



FORT PIERCE

2024 STRATEGIC PLAN



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serve

ACTION ITEM 1 : Comprehensive Ordinance Review and Update: Completion and Adoption

KEY ISSUES

- Outdated Ordinances
- Language Clarification
- Streamlining Processes
- P-Card
- Construction Manager-at-Risk
- Time for Legal Review
- Establishment Veterinary Clinic
- Noise Impact on Current Development Project(s)
- Liens Issues
- First Contact for Nuisance Violations
- Sign Attached to Poles/Signals/ Stop Signs
- Timely Disposal of Pick-Up Signs
- Signs Associated with City-Support Events

MILESTONES

A. PLANNING AND ZONING ORDINANCE – DEFINITIONS, USE TABLE AND CONDITIONAL USES		
1.	Prepare final drafts	6/24
2.	Complete legal review	7/24
3.	Planning Board: Review and Recommendations	9/24
4.	DECISION: Planning and Zoning Ordinance Adoption	11/24

B. PARKS ORDINANCE		
1.	Complete legal review	6/24
2.	DECISION: Park Ordinance Adoption	7/24

C. PURCHASING ORDINANCE		
1.	Complete legal review	7/24
2.	DECISION: Purchasing Ordinance Adoption	11/24

D. NUISANCE ORDINANCE		
1.	CONFERENCE AGENDA: Nuisance Ordinance Review and Discussion	2/24
2.	Prepare final draft	4/24
3.	Complete legal review	5/24
4.	DECISION: Nuisance Ordinance Adoption	6/24

E. ANIMAL CONTROL ORDINANCE		
1.	Finalize ordinance with St. Lucie County	7/24
2.	DECISION: Animal Control Ordinance Adoption	9/24

F. NOICE ORDINANCE		
1.	Final legal review	8/24
2.	DECISION: Noise Ordinance Adoption	9/24

Responsibility: City Attorney

ACTION ITEM 2 : City Services and Staffing Plan for Growth - Direction and Funding

KEY ISSUES

- Standardized Job Descriptions
- Homestead Cap Growth: 2%
- Millage Rate
- Increasing Operating Costs
- Population Growth
- Growth in Demands for Service
- Average Households: \$300Annual Contribution to Ad Valorem Taxes
- Finding Quality City Workforce
- Very Competitive Labor Market
- Limited Organization Capacity for Additional Work
- Changing Workforce Expectations
- Future Use of AI by City
- Residents Lack of Understanding City Services, Finances and Taxes, Growth Impact
- Contracting for City Services
- Link to Boundary Discussion

MILESTONES

1.	Administrative Service Director provides structure for Department Director Reports	5/24
2.	Department Director Report to City Manager – Service Levels, Staffing Needs and Salary Markets	5/24
3.	Prepare proposed Budget FY2025	7/24
4.	BUDGET WORKSHOP: Budget FY2025 Presentation, Discussion and Direction	7/24
5.	DECISION: Budget FY2025 Adoption	9/24

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

ACTION ITEM 3 : Major Road Improvement Strategy - Outcomes, Report with Options, Funding Mechanism, Direction and City Actions/Project Priority

KEY ISSUES

- Growth
- Increasing Traffic Volume
- Working with St. Lucie County
- Working with FDOT
- Identification of Roads
- Funding Mechanism for Projects
- Project Timing
- County CIP for Roads and ROW

MILESTONES

1.	Identify roads – major corridors	5/24
2.	Review current projects and plans	5/24
3.	Review funding mechanisms	5/24
4.	Prepare Report	6/24
5.	CIP WORKSHOP: CIP Budget FY2025 Road Report Presentation, Discussion and Direction	7/24

Responsibility: City Engineer

ACTION ITEM 4 : Street Lights - Services Level, Direction, Funding and City Actions

