

# 2023 Fort Pierce Strategic Plan





# SERVE OUR COMMUNITY

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

- Law Enforcement Impact Fees
- Cost of Services and Facilities
- Projects
- Impact Fee Marketplace
- Expenditure Direction
- Working with St. Lucie County

ACTIVITIES/MILESTONES	DATE
Provide information to consultant	4/23
Complete Report by Consultant	6/23
Finalize Report with Recommendations	7/23
BUDGET WORKSHOP: Discussion and Direction	7/23
DECISION: Impact Fee Adoption	9/23
<b>PLANNING DIRECTOR</b>	





# SERVE OUR COMMUNITY

## GOAL St. Lucie County-City/FPUA Strategy: Key Issues, Direction and City Actions

- Annexations
- Impact Fees
- Public ROW Responsibilities
- Utility Service Area Boundaries
- Parking Issues in Downtown
- Location of County Buildings and Facilities
- WWTP Relocation
- Shared Roads
- County-Owned Land
- Parks Maintenance and Security
- Lincoln Park Accelerated Growth - Infill Development
- Homelessness
- Community Mental Health
- County Airport
- Joint Procurement: Avenue D and 7th Street
- Road Upgrades to Respond to Growth
- Harbor Point Park

ACTIVITIES/MILESTONES	DATE
JOINT MEETING: Meet with St. Lucie County Commissioners	3/23
Follow-up City Actions	TBD
<b>CITY MANAGER</b>	



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## **GOAL** City Legislative Advocacy and Agenda: Key Issues, Agenda and Lobbying

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

ACTIVITIES/MILESTONES	DATE
<del>Establish Legislative Agenda</del>	DONE
<del>Present Agenda to Legislative Delegation</del>	DONE
Lobbying State Legislature	Ongoing Monitoring

**PLANNING DIRECTOR**

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

- Goals
- Roles: City Government
- ROI - Effectiveness of Methods
- Differing Approaches for Different Demographics
- Moving Target: Methods and Platforms
- Resources Needed
- Funding Level
- Information Security
- Thirty Party Platforms
- Changing Social Media Environment

ACTIVITIES/MILESTONES	DATE
Complete an Assessment of current methods	5/23
Prepare Update Report and budget recommendations	6/23
BUDGET WORKSHOP: Presentation and Direction	7/23
DECISION: Communications Programs and Funding Level	9/23

**INFORMATION TECHNOLOGY DIRECTOR**



# SERVE OUR COMMUNITY

## GOAL Comprehensive Ordinance Review and Update: Completion

- Outdated Ordinances
- Language Clarification
- Streamlining Processes
- Purchasing Card
- Construction Manager-at-Risk

ACTIVITIES/MILESTONES		DATE
<b>Planning and Zoning - Chapter 125</b>		
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</b>		
1.	Complete internal review	8/23
2.	Identify needed changes and prepare draft ordinances	11/23
3.	DECISION: Purchasing Ordinances Adoption	12/23
(A) PLANNING DIRECTOR (B) CITY ATTORNEY		



# SERVE OUR COMMUNITY

## **GOAL** City Services and Staffing Plan for Growth: Direction and Funding

- 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 Annual Contribution to Ad Valorem Taxes

ACTIVITIES/MILESTONES	DATE
Prepare proposed Budget FY 2024	7/23
BUDGET WORKSHOP: Direction	7/23
DECISION: Budget FY 2024 Adoption	9/23
<b>CITY MANAGER</b>	

## **GOAL** Management and Employee Succession Plan and Process: Report

- Public Works Director
- City Engineer
- Marina Director
- City Manager
- Chief of Police

ACTIVITIES/MILESTONES	DATE
Prepare Update Report	7/23
CONFERENCE AGENDA: Report Presentation	8/23
<b>CITY MANAGER</b>	



# SERVE OUR COMMUNITY

## GOAL IT Enhancement/Master Plan Implementation: Update Report

ACTIVITIES/MILESTONES	DATE
Prepare Update Report	3/23
CONFERENCE AGENDA: Presentation and Discussion	4/23
INFORMATION TECHNOLOGY DIRECTOR	

