: City Commission

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

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

•

[DROP]

Responsibility:

ACTION: Community Policing Expansion: Actions 2023

PRIORITY
Mgmt

Key Issues

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Activities/Milestones

1. Prepare Update Report
2. **Conference Agenda:
Community Policing
Expansion Report**

Time

6/23
6/23

Responsibility:

ACTION: Community Events and Festivals: Permitting Fee, Quality Control, Evaluation and Direction

PRIORITY
Mgmt

Key Issues

- Rental Fees
- Costs
- Residents vs. Non-Residents

Activities/Milestones

- | | |
|---|------|
| 1. Prepare Report | 6/23 |
| 2. Conference Agenda:
Community Events Report
Discussion and Direction | 6/23 |
| 3. Administrative Decision: Fees | 7/23 |

Time

Responsibility: Public Works Director

ACTION: Celebrating Community Heroes: Concept Definition,
Best Practices, Report with Options, Direction and City
Actions

PRIORITY
Mgmt

Key Issues

- Rental Fees
- Costs
- Residents vs. Non-Residents

1. Prepare draft design
2. **DECISION: Celebrating
Community Heroes Direction**

Time

4/23

5/23

Responsibility: Public Works Director

Management in Progress 2023

			TIME
3	1. Outreach Vehicle "Classroom": Implementation	Police	12/23
3	2. City Marketing Program Development: Consultant Contract	Marina	7/23
3	3. Unity in Our Community	Police	7/23

GOAL 4	BEAUTIFY OUR COMMUNITY
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ACTION: Public Facilities Maintenance/Appearance Upgrade
Enhancements: Direction, Funding and City Actions

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

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- | | |
|---|------|
| 1. Identify opportunities | 5/23 |
| 2. Prepare budget proposal | 6/23 |
| 3. BUDGET WORKSHOP: Public Facilities Maintenance/Appearance Upgrade | 7/23 |
| 4. DECISION: Budget FY 24 Adoption Funding | 9/23 |

Responsibility: Public Works Director

ACTION: Annual Beach Renourishment – St. Lucie County and U. S. Army Corps of Engineers: City Role and Funding

PRIORITY
Policy

Key Issues

- \$1 million over 4 years

Activities/Milestones

- | | |
|--|------|
| 1. DECISION: FPRA Contribution | 5/23 |
| 2. Identify funding in the CIP | 6/23 |
| 3. BUDGET WORKSHOP: Beach Renourishment Funding | 7/23 |

Time

Responsibility: City Manager

ACTION: Entrances/Gateways/Community Beautification Plan:
Development and Adoption

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

- - A. Wayfinding Signs
 - 1. Bid for Wayfinding Signs 3/23
 - 2. **DECISION: Award Contract for Wayfinding Signs Installation** 4/23
 - 3. Complete installation 12/23
 - B. Entrance Signs
 - 1. Expand contract to include Entrance Signs 6/23
 - 2. Complete installation 12/23

Responsibility: Public Works Director

ACTION: Mural Projects 2023 (2): Direction

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

•

1. Complete murals (3)

12/23

Responsibility: City Manager

Management in Progress 2023 – 2023

			TIME
4	1. Foreclosures Program/Process: Implementation	CA	Ongoing
4	2. Recycling Campaign: Implementation	PW	7/23
4	3. Code Enforcement/Compliance: Report	CR	1/24
4	4. Historic District Design Code: Revision (City Commission Decision)	PLAN	10/23

Major Projects 2023 – 2023

			TIME
4	1. Highwaymen Museum Development: Construction	CM	8/23
4	2. Annual Banner Replacement (Citywide) (150 Replacements)	PW	4/23

GOAL 5	ENJOY OUR COMMUNITY
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ACTION: Jaycee Boat Ramp Enhancements: Update Report and Direction

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

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1. Complete Preliminary Design 3/23
2. **DECISION: Jaycee Boat Ramp Construction Funding** 4/23
3. Complete construction 9/23

Responsibility: City Engineer

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

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

•

- 1. Conference Agenda: Report Presentation**

6/23

Responsibility: Police Chief

ACTION: Pinewood Recreation Facility Improvements:
Completion

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

•

- | | |
|-----------------------------------|------|
| 1. Install Playsets | 8/23 |
| 2. Refresh Pavilion and Restrooms | 8/23 |
| 3. Complete Pickle Ball Court | 2/23 |

Responsibility: Public Works Director

ACTION: Community Mental Health Strategy and City Actions
(with Community Partners: Development

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

•

1.

