

LEADER'S GUIDE

2025

FINAL REPORT

Mayor and City Commission



Fort Pierce, Florida
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SECTION 1

SHARED LEADERSHIP – A MAJOR INGREDIENT TO EFFECTIVE GOVERNANCE

GOVERNANCE VS. POLITICS: A SIMPLE VIEW

Governance is serving the community;

Politics is getting elected or re-elected.

Governance is being guided by vision, goals and value to the community;

Politics is being guided by ideology, a cause or philosophical principle.

Governance is shaping the community's future for the long term;

Politics is responding to the moment and current "crisis".

Governance is taking responsibility;

Politics is making promises.

Governance is exercising an ability to influence others;

Politics is the use of power.

Governance is finding pragmatic solutions to problems through collaboration;

Politics is starting with solutions in mind.

Governance is being data driven;

Politics is playing to people's emotions.

Governance is negotiating by trading off to find a workable compromise;

Politics is demanding and advocacy to win.

Governance is educating and mobilizing support;

Politics is rallying supporters and creating zealots.

Governance is creating community benefits and value;

Politics is taking personal credit and receiving personal recognition.

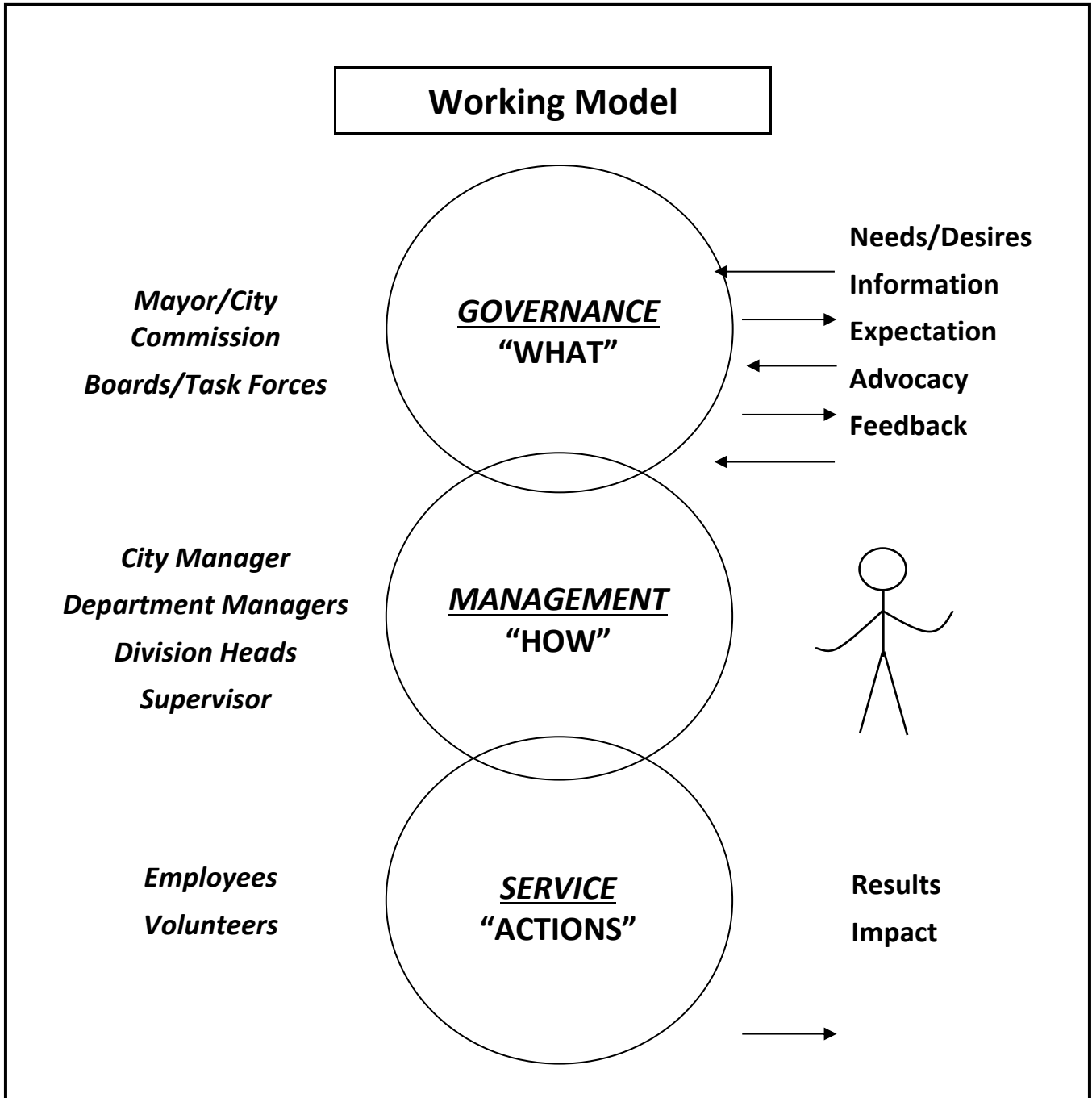
TODAY'S CRISIS: Politics dominating Governance

Commission – Manager Form of City Government

BASIC PREMISES

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

Commission – Manager Model



The City

GOVERNANCE means . . .

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

MANAGEMENT means . . .

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

SERVICE DELIVERY means . . .

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

Board of Directors Responsibilities

OVERVIEW

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

Effective Teams Model

Effective TEAMS Are:

Goals

"Unifying Purpose and Goals"

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

Roles

"Individual Contribution"

- Valuing Individuality
- Responsibilities Defined
- Practicing Teamwork

Execute

"Produce Results through Actions"

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

Attitude

"Willingness to Work Together"

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

Trust

"Commitments Becomes Reality"