KEY ISSUES

- Dark Areas in Community – Lights Out – Noticed by our Residents
- Decorative Lighting – Procurement 8-12 months Delays
- Requests for Replacement Lights
- Enhanced Coordination: UA and Public Works
- Revised Replacement Process
- Follow-Up: Work Completed
- Timely Repair and Replacement
- Regular Nightly Street Light Inspections
- Street Light Design Alternatives
- FDOT Lighting Requirements
- Community Dialog and Explanation to Residents
- Street Light Inventory
- Street Light Inventory Space
- Additional Cost for Inventory
- Funding

MILESTONES

1.	Prepare Report on Updated Process between FPUA and Public Works	6/24
2.	CONFERENCE AGENDA: Street Light Report Presentation and Discussion	6/24
3.	Prepare budget proposal for inventory and inventory space	7/24
4.	BUDGET WORKSHOP: Budget FY2025 Street Light Inventory and Inventory Space	7/24
5.	DECISION: Budget FY2025 Adoption Funding for Street Lights	9/24

Responsibility: Public Works Director; FP Utilities Director

ACTION ITEM 5 : Five-Year Financial Plan - Development (including Projections)

KEY ISSUES

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

MILESTONES

1.	Prepare 5-Year Financial Plan	6/24
2.	BUDGET WORKSHOP: Budget FY2025 Financial Plan Presentation and Discussion	7/24

Responsibility: Finance Director

ACTION ITEM 6 : Proactive City/Community Marketing Strategy Expansion - Outcomes, Report with Options, Direction and City Actions

KEY ISSUES

- 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
- Need for Community Market Analysis – More Informed Community
- Marketing beyond Departmental Capacity
- Best Practices – Public and Private
- Message for our Community
- Changing Perceptions/ Misperceptions of Fort Pierce
- Ad Agency to Market Fort Pierce
- Marketing: to our Community and Outside World
- Major Topics
- Partnership with FPUA
- Community Partners

MILESTONES

A. MAJOR ATTRACTION MARKETING

- | | | |
|----|--|------|
| 1. | Team develops proposal for marketing major Fort Pierce attractions | 6/24 |
| 2. | Proposal presented to City Manager | 6/24 |
| 3. | REPORT: Major Attraction Marketing | 7/24 |

B. MARKETING CITY SUCCESSES

- | | | |
|----|----------------------------------|------|
| 1. | Prepare Action Plan | 6/24 |
| 2. | REPORT: City Successes Marketing | 7/24 |

C. COMPREHENSIVE PROACTIVE MARKETING PROGRAM - COMMUNITY AND OUTSIDE WORLD

- | | | |
|----|--|------|
| 1. | Issue RFQ | 6/24 |
| 2. | Review proposal - scope, costs | 6/24 |
| 3. | Develop budget proposal | 6/24 |
| 4. | BUDGET WORKSHOP: Budget FY2025 City Marketing Presentation, Discussion and Direction | 7/24 |
| 5. | DECISION: Budget FY2025 Adoption | 9/24 |

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

ACTION ITEM 7 : St. Lucie County - Key Issues, Direction and City Actions

KEY ISSUES

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

MILESTONES

- | | | |
|----|--|------|
| 1. | JOINT MEETING WITH BOARD OF COUNTY COMMISSIONERS | 5/24 |
|----|--|------|

Responsibility: City Clerk

ACTION ITEM 8 : Law Enforcement Impact Fees - Review, Refinement and Expenditure Direction (with St. Lucie County)

KEY ISSUES

- Legal Framework
- Coordination with St. Lucie County
- Use of Funds
- Capital Needs of Police Department
- 90 Day Notification Requirement

MILESTONES

1.	Develop proposal for Law Enforcement Impact Fees	3/24
2.	Finalize Report	4/24
3.	DECISION: Law Enforcement Impact Fee Adoption	6/24
4.	Notification to community	7/24
5.	Date: Implementation	10/24

Responsibility: Planning Director

ACTION ITEM 9 : Management Succession Plan and Preparedness - Update Report and Next Steps

KEY ISSUES

- City Engineer
- Police Chief
- Marina Director
- City Manager with Plan

MILESTONES

1.	BRIEFING REPORT: Update on Management Succession Status and Upcoming Next Steps	5/24
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Responsibility: City Manager