## GOAL Grants and Outside Funding Sources: Identification, Direction and City Actions

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

ACTIVITIES/MILESTONES	DATE
Receive from departments current and potential grants	4/23
Prepare report for City Manager	7/23
BUDGET WORKSHOP: Presentation and Discussion	7/23
FINANCE DIRECTOR	

## GOAL City Compensation Policy: Classification and Compensation Study Report Direction and Funding

- Competitive Employment
- Shortage Selected Positions
- Financial Constraints and Realities

ACTIVITIES/MILESTONES	DATE
Complete the Classification and Compensation Study	4/23
Review by City Manager	5/23
BUDGET WORKSHOP: Presentation and Discussion	7/23
HUMAN RESOURCES DIRECTOR	



# SERVE OUR COMMUNITY

## **GOAL** Labor Negotiations and Contracts: Teamsters, PBA Officers and PBA Sergeants & Lieutenants

ACTIVITIES/MILESTONES	DATE
<b>Teamsters</b>	
1. Begin negotiations	5/23
2. Complete negotiations	10/23
3. DECISION: Contract Approval	11/23
<b>PBA Police Officers</b>	
1. Begin negotiations	2/23
2. Complete negotiations	4/23
3. DECISION: Contract Approval	5/23
<b>PBA Sergeants &amp; Lieutenants</b>	
1. Begin negotiations	2/23
2. Complete negotiations	4/23
3. DECISION: Contract Approval	5/23
<b>HUMAN RESOURCES DIRECTOR</b>	



# SERVE OUR COMMUNITY

## GOAL Natural Gas Strategy: Development, Direction and Implementation

- Prices locked in for three years

ACTIVITIES/MILESTONES	DATE
Prepare Update Report	4/23
Strategic Planning Workshop: Presentation and Discussion	4/23
FPUA DIRECTOR OF UTILITIES	

## GOAL American Rescue Program: Direction on Project Allocations

- Unallocated Funds: \$300,000

ACTIVITIES/MILESTONES	DATE
Develop Allocation Plan for \$300,000	6/23
BUDGET WORKSHOP: Direction and Decision	7/23
CITY MANAGER	

## GOAL Customer Service and Working Remotely/Flexible Hours: Update Report

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

ACTIVITIES/MILESTONES	DATE
Receive departmental policies and practices	4/23
Prepare a Comprehensive Report	5/23
CONFERENCE AGENDA: Presentation and Discussion	6/23
HUMAN RESOURCES DIRECTOR	



# DEVELOP OUR COMMUNITY

## GOAL Brightline Stop/Station in Fort Pierce: Proactive Next Steps

- Location
- Future Land Use
- Station Design
- Potential Development Partner
- Outside Funding Sources
- Funding Conceptual Design
- ROW
- Utility Locations
- Pedestrian Connectivity

ACTIVITIES/MILESTONES	DATE
Monitor actions	Ongoing
Develop Future Land Use	8/23
Planning Board: Review	8/23
DECISION: Brightline Station Future Land Use	9/23
Develop Conceptual Design	10/23
Identify Potential Partner	10/23
CONFERENCE AGENDA: Presentation Brightline Station Conceptual Design and Potential Partnership	11/23
Lobby Federal Government and State of Florida for funding	Ongoing
Receive Response from Brightline	12/23
<b>CITY MANAGER</b>	



# DEVELOP OUR COMMUNITY

## **GOAL** Annexations Strategy/Interlocal Service Boundary Agreement: Paradise Park and Other Enclaves(s)

- St. Lucie County

ACTIVITIES/MILESTONES	DATE
Work with St. Lucie County on Annexation	3/23
JOINT FPUA MEETING: Enclaves and Strategic Annexations	4/23
DECISION: 41+ Individual Parcel Annexations	5/23
DECISION: Paradise Park Annexation	7/23
<b>CITY MANAGER</b>	

## **GOAL** Growth Management Plan: Scope, Development and Adoption

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

ACTIVITIES/MILESTONES	DATE
Define scope of project	3/23
JOINT FPUA STRATEGIC PLANNING WORKSHOP: Water and Wastewater	4/23
Prepare Growth Report	9/23
CONFERENCE AGENDA: Presentation and Discussion	10/23
<b>FPUA/CITY MANAGER</b>	



