

LEADER'S GUIDE

2024

Working Document

Mayor and City Commission



Fort Pierce, Florida
January 2024



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SECTION 1



FORT PIERCE – A CHAMPIONSHIP TEAM

Fort Pierce: a True Champion

A TRUE CHAMPION SUSTAINS WINNING OVER TIME.

A WINNER:

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

A CHAMPION:

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

PITFALLS FOR WINNERS:

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

Effective Teams Model

Effective TEAMS Are:

Goals

“Unifying Purpose and Goals”

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

Roles

“Individual Contribution”

- Valuing Individuality
- Responsibilities Defined
- Practicing Teamwork

Execute

“Produce Results through Actions”

- Analyze —————> Decide
- Act —————> Impact
- Evaluate —————> Adjust

Attitude

“Willingness to Work Together”

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

Trust

“Commitments Becomes Reality”

- Learning from Setbacks
- Guidelines
- Support Each Other

Winners Versus True Champions *Comparison*

<p><u>LOSER</u></p> <p>Conflict Turmoil</p> <p>No Hope for Future</p> <p>Internal Fighting</p> <p>Personal</p>	<p><u>COMPETITIVE</u></p> <p>Okay</p> <p>Short Term</p> <p>Compete, but Do Not Win</p>
	
<p><u>WINNER</u></p> <p>Achieve a Goal</p> <p>Claim Success</p> <p>A Leader</p> <p>Game Plan</p> <p>Guided by Achievement</p>	<p><u>CHAMPION</u></p> <p>Refocus Direction and Goals</p> <p>Share Successes</p> <p>Many Leaders</p> <p>Strategy</p> <p>Guided by Outcomes</p>

Winning Teams

Winners

Keep the Focus

Share Responsibility as Leaders

Use a Game Plan

Build Teams

Listen to Citizens

Have Agendas

Celebrate Successes

Champions

Refine Goals

Look For and Develop Leaders

Prepare for New Challenges

Develop Teams

Reach Out to Citizens

Take on a New Project

Market Success

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

GOVERNANCE VS. POLITICS: A SIMPLE VIEW

Governance is serving the community;
Politics is getting elected or re-elected.

Governance is being guided by vision, goals and value to the community;
Politics is being guided by ideology, a cause or philosophical principle.

Governance is shaping the community's future for the long term;
Politics is responding to the moment and current "crisis".

Governance is taking responsibility;
Politics is making promises.

Governance is exercising an ability to influence others;
Politics is the use of power.

Governance is finding pragmatic solutions to problems through collaboration;
Politics is starting with solutions in mind.

Governance is being data driven;
Politics is playing to people's emotions.

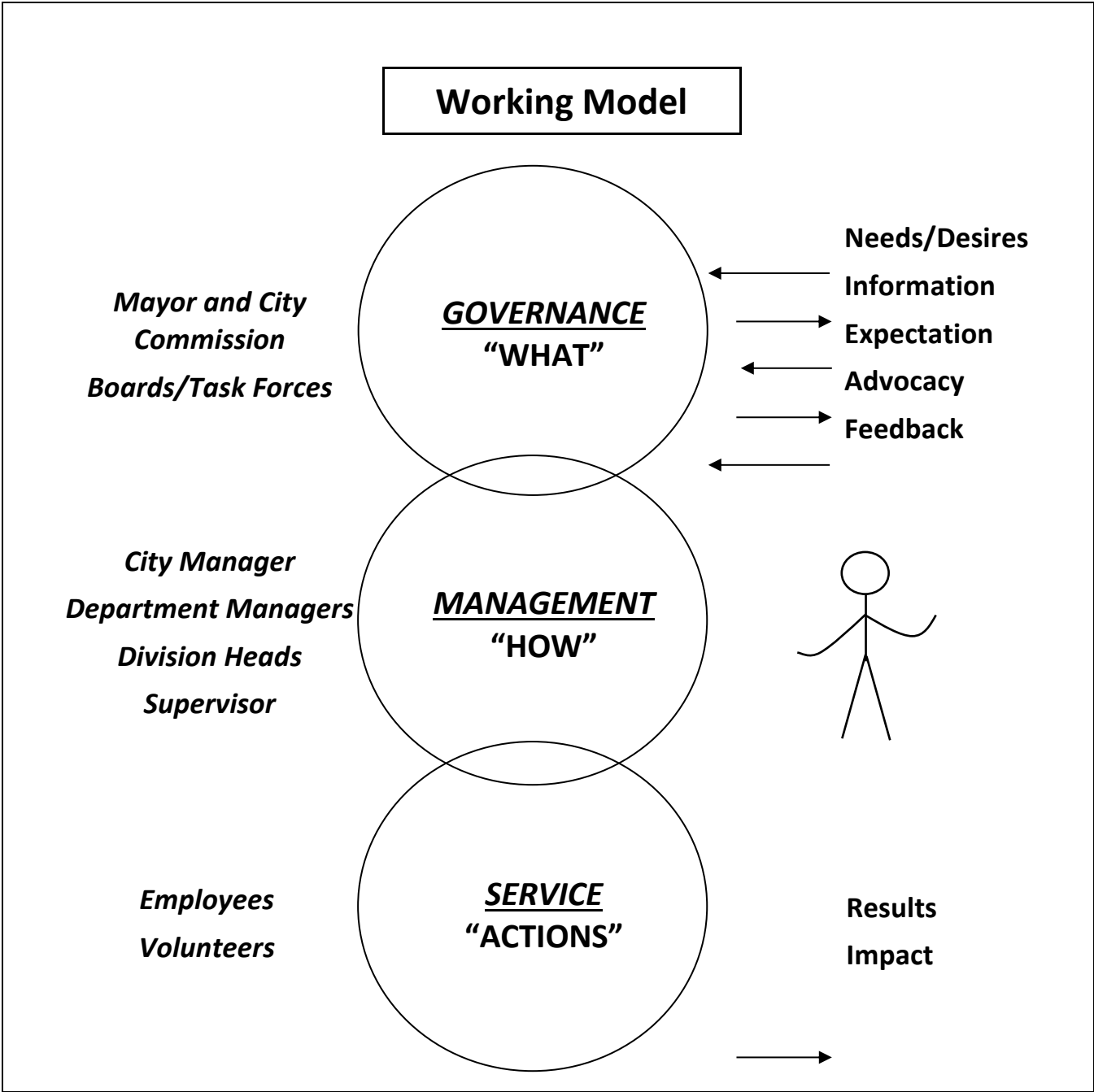
Governance is negotiating by trading off to find a workable compromise;
Politics is demanding and advocacy to win.

Governance is educating and mobilizing support;
Politics is rallying supporters and creating zealots.

Governance is creating community benefits and value;
Politics is taking personal credit and receiving personal recognition.

TODAY'S CRISIS: Politics dominating Governance

Commission – Manager Form of Government Model



City Government in Action

GOVERNANCE means . . .

- Listening to the citizens
- Anticipating and focusing issues
- Determining vision and values
- Decision making on direction and resources
- Setting the “tone” for the village
- Monitoring staff performance
- Educating the citizenry
- Mobilizing support in the community

MANAGEMENT means . . .

- Analyzing issues
- Developing professional recommendation
- Decision making on programs and resources
- Setting the “tone” for the organization
- Developing programs and systems
- Determine implementation plans and strategies
- Educating and developing employees
- Evaluating and adjusting performance

SERVICE DELIVERY means . . .

- Developing operational plans and tactics
- Organizing the work unit
- Implementing decisions and programs
- Responding to citizen problems
- Maintaining equipment and facilities
- Providing quality services and products
- Developing work unit and employees
- Evaluating services and citizen impact

Mayor and City Commission as the City Corporation's Board of Directors Responsibilities

OVERVIEW

- 1. Determine Your Core Businesses**
- 2. Define Goals for 5 Years**
- 3. Develop Strategies**
- 4. Establish Annual Agenda – “To Do” List**
- 5. Make Policy Decisions**
- 6. Listen to Community – the Stakeholders**
- 7. Be an Advocate for the City**
- 8. Delegate to City Staff**
- 9. Monitor Performance and Results**
- 10. Set the “Corporate” Tone**
- 11. Hire/Fire Chief Executive Officer**

12 Points of an Effective Mayor and City Commission

- 1. Focus on and Use Vision, Goals and Priorities**
 - Define the City's preferred future
 - Establish outcome-based goals
 - Think about value to the community
 - Use to allocate resources, to develop plans and policies, to invest in the future
- 2. Make Timely and Courageous Decisions**
 - Use vision, goals and priorities to use decisions
 - Seek and use input from community and City staff
 - Evaluate options through committees and work sessions
 - Decide on what is "best for the City"
- 3 Provide Clear Direction and Expectations**
 - Obtain clear closure
 - Define outcomes, measures of success and time frames
 - Delegate assignments to Boards and Commissions, and to City staff
 - Make sure to summarize and test closure to make sure that everyone has the same understanding
- 4. Negotiate**
 - Know your own bottom line
 - Look for common ground and areas of agreement first
 - Use work session and committees to negotiate
 - Win with grace, lose with grace
- 5. Set the Tone for the City by Treating Others with Respect**
 - Be courteous, polite and trustworthy – avoid personal attacks
 - Deliver for the community benefit beyond personal agenda
 - Act within your defined roles
 - Value the contributions of others
- 6. Have Open Communications**
 - Communicate using direct, open messages
 - Keep everyone informed and avoid surprises or hidden agendas
 - Listen and understand before judging
 - Use simple and focused messages that people can remember

7. Monitor Performance

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

8. Have a Community Presence

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

9. Act as a Board of Directors

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

10. Think Strategically

- Institutionalize the goal setting process
- Identify key partners who can bring resources to the table
- Define alternative routes and steps to destination – the vision
- Keep the “big” picture in mind by focusing on community outcomes

11. Align the City Organization

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

12. Share Success and Celebrate

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

LEADERSHIP: TURBULENT FORCES IMPACTING CITIES

1. PERSONAL AGENDA FOR POLITICAL PURPOSES

- a. Increasing Pressure/Involvement from Special Interest Group
- b. Personal Visibility for Political Gain
- c. Formal/Informal Political Group Advising/Demanding Actions by Mayor and Commissioners
- d. Making Community Issues Political
- e. Changing Approach to Tradition Campaigning
- f. Use of Political Power for Personal Gain and Benefit

2. ANTI-GOVERNMENT 5%

- a. Personal Attacks and Accusations
- b. Opposition to Public – Private Partnership
- c. False Financial Information
- d. Charges of “Illegal” Actions and Activities
- e. Call for Transparency
- f. Distrust Government, including Elected and Appointed Officials
- g. Reality: Never Will Support Government

3. DECISIONS TO MAKE PEOPLE “HAPPY”

- a. Loss of Data Driven Decision Making
- b. Residents Start with Methods/Solutions and Not Outcomes
- c. Rejecting City Staff Expertise and Report
- d. Resident Happiness Does Not Solve the Problem
- e. Everyone is an Expert on Municipal Government
- f. Waivers of City Policies and Processes

4. INCREASING COSTS OF GOVERNMENT

- a. Cost of Employee Salaries and Benefits
- b. Individual Union Demands for Salary Increases over Community Benefits
- c. Cost of Equipment
- d. Cost of Supplies and Materials
- e. Increasing Cost of Borrowing with Higher Interest Rates
- f. Higher Bids on Contracts
- g. Funding for Response to Regulatory Mandates and Decrees
- h. Taking over Responsibility of Other Governments – Highway Maintenance

5. HOW TO PAY FOR MUNICIPAL SERVICE

- a. Pressures to Reduce Tax Rate – No Tax Environment
- b. Revenue Restrictions by State Government
- c. Unwillingness to Increase Taxes and Fees
- d. Limited Additional Capacity within the City Organization
- e. Decreasing Outside Funding Sources
- f. Growing Service Demands

6. DIFFICULTY IN FINDING THE NEXT GENERATION OF PUBLIC EMPLOYEES AND MANAGERS

- a. Upcoming Retirements: Managers and Employees
- b. Less Interest in and Commitment to Public Service
- c. Retaining Quality Employees
- d. Expectations of Millennial Workforce: Work to Live
- e. Fewer Applications for City Jobs
- f. Lack of Educational Programs on Civics and Local Government

7. FAILING OR DETERIORATING CITY INFRASTRUCTURE

- a. Deferred City Facilities and Infrastructure
- b. Competition for Contractors
- c. Private Developments Looking for Cities to Increase Contributions
- d. Higher Bids on Projects
- e. Impacts of Tariff
- f. Private Contractors at Capacity

8. CITY MISSION CREEP

- a. Residents Turning to the City to Address Community Problems**
- b. Pressures to Take Over Responsibilities from County Government**
- c. Responding to the Communities Need for Human and Social Service”**
- d. Forgetting Core Mission – Municipal Service Responsibilities**
- e. Partnering with Community Organizations and Institutions**
- f. Responding to Mental Health Issues Plus Demands for Services and Programs**

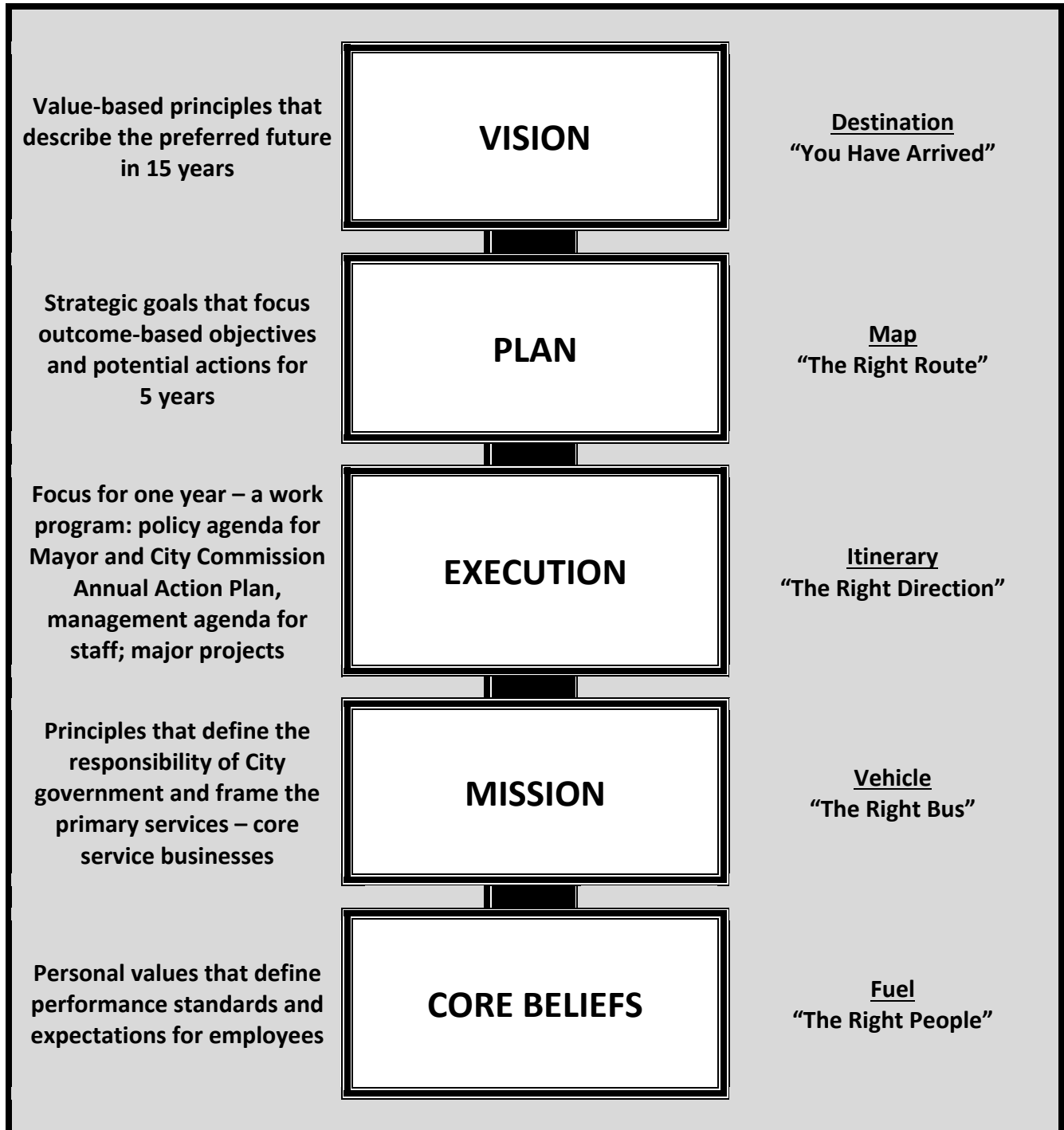
9. FALSE FACTS AND INTENTIONAL MISINFORMATION

- a. Some People “Lie”**
- b. Making Up “Facts” to Support Point of View**
- c. City’s Reluctance to Respond or Correct**
- d. Misinformation Stands, Spreads and Expansion**
- e. Impacts on Social Media**
- f. Questioning City Professional**
- g. Denial and Rejection of Science and Data**