ACTION ITEM 10 : Traffic Signal Intersections Maintenance - Report with Options, Direction and Actions

KEY ISSUES

- Equipment for Maintenance
- Temporary Solution with Private Sector
- Significant Maintenance Needs
- No Bids on RFP – Little Interest in Private Sector

MILESTONES

1.	Implement Temporary Solution	2/24
2.	Prepare 6-Month Evaluation Report	9/24
3.	Present Report to City Manager	10/24

Responsibility: City Engineer

ACTION ITEM 11 : Labor Negotiations and Contracts - Approval

KEY ISSUES

- Wages
- Benefits
- Guidelines for Negotiation
- Compensation Market

MILESTONES		
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.	Negotiation	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
<i>Responsibility: Administrative Services Director</i>		

ACTION ITEM 12 : Street Sweeping Service Level - Report, Direction and Funding

KEY ISSUES

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

MILESTONES		
1.	Prepare report on equipment, alternative schedule and resources needs	2/24
2.	CONFERENCE AGENDA: Street Sweeping Report Presentation and Discussion	3/24
<i>Responsibility: Public Works Director</i>		

ACTION ITEM 13 : Customer Service and Working Remotely/Flexible Hours - Update Report

KEY ISSUES

- City Policy
- City Employee Expectations
- Emerging Workforce Expectations
- Consistency within City Government
- Impacts on City Operations and Processes

MILESTONES

1.	Finalize policy changes and submit to City Manager	5/24
2.	Report to City Manager	5/24
3.	City Manager Decision	6/24

Responsibility: Administrative Services Director

Live Well Here



ACTION ITEM 1 : Annexation Strategy and Action Plan - Overall Direction and Decision

KEY ISSUES

- Focus on Commercial Areas
- Residential Areas not Cost Effective for the City
- Legal Restrictions
- Utilities as an Incentive
- Ability of City to Service
- Squaring City Boundaries
- Urban Services Boundary Review
- Voluntary Annexation

MILESTONES

1.	Identify potential areas for annexation	3/24
2.	Develop Overall Strategy and Specific Action Plan	4/24
3.	CONFERENCE AGENDA: Annexation Strategy and Action Plan Presentation, Discussion and Direction	5/24
4.	DECISION: Specific Annexation Agreement	TBD

Responsibility: Planning Director

ACTION ITEM 2 : 13th Street Improvements - Direction and Funding

KEY ISSUES

- Funding Mechanism
- Overall Design
- Segment: Orange Avenue to Virginia

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

Responsibility: City Engineer

ACTION ITEM 3 : Lincoln Park Corridor Redevelopment/Zoning Code Revision - Update Report and Adoption

KEY ISSUES

- Entrance
- Lot Size
- Zoning Code Revision

MILESTONES

1.	Complete legal review of Zoning Code Revision	3/24
2.	Planning Board: Review	5/24
3.	DECISION: Lincoln Park Corridor Redevelopment/Zoning Code Revision	8/24

Responsibility: Planning Director

ACTION ITEM 4 : Neighborhood Identity and Branding - Consultant Selection and Neighborhood Identification

KEY ISSUES

- Outcomes
- Best Practices
- Neighborhoods
- Methodology
- Costs
- Funding

MILESTONES		
1.	Identify consultant	3/24
2.	DECISION: Award Consulting Contract for Neighborhood Identity and Branding	6/24
3.	Develop comprehensive report	12/24
4.	CONFERENCE AGENDA: Neighborhood Identity and Branding Report Presentation, Discussion and Direction	1/25

Responsibility: City Manager

ACTION ITEM 5 : Port Development - Re-Zoning Direction

KEY ISSUES

- Port Zoning
- Stakeholder Meeting
- Working with St. Lucie County

MILESTONES		
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 ITEM 6 : Downtown Development Master Plan Implementation - Direction and Funding

KEY ISSUES

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

MILESTONES		
1.	Update each project (4)	6/24
2.	CIP WORKSHOP: CIP Budget 25 Downtown Project Updates (4)	7/24

