



Fort Myers Beach Management & Planning Session

Town Hall Council Chambers
6231 Estero Boulevard
Fort Myers Beach, FL 33931

Agenda

Thursday, May 7, 2026

9:00 AM

ORDER OF BUSINESS

- I. CALL TO ORDER
- II. PLEDGE OF ALLEGIANCE
- III. ITEMS FOR DISCUSSION
 - A. Strategic Plan — FGCU
Town Council Strategic Plan — USF Collaboration
- IV. AGENDA MANAGEMENT
 - A. May 2026
- V. ADJOURNMENT

NOTE: THIS MEETING IS STREAMED LIVE ON [YOUTUBE](#).

IF A PERSON DECIDES TO APPEAL A DECISION MADE BY THE COUNCIL IN ANY MATTER CONSIDERED AT THIS MEETING/HEARING, SUCH PERSONS MAY NEED TO ENSURE THAT A VERBATIM RECORD OF THE PROCEEDING IS MADE, TO INCLUDE THE TESTIMONY AND EVIDENCE UPON WHICH ANY SUCH APPEAL IS TO BE BASED.



For special accommodation, please notify the Town Clerk's Office at least 72 hours in advance. (239) 765-0202

In accordance with the Americans with Disabilities Act (ADA), persons needing a special accommodation to participate in the Board's proceedings should contact the Town Clerk's Office not later than three days prior to the proceedings.

1. **Request:**

Meeting Date: May 7, 2026

Town Council Strategic Plan — USF Collaboration

Why the action is necessary:

What the action accomplishes:

Provides Town Council with an opportunity to review the draft Strategic Plan, engage in collaborative discussion, and offer feedback or recommended revisions.

2. **Agenda:**

ITEMS FOR DISCUSSION

3. **Requirement/Purpose:**

Other

5. **Background:**

The Town Council will participate in a Strategic Plan Workshop facilitated by the Town’s consultant, Angela Crist. This workshop builds upon prior Council discussions, leadership team input, and two community engagement sessions conducted to gather public feedback.

The consultant has developed a draft Strategic Plan that reflects the Town’s mission, vision, and priority goal areas, along with measurable objectives intended to guide organizational operations and policy direction.

Discussion

The draft Strategic Plan is designed to serve as a foundational document guiding the Town’s strategic direction, resource allocation, and performance management. Council feedback during this session will be critical to ensuring alignment with policy priorities and community expectations.

Input received will be incorporated into a refined version of the Strategic Plan, which will be brought forward for formal consideration and adoption. Upon adoption, the plan will be implemented and monitored to ensure accountability and measurable progress toward established goals and desired community outcomes.

Attachments:

1. UPDATED 5.1.2026 FMB_Leadership Forum II, Part B_Agenda_5_7_26
2. FMB_Strategic Themes Goals and Objectives Nested List
3. FMB Implementation Plan Final Draft
4. UPDATED 5.1.2026: FMB_Strategic Themes Goals and Objectives Nested List_Updated
5. UPDATED 5.1.2026: FMB Implementation Plan_Draft_Simplified_Updated

Financial Impact:

6. **Alternative Action**

7. **Staff Recommendations:**

8. **Recommended Approval:**

nancy stuparich, Town Attorney

Date: April 27, 2026

Amy Baker, Town Clerk

Date: April 29, 2026



William McKannay, Town Manager

Date: April 29, 2026



Town of Fort Myers Beach
Leadership Forum II – Part B
 Thursday, May 7, 2026, 9:00am-11:30am
 6231 Estero Blvd, Fort Myers Beach, FL 33931

Agenda times are approximate

9:30am – 9:40am	<p><u>Welcome & Recap of Strategic Planning Project to Date</u></p> <ul style="list-style-type: none"> • Angela Crist, The John Scott Dailey, Florida Institute of Government • Tina Fischer, Collaborative Labs at St. Petersburg College
9:40am – 9:50am	<p><u>Revisit Vision, Mission & Core Values</u></p>
9:50am – 10:15am	<p><u>Share Our Strategic Themes, Goals & Objectives with Anticipated Timelines</u></p> <p>Our Strategic Themes:</p> <ul style="list-style-type: none"> A. Infrastructure B. Leadership C. Communication D. Community & Economic Development E. Environmental Sustainability
10:15am – 11:15am	<p><u>Evaluate and Prioritize Our Top 5-7 Goals</u></p> <p>We will first review the payback timeline of our Bridge loan which will impact the feasibility of some of our goals and objectives. Then, FMB Town Council will review and prioritize our Top 5-7 Goals from our Strategic Themes.</p>
11:15am – 11:30am	<p><u>Next Steps & Introduction of Implementation Phase III</u></p> <p>Highlights & Preparation for Phase III Meetings</p>

Helpful Strategic Definitions:

Vision: An overarching, aspirational description of what we want to achieve in the Future.

Mission: A statement that explains, in simple and concise terms, an organization’s purpose and reason for existence.

Core Values & Guiding Principles: a set of standards that establishes a framework for expected behavior and decision-making. These values are non-negotiable and even when the nature of goals, work or leadership established might change over time, these principles apply as an unwavering guide in all circumstances.

Strategic Focus Areas/Themes: “A pillar of excellence,” an area where the town excels in order to achieve your vision.

Goal: A broad statement of a desired future condition.

Objective: Specific outcomes, measurable whenever possible, that will produce progress towards the goal.

Action Plans: Identify the steps needed to achieve the objectives. The steps should be identified in sufficient detail to serve as a self-explanatory guide to how the objectives will be implemented.



UPDATED PROJECT PLAN & TIMELINE

Phase One		
1.1	Kick Off and Work Plan Refinement ✓	January 23, 2025
1.2	Town Council: Kick-Off, Setting Expectations & Teambuilding ✓	February 6, 2025
1.3	Communications Outreach ✓	Jan 2025 - Ongoing
1.4	Individual/Group Stakeholder Interviews ✓	March 2025
1.5	Resident Feedback Survey ✓	April 2025
1.6	Community Focus Group Forum I (3 hours) ✓	May 28, 2025
1.7	Community Focus Group Forum II (3 hours) ✓	June 12, 2025
1.8	Employee Survey ✓	August 2025
1.9	Employee Focus Group Forum (3 hours) ✓	August 5, 2025
1.10	Report to Council ✓	November 17, 2025
Phase Two		
2.1	Leadership Forum I (4 hours) off-site ✓	December 3, 2025
2.2	Town Manager & Executive Leadership Planning Meeting ✓	December 16, 2025
2.3	Leadership Forum II (3 hours) off-site ✓	January 7, 2026
2.4	Town Manager & Executive Leadership Planning Meeting ✓	January-April 2026
2.4a	Leadership Forum II , Part B	May 7, 2026
2.5	Draft Final Report Review	June 1, 2026
2.6	Draft Final Report to Council	June 15, 2026
Phase Three		
3.1	Implementation Planning	July 2026
3.2	Strategies for supporting the implementation plan	July-August 2026
3.3	Implementation plan facilitation	September 2026 – August 2027



FortMyersBeachFL.gov -> select Strategic Plan

FMB Strategic Implementation Goals and Objectives

Theme A. Infrastructure

The Town of Fort Myers Beach maintains key infrastructure—such as roads, lighting, water, and mobility—to ensure community safety, quality of life, and economic stability.