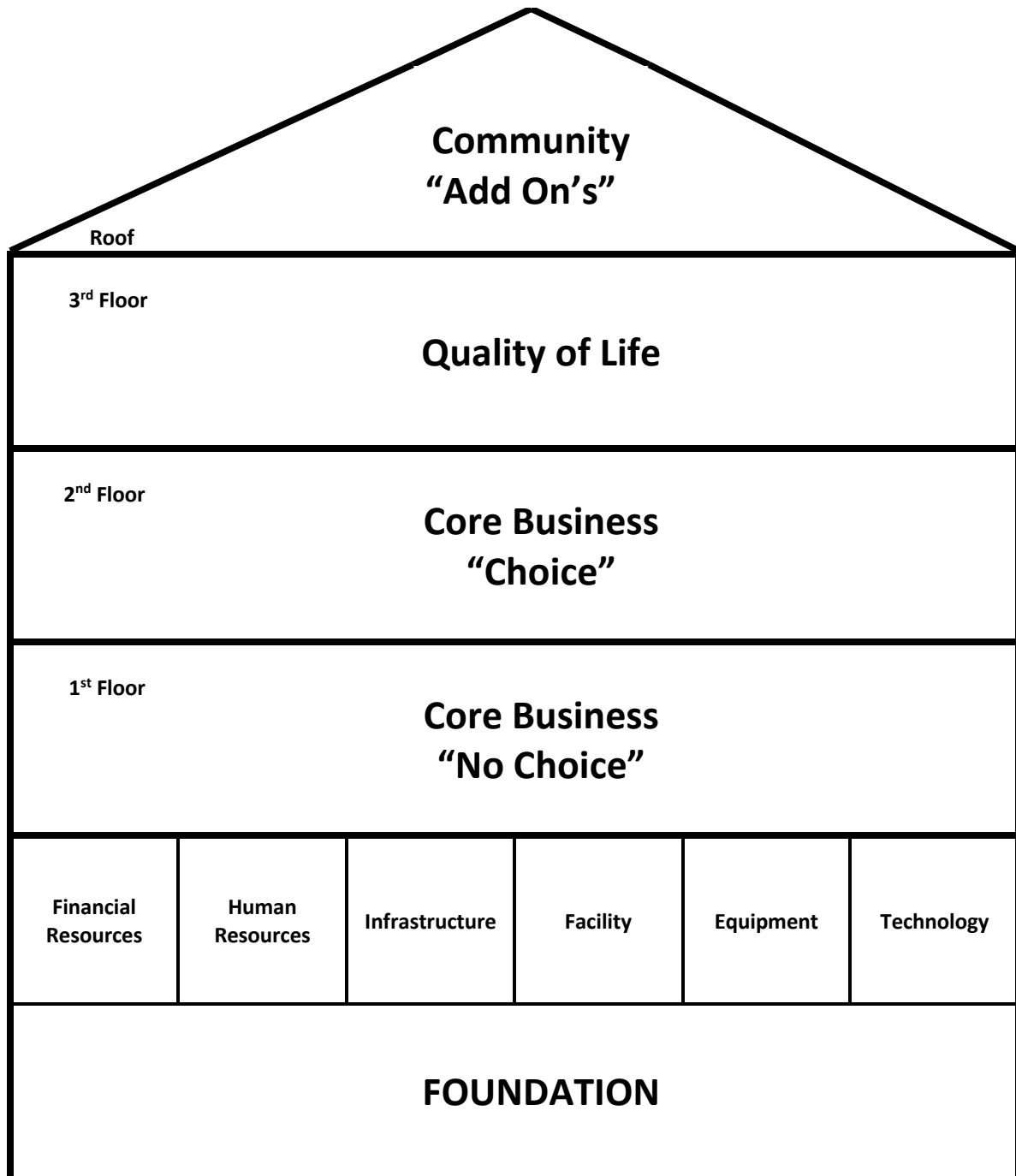
SECTION 2

STRATEGIC PLANNING MODEL FOR FORT PIERCE

STRATEGIC PLANNING MODEL



City: Service Responsibilities



City Service Hierarchy House Model

FOUNDATION

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

1st FLOOR – NO CHOICE

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

2nd FLOOR – CHOICE FOR DAILY LIFE

SERVICES NECESSARY FOR LIVING IS A MODERN COMMUNITY

3rd FLOOR – QUALITY OF LIVING

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

ROOF – COMMUNITY ADD ON

SERVICES THAT ADD FURTHER VALUE TO THE RESIDENTS' LIVES

Sustainable Community



A Sustainable Community is a Balance of Four Components

Personal Livability

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

Environmental Stewardship

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

Economic Opportunities

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

Community Building

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

SECTION 3

FORT PIERCE STRATEGIC PLAN AND ACTION AGENDA 2023

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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. City Impact Fees: Review, Refinement and Expenditure Direction (with St. Lucie County) | <div style="border: 1px solid black; padding: 2px;"><i>Top Priority</i></div> |
| 2. St. Lucie County-City/FPUA Strategy: Key Issues, Direction and City Actions | <div style="border: 1px solid black; padding: 2px;"><i>High Priority</i></div> |
| 3. City Legislative Advocacy and Agenda: Key Issues, Agenda and Lobbying | <div style="border: 1px solid black; padding: 2px;"><i>High Priority</i></div> |
| 4. Proactive City Corporate Communications Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions | |
| 5. Comprehensive Ordinance Review and Update: Completion | |
| 6. City Services and Staffing Plan for Growth: Direction and Funding | |

MANAGEMENT ACTIONS 2023

- | | PRIORITY |
|--|--|
| 1. Management and Employee Succession Plan and Process: Report | <div style="border: 1px solid black; padding: 2px;"><i>High Priority</i></div> |
| 2. IT Enhancement/Master Plan Implementation: Update Report | <div style="border: 1px solid black; padding: 2px;"><i>High Priority</i></div> |
| 3. Grants and Outside Funding Sources: Identification, Direction and City Actions | <div style="border: 1px solid black; padding: 2px;"><i>High Priority</i></div> |
| 4. City Compensation Policy: Class and Comp Study Report, Direction and Funding | |
| 5. Labor Negotiations and Contracts: <ul style="list-style-type: none">a. Teamstersb. PBA Officersc. PBA Sergeants & Lieutenants | |
| 6. Natural Gas Strategy: Development, Direction and Implementation | |
| 7. American Rescue Program: Direction on \$300,000 | |
| 8. Customer Service and Working Remotely/Flexible Hours: Update Report | |

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)

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. One St. Lucie Regional Homeless Coalition Strategy Development: Participation and Report with Recommendations
3. Street Condition Assessment and Funding: Direction and Funding
4. Proactive City Marketing Action Plan: Update Report, Enhancement Plan, Direction and City Actions
5. Street Sweeping Service Level: Report, Direction and Funding
6. City Employee Training and Professional Development: Report with Recommendations, Direction and Funding
7. Future City Facilities Master Plan: Outcomes, Plan Development, Direction, Project Priorities in CIP and Funding (including City Services and Police Substation West)
8. Department Head Training Program: Completion
9. HR Records Scanning
10. ACH Payments: Vendor Participation
11. 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. Improving 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. Brightline Stop/Station in Fort Pierce: Next Steps | <i>Top Priority</i> |
| 2. Annexations Strategy/Interlocal Service Boundary Agreement: Paradise Park and Other Enclave(s) | <i>Top Priority</i> |
| 3. Growth Management Plan: Scope, Development and Adoption | <i>Top Priority</i> |
| 4. Orange Avenue Corridor Street Improvements: Project Completion | <i>High Priority</i> |
| 5. Downtown Development Master Plan Implementation: Direction and Funding | <i>High Priority</i> |
| 6. County Airport Development: Update and City Actions | <i>High Priority</i> |
| 7. Tourism Expansion Strategy/Action Plan: Update Report, Direction and City Actions | |

MANAGEMENT ACTIONS 2023

- | | PRIORITY |
|---|---------------------|
| 1. Neighborhood Identity and Branding: Consultant Selection and Neighborhood Identification | <i>Top Priority</i> |
| 2. Island Reclamation Plant Relocation: Design (90%) and Construction | <i>Top Priority</i> |
| 3. Wave Garden Development: Permitting and Construction | <i>Top Priority</i> |

MANAGEMENT ACTIONS 2023

- | | PRIORITY |
|--|----------------------|
| 4. King’s Landing Development: Plan Review | <i>Top Priority</i> |
| 5. Port Development: Re-Zoning Direction | <i>Top Priority</i> |
| 6. South Beach Plan Development (2): Preparation and Direction | <i>Top Priority</i> |
| 7. Resilient City Strategy/Action Plan: Report, Direction and City Actions | <i>High Priority</i> |
| 8. SUN Trail through Downtown: Update Report, Direction and City Actions | |
| 9. Parking Pilot Study: Implementation, Evaluation and Future Direction | <i>High Priority</i> |
| 10. Seaplanes Facility and Service: Design and Construction | |
| 11. Fisherman’s Wharf Development: Plan Adoption | |
| 12. Development Review Task Force: Report with Recommendations, Direction and City Actions | |
| 13. Public Transportation Implementation of Agreement: Update Report | |
| 14. Short-Term Vacation Rental: Problem Analysis, Best Practices, Report with Findings and Options, Direction and City Actions | |
| 15. Landscape Code: Revision | |
| 16. Bike Lane over South Bridge: Report with Options, Direction, Funding and City Actions | |

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**)
10. Noise Ordinance: Refinements (**City Commission Decision**)

MAJOR PROJECTS 2023

1. Septics to Sewers Program: Report and Direction
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 11th 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 Street 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
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 communication 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

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

PRIORITY

Top Priority

MANAGEMENT IN PROGRESS 2023

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

MANAGEMENT ACTIONS 2023

1. Community Policing Expansion: Actions 2023
2. Community Events and Festivals: Permitting Fee, Quality Control, Evaluation and Direction
3. Celebrating Community Heroes: Concept Definition, Best Practices, Report with Options, Direction and City Actions

PRIORITY

Top Priority

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

1. Public Facilities Maintenance Upgrade:
Enhancements: Direction, Funding and City
Actions
2. Annual Beach Renourishment – St. Lucie
County and U. S. Army Corps of Engineers:
City Role and Funding

PRIORITY

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**)
5. Post Office Appearance/Maintenance: Follow-Up with the
Postmaster General and Congressional Representative

MANAGEMENT ACTIONS 2023

1. Entrances/Gateways/Community
Beautification Plan: Development and
Adoption
2. Mural Projects 2023 (2): Direction

PRIORITY

High Priority

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 diversifying 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 Indian Hills 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. Crime Reduction Action Plan: Update Report, New Initiatives, Direction and City Actions | <div style="border: 1px solid black; padding: 2px;"><i>Top Priority</i></div> |
| 2. Pinewood Recreation Facility Improvements: Completion | <div style="border: 1px solid black; padding: 2px;"><i>High Priority</i></div> |
| 3. Little Jim Operations: Direction | <div style="border: 1px solid black; padding: 2px;"><i>High Priority</i></div> |
| 4. Jaycee Boat Ramp Enhancements: Update Report and Direction | |
| 5. Community Mental Health Strategy and City Actions (with Community Partners): Development | |

MANAGEMENT ACTIONS 2023

- | | PRIORITY |
|--|-----------------|
| 1. Smart City Initiative Development: Direction and Actions | |
| 2. Animal Shelter Implementation: Next Steps | |
| 3. Lincoln Theater: Request an Update Report | |
| 4. Sunrise Theatre Future/Program Expansion: Update Report and Direction | |

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. Beach Volleyball at Jaycee Park: Installation

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

**Brightline Stop/Station in Fort Pierce:
Next Steps**

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

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

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

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

**“One Fort Pierce” Community – Strengthening:
Next Steps**

HIGH PRIORITY

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

**Orange Avenue Corridor Complete Streets:
Direction and Funding Mechanism**

**Downtown Development Master Plan Implementation:
Direction and Funding**

**Pinewood Recreation Facility Improvements:
Direction and Funding**

**Little Jim Operations:
Direction**

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

**County Airport Development:
Update and City Actions**

City of Fort Pierce Management Agenda 2023

TOP PRIORITY

**Neighborhood Identity and Branding:
Consultant Selection and Neighborhood Identification**

**Community Policing Expansion:
Actions 2023**

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

**Wave Garden Development:
Permitting and Construction**

**King's Landing Development:
Plan Review**

**Port Development:
Re-Zoning Direction**

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

HIGH PRIORITY

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

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

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

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

**IT Enhancement/Master Plan Implementation:
Update Report**

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

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

City of Fort Pierce

Management in Progress 2023

Cyber Security Training/Penetration Testing

Recycling Public Awareness/Education Campaign: Launch

GIS Initiatives: Project Maps and Sales Initiatives

Police Strategic Plan: Annual Update

Parking Enforcement Software for Mobile Parking Enforcement: Implementation

Online Searchable Portal for Ordinances, Resolutions and Minutes: Creation

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

Supervisor Handbook: Completion

Police Leadership Program and Succession Plan: Development

Animal Shelter and Control: Implementation

Guide for Potential Developers: Development

Building Tyler/Intergov Software: Implementation

Permitting Office Space Relocation: Completion

Code Cycle Change: Implementation

Condominium Inspector: Hired

Legal Office's Record-Keeping System Modernization: Completion

City's Advisory Boards on Sunshine, Public Records Law, etc. Training Sessions: Completion

Tyler/Munis Energov for our Business Tax Receipt Processing: Completion

Records Management Handbook and Reference Guide: Development

Citywide Records File Plan: Development

City Clerk's Office to Other Departments for Boards and Committees: Expansion

Records Storage Consolidation: Completion

Records Room Inventory and File Plan: Development

Parking Enforcement – Enforcement Software: Implementation

CPTED New Ordinance: Draft and Adoption **(City Commission Decision)**

Liens Ordinance Refinement: Draft and Adoption **(City Commission Decision)**

Low-Cost Veterinary Clinic at the Shelter: Creation

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

Boat Trailer Parking Zone at S. Causeway Park: Creation

ERP Phase II: Rollout, Licenses, Permits and Fees (of Electronic Record Processing System)

ERP Phase III: Rollout (Payroll, Human Resources/Time Keeping/Retirement) of Electronic Record Processing System

Interdepartmental Training Opportunities: Facilitating

Data Center Enhancements – Enterprise Wide

Call Center Builds – Enterprise Wide: Completion

Fortinet Extender Deployments – Failover and SD WAN Initiative

Circuit Upgrades throughout Enterprise

In-House Mental Health Program for Police Department Employees: Development

Police Promotional Examination Program: Development

Enterprise Fleet Contract

Public Works New Work Order System: Implementation

New Medium- and Heavy-Duty Equipment: Acquisition

Electric & Gas Rate Stabilization Accounts Management

City Surplus Properties: Review Inventory and Sale Direction **(City Commission Decision)**

Annual Job Fair 2024

1st Floor Utilization Sunrise Center: Buildout

Edgartown Code Revisions: Completion

Business District Expansion **(City Commission Decision)**

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

Transportation Concurrency Exemption Area **(City Commission Decision)**

Fencing for Vacant Lots Code: Development **(City Commission Decision)**

Boarding House/Rooming House Regulations **(City Commission Decision)**

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

Noise Ordinance: Refinements **(City Commission Decision)**

Outreach Vehicle “Classroom”: Implementation

City Marketing Program Development: Consultant Contract

Unity in Our Community

Foreclosures Program/Process: Implementation

Recycling Campaign: Implementation

Code Enforcement/Compliance: Report

Historic District Design Code: Revision **(City Commission Decision)**

Post Office Appearance/Maintenance: Follow-Up with the Postmaster General and Congressional Representative

SHIP Home Rehabilitations (8)

Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase

Sunrise Theatre Marketing: Expansion

Sunrise Theatre: Grants

Sunrise Theatre Foundation: Fund Raising Event

SHIP/First Time Homebuyers Down Payment Assistance Program: Virtual Services

Sunrise Theatre Volunteer Program: Expansion

Marina Security: Assessment, Plan and Funding

Annual Highwaymen Heritage Trail Art Show and Festival 2024

Youth Recreation Programs Expansion

Marina Office Upgrade(s) – Multi-Phase Approach including Controller, QuickBooks and Scribble

Certified Bicycle Patrol Officers Team: Expansion

K-9 Program Expansion: Grant Request

Police Streamline the Non-Essential Calls

Boat Mooring – Boat Neighborhoods: Direction

City of Fort Pierce Major Projects 2023

Fuel Island: Replacement: Completion

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

Annual Road Resurfacing Projects

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

Street Resurfacing Projects 2023: Design and Construction

Georgia Avenue Outfall Nutrient Removal: Construction

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

Ohio Avenue (US 1 to 11th Street) Roadway Improvements Project: Design; Construction

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

16th Street (Avenue K to Avenue I) – Stormwater Replacement: Design

Granada Street – Paving: Design

Avenue D Streetscape (Indian River Drive to 29th Street): Phase 1 Construction; Phase 2 Design and Construction

13th Street Reconstruction (Georgia Avenue to Orange Avenue): Update Design

SUN Trail – Highwayman Trail Gap (Indian Hills Drive to Georgia Avenue): Construction

Surfside Drainage / Resurfacing – Phase II and III: Design and Construction

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

Indian Hills Recreation Area Stormwater Facility Expansion: Preliminary Engineering

Orange Avenue Beautification Project: U. S. 1 to 10th Street: Completion

Orange Avenue Beautification Project – FDOT: 13th to 33rd Street: Completion

Highwaymen Museum Development: Construction

Annual Banner Replacement (Citywide) (150 Replacements)

Indian Hills Golf Course Projects: Final Site Plan for Clubhouse; Pickleball; Trash Collection System

Fenn Park Reconstruction Project – Phase 2

Jaycee Park Connectivity Improvements

Savannah Recreation Trail Connectivity to Indian Hills Recreation Area: Design and Construction

Optimum Turf Health: Correct Mix

New Cart Fleet: Implementation

Fuel Dispensers and Management System: Replacement

Restroom Showers: Update

Sunrise Theatre Upgrade Projects: Completion – Water Heater Replacement; Fire Panel Upgrade; HVAC Automation Migration

Beach Volleyball at Jaycee Park: Installation

**Fort Pierce
Action Outlines 2023**

SECTION 4



**PERFORMANCE REPORT
2023
FOR
CITY OF FORT PIERCE
[Updated: 1/23/24]**

A

Performance Rating for 2023

Performance Rating for 2023 Mayor and City Commission

Rationale for Rating

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.

Performance Rating for 2023 Management Team

8.3

Rationale for Rating

1. Mayor-City Commission Performance: Community Focus; Future Focus; Leadership and Teamwork
2. Department Alignment and Performance: Getting Things Done; Producing Results for a Better Fort Pierce Community
3. Major Development Projects: In Progress
4. Growth and Development: Residential Projects and Community Projects
5. Growth and Increasing Service Demands Stretching City Capacity – Stress and Burnout Issues
6. City Infrastructure Funding through Grants
7. Increasing Community Pride
8. Smart City Significant Progress
9. Septics-to-Sewer Projects Significant Progress
10. City Employee Turnover: Hiring Quality, Professional Staff or Unable to Find Replacement
11. Wastewater Treatment Plant Relocation Significant Progress:
12. Animal Adoption Center Significant Progress
13. City Responsiveness to our Fort Pierce Community

B

Performance Report 2023

Importance of the Performance Report

BOTTOM LINE: Leaders being accountable for their decisions and actions

1. LEADERSHIP WITH INTENTIONS

- Acting with a sense of purpose and direction
- Defining a vision, setting goals, using them to guide decisions
- Establishing criteria to judge success
- Demonstrating an institutionalized strategic planning process
- Instilling confidence in financial institutions, customers

2. CONNECTION WITH CUSTOMER'S LIVES

- Providing services that add MEANS to the customers' lives
- Linking decisions and actions to improved services
- Linking decisions and actions to lower cost of service delivery
- Demonstrating the personal relevance of decisions and actions

3. CAPTURE OTHERS' ATTENTION

- Telling a story with a message
- Painting a picture
- Getting others to see it, to feel it
- Distinctive separating from the barrage of information

4. CELEBRATE – CREATE A MEMORY

- Developing a celebration that is unique-a standout experience
- Giving others a memento representing the success
- Saying "Thank You" to contributors to the success
- Demonstrating the significance of the achievement

5. PERSONAL CONTACT WITH A TAILORED MESSAGE

- Developing a message based upon the audience
- Making a few relevant points
- Reaching out to a variety of groups
- Delivering the message personally by you as a leader

