

CITY OF FORT PIERCE

CITY COMMISSION WORKSHOP AGENDA

Strategic Planning Workshop - Monday, February 10, 2025 - 8:30 a.m.
River Walk Center, 600 N Indian River Drive, Fort Pierce, Florida

1. **Call to Order**
2. **Roll Call**
3. **Strategic Planning Workshop - Lyle Sumeck, Facilitator**
4. **COMMENTS FROM THE PUBLIC**

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

5. **ADJOURNMENT**

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

**City Commission Strategic Planning - 8:30
a.m.**

Meeting Date: 02/10/2025

Re:

Information

SUBJECT:

Strategic Planning Workshop - Lyle Sumek, Facilitator

Attachments

Working Document Revised 2.7.25

Form Review

Form Started By: Jennifer Robinson
Final Approval Date: 02/04/2025

Started On: 02/04/2025 03:44 PM

LEADER'S GUIDE

2025

Working Document

Mayor and City Commission



Fort Pierce, Florida
January 2025



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WORKING DRAFT 2/6/25

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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: CITY GOVERNMENT CORE VALUES

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⁾

FORT PIERCE: CITY GOVERNMENT CORE VALUES

PRINCIPLE 1

PRIDE

► Means

1. Representing the City in a positive manner – in your words and deeds
2. Acting with integrity and in an honest and ethical manner
3. Caring about the Fort Pierce community and the Fort Pierce City
4. Following through on your commitments – being reliable
5. Acting in a trustworthy manner
6. Taking ownership
7. Being a self-starter and taking the initiative
8. Listening and understanding your customer – their needs, concerns/issues and expectations
9. Providing service in a fair and equitable manner
10. Being accessible to the community

PRINCIPLE 2

ACCOUNTABILITY

► Means

1. Taking responsibility for your decisions, actions, results and outcomes – both positive and negative
2. Owning and admitting a mistake/setback and learning from the experience
3. Speaking up when you see something
4. Holding self and others accountable
5. Being flexible and adjusting plans and actions to achieve better results
6. Understanding your position/role and the impacts of your communications
7. Taking time to evaluate performance and outcomes – debriefing from situation
8. Building trust and confidence with others
9. Taking ownership in their work and projects

PRINCIPLE 3

COLLABORATION

► Means

1. Being an active team player – contributing to team success
2. Building trust with other team members
3. Communicating in an open, direct and timely manner – keeping others informed
4. Knowing your roles and responsibilities as a team member
5. Actively listening to others – understanding their message
6. Being willing to compromise
7. Understanding the impacts of your comments and actions
8. Offering solutions to problems
9. Learning from other team members

PRINCIPLE 4

EXCELLENCE

► Means

1. Meeting or striving to exceed the job and professional standards
2. Knowing and being guided by the City’s vision, mission, goals and priorities
3. Encouraging, acting, and recognizing in a proactive manner
4. Solving problems and resolving issues in a timely manner
5. Evaluating policies/processes and bringing the needs for changes
6. Doing things without creating drama
7. Performing your job responsibilities to the best of your abilities
8. Understanding your strengths, weaknesses and areas for improvement
9. Being open to new ideas and being willing to make changes
10. Seeking and accepting feedback on performance and learning to be better

FORT PIERCE VISION 2040

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⁾

MAKES US UNIQUE

Fort Pierce Vision 2040

PRINCIPLE 1

WATERFRONTS

► Means

1. “Wastewater Treatment Plant” area redeveloped focusing on public uses
2. Preservation of views and vista of the water
3. Water quality in the lagoon and waterways with sea grass and oyster beds
4. World-class beaches with public access and amenities
5. Mega-yacht port with spin-off/support businesses, expanded marine industries and public spaces
6. Major tourist destination to enjoy waterfront and water
7. Successful and operational mixed-use port
8. Public access to the water for use, recreational opportunities and enjoyment, including Causeway Park and Harbor Point Park
9. High-quality boutique hotel (s) on the water
10. Revitalized Marina Square with event spaces
11. Multiple boat ramps with adequate trailer parking
12. Successful resiliency plans to respond to sea level raise and climate change

PRINCIPLE 2

DIVERSE AND STRONG LOCAL ECONOMY

► Means

1. Diverse reasons for tourist to visit: history; arts and culture; water-based activities boating, fishing, kayaking, parasailing; eco-tourism
2. Job corridor successful – with high-paying job opportunities
3. Visitors having a choice of a variety of high-quality hotels throughout the city, including a conference center
4. Retaining and growing small business opportunities
5. Major corporate and regional offices with a professional workforce contributing to our county
6. International airport surrounded by commercial and industrial businesses
7. Sport tournaments coming and returning to Fort Pierce
8. Expanded marine industries with quality job opportunities
9. Businesses providing higher wage job opportunities for Fort Pierce residents

PRINCIPLE 3

HISTORY, ARTS AND CULTURE

► Means

1. Historic Sunrise Theatre providing diverse and multi-cultural programs and performances for all ages
2. Celebrating and showcasing the achievements of famous city residents like A. E. Backus, Zora Neale Hurston, Highwaymen Artists, etc.
3. Lincoln Park developed as a “historic district”, including Lincoln Theater and Means Court Center celebrating the history and culture of Fort Pierce
4. Art galleries and museums showcasing the community's art and history
5. Common sense, flexible codes that preserve historic homes and buildings that are structurally sound, and facilitate removal of old, unsound structures
6. Edgartown Area District with infill development and home renovations
7. Marketing our history written and oral – African-American, Seminole Indians, Railroad, etc.
8. Community performing venues for jazz, blues and other music
9. Preservation of historic homes and buildings with a funding mechanism to assist the homeowners

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. Strong working relationship and common vision with the Housing Authority resulting well-maintained and livable Housing Authority buildings and units
7. Quality and livable rental properties with housing inspection programs and property owner compliance and supported by the Mayor and City Commission
8. Sense of personal safety and security at home and in the neighborhood – living without fear

PRINCIPLE 5

HISTORIC DOWNTOWN

► Means

1. Choice of a variety of quality restaurants
2. Beautiful well-designed and well-maintained area with attractive buildings and landscaping – refreshed appearance
3. Destination for our residents and tourists
4. Walkable and pedestrian friendly Downtown linked to the waterfront and our neighborhoods
5. Thriving Sunrise Theater providing diverse programs and performances throughout the year
6. Train station serving our Fort Pierce community and the surrounding area
7. Successfully redeveloped areas – former County Offices
8. Well-maintained properties by railroad adjacent properties

PRINCIPLE 6

OPPORTUNITIES FOR FUN

► Means

1. Easy access to water-based activities: boating, fishing, beaches, kayaking, canoeing, parasailing, etc.
2. Opportunities for biking, hiking, walking and running, including exercise stations throughout our community
3. Sunrise Theater offering a variety of diverse programs for all ages and for residents and our guests
4. Organized sports for youth, adults and seniors: recreation and tournaments
5. Variety of specialty parks and park amenities responsive to community needs – beach volleyball, pickle ball, skate park, splash pad
6. Successful marina(s) serving residents and visitors
7. Expanded recreational programming and activities for youth
8. Variety of community events and festivals bringing our Fort Pierce residents together

PRINCIPLE 7

COMMUNITY UNITY AND PRIDE

► Means

1. Residents trusting City government and City leaders
2. Proactive marketing of Fort Pierce – showcasing our community and presenting a positive image to the world
3. Respect, tolerance and appreciating different cultures
4. Business owners, property owners, institutions and residents taking responsibility for their property
5. Residents taking pride in saying "I am from Fort Pierce"
6. City working in partnership with our community to solve community problems
7. All residents working together on common community goals and solving problems

CITY OF FORT PIERCE PLAN FOR 2025 – 2030

City of Fort Pierce ***Goals 2030***

SERVE OUR COMMUNITY



DEVELOP OUR COMMUNITY



ENGAGE OUR COMMUNITY



BEAUTIFY OUR COMMUNITY



ENJOY OUR COMMUNITY

Goal 1

BEAUTIFY OUR COMMUNITY

OBJECTIVES

1. Reduce the visual blight in the City
2. Eliminate trash and litter ,including illegal dumping
3. Have well-maintained streetscapes
4. Have well-maintained parks and park venues
5. Have clean well-maintained sidewalks, curbs, and public areas

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. Lack of funding for maintenance of City buildings, infrastructure and facilities
2. Overabundance of unattractive properties on corridors: used car lots, temporary signs/banners, vacant lots and other unsightly items
3. Poor quality and unhealthy rental housing
4. Mayor and City Commission support for more aggressive enforcement and compliance actions by the City
5. Irresponsible property owners/landlords who avoid complying with the City Code of Ordinances
6. Absentee property owners/homeowners not maintaining property
7. Funding for code compliance, law enforcement and public works
8. Funding of City capital projects

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Negative first impression when you enter Fort Pierce
2. Investing in the maintenance and upgrade of community assets
3. City lack of control over blighted properties
4. Working with and aligning the Housing Authority on a common vision and goals
5. Vacant land, buildings and homes

POLICY ACTIONS 2025

1. Comprehensive City Beautification Strategy and Action Plan: Goals/Outcomes, Best Practices, Report with Options, Direction, Funding and City Actions
2. Proactive Property Maintenance Code and Enforcement/Compliance: Desired Outcomes, Best Practices and Staffing Report, Direction and Funding

PRIORITY

MANAGEMENT ACTIONS 2025

1. Entrances/Gateways Signage and Landscaping: Development and Installation
2. Mural Projects 2025 (3): Completion
3. Landscape Code: Revision
4. Public Facilities Maintenance Plan: Development and Funding

PRIORITY

MANAGEMENT IN PROGRESS 2025

1. Data Transfer of Naviline cases (pending fines/liens) into Tyler Munis
2. Foreclosures: On going: Initiation, Case to City Attorney
3. Street Pole Banners Program
 - a. Art Contest
 - b. Complete Installation
4. Downtown Lighting Installation: Completion
5. Wayfinding Signs
 - a. Fabrication
 - b. Complete Installation
6. Memorials Signage and Clean-up Action Plan (Corp of Engineers Regulations)

MAJOR PROJECTS 2025

1. Highwaymen Museum Development: Construction and Opening

ON THE HORIZON 2026 – 2030

1. Parks and Playground Upgrade: Direction, Funding and City Actions
2. Housing Minimum Living Standards Program and Enforcement Tools: Definition, Best Practices, Report with Options, Direction, Community Information/Education and Initial Implementation
3. Public Facilities Maintenance Upgrade: Enhancements: Direction, Funding and City Actions
4. Housing Authority Property Maintenance/Condition: Discussion with FPHA and Action Plan

GOAL 2

DEVELOP OUR COMMUNITY

OBJECTIVES

1. Expand our local economy and commercial tax base
2. Become a major tourist destination on the Treasure Coast
3. Have an active, sustainable Port of Fort Pierce serving as an economic driver
4. Have well-maintained streets and public areas
5. Assure the availability of affordable housing for our residents

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. Improving Fort Pierce’s image and reputation
2. Limited City service capacity with increasing demands for City services
3. Diversifying our local economy and expanding our commercial tax base
4. Political will to support enforcement of codes and compliance
5. Attracting the right businesses for Fort Pierce
6. Attracting new businesses to Fort Pierce that create sustainable jobs
7. Investing in City’s aging infrastructure and facilities
8. Increasing the wage level of local jobs

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Availability and costs of housing for our residents
2. Tapping the development potential of the Port of Fort Pierce and surrounding area
3. Maintaining and expanding public access to water
4. Creating a world-class tourist destination for residents and visitors
5. Securing a Train Station for Fort Pierce
6. Managing the growth in the pipeline and in the future
7. “Jagged” City boundaries and need for a comprehensive strategy and action plan
8. Continuing the momentum in the Downtown area and the surrounding neighborhoods
9. Continuing to support business investments in Fort Pierce
10. Expanding sports tourism in Fort Pierce
11. Regional growth impacting the City of Fort Pierce
12. Anchoring in the inlet
13. County relocating offices from Downtown Fort Pierce

POLICY ACTIONS 2025

PRIORITY

1. Annexations Actions Strategy: Overall Direction and Decisions
2. Jobs Corridor Development: Update Report, Direction and City Actions
3. 13th Street Improvements: Direction and Funding
4. Historic Downtown Development Master Plan Implementation : Marina Park Conceptual Plan, Festival Street Design and Streetscapes
5. City Economic Development Policies and Activities: Comprehensive Review/ Evaluation, Outcomes, City Roles, Partners, Report, Direction and City Actions
6. City-Owned Properties: Update Report, Direction and City Actions

MANAGEMENT ACTIONS 2025

PRIORITY

1. Seaplanes Facility and Service: Design and Construction
{DROP}
2. Port Development: Rezoning Direction
3. Comprehensive Plan Update: Direction
4. Agricultural Zoning: Concept, Direction and Ordinance Amendments
5. King’s Landing Development – Private Development Overview Amendment to Development Agreement [**Developer-Driven**]
6. Wastewater Treatment Plant Relocation: Update Report and Next Steps
7. Western Peninsula: Design and Direction
8. Residential Design Catalog Development: Direction and Completion

MANAGEMENT IN PROGRESS 2025

1. Annual Job Fair 2026
2. Boarding House/Rooming House Regulations **(City Commission Decision)**
3. Fisherman’s Wharf: Legal Resolution
4. SHIP Home Rehabilitations (4)
5. SHIP/First Time Homebuyers Down Payment Assistance Program: Virtual Services
6. Resiliency Plan: Vulnerability Assessment
7. Ordinance Revision in Response to HUD 2’ Freeboard Rule
8. Community Rating system (CRS): Award Contract **(City Commission Decision)**
9. FPRG Grant Programs Formalizing and Revamping
10. Standard Operating Procedures for FPRG Programs, Projects and Initiatives
11. Western Peninsula Charrette
12. Sign Code: Completion
13. Planning Application Fee Schedule: Completion
14. Law Enforcement Impact Fee: Completion
15. City Zoning Code: Refinements
16. Means Court Center: Funding Agreement
17. Sign Ordinance Update: Adoption **(City Commission Decision)**

MAJOR PROJECTS 2025)