- Learning from Setbacks
- Guidelines
- Support Each Other

Winning Teams

LOSER

Conflict Turmoil
No Hope for Future
Internal Fighting
Personal

COMPETITIVE

Okay
Short Term
Compete, but Do Not Win



SUSTAINING

WINNER

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

CHAMPION

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

Winners Versus True Champions *Comparison*

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

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

12 Points of an Effective Mayor and City Commission

1. Focus on and Use Vision, Goals and Priority

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

2. Make Timely and Courageous Decisions

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

3. Provide Clear Direction and Expectations

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

4. Negotiate

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

5. Treat Others with Respect

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

6. Have Open Communications

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

7. Monitor Performance

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

8. Have a Community Presence

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

9. Act as a Board of Directors

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

10. Think Strategically

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

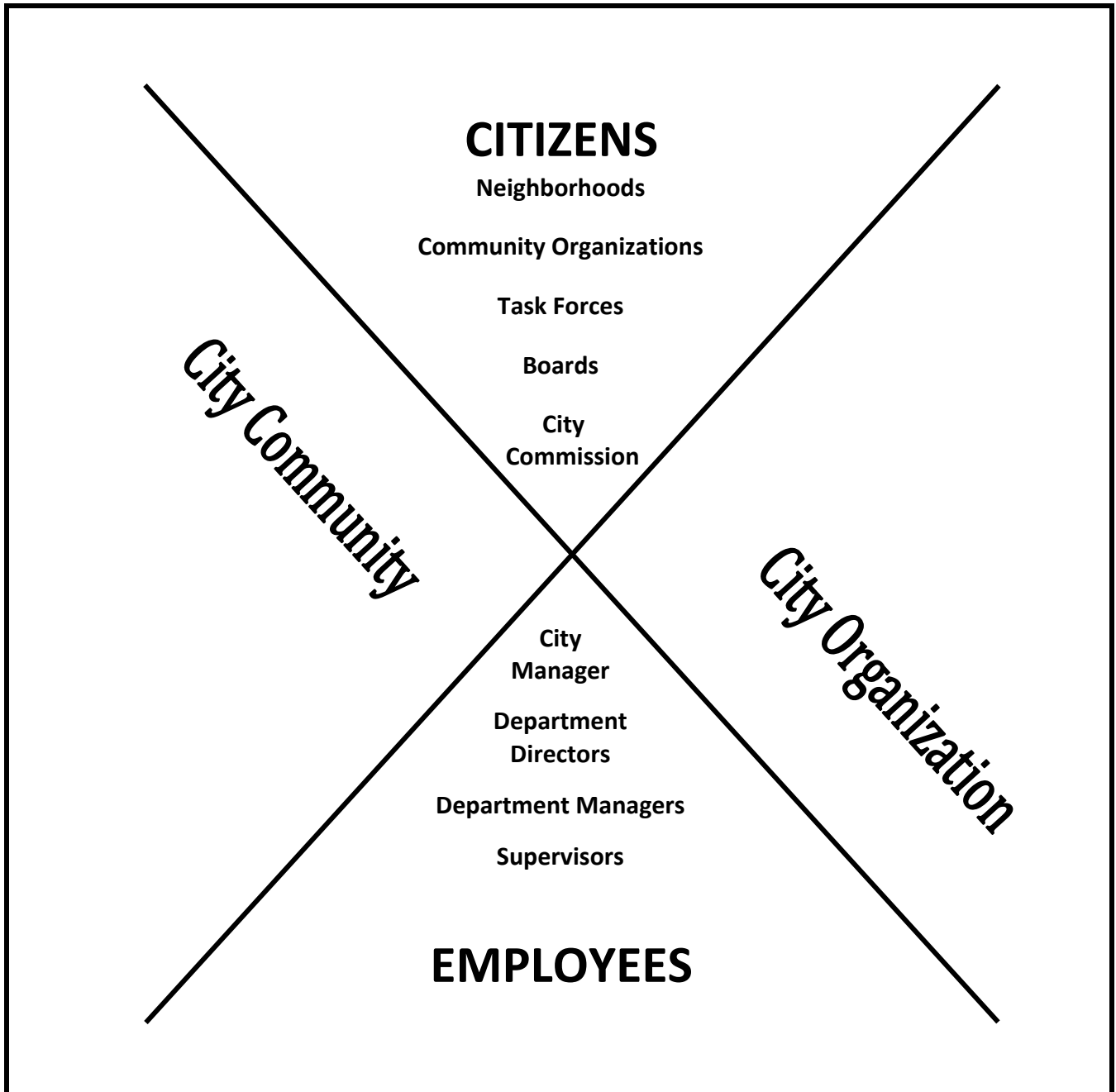
11. Align the City Organization

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

12. Share Success and Celebrate

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

Community-Based City Government



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

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

A. TURBULENT FORCES CHALLENGING LEADERS AND COMMUNITIES

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

1. POLITICAL PARTIES AND PARTISANISM

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

2. EXPANDING VOCAL NEGATIVE 20% - NEVER SATISFIED

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

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

3. SOCIETAL LOSS OF CONFIDENCE IN GOVERNMENT AND DEMOCRACY

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

4. RESIDENT'S LACK OF CIVIC EDUCATION AND UNDERSTANDING

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

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

5. SOCIAL MEDIA AND OUR WORLD OF DISINFORMATION

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

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

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

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

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

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

8. "FLAME THROWERS" – ELECTED OFFICIALS WHO'S GOAL IS TO BRING CHAOS TO GOVERNANCE

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

9. POLITICS OVER GOVERNANCE

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

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

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

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

11. STATE GOVERNMENTS FORCING CITIES TO "FEND" FOR THEMSELVES

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

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

12. CRUMBLING CITY FACILITIES AND INFRASTRUCTURE

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

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

B. KEYS TO SHARED LEADERSHIP SUCCESS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

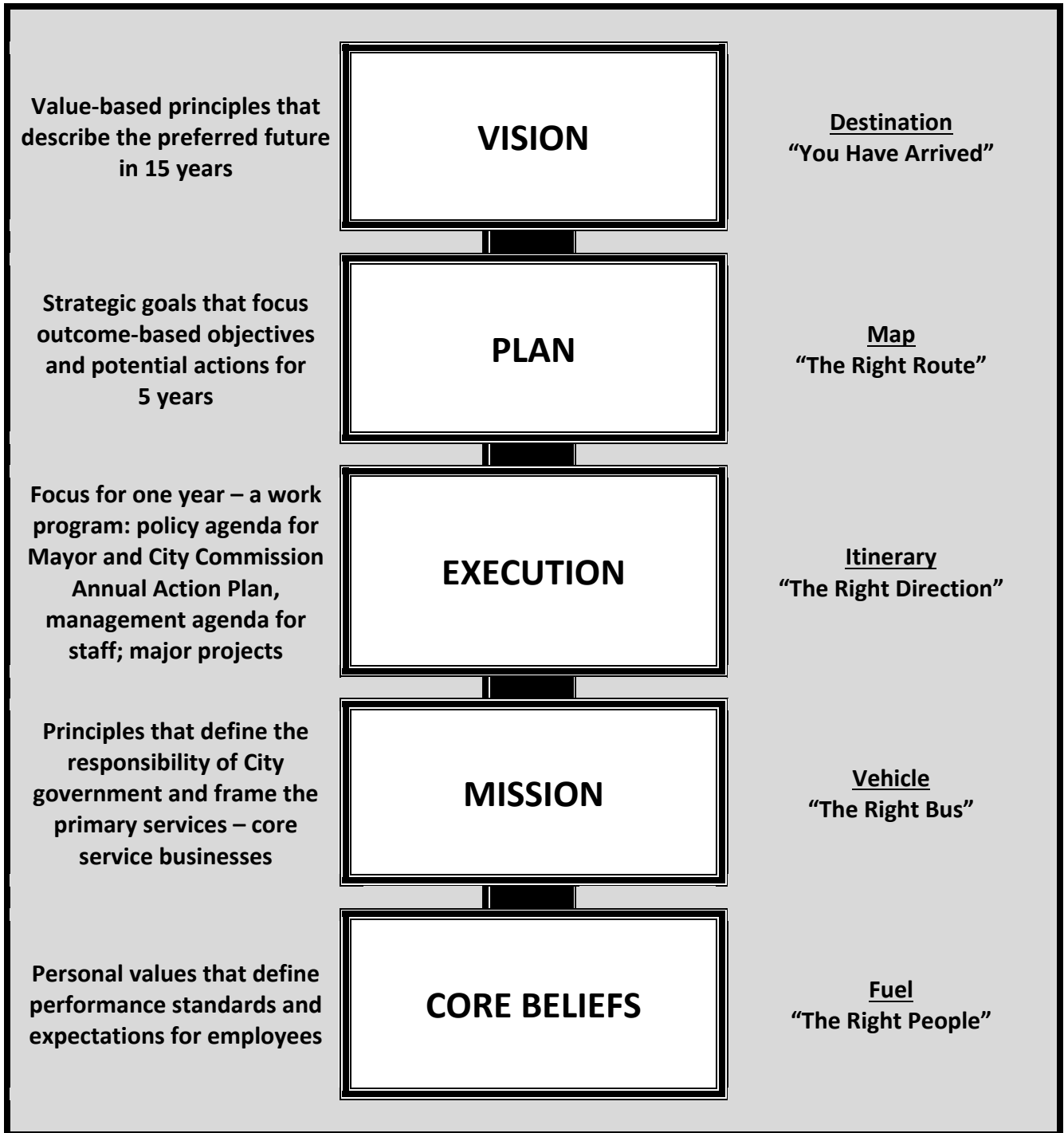
Effective shared leadership has delivered results. Their cities were guided by a long-term vision – a preferred future for the community; followed their city's defined mission; developed and implemented 5-year outcome-based strategies, developed and regularly monitored an annual action agenda (a work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