City of Fort Pierce Vision 2038

Fort Pierce 2038 is a Unique Coastal Florida City

Our WATERFRONTS,

STRONG LOCAL ECONOMY,

HISTORY, ARTS AND CULTURE,

CHOICE OF DESIRABLE NEIGHBORHOODS,

OPPORTUNITIES for FUN,

COMMUNITY UNITY AND PRIDE

Makes Us Unique

Fort Pierce Goals 2028

SERVE OUR COMMUNITY



DEVELOP OUR COMMUNITY



ENGAGE OUR COMMUNITY



BEAUTIFY OUR COMMUNITY



ENJOY OUR COMMUNITY

City of Fort Pierce Policy Agenda 2023 Targets for Action

TOP PRIORITY

**Brightline Stop/Station in Fort Pierce:
Next Steps**

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

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

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

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

**“One Fort Pierce” Community – Strengthening:
Next Steps**

HIGH PRIORITY

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

**Orange Avenue Corridor Complete Streets:
Direction and Funding Mechanism**

**Downtown Development Master Plan Implementation:
Direction and Funding**

**Pinewood Recreation Facility Improvements:
Direction and Funding**

**Little Jim Operations:
Direction**

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

**County Airport Development:
Update and City Actions**

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

TOP PRIORITY

**Neighborhood Identity and Branding:
Consultant Selection and Neighborhood Identification**

**Community Policing Expansion:
Actions 2023**

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

**Wave Garden Development:
Permitting and Construction**

**King's Landing Development:
Plan Review**

**Port Development:
Re-Zoning Direction**

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

HIGH PRIORITY

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

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

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

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

**IT Enhancement/Master Plan Implementation:
Update Report**

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

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

Management in Progress 2023

City of Fort Pierce

► Management in Progress 2023

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

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

► **Management in Progress 2023 (Continued)**

- 1 25. CPTED New Ordinance: Draft and Adoption **(City Commission Decision)**
- 1 26. Liens Ordinance Refinement: Draft and Adoption **(City Commission Decision)**
- 1 27. Low-Cost Veterinary Clinic at the Shelter: Creation
- 1 28. Signage Ordinance Update: Completion **(City Commission Decision)**
- 1 29. Boat Trailer Parking Zone at S. Causeway Park: Creation
- 1 30. ERP Phase II: Rollout, Licenses, Permits and Fees (of Electronic Record Processing System)
- 1 31. ERP Phase III: Rollout (Payroll, Human Resources/ Time Keeping/ Retirement) of Electronic Record Processing System
- 1 32. Interdepartmental Training Opportunities: Facilitating
- 1 33. Data Center Enhancements – Enterprise Wide
- 1 34. Call Center Builds – Enterprise Wide: Completion
- 1 35. Fortinet Extender Deployments – Failover and SD WAN Initiative
- 1 36. Circuit Upgrades throughout Enterprise
- 1 37. In-House Mental Health Program for Police Department Employees: Development
- 1 38. Police Promotional Examination Program: Development
- 1 39. Enterprise Fleet Contract
- 1 40. Public Works New Work Order System: Implementation
- 1 41. New Medium- and Heavy-Duty Equipment: Acquisition
- 1 42. Electric & Gas Rate Stabilization Accounts Management
- 1 43. City Surplus Properties: Review Inventory and Sale Direction **(City Commission Decision)**
- 2 44. Annual Job Fair 2024
- 2 45. 1st Floor Utilization Sunrise Center: Buildout
- 2 46. Edgartown Code Revisions: Completion
- 2 47. Business District Expansion **(City Commission Decision)**
- 2 48. Modular/Mobile Housing Code: Revision **(City Commission Decision)**
- 2 49. Transportation Concurrency Exemption Area **(City Commission Decision)**
- 2 50. Fencing for Vacant Lots Code: Development **(City Commission Decision)**
- 2 51. Boarding House/Rooming House Regulations **(City Commission Decision)**
- 2 52. Affordable/Workforce Housing Code Incentives **(City Commission Decision)**
- 2 53. Noise Ordinance: Refinements **(City Commission Decision)**
- 3 54. Outreach Vehicle “Classroom”: Implementation
- 3 55. City Marketing Program Development: Consultant Contract
- 3 56. Unity in Our Community

► **Management in Progress 2023** *(Continued)*

- 4 57. Foreclosures Program/Process: Implementation
- 4 58. Recycling Campaign: Implementation
- 4 59. Code Enforcement/Compliance: Report
- 4 60. Historic District Design Code: Revision **(City Commission Decision)**
- 4 61. Post Office Appearance/Maintenance: Follow-Up with the Postmaster General and Congressional Representative
- 5 62. SHIP Home Rehabilitations (8)
- 5 63. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase
- 5 64. Sunrise Theatre Marketing: Expansion
- 5 65. Sunrise Theatre: Grants
- 5 66. Sunrise Theatre Foundation: Fund Raising Event
- 5 67. SHIP/First Time Homebuyers Down Payment Assistance Program: Virtual Services
- 5 68. Sunrise Theatre Volunteer Program: Expansion
- 5 69. Marina Security: Assessment, Plan and Funding
- 5 70. Annual Highwaymen Heritage Trail Art Show and Festival 2024
- 5 71. Youth Recreation Programs Expansion
- 5 72. Marina Office Upgrade(s) – Multi-Phase Approach including Controller, QuickBooks and Scribble
- 5 73. Certified Bicycle Patrol Officers Team: Expansion
- 5 74. K-9 Program Expansion: Grant Request
- 5 75. Police Streamline the Non-Essential Calls
- 5 76. Boat Mooring – Boat Neighborhoods: Direction

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

Major Projects 2023

City of Fort Pierce

► Major Projects 2023

- 1 1. Fuel Island: Replacement: Completion
- 1 2. City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall): CIP FY 2021 Funded and Implementation
- 1 3. Annual Road Resurfacing Projects
- 2 4. Septics to Sewers Program: Report and Direction
- 2 5. Street Resurfacing Projects 2023: Design and Construction
- 2 6. Georgia Avenue Outfall Nutrient Removal: Construction
- 2 7. Ohio Avenue (US 1 to 11th Street) Roadway Improvements Project:
 - a. Design
 - b. Construction
- 2 8. Avenue B (8th Street to 13th Street) Street Improvements: Construction
- 2 9. 16th Street (Avenue K to Avenue I) – Stormwater Replacement: Design
- 2 10. Granada Street – Paving: Design
- 2 11. Avenue D Streetscape (Indian River Drive to 29th Street):
 - a. Phase 1 Construction
 - b. Phase 2 Design and Construction
- 2 12. 13th Street Reconstruction (Georgia Avenue to Orange Avenue): Update Design
- 2 13. SUN Trail – Highwayman Trail Gap (Indian Hills Drive to Georgia Avenue): Construction
- 2 14. Surfside Drainage / Resurfacing – Phase II and III: Design and Construction
- 2 15. Means Court Extension (Avenue B to Moore’s Creek): Construction
- 2 16. Indian Hills Recreation Area Stormwater Facility Expansion: Preliminary Engineering
- 2 17. Orange Avenue Beautification Project: U. S. 1 to 10th Street: Completion
- 2 18. Orange Avenue Beautification Project – FDOT: 13th to 33rd Street: Completion
- 4 19. Highwaymen Museum Development: Construction
- 4 20. Annual Banner Replacement (Citywide) (150 Replacements)

► **Major Projects 2023** *(Continued)*

- 5 21. Indian Hills Golf Course Projects
 - a. Final Site Plan for Clubhouse
 - b. PickleballTrash Collection System
- 5 22. Fenn Park Reconstruction Project – Phase 2
- 5 23. Jaycee Park Connectivity Improvements
- 5 24. Savannah Recreation Trail Connectivity to Indian Hills Recreation Area: Design and Construction
- 5 25. Optimum Turf Health: Correct Mix
- 5 26. New Cart Fleet: Implementation
- 5 27. Fuel Dispensers and Management System: Replacement
- 5 28. Restroom Showers: Update
- 5 29. Sunrise Theatre Upgrade Projects: Completion
 - a. Water Heater Replacement
 - b. Fire Panel Upgrade
 - c. HVAC Automation Migration
- 5 30. Beach Volleyball at Jaycee Park: Installation

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

Successes for 2023

Mayor and City Commission Perspective

City of Fort Pierce

1. Brightline Station: Advocacy and Foundation for the Future
2. Managing Growth: Downtown Vision and Master Plan, Balancing Work-Living
3. Mayor-City Commission Teamwork and Leadership - “One Fort Pierce”
4. King’s Landing – Phase 1: Progress and On Schedule
5. West Fort Pierce Development – a “New City”: Residential and Commercial Businesses
6. City Organizational Changes: Promotion, New Human Resources Director and New City Attorney
7. Oaks Development at Moore’s Creek – New Residential Development: 15 Single-family Homes
8. Working Relationship with FPUA – Collaboration on Major Issues
9. Wastewater Treatment Plant Relocation: \$32 million Grant; Submittal for Additional Grant
10. Animal Services/Control Stability: Adoption Center; Staff’s Passion for the Mission
11. Technology Upgrades: Tyler Munis Project – Financial Completed; Launch HR and Asset Management
12. Sunrise Theater Stability: Diverse Programming; Financially in Black
13. Strategic Plan: Delivering Results through the Action Agenda 2023

14. Financial Condition of Fort Pierce City Government: Strong Position; Negative Impacts of State Actions
15. Employee Compensation Increases – Competitive in Marketplace
16. Management Succession Planning and Actions during 2023
17. Downtown Master Plan and Vision for the Future
18. Edgartown Ordinances Adopted
19. Overlay District Adopted
20. South Beach Plan: Working with Developer
21. Port Development in Collaboration with St. Lucie County
22. Jaycee Boat Ramp Completed
23. Annexations – Expanding City Boundaries: Small Step Taken
24. Joint Meeting with St. Lucie County Commission: One Meeting
25. Road Projects – Upgrading the Condition of City Streets: Avenue “B”; Means Court; “A” Street; Beach Court
26. Town Hall Meetings – Community Engagement: City Commission Outreach Initiatives
27. Seaport Finalization: Permitting in Progress
28. Jaycee Park: Completed
29. Highwaymen Museum Expansion: Plan at 95%
30. Safe Community – Police Working with Ft. Pierce Community
31. Reduced Racial Divide in our Ft. Pierce Community

C

Department Performance 2023

DEPARTMENTAL SUCCESSES 2023

Fort Pierce, Florida

January 2024

DEPARTMENT: Administrative Services

Please list your department's most important achievements that were completed during 2023 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: IT Ops Management: Infrastructure/Equipment Upgrades MARINA

Impacts: Site rewire and new equipment deployment.

Success: IT Ops Management: Security MARINA

Impacts: Expand *single* enterprise security footprint in target area.

Success: IT Ops Management: Fortinet Extender Failover

Impacts: Enhanced redundancy, ensuring continuity of operations in the event of a primary link failure. Facilitates seamless failover between network connections, minimizing downtime and provides uninterrupted access to critical resources in an extremely cost-effective manner.

Success: IT Ops Management: KnowBe4 Implementation**

Impacts: Enhances overall security awareness offering *required* training to educate users about cybersecurity best practices, recognizing phishing attempts, and understanding potential threats. Reduces phishing risks by conducting simulated tests allowing the organization to identify vulnerable users. Aligns the organization with compliance standard requirements and demonstrates compliance readiness in alignment with cybersecurity bill CS/HB 7055

Success: IT Ops Management: Infrastructure Upgrades BANDWIDTH/SPEED

Impacts: Increased speed and efficiency at all eligible sites.

Success: ERP: Tyler Financials implementation**

Impacts: Modernized ERP Financials platform for efficiency, uptime, and ease of use.

Success: ERP: Tyler Human Resources Management soft launch**

Impacts: Integrates all employee data, modernizes, and simplifies HR and payroll processes.

Success: Communications: Social Media Management

Impacts: Acquired and implemented enterprise-class SMMP (social media management platform), which enhances security and quality control processes of interactions and information conveyance.

Success: Communications: Best practices**

Impacts: Determine demographics throughout the city and the most effective resources to inform and gather feedback from.

Success: GIS: Enterprise refresh

Impacts: Update/upgrade all GIS resources (aligned with Tyler migrations).

Success: GIS: Upgraded GIS Hub

Impacts: Public portal for all GIS related consumable data.

Success: GIS: Public Works/Solid Waste route maps

Impacts: Public access to pick up routes and route information.

Success: IT Ops Management: Domain Controller and core infrastructure upgrades

Impacts: Lifecycle management for critical infrastructure. Ensures efficiency, security, and maximum availability.

Success: IT Ops Management: Call Center/ Auto Attendant

Impacts: Increased accuracy of call routing and reporting for analytics and improvements. Sets stage for full IVR system.

Success: Ops Management: TVA Security Upgrades

Impacts: Enhanced security analog to digital w/analytics.

Success: HR: Salary Study

Impacts: Creates a baseline and framework with annual updates to make data-driven recommendations and minimize compression.

Success: HR: Restructure**

Impacts: Structure positions to enhance quality control, efficiency, responsiveness, and trust.

Success: HR: Consulting Services

Impacts: Pay study, policy review, best practices, union negotiations.

DEPARTMENTAL SUCCESSES 2023

Fort Pierce, Florida

January 2024

DEPARTMENT: Building

Please list your department's most important achievements that were completed during 2023 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Building Department prepared for Tyler Software implementation/training**

Impacts: Seamless, more efficient handling of permit processing

Success: Hiring and retainage of Building Department staff.

Impacts: Retains comprehensive knowledge for department, better customer service.

Success: Almost paperless in operations and records; moving towards electronic only.

Impacts: Quicker and more efficient services for customer.

Success: Training new staff (30% turnover)**

Impacts: Improved professionalism and customer service.

Success: Implementation of new Florida Building Code requirements.

Impacts: Improved safety & protection of the public.

DEPARTMENTAL SUCCESSES 2023

Fort Pierce, Florida

January 2024

DEPARTMENT: City Clerk

Please list your department's most important achievements that were completed during 2023 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Created an "Open Government" page where we now have frequently requested public records and other publicly available information easily accessible through a single web page. Additionally, all ordinances, resolutions and minutes of City Commission meetings are available and searchable to the public.**

Impacts: Provide more accessibility to the public in order to perform their own research

Success: Brought the Vacation and Short Term Rental Registration program back in-house.**

Impacts: Allows us to have accurate data and an easy process for our citizens wishing to rent their properties.

Success: Completed build out of City Clerk processes in the new ERP Platform

Impacts: More convenient access for our customers.

Success: Expanded staff support by the City Clerk's office to other departments for Boards and Committees.**

Impacts: Deputy City Clerk's are gaining greater experience in working with committees while providing needed support to other departments.

Success: Deputy City Clerks are proceeding well with their industry certifications.

Impacts: Provides promotional opportunities and credibility of staff competency.

DEPARTMENTAL SUCCESSES 2023

Fort Pierce, Florida

January 2024

DEPARTMENT: City Manager

Please list your department's most important achievements that were completed during 2023 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Fort Pierce Redevelopment Agency Project-Based Budget

Impacts: Established a project-based budget to stay on track with priorities and initiatives for the Fort Pierce Redevelopment Agency. This has been extremely successful as staff has clear direction on priorities and has been accomplishing many projects.

Success: Peacock Arts District Mural Program

Impacts: Installed 4 beautiful murals to create public art in the arts district. The program was so successful, it will be growing in 2024.

Success: Commercial Façade Grant Program

Impacts: Successfully reimbursed 3 of 4 projects (one still underway) to improve slum and blight in the redevelopment area. The projects were completed in accordance with our grant agreement and have beautified our corridors and increased private sector investment.

Success: Impact Fee Moratorium

Impacts: The Impact Fee Moratorium was successfully extended for another year incentivizing new construction in the infill area.

Success: Annexation

Impacts: Executed the annexation of several large commercial parcels on West Orange Avenue which will aid in our quest to square off our boundaries and capture the commercial corridor of King’s Highway.

Success: Brightline Proposal**

Impacts: Worked with consultants to prepare a thorough, technically proficient, and aesthetically appealing proposal in response to Brightline’s RFP for a Treasure Coast Station.

Success: Florida Redevelopment Agency Award**

Impacts: Awarded the prestigious 2023 Roy F. Kenzie Award for Planning Studies by the Florida Redevelopment Association. This recognition is in acknowledgment of the outstanding Downtown Master Plan, which charts the path for revitalization and enhancement of Fort Pierce's downtown area.

Success: City of Fort Pierce Summer Internship Program**

Impacts: This initiative introduced 5 high school and college students, who were interested in public service and/or local government to our organization. The 12-week program provided each student with an opportunity to engage in the practical experiences found in the operations of the City of Fort Pierce and its various programs and services while helping the student to increase his/her knowledge and skills at the face-to-face, supervisory and executive levels of leadership.

Success: Oaks at Moore’s Creek attainable housing development**

Impacts: The public private partnership between the City of Fort Pierce, FPRA, and OMCII paves the way for 15 families to achieve their dream of homeownership through this new attainable housing development. The completion of this project will impact the lives of generations to come.

Success: FPRA Paint Program

Impacts: Provided reimbursement for over 30 properties in 2023 for painting the exterior of their home or business. This program has been efficient, effective and impactful for our redevelopment area.

Success: City of Fort Pierce Youth Council Community Service Project.**

Impacts: The Youth Council achieved its goal of empowering and educating 100 local youth about financial literacy, mental health, career development, and future planning. The council received recognition from the Florida League of Cities for their accomplishment. The Youth Council, specifically, gained the experience of project planning, presentation, and advocacy of youth issues.

DEPARTMENTAL SUCCESSES 2023

Fort Pierce, Florida

January 2024

DEPARTMENT: Community Response

Please list your department's most important achievements that were completed during 2023 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Stabilized operations of the Fort Pierce Animal Adoption Center**

- Impacts:**
- Budget has been mostly stabilized (the startup costs are completed).
 - Care of the animals is being addressed including veterinary services.
 - Staffing is 75% completed.
 - Adoptions, events, and outreach are all in full operation.
 - Established branding with new logo.

Success: Foreclosure process finalized**

Impacts: Properties are being sold at auction to potential developers without the encumbrances that caused problems.

Success: Stabilized STR/VR program/enforcement**

- Impacts:**
- Routine enforcement
 - Ease of use for STR/VR registration holders
 - Modified annual fee to be more in line with similar jurisdictions

Success: Staffing changes – Senior and Lead positions created

Impacts:

DEPARTMENTAL SUCCESSES 2023

Fort Pierce, Florida

January 2024

DEPARTMENT: Engineering

Please list your department's most important achievements that were completed during 2023 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: 5th Street (Boston Avenue to Delaware Avenue) Reconstruction**

Impacts: Project was the reconstruction of roadway, drainage, landscaping, irrigation, street lighting, undergrounding of utilities and sidewalk construction.

Success: Beach Court (Delaware Avenue to Florida Avenue) Reconstruction**

Impacts: This project included replacement of failing storm drain, sidewalk, roadway reconstruction, lighting and landscape improvements.

Success: Georgia Avenue Basin Improvements**

Impacts: Consisting of a drainage area approximately 235 acres in size, this project captures and treats stormwater runoff flowing to the Indian Hills Golf Course. The system is designed to remove Nitrogen, Phosphorous and suspended solids from the runoff improving water quality prior to discharging to the Indian River.

Success: Avenue B Reconstruction**

Impacts: A roadway/drainage project approximately 0.41 miles in length, where storm drains, structures, curb/gutter, sidewalk, paving and street lights were constructed.

Success: Jaycee Park Floating Docks

Impacts: This project was the construction of three (3) floating docks and gangways, replacing the fixed structures that were damaged by Hurricane Nicole. The construction provides a product that can withstand the effects of a hurricane with 3-second wind gusts of 170 MPH. The construction of the boat docks and gangways will also allow use by the public during periods of high water events as the ramps will no longer be fixed and will be able to adjust with the water level accordingly.

DEPARTMENTAL SUCCESSES 2023

Fort Pierce, Florida

January 2024

DEPARTMENT: Finance

Please list your department's most important achievements that were completed during 2023 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Substantially completed design and testing of new ERP system for the payroll and pension modules.**

Impacts: Allows useful reporting and analysis tools, and transparency to employees and retirees. Benefit to residents include the ease of retrieval for public records requests.

