

LEADER'S GUIDE

2025

Working Document

Mayor and City Commission



Fort Pierce, Florida
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SECTION 1

SHARED LEADERSHIP – A MAJOR INGREDIENT TO EFFECTIVE GOVERNANCE

GOVERNANCE VS. POLITICS: A SIMPLE VIEW

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

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

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

Governance is taking responsibility;
Politics is making promises.

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

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

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

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

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

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

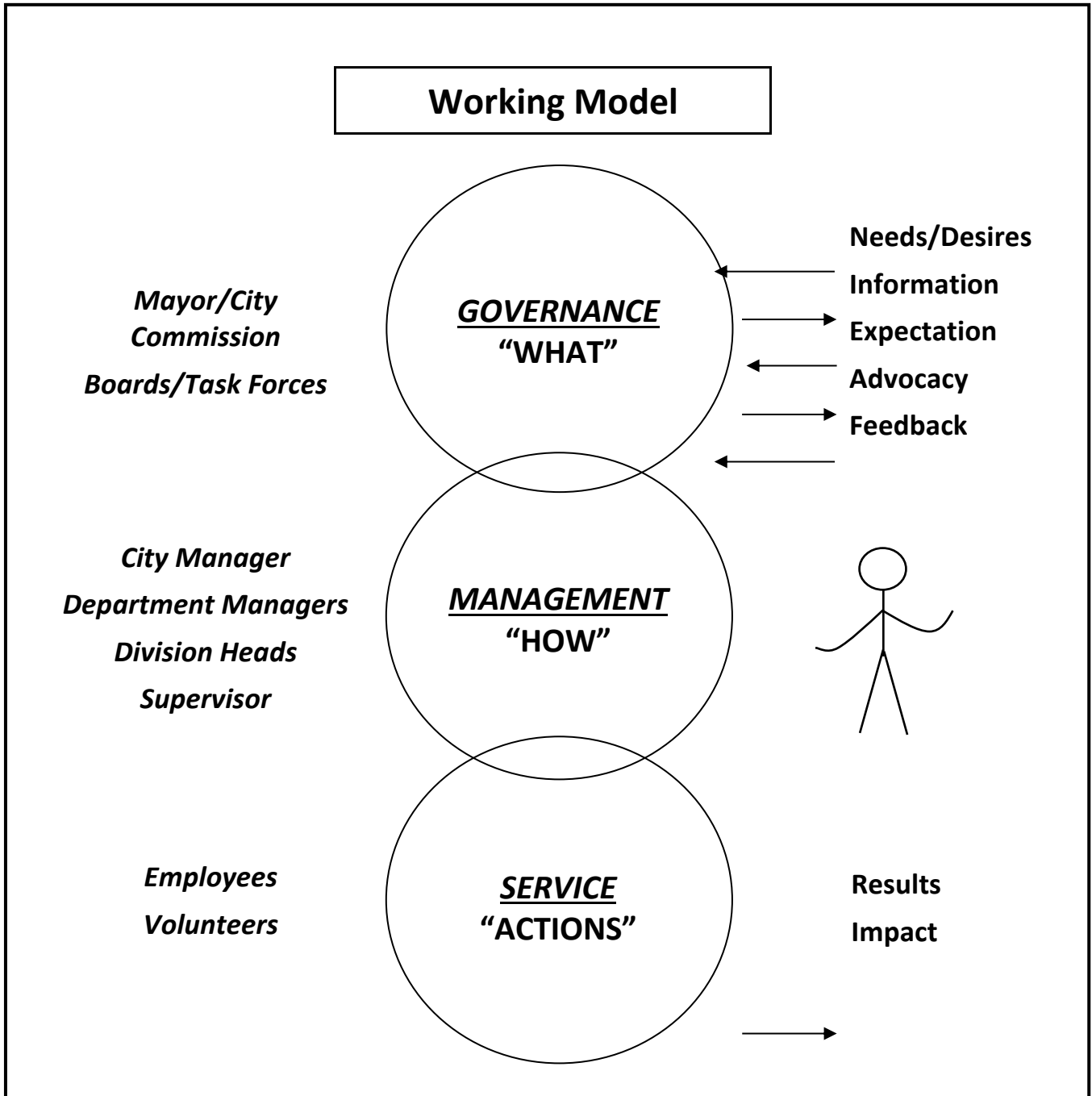
TODAY'S CRISIS: Politics dominating Governance

Commission – Manager Form of City Government

BASIC PREMISES

- * Power in the Commission: Board of Directors**
- * Professional Management and Service Delivery**
- * City Manager as the Chief Executive Officer**
- * Focus on Community as a Whole**
- * Commission Responsible for Policy**
- * Minimize Personal Political Influence**
- * Citizens Involved in Governance**
- * Nonpartisan**
- * Competency and Merit**

Commission – Manager Model



The City

GOVERNANCE means . . .

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

MANAGEMENT means . . .

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

SERVICE DELIVERY means . . .

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

Board of Directors Responsibilities

OVERVIEW

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

Effective Teams Model

Effective TEAMS Are:

Goals

“Unifying Purpose and Goals”

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

Roles

“Individual Contribution”

- Valuing Individuality
- Responsibilities Defined
- Practicing Teamwork

Execute

“Produce Results through Actions”

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

Attitude

“Willingness to Work Together”

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

Trust

“Commitments Becomes Reality”

- Learning from Setbacks
- Guidelines
- Support Each Other

Winning Teams

LOSER

Conflict Turmoil
No Hope for Future
Internal Fighting
Personal

COMPETITIVE

Okay
Short Term
Compete, but Do Not Win

SUSTAINING

WINNER

Achieve a Goal
Claim Success
A Leader
Game Plan
Guided by Achievement

CHAMPION

Refocus Direction and Goals
Share Successes
Many Leaders
Strategy
Guided by Outcomes

Winners Versus True Champions *Comparison*

Winners	Champions
Keep the Focus	Refine Goals
Share Responsibility as Leaders	Look For and Develop Leaders
Use a Game Plan	Prepare for New Challenges
Build Teams	Develop Teams
Listen to Citizens	Reach Out to Citizens
Have Agendas	Take on a New Project
Celebrate Successes	Market Success

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

12 Points of an Effective Mayor and City Commission

1. Focus on and Use Vision, Goals and Priority

- Define the city's preferred future
- Establish outcome-based goals
- Think about value to the community
- Use to allocate resources, to develop plans and policies, to invest in the future

2. Make Timely and Courageous Decisions

- Use vision, goals and priorities to use decisions
- Seek and use input from community and city staff
- Evaluate options through committees and work sessions
- Decide on what is "best for the city"

3. Provide Clear Direction and Expectations

- Obtain clear closure
- Define outcomes, measures of success and time frames
- Delegate assignments to Boards and Commissions, and to city staff
- Make sure to summarize and test closure to make sure that everyone has the same understanding

4. Negotiate

- Know your own bottom line
- Look for common ground and areas of agreement first
- Use work session and committees to negotiate
- Win with grace, lose with grace

5. Treat Others with Respect

- Be courteous, polite and trustworthy – avoid personal attacks
- Deliver on your commitments
- Act within your defined roles
- Value the contributions of others

6. Have Open Communications

- Communicate using direct, open messages
- Keep everyone informed and avoid surprises or hidden agendas
- Listen and understand before judging
- Use simple and focused messages that people can remember

7. Monitor Performance

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

8. Have a Community Presence

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

9. Act as a Board of Directors

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

10. Think Strategically

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

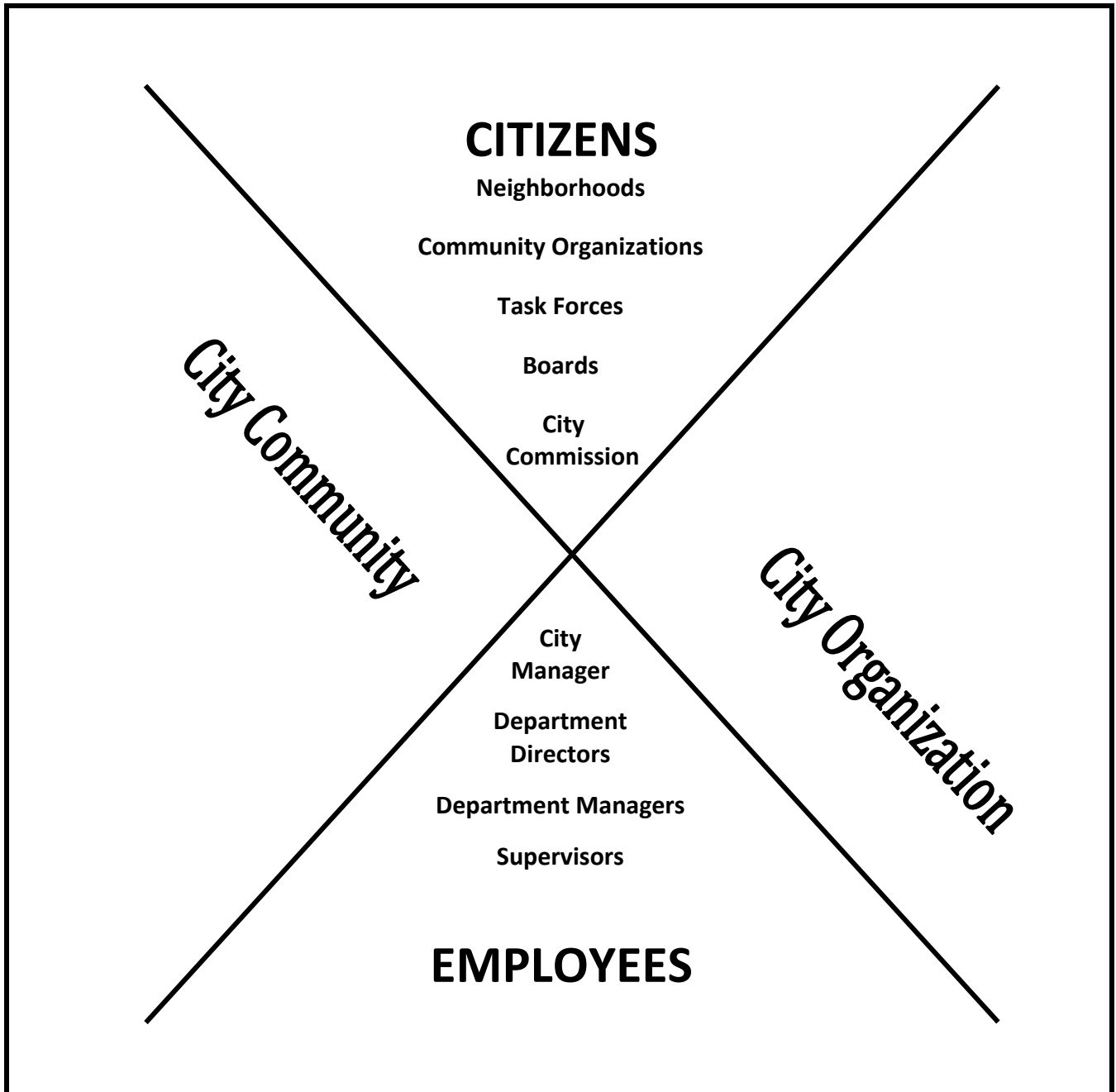
11. Align the City Organization

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

12. Share Success and Celebrate

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

Community-Based City Government



SHARED LEADERSHIP – A MAJOR INGREDIENT TO EFFECTIVE GOVERNANCE, TO ENHANCED CITY PERFORMANCE AND TO BUILDING THEIR COMMUNITIES FOR THE FUTURE

Over the years I have come to the realization that shared leadership between the Mayor & City Commission and City Manager & Management Team is critical for long-term success, for creating a sustainable organization culture and for delivering results that benefit the community. For cities, 2025 is looking as a year of great turbulence for cities and a time for effective shared leadership. When the governance process and the management process are effective and working, there is an overlap requiring a partnership between the processes. The Mayor is the governance leader; the City Manager is the management leader. Shared leadership has Mayor & City Commission and the City Manager & Management Team all acting as leaders based upon their defined roles and responsibilities.

A. TURBULENT FORCES CHALLENGING LEADERS AND COMMUNITIES

For shared leadership of the Mayor & City Commission and City Manager & Management Team to work in today's complex and turbulent world, it is important for them to understand, to discuss and to develop realistic approaches to address these forces that are affecting every city and community.

1. POLITICAL PARTIES AND PARTISANISM

A basic underlining pillar of the “good government” movement that lead to create the Commission-manager form of government was nonpartisan elections removing political parties from the electoral process. During the late 1800's and early 1900's, many local governments operated under the political party. They experienced political graft and corruption, hiring based upon party affiliation not competency or merit, and focused on political agendas over community benefits. In nonpartisan elections, residents were running to serve the community, to be stewards of community resources and to guide the community to the future. Today, both political parties are applying pressure on state legislatures to abandon nonpartisan elections by requiring candidates to identify a party affiliation on the ballot or have full-blown partisan elections with party primaries. Both political parties are also pressuring local candidates to accept their endorsement and donations, to focus on national and societal issues over serving the community and to endorse political party position on issues. When unsuccessful, the political parties seek out candidates to support their agendas. An unintended consequence is that the costs of elections and running for office have increased significantly. In addition, state-wide PACs are investing money in local elections and attempting to link national issues to local elections. Another facet of these partisan efforts is the abandonment of the Commission-manager form of government to the strong mayor-weak Commission form.

2. EXPANDING VOCAL NEGATIVE 20% - NEVER SATISFIED

In every community we can divide the residents into four groups: 20% positive, engaged and supportive of the city government; 20% negative who are against everything and will be never satisfied, 20% that can lean either to the positive or negative; and 40% who are satisfied with city services and programs, have other priorities in life than to become engaged in city government or

civic affairs. Within the negative 20%, there are a hard core 5% who are extremely vocal, are anti-government, who use social media to intentionally share disinformation, who make personal attacks and accusation about the city leaders, managers, employees and their families/relatives; who have no vision, no goals, and do not accept the mission of city government; and who will never be satisfied with city services, projects, programs or performance. The negative 20% are craving and enjoying their attention and personal recognition. Their presence is magnified through social media. Many local leaders are fearful that if they confront or stand up to these individuals there will be negative personal consequences.

3. SOCIETAL LOSS OF CONFIDENCE IN GOVERNMENT AND DEMOCRACY

Today, residents see chaos in the federal government with an inability of Congress to govern, to make decisions and to work together across party lines. In a recent Gallup Poll, 83% did not believe that the current Congress had the ability to govern. Increasing attention focuses on the upcoming Presidential Election in that our democracy is under attack and that the future of the country is in doubt. The nightly news gives us daily examples of the undermining the confidence in democratic institutions. Surveys indicate a growing loss of confidence of all level of governments – the leaders, the officials, the institutions; 60% desire to seek compromise during governance. This perspective is creeping down to local governments. Residents are making the choice to become less engaged and are reluctant to run for elected office. Mayors and Commission Members are questioned by family members and friends: “why are you running, why are you involved, and are you crazy.” However, when community surveys are taken, the result reinforce the belief that local government can be trusted and a high satisfaction level with city services.

4. RESIDENT’S LACK OF CIVIC EDUCATION AND UNDERSTANDING

Since the 1970’s, local school systems have greatly reduced or no longer offer basic civic education nor teach responsibilities of citizenship in a democratic society. As a result, a generation of residents have no idea that we live in a republic in which we elect representatives to represent us in a legislative body which has the responsibility to define the direction, to enact legislation, to set tax rates and determine the allocation of resources. Residents do not understand county and city governments, the relationship to city-county governments, the tax structure and fees and who provide what services. They do not understand the Commission-manager form of city government – the underlying principles, how it operates, the roles and

responsibilities of Mayor-City Commission and City Manager. They pressure cities to address school issues and problems, to provide services that are the responsibility of other governments and to resolve societal issues. In fact, it is not uncommon for a City Manager to be asked by residents, when are you going to run for mayor and get a salary increase. When they run and get elected, they have no experience serving on a board of directors and have a tendency to micro-manage the city operations. Increasingly, cities are seeing the need to becoming proactive civic educators through citizen academies, greater involvement in schools, work study programs. Unfortunately, they are only able to reach a small number of residents.

5. SOCIAL MEDIA AND OUR WORLD OF DISINFORMATION

Today, we live in a world dominated by social media. The world attention lives here since that is where many residents, particularly younger ones, get their information. Many residents assume if the information is on social media the information is true. Our attention span has shortened with information shared in an easy to understand and brief snippets with no background, little supporting evidence and no in-depth analysis. There are few venues for public dialog or debate, or presentation of complex reports for review and refinement. On NEXT DOOR and similar social media forums, one finds residents have opportunities to complain about the city, to share misinformation based upon falsehoods, to generate momentum and mobilize support and to have “public dialog” on community issues based on myths while excluding local government presence. Misinformation and disinformation is quickly spread throughout the community and the world on social media. Today, there is minimal local media coverage of the city. City governments have been slow in taking responsibility to share information on local projects and issues, and in defining their role and actions in this social media realm.

In the past, local government have not valued or funded proactive strategic communications and made the choice not to correct or respond to misinformation/disinformation.

6. DESIRE FOR LOWEST TAXES AND FEES/NO DEBT OVER FISCAL RESPONSIBILITY

Residents in most communities want lower taxes and fees while having the expectation of superb municipal services, outstanding facilities and great customer service. They do not think about how services are paid for and the relationship between taxes and services. Many local leaders have a “goal” of having the lowest taxes in their area and take pride in saying “we are the lowest.” In addition, residents saying that the local government should have no debt or reduce the current debt level – minimal borrowing for current and future capital needs. Today cities struggle with increasing costs of projects, increasing cost of equipment, increasing costs of service delivery and increasing employee compensation and benefits. Cheap, no debt government is not effective government or leaders acting in a fiscally responsible manner. Fiscally responsible leaders may increase taxes supporting defined services and service levels, use debt to fund major capital projects that respond to the communities needs today and prepare the community for the future. A reality is that if residents believe that they are receiving valued services from the local government they will support a tax increase and vote for major bond issues.

7. FINDING THE NEXT GENERATION: LEADERS, MANAGERS AND EMPLOYEES

A major question today is where are the next generation of public servants – where are leaders, managers and employees going to come from. In today’s governmental turbulence, it is hard to find a person to run for elected office, to serve on a city board, commission or task force, to manage a city or department or to work in local government. Schools are not educating their students about career opportunities in government. Cities are struggling to retain and hire employees. The City’s workforce is getting older. For example, many cities have utility plant operators who are in their 60’s, retiring or ready to retire and are struggling to find replacements. Cities find it difficult to find a police officer, firefighter, engineer, IT staff in very competitive markets. Some cities are now offering bonuses, relocation allowances and other incentives to attract quality candidates, which is resulting in significant salary compression. Cities are developing succession programs and plans to address this issue. The question remains: where are leaders, managers and employee going to come from and how we develop them.

8. “FLAME THROWERS” – ELECTED OFFICIALS WHO’S GOAL IS TO BRING CHAOS TO GOVERNANCE

In the past, there has been a tradition that residents running for office have learned about the local government and the governance process by serving on a board or commission. Many share the local government’s vision, understand the government mission and have a desire to serve the community. They have taken pride in serving the city, served as cheerleaders for the city and the community, valued governance based on civility and adopted protocols, and have seen the importance of teamwork and collaboration. Here is an emerging group of elected officials who are running from a different mindset based upon bringing chaos to the local government and to the governance process. They will not agree to or follow a code of conduct-based civility or protocols which provide a framework for how the Commission-manager government should operate, or the defined roles and responsibilities under the Commission-manager form of government. They react to or create short-term issues and reject ongoing strategic planning and master planning. Their behaviors are disruptive, they personally attack their colleagues, staff and family members, they question and reject data-driven reports presented by staffs and consultants and intentionally spread disinformation about the government and local officials. Their behaviors and actions drive people away from becoming involved or becoming a positive force in the community. In reality, the “flame thrower” will not change – you can only minimize the damage. The support of a unified voice to the community to support major projects, significant actions on issues and ballot measures for community consideration.

9. POLITICS OVER GOVERNANCE

Politics focuses on getting elected; governance is the responsibility of determining the direction of the government. More and more today, politics is dominating the governance process. We have done a poor job preparing elected officials to govern. Newly elected officials today arrive with little orientation and training or experiences of participating in the governance process.

Many newly elected officials think that their job is a few hours per week – regular formal meetings each month, may be a work session. They are caught off guard when they come to realize that the job is 24/7 with responsibilities to represent the local government to regional/state bodies, to have a community presence and attend events, to listen and handle residents’ complaints any day and any time of day, to prepare and study for meetings including regular meetings and special meetings, individual meetings with the City Manager and the list can go on. For the politically inclined, they focus more on personal agenda, personal power and making decisions that support them to run for another political office. They are not driven by what is best for community. Their desire is to please others to gain their political support or survive the moment, and not to serve the community.

10. LOSS OF FOCUS ON THE CITY GOVERNMENT’S PRIMARY MISSION

The charters and state law outline the general mission of city governments. The mission of county governments is more clearly defined as agents of state government. On the other hand, cities have much looser defined responsibilities based on the community that they serve. For each city government, the mission responsibilities should be conceptualized as a house. The first floor are services that are required by law (you go to jail if not provided); the second floor are core basic services for necessary for daily life (public safety, utilities); the third floor are services that define the quality of life in the community (land use planning, park & recreation, library) and the roof are community add-ons that enrich the lives in the community (community events). The foundation of the house are basic elements needed to provide the services (facilities, infrastructure, human resources, financial resources and information technology). If the roof gets too large the city will collapse; if the foundation crumbles, the house collapses. Elected leaders have the responsibility to continually evaluate and redefine the mission, especially through a balanced budget and policy deliberation. Today, local governments are facing significant pressure to address societal issues (acceptable books, gender issues, world peace and global issues) which they have no ability to influence, expand community events and festivals going beyond the direct benefit to the community, and to add community services that go beyond the true mission. Mayor and City Commissions have the ultimate responsibility to define the city’s mission.

11. STATE GOVERNMENTS FORCING CITIES TO “FEND” FOR THEMSELVES

During the past several years, state governors and legislatures have had a full-blown attack on home rule and the ability of city governments to determine their direction and destiny. They have enacted laws that have reduced revenue options and imposed restrictions on taxes and fees, reduced the local government’s ability to regulate for community benefit, reduced funding for major projects, imposed additional regulations and mandates without providing funding options and have proposed legislation that threatens the future of the Commission-manager form of local government. The bottom-line reality is that city governments are on their own. City governments have hired lobbyists as frontline defenders with the purposes to monitor proposed legislation, to propose alternative legislative proposals, to be an advocate on issues to protect the interests of the community and city government. Mayor and Commission Members

have been asked to build relations with their state representative, to develop and adopt a legislative agenda, to maintain ongoing communications with other governmental leaders, to educate other elected officials about local issues, challenges and responsibilities. While the legislature is in session, there is a significant time requirement. This hyper-attentiveness dilutes the city's focus on strategic initiatives and the delivery of core services.

12. CRUMBLING CITY FACILITIES AND INFRASTRUCTURE

Cities are faced with aging city facilities and infrastructure needing upgrades or replacement. Many city facilities are beyond their life cycle and are still being used by residents. Many cities have been slow to invest in upgrading their facilities and infrastructure. An example is aging municipal pools requiring significant annual investment and maintenance while a new aquatic complex is cost prohibitive. An option is the creation of multiple splash pad which provide interactive aquatic experience. In addition, cities have underground pipes from the 1990's that are at the end of their life years before the advertised life cycle and have deteriorated more rapidly than older infrastructure. Cities are also struggling with securing future water supply. For cities that are faced with growth, the challenge is balancing by taking care of and maintaining the current city facilities and infrastructure while building new city facilities and infrastructure to support growth and development. In addition, cities are having difficulty in hiring certified plant operators. Mayors and City Commissions have the responsibility to determine the balance by determining project priorities and to determine funding mechanisms.

BOTTOM LINE: SHARED LEADERSHIP REQUIRES TO EFFECTIVELY RESPOND TO THESE FORCES OF TURBULENCE AND TO CREATE THE BEST POSSIBLE FUTURE FOR THE RESIDENTS, THE COMMUNITY AND THE CITY.

B. KEYS TO SHARED LEADERSHIP SUCCESS

Effective shared leadership requires all leaders to understand, to practice and live by these ten keys of leadership success.