1. Street Resurfacing Projects 2025: Design and Construction
2. 16th Street (Avenue K to Avenue I) – Stormwater Replacement: Design and Construction
3. Granada Street – Paving: Construction
4. Avenue D Streetscape (Indian River Drive to 29th Street):
 - a. Phase 1 Construction
 - b. Phase 2 Design Construction
5. SUN Trail – Highwayman Trail Gap (Indian Hills Drive to Georgia Avenue):
 - a. Rebid
 - b. Construction
6. Surfside Drainage / Resurfacing – Phase II and III: Design and Construction
7. Orange Avenue Beautification Project – FDOT: 13th to 33rd Street: Completion
8. SUN Trail – Historic Downtown Trail – Design
9. Little Jim Bait and Tackle – Septic to Sewer Conversion; Construction
10. Indian River Drive (Marina Way to Seaway Drive): Construction
11. 11th, Boston and Preston Reconstruction: Design
12. Surfside Drainage – Phase 4: Design
13. Wendell Road (7th Street to 8th Street): Design

MAJOR PROJECTS 2025

(continued)

14. Avenue Q (14th to 17th) – Drainage Replacement – Construction
15. Parking Lots Projects:
 - a. Avenue D
 - b. JCPenney
16. Delaware Avenue/33rd Street Intersection Improvements
17. Oaks at Moore’s Creek Phase II [Developer Driven]
18. Old St. Anastasia School Site Master Plan

ON THE HORIZON 2026 – 2030

1. 1st Floor Utilization Sunrise Center: Buildout
2. South Beach Plan Development (2): Preparation and Direction
3. SUN Trail through Downtown: Update Report, Direction and City Actions
4. Downtown Parking: Action Steps Implementation
5. North U.S. 1 Corridor Redevelopment: Outcomes, Report with Options, Direction, Funding and City Actions
6. Sidewalk Projects: Report, Review, Priority Direction and Funding
7. Orange Avenue Revitalization Strategy and Action Plan: Goals/Vision, Plan Development, Direction and City Actions
8. Lincoln Park Corridor Redevelopment Actions: Update Report, Direction and City Actions
9. Neighborhood Identity and Branding Plan: Consultant Selection and Neighborhood Identification
10. Road Improvement Strategy and City Actions: Goals/Outcomes, Service Level, Report with Options and Funding Mechanism, Direction and City Actions/Projects Priority
11. Tourism Development/Expansion Strategy: Performance Report, Performance Goals, Direction and City Actions

ON THE HORIZON 2026 – 2030
(continued)

12. Infill Development Strategy: Review, Report with Options, Direction and City Actions
13. Workforce Development: Goals/Outcomes, City Role, City Partners, Report, Direction and City Actions
14. Hotel and Conference Center at the Beach: Outcomes, Direction and City Actions
15. Affordable Housing Strategy: Locations and City Action Plan to Support Development
16. North U.S. 1 Corridor Redevelopment: Outcomes, Report with Options, Direction, Funding and City Actions
17. Beachside Parking Pilot Study: Implementation, Evaluation and Future Direction
18. County Buildings and Services Relocation: Update, Direction and Next Steps (with St. Lucie County)
19. Comprehensive Parking at the Beach: Update Report, Direction and City Actions
20. Rail Station Development: Report with Options, Direction and City Actions
21. Midway Road Corridor Commercial Development: Direction and City Action
22. Climate Change and Community Resiliency: Plan Development, Direction, Funding and City Actions
23. Historic Preservation/Enhancements: Review, Best Practices, Report with Options, Direction and City Actions

Goal 3

ENGAGE OUR COMMUNITY

OBJECTIVES

1. Have a well-informed community through proactive and planned City communications
2. Have civility and transparency 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. Building trust in City government
2. Developing future community leaders and City employees
3. Disinformation and false rumors about the City government
4. Measuring the effectiveness of communication methods
5. Expanding community involvement with new people involved in governance
6. Determining how to communicate with our community using a variety of methods
7. Helping residents understand the City government policies, programs and services
8. Reaching out to the entire community

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Getting residents to become engaged in neighborhood and community organizations
2. Communicating accurate information to our community
3. Growing diverse perspectives among Fort Pierce residents
4. Social media misinformation
5. Balancing workplace security and customer service
6. Responding to the societal growth in distrust in government

POLICY ACTIONS 2025

1. Proactive City/Community Communications Staffing Strategy/Action Plan: Outcomes, Report with Options, Direction, Funding and Implementation
2. Community Listening Action Plan: Listening Community Meetings, Going into the Community as a City Commission, Getting Invitations from the Community
3. Social Media Policy and Expansion: Review, Best Practices, Report with Options, Direction and City Actions
4. “One Fort Pierce” Community – Strengthening: Next Steps
5. Community Brand/Marketing Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions (Showcasing Fort Pierce)

PRIORITY

MANAGEMENT IN PROGRESS 2025

1. Community Policing Expansion: Annual Action Report
2. Youth Council
3. Unity in Our Community Event
4. SnapComm Policy Updates
5. Media Relations Policy
6. Website Redesign and Update
7. Hootsuite: Implementation
8. Strategic Communications and Marketing Plan Update Report
9. Crisis Communications Plan Update
10. Commission Chamber Technology Upgrade: Funding **(City Commission: Decision)**

ON THE HORIZON 2026 – 2030

1. Community Events and Festivals: Permitting Fee, Quality Control, Evaluation and Direction
2. Government/Civic Education Strategy/Program Development: Outcomes, Best Practices, Report with Options, Direction and City Actions

Goal 4

SERVE OUR COMMUNITY

OBJECTIVES

1. Maintain and enhance a financially responsible City government
2. Have sufficient resources and staffing to successfully provide defined City services and service levels
3. Maintain and enhance the City organization culture that reflect our core value – Pride, Accountability, Collaboration and Excellence
4. Develop, plan and fund City proactive maintenance program - new and replacement to provide City services and responding to growing service demand
5. Market and showcase our City and community
6. Evaluate, streamline and refine City policies, regulations, processes and procedures
7. Have customer friendly City services responsive to the Fort Pierce community and our customers

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. Promoting Fort Pierce in a positive manner – community and City government
2. Hiring and retaining quality City employees in a very competitive Treasure Coast labor market
3. City services, service levels and staffing keeping up with growth and new development
4. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority
5. Limited revenue sources for cities
6. Finding qualified new City employees that fit our Fort Pierce City organization culture
7. Using technology and virtual services to better service our residents and businesses
8. Having adequate staffing and resources to provided defined services and to keep up with growing service demands
9. Instilling the core values throughout the City organization
10. Regularly evaluating and streamlining City processes – more customer friendly

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Enhancing City operational efficiencies to better serve our community
2. Developing and implementing a successful management and employee succession planning and programs
3. Aging and deteriorating City facilities needing major upgrades – Police and Public Works
4. Aging City infrastructure requiring significant maintenance and replacement
5. Investing in our human resource – employee training and development, and employee mental health and stress reduction
6. Actions by the State of Florida – pre-empting home rule and City finances and services
7. Investing in the deferred capital investment now requiring significant funding

POLICY ACTIONS 2025

PRIORITY

1. Comprehensive Ordinance: Review, Update and Completion
2. Streamlining City Processes: Report, Direction and City Actions
3. Street Condition Assessment and Projects Plan: Condition Report, Project Plan/Priority and Election
4. City Manager Hiring: Selection and Onboarding
5. Technology Upgrades: Next Steps and Funding

MANAGEMENT ACTIONS 2025

PRIORITY

1. Law Enforcement Impact Fees: Review, Refinement and Adoption
2. Management Succession Plan and Preparedness: Update Report and Next Steps
3. Working Remotely/Flexible Hours Policy: Report with Options and Direction
4. Purchasing Policies and Processes: Comprehensive Evaluation, Best Practices, Report with Options and Recommendations, Directions and Implementation
5. City Compensation: Update Report
{DROP}
6. Tyler Munis Program Implementation: Next Steps

MANAGEMENT IN PROGRESS 2025

1. Grants and Outside Funding Sources: Opportunity Report
2. Cyber Security Training/Penetration Testing
3. Litter Public Awareness/Education Campaign: Launch
4. GIS Initiatives: Project Maps
5. Police Strategic Plan: Annual Update
6. Police Vehicles Replacement: Acquisition
Patrol Vehicles Delivery: 25 Vehicles Order
7. Supervisor Handbook: Completion
8. Police Leadership Program and Succession Plan: Development
9. Online Guide for Potential Developers: Development
10. Records Management Handbook and Reference Guide: Development
11. Citywide Records File Plan: Development
12. Records Storage Consolidation: Completion
13. Low-Cost Veterinary Clinic at the Shelter: Creation
14. ERP Phase III: Rollout (Human Resources/ Time Keeping/) of Electronic Record Processing System
15. In-House Mental Health Program for Police Department Employees: Development
16. Police Promotional Examination Program: Development
17. New Medium- and Heavy-Duty Equipment: Acquisition Funding **(City Commission: Decision)**
18. City Surplus Properties: Review Inventory and Sale Direction **(City Commission Decision)**

MANAGEMENT IN PROGRESS 2025 (continued)

19. Department Head Training Program: Completion
20. HR Records Scanning
21. Personnel Rules and Regulations Revision: Completion (City Commission Decision)
22. Vendor Self Service Launch
23. Enterprise Service Request Launch
24. MyCivic Launch
25. Open Enrollment Benefits Module Launch
26. FPPD Network Infrastructure Refresh
27. Mobile Device Management Platform Migration from Mosyle to Apple Business Essentials
28. Mobile Device Management Platform Migration from Mosyle to Apple Business Essentials
29. Site-to-site Fiber: Rec Center, Public Works, City Hall and Means Court
30. Service Desk Various Processes and Workflows QM.
31. Highwaymen Museum ISP Installation with Access Control and Cameras Security Enhancements
32. Service Desk Restructuring
33. City Hall Threat Vulnerability Assessment Access Control Enhancements
34. Tyler ESS, Evaluation, and Training Modules
35. Evaluation Module Launch
36. Mobile Phone Upgrades
37. Phase 1 and 2 System Refreshes.
38. All Platform Audits for Licensing, Costs and Quality Management

MANAGEMENT IN PROGRESS 2025 (continued)

39. Runbooks for Various Tiers and Areas of Operations.
40. Asset Lifecycle Process Enhancements
41. Dedicated Employee Training Room: Creation
42. Risk Management Policies with HR Polices Alignment
43. Emergency/Disaster Protocols and Perform More Detailed Employee Readiness Training.
44. Animal Service Division: Implementation
45. Post-launch Tyler ERP Adjustments
46. Building Department Accreditation: Application
47. Transition to Electronic Signatures
48. FPUA Lighting Contract and Standardization of Poles – Potential for Demonstration Project
49. Fuel Inventory Module on ERP System: Implementation
50. Accounts Receivable on ERP System: Implementation
51. Finance Policies and Procedures: Update
52. Call Center to Improve Customer Service

MAJOR PROJECTS 2025

1. Public Works Fuel Island/Canopy Replacement
2. City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall): CIP FY 2021 Funded and Implementation
3. Annual Road Resurfacing Projects
4. Police Station Upgrade: Funding **(City Commission: Decision)**
5. Parking Garage Structural Repairs
6. Street Sweeping Program Improvements: Funding **(City Commission: Decision)**

ON THE HORIZON 2026 – 2030

1. City Facilities/Parks Security: Assessment, Direction and Actions
2. ACH Payments: Vendor Participation
3. Future City Facilities Master Plan: Outcomes, Plan Development, Direction, Project Priorities in CIP and Funding (including City Services and Police Substation West)
4. Police West Satellite Office: Concept, Location, Design, Direction and City Actions
6. St. Lucie County: Key Issues, Direction and City Actions
7. Comprehensive City Organization: Performance Audit/ Evaluation, Report with Findings and Recommendations, Decision and Direction
8. Human Resources Policies and Practices: Comprehensive Evaluation, Best Practices, Report with Options and Recommendations, Direction and Implementation
9. City Services and Staffing Plan for Current Services and for Growing Service Demands: Direction and Funding
10. Grants Expansion: Report with Options, Direction and Funding
11. Street Lights: Services Level, Direction, Funding and City Actions
12. Five-Year Financial Plan: Development (including projections)
13. Public Facilities Maintenance Upgrade Plan: Condition Assessment, Plan Development, Direction and Funding
14. City Employee Training and Professional Development: Report with Recommendations, Direction and Funding

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 Sunrise Theatre providing diverse, year-round programming through private operator

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. Maintaining water quality for boating and fishing
2. Modernizing parks and their venues
3. Addressing issues with the homeless population
4. Maintaining public areas – good condition and cleanliness
5. Continuing to respond proactively to criminal activities
6. Funding for parks and recreation

**LONG-TERM CHALLENGES
AND OPPORTUNITIES**

1. Increasing demand for outdoor venues and activities
2. Need for Indian Hills Golf Course Clubhouse
3. Expanding the Entertainment District
4. Expanding and diversifying leisure and recreational opportunities and activities for all
5. Expanding neighborhood watch and community programs to increase residents' investments in safety and safe community
6. Continuing the success and expanding regional use of the Indian Hills Golf Course

POLICY ACTIONS 2025

PRIORITY

1. Community Safety Next Steps: Report with Options, Direction and Funding (Including SWAT Team, Drug Task Force, Gang Task Force, Gun Violence Reduction, etc.)
2. Additional Boat Ramps and Parking: Report with Options, Direction, Funding and City Actions
3. Youth Recreational Programs and Activities Expansion: Needs, Report with Options, Direction and City Role/Actions
4. Swimming Lessons Grants for Youth/Young Adults: Development and Funding

MANAGEMENT ACTIONS 2025

PRIORITY

1. Homeless/Unhoused Residents Strategy: Report from Joint Homeless Task Force
2. Cobbs Landing: Report with Findings and Option, Direction, Issue RFP and Implementation
3. City Marina Expansion: Report with Options, Direction, Funding and City Actions
4. Animal Adoption Center Implementation: Voucher Program and Business Plan
5. Little Jim Bait and Tackle Operations: RFP and Direction
6. Sunrise Theatre Operations: Private Sector Implementation
7. Beach Facilities Upgrade: Report, Direction, Funding and Implementation (Including Jetty Park Upgrade)
{DROP}
8. Crime Reduction Action Plan: Update Report, Problem Analysis, Best Practices, Report with Findings and Options, Direction and City Actions

MANAGEMENT IN PROGRESS 2025

1. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase
2. Sunrise Theatre Marketing: Expansion
3. Sunrise Theatre Volunteer Program: Expansion
4. Marina Security: Access Control
4. Annual Highwaymen Heritage Trail Art Show and Festival 2025
5. Marina Office Upgrade(s) – Multi-Phase Approach including Controller, QuickBooks and Scribble
6. Police Streamline the Non-Essential Calls
7. Pay to Park Pilot Program: Decision Implementation
8. Waterway Management Plan: Development
9. Multi-Purpose Inshore Vessel Purchase: Completion
10. Electronic Special Events Permit Process: Implementation
11. Diverse Festivals (Juneteenth Celebration, Black Arts, Hispanic Heritage) Promotion and Calendar
12. Adult Entertainment Permitting
13. Marina Expansion Design
14. Partnership with EventsbyPricilla
15. Upcoming Event Honoring Earl Little
16. In House Summer Camp