Success: Streamlining processes to include paperless processes

Impacts: Electronic storage of documents and faster processing through approvals. Benefit to residents include the ease of retrieval for public records requests.

Success: Successfully reported financial information including budgets to all regulatory agencies.

Impacts: Confidence in knowing that City funds are being properly reported.

Success: Implementation of Phase I and II of the Purchasing module of the new ERP system**

Impacts: Automation of information for the city, electronic storage of records, and streamlining of processes

Success: Recipient of the Cybersecurity Technical Assistance Grant

Impacts: The cybersecurity grant was awarded to the city to purchase software solutions.

Success: Awarded 91K for 2024 General Program Support

Impacts: General Program Support funding is allocated to Florida's arts and cultural organizations, acting on behalf of the Sunrise Theatre. These funds are designated to support general program activities and advance the state's cultural objectives by facilitating the conduct, creation, production, presentation, staging, or sponsorship of cultural exhibits, performances, educational programs, or events.

Success: Closed and Completed Closing the Gap Technical Assistance Grant

Impacts: Successfully closed and completed the Closing the Gap Technical Assistance Grant, facilitated by the Florida Housing Coalition Initiative. This initiative is aimed at creating pathways toward homeownership, allowing for data collection to address the challenges faced by low-income, minority residents who are compelled to rent rather than own homes.

Success: Awarded 23 New Homebuyers with the Down Payment Assistant Grant**

Impacts: The Department awarded down payment assistance to 23 families, totaling \$1,020,000 in awards. Some individuals are still in the process of finding homes. This assistance is expected to significantly impact the city by generating additional revenues and aiding more residents in becoming homeowners.

Success: Assisted 15 homeowners with Housing Rehabilitation**

Impacts: The department has approved 15 housing rehabilitation requests, expending \$419,000 through SHIP. These funds have been utilized to assist 14 households in rehabilitating their homes, addressing code violations, and undertaking physical improvements to the dwellings.

Success: Assisted 83 families with Rapid Rehousing**

Impacts: The department has approved Rapid Rehousing for 83 families. To date, the grants division has expended \$311,000 to assist these families in finding and maintaining adequate living facilities.

Success: Facilitated Workshops and Orientations (Financial Literacy, First Time Homebuyer, Housing Rehabilitation)

Impacts: Conducted various seminars and orientations to provide comprehensive information on purchasing and maintaining a home. These sessions were attended by individuals, including current renters and homeowners, who have since become residents of the city and contribute to the city's tax base.

Success: Public Service Agency and Small Business Grants

Impacts: The department supported two of the city's public service agencies in fulfilling their mission. Future Generation of SLC and Village Coalition of Youth Activities were each awarded \$5,000 to fund summer programs for Low-to-Moderate Income (LMI) youths.

Additionally, we aided five (5) of the city's small businesses by facilitating the purchase of equipment, signage, or other improvements aimed at enhancing their capacity and sustainability.

Success: Held Annual World Changers (Housing Rehabilitation)

Impacts: Ten (10) homes underwent painting and/or received minimal repairs.

Success: Held Annual Paint Our Town Program

Impacts: Aligned with the city's Annual Action Plan goals, we successfully completed the painting of one home this year.

DEPARTMENTAL SUCCESSES 2023

Fort Pierce, Florida

January 2024

DEPARTMENT: Indian Hills Golf Course

Please list your department's most important achievements that were completed during 2023 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: It was a success just hanging in there last year!! We started the first half of our fiscal year well behind the eight ball. We had an old fleet of carts, a bad economy and poor course conditions due to a chemical burn.**

Impacts: We were able to semi salvage what could have been a disastrous year.

Success: Following the Chemical Burn, we were able to completely change gears and fertilize our way out of it.**

Impacts: The Biggest impact is that a great thing will come out of a terrible thing. We are now applying organic liquid fertilizers as well as a granular application a few times per month.

Success: Our greens are as good as just about any club in the area and our fairways have bounced back significantly since January.

Impacts: We were able to salvage the last five months of the fiscal year.

Success: It may sound trivial, but the addition of a new "Hands Free" Ice & Water Dispenser.

Impacts: Customers love the new machine and the fact that it is Hands Free.

DEPARTMENTAL SUCCESSES 2023

Fort Pierce, Florida

January 2024

DEPARTMENT: FORT PIERCE CITY MARINA

Please list your department's most important achievements that were completed during 2023 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Increase in marina revenues along with overall greater use of the facility by transient boaters and the general public.**

Impacts: Increased traffic through the marina, brought increased traffic to the downtown area of Fort Pierce and the local businesses.

DEPARTMENTAL SUCCESSES 2023

Fort Pierce, Florida

January 2024

DEPARTMENT: Planning

Please list your department's most important achievements that were completed during 2023 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Maintaining a responsive Planning Department**

Impacts: Creating confidence from citizens and from the wider development community.

Success: Processed approvals for almost 1000 residential units**

Impacts: Widen housing provision, increase property valuation.

DEPARTMENTAL SUCCESSES 2023

Fort Pierce, Florida

January 2024

DEPARTMENT: Police Department

Please list your department's most important achievements that were completed during 2023 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Project Safe Neighborhoods Grant**

Impacts: The Fort Pierce Police Department was awarded \$111,597.00 by the United States Department of Justice's Project Safe Neighborhoods Program. The Project Safe Neighborhoods Program is designed to create and foster safer neighborhoods by funding efforts to address gang related crime and reduce felonious possession and use of firearms. The success of the program requires coordination, cooperation, and partnership between state, local, and federal law enforcement agencies. The monies are being used to increase patrol and investigative activities in areas of Fort Pierce most affected by gang violence. A portion of the monies are also being used to purchase seven (7) covert cameras that will be deployed in those same areas to increase safety for residents.

Success: Covert Camera Purchase**

Impacts: Through a partnership with the Fort Pierce Redevelopment Agency, the Fort Pierce Police Department was able to purchase twenty-four (24) covert cameras. The cameras were paid for by combining monies from the Fort Pierce Redevelopment Agency and monies from the Police Department's Law Enforcement Trust Fund. The cameras will be deployed throughout the City to help prevent and solve crimes. The cameras will be in public areas and allow investigators to work more efficiently in collecting evidence and preserving public safety.

Success: The Saint Lucie Education Foundation Grant

Impacts: The Saint Lucie Education Foundation awarded a \$50,000 grant to the Police Department's Resource In Community Hope House (RICH House) program. The first RICH House opened on Avenue I in June of 2021, followed by a second location on South 21st Street which opened in June of 2022. The RICH house program is a beacon of hope for all ages in the community and was the vision of Chief Hobbey-Burney to establish a place where seniors, adults, youth, and children can receive specific help. Whether it's anger management, dealing with bullying for the youth, or technical and computer assistance support for elders, there is something offered for everyone.

Success: Department of Justice Grant

Impacts: The Department of Justice awarded the Police Department a community outreach grant in the amount of \$53,729. The grant will specifically be used for Department programs that engage and support and youth in our community. Examples of the such programs are Courageous Kids, Unity in Our Community, and the RICH houses. Youth related programs help build relationships with our youth and police officers through communication, spending quality time, mentoring, reading, and assisting with school work. These programs are an opportunity for youth and parents to learn that we do much more than arrest people. The exchange between the Officers and the youth is rewarding for all.

Success: Ratified Union Contracts**

Impacts: The City of Fort Pierce and the Coastal Florida Police Benevolent Association successfully reached a bargaining agreement that included improved salaries for police officers, sergeants, and lieutenants. The increased demand for law enforcement officers nationwide, combined with fewer persons entering the law enforcement field, has created a more competitive atmosphere for the recruitment and retention of police officers.

DEPARTMENTAL SUCCESSES 2023

Fort Pierce, Florida

January 2024

DEPARTMENT: Public Works

Please list your department's most important achievements that were completed during 2023 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

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

Success: 35 th year being named Tree City USA
Impacts: Safer and More Beautiful City

Success: Increased volunteer efforts through Keep Fort Pierce Beautiful and quarterly cleanups
Impacts: Community Unity and Pride

Success: Maintained all responsibilities of the PWD with increased workload and reduced staff**
Impacts: Safe and More Beautiful City

Success: Salary adjustment for sanitation drivers**
Impacts: Increased pride and employee retainage

DEPARTMENTAL SUCCESSES 2023

Fort Pierce, Florida

January 2024

DEPARTMENT: Sunrise Theatre

Please list your department's most important achievements that were completed during 2023 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: 100 Year Celebration of Sunrise Theatre**

Impacts: There was a lot of buzz about this event for months leading up to it and people raved about it afterward. We also involved the downtown merchants and the event was attended by people who are not necessarily patrons of the theatre, so the theatre received a lot of exposure.

Success: Increased Social Media and Digital Advertising Efforts vs. Traditional Marketing

Impacts: We are stretching our advertising dollars and reaching a new audience.

Success: Programming More Diverse Performances**

Impacts: Still a work in progress efforts are being made to be more inclusive and benefit the whole community.

Success: Successful Implementation of Event Management Software**

Impacts: Streamlines and gives staff all information regarding each performance with the click of a mouse and takes out the need for emails/phone calls to find the information.

DEPARTMENTAL SUCCESSES 2023

Fort Pierce, Florida

January 2024

DEPARTMENT: Fort Pierce Utilities Authority

Please list your department's most important achievements that were completed during 2023 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: FPUA Board Strategic Planning Session

Impacts: This session was very successful for the Board. The Board developed priorities for the near future. The highest priorities were relocating the IWRF, increase FPUA branding with community, lock in gas prices to provide low cost & affordable electric rate

Success: Secure 75% of Natural Gas needs until March 2025 and 25% until March 2026**

Impacts: Secure a Power Cost Adjustment at or near \$0 for the next 27 months. This will provide our customers with a low cost and affordable electric. This will enable our customers to have predictable power cost and when our customers reduce consumption, it will reflect in their power bills.

Success: \$15 Million Federal & State Grant towards New WRF Construction (Awarded)**

Impacts: Reduces rate funding required to complete New WRF. Reduces rate adjustments to our customers

Success: \$28 Million State Grant towards Conveyance System for New WRF Plant (Approved and pending final award)**

Impacts: Reduces rate funding required to complete New WRF. Reduces rate adjustments to our customers

Success: \$3.9 M State Grant towards Reuse at New WRF Plant (Approved and pending final award)

Impacts: Reduces rate funding required to complete New WRF. Reduces rate adjustments to our customers

Success: \$5.8 M Federal Grant towards Electric Grid Resiliency (Approved and pending final award)

Impacts: Reduces rate funding required to complete New WRF. Reduces rate adjustments to our customers

Success: Additional \$77 M Federal and State grants submitted towards IWRF, sewer lining, and electric grid resiliency grants for upcoming 2024 Season

Impacts: Reduces rate funding required to complete New WRF. Reduces rate adjustments to our customers

Success: New Wastewater Plant Design completed 100% and construction ongoing**

Impacts: New plant is currently on schedule with many process elements near 50% completion with vertical construction to commence Mid-2024.

Success: FPUAnet Residential and Commercial service

Impacts: Expanded broadband services to 100 new parcels and within the Lincoln Park Neighborhood. Partnered with 24/7 technical support with a leading municipal broadband in the country (City of Chattanooga).

SECTION 5



LOOKING TO FORT PIERCE'S FUTURE
[Updated: 1/23/24]

2023 Messages from Our Community

City of Fort Pierce

Mayor and City Commission Perspective

1. Mixed Message: Grow Fort Pierce, Anti- Growth – Keep Fort Pierce –Small
2. Great City Services Responsive to our Residents
3. Concerns about Western Fort Pierce Development
4. Continue to Improve/Upgrade City Streets
5. Reduce the Costs of City Government; Reduce Taxes and Fees
6. Less Governmental Bureaucracy – Building Permit Processing Time and Requirements
7. Identify and Market our Neighborhoods
8. Need More Affordable Housing – Homeownership and Rental
9. Brightline Pros and Cons
10. Questions about the Wastewater Treatment Plant Relocation
11. Address the Homeless Situation
12. Complete the Boat Ramp
13. Marketing and Branding Fort Pierce
14. Traffic and Traffic Enforcement
15. What is Going on with: Little Jim’s and Lincoln Theater

16. FPUA Bill Too High

17. We Love Fort Pierce!

Strengths – Weaknesses Threats – Opportunities City of Fort Pierce

»» Strengths

1. Working Relationship with Community Partners: FPUA and St. Lucie County
2. City Manager and City Staff Dedicated to Serving our Fort Pierce Community
3. Growing Vibrancy in Downtown and along our Waterfront
4. Potential West Fort Pierce Development
5. “One Fort Pierce” Community
6. Intracoastal Waterway and Waterfront
7. Highwaymen Tradition and Museum
8. Stable City government – Mayor and City Commission and City Staff
9. Police Department Relations with our Fort Pierce community
10. Fort Pierce Community History and Heritage
11. Exceptional City Services – Service Level and Responsiveness to our Fort Pierce Community
12. Ongoing Strategic Planning and Action Agenda – Producing Results for our Fort Pierce Community
13. Residents Trust and Confidence in Fort Pierce City Government
14. Strong Sense of Fort Pierce Community Pride

»» **Strengths (continued)**

15. Potential Tourism Development
16. Positive Economic Development Momentum
17. Mayor and City Commission Leading Fort Pierce to a Better Future
18. Our Beach
19. Safe Community for All
20. Road Maintenance

»» Areas for Improvement

1. Annexations – Expanding the City’s Boundaries
2. 2nd Tier Management Development within Fort Pierce City Government
3. Traffic Management and Signal Synchronization
4. Streetscape Maintenance and Community Appearance – “First Impression”
5. Need for Commercial and Residential Tax Base Growth
6. Social Media Image and Impression
7. Expanding Community Involvement and Engagement
8. Street Lighting
9. Expanding Fort Pierce as a Tourist Destination
10. Hotel Development
11. Community Understanding of Growth
12. Defining the Next Steps for Downtown
13. Improving the Orange Avenue Corridor from U.S. 1 to I-95
14. Reducing Trash and Litter
15. Upgrading and Modernization of Older Homes
16. Shortage of Workforce
17. More Active Political Parties involved in City Politics and Community Issues
18. Communications with our Residents

»» Threats to Fort Pierce's Future

1. Actions by State of Florida – Threats to Home Rule and Local Control
2. Potential Overdevelopment and Uncontrolled Growth
3. Limited Funding Options for Major Project
4. Social Media with False Facts, Intentional Disinformation and Attacks on governments and Governmental Officials
5. St. Lucie County Moving out of Downtown
6. City Boundaries
7. Community Resistance to Change
8. Involvement of Political Parties in Local Governance and Community Issues
9. Potential Economic Downturn Impacting Major Private Development Projects
10. High Interest Rate Impacting Major Private Development Projects
11. Uptick in Crime and Criminal Activities
12. Shootings and Gun Violence
13. Ineffective Communications with our Fort Pierce Community
14. Employee Turnover
15. Conflicting Community Expectations
16. Lack for Vision for West Fort Pierce Growth and Development
17. Major Private Development Projects – Delays or Die
18. Lack of Tourism and Tourists

»» Opportunities for Fort Pierce's Future

1. Boundary Definition and Annexation Strategy/Action Plan
2. Downtown Development
3. Waterfront Preservation and Development
4. Major Tourist Destination Project
5. Economic Development and Business Investment
6. Residential Development and Growth
7. Transportation Initiative
8. County Facilities Re-location with St. Lucie County
9. Tourism Development
10. King's Landing Development Project
11. Infill Residential Development
12. Historic Lincoln Theater
13. Brightline Station and Services
14. Development West of U. S. 1
15. Workforce Development
16. Marine Industrial Development
17. Destination Hotel Development
18. Seaplane Service

Actions for 2024 Mayor and City Commissioners' Interviews City of Fort Pierce

1. King's Landing Project: Update, Direction and City Actions
2. Fisherman's Wharf Development: Update, Direction and City Actions
3. Homeless Strategy: Goals/Outcomes, Community Problem Analysis and Impact, Best Practices, Service Needs, Report with Options, Direction and City Actions
4. Seaplane Facility and Service: Update, Direction and City Actions
5. City Beautification Strategy and Action Plan: Goals/Outcomes, Best Practices, Report with Options, Direction, Funding and City Actions (
6. Wastewater Treatment Plant Relocation: Update Report, Direction and City Actions
7. Port Development: Update Report, Direction and City Actions
8. Gateway/Entrances: Definition, Design, Direction and Funding
9. Animal Shelter: Plan Development, Direction and Funding
10. Downtown Parking: Action Steps Implementation
11. Public Facilities Maintenance Upgrade: Condition Assessment, Plan Development, Direction and Funding
12. Brightline Station Development: Update and Next Steps
13. City-owned Properties: Update Report, Direction and City Actions(including Little Jim's, Old City Hall, and School House
14. Street Lights: Services Level, Direction, Funding and City Actions

15. Youth Retention Strategy: Goals/Outcomes, Best Practices, Report with Options, Partners, Direction and City Actions
16. Vacant Lots/Empty Buildings Strategy: Inventory, Report with Findings, Direction and City Actions
17. City Compensation: Update Report, Direction and Funding
18. City Boundary and Annexation Strategy/Action Plan: Report, Direction and City Actions
19. Road Improvement Strategy and City Actions: Goals/Outcomes, Service Level, Report with Options and Funding Mechanism, Direction and City Actions/Projects Priority
20. Crime Reduction Action Plan: Update Report, Problem Analysis, Best Practices, Report with Findings and Options, Direction and City Actions
21. Technology Upgrades: Next Steps and Funding
22. Neighborhood Identification: Update, Direction and City Actions
23. Free-Bee Public Transportation: Direction and Next Steps
24. Stormwater Treatment Area: Update Report, Direction and City Actions
25. Community Safety Next Steps: Report with Options, Direction and Funding (including SWAT Team, Drug Task Force, Gang Task Force, Gun Violence Reduction, etc.)
26. Waterway Policing: Report with Options, Direction, Funding and City Actions
27. Wastewater Treatment Plant Relocation: Update Report, Direction and City Actions
28. Boat Ramp Project: Completion
29. Lincoln Park Corridor Redevelopment: Update Report, Direction and City Actions
30. Sidewalk Projects: Report, Review and Priority Direction
31. Road Projects: Report, Review and Priority Direction
32. Climate Change and Community Resiliency: Plan Development, Direction, Funding and City Actions

33. Tourism Development/Expansion Strategy: Performance Report, Performance Goals, Direction and City Actions
34. Infill Development Strategy: Review, Report with Options, Direction and City Actions
35. Workforce Development: Goals/Outcomes, City Role, City Partners, Report, Direction and City Actions
36. Streamlining City Processes: Report, Direction and City Actions
37. Delaware Road Corridor Development: Update Report, Direction and City Actions
38. North U.S. 1 Corridor Redevelopment: Outcomes, Report with Options, Direction, Funding and City Actions
39. Comprehensive Plan Update: Direction
40. Management Succession Plan: Update Report and Next Steps
41. Midway Road Corridor Commercial Development: Direction and City Action
42. Wave Project: Update Report and Next Steps
43. City Services Online Expansion: Next Steps and Funding
44. Fenn Park Upgrade: Update Report and City Actions
45. Parking at the Beach: Update Report, Direction and City Actions
46. Affordable Housing Project: Update and Next Steps
47. Additional Boats Ramps and Parking: Report with Options, Direction, Funding and City Actions
48. Highwaymen Museum Project: Update and Completion
49. Hotel and Conference Center at the Beach: Outcomes, Direction and City Actions
50. Satellite Police Facility West: Needs, Report with Options, Direction, Location and Funding

