

STRATEGIC PLAN

2025 → 2030 → 2040



Fort Pierce, Florida
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STRATEGIC PLANNING FOR THE CITY OF FORT PIERCE

Strategic Planning Model for the City of Fort Pierce

Value-based principles that describe the preferred future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus outcome-based objectives and potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a work program: policy agenda for Mayor and Commission, management agenda for staff; major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the responsibility of city government and frame the primary services – core service businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define performance standards and expectations for employees

CORE BELIEFS

Fuel
“The Right People”

FORT PIERCE: CITY GOVERNMENT CORE VALUES

FORT PIERCE: CITY GOVERNMENT CORE VALUES

FORT PIERCE CITY GOVERNMENT

“KEEPING THE P.A.C.E.”

P = Pride ⁽¹⁾

A = Accountability ⁽²⁾

C = Collaboration ⁽³⁾

E = Excellence ⁽⁴⁾

FORT PIERCE: CITY GOVERNMENT CORE VALUES

PRINCIPLE 1

PRIDE

► Means

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

PRINCIPLE 2

ACCOUNTABILITY

► Means

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

PRINCIPLE 3

COLLABORATION

► Means

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

PRINCIPLE 4

EXCELLENCE

► Means

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

FORT PIERCE VISION 2040

Fort Pierce Vision 2040

Fort Pierce 2040 is a Unique Coastal Florida City

Our WATERFRONTS, ⁽¹⁾

Our DIVERSE AND STRONG LOCAL ECONOMY, ⁽²⁾

Our HISTORY, ARTS AND CULTURE, ⁽³⁾

Our LIVABLE NEIGHBORHOODS, ⁽⁴⁾

Our HISTORIC DOWNTOWN, ⁽⁵⁾

Our FUN EXPERIENCES, ⁽⁶⁾

Our COMMUNITY UNITY AND PRIDE ⁽⁷⁾

MAKES US UNIQUE

Fort Pierce Vision 2040

PRINCIPLE 1

WATERFRONTS

► Means

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

PRINCIPLE 2

DIVERSE AND STRONG LOCAL ECONOMY

► Means

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

PRINCIPLE 3

HISTORY, ARTS AND CULTURE

► Means

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

PRINCIPLE 4

CHOICE OF LIVABLE NEIGHBORHOODS

► Means

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

PRINCIPLE 5

HISTORIC DOWNTOWN

► Means

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

PRINCIPLE 6

OPPORTUNITIES FOR FUN

► Means

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

PRINCIPLE 7

COMMUNITY UNITY AND PRIDE

► Means

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

CITY OF FORT PIERCE PLAN FOR 2025 – 2030

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

BEAUTIFY OUR COMMUNITY



DEVELOP OUR COMMUNITY



ENGAGE OUR COMMUNITY



SERVE OUR COMMUNITY



ENJOY OUR COMMUNITY

Goal 1

BEAUTIFY OUR COMMUNITY

OBJECTIVES

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

VALUE TO RESIDENTS

1. Protection of property values
2. More attractive community
3. Owners and tenants taking care of their buildings and homes
4. Greater compliance with City Code of Ordinances
5. Community pride