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

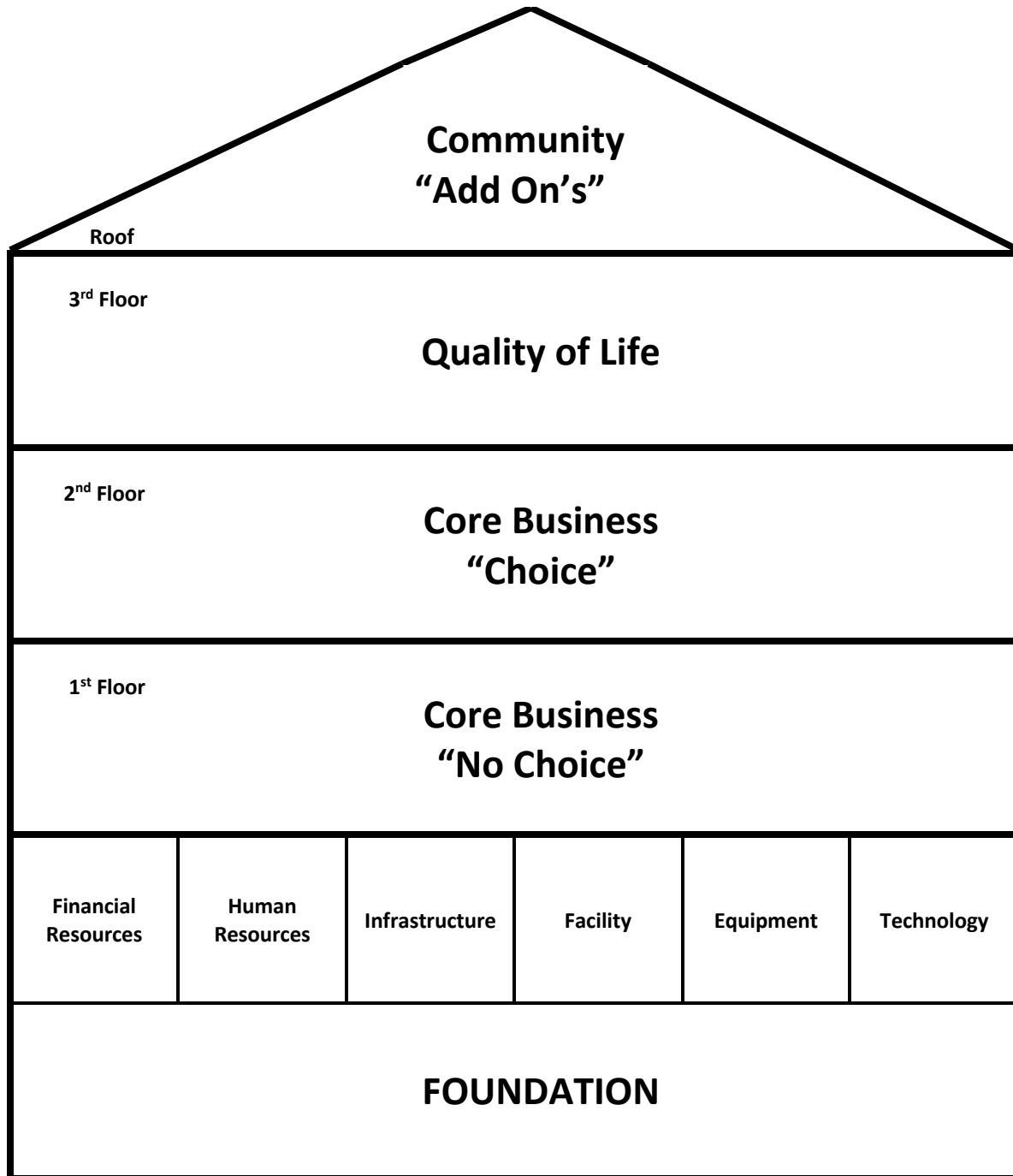
SECTION 2

STRATEGIC PLANNING MODEL FOR THE CITY OF FORT PIERCE

STRATEGIC PLANNING MODEL



City: Service Responsibilities



City Service Hierarchy House Model

FOUNDATION

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

1st FLOOR - NO CHOICE

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

2nd FLOOR - CHOICE FOR DAILY LIFE

SERVICES NECESSARY FOR LIVING IS A MODERN COMMUNITY

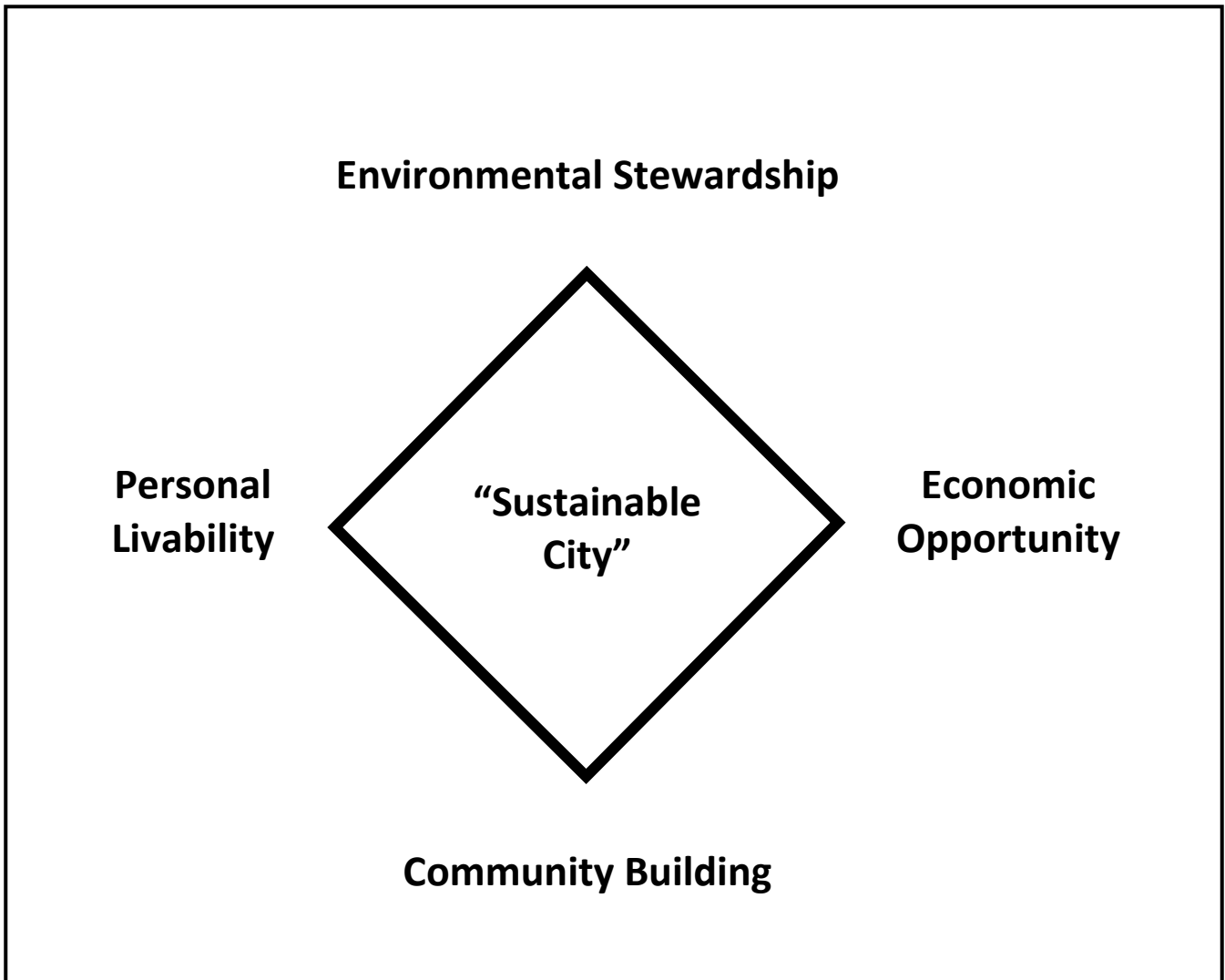
3rd FLOOR - QUALITY OF LIVING

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

ROOF - COMMUNITY ADD ON

SERVICES THAT ADD FURTHER VALUE TO THE RESIDENTS' LIVES

Sustainable Community



A Sustainable Community is a Balance of Four Components

Personal Livability

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

Environmental Stewardship

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

Economic Opportunities

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

Community Building

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

SECTION 3



LOOKING TO FORT PIERCE'S FUTURE

Fort Pierce Goals 2030

BEAUTIFY OUR COMMUNITY



DEVELOP OUR COMMUNITY



ENGAGE OUR COMMUNITY



SERVE OUR COMMUNITY



ENJOY OUR COMMUNITY

Messages from Our Community

City of Fort Pierce

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

City of Fort Pierce 2025 Strengths – Weaknesses Threats – Opportunities

»» Strengths

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

»» **Areas for Improvement**

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

20. Improving and upgrade beach facilities

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

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

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

»» **Opportunities for Fort Pierce's Future**

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

Actions for 2025

Mayor and City Commissioners' Interviews

City of Fort Pierce 2025

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

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

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

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

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

Looking to Fort Pierce's 2025 Future Departmental View

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Administrative Services

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

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

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

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

MANAGEMENT IN PROGRESS 2025

PROJECTS AND ISSUES

Fort Pierce, Florida

January 2025

DEPARTMENT: Administrative Services

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

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

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

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

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

DEPARTMENT: Administrative Services

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

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Community Response/Animal Services

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

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

The location for the clinic poses challenges, and while the site plan is currently in progress, additional steps are required to move forward. Additionally, recruiting a veterinarian to operate as a contractor has proven to be a complex task due to market constraints.

This clinic is critically needed to support residents who cannot afford traditional veterinary services. Currently, the only low-cost options in the area are Rescue Adoption and an occasional pop-up vet service at the local Tractor Supply, both of which are inconsistent and unreliable.

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

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

Challenges in Animal Control and the Adoption Center/Shelter

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

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

DEPARTMENT: Community Response/Animal Services

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

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

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

DEPARTMENT: Community Response/Animal Services

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Building

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

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

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

DEPARTMENT: Building

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

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

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

DEPARTMENT: Building

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: City Attorney's Office

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

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

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

DEPARTMENT: City Attorney's Office

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

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

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

DEPARTMENT: City Attorney's Office

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: City Clerk

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

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

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

DEPARTMENT: City Clerk

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

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

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

DEPARTMENT: City Clerk

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: City Manager

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

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

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

DEPARTMENT: City Manager

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

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

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

DEPARTMENT: City Manager

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Community Response – Code Enforcement