MANAGEMENT IN PROGRESS 2025 (continued)

1. Pinewood Recreation Facility Improvements: Completion and Parking
2. Fenn Park Reconstruction Project – Phase 2 and Parking Lot
3. South Causeway Park Parking: Clean-up and Parking Spots; Signage
4. Riverwalk Lighting, Banquet Chairs, and Window Tint: Upgrade Project: Funding (City Commission: Decision)
5. Football Field Concession Stands, and Wind Screen on the Fence (with St. Lucie County): Direction
6. Korean War Memorial: Relocation and Access Improvement
7. Fertigation System
8. Additional Area to Two Tee Complexes
9. Fairways of Holes #6, #7 & #14
10. Tee Markers Painting
11. Tee Stones and Fairway Yardage Stones Painting
12. Replacement of Chiller
13. Mold Remediation

ON THE HORIZON 2026 – 2030

1. Recreation/Sports Enhancement: Trends, Report with Options, Direction and City Actions
2. Northside Pump Out Operations
3. Sunrise Theater Capital and Financial Plan: Development, Direction, Funding Mechanisms and Transfer of Building Assets to FPRA
4. Indian Hills Clubhouse Facility/Pickleball Courts: Report with Options, Direction and Funding Mechanism
5. Waterway Policing: Report with Options, Direction, Funding and City Actions
6. Community Cameras: Outcomes, Best Practices, Report with Options and Funding Mechanism, Direction and Actions
7. Sports Fields Additional: Report and Direction

CITY OF FORT PIERCE ACTION AGENDA 2025

City of Fort Pierce Policy Agenda 2025

TOP PRIORITY

HIGH PRIORITY

City of Fort Pierce Management Agenda 2025

TOP PRIORITY

HIGH PRIORITY

City of Fort Pierce

Management in Progress 2025

City of Fort Pierce

Major Projects 2025

SECTION 6

FORT PIERCE VISION 2040
[Summary: 1/25/25]

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⁾

MAKES US UNIQUE

Vision 2040
Guiding Principles

PRINCIPLE 1**WATERFRONTS****► Means**

	PRIORITY
1. “Wastewater Treatment Plant” area redeveloped focusing on public uses	5
2. Preservation of views and vista of the water	5
3. Water quality in the lagoon and waterways with sea grass and oyster beds	5
4. World-class beaches with public access and amenities	4
5. Mega-yacht port with spin-off/support businesses, expanded marine industries and public spaces	3
6. Major tourist destination to enjoy waterfront and water	3
7. Successful and operational mixed-use port	3
8. Public access to the water for use, recreational opportunities and enjoyment, including Causeway Park and Harbor Point Park	3
9. High-quality boutique hotel (s) on the water	3
10. Revitalized Marina Square with event spaces	3

PRINCIPLE 1

OUR WATERFRONTS

► Means

	PRIORITY
11. Multiple boat ramps with adequate trailer parking	3
12. Successful resiliency plans to respond to sea level raise and climate change	3
13. Enhanced Fisherman’s’ Wharf area with boat ramp and mixed uses	1
14. Moore’s Creek Park as a destination with pedestrian connectivity to the Intracoastal Waterways	1
15. Public and private marinas for residents and visiting boaters	0
16. Seaplane terminal with services to the Bahamas and other destinations	0
17. Expanded Jetty Park with improved parking	0
18. Convenient access and paid parking opportunities for residents and guests	0
19.	
20.	

PRINCIPLE 2**DIVERSE AND STRONG LOCAL ECONOMY****► Means**

	PRIORITY
1. Diverse reasons for tourist to visit: history; arts and culture; water-based activities boating, fishing, kayaking, parasailing; eco-tourism	5
2. Job corridor successful – with high-paying job opportunities	5
3. Visitors having a choice of a variety of high-quality hotels throughout the city, including a conference center	4
4. Retaining and growing small business opportunities	4
5. Major corporate and regional offices with a professional workforce contributing to our county	4
6. International airport surrounded by commercial and industrial businesses	3
7. Sport tournaments coming and returning to Fort Pierce	3
8. Expanded marine industries with quality job opportunities	3
9. Businesses providing higher wage job opportunities for Fort Pierce residents	3
10. Economy based upon tourism, education, research, and marine-related businesses	2

PRINCIPLE 2

DIVERSE AND STRONG LOCAL ECONOMY

► Means

- 11. Active port with commercial shipping, mega yacht manufacturing and maintenance, and hotels
- 12. Workforce and “trade” development programs in public schools and Indian River State College
- 13. Quality higher education with Indian River State College, Florida Atlantic University, Harbor Branch, University of Florida Research Center, Bethune Cookman University
- 14. Successful Medical District with supporting medical and healthcare businesses and offices
- 15. Light specialty manufacturing businesses located here
- 16. Space-related businesses including offices and manufacturing
- 17.
- 18.
- 19.
- 20.

PRIORITY

- 2
- 2
- 1
- 0
- 0
- 0
-
-
-
-

PRINCIPLE 3

HISTORY, ARTS AND CULTURE

► Means

	PRIORITY
1. Historic Sunrise Theatre providing diverse and multi-cultural programs and performances for all ages	5
2. Celebrating and showcasing the achievements of famous city residents like A. E. Backus, Zora Neale Hurston, Highwaymen Artists, etc.	4
3. Lincoln Park developed as a “historic district”, including Lincoln Theater and Means Court Center celebrating the history and culture of Fort Pierce	4
4. Art galleries and museums showcasing the community's art and history	4
5. Common sense, flexible codes that preserve historic homes and buildings that are structurally sound, and facilitate removal of old, unsound structures	4
6. Edgartown Area District with infill development and home renovations	3
7. Marketing our history written and oral – African-American, Seminole Indians, Railroad, etc.	3
8. Community performing venues for jazz, blues and other music	3
9. Preservation of historic homes and buildings with a funding mechanism to assist the homeowners	3
10. Successful Peacock Arts District	2

PRINCIPLE 3

HISTORY, ARTS AND CULTURE

► **Means**

11. Art in public spaces

1

12. Revitalized White City with historic renovation

1

13. Active Community Arts and Culture Board contributing to the Fort Pierce community

0

14. Art incorporated in private developments

0

15.

16.

17.

18.

19.

20.

PRIORITY

PRINCIPLE 4**CHOICE OF LIVABLE NEIGHBORHOODS****► Means**

	PRIORITY
1. Well-maintained and replaced neighborhood streets, utilities, drainage system, curbs and sidewalks	5
2. Neighbors taking responsibility and collaborating with the Police Department to create safe neighborhoods and Fort Pierce community	4
3. High percentage of home ownership in every neighborhood	4
4. Quality rental housing that is inspected and meets code requirements	3
5. Youth actively involvement in a variety of positive activities	3
6. Strong working relationship and common vision with the Housing Authority resulting well-maintained and livable Housing Authority buildings and units	3
7. Quality and livable rental properties with housing inspection programs and property owner compliance and supported by the Mayor and City Commission	1
8. Sense of personal safety and security at home and in the neighborhood – living without fear	3
9. Define and identify neighborhoods	3
10. Land Trust for developing infill housing on vacant lots	2

PRINCIPLE 4

CHOICE OF LIVABLE NEIGHBORHOODS

► Means

	PRIORITY
11. Variety of quality housing choices for all income levels	2
12. Neighborhoods having easy and convenient access to retail and service businesses	2
13. Active neighborhood associations	2
14. Effective multi-modal public transportation for residents moving from home to desired destinations in a timely manner	1
15. Quality and well-maintained public housing provided by Fort Pierce Housing Authority	1
16. Walkable and pedestrian-friendly neighborhoods	1
17. Technology used to create a safer community and neighborhoods	0
18. Public green spaces in every neighborhood	0
19. Well-maintained housing stock	0
20.	

PRINCIPLE 5**HISTORIC DOWNTOWN****► Means**

	PRIORITY
1. Choice of a variety of quality restaurants	5
2. Beautiful well-designed and well-maintained area with attractive buildings and landscaping – refreshed appearance	5
3. Destination for our residents and tourists	4
4. Walkable and pedestrian friendly Downtown linked to the waterfront and our neighborhoods	4
5. Thriving Sunrise Theater providing diverse programs and performances throughout the year	4
6. Train station serving our Fort Pierce community and the surrounding area	4
7. Successfully redeveloped areas – former County Offices	3
8. Well-maintained properties by railroad adjacent properties	2
9. Decorative lighting throughout Downtown	2
10. Opportunities to experience a variety of live entertainment venues	1

PRINCIPLE 5

HISTORIC DOWNTOWN

► Means

11. Convenient access and parking

1

12. 2nd Street and other public spaces for community events and festivals

0

13. New Library in Downtown

0

14. Preserving the historic character of Fort Pierce Downtown

0

15. Well-maintained City Hall and City buildings in Downtown

0

16. Downtown linked to the waterfront –access and activities

0

17.

18.

19.

20.

PRIORITY

PRINCIPLE 6**OPPORTUNITIES FOR FUN****► Means**

	PRIORITY
1. Easy access to water-based activities: boating, fishing, beaches, kayaking, canoeing, parasailing, etc.	4
2. Opportunities for biking, hiking, walking and running, including exercise stations throughout our community	4
3. Sunrise Theater offering a variety of diverse programs for all ages and for residents and our guests	4
4. Organized sports for youth, adults and seniors: recreation and tournaments	3
5. Variety of specialty parks and park amenities responsive to community needs – beach volleyball, pickle ball, skate park, splash pad	3
6. Successful marina(s) serving residents and visitors	3
7. Expanded recreational programming and activities for youth	3
8. Variety of community events and festivals bringing our Fort Pierce residents together	3
9. Quality public golf course and clubhouse with community rooms and banquet facilities	2
10. Historic touring opportunities	2

PRINCIPLE 6

OPPORTUNITIES FOR FUN

► Means

11. Recreational activities and programs for all generations

1

12. Performing and cultural arts with diverse and multi-cultural programs and performances for all

1

13. Large venue/complex for sports tourism at Dreamland Park

1

14. Access to the Bahamas

1

15. Motor Cross facility

1

16.

17.

18.

19.

20.

PRINCIPLE 7**COMMUNITY UNITY AND PRIDE****► Means**

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

PRINCIPLE 7

COMMUNITY UNITY AND PRIDE

► Means

- 11. Recognizing the accomplishment of youth in partnership with St. Lucie schools
- 12. Individuals and community organizations working for community benefit
- 13.
- 14.
- 15.
- 16.
- 17.
- 18.
- 19.
- 20.

PRIORITY

1

0

SECTION 7



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

Core Values

Individual Perspective

<p>My Expectations of City Employees</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 	<p>Actions that Upset Me</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 5. 6. 7. 8. 9. 10.
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<p>“Quality Job” Means . . .</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 	<p>“Satisfied Customer” Means . . .</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 5. 6. 7. 8. 9. 10.
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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
----------------	--------------

► Means	PRIORITY
1. Representing the City in a positive manner – in your words and deeds	5
2. Acting with integrity and in an honest and ethical manner	5
3. Caring about the Fort Pierce community and the Fort Pierce City	4
4. Following through on your commitments – being reliable	4
5. Acting in a trustworthy manner	4
6. Taking ownership	4
7. Being a self-starter and taking the initiative	3
8. Listening and understanding your customer – their needs, concerns/issues and expectations	3
9. Providing service in a fair and equitable manner	3
10. Being accessible to the community	3

VALUE 1	PRIDE
----------------	--------------

► Means	PRIORITY
11. Completing assigned task and producing the best possible results and outcomes – projects on time and within budget	2
12. Looking for ways to say “Yes”; but when must say “No”, taking time to explain your decisions or actions	2
13. Doing the right thing when no one is looking	2
14. Demonstrating a commitment to public service	2
15. Returning calls in a timely manner	1
16. Desiring to serve others	1
17. Doing the job right the first time	1
18. Looking for ways to improve	1
19. Presenting a positive image in your appearance and in your work space	0
20. Taking care of your equipment and work tools	0

VALUE 2	ACCOUNTABILITY
----------------	-----------------------

► Means	PRIORITY
1. Taking responsibility for your decisions, actions, results and outcomes – both positive and negative	5
2. Owning and admitting a mistake/setback and learning from the experience	5
3. Speaking up when you see something	5
4. Holding self and others accountable	5
5. Being flexible and adjusting plans and actions to achieve better results	4
6. Understanding your position/role and the impacts of your communications	4
7. Taking time to evaluate performance and outcomes – debriefing from situation	3
8. Building trust and confidence with others	3
9. Taking ownership in their work and projects	3
10. Setting and understanding performance standards and expectations	2

VALUE 2	ACCOUNTABILITY
----------------	-----------------------

► Means	PRIORITY
11. Following the core values – P.A.C.E.	2
12. Being responsible for yourself	2
13. Following City policies, procedures and processes	2
14. Seeking feedback from others	0
15. Saying “Thank You” to others who contributed	0
16. Taking time to celebrate successes, accomplishments and job well done	0
17. Being consistent in your decisions and actions	0
18. Delegating task when appropriate	0
19.	
20.	

VALUE 3	COLLABORATION
----------------	----------------------

► Means	PRIORITY
1. Being an active team player – contributing to team success	5
2. Building trust with other team members	5
3. Communicating in an open, direct and timely manner – keeping others informed	4
4. Knowing your roles and responsibilities as a team member	4
5. Actively listening to others – understanding their message	4
6. Being willing to compromise	3
7. Understanding the impacts of your comments and actions	3
8. Offering solutions to problems	3
9. Learning from other team members	3
10. Seeking input from others before making a decision or taking action	2

VALUE 3	COLLABORATION
----------------	----------------------

► Means	PRIORITY
11. Acting in a respectful manner	2
12. Looking for ways to engage and involve others	2
13. If you have a question, ask it	2
14. Working with others on tasks	1
15. Teaching and training other team members	1
16. Understanding how the process works	1
17. Including other early in the process	0
18. Sacrificing for the greater good	0
19.	
20.	

