

PLEASE NOTE NEW LOCATION AT THE RIVERWALK CENTER

CITY OF FORT PIERCE

STRATEGIC PLANNING

Strategic Planning Workshop - Monday, February 12, 2024 - 8:30 a.m.
River Walk Center, 600 N Indian River Drive, Fort Pierce, Florida

1. **Call to Order**
2. **Roll Call**
3. **Strategic Planning Workshop** - Lyle Sumek, Facilitator (working document attached and subject of change)
4. **COMMENTS FROM THE PUBLIC**

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

5. **Adjournment**

Immediately following adjournment, please move toward the doors and exit the chambers. This allows for the safe and courteous exit of all persons, and those on the dais. Conversations after the meeting should be held outside of chambers, in the foyer or elsewhere, but not in the commission chambers where lights will be out as soon as the chambers are empty.

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

City Commission Strategic Planning 8:30 - 2nd Floor

3.

Meeting Date: 02/12/2024

Re:

SUBJECT:

Strategic Planning Workshop - Lyle Sumek, Facilitator (working document attached and subject of change)

Attachments

Section 8 - Action Agenda

Section 10 - Strategic Plan

Form Review

Form Started By: Linda Cox
Final Approval Date: 02/05/2024

Started On: 02/05/2024 09:17 AM

SECTION 8



ACTION AGENDA 2024 **[Update: 2-2-24]**

Definitions of Terms

POLICY –

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

MANAGEMENT –

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

MANAGEMENT IN PROGRESS –

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

MAJOR PROJECT –

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

ON THE HORIZON –

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

Fort Pierce Goals 2029

SERVE OUR COMMUNITY



DEVELOP OUR COMMUNITY



ENGAGE OUR COMMUNITY



BEAUTIFY OUR COMMUNITY



ENJOY OUR COMMUNITY

**Policy Agenda 2024
Targets for Action
City of Fort Pierce**

TOP PRIORITY

HIGH PRIORITY

Fort Pierce Policy Agenda 2024

		PRIORITY		
		Priority	Top	High
1	1. Comprehensive Ordinance Review and Update: Completion			
1	2. City Services and Staffing Plan for Growth: Direction and Funding			
1	3. Major Road Improvement Strategy: Outcomes, Report with Options and Funding Mechanism, Direction and City Actions/Projects Priority			
1	4. City/Community Brand/Marketing Strategy and Action Expansion: Outcomes, Report with Options, Direction and City Actions			
1	5. Five-Year Financial Plan: Development (including Projections)			
1	6. Street Lights: Services Level, Direction, Funding and City Actions			
2	7. Annexations Strategy: Overall Direction and Decisions			
2	8. Lincoln Park Corridor Redevelopment: Update Report and Adoption			

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

Fort Pierce Policy Agenda 2024

		PRIORITY		
		Priority	Top	High
2	9. 13 th Street Improvements: Direction and Funding			
2	10. Brightline Stop/Station in Fort Pierce: Next Steps			
2	11. Neighborhood Identity and Branding: Consultant Selection and Neighborhood Identification			
3	12. “One Fort Pierce” Community – Strengthening: Next Steps			
3	13. Community Listening Action Plan			
4	14. Orange Avenue Beautification Action Plan (including Complete Streets)			
4	15. Housing Minimum Living Standards Program and Enforcement Tools: Definition, Best Practices, Report with Options, Direction, Community Information/Education and Initial Implementation			
4	16. City Beautification Strategy and Action Plan: Goals/Outcomes, Best Practices, Report with Options, Direction, Funding and City Actions			

Fort Pierce Policy Agenda 2024

		PRIORITY		
		Priority	Top	High
5	17. Youth Recreational Programs and Activities Expansion: Needs, Report with Options, Direction and City Role/Actions			
5	18. Homeless/Unhoused Residents Strategy: Goals/Practices, Outcomes, Community Problem Analysis and Impact, Best Practices, Service Needs, Report with Options, Direction and City Actions			
5	19. Sunrise Theatre Capital and Financial Plan: Development, Direction, Funding Mechanisms and City Actions			
5	20. Cobbs Landing: Report with Findings and Option, Direction, Issue RFP and Implementation			
	21.			
	22.			
	23.			
	24.			

**Management Agenda 2024
Targets for Action
City of Fort Pierce**

TOP PRIORITY

HIGH PRIORITY

Fort Pierce Management Agenda 2024

		PRIORITY		
		Priority	Top	High
1	1. Law Enforcement Impact Fees: Review, Refinement and Expenditure Direction (with St. Lucie County)			
1	2. St. Lucie County: Key Issues, Direction and City Actions			
1	3. Customer Service and Working Remotely/Flexible Hours: Update Report			
1	4. Labor Negotiations and Contracts			
1	5. Management Succession Plan and Preparedness: Update Report and Next Steps			
1	6. Street Sweeping Service Level: Report, Direction and Funding			
1	7. Traffic Signals Intersections Maintenance: Report with Options, Direction and Actions			
2	8. Delaware Road Corridor Development: Update Report, Direction and City Actions			

Fort Pierce Management Agenda 2024

		PRIORITY		
		Priority	Top	High
2	9. Downtown Development Master Plan Implementation: Direction and Funding			
2	10. Seaplanes Facility and Service: Design and Construction			
2	11. Port Development: Re-Zoning Direction			
2	12. Resilient City Strategy/Action Plan Implementation: Report, Direction on Next Steps and City Actions			
2	13. Parking Pilot Study: Implementation, Evaluation and Future Direction			
2	14. On-Demand Public Transportation: Direction and City Actions			
2	15. Comprehensive Plan Update: Direction			
2	16. Short-Term Rental Regulations: Legal Update, Direction and City Actions			

Fort Pierce Management Agenda 2024

		PRIORITY		
		Priority	Top	High
2	17. Agricultural Zoning: Concept, Direction and Ordinance Amendments			
3	18. Community Events and Festivals: Permitting Fee, Quality Control, Evaluation and Direction			
3	19. Celebrating Community Heroes Implementation: Next Steps			
3	20. Community Survey: Development, Completion and Report to City Commission			
4	21. Annual Beach Renourishment – St. Lucie County and U. S. Army Corps of Engineers: Update			
4	22. Entrances/Gateways Plan: Development and Adoption			
4	23. Mural Projects 2024 (2): Direction			
4	24. Landscape Code: Revision			

Fort Pierce Management Agenda 2024

		PRIORITY		
		Priority	Top	High
4	25. Architectural Design Standards Ordinance: Direction and Adopt			
5	26. Little Jim Bait and Tackle Operations: RFP and Direction			
5	27. Smart City Initiative Development: Direction and Actions			
5	28. Animal Adoption Center Implementation: Next Steps (including Creation of 501c3 and Voucher Program Refinements)			
5	29. Indian Hills Clubhouse Facility/Pickleball Courts: Report with Options, Direction and Funding Mechanism			
5	30. City Marina Expansion: Report with Options, Direction, Funding and City Actions			
5	31. On-Demand Transportation: RFP, Direction and Implementation			
	32.			

Fort Pierce Action Outlines 2024

GOAL 1	SERVE OUR COMMUNITY
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ACTION: Comprehensive Ordinance Review and Update:
Completion and Adoption

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 • P-Card • Construction Manager-at-Risk • Time for Legal Review 	<p>A. PLANNING AND ZONING ORDINANCE – DEFINITIONS, USE TABLE AND CONDITIONAL USES</p> <ol style="list-style-type: none"> 1. Prepare final drafts 2. Complete legal review 3. Planning Board: Review and Recommendations 4. DECISION: Planning and Zoning Ordinance Adoption <p>[with Planning Director]</p>	<p>6/24</p> <p>7/24</p> <p>9/24</p> <p>11/24</p>
	<p>B. PARKS ORDINANCE</p> <ol style="list-style-type: none"> 1. Complete legal review 2. DECISION: Park Ordinance Adoption <p>[with Planning Director]</p>	<p>3/24</p> <p>4/24</p>
	<p>C. PURCHASING ORDINANCE</p> <ol style="list-style-type: none"> 1. Complete legal review 2. DECISION: Purchasing Ordinance Adoption <p>[with Finance Director]</p>	<p>7/24</p> <p>11/24</p>
	<p>D. NUISANCE ORDINANCE</p> <ol style="list-style-type: none"> 1. CONFERENCE AGENDA: Nuisance Ordinance Review and Discussion 2. Prepare final draft 3. Complete legal review 4. DECISION: Nuisance Ordinance Adoption <p>[with Community Response Director]</p>	<p>2/24</p> <p>4/24</p> <p>5/24</p> <p>6/24</p>