Goal A.1 Robust, adaptable, and capable infrastructure systems

Objective A.1.1 Complete condition and capacity assessment of mapped stormwater drains.

Objective A.1.2 Prioritize capital improvements needed and seek funding with consideration given to bridge loan restrictions, as applicable.

Goal A.2 Innovative, accessible, and efficient mobility options

Objective A.2.1 Evaluate existing and potential multi-modal options for inner-island transit.

Objective A.2.2 Collaborate with state, county, and private sector partners to determine how to streamline or reduce travel time on, off, and across the island.

Goal A.3 Well-lit and safe "Town-owned" streets and sidewalks

Objective A.3.1 Oversee and implement town-wide lighting projects.

Objective A.3.2 Formalize an established relationship with FPL to ensure on-going maintenance and replacement of streetlights, as needed.

Objective A.3.3 Determine the best communications method/educational tool for citizen reporting of issues utilizing new Town software platform.

Theme B. Leadership

The Town of Fort Myers Beach focuses on attracting, recruiting, and retaining talent, investing in professional development and providing opportunities for data driven decisions.

Goal B.1 Succession Planning through organizational alignment

Objective B.1.1 Conduct an organizational assessment of the Town's workforce structure to validate operational best practices for success.

Objective B.1.2 Develop and implement career ladder pathways and professional development opportunities for key job classifications to support employee growth and retention.

Town of Fort Myers Beach Goals and Objectives Nested List – 18 Goals and 44 Objectives

Objective B.1.3 Establish and implement a structured succession planning program for critical roles and key leadership positions.

Goal B.2 Recruitment and retention

Objective B.2.1 Improve recruitment effectiveness by streamlining hiring processes, enhancing the candidate experience, and supporting timely position fulfillment.

Objective B.2.2 Improve employee retention through a comprehensive human resources approach.

Objective B.2.3 Maintain competitive salary structures and benefits offerings.

Goal B.3 Workforce Development

Objective B.3.1 Implement a standardized performance evaluation framework across the organization tied to strategic goals, annual work plans, and budget outcomes.

Objective B.3.2 Establish professional development goals for employees within the individual performance review. *(Refer to B.4.2)*

Goal B.4 Organizational Effectiveness

Objective B.4.1 Establish Departmental Standardized Operating Procedures.

Objective B.4.2 Conduct annual employee-facing policy and procedural training per department. *(Refer to B.3.2)*

Theme C. Communications

The Town of Fort Myers Beach prides itself on consistently informing the community about safety, services, and opportunities while fostering trust.

Goal C.1 Transparent, responsive, and inclusive communication and leadership

Objective C.1.1 Conduct at least two structured community engagement and/or education forums annually.

Objective C.1.2 Increase resident participation in advanced digital tools by at least 20%.

Objective C.1.3 Provide annual strategic plan updates to Town Council.

Goal C.2 Expanded Community Engagement

Objective C.2.1 Track and report engagement metrics quarterly (reach, comments, inquiries, response times).

Town of Fort Myers Beach Goals and Objectives Nested List – 18 Goals and 44 Objectives

Objective C.2.2 Adopt new communication tools and/or platforms that measurably improve efficiency and reach.

Goal C.3 Connected Internal Communication System

Objective C.3.1 Ensure 95% of public inquiries routed through Communications receive acknowledgment within two business days.

Objective C.3.2 Document how community feedback influenced at least one policy, program, or project annually.

Goal C.4 Emergency Management Services

C.4.1 Objective C.4.1 Update the Comprehensive Emergency Management Plan.

C.4.2 Objective C.4.2 Determine potential new partnerships and maintain existing mutual aid agreements.

Theme D. Community and Economic Development

Theme D Summary: Strategic Theme D: Community and Economic Development The Town of Fort Myers Beach promotes responsible growth by integrating community-building, economic strategies, and sustainable environmental factors.

Goal D.1 Economic Growth through Business Development and Year-Round Tourism

Objective D.1.1 Improve permitting process through user-friendly software for increased efficiency.

Objective D.1.2 Based on eligibility for community redevelopment programs, establish a Community Reinvestment Act program and/or a Tax Increment Financing (TIF) District.

Objective D.1.3 Identify and pursue opportunities to expand year-round tourism offerings, diversify visitor experiences, and increase tourism-generated revenues.

Objective D.1.4 Draft a Fort Myers Beach Recovery and Resilience visioning plan, supportive of a town-wide adaptive growth. *(Dependent upon D.1.2)*

Goal D.2 An Effective Short-Term Rental Program

Objective D.2.1 Improve Short-Term Rental Compliance, Identification, and Enforcement.

Town of Fort Myers Beach Goals and Objectives Nested List – 18 Goals and 44 Objectives

Goal D.3 Supportive Redevelopment Decisions for a Thriving, Resilient Island Community

Objective D.3.1 Identify and apply public benefit criteria, as determined by Council, to guide new development projects.

Objective D.3.2 Educate residents on floodplain regulations in designated Special Flood Hazard Areas.

Objective D.3.3 Ensure all Town ordinances are consistent with applicable state and federal statutes and regulations for legal compliance.

Goal D.4 Stewardship of Community Assets

Objective D.4.1 Clarify and communicate the roles and responsibilities of Town advisory committees and the relationship with Council and Town staff.

Objective D.4.2 Continue working to seek funding for the recovery and rebuilding of Town assets.

Objective D.4.3 Increase programming, visitor attendance, and revenues for Town-owned assets.

Objective D.4.4 Institutionalize a data-driven Capital Improvement Planning process that prioritizes resilience, asset lifecycle management, and fiscal responsibility. *(Refer to A.1.2)*

Theme E. Environmental Sustainability

The Town of Fort Myers Beach advances environmental sustainability by protecting coastal and natural resources, mitigating storm surge, enhancing resilience, securing grants, and implementing conservation programs.

Goal E.1 Shoreline & Coastal Resilience

Objective E.1.1 Implement shoreline resilience measures for priority shoreline segments, based on available funding.