51. Neighborhood Flooding Action Plan: Problem Analysis, Report with Findings and Options, Direction and Funding
52. Social Media Policy: Review, Best Practices, Report with Options, Direction and City Actions
53. Proactive City Corporate Communications Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions
54. City/Community Brand/Marketing Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions (Showcasing Fort Pierce)
55. Government/Civic Education Strategy/Program Development: Outcomes, Best Practices, Report with Options, Direction and City Actions
56. City Economic Development Policies and Activities: Comprehensive Review/Evaluation, Outcomes, City Roles, Partners, Report, Direction and City Actions
57. Smart City Designation: Direction and City Actions
58. City Marina Expansion: Report with Options, Direction, Funding and City Actions
59. 13th Street Improvements: Direction and Funding
60. Five-Year Financial Plan: Development (including projections)
61. Legislative Agenda and Advocacy: Review, Direction and City Actions
62. Short-Term Rental Regulations: Legal Update, Direction and City Actions
63. Historic Preservation/Enhancements: Review, Best Practices, Report with Options, Direction and City Actions
64. Community Cameras: Outcomes, Best Practices, Report with Options and Funding Mechanism, Direction and Actions
65. Lincoln Theater Restoration Plan/Program Development: Update Report, Direction and City Actions

66. Sunrise Theater Plan for 2024: Direction and Actions
67. Road Projects – Ave. Q, Ave D and 17th Street
68. Youth Recreational Programs and Activities Expansion: Needs, Report with Options, Direction and City Role/Actions

Top “10” Priorities for 2024

EXECUTIVE PERSPECTIVE

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

Looking to Fort Pierce's Future Departmental View

MAJOR CHALLENGES

Fort Pierce, Florida

January 2024

DEPARTMENT: Administrative Services

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

- Ops Management: User Training Adoption & Compliance: Implementing effective user training programs to ensure staff members are proficient in utilizing new technologies and adhering to security best practices.
- Ops Management: Encouraging a culture of innovation within IT Ops Management, fostering creative solutions to challenges, and staying abreast of emerging technologies.
- Ops Management: Cybersecurity threats. Addressing evolving cybersecurity threats, including phishing attacks, ransomware, and other sophisticated cyber threats that can compromise data and systems.
- Ops Management: Talent Acquisition and Retention: Attracting and retaining skilled IT professionals in a competitive job market, ensuring a capable and motivated team.
- Ops Management/Communications: Digital Divide. Navigating the complexities of digital transformation, including updating processes, adopting new technologies, and fostering a culture of innovation to provide clear and precise information and transparency.
- Ops Management: Regulatory Compliance: Staying abreast of changing regulations and ensuring that IT systems and practices comply with industry standards and legal requirements.
- GIS: Data Mining - Determining various use cases for available data.
- ERP: Establishing a solid team to enhance continued innovations and enhancements per departmental use case.
- HR: Personal rules and reg revision.

- HR: Supervisors and managers' manual creation.
- HR: FMLA process creation, education, and enforcement.
- HR: Enterprise soft-skills training resource.
- HR: Succession Planning - Identifying and developing future leaders within the organization and ensuring a smooth transition during key personnel changes.
- HR: Implementing transformative adjustments to historical practices and improving procedures for enhanced efficiency and effectiveness.
- Processes and procedures for all core operations (rate of change).
- Space needs analysis.

MANAGEMENT IN PROGRESS 2024

PROJECTS AND ISSUES

Fort Pierce, Florida

January 2024

DEPARTMENT: **Administrative Services**

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

- 1 ERP: Phase II (Enterprise Permitting & Licensing) – Substantial portion of project complete. Phase completion slated for first quarter.
- 2 ERP: Phase III (Human Resource Management) – Soft launch on January 8th. Phase completion slated for first quarter.
- 3 ERP: Phase IV (Enterprise Asset Management) – Phase completion slated for 2nd quarter.
- 4 Ops Management: Implementation and deployment of an intranet infrastructure within the organizational framework (including site-to-site fiber).
- 5 Ops Management: Sunrise Theatre integration of services.
- 6 Ops Management: Animal Adoption Center acquisition and integration of services.
- 7 Ops Management: Recreation Center improvements and integration.
- 8 HR: Personnel Rules and Regs revision.
- 9 HR: Supervisors and managers' manual creation.
- 10 HR: Various processes and workflows with QC/QA.

**INITIATIVES 2024:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2024**

DEPARTMENT: Administrative Services

Please list issues or projects that you would like for the city to address this 2024.

- 1 ERP: Ongoing development for the utilization of the new ERP platform.
- 2 Ops Management: Site-to-site fiber.
- 3 HR: Personnel Rules & Regs revisions.
- 4 HR: Supervisors and managers' manual creation.
- 5 HR: The creation of various processes and workflows for resolving related key issues.
- 6 HR: Implementation of document digitization initiative to transition to a fully paperless environment.
- 7 All Divisions: Implementing (or revising) departmental policies and procedures.

MAJOR CHALLENGES

Fort Pierce, Florida

January 2024

DEPARTMENT: Building

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

- Maintaining excellent customer service with regard to development demands.
- Hiring and retaining licensed professionals and inspectors.
- Malicious legislation
- Rapid climate-related change: sea level rise, storm intensity, heat, King Tides, drought.
- Meeting the challenges of resiliency preparation/solutions: protecting strategic infrastructure, vulnerable populations of special focus, hazard-prone areas.
- Explosive growth.
- Alignment - organizational
- Training of inexperienced staff members with limited-experienced trainers.

MANAGEMENT IN PROGRESS 2024
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2024

DEPARTMENT: Building

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

- 1 Working towards 100% Building Department customer satisfaction.
- 2 Developing a resiliency plan for the future to reduce risk.
- 3 Working with other City agencies (FPUA) on projects that benefit the City (Wastewater Plant)
- 4 Implementation of Tyler ERP.
- 5 Attracting skilled staff.

**INITIATIVES 2024:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2024**

DEPARTMENT: Building

Please list issues or projects that you would like for the city to address this 2024.

- 1 Working with other departments to achieve optimum use of Tyler software.
- 2 Building Department accreditation
- 3 Reconfigure office space
- 4 Development of staff – educational opportunities
- 5 Milestone inspection program

MAJOR CHALLENGES

Fort Pierce, Florida

January 2024

DEPARTMENT: City Clerk

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

- Continued state preemptions; ongoing assault on Business Tax Receipts.

**MANAGEMENT IN PROGRESS 2024
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2024**

DEPARTMENT: City Clerk

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

- 1 Consolidation of historical records storage into a single location.
- 2 Identify methods other than Business Tax Receipts that will allow the city to monitor, evaluate and approve from where businesses are operating to insure proper zoning use and building occupancy.
- 3 Continue efforts to identify and destroy records that have met retention and no longer have value.
- 4 Develop a records management handbook and reference guide.
- 5 Transition all departments into using FileBound for official records storage.

**INITIATIVES 2024:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2024**

DEPARTMENT: City Clerk

Please list issues or projects that you would like for the city to address this 2024.

- 1 Identify methods other than Business Tax Receipts that will allow the city to monitor, evaluate and approve from where businesses are operating to insure proper zoning use and building occupancy.
- 2 Consolidation of records into a single storage area.
- 3 Provide on-going training to employees on the FileBound platform.

MAJOR CHALLENGES

Fort Pierce, Florida

January 2024

DEPARTMENT: City Manager

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

- Affordable/Attainable housing
- Growing population; strain on infrastructure – increased cost of doing business
- Labor force
- Cost of Living
- Addressing the challenges of serving unsheltered citizens.

**MANAGEMENT IN PROGRESS 2024
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2024**

DEPARTMENT: City Manager

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

- 1 Brightline Station Negotiation
- 2 Annexation
- 3 Wayfinding
- 4 Old St. Anastasia
- 5 Business Grant Programs
- 6 Neighborhood Identification and Branding

**INITIATIVES 2024:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2024**

DEPARTMENT: City Manager

Please list issues or projects that you would like for the city to address this 2024.

- 1 Downtown Master Plan Projects
- 2 Little Jim Bait and Tackle RFP
- 3 Old St. Anastasia Renovation and Redevelopment
- 4 Western Peninsula Master Planning
- 5 On Demand Transportation RFP
- 6 Cobbs Landing RFP

MAJOR CHALLENGES

Fort Pierce, Florida

January 2024

DEPARTMENT: Community Response

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

- Parking
- Transitioning from "reactive" enforcement to "proactive" enforcement
- Rising housing costs / Cost of living
- Staffing – even with the increased salary rates, the lower-level positions are still challenging to fill.
- Handling the impact of Brightline – whatever that will be....
- Adding staff to handle expansion
- Continued growth of diversified populations
- Aging infrastructure and buildings

MANAGEMENT IN PROGRESS 2024

PROJECTS AND ISSUES

Fort Pierce, Florida

January 2024

DEPARTMENT: Community Response

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

- 1 Parks Ordinance re-write – ready to go to City Commission.
- 2 Pay to Park RFP (pilot program) – RFP in progress
- 3 Tyler Munis – complete program setup
- 4 Nuisance abatement – ordinance re-write; process change.
- 5 FPAAC – Create 501c3
- 6 FPAAC – new surgery/vet clinic – RFP in progress
- 7 FPAAC – continue to establish an enterprise fund
- 8 Special Magistrate services – RFP in progress
- 9 Nuisance abatement vendors – RFP being drafted
- 10 New software for Animal Control/FPAAC.
- 11 Getting new signage for the FPAAC
- 12 Resume condemnations/demolitions.
- 13 Getting DEA/FL Dept of Health approval for FPAAC.

**INITIATIVES 2024:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2024**

DEPARTMENT: Community Response

Please list issues or projects that you would like for the city to address this 2024.

- 1 Low-cost vet clinic at the FPAAC
- 2 Renovate the Cat Cottage at the FPAAC
- 3 S. Causeway Park parking – clean up the parking area to clearly establish parking spots.
- 4 Upgrade Maravilla Dog Park – add waste stations with bags, overall improvement

MAJOR CHALLENGES

Fort Pierce, Florida

January 2024

DEPARTMENT: Engineering

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

- Repair and replacement of aging infrastructure
- Filling vacancies in the work force with qualified personnel

MANAGEMENT IN PROGRESS 2024

PROJECTS AND ISSUES

Fort Pierce, Florida

January 2024

DEPARTMENT: Engineering

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

- 1 2024 Street Resurfacing – proposed streets
- 2 Ohio Avenue (11th Street to US 1) – Construction oversight
- 3 SUN Trail – Highwayman Trail Gap – Bid and construction oversight
- 4 Surfside Drainage – Phase 2 – Bid and construction oversight
- 5 Avenue D – (US 1 to 29th Street) – Grant agreement, bidding and construction oversight
- 6 Avenue D – (uS 1 to Indian River Drive) – Design administration, bidding and construction oversight
- 7 SUN Trail – Historic Downtown Trail – Design administration
- 8 Granada Street – Design, bidding and construction oversight
- 9 Little Jim Bait and Tackle – Septic to Sewer Conversion – Design administration and construction oversight
- 10 Indian River Drive (Marina Way to Seaway Drive) Design administration
- 11 11th, Boston and Preston Reconstruction – Design administration

- 12 Surfside Drainage – Phase 4 – Design administration
- 13 Wendell Road (7th Street to 8th Street) – Design administration
- 14 16th Street (Avenue K to Avenue I) – Design, bidding and construction oversight
- 15 Avenue Q (14th to 17th) – Drainage replacement – Construction oversight
- 16 Seaplane Base - Design administration and construction oversight.

**INITIATIVES 2024:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2024**

DEPARTMENT: Engineering

Please list issues or projects that you would like for the city to address this 2024.

- 1 13th Street Reconstruction (Georgia Avenue to Orange Avenue)
- 2 Indian Hills Recreation Area Stormwater Facility Expansion

MAJOR CHALLENGES

Fort Pierce, Florida

January 2024

DEPARTMENT: Finance

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

- Growing population within the City creates challenges to develop to realistic spending plans and deliver service within financial constraints
- Increased regulatory and statutory reporting, new accounting standards.
- Obtaining and retaining qualified staffing.
- From the department's perspective, one of the major challenges we anticipate facing over the next five years is the ongoing turnover in jobs experienced by employers. The resulting shortages pose a significant challenge for our department in collaborating and establishing meaningful partnerships with external entities necessary to serve our community.
- The department encounters challenges with community participation, with community members demonstrating heightened interest in workshops, etc., particularly when there are immediate benefits such as receiving free items or meals.
- The increase in building materials costs restricts our maximum rehabilitation potential, posing challenges in efficiently utilizing funds within the allocated timeframe. Consequently, this impacts the amount of grant funds we are awarded for subsequent years.
- The rise in home prices and the low inventory in the city impede our capacity to assist as many potential homeowners as possible with funding. Additionally, this has repercussions on the amount of grant funds we are awarded for subsequent years.
- Lack of coordination and communication between departments result in excess work for the division.

MANAGEMENT IN PROGRESS 2024

PROJECTS AND ISSUES

Fort Pierce, Florida

January 2024

DEPARTMENT: Finance

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

- 1 Working to implement, design and roll-out the new ERP modules for Fixed Assets, Inventory and General Billing.

- 2
 - CAPER Report
 - Annual Action Plan
 - Community Needs Survey
 - Rapid Rehousing
 - Down Payment Assistance
 - Housing Rehabilitation
 - AHAC Committee
 - Communitywide Council
 - Public Service Agency Grants
 - Small Business Grants
 - LHAP: Revisiting the LHAP to enhance the allocation from \$50,000 to \$100,000 for housing rehabilitation and increasing the Demolition/Reconstruction allocation to \$250,000 and foreclosure prevention.
 - Neighborly Software: grants application platform for citizens to apply for Rapid Rehousing, Housing Rehabilitation, and Home Purchase Down Payment Assistance.
 - Demolition/Reconstruction
 - Foreclosure Prevention

- 3
 - **Grants for 2024:
 - General Program Support 2026
 - DOE Energy & Conservation Block Grant
 - Flood Mitigation Assistance Grant
 - DOT RAISE-Brightline

- 4
 - Annual Job Fair
 - Annual Highwaymen Festival
 - Annual Lincoln Park Expo
 - Community Partnership Meetings
 - Community Garden Revitalization Project
 - Community Garden Parties *Quarterly
 - Annual Paint our Town Program
 - Annual World Changers Program
 - FEMA

- 5 Updating procurement procedures

**INITIATIVES 2024:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2024**

DEPARTMENT: Finance

Please list issues or projects that you would like for the city to address this 2024.

- 1 Revisit and review City Ordinances to make access and research more user-friendly.
- 2 Develop regular staff training sessions for new ERP system and other Microsoft applications.
- 3 Addressing homelessness among patrons through the implementation of the Rapid Rehousing program.

MAJOR CHALLENGES

Fort Pierce, Florida

January 2024

DEPARTMENT: Indian Hills Golf Course

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

- The biggest factor is trying to stay ahead of the city's oncoming growth. As the Golf Course improves and the city's population increases, that should translate to a greater demand on the golf course.
- The inception of our Pickleball Courts and Clubhouse Facility will position us strongly among the other municipality's recreation areas.
- With improved conditions and increased play, we will become a valuable asset to the city as opposed to a liability.
- The new clubhouse facility, when done will provide a huge financial boost to our facility! We lost a lot of peripheral spend due to players having nowhere to sit and eat following their rounds.

MANAGEMENT IN PROGRESS 2024
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2024

DEPARTMENT: Indian Hills Golf Course

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

- 1 We have completely changed the way that we treat the golf course turf. For many years, the course had been under fertilized. In conjunction with that, very little insecticides had been used resulting in weak turf.
- 2 After our issue last year, we recruited the help of a “Turf Doctor”. He has been a tremendous help in what and when we apply fertilizers and chemicals to the course. We have gone to almost 70% organic products which we apply with more frequent applications. For example, we now spray liquid fertilizers on the entire course every other week in conjunction with a granular application once per month. This has provided a steady feeding of the turf.
- 3 We are in the process of discussing our in-house sod projects for the Spring. As the course conditions improve and play increases, we need to be ahead of the demand. We will tackle one or two sod projects per Spring for the next two or three years.
- 4 There will be a few local courses closed for renovations this summer, so we look forward to a busier than normal summer period. With that in mind, we have slightly shifted our summer maintenance schedule to maximize the summer revenue potential.
- 5 We have added new tee markers on ALL sets of tees for a new and more uniform look. We have also added 4 new Ball Washers throughout the course and refurbished two older models for a neater appearance.

**INITIATIVES 2024:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2024**

DEPARTMENT: Indian Hills Golf Course

Please list issues or projects that you would like for the city to address this 2024.

- 1 Hopefully we will have the Practice Range Netting replaced this winter. That in itself would be huge! It is an eyesore and certainly a detractor when it comes to the facility as a whole. We have made great strides in the course's condition, but the range's appearance due to the netting hurts us visually.

MAJOR CHALLENGES

Fort Pierce, Florida

January 2024

DEPARTMENT: FORT PIERCE CITY MARINA

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

- A major challenge noticed at the Fort Pierce City Marina, is the increased public demand for the use of the city marina due to the growth of the local population of Saint Lucie County.

MANAGEMENT IN PROGRESS 2024

PROJECTS AND ISSUES

Fort Pierce, Florida

January 2024

DEPARTMENT: FORT PIERCE CITY MARINA

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

- 1 New computers and New System Upgrades - New computer systems and program upgrades are being installed to enhance our customer operations and city operational request. The evaluation and purchase of a cloud-based marina program is currently being researched.
- 2 Updating Fuel Dispensers - Marina fuel dispensers are being replaced with an approximate completion date in April 2024 which includes proper permitting, new hoses, new electrical hook up, new nozzles, and 3-dual dispensers.
- 3 Marina Expansion - The city marina is in the beginning stages of expanding the external floating dock structures. This project is estimated to take three (3) years to complete and will be assisted by grant funding. Dock pump-out capabilities will be assessed and installed where possible.
- 4 Marina Improvements - The marina is in the beginning stages of reviewing the possibilities of replacing the docks on the internal basin, from fixed docks to floating docks due to high water levels. This project is estimated to take three (3) years to complete and will be assisted through the Resiliency Grant Fund. This will also increase dock pump out capabilities.

- 5 Development of Waterway Management - The city marina is beginning to create a waterway management plan and enforcement strategy for vessel anchoring zones and other water base issues that might need to be addressed. This is estimated to take approximately two (2) years to complete.
- 6 New Security Cameras - A new camera system is continuing to be installed to enhance the overall protection for staff, boaters, and the public while visiting the city marina.

**INITIATIVES 2024:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2024**

DEPARTMENT: FORT PIERCE CITY MARINA

Please list issues or projects that you would like for the city to address this 2024.

- 1 Purchase of a Multi-Purpose Inshore Vessel - The city marina is purchasing a utility vessel to service the marina, waterways, and other vessels within city limits. This is estimated to take approximately two (2) years and will be assisted by grant funding.