(Continued on next page)

Responsibility: City Attorney

ACTION: Comprehensive Ordinance Review and Update:
Completion and Adoption

PRIORITY
<i>Policy</i>

Key Issues

Activities/Milestones

Time

- - E. ANIMAL CONTROL ORDINANCE**
 - 1. Finalize ordinance with St. Lucie County 7/24
 - 2. **DECISION: Animal Control Ordinance Adoption** 9/24
[with Community Response Director]

 - F. NOISE ORDINANCE**
 - 1. Final legal review 8/24
 - 2. **DECISION: Noise Ordinance Adoption** 9/24
[with Community Response Director]

Responsibility: City Attorney

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

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Standardized Job Descriptions • Homestead Cap Growth: 2% • Millage Rate: 7.2 • Increasing Operating Costs • Population Growth • Growth in Demands for Service • Average Households: \$300 Annual Contribution to Ad Valorem Taxes • Finding Quality City Workforce • Very Competitive Labor Market • Limited Organization Capacity for Additional Work • Changing Workforce Expectations 	<ol style="list-style-type: none"> 1. Administrative Service Director provides structure for Department Director Reports 2. Department Director Report to City Manager – Service Levels, Staffing Needs and Salary Markets 3. Prepare proposed Budget FY 25 4. BUDGET WORKSHOP: Budget FY 25 Presentation, Discussion and Direction 5. DECISION: Budget FY 25 Adoption 	<p>3/24</p> <p>5/24</p> <p>7/24</p> <p>7/24</p> <p>9/24</p>

Responsibility: City Manager; Administrative Services Director, All Department Directors

ACTION: Major Road Improvement Strategy: Outcomes, Report with Options, Funding Mechanism, Direction and City Actions/Projects Priority

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Growth	1. Identify roads – major corridors	3/24
• Increasing Traffic Volume	2. Review current projects and plans	5/24
• Working with St. Lucie County	3. Review funding mechanisms	5/24
• Working with FDOT	4. Prepare Report	6/24
• Identification of Roads	5. CIP WORKSHOP: CIP Budget FY 25	7/24
• Funding Mechanism for Projects	Road Report Presentation,	
• Project Timing	Discussion and Direction	

Responsibility: City Engineer

ACTION: City/Community Brand/Marketing Strategy and Action Expansion: Outcomes, Report with Options, Direction and City Actions

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Proactive Marketing • Telling the City’s Story • Continue to Enhance the Image of Fort Pierce • Promoting “Small Town Feeling” • Showcasing City Government • Showcasing Fort Pierce Community 	<p>A. MAJOR ATTRACTION MARKETING</p> <ol style="list-style-type: none"> 1. Team develops proposal for marketing major Fort Pierce attractions 2. Proposal presented to City Manager 3. REPORT: Major Attraction Marketing <p>B. MARKETING CITY SUCCESSES</p> <ol style="list-style-type: none"> 1. Prepare Action Plan 2. REPORT: City Successes Marketing 	<p>5/24</p> <p>5/24</p> <p>6/24</p> <p>5/24</p> <p>6/24</p>

Responsibility: Team [Golf, Marina, Theatre]; City Manager

ACTION: Five-Year Financial Plan: Development (including Projections)

PRIORITY
<i>Policy</i>

Key Issues

- Population Growth
- Growing Demands for City Services
- Dynamic Economic Environment
- Interest Rates
- Increasing Operating Costs
- Increasing Project Costs

Activities/Milestones

1. **Prepare 5-year Financial Plan**
2. **BUDGET WORKSHOP: Budget FY 25 Financial Plan Presentation and Discussion**

Time

6/24
7/24

Responsibility: Finance Director

ACTION: Street Lights: Services Level, Direction, Funding and City Actions

PRIORITY
<i>Policy</i>

Key Issues

Activities/Milestones

Time

<ul style="list-style-type: none"> • Decorative Lighting • Dark Areas in Community – Lights Out • Requests for Replacement Lights • Enhanced Coordination: UA and Public Works • Revised replacement Process • Follow-up: Work Completed 	<ol style="list-style-type: none"> 1. Finalize Decorative Light Program 2. Prepare report on Updated Process between UA and Public Works 3. CONFERENCE AGENDA: Street Light Report Presentation and Discussion 	<p>3/24</p> <p>3/24</p> <p>4/24</p>
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Responsibility: Public Works Director; Utilities Director

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

PRIORITY
Mgmt

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Legal Framework	1. Develop proposal for Law Enforcement Impact Fees	3/24
• Coordination with St. Lucie County	2. Finalize Report	4/24
• Use of Funds	3. DECISION: Law Enforcement Impact Fee Adoption	6/24
• Capital Needs of Police Department	4. Notification to community	7/24
• 90 Day Notification Requirement	5. Date: Implementation	10/24

Responsibility: Planning Director

ACTION: St. Lucie County: Key Issues, Direction and City Actions

PRIORITY
<i>Mgmt</i>

Key Issues

- Homeless
- Harbor Point/Park Point Park Plan
- Row Management and Maintenance
- Annexation
- Delaware Avenue Update
- TRC Development Process
- Opioid Abatement Strategy

Activities/Milestones

1. **JOINT MEETING WITH ST. LUCIE COUNTY COMMISSION**

Time

4/24

Responsibility: City Clerk

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

PRIORITY
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • City Policy • City Employee Expectations • Emerging Workforce Expectations • Consistency within City Government • Impacts on City Operations and Processes 	<ol style="list-style-type: none"> 1. Finalize policy changes and submit to City Manager 2. REPORT TO CITY MANAGER 3. CITY MANAGER DECISION 	<p>5/24</p> <p>5/24</p> <p>6/24</p>

Responsibility: Administrative Services Director

ACTION: Labor Negotiations and Contracts Approval

PRIORITY
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Wages • Benefits • Guidelines for Negotiation • Compensation Market 	A. TEAMSTERS	
	1. Meet with Union	2/24
	2. Union Re-Certification	6/24
	3. Negotiations	7/24
	4. DECISION: Teamster Labor Contract	9/24
	B. PBA OFFICERS	
	1. Negotiations	3/24
	2. DECISION: PBA Officers Contract	9/24
	C. PBA SERGEANTS & LIEUTENANTS	
	1. Negotiation	3/24
	2. DECISION: PBA Sergeants & Lieutenants Contract	9/24

Responsibility: Administrative Services Director

ACTION: Management Succession Plan and Preparedness: Update Report and Next Steps

PRIORITY
<i>Mgmt</i>

Key Issues

- Public Works Director
- Police Chief

Activities/Milestones

1. **BRIEFING REPORT: Update on Management Succession Status and Upcoming Next Steps**

Time

5/24

Responsibility: City Manager

ACTION: Street Sweeping Service Level: Report, Direction and Funding

PRIORITY
<i>Mgmt</i>

Key Issues

- Equipment Order Time and Delivery
- Parking Regulations
- Alternative Schedule
- Resource Needs
- Service Level(s)
- Link to Beauty Community
- Community Expectations

Activities/Milestones

1. Prepare report on equipment, alternative schedule and resources needs
2. **CONFERENCE AGENDA: Street Sweeping Report Presentation and Discussion**

Time

2/24

3/24

Responsibility: Public Works Director

ACTION: Traffic Signals Intersections Maintenance: Report with Options, Direction and Actions

PRIORITY
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Equipment for Maintenance • Temporary Solution with Private Sector • Significant Maintenance Needs • No Bids on RFP – Little Interest in Private Sector 	<ol style="list-style-type: none"> 1. Implement Temporary Solution 2. Prepare 6-month Evaluation Report 3. Present Report to City Manager 	<p>2/24</p> <p>9/24</p> <p>10/24</p>