# DEVELOP OUR COMMUNITY

## GOAL Orange Avenue Corridor Street Improvements: Project Completion

- Project Completion

ACTIVITIES/MILESTONES	DATE
Orange Avenue Beautification Project - U.S. 1 to 10th Street: Completion	3/23
Orange Avenue Beautification Project - FDOT - 13th to 33rd Street: Completion	2024
CITY ENGINEER/FDOT	

## GOAL Downtown Development Master Plan Implementation: Direction and Funding

- Streetscape Project
- Beautification Project
- Pedestrian Connectivity

ACTIVITIES/MILESTONES	DATE
Establish CIP Plan for Downtown Projects	3/23
Identify funding sources	6/23
Prepare Report	6/23
BUDGET WORKSHOP: Presentation and Direction	7/23
CITY MANAGER	

## GOAL County Airport Development: Update and City Actions

- Vision Direction
- Commercial Air Service

ACTIVITIES/MILESTONES	DATE
Request St. Lucie County Airport Director status and future direction	TBD
CITY MANAGER	



# DEVELOP OUR COMMUNITY

## **GOAL** Tourism Expansion Strategy/Action Plan: Update Report, Direction and City Actions

- Bed Tax Allocation
- Tourism Tax for City of Fort Pierce
- 1-Cent Available
- Fort Pierce Generation: 58%

ACTIVITIES/MILESTONES	DATE
Update Report from Tourism Development Council	6/23
<b>SUNRISE THEATRE DIRECTOR/ COMMISSIONER J. JOHNSON</b>	

## **GOAL** Neighborhood Identity and Branding - Phase 1: Consultant Selection and Neighborhood Identification

ACTIVITIES/MILESTONES	DATE
Issue RFP for consulting services	3/23
DECISION: Award Contract for Neighborhood Identity and Branding	8/23
Develop Plan by consultant	12/23
Select Neighborhoods for Phase 1	1/24
<b>CITY MANAGER</b>	

## **GOAL** Island Reclamation Plant Relocation: Design (90%) and Construction

ACTIVITIES/MILESTONES	DATE
Complete 90% Design	9/23
<b>FPUA DIRECTOR OF UTILITIES</b>	



# DEVELOP OUR COMMUNITY

## GOAL Wave Garden Development: Permitting and Construction

ACTIVITIES/MILESTONES	DATE
Issue Permit	10/23
Begin construction	1/24
BUILDING DIRECTOR	

## GOAL King’s Landing Development: Plan Review

ACTIVITIES/MILESTONES	DATE
Complete Plan Development Review	4/23
Begin construction	9/23
BUILDING DIRECTOR	

## GOAL Port Development: Re-Zoning Direction

ACTIVITIES/MILESTONES	DATE
Planning Board: Review	4/23
DECISION: Port Re-zoning Approval	5/23
PLANNING DIRECTOR	



# DEVELOP OUR COMMUNITY

## GOAL South Beach Plan Development (2): Preparation and Direction

ACTIVITIES/MILESTONES	DATE
Review Planned Developments (2)	5/23
Planning Board: Review	8/23
DECISION: South Beach PD (2) Approval	10/23
<b>PLANNING DIRECTOR</b>	

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

- Staffing
- Equipment
- Resources for Crisis Response

ACTIVITIES/MILESTONES	DATE
CONFERENCE AGENDA: Resiliency Strategy/Action Plan Discussion and Direction	3/23
DECISION: Resiliency Strategy/Action Plan Resolution Adoption	5/23
DECISION: Funding Mechanism Stormwater Fund	5/23
Planning Board: Seawall Ordinance Review	6/23
DECISION: Seawall Ordinance Adoption	7/23
Identify pump station flooding problems and options for land acquisition	8/23
CONFERENCE AGENDA: Pump Station Flooding Presentation and Discussion	9/23
<b>BUILDING DIRECTOR</b>	



# DEVELOP OUR COMMUNITY

## GOAL SUN Trail through Downtown: Update Report, Direction and City Actions

ACTIVITIES/MILESTONES	DATE
Complete Preliminary Design on Indian River Drive	9/23
Prepare Update Report	9/23
CONFERENCE AGENDA: SUN Trail - Indian River Drive Report Discussion and Direction	10/23
CITY ENGINEER	