MAJOR CHALLENGES

Fort Pierce, Florida

January 2024

DEPARTMENT: Planning

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

- Traffic – Roadway infrastructure – County, FDOT
- Providing Housing for all income groups
- Downtown redevelopment pressures

MANAGEMENT IN PROGRESS 2024
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2024

DEPARTMENT: Planning

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

- 1 City Port
- 2 Landscape Code
- 3 Design Code
- 4 Planned Development Code
- 5 Zoning Use/Categorization Code
- 6 Comprehensive Plan Update
- 7 Law Enforcement Impact Fee
- 8 Layout for Public Works Compound
- 9 Code Enforcement reporting procedure
- 10 Public Hearing Notification Process
- 11 Plat Process
- 12 Site Plan Application Thresholds

13 Modular/Mobile homes

14 Boardinghouse/Roominghouse regulations

**INITIATIVES 2024:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2024**

DEPARTMENT: Planning

Please list issues or projects that you would like for the city to address this 2024.

- 1 All Ongoing/outstanding Projects that have been delayed as described above.

MAJOR CHALLENGES

Fort Pierce, Florida

January 2024

DEPARTMENT: Police Department

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

- The continued development and maintenance of a salary and comprehensive health and benefits package that will be competitive with the surrounding law enforcement agencies.
- The development of a strategic plan to repair or replace key infrastructure in the main police station to include failing HVAC plumbing and a non-functioning fire alarm system. Replace aging exterior and interior security camera system for both the main station and Willie B. Ellis substation.
- Complete a Staffing Study to analyze, evaluate, and provide recommendations on the current and future staffing needs of the police department. This study would include answering over 90,000 calls for service this past year (2023) and the additional services required of the entire department due to increased demand.
- The addition of a staff attorney dedicated and assigned to the police department. Given that the police department is the largest department within the City, and is a high liability entity, the need for a staff attorney is immense. Such an addition would streamline legal requests from the police department and reduce the City's liability exposure.
- The development of a sustainable Capital Budget for the police department that meet the growing technology needs, equipment replacement and shortages, and outfitting an additional substation
- Incorporate a Life Cycle program for our major Capital items that includes vehicles, computers, servers, covert and overt cameras, and other technological equipment.

- Officer shortages are impacting all law enforcement agencies throughout the country. To help retain our Officers a sustainable compensation plan needs to be developed.
- With the Officers handling approximately 1700 calls per week, increasing the current number of five (5) Community Service Officers to Ten (10) will allow more non-essential calls to be deferred.
- Preparation for the Trump Trial.

MANAGEMENT IN PROGRESS 2024

PROJECTS AND ISSUES

Fort Pierce, Florida

January 2024

DEPARTMENT: **Police Department**

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

- 1 Develop an in-house mental health program for Police Department employees including an outdoor area for peer counseling or group debriefing after traumatic incidents.
- 2 Negotiate with the Coastal Florida Police Benevolent Association (PBA), Officers', Sergeants' and Lieutenants' Union contract to make them both current and allow a conducive step plan.
- 3 The continued use of the Police Community Advisory Committee which enhances the department's transparency and promotes collaboration through partnerships within our community.
- 4 The development of a Leadership program and succession plan for the police department's leaders of tomorrow.
- 5 Come up to date and maintain a Vehicle Lease program to replace aging vehicles and stay on a five-year rotation cycle.
- 6 Expand our community support services by re-purposing the City owned building that was formerly used by the police union.
- 7 Establish a substation in the south-west portion of the City to better serve residents and businesses in that rapidly growing area.
- 8 Use Old City Hall for Professional Standards, Training, and Community meetings.

**INITIATIVES 2024:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2024**

DEPARTMENT: Police Department

Please list issues or projects that you would like for the city to address this 2024.

- 1 Update and redesign the police department's current District and Zone map from two to three Districts ensure the best possible response times and services to our citizens.
- 2 Create a Team of Department Heads or designees that go out into the field to evaluate future annexation proposals to ensure there is a true assessment of these annexation proposals and their potential impact on the City's existing resources, manpower and budget.
- 3 Continue to evaluate and update the training of the Fort Pierce Police Department to assure that we remain in compliance with new laws and using updated techniques that are beneficial to the officers and public.
- 4 Design a procedure for Deferred calls for service that allows Officers to focus on priority calls.

MAJOR CHALLENGES

Fort Pierce, Florida

January 2024

DEPARTMENT: Public Works

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

- Replacing institutional knowledge lost due to the retirement of many senior employees
- Hiring and retaining qualified employees
- Aging fleet of medium and heavy-duty vehicles and equipment
- Personnel shortages
- Finding time to train/cross train employees
- Doing more with less
- Maintenance of newly annexed areas
- Budget constraints
- Increasing recycling participation
- Illegal dumping and litter
Replacing institutional knowledge lost due to the retirement of many senior employees

- COFP Facility Repairs
- Replacing institutional knowledge lost due to the retirement of many senior employees
- Aging fleet of medium and heavy-duty vehicles and equipment
- Personnel shortages
- Vandalism
- Cleaning unsanitary messes

MANAGEMENT IN PROGRESS 2024
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2024

DEPARTMENT: Public Works

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

- 1 Expand recreation and resource opportunities
- 2 Fenn Park reconstruction
- 3 New work order system
- 4 More training opportunities
- 5 Fuel island replacement
- 6 Obtain new medium and heavy-duty equipment
- 7 Pursue more grant opportunities for capital project, equipment, and personnel
- 8 Expand recreation and resource opportunities
- 9 Continue to promote volunteer efforts with residents and businesses
- 10 Pursue trades internships through Indian River State College
- 11 Create call center to improve customer service

**INITIATIVES 2024:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2024**

DEPARTMENT: Public Works

Please list issues or projects that you would like for the city to address this 2024.

- 1 Continued team building and professional development
- 2 Streamline activities to improve efficiencies
- 3 Enhance customer service
- 4 Promotional campaign to fill vacant positions
- 5 Commission led campaign to promote all aspects of the City

MAJOR CHALLENGES

Fort Pierce, Florida

January 2024

DEPARTMENT: Sunrise Theatre

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

- Keeping up with technology.
- Staffing – whether it's turnover or finding qualified employees.
- Increased artist fees.
- Increased ticket prices.

MANAGEMENT IN PROGRESS 2024
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2024

DEPARTMENT: Sunrise Theatre

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

- 1 Continue to work with downtown businesses to create stronger relationships
- 2 New summer camp program.
- 3 Continued work with the Foundation in their financial goals for the Sunrise.
- 4 Replace stage floor
- 5 Switch out non – LED lightbulbs with LED

**INITIATIVES 2024:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2024**

DEPARTMENT: Sunrise Theatre

Please list issues or projects that you would like for the city to address this 2024.

- 1 Help maintain Sunrise Theatre as a City building and historic landmark.
- 2 Develop a marketing strategy making the enterprise funds destinations.
- 3 Parking
- 4 Branding downtown as a entertainment/nightlife destination.

MAJOR CHALLENGES

Fort Pierce, Florida

January 2024

DEPARTMENT: Fort Pierce Utilities Authority

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

- Natural Gas Prices have been locked in until March 2026 but the natural gas market will continue to be volatile due to Federal mandates to reduce CO2 emission. The current philosophy will be to increase wind and solar while building peaking units to provide power during no wind or solar generation. This approach will tremendously increase delivered power cost to the end user.
- Vehicle Electrification will cause tremendous strain on the electric grid in a very short time frame. This will cause a huge investment in the FPUA electric grid to meet demand. This is both a great and bad thing. It will provide a great revenue stream but it will also be difficult due to the large capital investment that will need to be completed with Contribution-In-Aide-Construction from the end user.
- Aging Workforce has already impacted staffing levels.
- Inflation has impacted the cost of services and products to operate. This will impact the overall effectiveness of 5-year capital plan and yearly budgeting.

MANAGEMENT IN PROGRESS 2024 PROJECTS AND ISSUES

Fort Pierce, Florida

January 2024

DEPARTMENT: Fort Pierce Utilities Authority

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

- 1 Continue to lock in gas prices with long term strategic approach to minimize volatility of gas commodity.
- 2 Deployment Electric AMI meters to remaining location within this upcoming year
- 3 Conduct full classification and compensation study for all employees. Last study was conducted 10 years ago with minor adjustment as needed.
- 4 Continue to expand public affairs branding within the community

**INITIATIVES 2024:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2024**

DEPARTMENT: Fort Pierce Utilities Authority

Please list issues or projects that you would like for the city to address this 2024.

- 1 Continue to streamline internal operations to increase efficiency

SECTION 6

STRATEGIC DISCUSSION ON CRITICAL ISSUES [Updated: 1/23/24]

City of Fort Pierce

Topics for Strategic Discussion

► **Topics**

1. Growth Management
2. City Economic Development Projects
3. Minimum Housing Standards
4. Unhoused Residents
5. City Employees and City Service Demands/Growth
- 6.
- 7.
- 8.
- 9.
- 10.

PRIORITY

SECTION 7

**CITY OF FORT PIERCE
PLAN 2024 – 2029
[Updated: 1/23/24]**

City of Fort Pierce Goals 2029

SERVE OUR COMMUNITY



DEVELOP OUR COMMUNITY



ENGAGE OUR COMMUNITY



BEAUTIFY OUR COMMUNITY



ENJOY OUR COMMUNITY

City of Fort Pierce Goals 2029 Worksheet

	IMPORTANCE	
	Personal	Team
1. SERVE OUR COMMUNITY		
2. DEVELOP OUR COMMUNITY		
3. ENGAGE OUR COMMUNITY		
4. BEAUTIFY OUR COMMUNITY		
5. ENJOY OUR COMMUNITY		
6.		
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GOAL 1 SERVE OUR COMMUNITY

▶ Objectives		PRIORITY
Objective 1	Maintain and enhance a financially responsible City government	
Objective 2	Maintain and enhance the City organization culture that is responsive, responsible/accountable, results oriented, focused on the Fort Pierce community	
Objective 3	Market and showcase our City and community	
Objective 4	Hire and retain a top-quality City workforce dedicated to serving the Fort Pierce community	
Objective 5	Evaluate, streamline and refine City policies, regulations, processes and procedures	
Objective 6	Develop and fund City capital/equipment replacement to provide City services and responding to growing service demand	
Objective 7	Successfully implement ERP system City wide	
Objective 8	Have sufficient resources and staffing to successfully provide defined City services and service levels	
Objective 9		
Objective 10		

GOAL 1 SERVE OUR COMMUNITY

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

► Challenges and Opportunities	PRIORITY
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 in a very competitive Treasure Coast labor market	
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	

GOAL 1 SERVE OUR COMMUNITY

► Challenges and Opportunities	PRIORITY
11. Enhancing City operational efficiencies to better serve our community	
12. Actions by the State of Florida – pre-empting home rule and City finances and services	
13. Rising costs of healthcare, pensions, materials, energy and change orders	
14. Developing and implementing a successful management and employee succession planning and programs	
15. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority	
16. Limited revenue sources for cities	
17. Aging and deteriorating City facilities needing major upgrades – Police and Public Works	
18. Actions by Federal and State governments: impacting revenues, unfunded mandates and regulations, more grants and earmarked projects	
19. Finding qualified new City employees that fit our Fort Pierce City organization culture	
20. Increasing price of and lengthy delivering times on critical City equipment and vehicles	

GOAL 1 SERVE OUR COMMUNITY

► Challenges and Opportunities

PRIORITY

21. Increasing complexity of reports required by the Federal and state government

22. Changing climate impacting City services demands and delivery mechanisms

23. Stress-related and mental health issues associated with increasing workload, limited organization capacity and community expectations

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GOAL 1 SERVE OUR COMMUNITY

► Actions 2024		PRIORITY
1. City Impact Fees: Review, Refinement and Expenditure Direction (with St. Lucie County)	2023 M/CC Mgmt	
2. St. Lucie County: Key Issues, Direction and City Actions	2023 M/CC Mgmt	
3. City Legislative Advocacy and Agenda: Key Issues, Agenda and Lobbying	2023 M/CC Mgmt	
4. Comprehensive Ordinance Review and Update: Completion (including Planning and Zoning; Purchasing, Parks; Nuisance Abatement, Animal Control and Noise)	2023 M/CC Mgmt	
5. City Services and Staffing Plan for Growth: Direction and Funding	2023 M/CC Mgmt	
6. Public Facilities Maintenance Upgrade: Condition Assessment, Plan Development, Direction and Funding	2023 M/CC	
7. Technology Upgrades: Next Steps and Funding	M/CC	
8. City Services Online Expansion: Next Steps and Funding	M/CC	

GOAL 1 SERVE OUR COMMUNITY

► Actions 2024		PRIORITY
9. Social Media Policy: Review, Best Practices, Report with Options, Direction and City Actions	M/CC	
10. Proactive City Corporate Communications Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions	M/CC	
11. City/Community Brand/Marketing Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions (Showcasing Fort Pierce)	M/CC	
12. Government/Civic Education Strategy/Program Development: Outcomes, Best Practices, Report with Options, Direction and City Actions	M/CC	
13. Five-Year Financial Plan: Development (including projections)	M/CC	
14. Customer Service and Working Remotely/Flexible Hours: Update Report	Mgmt	
15. City Compensation Adjustments for Targeted Positions: Direction and Funding	Mgmt M/CC	
16. Labor Negotiations and Contracts: <ul style="list-style-type: none"> a. Teamsters b. PBA Officers c. PBA Sergeants & Lieutenants 	Mgmt M/CC	

GOAL 1 SERVE OUR COMMUNITY

► Actions 2024		PRIORITY
17. Street Lights: Services Level, Direction, Funding and City Actions	M/CC	
18. Road Improvement Strategy and City Actions: Goals/Outcomes, Service Level, Report with Options and Funding Mechanism, Direction and City Actions/Projects Priority	M/CC	
19. Management Succession Plan: Update Report and Next Steps	M/CC	
20. Future City Facilities Master Plan: Outcomes, Plan Development, Direction, Project Priorities in CIP and Funding (including City Services and Police Substation West)	M/CC	
21. Street Sweeping Service Level: Report, Direction and Funding	OTH	
22. Police West Satellite Office: Concept, Location, Design, Direction and City Actions	M/CC	
23. Traffic Signals Intersections Maintenance: Report with Options, Direction and Actions	Mgmt	
24.		

GOAL 1 SERVE OUR COMMUNITY

▶ Management in Progress 2024		TIME
1. Management and Employee Succession Plan and Process: Report	2023 M/CC Mgmt	
2. Grants and Outside Funding Sources: Identification, Direction and City Actions	2023 M/CC Mgmt	
3. Cyber Security Training/Penetration Testing	2023	
4. Recycling Public Awareness/Education Campaign: Launch	2023	
5. GIS Initiatives: Project Maps and Sales Initiatives	2023	
6. Police Strategic Plan: Annual Update	2023	
7. Parking Enforcement Software for Mobile Parking Enforcement: Implementation	2023	
8. Police Vehicles Replacement: Acquisition a. Patrol Vehicles Delivery: 20 Vehicles Order	2023	
9. Supervisor Handbook: Completion	2023	
10. Police Leadership Program and Succession Plan: Development	2023	

GOAL 1 SERVE OUR COMMUNITY

► Management in Progress 2024		TIME
11. Guide for Potential Developers: Development	2023	
12. Building Tyler/Intergov Software: Implementation	2023	
13. Condominium Inspector: Hired	2023	
14. Legal Office’s Record-Keeping System Modernization: Completion	2023	
15. City’s Advisory Boards on Sunshine, Public Records Law, etc. Training Sessions: Completion	2023	
16. Tyler/Munis Energov for our Business Tax Receipt Processing: Completion	2023	
17. Records Management Handbook and Reference Guide: Development	2023	
18. Citywide Records File Plan: Development	2023	
19. Records Storage Consolidation: Completion	2023	
20. Records Room Inventory and File Plan: Development	2023	

GOAL 1 SERVE OUR COMMUNITY

► Management in Progress 2024		TIME
21. Parking Enforcement – Enforcement Software: Implementation	2023	
22. CPTED New Ordinance: Draft and Adoption (City Commission Decision)	2023	
23. Liens Ordinance Refinement: Draft and Adoption (City Commission Decision)	2023	
24. Low-Cost Veterinary Clinic at the Shelter: Creation	2023	
25. Signage Ordinance Update: Completion (City Commission Decision)	2023	
26. ERP Phase II: Rollout, Licenses, Permits and Fees (of Electronic Record Processing System)	2023	
27. ERP Phase III: Rollout (Payroll, Human Resources/ Time Keeping/ Retirement) of Electronic Record Processing System	2023	
28. ERP Phase IV	2023	
29. Data Center Enhancements – Enterprise Wide	2023	
30. Call Center Builds – Enterprise Wide: Completion	2023	

GOAL 1 SERVE OUR COMMUNITY

► Management in Progress 2024			TIME
31. In-House Mental Health Program for Police Department Employees: Development	2023		
32. Police Promotional Examination Program: Development	2023		
33. Enterprise Fleet Contract	2023		
34. Public Works New Work Order System: Implementation	2023		
35. New Medium- and Heavy-Duty Equipment: Acquisition	2023		
36. City Surplus Properties: Review Inventory and Sale Direction (City Commission Decision)	2023		
37. Department Head Training Program: Completion	OTH		
38. HR Records Scanning	OTH		
39. Personnel Rules and Regulations Revision: Completion (City Commission Decision)	Mgmt		
40. Police Staffing Study: Completion	Mgmt		

GOAL 1 SERVE OUR COMMUNITY

▶ Management in Progress 2024		TIME
41. Trump Trial Police Plan: Partners, Plan Development, Funding and Action	Mgmt	
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GOAL 1 SERVE OUR COMMUNITY

▶ Major Projects 2024		TIME
1. Fuel Island: Replacement: Completion	2023	
2. City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall): CIP FY 2021 Funded and Implementation	2023	
3. Annual Road Resurfacing Projects	2023	
4. Public Works Compound Layout: Completion	Mgmt	
5. Police Station Upgrade: Report, Direction and Funding	Mgmt	
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GOAL 1 SERVE OUR COMMUNITY

► On the Horizon 2025 – 2029			TIME
1.	City Facilities/Parks Security: Assessment, Direction and Actions	OTH	
2.	Street Condition Assessment and Funding: Direction and Funding	OTH	
3.	City Employee Training and Professional Development: Report with Recommendations, Direction and Funding	OTH	
4.	ACH Payments: Vendor Participation	OTH	
5.	Online Payment for All City Fees and Charges: Installation	OTH	
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GOAL 2 DEVELOP OUR COMMUNITY

► Objectives		PRIORITY
Objective 1	Relocate Wastewater Treatment Plant and Future Plan with housing, mixed-use development or hotel	
Objective 2	Have an active, sustainable Port of Fort Pierce serving as an economic driver	
Objective 3	Have well-maintained streets and public areas	
Objective 4	Develop workforce for 21 st century jobs and career opportunities	
Objective 5	Become a major tourist destination on the Treasure Coast	
Objective 6	Assure the availability of affordable housing for our residents	
Objective 7	More vibrant and safe Downtown	
Objective 8		
Objective 9		
Objective 10		

GOAL 2 DEVELOP OUR COMMUNITY

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

► Challenges and Opportunities

1. Attracting businesses, developers and residents to Fort Pierce
2. Increasing demands for marina space with anchoring in inlet area
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. Improving 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
10. Continuing to support business investments in Fort Pierce