Responsibility: City Engineer

Management in Progress 2024			TIME
1	1. Grants and Outside Funding Sources: Identification, Direction and City Actions	Finance	Ongoing
1	2. Cyber Security Training/Penetration Testing	Adm Serv	Ongoing
1	3. Recycling Public Awareness/Education Campaign: Launch	Public Works	10/24
1	4. GIS Initiatives: Project Maps	Adm Serv	Ongoing
1	5. Police Strategic Plan: Annual Update	Police	6/24
1	6. Parking Enforcement Software for Mobile Parking Enforcement: Implementation	Comm Resp	2025
1	7. Police Vehicles Replacement: Acquisition [Patrol Vehicles Delivery: 2 from 2021 + 20 from 2022	Police	12/24
1	8. Supervisor Handbook: Completion	Adm Serv	8/24
1	9. Police Leadership Program and Succession Plan: Report	Police	5/24
1	10. Online Guide for Potential Developers: Development	Planning	7/24
1	11. Building Tyler/Intergov Software: Implementation	Adm Serv	7/24
1	12. Condominium Inspector: Hired	Building	6/24
1	13. Legal Office's Record-Keeping System Modernization: Completion	City Attorney	6/24
1	14. Tyler/Munis Energov for our Business Tax Receipt Processing: Completion	Adm Serv	7/24
1	15. Records Management Handbook and Reference Guide: Development	City Clerk	4/24
1	16. Citywide Records File Plan: Development	City Clerk	Ongoing
1	17. Records Storage Consolidation: Completion	City Clerk	12/24
1	18. Records Room Inventory and File Plan: Development	City Clerk	12/24
1	19. Low-Cost Veterinary Clinic at the Shelter: Creation	Comm Resp	10/24
1	20. Signage Ordinance Update: Completion (City Commission Decision)	Planning	2/25
1	21. ERP Phase II: Rollout, Licenses, Permits and Fees (of Electronic Record Processing System)	Adm Serv	7/24
1	22. ERP Phase III: Rollout (Payroll, Human Resources/ Time Keeping/ Retirement) of Electronic Record Processing System	Adm Serv	7/24
1	23. ERP Phase IV	Adm Serv	7/24
1	24. Data Center Enhancements – Enterprise Wide	Adm Serv	Ongoing

Management in Progress 2024				TIME
1	25.	Call Center Builds – Enterprise Wide: Completion	Adm Serv	Ongoing
1	26.	In-House Mental Health Program for Police Department Employees: Development	Police	Ongoing
1	27.	Enterprise Fleet Contract	Public Works	12/24
1	28.	Public Works New Work Order System	Public Works	7/24
1	29.	New Medium- and Heavy-Duty Equipment: Acquisition a. Order b. Delivery	Public Works	5/24 2026
1	30.	City Surplus Properties: Review Inventory and Sale Direction (City Commission Decision)	City Manager	Ongoing
1	31.	Leadership and Management Training Program: Completion	Adm Serv	10/24
1	32.	HR Records Scanning	Adm Serv	7/24
1	33.	Personnel Rules and Regulations Revision: Completion (City Commission Decision)	Adm Serv	6/24
1	34.	Police Staffing Study: Completion	Police	Ongoing
1	35.	Trump Trial Police Plan: Plan Development and MOU	Police	3/24

Major Projects 2024				TIME
1	1.	Fuel Island: Replacement: Completion	Public Works	11/24
1	2.	City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall): CIP FY 2021 Funded and Implementation	Public Works	11/24
1	3.	Annual Road Resurfacing Projects	Engineering	4/24
1	4.	Public Works Compound Layout: Completion	Public Works	6/24
1	5.	Police Station Chiller Pipes: Completion	Public Works	10/24

GOAL 2	DEVELOP OUR COMMUNITY
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ACTION: Annexations Strategy and Action Plan: Overall Direction and Decision

PRIORITY
<i>Policy</i>

Key Issues

- Focus on Commercial Areas
- Legal Restrictions
- Utilities as an Incentive
- Ability of City to Service
- Residential Areas not Cost Effective for the City

Activities/Milestones

1. Identify potential areas for annexation
2. Develop Overall Strategy and Specific Action Plan
3. **CONFERENCE AGENDA: Annexation Strategy and Action Plan Presentation, Discussion and Direction**

Time

- 3/24
- 4/24
- 5/24

Responsibility: Planning Director

ACTION: Lincoln Park Corridor Redevelopment/Zoning Code
Revision: Update Report and Adoption

PRIORITY
<i>Policy</i>

Key Issues

- Entrance
- Lot Size
- Zoning Code Revision

Activities/Milestones

1. Complete legal review of Zoning Code Revision
2. Planning Board: Review
3. **DECISION: Lincoln Park Corridor Redevelopment/Zoning Code Revision**

Time

3/24
5/24
8/24

Responsibility: Planning Director

ACTION: 13th Street Improvements: Direction and Funding

PRIORITY
<i>Policy</i>

Key Issues

- Funding Mechanism
- Overall Design

Activities/Milestones

1. Identify funding source(s) 6/24
2. Prepare Report on 13th Street Improvements 6/24
3. **BUDGET WORKSHOP:**
Budget FY 25 Report on 13th Street Improvement Project 7/24
4. Update Design Plan 9/24

Time

Responsibility: City Engineer

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

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Notification from Brightline • Rail Passenger Code • Development Agreement with Brightline • Federal Grant Funding • Communications with our Community 	<ol style="list-style-type: none"> 1. Complete legal review of Rail Passenger Code 2. Planning Board: Review 3. DECISION: Rail Passenger Code Adoption 4. Negotiate development agreement 5. DECISION: Brightline Development Agreement 6. Application for Federal Grant [\$25 million] 7. Receive Grant Notification 	<p>3/24</p> <p>5/24</p> <p>8/24</p> <p>7/24</p> <p>8/24</p> <p>2/24</p> <p>8/24</p>

Responsibility: Planning Director

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

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Outcomes	1. Identify consultant	3/24
• Best Practices	2. DECISION: Award Consulting Contract for Neighborhood Identity and Branding	5/24
• Neighborhoods	3. Develop comprehensive report	12/24
• Methodology	4. CONFERENCE AGENDA: Neighborhood Identity and Branding Report Presentation, Discussion and Direction	1/25
• Costs		
• Funding		

Responsibility: City Manager

ACTION: Delaware Road Corridor Development: Update Report, Direction and City Actions

PRIORITY
Mgmt

Key Issues

- Link to Joint Meeting with St. Lucie County Commission
- Outcomes
- Options
- City Actions

Activities/Milestones

1. Prepare report
2. **REPORT: Delaware Road Corridor Development**

Time

3/24
4/24

Responsibility: City Engineer; Utilities Director

ACTION: Downtown Development Master Plan Implementation:
Direction and Funding

PRIORITY
Mgmt

Key Issues

- U. S. 1 Pedestrian Crossing at Avenue "A"
- 2nd Street Festival Street
- Marina Square Improvements
- Veterans' Park Improvement

Activities/Milestones

1. Update each project (4)
2. **CIP WORKSHOP: CIP Budget
25 Downtown Project
Updates (4)**

Time

- 6/24
7/24

Responsibility: City Engineer

ACTION: Seaplanes Facility and Service: Design and Construction

PRIORITY
Mgmt

Key Issues

- Permitting
- Construction

Activities/Milestones

1. Complete Permitting – receive Permits

Time

12/24

Responsibility: City Engineer

ACTION: Port Development: Re-Zoning Direction

PRIORITY
Mgmt

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Port Zoning	1. Complete legal review of Port Re-zoning	3/24
	2. Planning Board: Review	4/24
	3. DECISION: Port Zoning Revisions Adoption	8/24

Responsibility: Planning Director

ACTION: Resilient City Strategy/Action Plan Implementation:
Report, Direction on Next Steps and City Actions

PRIORITY
Mgmt

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Definition • Projects • Funding Mechanism • Resiliency Framework • Resiliency Study • Stormwater Master Plan 	<ol style="list-style-type: none"> 1. Hire Resiliency Manager/Coordinator 2. Establish Resiliency Framework 3. Identify CIP Projects 4. CIP WORKSHOP: CIP Budget 25 Resiliency Projects Presentation and Discussion 5. Complete Resiliency Study and Stormwater Master Plan 6. CONFERENCE AGENDA: Resiliency Study and Stormwater Master Plan Presentation and Discussion 	<p>6/24</p> <p>12/24</p> <p>6/24</p> <p>7/24</p> <p>1/25</p> <p>2/25</p>

Responsibility: City Engineer; Administrative Services Director

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

PRIORITY
Mgmt

Key Issues

- Outcomes
- Parking Pilot

Activities/Milestones

1. Presentation to Committee
2. **DECISION: Parking Pilot Study Direction**

Time

- 2/24
4/24

Responsibility: Community Response Director

ACTION: On-Demand Public Transportation: Direction and City Actions

PRIORITY
Mgmt

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Service Level • Contract • Implementation 	<ol style="list-style-type: none"> 1. FPRA DECISION 2. Negotiate contract 3. DECISION: Award Contract for On-Demand Transportation 4. Implementation: On-Demand Service 	<p>2/24</p> <p>5/24</p> <p>5/24</p> <p>7/24</p>

Responsibility: City Manager

ACTION: Comprehensive Plan Update: Direction

PRIORITY
Mgmt

Key Issues

- Legislative Changes
- Affordable Housing
- Accessory Dwelling Units
- Small Lots
- Transportation Concurrency