Objective E.1.2 Position the Town of Fort Myers Beach as a leader in coastal recovery, resilience, and governance.

Goal E.2 Storm Surge Mitigation

Objective E.2.1 Educate residents on FEMA guidelines and the roles and responsibilities of the Town.

Objective E.2.2 Increase code compliance for noncompliant structures.

Town of Fort Myers Beach Goals and Objectives Nested List – 18 Goals and 44 Objectives

Objective E.2.3 Maintain CRS rating of 5 or better in the National Flood Insurance Program for reduced costs to program participants.

Goal E.3 Canal and Waterway Management

Objective E.3.1 Seek funding to conduct a study to map out canal ownership and determine maintenance responsibility.

Strategic Theme A: Infrastructure

The Town of Fort Myers Beach maintains key infrastructure—such as roads, lighting, water, and mobility—to ensure community safety, quality of life, and economic stability.

Goals and Objectives	Anticipated Timeline	Proposed Success Metrics
Goal A.1 Robust, adaptable, and capable infrastructure systems		
Objective A.1.1 Complete condition and capacity assessment of mapped stormwater drains.	2027	Complete condition and capacity assessments for 100% of known mapped stormwater drains, assign risk ratings to all assets, and incorporate prioritized repair or replacement recommendations into the Capital Improvement Plan (CIP).
Objective A.1.2 Prioritize capital improvements needed and seek funding with consideration given to bridge loan restrictions, as applicable.	2027-2033	Identify and prioritize 100% of major capital improvement needs funded by impact fees, utility revenue, and grants, and incorporate them into a multi-year Capital Improvement Plan (CIP). Identify funding sources for items to be completed next fiscal year, and formally pursue external funding for remaining eligible projects.
Goal A.2 Innovative, accessible, and efficient mobility options		
Objective A.2.1 Evaluate existing and potential multi-modal options for inner-island transit.	2028	Complete a comprehensive evaluation of existing and potential multimodal inner-island transit options, present findings to Town Council, and develop at least three actionable recommendations with cost, ridership, and funding feasibility analysis.
Objective A.2.2 Collaborate with state, county, and private sector partners to determine how to streamline or reduce travel time on, off, and across the island.	2029	Formalize at least three coordinated mobility improvement initiatives with State, County, or private sector partners and achieve a measurable 10–15% reduction in peak-season travel time on at least one major corridor or access point serving the island.

Goal A.3 -- Well lit and safe "Town-owned" streets and sidewalks	Draft as of April 29, 2025	
Objective A.3.1 Oversee and implement town-wide lighting projects.	2028	Complete 100% of the approved lighting project within $\pm 5\%$ of the adopted budget and schedule, achieving full operational functionality and documented safety performance improvements within 12 months of activation.
Objective A.3.2 Formalize an established relationship with FPL to ensure on-going maintenance and replacement of street lights, as needed.	2027	Establish a formal service coordination framework with Florida Power & Light (FPL), achieve $\geq 95\%$ streetlight operational uptime annually, and ensure 90% of reported outages are resolved within established service-level timeframes.
Objective A.3.3 Determine the best communications method/educational tool for citizen reporting of issues utilizing new Town software platform.	2029	Complete a formal evaluation of citizen reporting tools, select and implement the highest-performing option, and educate the public on how to use

Strategic Theme B: Leadership

The Town of Fort Myers Beach focuses on attracting, recruiting, and retaining talent, investing in professional development and providing opportunities for data driven decisions.

Goals and Objectives	Anticipated Timeline	Proposed Success Metrics
Goal B.1 Succession Planning through organizational alignment		
Objective B.1.1 Conduct an organizational assessment of the Town's workforce structure to validate operational best practices for success.	2027-2030	Present findings that outline how the Town's organizational structure has evolved over time to support changing community needs. FTE changes highlighted - likely during budget season.
Objective B.1.2 Develop and implement career ladder pathways and professional development opportunities for key job classifications to support employee growth and retention.	2029	Identify key roles, create and develop and maintain succession plans / career ladder plans, increase in percentage of critical positions with succession plans year over year. TO Update - Develop and implement career ladder pathway for applicable job classifications where progression is feasible. Expand development opportunities to support employee growth.
Objective B.1.3 Establish and implement a structured succession planning program for critical roles and key leadership positions.	2030	

Goal B.2 Recruitment and retention		
	Draft as of April 29, 2026	
Objective B.2.1 Improve recruitment effectiveness by streamlining hiring processes, enhancing the candidate experience, and supporting timely position fulfillment.	2027-2030	Baseline average time-to-fill established (job posting to offer acceptance) improvement year over year
Objective B.2.2 Improve employee retention through a comprehensive human resources approach.	2029	Reduce voluntary employee turnover by 10% compared to FY25 baseline, while maintaining at least an 85% overall annual voluntary retention rate.
Objective B.2.3 Maintain competitive salary structures and benefits offerings.	2028 and 2030	Complete periodic benefits/salary review. Align pay/benefits with market/budget. Presentation to council.
Goal B.3 Workforce Development		
Objective B.3.1 Implement a standardized performance evaluation framework across the organization tied to strategic goals, annual work plans, and budget outcomes.	2027-2030	100% of eligible employees will be evaluated using a standardized performance framework directly aligned to the Town's Strategic Plan, departmental annual work plans, and adopted budget priorities, with an established baseline and positive progression of employees demonstrating documented goal alignment.
Objective B.3.2 Establish professional development goals for employees within the individual performance review. <i>(Refer to B.4.2)</i>	2027-2030	Increased percentage of employees with PD plans, 100% of regular employees will have a documented Annual Professional Development Plan (PDP) aligned with departmental goals and organizational competencies, with an established baseline for completing one or more planned development activities annually.
Goal B.4 Organizational Effectiveness		
Objective B.4.1 Establish Departmental Standardized Operating Procedures.	2030	100% of departments will have documented, leadership-approved Standard Operating Procedures for all critical functions.
Objective B.4.2 Conduct annual employee-facing policy and procedural training per department. <i>(Refer to B.3.2)</i>	2027-2030	100% departmental participation

Strategic Theme C: Communications

The Town of Fort Myers Beach prides itself on consistently informing the community about safety, services, and opportunities while fostering trust.