PRIORITY

GOAL 2 DEVELOP OUR COMMUNITY

► Challenges and Opportunities

	PRIORITY
11. Costs of housing for our residents	
12. Tapping the development potential of the Port of Fort Pierce and surrounding area	
13. Expanding sports tourism in Fort Pierce	
14. Addressing SUN Trail through our Downtown	
15. Increasing multi-modal transportation in Fort Pierce	
16. Maintaining and expanding public access to water	
17. Significant public property ownership in our Downtown	
18. Climate change and the impacts on Fort Pierce	
19. Managing the growth in the pipeline	
20. Regional growth impacting the City of Fort Pierce	

GOAL 2 DEVELOP OUR COMMUNITY

► Challenges and Opportunities

	PRIORITY
21. "Jagged" City boundaries and need for a comprehensive strategy and action plan	
22. Limited City service capacity with increasing demands for City services	
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GOAL 2 DEVELOP OUR COMMUNITY

► Actions 2024		PRIORITY
1. Brightline Stop/Station in Fort Pierce: Next Steps	2023 M/CC Mgmt	
2. Annexations Strategy: Overall Direction and Decisions (including Paradise Park and Other Enclaves)	2023 M/CC Mgmt	
3. Downtown Development Master Plan Implementation: Direction and Funding	2023 M/CC	
4. Tourism Expansion Strategy/Action Plan: Update Report, Direction and City Actions	2023 M/CC	
5. King’s Landing Development: Plan Review	2023 M/CC Mgmt	
6. Fisherman’s Wharf Development: Plan Adoption	2023 M/CC	
7. Seaplanes Facility and Service: Design and Construction	2023 M/CC	
8. Port Development: Re-Zoning Direction	2023 M/CC	

GOAL 2 DEVELOP OUR COMMUNITY

► Actions 2024			PRIORITY
9.	Wave Garden Development: Permitting and Construction	2023 M/CC	
10.	South Beach Plan Development (2): Preparation and Direction	2023 M/CC Mgmt	
11.	Resilient City Strategy/Action Plan Implementation: Report, Direction on Next Steps and City Actions	2023 M/CC Mgmt	
12.	SUN Trail through Downtown: Update Report, Direction and City Actions	2023 M/CC Mgmt	
13.	Parking Pilot Study: Implementation, Evaluation and Future Direction	2023 M/CC Mgmt	
14.	On-Demand Public Transportation: Direction and City Actions	2023 M/CC	
15.	Neighborhood Identity and Branding: Consultant Selection and Neighborhood Identification	2023 M/CC Mgmt	
16.	Downtown Parking: Action Steps Implementation	M/CC	

GOAL 2 DEVELOP OUR COMMUNITY

▶ Actions 2024			PRIORITY
17.	Vacant Lots/Empty Buildings Strategy: Inventory, Report with Findings, Direction and City Actions	M/CC	
18.	Stormwater Treatment Area: Update Report, Direction and City Actions	M/CC	
19.	Lincoln Park Corridor Redevelopment: Update Report, Direction and City Actions	M/CC	
20.	Sidewalk Projects: Report, Review and Priority Direction	M/CC	
21.	Road Projects: Report, Review and Priority Direction	M/CC	
22.	Tourism Development/Expansion Strategy: Performance Report, Performance Goals, Direction and City Actions	M/CC	
23.	Infill Development Strategy: Review, Report with Options, Direction and City Actions	M/CC	
24.	Workforce Development: Goals/Outcomes, City Role, City Partners, Report, Direction and City Actions	M/CC	

GOAL 2 DEVELOP OUR COMMUNITY

▶ Actions 2024			PRIORITY
25.	Delaware Road Corridor Development: Update Report, Direction and City Actions	M/CC	
26.	North U.S. 1 Corridor Redevelopment: Outcomes, Report with Options, Direction, Funding and City Actions	M/CC	
27.	Comprehensive Plan Update: Direction	M/CC	
28.	Midway Road Corridor Commercial Development: Direction and City Action	M/CC	
29.	Affordable Housing Project: Update and Next Steps	M/CC	
30.	Parking at the Beach: Update Report, Direction and City Actions	M/CC	
31.	City Economic Development Policies and Activities: Comprehensive Review/Evaluation, Outcomes, City Roles, Partners, Report, Direction and City Actions	M/CC	
32.	13 th Street Improvements: Direction and Funding	M/CC	

GOAL 2 DEVELOP OUR COMMUNITY

► Actions 2024		PRIORITY
33. 13 th Street Improvements: Direction and Funding	M/CC	
34. Short-Term Rental Regulations: Legal Update, Direction and City Actions	M/CC	
35. Historic Preservation/Enhancements: Review, Best Practices, Report with Options, Direction and City Actions	M/CC	
36. Road Projects – Ave. Q, Ave D and 17 th Street	M/CC	
37. Home-Based Business Occupancy Code: Revision	OTH Mgmt	
38. Lincoln Park Overlay District: Development Lincoln Park Revitalization: Next Steps	OTH Mgmt	
39. Stormwater Master Plan Update: Review, Projects, Project Priorities, Funding and City Actions	OTH Mgmt	
40. Western Peninsula: Design and Direction	OTH Mgmt	

GOAL 2 DEVELOP OUR COMMUNITY

▶ Actions 2024		PRIORITY
41. 13 th Street Upgrade: Direction and Funding (North and South)	OTH Mgmt	
42. Agricultural Zoning: Concept, Direction and Ordinance Amendments	OTH Mgmt	
43. Hotel and Conference Center at the Beach: Outcomes, Direction and City Actions	M/CC	
44. Neighborhood Flooding Action Plan: Problem Analysis, Report with Findings and Options, Direction and Funding	M/CC	
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GOAL 2 DEVELOP OUR COMMUNITY

▶ Management in Progress 2024		TIME	
1.	Annual Job Fair 2024 and 2025	2023	
2.	Business District Expansion (City Commission Decision)	2023	
3.	Modular/Mobile Housing Code: Revision (City Commission Decision)	2023	
4.	Transportation Concurrency Exemption Area (City Commission Decision)	2023	
5.	Boarding House/Rooming House Regulations (City Commission Decision)	2023	
6.	Affordable/Workforce Housing Code Incentives (City Commission Decision)	2023	
7.	Noise Ordinance: Refinements (City Commission Decision)	2023	
8.	Old St. Anastasia Building Exterior Renovation Project: Completion	Mgmt	
9.			
10.			

GOAL 2 DEVELOP OUR COMMUNITY

► Major Projects 2024		TIME	
1. Island Reclamation Plant Relocation: Construction	2023 M/CC Mgmt		
2. Septics to Sewers Program: Report and Direction	2023		
3. Street Resurfacing Projects 2024: Design and Construction	2023		
4. Ohio Avenue (US 1 to 11 th Street) Roadway Improvements Project: Construction	2023		
5. 16 th Street (Avenue K to Avenue I) – Stormwater Replacement: Design	2023		
6. Granada Street – Paving: Design	2023		
7. Avenue D Streetscape (Indian River Drive to 29 th Street): a. Phase 1 Construction b. Phase 2 Design and Construction	2023		
8. 13 th Street Reconstruction (Georgia Avenue to Orange Avenue): Update Design	2023		
9. SUN Trail – Highwayman Trail Gap (Indian Hills Drive to Georgia Avenue): Construction	2023		
10. Surfside Drainage / Resurfacing – Phase II and III: Design and Construction	2023		

GOAL 2 DEVELOP OUR COMMUNITY

► Major Projects 2024			TIME
11. Indian Hills Recreation Area Stormwater Facility Expansion – Phase III: Preliminary Engineering	Mgmt M/CC		
12. Orange Avenue Beautification Project: U. S. 1 to 10 th Street: Completion	2023		
13. Orange Avenue Beautification Project – FDOT: 13 th to 33 rd Street: Completion	2023		
14. SUN Trail – Historic Downtown Trail – Design Administration	Mgmt		
15. Granada Street – Design, Bidding and Construction Oversight	Mgmt		
16. Little Jim Bait and Tackle – Septic to Sewer Conversion – Design and Construction	Mgmt		
17. Indian River Drive (Marina Way to Seaway Drive) Design	Mgmt		
18. 11 th , Boston and Preston Reconstruction – Design	Mgmt		
19. Surfside Drainage – Phase 4 – Design	Mgmt		
20. Wendell Road (7 th Street to 8 th Street) – Design	Mgmt		

GOAL 2 DEVELOP OUR COMMUNITY

► Major Projects 2024			TIME
21.	16 th Street (Avenue K to Avenue I) – Design, Bidding and Construction	Mgmt	
22.	Avenue Q (14 th to 17 th) – Drainage replacement – Construction	Mgmt	
23.	Seaplane Base - Design and Construction	Mgmt	
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GOAL 2 DEVELOP OUR COMMUNITY

▶ On the Horizon 2025 – 2029		TIME
1.	1 st Floor Utilization Sunrise Center: Buildout	2023
2.	17 th Street Upgrade: Direction and Funding (North to Graveyard and South to Okeechobee)	OTH
3.	Electric Vehicles Preparation: Direction and Actions	OTH
4.	Housing Strategy: Development (with Housing Authority)	OTH
5.	Edgartown Community/Neighborhood Enhancement Strategy: Update Report and Future Direction	OTH
6.	County Buildings and Services Relocation: Update, Direction and Next Steps (with St. Lucie County)	OTH
7.		
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GOAL 3 ENGAGE OUR COMMUNITY

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

GOAL 3 ENGAGE OUR COMMUNITY

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

► 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 communication methods
6. Social media misinformation
7. Balancing workplace security and customer service
8. Getting residents to become engaged in neighborhood and community organizations
9. Diverse population of Fort Pierce
10. Reaching out to the entire community

PRIORITY

GOAL 3 ENGAGE OUR COMMUNITY

► Challenges and Opportunities

	PRIORITY
11. Expanding community involvement with new people involved in governance	
12. Developing future community leaders and City employees	
13. Lack of interest by residents to become engaged	
14. Disinformation and false rumors about the City government	
15. Lack of understanding City government –responsibilities, services, Processes and challenges/opportunities	
16. Expectations: City providing information but also a conversation forum	
17. Growing diverse perspectives among Fort Pierce residents	
18.	
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GOAL 3 ENGAGE OUR COMMUNITY

► Actions 2024		PRIORITY
1. "One Fort Pierce" Community – Strengthening: Next Steps	2023 M/CC	
2. Community Events and Festivals: Permitting Fee, Quality Control, Evaluation and Direction	2023 M/CC	
3. Celebrating Community Heroes: Concept Definition, Best Practices, Report with Options, Direction and City Actions	2023 M/CC	
4. Crime Reduction Action Plan: Update Report, Problem Analysis, Best Practices, Report with Findings and Options, Direction and City Actions	M/CC	
5. Community Safety Next Steps: Report with Options, Direction and Funding (including SWAT Team, Drug Task Force, Gang Task Force, Gun Violence Reduction, etc.)	M/CC	
6.		
7.		
8.		

GOAL 3

ENGAGE OUR COMMUNITY

► Management in Progress 2024		TIME
1. Community Policing Expansion: Annual Action Report	2023 M/CC	
2. Youth Council	Mgmt	
3. Outreach Vehicle "Classroom": Implementation	2023 Mgmt	
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GOAL 3

ENGAGE OUR COMMUNITY

▶ Major Projects 2024	TIME
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GOAL 3 ENGAGE OUR COMMUNITY

▶ On the Horizon 2025 – 2029	TIME
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GOAL 4 BEAUTIFY OUR COMMUNITY

► Objectives		PRIORITY
Objective 1	Have attractive entrances and gateways: I-95 and Florida Turnpike	
Objective 2	Have well-maintained parks and park venues	
Objective 3	Have attractive major corridors: Orange Avenue, U. S. 1	
Objective 4	Reduce the visual blight in the City	
Objective 5	Have well-maintained streetscapes	
Objective 6	Maintain and enhance waterfront appearance	
Objective 7	Have attractive and livable housing	
Objective 8		
Objective 9		
Objective 10		

GOAL 4 BEAUTIFY OUR COMMUNITY

▶ Value to Residents	PRIORITY
1. Protection of property values	
2. More attractive community	
3. Owners and tenants taking care of their buildings and homes	
4. Greater compliance with City Code of Ordinances	
5. Community pride	
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GOAL 4 BEAUTIFY OUR COMMUNITY

► Challenges and Opportunities

- | | PRIORITY |
|---|----------|
| 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/landlords 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 | |
| 10. Negative first impression when you enter Fort Pierce | |

GOAL 4 BEAUTIFY OUR COMMUNITY

► Challenges and Opportunities

	PRIORITY
11. Poor quality and unhealthy rental housing	
12. Improving the entire City with a community unified vision	
13. Mayor and City Commission support for more aggressive enforcement and compliance actions by the City	
14. Investing in the maintenance and upgrade of community assets	
15. Maintaining City building, landscaping and facilities as a model for our community	
16. Addressing issues associated with homelessness	
17. Lack of neighborhood pride	
18. Developing a higher bar through design and development standards	
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GOAL 4 BEAUTIFY OUR COMMUNITY

► Challenges and Opportunities

PRIORITY

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GOAL 4 BEAUTIFY OUR COMMUNITY

► Actions 2024		PRIORITY
1. Public Facilities Maintenance Upgrade: Enhancements: Direction, Funding and City Actions	2023 M/CC	
2. Annual Beach Renourishment – St. Lucie County and U. S. Army Corps of Engineers: City Role and Funding	2023 M/CC	
3. Entrances/Gateways/Community Beautification Plan: Development and Adoption	2023 M/CC Mgmt	
4. Mural Projects 2024 (2): Direction	2023 M/CC	
5. Landscape Code: Revision	2023 Mgmt	
6. City Beautification Strategy and Action Plan: Goals/Outcomes, Best Practices, Report with Options, Direction, Funding and City Actions	M/CC	
7. Architectural Design Standards Ordinance: Direction and Adopt	Mgmt	
8. Annual Banner Replacement (Citywide) (150+ Replacements): Direction, Funding and City Action	MP Mgmt	

GOAL 4 BEAUTIFY OUR COMMUNITY

► Actions 2024

		PRIORITY
9.	Parks and Playground Upgrade: Direction, Funding and City Actions	OTH Mgmt
10.	Housing Minimum Living Standards Program and Enforcement Tools: Definition, Best Practices, Report with Options, Direction, Community Information/Education and Initial Implementation	Mgmt
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12.		
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15.		
16.		

GOAL 4 BEAUTIFY OUR COMMUNITY

► Management in Progress 2024		TIME
1. Recycling Campaign: Implementation	2023	
2. Historic District Design Code: Revision (City Commission Decision)	2023	
3. Special Magistrate Services: RFP, Award Contract and Implementation	Mgmt	
4. Nuisance Abatement Vendors: RFP, Direction and Implementation	Mgmt	
5. Demolition Program: Re-vitalize, Direction and Actions	Mgmt	
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GOAL 4 BEAUTIFY OUR COMMUNITY

► Major Projects 2024		TIME
1. Annual Beach Re-nourishment – St. Lucie County and U. S. Army Corps of Engineers: City Role and Funding	2023 M/CC	
2. Highwaymen Museum Development: Construction	2023 M/CC	
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GOAL 4 BEAUTIFY OUR COMMUNITY

▶ On the Horizon 2025 – 2029	TIME
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GOAL 5 ENJOY OUR COMMUNITY

► Objectives		PRIORITY
Objective 1	Value the arts and culture as a community asset	
Objective 2	Have a variety of recreational programs and activities responsive to the Fort Pierce community	
Objective 3	Develop new facilities to support new, emerging sports – pickleball, disc golf, etc.	
Objective 4	Maintain clean water	
Objective 5	Have effective public transportation through St. Lucie County	
Objective 6	Reduce the crime rate through community policing	
Objective 7	Have a financially sustainable Sunrise Theatre providing diverse, year-round programming	
Objective 8		
Objective 9		
Objective 10		

GOAL 5 ENJOY OUR COMMUNITY

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

► Challenges and Opportunities	PRIORITY
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 diversifying leisure and recreational opportunities and activities for all	
7. Expanding neighborhood watch and community programs to increase residents' investments in safety and safe community	
8. Having strong community events and festivals that involve the residents	
9. Continuing the success and expanding regional use of the Indian Hills Golf Course	
10. Enhancing the Sunrise Theatre programming	

GOAL 5 ENJOY OUR COMMUNITY

► Challenges and Opportunities

	PRIORITY
11. Increasing demand for outdoor venues and activities	
12. Modernizing parks and their venues	
13. Maintaining public areas – good condition and cleanliness	
14. Increasing number and presence of unhoused residents negatively impacting the City operations and our Fort Pierce community	
15. Need for Indian Hills Golf Course Clubhouse	
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GOAL 5 ENJOY OUR COMMUNITY

► Challenges and Opportunities

PRIORITY

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GOAL 5 ENJOY OUR COMMUNITY

► Actions 2024		PRIORITY
1. Little Jim Bait and Tackle Operations: Direction	2023	
2. Community Mental Health Strategy and City Actions (with Community Partners): Development	2023	
3. Smart City Initiative Development: Direction and Actions	2023 M/CC Mgmt	
4. Animal Adoption Center Implementation: Next Steps	Mgmt	
5. Lincoln Theater: Request an Update Report	Mgmt M/CC	
6. Sunrise Theatre Future/Program Expansion: Update Report and Direction	Mgmt	
7. Homeless/Unhoused Residents Strategy: Goals/Outcomes, Community Problem Analysis and Impact, Best Practices, Service Needs, Report with Options, Direction and City Actions (including Resources for Daytime)	M/CC	
8. Youth Retention Strategy: Goals/Outcomes, Best Practices, Report with Options, Partners, Direction and City Actions	M/CC	

GOAL 5 ENJOY OUR COMMUNITY

► Actions 2024		PRIORITY
9. Additional Boats Ramps and Parking: Report with Options, Direction, Funding and City Actions	M/CC	
10. Youth Recreational Programs and Activities Expansion: Needs, Report with Options,, Direction and City Role/Actions	M/CC	
11. City Marina Expansion: Report with Options, Direction, Funding and City Actions	M/CC	
12. Community Cameras: Outcomes, Best Practices, Report with Options and Funding Mechanism, Direction and Actions	M/CC	
13. Lincoln Theater Restoration Plan/Program Development: Update Report, Direction and City Actions	M/CC	
14. Sunrise Theater Plan for 2024: Direction and Actions	M/CC	
15. On-Demand Transportation: RFP, Direction and Implementation	Mgmt	
16. Cobbs Landing: RFP, Direction and Implementation	Mgmt	

GOAL 5

ENJOY OUR COMMUNITY

▶ Actions 2024		PRIORITY
17. Indian Hills Clubhouse Facility: Report with Options, Direction and Funding Mechanism	Mgmt	
18. Pickle Ball Court Addition: Report with Options, Direction, Funding Mechanism and City Actions (including at Indian Hills Golf Course)	Mgmt	
19. City Marina Expansion: Engineering Design, Grant Funding and Permitting	Mgmt	
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GOAL 5 ENJOY OUR COMMUNITY