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

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

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

DEPARTMENT: Community Response – Code Enforcement

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

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

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

DEPARTMENT: Community Response – Code Enforcement

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Engineering

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

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

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

DEPARTMENT: Engineering

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

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

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

DEPARTMENT: Engineering

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Finance

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

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

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

DEPARTMENT: Finance

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

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

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

DEPARTMENT: Finance

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Finance – Purchasing Division

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

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

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

DEPARTMENT: Finance – Purchasing Division

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

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

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

DEPARTMENT: Finance – Purchasing Division

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Indian Hills Golf Course

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

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

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

DEPARTMENT: Indian Hills Golf Course

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

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

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

DEPARTMENT: Indian Hills Golf Course

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

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Grants Division

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

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

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

DEPARTMENT: Grants Division

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

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

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

DEPARTMENT: Grants Division

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Fort Pierce City Marina

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

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

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

DEPARTMENT: Fort Pierce City Marina

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

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

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

DEPARTMENT: Fort Pierce City Marina

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

1. Cobb's Landing RFP.
2. Monitoring the waterway.
3. Forward progress towards Kings Landing

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Planning

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

- STAFF RETENTION AND RECRUITMENT
- ENCOURAGEMENT OF RESIDENTIAL DEVELOPMENT DOWNTOWN (HOW TO FOCUS)
- CAPACITY OF SERVICE PROVISION TO ACCOMMODATE GROWTH
- WESTERN DEVELOPMENT SPRAWL
- ROADWAY CAPACITY

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

DEPARTMENT: Planning

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

1. PORT OVERLAY DISTRICT – COMPLETION SPRING 2025
2. BOARDINGHOUSE ZONING CODE – COMPLETION SPRING 2025
3. LANDSCAPE CODE - COMPLETION SUMMER 2025
4. PLAT CODE - COMPLETION SPRING 2025
5. HPB STAFF AUTHORITY MATRIX - COMPLETION SPRING 2025
6. SIGN CODE - COMPLETION SPRING 2025
7. PUBLIC NOTICE PROCESS - COMPLETION SPRING 2025
8. SIGN CODE - COMPLETION SPRING 2025
9. PLANNING APPLICATION FEE SCHEDULE - COMPLETION SPRING 2025
10. LAW ENFORCEMENT IMPACT FEE – COMPLETION BY JUNE 2025
11. COMPREHENSIVE PLAN EAR - COMPLETION BY FEBRUARY 2026
12. REFINEMENT OF CITY ZONING CODE - ONGOING

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

DEPARTMENT: Planning

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

1. STRATEGY TO ENCOURAGE DOWNTOWN DEVELOPMENT
2. STRATEGY FOR ANNEXATION
3. DEVELOPMENT STRATEGY LINKED WITH FPUA SERVICE PROVISION

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Police

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

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

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

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

DEPARTMENT: Police

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

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

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

DEPARTMENT: Police

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Public Works

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

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

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

DEPARTMENT: Public Works

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

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

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

DEPARTMENT: Public Works

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Fort Pierce Redevelopment Agency (CM)

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

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

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

DEPARTMENT: Fort Pierce Redevelopment Agency (CM)

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

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

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

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

DEPARTMENT: Fort Pierce Redevelopment Agency (CM)