SHORT-TERM CHALLENGES AND OPPORTUNITIES

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

LONG-TERM CHALLENGES AND OPPORTUNITIES

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

POLICY ACTIONS 2025

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

PRIORITY

Top

Top

MANAGEMENT ACTIONS 2025

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

PRIORITY

Top

MANAGEMENT IN PROGRESS 2025

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

MAJOR PROJECTS 2025

1. Highwaymen Museum Development: Construction and Opening

ON THE HORIZON 2026 – 2030

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

GOAL 2

DEVELOP OUR COMMUNITY

OBJECTIVES

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

VALUE TO RESIDENTS

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

SHORT-TERM CHALLENGES AND OPPORTUNITIES

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

LONG-TERM CHALLENGES AND OPPORTUNITIES

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

POLICY ACTIONS 2025

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

MANAGEMENT ACTIONS 2025

	PRIORITY
1. King’s Landing Development – Private Development Overview Amendment to Development Agreement [Developer-Driven]	<i>Top</i>
2. Port Development: Rezoning Direction	<i>High</i>
3. Comprehensive Plan Update: Direction	<i>High</i>
4. Residential Design Catalog Development: Direction and Completion	<i>High</i>
5. Wastewater Treatment Plant Relocation: Update Report and Next Steps	
6. Agricultural Zoning: Concept, Direction and Ordinance Amendments	
7. Western Peninsula: Design and Direction	

MANAGEMENT IN PROGRESS 2025

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

MAJOR PROJECTS 2025)

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

MAJOR PROJECTS 2025
(continued)

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

ON THE HORIZON 2026 – 2030

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

ON THE HORIZON 2026 – 2030
(continued)

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

Goal 3

ENGAGE OUR COMMUNITY

OBJECTIVES

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

VALUE TO RESIDENTS

1. Feeling welcome in the City of Fort Pierce
2. Opportunities to contribute to the community
3. People working together for community benefit
4. Community benefit over personal benefit or gain
5. Individuals with different cultures or backgrounds are respected
6. Opportunities to shape Fort Pierce’s future

SHORT-TERM CHALLENGES AND OPPORTUNITIES

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

LONG-TERM CHALLENGES AND OPPORTUNITIES

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

POLICY ACTIONS 2025

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

PRIORITY

Top

High

MANAGEMENT IN PROGRESS 2025

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

ON THE HORIZON 2026 – 2030

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

Goal 4

SERVE OUR COMMUNITY

OBJECTIVES

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

VALUE TO RESIDENTS

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

SHORT-TERM CHALLENGES AND OPPORTUNITIES

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

LONG-TERM CHALLENGES AND OPPORTUNITIES

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

POLICY ACTIONS 2025

- | | PRIORITY |
|--|-----------------|
| 1. City Manager Hiring: Selection and Onboarding | <i>Top</i> |
| 2. Street Condition Assessment and Projects Plan: Condition Report, Project Plan/Priority and Election | <i>High</i> |
| 3. Comprehensive Ordinance: Review, Update and Completion | <i>High</i> |
| 4. Technology Upgrades: Next Steps and Funding | |

MANAGEMENT ACTIONS 2025

- | | PRIORITY |
|--|-----------------|
| 1. Purchasing Policies and Processes: Comprehensive Evaluation, Best Practices, Report with Options and Recommendations, Directions and Implementation | <i>Top</i> |
| 2. Streamlining City Processes: Report, Direction and City Actions | <i>Top</i> |
| 3. Law Enforcement Impact Fees: Review, Refinement and Adoption | |
| 4. Management Succession Plan and Preparedness: Update Report and Next Steps | |
| 5. Working Remotely/Flexible Hours Policy: Report with Options and Direction | |
| 6. Tyler Munis Program Implementation: Next Steps | |

MANAGEMENT IN PROGRESS 2025

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

MANAGEMENT IN PROGRESS 2025 (continued)

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

MANAGEMENT IN PROGRESS 2025 (continued)

39. Runbooks for Various Tiers and Areas of Operations.
40. Asset Lifecycle Process Enhancements
41. Dedicated Employee Training Room: Creation
42. Risk Management Policies with HR Policies Alignment
43. Emergency/Disaster Protocols and Perform More Detailed Employee Readiness Training.
44. Animal Service Division: Implementation
45. Post-Launch Tyler ERP Adjustments
46. Building Department Accreditation: Application
47. Transition to Electronic Signatures
48. FPUA Lighting Contract and Standardization of Poles – Potential for Demonstration Project
49. Fuel Inventory Module on ERP System: Implementation
50. Accounts Receivable on ERP System: Implementation
51. Finance Policies and Procedures: Update
52. Call Center to Improve Customer Service
53. Grant Writer: Onboarding
54. Police Staffing Plan/Report: Completion **(City Commission Presentation)**
55. Highway Museum: Report **(City Commission Presentation)**