Responsibility: City Engineer

ACTION ITEM 7 : Comprehensive Plan Update - Direction

KEY ISSUES

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

MILESTONES		
1.	DECISION: Award Contract Continuing Service for Comprehensive Plan Update	5/24
2.	Complete update	2/25
3.	Planning Board: Review	4/25
4.	DECISION: Comprehensive Plan Update Adoption	5/25

Responsibility: Planning Director

ACTION ITEM 8 : Delaware Avenue Corridor Development - Update Report, Direction and City Actions

KEY ISSUES

- Link to Joint Meeting with St. Lucie County Commission
- Outcomes
- Options
- City Actions
- County Project
- Segment: 17th to Hartman

MILESTONES		
1.	Prepare Report	5/24
2.	REPORT: Delaware Avenue Corridor Development	6/24

Responsibility: City Engineer; FPUA Utilities Director

ACTION ITEM 9 : On-Demand Public Transportation - Direction and City Actions

KEY ISSUES

- Service Level
- Contract
- Implementation
- Service Boundary Expansion
- 7 Day a Week Services

MILESTONES		
1.	FPRA DECISION	2/24
2.	Negotiate contract	5/24
3.	DECISION: Award Contract for On-Demand Transportation	5/24
4.	Implementation: On-Demand Service	7/24

Responsibility: City Manager

ACTION ITEM 10 : Seaplanes Facility and Service - Permitting, Design and Construction

KEY ISSUES

- Permitting
- Construction

MILESTONES	
1.	Complete Permitting - Receive Permits 12/24
<i>Responsibility: City Engineer</i>	

ACTION ITEM 11 : Resilient City Strategy/Action Plan Implementation - Report, Direction on Next Steps and City Actions

KEY ISSUES

- Definition
- Projects
- Funding Mechanism
- Resiliency Framework
- Resiliency Study
- Stormwater Master Plan

MILESTONES	
1.	Hire Resiliency Manager/Coordinator 6/24
2.	Establish Resiliency Framework 12/24
3.	Identify CIP Projects 6/24
4.	CIP WORKSHOP: CIP Budget 25 Resiliency Projects Presentation and Discussion 7/24
5.	Complete Resiliency Study and Stormwater Master Plan 1/25
6.	CONFERENCE AGENDA: Resiliency Study and Stormwater Master Plan Presentation and Discussion 2/25
<i>Responsibility: City Engineer; Building Director</i>	

ACTION ITEM 12 : Beachside Parking Pilot Study - Implementation, Evaluation and Future Direction

KEY ISSUES

- Outcomes
- Parking Pilot
- Jetty Park
- South Causeway Park

MILESTONES	
1.	Presentation to Committee 2/24
2.	DECISION: Parking Pilot Study Direction 4/24
<i>Responsibility: Community Response Director</i>	

ACTION ITEM 13 : Short-Term Rental Regulations- Legal Update, Direction and City Actions

KEY ISSUES

- Fee Schedule

MILESTONES		
1.	Prepare Annual Fee update	5/24
2.	CONFERENCE AGENDA: Short-Term Rental Fee Update Discussion and Direction	6/24

Responsibility: City Clerk

ACTION ITEM 14 : Agricultural Zoning: Concept, Direction and Ordinance Amendments

KEY ISSUES

- Zoning Changes
- Link to Comprehensive Planning Update

MILESTONES		
1.	Complete update	11/24
2.	Planning Board: Review	12/24
3.	DECISION: Comprehensive Plan Update/Agricultural Zoning Adoption	2/25

Responsibility: Planning Director

engage



ACTION ITEM 1 : Proactive City/Community Marketing Strategy Expansion - Outcomes, Report with Options, Direction and City Actions

KEY ISSUES

- 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
- Need for Community Market Analysis – More Informed Community
- Marketing beyond Departmental Capacity
- Best Practices – Public and Private
- Message for our Community
- Changing Perceptions/ Misperceptions of Fort Pierce
- Ad Agency to Market Fort Pierce
- Marketing: to our Community and Outside World
- Major Topics
- Partnership with FPUA
- Community Partners