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: Sunrise Theatre

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

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

MANAGEMENT IN PROGRESS 2025

PROJECTS AND ISSUES

Fort Pierce, Florida

January 2025

DEPARTMENT: Sunrise Theatre

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

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

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

DEPARTMENT: Sunrise Theatre

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2025

DEPARTMENT: FPUA

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

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

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

DEPARTMENT: FPUA

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

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

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

DEPARTMENT: FPUA

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

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

SECTION 4

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
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► 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
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	PRIORITY
► Means	
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
--------------------	---

	PRIORITY
<p>► Means</p> <ol style="list-style-type: none"> 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 10. Economy based upon tourism, education, research, and marine-related businesses 	<p>5</p> <p>5</p> <p>4</p> <p>4</p> <p>4</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>2</p>

PRINCIPLE 2	DIVERSE AND STRONG LOCAL ECONOMY
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	PRIORITY
► Means	
11. Active port with commercial shipping, mega yacht manufacturing and maintenance, and hotels	2
12. Workforce and “trade” development programs in public schools and Indian River State College	2
13. Quality higher education with Indian River State College, Florida Atlantic University, Harbor Branch, University of Florida Research Center, Bethune Cookman University	1
14. Successful Medical District with supporting medical and healthcare businesses and offices	0
15. Light specialty manufacturing businesses located here	0
16. Space-related businesses including offices and manufacturing	0
17.	
18.	
19.	
20.	

PRINCIPLE 3	HISTORY, ARTS AND CULTURE
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	PRIORITY
► Means	
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
--------------------	----------------------------------

	PRIORITY
<p>► Means</p> <p>11. Art in public spaces</p>	1
<p>12. Revitalized White City with historic renovation</p>	1
<p>13. Active Community Arts and Culture Board contributing to the Fort Pierce community</p>	0
<p>14. Art incorporated in private developments</p>	0
<p>15.</p>	
<p>16.</p>	
<p>17.</p>	
<p>18.</p>	
<p>19.</p>	
<p>20.</p>	

PRINCIPLE 4	CHOICE OF LIVABLE NEIGHBORHOODS
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	PRIORITY
► Means	
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
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	PRIORITY
<p>► Means</p> <p>11. Variety of quality housing choices for all income levels</p>	2
<p>12. Neighborhoods having easy and convenient access to retail and service businesses</p>	2
<p>13. Active neighborhood associations</p>	2
<p>14. Effective multi-modal public transportation for residents moving from home to desired destinations in a timely manner</p>	1
<p>15. Quality and well-maintained public housing provided by Fort Pierce Housing Authority</p>	1
<p>16. Walkable and pedestrian-friendly neighborhoods</p>	1
<p>17. Technology used to create a safer community and neighborhoods</p>	0
<p>18. Public green spaces in every neighborhood</p>	0
<p>19. Well-maintained housing stock</p>	0
<p>20.</p>	

PRINCIPLE 5	HISTORIC DOWNTOWN
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<p>► Means</p> <ol style="list-style-type: none"> 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 9. Decorative lighting throughout Downtown 10. Opportunities to experience a variety of live entertainment venues 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">PRIORITY</th> </tr> </thead> <tbody> <tr><td style="text-align: center;">5</td></tr> <tr><td style="text-align: center;">5</td></tr> <tr><td style="text-align: center;">4</td></tr> <tr><td style="text-align: center;">4</td></tr> <tr><td style="text-align: center;">4</td></tr> <tr><td style="text-align: center;">4</td></tr> <tr><td style="text-align: center;">3</td></tr> <tr><td style="text-align: center;">2</td></tr> <tr><td style="text-align: center;">2</td></tr> <tr><td style="text-align: center;">1</td></tr> </tbody> </table>	PRIORITY	5	5	4	4	4	4	3	2	2	1
PRIORITY												
5												
5												
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PRINCIPLE 5	HISTORIC DOWNTOWN
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	PRIORITY
► Means	
11. Convenient access and parking	1
12. 2 nd 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.	

PRINCIPLE 6	OPPORTUNITIES FOR FUN
--------------------	------------------------------

	PRIORITY
<p>► Means</p> <ol style="list-style-type: none"> 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 9. Quality public golf course and clubhouse with community rooms and banquet facilities 10. Historic touring opportunities 	<p>4</p> <p>4</p> <p>4</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>2</p> <p>2</p>

PRINCIPLE 6	OPPORTUNITIES FOR FUN
--------------------	------------------------------

	PRIORITY
<p>► Means</p> <p>11. Recreational activities and programs for all generations</p>	1
<p>12. Performing and cultural arts with diverse and multi-cultural programs and performances for all</p>	1
<p>13. Large venue/complex for sports tourism at Dreamland Park</p>	1
<p>14. Access to the Bahamas</p>	1
<p>15. Motor Cross facility</p>	1
<p>16.</p>	
<p>17.</p>	
<p>18.</p>	
<p>19.</p>	
<p>20.</p>	

PRINCIPLE 7	COMMUNITY UNITY AND PRIDE
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	PRIORITY
<p>► Means</p> <ol style="list-style-type: none"> 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 8. City leaders representing the City and community in positive manner – a positive advocate for Fort Pierce 9. Television and social media promoting positive accomplishments and community successes 10. Multi-cultural festival celebrating the diverse cultures in the community with high level of participation 	<p>5</p> <p>5</p> <p>4</p> <p>4</p> <p>4</p> <p>4</p> <p>3</p> <p>2</p> <p>2</p> <p>1</p>

PRINCIPLE 7	COMMUNITY UNITY AND PRIDE
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	PRIORITY
<p>► Means</p> <p>11. Recognizing the accomplishment of youth in partnership with St. Lucie schools</p>	1
<p>12. Individuals and community organizations working for community benefit</p>	0
<p>13.</p>	
<p>14.</p>	
<p>15.</p>	
<p>16.</p>	
<p>17.</p>	
<p>18.</p>	
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<p>20.</p>	

SECTION 5



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

<h2 style="text-align: center;">Core Values</h2> <h3 style="text-align: center;">Individual Perspective</h3>
--

<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
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► 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
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► 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
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► 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
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► 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
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25.	
26.	
27.	
28.	
29.	
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SECTION 6

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.			
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10.			

GOAL 1 BEAUTIFY OUR COMMUNITY

▶ Major Projects 2025		TIME
1. Highwaymen Museum Development: Construction	2024 M/CC	
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3.		
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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.		
5.		
6.		
7.		
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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
L 11. Maintaining and expanding public access to water	2	
L 12. Creating a world-class tourist destination for residents and visitors	2	
L 13. Securing a Train Station for Fort Pierce	1	
L 14. Managing the growth in the pipeline and in the future	1	
L 15. “Jagged” City boundaries and need for a comprehensive strategy and action plan	1	
L 16. Continuing the momentum in the Downtown area and the surrounding neighborhoods	1	
L 17. Continuing to support business investments in Fort Pierce	1	
L 18. Expanding sports tourism in Fort Pierce	1	
L 19. Regional growth impacting the City of Fort Pierce	1	
L 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.	
	30.	