## GOAL Parking Pilot Study: Implementation, Evaluation and Future Direction

- Equipment
- Software
- Resident Free
- Visitor Fee

ACTIVITIES/MILESTONES	DATE
Install Paid Parking and Enforcement Software	8/23
Kick off Pilot Project	10/23
COMMUNITY RESPONSE DIRECTOR	

## GOAL Seaplanes Facility and Service: Design and Construction

ACTIVITIES/MILESTONES	DATE
Complete Design	10/23
Issue Permit	10/23
Begin construction	11/23
Open	6/24
CITY ENGINEER	



# DEVELOP OUR COMMUNITY

## GOAL Fisherman’s Wharf Development: Plan Adoption

- Agreement Amendment
- Development Obligation
- City Obligation
- Title Issues Resolution
- Boat Ramp Issues

ACTIVITIES/MILESTONES	DATE
Prepare Land Use Site Plan/PD Phase 1	8/23
Planning Board: Review	9/23
DECISION: Land Use Site Plan/ Development Approval	12/23
<b>CITY MANAGER</b>	

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

ACTIVITIES/MILESTONES	DATE
Prepare Update Report with Recommendations	8/23
CONFERENCE AGENDA: Development Review Task Force Discussion and Direction	9/23
<b>PLANNING DIRECTOR</b>	

## GOAL Public Transportation Implementation of Agreement: Update Report

- Routes

ACTIVITIES/MILESTONES	DATE
Request Update Report from St. Lucie County Community Transit Department	6/23
<b>CITY MANAGER</b>	



# DEVELOP OUR COMMUNITY

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

ACTIVITIES/MILESTONES	DATE
Prepare Report - Status and Costs	5/23
CONFERENCE AGENDA: Short-Term Vacation Rental Report Discussion and Direction	6/23
<b>COMMUNITY RESPONSE DIRECTOR</b>	

**GOAL** Landscape Code: Revisions

ACTIVITIES/MILESTONES	DATE
Planning Board: Review	11/23
DECISION: Landscape Code Adoption	12/23
<b>PLANNING DIRECTOR</b>	

**GOAL** Bike Lane over South Bridge: Report with Options, Direction, Funding and City Actions

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

ACTIVITIES/MILESTONES	DATE
CONFERENCE AGENDA: Bike Lane over Bridge Discussion and Direction	3/23
Pursue TPO and FDOT Funding	4/23
Receive notification of funding	5/23
<b>CITY ENGINEER</b>	



# ENGAGE OUR COMMUNITY

## GOAL “One Fort Pierce” Community - Strengthening: Next Steps

- Individual Commissioner Meeting
- Community Engagement with the City Commission - Town Hall Meeting with City Staff Presentations
- Marketing City of Fort Pierce
- Bilingual Meetings
- Whole Community Invited to Participate
- Legal Constraints
- 1-2 Times per Year
- Listening to the Community
- Outreach to the Community
- Topics of Personal Interests
- Youth Involvement
- Link to Neighborhood Branding

ACTIVITIES/MILESTONES	DATE
State of the City: City Commissioner Presentation	3/23
REPORT: Ideas and Recommendations from the Mayor and City Manager	TBD
<b>MAYOR/CITY MANAGER</b>	

## GOAL Community Policing Expansions: Actions 2023

ACTIVITIES/MILESTONES	DATE
Prepare Update Report	6/23
CONFERENCE AGENDA: Community Policing Expansion Report	6/23
<b>POLICE CHIEF</b>	



# ENGAGE OUR COMMUNITY

## **GOAL** Community Events and Festivals: Permitting Fee, Quality Control, Evaluation and Direction

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

ACTIVITIES/MILESTONES	DATE
Prepare Report	6/23
CONFERENCE AGENDA: Community Events Report Discussion and Direction	6/23
Administrative Decision: Fees	7/23
<b>PUBLIC WORKS DIRECTOR</b>	

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

ACTIVITIES/MILESTONES	DATE
Prepare draft design	4/23
DECISION: Celebrating Community Heroes Direction	5/23
<b>PUBLIC WORKS DIRECTOR</b>	