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

► Means	PRIORITY
1. Meeting or striving to exceed the job and professional standards	5
2. Knowing and being guided by the City’s vision, mission, goals and priorities	4
3. Encouraging, acting, and recognizing in a proactive manner	4
4. Solving problems and resolving issues in a timely manner	4
5. Evaluating policies/processes and bringing the needs for changes	4
6. Doing things without creating drama	4
7. Performing your job responsibilities to the best of your abilities	3
8. Understanding your strengths, weaknesses and areas for improvement	3
9. Being open to new ideas and being willing to make changes	3
10. Seeking and accepting feedback on performance and learning to be better	3

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

► Means	PRIORITY
11. Continually developing your knowledge and skillset	2
12. Going beyond the minimum	2
13. Respecting the time of others	1
14. Looking for areas to enhance performance	1
15. Providing clear, concise and simple answers to questions	1
16. Embracing creativity and innovation	1
17. Planning your job activities	0
18. Maximizing the utilization of the available resources	0
19. Asking for help when appropriate	0
20. Setting a positive example for others	0

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

► Means	PRIORITY	
21. Anticipating issues and opportunities	0	
22. Providing accurate, thorough and data-based reports	0	
23. Listening and understanding your customer –their needs, concerns/ issues, expectations and their messages	0	
24.		
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SECTION 8

**CITY OF FORT PIERCE
PLAN 2025 – 2030
[Updated Summary: 2/2/25]**

City of Fort Pierce Goals 2030

BEAUTIFY OUR COMMUNITY



DEVELOP OUR COMMUNITY



ENGAGE OUR COMMUNITY



SERVE OUR COMMUNITY



ENJOY OUR COMMUNITY

City of Fort Pierce Goals 2030 Worksheet

	IMPORTANCE	
	Personal	Team
1. BEAUTIFY OUR COMMUNITY	8	1
2. DEVELOP OUR COMMUNITY	9	2
3. ENGAGE OUR COMMUNITY	15	3
4. SERVE OUR COMMUNITY	18	4
5. ENJOY OUR COMMUNITY	25	5
6.		
7.		
8.		
9.		
10.		

GOAL 1 BEAUTIFY OUR COMMUNITY

► Objectives		PRIORITY
Objective 1	Reduce the visual blight in the City	5
Objective 2	Eliminate trash and litter ,including illegal dumping	5
Objective 3	Have well-maintained streetscapes	4
Objective 4	Have well-maintained parks and park venues	3
Objective 5	Have clean well-maintained sidewalks, curbs, and public areas	3
Objective 6	Have attractive major corridors: Orange Avenue, U. S. 1	2
Objective 7	Maintain and enhance waterfront appearance	1
Objective 8	Have attractive and livable housing	1
Objective 9	Create a more attractive, visually appealing Historic Downtown	1
Objective 10	Have attractive entrances and gateways: I-95 and Florida Turnpike	0

GOAL 1 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	
6.	
7.	
8.	
9.	
10.	

GOAL 1 BEAUTIFY OUR COMMUNITY

► Challenges and Opportunities		PRIORITY
S	1. Lack of funding for maintenance of City buildings, infrastructure and facilities	5
S	2. Overabundance of unattractive properties on corridors: used car lots, temporary signs/banners, vacant lots and other unsightly items	3
S	3. Poor quality and unhealthy rental housing	3
S	4. Mayor and City Commission support for more aggressive enforcement and compliance actions by the City	3
S	5. Irresponsible property owners/landlords who avoid complying with the City Code of Ordinances	3
S	6. Absentee property owners/homeowners not maintaining property	3
S	7. Funding for code compliance, law enforcement and public works	3
S	8. Funding of City capital projects	3
L	9. Negative first impression when you enter Fort Pierce	2
L	10. Investing in the maintenance and upgrade of community assets	2

GOAL 1 BEAUTIFY OUR COMMUNITY

► Challenges and Opportunities		PRIORITY
L	11. City lack of control over blighted properties	2
L	12. Working with and aligning the Housing Authority on a common vision and goals	1
L	13. Vacant land, buildings and homes	1
	14. Addressing issues associated with homelessness	0
	15. Determining the degree of enforcement	0
	16. Confusing boundaries - never know when you are in the City of Fort Pierce	0
	17. Poor maintenance by St. Lucie County of their buildings and facilities	0
	18.	
	19.	
	20.	

GOAL 1 BEAUTIFY OUR COMMUNITY

► Actions 2025			PRIORITY
P	1. Comprehensive City Beautification Strategy and Action Plan: Goals/Outcomes, Best Practices, Report with Options, Direction, Funding and City Actions	2024 M/CC	5
P	2. Proactive Property Maintenance Code and Enforcement/ Compliance: Desired Outcomes, Best Practices and Staffing Report, Direction and Funding		5
P	3. Entrances/Gateways/Community Beautification Plan: Development and Adoption	2024 M/CC Mgmt	3
M	4. Mural Projects 2025 (2): Direction	2024 Mgmt	MGMT
M	5. Landscape Code: Revision	2024 Mgmt	MGMT
	6. Housing Minimum Living Standards Program and Enforcement Tools: Definition, Best Practices, Report with Options, Direction, Community Information/Education and Initial Implementation	2024 Mgmt	1
	7. Public Facilities Maintenance Upgrade: Enhancements: Direction, Funding and City Actions	OTH Mgmt	1
	8. Housing Authority Property Maintenance/Condition: Discussion with FPHA and Action Plan	2024 Mgmt	0

GOAL 1 BEAUTIFY OUR COMMUNITY

▶ Management in Progress 2025			TIME
1.	Nuisance Abatement Vendors: RFP, Direction and Implementation	2024	
2.	Data Transfer of Naviline cases (pending fines/liens) into Tyler Munis	ComRes	
3.	Foreclosures: On going.	ComRes	
4.	Street Pole Banners	FPRA	
5.			
6.			
7.			
8.			
9.			
10.			

GOAL 1 BEAUTIFY OUR COMMUNITY

▶ Major Projects 2025		TIME
1. Highwaymen Museum Development: Construction	2024 M/CC	
2.		
3.		
4.		
5.		
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8.		
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10.		

GOAL 1 BEAUTIFY OUR COMMUNITY

► On the Horizon 2026 – 2030

		TIME
1.	Parks and Playground Upgrade: Direction, Funding and City Actions	OTH
2.		
3.		
4.		
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10.		

GOAL 2 DEVELOP OUR COMMUNITY

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

GOAL 2 DEVELOP OUR COMMUNITY

► Challenges and Opportunities		PRIORITY
S	1. Improving Fort Pierce’s image and reputation	4
S	2. Limited City service capacity with increasing demands for City services	4
S	3. Diversifying our local economy and expanding our commercial tax base	4
S	4. Political will to support enforcement of codes and compliance	4
S	5. Attracting the right businesses for Fort Pierce	4
S	6. Attracting new businesses to Fort Pierce that create sustainable jobs	3
S	7. Investing in City’s aging infrastructure and facilities	3
S	8. Increasing the wage level of local jobs	3
L	9. Availability and costs of housing for our residents	2
L	10. Tapping the development potential of the Port of Fort Pierce and surrounding area	2

GOAL 2 DEVELOP OUR COMMUNITY

► Challenges and Opportunities		PRIORITY
└	11. Maintaining and expanding public access to water	2
└	12. Creating a world-class tourist destination for residents and visitors	2
└	13. Securing a Train Station for Fort Pierce	1
└	14. Managing the growth in the pipeline and in the future	1
└	15. “Jagged” City boundaries and need for a comprehensive strategy and action plan	1
└	16. Continuing the momentum in the Downtown area and the surrounding neighborhoods	1
└	17. Continuing to support business investments in Fort Pierce	1
└	18. Expanding sports tourism in Fort Pierce	1
└	19. Regional growth impacting the City of Fort Pierce	1
└	20. Anchoring in the inlet	1

GOAL 2 DEVELOP OUR COMMUNITY

► Challenges and Opportunities		PRIORITY
L	21. County relocating offices from Downtown Fort Pierce	1
	22. Increasing demands for marina space	0
	23. Connectivity east-west across U.S. 1	0
	24. Increasing multi-modal transportation in Fort Pierce	0
	25. Addressing SUN Trail through our Downtown	0
	26. Significant public property ownership in our Downtown	0
	27. Climate change and the impacts on Fort Pierce	0
	28.	
	29.	
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GOAL 2 DEVELOP OUR COMMUNITY

▶ Actions 2025			PRIORITY
P	1. Annexations Actions Strategy: Overall Direction and Decisions	2024 M/Cc	5
P	2. Jobs Corridor Development: Update Report, Direction and City Actions	M/CC	5
P	3. 13 th Street Improvements: Direction and Funding	2024 M/CC	3
P	4. Historic Downtown Development Master Plan, Review, Implementation: Direction and Funding	2024 M/CC	3
P	5. City Economic Development Policies and Activities: Comprehensive Review/Evaluation, Outcomes, City Roles, Partners, Report, Direction and City Actions	OTH M/CC	3
P	6. City-Owned Properties: Update Report, Direction and City Actions (including Little Jim's, Old City Hall, School House, and Cobb's Landing)	M/CC	3
M	7. Seaplanes Facility and Service: Design and Construction	2024	MGMT
M	8. Port Development: Rezoning Direction	2024 M/CC	MGMT

GOAL 2 DEVELOP OUR COMMUNITY

▶ Actions 2025			PRIORITY
M	9. Comprehensive Plan Update: Direction	2024 M/CC	MGMT
M	10. Agricultural Zoning: Concept, Direction and Ordinance Amendments	2024	MGMT
M	11. King’s Landing Development – Private Development Overview Amendment to Development Agreement	2024 M/CC Mgmt	MGMT
M	12. Wastewater Treatment Plant Relocation: Update Report and Next Steps	2024 M/CC	MGMT
M	13. Western Peninsula: Design and Direction	OTH Mgmt	MGMT
M	14. Residential Design Catalog Development: Direction and Completion	M/CC	MGMT
	15. Sidewalk Projects: Report, Review, Priority Direction and Funding	M/CC	2
	16. Orange Avenue Revitalization Strategy and Action Plan: Goals/Vision, Plan Development, Direction and City Actions	M/CC	2

GOAL 2 DEVELOP OUR COMMUNITY

► Actions 2025			PRIORITY
17. Lincoln Park Corridor Redevelopment Actions: Update Report, Direction and City Actions	2024 M/CC	1	
18. Neighborhood Identity and Branding Plan: Consultant Selection and Neighborhood Identification	2024	1	
19. Road Improvement Strategy and City Actions: Goals/Outcomes, Service Level, Report with Options and Funding Mechanism, Direction and City Actions/Projects Priority	M/CC	1	
20. Tourism Development/Expansion Strategy: Performance Report, Performance Goals, Direction and City Actions	M/CC	1	
21. Infill Development Strategy: Review, Report with Options, Direction and City Actions	M/CC	1	
22. Workforce Development: Goals/Outcomes, City Role, City Partners, Report, Direction and City Actions	M/CC	1	
23. Hotel and Conference Center at the Beach: Outcomes, Direction and City Actions	M/CC	1	
24. Affordable Housing Strategy: Locations and City Action Plan to Support Development	M/CC	1	

GOAL 2 DEVELOP OUR COMMUNITY

▶ Actions 2025			PRIORITY
25. North U.S. 1 Corridor Redevelopment: Outcomes, Report with Options, Direction, Funding and City Actions	M/CC		1
26. Beachside Parking Pilot Study: Implementation, Evaluation and Future Direction	2024 M/CC		0
27. County Buildings and Services Relocation: Update, Direction and Next Steps (with St. Lucie County)	OTH M/CC Mgmt		0
28. Comprehensive Parking at the Beach: Update Report, Direction and City Actions	OTH M/CC		0
29. Rail Station Development: Report with Options, Direction and City Actions	M/CC		0
30. Midway Road Corridor Commercial Development: Direction and City Action	M/CC		0
31. Climate Change and Community Resiliency: Plan Development, Direction, Funding and City Actions	2024 M/CC		0
32. Historic Preservation/Enhancements: Review, Best Practices, Report with Options, Direction and City Actions	M/CC		0

GOAL 2 DEVELOP OUR COMMUNITY

► Actions 2025		PRIORITY
33. Delaware Road Intersection Project: Update	2024	MAJOR PROJECT
34. Wayfinding and Signs in Downtown Upgrade: Update, Report with Options, Direction and City Actions	M/CC	MAJOR PROJECT
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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	
6. Major Attraction Marketing Strategy	Comm	
7. Resiliency Plan: Development	Building	
8. Ordinance Revision in Response to HUD 2’ Freeboard Rule	Building	
9. Community Rating system (CRS):RFQ	Building	
10. FPRA Grant Programs Formalizing and Revamping	FPRA	

GOAL 2 DEVELOP OUR COMMUNITY

► Management in Progress 2025			TIME
11.	Standard Operating Procedures for FPRA Programs, Projects and Initiatives	FPRA	
12.	Western Peninsula Charrette	FPRA	
13.	Property management, lease oversight, RFPs	FPRA	
14.	Port Overlay District: Completion	Plan	4/25
15.	Boarding House Zoning Code: Completion	Plan	4/25
16.	Landscape Code: Completion	Plan	8/25
17.	Plat Code: Completion	Plan	4/25
18.	HPB Staff Authority Matrix: Completion	Plan	4/25
19.	Sign Code: Completion	Plan	4/25
20.	Planning Application Fee Schedule: Completion	Plan	4/25

GOAL 2 DEVELOP OUR COMMUNITY

▶ Management in Progress 2025			TIME
21	Law Enforcement Impact Fee: Completion	Plan	6/25
22	Comprehensive Plan EAR: Completion	Plan	2/26
23	City Zoning Code: Refinements	Plan	
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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	Engr	
3.	16 th Street (Avenue K to Avenue I) – Stormwater Replacement: Design	2024	
4.	Granada Street – Paving: Construction	Engr	
5.	Avenue D Streetscape (Indian River Drive to 29 th Street): a. Phase 1 Construction b. Phase 2 Design and Construction	Engr	
6.	SUN Trail – Highwayman Trail Gap (Indian Hills Drive to Georgia Avenue): Construction	Engr	
7.	Surfside Drainage / Resurfacing – Phase II and III: Design and Construction	Engr	
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	Engr	

GOAL 2 DEVELOP OUR COMMUNITY

► Major Projects 2025			TIME
11.	Indian River Drive (Marina Way to Seaway Drive) Design	Engr	
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	Engr	
15.	Avenue Q (14 th to 17 th) – Drainage Replacement – Construction	2024	
16.	13 th Street Reconstruction (Georgia Avenue to Orange Avenue): Funding	Engr	
17.	Wayfinding and Gateway Program	FPRA	
18.	Means Court Center	FPRA	
19.	Highwaymen Museum	FPRA	
20.	Parking Lots – Avenue D and JCPenney	FPRA	

GOAL 2 DEVELOP OUR COMMUNITY

► Major Projects 2025			TIME
21.	Delaware Avenue/33 rd Street Intersection Improvements	FPRA	
22.	Oaks at Moore's Creek Phase II	FPRA	
23.	Old St. Anastasia School Site Master Plan	FPRA	
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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 and planned City communications	
Objective 2	Have civility and transparency 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
S	1. Building trust in City government	5
S	2. Developing future community leaders and City employees	4
S	3. Disinformation and false rumors about the City government	4
S	4. Measuring the effectiveness of communication methods	4
S	5. Expanding community involvement with new people involved in governance	4
S	6. Determining how to communicate with our community using a variety of methods	3
S	7. Helping residents understand the City government policies, programs and services	3
S	8. Reaching out to the entire community	3
L	9. Getting residents to become engaged in neighborhood and community organizations	2
L	10. Communicating accurate information to our community	2

GOAL 3 ENGAGE OUR COMMUNITY

► Challenges and Opportunities		PRIORITY
L	11. Growing diverse perspectives among Fort Pierce residents	1
L	12. Social media misinformation	1
L	13. Balancing workplace security and customer service	1
L	14. Responding to the societal growth in distrust in government	1
	15. Resident lack of interest in Fort Pierce City Government	0
	16. Lack of interest by residents to become engaged	0
	17. Expectations: City providing information but also a conversation forum	0
	18. Lobbying pressure from special interests over what is best for our community	0
	19. Residents receiving too much information	0
	20.	