Goals and Objectives	Anticipated Timeline	Proposed Success Metrics
Goal C.1 Transparent, responsive, and inclusive communication and leadership		
Objective C.1.1 Conduct at least two structured community engagement and/or education forums annually.	2027	Two published agendas with social media campaigns
Objective C.1.2 Increase resident participation in advanced digital tools by at least 20%.	2029	AI and/or hootsuite metrics
Objective C.1.3 Provide annual strategic plan updates to Town Council.	2028	Published report
Goal C.2 Expanded Community Engagement		
Objective C.2.1 Track and report engagement metrics quarterly (<i>reach, comments, inquiries, response times</i>).	2027	AI virtual assistant stats
Objective C.2.2 Adopt new communication tools and/or platforms that measurably improve efficiency and reach.	2027-2030	Implement new communication platforms or tools that results in a measurable a 20% reduction in staff time spent on manual communication tasks, or a 15% increase in reported website ease of use.
Goal C.3 Connected Internal Communication System		
Objective C.3.1 Ensure 95% of public inquiries routed through Communications receive acknowledgment within two business days.	2027	Time of response
Objective C.3.2 Document how community feedback influenced at least one policy, program, or project annually.	2028	Published case study on long-term project

Goal C.4 Emergency Management Services	Draft as of April 29, 2026	
Objective C.4.1 Update the Comprehensive Emergency Management Plan	2027-2030, next update 2029	Complete a formal review and update of the Community Emergency Management Plan by April 30 each year, present an annual readiness report to Town Council, and successfully conduct at least one exercise or drill validating plan effectiveness.
Objective C.4.2 Determine potential new partnerships and maintain existing mutual aid agreements.	2027-2030	Inventory, formalize, and maintain XX of mutual aid agreements aligned with Lee County and State of Florida frameworks, with all agreements legally executed, reviewed annually, and validated through at least one exercise or operational emergency activation.

Strategic Theme D: Community and Economic Development

Draft as of April 29, 2026

The Town of Fort Myers Beach promotes responsible growth by integrating community-building, economic strategies, and sustainable environmental factors.

Goals and Objectives	Anticipated Timeline	Proposed Success Metrics
Goal D.1 Economic Growth Through Business Development and Year-Round Tourism		
Objective D.1.1: Improve permitting process through user-friendly software for increased efficiency.	Short- to mid-term (0–18 months) to evaluate, procure, and implement GovWell (a digital permitting system) with ongoing maintenance and improvements thereafter. 2027	This initiative is currently in progress, with GovWell expected to be fully implemented and ready for live patron use within the next four to six months. Metrics from Govwell -- time to process, detailed information
Objective D.1.2: Based on eligibility for community redevelopment programs, establish a Community Reinvestment Act program and/or a Tax Increment Financing (TIF) District.	2028 Mid- to long-term (12–36 months) to evaluate feasibility, engage stakeholders, establish a Community Reinvestment Act program and/or TIF District, and begin implementation.	Success will be measured by completing feasibility studies, establishing a CRA or TIF District, engaging stakeholders, stimulating public and private investment, and achieving measurable redevelopment and community benefits in targeted areas. metric--application and viability of entity
Objective D.1.3: Identify and pursue opportunities to expand year-round tourism offerings, diversify visitor experiences, and increase tourism-generated revenues.	Ongoing short-, mid-, and long-term (0–36+ months) to identify, implement, and refine year-round tourism initiatives and revenue diversification strategies. 2027-2030	Success will be measured by identifying and implementing new year-round tourism initiatives, increasing tourism-generated revenue by 5–10% annually, achieving high visitor satisfaction, and ensuring preservation of the town’s coastal character and quality of life. community involved events
Objective D.1.4 Draft a Fort Myers Beach Recovery and Resilience visioning plan, supportive of a town-wide adaptive growth. <i>(Dependant upon D.1.2)</i>	2028	Council-adopted visioning document informed by stakeholder engagement, integrated into governing documents, and actively referenced in capital planning and grant positioning. this would be a higher level plan over the comp plan

Goal D.2 An Effective Short-Term Rental Program

Draft as of April 29, 2026

Objective D.2.1 Improve Short-Term Rental Compliance, Identification, and Enforcement.

2027-2030

Program success will be measured by tracking short-term rental properties in RentalScape and monitoring compliance progression through first, second, and third warning letters, followed by the Notice of Violation process as needed. Success is achieved when at least 90 percent of identified units reach and maintain compliance.

Goal D.3 Supportive Redevelopment Decisions for a Thriving, Resilient Island Community

Objective D.3.1: Identify and apply public benefit criteria, as determined by Council, to guide new development projects.

Short- to mid-term (0–18 months) to identify public benefit criteria, develop guidelines, and integrate them into review processes for new development projects, with ongoing application and evaluation thereafter. 2027-2029

Success will be measured by establishing public benefit criteria, applying them to all new development projects, and achieving measurable community benefits in at least 75% of approved developments, with ongoing monitoring and positive stakeholder feedback.

Objective D.3.2: Educate residents on floodplain regulations in designated Special Flood Hazard Areas.

Success will be achieved by enforcing floodplain regulations in Special Flood Hazard Areas, ensuring all development complies with elevation and storm-resistant standards, and monitoring compliance to protect life, property, and infrastructure. The Town is currently and has been following all FEMA directives and will continue moving forward. 2027 - 2030

Success will be measured by ensuring 100% compliance with floodplain regulations in Special Flood Hazard Areas, regularly updating risk maps, conducting property audits, and increasing public awareness to reduce flood-related vulnerability and damages.

Objective D.3.3: Ensure all Town ordinances are consistent with applicable state and federal statutes and regulations for legal compliance.	Short- to mid-term (0–18 months) to review and update all Town ordinances for consistency with state and federal statutes, with ongoing monitoring and updates thereafter to maintain regulatory alignment. 2027-2030 <i>Draft as of April 29, 2026</i>	Success will be measured by reviewing and updating all Town ordinances to ensure full alignment with state and federal statutes, maintaining ongoing audits, and achieving streamlined, legally compliant development processes. Internal audits.
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Goal D.4 Stewardship of Community Assets

Objective D.4.1 Clarify and communicate the roles and responsibilities of Town advisory committees and the relationship with Council and Town staff.	2028	Adopt a standardized Advisory Committee Governance Framework, conduct orientation training for 85% of new committee members.
Objective D.4.2 Continue working to seek funding for the recovery and rebuilding of Town assets.	Ongoing	Pursue external funding for 100% of eligible recovery projects and secure funding commitments covering at least 70% of total eligible rebuilding costs, while reducing net local financial exposure year-over-year.
Objective D.4.3 Increase programming, visitor attendance, and revenues for town-owned assets.	Ongoing	% increase in program offerings, visitors and revenue year-over-year
Objective D.4.4 Institutionalize a data-driven Capital Improvement Planning process that prioritizes resilience, asset lifecycle management, and fiscal responsibility. <i>(Refer to A.1.2)</i>	Annual Review	Implement a standardized, data-driven CIP framework in which 100% of capital projects are scored using objective criteria (resilience impact, asset condition, lifecycle cost, and fiscal capacity), and at least 80% of funded projects align with top-tier priority scores.