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: Implementation	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 – anew 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
└	11. Enhancing City operational efficiencies to better serve our community	2
└	12. Developing and implementing a successful management and employee succession planning and programs	2
└	13. Aging and deteriorating City facilities needing major upgrades – Police and Public Works	2
└	14. Aging City infrastructure requiring significant maintenance and replacement	1
└	15. Investing in our human resource – employee training and development, and employee mental health and stress reduction	1
└	16. Actions by the State of Florida – pre-empting home rule and City finances and services	1
└	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

<p>► Challenges and Opportunities</p>		<p>PRIORITY</p>
<p>21. Increasing complexity of reports required by the Federal and state government</p>	<p>0</p>	
<p>22. Increasing price of and lengthy delivering times on critical City equipment and vehicles</p>	<p>0</p>	
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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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22.		
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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 Upgrades	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	Citywide 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

<p>► Major Projects 2025</p>		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

	PRIORITY	
► Challenges and Opportunities		
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	
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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. Cobb’s 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. Cobb’s 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 Jim Bait and Tackle RFP and Resiliency Project Buildout	Marina		
19. Little Jim's Sewer System Installation	Marina		
20. Replacement of Chiller	Sunrise		

GOAL 5 ENJOY OUR COMMUNITY

<p>► Major Projects 2025</p>		TIME
		21. Mold Remediation
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 7

ACTION AGENDA 2025

**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

**Proactive Property Maintenance Code and Enforcement/ Compliance:
Desired Outcomes, Best Practices and Staffing Report, Direction and Funding**

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

**Annexations Actions Strategy:
Overall Direction and Decisions**

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

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

**City Manager Hiring:
Selection and Onboarding**

HIGH PRIORITY

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

**Street Condition Assessment and Projects Plan:
Condition Report. Project Plan/Priority and Election**

**Community Safety Next Steps:
Report with Options, Direction and Funding (Including SWAT Team,
Drug Task Force, Gang Task Force, Gun Violence Reduction, etc.)**

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

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

**Comprehensive Ordinance Review and Update:
Completion (Including Purchasing, Noise and Waterways)**

City of Fort Pierce Policy Agenda 2025

		PRIORITY		
		Priority	Top	High
1	1. Proactive Property Maintenance Code and Enforcement/ Compliance: Desired Outcomes, Best Practices and Staffing Report, Direction and Funding	TOP	5	-
2	2. Jobs Corridor Development: Update Report, Direction and City Actions	TOP	5	-
2	3. Annexations Actions Strategy: Overall Direction and Decisions	TOP	3	-
2	4. City-Owned Properties: Update Report, Direction and City Actions	TOP	3	-
3	5. Community Listening Action Plan: Listening Community Meetings, Going into the Community as a City Commission, Getting Invitations from the Community	TOP	3	-
4	6. City Manager Hiring: Selection and Onboarding	TOP	3	-
1	7. Comprehensive City Beautification Strategy and Action Plan: Goals/Outcomes, Best Practices, Report with Options, Direction, Funding and City Actions	HIGH	2	4
4	8. Street Condition Assessment and Projects Plan: Condition Report. Project Plan/Priority and Election	HIGH	2	4

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

City of Fort Pierce Policy Agenda 2025

		PRIORITY		
		Priority	Top	High
4	9. Community Safety Next Steps: Report with Options, Direction and Funding (Including SWAT Team, Drug Task Force, Gang Task Force, Gun Violence Reduction, etc.)	HIGH	1	4
2	10. City Economic Development Policies and Activities: Comprehensive Review/Evaluation, Outcomes, City Roles, Partners, Report, Direction and City Actions	HIGH	2	3
3	11. Community Brand/Marketing Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions (Showcasing Fort Pierce)	HIGH	2	3
4	12. Comprehensive Ordinance Review and Update: Completion (Including Purchasing, Noise and Waterways)	HIGH	1	3
2	13. 13 th Street Improvements: Direction and Funding		1	2
5	14. Youth Recreational Programs and Activities Expansion: Needs, Report with Options, Direction and City Role/Actions		1	2
3	15. “One Fort Pierce” Community – Strengthening: Next Steps		0	2
3	16. Proactive City/Community Communications Staffing Strategy/Action Plan: Outcomes, Report with Options, Direction, Funding and Implementation		1	1

City of Fort Pierce Policy Agenda 2025

		PRIORITY		
		Priority	Top	High
4	17. Technology Upgrades: Next Steps and Funding		1	1
2	18. Historic Downtown Development Master Plan Implementation: Marina Park Conceptual Plan, Festival Street Design and Streetscapes		0	1
3	19. Social Media Policy and Expansion: Review, Best Practices, Report with Options, Direction and City Actions		0	1
5	20. Swimming Lessons Grants for Youth/Young Adults: Development and Funding		0	0
	21.			
	22.			
	23.			
	24.			

Management Agenda 2025 Targets for Action City of Fort Pierce

TOP PRIORITY

**Public Facilities Maintenance Plan:
Development and Funding**

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

**King's Landing Development – Private Development:
Amendment to Development Agreement**

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

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

**Streamlining City Processes:
Update Report**

HIGH PRIORITY

**Port Development:
Rezoning Direction**

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

**Sunrise Theatre Operations:
Private Sector Implementation**

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

**Comprehensive Plan Update:
Direction**

**Residential Design Catalog Development:
Direction and Completion**

City of Fort Pierce Management Agenda 2025

		PRIORITY		
		Priority	Top	High
1	1. Public Facilities Maintenance Plan: Development and Funding	TOP	5	-
5	2. City Marina Expansion: Report with Options, Direction, Funding and City Actions	TOP	5	-
2	3. King’s Landing Development – Private Development Overview Amendment to Development Agreement	TOP	4	-
4	4. Purchasing Policies and Processes: Comprehensive Evaluation, Best Practices, Report with Options and Recommendations, Directions and Implementation	TOP	3	-
5	5. Homeless/Unhoused Residents Strategy: Report from Joint Homeless Task Force	TOP	3	-
4	6. Streamlining City Processes: Update Report	TOP	3	-
2	7. Port Development: Rezoning Direction	HIGH	1	4
5	8. Little Jim Bait and Tackle Operations: RFP and Direction	HIGH	1	4

City of Fort Pierce Management Agenda 2025

		PRIORITY		
		Priority	Top	High
5	9. Sunrise Theatre Operations: Private Sector Implementation	HIGH	0	4
4	10. Law Enforcement Impact Fees: Review, Refinement and Expenditure Direction (with St. Lucie County)	HIGH	2	3
2	11. Comprehensive Plan Update: Direction	HIGH	2	3
2	12. Residential Design Catalog Development: Direction and Completion	HIGH	1	3
5	13. Animal Adoption Center Implementation: Voucher Program and Business Plan		2	2
1	14. Entrances/Gateways Signage and Landscaping: Development and Installation		2	2
5	15. Cobb’s Landing: Report with Findings and Option, Direction, Issue RFP and Implementation		1	2
2	16. Wastewater Treatment Plant Relocation: Update Report and Next Steps		1	2

City of Fort Pierce Management Agenda 2025

		PRIORITY	
		Priority	High
1	17. Mural Projects 2025 (3): Completion	0	1
4	18. Management Succession Plan and Preparedness: Update Report and Next Steps	0	1
2	19. Western Peninsula: Design and Direction	0	1
4	20. Tyler Munis Program Implementation: Next Steps	0	1
1	21. Landscape Code: Revision	0	0
2	22. Agricultural Zoning: Concept, Direction and Ordinance Amendments	0	0
4	23. Working Remotely/Flexible Hours Policy: Report with Options and Direction	0	0
	24.		