1. CHARACTER COUNTS – City leaders demonstrate their true character by:

- Being truthful and honest
- Consistency of words and actions
- Acting in an ethical manner – above question or beyond reproach
- Defining and knowing your personal core values
- Practicing their core values every day
- Having high moral standards without hypocrisy
- Keeping/delivering on their commitments/promises
- Acting with integrity
- Acting in an equitable manner
- Having open minds
- Communicating in an honest manner
- Acting in trustworthy manner
- Leading by example
- Relying on data and fact – avoid creating a reality based upon misinformation, disinformation or fabricated reality – “be careful of believing in your own ‘bs’”
- Acting with a sense of purpose
- Being personally vulnerable and “real” in the appropriate circumstances

2. PUTTING COMMUNITY FIRST – City leaders place the community and public service above self by:

- Acting with a public purpose in mind
- Demonstrating a genuine love for the community – a true passion for the community
- Caring about the community
- Knowing and understanding our community – our history and traditions, our community demographics, our strengths and areas for improvement, our challenges and opportunities, what makes our community special
- Having a community presence – visible to our residents
- Being a community “cheerleader”
- Making decisions that benefit the entire community
- Focusing on adding value to the lives of your residents
- Listening to and striving to understand the whole community – “not just the vocal”
- Knowing and partnering with businesses, community institutions and organizations
- Participating and enhancing community events – big and little that bring our residents together

- Giving to the community
- Guiding the community to a better future
- Responding to community needs
- Helping the community to define the future
- Working with other governments to benefit the community

3. PLAYING MUSIC AS AN “ORCHESTRA” – City leaders build the capacity of the Mayor and City Commission to perform as a highly effective Governing Team by:

- Mutually defining the roles and responsibilities under Commission-Manager form of government and the City Charter
- Developing the musical score with the City Commission to establish the framework for effective governance by defining success and effectiveness for the Mayor-City Commission, by establishing house rules – a code of conduct and establishing operating protocols for daily activities
- Knowing and facilitating the “musical scores
- Helping the City Commission to learn how to work together, to negotiate and resolve conflicts and communicate in an open manner
- Recognizing the importance of practice –the practice of working together
- Maximizing the skillset and potential of each orchestra member/City Commission
- Putting others where they will succeed
- Letting the orchestra play the music
- Coaching and advising other team members
- Understanding the roles and contributions of others
- Inspiring others to achieve more
- Keeping open lines of communication with others
- Changing the tempo when necessary
- Determining who needs to be on the Stage – in the Workshop
- Calling on the right people at the right time
- Awakening and expanding the best in others
- Inspiring others to positive outcomes for the community and for future generations
- Being a motivator
- Developing the next generation of community leaders – the next Mayor, the next Commission members and the next City Manager – leadership succession preparation
- Determining how the Commission will spend its time and process to govern... different Commission have different operating styles
- Structured meeting focusing on attention on short term actions...leaving little time for strategic discussions and responsible decision making

4. PERSONAL CONNECTION WITH OTHERS – City leaders establish effective personal and working relationships by:

- Reaching out on a personal level with City Commission members
- Getting to know others – their goals, their values, their issues, their opportunities, their concerns, their personal agendas, their operating styles and the issues, their priorities or actions that “set them off”
- Finding a personal connection – common interest, common issues, common values
- Taking time for others
- Listening to and striving to truly understand others
- Listening to the entire community
- Building and working to sustain an effective work relationship
- Seeking input from others
- Respecting diverse opinions and ideas
- Acting with civility
- Reaching out to partners, community organizations
- Finding something in common with other persons
- Responding to requests for help or assistance
- Helping Commission members with their issues in context of the City mission and work program
- Being a “therapist” for Commission Members or each other
- Providing advice when asked
- Recognizing that at times it is necessary to agree to disagree respectfully
- Reaching out to diverse elements of the community

5. STRATEGIC THINKING AND TACTICAL ACTIONS THAT PRODUCE A BETTER COMMUNITY – City leaders develop and facilitate strategic process that transform ideas and dreams into actions by:

- Understanding the governmental institution responsibilities and processes
- Making things happen that might not otherwise happen, and preventing things from happening that ordinarily might happen.
- Establishing and institutionalizing a well-defined and ongoing strategic planning processes with regular updates
- Recognizing the importance/valuing an ongoing and consistent strategic planning process
- Defining the vision – the preferred future for our community
- Defining the City government’s mission – the responsibilities for city government
- Defining the City government’s core values – the performance expectations and standards for every City employee
- Establishing outcome-based five-year goals
- Linking strategic plan to budget and capital planning
- Eliminating unnecessary services, programs, projects and processes
- Having a fiscally responsible tax rate driven by services and service levels

- Investing in the community's future
- Having an ongoing capital planning and funding process – facilities and infrastructure
- Focusing on defined services – core for daily life and quality of life
- Developing an annual action agenda with defined priorities – a work program for policy and management
- Developing tactical and action plans – who is responsible; what is going to be done – activities and milestones, when will things be completed
- Monitoring and reporting on action progress
- Focusing on future outcomes for the community
- Developing tactical plans and responses to emerging issues and challenges
- Being nimble and agile and adapting to an ever-changing operating context/environment
- Taking time to evaluate results and outcomes
- Seeking feedback from the community – service satisfaction and adding value
- Preparing data-based reports, evaluating community options and outlining policy options
- Avoiding pressure to let short-term issues derail the long-term strategic process or projects

6. COLLABORATION FOR RESULTS: City leaders frame issues and facilitate the negotiating process by:

- Recognizing that no closure – decision or plan is perfect – it may be adjusted or modified over time
- Determining the appropriate/best time to address the issues
- Identifying what will happen if no action is taken
- Defining the sources and types of conflicts
- Preparing for negotiation
- Negotiating with others who have differing opinions or ideas
- Listening to and striving to understand each individual Commission Member – their goals, their views on critical issues, their legacy, their views on the community, their operating style
- Facilitating the negotiating process
- Striving for win-win resolutions owned by all
- Looking for compromises – acceptable middle grounds
- Representing the interests of the community
- Evaluating, learning and making timing adjustments
- Working with community partners
- Bringing up difficult issues
- Avoiding hyperbole and “strawman” arguments
- Testing the resolution
- Avoid denying or giving in to order to avoid addressing the issue
- Supporting creative thinking
- Supporting innovative actions and taking calculated risks
- Willing to take time for the process, but must get to a result
- Encouraging winning with grace and losing with grace

7. COURAGE TO DECIDE – City leaders have the backbone to make difficult decisions for the City government and community by:

- Knowing when the time is right to address the issue and make the decision
- Having the courage and supporting City Commission to address issues no matter how controversial in the community
- Focusing on critical issues and what is important
- Taking time upfront to define the underlying issue(s) or problem(s) and to establish parameters to guide research and investigation
- Using data and input from others to make decisions
- Understanding the risk and potential consequences
- Finding a personal balance among City staff input, community input and personal beliefs and preference
- Knowing the initial position of each Commission member
- Linking decisions to strategic framework, community outcomes and benefit
- Involving others, particularly critical partners and managers/staff, who have responsibility for implementation
- Going into the field to experience this issue or problem first hand
- Recognizing that there are no perfect decisions – best decision based upon currently available data and research
- Allowing each Commission member an opportunity to speak, to ask questions and to state opinions
- Understanding best practices used by others to address similar issue/problems and evaluate the potential application to your government
- Using Workshops for detailed discussions and negotiations
- Suggesting alternatives – that may lead to a consensus or viable compromise
- Seeking timely closure on issues
- Recognizing that every – decision, re-decision and non-decision is a decision and a building block for the community’s future
- Making the tough call
- Before the final decision is made, summarizing and testing decisions
- Addressing value-based issues once –avoiding the recycling of issues
- Standing up to the negative forces in the community
- Rallying the community and City Commission behind the decisions
- Representing the decisions to others
- Use pilots to test decisions before full implementation when possible
- Allow staff to take calculated risks
- Commission majority decides
- Supporting the decision of the majority

8. CLARITY OF DIRECTION AND OUTCOMES – City leaders strive to have everyone on the “same page” – a common understanding that empowers staff to implement by:

- Understanding the expectations of others
- Working with others to define the community’s future – desired outcomes
- Working with others to establishing goals – five years
- Having a clear vision –long-term community outcomes
- Having everyone with the same understanding
- Summarizing and testing City Commission directions and expectations
- Rallying the community behind the goals, actions and direction
- Seeking community partners to work on the goals
- Monitoring and reporting on progress
- Ongoing report to and marketing to the community – we are taking actions and are producing results that add value to residents and our community
- Communicating in a succinct, clear and creative manner with the community
- Building momentum through small and incremental successes
- Translating dreams into realistic outcome-based goals
- Having goals that inspire others
- Looking for partners to achieve goals
- Keeping the focus on outcomes for the community
- Mobilizing the resources to achieve goals
- Integrating goals into budget, CIP
- Evaluating the results of the actions – are we achieving or moving closer to outcomes
- Having a “can do” attitude
- Building and sustaining momentum
- Achieving community’s potential
- Providing the necessary resources to provide defined services and service levels and to complete a capital project
- Avoiding micro-managing service delivery and project management
- Trusting staff to provide the defined service
- Respecting roles and responsibilities

9. CULTIVATING OPTIMISM – City leaders project a positive, can do attitude by:

- Having a positive outlook
- Having a sense of positive realism
- Encouraging others
- Supporting others
- Helping others to achieve their goals
- Celebrating community successes
- Building positive momentum through early successes
- Recognizing the importance of realistic positive mindsets even in light of crisis – the power of positive thinking

- Sending the positive message: “things are working in the city”
- Providing hope for a better future
- Providing support during difficult times
- Looking for ways to get to “yes”
- Recognizing realities of the situation
- Conquering setback, obstacles and difficulties
- Exploring options
- Having patience
- Avoid focusing on blaming who is responsible for setbacks
- Keeping a cool head
- Avoiding defensiveness
- Encouraging the City Manager to bring “bad news” to the City Commission
- Encouraging the City Manager to bring “new ideas” to the City Commission

10. CREATIVE THINKING AND INNOVATIVE ACTIONS – City leaders encourage out-of-the-box thinking by:

- Develop processes for creative thinking – expect it and institutionalize it
- Analyzing the difficulty, setback and obstacles
- Learning from others – what worked and what was tried and did not work
- Learning from the situation and apply to similar situations
- Addressing the difficulty long term
- Supporting creative thinking
- Supporting innovative actions and taking calculated risks
- Encouraging and supporting others
- Learning from setbacks
- Applying best practices to your city when appropriate
- Creating an organizational culture that supports creativity
- Identifying and evaluating options

These Ten Keys to Leadership are the foundation to developing and sustaining an effective governance process and to developing and sustaining a city that delivers value to the community today and creates a better for all in the future. In addition, these Ten Keys to Leadership can also help Mayors & City Commissions and City Managers & Management Team lead and guide their cities in the today’s turbulent world.

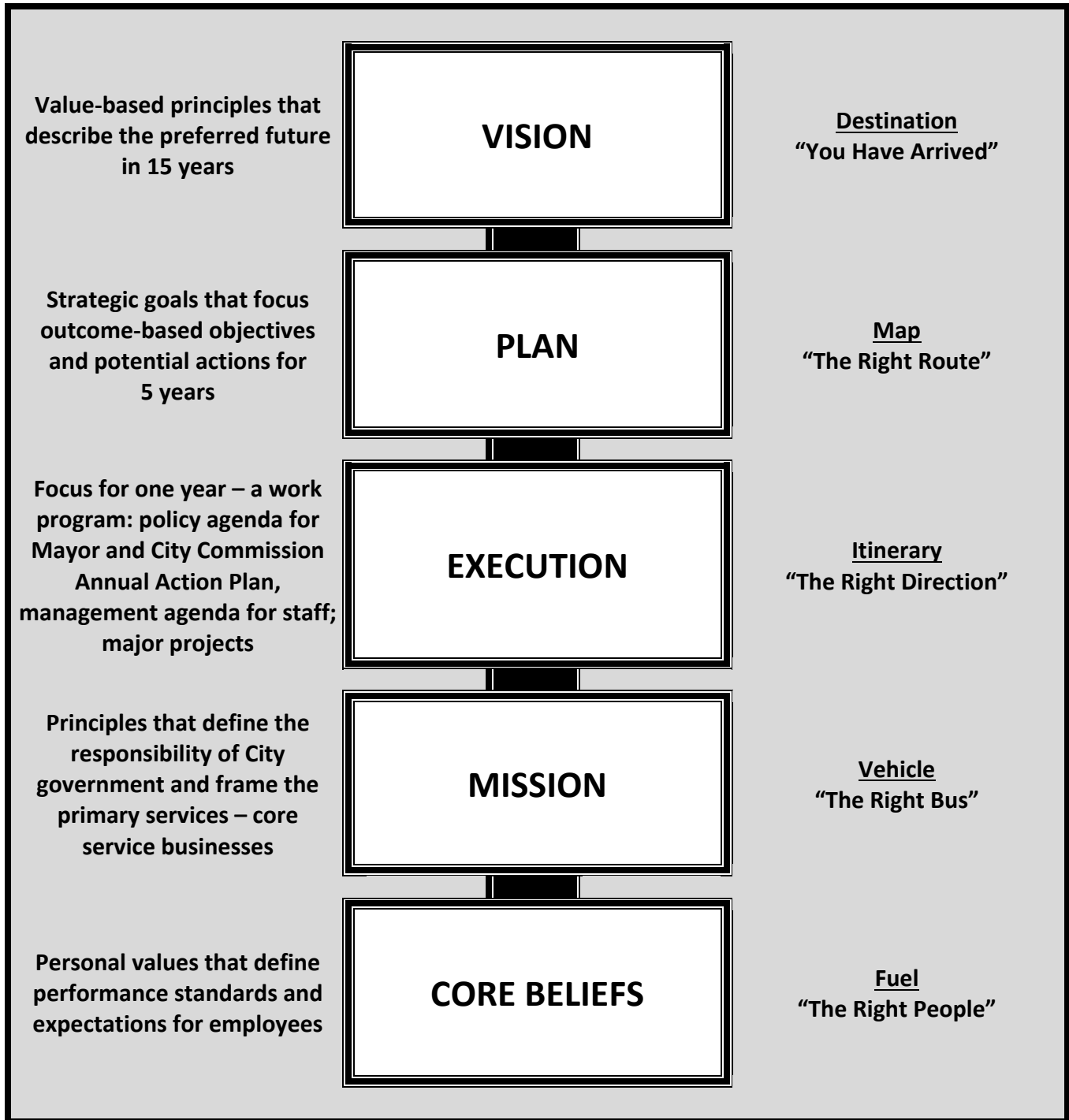
Effective shared leadership has delivered results. Their cities were guided by a long-term vision – a preferred future for the community; followed their city’s defined mission; developed and implemented 5-year outcome-based strategies, developed and regularly monitored an annual action agenda (a work program with policy actions for Mayor-City Commission and management actions for the City Manager and Management Team); were nimble and agile with the ability to take advantage of opportunities and respond to challenges and setbacks, made courageous decisions; acted as financial stewards and made fiscally responsible decisions; invested consistently in the community’s future; developed and institutionalized an ongoing strategic planning process; and developed the capacity of the entire city team to produce results. The community, both residents and businesses, were able to see and experience the benefits from this shared leadership.

In conclusion, Shared Leadership makes a difference in re-imagining the communities that results in adding value to the lives of residents and guests.

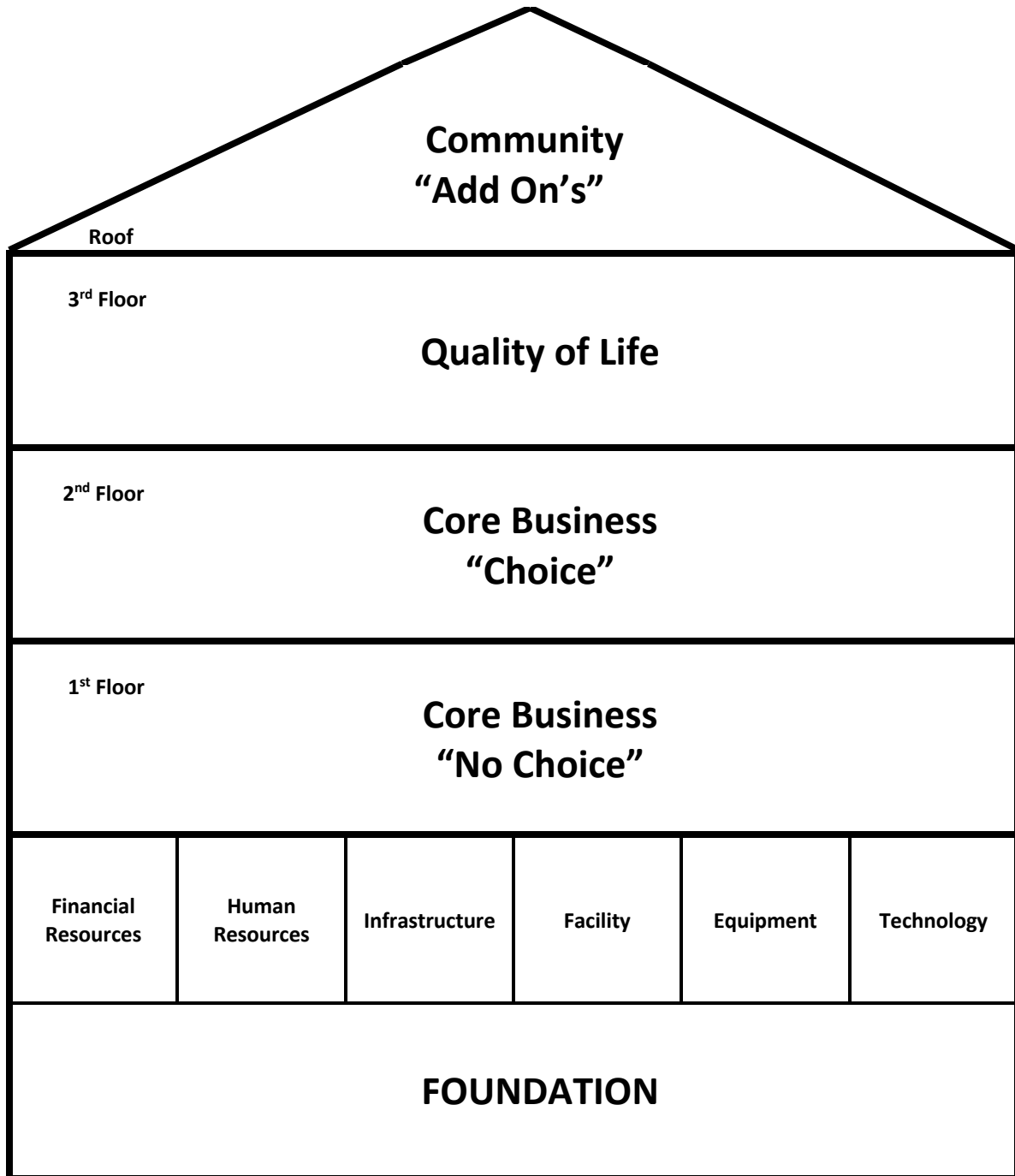
SECTION 2

STRATEGIC PLANNING MODEL FOR THE CITY OF FORT PIERCE

STRATEGIC PLANNING MODEL



City: Service Responsibilities



City Service Hierarchy House Model

FOUNDATION

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

1st FLOOR - NO CHOICE

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

2nd FLOOR - CHOICE FOR DAILY LIFE

SERVICES NECESSARY FOR LIVING IS A MODERN COMMUNITY

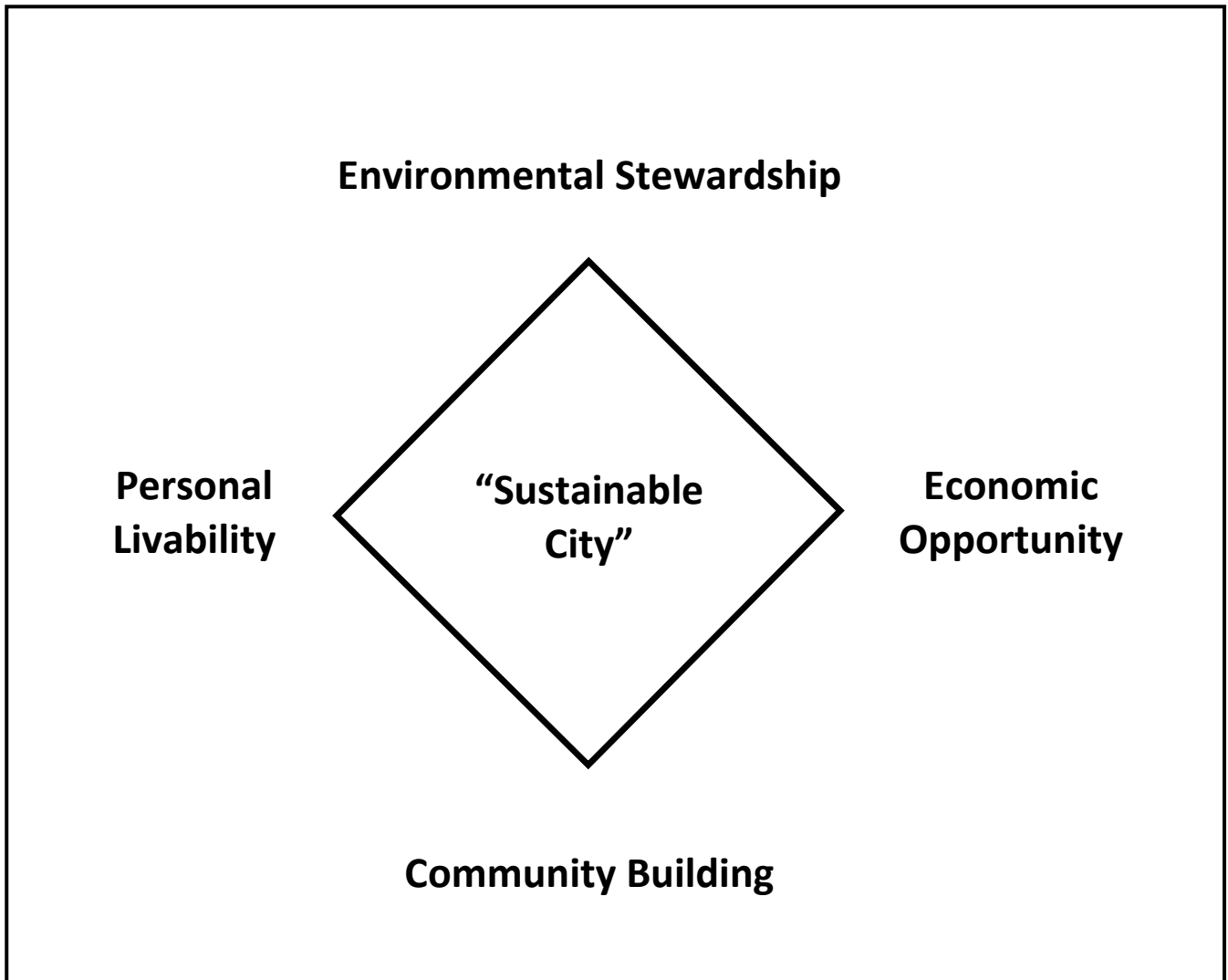
3rd FLOOR - QUALITY OF LIVING

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

ROOF - COMMUNITY ADD ON

SERVICES THAT ADD FURTHER VALUE TO THE RESIDENTS' LIVES

Sustainable Community



A Sustainable Community is a Balance of Four Components

Personal Livability

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

Environmental Stewardship

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

Economic Opportunities

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

Community Building

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

SECTION 3



FORT PIERCE STRATEGIC PLAN AND ACTION AGENDA 2024

Table of Contents

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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 Historic 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 volleyball, 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 respond 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 | <i>Top Priority</i> |
| 2. City Services and Staffing Plan for Growth: Direction and Funding | <i>Top Priority</i> |
| 3. Major Road Improvement Strategy: Outcomes, Report with Options, Funding Mechanism, Direction and City Actions/Projects Priority | <i>Top Priority</i> |
| 4. Street Lights: Services Level, Direction, Funding and City Actions | <i>Top Priority</i> |
| 5. Proactive City/Community Marketing Strategy Expansion: Outcomes, Report with Options, Direction and City Actions | <i>High Priority</i> |
| 6. Five-Year Financial Plan: Development (including Projections) | <i>High Priority</i> |

MANAGEMENT ACTIONS 2024

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

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. Managing the growth in the pipeline
2. Increasing demands for marina space with anchoring in inlet area
3. Availability and costs of housing for our residents
4. Tapping the development potential of the Port of Fort Pierce and surrounding area
5. Maintaining and expanding public access to water
6. “Jagged” City boundaries and need for a comprehensive strategy and action plan
7. Improving Fort Pierce’s image and reputation
8. 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 | <div style="border: 1px solid black; padding: 2px;"><i>Top Priority</i></div> |
| 2. 13 th Street Improvements: Direction and Funding | <div style="border: 1px solid black; padding: 2px;"><i>High Priority</i></div> |
| 3. Lincoln Park Corridor Redevelopment/
Zoning Coe Revision: Update Report and Adoption | <div style="border: 1px solid black; padding: 2px;"><i>High Priority</i></div> |
| 4. Neighborhood Identity and Branding:
Consultant Selection and Neighborhood Identification | |

MANAGEMENT ACTIONS 2024

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

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:
 - 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
17. Wendell Road (7th Street to 8th Street) – Design
18. Avenue Q (14th to 17th) – Drainage replacement – Construction
19. 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
16. Downtown Parking: Action Steps Implementation
17. Vacant Lots/Empty Buildings Strategy: Inventory, Report with Findings, Direction and City Actions (including Incentive Development/Redevelopment)
18. Workforce Development: Goals/Outcomes, City Role, City Partners, Report, Direction and City Actions (working with Community College and Care ???)
19. North U.S. 1 Corridor Redevelopment: Outcomes, Report with Options, Direction, Funding and City Actions
20. 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

- | | PRIORITY |
|--|----------------------|
| 1. Proactive City/Community Marketing Strategy Expansion: Outcomes, Report with Options, Direction and City Action | <i>Top Priority</i> |
| 2. “One Fort Pierce” Community – Strengthening: Next Steps | <i>High Priority</i> |
| 3. Community Listening Action Plan | |

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

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

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

- | | | |
|---|--|----------------------|
| 1. City Beautification Strategy and Action Plan: Goals/Outcomes, Best Practices, Report with Options, Direction, Funding and City Actions | <table border="1"><tr><td><i>Top Priority</i></td></tr></table> | <i>Top Priority</i> |
| <i>Top Priority</i> | | |
| 2. Housing Authority Property Maintenance/Condition: Discussion with FPHA and City Action | <table border="1"><tr><td><i>High Priority</i></td></tr></table> | <i>High Priority</i> |
| <i>High Priority</i> | | |
| 3. Orange Avenue Beautification Action Plan (including Complete Streets) | <table border="1"><tr><td><i>High Priority</i></td></tr></table> | <i>High Priority</i> |
| <i>High Priority</i> | | |
| 4. Housing Minimum Living Standards Program and Enforcement Tools: Definition, Best Practices, Report with Options, Direction, Community Information/Education and Initial Implementation | <table border="1"><tr><td><i>High Priority</i></td></tr></table> | <i>High Priority</i> |
| <i>High Priority</i> | | |

MANAGEMENT ACTIONS 2024

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

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

1. Homeless/Unhoused Residents Strategy: Goals/Outcomes, Community Problem Analysis and Impacts, Best Service Needs, Report with Options, Direction and City Actions
2. Youth Recreational Programs and Activities Expansion: Needs, Report with Options, Direction and City Role/Actions
3. Sunrise Theatre Capital and Financial Plan: Development, Direction, Funding Mechanisms and City Actions
4. Cobb's Landing: Report with Findings and Option, Direction, Issue RFP and Implementation

PRIORITY

Top Priority

MANAGEMENT ACTIONS 2024

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

PRIORITY

Top Priority

Top Priority

High Priority

High Priority

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. South 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
13. Two Pickleball Striping; 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

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

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

**Comprehensive Ordinance Review and Update:
Completion**

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

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

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

**Annexations Strategy and Action Plan:
Overall Direction and Decisions**

HIGH PRIORITY

**Housing Authority Property Maintenance/Condition:
Discussion with FPHA and Actions**

**Proactive City/Community Marketing Strategy Expansion:
Outcomes, Report with Options, Direction and City Actions**

**13th Street Improvements:
Direction and Funding**

**Orange Avenue Beautification Action Plan:
Actions 2024**

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

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

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

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

City of Fort Pierce Management Agenda 2024

TOP PRIORITY

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

**Port Development:
Re-Zoning Direction**

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

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

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

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

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

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

HIGH PRIORITY

**Traffic Signal Intersections Maintenance:
Report with Options, Direction and Actions**

**Comprehensive Plan Update:
Direction**

**Delaware Avenue Corridor Development:
Update Report, Direction and City Actions**

**Labor Negotiations and Contracts:
Approval**

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

**Seaplanes Facility and Service:
Permitting, Design and Construction**

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

**Animal Adoption Center Implementation:
Next Steps**

City of Fort Pierce

Management in Progress 2024

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

Cyber Security Training/Penetration Testing

Recycling Public Awareness/Education Campaign: Launch

GIS Initiatives: Project Maps

Police Strategic Plan: Annual Update

Parking Enforcement Software for Mobile Parking Enforcement: Implementation

Police Vehicles Replacement: Acquisition [Patrol Vehicles Delivery: 2 from 2021 + 20 from 2022