Activities/Milestones

- | | <u>Time</u> |
|---|-------------|
| 1. DECISION: Award Contract
Continuing Service for
Comprehensive Plan Update | 3/24 |
| 2. Complete update | 11/24 |
| 3. Planning Board: Review | 12/24 |
| 4. DECISION: Comprehensive
Plan Update Adoption | 2/25 |

Responsibility: Planning Director

ACTION: Short-Term Rental Regulations: Legal Update, Direction and City Actions

PRIORITY
Mgmt

Key Issues

- Fee Schedule

Activities/Milestones

1. Prepare Annual Fee update
2. **CONFERENCE AGENDA:
Short-Term Rental Fee
Update Discussion and
Direction**

Time

5/24
6/24

Responsibility: City Clerk

ACTION: Agricultural Zoning: Concept, Direction and Ordinance Amendments

PRIORITY
Mgmt

Key Issues

- Zoning Changes
- Link to Comprehensive Planning Update

Activities/Milestones

1. Complete update
2. Planning Board: Review
3. **DECISION: Comprehensive Plan Update/Agricultural Zoning Adoption**

Time

11/24
12/24
2/25

Responsibility: Planning Director

Management in Progress 2024			TIME
2.	1. Annual Job Fair 2024 and 2025	Finance	2/25
2	2. Business District Expansion (City Commission Decision)	Planning	12/24
2	3. Modular/Mobile Housing Code: Revision (City Commission Decision)	Planning	12/24
2	4. Transportation Concurrency Exemption Area (City Commission Decision)	Planning	2/25
2	5. Boarding House/Rooming House Regulations (City Commission Decision)	Planning	7/24
2	6. Affordable/Workforce Housing Code Incentives (City Commission Decision)	Planning	8/24
2	7. Old St. Anastasia Building Exterior Renovation Project: Completion	City Manager	1/25
2	8. King's Landing Development: Monitoring Private Development	City Manager	OTH
2	9. Fisherman's Wharf Development: Update	City Manager	9/24

Major Projects 2024			TIME
2.	1. Island Reclamation Plant Relocation: Decommission	Utilities	2027
2	2. Septics to Sewers Program: Report and Direction	Utilities	4/24
2	3. Street Resurfacing Projects 2024: Design and Construction	Engineering	9/24
2	4. Ohio Avenue (US 1 to 11 th Street) Roadway Improvements Project: Construction	Engineering	7/24
2	5. 16 th Street (Avenue K to Avenue I) – Stormwater Replacement a. Design b. City Commission Decision: Approval c. Construction	Engineering	4/24 6/24 8/24
2	6. Granada Street – Paving: Design a. Design b. City Commission Decision: Approval c. Construction	Engineering	4/24 6/24 8/24
2	7. Avenue D Streetscape (Indian River Drive to 29 th Street): a. Phase 1 Construction b. Phase 2 Design and City Commission Decision	Engineering	7/24 10/24

Major Projects 2024 – continued			TIME
2	8. SUN Trail – Highwayman Trail Gap (Indian Hills Drive to Georgia Avenue) a. Bid b. City Commission Decision Award c. Construction	Engineering	3/24 4/24 12/24
2	9. Surfside Drainage / Resurfacing – Phase II and III a. Bid b. City Commission Decision Award c. Construction	Engineering	3/24 4/24 12/24
2	10. Indian Hills Recreation Area Stormwater Facility Expansion – Phase III: Preliminary Engineering	Engineering	9/24
2	11. Orange Avenue Beautification Project – FDOT: 13 th to 33 rd Street: Completion	FDOT	9/24
2	12. SUN Trail – Historic Downtown Trail – Engineering Design	Engineering	10/24
2	13. Little Jim Bait and Tackle – Septic to Sewer Conversion – Design and Construction	Engineering	11/24
2	14. Indian River Drive (Marina Way to Seaway Drive) Design	Engineering	8/24
2	15. 11 th , Boston and Preston Reconstruction – Design	Engineering	9/24
2	16. Surfside Drainage – Phase 4 – Design	Engineering	3/25
2	18. Wendell Road (7 th Street to 8 th Street) – Design	Engineering	3/24
2	19. Avenue Q (14 th to 17 th) – Drainage replacement – Construction	Engineering	*/24
2	20. Seaplane Base – Design and Construction	Engineering	OTH

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

PRIORITY
<i>Policy</i>

Key Issues

Activities/Milestones

Time

•

1. Complete Mural on Solid Waste Truck

6/24

Responsibility: Public Works Director

ACTION: Community Listening Action Plan

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

- 1.

Responsibility: Mayor and City Commissioners

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

PRIORITY
Mgmt

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Increasing Costs • Expectations of City Government • Cost Recovery • Parking • Fee Structure • Types of Events • City Role • City Degree of Support • Funding Mechanisms • Impacts on Daily Operations • Community Building – Residents Involved and Meeting Residents 	<ol style="list-style-type: none"> 1. Update and revise presentation 2. CONFERENCE AGENDA: Community Events and Festivals Presentation, Discussion and Direction 	<p>3/24</p> <p>4/24</p>

Responsibility: Public Works Director

ACTION: Celebrating Community Heroes Implementation: Next Steps

PRIORITY
Mgmt

Key Issues

- Resolution for Program
- Costs/Fees
- Criteria: Heroes

Activities/Milestones

1. Prepare final draft resolution
2. **DECISION: Resolution for Celebrating Community Heroes – Banners Program**

Time

3/24
4/24

Responsibility: Public Works Director

ACTION: Community Survey: Development, Completion and Report to City Commission

PRIORITY
Mgmt

Key Issues

- Findings
- Learning Points
- Potential Actions

Activities/Milestones

1. Complete survey and prepare report
2. **CONFERENCE AGENDA: Community Survey Presentation and Discussion**

Time

4/24

5/24

Responsibility: City Manager

Management in Progress 2024			TIME
3	1. Community Policing Expansion: Annual Action Report	Police	6/24
3	2. Youth Council	Police	Ongoing
3	3. Outreach Vehicle "Classroom": Implementation	Police	2025
3	4. Unity in Our Community Event	Police	7/24

GOAL 4	BEAUTIFY OUR COMMUNITY
---------------	-------------------------------

ACTION: Orange Avenue Beautification Action Plan (including Complete Streets)

PRIORITY
Policy

Key Issues

- West of 33rd Street
- FDOT Control of Roads
- Outside City Limits
- Unattractive Corridor

Activities/Milestones

1. Approach FDOT
2. Receive FDOT Response

Time

- 3/24
10/24

Responsibility: City Engineer

ACTION: Housing Minimum Living Standards Program and Enforcement Tools: Definition, Best Practices, Report with Options, Direction, Community Information/Education and Initial Implementation

PRIORITY
Policy

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Concept Definition • Desired Outcomes • Major Problems • Frequent “Flyers” • Best Practices • Compliance/Enforcement Tools • Special Magistrate Expectations and Contract • City Role • Landlord Responsibilities 	<ol style="list-style-type: none"> 1. Investigate concept and best practices 2. Identify major problems for our Fort Pierce community 3. Prepare comprehensive report with options and recommendations, including an implementation plan 4. CONFERENCE AGENDA: Minimum Housing Living Standards and Tools Report Presentation, Discussion and Direction 	<p>6/24</p> <p>6/24</p> <p>10/24</p> <p>11/24</p>

Responsibility: Building Official

ACTION: City Beautification Strategy and Action Plan: Goals/
Outcomes, Best Practices, Report with Options,
Direction, Funding and City Actions

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Desired Outcomes	1. Complete Community Beautification Code Report	3/24
• Problems/Opportunities	2. Complete update of current City Beautification Program/Strategy and actions for next year	5/24
• Best Practices	3. CONFERENCE AGENDA: City Beautification Strategy/ Program Presentation and Discussion	6/24
• Program Options		
• City Role		
• Costs		
• Funding Mechanism		

Responsibility: Community Response Director; Public Works Director

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

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

- St. Lucie County Project

1. FPRA Funding \$500,000
2. Complete Project

Completed
[]

Responsibility: City Manager

ACTION: Entrances/Gateways Plan: Development and Adoption

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

•

- | | |
|--------------------------|-----------|
| 1. Identify locations | Completed |
| 2. Complete permitting | 5/24 |
| 3. Complete installation | 7/24 |

Responsibility: City Manager

ACTION: Mural Projects 2024 (2): Direction

PRIORITY
<i>Mgmt</i>

Key Issues

- Locations
- Artists
- Artist Agreement

	<u>Time</u>
1. Call for artists	5/24
2. Identify artists	6/24
3. DECISION: Award Contract for Mural Artists	6/24
4. Start murals	7/24
5. Complete murals	9/24