GOAL 3 ENGAGE OUR COMMUNITY

► Actions 2025			PRIORITY
P	1. Proactive City/Community Communications Staffing Strategy/Action Plan: Outcomes, Report with Options, Direction, Funding and Implementation	2024 M/CC	5
P	2. Community Listening Action Plan: Listening Community Meetings, Going into the Community as a City Commission, Getting Invitations from the Community	2024	4
P	3. Social Media Policy and Expansion: Review, Best Practices, Report with Options, Direction and City Actions	M/CC	4
P	4. “One Fort Pierce” Community – Strengthening: Next Steps	2024 Mgmt	3
P	5. Community Brand/Marketing Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions (Showcasing Fort Pierce)	M/CC	3
	6. Community Events and Festivals: Permitting Fee, Quality Control, Evaluation and Direction	2024 Mgmt	1
	7. Government/Civic Education Strategy/Program Development: Outcomes, Best Practices, Report with Options, Direction and City Actions	M/CC	0
	8.		

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		
5. SnapComm Policy Updates	Comm		
6. Media Relations Policy	Comm		
7. Website Redesign and Update	Comm		
8. Hootsuite: Implementatio-	Comm		
9. Strategic Communications and Marketing Plan Update	Comm		
10. Crisis Communications Plan Update	Comm		

GOAL 3 ENGAGE OUR COMMUNITY

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

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

GOAL 4 SERVE OUR COMMUNITY

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

► Challenges and Opportunities		PRIORITY
S	1. Promoting Fort Pierce in a positive manner – community and City government	5
S	2. Hiring and retaining quality City employees in a very competitive Treasure Coast labor market	5
S	3. City services, service levels and staffing keeping up with growth and new development	4
S	4. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority	4
S	5. Limited revenue sources for cities	3
S	6. Finding qualified new City employees that fit our Fort Pierce City organization culture	3
S	7. Using technology and virtual services to better service our residents and businesses	3
S	8. Having adequate staffing and resources to provided defined services and to keep up with growing service demands	3
S	9. Instilling the core values throughout the City organization	3
S	10. Regularly evaluating and streamlining City processes – more customer friendly	2

GOAL 4 SERVE OUR COMMUNITY

▶ Challenges and Opportunities		PRIORITY
L	11. Enhancing City operational efficiencies to better serve our community	2
L	12. Developing and implementing a successful management and employee succession planning and programs	2
L	13. Aging and deteriorating City facilities needing major upgrades – Police and Public Works	2
L	14. Aging City infrastructure requiring significant maintenance and replacement	1
L	15. Investing in our human resource – employee training and development, and employee mental health and stress reduction	1
L	16. Actions by the State of Florida – pre-empting home rule and City finances and services	1
L	17. Investing in the deferred capital investment now requiring significant funding	1
	18. Actions by Federal and State governments: impacting revenues, unfunded mandates and regulations, more grants and earmarked projects	0
	19. Stress-related and mental health issues associated with increasing workload, limited organization capacity and community expectations	0
	20. Maintaining a safe and secure workplace in an increasingly mean and violent world	0

GOAL 4 SERVE OUR COMMUNITY

► Challenges and Opportunities		PRIORITY
21. Increasing complexity of reports required by the Federal and state government		0
22. Increasing price of and lengthy delivering times on critical City equipment and vehicles		0
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GOAL 4 SERVE OUR COMMUNITY

► Actions 2025			PRIORITY
P	1. Comprehensive Ordinance Review and Update: Completion (including Planning and Zoning; Purchasing, Parks; Nuisance Abatement, Animal Control and Noise)	2024 M/CC Mgmt	5
P	2. Streamlining City Processes: Report, Direction and City Actions	M/CC	5
P	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	3
P	4. City Manager Hiring: Selection and Onboarding	M/CC Mgmt	3
P	5. Technology Upgrades: Next Steps and Funding	M/CC	3
M	6. Law Enforcement Impact Fees: : Review, Refinement and Expenditure Direction (with St. Lucie County)	2024	MGMT
M	7. Management Succession Plan and Preparedness: Update Report and Next Steps	2024 M/CC Mgmt	MGMT
M	8. Customer Service and Working Remotely/Flexible Hours Policy: Report with Options and Direction	2024 Mgmt	MGMT

GOAL 4 SERVE OUR COMMUNITY

▶ Actions 2025			PRIORITY
M	9. Purchasing Policies and Processes: Comprehensive Evaluation, Best Practices, Report with Options and Recommendations, Directions and Implementation	M/CC Mgmt	MGMT
M	10. City Compensation: Update Report	M/CC	MGMT
M	11. Tyler Munis Program Implementation: Next Steps	M/CC	MGMT
	12. St. Lucie County: Key Issues, Direction and City Actions	2024 M/CC	2
	13. Comprehensive City Organization: Performance Audit/ Evaluation, Report with Findings and Recommendations, Decision and Direction	M/CC Mgmt	2
	14. Human Resources Policies and Practices: Comprehensive Evaluation, Best Practices, Report with Options and Recommendations, Direction and Implementation	M/CC	2
	15. City Services and Staffing Plan for Current Services and for Growing Service Demands: Direction and Funding	2024 M/CC Mgmt	1
	16. Grants Expansion: Report with Options, Direction and Funding	M/CC	1

GOAL 4 SERVE OUR COMMUNITY

► Actions 2025		PRIORITY
17. Street Lights: Services Level, Direction, Funding and City Actions	2024 M/CC Mgmt	0
18. Five-Year Financial Plan: Development (including projections)	2024 M/CC Mgmt	0
19. Public Facilities Maintenance Upgrade Plan: Condition Assessment, Plan Development, Direction and Funding	OTH M/CC Mgmt	0
20. City Employee Training and Professional Development: Report with Recommendations, Direction and Funding	OTH M/CC Mgmt	0
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GOAL 4 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 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 4 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 4 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 4 SERVE OUR COMMUNITY

▶ Management in Progress 2025			TIME
31.	GIS Addressing SOP	GIS	
32.	Procedure for Communicating GIS Tyler related Questions / Concerns between Departments.	GIS	
33.	Tyler Parks and Recreation: Launch	ERP	
34.	Vendor Self Service Launch	ERP	
35.	Enterprise Service Request Launch	ERP	
36.	MyCivic Launch	ERP	
37.	Open Enrollment Benefits Module Launch	ERP	
38.	Recreation Center Proof of Concept Enhanced Infrastructure: Design and Implementation.	OpsMgmt	
39.	FPPD MS Exchange Migration (from on-prem to cloud)	OpsMgmt	
40.	FPPD Network Infrastructure Refresh	OpsMgmt	

GOAL 4 SERVE OUR COMMUNITY

► Management in Progress 2025			TIME
41.	Mobile Device Management Platform Migration from Mosyle to Apple Business Essentials	OpsMgmt	
42.	Site-to-site Fiber	OpsMgmt	
43.	Service Desk Various Processes and Workflows QM.	OpsMgmt	
44.	Highwaymen Museum ISP Installation with Access Control and Cameras Security Enhancements	OpsMgmt	
45.	Fleet and Solid Waste System Enhancements for Tyler EAM Requirement	OpsMgmt	
46.	Service Desk Restructuring	OpsMgmt	
47.	CH Auto Attendant Enhancements	OpsMgmt	
48.	City Hall Threat Vulnerability Assessment Access Control Enhancements	OpsMgmt	
49.	Enterprise-wide Call Center Builds	OpsMgmt	
50.	Tyler ESS, Evaluation, and Training Modules	HumRes	

GOAL 4 SERVE OUR COMMUNITY

► Management in Progress 2025			TIME
51	Employee Handbook Rewrite	HumRes	
52	Administrative Policy Review and Update	HumRes	
53	HR Intranet Page (where employees can access benefit, forms and other HR related information): Creation	HumRes	
54	Satisfaction and Engagement Surveys: Implementation	HumRes	
55	Onboarding Process: Streamlining	HumRes	
56	New Orientation Video: Implementation	HumRes	
57	Tyler Geocoding: Implementation	GIS	
58	Employee Access Launch	ERP	
59	Recruitment and Onboarding Module Launch	ERP	
60	Education and Certification Module Launch	ERP	

GOAL 4 SERVE OUR COMMUNITY

▶ Management in Progress 2025			TIME
61	Evaluation Module Launch	ERP	
62	Mobile Phone pgrades	OpsMgm	
63	Phase 1 and 2 System Refreshes.	OpsMgm	
64	All Platform Audits for Licensing, Costs and Quality Management	OpsMgm	
65	Runbooks for Various Tiers and Areas of Operations.	OpsMgm	
66	Service Desk Standardization.	OpsMgm	
67	Asset Lifecycle Process Enhancements	OpsMgm	
68	Dedicated Employee Training Room: Creation	HumRes	
69	Risk Management Policies with HR Polices Alignment	HumRes	
70	Emergency/Disaster Protocols and Perform More Detailed Employee Readiness Training.	HumRes	

GOAL 4 SERVE OUR COMMUNITY

► Management in Progress 2025			TIME
71	Low-Cost Clinic	CR/AS	
72	Animal Service Division: Implementation	CR/AS	
73	Post-launch Tyler ERP Adjustments	Building	
74	Building Department Accreditation	Building	
75	Historical Records into a Single Location	City Clerk	
76	City-wide File Plan	City Clerk	
77	Transition to Electronic Signatures	City Clerk	
78	Vehicle for Hire: Buildout	City Clerk	
79	Economic Development Ad Valorem Tax Exemption Ordinance	CM	
80	FPUA Lighting Contract and Standardization of Poles – Potential for Demonstration Project	CM	

GOAL 4 SERVE OUR COMMUNITY

► Management in Progress 2025			TIME
81.	Fuel Inventory Module on ERP System: Implementation	Fin	
82.	Accounts Receivable on ERP System: Implementation	Fin	
83.	Finance Policies and Procedures: Update	Fin	
84.	In-house Mental Health Program for Police Department	Police	
85.	Police Community Advisory Committee	Police	
86.	Leadership Program and Succession Plan	Police	
87.	New Promotional Examination Program	Police	
88.	Call Center to Improve Customer Service	PW	
89.			
90.			

GOAL 4 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. Public Works Fuel Island/Canopy Replacement	PW	
7. Covered Walkway between Parking Garage and City Hall	PW	
8. Parking Garage Structural Repairs	PW	
9. Street Sweeping Program Improvements	PW	
10.		

GOAL 4 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	
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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
S	1. Maintaining water quality for boating and fishing	5
S	2. Modernizing parks and their venues	5
S	3. Addressing issues with the homeless population	4
S	4. Maintaining public areas – good condition and cleanliness	4
S	5. Continuing to respond proactively to criminal activities	4
S	6. Funding for parks and recreation	4
L	7. Increasing demand for outdoor venues and activities	2
L	8. Need for Indian Hills Golf Course Clubhouse	2
L	9. Expanding the Entertainment District	2
L	10. Expanding and diversifying leisure and recreational opportunities and activities for all	1

GOAL 5 ENJOY OUR COMMUNITY

► Challenges and Opportunities		PRIORITY
L	11. Expanding neighborhood watch and community programs to increase residents' investments in safety and safe community	1
L	12. Continuing the success and expanding regional use of the Indian Hills Golf Course	1
	13. Expanding a safe marina	0
	14. Reorganizing City government with a division for "Cultural Affairs"	0
	15. Enhancing the Sunrise Theatre programming	0
	16. Increasing the number of private entertainment venues/businesses	0
	17.	
	18.	
	19.	
	20.	

GOAL 5 ENJOY OUR COMMUNITY

► Actions 2025			PRIORITY
P	1. 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	5
P	2. Additional Boats Ramps and Parking: Report with Options, Direction, Funding and City Actions	M/CC	4
P	3. Youth Recreational Programs and Activities Expansion: Needs, Report with Options, Direction and City Role/Actions	2024 Mgmt	3
P	4. Swimming Programs for Youth/Young Adults: Development and Funding (Including Grant Opportunities)	OTH Mgmt	3
M	5. Homeless/Unhoused Residents Strategy: Report from Joint Homeless Task Force	2024 M/CC	MGMT
M	6. Cobbs Landing: Report with Findings and Option, Direction , Issue RFP and Implementation	2024 M/CC	MGMT
M	7. City Marina Expansion: Report with Options, Direction, Funding and City Actions	2024 M/CC	MGMT
M	8. Animal Adoption Center Implementation: Next Steps (including Creation of 501c3 and Voucher Program Refinements)	2024 M/CC Mgmt	MGMT

GOAL 5 ENJOY OUR COMMUNITY

▶ Actions 2025			PRIORITY
M	9. Little Jim Bait and Tackle Operations: RFP and Direction	2024 M/CC	MGMT
M	10. Sunrise Theatre Operations: Private Sector Implementation	M/CC	MGMT
M	11. Beach Facilities Upgrade: Report, Direction, Funding and Implementation (Including Jetty Park Upgrade)	M/CC	3
M	12. Crime Reduction Action Plan: Update Report, Problem Analysis, Best Practices, Report with Findings and Options, Direction and City Actions	M/CC	3
	13. Sunrise Theater Capital and Financial Plan: Development, Direction, Funding Mechanisms and Transfer of Building Assets to FPRA	2024 M/CC	2
	14. Indian Hills Clubhouse Facility/Pickleball Courts: Report with Options, Direction and Funding Mechanism	2024 Mgmt	1
	15. Waterway Policing: Report with Options, Direction, Funding and City Actions	M/CC	1
	16. Community Cameras: Outcomes, Best Practices, Report with Options and Funding Mechanism, Direction and Actions	M/CC	0

GOAL 5 ENJOY OUR COMMUNITY

► Actions 2025		PRIORITY
17. Sports Fields Additional: Report and Direction	OTH Mgmt	0
18. Citywide Fiber Development: Direction and Actions	2024 Mgmt	FPUA
19.		
20.		
21.		
22.		
23.		
24.		