MAJOR PROJECTS 2025

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

ON THE HORIZON 2026 – 2030

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

Goal 5

ENJOY OUR COMMUNITY

OBJECTIVES

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

VALUE TO RESIDENTS

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

**SHORT-TERM CHALLENGES
AND OPPORTUNITIES**

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

**LONG-TERM CHALLENGES
AND OPPORTUNITIES**

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

POLICY ACTIONS 2025

PRIORITY

High

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

MANAGEMENT ACTIONS 2025

PRIORITY

Top

1. City Marina Expansion: Report with Options, Direction, Funding and City Actions *Top*
2. Homeless/Unhoused Residents Strategy: Report from Joint Homeless Task Force *Top*
3. Little Jim Bait and Tackle Operations: RFP and Direction *High*
4. Sunrise Theatre Operations: Private Sector Implementation *High*
5. Cobb's Landing: Report with Findings and Option, Direction, Issue RFP and Implementation
6. Animal Adoption Center Implementation: Voucher Program and Business Plan

MANAGEMENT IN PROGRESS 2025

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

MAJOR PROJECTS 2025

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

ON THE HORIZON 2026 – 2030

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

CITY OF FORT PIERCE ACTION AGENDA 2025

City of Fort Pierce Policy Agenda 2025

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 Management Agenda 2025

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 in Progress 2025

Data Transfer of Naviline Cases (Pending Fines/Liens) into Tyler Munis

Foreclosures: On going: Initiation, Case to City Attorney

Street Pole Banners Program: Art Contest; Complete Installation

Downtown Lighting Installation: Completion

Wayfinding Signs: Fabrication; Complete Installation

Memorials Signage and Clean Up Action Plan (Corp of Engineers Regulations) Including Sidewalks

Annual Job Fair 2026

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

Fisherman's Wharf: Legal Resolution

SHIP Home Rehabilitations (4)

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

Resiliency Plan: Vulnerability Assessment

Ordinance Revision in Response to HUD 2' Freeboard Rule

Community Rating System (CRS): Award Contract **(City Commission Decision)**

FPRA Grant Programs Formalizing and Revamping

Standard Operating Procedures for FPRA Programs, Projects and Initiatives

Western Peninsula Charrette

Sign Code: Completion

Planning Application Fee Schedule: Completion

Law Enforcement Impact Fee: Completion

City Zoning Code: Refinements

Means Court Center: Funding Agreement

Sign Ordinance Update: Adoption **(City Commission Decision)**

Community Policing Expansion: Annual Action Report

Youth Council

Unity in Our Community Event

SnapComm Policy Updates

Media Relations Policy

Website Redesign and Update

Hootsuite: Implementation

Strategic Communications and Marketing Plan Update Report

Crisis Communications Plan Update

Commission Chamber Technology Upgrade: Funding **(City Commission: Decision)**

Grants and Outside Funding Sources: Opportunity Report

Cyber Security Training/Penetration Testing

Litter Public Awareness/Education Campaign: Launch

GIS Initiatives: Project Maps

Police Strategic Plan: Annual Update

Police Vehicles Replacement: Acquisition Patrol Vehicles Delivery: 25 Vehicles Order

Supervisor Handbook: Completion

Police Leadership Program and Succession Plan: Development

Online Guide for Potential Developers: Development

Records Management Handbook and Reference Guide: Development

Citywide Records File Plan: Development

Records Storage Consolidation: Completion

Low-Cost Veterinary Clinic at the Shelter: Creation

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

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

Police Promotional Examination Program: Development

New Medium- and Heavy-Duty Equipment: Acquisition Funding **(City Commission: Decision)**

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

Department Head Training Program: Completion

HR Records Scanning

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

Vendor Self Service Launch

Enterprise Service Request Launch

MyCivic Launch

Open Enrollment Benefits Module Launch

FPPD Network Infrastructure Refresh

Mobile Device Management Platform Migration from Mosyle to Apple Business Essentials

Enterprise Service Request Launch

Site-to-Site Fiber: Rec Center, Public Works, City Hall and Means Court

Service Desk Various Processes and Workflows QM.