Responsibility: City Manager

ACTION: Landscape Code: Revision

PRIORITY
<i>Mgmt</i>

Key Issues

- Code Revisions

Activities/Milestones

- | | <u>Time</u> |
|---|-------------|
| 1. Complete legal review | 5/24 |
| 2. Planning Board: Review | 7/24 |
| 3. DECISION: Landscape Code Adoption | 11/24 |

Responsibility: Planning Director; City Attorney

ACTION: Architectural Design Standards Ordinance: Direction and Adoption

PRIORITY
Mgmt

Key Issues

- Ordinance Revision
- Historic District

Activities/Milestones

1. Complete legal review 4/24
2. Planning Board: Review 6/24
3. **DECISION: Architectural Design Standards Ordinance Adoption** 10/24

Time

Responsibility: Planning Director; City Attorney

Management in Progress 2024			TIME
4	1. Special Magistrate Services: RFP, Award Contract and Implementation	Comm Resp	5/24
4	2. Nuisance Abatement Vendors: RFP, Direction and Implementation	Comm Resp	7/24
4	3. Demolition Ordinance Revision: Direction and Actions	Comm Resp	7/24

Major Projects 2024			TIME
4	1. Highwaymen Museum Development: Construction	City Manager	7/24

GOAL 5	ENJOY OUR COMMUNITY
---------------	----------------------------

ACTION: Youth Recreational Programs and Activities Expansion:
Needs, Report with Options, Direction and City
Role/Actions

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Community Needs • Gaps • Current Programs/Activities • Level of Participation • Locations • Potential Additional Programs/Activities • Youth Recreational Trends • Youth Recreational Realities • City Role 	<ol style="list-style-type: none"> 1. Prepare youth recreation update 2. CONFERENCE AGENDA: Youth Recreation – What Has Been Done and Future Plan/Activities 	<p>3/24</p> <p>4/24</p>

Responsibility: Public Works Director

ACTION: Homeless/Unhoused Residents Strategy: Goals/Practices, Outcomes, Community Problem Analysis and Impact, Best Service Needs, Report with Options, Direction and City Actions

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Resources for Daytime • City Role • St. Lucie County Role • Community Needs • Community Resources • Scope of Services • Partner: Operator • Location • Costs • Funding Mechanism • Facility Design • Hotel/Motel Option and Purchase • Mobile Unit: Scope of Services and Design • One Centralized Location 	<ol style="list-style-type: none"> 1. Develop concept with a centralized facility and mobile unit 2. Develop budget proposal 3. BUDGET WORKSHOP: Budget FY 25 for Homeless Daytime Facility and Mobile Unit 4. DECISION: Budget FY 25 Funding 	<p>4/24</p> <p>5/24</p> <p>7/24</p> <p>9/24</p>

Responsibility: City Manager

ACTION: Sunrise Theatre Capital and Financial Plan: Development, Direction, Funding Mechanisms and City Actions

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Capital Needs • Costs • Funding Mechanism • CIP Plan for Sunrise Theatre 	<ol style="list-style-type: none"> 1. Develop a comprehensive CIP with projects and funding mechanism 2. CIP WORKSHOP: CIP Budget FY 25 Sunrise Theatre CIP Presentation and Discussion 3. DECISION: Budget FY 25 Funding for Sunrise Theatre CIP Projects 	<p>5/24</p> <p>7/24</p> <p>9/24</p>

Responsibility: Sunrise Theatre Executive Director

ACTION: Cobbs Landing: Report with Findings and Option, Direction , Issue RFP and Implementation

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• City Retention of Land Ownership	1. Complete survey	4/24
• Building Condition	2. Complete building condition assessment and needs	7/24
• Community Historic Traditions	3. Prepare a comprehensive report with findings and options	7/24
• Development Options	4. CONFERENCE AGENDA:	8/24
• Length of Contract	Cobbs Landing Report	
• Contract End Date	Presentation, Discussion and Direction	

Responsibility: Building Official; Marina Manager

ACTION: Little Jim Bait and Tackle Operations: RFP and Direction

PRIORITY
Mgmt

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none">• Services• Contract	<ol style="list-style-type: none">1. Issue RFP2. Evaluate responses and prepare recommendations3. DECISION: Little Jim Bait and Tackle Contract	<p>3/24 8/24 10/24</p>

Responsibility: Marina Manager

ACTION: Smart City Initiative Development: Direction and Actions

PRIORITY
Mgmt

Key Issues

- Downtown Fiber
- Airport Areas Fiber

Activities/Milestones

1. Prepare update report
2. **REPORT: Smart City Initiative Update**

Time

11/24
12/24

Responsibility: Utilities Director

ACTION: Animal Adoption Center Implementation: Next Steps
(including Creation of 501c3 and Voucher Program Refinements)

PRIORITY
Mgmt

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• 501c3 Creation	1. Initiate fund-raising campaign for Play Yard	2/24
• Park Yard Upgrade	2. Create 501c3 organization	8/24
• Clinic Opening	3. Prepare report on clinic	8/24
• Clinic Voucher Program	4. DECISION: Resolution on Clinic and Voucher Program	9/24
• Funding Mechanisms	5. Open Clinic	10/24

Responsibility: Community Response Director

ACTION: Indian Hills Clubhouse Facility/Pickleball Courts: Report with Options, Direction and Funding Mechanism

PRIORITY
<i>Mgmt</i>

Key Issues

- Phase 1 Pickleball Courts

Activities/Milestones

- | | |
|--|-------|
| 1. Conduct pre-bid meeting | 2/24 |
| 2. Bid for Pickleball Courts | 3/24 |
| 3. DECISION: Award Contract for Pickleball Construction | 5/24 |
| 4. Open Pickleball Courts | 10/24 |

Time

Responsibility: City Engineer; Golf Manager

ACTION: City Marina Expansion: Report with Options, Direction,
Funding and City Actions

PRIORITY
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Phase 1 – Marina Expansion	1. Complete engineering design	2/25
• Phase 2 – Internal Basin	2. Complete permitting	2/25

Responsibility: Marina Manager

Management in Progress 2024			TIME
5	1. Crime Reduction Action Plan: Annual Report	Police	6/24
5	2. SHIP Home Rehabilitations (4-6)	Finance	7/24
5	3. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase	Theatre	Ongoing
5	4. Sunrise Theatre Marketing: Expansion	Theatre	Ongoing
5	5. Sunrise Theatre: Grants	Theatre	Ongoing
5	6. SHIP/First Time Homebuyers Down Payment Assistance Program: Virtual Services	Finance	Ongoing
5	7. Sunrise Theatre Volunteer Program: Expansion	Theatre	Ongoing
5	8. Marina Security: Cameras and Access Control	Marina	4/24
5	9. Annual Highwaymen Heritage Trail Art Show and Festival 2024	Finance	2/24
5	10. Police Streamline the Non-Essential Calls	Police	Ongoing
5	11. Waterway Management Plan: Report	Marina	5/24
5	12. Multi-Purpose Inshore Vessel Purchase: Completion	Marina	9/24

Major Projects 2024			TIME
5	1. Pinewood Recreation Facility Improvements: Completion and Parking	Public Works	11/24
5	2. Fenn Park Reconstruction Project – Phase 2 and Parking Lot	Public Works	11/24
5	3. Jaycee Park Connectivity Improvements	Public Works	11/24
5	4. Savannah Recreation Trail Connectivity to Indian Hills Recreation Area a. Design b. Construction	Public Works	1/25 2026
5	5. Optimum Turf Health: Correct Mix	Golf	Ongoing
5	6. Fuel Dispensers and Management System: Replacement	Public Works	8/24
5	7. Beach Volleyball at Jaycee Park: Installation	Public Works	7/24
5	8. S Causeway Park Parking: Clean-Up and Parking Spots	Engineering	OTH
5	9. Indian Hills Golf Course Tee Box Project: Completion	Golf	4/25
5	10. Indian Hills Golf Course Cart Barn Upgrade: Completion	Golf	OTH
5	11. Indian Hills Golf Course In-House Sod Project: Completion	Golf	4/24
5	12. Indian Hills Golf Course Practice Range Netting Project: Completion	Golf	3/24

Policy Calendar 2024

MONTH

March 2024

1. **CONFERENCE AGENDA: Street Sweeping Report Presentation and Discussion**
2. **DECISION: Award Contract Continuing Service for Comprehensive Plan Update**
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

MONTH

April 2024

1. **DECISION: Park Ordinance Adoption**
2. **CONFERENCE AGENDA: Street Light Report Presentation and Discussion**
3. **JOINT MEETING WITH ST. LUCIE COUNTY COMMISSION**
4. **REPORT: Delaware Road Corridor Development**
5. **DECISION: Parking Pilot Study Direction**
6. **DECISION: SUN Trail – Highwayman Trail Gap (Indian Hills Drive to Georgia Avenue)**
7. **DECISION: Surfside Drainage / Resurfacing – Phase II and III**
8. **CONFERENCE AGENDA: Community Events and Festivals Presentation, Discussion and Direction**
9. **DECISION: Resolution for Celebrating Community Heroes – Banners Program**
10. **CONFERENCE AGENDA: Youth Recreation – What Has Been Done and Future Plan/Activities**

MONTH

May 2024

1. **BRIEFING REPORT: Update on Management Succession Status and Upcoming Next Steps**
2. **CONFERENCE AGENDA: Annexation Strategy and Action Plan Presentation, Discussion and Direction**
3. **DECISION: Award Consulting Contract for Neighborhood Identity and Branding**
4. **DECISION: Award Contract for On-Demand Transportation**
5. **CONFERENCE AGENDA: Community Survey Presentation and Discussion**
6. **DECISION: Award Contract for Pickleball Construction**
- 7.
- 8.