► Management in Progress 2024		TIME
1. Crime Reduction Action Plan: Annual Report	2023 M/CC	
2. SHIP Home Rehabilitations (8)	2023	
3. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase	2023	
4. Sunrise Theatre Marketing: Expansion	2023	
5. Sunrise Theatre: Grants	2023	
6. SHIP/First Time Homebuyers Down Payment Assistance Program: Virtual Services	2023	
7. Sunrise Theatre Volunteer Program: Expansion	2023	
8. Marina Security: Assessment, Plan and Funding	2023	
9. Annual Highwaymen Heritage Trail Art Show and Festival 2024	2023	
10. Youth Recreation Programs Expansion	2023	

GOAL 5 ENJOY OUR COMMUNITY

▶ Management in Progress 2024		TIME
11. Marina Office Upgrade(s) – Multi-Phase Approach including Controller, QuickBooks and Scribble	2023	
12. Police Streamline the Non-Essential Calls	2023	
13. Pay to Park Pilot Program: RFP, Decision and Implementation	Mgmt	
14. Waterway Management Plan: Development	Mgmt	
15. Multi-Purpose Inshore Vessel Purchase: Completion	Mgmt	
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GOAL 5 ENJOY OUR COMMUNITY

► Major Projects 2024		TIME
1. Pinewood Recreation Facility Improvements: Completion and Parking	2023	
2. Indian Hills Golf Course Projects a. Final Site Plan for Clubhouse b. Pickleball	2023	
3. Fenn Park Reconstruction Project – Phase 2 and Parking Lot	2023	
4. Jaycee Park Connectivity Improvements	2023	
5. Savannah Recreation Trail Connectivity to Indian Hills Recreation Area: Design and Construction	2023	
6. Optimum Turf Health: Correct Mix	2023	
7. Fuel Dispensers and Management System: Replacement	2023	
8. Sunrise Theatre Upgrade Projects: Completion a. Water Heater Replacement b. Fire Panel Upgrade c. HVAC Automation Migration	2023	
9. Beach Volleyball at Jaycee Park: Installation	2023	
10. Maravilla Dog Park Upgrade Project: Completion	Mgmt	

GOAL 5 ENJOY OUR COMMUNITY

► Major Projects 2024		TIME
11. S Causeway Park Parking: Clean-up and Parking Spots	Mgmt	
12. Indian Hills Golf Course Tee Box Project: Completion	Mgmt	
13. Indian Hills Golf Course Cart Barn Upgrade: Completion	Mgmt	
14. Indian Hills Golf Course In-house Sod Project: Completion	Mgmt	
15. Indian Hills Golf Course Practice Range Netting Project: Completion	Mgmt	
16. City Marina Security Cameras Project: Completion	Mgmt	
17.		
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GOAL 5 ENJOY OUR COMMUNITY

▶ On the Horizon 2025 – 2029		TIME
1. Swimming Programs for Youth	OTH	
2. Sports Fields Additional: Report and Direction	OTH	
3. Senior Softball: Report and Direction	OTH	
4. Recreation/Sports Enhancement: Trends, Report with Options, Direction and City Actions	OTH	
5. Northside Pump Out Operations	OTH	
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SECTION 9



GOVERNANCE: MAYOR – CITY COMMISSION AND CITY MANAGER IN ACTION

**Mayor and City Commission
Governance Topics
City of Fort Pierce**

1. Town Hall Meetings
2. Commission Engagement
3. Report beyond the City Manager
- 4.
- 5.
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- 10.
- 11.
- 12.
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- 14.
- 15.

GOAL 1	SERVE OUR COMMUNITY
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ACTION: City Impact Fees: Review, Refinement and Expenditure Direction (with St. Lucie County)		PRIORITY
		<i>Policy Top</i>
<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 style="text-align: center;">4/23</p> <p style="text-align: center;">6/23</p> <p style="text-align: center;">7/23</p> <p style="text-align: center;">7/23</p> <p style="text-align: center;">9/23</p>
<p>Responsibility: Planning Director</p>		

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

PRIORITY
<i>Policy High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • 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 	<ol style="list-style-type: none"> 1. JOINT MEETING: Meet with St. Lucie County Commission 2. Follow-up City Actions 	<p style="text-align: center;">3/23</p> <p style="text-align: center;">TBD</p>

Responsibility: City Manager

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

PRIORITY
<i>Policy High</i>

Key Issues

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

Activities/Milestones

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

Time

- 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
<i>Policy</i>

Key Issues

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

Activities/Milestones

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**

Time

- 5/23
- 6/23
- 7/23
- 9/23

Responsibility: Information Technology Director

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

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Outdated Ordinances • Language Clarification • Streamlining Processes • Purchasing Card • Construction Manager-at-Risk 	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: (A) Planning Director
(B) City Attorney

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

PRIORITY
<i>Policy</i>

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 Annual Contribution to Ad Valorem Taxes

Activities/Milestones

- | | |
|---|-------------------------------------|
| <ol style="list-style-type: none"> 1. Prepare proposed Budget FY 24 2. BUDGET WORKSHOP: Direction 3. DECISION: Budget FY 24 Adoption | <p>7/23</p> <p>7/23</p> <p>9/23</p> |
|---|-------------------------------------|

Time

Responsibility: City Manager

ACTION: Management and Employee Succession Plan and
Process: Report

PRIORITY
<i>Mgmt High</i>

Key Issues

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

Activities/Milestones

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

Time

- 7/23
8/23

Responsibility: City Manager

ACTION: IT Enhancement/Master Plan Implementation: Update Report

PRIORITY
<i>Mgmt High</i>

Key Issues

Activities/Milestones

Time

- | | |
|--|------|
| 1. Prepare Update Report | 3/23 |
| 2. Conference Agenda:
Presentation and Discussion | 4/23 |

Responsibility: Information Technology Director

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

PRIORITY
<i>Mgmt High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Matching Funding • Reporting Requirements • Administrative Costs • Application Process 	<ol style="list-style-type: none"> 1. Receive from departments current and potential grants 2. Prepare report for City Manager 3. BUDGET WORKSHOP: Presentation and Discussion 	<p>4/23</p> <p>7/23</p> <p>7/23</p>

Responsibility: Finance Director

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

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

- | | | |
|--|---|-------------------------------------|
| <ul style="list-style-type: none"> • Competitive Employment • Shortage Selected Positions • Financial Constraints and Realities | <ol style="list-style-type: none"> 1. Complete the Class and Comp Study 2. Review by City Manager 3. BUDGET WORKSHOP:
 Presentation and Discussion | <p>4/23</p> <p>5/23</p> <p>7/23</p> |
|--|---|-------------------------------------|

Responsibility: Human Resources Director

ACTION: Labor Negotiations and Contracts:

- a. Teamsters
- b. PBA Officers
- c. PBA Sergeants & Lieutenants

PRIORITY
<i>Mgmt</i>

<u>Key Issues</u>	<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 Sergeants & Lieutenants		
	1. Begin negotiations	2/23
	2. Complete negotiations	4/23
	3. DECISION: Contract Approval	5/23

Responsibility: Human Resources 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: American Rescue Program: Direction on Project Allocations

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

- Unallocated Funds: \$300,000

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

6/23

7/23

Responsibility: City Manager

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

PRIORITY
<i>Mgmt</i>

Key Issues

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

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

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	8/23 Ongoing
	a. Patrol Vehicles Delivery: 20	Police	
	b. Vehicles Order		
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
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

Management in Progress 2023				TIME
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
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				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
---------------	------------------------------

<p>ACTION: Brightline Stop/Station in Fort Pierce: Proactive Next Steps</p> <p style="text-align: center;"><u>Key Issues</u></p> <ul style="list-style-type: none"> • Location • Future Land Use • Station Design • Potential Development Partner • Outside Funding Sources • Funding Conceptual Design • ROW • Utility Locations • Pedestrian Connectivity 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">PRIORITY</td> </tr> <tr> <td style="text-align: center;"><i>Policy Top</i></td> </tr> </table> <p style="text-align: center;"><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Monitor actions 2. Develop Future Land Use 3. Planning Board: Review 4. DECISION: Brightline Station Future Land Use 5. Develop Conceptual Design 6. Identify Potential Partner 7. Conference Agenda: Presentation Brightline Station Conceptual Design and Potential Partnership 8. Lobby Federal Government and State of Florida for funding 9. Receive Response from Brightline 	PRIORITY	<i>Policy Top</i>	<p style="text-align: center;"><u>Time</u></p> <p>Ongoing</p> <p>8/23</p> <p>8/23</p> <p>9/23</p> <p>10/23</p> <p>10/23</p> <p>11/23</p> <p>Ongoing</p> <p>12/23</p>
PRIORITY				
<i>Policy Top</i>				
<p>Responsibility: City Manager</p>				

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

PRIORITY
<i>Policy Top</i>

Key Issues

Activities/Milestones

Time

- | | | |
|--|--|---|
| <ul style="list-style-type: none"> • St. Lucie County | <ol style="list-style-type: none"> 1. Work with St. Lucie County on Annexation 2. JOINT FPUA MEETING: Enclaves and Strategic Annexations 3. DECISION: 41+ Individual Parcel Annexations 4. DECISION: Paradise Park Annexation | <p>3/23</p> <p>4/23</p> <p>5/23</p> <p>7/23</p> |
|--|--|---|

Responsibility: City Manager

ACTION: Growth Management Plan: Scope, Development and Adoption

PRIORITY
<i>Policy Top</i>

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: Orange Avenue Corridor Street Improvements: Project Completion

PRIORITY
<i>Policy High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Project Completion 	<ol style="list-style-type: none"> 1. Orange Avenue Beautification Project: U. S. 1 to 10th Street: Completion 2. Orange Avenue Beautification Project – FDOT: 13th to 33rd Street: Completion 	<p>3/23</p> <p>2024</p>

Responsibility: City Engineer/FDOT

ACTION: Downtown Development Master Plan Implementation:
Direction and Funding

PRIORITY
<i>Policy High</i>

<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: County Airport Development: Update and City Actions

PRIORITY
<i>Policy High</i>

Key Issues

- Vision Direction
- Commercial Air Service

Activities/Milestones

1. Request St. Lucie County Airport Director Status and Future Direction

Time

TBD

Responsibility: City Manager

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

PRIORITY
Policy

Key Issues

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

Activities/Milestones

- 1. Update Report from Tourism Development Council**

Time

6/23

Responsibility: Sunrise Theatre Director/Commissioner J Johnson

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

PRIORITY
<i>Mgmt Top</i>

Key Issues

Activities/Milestones

Time

- | | | |
|----|--|-------|
| 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: Island Reclamation Plant Relocation: Design (90%)
and Construction

PRIORITY
<i>Mgmt Top</i>

Key Issues

Activities/Milestones

Time

1. Complete 90% Design

9/23

Responsibility: FPUA

ACTION: Wave Garden Development: Permitting and Construction

PRIORITY
<i>Mgmt Top</i>

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
<i>Mgmt Top</i>

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
<i>Mgmt Top</i>

Key Issues

Activities/Milestones

Time

- | | |
|---|------|
| 1. Planning Board: Review | 4/23 |
| 2. DECISION: Port Re-zoning Approval | 5/23 |

Responsibility: Planning Director

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

PRIORITY
<i>Mgmt Top</i>

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

PRIORITY
<i>Mgmt High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Staffing • Equipment • Resources for Crisis Response 	<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: 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: Parking Pilot Study: Implementation, Evaluation and Future Direction

PRIORITY
<i>Mgmt High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Equipment • Software • Resident Free • Visitor Fee 	<ol style="list-style-type: none"> 1. Install Paid Parking and Enforcement Software 2. Kick off Pilot Project 	<p>8/23</p> <p>10/23</p>

Responsibility: Community Response Director

ACTION: Seaplanes Facility and Service: Design and Construction

PRIORITY
<i>Mgmt</i>

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: Fisherman’s Wharf Development: Plan Adoption

PRIORITY
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Agreement Amendment • Developer Obligation • City Obligation • Title Issues Resolution • Boat Ramp Issues 	<ol style="list-style-type: none"> 1. Prepare Land Use Site Plan/PD Phase 1 2. Planning Board: Review 3. DECISION: Land Use Site Plan /Development Approval 	<p>8/23</p> <p>9/23</p> <p>12/23</p>

Responsibility: City Manager

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 8/23
2. **Conference Agenda:**
Development Review Task Force Report Discussion and Direction 9/23

Responsibility: Planning Director

ACTION: Public Transportation Implementation of Agreement:
Update Report

PRIORITY
Mgmt

Key Issues

- Routes

Activities/Milestones

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

Time

6/23

Responsibility: City Manager

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: Landscape Code: Revision

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

- | | |
|---|-------|
| 1. Planning Board: Review | 11/23 |
| 2. DECISION: Landscape Code Adoption | 12/23 |

Responsibility: Planning Director

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

PRIORITY
Mgmt

Key Issues

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

Activities/Milestones

1. **Conference Agenda: Bike Lane over Bridge Discussion and Direction**
2. Pursue TPO and FDOT Funding
3. Receive notification of funding

Time

- 3/23
- 4/23
- 5/23

Responsibility: City Engineer

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 (City Commission Decision)	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: Refinements (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 th 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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<p>ACTION: “One Fort Pierce” Community – Strengthening: Next Steps</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%; text-align: center;"><u>Key Issues</u></th> <th style="width: 50%; text-align: center;"><u>Activities/Milestones</u></th> <th style="width: 20%;"></th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> • 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 Time per Year • Listening to the Community • Outreach to the Community • Topics of Personal Interests • Youth Involvement • Link to Neighborhood Branding </td> <td style="vertical-align: top;"> <ol style="list-style-type: none"> 1. State of the City: City Commissioner Presentation 2. REPORT: Ideas and Recommendations from the Mayor and City Manager </td> <td style="vertical-align: top; text-align: center;"> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">PRIORITY</td> </tr> <tr> <td style="text-align: center;"><i>Policy Top</i></td> </tr> </table> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 100%; text-align: center;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">3/23</td> </tr> <tr> <td style="text-align: center;">TBD</td> </tr> </tbody> </table> </td> </tr> </tbody> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>		<ul style="list-style-type: none"> • 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 Time per Year • Listening to the Community • Outreach to the Community • Topics of Personal Interests • Youth Involvement • Link to Neighborhood Branding 	<ol style="list-style-type: none"> 1. State of the City: City Commissioner Presentation 2. REPORT: Ideas and Recommendations from the Mayor and City Manager 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">PRIORITY</td> </tr> <tr> <td style="text-align: center;"><i>Policy Top</i></td> </tr> </table> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 100%; text-align: center;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">3/23</td> </tr> <tr> <td style="text-align: center;">TBD</td> </tr> </tbody> </table>	PRIORITY	<i>Policy Top</i>	<u>Time</u>	3/23	TBD
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PRIORITY											
<i>Policy Top</i>											
<u>Time</u>											
3/23											
TBD											
Responsibility: Mayor/City Manager											

ACTION: Community Policing Expansion: Actions 2023

PRIORITY
<i>Mgmt Top</i>

Key Issues

Activities/Milestones

Time

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

6/23

6/23

Responsibility: Police Chief

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

PRIORITY
<i>Mgmt</i>

Key Issues

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

Activities/Milestones

- | | |
|--|-------------------------------------|
| <ol style="list-style-type: none"> 1. Prepare Report 2. Conference Agenda:
Community Events Report
Discussion and Direction 3. Administrative Decision: Fees | <p>6/23</p> <p>6/23</p> <p>7/23</p> |
|--|-------------------------------------|

Time

Responsibility: Public Works Director

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

Key Issues

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

PRIORITY
<i>Mgmt</i>

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
---------------	-------------------------------

<p>ACTION: Public Facilities Maintenance/Appearance Upgrade Enhancements: Direction, Funding and City Actions</p>	<table border="1" style="margin: auto; border-collapse: collapse;"> <tr> <td style="padding: 2px;">PRIORITY</td> </tr> <tr> <td style="padding: 2px;"><i>Policy</i></td> </tr> </table>	PRIORITY	<i>Policy</i>								
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	<u>Time</u>										
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										
<p>Responsibility: Public Works Director</p>											

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

PRIORITY
<i>Policy</i>

Key Issues

- \$1 Million over 4 Years

Activities/Milestones

1. **DECISION: FPRA Contribution**
2. Identify funding in the CIP
3. **BUDGET WORKSHOP: Beach Renourishment Funding**

Time

- 5/23
6/23
7/23

Responsibility: City Manager

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

PRIORITY
<i>Mgmt High</i>

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
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

1. Complete murals (2)

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
4	5. Post Office Appearance/Maintenance: Follow-Up with the Postmaster General and Congressional Representative	CM	Ongoing

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

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

PRIORITY

Policy Top

Key Issues

Activities/Milestones

Time

- 1. Conference Agenda: Report Presentation**

6/23

Responsibility: Police Chief

ACTION: Pinewood Recreation Facility Improvements:
Completion

PRIORITY
<i>Policy High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Activities for Families	1. Install Playsets	8/23
• Celebrating the Improvements with the Community	2. Refresh Pavilion and Restrooms	8/23
• Homeless in Park	3. Complete Pickle Ball Court	9/23

Responsibility: Public Works Director

ACTION: Little Jim Operations: Direction

PRIORITY
<i>Policy High</i>

Key Issues

Activities/Milestones

Time

- 1. DECISION: Lease Direction**

6/23

Responsibility: City Manager

ACTION: Jaycee Boat Ramp Enhancements: Update Report and Direction

PRIORITY
<i>Policy Top</i>

Key Issues

Activities/Milestones

Time

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

Responsibility: City Engineer

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

PRIORITY
Policy

Key Issues

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

Activities/Milestones

1. Legislative Advocacy
 - a. Federal Government
 - b. State of Florida
 - c. St. Lucie County

Time

Ongoing

Responsibility: City Manager

ACTION: Smart City Initiative Development: Direction and Actions

PRIORITY
<i>Mgmt</i>

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

ACTION: Animal Shelter Implementation: Next Steps

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

- | | |
|--|------|
| 1. Complete onboarding | 3/23 |
| 2. Complete IT infrastructure | 5/23 |
| 3. Stabilize Veterinarian Services and Price | 6/23 |
| 4. Expand Outreach Program | |
| 5. Create 501C3 non-profit organization/foundation for community donations | 9/23 |

Responsibility: Community Response Director

ACTION: Lincoln Theater: Request an Update Report

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

1. Request Update Report

5/23

Responsibility: City Manager

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

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

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

12/23

Responsibility: Sunrise Theatre Director

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	FPCM	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	6. New Cart Fleet: Implementation	IHGC	2/24
5	7. Fuel Dispensers and Management System: Replacement	FPCM	10/23
5	8. Restroom Showers: Update	FPCM	9/23
5	9. 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	10. 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 South Bridge Discussion and Direction**

3. **JOINT MEETING: Meet with St. Lucie County Commission**

4. **Edgartown Code Revisions: Completion (City Commission Decision)**

- 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 Sergeants & 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 Council**
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. **Noise Ordinance: Refinements (City Commission Decision)**

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.

- 5.

- 6.

- 7.

- 8.

MONTH

December 2023

1. **DECISION: Purchasing Ordinances Adoption**

2. **DECISION: Landscape Code Adoption**

3. **DECISION: Fisherman's Wharf Land Use Site Plan /Development Approval**

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

- 5.

- 6.

- 7.

- 8.

MONTH

January 2024

1.

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MONTH

February 2024

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

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