# BEAUTIFY OUR COMMUNITY

**GOAL** Public Facilities Maintenance/Appearance Upgrade Enhancements: Direction, Funding and City Actions

ACTIVITIES/MILESTONES	DATE
Identify opportunities	5/23
Prepare budget proposal	6/23
BUDGET WORKSHOP: Public Facilities Maintenance/Appearance Upgrade	7/23
DECISION: Budget FY 2024 Adoption Funding	9/23
<b>PUBLIC WORKS DIRECTOR</b>	

**GOAL** Annual Beach Renourishment - St. Lucie County and U.S. Army Corps of Engineers: City Role and Funding

- \$1 Million over 4 Years

ACTIVITIES/MILESTONES	DATE
DECISION: FPRA Contribution	5/23
Identify funding in the CIP	6/23
BUDGET WORKSHOP: Beach Renourishment Funding	7/23
<b>CITY MANAGER</b>	



# BEAUTIFY OUR COMMUNITY

**GOAL** Entrances/Gateways/Community Beautification Plan: Development and Adoption

ACTIVITIES/MILESTONES	DATE
<b>Wayfinding Signs</b>	
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</b>	
1. Expand contract to include Entrance Signs	6/23
2. Complete installation	12/23
<b>PUBLIC WORKS DIRECTOR</b>	

**GOAL** Mural Projects 2023 (2): Direction

ACTIVITIES/MILESTONES	DATE
Complete murals (2)	12/23
<b>CITY MANAGER</b>	



# ENJOY OUR COMMUNITY

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

ACTIVITIES/MILESTONES	DATE
CONFERENCE AGENDA: Report Presentation	6/23
POLICE CHIEF	

**GOAL** Pinewood Recreation Facility Improvements: Completion

- Activities for Families
- Celebrating the improvements with the Community
- Homeless in the Park

ACTIVITIES/MILESTONES	DATE
Install Playsets	8/23
Refresh Pavilion and Restrooms	8/23
Complete Pickle Ball Court	9/23
PUBLIC WORKS DIRECTOR	

**GOAL** Little Jim Operations: Direction

ACTIVITIES/MILESTONES	DATE
Lease Direction	6/23
CITY MANAGER	



# ENJOY OUR COMMUNITY

## GOAL Jaycee Boat Ramp Enhancements: Update Report and Direction

ACTIVITIES/MILESTONES	DATE
Complete Preliminary Design	3/23
DECISION: Jaycee Boat Ramp Construction Funding	4/23
Complete construction	9/23
<b>CITY ENGINEER</b>	

## GOAL Community Mental Health Strategy and City Actions (with Community Partners): Development

- Information to Our Community about Mental Health Services
- Agencies Unawareness of Other Agencies
- Legislative Advocacy

ACTIVITIES/MILESTONES	DATE
Legislative Advocacy	Ongoing
1. Federal Government 2. State of Florida 3. St. Lucie County	
<b>CITY MANAGER</b>	



# ENJOY OUR COMMUNITY

## GOAL Smart City Initiative Development: Direction and Actions

ACTIVITIES/MILESTONES	DATE
Complete Downtown Fiber	5/23
Complete Lincoln Park Fiber	6/23
Complete Industrial Park (Airport) Fiber	12/23
Finalize agreement on Downtown Kiosk	5/23
Issue RFQ for Kiosk	10/23
<b>FPUA DIRECTOR OF UTILITIES</b>	





# ENJOY OUR COMMUNITY

## GOAL Animal Shelter Implementation: Next Steps

ACTIVITIES/MILESTONES	DATE
Complete on-boarding	3/23
Complete IT infrastructure	5/23
Stabilize Veterinarian Services and Price	6/23
Expand Outreach Program	6/23
Create 501C3 non-profit organization/foundation for community donations	9/23
COMMUNITY RESPONSE DIRECTOR	

## GOAL Lincoln Theater: Request an Update Report

ACTIVITIES/MILESTONES	DATE
Request Update Report	5/23
CITY MANAGER	

## GOAL Sunrise Theatre Future/Program Expansion: Update Report and Direction

ACTIVITIES/MILESTONES	DATE
CONFERENCE AGENDA: Sunrise Theatre Annual Report	12/23
SUNRISE THEATRE DIRECTOR	