MONTH

June 2024

1. **DECISION: Nuisance Ordinance Adoption**
2. **REPORT: Major Attraction Marketing**
3. **REPORT: City Successes Marketing**
4. **DECISION: Law Enforcement Impact Fee Adoption**
5. **DECISION: Personnel Rules and Regulations Revision**
6. **CONFERENCE AGENDA: Short-Term Rental Fee Update Discussion and Direction**
7. **DECISION: 16th Street (Avenue K to Avenue I) – Stormwater Replacement**
8. **DECISION: Granada Street – Paving**
9. **CONFERENCE AGENDA: City Beautification Strategy/ Program Presentation and Discussion**
10. **DECISION: Award Contract for Mural Artists**

MONTH

July 2024

1. **BUDGET WORKSHOP: Budget FY 25 Presentation, Discussion and Direction**
 - a. **City Services and Staffing**
 - b. **Street Improvement Project**
 - c. **Homeless Daytime Facility and Mobile Unit**

2. **CIP WORKSHOP: CIP Budget FY 25 Presentation, Discussion and Direction**
 - a. **Roads**
 - b. **Downtown Project Updates (4)**
 - c. **Resiliency Projects**
 - d. **Sunrise Theatre CIP**

3. **BUDGET WORKSHOP: Budget FY 25 Financial Plan Presentation and Discussion**

4. **DECISION: Boarding House/Rooming House Regulations**

- 5.

- 6.

- 7.

- 8.

MONTH

August 2024

1. **DECISION: Lincoln Park Corridor Redevelopment/Zoning Code Revision**
2. **DECISION: Rail Passenger Code Adoption**
3. **DECISION: Brightline Development Agreement**
4. **DECISION: Port Zoning Revisions Adoption**
5. **DECISION: Affordable/Workforce Housing Code Incentives**
6. **CONFERENCE AGENDA: Cobbs Landing Report Presentation, Discussion and Direction**
- 7.
- 8.

MONTH

September 2024

1. **DECISION: Budget FY 25 Adoption**
2. **DECISION: Animal Control Ordinance Adoption**
3. **DECISION: Noise Ordinance Adoption**
4. **DECISION: Teamster Labor Contract**
5. **DECISION: PBA Officers Contract**
6. **DECISION: PBA Sergeants & Lieutenants Contract**
- 7.
- 8.

MONTH

October 2024

1. **DECISION: Avenue D Streetscape (Indian River Drive to 29th Street):**
2. **DECISION: Architectural Design Standards Ordinance Adoption**
3. **DECISION: Little Jim Bait and Tackle Contract**
- 4.
- 5.
- 6.
- 7.
- 8.

MONTH

November 2024

1. **DECISION: Planning and Zoning Ordinance Adoption**
2. **DECISION: Purchasing Ordinance Adoption**
3. **CONFERENCE AGENDA: Minimum Housing Living Standards and Tools Report Presentation, Discussion and Direction**
4. **DECISION: Landscape Code Adoption**
5. **DECISION: Resolution on Clinic and Voucher Program**
- 6.
- 7.
- 8.

MONTH

December 2024

1. **DECISION: Business District Expansion**
2. **DECISION: Modular/Mobile Housing Code**
3. **REPORT: Smart City Initiative Update**
- 4.
- 5.
- 6.
- 7.
- 8.

MONTH

January 2025

1. **CONFERENCE AGENDA: Neighborhood Identity and Branding Report Presentation, Discussion and Direction**
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

MONTH

February 2025

1. **DECISION: Signage Ordinance**

2. **CONFERENCE AGENDA: Resiliency Study and Stormwater Master Plan Presentation and Discussion**

3. **DECISION: Comprehensive Plan Update Adoption**

4. **DECISION: Comprehensive Plan Update/Agricultural Zoning Adoption**

5. **DECISION: Transportation Concurrency Exemption Area**

- 6.

- 7.

- 8.

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Draft 2/3/24

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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 2039

Fort Pierce Vision 2039

Fort Pierce 2039 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 2039

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 2024 – 2029

City of Fort Pierce ***Goals 2029***

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 to provide City services and responding to growing service demand
7. Successfully implement ERP system citywide
8. Have sufficient resources and staffing to successfully provide defined City services and service levels

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. Promoting Fort Pierce in a positive manner – community and City government
3. Hiring and retaining quality City employees in a very competitive Treasure Coast labor market
4. Aging City infrastructure requiring significant maintenance and replacement
5. Enhancing City operational efficiencies to better serve our community
6. Developing and implementing a successful management and employee succession planning and programs
7. Actions by Federal and State governments: impacting revenues, unfunded mandates and regulations, more grants and earmarked projects
8. Limited revenue sources for cities

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Investing in our human resource – employee training and development, and employee mental health and stress reduction
2. Actions by the State of Florida – pre-empting home rule and City finances and services
3. Finding qualified new City employees that fit our Fort Pierce City organization culture
4. Stress-related and mental health issues associated with increasing workload, limited organization capacity and community expectations
5. Using technology and virtual services to better service our residents and businesses
6. Maintaining a safe and secure workplace in an increasingly mean and violent world
7. Investing in the deferred capital investment now requiring significant funding
8. Aging and deteriorating City facilities needing major upgrades – Police and Public Works

POLICY ACTIONS 2024

	PRIORITY
1. Comprehensive Ordinance Review and Update: Completion and Adoption	<input type="text"/>
2. City Services and Staffing Plan for Growth: Direction and Funding	<input type="text"/>
3. Major Road Improvement Strategy: Outcomes, Report with Options, Funding Mechanism, Direction and City Actions/Projects Priority	<input type="text"/>
4. City/Community Brand/Marketing Strategy and Action Expansion: Outcomes, Report with Options, Direction and City Actions	<input type="text"/>
5. Five-Year Financial Plan: Development (including Projections)	<input type="text"/>
6. Street Lights: Services Level, Direction, Funding and City Actions	<input type="text"/>

MANAGEMENT ACTIONS 2024

	PRIORITY
1. Law Enforcement Impact Fees: Review, Refinement and Expenditure Direction (with St. Lucie County)	<input type="text"/>
2. St. Lucie County: Key Issues, Direction and City Actions	<input type="text"/>
3. Customer Service and Working Remotely/ Flexible Hours: Update Report	<input type="text"/>
4. Labor Negotiations and Contracts	<input type="text"/>
5. Management Succession Plan and Preparedness: Update Report and Next Steps	<input type="text"/>
6. Street Sweeping Service Level: Report, Direction and Funding	<input type="text"/>
7. Traffic Signals Intersections Maintenance: Report with Options, Direction and Actions	<input type="text"/>

MANAGEMENT IN PROGRESS 2024

1. Grants and Outside Funding Sources: Identification, Direction and City Actions
2. Cyber Security Training/Penetration Testing
3. Recycling Public Awareness/Education Campaign: Launch
4. GIS Initiatives: Project Maps
5. Police Strategic Plan: Annual Update
6. Parking Enforcement Software for Mobile Parking Enforcement: Implementation
7. Police Vehicles Replacement: Acquisition
[Patrol Vehicles Delivery: 2 from 2021 + 20 from 2022]
8. Supervisor Handbook: Completion
9. Police Leadership Program and Succession Plan: Report
10. Online Guide for Potential Developers: Development
11. Building Tyler/Intergov Software: Implementation
12. Condominium Inspector: Hired
13. Legal Office's Record-Keeping System Modernization: Completion
14. Tyler/Munis Energov for our Business Tax Receipt Processing: Completion
15. Records Management Handbook and Reference Guide: Development
16. Citywide Records File Plan: Development
17. Records Storage Consolidation: Completion
18. Records Room Inventory and File Plan: Development