**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 High</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 • Adopt-a-Road Program: Organization Performance • Current City Programs and Activities 	<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: Public Facilities Maintenance Plan: Development and Funding

PRIORITY
<i>Mgmt Top</i>

Key Issues

- Scope
- Facilities Needs
- Maintenance Plan
- Projects
- Costs
- Phasing
- Beach Facilities
- Comprehensive Inventory of Public Facilities’
- Maintenance Requirements and Costs
- Current and Future Facilities Uses
- Capital Expense Projections

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

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

- Local Artists
- Solicitation Process
- Lincoln Park Future Murals and Potential Locations

Activities/Milestones

A. Peacock Arts District

- 1. FPRA DECISION: Artist Agreement and Property Agreement**
2. Complete murals

6/25

8/25

B. Downtown

- 1. FPRA DECISION: Artist Agreement and Property Agreement**
2. Complete mural

6/25

8/25

Responsibility: Community & Economic Development Director

ACTION: Landscape Code: Revision

PRIORITY
<i>Mgmt</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Scope • Requirements • Tree Species • Degree of Flexibility • Tree Removal 	<ol style="list-style-type: none"> 1. Complete Business Community public input 2. Complete TRC review 3. Planning Board: review 4. DECISION: Landscape Code Adoption 	<p>5/25</p> <p>6/25</p> <p>7/25</p> <p>8/25</p>

Responsibility: Planning 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	C&ED	
	a. Art Contest		5/25
	b. Complete Installation		9/25
1	4. Downtown Lighting Installation: Completion	C&ED	9/25
1	5. Wayfinding Signs	C&ED	6/25
	a. Fabrication		
	b. Complete Installation		
1	6. Memorials Signage and Clean Up Action Plan (Corp of Engineers Regulations) Including Sidewalks	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: Jobs Corridor Development: Update Report, Direction and City Actions

PRIORITY
<i>Policy Top</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: Annexations Actions Strategy: Overall Direction and Decisions

PRIORITY
<i>Policy Top</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 • Annexations as Revenue Generators 	<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: City-Owned Properties: Update Report, Direction and City, Actions

PRIORITY
<i>Policy Top</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 • Comprehensive Title Search – Inventory of City-Owned Properties • Compliance with City Leases • Managing Property and Leases – Best Practices • Costs to the City – Negative Cash Flow • Private Sector Property Management Firms – Potential Services 	<ol style="list-style-type: none"> 1. Prepare budget proposal for Property/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: City Economic Development Policies and Activities: Comprehensive Review/Evaluation, Outcomes, City Roles, Partners, Report, Direction and City Actions

PRIORITY
<i>Policy High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Goals/Outcomes • City Roles • City Economic Development Policies • City Economic Development Toolkits • Partners • Infill Economic Development Potential Location • Annexations for Economic Development 	<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: 13th Street Improvements: Direction and Funding
(Orange to Georgia)

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 • Next Phase: Georgia to Virginia • Safe Routes to Schools (3) along 13th Street 	<ol style="list-style-type: none"> 1. Complete Design 2. Develop budget proposal 3. BUDGET WORKSHOP: Budget FY 25-26 13th Street Improvement Project Construction Funding 4. DECISION: Budget FY 25-26 Adoption Construction Funding 5. Initiate Bid 6. Evaluate proposals 7. DECISION: Award Construction Contract for 13th Street Project 8. Construction 	<p>4/25</p> <p>5/25</p> <p>7/25</p> <p>9/25</p> <p>9/25</p> <p>10/25</p> <p>11/25</p> <p>1/26-6/27</p>

Responsibility: City Engineer

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

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
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 WORKSHOP: Marina Park Conceptual Plan Presentation, Discussion and Direction	11/25
B. Festival Street (2nd 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: King’s Landing Development – Private Development Overview Amendment to Development Agreement
[Developer-Driven]

PRIORITY
<i>Mgmt Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Targeted Time</u>
<ul style="list-style-type: none"> • Development Agreement • Site Plan 	<ol style="list-style-type: none"> 1. DEVELOPER UPDATE 2. Notification: Purchase and Sale Agreement 3. DECISION: Development Agreement 4. Receive Site Plan 5. TRC: Site Plan Review 6. Planning Board: Site Plan Review 7. Historic Preservation Board: Review 8. DECISION: Site Plan Approval 	<p>2/25</p> <p>TBD</p> <p>3/25</p> <p>3/25</p> <p>4/25</p> <p>5/25</p> <p>5/25</p> <p>6/25</p>

Responsibility: City Attorney

ACTION: Port Development: Rezoning Direction

PRIORITY
<i>Mgmt High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Rezoning	1. DECISION: Port Rezoning	3/25

Responsibility: Planning Director

ACTION: Comprehensive Plan Update: Direction

PRIORITY
<i>Mgmt High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Elements • EAR Report • Comprehensive Plan: Approval 	<ol style="list-style-type: none"> 1. DECISION: Award Contract for Comprehensive Plan Update 2. WORKSHOPS (2): 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: Residential Design Catalog Development: Direction and Completion

PRIORITY
<i>Mgmt High</i>

Key Issues

Activities/Milestones

Time

1. Complete draft Residential Design Catalog 8/25
2. **WORKSHOP: draft Residential Design Catalog Presentation, Discussion and Feedback** 9/25

Responsibility: Planning Director

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

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

- | | |
|----------------------------|-----------|
| 1. 50% | Completed |
| 2. UPDATE REPORT | 4/25 |
| 3. Complete 100% Operation | 12/25 |
| 4. Complete Demolition | 12/27 |
| 5. Turnover to City | 2028 |

Responsibility: Director of Utilities

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: Western Peninsula: Design and Direction

PRIORITY
<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

1. **FPPRA: Preliminary Plan Presentation**

4/25

Responsibility: Community & Economic Development 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):	Engr	10/25-3/26
	a. Phase 1		
	• Construction		
	b. Phase 2		5/25
	• Design		
	• Construction		10/25-6/26
2	5. SUN Trail – Highwayman Trail Gap (Indian Hills Drive to Georgia Avenue):	Engr	5/25
	a. Rebid		
	b. Construction		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:	C&ED	
	a. Avenue D		8/25
	b. JCPenney		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: Community Listening Action Plan: Listening Community Meetings, Going into the Community as a City Commission, Getting Invitations from the Community

PRIORITY
<i>Policy Top</i>

Key Issues

- **Different Approaches with Different Generations from Youth and Seniors**
- **Informal Individual Listening Outreach**
- **City Staff Contact with Residents – Personal Approach Saying “Hi” and Listening**
- **Town Hall Sessions: District 1 and District 2**

Activities/Milestones

1. **WORKSHOP: Community Listening Action Plan**

Time

5/25

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 High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Goals/Desired Outcomes • Staffing Capacity • Videos • Showcasing Fort Pierce – Our Assets and Successes • Website Modernization and User Friendly • Frequency • Funding • Tourism – Featuring Fort Pierce • Return for Tourism Dollars • Branding Guidelines • Inventory Current Practices – Logos, Marketing Activities • Attracting Residents • Attracting Businesses • Getting Our Brand out to the World • Position/Marketing Firm 	<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: 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"> • City Goals • City Staffing • Ways of Engaging – Non-Traditional Approaches • Social Media Presence Expansion • Building the Audiences • Outreach to Younger Residents and Build Relationships • Youth Council – Programs Directed to our Youth • Outreach to Multi-Lingual Residents and Build Relationships • Communications with Seniors • Expanding Media Presence • Proactive Communications Plan • Use of Videos • Use of Television Stations • Regular Updates • Commissioners Communicating Messages to Our Community • Facebook Streaming Commission Meetings • Communications through Our Churches 	<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 style="text-align: center;">5/25</p> <p style="text-align: center;">7/25</p> <p style="text-align: center;">9/25</p>