Supervisor Handbook: Completion

Police Leadership Program and Succession Plan: Report

Online Guide for Potential Developers: Development

Building Tyler/Intergov Software: Implementation

Condominium Inspector: Hired

Legal Office's Record-Keeping System Modernization: Completion

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

Records Management Handbook and Reference Guide: Development

Citywide Records File Plan: Development

Records Storage Consolidation: Completion

Records Room Inventory and File Plan: Development

Low-Cost Veterinary Clinic at the Shelter: Creation

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

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

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

ERP Phase IV

Data Center Enhancements – Enterprise Wide

Call Center Builds – Enterprise Wide: Completion

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

Enterprise Fleet Contract

Public Works New Work Order System

New Medium- and Heavy-Duty Equipment: Acquisition

- a. Order
- b. Delivery

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

Leadership and Management Training Program: Completion

HR Records Scanning

Personnel Rules and Regulations Revision: Completion
(City Commission Decision)

Police Staffing Study: Completion

Trump Trial Police Plan: Plan Development and Mutual Aid Agreement Approval

Annual Job Fair 2024 and 2025

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

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

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

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

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

Old St. Anastasia Building Exterior Renovation Project: Completion

King's Landing Development: Monitoring Private Development and Update Report

Fisherman's Wharf Development: Update

Community Policing Expansion: Annual Action Report

Youth Council

Outreach Vehicle "Classroom": Implementation

Unity in Our Community Event

Special Magistrate Services: RFP, Award Contract and Implementation **(City Commission Decision)**

Nuisance Abatement Vendors: RFP, Direction and Implementation

Demolition Ordinance Revision: Direction and Actions

Crime Reduction Action Plan: Annual Report

SHIP Home Rehabilitations (4-6)

Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase

Sunrise Theatre Marketing: Expansion

Sunrise Theatre: Grants

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

Sunrise Theatre Volunteer Program: Expansion

Marina Security: Cameras and Access Control

Annual Highwaymen Heritage Trail Art Show and Festival 2024

Police Streamline the Non-Essential Calls

Waterway Management Plan: Report

Multi-Purpose Inshore Vessel Purchase: Completion

City of Fort Pierce

Major Projects 2024

Fuel Island: Replacement: Completion

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

Annual Road Resurfacing Projects

Public Works Compound Layout: Completion

Police Station Chiller Pipes: Completion

Island Reclamation Plant Relocation: Decommission

Septics to Sewers Program: Report and Direction

Street Resurfacing Projects 2024: Design and Construction

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

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

- a. Design
- b. **City Commission Decision: Approval**
- c. Construction

Granada Street – Paving:

- a. Design
- b. **City Commission Decision: Approval**
- c. Construction

Avenue D Streetscape (Indian River Drive to 29th Street):

- a. Phase 1 Construction
- b. Phase 2 Design and **City Commission Decision**

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

- a. Bid
- b. **City Commission Decision Award**
- c. Construction

Surfside Drainage/Resurfacing – Phase II and III

- a. Bid
- b. **City Commission Decision Award**
- c. Construction

Indian Hills Recreation Area Stormwater Facility Expansion – Phase III: Preliminary Engineering

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

SUN Trail – Historic Downtown Trail – Engineering Design

Little Jim Bait and Tackle – Septic to Sewer Conversion – Design and Construction

Indian River Drive (Marina Way to Seaway Drive) Design

11th, Boston and Preston Reconstruction – Design

Surfside Drainage – Phase 4 – Design

Wendell Road (7th Street to 8th Street) – Design

Avenue Q (14th to 17th) – Drainage replacement – Construction

Seaplane Base – Design and Construction

Highwaymen Museum Development: Construction

Pinewood Recreation Facility Improvements: Completion and Parking

Fenn Park Reconstruction Project – Phase 2 and Parking Lot

Jaycee Park Connectivity Improvements

Savannah Recreation Trail Connectivity to Indian Hills Recreation Area

- a. Design
- b. Construction

Optimum Turf Health: Correct Mix

Fuel Dispensers and Management System: Replacement

Beach Volleyball at Jaycee Park: Installation

South Causeway Park Parking: Clean-Up and Parking Spots

Indian Hills Golf Course Tee Box Project: Completion

Indian Hills Golf Course Cart Barn Upgrade: Completion

Indian Hills Golf Course In-House Sod Project: Completion

Indian Hills Golf Course Practice Range Netting Project: Completion

Two Pickleball Striping; Completion

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

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

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

**Comprehensive Ordinance Review and Update:
Completion**

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

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

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

**Annexations Strategy and Action Plan:
Overall Direction and Decisions**

HIGH PRIORITY

**Housing Authority Property Maintenance/Condition:
Discussion with FPHA and Actions**

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Update Report and Adoption**

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Development (including Projections)**

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Next Steps**

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

Management Agenda 2024 Targets for Action City of Fort Pierce

TOP PRIORITY

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

**Port Development:
Re-Zoning Direction**

**Entrances/Gateways Plan:
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**Management Succession Plan and Preparedness:
Update Report and Next Steps**

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

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

HIGH PRIORITY

**Traffic Signal Intersections Maintenance:
Report with Options, Direction and Actions**

**Comprehensive Plan Update:
Direction**

**Delaware Avenue Corridor Development:
Update Report, Direction and City Actions**

**Labor Negotiations and Contracts:
Approval**

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

**Seaplanes Facility and Service:
Permitting, Design and Construction**

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

**Animal Adoption Center Implementation:
Next Steps**

**Fort Pierce
Action Outlines 2024**

GOAL 1	SERVE OUR COMMUNITY
---------------	----------------------------

ACTION: Comprehensive Ordinance Review and Update:
Completion and Adoption

PRIORITY
<i>Top 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 • 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 	<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>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>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>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></p> <p>6/24</p> <p>7/24</p> <p>9/24</p> <p>11/24</p> <p></p> <p>3/24</p> <p>4/24</p> <p></p> <p>7/24</p> <p>11/24</p> <p></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>Top 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>Top 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 • 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 • 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 	<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>Top Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • 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 	<ol style="list-style-type: none"> 1. Identify roads – major corridors 2. Review current projects and plans 3. Review funding mechanisms 4. Prepare Report 5. CIP WORKSHOP: CIP Budget FY 25 Road Report Presentation, Discussion and Direction 	<p>3/24</p> <p>5/24</p> <p>5/24</p> <p>6/24</p> <p>7/24</p>

Responsibility: City Engineer

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

PRIORITY
<i>Top Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • 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 	<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 4. Prepare budget proposal for inventory and inventory space 5. BUDGET WORKSHOP: Budget FY 25 Street Light Inventory and Inventory Space 6. DECISION: Budget FY 25 Adoption Funding for Street Lights 	<p>3/24</p> <p>3/24</p> <p>4/24</p> <p>5/24</p> <p>7/24</p> <p>9/24</p>

Responsibility: Public Works Director; Utilities Director

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

PRIORITY
<i>High 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 • 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 	<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>C. COMPREHENSIVE PROACTIVE MARKETING PROGRAM – COMMUNITY AND OUTSIDE WORLD</p> <ol style="list-style-type: none"> 1. Issue RFQ 2. Review proposal – scope, costs 3. Develop budget proposal 4. BUDGET WORKSHOP: Budget FY 25 City Marketing Presentation, Discussion and Direction 5. DECISION: Budget FY 25 Adoption 	<p>5/24</p> <p>5/24</p> <p>6/24</p> <p>5/24</p> <p>6/24</p> <p>5/24</p> <p>6/24</p> <p>6/24</p> <p>7/24</p> <p>9/24</p>

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

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

PRIORITY
<i>High Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Population Growth • Growing Demands for City Services • Dynamic Economic Environment • Interest Rates • Increasing Operating Costs • Increasing Project Costs 	<ol style="list-style-type: none"> 1. Prepare 5-Year Financial Plan 2. BUDGET WORKSHOP: Budget FY 25 Financial Plan Presentation and Discussion 	<p>6/24</p> <p>7/24</p>

Responsibility: Finance Director

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

PRIORITY
<i>Top 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
- Quiet Zones

Activities/Milestones

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

Time

4/24

Responsibility: City Clerk

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

PRIORITY
<i>Top Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Legal Framework • Coordination with St. Lucie County • Use of Funds • Capital Needs of Police Department • 90 Day Notification Requirement 	<ol style="list-style-type: none"> 1. Develop proposal for Law Enforcement Impact Fees 2. Finalize Report 3. DECISION: Law Enforcement Impact Fee Adoption 4. Notification to community 5. Date: Implementation 	<p>3/24</p> <p>4/24</p> <p>6/24</p> <p>7/24</p> <p>10/24</p>

Responsibility: Planning Director

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

PRIORITY
<i>Top Mgmt</i>

Key Issues

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

Activities/Milestones

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

Time

5/24

Responsibility: City Manager

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

PRIORITY
<i>High 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

ACTION: Labor Negotiations and Contracts: Approval

PRIORITY
<i>High 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 	<p>A. TEAMSTERS</p> <ol style="list-style-type: none"> 1. Meet with Union 2. Union Re-Certification 3. Negotiations 4. DECISION: Teamster Labor Contract <p>B. PBA OFFICERS</p> <ol style="list-style-type: none"> 1. Negotiations 2. DECISION: PBA Officers Contract <p>C. PBA SERGEANTS & LIEUTENANTS</p> <ol style="list-style-type: none"> 1. Negotiation 2. DECISION: PBA Sergeants & Lieutenants Contract 	<p>2/24</p> <p>6/24</p> <p>7/24</p> <p>9/24</p> <p>3/24</p> <p>9/24</p> <p>3/24</p> <p>9/24</p>

Responsibility: Administrative Services Director

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: 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

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 Mutual Aid Agreement Approval	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>Top Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • 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 	<ol style="list-style-type: none"> 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 4. DECISION: Specific Annexation Agreement 	<p>3/24</p> <p>4/24</p> <p>5/24</p> <p>TBD</p>

Responsibility: Planning Director

ACTION: 13th Street Improvements: Direction and Funding

PRIORITY
<i>High Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Funding Mechanism • Overall Design • Segment: Orange Avenue to Virginia 	<ol style="list-style-type: none"> 1. Identify funding source(s) 2. Prepare Report on 13th Street Improvements 3. BUDGET WORKSHOP: Budget FY 25 Report on 13th Street Improvement Project 4. Update Design Plan 	<p>6/24</p> <p>6/24</p> <p>7/24</p> <p>9/24</p>

Responsibility: City Engineer

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

PRIORITY
<i>High 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: Neighborhood Identity and Branding: Consultant Selection and Neighborhood Identification

PRIORITY
<i>Policy</i>

Key Issues

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

Activities/Milestones

1. Identify consultant
2. **DECISION: Award Consulting Contract for Neighborhood Identity and Branding**
3. Develop comprehensive report
4. **CONFERENCE AGENDA: Neighborhood Identity and Branding Report Presentation, Discussion and Direction**

Time

- 3/24
5/24
12/24
1/25

Responsibility: City Manager

ACTION: Port Development: Re-Zoning Direction

PRIORITY
<i>Top Mgmt</i>

Key Issues

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

Activities/Milestones

1. Complete legal review of Port Re-Zoning
2. Planning Board: Review
3. **DECISION: Port Zoning Revisions Adoption**

Time

- 3/24
4/24
8/24

Responsibility: Planning Director

ACTION: Downtown Development Master Plan Implementation:
Direction and Funding

PRIORITY
<i>Top Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • U. S. 1 Pedestrian Crossing at Avenue "A" • 2nd Street Festival Street • Marina Square Improvements • Veterans' Park Improvements 	<ol style="list-style-type: none"> 1. Update each project (4) 2. CIP WORKSHOP: CIP Budget 25 Downtown Project Updates (4) 	<p>6/24</p> <p>7/24</p>

Responsibility: City Engineer

ACTION: Comprehensive Plan Update: Direction

PRIORITY
<i>High Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Legislative Changes • Affordable Housing • Accessory Dwelling Units • Small Lots • Transportation Concurrency • Zoning Categories 	<ol style="list-style-type: none"> 1. DECISION: Award Contract Continuing Service for Comprehensive Plan Update 2. Complete update 3. Planning Board: Review 4. DECISION: Comprehensive Plan Update Adoption 	<p>3/24</p> <p>11/24</p> <p>12/24</p> <p>2/25</p>

Responsibility: Planning Director

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

PRIORITY
<i>High Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Link to Joint Meeting with St. Lucie County Commission • Outcomes • Options • City Actions • County Project • Segment: 17th to Hartman 	<ol style="list-style-type: none"> 1. Prepare report 2. REPORT: Delaware Avenue Corridor Development 	<p>3/24</p> <p>4/24</p>

Responsibility: City Engineer; Utilities Director

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

PRIORITY
<i>High Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Service Level • Contract • Implementation • Service Boundary Expansion • 7 Day a Week Services 	<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: Seaplanes Facility and Service: Permitting, Design and Construction

PRIORITY
<i>High Mgmt</i>

Key Issues

- Permitting
- Construction

Activities/Milestones

1. Complete Permitting – receive Permits

Time

12/24

Responsibility: City Engineer

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; Building Director

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

PRIORITY
Mgmt

Key Issues

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

Activities/Milestones

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

Time

- 2/24
4/24

Responsibility: Community Response 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 and Update Report	City Manager	3/24
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	Engineering	
	a. Design		4/24
	b. City Commission Decision: Approval		6/24
	c. Construction		8/24
2	6. Granada Street – Paving:	Engineering	
	a. Design		4/24
	b. City Commission Decision: Approval		6/24
	c. Construction		8/24
2	7. Avenue D Streetscape (Indian River Drive to 29 th Street):	Engineering	
	a. Phase 1 Construction		7/24
	b. Phase 2 Design and City Commission Decision		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: Proactive City/Community Marketing Strategy
Expansion: Outcomes, Report with Options, Direction
and City Actions

PRIORITY
<i>High 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 • 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: Community and Outside • Major Topics • Partnership with FPUA • Community Partners • “Real Florida” Experience our 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>C. COMPREHENSIVE PROACTIVE MARKETING PROGRAM – COMMUNITY AND OUTSIDE WORLD</p> <ol style="list-style-type: none"> 1. Issue RFQ 2. Review proposal – scope, costs 3. Develop budget proposal 4. BUDGET WORKSHOP: Budget FY 25 City Marketing Presentation, Discussion and Direction 5. DECISION: Budget FY 25 Adoption 	<p>5/24</p> <p>5/24</p> <p>6/24</p> <p>5/24</p> <p>6/24</p> <p>5/24</p> <p>6/24</p> <p>6/24</p> <p>7/24</p> <p>9/24</p>

Responsibility: Team [Golf, Marina, Theatre]; Administrative Services Director

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

PRIORITY
<i>High Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • What Does “One Fort Pierce” Means to You? • Incorporate in City Website – Personal Link to Residents 	<ol style="list-style-type: none"> 1. Complete “One Fort Pierce” community Mural on Solid Waste Truck 2. Link to Community Marketing Action 	<p style="text-align: center;">6/24</p> <p style="text-align: center;">Ongoing</p>

Responsibility: Public Works Director

ACTION: Community Listening Action Plan

PRIORITY
Policy

Key Issues

Activities/Milestones

Time

- Town Hall Meeting – Unstructured Agenda
- Outreach to Residents

1. Conduct Town Hall meeting

TBD

Responsibility: Mayor and City Commissioners

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

PRIORITY
Mgmt

Key Issues

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

Activities/Milestones

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

Time

- 4/24
- 5/24

Responsibility: City Manager

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 • 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 	<ol style="list-style-type: none"> 1. Update and revise presentation 2. CONFERENCE AGENDA: Community Events and Festivals Presentation, Discussion and Direction 3. Develop budget proposal 	<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

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

GOAL 4	BEAUTIFY OUR COMMUNITY
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ACTION: City Beautification Strategy and Action Plan: Goals/ Outcomes, Best Practices, Report with Options, Direction, Funding and City Actions

PRIORITY
<i>Top Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Desired Outcomes • Problems/Opportunities • Best Practices • Program Options • City Role • Costs • Funding Mechanism • Foreclosed Property and Direction 	<ol style="list-style-type: none"> 1. Prepare update Report on Foreclosed Properties 2. CONFERENCE AGENDA: Foreclosed Property Inventory and Direction 3. Complete Community Beautification Code Report 4. Complete update of current City Beautification Program/Strategy and Actions for next year 5. CONFERENCE AGENDA: City Beautification Strategy/ Program Presentation and Discussion 	<p>3/24</p> <p>3/24</p> <p>3/24</p> <p>5/24</p> <p>6/24</p>

Responsibility: Community Response Director; Public Works Director

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

PRIORITY
<i>High Policy</i>

Key Issues

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

Activities/Milestones

1. **Identify problem areas – condition and appearance**
2. Meeting with Mayor/City Manager and Housing Authority Chair/Executive Director

Time

- 3/24
- 4/24

Responsibility: Community Response Director

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

PRIORITY
<i>High Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none">• West of 33rd Street• 17th Street to Kings Highway• FDOT Control of Roads• Outside City Limits• Unattractive Corridor	<ol style="list-style-type: none">1. Approach FDOT2. Receive FDOT Response	<p>3/24 10/24</p>

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
<i>High Policy</i>

<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 • Landlord Accountability • Landlords Putting the Burden on Tenants • Impacts on Renters • Protection the Interests of Renter 	<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 Director

ACTION: Entrances/Gateways Plan: Development and Adoption

PRIORITY
<i>Top 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: Annual Beach Renourishment – St. Lucie County and U. S. Army Corps of Engineers: Update

PRIORITY
<i>Mgmt</i>

Key Issues

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

Activities/Milestones

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

Time

Completed
TBD

Responsibility: City Manager

ACTION: Landscape Code: Revision

PRIORITY
Mgmt

Key Issues

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

Activities/Milestones

1. Complete legal review
2. Planning Board: Review
3. **DECISION: Landscape Code Adoption**

Time

- 5/24
7/24
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 (City Commission Decision)	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
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ACTION: Homeless/Unhoused Residents Strategy: Goals/ Outcomes, Community Problem Analysis and Impacts, Best Service Needs, Report with Options, Direction and City Actions

PRIORITY
<i>Top 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 • Homeless Veterans Housing Options • Location: West Industrial Area 	<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: Youth Recreational Programs and Activities Expansion:
Needs, Report with Options, Direction and City
Role/Actions

PRIORITY
<i>Policy</i>

Key Issues

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

Activities/Milestones

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

Time

- 3/24
- 4/24

Responsibility: Public Works Director

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

PRIORITY
<i>Policy</i>

Key Issues

Activities/Milestones

Time

<ul style="list-style-type: none"> • 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 	<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>
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Responsibility: Sunrise Theatre Director

ACTION: Cobb’s 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>
<ul style="list-style-type: none"> • City Retention of Land Ownership • Building Condition • Community Historic Traditions • Development Options • Length of Contract • Contract End Date • Financial Component 	<ol style="list-style-type: none"> 1. Complete survey 2. Complete building condition assessment and needs 3. Prepare a comprehensive report with findings and options 4. CONFERENCE AGENDA: Cobb’s Landing Report Presentation, Discussion and Direction 	<p>4/24</p> <p>7/24</p> <p>7/24</p> <p>8/24</p>

Responsibility: Marina Director

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

PRIORITY
<i>Top Mgmt</i>

Key Issues

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

Activities/Milestones

1. Complete engineering design
2. Complete permitting

Time

- 2/25
2/25

Responsibility: Marina Director

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

PRIORITY
<i>Top Mgmt</i>

Key Issues

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

Activities/Milestones

1. Conduct pre-bid meeting
2. Bid for Pickleball Courts
3. **DECISION: Award Contract for Pickleball Construction; Site Plan Approval**
4. Open Pickleball Courts

Time

- 2/24
3/24
5/24
10/24

Responsibility: Golf Director

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

PRIORITY
<i>High Mgmt</i>

<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</p> <p>8/24</p> <p>10/24</p>

Responsibility: Marina Director

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

PRIORITY
<i>High Mgmt</i>

<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: 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

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. South 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
5	13. Two Pickleball Striping; Completion	Public Works	3/24

SECTION 4



FORT PIERCE PERFORMANCE REPORT 2024 [Updated: 1/8/25]

A

**Performance Rating for
2024**

Performance Rating for 2024 Mayor and City Commissioners

Rationale for Rating

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

Performance Rating for 2024 Management Team

6.8

Rationale for Rating

1. Management Team came together, took down silos, worked on solutions to problems and made corrections - enhance level of trust among managers
2. Involved and hired new managers
3. Pulled back RFP – courage to take appropriate action
4. Purchasing and Procurement Ordinance and processes addressed and improved
5. Enhanced communications and openness among departments and managers
6. Re-defining the City organizational culture – our core values
7. Alignment of Mayor-City Commission and Management -
8. Stronger working relationship with FPUA and FPRA
9. Overcoming the chaos and setbacks earlier in the year
10. Continued technology upgrades through Tyler implementation
11. Working on too many projects -needing for a sharper focus and focus on City services
12. Community growth stressing and stretching City staff – lack of sufficient staffing and resources
13. Need to focus on Fort Pierce assets –our history and culture, our waterfronts and our historic downtown

B

Performance Report 2024

Importance of the Performance Report

BOTTOM LINE: Leaders being accountable for their decisions and actions

1. LEADERSHIP WITH INTENTIONS

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

2. CONNECTION WITH CUSTOMER'S LIVES

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

3. CAPTURE OTHERS' ATTENTION

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

4. CELEBRATE – CREATE A MEMORY

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

5. PERSONAL CONTACT WITH A TAILORED MESSAGE

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

City of Fort Pierce Vision 2039

Fort Pierce 2039 is a Unique Coastal Florida City

Our WATERFRONTS,

STRONG LOCAL ECONOMY,

HISTORY, ARTS AND CULTURE,

CHOICE OF DESIRABLE NEIGHBORHOODS,

OPPORTUNITIES for FUN,

COMMUNITY UNITY AND PRIDE

Makes Us Unique

Fort Pierce Goals 2029

SERVE OUR COMMUNITY



DEVELOP OUR COMMUNITY



ENGAGE OUR COMMUNITY



BEAUTIFY OUR COMMUNITY



ENJOY OUR COMMUNITY

City of Fort Pierce Policy Agenda 2024 Targets for Action

TOP PRIORITY

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

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

**Comprehensive Ordinance Review and Update:
Completion**

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

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

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

**Annexations Strategy and Action Plan:
Overall Direction and Decisions**

HIGH PRIORITY

**Housing Authority Property Maintenance/Condition:
Discussion with FPHA and Actions**

**Proactive City/Community Marketing Strategy Expansion:
Outcomes, Report with Options, Direction and City Actions**

**13th Street Improvements:
Direction and Funding**

**Orange Avenue Beautification Action Plan:
Actions 2024**

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

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

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

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

City of Fort Pierce Management Agenda 2024 Targets for Action

TOP PRIORITY

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

**Port Development:
Re-Zoning Direction**

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

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

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

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

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

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

HIGH PRIORITY

**Traffic Signal Intersections Maintenance:
Report with Options, Direction and Actions**

**Comprehensive Plan Update:
Direction**

**Delaware Avenue Corridor Development:
Update Report, Direction and City Actions**

**Labor Negotiations and Contracts:
Approval**

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

**Seaplanes Facility and Service:
Permitting, Design and Construction**

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

**Animal Adoption Center Implementation:
Next Steps**

Management in Progress 2024

City of Fort Pierce

► Management in Progress 2024

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

► **Management in Progress 2024 (Continued)**

- 1 26. In-House Mental Health Program for Police Department Employees: Development
- 1 27. Enterprise Fleet Contract
- 1 28. Public Works New Work Order System
- 1 29. New Medium- and Heavy-Duty Equipment: Acquisition
 - a. Order
 - b. Delivery
- 1 30. City Surplus Properties: Review Inventory and Sale Direction **(City Commission Decision)**
- 1 31. Leadership and Management Training Program: Completion
- 1 32. HR Records Scanning
- 1 33. Personnel Rules and Regulations Revision: Completion **(City Commission Decision)**
- 1 34. Police Staffing Study: Completion
- 1 35. Trump Trial Police Plan: Plan Development and MOU
- 2 36. Annual Job Fair 2024 and 2025
- 2 37. Business District Expansion **(City Commission Decision)**
- 2 38. Modular/Mobile Housing Code: Revision **(City Commission Decision)**
- 2 39. Transportation Concurrency Exemption Area **(City Commission Decision)**
- 2 40. Boarding House/Rooming House Regulations **(City Commission Decision)**
- 2 41. Affordable/Workforce Housing Code Incentives **(City Commission Decision)**
- 2 42. Old St. Anastasia Building Exterior Renovation Project: Completion
- 2 43. King's Landing Development: Monitoring Private Development
- 2 44. Fisherman's Wharf Development: Update
- 3 45. Community Policing Expansion: Annual Action Report
- 3 46. Youth Council
- 3 47. Outreach Vehicle "Classroom": Implementation
- 3 48. Unity in Our Community Event
- 4 49. Special Magistrate Services: RFP, Award Contract and Implementation
- 4 50. Nuisance Abatement Vendors: RFP, Direction and Implementation
- 4 51. Demolition Ordinance Revision: Direction and Actions
- 5 52. Crime Reduction Action Plan: Annual Report
- 5 53. SHIP Home Rehabilitations (4-6)
- 5 54. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase

► **Management in Progress 2024 (Continued)**

- 5 55. Sunrise Theatre Marketing: Expansion
- 5 56. Sunrise Theatre: Grants
- 5 57. SHIP/First Time Homebuyers Down Payment Assistance Program: Virtual Services
- 5 58. Sunrise Theatre Volunteer Program: Expansion
- 5 59. Marina Security: Cameras and Access Control
- 5 60. Annual Highwaymen Heritage Trail Art Show and Festival 2024
- 5 61. Police Streamline the Non-Essential Calls
- 5 62. Waterway Management Plan: Report
- 5 63. Multi-Purpose Inshore Vessel Purchase: Completion