MANAGEMENT IN PROGRESS 2024 (continued)

19. Low-Cost Veterinary Clinic at the Shelter: Creation
20. Signage Ordinance Update: Completion (**City Commission Decision**)
21. ERP Phase II: Rollout, Licenses, Permits and Fees (of Electronic Record Processing System)
22. ERP Phase III: Rollout (Payroll, Human Resources/ Time Keeping/ Retirement) of Electronic Record Processing System
23. ERP Phase IV
24. Data Center Enhancements – Enterprise Wide
25. Call Center Builds – Enterprise Wide: Completion
26. In-House Mental Health Program for Police Department Employees: Development
27. Enterprise Fleet Contract
28. Public Works New Work Order System
29. New Medium- and Heavy-Duty Equipment: Acquisition
 - a. Order
 - b. Delivery
30. City Surplus Properties: Review Inventory and Sale Direction (**City Commission Decision**)
31. Leadership and Management Training Program: Completion
32. HR Records Scanning
33. Personnel Rules and Regulations Revision: Completion (**City Commission Decision**)
34. Police Staffing Study: Completion
35. Trump Trial Police Plan: Plan Development and MOU

MAJOR PROJECTS 2024

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
4. Public Works Compound Layout: Completion
5. Police Station Chiller Pipes: Completion

ON THE HORIZON 2025 – 2029

1. City Facilities/Parks Security: Assessment, Direction and Actions
2. Street Condition Assessment and Funding: Direction and Funding
3. City Employee Training and Professional Development: Report with Recommendations, Direction and Funding
4. ACH Payments: Vendor Participation
5. Online Payment for All City Fees and Charges: Installation
6. Future City Facilities Master Plan: Outcomes, Plan Development, Direction, Project Priorities in CIP and Funding (including City Services and Police Substation West)
7. Police West Satellite Office: Concept, Location, Design, Direction and City Actions
8. City Legislative Advocacy and Agenda: Key Issues, Agenda and Lobbying
9. Proactive City Corporate Communications Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions
10. Public Facilities Maintenance Upgrade: Condition Assessment, Plan Development, Direction and Funding
11. City Services Online Expansion: Next Steps and Funding
12. Government/Civic Education Strategy/Program Development: Outcomes, Best Practices, Report with Options, Direction and City Actions
13. City Compensation Adjustments for Targeted Positions: Direction and Funding

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. Securing a Brightline Station for Fort Pierce
2. Managing the growth in the pipeline
3. Increasing demands for marina space with anchoring in inlet area
4. Availability and costs of housing for our residents
5. Tapping the development potential of the Port of Fort Pierce and surrounding area
6. Maintaining and expanding public access to water
7. “Jagged” City boundaries and need for a comprehensive strategy and action plan
8. Improving Fort Pierce’s image and reputation
9. Limited City service capacity with increasing demands for City services

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Creating a world-class tourist destination for residents and visitors
2. Attracting new businesses to Fort Pierce that create sustainable jobs
3. Continuing the momentum in the Downtown area and the surrounding neighborhoods
4. Connectivity east-west across U.S. 1
5. Increasing multi-modal transportation in Fort Pierce
6. Investing in City’s aging infrastructure and facilities
7. Continuing to support business investments in Fort Pierce
8. Addressing SUN Trail through our Downtown
9. Significant public property ownership in our Downtown
10. Climate change and the impacts on Fort Pierce

POLICY ACTIONS 2024

	PRIORITY
1. Annexations Strategy: Overall Direction and Decisions	<input type="text"/>
2. Lincoln Park Corridor Redevelopment/ Zoning Coe Revision: Update Report and Adoption	<input type="text"/>
3. 13 th Street Improvements: Direction and Funding	<input type="text"/>
4. Brightline Stop/Station in Fort Pierce: Next Steps	<input type="text"/>
5. Neighborhood Identity and Branding: Consultant Selection and Neighborhood Identification	<input type="text"/>

MANAGEMENT ACTIONS 2024

	PRIORITY
1. Delaware Road Corridor Development: Update Report, Direction and City Actions	<input type="text"/>
2. Downtown Development Master Plan Implementation: Direction and Funding	<input type="text"/>
3. Seaplanes Facility and Service: Design and Construction	<input type="text"/>
4. Port Development: Re-Zoning Direction	<input type="text"/>
5. Resilient City Strategy/Action Plan Implementation: Report, Direction on Next Steps and City Actions	<input type="text"/>
6. Parking Pilot Study: Implementation, Evaluation and Future Direction	<input type="text"/>
7. On-Demand Public Transportation: Direction and City Actions	<input type="text"/>
8. Comprehensive Plan Update: Direction	<input type="text"/>
9. Short-Term Rental Regulations: Legal Update, Direction and City Actions	<input type="text"/>
10. Agricultural Zoning: Concept, Direction and Ordinance Amendments	<input type="text"/>

MANAGEMENT IN PROGRESS 2024

1. Annual Job Fair 2024 and 2025
2. Business District Expansion (**City Commission Decision**)
3. Modular/Mobile Housing Code: Revision (**City Commission Decision**)
4. Transportation Concurrency Exemption Area (**City Commission Decision**)
5. Boarding House/Rooming House Regulations (**City Commission Decision**)
6. Affordable/Workforce Housing Code Incentives (**City Commission Decision**)
7. Old St. Anastasia Building Exterior Renovation Project: Completion
8. King’s Landing Development: Monitoring Private Development
9. Fisherman’s Wharf Development: Update

MAJOR PROJECTS 2024

1. Island Reclamation Plant Relocation: Decommission
2. Septics to Sewers Program: Report and Direction
3. Street Resurfacing Projects 2024: Design and Construction
4. Ohio Avenue (US 1 to 11th Street) Roadway Improvements Project: Construction

MAJOR PROJECTS 2024

(continued)

5. 16th Street (Avenue K to Avenue I) – Stormwater Replacement
 - a. Design
 - b. City Commission Decision: Approval
 - c. Construction
6. Granada Street – Paving: Design
 - a. Design
 - b. City Commission Decision: Approval
 - c. Construction
7. Avenue D Streetscape (Indian River Drive to 29th Street):
 - a. Phase 1 Construction
 - b. Phase 2 Design and **City Commission Decision**
8. SUN Trail – Highwayman Trail Gap (Indian Hills Drive to Georgia Avenue)
 - a. Bid
 - b. **City Commission Decision Award**
 - c. Construction
9. Surfside Drainage / Resurfacing – Phase II and III
 - a. Bid
 - b. **City Commission Decision Award**
 - c. Construction
10. Indian Hills Recreation Area Stormwater Facility Expansion – Phase III: Preliminary Engineering
11. Orange Avenue Beautification Project – FDOT: 13th to 33rd Street: Completion
12. SUN Trail – Historic Downtown Trail – Engineering Design
13. Little Jim Bait and Tackle – Septic to Sewer Conversion – Design and Construction

MAJOR PROJECTS 2024

(continued)

14. Indian River Drive (Marina Way to Seaway Drive) Design
15. 11th, Boston and Preston Reconstruction – Design
16. Surfside Drainage – Phase 4 – Design
18. Wendell Road (7th Street to 8th Street) – Design
19. Avenue Q (14th to 17th) – Drainage replacement – Construction
20. Seaplane Base – Design and Construction

ON THE HORIZON 2025 – 2029

1. 1st Floor Utilization Sunrise Center: Buildout
2. 17th Street Upgrade: Direction and Funding (North to Graveyard and South to Okeechobee)
3. Electric Vehicles Preparation: Direction and Actions
4. Housing Strategy: Development (with Housing Authority)
5. Edgartown Community/Neighborhood Enhancement Strategy: Update Report and Future Direction
6. County Buildings and Services Relocation: Update, Direction and Next Steps (with St. Lucie County)
7. Sidewalk Projects: Report, Review and Priority Direction
8. Infill Development Strategy: Review, Report with Options, Direction and City Actions

ON THE HORIZON 2025 – 2029

(continued)