Strategic Theme E: Environmental Sustainability

The Town of Fort Myers Beach advances environmental sustainability by protecting coastal and natural resources, mitigating storm surge, enhancing resilience, securing grants, and implementing conservation programs.

Goals and Objectives	Anticipated Timeline	Proposed Success Metrics
Goal E.1 Shoreline & Coastal Resilience		
Objective E.1.1 Implement shoreline resilience measures for priority shoreline segments, based on available funding.	Phase 1: Planning & Permitting (Months 0-18): Q3 2026 (Jul-Sep 2026) - Finalize list and prioritization of shoreline segments; Q4 2026 (Oct-Dec 2026) - Complete preliminary engineering designs and environmental assessments; Q1 2027 (Jan-Mar 2027) - Submit permit applications to regulatory agencies; Q2-Q4 2027 (Apr-Dec 2027) - Secure permits and complete final design approvals. Phase 2: Initial Construction (Years 2–3): Q1 2028 (Jan–Mar 2028): Bid solicitation and contractor selection; Q2 2028 (Apr–Jun 2028): Begin construction on first set of priority shoreline segments; Q3 2028 – Q4 2029 (Jul 2028–Dec 2029): Continue phased construction across additional segments. Phase 3: 50% Completion Target (Years 3–5): Q1 2030 (Jan–Mar 2030): Reach ~30% completion milestone; conduct progress and budget review; Q4 2030 (Oct–Dec 2030): Achieve at least 50% completion of identified priority shoreline segments. Phase4: Monitoring & Delivery Assurance (Ongoing through year 5) - Annual (2027-2030) - Monitor construction progress, budget adherence, and schedule performance; Q4 2030 (Oct-Dec 2030): Achieve at least ≥50% of shoreline segments are improved with resilience measures, delivered on schedule and within budget.	At least 50% of identified priority shoreline segments are improved with permitted and constructed resilience measures within 3–5 years, with projects delivered on schedule and within budget.

<p>Objective E.1.2 Position the Town of Fort Myers Beach as a leader in coastal recovery, resilience, and governance.</p>	<p>Year 1: Conduct “Coastal Resilience and Governance Assessment”, develop plan, define components and methodology & begin stakeholder engagement - Milestone by End of Year 1: Assessment completed, Strategic plan formally approved & Initial index framework established. Year 2: Pilot Programs & Partnership Building to move from planning to action - Milestone by End of Year 2: Pilot projects operational, Partnership network established & Measurable progress in index categories. Year 3: Full Implementation & Recognition Building with primary goal to scale and demonstrate impact - Milestone by End of Year 3: Programs fully implemented, Demonstrated outcomes across multiple index categories & Initial public and professional recognition achieved. Year 4: Leadership Recognition & Index Achievement to establish recognized leadership status. - Milestone by End of Year 4: Achieve Leadership Index score \geq 85 & Formal recognition as a leader in coastal recovery, resilience, and governance. Continue to collect data and track index, engage and communicate with stakeholders, funding grants and resource development & adapt and refine the plan.</p>	<p>The Town of Fort Myers Beach will measure success in coastal recovery, resilience, and governance using a Coastal Resilience Leadership Index that combines project completion, policy implementation, community engagement, partnerships, recognition, and knowledge-sharing, aiming for a score of 85 or higher within four years.</p>
<p>Goal E.2 Storm Surge Mitigation</p>		
<p>Objective E.2.1 Educate residents on FEMA guidelines and the roles and responsibilities of the Town.</p>	<p>2027-2030</p>	<p>At least 70% of surveyed residents demonstrate understanding of FEMA guidelines and their own roles, as well as the Town’s responsibilities, within six months of the education campaign.</p>

<p>Objective E.2.2 Increase code compliance for non compliant structures.</p>	<p>2027-2030 Draft as of April 29, 2026</p>	<p>Initiate enforcement action on 100% of verified non-compliant structures within established timeframes, achieve voluntary compliance in at least 75% of cases prior to formal hearing, and reduce repeat structural violations by 20% year-over-year.</p>
<p>Objective E.2.3 Maintain CRS rating of 5 or better in the National Flood Insurance Program for reduced costs of program participants.</p>	<p>To maintain a CRS rating of 5 or better in the National Flood Insurance Program, the town will begin each year by assessing compliance and updating data, followed by implementing key activities such as outreach and mitigation tracking. Each year, an annual recertification (annual review) will be submitted with required documentation to confirm that all planned activities are ongoing, while every third year a more in-depth verification visit (every three years) will occur, during which CRS officials typically visit the town to physically review and verify program compliance. The remaining months will focus on continuous improvement, internal review, and planning for the next cycle to ensure ongoing compliance and program effectiveness.2027-2030</p>	<p>Maintain a CRS rating of 5 or higher annually, submit the annual recertification by the designated deadline with 100% required documentation, and achieve a successful outcome on every three-year verification visit, with zero major compliance deficiencies identified.</p>
<p>Goal E.3 Canal and Waterway Management</p>		
<p>Objective E.3.1 Seek funding to conduct a study to map out canal ownership and determine maintenance responsibility.</p>	<p>The study to map canal ownership and maintenance responsibility is expected to take 3–4.5 months. It will involve planning and defining scope, collecting and verifying data, creating GIS-based maps, and producing a final report with findings and recommendations. how long will it take? 2028-2030?</p>	<p>Completion of a verified GIS-based map and accompanying report covering 100% of the targeted canals, clearly identifying ownership and maintenance responsibilities, with stakeholder validation confirming at least 95% accuracy of the information. need to phase this objective</p>

FMB Strategic Implementation Goals and Objectives

Theme A. Infrastructure

The Town of Fort Myers Beach maintains key infrastructure—such as roads, lighting, water, and mobility—to ensure community safety, quality of life, and economic stability.

Goal A.1 Robust, adaptable, and capable infrastructure systems

Objective A.1.1 Complete condition and capacity assessment of mapped stormwater drains.

Objective A.1.2 Prioritize capital improvements needed and seek funding with consideration given to bridge loan restrictions, as applicable.

Goal A.2 Innovative, accessible, and efficient mobility options

Objective A.2.1 Evaluate existing and potential multi-modal options for inner-island transit.

Objective A.2.2 Collaborate with state, county, and private sector partners to determine how to streamline or reduce travel time on, off, and across the island.

Goal A.3 Well-lit and safe "Town-owned" streets and sidewalks

Objective A.3.1 Oversee and implement town-wide lighting projects.

Objective A.3.2 Formalize an established relationship with FPL to ensure on-going maintenance and replacement of streetlights, as needed.