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	
14.	Tyler Parks and Recreation System: Implementation	LS	
15.	Electronic Special Events Permit Process: Implementation	LS	
16.	Youth Programs-offer Youth Engagement Programs (such as competitive sports, the arts, and mentorship)	LS	
17.	Diverse Festivals (Juneteenth Celebration, Black Arts, Hispanic Heritage) Promotion	LS	
18.	Adult Entertainment Permitting	City Clerk	
19.	Marina Expansion Design	Marina	
20.	Cobbs Landing Building Condition and Resiliency Review	Marina	

GOAL 5 ENJOY OUR COMMUNITY

▶ Management in Progress 2025			TIME
21.	Partnership with EventsbyPricilla	Sunrise	
22.	Upcoming Event Honoring Earl Little	Sunrise	
23.	In House Summer Camp	Sunrise	
24.	Sound Equipment Rental	Sunrise	
25.	Lighting Equipment Rental	Sunrise	
26.	Sunrise Theatre Staffing	Sunrise	
27.			
28.			
29.			
30.			

GOAL 5 ENJOY OUR COMMUNITY

► Major Projects 2025			TIME
1. Pinewood Recreation Facility Improvements: Completion and Parking	PW		
2. Fenn Park Reconstruction Project – Phase 2 and Parking Lot	PW		
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		
7. Riverwalk Lighting, Banquet Chairs, and Window Tint: Upgrade Project	LS		
8. Football Field Concession Stands, and Wind Screen on the Fence	LS		
9. Utilization of Sunrise Center – 1 st and 4 th Floors	CM		
10. Lincoln Park Regional Park and Community Center	CM		

GOAL 5 ENJOY OUR COMMUNITY

► Major Projects 2025			TIME
11.	Pinewood Park: Reopening	CM	
12.	Korean War Memorial: Relocation and Access Improvement	CM	
13.	Fertigation System	IHGC	
14.	Additional Area to Two Tee Complexes	IHGC	
15.	Fairways of Holes #6, #7 & #14	IHGC	
16.	Tee Markers Painting	IHGC	
17.	Tee Stones and Fairway Yardage Stones Painting	IHGC	
18.	Little Jims Bait and Tackle RFP and Resiliency Project Buildout	Marina	
19.	Little Jims Sewer System Installation	Marina	
20.	Replacement of Chiller	Sunrise	

GOAL 5 ENJOY OUR COMMUNITY

▶ Major Projects 2025			TIME
21.	Mold Remediation	Sunrise	
22.	Exterior Restoration	Sunrise	
23.			
24.			
25.			
26.			
27.			
28.			
29.			
30.			

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	
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

SECTION 9

ACTION AGENDA 2025 [Updated: 2/7/25]

Fort Pierce Goals 2030

BEAUTIFY OUR COMMUNITY



DEVELOP OUR COMMUNITY



ENGAGE OUR COMMUNITY



SERVE OUR COMMUNITY



ENJOY OUR COMMUNITY

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.

Policy Agenda 2025 Targets for Action City of Fort Pierce

TOP PRIORITY

HIGH PRIORITY

City of Fort Pierce Policy Agenda 2025

		PRIORITY		
		Priority	Top	High
1	1. Comprehensive City Beautification Strategy and Action Plan: Goals/Outcomes, Best Practices, Report with Options, Direction, Funding and City Actions			
1	2. Proactive Property Maintenance Code and Enforcement/ Compliance: Desired Outcomes, Best Practices and Staffing Report, Direction and Funding			
2	3. Annexations Actions Strategy: Overall Direction and Decisions			
2	4. Jobs Corridor Development: Update Report, Direction and City Actions			
2	5. 13 th Street Improvements: Direction and Funding			
2	6. Historic Downtown Development Master Plan Implementation : Marina Park Conceptual Plan, Festival Street Design and Streetscapes			
2	7. City Economic Development Policies and Activities: Comprehensive Review/Evaluation, Outcomes, City Roles, Partners, Report, Direction and City Actions			
2	8. City-Owned Properties: Update Report, Direction and City Actions			

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

City of Fort Pierce Policy Agenda 2025

		PRIORITY		
		Priority	Top	High
3	9. Proactive City/Community Communications Staffing Strategy/Action Plan: Outcomes, Report with Options, Direction, Funding and Implementation			
3	10. Community Listening Action Plan: Listening Community Meetings, Going into the Community as a City Commission, Getting Invitations from the Community			
3	11. Social Media Policy and Expansion: Review, Best Practices, Report with Options, Direction and City Actions			
3	12. "One Fort Pierce" Community – Strengthening: Next Steps			
3	13. Community Brand/Marketing Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions (Showcasing Fort Pierce)			
4	14. Comprehensive Ordinance Review and Update: Completion (including Purchasing, Noise and Waterways)			
4	15. Streamlining City Processes: Report, Direction and City Actions			
4	16. Street Condition Assessment and Projects Plan: Condition Report. Project Plan/Priority and Election			

City of Fort Pierce Policy Agenda 2025

		PRIORITY		
		Priority	Top	High
4	17. City Manager Hiring: Selection and Onboarding			
4	18. Technology Upgrades: Next Steps and Funding			
5	19. Community Safety Next Steps: Report with Options, Direction and Funding (including SWAT Team, Drug Task Force, Gang Task Force, Gun Violence Reduction, etc.)			
5	20. Additional Boats Ramps and Parking: Report with Options, Direction, Funding and City Actions			
5	21. Youth Recreational Programs and Activities Expansion: Needs, Report with Options, Direction and City Role/Actions			
5	22. Swimming Lessons Grants for Youth/Young Adults: Development and Funding			
	23.			
	24.			

Management Agenda 2025

Targets for Action

City of Fort Pierce

TOP PRIORITY

HIGH PRIORITY

City of Fort Pierce Management Agenda 2025

		PRIORITY		
		Priority	Top	High
1	1. Entrances/Gateways Signage and Landscaping: Development and Installation			
1	2. Mural Projects 2025 (3): Completion			
1	3. Landscape Code: Revision			
1	4. Public Facilities Maintenance Plan: Development and Funding			
2	5. Seaplanes Facility and Service: Design and Construction {DROP}			
2	6. Port Development: Rezoning Direction			
2	7. Comprehensive Plan Update: Direction			
2	8. Agricultural Zoning: Concept, Direction and Ordinance Amendments			

City of Fort Pierce Management Agenda 2025

		PRIORITY		
		Priority	Top	High
2	9. King’s Landing Development – Private Development Overview Amendment to Development Agreement			
2	10. Wastewater Treatment Plant Relocation: Update Report and Next Steps			
2	11. Western Peninsula: Design and Direction			
2	12. Residential Design Catalog Development: Direction and Completion			
4	13. Law Enforcement Impact Fees: : Review, Refinement and Expenditure Direction (with St. Lucie County)			
4	14. Management Succession Plan and Preparedness: Update Report and Next Steps			
4	15. Working Remotely/Flexible Hours Policy: Report with Options and Direction			
4	16. Purchasing Policies and Processes: Comprehensive Evaluation, Best Practices, Report with Options and Recommendations, Directions and Implementation			

City of Fort Pierce Management Agenda 2025

		PRIORITY		
		Priority	Top	High
4	17. City Compensation: Update Report {DROP}			
4	18. Tyler Munis Program Implementation: Next Steps			
5	19. Homeless/Unhoused Residents Strategy: Report from Joint Homeless Task Force			
5	20. Cobbs Landing: Report with Findings and Option, Direction, Issue RFP and Implementation			
5	21. City Marina Expansion: Report with Options, Direction, Funding and City Actions			
5	22. Animal Adoption Center Implementation: Voucher Program and Business Plan			
5	23. Little Jim Bait and Tackle Operations: RFP and Direction			
5	24. Sunrise Theatre Operations: Private Sector Implementation			

City of Fort Pierce Management Agenda 2025

		PRIORITY		
		Priority	Top	High
5	25. Beach Facilities Upgrade: Report, Direction, Funding and Implementation (Including Jetty Park Upgrade) {DROP}			
	26.			
	27.			
	28.			
	29.			
	30.			
	31.			
	32.			

**Fort Pierce
Action Outlines 2025**

GOAL 1	BEAUTIFY OUR COMMUNITY
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ACTION: Comprehensive City Beautification Strategy and Action Plan: Goals/Outcomes, Best Practices, Report with Options, Direction, Funding and City Actions

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Problems and Issues • Goals and Outcomes • Best Practices • Cost • Service Level • Funding • City Roles • Program Options 	<ol style="list-style-type: none"> 1. WORKSHOP: City Beautification Problems/Issues, Goals/Outcomes 2. Research best practices and approaches used by other cities and prepare Report 3. Prepare budget proposal 4. BUDGET WORKSHOP: Report Presentation and Budget FY 25-26 Proposal: Discussion and Direction 5. DECISION: Budget FY 25-26 Adoption – Funding 6. Develop Action Plan 	<p>4/25</p> <p>6/25</p> <p>6/25</p> <p>7/25</p> <p>9/25</p> <p>12/25</p>

Responsibility: Public Works Director; Community & Economic Development Director

ACTION: Entrances/Gateways Signage and Landscaping:
Development and Installation

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

- FDOT Permitting

A. Entrance Signs

- | | |
|--|-------|
| 1. Complete FDOT Permitting for Entrance Signs | 6/25 |
| 2. Complete sign fabrication | 9/25 |
| 3. Complete Entrance Signs and Lighting installation | 10/25 |

B. Entrance Landscape

- | | |
|--|-------|
| 1. Complete Entrance Landscape Design | 6/25 |
| 2. Complete Entrance Landscape Project | 10/25 |

Responsibility: Community & Economic Development Director

ACTION: Mural Projects 2025 (3): Completion

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

- - A. Peacock District**
 - 1. **FPRA DECISION: Artist Agreement and Property Agreement** 6/25
 - 2. Complete murals 8/25

 - B. Downtown**
 - 1. **FPRA DECISION: Artist Agreement and Property Agreement** 6/25
 - 2. Complete mural 8/25

Responsibility: Community & Economic Development Director

ACTION: Landscape Code: Revision

PRIORITY
Mgmt

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none">• Scope• Requirements• Tree Species• Degree of Flexibility	<ol style="list-style-type: none">1. Complete Business Community public input2. Complete TRC review3. Planning Board: review4. DECISION: Landscape Code Adoption	<p>5/25</p> <p>6/25</p> <p>7/25</p> <p>8/25</p>

Responsibility: Planning Director

ACTION: Public Facilities Maintenance Plan: Development and Funding

PRIORITY
Mgmt

Key Issues

- Scope
- Facilities Needs
- Maintenance Plan
- Projects
- Costs
- Phasing

Activities/Milestones

1. Develop budget proposal
2. **BUDGET WORKSHOP: Budget FY 25-26 Presentation, Discussion and Direction**
3. **DECISION: Budget FY 25-26 Adoption Funding**

Time

- 5/25
7/25
9/25

Responsibility: Public Works Director

Management in Progress 2025			TIME
1	1. Data Transfer of Naviline cases (pending fines/liens) into Tyler Munis	ComRes	3/25
1	2. Foreclosures: On going: Initiation, Case to City Attorney	ComRes	5/25
1	3. Street Pole Banners Program a. Art Contest b. Complete Installation	C&ED	5/25 9/25
1	4. Downtown Lighting Installation: Completion	C&ED	9/25
1	5. Wayfinding Signs a. Fabrication b. Complete Installation	C&ED	6/25
1	6. Memorials Signage and Clean-up Action Plan (Corp of Engineers Regulations)	PW	6/25

Major Projects 2025			TIME
1	1. Highwaymen Museum Development: Construction and Opening	C&ED	3/25

GOAL 2	DEVELOP OUR COMMUNITY
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ACTION: Annexations Actions Strategy: Overall Direction and Decisions

PRIORITY
<i>Policy</i>

Key Issues

Activities/Milestones

Time

<ul style="list-style-type: none"> • Enclaves • City Limits • State Laws • Mandatory vs. Voluntary • Connectivity • Impacts on Current Services and Resources • Costs • Funding • Priority • Timing 	<ol style="list-style-type: none"> 1. Prepare Presentation on Annexation Framework 2. WORKSHOP: Annexation Framework Report Discussion and Overall Direction 3. Develop Action Plan Report 4. WORKSHOP: Annexation Action Plan Discussion and Direction 	<p>6/25</p> <p>10/25</p> <p>4/26</p> <p>6/26</p>
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Responsibility: Planning Director

ACTION: Jobs Corridor Development: Update Report, Direction and City Actions

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> Studies 	1. UPDATE REPORT	3/25
	2. UPDATE REPORT	6/25
	3. WORKSHOP: Development Plan – Phase 1 Presentation, Discussion and Direction on Phase 2	10/25
	4. Development Plan – Phase 2	TBD

Responsibility: Community & Economic Development Director

ACTION: 13th Street Improvements: Direction and Funding

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Design • Funding (\$3 million) • State Funding 	1. Complete Design	4/25
	2. Develop budget proposal	5/25
	3. BUDGET WORKSHOP: Budget FY 25-26 13th Street Improvement Project Construction Funding	7/25
	4. DECISION: Budget FY 25-26 Adoption Construction Funding	9/25
	5. Initiate Bid	9/25
	6. Evaluate proposals	10/25
	7. DECISION: Award Construction Contract for 13th Street Project	11/25
	8. Construction	1/26-6/27

Responsibility: City Engineer

ACTION: Historic Downtown Development Master Plan
 Implementation : Marina Park Conceptual Plan,
 Festival Street Design and Streetscapes

PRIORITY
<i>Policy</i>

Key Issues

Activities/Milestones

Time

•

- A. Marina Park Conceptual Plan**
 - 1. FPRA DECISION: Award Contract for Marina Park Conceptual Plan** 3/25
 - 2. Complete Marina Park Conceptual Plan 10/25
 - 3. FPRA WORKSOP: Marina Park Conceptual Plan Presentation, Discussion and Direction** 11/25