Major Projects 2024

City of Fort Pierce

► Major Projects 2024

- 1 1. Fuel Island: Replacement: Completion
- 1 2. City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall): CIP FY 2021 Funded and Implementation
- 1 3. Annual Road Resurfacing Projects
- 1 4. Public Works Compound Layout: Completion
- 1 5. Police Station Chiller Pipes: Completion
- 2 6. Island Reclamation Plant Relocation: Decommission
- 2 7. Septics to Sewers Program: Report and Direction
- 2 8. Street Resurfacing Projects 2024: Design and Construction
- 2 9. Ohio Avenue (US 1 to 11th Street) Roadway Improvements Project: Construction
- 2 10. 16th Street (Avenue K to Avenue I) – Stormwater Replacement
 - a. Design
 - b. City Commission Decision: Approval
 - c. Construction
- 2 11. Granada Street – Paving:
 - a. Design
 - b. City Commission Decision: Approval
 - c. Construction
- 2 12. Avenue D Streetscape (Indian River Drive to 29th Street):
 - a. Phase 1 Construction
 - b. Phase 2 Design and **City Commission Decision**
- 2 13. SUN Trail – Highwayman Trail Gap (Indian Hills Drive to Georgia Avenue)
 - a. Bid
 - b. **City Commission Decision Award**
 - c. Construction
- 2 14. Surfside Drainage/Resurfacing – Phase II and III
 - a. Bid
 - b. **City Commission Decision Award**
 - c. Construction

► **Major Projects 2024 (continued)**

- 2 15. Indian Hills Recreation Area Stormwater Facility Expansion – Phase III: Preliminary Engineering
- 2 16. Orange Avenue Beautification Project – FDOT: 13th to 33rd Street: Completion
- 2 17. SUN Trail – Historic Downtown Trail – Engineering Design
- 2 18. Little Jim Bait and Tackle – Septic to Sewer Conversion – Design and Construction
- 2 19. Indian River Drive (Marina Way to Seaway Drive) Design
- 2 20. 11th, Boston and Preston Reconstruction – Design
- 2 21. Surfside Drainage – Phase 4 – Design
- 2 22. Wendell Road (7th Street to 8th Street) – Design
- 2 23. Avenue Q (14th to 17th) – Drainage replacement – Construction
- 2 24. Seaplane Base – Design and Construction
- 4 25. Highwaymen Museum Development: Construction
- 5 26. Pinewood Recreation Facility Improvements: Completion and Parking
- 5 27. Fenn Park Reconstruction Project – Phase 2 and Parking Lot
- 5 28. Jaycee Park Connectivity Improvements
- 5 29. Savannah Recreation Trail Connectivity to Indian Hills Recreation Area
 - a. Design
 - b. Construction
- 5 30. Optimum Turf Health: Correct Mix
- 5 31. Fuel Dispensers and Management System: Replacement
- 5 32. Beach Volleyball at Jaycee Park: Installation
- 5 34. South Causeway Park Parking: Clean-Up and Parking Spots
- 5 35. Indian Hills Golf Course Tee Box Project: Completion
- 5 36. Indian Hills Golf Course Cart Barn Upgrade: Completion
- 5 36. Indian Hills Golf Course In-House Sod Project: Completion
- 5 37. Indian Hills Golf Course Practice Range Netting Project: Completion
- 5 38. Two Pickleball Striping; Completion

City Successes for 2024

Mayor and City Commissioners

City of Fort Pierce

1. Mayor-City Commission Teamwork, Leadership and Collaboration
2. King's Landing – Phase 1: Progress
3. Working Relationship with FPUA – Collaboration on Major Issues, Intergovernmental Agreement Completed
4. Freebee Program: Implementation
5. Short-Term Rental Program and System
6. Police Labor Negotiation and Contract
7. Lincoln Park Progress and Ordinance Change
8. Parks Clean-Up and Upgrades
9. Pet Adoption Center
10. Stable and Fiscally Responsible Budget
11. "Job Corridor" Project: Going Forward
12. Public Works Storm Response
13. Old, Historic Anastasia Building Exterior Improvements
14. Tyler Munis Program: Implementation
15. Working Relationship with St. Lucie County
16. Recent City Organization Changes and New Managers, including Human Resources

C

Department Performance 2024

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Administrative Services

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Comm: Construction of the FPTV Studio

Impacts: The studio enhances the City's ability to produce high-quality video content, improving public engagement, transparency, and outreach. It serves as a modern platform to showcase City initiatives, events, and services.

Success: Comm: Upgraded Equipment in the Commission Chambers

Impacts: Equipment upgrades ensure the City can keep pace with evolving technology, improving the quality of public meetings. These enhancements allow residents to access governance processes seamlessly, whether in person, online, or on television.

Success: Comm: Redesign and Update of the City's Website (Ongoing)

Impacts: The website redesign focuses on accessibility, transparency, and user-friendliness. This update will make it easier for residents and businesses to interact with the City and access services, improving overall online engagement.

Success: Comm: Growth in Social Media Presence

Impacts: Comm: With an addition of 20,891 new followers across platforms, the City has successfully expanded its reach. This growth has enhanced real-time communication, event promotion, and response to public inquiries, fostering stronger engagement with the community.

Success: Comms: Growth in Website Users

Impacts: An increase of 30,000 website users demonstrates the community's growing reliance on the City's digital resources. This growth underscores the effectiveness of the website in meeting the needs of residents and supporting online services

Success: GIS: FPRA Impact Map - shows location of FPRA funded projects (i.e., paint grants, surplus property development, gateway signs, freebee boundary, charette, etc.).

Impacts: Impact analysis shows clusters as well as voids where assistance is missing. Helps FPRA with planning and analysis of the effectiveness of their programs.

Success: GIS: Hurricane Milton Debris Removal Map – Public facing app shows Solid Wastes post Hurricane Milton clean up schedule.

Impacts: It gives the community easy access to route schedules and pickup dates in their neighborhood. Thereby reducing the number of phone calls and inquiries to solid waste customer service line. Template and procedure established for future hurricanes.

Success: GIS: ESRI GIS Training Initiative – Developed for staff in key departments: Police, FPRA, Engineering, and Solid Waste. 9 staff members participated.

Impacts: Enhance and create GIS competence across departments to build a stronger GIS foundation within our organization and empower our staff with the necessary skills to leverage GIS technology for the benefit of their departments.

Success: GIS: Community Resource Map – Public facing app. Data mining leads to community resource mapping of family and children services, veteran services, youth programs, elderly care and food assistance sites. As well as schools, churches, transit, animal shelters, libraries, and emergency services such as fire and police stations.

Impacts: Public access to easy-to-use mapping application locating key services and community resources in our city.

Success: GIS: Waterways Recreation Map – public facing app. Data mining leads to mapping of beach parks, boat docks, fishing piers, boat tours, fishing boat charters, kayak rentals and more.

Impacts: Public access to on-the-water recreation sites and services for residents and visitors

Success: GIS: Streets Ownership/ Maintenance Web Map - Identifies ownership and maintenance of street segments and where interlocal agreements exist.

Impacts: Great interdepartmental resource for Planning, Building and Engineering to help identify and analyze roads for improvement.

Success: ERP: Tyler Human Resources Management Launch

Impacts: Organizational efficiency, centralized data management, improved collaboration and streamlined processes

Success: ERP: Tyler Enterprise Permitting & Licensing Launch

Impacts: Citizens and businesses can conveniently apply for permits or licenses, upload required documents and monitor their application status online at any time. Our enhanced system features streamlined processes, improved collaboration across departments, and standardized procedures for a more efficient and user-friendly experience

Success: ERP: Tyler Enterprise Asset Management Launch

Impacts: We can effectively track and manage assets, improving the reliability of physical assets and enhancing predictive maintenance capabilities. Designed to support both office and field operations, the maintenance module empowers us with intuitive online tools and mobile apps. Field workers can easily access their tasks, update progress, and manage work orders from anywhere, ensuring seamless and efficient operations.

Success: ERP: Decision Engine Launch

Impacts: Allows citizens and contractors to navigate local ordinances and regulations online and routes applicants to the correct information for their needs. By offering out citizens a simpler way to navigate through our unique permitting and licensing information, we can reduce incorrect submittals and increase available staff time.

Success: IT Ops Management: Tyler EAM app architecture and iPad Rollout

Impacts: All requested users have new iPads to access Tyler Enterprise Asset Management workorder app for new enhanced workflow.

Success: IT Ops Management: CLIO Manage Implementation

Impacts: Enhanced City Attorney's teams' ability to communicate effectively, keep government law cases, matters, and documents organized by adopting new tools.

Success: IT Ops Management: City Hall Parking Garage Infrastructure and Internet Addition

Impacts: Incorporated infrastructure and Internet Services for the Parking Garage Counter System Engineering\Ensign project.

Success: IT Ops Management: Local Technology Planning Team Advisory Board

Impacts: Active board participation in the Saint Lucie County LTPT aligns Fort Pierce in technological initiatives via the Florida Department of Economic Opportunity Office of Broadband. To ensure residents have digital tools to succeed and in accordance with FS section 288.9961(4)(b), the St. Lucie County Board of County Commissioners established Resolution 22-2233. The primary goal is to identify unserved and underserved areas and strategize for increasing the availability and accessibility of broadband internet services in St. Lucie County.

Success: IT Ops Management: Datto AV & EDR Adoption

Impacts: Consolidated systems further into Kaseya ecosystem for enhanced security solutions.

Success: IT Ops Management: Emergency Preparation

Impacts: Birthed an Emergency Response Plan for all remote sites for WAN and LAN management for improved workflows.

Success: IT Ops Management: Clearspan Ping

Impacts: Enhanced voice communications with the latest soft phone platform for city wide use. This increases citizens ability to contact personnel directly adding to the remote work initiative. This presets unified communications into our environment.

Success: IT Ops Management: Hunt Group Public Works

Impacts: Increased customer communications and sets stage for call center or full A-IVR system

Success: IT Ops Management: Security Marina

Impacts: Enhanced Enterprise class physical security for data center. Sets tone for Enterprise standard adoption.

Success: IT Ops Management: Tyler IG inspect, and IG Enforce architecture and iPad Rollout

Impacts: Code Officers can proactively manage cases via this app in real time. Inspectors can easily manage the daily inspection process from research and review to recorded comments, digital signatures, and printing capabilities. Enhances workflows to better service citizens.

Success: Ops Management: Endpoint naming nomenclature

Impacts: Ensures standardization for assets and satisfies compliance requirements for regulations.

Success: HR: Revamp Employee Service Award Program

Impacts: HR: Revamped the annual service award program which recognizes and thanks employees who have reached milestone years with the City. This restructure brought costs down to a predetermined amount and allowed for cost containment, created an option for employees to choose a gift of their liking based on years of service, and removed administrative burden from the HR department of sourcing gifts and getting them delivered to employees.

Success: HR: Negotiated Successor Agreements with Teamsters and PBA

Impacts: Successfully negotiated a new 3-year contract with the Police Department with all articles negotiated by October 1, 2024. All negotiated raises went into effect as of October 1, 2024, eliminating retroactive increases. Successfully negotiated a new 2-year contract with Teamsters Union with all articles negotiated by October 1, 2024. All negotiated raises went into effect as of October 1, 2024, eliminating retroactive increases.

Success: HR: Processed all Non-Bargaining Employee Increases

Impacts: Successfully instituted a 5% raise for all non-bargaining employees on time by October 1, 2024, eliminating retroactive increases. In addition, completed the final roll out of the compensation study. All employees were compensated for proper years of service within their job classification.

Success: HR: Onboarding

Impacts: Tyler Munis now up and running. Tyler is cleaned up and ERP system is online. HR has working relationships with Payroll and Benefits.

Success: HR: Offboarding

Impacts: Created a new process which includes HR, IT, Benefits and Pension areas to ensure that all parties are aware of exiting employees and all badges and devices are returned to the City.

Success: HR: Reorganized and Fully Staffed HR Team

Impacts: Evaluated the proper structure of the HR department and successfully recruited four (\$) new team members. The HR department is now fully staffed with employees who have the appropriate experience and skills to govern the HR department and provide mentorship and legal guidance to senior management, managers and staff.

Success: HR: Implemented a Revamped FMLA Process

Impacts: Implemented FMLA tracking and processing. Successfully kept FMLA in-house thereby saving the agency money. This allows us to interface with our own team members.

Success: HR: Re-Established HR Processes

Impacts: We have rebuilt 80% of the HR processes including new hire workflow, onboarding and offboarding.

Success: HR Files Scanned

Impacts: Staff has scanned all active employee files into the document management system (FileBound)

Success: HR: Miscellaneous

Impacts: Processed and handled multiple citizen complaints. Re-established exit interviews and trend tracking. Completed several department and employee investigations. Completed sexual harassment training for HR staff. Completed Interviewing 101 for Public Works hiring managers. Job Fair participation in multiple local career fairs. Term List and new hire list 2024 to Finance to assist with 1095-C. Created employee training and development calendar for 2025.

Success: LS: Transitioning new team

Impacts: Feedback & Improvement

Success: LS: Cheer & Football

Impacts: Skill Development

Success: LS: Karate Program

Impacts: Skills Development

Success: LS: Permit (projected 2025)

Impacts: Safety & Security

Success: ILS: interactive Focus Groups

Impacts: Feedback & Improvement

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Building

Please list your department's most important achievements that were completed during 2024 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Building Department prepared for Tyler Software implementation/training

Impacts: Seamless, more efficient handling of permit processing.

Success: Hiring and retainage of Building Department staff.

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

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

Impacts: Quicker and more efficient services for customer.

Success: Training new staff.

Impacts: Improved professionalism and customer service.

Success: Implementation of new Florida Building Code requirements

Impacts: Improved safety and protection of the public

Success: Successful launch of Tyler Software without major outages or impacts to the public.

Impacts: Efficient service for the public.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: City Attorney's Office

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: The hiring of two new Assistant City Attorneys.

Impacts: This brings quality legal representation to the City and improves responsiveness to all City departments' legal needs.

Success: Acquisition of case management software.

Impacts: This resource allows for a professional filing system and the tracking of legal and risk management cases. The software provides the streamlining of legal document preparation and will greatly increase the Office's ability to respond to the legal needs of the City in a timely and efficient manner.

Success: Entry of 16 Risk Protection Orders.

Impacts: The City Attorney's Office, on behalf of the Fort Pierce Police Department, filed and obtained Risk Protection Orders against 16 individuals in the City that posed a significant danger of causing personal injury to themselves or others by having a firearm or any ammunition in their custody or control or by purchasing, possessing, or receiving a firearm or any ammunition. The protection provided to the community by this is incalculable.

Success: Forfeiture of \$112,425 in US Currency.

Impacts: The City Attorney's Office successfully obtained the award of \$112,425 in US Currency to the Fort Pierce Police Department under the Florida Contraband Forfeiture Act. These funds are permitted to be used in a variety of ways to keep the community safe, to include school resource officer, crime prevention, safe neighborhood, and drug abuse education and prevention programs, providing additional equipment or expertise to the police department, purchasing automated external defibrillators for use in law enforcement vehicles, and providing matching funds to obtain federal grants.

Success: Formal Requests for Legal Services (RLS).

Impacts: As of December 5, 2024, the City Attorney's Office has received 443 formal Requests for Legal Services, with only 10 outstanding. As a matter of perspective, as of the same date in recent previous years, the total number of Requests for Legal Services received in 2023 was 329 and in 2022 was 287. In 2023, the yearly total of Requests for Legal Services received was only 363. In 2022, the yearly total of Requests for Legal Services received was only 305. The formal Requests for Legal Services range from providing legal opinions on questions from City employees to drafting and reviewing contracts, to drafting and reviewing Ordinances and Resolutions. This number does not take into account the numerous untracked services provided by the City Attorney's Office: attendance at board meetings, special magistrate hearings, informal requests for legal services through in person requests, phone calls, and emails, etc.

Success: Successful appeal to the Fourth District Court of Appeals (DCA).

Impacts: Assistant City Attorney Andrea Duenas successfully appealed an adverse ruling from the Circuit Court related to quashing a subpoena for testimony by the Chief of Police pursuant to the Apex Doctrine to the Fourth DCA. This Doctrine serves to protect the high-ranking members of an organization from unnecessary involvement in litigation testimony and depositions, thus saving valuable time, resources, and money for the City. The ruling from the Fourth DCA was extremely important in protecting law enforcement agency heads from the unnecessary utilization of their time and energy, allowing them to instead focus on protecting the community.

Success: Utilization of Agenda Quick for Subpoenas Duces Tecum.

Impacts: Through cooperation with and the assistance of the City Clerk's Office, the City Attorney's Office was able to establish a process by which Subpoenas Duces Tecum are served to the City Attorney's Office, entered into the Agenda Quick system, and tasked out to the appropriate staff member to provide responsive materials. This system is now also used by City Attorney's Office and the Risk Management Division to obtain necessary materials needed in litigation to defend the City. This process allows for the proper tracking and responding to a Subpoena Duces Tecum served on the City, protects the City from legal liability for improper responses to a Subpoena Duces Tecum, and allows for timely production of materials needed to protect and defend the City in litigation.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: City Clerk

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Went live with the new ERP Tyler system.

Impacts: The new online system has transformed the processing of certificates of use and professional licenses. It allows staff to track application progress in real-time and streamlines workflows between the City Clerk's office and the Building Department, improving both data transparency and accuracy. Additionally, the system enables staff to generate detailed reports and access comprehensive data, further enhancing efficiency and decision-making.

Success: Switched from Business Tax Receipts to Certificate of Use.

Impacts: Removed the requirement for multiple business tax receipts at a single location. Business locations serving as a place of business for one or more licensed professionals now need only one certificate of use. This also eliminated the threat of legislation that may have pre-empted our ability to regulate the location and activities of businesses.

Success: Eliminated business tax receipts for vacation and short-term rentals.

Impacts: Short-term and vacation rentals now only need to complete a single online application.

Success: Staff has continued earning and working towards industry certifications.

Impacts: Continues to provide promotional opportunities and credibility of staff competency.

Success: Delegated additional City Clerk responsibilities to staff.

Impacts: Staff is more knowledgeable of the department's overall responsibilities and duties.

Success: Completed the inventory and re-boxing of historical records stored at the Public Works Compound Building Z.

Impacts: We now have a comprehensive inventory, including date ranges, that will assist with fulfilling public records requests, as well as with retention and destruction requirements.

Success: All public records requests are now submitted through the online portal.

Impacts: Centralizing all public records requests in one area ensures they are handled in a timely and consistent manner, while also maintaining a complete history of all requests

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: City Manager

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Implementation of the Planner App for project and task tracking

Impacts: Provides an efficient platform to track projects, tasks and assignments. Use has been expanded to allow department heads and elected officials to see the assignment and progress of all tasks.

Success: Established Department Head meetings twice a month.

Impacts: Assisting with better communication among department heads with project updates shared with each other

Success: Conducted Ethics Training for all staff working with purchasing and/or procurement projects.

Impacts: Provided a greater understanding and top of mind awareness for staff with regard to the laws, rules, pitfalls and expectations surrounding government purchasing and RFPs.

Success: EDC Annual Funding Agreement with Jobs Corridor project

Impacts: Memorialized annual funding agreement with deliverables and the addition of the jobs corridor planning project to include increased funding.

Success: Retaining a Professional Grant Writer

Impacts: Assisting the City of Fort Pierce in grant research and identification, development of grant proposals, increased capacity building support, managing grant reporting, and an advancing strategic initiative aligned with the City's mission.

Success: Interlocal Funding Agreement with St. Lucie County for Homeless Services

Impacts: Established a mechanism for the City to provide funding to St. Lucie County in support of services for our unsheltered population, including staffing and operational costs at the Housing HUB, and to expand services by developing a Women’s Facility.

Success: City of Fort Pierce Youth Award Recognition Program

Impacts: The inaugural program recognized three young people for outstanding achievement in a variety of areas including academics, community service, humanitarian, innovation, and athletics.

Success: Continuing Services Contracts for Miscellaneous Professional Services

Impacts: The award of 12 contracts establishes a strong foundation for the City to manage resources efficiently while ensuring high-quality and reliable services from licensed professional consultants. These contracts cover a range of areas, including Architectural, Environmental Services, Facilities Engineering (MEP and Structural), Hydrogeology, Landscape Architecture, and Urban Planning.

Success: Completed Interlocal Agreement with St. Lucie County regarding annexation of Airport and TCERDA Property

Impacts: The City and County have agreed that the City will not annex airport property and the County will release the deferment in annexation of the TCERDA property.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: City Manager - Fort Pierce Redevelopment Agency

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Peacock Arts District Mural Program

- Impacts:**
- **Cultural Enrichment:** Enhance the artistic character of the PAD by showcasing diverse artistic expressions through murals.
 - **Economic Development:** Attract visitors to the district, boosting local businesses and promoting economic revitalization.
 - **Public Art Accessibility:** Create accessible public art installations that reflect the community.

Success: Freebee Micromobility Expansion

- Impacts:**
- **Improved Connectivity:** Connect neighborhoods, making it easier for residents to access essential services and employment opportunities.
 - **Economic Boost:** By driving activity to local businesses, on-demand services can increase traffic and customer base, thereby boosting the local economy.
 - **Tourism:** Help tourists explore the area more easily, encouraging them to visit various attractions and stay longer.
 - **Traffic and Parking Congestion:** By offering a convenient alternative to personal car use, these services can reduce the number of vehicles on the road, alleviating traffic congestion. This also reduces the demand for parking spaces, particularly in high-demand areas.

Success: Old St. Anastasia Exterior Restoration

- Impacts:**
- **Historic Preservation:** Restoring historic sites like the Old St. Anastasia School is essential for preserving our community's heritage and character.
 - **Improved Appeal:** A well-maintained and aesthetically pleasing environment helps to foster a sense of pride and community, and it encourages investment in the area. It also signals to potential businesses and residents that Fort Pierce is a welcoming and vibrant place to live and work. Old St. Anastasia School sits on a prominent corner of Orange Avenue and 10th Street, regarded as a gateway to our Peacock Arts District.
 - **Protection of Investment:** By securing the building envelope, the FPRA is safeguarding its investment in the property.
 - **Community Engagement:** The exterior improvement project created excitement in the community which we will leverage for the next phase of the project which is community engagement and master plan.

Success: Monthly FPRA Programs and Activities Summary

Impacts: In an effort to keep residents informed of FPRA programs, projects and initiatives, the City now emails our monthly report to all subscribers.

Success: Impact Fee Moratorium Extension

Impacts: In 2024, we experienced the highest amount of new construction building permits in the urban infill and redevelopment area since the program was initially established in 2020. This program is aiding in reducing upfront costs and encouraging development in the urban core of our community.

Success: FPRA Grant Programs

- Impacts:**
- **Beautification:** Improvements to exterior appearance of buildings enhance the visual appeal of neighborhoods and commercial corridors making them more attractive to residents and visitors. These grant programs encourage investment in our aging urban core.
 - **Community Pride:** Our grant programs have created a sense of pride among residents and property owners.
 - **Inspiration:** Visible improvements can inspire neighboring property owners to make similar enhancements, leading to widespread revitalization efforts.
 - **Community Engagement:** Our staff engages with residents and property owners throughout the redevelopment area through advertising the grant programs and assisting with the application and implementation processes.

Success: Special Off-Duty Details in Redevelopment Area

Impacts: The Fort Pierce Police Department's off-duty details located at Jetty Park, Downtown, and North 25th Street enhance safety and security, boost public perception, and promote community engagement in key areas of the redevelopment area. These details enable officers to build rapport with local residents and visitors and quickly respond to emergencies or suspicious behavior. By creating a welcoming atmosphere, the FPRA's commitment to safety can stimulate economic growth and contribute to a more vibrant community.

Success: FPRA Project Impact Map

Impacts: The FPRA Impact Map in GIS has allowed stakeholders to visualize projects, making it easy to understand the geographic distribution and scope of redevelopment efforts. It also offers staff a way to analyze trends and evaluate project effectiveness; this may include identifying any overlap or where services may be lacking. The map also promotes transparency with the community by allowing citizens to see where and how funds are spent.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Community Response - Animal Services

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Increased Adoptions/Transports Efforts

Impacts: 385 Adoptions/ 269 Transports = 654 FPAAC Animals in forever homes

Success: New Partnership with Best Friends Network

Impacts: Paid roundtables for staff and volunteers, expanding rescue partnerships, pursuing grant opportunities, and offering extended teaching programs for animal services to benefit our community.

Success: Assisting with building a 501(c)(3) to support the FPAAC efforts and clinic initiatives.

Impacts: The 501(c)(3) has currently raised over \$30,000 to assist with medical emergencies, shelter needs, and clinic supplies

Success: Establishing a pet food pantry for our community.

Impacts: The FPAAC Pet Food Pantry has provided crucial support to community members who are struggling to feed their pets during difficult times. Rather than surrendering their pets due to financial hardship, they can visit the center to receive a bag of food, helping to keep pets in their homes.

Success: The Home-to-Home program, implemented by the Fort Pierce Adoption Center.

Impacts: Home to Home is designed to keep animals out of the shelter system while facilitating adoptions according to the owner's wishes. This innovative program allows pet owners to rehome their animals directly to new families, reducing the strain on shelter resources and minimizing the stress that animals experience in a shelter environment. The program operates with a clear process and set of guidelines to ensure successful and responsible transitions for the pets. We are excited to introduce this initiative to our community and are committed to its prompt implementation. With a running list of participants already established, we look forward to the positive impact this program will have on our town, providing a compassionate and efficient solution for pet rehoming.

Success: Connecting with PawBoost

Impacts: More exposure for our animals, increasing their chances of finding forever homes. Connecting us to a national audience, it helps match pets, especially those with special needs or older pets, with suitable adopters beyond our community. PawBoost also supports responsible adoption and reduces shelter populations by streamlining the process and providing valuable resources.

Success: In 2024, we have significantly increased our participation in community events, including the Petco Mega Adoption event, low-cost vaccination clinics in partnership with Tri-County Animal Hospital, Friday Fest events, MARCC Academy (Community Outreach), the IRSC Relax and Recharge collaboration, the Main Street Christmas Parade, and adoption events at the City Marina.

Impacts: These efforts have had a profound impact on our mission. By actively engaging with the community, we have not only increased pet adoptions but also strengthened relationships with donors and sponsors. Each event provides an opportunity to raise awareness about responsible pet ownership, share valuable educational resources, and connect citizens with essential services. These collaborations enhance our visibility, inspire community support, and ensure that we are effectively meeting the needs of both animals and residents. The success of these events demonstrates the importance of maintaining a strong presence in the community and our commitment to improving the lives of animals and their families.