Responsibility:

ACTION: Little Jim Operations: Direction

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

-

1. DECISION: Lease Direction

6/23

Responsibility: City Manager

ACTION: Sunrise Theatre Future/Program Expansion: Update Report and Direction

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

•

- 1. Conference Agenda: Sunrise Theater Annual Report**

12/23

Responsibility: Sunrise Theatre Director

ACTION: Animal Shelter Implementation: Next Steps

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

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- | | |
|--|----------|
| 1. Complete onboarding | 3/235/23 |
| 2. Complete IT infrastructure | |
| 3. Stabilize Veterinarian Services and Price | 6/23 |
| 4. Expand Outreach Program | 9/23 |

Responsibility: Community Response Director

ACTION: Lincoln Theater: Request an Update Report

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

•

1. Request Update Report

5/23

Responsibility: City Manager

ACTION: Smart City Initiative Development: Direction and Actions

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

•

- | | |
|---|-------|
| 1. Complete Downtown Fiber | 5/23 |
| 2. Complete Lincoln Park Fiber | 6/23 |
| 3. Complete Industrial Park (Airport) Fiber | 12/23 |
| 4. Finalize agreement on Downtown Kiosk | 5/23 |
| 5. Issue RFQ for Kiosk | 10/23 |

Responsibility: FPUA

Management in Progress 2023

			TIME
5	1. SHIP Home Rehabilitations (8)	Finance	Ongoing
5	2. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase	SR	Ongoing
5	3. Sunrise Theatre Marketing: Expansion	SR	Ongoing
5	4. Sunrise Theatre: Grants	SR	Ongoing
5	5. Sunrise Theatre Foundation: Fund Raising Event	SR	Ongoing
5	6. SHIP/First Time Homebuyers Down Payment Assistance Program: Virtual Services	Finance	Ongoing
5	7. Sunrise Theatre Volunteer Program: Expansion	SR	Ongoing
5	8. Marina Security: Assessment, Plan and Funding	Marina	4/23
5	9. Annual Highwaymen Heritage Trail Art Show and Festival 2024	Finance	2/24
5	10. Youth Recreation Programs Expansion	PW	6/23
5	11. Marina Office Upgrade(s) – Multi-Phase Approach including Controller, QuickBooks and Scribble	IT	6/23
5	12. Certified Bicycle Patrol Officers Team: Expansion	POLICE	8/23
5	13. K-9 Program Expansion: Grant Request	POLICE	10/23
5	14. Police Streamline the Non-Essential Calls	POLICE	Ongoing
5	15. Boat Mooring – Boat Neighborhoods: Direction	FPCM	10/23

Major Projects 2023

TIME

5	1. Indian Hills Golf Course Projects	IHGC	
	a. Final Site Plan for Clubhouse		4/23
	b. Pickleball		2/24
	c. Trash Collection System		5/23
5	2. Fenn Park Reconstruction Project – Phase 2	PW	9/23
5	3. Jaycee Park Connectivity Improvements	PW	12/23
5	4. Savannah Recreation Trail Connectivity to Indian Hills Recreation Area: Design and Construction	Engr	10/23
5	5. Optimum Turf Health: Correct Mix	IHGC	10/23
5	7. New Cart Fleet: Implementation	IHGC	2/24
5	8. Fuel Dispensers and Management System: Replacement	FPCM	10/23
5	9. Restroom Showers: Update	FPCM	9/23
5	10. Sunrise Theatre Upgrade Projects: Completion	ST	
	a. Water Heater Replacement		4/23
	b. Fire Panel Upgrade		8/23
	c. HVAC Automation Migration		5/23
5	11. Beach Volleyball at Jaycee Park: Installation	PW	10/23

Policy Calendar 2023

MONTH

March 2023

1. **Conference Agenda: Resiliency Strategy/Action Plan Discussion and Direction**

2. **Conference Agenda: Bike Lane over Bridge Discussion and Direction**

- 3.

- 4.

- 5.

- 6.

- 7.

- 8.