MILESTONES

A. MAJOR ATTRACTION MARKETING

- | | | |
|----|--|------|
| 1. | Team develops proposal for marketing major Fort Pierce attractions | 5/24 |
| 2. | Proposal presented to City Manager | 5/24 |
| 3. | REPORT: Major Attraction Marketing | 6/24 |

B. MARKETING CITY SUCCESSES

- | | | |
|----|----------------------------------|------|
| 1. | Prepare Action Plan | 5/24 |
| 2. | REPORT: City Successes Marketing | 6/24 |

C. COMPREHENSIVE PROACTIVE MARKETING PROGRAM - COMMUNITY AND OUTSIDE WORLD

- | | | |
|----|--|------|
| 1. | Issue RFQ | 5/24 |
| 2. | Review proposal - scope, costs | 6/24 |
| 3. | Develop budget proposal | 6/24 |
| 4. | BUDGET WORKSHOP: Budget FY2025 City Marketing Presentation, Discussion and Direction | 7/24 |
| 5. | DECISION: Budget FY2025 Adoption | 9/24 |

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

ACTION ITEM 2 : “One Fort Pierce” Community – Strengthening - Next Steps

KEY ISSUES

- What Does “One Fort Pierce” Mean to You?
- Incorporate in City Website – Personal Link to Residents

MILESTONES

- | | | |
|----|---|---------|
| 1. | Complete “One Fort Pierce” community Mural on Solid Waste Truck | 6/24 |
| 2. | Link to Community Marketing Action | Ongoing |

Responsibility: Public Works Director

ACTION ITEM 3 : Community Listening Action Plan

KEY ISSUES

- Town Hall Meeting – Unstructured Agenda
- Outreach to Residents

MILESTONES

1.	Conduct Town Hall Meeting	TBD
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Responsibility: Mayor and City Commissioners

ACTION ITEM 4 : Community Survey - Development, Completion and Report to City Commission

KEY ISSUES

- Findings
- Learning Points
- Potential Actions
- Use Technology for Feedback and Emergency Management – Texting and Social Media
- Reaching out to Youth

MILESTONES

1.	Complete survey and prepare report	4/24
2.	CONFERENCE AGENDA: Community Survey Presentation and Discussion	5/24

Responsibility: City Manager

ACTION ITEM 5 : Community Events and Festivals - Permitting Fee, Quality Control, Evaluation and Direction

KEY ISSUES

- 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
- Market Analysis: City Fee Structure
- Facility: Size, Needs, Renovation or New
- Link to Downtown Master Plan
- Fort Pierce Yacht Club Lease of City Building
- Link to Seaplane Facility
- Location with Water View

MILESTONES

1.	Update and revise presentation	6/24
2.	CONFERENCE AGENDA: Community Events and Festivals Presentation, Discussion and Direction	7/24

Responsibility: Public Works Director

ACTION ITEM 6 : Celebrating Community Heroes Implementation: Next Steps

KEY ISSUES

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

MILESTONES		
1.	Prepare final draft resolution	4/24
2.	DECISION: Resolution for Celebrating Community Heroes – Banners Program	5/24
<i>Responsibility: Public Works Director</i>		



Beauty

ACTION ITEM 1 : City Beautification Strategy and Action Plan - Goals/ Outcomes, Best Practices, Report with Options, Direction, Funding and City Actions

KEY ISSUES

- Desired Outcomes
- Problems/Opportunities
- Best Practices
- Program Options
- City Role
- Costs
- Funding Mechanism
- Foreclosed Property and Direction

MILESTONES		
1.	Prepare update Report on Foreclosed Properties	3/24
2.	CONFERENCE AGENDA: Foreclosed Property Inventory and Direction	3/24
3.	Complete Community Beautification Code Report	3/24
4.	Complete update of current City Beautification Program/Strategy and Actions for next year	5/24
5.	CONFERENCE AGENDA: City Beautification Strategy/ Program Presentation and Discussion	6/24
<i>Responsibility: Community Response Director; Public Works Director</i>		