9. City Economic Development Policies and Activities: Comprehensive Review/Evaluation, Outcomes, City Roles, Partners, Report, Direction and City Actions
10. Western Peninsula: Design and Direction
11. South Beach Plan Development (2): Preparation and Direction
12. SUN Trail through Downtown: Update Report, Direction and City Actions
13. Stormwater Treatment Area: Update Report, Direction and City Actions
14. Affordable Housing Project: Update and Next Steps
15. Tourism Expansion Strategy/Action Plan: Update Report, Direction and City Actions, TOC Location in Downtown
Downtown Parking: Action Steps Implementation
Vacant Lots/Empty Buildings Strategy: Inventory, Report with Findings, Direction and City Actions (including Incentive Development/Redevelopment)
Workforce Development: Goals/Outcomes, City Role, City Partners, Report, Direction and City Actions (working with Community College and Care ???)
North U.S. 1 Corridor Redevelopment: Outcomes, Report with Options, Direction, Funding and City Actions
Comprehensive Parking at the Beach: Update Report, Direction and City Actions

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. Growing diverse perspectives among Fort Pierce residents
2. Developing future community leaders and City employees
3. Disinformation and false rumors about the City government
4. Determining how to communicate with our community using a variety of methods
5. Social media misinformation
6. Diverse population of Fort Pierce

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Helping residents understand the City government policies, programs and services
2. Measuring the effectiveness of communication methods
3. Getting residents to become engaged in neighborhood and community organizations
4. Reaching out to the entire community
5. Expanding community involvement with new people involved in governance
6. Building trust in City government
7. Communicating accurate information to our community
8. Balancing workplace security and customer service
9. Lack of interest by residents to become engaged
10. Expectations: City providing information but also a conversation forum

POLICY ACTIONS 2024

- 1. “One Fort Pierce” Community – Strengthening: Next Steps
- 2. Community Listening Action Plan

PRIORITY

MANAGEMENT IN PROGRESS 2024

- 1. Community Policing Expansion: Annual Action Report
- 2. Youth Council
- 3. Outreach Vehicle “Classroom”: Implementation
- 4. Unity in Our Community Event

MANAGEMENT ACTIONS 2024

- 1. Community Events and Festivals: Permitting Fee, Quality Control, Evaluation and Direction
- 2. Celebrating Community Heroes Implementation: Next Steps
- 3. Community Survey: Development, Completion and Report to City Commission

PRIORITY

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
7. Have attractive and livable housing

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. Poor quality and unhealthy rental housing
3. Mayor and City Commission support for more aggressive enforcement and compliance actions by the City
4. Irresponsible property owners/landlords who avoid complying with the City Code of Ordinances
5. Negative first impression when you enter Fort Pierce
6. Addressing issues associated with homelessness
7. Absentee property owners/homeowners not maintaining property

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Determining the degree of enforcement
2. Funding for code compliance, law enforcement and public works
3. Working with and aligning the Housing Authority on a common vision and goals
4. Funding of City capital projects
5. Vacant land, buildings and homes
6. Investing in the maintenance and upgrade of community assets

POLICY ACTIONS 2024

- | | PRIORITY |
|---|----------------------|
| 1. Orange Avenue Beautification Action Plan (including Complete Streets) | <input type="text"/> |
| 2. Housing Minimum Living Standards Program and Enforcement Tools: Definition, Best Practices, Report with Options, Direction, Community Information/Education and Initial Implementation | <input type="text"/> |
| 3. City Beautification Strategy and Action Plan: Goals/Outcomes, Best Practices, Report with Options, Direction, Funding and City Actions | <input type="text"/> |

MANAGEMENT ACTIONS 2024

- | | PRIORITY |
|--|----------------------|
| 1. Annual Beach Renourishment – St. Lucie County and U. S. Army Corps of Engineers: Update | <input type="text"/> |
| 2. Entrances/Gateways Plan: Development and Adoption | <input type="text"/> |
| 3. Mural Projects 2024 (2): Direction | <input type="text"/> |
| 4. Landscape Code: Revision | <input type="text"/> |
| 5. Architectural Design Standards Ordinance: Direction and Adoption | <input type="text"/> |

MANAGEMENT IN PROGRESS 2024

1. Special Magistrate Services: RFP, Award Contract and Implementation
2. Nuisance Abatement Vendors: RFP, Direction and Implementation
3. Demolition Ordinance Revision: Direction and Actions

MAJOR PROJECTS 2024

1. Highwaymen Museum Development: Construction

ON THE HORIZON 2025 – 2029

1. Crosswalk Attractive/Safety: Identification, Report with Options and Location, Direction and Funding
2. Parks and Playground Upgrade: Direction, Funding and City Actions
3. Public Facilities Maintenance Upgrade: Enhancements: Direction, Funding 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. Addressing issues with the homeless population
2. Expanding a safe marina
3. Maintaining public areas – good condition and cleanliness
4. Continuing to respond proactively to criminal activities
5. Funding for parks and recreation
6. Expanding and diversifying leisure and recreational opportunities and activities for all
7. Increasing number and presence of unhoused residents negatively impacting the City operations
8. Maintaining water quality for boating and fishing

LONG-TERM CHALLENGES AND OPPORTUNITIES

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

POLICY ACTIONS 2024

- | | PRIORITY |
|--|----------------------|
| 1. Youth Recreational Programs and Activities Expansion: Needs, Report with Options, Direction and City Role/Actions | <input type="text"/> |
| 2. Homeless/Unhoused Residents Strategy: Goals/Practices, Outcomes, Community Problem Analysis and Impact, Best Service Needs, Report with Options, Direction and City Actions | <input type="text"/> |
| 3. Sunrise Theatre Capital and Financial Plan: Development, Direction, Funding Mechanisms and City Actions | <input type="text"/> |
| 4. Cobbs Landing: Report with Findings and Option, Direction , Issue RFP and Implementation | <input type="text"/> |

MANAGEMENT ACTIONS 2024

- | | PRIORITY |
|--|----------------------|
| 1. Little Jim Bait and Tackle Operations: RFP and Direction | <input type="text"/> |
| 2. Smart City Initiative Development: Direction and Actions | <input type="text"/> |
| 3. Animal Adoption Center Implementation: Next Steps (including Creation of 501c3 and Voucher Program Refinements) | <input type="text"/> |
| 4. Indian Hills Clubhouse Facility/Pickleball Courts: Report with Options, Direction and Funding Mechanism | <input type="text"/> |
| 5. City Marina Expansion: Report with Options, Direction, Funding and City Actions | <input type="text"/> |

MANAGEMENT IN PROGRESS 2024

1. Crime Reduction Action Plan: Annual Report
2. SHIP Home Rehabilitations (4-6)
3. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase
4. Sunrise Theatre Marketing: Expansion
5. Sunrise Theatre: Grants
6. SHIP/First Time Homebuyers Down Payment Assistance Program: Virtual Services
7. Sunrise Theatre Volunteer Program: Expansion
8. Marina Security: Cameras and Access Control
9. Annual Highwaymen Heritage Trail Art Show and Festival 2024
10. Police Streamline the Non-Essential Calls
11. Waterway Management Plan: Report
12. Multi-Purpose Inshore Vessel Purchase: Completion

MAJOR PROJECTS 2024

1. Pinewood Recreation Facility Improvements: Completion and Parking
2. Fenn Park Reconstruction Project – Phase 2 and Parking Lot
3. Jaycee Park Connectivity Improvements
4. Savannah Recreation Trail Connectivity to Indian Hills Recreation Area
 - a. Design
 - b. Construction
5. Optimum Turf Health: Correct Mix
6. Fuel Dispensers and Management System: Replacement
7. Beach Volleyball at Jaycee Park: Installation
8. S Causeway Park Parking: Clean-Up and Parking Spots
9. Indian Hills Golf Course Tee Box Project: Completion
10. Indian Hills Golf Course Cart Barn Upgrade: Completion
11. Indian Hills Golf Course In-House Sod Project: Completion
12. Indian Hills Golf Course Practice Range Netting Project: Completion

ON THE HORIZON 2025 – 2029

1. Swimming Programs for Youth
2. Sports Fields Additional: Report and Direction
3. Senior Softball: Report and Direction
4. Recreation/Sports Enhancement: Trends, Report with Options, Direction and City Actions
5. Northside Pump Out Operations
6. Community Mental Health Strategy and City Actions (with Community Partners): Report with Findings and Options, Direction and City Role/Actions (including Resource Inventory, Task Force Creation)
7. Youth Retention Strategy: Goals/Outcomes, Best Practices, Report with Options, Partners, Direction and City Actions
8. Additional Boats Ramps and Parking: Report with Options, Direction, Funding and City Actions

CITY OF FORT PIERCE ACTION AGENDA 2024

City of Fort Pierce Policy Agenda 2024

TOP PRIORITY

HIGH PRIORITY

City of Fort Pierce Management Agenda 2024

TOP PRIORITY

HIGH PRIORITY

City of Fort Pierce

Management in Progress 2024

City of Fort Pierce

Major Projects 2024