MONTH

April 2023

1. **Conference Agenda: IT Master Plan Report Presentation and Discussion**
2. **FPUA Strategic Planning Workshop: Presentation and Discussion**
3. **CPTED New Ordinance: Draft and Adoption (City Commission Decision)**
4. **Liens Ordinance Refinement: Draft and Adoption (City Commission Decision)**
5. **Boarding House/Rooming House Regulations (City Commission Decision)**
6. **DECISION: Award Contract for Wayfinding Signs Installation**
7. **DECISION: Jaycee Boat Ramp Construction Funding**
- 8.

MONTH

May 2023

1. **DECISION: PBA Officers Contract Approval**
2. **DECISION: PBA Lieutenants Contract Approval**
3. **DECISION: 12-15 Individual Annexations**
4. **DECISION: Port Re-Zoning Approval**
5. **DECISION: Resiliency Strategy/Action Plan Resolution Adoption**
6. **Fencing for Vacant Lots Code: Development (City Commission Decision)**
7. **DECISION: Celebrating Community Heroes Direction**
8. **DECISION: FPRA Contribution**

MONTH

June 2023

1. **Conference Agenda: Customer Services and Working Remotely Presentation and Discussion**
2. **Update Report from Tourism Development Committee**
3. **Conference Agenda: Short-Term Vacation Rental Report Discussion and Direction**
4. **Request Update Report from St. Lucie County Community Transit Department**
5. **Conference Agenda: Community Policing Expansion/Crime Reduction Action Plan Report**
6. **Conference Agenda: Community Events Report Discussion and Direction**
7. **DECISION: Little Jim Lease Direction**
- 8.

MONTH

July 2023

1. **BUDGET WORKSHOP: Discussion and Direction**
 - a. Proactive Communications Enhancements
 - b. City services and Staffing
 - c. American Rescue Dollars Allocation
 - d. Grants and outside Funding Sources
 - e. City Compensation
 - f. Downtown CIP Projects
 - g. Public Facilities Maintenance Appearance Upgrade Enhancement
 - h. Beach Renourishment

2. **DECISION: Paradise Park Annexation**

3. **DECISION: Seawall Ordinance Adoption**

4. Modular/Mobile Housing Code: Revision (**City Commission Decision**)

- 5.

- 6.

- 7.

- 8.

MONTH

August 2023

1. **Conference Agenda: Management and Employee Succession Report Presentation**
2. **City Surplus Properties: Review Inventory and Sale Direction (City Commission Decision)**
3. **DECISION: Award Contract for Neighborhood identity and Branding**
4. **Business District Expansion (City Commission Decision)**
- 5.
- 6.
- 7.
- 8.

MONTH

September 2023

1. **DECISION: Budget FY 24 Adoption**

2. **DECISION: Impact Fee Adoption**

3. **DECISION: Communications Programs and Funding Level**

4. **Signage Ordinance Update: Completion (City Commission Decision)**

5. **DECISION: Brightline Station Future Land Use**

6. **Conference Agenda: Pump Station Flooding Presentation and Discussion**

7. **Conference Agenda: Development Review Task Force Report Discussion and Direction**

- 8.

MONTH

October 2023

1. **Conference Agenda: Growth Management Plan Presentation and Discussion**
2. **Conference Agenda: Sun Trail – Indian River Drive Report Discussion and Direction**
3. **DECISION: South Beach PD (2) Approval**
4. **Transportation Concurrency Exemption Area (City Commission Decision)**
5. **Historic District Design Code: Revision (City Commission Decision)**
- 6.
- 7.
- 8.

MONTH

November 2023

1. **DECISION: Teamsters Contract Approval**

2. **Conference Agenda: Presentation Brightline Station Conceptual Design and Potential Partnership**

3. **Affordable/Workforce Housing Code Incentives (City Commission Decision)**

4. **Noise Ordinance: Review and Revision (City Commission Decision)**

- 5.

- 6.

- 7.

- 8.

MONTH

December 2023

1. **DECISION: Purchasing Ordinances Adoption**

2. **DECISION: Landscape Code Adoption**

3. **DECISION: Boat Ramp Land Use Amendment Adoption/Plan Development Approval**

4. **Conference Agenda: Sunrise Theater Annual Report**

- 5.

- 6.

- 7.

- 8.

MONTH

January 2024

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MONTH

February 2024

1. **DECISION: Planning and Zoning Ordinances Adoption**

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