ACTION ITEM 2 : Housing Authority Property Maintenance/Condition - Discussion with FPHA and City Action

KEY ISSUES

- Housing Authority Property Conditions and Appearance
- Property Management
- Compliance with City Codes
- City Role
- Lack of Maintenance

MILESTONES		
1.	Identify problem areas – condition and appearance	5/24
2.	Meeting with Mayor/City Manager and Housing Authority Chair/Executive Director	6/24
<i>Responsibility: Community Response Director</i>		

ACTION ITEM 3 : Orange Avenue Beautification Action Plan (including Complete Streets)

KEY ISSUES

- West of 33rd Street
- 17th Street to Kings Highway
- FDOT Control of Roads
- Outside City Limits
- Unattractive Corridor

MILESTONES		
1.	Approach FDOT	3/24
2.	Receive FDOT Response	10/24
<i>Responsibility: City Engineer</i>		

ACTION ITEM 4 : Housing Minimum Living Standards Program and Enforcement Tools - Definition, Best Practices, Report with Options, Direction, Community Information/Education and Initial Implementation

KEY ISSUES

- Concept Definition
- Desired Outcomes
- Major Problems
- Frequent “Flyers”
- Best Practices
- Compliance/Enforcement Tools
- Special Magistrate Expectations and Contract
- City Role
- Landlord Responsibilities
- Landlord Accountability
- Landlords Putting the Burden on Tenants
- Impacts on Renters
- Protection the Interests of Renter

MILESTONES

1.	Investigate concept and best practices	6/24
2.	Identify major problems for our Fort Pierce community	6/24
3.	Prepare comprehensive report with options and recommendations, including an implementation plan	10/24
4.	CONFERENCE AGENDA: Minimum Housing Living Standards and Tools Report Presentation, Discussion and Direction	11/24

Responsibility: Building Director

ACTION ITEM 5 : Entrances/Gateways Plan - Development and Adoption

KEY ISSUES

MILESTONES

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

Responsibility: City Manager

ACTION ITEM 6 : Mural Projects 2024 (2) - Direction

KEY ISSUES

- Locations
- Artists
- Artist Agreement

MILESTONES		
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 ITEM 7 : Annual Beach Renourishment - St. Lucie County and U. S. Army Corps of Engineers - Update

KEY ISSUES

- St. Lucie County Project
- Bi-Annual Funding (2025)

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

Responsibility: City Manager

ACTION ITEM 8 : Landscape Code - Revision

KEY ISSUES

- Code Revisions
- Maintenance Requirement
- Plants Surviving
- Natural Old Florida Feeling

MILESTONES		
1.	Complete legal review	5/24
2.	Planning Board: Review	7/24
3.	DECISION: Landscape Code Adoption	11/24