Success: The restructuring of Animal Control and the Fort Pierce Adoption Center into the unified Animal Services division is underway. This division focuses on community outreach, public education, and supporting citizens with pet-related needs. Initiatives include a pet pantry to help families keep their pets, low-cost rabies clinics, and partnerships with organizations like the Treasure Coast Food Bank to provide resources for both pets and households.

Impacts: This restructuring highlights the need for close communication between the two divisions. For instance, after a dog was found running at large and impounded, an Animal Control Officer quickly canvassed the area and located the owner within hours, demonstrating the importance of seamless coordination.

Success: In January 2025, we will have four Animal Control Officers, enabling us to provide much-needed coverage seven days a week.

Impacts: Expanding to seven-day coverage is essential for ensuring the safety and well-being of both animals and the community. This enhanced availability allows for quicker response times to urgent situations, such as stray or injured animals, and ensures consistent enforcement of animal-related ordinances. It also supports more proactive community engagement, including education and assistance initiatives, while addressing animal control concerns in a timely manner. Seven-day coverage reflects our commitment to providing comprehensive and reliable services to the citizens and animals in our community.

Success: Currently evaluating Chapter 6.

Impacts: This initiative aims to align Animal Services practices with the regulations of Saint Lucie County and the City of Port St. Lucie, creating greater consistency across jurisdictions in animal-related ordinances and enforcement. Harmonizing these regulations will streamline processes for citizens and agencies, reduce confusion over compliance requirements, and ensure a unified approach to animal control and welfare. It will also foster collaboration between municipalities, enhance resource-sharing, and improve service delivery for the community and its animals.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Community Response – Code Enforcement

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Tyler Munis – new program implementation

Impacts: Easier access to information by the public.

Success: Hired two new Special Magistrates

Impacts: Expanded hearing dates / Fresh perspectives

Success: Updated Nuisance Abatement code / process

Impacts: Major re-write and update to the codes, simplified the codes cited, implemented a new process which may increase compliance

Success: Updated lien release code / process

Impacts: Clarified the lien reduction and release process, expanded the approval levels for releasing liens

Success: Update the Rules of Procedure for the Special Magistrate

Impacts: Provides clarity to the Special Magistrate hearing process

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Engineering

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: 2024 Street Resurfacing

Impacts: Completed 5.8 miles of milling and street resurfacing throughout the city. Pedestrian and ADA improvements were also completed during this construction project.

Success: Ohio Avenue (US 1 to 11th Street) Reconstruction

Impacts: Complete roadway reconstruction including utilities replacement, storm drainage facilities, sidewalks, curb and gutter, pavement, street lighting and limited landscaping.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Finance Department

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Successfully implemented the payroll and pension modules of the new ERP system

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

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

Impacts: Benefits to the City and residents includes confidence in knowing that tax payor money is properly being reported.

Success: Designed processes for new payment intake method associated with the new EPL module to ensure collection are received and recorded properly Also started with implementation of new cash processing module on new ERP system.

Impacts: Benefits the City by ensuring proper controls are in place regarding cash intake. Allows departments to see payments in the system for real time information. Impacts citizens by providing a convenient and transparent method of payment.

Success: Assisted in obtaining and presenting information relating to retirement benefit changes

Impacts: Benefits the City and citizens by allowing extra DROP time for transition planning.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Finance - Grants Division

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: On-boarding of new staff in the department.

Impacts: An opportunity to provide a fresh approach and perspective to the Grants Division.

Success: The removal of barriers to entry for stakeholders.

Impacts: The Grants Division has initiated efforts to directly engage with neighboring program administrators. We have initiated monthly meetings with colleagues and plan to expand opportunities to meet with additional stakeholders to ensure that our partnerships in the community are successful.

Success: Direct engagement with the residents of Fort Pierce.

Impacts: Our programs and partnerships including, but not limited to the following (Job Fairs, Fort Pierce Community Garden, Lincoln Park Expo, Highwayman Festival, First-time Home-buyer workshops, Housing Workshops, Lincoln Park Mainstreet and Fort Pierce Mainstreet, Florida Rural Legal Services, In the Image of Christ, Mustard Seed Ministries, IRSC Small Business Development Center, First Methodist Church of Fort Pierce, St. Lucie County), enable us to communicate and engage directly with the residents of Fort Pierce.

Success: Alignment with committees and boards that fall within the purview of the Grants Division.

Impacts: Successful implementation and submission of required reports and activities required for the positive promotion of economic development activities.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Finance - Purchasing Division

Please list your department's most important achievements that were completed during 2024 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Worked with Legal Department on Procurement Code Rewrite is in draft form, awaiting approval

Impacts: Adapt to legal changes affecting local government and address the evolution of public procurement in relation to technology use.

Success: Segregation of duties within the department

Impacts: Allows for greater efficiencies and quicker task completion

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Indian Hills Golf Course

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: We had one of our best fiscal years in a long time!

Impacts: We are getting one step closer to being self-sufficient.

Success: With the improved conditions, we were in excess of 7,000 rounds and over \$300,000 gross revenue better than the prior year!

Impacts: As our conditions continue to improve, and our revenues increase, we will be an excellent asset for the city.

Success: We completed several large sod projects this past summer.

Impacts: By increasing some of our smaller tee complexes by 100%, we will be able to maintain better conditions as our rounds increase.

Success: With the help of our "turf doctor", we are getting the turf grass healthier every day.

Impacts: Healthier turf grass, not only looks better aesthetically, but helps to keep the weeds suppressed.

Success: Practice Range Netting was replaced.

Impacts: The new netting not only looks better visually, but also provides safety for motorists.

Success: At a minimal expense, we refurbished the previously unused "Fertigation System".

Impacts: This system allows us to "spoon feed" the golf course on a daily basis during the cooler, winter months.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Fort Pierce City Marina

Please list your department's most important achievements that were completed during 2024 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Implement waterway code enforcement staff and purchasing a waterway vessel.

Impacts: Enforce City of Fort Pierce ordinances.

Success: Maintain high slip capacity

Impacts: Strong revenues

Success: Finish contract, for commission approval for marina expansion plans, dredging, dock replacement

Impacts: Financial, add addition slips needed in the local area. upgrade marina facilities.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Planning

Please list your department's most important achievements that were completed during 2024 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Amendment to zoning definitions

Impacts: Clarify applicability of code and provide consistency in interpretation

Success: Amendment to zoning use table

Impacts: Allow implementation of associated amended zoning uses and align with zoning code definitions

Success: Adoption of innovative community development regulations

Impacts: Allow development of small lots in established communities

Success: Amendment of zoning design code

Impacts: Clarification of scope and application of standards

Success: Adoption of fort pierce architectural design standards

Impacts: Consistency and regulation of architectural and site design

Success: Amendment of planned development process

Impacts: Set requirement and parameters for pd application and process

Success: Amendment to the landscape bond code

Impacts: Remove process for submittal and release of landscape bond

Success: Amendment to the thresholds for minor/major site plan

Impacts: Allow smaller development site plans to be approved administratively

Success: Amend fencing code

Impacts: Allow taller fencing adjacent railroad for safety purposes

Success: City initiated annexation of 7 properties

Impacts: Increase tax base and consolidate city limits

Success: Processing 'live local' development

Impacts: Implementing administrative process in accordance with state statute

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Police

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: RICH House Program Expansion

Impacts: Our Resource In Community Hope House (RICH House) was able to enhance its services to the community for 2024 by expanded service hours to 8:00 am to 9:00 pm (when required). This allowed services to be provided to their adult clients after work. It also allowed before and after school services to their youth clients. Officers and civilian staff provided youth enrichment by assisting students in completing homework and research assignments. With a targeted focus on academics, youth also received daily assistance with math concepts and reviewed math problems. Based on age and reading levels, youth read for about 30 to 45 minutes, especially if they did not have homework assignments or completed them early. Youth at the R.I.C.H. House received mentoring on issues related to peer pressure, goal setting, self-esteem, and managing emotions. They also participated in team building activities and discussed community problems and possible solutions.

Success: 6th Annual "Unity in Our Community"

Impacts: The Fort Pierce Police Department hosted the 6th Annual "Unity in Our Community" Event on Wednesday, July 17, 2024 from 10:00 a.m. to 1:00 p.m. at the Fort Pierce Recreation Center located at 903 S. 21st Street in Fort Pierce. It is the largest of the many Community Engagement events the Department manages. Our mission for "Unity" was to connect the community with resources that will empower them to have a more successful life. This FREE community event included a multi-agency resource fair, free food, a demonstration by the Fort Pierce Police Department's K-9 Unit, bounce houses, popcorn, snow cones, balloons, face painting, a DJ, and an entertainment lineup of local artists and performers.

Success: Ratified Union Contracts

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

Success: Indian River State College Grant

Impacts: The Police Department was awarded \$95,444.00 as a sub-recipient through Indian River State College (IRSC). IRSC was awarded a \$4M grant for their Blackburn Educational Building through the Florida Department of Economic Opportunity, Capital Projects Funds (CPF) Multi-Purpose Community Facilities Program (MPCF). This grant was written with proposals from the Police Department and the Fort Pierce Utilities Authority, both of which will be sub-recipients of the award. The Police Department submitted a proposal to purchase and have approximately twenty security cameras installed in the area of the Blackburn Educational Building to improve public safety, reduce crime, enhance law enforcement effectiveness, and foster community engagement. The Fort Pierce Utilities Authority has agreed to install the cameras

Success: IRSC Sub-Station

Impacts: In partnership with Indian River State College (IRSC), the Police Department established a police substation at IRSC's Massey Campus on Virginia Avenue. The substation will provide office space for both officers and supervisors. This location will enable the Police Department to better serve residents and businesses in the rapidly growing, south-west portion of the City.

Success: Promotions

Impacts: On February 29, 2024, the Police Department promoted thirteen sworn members to new ranks. This included two captains, four lieutenants, and seven sergeants. The captains' promotions were new positions and will assist the department with increased oversight and strategic planning for the Community Policing and Administrative Services Bureaus. This was the largest promotional ceremony in the history of the Police Department.

Success: Expanded CSU

Impacts: Our Crime Suppression Unit (CSU) was expanded to include additional personnel with advance specialized training. The Police Department combined two squads within the CSU and assigned specially trained Quick Response Force (QRF) officers from Road Patrol to CSU. This expansion has created a team that is more effective at investigating and preventing gun violence and narcotic distribution. To date, this resulted in the recovery of 12 firearms. Additionally, 2 pounds of cannabis, 46.6 grams of crack cocaine, 18.7 grams of cocaine, 2-5 grams of MDMA, 87 grams of MDPV, and 28.2 grams of Fentanyl have been seized and taken off the streets.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Public Works

Please list your department's most important achievements that were completed during 2024 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: 36th consecutive year being named Tree City USA

Impacts: Cleaner and more beautiful city

Success: Increased volunteer efforts through Keep Fort Pierce Beautiful and quarterly cleanups

Impacts: Community and pride

Success: Launch of public education campaign against littering

Impacts: Increase community pride

Success: Renew the Adopt A Road program

Impacts: Community pride and creating a more beautiful city

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Sunrise Theatre

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: During our 23-24 Season, our ticket sales increased by 43% compared to the previous season.

Impacts: The increase in ticket sales was strongly due to a diverse lineup of acts throughout the 23-24 season. Having a range of events including comedians, music of every genre, tribute acts, and community events, brings new people to the Downtown Fort Pierce area. Each event has the opportunity of selling about 1200 tickets to patrons, which means inviting those ticket buyers also patronize our Downtown restaurants, stores, and bars.

Success: During our 23-24 Season, our membership sales increased by 40% compared to the previous season.

Impacts: We had 152 more memberships purchased during the 23-24 Season, compared to the 22-23 Season. The increase in membership means an increase in donations and financial contributions from Fort Pierce residents that value the Sunrise Theatre as an institution within our city. Our members are more likely to frequent our Theatre than other visitors, and therefore contribute to the growing economy of Downtown.

Success: Growing partnership with the Sunrise Theatre Foundation that has resulted in two major projects being completed within the 23-24 fiscal year.

Impacts: The Sunrise Theatre Foundation completed the "Stairway to Heaven", an installation of middle handrails to the stairs in the Sunrise Theatre lobby. This installation gives our patrons a safer path of egress when entering or exiting the building. The Foundation also donated a high-end projector to the Sunrise Theatre. This allows us to offer our artists and renters high quality projections for their events. Our community partners, like local dance companies, especially benefit from this new projector. This also allows for a better viewing experience for our Summertime Movie Showings – a free event that we offer to the community on Sundays during the Summer.

Success: Transition from Missoula Children’s Theatre Program to StageFright Academy Camp Program

Impacts: During the 23-24 season, we partnered with a Fort Pierce Small Business, StageFright Academy, to produce an in-house summer camp. Previously, we hired Missoula Children’s Theatre to produce 3 one-week camp programs. Missoula allowed children to put on a small play at the end of a one-week camp, while StageFright Academy’s camp offered campers multiple workshops that were theatre focused. This provided an educational aspect to our camp that was not previously there before, allowing the children participating to foster a love of Theatre. StageFright Academy also employed 10+ local camp counselors during the summer, while Missoula employed out of state Theatre professionals.

Success: Updated ticketing platform from ChoiceCRM to Tixly

Impacts: With the update of our ticketing platform, we are able to have a better understanding of our patrons and demographics to better market to them. The buy flow process of purchasing tickets has been simplified. With this new platform, we are also able to give more information to our patrons about our seating and its limitations. This is very helpful for any members of the community with physical disabilities in finding the best seating accommodation. Tixly also allows us to communicate with our patrons without a third-party email platform, which has really streamlined being able to give our ticket buyers pertinent information about upcoming events.

Success: Updated Website

Impacts: Sunrise Theatre website was updated to be more user friendly for ticket buyers, members, and donors. We also have the capability to spotlight upcoming events, rentals, etc. in new ways to increase sales.

Success: New Marketing Strategies

Impacts: The Sunrise Theatre has increased its focuses on digital marketing in an effort to reach a younger audience. This includes increased Facebook, YouTube, and Google ads that target specific demographics for specific events.

Success: New Volunteer Incentives and Retention Initiatives

Impacts: With an increase in volunteers, we were able to build a fourth “Team” of volunteers to staff our events. We have added new incentives for volunteers such as a yearly volunteer gift, name tags that showcase the years each volunteer has serviced our theatre, a Volunteer of the month, increased raffle prizes at the Annual Volunteer Holiday Party, updated Volunteer website, and an increase of events eligible for complimentary tickets for volunteers.

Success: Hiring From Within

Impacts: After three of our department heads retired, we replaced all three positions with employees/volunteers that have been with the Theatre for years. By hiring from within, and promoting loyal employees, we are cultivating a better working culture within the Sunrise Theatre which leads to higher productivity and more creative ideas.

Success: New Sound and Light Equipment Rental

Impacts: While the renting of these items was not planned and needed to be done in order to be operational, the updated equipment allows the Sunrise Theatre to produce higher quality events. We are able to raise the prices for rentals, as well as copromoted events. When advancing shows, our costs are lower on a per event basis due to the equipment that has been rented. We will no longer need to rent state-of-the-art equipment on a per show basis. This will also provide our patrons and community with higher quality events.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Fort Pierce Utilities Authority

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Developed New DART Program to manage days of cash on hand, power cost adjustment, rate stabilization fund and emergency fund targets to mitigate spikes in natural gas cost, emergency projects and bond requirements.

Impacts: This program will assist management to mitigate short term adjustments to maintain days of cash on-hand required per bond covenant. (e.g. 2022 PCA and gas spikes). This will avoid single month PCA adjustments as experienced in July 2022.

Success: New Mainland WRF has been completed to 50% completion with initial operation expected by 4th quarter of 2025.

Impacts: Construction timeline is on schedule and allow to decommissioning of existing island plant by the end of 2027.

Success: \$70 M in grant funding for new wastewater plant, cyber security, electric grid resiliency, and seagrass restoration.

Impacts: These grants will reduce the future borrowing needs for project completion of the Mainland WRF, and grid resiliency. These grants will impact generations of FPUA customers.

Success: FPUA Fiber has expanded to three communities: Lincoln Park, Airport Industrial Park, and Downtown area to include free Wi-Fi.

Impacts: Growth of fiber has expanded access to more of city of fort pierce proper and will continue to grow to a full city-wide utility and provide additional revenue to FPUA and the City.

Success: New Gas Gate station and 14 miles of new gas main to serve northern St. Lucie County

Impacts: Growth of the gas has expanded to the northern St. Lucie County

Success: Developed new low-pressure grinder station program to expand lower cost solution for utility sewer services. This program includes a new department for a turnkey solution to expeditious permitting and construction

Impacts: Demonstrates FPUA's commitment to expand sewer services to the city of fort pierce and surrounding areas to continue to expand COFP city limits and impact to the local water ways by reducing septic systems and their impact to groundwater quality

SECTION 5



LOOKING TO FORT PIERCE'S FUTURE

Fort Pierce Success in 2030



My Actions Ideas for 2025
City of Fort Pierce

A large, empty rectangular box with a thin black border, occupying the central portion of the page. It is intended for the user to write their ideas for 2025.

City of Fort Pierce Vision 2040

Fort Pierce 2040 is a Unique Coastal Florida City

Our WATERFRONTS,

STRONG LOCAL ECONOMY,

HISTORY, ARTS AND CULTURE,

CHOICE OF DESIRABLE NEIGHBORHOODS,

OPPORTUNITIES for FUN,

COMMUNITY UNITY AND PRIDE

Makes Us Unique

Fort Pierce Goals 2030

SERVE OUR COMMUNITY

DEVELOP OUR COMMUNITY

ENGAGE OUR COMMUNITY

BEAUTIFY OUR COMMUNITY

ENJOY OUR COMMUNITY

Messages from Our Community

City of Fort Pierce

1. Mixed Message on Grow Fort Pierce, Anti- Growth – keep Fort Pierce –small vs. manage growth
2. What is going on in City Government?
3. Disappointment with King’s Landing Project
4. Fort Pierce –Looks Poorly: trashy, unkept and poor maintenance
5. Anti-paid parking
6. Concern about community safety
7. Lower trust and confidence in City Government – arrest of City Manager
8. Noise Ordinance not followed
9. State of confusion and concerned about the future
10. City cannot get things done or deliver on projects

City of Fort Pierce 2025 Strengths – Weaknesses Threats – Opportunities

»» Strengths

1. Historic community
2. Water – intra-coastal and beaches
3. Diverse community – “One Fort Pierce Community”
4. Working relationship between City and FPUA
5. Cleaning up blight
6. Mayor-City Commission teamwork, mutual respect and collaboration
7. Improving City streets
8. Cultural traditions and valuing
9. Mural Program
10. Residents’ passion for our Fort Pierce community
11. New Staff members: Human Resources
12. Fiscally responsible condition of City government

»» **Areas for Improvement**

1. Annexations – expanding the City’s boundaries
2. Gaining resident trust of City government
3. Increasing communications with our community – better understanding of City government
4. Cleaning the purchasing policy and processes
5. Completing major development projects – expanding the city tax base
6. Re-focusing on the core responsibilities of City government
7. Improving the development and building processes within City government
8. Increasing the operating efficiency of City government
9. Revitalizing the NW quadrant of Fort Pierce
10. Hiring a City Manager and other key staffs
11. Refining the City organization – changing the city organizational culture
12. Completing major road projects – 13th, Avenue “D”
13. Enhancing marketing functions in City government
14. Making Fort Pierce a safer community
15. Improving the land use planning and zoning
16. Reviewing and updating the City Charter
17. Addressing affordable housing and homeless needs
18. Enhancing pet ordinances and center operations
19. Addressing outside personal attacks on City government and Mayor-City Commission

20. Improving and upgrade beach facilities

21. Beautifying and cleaning up Fort Pierce – positive first impression

»» **Threats to Fort Pierce's Future**

1. Actions by State of Florida – Threats to Home Rule and Local Control
2. Potential overdevelopment and uncontrolled growth
3. Limited funding options for major projects
4. Social media with false facts, intentional disinformation and attacks on governments
5. Personal outside attacks on Mayor and City Commissioners
6. Politics over governance and community benefit
7. Increasing rents – unaffordable housing
8. Lack of leadership
9. No tax base growth
10. Increasing crimes and criminal activities
11. Lack of workforce housing
12. City employee turnover and replacements
13. Decline in property values
14. Fisherman's Wharf project – lingering without resolution

»» Opportunities for Fort Pierce's Future

1. Boundary Definition and Annexation Strategy/Action Plan
2. Downtown Development/Revitalization
3. Waterfront Preservation and Development
4. Major Tourist Destination Project
5. Economic Development and Business Investment
6. Residential Development and Growth
7. Transportation/Roads Initiatives
8. King's Landing Development Project
9. Infill Residential Development
10. Jobs Corridor Development
11. Lincoln Park Residential Development
12. Partnerships with City of Port St. Lucie and St. Lucie County
13. City Communications and Marketing
14. City Beautification
15. Port Development
16. WWTP Relocation
17. Purchasing Policies and Processes

Actions for 2025

Mayor and City Commissioners' Interviews

City of Fort Pierce 2025

1. King's Landing Project: Next Steps and City Actions
2. Fisherman's Wharf Project: Final Resolution
3. Homeless Strategy: Goals/Outcomes, Community Problem Analysis and Impact, Best Practices, Service Needs, Report with Options, Direction and City Actions
4. City Beautification Strategy and Action Plan: Goals/Outcomes, Best Practices, Report with Options, Direction, Funding and City Actions
5. Purchasing Policies and Processes: Comprehensive Evaluation, Best Practices, Report with Options and Recommendations, Directions and Implementation
6. Wastewater Treatment Plant Relocation: Update Report and Next Steps
7. Port Development: Update Report, Direction and City Actions
8. City Manager Hiring and Onboarding: Decision and Action Plan 2025
9. Animal Control Ordinance and Shelter: Update and Direction on Next Steps
10. Comprehensive City Organization: Performance Audit/Evaluation, Report with Findings and Recommendations, Decision and Direction
11. Public Facilities Maintenance Upgrade: Condition Assessment, Plan Development, Direction and Funding
12. Rail Station Development: Report with Options, Direction and City Actions
13. City-owned Properties: Update Report, Direction and City Actions (including Little Jim's, Old City Hall, and School House)

14. City Compensation: Update Report, Direction and Funding
15. City Boundary and Annexation Strategy/Action Plan: Report, Direction and City Actions
16. Road Improvement Strategy and City Actions: Goals/Outcomes, Service Level, Report with Options and Funding Mechanism, Direction and City Actions/Projects Priority
17. Crime Reduction Action Plan: Update Report, Problem Analysis, Best Practices, Report with Findings and Options, Direction and City Actions
18. Technology Upgrades: Next Steps and Funding
19. Community Safety Next Steps: Report with Options, Direction and Funding (including SWAT Team, Drug Task Force, Gang Task Force, Gun Violence Reduction, etc.)
20. Waterway Policing: Report with Options, Direction, Funding and City Actions
21. Wastewater Treatment Plant Relocation: Update Report, Direction and City Actions
22. Jobs Corridor Development: Update Report, Direction and City Actions
23. Ethics Ordinance: Best Practices, Report with Options and Recommendations, Direction and Implementation
24. Road Projects: Report, Review and Priority Direction
25. Climate Change and Community Resiliency: Plan Development, Direction, Funding and City Actions
26. Tourism Development/Expansion Strategy: Performance Report, Performance Goals, Direction and City Actions
27. Infill Development Strategy: Review, Report with Options, Direction and City Actions
28. Workforce Development: Goals/Outcomes, City Role, City Partners, Report, Direction and City Actions
29. Lincoln Park Corridor Redevelopment: Update Report, Direction and City Actions
30. Sidewalk Projects: Report, Review and Priority Direction

31. Streamlining City Processes: Report, Direction and City Actions
32. Highwaymen Museum Project: Update and Completion
33. Affordable Housing Project: Update and Next Steps
34. Additional Boats Ramps and Parking: Report with Options, Direction, Funding and City Actions
35. Sunrise Theatre Operations: Private Sector Implementation
36. Orange Avenue Revitalization Strategy and Action Plan: Goals/Vision, Plan Development, Direction and City Actions
37. Historic Downtown Master Plan: Goals/Vision, Best Practices, Plan Development, Direction and City Actions
38. North U.S. 1 Corridor Redevelopment: Outcomes, Report with Options, Direction, Funding and City Actions
39. Human Resources Policies and Practices: Comprehensive Evaluation, Best Practices, Report with Options and Recommendations, Direction and Implementation
40. Management Succession Plan: Update Report and Next Steps
41. Midway Road Corridor Commercial Development: Direction and City Action
42. Parking at the Beach: Update Report, Direction and City Actions
43. Hotel and Conference Center at the Beach: Outcomes, Direction and City Actions
44. Satellite Police Facility West: Needs, Report with Options, Direction, Location and Funding
45. Social Media Policy: Review, Best Practices, Report with Options, Direction and City Actions
46. Proactive City Corporate Communications Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions

47. City/Community Brand/Marketing Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions (Showcasing Fort Pierce)
48. Government/Civic Education Strategy/Program Development: Outcomes, Best Practices, Report with Options, Direction and City Actions
49. City Economic Development Policies and Activities: Comprehensive Review/Evaluation, Outcomes, City Roles, Partners, Report, Direction and City Actions
50. City Marina Expansion: Report with Options, Direction, Funding and City Actions
51. 13th Street Improvements: Direction and Funding
52. Five-Year Financial Plan: Development (including projections)
53. Legislative Agenda and Advocacy: Review, Direction and City Actions
54. Historic Preservation/Enhancements: Review, Best Practices, Report with Options, Direction and City Actions
55. Community Cameras: Outcomes, Best Practices, Report with Options and Funding Mechanism, Direction and Actions
56. Road Projects – Ave. Q, Ave D and 17th Street
57. Youth Recreational Programs and Activities Expansion: Needs, Report with Options, Direction and City Role/Actions
58. Wayfinding and Signs in Downtown Upgrade: Update, Report with Options, Direction and City Actions
59. Code Enforcement: Performance Audit, Goals, Best Practices, Report with Options, Direction and Implementation
60. Industrial Development West: Goals, Strategy Development, Direction and City Actions
61. Comprehensive Ordinances Rewrite: Update Report, Direction and Actions
62. Youth Activities and Programs Expansion: Report with Options, Direction, Funding and City Actions

63. Beach Parking: Direction
64. Beach Facilities Upgrade: Report, Direction, Funding and Implementation
65. Seaport Development: Update and Next Steps
66. Comprehensive Plan Update: Direction, Funding and Completion
67. Relations with New Sheriff: Direction and City Actions
68. City Compensation Policy and Plan Update: Funding, Report, and Direction
69. Jetty Park Upgrade: Plan, Direction and Funding
70. Budget and Financial Projections: Report and Direction
71. Port Zoning Overlay: Completion
72. Tyler Munis Program Implementation: Next Steps
73. County Relocation: Update Report, Direction and City Actions
74. Grants Expansion: Report with Options, Direction and Funding
75. Little Jim's Contract: RFP and Direction
76. Cobb's Landing Contract: RFP and Direction
77. Residential Design Catalog Development: Direction and Completion

Top “10” Strategic Priorities for 2025

EXECUTIVE PERSPECTIVE

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- 2.
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Looking to Fort Pierce's 2025 Future Departmental View

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Administrative Services

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

- Comms: Resource Constraints:
The division faces challenges with limited staffing, necessitating the prioritization of projects and the balancing of routine operations with high-priority initiatives.
- Comms: Managing Public Perception:
Instances of misinformation on social media require prompt and accurate responses to correct false narratives. The division plays a critical role in clarifying City policies, addressing rumors, and providing fact-based updates to uphold trust and credibility within the community.
- GIS: Enhance communication and partnership between departments. Build GIS interest and demonstrate how spatial technology can benefit other departments goals and objectives
- GIS: Street Light Pole mapping in coordination with Public Works and FPUA. Train Public Works field crew using field data collector apps for data collection. City wide map published for analysis and data updated regularly by public works field crew.
- GIS: Work with Solid Waste to install GPS trackers on trucks for real-time tracking to improve efficiency
- ERP: Establishing a solid team to enhance continued innovations and enhancements per departmental use case.
- ERP: Managing the fast-paced implementation and launch of new platforms while simultaneously dedicating time to ongoing education, training, and configuring recently launched systems. Balancing these priorities is critical to ensure both successful adoption and optimal performance of the platforms across the organization.