- B. Festival Street Design [Avenue “A” to Orange]**
 - 1. Award Contract for Design 5/25
 - 2. Complete Design 10/25
 - 3. PRESENTATION: Festival Street Design Plan** 11/25

- C. Downtown Streetscape – Sidewalk, Trees**
 - 1. Prepare Final Report 10/25

Responsibility: Community & Economic Development Director; Public Works Director

ACTION: City Economic Development Policies and Activities: Comprehensive Review/Evaluation, Outcomes, City Roles, Partners, Report, Direction and City Actions

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Goals/Outcomes • City Roles • City Economic Development Policies • City Economic Development Toolkits • Partners 	<ol style="list-style-type: none"> 1. Complete “Economic Development Element” in Comprehensive Plan 2. Prepare Report on Comprehensive City Economic Development Overview 3. WORKSHOP: “Economic Development Element” and Comprehensive City Economic Development Overview Presentation, Discussion and Direction 4. DECISION: Economic Development Element Approval and Transmittal 	<p>9/25</p> <p>9/25</p> <p>10/25</p> <p>11/25`</p>

Responsibility: Community & economic Development Director; Planning Director

ACTION: City-Owned Properties: Update Report, Direction and City, Actions

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Scope • Number of Leasing Contracts • Position Description and Responsibilities 	<ol style="list-style-type: none"> 1. Prepare budget proposal for Leasing Management, including potential position 2. BUDGET WORKSHOP: Budget FY 25-26 Discussion and Direction 3. DECISION: Budget FY 25-26 Adoption and Funding 4. Onboard position 	<p>5/25</p> <p>7/25</p> <p>9/25</p> <p>12/25</p>

Responsibility: City Manager

ACTION: Seaplanes Facility and Service: Design and Construction

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

-

**[RECOMMEND
DROP]**

Responsibility:

ACTION: Port Development: Rezoning Direction

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

-

1. **DECISION: Port Rezoning**

3/25

Responsibility: Planning Director

ACTION: Comprehensive Plan Update: Direction

PRIORITY
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
•	<ol style="list-style-type: none"> 1. DECISION: Award Contract for Comprehensive Plan Update 2. WORKSHOPS: Elements Review 3. WORKSHOP: Economic Development Element 4. Planning Board: Review 5. DECISION: Comprehensive Plan/EAR Approval and Transmittal to State of Florida 	<p>3/25</p> <p>6/25 8/25</p> <p>10/25</p> <p>11/25</p> <p>12/25</p>

Responsibility: Planning Director

ACTION: Agricultural Zoning: Concept, Direction and Ordinance Amendments

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

-

- | | |
|--|------|
| 1. TRC: Review | 3/26 |
| 2. Planning Board: Review | 4/26 |
| 3. DECISION: Agricultural Zoning Ordinance Adoption | 5/26 |

Responsibility: Planning Director

ACTION: King’s Landing Development – Private Development
 Overview Amendment to Development Agreement
[Developer-Driven]

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

- | | | |
|----|---|-----|
| 1. | Notification: Purchase and Sale Agreement | TBD |
| 2. | DECISION: Development Agreement | TBD |
| 3. | Receive Site Plan | TBD |
| 4. | TRC: Site Plan Review | TBD |
| 5. | Planning Board: Site Plan Review | TBD |
| 6. | DECISION: Site Plan Approval | TBD |

Responsibility: City Attorney

ACTION: Wastewater Treatment Plant Relocation: Update Report and Next Steps

PRIORITY
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
•	<ol style="list-style-type: none"> 1. 50% 2. UPDATE REPORT 3. Complete 100% Operation 4. Complete Demolition 5. Turnover to City 	<p>Completed</p> <p>4/25</p> <p>12/25</p> <p>12/27</p> <p>2028</p>

Responsibility: Director of Utilities

ACTION: Western Peninsula: Design and Direction

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

-

1. **FPPA: Preliminary Plan Presentation**

4/25

Responsibility: Community & Economic Development Director

ACTION: Residential Design Catalog Development: Direction and Completion

PRIORITY
Mgmt

Key Issues

-

Activities/Milestones

1. Complete draft Residential Design Catalog
2. **WORKSHOP: draft Residential Design Catalog Presentation, Discussion and Feedback**

Time

8/25

9/25

Responsibility: Planning Director

Management in Progress 2025			TIME
2.	1. Annual Job Fair 2026	C&ED	1/26
2	2. Boarding House/Rooming House Regulations (City Commission Decision)	Plan	4/25
2	3. Fisherman’s Wharf: Legal Resolution	CA	TBD
2	4. SHIP Home Rehabilitations (4)	C&ED	6/25
2	5. SHIP/First Time Homebuyers Down Payment Assistance Program: Virtual Services	C&ED	6/25
2	6. Resiliency Plan: Vulnerability Assessment	Building	2/26
2	7. Ordinance Revision in Response to HUD 2’ Freeboard Rule	Building	4/25
2	8. Community Rating system (CRS): Award Contract (City Commission Decision)	Building	6/25
2	9. FPRA Grant Programs Formalizing and Revamping	C&ED	8/25
2	10. Standard Operating Procedures for FPRA Programs, Projects and Initiatives	C&ED	9/25
2	11. Western Peninsula Charrette	C&ED	4/25
2	12. Sign Code: Completion	Plan	9/25
2	13. Planning Application Fee Schedule: Completion	Plan	4/25
2	14. Law Enforcement Impact Fee: Completion	Plan	6/25
2	15. City Zoning Code: Refinements	Plan	Ongoing
2	16. Means Court Center: Funding Agreement	C&ED	6/25
2	17. Sign Ordinance Update: Adoption (City Commission Decision)	Plan	7/25

Major Projects 2025			TIME
2	1. Street Resurfacing Projects 2025: Design and Construction	Engr	8/25
2	2. 16 th Street (Avenue K to Avenue I) – Stormwater Replacement: Design and Construction	Engr	10/25
2	3. Granada Street – Paving: Construction	Engr	10/25
2	4. Avenue D Streetscape (Indian River Drive to 29 th Street): a. Phase 1 Construction b. Phase 2 Design Construction	Engr	10/25-3/26 5/25 10/25-6/26
2	5. SUN Trail – Highwayman Trail Gap (Indian Hills Drive to Georgia Avenue): a. Rebid b. Construction	Engr	5/25 9/25-3/26
2	6. Surfside Drainage / Resurfacing – Phase II and III: Design and Construction	Engr	9/25-9/26
2	7. Orange Avenue Beautification Project – FDOT: 13 th to 33 rd Street: Completion	Engr	12/25
2	8. SUN Trail – Historic Downtown Trail – Design	Engr	12/25
2	9. Little Jim Bait and Tackle – Septic to Sewer Conversion; Construction	Engr	6/25-10/25
2	10. Indian River Drive (Marina Way to Seaway Drive): Construction	Engr	6/25]6/26
2	11. 11 th , Boston and Preston Reconstruction: Design	Engr	6/25
2	12. Surfside Drainage – Phase 4: Design	Engr	4/25
2	13. Wendell Road (7 th Street to 8 th Street): Design	Engr	5/25
2	14. Avenue Q (14 th to 17 th) – Drainage Replacement – Construction	Engr	10/25-1/26
2	15. Parking Lots Projects: a. Avenue D b. JCPenney	C&ED	8/25 7/25
2	16. Delaware Avenue/33 rd Street Intersection Improvements	C&ED	10/25
2	17. Oaks at Moore’s Creek Phase II [Developer Driven]	C&ED	TBD
2	18.. Old St. Anastasia School Site Master Plan	C&ED	10/25

GOAL 3	ENGAGE OUR COMMUNITY
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ACTION: Proactive City/Community Communications Staffing Strategy/Action Plan: Outcomes, Report with Options, Direction, Funding and Implementation

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Definition (M/CC) • Expectations (M/CC) 	<ol style="list-style-type: none"> 1. Develop budget proposal 2. BUDGET WORKSHOP: Budget FY 25-26 Presentation, Discussion and Direction 3. DECISION: Budget FY 25-26 Adoption and Funding 	<p>5/25</p> <p>7/25</p> <p>9/25</p>

Responsibility: Deputy City Manager

ACTION: Community Listening Action Plan: Listening Community Meetings, Going into the Community as a City Commission, Getting Invitations from the Community

PRIORITY
<i>Policy</i>

Key Issues

Activities/Milestones

Time

- **Expectations (M/CC)** 1.
- **Security (M/CC)**
- **Definition (M/CC)**
- **Outcomes (M/CC)**
- **Methods (M/CC)**

Responsibility: Mayor and City Commissioners

ACTION: Social Media Policy and Expansion: Review, Best Practices, Report with Options, Direction and City Actions

PRIORITY
<i>Policy</i>

Key Issues

- Consistent Message
- Disinformation: City Response
- Engagement
- Responsiveness
- Authorized City Individual
- Avoidance of “Back and Forth”

Activities/Milestones

1. Finalize Social Media Policy Draft
2. **PRESENTATION: Share Social Media Policy**

Time

- 7/25
- 8/25

Responsibility: Deputy City Manager

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

PRIORITY
<i>Policy</i>

Key Issues

Activities/Milestones

Time

- Copyright – City Commissioner 1.
- Art – Controlled by City Commissioner
- Use as a “Tag Line”

Responsibility: Mayor and City Commissioners

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

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Definition(M/CC) • Expectations (M/CC) • Scope (M/CC) • Staffing Capacity • Videos • Showcasing Fort Pierce • Website • Frequency • Funding 	<ol style="list-style-type: none"> 1. Develop budget proposal 2. BUDGET WORKSHOP: Budget FY 25-26 Presentation, Discussion and Direction 3. DECISION: Budget FY 25-26 Adoption and Funding 	<p>5/25</p> <p>7/25</p> <p>9/25</p>

Responsibility: Deputy City Manager

Management in Progress 2025			TIME
3	1. Community Policing Expansion: Annual Action Report	Police	7/25
3	2. Youth Council	CM	Ongoing
3	3. Unity in Our Community Event	Police	7/25
3	4. SnapComm Policy Updates	Comm	3/25
3	5. Media Relations Policy	Comm	3/25
3	6. Website Redesign and Update	Comm	6/25
3	7. Hootsuite: Implementation	Comm	7/25
3	8. Strategic Communications and Marketing Plan Update Report	Comm	7/25
3	9. Crisis Communications Plan Update	Comm	7/25
3	10. Commission Chamber Technology Upgrade: Funding (City Commission: Decision)	Comm	7/25

GOAL 4	SERVE OUR COMMUNITY
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ACTION: Comprehensive Ordinance: Review, Update and Completion

PRIORITY
<i>Policy</i>

Key Issues

Activities/Milestones

Time

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1. **DECISION: Purchasing Ordinance Adoption** 3/25
2. **DECISION: Noise Ordinance Adoption** 7/25
3. **DECISION: Waterways Ordinances Adoption** 9/25

Responsibility: City Attorney

ACTION: Streamlining City Processes: Report, Direction and City Actions

PRIORITY
<i>Policy</i>

Key Issues

Activities/Milestones

Time

-

1. Prepare Report 11/25
2. **PRESENTATION: Update Report on Actions Taken, Plans for Future** 1/26

Responsibility: City Manager

ACTION: Street Condition Assessment and Projects Plan:
Condition Report, Project Plan/Priority and Election

PRIORITY
<i>Policy</i>

Key Issues

- ½ cent Sales Tax
- Projects
- Project Priorities
- Ballot Measure 2026

Activities/Milestones

1. Complete Street Condition re-evaluation
2. Prepare Report
3. **PRESENTATION: Condition Report Discussion and Feedback**

Time

- 11/25
11/25
12/25

Responsibility: City Engineer

ACTION: City Manager Hiring: Selection and Onboarding

PRIORITY
<i>Policy</i>

Key Issues

Activities/Milestones

Time

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- | | |
|---|------|
| 1. Interviews | 2/25 |
| 2. DECISION: Next City Manager | 2/25 |
| 3. DECISION: New City Manager Contract | 3/25 |

Responsibility: Mayor and City Commission; City Attorney

ACTION: Technology Upgrades: Next Steps and Funding

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Significant Increases • Police Upgrade 	<ol style="list-style-type: none"> 1. Develop budget proposal 2. BUDGET WORKSHOP: Budget FY 25-26 Presentation, Discussion and Direction 3. DECISION: Budget FY 25-26 Adoption and Funding 	<p>5/25</p> <p>7/25</p> <p>9/25</p>

Responsibility: Deputy City Manager

ACTION: Law Enforcement Impact Fees: : Review, Refinement and Adoption

PRIORITY
<i>Mgmt</i>

Key Issues

- Overall Direction
- Rate

Activities/Milestones

1. **WORKSHOP: Law Enforcement Impact Fees Discussion**
2. **DECISION: Law Enforcement Impact Fees Adoption**

Time

3/25

6/25

Responsibility: Planning Director

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

PRIORITY
Mgmt

Key Issues

- Retirements
- Training
- Employee Development

Activities/Milestones

1. Prepare Presentation
2. **PRESENTATION: Overview**

Time

- 4/25
5/25

Responsibility: Deputy City Manager

ACTION: Working Remotely/Flexible Hours Policy:
Report with Options and Direction

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

•

- | | |
|--|------|
| 1. Finalize Report and Recommendations | 2/25 |
| 2. City Manager feedback | 3/25 |
| 3. City Manager Decision; Working Remotely/Flexible Hours Policies | 6/25 |

Responsibility: Deputy City Manager

ACTION: Purchasing Policies and Processes: Comprehensive Evaluation, Best Practices, Report with Options and Recommendations, Directions and Implementation

PRIORITY
<i>Mgmt</i>

Key Issues

- Purchasing Manual
- Training
- Forms
- Processes/Procedures

Activities/Milestones

1. Complete policies and procedures with consultant
2. Develop Implementation Plan

Time

4/25

5/25

Responsibility: Finance Director

ACTION: City Compensation: Update Report

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

-

**[Recommend
Drop]**

Responsibility:

ACTION: Tyler Munis Program Implementation: Next Steps

PRIORITY
Mgmt

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
•	1. Launch Closeout EAM – Public Works	7/25
	2. Launch Parks and Recreation	11/25