Responsibility: Planning Director; City Attorney

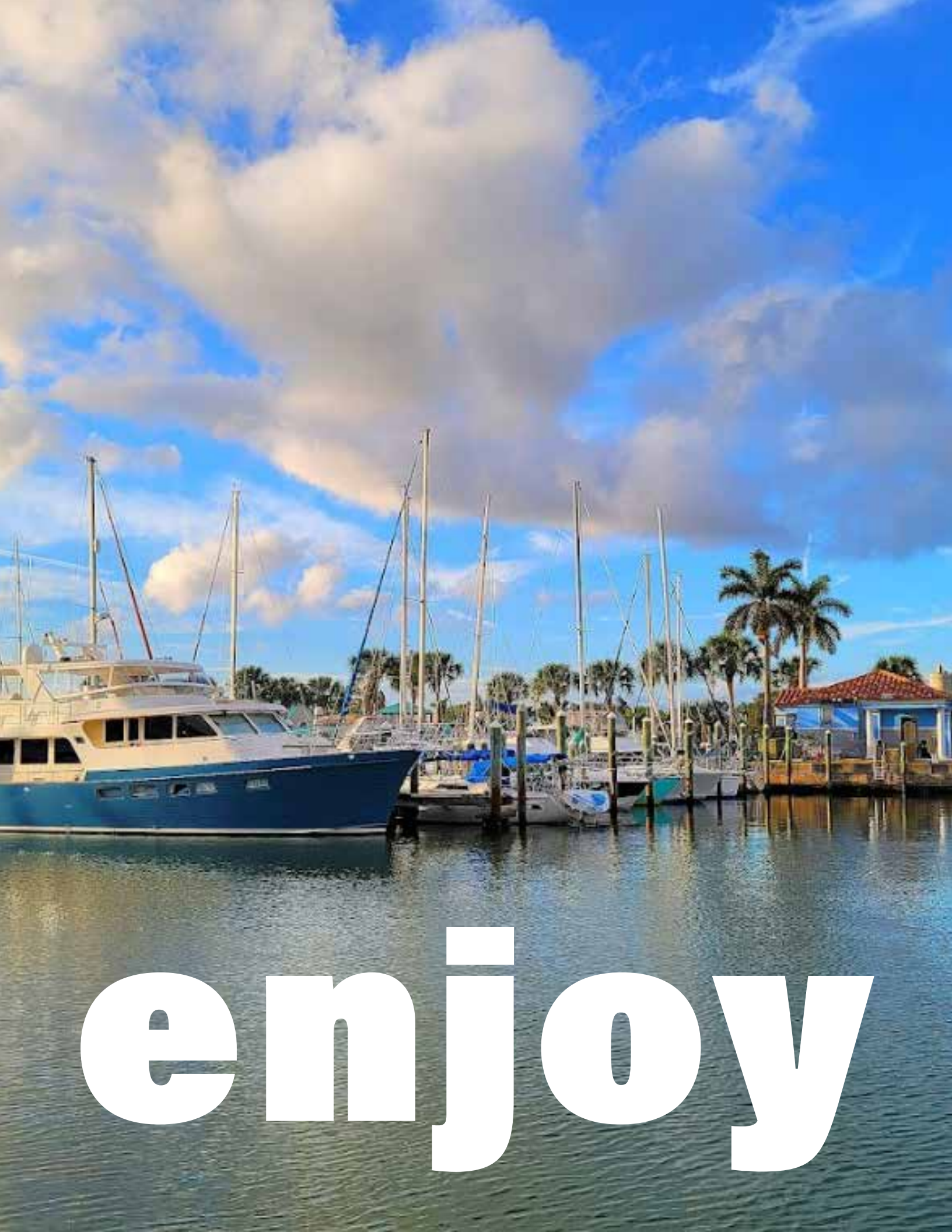
ACTION ITEM 9 : Architectural Design Standards Ordinance - Direction and Adoption

KEY ISSUES

- Ordinance Revision
- Historic District

MILESTONES		
1.	Complete legal review	5/24
2.	Planning Board: Review	7/24
3.	DECISION: Architectural Design Standards Ordinance Adoption	11/24

Responsibility: Planning Director; City Attorney



enjoy

ACTION ITEM 1 : Homeless/Unhoused Residents Strategy: Goals/ Outcomes, Community Problem Analysis and Impacts, Best Service Needs, Report with Options, Direction and City Actions

KEY ISSUES

- 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
- Homeless Veterans Housing Options
- Location: West Industrial Area

MILESTONES		
1.	Develop concept with a centralized facility and mobile unit	4/24
2.	Develop budget proposal	5/24
3.	BUDGET WORKSHOP: Budget FY 25 for Homeless Daytime Facility and Mobile Unit	7/24
4.	DECISION: Budget FY 25 Funding	9/24

Responsibility: City Manager

ACTION ITEM 2 : Youth Recreational Programs and Activities Expansion - Needs, Report with Options, Direction and City Role/ Actions

KEY ISSUES

- Community Needs
- Gaps
- Current Programs/Activities
- Level of Participation
- Locations
- Potential Additional Programs/ Activities
- Youth Recreational Trends
- Youth Recreational Realities
- City Role