Responsibility: Deputy City Manager

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

PRIORITY
<i>Policy</i>

Key Issues

Activities/Milestones

Time

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

1. Transfer to the City

TBD

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”
- Commissioner Guidelines
- Public Record Requirements
- Comments on Social Media Pages

Activities/Milestones

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

Time

- 7/25
- 8/25

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: City Manager Hiring: Selection and Onboarding

PRIORITY
<i>Policy Top</i>

Key Issues

Activities/Milestones

Time

- | | |
|---|------|
| 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: Street Condition Assessment and Projects Plan:
Condition Report. Project Plan/Priority and Election

PRIORITY
<i>Policy High</i>

Key Issues

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

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: Comprehensive Ordinance Review, Update and Completion

PRIORITY
<i>Policy High</i>

Key Issues

- Compliance
- Enforcement

Activities/Milestones

- | | <u>Time</u> |
|---|-------------|
| 1. DECISION: Award Contract for Drafting Noise Ordinance | 2/25 |
| 2. DECISION: Purchasing Ordinance Adoption | 3/25 |
| 3. DECISION: Waterways Ordinances Adoption | 9/25 |
| 4. DECISION: Noise Ordinance Adoption | 7/26 |

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

PRIORITY
<i>Mgmt Top</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: Streamlining City Processes: Report, Direction and City Actions

PRIORITY
<i>Policy Top</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: 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
<i>Mgmt</i>

Key Issues

- Retirements
- Training
- Employee Development
- Budgeted Positions vs. Vacancies
- Employee Turnover
- Open Positions

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: Tyler Munis Program Implementation: Next Steps

PRIORITY
Mgmt

Key Issues

Activities/Milestones

Time

- | | |
|---------------------------------------|-------|
| 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.	Enterprise Service Request Launch	ERP 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	OpsMgmt 7/27
4	37.	Phase 1 and 2 System Refreshes.	OpsMgmt 7/25
4	38.	All Platform Audits for Licensing, Costs and Quality Management	OpsMgmt Ongoing
4	39.	Runbooks for Various Tiers and Areas of Operations.	OpsMgmt Ongoing
4	40.	Asset Lifecycle Process Enhancements	OpsMgmt Ongoing
4	41.	Dedicated Employee Training Room: Creation	HumRes 7/25
4	42.	Risk Management Policies with HR Policies 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

Management in Progress 2025				TIME
4	53.	Grant Writer: Onboarding	CM	2/25
4	54.	Police Staffing Plan/Report: Completion (City Commission Presentation)	Police	4/25
4	55.	Highway Museum: Report (City Commission Presentation)	FPRA	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 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 High</i>

Key Issues

- SWAT Team
- Gang Task Force
- Gun Violence Reduction
- Drug Task Force

Activities/Milestones

- | | |
|---|-------------------------------------|
| <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> |
|---|-------------------------------------|

Time

Responsibility: Police Chief

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 for Youth
- City Role
- Outside Funding Sources, Including Grants

Activities/Milestones

- | | <u>Time</u> |
|---|-------------|
| 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 |

Responsibility: Deputy City Manager

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

PRIORITY
<i>Mgmt Top</i>

Key Issues

Activities/Milestones

Time

- | | |
|---|------|
| 1. Award Contract for Design and Permitting; Dredging | 3/25 |
| 2. Complete Design and Permitting | 1/26 |

Responsibility: Marina Manager

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

PRIORITY
<i>Mgmt Top</i>

Key Issues

- Goals/Desired Outcomes
- Programs and Services
- Facility
- Task Force Activities
- City Role
- Unsheltered Mandates by the State of Florida

1. **REPORT: St. Lucie Homeless Task Force Chair**

Time

4/25

Responsibility: City Commission

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

PRIORITY
<i>Mgmt High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none">Contract	<ol style="list-style-type: none">Issue RFPEvaluate proposalsDECISION: Award Contract	<p>2/25 4/25 6/25</p>

Responsibility: City Manager

ACTION: Sunrise Theatre Operations: Private Sector Implementation

PRIORITY
<i>Mgmt High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Contract	1. Issue RFP 2. Evaluate proposals 3. DECISION: Award Contract for Sunrise Theatre Operations	3/25 4/25 5/25

Responsibility: Community & Economic Development Director

ACTION: Cobb's 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: Cobb's Landing Direction**

Time

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

Responsibility: City 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

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	5. Annual Highwaymen Heritage Trail Art Show and Festival 2025	C&ED	2/25
5	6. Marina Office Upgrade(s) – Multi-Phase Approach Including Controller, QuickBooks and Scribble	Marina	9/25
5	7. Police Streamline the Non-Essential Calls	Police	5/25
5	8. Pay to Park Pilot Program: Decision Implementation	ComRes	3/25
5	9. Waterway Management Plan: Development	Marina	10/25
5	10. Multi-Purpose Inshore Vessel Purchase: Completion	Marina	2027
5	11. Electronic Special Events Permit Process: Implementation	LS	3/25
5	12. Diverse Festivals (Juneteenth Celebration, Black Arts, Hispanic Heritage) Promotion and Calendar	LS	10/25
5	13. Adult Entertainment Permitting	City Clerk	6/25
5	14. Marina Expansion Design	Marina	12/25
5	15. Partnership with EventsbyPricilla	Sunrise	2/25
5	16. Upcoming Event Honoring Earl Little	Sunrise	2/25
5	17. 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**
2. **DEVELOPER UPDATE: King's Landing Development**
3. **DECISION: Award Contract for Drafting Noise Ordinance**

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**
5. **PRESENTATION: Police Staffing Plan/Report**
6. **PRESENTATION: Highway Museum: Report**
7. **REPORT: St. Lucie Homeless Task Force Chair**

MONTH

May 2025

1. **PRESENTATION: Management Succession Plan and Preparedness Overview**
2. **DECISION: Award Contract for Sunrise Theatre Operations**
3. **WORKSHOP: Community Listening Action Plan**

MONTH

June 2025

1. **FPRA DECISION: Artist Agreement and Property Agreement – Peacock Arts District and Downtown**
2. **DECISION: Community Rating System (CRS): Award Contract**
3. **DECISION: Law Enforcement Impact Fees Adoption**
4. **DECISION: Award Contract for Little Jim Bait and Tackle Operations**

MONTH

July 2025

1. BUDGET WORKSHOP: Report Presentation and Budget FY 25-26 Proposal: Discussion and Direction on Funding for:

- a. City Beautification
- b. Public Facilities Maintenance Plan
- c. 13th Improvement Project Construction
- d. Leasing Management
- e. Proactive Communications
- f. Community Branding/Marketing
- g. Commission Chamber Technology Upgrade
- h. Technology Upgrades
- i. New Medium- and Heavy-Duty Equipment
- j. Police Station Upgrade
- k. Street Sweeping Program Improvements
- l. Community Safety Next Steps
- m. Boat Ramps Needs Assessment, Locations and Plan Development
- n. Youth Recreation Programs
- o. Swimming Lessons Grants for Youth

2. DECISION: Sign Ordinance Update: Adoption

3. DECISION: Voucher Program Resolution

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 WORKSHOP: 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: Cobb's Landing Direction**