Responsibility: Deputy City Manager

Management in Progress 2025			TIME
4	1. Grants and Outside Funding Sources: Opportunity Report	C&ED	10/25
4	2. Cyber Security Training/Penetration Testing	Adm	Ongoing
4	3. Litter Public Awareness/Education Campaign: Launch	PW	7/25
4	4. GIS Initiatives: Project Maps	Adm	Ongoing
4	5. Police Strategic Plan: Annual Update	Police	7/25
4	6. Police Vehicles Replacement: Acquisition Patrol Vehicles Delivery: 25 Vehicles Order	Police	10/25
4	7. Supervisor Handbook: Completion	Adm	8/25
4	8. Police Leadership Program and Succession Plan: Development	Police	10/25
4	9. Online Guide for Potential Developers: Development	Plan	11/25
4	10. Records Management Handbook and Reference Guide: Development	City Clerk	11/25
4	11. Citywide Records File Plan: Development	City Clerk	11/25
4	12. Records Storage Consolidation: Completion	City Clerk	12/25
4	13. Low-Cost Veterinary Clinic at the Shelter: Creation	ComRes	1/26
4	14. ERP Phase III: Rollout (Human Resources/ Time Keeping/) of Electronic Record Processing System	Adm	3/25
4	15. In-House Mental Health Program for Police Department Employees: Development	Police	1/26
4	16. Police Promotional Examination Program: Development	Police	1/26
4	17. New Medium- and Heavy-Duty Equipment: Acquisition Funding (City Commission: Decision)	PW	7/25
4	18. City Surplus Properties: Review Inventory and Sale Direction (City Commission Decision)	CM	11/25
4	19. Department Head Training Program: Completion	CM	Ongoing
4	20. HR Records Scanning	Adm	3/25
4	21. Personnel Rules and Regulations Revision: Completion (City Commission Decision)	Adm	12/25
4	22. Vendor Self Service Launch	ERP	11/25
4	23. Enterprise Service Request Launch	ERP	7/25
4	24. MyCivic Launch	ERP	10/25
4	25. Open Enrollment Benefits Module Launch	ERP	3/25
4	26. FPPD Network Infrastructure Refresh	OpsMgmt	Ongoing

Management in Progress 2025				TIME
4	27.	Mobile Device Management Platform Migration from Mosyle to Apple Business Essentials	OpsMgmt	7/25
4	28.	Mobile Device Management Platform Migration from Mosyle to Apple Business Essentials	OpsMgmt	7/25
4	29.	Site-to-site Fiber: Rec Center, Public Works, City Hall and Means Court	OpsMgmt	7/25
4	30.	Service Desk Various Processes and Workflows QM.	OpsMgmt	Ongoing
4	31.	Highwaymen Museum ISP Installation with Access Control and Cameras Security Enhancements	OpsMgmt	7/25
4	32.	Service Desk Restructuring	OpsMgmt	Ongoing
4	33.	City Hall Threat Vulnerability Assessment Access Control Enhancements	OpsMgmt	Ongoing
4	34.	Tyler ESS, Evaluation, and Training Modules	HumRes	3/25
4	35.	Evaluation Module Launch	ERP	3/25
4	36.	Mobile Phone Upgrades	OpsMgm	7/27
4	37.	Phase 1 and 2 System Refreshes.	OpsMgm	7/25
4	38.	All Platform Audits for Licensing, Costs and Quality Management	OpsMgm	Ongoing
4	39.	Runbooks for Various Tiers and Areas of Operations.	OpsMgm	Ongoing
4	40.	Asset Lifecycle Process Enhancements	OpsMgm	Ongoing
4	41.	Dedicated Employee Training Room: Creation	HumRes	7/25
4	42.	Risk Management Policies with HR Polices Alignment	HumRes	12/25
4	43.	Emergency/Disaster Protocols and Perform More Detailed Employee Readiness Training.	HumRes	7/25
4	44.	Animal Service Division: Implementation	ComRes	7/25
4	45.	Post-launch Tyler ERP Adjustments	Building	Ongoing
4	46.	Building Department Accreditation: Application	Building	6/25
4	47.	Transition to Electronic Signatures	City Clerk	12/25
4	48.	FPUA Lighting Contract and Standardization of Poles – Potential for Demonstration Project	CM	4/25
4	49.	Fuel Inventory Module on ERP System: Implementation	Fin	9/25
4	50.	Accounts Receivable on ERP System: Implementation	Fin	10/25
4	51.	Finance Policies and Procedures: Update	Fin	8/25
4	52.	Call Center to Improve Customer Service	PW	4/25

Major Projects 2025			TIME
4	1. Public Works Fuel Island/Canopy Replacement	PW	9/25
4	2. City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall): CIP FY 2021 Funded and Implementation	PW	8/25
4	3. Annual Road Resurfacing Projects	PW	8/25
4	4. Police Station Upgrade: Funding (City Commission: Decision)	PW	7/25
4	5. Parking Garage Structural Repairs	PW	6/26
4	6. Street Sweeping Program Improvements: Funding (City Commission: Decision)	PW	7/25

GOAL 5	ENJOY OUR COMMUNITY
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ACTION: Community Safety Next Steps: Report with Options, Direction and Funding (Including SWAT Team, Drug Task Force, Gang Task Force, Gun Violence Reduction, etc.)

PRIORITY
<i>Policy</i>

Key Issues

Activities/Milestones

Time

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- | | |
|---|-------------------------------------|
| <ol style="list-style-type: none"> 1. Develop budget proposal 2. BUDGET WORKSHOP: Budget FY 25-26 Presentation, Discussion and Direction 3. DECISION: Budget FY 25-26 Adoption and Funding | <p>5/25</p> <p>7/25</p> <p>9/25</p> |
|---|-------------------------------------|

Responsibility: Police Chief

ACTION: Additional Boat Ramps and Trailer Parking: Report with Options, Direction, Funding and City Actions

PRIORITY
<i>Policy</i>

Key Issues

- Community Needs
- Lack of Dedicated Boat Ramps
- Trailer Parking

Activities/Milestones

1. Develop budget proposal for needs assessment, locations and plan development
2. **BUDGET WORKSHOP: Budget FY 25-26 Presentation, Discussion and Direction**
3. **DECISION: Budget FY 25-26 Adoption and Funding**

Time

- 5/25
- 7/25
- 9/25

Responsibility: City Manager

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

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Recreation Staffing • Funding • New Sports – Lacrosse and Soccer • Adding Baseball under the City 	<ol style="list-style-type: none"> 1. Develop budget proposal for Youth Recreation Staffing; for New Sports – Lacrosse and Soccer 2. BUDGET WORKSHOP: Budget FY 25-26 Presentation, Discussion and Direction 3. DECISION: Budget FY 25-26 Adoption and Funding 	<p>5/25</p> <p>7/25</p> <p>9/25</p>

Responsibility: Deputy City Manager

ACTION: Swimming Lessons Grants for Youth/Young Adults:
Development and Funding

PRIORITY
<i>Policy</i>

Key Issues

- Funding
- Partner with St. Lucie County
- Grants Program
- City Role

Activities/Milestones

- | | | |
|----|--|------|
| 1. | Develop budget proposal for Swimming Grants Program | 5/25 |
| 2. | BUDGET WORKSHOP:
Budget FY 25-26
Presentation, Discussion and
Direction | 7/25 |
| 3. | DECISION: Budget FY 25-26
Adoption and Funding | 9/25 |

Time

Responsibility: Deputy City Manager

ACTION: Homeless/Unhoused Residents Strategy: Report from Joint Homeless Task Force

PRIORITY
<i>Mgmt</i>

Key Issues

Time

- 1.

Responsibility: City Commission

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

PRIORITY
<i>Mgmt</i>

Key Issues

- Lease Expires: 2026
- Building Condition
- Future Direction

Activities/Milestones

1. Complete Structural Analysis/Define Boundary
2. Prepare Report
3. Complete Marina Park Conceptual Plan
4. **DECISION: Cobbs Landing Direction**

Time

- 5/25
- 11/25
- 11/25
- 1/26

Responsibility: City Manager

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

PRIORITY
Mgmt

Key Issues

-

Activities/Milestones

1. Award Contract for Design and Permitting; Dredging
2. Complete Design and Permitting

Time

3/25

1/26

Responsibility: Marina Manager

ACTION: Animal Adoption Center Implementation:
Voucher Program and Business Plan

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

- | | | |
|----|---|------|
| 1. | Prepare Implementation Business Plan | 3/25 |
| 2. | City Manager Review and Acceptance Implementation Business Plan | 4/25 |
| 3. | Complete rewrite Voucher Program Resolution | 6/25 |
| 4. | DECISION: Voucher Program Resolution | 7/25 |

Responsibility: Community Response Director

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

PRIORITY
Mgmt

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
•	1. Issue RFP	5/25
	2. Evaluate proposals	6/25
	3. DECISION: Award Contract	7/25

Responsibility: City Manager

ACTION: Sunrise Theatre Operations: Private Sector Implementation

PRIORITY
Mgmt

Key Issues

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Activities/Milestones

- | | <u>Time</u> |
|---|-------------|
| 1. Issue RFP | 3/25 |
| 2. Evaluate proposals | 4/25 |
| 3. DECISION: Award Contract for Sunrise Theatre Operations | 5/25 |

Responsibility: Community & Economic Development Director

ACTION: Beach Facilities Upgrade: Report, Direction, Funding and Implementation (Including Jetty Park Upgrade)

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

-

[Recommend Drop]

Responsibility:

Management in Progress 2025			TIME
5	1. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase	Sunrise	9/25
5	2. Sunrise Theatre Marketing: Expansion	Sunrise	Ongoing
5	3. Sunrise Theatre Volunteer Program: Expansion	Sunrise	5/25
5	4. Marina Security: Access Control	Marina	4/25
5	4. Annual Highwaymen Heritage Trail Art Show and Festival 2025	C&ED	2/25
5	5. Marina Office Upgrade(s) – Multi-Phase Approach including Controller, QuickBooks and Scribble	Marina	9/25
5	6. Police Streamline the Non-Essential Calls	Police	5/25
5	7. Pay to Park Pilot Program: Decision Implementation	ComRes	3/25
5	8. Waterway Management Plan: Development	Marina	10/25
5	9. Multi-Purpose Inshore Vessel Purchase: Completion	Marina	2027
5	10. Electronic Special Events Permit Process: Implementation	LS	3/25
5	11. Diverse Festivals (Juneteenth Celebration, Black Arts, Hispanic Heritage) Promotion and Calendar	LS	10/25
5	12. Adult Entertainment Permitting	City Clerk	6/25
5	13. Marina Expansion Design	Marina	12/25
5	14. Partnership with EventsbyPricilla	Sunrise	2/25
5	15. Upcoming Event Honoring Earl Little	Sunrise	2/25
5	16. In House Summer Camp	Sunrise	6/25

Major Projects 2025			TIME
5	1. Pinewood Recreation Facility Improvements: Completion and Parking	PW	4/25
5	2. Fenn Park Reconstruction Project – Phase 2 and Parking Lot	PW	10/25
5	3. South Causeway Park Parking: Clean-up and Parking Spots; Signage	PW	10/25
5	4. Riverwalk Lighting, Banquet Chairs, and Window Tint: Upgrade Project: Funding (City Commission: Decision)	LS	7/25
5	5. Football Field Concession Stands, and Wind Screen on the Fence (with St. Lucie County): Direction	LS	7/25
5	6. Korean War Memorial: Relocation and Access Improvement	PW	5/25
5	7. Fertigation System	IHGC	10/25
5	8. Additional Area to Two Tee Complexes	IHGC	10/25
5	9. Fairways of Holes #6, #7 & #14	IHGC	10/25
5	10. Tee Markers Painting	IHGC	10/25
5	11. Tee Stones and Fairway Yardage Stones Painting	IHGC	10/25
5	12. Replacement of Chiller	Sunrise	6/25
5	13. Mold Remediation	Sunrise	8/25

Policy Calendar 2025

MONTH

February 2025

1. **DECISION: Next City Manager**

MONTH

March 2025

1. **DECISION: Contract Award for Nuisance Abatement Vendors**

2. **FPRA DECISION: Award Contract for Marina Park Conceptual Plan**

3. **DECISION: Port Rezoning**

4. **DECISION: Award Contract for Comprehensive Plan Update**

5. **DECISION: Purchasing Ordinance Adoption**

6. **DECISION: New City Manager Contract**

7. **WORKSHOP: Law Enforcement Impact Fees Discussion**

MONTH

April 2025

1. **WORKSHOP: City Beautification Problems/Issues, Goals/Outcomes**
2. **UPDATE REPORT: Wastewater Treatment Plan Relocation**
3. **FPRA: Preliminary Plan Presentation**
4. **DECISION: Boarding House/Rooming House Regulations**

MONTH

May 2025

1. **PRESENTATION: Management Succession Plan and Preparedness Overview**
2. **DECISION: Award Contract for Sunrise Theatre Operations**

MONTH

June 2025

1. **FPRA DECISION: Artist Agreement and Property Agreement – Peacock District and Downtown**
2. **DECISION: Community Rating system (CRS): Award Contract**
3. **DECISION: Law Enforcement Impact Fees Adoption**

MONTH

August 2025

1. **DECISION: Landscape Code Adoption**

2. **PRESENTATION: Share Social Media Policy**

MONTH

September 2025

1. **DECISION: Budget FY 25-26 Adoption – Funding**
2. **WORKSHOP: draft Residential Design Catalog Presentation, Discussion and Feedback**
3. **DECISION: Waterways Ordinances Adoption**

MONTH

October 2025

1. **WORKSHOP: Annexation Framework Report Discussion and Overall Direction**
2. **WORKSHOP: Jobs Corridor Development Plan – Phase 1 Presentation, Discussion and Direction on Phase 2**
3. **WORKSHOP: “Economic Development Element” and Comprehensive City Economic Development Overview Presentation, Discussion and Direction**
4. **WORKSHOP: Economic Development Element**

MONTH

November 2025

1. **DECISION: Award Construction Contract for 13th Street Project**
2. **FPRA WORKSOP: Marina Park Conceptual Plan Presentation, Discussion and Direction**
3. **PRESENTATION: Festival Street Design Plan**
4. **DECISION: Economic Development Element Approval and Transmittal**
5. **DECISION: City Surplus Properties: Review Inventory and Sale Direction**

MONTH

December 2025

1. **REPORT: Code Enforcement Report Update on progress, status and future plans**
2. **DECISION: Comprehensive Plan/EAR Approval and Transmittal to State of Florida**
3. **PRESENTATION: Street Condition Report Discussion and Feedback**

MONTH

January 2026

1. **PRESENTATION: Streamlining City Processes Update Report on Actions Taken, Plans for Future**

2. **DECISION: Cobbs Landing Direction**