MILESTONES		
1.	Prepare youth recreation update	5/24
2.	CONFERENCE AGENDA: Youth Recreation – What Has Been Done and Future Plan/Activities	7/24

Responsibility: Public Works Director

ACTION ITEM 3 : Sunrise Theatre Capital and Financial Plan - Development, Direction, Funding Mechanisms and City Actions

KEY ISSUES

- Capital Needs
- Costs
- Funding Mechanism
- CIP Plan for Sunrise Theatre
- Sunrise Theatre Found Ownership of Building
- Major Facilities
- Sunrise Theatre Operating Model
- Marquee Upgrade
- Sunrise Theatre Foundation Fund Raising
- Operator Options

MILESTONES

1.	Develop a comprehensive CIP with projects and funding mechanism	5/24
2.	CIP WORKSHOP: CIP Budget FY 25 Sunrise Theatre CIP Presentation and Discussion	7/24
3.	DECISION: Budget FY 25 Funding for Sunrise Theatre CIP Projects	9/24

Responsibility: Sunrise Theatre Director

ACTION ITEM 4 : Cobb’s Landing - Report with Findings and Option, Direction, Issue RFP and Implementation

KEY ISSUES

- City Retention of Land Ownership
- Building Condition
- Community Historic Traditions
- Development Options
- Length of Contract
- Contract End Date
- Financial Component

MILESTONES

1.	Complete survey	4/24
2.	Complete building condition assessment and needs	7/24
3.	Prepare a comprehensive report with findings and options	7/24
4.	CONFERENCE AGENDA: Cobb’s Landing Report Presentation, Discussion and Direction	8/24

Responsibility: Marina Director

ACTION ITEM 5 : City Marina Expansion - Report with Options, Direction, Funding and City Actions

KEY ISSUES

- Phase 1 – Marina Expansion
- Phase 2 – Internal Basin

MILESTONES		
1.	Complete engineering design	2/25
2.	Complete permitting	2/25
<i>Responsibility: Marina Director</i>		

ACTION ITEM 6 : Indian Hills Clubhouse Facility/Pickleball Courts - Report with Options, Direction and Funding Mechanism

KEY ISSUES

- Phase 1 Pickleball Courts
- Banquet Capacity Investigation
- Partnership Operator for Banquets
- City Role
- Cost
- Funding

MILESTONES		
1.	Conduct pre-bid meeting	2/24
2.	Bid for Pickleball Courts	3/24
3.	DECISION: Award Contract for Pickleball Construction; Site Plan Approval	5/24
4.	Open Pickleball Courts	10/24
<i>Responsibility: Golf Course Director</i>		

ACTION ITEM 7 : Little Jim Bait and Tackle Operations - RFP and Direction

KEY ISSUES

- Services
- Contract

MILESTONES		
1.	Issue RFP	5/24
2.	Evaluate responses and prepare recommendations	10/24
3.	DECISION: Little Jim Bait and Tackle Contract	12/24
<i>Responsibility: Marina Director</i>		

ACTION ITEM 8 : Animal Adoption Center Implementation - Next Steps (including Creation of 501c3 and Voucher Program Refinements)

KEY ISSUES

- 501c3 Creation
- Park Yard Upgrade
- Clinic Opening
- Clinic Voucher Program
- Funding Mechanisms

MILESTONES		
1.	Initiate fund-raising campaign for Play Yard	2/24
2.	Create 501c3 organization	8/24
3.	Prepare report on clinic	8/24
4.	DECISION: Resolution on Clinic and Voucher Program	9/24
5.	Open Clinic	10/24

Responsibility: Community Response Director

ACTION ITEM 9 : Smart City Initiative Development - Direction and Actions

KEY ISSUES

- Downtown Fiber
- Airport Areas Fiber

MILESTONES		
1.	Prepare update report	11/24
2.	REPORT: Smart City Initiative Update	12/24

Responsibility: FPUA Utilities Director