- ERP: Ensuring end-user adoption of new platforms. Resistance to change, varying levels of technical proficiency, and the need for comprehensive training can hinder the seamless integration of new systems into daily operations.
- Ops Management: User Training Adoption & Compliance: Implementing effective user training programs to ensure staff members are proficient in utilizing new technologies and adhering to security best practices.
- Ops Management: Encouraging a culture of innovation within IT Ops Management, fostering creative solutions to challenges, and staying abreast of emerging advanced technologies.
- Ops Management: Cybersecurity threats. Addressing evolving cybersecurity threats, including phishing attacks, ransomware, and other sophisticated cyber threats that can compromise data and systems.
- Ops Management: Talent Acquisition and Retention: Attracting and retaining skilled IT professionals in a competitive job market, ensuring a capable and motivated team.
- Ops Management/Communications: Digital Divide. Navigating the complexities of digital transformation, including updating processes, adopting new technologies, and fostering a culture of innovation to provide clear and precise information and transparency
- Ops Management: Regulatory Compliance: Staying abreast of changing regulations and maintaining adherence to standards like NIST-CSF, PCI-DSS and legal requirements.
- Ops Management: Enhancing support for employees and departments.
- Ops Management: Ensuring smooth day-to-day IT Operations with minimal disruptions that negatively impact strategic projects completion targets
- Ops Management: Prepare for the city's growth with scalable IT solutions.
- HR; Retention and Recruitment
- HR: Succession Planning
- HR: Obsolete equipment and equipment failures
- HR: Culture
- HR: Driving Engagement

- HR: Ongoing Training
- HR: Limited Funding and resource allocation.
- LS: Budget Constraints-fluctuations in the economy, including inflation and changing consumer spending habits.
- LS: Rental Facility Availability-Demand is high but a limited number of facilities for public rental.
- LS: Rental Facility Competition- The growing number of venues is leading to increased competition, resulting in more competitive pricing and enticing additional add-ons.
- LS: Public Engagement-Services must develop strategies to encourage participation and feedback from diverse community members.

MANAGEMENT IN PROGRESS 2025

PROJECTS AND ISSUES

Fort Pierce, Florida

January 2025

DEPARTMENT: Administrative Services

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

1. Comms: SnapComm Policy Updates - Developing a comprehensive policy for the SnapComm system to ensure consistent communication practices and to provide clear guidance for employees across the organization.
2. Comms: Media Relations Policy - Refining the media relations policy to standardize employee roles and communication practices, ensuring consistent messaging across the organization.
3. Comms: Social Media Policy - Revising the social media policy to define clear guidelines for employees, ensuring cohesive representation of the City's brand across all social media channels.
4. Comms: Website Redesign and Update - The ongoing redesign of the City's website aims to improve accessibility, transparency, and user-friendliness, ultimately enhancing the experience for residents, visitors, and businesses.
5. Comms; Implementation of Hootsuite - Implementing Hootsuite as the primary social media management tool for employees, enabling efficient scheduling, monitoring, and reporting across platforms.
6. GIS: Establish an Addressing SOP adopted across departments successfully.
7. GIS: Establish a procedure for communicating GIS Tyler related questions / concerns between departments.
8. ERP: Tyler Parks and Recreation Launch

9. ERP: Vendor Self Service Launch
10. ERP: Enterprise Service Request Launch
11. ERP: MyCivic Launch
12. ERP: Open Enrollment Benefits Module Launch
13. Ops Management: Recreation Center proof of concept enhanced infrastructure design and implementation.
14. Ops Management: FPPD MS Exchange migration from on-prem to cloud.
15. Ops Management: FPPD network infrastructure refresh.
16. Ops Management: Mobile device management platform migration from Mosyle to Apple Business Essentials
17. Ops Management: Site-to-site fiber.
18. Ops Management: Service Desk various processes and workflows QM.
19. Ops Management: Highwaymen Museum ISP installation with access control and cameras security enhancements.
20. Ops Management: Fleet and Solid Waste system enhancements for Tyler EAM requirements.
21. Ops Management: Service desk restructuring.
22. Ops Management: CH auto attendant Enhancements
23. Ops Management: City hall threat vulnerability assessment access control enhancements.
24. Ops Management: Enterprise-wide call center builds.
25. HR: Implementation of Tyler ESS, evaluation, and training modules.
26. HR: Employee handbook rewrite and administrative policy review and update.
27. HR: Creating an HR intranet page where employees can access benefit, forms and other HR related information.

28. HR: Implementing satisfaction and engagement surveys.
29. HR: Streamline onboarding process and implement new orientation video.
30. LS: Basketball Program-There are scheduled dates for January registration and March dates for kickoff for the 8-week program.
31. LS: Soccer Program-Early planning phase to bring a program by late summer
32. LS: Hiring and Onboarding Staff- Revamping job requisition and projected to have positions by end of Q1.
33. LS: Facility Upgrades- Riverwalk Lighting, banquet chairs, and window tint
34. LS: Football Field- concession stands, and Wind Screen on the fence
35. LS: Implementation of the new Tyler Parks and Recreation system

INITIATIVES 2025: SHORT-TERM ISSUES AND PROJECTS

Fort Pierce, Florida

January 2025

DEPARTMENT: Administrative Services

Please list issues or projects that you would like for the city to address this 2025

1. Strategic Communications and Marketing Plan Update - Allocate funding for the development of a Request for Proposal (RFP) to engage a qualified consultant who will update the City's Strategic Communications and Marketing Plan. This plan will ensure that communication efforts are cohesive, effective, and aligned with the City's evolving goals and community needs.
2. Crisis Communications Plan Update - Allocate funding for the development of a Request for Proposal (RFP) to engage a qualified consultant to develop an updated Crisis Communications Plan. This crucial tool will better prepare the city to manage emergencies effectively, enhance transparency, and maintain public trust during critical incidents.
3. Major Attraction Marketing Strategy - Allocate funding for the development of a Request for Proposal (RFP) to engage a qualified consultant to create a marketing strategy to promote Fort Pierce as a major tourist destination. This strategy will highlight key attractions, events, and unique offerings to drive tourism, stimulate the local economy, and elevate the City's visibility on regional, national, and international levels.
4. GIS: Research and implement Tyler Geocoding to improve EPL performance and functionality.
5. GIS: Plan a GIS Day 2025 commission meeting presentation to enhance awareness of the usefulness of spatial technology to our departmental staff, commissioners, and city residents.
6. ERP: Employee Access Launch
7. ERP: Recruitment and Onboarding Module Launch

8. ERP: Education and Certification Module Launch
9. ERP: Evaluation Module Launch
10. Ops Management: Mobile phone upgrades.
11. Ops Management: Phase 1 and 2 system refreshes.
12. Ops Management: All Platform audits for licensing, costs and quality management
13. Ops Management: Runbooks for various tiers and areas of Operations.
14. Ops Management: Service Desk Standardization.
15. Ops Management: Asset lifecycle process enhancements
16. HR: Sourcing new revenue streams.
17. HR: Creation of a dedicated employee training room.
18. HR: Aligning risk management policies with HR polices.
19. HR: Updating emergency/disaster protocols and perform more detailed employee readiness training.
20. LS: Learning and Development- training on processes, permits and compliance for Leisure services.
21. LS: Cultural Programs-offer and promote more diverse festivals (Juneteenth Celebration, Black Arts, Hispanic Heritage) to enrich community life.
22. LS: Youth Programs-offer youth engagement programs such as competitive sports, the arts, and mentorship.
23. LS: Establishing partnerships with local organizations-collaborating with local nonprofits, schools, and local businesses to enhance service offerings.
24. LS: Implementation of an electronic Special Events Permit process.

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Building

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

- Maintaining excellent customer service with regard to development demands.
- Hiring and retaining licensed professionals and inspectors.
- Malicious legislation attacking home rule.
- Rapid climate-related change: sea level rise, storm intensity, heat, King Tides, drought.
- Meeting the challenges of resiliency preparation/solutions: protecting strategic infrastructure, vulnerable populations of special focus, hazard-prone areas.
- Planning to deal with rapid growth.
- Alignment – organizational; elimination of silos between departments.
- Training of inexperienced staff members with limited-experienced trainers.
- Affordable housing.
- Maximization usage of critical assets (port, airport, rail).
- Develop strategy/program to redevelop surplus and abandoned properties.
- Annexation; elimination of County properties within the boundary of the City of Fort Pierce.
- Replacing senior staff positions recently vacated.
- Updates of job descriptions, classifications with Human Resources.

MANAGEMENT IN PROGRESS 2025
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2025

DEPARTMENT: Building

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

1. Working towards 100% Building Department customer satisfaction.
2. Developing a resiliency plan for the future to reduce risk.
3. Working with other City agencies (FPUA) on projects that benefit the City (Wastewater Plant)
4. Post-launch Tyler ERP adjustments.
5. Attracting skilled staff.
6. Ordinance revision in response to HUD 2' Freeboard rule.
7. RFQ for Community Rating system (CRS) professional(s).
8. Goal of Building Department accreditation.
9. Continued coordination with other departments to streamline permit and other processes.
10. Consideration of natural gas generator for Building Department emergency use.

**INITIATIVES 2025:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2025**

DEPARTMENT: Building

Please list issues or projects that you would like for the city to address this 2025

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: City Attorney's Office

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

- Growth – As the City continues to grow, the legal needs of the City also continue to grow. The challenges come in being able to maintain staffing and resources at an appropriate level to address all of the increasing and diverse legal needs of the City in a timely and efficient manner.

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

Fort Pierce, Florida

January 2025

DEPARTMENT: City Attorney's Office

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

1. Overhaul of the entire procurement process, to include both a Code of Ordinance and Policy Manual rewrite.

**INITIATIVES 2025:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2025**

DEPARTMENT: City Attorney's Office

Please list issues or projects that you would like for the city to address this 2025

1. Involvement of the City Attorney's Office sooner rather than later.
2. Identifying and addressing legal issues and needs as early as possible at all staff levels in the City.
3. Proactive risk mitigation.

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: City Clerk

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

- Communication and working as one organization. Information should be shared more openly across all levels of staff, ensuring everyone has a clear understanding of what is happening within the city. Providing an overview of discussions from higher-level staff meetings can help achieve this.
- Provide onboarding training for all new hires on the electronic programs used in day-to-day operations. Additionally, offer more ongoing training opportunities for staff to enhance their skills and knowledge.
- Department-level comprehensive procedure guides for daily functions and responsibilities.
- Electronic record-keeping: As we transition to more electronic processes, it is essential to ensure compliance with all state requirements for electronic records management.

**MANAGEMENT IN PROGRESS 2025
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2025**

DEPARTMENT: City Clerk

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

1. Consolidation of historical records into a single location.
2. City-wide file plan: This enables the city to track which records are being stored and housed, and where-by each department.

**INITIATIVES 2025:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2025**

DEPARTMENT: City Clerk

Please list issues or projects that you would like for the city to address this 2025

1. Build out of Vehicle for Hire in Tyler
2. Reevaluate Adult Entertainment Permitting
3. Transition to electronic signatures

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: City Manager

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

- Affordable Housing and identifying mortgage ready buyers
- Projected budget shortfalls
- Capital projects and equipment funding
- Attracting and retaining employees
- Addressing challenges of unsheltered citizens
- Police Department funding

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

Fort Pierce, Florida

January 2025

DEPARTMENT: City Manager

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

1. Center for Public Safety Management (Police Department Staffing Study)
2. FPUA lighting contract and standardization of poles – potential for demonstration project
3. Lincoln Park Regional Park and Community Center
4. Economic Development Ad Valorem Tax Exemption Ordinance
5. Utilization of Sunrise Center – 1st and 4th Floors

**INITIATIVES 2025:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2025**

DEPARTMENT: City Manager

Please list issues or projects that you would like for the city to address this 2025

1. Reopening of Pinewood Park
2. Relocation and access improvement to Korean War Memorial
3. Potential for Amtrak Station in Fort Pierce
4. City property lease administration, compliance review and tracking opportunities
5. Research potential for the establishment of new gateway via Avenue O to incorporate Sun Trail connection
6. Planning for County Facility relocation from downtown to Virginia Avenue Campus
7. Establishing leadership meetings to include department, division and middle managers to help with communication, collaboration and to ensure information is effectively disseminated throughout the organization.
8. Foster an organizational culture centered around pride, excellence, collaboration and accountability.

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: City Manager - Fort Pierce Redevelopment Agency

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

- Balancing development with preserving character and small-town charm.
- Ensuring the city remains accessible to all income levels amid rising housing costs.
- Managing resource constraints while meeting public expectations for well-maintained public spaces.
- Combating stigma associated with crime and blight while improving community image.
- Fostering a collaborative environment amidst departmental silos (in progress).
- Attracting industries that offer well-paying jobs to enhance the economic stability of the city.
- Engaging with our community as the population grows and needs change.

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

Fort Pierce, Florida

January 2025

DEPARTMENT: City Manager - Fort Pierce Redevelopment Agency

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

1. Wayfinding and Gateway Program
2. Formalizing and revamping FPRA Grant Programs
3. Standard Operating Procedures for FPRA Programs, Projects and Initiatives
4. Western Peninsula Charrette
5. Property management, lease oversight, RFPs
6. Street Pole Banners
7. Means Court Center
8. Highwaymen Museum
9. Parking Lots – Avenue D and JCPenney
10. RFP for Sunrise Theatre Concessionaire
11. Lincoln Park Regional Park and Community Center
12. Delaware Avenue/33rd Street Intersection Improvements
13. Oaks at Moore's Creek Phase II

14. Freebee
15. Neighborhood Identification and Branding
16. Lincoln Park Master Plan
17. Old St. Anastasia School Site Master Plan
18. Downtown Master Plan Projects

**INITIATIVES 2025:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2025**

DEPARTMENT: City Manager - Fort Pierce Redevelopment Agency

Please list issues or projects that you would like for the city to address this 2025

1. Downtown Street Tree Replacement
2. Means Court Linear Park Improvements
3. Purchasing Code/Manual Update
4. Decorative Lighting
5. Alternative ways to distribute grant funding to our community instead of all programs being reimbursable.

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Community Response - Animal Services

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

- One of the major challenges anticipated in 2025 is establishing a low-cost veterinary clinic to serve the citizens of Fort Pierce. While the building for the clinic has already been purchased and a 501(c)(3) organization has been formed to assist with funding the necessary surgical equipment, there are still significant obstacles to overcome.

The location for the clinic poses challenges, and while the site plan is currently in progress, additional steps are required to move forward. Additionally, recruiting a veterinarian to operate as a contractor has proven to be a complex task due to market constraints. This clinic is critically needed to support residents who cannot afford traditional veterinary services. Currently, the only low-cost options in the area are Rescue Adoption and an occasional pop-up vet service at the local Tractor Supply, both of which are inconsistent and unreliable.

With Fort Pierce's growing population and comparatively low average salaries, the demand for affordable veterinary care continues to rise. Establishing a dependable low-cost clinic will address this vital need, providing essential services to the community and improving the overall well-being of pets and their owners.

- As the City of Fort Pierce experiences a steady population increase, local government faces various challenges, particularly in departments responsible for animal control and sheltering. The rising human population often correlates with an increase in the pet population, stray animals, and community animal-related issues, placing added strain on existing resources and infrastructure.

Challenges in Animal Control and the Adoption Center/Shelter:

1. Increased Demand for Services.
 2. Overcrowding.
 3. Resource Limitations.
 4. Community Outreach and Education.
 5. Transitioning to Limited Admission and Its Benefits.
 6. Enhanced Animal Care.
 7. Lower Euthanasia Rates.
 8. Improved Community Relations
 9. Leveraging Existing Programs to Meet Population Demands:
 - a) Home-to-Home Program
 - b) Low-Cost Veterinary Services
 - c) Community Partnerships
 - d) Education and Outreach
- Increased Demand for Services
 - Budgetary Constraints
 - Workforce Burnout
 - Compensation Challenges

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

Fort Pierce, Florida

January 2025

DEPARTMENT: Community Response - Animal Services

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

1. Low-Cost Clinic, please see first paragraph in “Major Challenges” section.
2. Implementation of the Animal Service Division. In Progress.

**INITIATIVES 2025:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2025**

DEPARTMENT: Community Response - Animal Services

Please list issues or projects that you would like for the city to address this 2025

1. Completing the implementation of the low-cost clinic.

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Community Response - Code Enforcement

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

- Tyler Munis implementation – will continue to provide challenges.
- Population growth – new residents often have a different perspective as to how things should operate.
- Retirement of long-term employees. Great recession/lay-off was 15 years ago and a large # of senior employees took the VSIP, leaving middle level staff to step up. The process will be repeated as those middle level staff members are now close to retirement.

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

Fort Pierce, Florida

January 2025

DEPARTMENT: Community Response - Code Enforcement

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

1. Tyler Munis implementation – new cases
2. Data transfer of Naviline cases (pending fines/liens) into Tyler Munis
3. Foreclosures – on going.
4. Pay to Park pilot program

**INITIATIVES 2025:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2025**

DEPARTMENT: Community Response - Code Enforcement

Please list issues or projects that you would like for the city to address this 2025

1. Filling vacant positions and training new employees
2. Coordinating code enforcement efforts with Marina staff
3. Tyler Munis – working out the day-to-day kinks in the system
4. Tyler Munis – forms and letters

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Engineering

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

- Repair and replacement of aging infrastructure
- Filling vacancies in the workforce with qualified personnel
- Continuing to secure funding sources for capital projects

**MANAGEMENT IN PROGRESS 2025
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2025**

DEPARTMENT: Engineering

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

1. 2025 Street Resurfacing – proposed streets
2. SUN Trail – Highwayman Trial Gap – Bid and construction oversight
3. Surfside Drainage - Phase 2 – Bid and construction oversight
4. Avenue D (US 1 to 29th Street) – Bid and construction oversight
5. Avenue D (US 1 to Indian River Drive) – Bid and construction oversight
6. Granada Street – Bid and construction oversight
7. Little Jim Bait and Tackle – Septic to Sewer Conversion – Bid and construction oversight
8. Indian River Dr. (Marina Way to Seaway Drive) – Bid and construction oversight
9. Wendell Road (7th to 8th Street) – Bid and construction oversight

**INITIATIVES 2025:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2025**

DEPARTMENT: Engineering

Please list issues or projects that you would like for the city to address this 2025

1. 13th Street Reconstruction (Georgia Avenue to Orange Avenue) for funding

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Finance Department

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

- Staff turnover, loss of knowledge and procedural adherence.
- Technological changes and cybersecurity
- Economic instability
- Population growth and need for housing, infrastructure, and services to meet growth need.
- Increased regulatory and statutory reporting, new accounting standards.
- Potential Revenue Shortfalls

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

Fort Pierce, Florida

January 2025

DEPARTMENT: Finance Department

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

1. Implementation of fuel inventory module on ERP system
2. Implementation of accounts receivable on ERP system
3. Updated Finance policies and procedures

**INITIATIVES 2025:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2025**

DEPARTMENT: Finance Department

Please list issues or projects that you would like for the city to address this 2025

1. Updated online version of Employee Rules and Regulations
2. Communication, coordination and TEAMWORK across departments
3. In house training on software and applications

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Finance - Grants Division

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

- Resident participation with the City of Fort Pierce's – Grants Division
- Affordable Housing for residents (Homeownership, Owner Occupied Rehabilitations, Rental Assistance).
- Economic Development opportunities as it pertains to Small Businesses and Non-Profit Organizations.
- Access to fresh produce and the elimination of fresh food deserts.
- Federal and State funding to implement programmatic activities for City of Fort Pierce Residents.
- Incentives to engage seamlessly and directly with the City of Fort Pierce and initiative opportunities offered by the city.

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

Fort Pierce, Florida

January 2025

DEPARTMENT: Finance - Grants Division

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

1. Preparation to onboard additional staff to complete the Grants Division team.
2. Implementation of processes and procedures to ensure transparency regarding Grants Division programs and activities.
3. Opening of Grants Division programs (Housing, Economic Development, Public Service) while reporting past year's grants activity.
4. Building relationships and capacity with neighboring county's administrators to share best practices, in addition to collaboration on program activities where possible.
5. Upskilling of department staff to ensure continuity of business with respect to departmental activities.
6. Creating opportunities through of network to increase resident participation with the City of Fort Pierce – Grants Division.

**INITIATIVES 2025:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2025**

DEPARTMENT: Finance - Grants Division

Please list issues or projects that you would like for the city to address this 2025

1. Increased assistance with responses from residents to participate with community-based surveys, the citizen participation plan, and the consolidated plan. This participation will be helpful in providing increased federal funding for additional access to funding for the following activities (housing, infrastructure, economic development, disaster relief, rehabilitation, and lead abatement challenges).
2. Streamlining of services provided by the City of Fort Pierce.
3. Increased outreach to the seniors/elderly residents in the community.

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Finance – Purchasing Division

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

- Implementing quarterly training sessions to enhance the processes across all city departments.
- We need to modernize our procurement processes by implementing procurement automation to streamline traditional procurement practices.
- Additional staff is necessary to meet the demanding needs of city departments and ensure operational effectiveness.
- Lack of coordination and communication between departments result in excess work for the division.

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

Fort Pierce, Florida

January 2025

DEPARTMENT: Finance – Purchasing Division

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

1. Procurement Code Rewrite
2. Updating the Purchasing website
3. Updating the procurement procedures to make them more user friendly (easier for the everyday user).

**INITIATIVES 2025:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2025**

DEPARTMENT: Finance – Purchasing Division

Please list issues or projects that you would like for the city to address this 2025

1. Team Building - Improving working relations to evolve into a cohesive unit.
2. Work together to understand what other departments do and not make assumptions.
3. Morale Building Exercises during the workday.
4. Implementing an intranet
5. Include all departments to be affected in project discussions in the beginning to help eliminate fixing problems that could have been avoided.

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Indian Hills Golf Course

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

- One of the biggest challenges is trying to stay ahead of the city's oncoming growth. As the Golf Course improves and the city's population increases, that should translate to a greater demand on the golf course.
- The inception of our Pickleball Courts and Clubhouse Facility will position us strongly among the other municipality's recreation areas.
- The new clubhouse facility, when done, will provide a huge financial boost to our facility! We lose a lot of peripheral revenue due to players having no comfortable place to sit and eat following their rounds.

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

Fort Pierce, Florida

January 2025

DEPARTMENT: Indian Hills Golf Course

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

1. The Fertigation System will now be used as a regular “fork” of our fertilization program.
2. We will be adding additional area to two tee complexes on the course this Summer.
(#11 & #12)
3. We will begin an aggressive program on the fairways of holes #6, #7 & #14 this Spring. Those fairways will be aerated, covered with topsoil and heavily fertilized to change their soil composition several times over the summer months.
4. All tee markers will be repainted by 1/31/25
5. All tee stones and fairway yardage stones will be repainted by 2/28/25.
6. Two miles of cart paths will be edged and cleaned by 1/31/25.

**INITIATIVES 2025:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2025**

DEPARTMENT: Indian Hills Golf Course

Please list issues or projects that you would like for the city to address this 2025

1. Once the Pickleball courts and parking area are completed, it would be wonderful for us to begin the bid process for a new clubhouse facility!!

It is certainly badly needed to replace the current building of almost 20 years of age. It would also allow us to increase our revenue substantially by providing our customers an area where they would be able to enjoy a beverage or food item following a round of golf. We have so many large groups of 16-32 players, and we miss a large revenue stream by not being able to accommodate them.

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Fort Pierce City Marina

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

- Creating and enforcing waterway policies.
- Future growth in the local area. Effects waterways, boat ramps, parking.
- Completion of the marina expansion.
- Maintenance dredging of the Marina Channel, Moore's Creek, and Marina Basins.
- Replacement of the internal basin from fixed dock to floating (Resiliency program)
- Evaluate seawall condition throughout the facility.
- Delivery of Munson vessel. (This is a multiuse vessel with firefighting abilities)
- Instillation of boat lift for Munson Vessel.

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

Fort Pierce, Florida

January 2025

DEPARTMENT: Fort Pierce City Marina

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

1. Installation of a boat lift.
2. Marina expansion design
3. Little Jims Bait and Tackle RFP and resiliency project buildout.
4. Little Jims sewer system installation.
5. Cobbs Landing building condition and resiliency review.
6. Anchor Limitation Area be implemented by the county, for City Marina to patrol.