Objective A.3.3 Determine the best communications method/educational tool for citizen reporting of issues utilizing new Town software platform.

Theme B. Leadership

The Town of Fort Myers Beach focuses on attracting, recruiting, and retaining talent, investing in professional development and providing opportunities for data driven decisions.

Goal B.1 Succession Planning through organizational alignment

Objective B.1.1 Conduct an organizational assessment of the Town's workforce structure to validate operational best practices for success.

Objective B.1.2 Develop and implement career ladder pathways and professional development opportunities for key job classifications to support employee growth and retention.

Town of Fort Myers Beach Goals and Objectives Nested List – 18 Goals and 44 Objectives
Updated May 1, 2026

Objective B.1.3 Establish and implement a structured succession planning program for critical roles and key leadership positions.

Goal B.2 Recruitment and retention

Objective B.2.1 Improve recruitment effectiveness by streamlining hiring processes, enhancing the candidate experience, and supporting timely position fulfillment.

Objective B.2.2 Improve employee retention through a comprehensive human resources approach.

Objective B.2.3 Maintain competitive salary structures and benefits offerings.

Goal B.3 Workforce Development

Objective B.3.1 Implement a standardized performance evaluation framework across the organization tied to strategic goals, annual work plans, and budget outcomes.

Objective B.3.2 Establish professional development goals for employees within the individual performance review. *(Refer to B.4.2)*

Goal B.4 Organizational Effectiveness

Objective B.4.1 Establish Departmental Standardized Operating Procedures.

Objective B.4.2 Conduct annual employee-facing policy and procedural training per department. *(Refer to B.3.2)*

Theme C. Communications

The Town of Fort Myers Beach prides itself on consistently informing the community about safety, services, and opportunities while fostering trust.

Goal C.1 Transparent, responsive, and inclusive communication and leadership

Objective C.1.1 Conduct at least two structured community engagement and/or education forums annually.

Objective C.1.2 Increase resident participation in advanced digital tools by at least 20%.

Objective C.1.3 Provide annual strategic plan updates to Town Council.

Goal C.2 Expanded Community Engagement

Objective C.2.1 Track and report engagement metrics quarterly (reach, comments, inquiries, response times).

Town of Fort Myers Beach Goals and Objectives Nested List – 18 Goals and 44 Objectives
Updated May 1, 2026

Objective C.2.2 Adopt new communication tools and/or platforms that measurably improve efficiency and reach.

Goal C.3 Connected Internal Communication System

Objective C.3.1 Ensure 95% of public inquiries routed through Communications receive acknowledgment within two business days.

Objective C.3.2 Document how community feedback influenced at least one policy, program, or project annually.

Goal C.4 Emergency Management Services

Objective C.4.1 Update the Comprehensive Emergency Management Plan.

Objective C.4.2 Determine potential new partnerships and maintain existing mutual aid agreements.

Theme D. Community and Economic Development

The Town of Fort Myers Beach promotes responsible growth by integrating community-building, economic strategies, and sustainable environmental factors.

Goal D.1 Economic Growth through Business Development and Year-Round Tourism

Objective D.1.1 Improve permitting process through user-friendly software for increased efficiency.

Objective D.1.2 Based on eligibility for community redevelopment programs, establish a Community Reinvestment Act program and/or a Tax Increment Financing (TIF) District.

Objective D.1.3 Identify and pursue opportunities to expand year-round tourism offerings, diversify visitor experiences, and increase tourism-generated revenues.

Objective D.1.4 Draft a Fort Myers Beach Recovery and Resilience visioning plan, supportive of a town-wide adaptive growth. *(Dependent upon D.1.2)*

Goal D.2 An Effective Short-Term Rental Program

Objective D.2.1 Improve Short-Term Rental Compliance, Identification, and Enforcement.

Goal D.3 Supportive Redevelopment Decisions for a Thriving, Resilient Island Community

Objective D.3.1 Identify and apply public benefit criteria, as determined by Council, to guide new development projects.

Objective D.3.2 Educate residents on floodplain regulations in designated Special Flood Hazard Areas.

Objective D.3.3 Ensure all Town ordinances are consistent with applicable state and federal statutes and regulations for legal compliance.

Goal D.4 Stewardship of Community Assets

Objective D.4.1 Clarify and communicate the roles and responsibilities of Town advisory committees and the relationship with Council and Town staff.

Objective D.4.2 Continue working to seek funding for the recovery and rebuilding of Town assets.

Objective D.4.3 Increase programming, visitor attendance, and revenues for Town-owned assets.

Objective D.4.4 Institutionalize a data-driven Capital Improvement Planning process that prioritizes resilience, asset lifecycle management, and fiscal responsibility. *(Refer to A.1.2)*

Theme E. Environmental Sustainability

The Town of Fort Myers Beach advances environmental sustainability by protecting coastal and natural resources, mitigating storm surge, enhancing resilience, securing grants, and implementing conservation programs.

Goal E.1 Shoreline & Coastal Resilience

Objective E.1.1 Implement shoreline resilience measures for priority shoreline segments, based on available funding.

Objective E.1.2 Position the Town of Fort Myers Beach as a leader in coastal recovery, resilience, and governance.

Goal E.2 Storm Surge Mitigation

Objective E.2.1 Educate residents on FEMA guidelines and the roles and responsibilities of the Town.

Objective E.2.2 Increase code compliance for noncompliant structures.

Town of Fort Myers Beach Goals and Objectives Nested List – 18 Goals and 44 Objectives
Updated May 1, 2026

Objective E.2.3 Maintain CRS rating of 5 or better in the National Flood Insurance Program for reduced costs to program participants.

Goal E.3 Canal and Waterway Management

Objective E.3.1 Seek funding to conduct a study to map out canal ownership and determine maintenance responsibility.