Highwaymen Museum ISP Installation with Access Control and Cameras Security Enhancements

Service Desk Restructuring

City Hall Threat Vulnerability Assessment Access Control Enhancements

Tyler ESS, Evaluation, and Training Modules

Evaluation Module Launch

Mobile Phone Upgrades

Phase 1 and 2 System Refreshes.

All Platform Audits for Licensing, Costs and Quality Management

Runbooks for Various Tiers and Areas of Operations.

Asset Lifecycle Process Enhancements

Dedicated Employee Training Room: Creation

Risk Management Policies with HR Policies Alignment

Emergency/Disaster Protocols and Perform More Detailed Employee Readiness Training.

Animal Service Division: Implementation

Post-launch Tyler ERP Adjustments

Building Department Accreditation: Application

Transition to Electronic Signatures

FPUA Lighting Contract and Standardization of Poles – Potential for Demonstration Project

Fuel Inventory Module on ERP System: Implementation

Accounts Receivable on ERP System: Implementation

Finance Policies and Procedures: Update

Call Center to Improve Customer Service

Grant Writer: Onboarding

Police Staffing Plan/Report: Completion **(City Commission Presentation)**

Highway Museum: Report **(City Commission Presentation)**

Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase

Sunrise Theatre Marketing: Expansion

Sunrise Theatre Volunteer Program: Expansion

Marina Security: Access Control

Annual Highwaymen Heritage Trail Art Show and Festival 2025

Marina Office Upgrade(s) – Multi-Phase Approach Including Controller, QuickBooks and Scribble

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Adult Entertainment Permitting

Marina Expansion Design

Partnership with EventsbyPricilla

Upcoming Event Honoring Earl Little

In House Summer Camp

City of Fort Pierce

Major Projects 2025

Highwaymen Museum Development: Construction and Opening

Street Resurfacing Projects 2025: Design and Construction

16th Street (Avenue K to Avenue I) – Stormwater Replacement: Design and Construction

Granada Street – Paving: Construction

Avenue D Streetscape (Indian River Drive to 29th Street): Phase 1 Construction; Phase 2 Design Construction

SUN Trail – Highwayman Trail Gap (Indian Hills Drive to Georgia Avenue): Rebid; Construction

Surfside Drainage / Resurfacing – Phase II and III: Design and Construction

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

SUN Trail – Historic Downtown Trail – Design

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

Indian River Drive (Marina Way to Seaway Drive): Construction

11th, Boston and Preston Reconstruction: Design

Surfside Drainage – Phase 4: Design

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

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

Parking Lots Projects: Avenue D; JCPenney

Delaware Avenue/33rd Street Intersection Improvements

Oaks at Moore’s Creek Phase II [Developer Driven]
Old St. Anastasia School Site Master Plan
Public Works Fuel Island/Canopy Replacement
City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall): CIP Funded and Implementation
Annual Road Resurfacing Projects
Police Station Upgrade: Funding **(City Commission: Decision)**
Parking Garage Structural Repairs
Street Sweeping Program Improvements: Funding **(City Commission: Decision)**
Pinewood Recreation Facility Improvements: Completion and Parking
Fenn Park Reconstruction Project – Phase 2 and Parking Lot
South Causeway Park Parking: Clean Up and Parking Spots; Signage
Riverwalk Lighting, Banquet Chairs, and Window Tint: Upgrade Project: Funding (City Commission: Decision)
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