**INITIATIVES 2025:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2025**

DEPARTMENT: Fort Pierce City Marina

Please list issues or projects that you would like for the city to address this 2025

1. Cobbs Landing RFP.
2. Monitoring the waterway.
3. Forward progress towards Kings Landing

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Planning

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

- Staff retention and recruitment
- Encouragement of residential development downtown (how to focus)
- Capacity of service provision to accommodate growth
- Western development sprawl
- Roadway capacity

MANAGEMENT IN PROGRESS 2025
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2025

DEPARTMENT: Planning

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

1. Port Overlay District – Completion Spring 2025
2. Boardinghouse Zoning Code – Completion Spring 2025
3. Landscape Code - Completion Summer 2025
4. Plat Code - Completion Spring 2025
5. HPB Staff Authority Matrix - Completion Spring 2025
6. Sign Code - Completion Spring 2025
7. Public Notice Process - Completion Spring 2025
8. Sign Code - Completion Spring 2025
9. Planning Application Fee Schedule - Completion Spring 2025
10. Law Enforcement Impact Fee – Completion by June 2025
11. Comprehensive Plan Ear - Completion by February 2026
12. Refinement of City Zoning Code - Ongoing

**INITIATIVES 2025:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2025**

DEPARTMENT: Planning

Please list issues or projects that you would like for the city to address this 2025

1. Strategy to encourage downtown development
2. Strategy for annexation
3. Development strategy linked with FPUA service provision

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Police

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

- The continued development and maintenance of a comprehensive benefits package that will be competitive with the surrounding law enforcement agencies including health insurance coverage. This must include sustaining an Officer Step Plan, salary assessment of Support Staff to maintain retention. It also includes the salary of the Executive Staff which has not been adjusted with that of the officer's compensation which has created salary compression issues.
- The development of a budget that will meet the true equipment and technological needs for the Police Department. Secondly, the budget should be adjusted to meet the projected growth of the city due to annexation and should include personnel allocation.
- The development of a strategic plan to repair or replace key infrastructure in the main police station to include replacement of aging exterior and interior security camera system for both the main station and Willie B. Ellis substation. This plan would also include replacement of failing HVAC plumbing.
- The addition of a staff attorney dedicated and assigned to the police department. Given that the police department is the largest department within the City, and is a high liability entity, the need for a staff attorney is immense. Such an addition would streamline legal requests from the police department and reduce the City's liability exposure.
- Incorporate a Life Cycle program for our major Capital items that includes vehicles, computers, servers, covert and overt cameras, and other technological equipment.
- Come up to date and maintain a Vehicle Lease program to replace aging vehicles and stay on a five-year rotation cycle.

- New Building Our main police station and substation have a combined 22,100 square feet of space. A police facility space needs study was completed in 2006 which determined the Police Department needed 32,138 square feet of space at the time and would need a total of 51,538 of square feet in the future. Due to the age of our main station, which was constructed in 1987, and lack of space, we are in need of a new, larger building that can accommodate our growing space needs. Those space needs include offices for staff, training rooms, evidence storage, crime scene processing, and records storage.

MANAGEMENT IN PROGRESS 2025
PROJECTS AND ISSUES
Fort Pierce, Florida
January 2025

DEPARTMENT: Police

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

1. Develop an in-house mental health program for Police Department employees including a secure area for confidential peer counseling or group debriefing after traumatic incidents.
2. The continued use of the Police Community Advisory Committee which enhances the department's transparency and promotes collaboration through partnerships within our community.
3. Negotiate with the Coastal Florida Police Benevolent Association (PBA), Officers', Sergeants' and Lieutenants' Union to allow a conducive step plan.
4. The development of a Leadership program and succession plan for the police department's leaders of tomorrow.
5. The development of a new Promotional Examination program that will assist the Police Department in promoting the best candidates.

**INITIATIVES 2025:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2025**

DEPARTMENT: Police

Please list issues or projects that you would like for the city to address this 2025

1. Create a Team of Department Heads or designees that go out into the field to evaluate future annexation proposals to ensure there is a true assessment of these annexation proposals and their potential impact on the City's existing resources, personnel and budget.
2. Update and redesign the police department's current District and Zone map from two to three Districts ensure the best possible response times and services to our citizens.
3. Officer shortages is impacting all law enforcement agencies throughout the country. To help retain our Officers a sustainable compensation plan needs to be developed.
4. Complete a Staffing Study to analyze, evaluate, and provide recommendations on the current and future staffing needs of the police department. This study would include answering almost 90,000 calls for service this past year (2024) and the additional services required of the entire department due to increased demand.
5. Continue to evaluate and update the training of the Fort Pierce Police Department to assure that we remain in compliance with new laws and using updated techniques that are beneficial to the officers and public.

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Public Works

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

- Replacing institutional knowledge and experience due to retirement of many senior employees.
- Aging fleet of medium/heavy duty vehicles and equipment
- Maintenance of newly annexed areas
- Budget constraints
- Customer service improvements

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

Fort Pierce, Florida

January 2025

DEPARTMENT: Public Works

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

1. Fenn Park Reconstruction
2. Pinewood Park rehabilitation
3. Public Works Fuel Island/Canopy replacement
4. Create call center to improve customer service
5. Covered walkway between parking garage and city hall
6. Parking Garage structural repairs and continued maintenance
7. Improvement of street sweeping program

**INITIATIVES 2025:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2025**

DEPARTMENT: Public Works

Please list issues or projects that you would like for the city to address this 2025

1. Continue team building and professional development
2. Promotional campaign to fill vacant positions
3. Continued support to replace aging equipment for public works
4. Continue to allocate funds for capital improvement projects

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Sunrise Theatre

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

- The City of Fort Pierce plans on releasing an RFP for our Theatre in hopes of finding operational management while maintaining the Historic building. One of the challenges the city will face is maintaining the building as there are many improvements that need to be done in order to keep the building safe and operational, including a new roof.
- As the City of Fort Pierce and the downtown area grow, another challenge the city will face will be maintaining the abundance of visitors. Each year, the Sunrise Theatre hopes to increase its bookings of well-known names as well as younger talent. This will bring in up to 1200 patrons every weekend. The younger talent will lead to younger crowds or heavier drinking crowds, which will require more safety precautions and security in the Downtown area.

MANAGEMENT IN PROGRESS 2025

PROJECTS AND ISSUES

Fort Pierce, Florida

January 2025

DEPARTMENT: Sunrise Theatre

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

1. Replacement of Chiller – RFP in progress, recently extended.
2. Lighting Equipment Rental – To be installed before Jan 1, 2025. This rental will decrease our monthly expenses and allow us to draw in bigger names and talent to our stage. We will be able to provide state of the art lighting design.
3. Partnership with EventsbyPricilla – A local partnership to spotlight local artists and utilize our Black Box space more than it is currently being used. Ideally, the events will take place two Fridays a month.
4. Upcoming Event honoring Earl Little – Since the mezzanine has been named after Earl Little, a community event will be held in honor of his successes and his past students. The Sunrise Theatre is partnering with a community group to put on this community event during Black History Month.
5. In House Summer Camp – After hiring the Camp Director from this past Summer, Sunrise Theatre will be producing their own Summer Camp with 2 one-week options and 1 two-week option. Partnering with the Sunrise Theatre Foundation to cover the costs.
6. Mold Remediation – Ongoing (see below)
7. Sound Equipment Rental – Ongoing. This rental will decrease our monthly expenses and allow us to draw in bigger names and talent to our stage. We will be able to provide state of the art sound design.

**INITIATIVES 2025:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2025**

DEPARTMENT: Sunrise Theatre

Please list issues or projects that you would like for the city to address this 2025

1. Roof Repair & Mold Remediation - Due to the various problems and leaks throughout the facility, there is concern that the entirety of the recent mold remediation project may be compromised. The building has once again developed a musty/mold smell throughout. We have already received multiple complaints about the smell of mold in the building. Areas that have been affected within our building: Theatre Seating, First Floor Restrooms, 2nd Floor Men's room, Historic Private Lounge Bar, 2nd Floor Elevator Hallway, Above Stage Storage, Theatrical dimmer room, Stage Loading Dock, Stage Door, Theatre Cross-Over hallway, Orchestra Pit, Front Lobby Windows, Box Office, and Black Box.
2. Sunrise Theatre Staffing – Should the Sunrise Theatre continue under the City's ownership and management; more full-time staff positions need to be included in the budget. At this juncture, the Sunrise Theatre is fully operational with only 3 full-time staff members. At the very least, the Executive Director position should be added back to the budget as well as the addition of a Facilities Manager, Staff Accountant, and an Assistant Box Office & Front of House Manager.
3. Exterior Restoration – The mural project that has been initiated for the back of our building would be executed directly with the FPRA. This project would be a great benefit to the Sunrise Theatre, not only to make our building more marketable, but to establish our place in the community, as a community partner.

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Fort Pierce Utilities Authority

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

- Supply chain has improved in many areas, but distribution transformers continue to have long lead times and impacting construction timelines for new developments.
- Operational cost continues to increase causing higher than expected expenses causing challenges to balance the budget.
- Hiring continues to be challenging due to higher salary demands with less experience than some seasoned professionals.

MANAGEMENT IN PROGRESS 2025 PROJECTS AND ISSUES

Fort Pierce, Florida

January 2025

DEPARTMENT: Fort Pierce Utilities Authority

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

1. Completion of the new wastewater plant.
2. Grant management will be important as some reporting requirements will begin in 2025 for FPUA larger grants.
3. Expansion of water, wastewater, gas and fiber will continue to be a high priority to continue to expand the city.
4. Storm hardening of the Energy Services Center to comply with new building code requirements for emergency operations center.
5. Long term funding needs that may require new bond debt. In the next few years, FPUA will be paying off two bonds that will allow for new bonds. This will include storm hardening of ESC, continue utility expansion, completion for new wastewater plant.

**INITIATIVES 2025:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
January 2025**

DEPARTMENT: Fort Pierce Utilities Authority

Please list issues or projects that you would like for the city to address this 2025

1. Several key processes will be revamped to more streamlined flow.

SECTION 6

FORT PIERCE VISION 2040 [Revised: 1/8/25]

FORT PIERCE Vision 2040

Fort Pierce 2040 is a Unique Coastal Florida City

Our WATERFRONTS, ⁽¹⁾

Our DIVERSE AND STRONG LOCAL ECONOMY, ⁽²⁾

Our HISTORY, ARTS AND CULTURE, ⁽³⁾

Our LIVABLE NEIGHBORHOODS, ⁽⁴⁾

Our HISTORIC DOWNTOWN, ⁽⁵⁾

Our FUN EXPERIENCES, ⁽⁶⁾

Our COMMUNITY UNITY AND PRIDE ⁽⁷⁾

WHAT MAKES US UNIQUE

Vision 2040
Guiding Principles

PRINCIPLE 1

WATERFRONTS

► Means

1. Mega-yacht port with spin-off/support businesses, expanded marine industries and public spaces
2. World-class beaches with public access and amenities
3. Major tourist destination for fishing opportunities
4. “Wastewater Treatment Plant” area redeveloped focusing on public uses
5. Successful and operational mixed-use port
6. Public and private marinas for residents and visiting boaters
7. Preservation of views and vista of the water
8. Enhanced Fisherman’s’ Wharf area with boat ramp and mixed uses
9. Public access to the water for use, recreational opportunities and enjoyment, including Causeway Park and Harbor Point Park
10. Water quality in the lagoon and waterways with sea grass and oyster beds

PRIORITY

PRINCIPLE 1

WATERFRONTS

► Means

- 11. High-quality boutique hotel (s) on the water
- 12. Seaplane terminal with services to the Bahamas and other destinations
- 13. Moore’s Creek Park as a destination with pedestrian connectivity to the Intracoastal Waterways
- 14. Revitalized Marina Square with event spaces
- 15. Expanded Jetty Park with improved parking
- 16. Multiple boat ramps with adequate trailer parking
- 17. Convenient access and paid parking opportunities for residents and guests
- 18. Successful resiliency plans to respond to sea level raise and climate change
- 19.
- 20.

PRIORITY

PRINCIPLE 2

DIVERSE AND STRONG LOCAL ECONOMY

► Means

1. Economy based upon tourism, education, research, and marine-related businesses
2. Visitors having a choice of a variety of high-quality hotels throughout the city, including a conference center
3. Diverse reasons for tourist to visit: history; arts and culture; water-based activities boating, fishing, kayaking, parasailing; eco-tourism
4. Quality higher education with Indian River State College, Florida Atlantic University, Harbor Branch, University of Florida Research Center, Bethune Cookman University
5. International airport surrounded by commercial and industrial businesses
6. Active port with commercial shipping, mega yacht manufacturing and maintenance, and hotel
7. Successful Medical District with supporting medical and healthcare businesses and offices
8. Sport tournaments coming and returning to Fort Pierce
9. Light specialty manufacturing businesses located here
10. Workforce and “trade” development programs in public schools and Indian River State College

PRIORITY

PRINCIPLE 2

DIVERSE AND STRONG LOCAL ECONOMY

► Means

- 11. Space-related businesses including offices and manufacturing

- 12. Variety of tourist attractions including visiting history; arts and culture venues ; participating water-based activities boating, fishing, kayaking, parasailing; experiencing eco-tourism

- 13. Expanded marine industries with quality job opportunities

- 14. Businesses providing higher wage job opportunities for Fort Pierce residents

- 15.

- 16.

- 17.

- 18.

- 19.

- 20.

PRIORITY

PRINCIPLE 3

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. Historic Sunrise Theatre providing diverse and multi-cultural programs and performances for all ages
4. Active Community Arts and Culture Board contributing to the Fort Pierce community
5. Edgartown Area District with infill development and home renovations
6. Marketing our history written and oral – African-American, Seminole Indians, Railroad, etc.
7. Community performing venues for jazz, blues and other music
8. Preservation of historic homes and buildings with a funding mechanism to assist the homeowners
9. Art galleries and museums showcasing the community's art and history
10. Art in public spaces

PRIORITY

PRINCIPLE 3

HISTORY, ARTS AND CULTURE

► Means

- 11. Art incorporated in private developments

- 12. Common sense, flexible codes that preserve historic homes and buildings that are structurally sound, and facilitate removal of old, unsound structures

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- 20.

PRIORITY

PRINCIPLE 4

CHOICE OF LIVABLE NEIGHBORHOODS

► Means

1. Well-maintained and replaced neighborhood streets, utilities, drainage system, curbs and sidewalks
2. Neighbors taking responsibility and collaborating with the Police Department to create safe neighborhoods and Fort Pierce community
3. High percentage of home ownership in every neighborhood
4. Quality rental housing that is inspected and meets code requirements
5. Youth actively involvement in a variety of positive activities
6. V Effective multi-modal public transportation for residents moving from home to desired destinations in a timely manner
7. Well-maintained streets, utilities, drainage system, curbs and sidewalks
8. Technology used to create a safer community and neighborhoods
9. Public green spaces in every neighborhood
10. Quality and well-maintained public housing provided by Fort Pierce Housing Authority

PRIORITY

PRINCIPLE 4

CHOICE OF LIVABLE NEIGHBORHOODS

► Means

- 11. Land Trust for developing infill housing on vacant lots

- 12. Strong working relationship and common vision with the Housing Authority resulting well-maintained and livable Housing Authority buildings and units

- 13. Quality and livable rental properties with housing inspection programs and property owner compliance and supported by the Mayor and City Commission

- 14. Well-maintained housing stock

- 15. Sense of personal safety and security at home and in the neighborhood – living without fear

- 16. Variety of quality housing choices for all income levels

- 17. Walkable and pedestrian-friendly neighborhoods

- 18. Neighborhoods having easy and convenient access to retail and service businesses

- 19.

- 20.

PRIORITY

PRINCIPLE 5

HISTORIC DOWNTOWN

► Means

1. Destination for our residents and tourists
2. Opportunities to experience a variety of live entertainment venues
3. Choice of a variety of quality restaurants
4. Convenient access and parking
5. Walkable and pedestrian friendly Downtown linked to the waterfront and our neighborhoods
6. Thriving Sunrise Theater providing diverse programs and performances throughout the year
7. 2nd Street and other public spaces for community events and festivals
8. Beautiful well-designed and well-maintained area with attractive buildings and landscaping
9. Successfully redeveloped areas – former County Offices
10. New Library in Downtown

PRIORITY

PRINCIPLE 5

HISTORIC DOWNTOWN

► Means

- 11. Train station serving our Fort Pierce community and the surrounding area
- 12. Decorative lighting throughout Downtown
- 13. Preserving the historic character of Fort Pierce Downtown
- 14. Well-maintained City Hall and City buildings in Downtown
- 15. Downtown linked to the waterfront –access and activities
- 16.
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- 18.
- 19.
- 20.

PRIORITY

PRINCIPLE 6

OPPORTUNITIES FOR FUN

► 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 volleyball, pickle ball
3. Recreational activities and programs for all generations
4. Easy access to water-based activities: boating, fishing, beaches, kayaking, canoeing, parasailing, etc.
5. Performing and cultural arts with diverse and multi-cultural programs and performances for all
6. Quality public golf course and clubhouse with community rooms and banquet facilities
7. Large venue/complex for sports tourism at Dreamland Park
8. Successful marina(s) serving residents and visitors
9. Opportunities for biking, hiking, walking and running, including exercise stations throughout our community
10. Expanded recreational programming and activities for youth

PRIORITY

PRINCIPLE 6

OPPORTUNITIES FOR FUN

► Means

- 11. Variety of community events and festivals bringing our Fort Pierce residents together
- 12. Sunrise Theater offering a variety of diverse programs for all ages and for residents and our guests
- 13. Access to the Bahamas
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- 19.
- 20.

PRIORITY

PRINCIPLE 7

COMMUNITY UNITY AND PRIDE

► Means

1. Respect, tolerance and appreciating different cultures
2. Multi-cultural festival celebrating the diverse cultures in the community with high level of participation
3. Business owners, property owners, institutions and residents taking responsibility for their property
4. City leaders representing the City and community in positive manner – a positive advocate for Fort Pierce
5. Recognizing the accomplishment of youth in partnership with St. Lucie schools
6. All residents working together on common community goals and solving problems
7. Residents taking pride in saying "I am from Fort Pierce"
8. Individuals and community organizations working for community benefit
9. Television and social media promoting positive accomplishments and community successes
10. City working in partnership with our community to solve community problems

PRIORITY

PRINCIPLE 7

COMMUNITY UNITY AND PRIDE

► Means

- 11. Resident trusting City government and City leaders

- 12. Proactive marketing of Fort Pierce – showcasing our community and presenting a positive image to the world

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PRIORITY

SECTION 7



FORT PIERCE: CITY GOVERNMENT CORE VALUES [Revised: 1/8/25]

Core Values

Individual Perspective

My Expectations of City Employees	Actions that Upset Me
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
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10.	10.

“Quality Job” Means . . .	“Satisfied Customer” Means . . .
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
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10.	10.

**Fort Pierce City Government:
Core Values**

FORT PIERCE CITY GOVERNMENT

“KEEPING THE P.A.C.E.”

P = Pride ⁽¹⁾

A = Accountability ⁽²⁾

C = Collaboration ⁽³⁾

E = Excellence ⁽⁴⁾

Core Values Definition

VALUE 1	PRIDE
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► Means	PRIORITY	
1. Completing assigned task and producing the best possible results and outcomes – projects on time and within budget		
2. Representing the City in a positive manner – in your words and deeds		
3. Presenting a positive image in your appearance and in your work space		
4. Returning calls in a timely manner		
5. Being a self-starter and taking the initiative		
6. Understanding your customer – their needs, concerns/issues and expectations		
7. Looking for ways to say “Yes”; but when must say “No”, taking time to explain your decisions or actions		
8. Caring about the Fort Pierce community and the Fort Pierce City		
9. Following through on your commitments		
10. Acting with integrity and in an honest and ethical manner		

VALUE 1	PRIDE
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► Means	PRIORITY	
11. Desiring to serve others		
12. Doing the job right the first time		
13. Doing the right thing when no one is looking		
14. Looking for ways to improve		
15. Demonstrating a commitment to public service		
16. Taking care of your equipment and work tools		
17. Acting in a trustworthy manner		
18. Providing service in a fair and equitable manner		
19. Being accessible to the community		
20.		

VALUE 1	PRIDE
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► Means 21. 22. 23. 24. 25. 26. 27. 28. 29. 30.	PRIORITY	

VALUE 2	ACCOUNTABILITY
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► Means	PRIORITY	
1. Taking responsibility for your decisions, actions, results and outcomes		
2. Setting and understanding performance standards and expectations		
3. Following the core values – P.A.C.E.		
4. Owning and admitting a mistake and learning from the experience		
5. Seeking feedback from others		
6. Taking time to evaluate performance and outcomes		
7. Saying “Thank You” to others who contributed		
8. Taking time to celebrate successes, accomplishments and job well done		
9. Speaking up when you see something		
10. Being flexible and adjusting plans and actions to achieve better results		

VALUE 2	ACCOUNTABILITY
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► Means	PRIORITY	
11. Holding self and others accountable		
12. Building trust and confidence with others		
13. Being responsible for yourself		
14. Being consistent in your decisions and actions		
15. Taking ownership in their work and projects		
16. Delegating task when appropriate		
17. Following City policies, procedures and processes		
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VALUE 2	ACCOUNTABILITY
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► Means	PRIORITY	
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VALUE 3	COLLABORATION
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► Means	PRIORITY	
1. Being an active team player – contributing to team success		
2. Communicating in an open, direct and timely manner – keeping others informed		
3. Working with others on tasks		
4. Knowing your roles and responsibilities as a team member		
5. Being willing to compromise		
6. Actively listening to other – understanding their message		
7. Seeking input from other before making a decision or taking action		
8. Including other early in the process		
9. Understanding the impacts of your comments and actions		
10. Offering solutions to problems		

VALUE 3	COLLABORATION
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► Means	PRIORITY	
11. Learning from other team members		
12. Teaching and training other team members		
13. Acting in a respectful manner		
14. Building trust with other team members		
15. Understanding how the process works		
16. Sacrificing for the greater good		
17. Looking for ways to engage and involve others		
18. If you have a question, ask it		
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VALUE 3	COLLABORATION
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► Means		PRIORITY
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VALUE 4	EXCELLENCE
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► Means	PRIORITY	
1. Meeting or striving to exceed the job and professional standards		
2. Performing your job responsibilities to the best of your abilities		
3. Planning your job activities		
4. Maximizing the utilization of the available resources		
5. Continually developing your knowledge and skillset		
6. Knowing and being guided by the City’s vision, mission, goals and priorities		
7. Respecting the time of others		
8. Understanding your strengths, weaknesses and areas for improvement		
9. Looking for areas to enhance performance		
10. Being open to new ideas and being willing to make changes		

VALUE 4	EXCELLENCE
----------------	-------------------

► Means	PRIORITY	
11. Seeking feedback on performance and learning to be better		
12. Providing clear, concise and simple answers to questions		
13. Going beyond the minimum		
14. Asking for help when appropriate		
15. Setting a positive example for others		
16. Anticipating issues and opportunities		
17. Acting in a proactive manner		
18. Solving problems and resolving issues in a timely manner		
19. Providing accurate, thorough and data-based reports		
20. Embrace creativity and innovation		

VALUE 4	EXCELLENCE
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► Means		PRIORITY
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SECTION 8

STRATEGIC PRIORITIES: DISCUSSION AND DIRECTION

Strategic Topics for Discussion Fort Pierce, Florida

»» Topics		
1. Historic Downtown		
2. City Economic Development		
3. City Organization and Culture: Core Values		
4. City Budget and Financial Projections		
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SECTION 9

**CITY OF FORT PIERCE
PLAN 2025 – 2030
[Revised: 1/8/25]**

City of Fort Pierce Goals 2030

SERVE OUR COMMUNITY



DEVELOP OUR COMMUNITY



ENGAGE OUR COMMUNITY



BEAUTIFY OUR COMMUNITY



ENJOY OUR COMMUNITY

City of Fort Pierce Goals 2030 Worksheet

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

► Objectives		PRIORITY
Objective 1	Maintain and enhance a financially responsible City government	
Objective 2	Maintain and enhance the City organization culture that reflect our core value – Pride, Accountability, Collaboration and Excellence	
Objective 3	Market and showcase our City and community	
Objective 4	Hire, develop and retain a top-quality City workforce dedicated to serving the Fort Pierce community	
Objective 5	Evaluate, streamline and refine City policies, regulations, processes and procedures	
Objective 6	Develop, plan and fund City capital improvements – new and replacement to provide City services and responding to growing service demand	
Objective 7	Have customer-friendly City services responsive to the Fort Pierce community and our customers	
Objective 8	Have sufficient resources and staffing to successfully provide defined City services and service levels	
Objective 9	Develop, plan and fund City equipment – new and replacement to provide City services and responding to growing service demand	
Objective 10	Develop, plan and fund City proactive maintenance program – new and replacement to provide City services and responding to growing service demand	

GOAL 1 SERVE OUR COMMUNITY

▶ Value to Residents	PRIORITY
1. Value for taxes and fees	
2. Customer-friendly City services	
3. Easy access to City information and services	
4. City Commission acting as responsible fiscal stewards	
5. Reliable City services that are responsive to residents' needs	
6. Confidence and trust in City government	
7.	
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GOAL 1 SERVE OUR COMMUNITY

► Challenges and Opportunities	PRIORITY	
1. City services, service levels and staffing keeping up with growth and new development		
2. 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		
9. Investing in our human resource – employee training and development, and employee mental health and stress reduction		
10. Actions by the State of Florida – pre-empting home rule and City finances and services		

GOAL 1 SERVE OUR COMMUNITY

▶ Challenges and Opportunities	PRIORITY	
11. Finding qualified new City employees that fit our Fort Pierce City organization culture		
12. Stress-related and mental health issues associated with increasing workload, limited organization capacity and community expectations		
13. Using technology and virtual services to better service our residents and businesses		
14. Maintaining a safe and secure workplace in an increasingly mean and violent world		
15. Investing in the deferred capital investment now requiring significant funding		
16. Aging and deteriorating City facilities needing major upgrades – Police and Public Works		
17. Having adequate staffing and resources to provided defined services and to keep up with growing service demands		
18. Instilling the core values throughout the City organization		
19. Regularly evaluating and streamlining City processes – more customer friendly		
20. Increasing complexity of reports required by the Federal and state government		

GOAL 1 SERVE OUR COMMUNITY

► Challenges and Opportunities

PRIORITY

21. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority

22. Increasing price of and lengthy delivering times on critical City equipment and vehicles

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GOAL 1 SERVE OUR COMMUNITY

► Actions 2025		PRIORITY
1. Comprehensive Ordinance Review and Update: Completion (Including Planning and Zoning; Purchasing, Parks; Nuisance Abatement, Animal Control and Noise)	2024 M/CC Mgmt	
2. City Services and Staffing Plan for Current Services and for Growing Service Demands: Direction and Funding	2024 M/CC Mgmt	
3. Road Improvement Strategy and City Actions: Goals/Outcomes, Service Level, Report with Options and Funding Mechanism, Direction and City Actions/Projects Priority	2024 M/CC Mgmt	
4. Street Lights: Services Level, Direction, Funding and City Actions	2024 M/CC Mgmt	
5. City/Community Brand/Marketing Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions (Showcasing Fort Pierce)	2024 M/CC Mgmt	
6. Five-Year Financial Plan: Development (Including Projections)	2024 M/CC Mgmt	
7. St. Lucie County: Key Issues, Direction and City Actions	2024 M/CC	
8. Law Enforcement Impact Fees: Review, Refinement and Expenditure Direction (with St. Lucie County)	2024	