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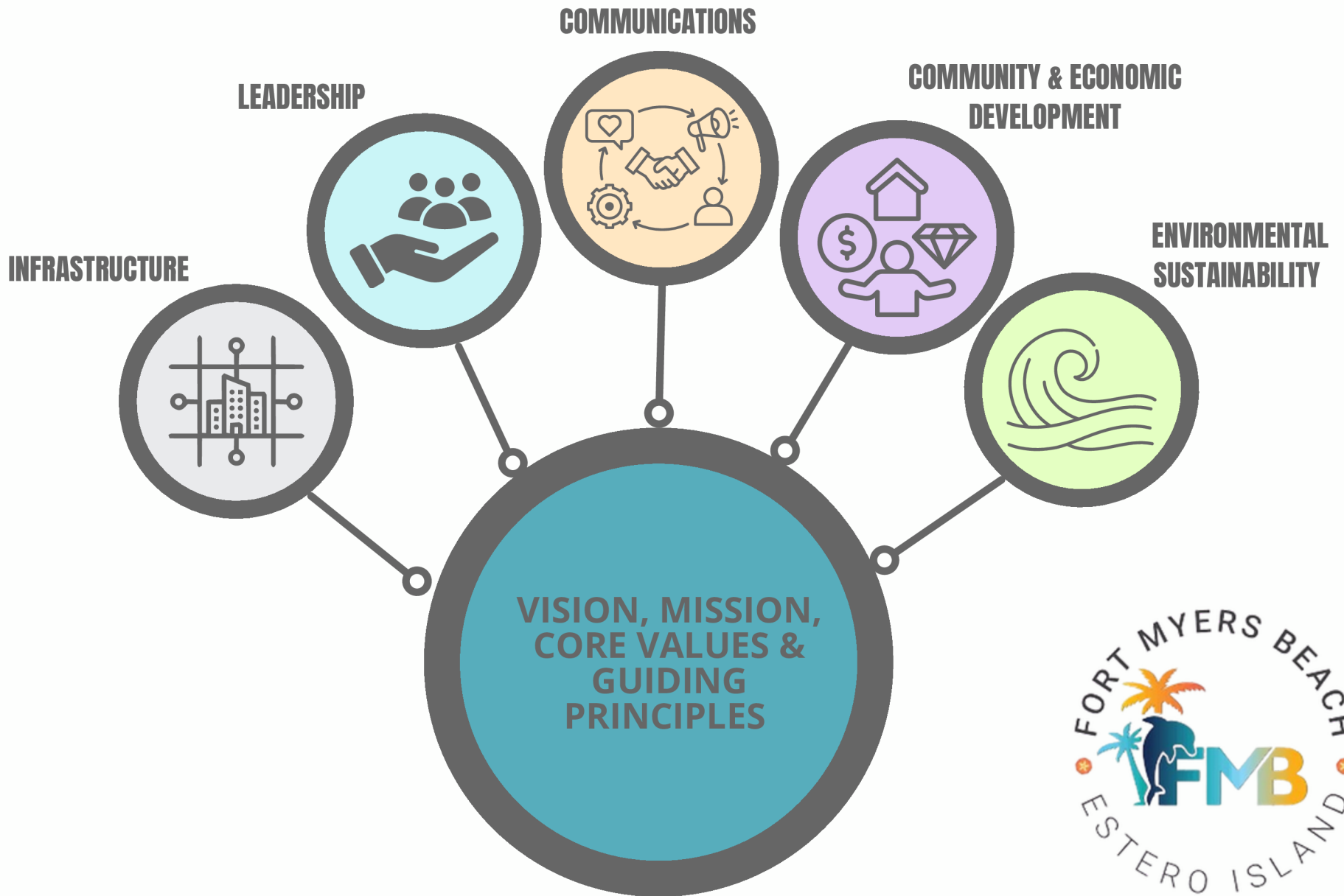
Strategic Plan

DRAFT Goals and Objectives

As of May 1, 2026

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Strategic Themes



Strategic Theme A: Infrastructure

As of May 1, 2026

The Town of Fort Myers Beach maintains key infrastructure—such as roads, lighting, water, and mobility—to ensure community safety, quality of life, and economic stability.

Goals and Objectives	Anticipated Timeline	Proposed Success Metrics
Goal A.1 Robust, adaptable, and capable infrastructure systems		
Objective A.1.1 Complete condition and capacity assessment of mapped stormwater drains.	2027	Complete condition and capacity assessments for 100% of known mapped stormwater drains, assign risk ratings to all assets, and incorporate prioritized repair or replacement recommendations into the Capital Improvement Plan (CIP).
Objective A.1.2 Prioritize capital improvements needed and seek funding with consideration given to bridge loan restrictions, as applicable.	2027-2033	Identify and prioritize 100% of major capital improvement needs funded by impact fees, utility revenue, and grants, and incorporate them into a multi-year Capital Improvement Plan (CIP). Identify funding sources for items to be completed next fiscal year and formally pursue external funding for remaining eligible projects.
Goal A.2 Innovative, accessible, and efficient mobility options		
Objective A.2.1 Evaluate existing and potential multi-modal options for inner-island transit.	2028	Complete a comprehensive evaluation of existing and potential multimodal inner-island transit options, present findings to Town Council, and develop at least three actionable recommendations with cost, ridership, and funding feasibility analysis.
Objective A.2.2 Collaborate with state, county, and private sector partners to determine how to streamline or reduce travel time on, off, and across the island.	2029	Formalize at least three coordinated mobility improvement initiatives with State, County, or private sector partners and achieve a measurable 10–15% reduction in peak-season travel time on at least one major corridor or access point serving the island.

Goal A.3 -- Well lit and safe "Town-owned" streets and sidewalks		
Objective A.3.1 Oversee and implement town-wide lighting projects.	2028	Complete 100% of the approved lighting project within $\pm 5\%$ of the adopted budget and schedule, achieving full operational functionality and documented safety performance improvements within 12 months of activation.
Objective A.3.2 Formalize an established relationship with FPL to ensure on-going maintenance and replacement of streetlights, as needed.	2027	Establish a formal service coordination framework with Florida Power & Light (FPL), achieve $\geq 95\%$ streetlight operational uptime annually, and ensure 90% of reported outages are resolved within established service-level timeframes.
Objective A.3.3 Determine the best communications method/educational tool for citizen reporting of issues utilizing new Town software platform.	2029	Complete a formal evaluation of citizen reporting tools, select and implement the highest-performing option, and educate the public on how to use

Strategic Theme B: Leadership The Town of Fort Myers Beach focuses on attracting, recruiting, and retaining talent, investing in professional development and providing opportunities for data driven decisions.		
Goals and Objectives	Anticipated Timeline	Proposed Success Metrics
Goal B.1 Succession Planning through organizational alignment		
Objective B.1.1 Conduct an organizational assessment of the Town's workforce structure to validate operational best practices for success.	2027-2030	Present findings that outline how the Town's organizational structure has evolved over time to support changing community needs. FTE changes highlighted - likely during budget season.
Objective B.1.2 Develop and implement career ladder pathways and professional development opportunities for key job classifications to support employee growth and retention.	2029	Identify key roles, create and develop and maintain succession plans / career ladder plans, increase in percentage of critical positions with succession plans year over year. TO Update - Develop and implement career ladder pathway for applicable job classifications where progression is feasible. Expand development opportunities to support employee growth.
Objective B.1.3 Establish and implement a structured succession planning program for critical roles and key leadership positions.	2030	