GOAL 1 SERVE OUR COMMUNITY

► Actions 2025		PRIORITY
9. Management Succession Plan and Preparedness: Update Report and Next Steps	2024 M/CC Mgmt	
10. Customer Service and Working Remotely/Flexible Hours Policy: Report with Options and Direction	2024 Mgmt	
11. City Manager Hiring: Selection and Onboarding	M/CC Mgmt	
12. Public Facilities Maintenance Upgrade Plan: Condition Assessment, Plan Development, Direction and Funding	OTH M/CC Mgmt	
13. City Employee Training and Professional Development: Report with Recommendations, Direction and Funding	OTH M/CC Mgmt	
14. Purchasing Policies and Processes: Comprehensive Evaluation, Best Practices, Report with Options and Recommendations, Directions and Implementation	M/CC Mgmt	
15. Comprehensive City Organization: Performance Audit/ Evaluation, Report with Findings and Recommendations, Decision and Direction	M/CC Mgmt	
16. City Compensation: Update Report, Direction and Funding	M/CC	

GOAL 1 SERVE OUR COMMUNITY

► Actions 2025		PRIORITY
17. Technology Upgrades: Next Steps and Funding	M/CC	
18. Ethics Ordinance: Best Practices, Report with Options and Recommendations, Direction and Implementation	M/CC	
19. Streamlining City Processes: Report, Direction and City Actions	M/CC	
20. Human Resources Policies and Practices: Comprehensive Evaluation, Best Practices, Report with Options and Recommendations, Direction and Implementation	M/CC	
21. Legislative Agenda and Advocacy: Review, Direction and City Actions	M/CC	
22. Relations with New Sheriff: Direction and City Actions	M/CC	
23. Tyler Munis Program Implementation: Next Steps	M/CC	
24. Grants Expansion: Report with Options, Direction and Funding	M/CC	

GOAL 1 SERVE OUR COMMUNITY

► Actions 2025		PRIORITY
25. Budget and Financial Projections: Report and Direction	M/CC	
26. Satellite Police Facility West: Needs, Report with Options, Direction, Location and Funding	M/CC	
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GOAL 1 SERVE OUR COMMUNITY

► Management in Progress 2025		TIME
1. Grants and Outside Funding Sources: Identification, Direction and City Actions	2024	
2. Cyber Security Training/Penetration Testing	2024	
3. Recycling Public Awareness/Education Campaign: Launch	2024	
4. GIS Initiatives: Project Maps and Sales Initiatives	2024	
5. Police Strategic Plan: Annual Update	2024	
6. Parking Enforcement Software for Mobile Parking Enforcement: Implementation	2024	
7. Police Vehicles Replacement: Acquisition a. Patrol Vehicles Delivery: 20 Vehicles Order	2024	
8. Supervisor Handbook: Completion	2024	
9. Police Leadership Program and Succession Plan: Development	2024	
10. Online Guide for Potential Developers: Development	2024	

GOAL 1 SERVE OUR COMMUNITY

▶ Management in Progress 2025			TIME
11. Records Management Handbook and Reference Guide: Development	2024		
12. Citywide Records File Plan: Development	2024		
13. Records Storage Consolidation: Completion	2024		
14. Records Room Inventory and File Plan: Development	2024		
15. Low-Cost Veterinary Clinic at the Shelter: Creation	2024		
16. Signage Ordinance Update: Completion (City Commission Decision)	2024		
17. ERP Phase II: Rollout, Licenses, Permits and Fees (of Electronic Record Processing System)	2024		
18. ERP Phase III: Rollout (Payroll, Human Resources/ Time Keeping/Retirement) of Electronic Record Processing System	2024		
19. ERP Phase IV	2024		
20. Data Center Enhancements – Enterprise Wide	2024		

GOAL 1 SERVE OUR COMMUNITY

► Management in Progress 2025			TIME
21. Call Center Builds – Enterprise Wide: Completion	2024		
22. In-House Mental Health Program for Police Department Employees: Development	2024		
23. Police Promotional Examination Program: Development	2024		
24. Enterprise Fleet Contract	2024		
25. New Medium- and Heavy-Duty Equipment: Acquisition	2024		
26. City Surplus Properties: Review Inventory and Sale Direction (City Commission Decision)	2024		
27. Department Head Training Program: Completion	2024		
28. HR Records Scanning	2024		
29. Personnel Rules and Regulations Revision: Completion (City Commission Decision)	2024		
30. Police Staffing Study: Completion	2024		

GOAL 1 SERVE OUR COMMUNITY

▶ Management in Progress 2025	TIME
31.	
32.	
33.	
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GOAL 1 SERVE OUR COMMUNITY

► Major Projects 2025		TIME
1. Fuel Island: Replacement: Completion	2024	
2. City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall): CIP FY 2021 Funded and Implementation	2024	
3. Annual Road Resurfacing Projects	2024	
4. Public Works Compound Layout: Completion	2024	
5. Police Station Upgrade: Report, Direction and Funding	2024	
6.		
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GOAL 1 SERVE OUR COMMUNITY

▶ On the Horizon 2026 – 2030		TIME
1. City Facilities/Parks Security: Assessment, Direction and Actions	OTH	
2. ACH Payments: Vendor Participation	OTH	
3. Future City Facilities Master Plan: Outcomes, Plan Development, Direction, Project Priorities in CIP and Funding (Including City Services and Police Substation West)	OTH	
4. Police West Satellite Office: Concept, Location, Design, Direction and City Actions	OTH	
5.		
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GOAL 2 DEVELOP OUR COMMUNITY

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

GOAL 2 DEVELOP OUR COMMUNITY

▶ Value to Residents	PRIORITY	
1. Protection/enhancement of property		
2. More quality job opportunities in home		
3. Housing opportunities with the ability to walk to the waterfront		
4. An alive Downtown which is a community destination		
5. Sustainable Port of Fort Pierce		
6. Tourists supporting the local economy		
7. Businesses investing in the local economy		
8.		
9.		
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GOAL 2 DEVELOP OUR COMMUNITY

► Challenges and Opportunities	PRIORITY	
1. Securing a Train Station for Fort Pierce		
2. Managing the growth in the pipeline and in the future		
3. Increasing demands for marina space		
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		
10. Creating a world-class tourist destination for residents and visitors		

GOAL 2 DEVELOP OUR COMMUNITY

▶ Challenges and Opportunities	PRIORITY	
11. Attracting new businesses to Fort Pierce that create sustainable jobs		
12. Continuing the momentum in the Downtown area and the surrounding neighborhoods		
13. Connectivity east-west across U.S. 1		
14. Increasing multi-modal transportation in Fort Pierce		
15. Investing in City's aging infrastructure and facilities		
16. Continuing to support business investments in Fort Pierce		
17. Addressing SUN Trail through our Downtown		
18. Significant public property ownership in our Downtown		
19. Climate change and the impacts on Fort Pierce	1	
20. Expanding sports tourism in Fort Pierce		

GOAL 2 DEVELOP OUR COMMUNITY

► Challenges and Opportunities	PRIORITY	
21. Regional growth impacting the City of Fort Pierce		
22. Anchoring in the inlet		
23. Diversifying our local economy and expanding our commercial tax base		
24. Increasing the wage level of local jobs		
25. Political will to support enforcement of codes and compliance		
26. Attracting the right businesses for Fort Pierce		
27. County relocating offices from Downtown Fort Pierce		
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GOAL 2 DEVELOP OUR COMMUNITY

► Actions 2025		PRIORITY
1. Boundary and Annexations Strategy: Overall Direction and Decisions (Including Paradise Park and Other Enclaves)	2024 M/Cc	
2. Lincoln Park Corridor Redevelopment/Zoning Code: Update Report, Direction and City Actions (Including Entrance, Lot Size)	2024 M/CC	
3. 13 th Street Improvements: Direction and Funding	2024 M/CC	
4. Neighborhood Identity and Branding Plan: Consultant Selection and Neighborhood Identification	2024	
5. Delaware Road Corridor Development: Update Report, Direction and City Actions	2024	
6. Historic Downtown Development Master Plan Implementation: Direction and Funding	2024 M/CC	
7. Seaplanes Facility and Service: Design and Construction	2024	
8. Port Development: Re-Zoning Direction	2024 M/CC	

GOAL 2 DEVELOP OUR COMMUNITY

► Actions 2025			PRIORITY
9.	Comprehensive Plan Update: Direction	2024 M/CC	
10.	Agricultural Zoning: Concept, Direction and Ordinance Amendments	2024	
11.	Beachside Parking Pilot Study: Implementation, Evaluation and Future Direction	2024 M/CC	
12.	Resilient City Strategy/Action Plan Implementation: Report, Direction on Next Steps and City Actions	2024 M/CC	
13.	King’s Landing Development – Private Development	2024 M/CC Mgmt	
14.	Wastewater Treatment Plant Relocation: Update Report and Next Steps	2024 M/CC	
15.	County Buildings and Services Relocation: Update, Direction and Next Steps (with St. Lucie County)	OTH M/CC Mgmt	
16.	Housing Strategy: Development (with Housing Authority)	OTH Mgmt	

GOAL 2 DEVELOP OUR COMMUNITY

► Actions 2025		PRIORITY
17. City Economic Development Policies and Activities: Comprehensive Review/Evaluation, Outcomes, City Roles, Partners, Report, Direction and City Actions	OTH M/CC	
18. Western Peninsula: Design and Direction	OTH Mgmt	
19. Comprehensive Parking at the Beach: Update Report, Direction and City Actions	OTH M/CC	
20. Rail Station Development: Report with Options, Direction and City Actions	M/CC	
21. City-Owned Properties: Update Report, Direction and City Actions (Including Little Jim's, Old City Hall, and School House)	M/CC	
22. Road Improvement Strategy and City Actions: Goals/Outcomes, Service Level, Report with Options and Funding Mechanism, Direction and City Actions/Projects Priority	M/CC	
23. Jobs Corridor Development: Update Report, Direction and City Actions	M/CC	
24. Midway Road Corridor Commercial Development: Direction and City Action	M/CC	

GOAL 2 DEVELOP OUR COMMUNITY

► Actions 2025		PRIORITY
25. Tourism Development/Expansion Strategy: Performance Report, Performance Goals, Direction and City Actions	M/CC	
26. Infill Development Strategy: Review, Report with Options, Direction and City Actions	M/CC	
27. Workforce Development: Goals/Outcomes, City Role, City Partners, Report, Direction and City Actions	M/CC	
28. Climate Change and Community Resiliency: Plan Development, Direction, Funding and City Actions	M/CC	
29. Sidewalk Projects: Report, Review and Priority Direction	M/CC	
30. Hotel and Conference Center at the Beach: Outcomes, Direction and City Actions	M/CC	
31. Historic Preservation/Enhancements: Review, Best Practices, Report with Options, Direction and City Actions	M/CC	
32. Road Projects – Avenue Q, Avenue D and 17 th Street	M/CC	

GOAL 2 DEVELOP OUR COMMUNITY

▶ Actions 2025		PRIORITY
33. Wayfinding and Signs in Downtown Upgrade: Update, Report with Options, Direction and City Actions	M/CC	
34. Code Enforcement: Performance Audit, Goals, Best Practices, Report with Options, Direction and Implementation	M/CC	
35. Industrial Development West: Goals, Strategy Development, Direction and City Actions	M/CC	
36. Residential Design Catalog Development: Direction and Completion	M/CC	
37. Affordable Housing Project: Update and Next Steps	M/CC	
38. North U.S. 1 Corridor Redevelopment: Outcomes, Report with Options, Direction, Funding and City Actions	M/CC	
39. Orange Avenue Revitalization Strategy and Action Plan: Goals/Vision, Plan Development, Direction and City Actions	M/CC	
40.		

GOAL 2 DEVELOP OUR COMMUNITY

▶ Management in Progress 2025		TIME
1. Annual Job Fair 2024 and 2025	2024	
2. Boarding House/Rooming House Regulations (City Commission Decision)	2024	
3. Fisherman’s Wharf: Legal Resolution	2024 M/CC	
4. SHIP Home Rehabilitations (8)	2024	
5. SHIP/First Time Homebuyers Down Payment Assistance Program: Virtual Services	2024	
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GOAL 2 DEVELOP OUR COMMUNITY

► Major Projects 2025			TIME
1. Island Reclamation Plant Relocation: Construction	2024		
2. Street Resurfacing Projects 2025: Design and Construction	2024		
3. 16 th Street (Avenue K to Avenue I) – Stormwater Replacement: Design	2024		
4. Granada Street – Paving: Design	2024		
5. Avenue D Streetscape (Indian River Drive to 29 th Street): a. Phase 1 Construction b. Phase 2 Design and Construction	2024		
6. SUN Trail – Highwayman Trail Gap (Indian Hills Drive to Georgia Avenue): Construction	2024		
7. Surfside Drainage/Resurfacing – Phase II and III: Design and Construction	2024		
8. Orange Avenue Beautification Project – FDOT: 13 th to 33 rd Street: Completion	2024		
9. SUN Trail – Historic Downtown Trail – Design Administration	2024		
10. Little Jim Bait and Tackle – Septic to Sewer Conversion – Design and Construction	2024		

GOAL 2 DEVELOP OUR COMMUNITY

► Major Projects 2025			TIME
11.	Indian River Drive (Marina Way to Seaway Drive) Design	2024	
12.	11 th , Boston and Preston Reconstruction – Design	2024	
13.	Surfside Drainage – Phase 4 – Design	2024	
14.	Wendell Road (7 th Street to 8 th Street) – Design	2024	
15.	Avenue Q (14 th to 17 th) – Drainage replacement – Construction	2024	
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GOAL 2 DEVELOP OUR COMMUNITY

► On the Horizon 2026 – 2030			TIME
1.	1 st Floor Utilization Sunrise Center: Buildout	OTH	
2.	South Beach Plan Development (2): Preparation and Direction	OTH	
3.	SUN Trail through Downtown: Update Report, Direction and City Actions	OTH	
4.	Downtown Parking: Action Steps Implementation	OTH	
5.	North U.S. 1 Corridor Redevelopment: Outcomes, Report with Options, Direction, Funding and City Actions	OTH	
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GOAL 3 ENGAGE OUR COMMUNITY

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

GOAL 3 ENGAGE OUR COMMUNITY

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

► Challenges and Opportunities	PRIORITY	
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. Resident lack of interest in Fort Pierce City Government		
7. Helping residents understand the City government policies, programs and services		
8. Measuring the effectiveness of communication methods		
9. Getting residents to become engaged in neighborhood and community organizations		
10. Reaching out to the entire community		

GOAL 3 ENGAGE OUR COMMUNITY

► Challenges and Opportunities	PRIORITY
11. Expanding community involvement with new people involved in governance	
12. Building trust in City government	
13. Communicating accurate information to our community	
14. Balancing workplace security and customer service	
15. Communicating accurate information to our community	
16. Balancing workplace security and customer service	
17. Lack of interest by residents to become engaged	
18. Expectations: City providing information but also a conversation forum	
19. Lobbying pressure from special interests over what is best for our community	
20. Residents receiving too much information	

GOAL 3 ENGAGE OUR COMMUNITY

► Challenges and Opportunities

PRIORITY

21. Responding to the societal growth in distrust in government

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GOAL 3 ENGAGE OUR COMMUNITY

▶ Actions 2025		PRIORITY
1. Proactive City/Community Communications and Marketing Strategy/Action Plan: Outcomes, Report with Options, Direction, Funding and Implementation	2024 M/CC	
2. One Fort Pierce” Community – Strengthening: Next Steps	2024 Mgmt	
3. Community Listening Action Plan	2024	
4. Community Events and Festivals: Permitting Fee, Quality Control, Evaluation and Direction	2024 Mgmt	
5. Proactive City Corporate Communications Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions	M/CC	
6. Social Media Policy: Review, Best Practices, Report with Options, Direction and City Actions	M/CC	
7. Government/Civic Education Strategy/Program Development: Outcomes, Best Practices, Report with Options, Direction and City Actions	M/CC	
8. Community Brand/Marketing Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions (Showcasing Fort Pierce)	M/CC	

GOAL 3 ENGAGE OUR COMMUNITY

▶ Actions 2025	PRIORITY
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GOAL 3 ENGAGE OUR COMMUNITY

► Management in Progress 2025			TIME
1. Community Policing Expansion: Annual Action Report	2024		
2. Youth Council	2024		
3. Outreach Vehicle "Classroom": Implementation	2024		
4. Unity in Our Community Event	2024		
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GOAL 3 ENGAGE OUR COMMUNITY

▶ On the Horizon 2026 – 2030	TIME
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GOAL 4 BEAUTIFY OUR COMMUNITY

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

GOAL 4 BEAUTIFY OUR COMMUNITY

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

► Challenges and Opportunities

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
8. Determining the degree of enforcement
9. Funding for code compliance, law enforcement and public works
10. Working with and aligning the Housing Authority on a common vision and goals

PRIORITY

GOAL 4 BEAUTIFY OUR COMMUNITY

► Challenges and Opportunities	PRIORITY
11. Funding of City capital projects	2
12. Vacant land, buildings and homes	1
13. Investing in the maintenance and upgrade of community assets	1
14. Confusing boundaries – never know when you are in the City of Fort Pierce	
15. Lack of funding for maintenance of City buildings, infrastructure and facilities	
16. Poor maintenance by St. Lucie County of their buildings and facilities	
17. City lack of control over blighted properties	
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GOAL 4 BEAUTIFY OUR COMMUNITY

► Actions 2025		PRIORITY
1. City Beautification Strategy and Action Plan: Goals/Outcomes, Best Practices, Report with Options, Direction, Funding and City Actions	2024 M/CC	
2. Housing Minimum Living Standards Program and Enforcement Tools: Definition, Best Practices, Report with Options, Direction, Community Information/Education and Initial Implementation	2024 Mgmt	
3. Housing Authority Property Maintenance/Condition: Discussion with FPHA and Action Plan	2024 Mgmt	
4. Entrances/Gateways/Community Beautification Plan: Development and Adoption	2024 M/CC Mgmt	
5. Mural Projects 2025 (2): Direction	2024 Mgmt	
6. Landscape Code: Revision	2024 Mgmt	
7. Public Facilities Maintenance Upgrade Enhancements: Direction, Funding and City Actions	OTH Mgmt	
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GOAL 4 BEAUTIFY OUR COMMUNITY

► Actions 2025

PRIORITY

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GOAL 4 BEAUTIFY OUR COMMUNITY

► Management in Progress 2025		TIME
1. Nuisance Abatement Vendors: RFP, Direction and Implementation	2024	
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GOAL 4 BEAUTIFY OUR COMMUNITY

▶ Major Projects 2025		TIME
1. Highwaymen Museum Development: Construction	2024 M/CC	
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GOAL 4 BEAUTIFY OUR COMMUNITY

► **On the Horizon 2026 – 2030**

		TIME
1.	Parks and Playground Upgrade: Direction, Funding and City Actions	OTH
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GOAL 5 ENJOY OUR COMMUNITY

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

GOAL 5 ENJOY OUR COMMUNITY

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

► Challenges and Opportunities	PRIORITY	
1. 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. Reorganizing City government with a division for “Cultural Affairs”		
8. Maintaining water quality for boating and fishing		
9. Expanding neighborhood watch and community programs to increase residents’ investments in safety and safe community		
10. Increasing demand for outdoor venues and activities		

GOAL 5 ENJOY OUR COMMUNITY

► Challenges and Opportunities	PRIORITY	
11. Continuing the success and expanding regional use of the Indian Hills Golf Course		
12. Modernizing parks and their venues		
13. Need for Indian Hills Golf Course Clubhouse		
14. Enhancing the Sunrise Theatre programming		
15. Expanding the Entertainment District		
16. Increasing the number of private entertainment venues/businesses		
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GOAL 5 ENJOY OUR COMMUNITY

► Actions 2025		PRIORITY
1. Homeless/Unhoused Residents Strategy: Goals/Outcomes, Community Problem Analysis and Impact, Best Practices, Service Needs, Report with Options, Direction and City Actions (Including Resources for Daytime)	2024 M/CC	
2. Youth Recreational Programs and Activities Expansion: Needs, Report with Options,, Direction and City Role/Actions	2024 Mgmt	
3. Sunrise Theater Capital and Financial Plan: Development, Direction, Funding Mechanisms and Transfer of Ownership to FPRA	2024 M/CC	
4. Cobbs Landing: Report with Findings and Option, Direction , Issue RFP and Implementation	2024 M/CC	
5. City Marina Expansion: Report with Options, Direction, Funding and City Actions	2024 M/CC	
6. Indian Hills Clubhouse Facility/Pickleball Courts: Report with Options, Direction and Funding Mechanism	2024 Mgmt	
7. Animal Adoption Center Implementation: Next Steps (Including Creation of 501c3 and Voucher Program Refinements)	2024 M/CC Mgmt	
8. Little Jim Bait and Tackle Operations: RFP and Direction	2024 M/CC	

GOAL 5 ENJOY OUR COMMUNITY

► Actions 2025		PRIORITY
9. Citywide Fiber Development: Direction and Actions	2024 Mgmt	
10. Additional Boats Ramps and Parking: Report with Options, Direction, Funding and City Actions	M/CC	
11. Sunrise Theatre Operations: Private Sector Implementation	M/CC	
12. Waterway Policing: Report with Options, Direction, Funding and City Actions	M/CC	
13. Community Cameras: Outcomes, Best Practices, Report with Options and Funding Mechanism, Direction and Actions	M/CC	
14. Swimming Programs for Youth	OTH Mgmt	
15. Sports Fields Additional: Report and Direction	OTH Mgmt	
16. Additional Boats Ramps and Parking: Report with Options, Direction, Funding and City Actions	OTH Mgmt	

GOAL 5 ENJOY OUR COMMUNITY

► Actions 2025		PRIORITY
17. Beach Facilities Upgrade: Report, Direction, Funding and Implementation	M/CC	
18. Beach Parking: Direction	M/CC	
19. Jetty Park Upgrade: Plan, Direction and Funding	M/CC	
20. Crime Reduction Action Plan: Update Report, Problem Analysis, Best Practices, Report with Findings and Options, Direction and City Actions	M/CC	
21. Community Safety Next Steps: Report with Options, Direction and Funding (Including SWAT Team, Drug Task Force, Gang Task Force, Gun Violence Reduction, etc.)	M/CC	
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GOAL 5 ENJOY OUR COMMUNITY

► Management in Progress 2025		TIME
1. Crime Reduction Action Plan: Annual Report	2024	
2. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase	2024	
3. Sunrise Theatre Marketing: Expansion	2024	
4. Sunrise Theatre: Grants	2024	
5. Sunrise Theatre Volunteer Program: Expansion	2024	
6. Marina Security: Assessment, Plan and Funding	2024	
7. Annual Highwaymen Heritage Trail Art Show and Festival 2024	2024	
8. Youth Recreation Programs Expansion	2024	
9. Marina Office Upgrade(s) – Multi-Phase Approach Including Controller, QuickBooks and Scribble	2024	
10. Police Streamline the Non-Essential Calls	2024	

GOAL 5 ENJOY OUR COMMUNITY

► Management in Progress 2025		TIME
11. Pay to Park Pilot Program: RFP, Decision and Implementation	2024	
12. Waterway Management Plan: Development	2024	
13. Multi-Purpose Inshore Vessel Purchase: Completion	2024	
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GOAL 5 ENJOY OUR COMMUNITY

► Major Projects 2025			TIME
1. Pinewood Recreation Facility Improvements: Completion and Parking	2024		
2. Fenn Park Reconstruction Project – Phase 2 and Parking Lot	2024		
3. Jaycee Park Connectivity Improvements	2024		
4. Fuel Dispensers and Management System: Replacement	2024		
5. South Causeway Park Parking: Clean-Up and Parking Spots	2024		
6. Indian Hills Golf Course Cart Barn Upgrade: Completion	2024		
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GOAL 5 ENJOY OUR COMMUNITY

▶ On the Horizon 2026 – 2030		TIME
1. Recreation/Sports Enhancement: Trends, Report with Options, Direction and City Actions	OTH	
2. Northside Pump Out Operations	OTH	
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SECTION 10

GOVERNANCE: MAYOR AND CITY COMMISSION – IN ACTION

Mayor and City Commission Governance Topics City of Fort Pierce

1. Town Hall Meetings
2. Commission Engagement
3. Mayor-City Commission Leadership and Teamwork
4. Relations with St. Lucie County
5. Relations with City of Port St. Lucie
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Mayor and City Commission Success means...

► **Mayor and City Commission Success means . . .**

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Mayor and City Commission Desired Community Image means...

► Mayor and City Commission Desired Community Image means . . .

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Mayor and City Commission How I Want to Be Treated...

► I Want to Be Treated...

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Mayor and City Commission Success Means...

»» Success Means...	PRIORITY
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Mayor and City Commission Success Means...

»» Success Means...	PRIORITY
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Mayor and City Commission Desired Community Image Means...

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Mayor and City Commission Desired Community Image Means...

»» Desired Community Image Means...	PRIORITY
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Mayor and City Commission How I Want to Be Treated...

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Mayor and City Commission How I Want to Be Treated...

»» How I Want to Be Treated ...	PRIORITY
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House Rules: Our Code of Conduct and Civility

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► **House Rules**

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Importance

► **House Rules**

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Importance

Mayor and City Commission Protocol Operating Guidelines

Protocol 1

Simple Information

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Protocol 2

Research on a Topic

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Protocol 3

Citizen Service Request

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 - A. First Contact
 - B. Unsatisfactory Response

Protocol 4

Agenda

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 - A. Placing an item
 - B. Question on item

Protocol 5	Urgent Information
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Criteria:

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Protocol 6	Communications: Commission and Staff
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Protocol 7	Employee Contact
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A. Employee initiated

B. Commission initiated

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Protocol 8	Representative/Liaison
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Protocol 9	Spokesperson
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Protocol 10	Representing Chair – County Commission
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Protocol 11	Work/Study Sessions
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Expectations and Actions

Mayor

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▶ Actions

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Expectations and Actions

City Commission

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Expectations and Actions City Manager

► Expectations

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