Goal B.2 Recruitment and retention		As of May 1, 2026
Objective B.2.1 Improve recruitment effectiveness by streamlining hiring processes, enhancing the candidate's experience, and supporting timely position fulfillment.	2027-2030	Baseline average time-to-fill established (job posting to offer acceptance) improvement year over year
Objective B.2.2 Improve employee retention through a comprehensive human resources approach.	2029	Reduce voluntary employee turnover by 10% compared to FY25 baseline, while maintaining at least an 85% overall annual voluntary retention rate.
Objective B.2.3 Maintain competitive salary structures and benefits offerings.	2028 and 2030	Complete periodic benefits/salary review. Align pay/benefits with market/budget. Presentation to council.
Goal B.3 Workforce Development		
Objective B.3.1 Implement a standardized performance evaluation framework across the organization tied to strategic goals, annual work plans, and budget outcomes.	2027-2030	100% of eligible employees will be evaluated using a standardized performance framework directly aligned to the Town's Strategic Plan, departmental annual work plans, and adopted budget priorities, with an established baseline and positive progression of employees demonstrating documented goal alignment.
Objective B.3.2 Establish professional development goals for employees within the individual performance review. <i>(Refer to B.4.2)</i>	2027-2030	Increased percentage of employees with PD plans, 100% of regular employees will have a documented Annual Professional Development Plan (PDP) aligned with departmental goals and organizational competencies, with an established baseline for completing one or more planned development activities annually.
Goal B.4 Organizational Effectiveness		
Objective B.4.1 Establish Departmental Standardized Operating Procedures.	2030	100% of departments will have documented, leadership-approved Standard Operating Procedures for all critical functions.
Objective B.4.2 Conduct annual employee-facing policy and procedural training per department. <i>(Refer to B.3.2)</i>	2027-2030	100% departmental participation

Strategic Theme C: Communications

The Town of Fort Myers Beach prides itself on consistently informing the community about safety, services, and opportunities while fostering trust.

Goals and Objectives	Anticipated Timeline	Proposed Success Metrics
Goal C.1 Transparent, responsive, and inclusive communication and leadership		
Objective C.1.1 Conduct at least two structured community engagement and/or education forums annually.	2027	Two published agendas with social media campaigns
Objective C.1.2 Increase resident participation in advanced digital tools by at least 20%.	2029	AI and/or Hootsuite metrics
Objective C.1.3 Provide annual strategic plan updates to Town Council.	2028	Published report
Goal C.2 Expanded Community Engagement		
Objective C.2.1 Track and report engagement metrics quarterly (<i>reach, comments, inquiries, response times</i>).	2027	AI virtual assistant stats
Objective C.2.2 Adopt new communication tools and/or platforms that measurably improve efficiency and reach.	2027-2030	Implement new communication platforms or tools that results in a measurable a 20% reduction in staff time spent on manual communication tasks, or a 15% increase in reported website ease of use.
Goal C.3 Connected Internal Communication System		
Objective C.3.1 Ensure 95% of public inquiries routed through Communications receive acknowledgment within two business days.	2027	Time of response
Objective C.3.2 Document how community feedback influences at least one policy, program, or project annually.	2028	Published case study on long-term project

Goal C.4 Emergency Management Services		
<p>Objective C.4.1 Update the Comprehensive Emergency Management Plan</p>	<p>2027-2030, next update 2029</p>	<p>Complete a formal review and update of the Community Emergency Management Plan by April 30 each year, present an annual readiness report to Town Council, and successfully conduct at least one exercise or drill validating plan effectiveness.</p>
<p>Objective C.4.2 Determine potential new partnerships and maintain existing mutual aid agreements.</p>	<p>2027-2030</p>	<p>Inventory, formalize, and maintain XX of mutual aid agreements aligned with Lee County and State of Florida frameworks, with all agreements legally executed, reviewed annually, and validated through at least one exercise or operational emergency activation.</p>

Strategic Theme D: Community and Economic Development

As of May 1, 2026

The Town of Fort Myers Beach promotes responsible growth by integrating community-building, economic strategies, and sustainable environmental factors.

Goals and Objectives	Anticipated Timeline	Proposed Success Metrics
Goal D.1 Economic Growth Through Business Development and Year-Round Tourism		
Objective D.1.1: Improve permitting process through user-friendly software for increased efficiency.	Short- to mid-term (0–18 months) to evaluate, procure, and implement GovWell (a digital permitting system) with ongoing maintenance and improvements thereafter. 2027	This initiative is currently in progress, with GovWell expected to be fully implemented and ready for live patron use within the next four to six months. Metrics from Govwell -- time to process, detailed information
Objective D.1.2: Based on eligibility for community redevelopment programs, establish a Community Reinvestment Act program and/or a Tax Increment Financing (TIF) District.	2028 Mid- to long-term (12–36 months) to evaluate feasibility, engage stakeholders, establish a Community Reinvestment Act program and/or TIF District, and begin implementation.	Success will be measured by completing feasibility studies, establishing a CRA or TIF District, engaging stakeholders, stimulating public and private investment, and achieving measurable redevelopment and community benefits in targeted areas. metric--application and viability of entity
Objective D.1.3: Identify and pursue opportunities to expand year-round tourism offerings, diversify visitor experiences, and increase tourism-generated revenues.	Ongoing short-, mid-, and long-term (0–36+ months) to identify, implement, and refine year-round tourism initiatives and revenue diversification strategies.2027-2030	Success will be measured by identifying and implementing new year-round tourism initiatives, increasing tourism-generated revenue by 5–10% annually, achieving high visitor satisfaction, and ensuring preservation of the town’s coastal character and quality of life. community involved events
Objective D.1.4 Draft a Fort Myers Beach Recovery and Resilience visioning plan, supportive of a town-wide adaptive growth. <i>(Dependent upon D.1.2)</i>	2028	Council-adopted visioning document informed by stakeholder engagement, integrated into governing documents, and actively referenced in capital planning and grant positioning. this would be a higher-level plan over the comp plan.

Goal D.2 An Effective Short-Term Rental Program

As of May 1, 2026

<p>Objective D.2.1 Improve Short-Term Rental Compliance, Identification, and Enforcement.</p>	<p>2027-2030</p>	<p>Program success will be measured by tracking short-term rental properties in RentalScape and monitoring compliance progression through first, second, and third warning letters, followed by the Notice of Violation process as needed. Success is achieved when at least 90 percent of identified units reach and maintain compliance.</p>
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Goal D.3 Supportive Redevelopment Decisions for a Thriving, Resilient Island Community

<p>Objective D.3.1: Identify and apply public benefit criteria, as determined by Council, to guide new development projects.</p>	<p>Short- to mid-term (0–18 months) to identify public benefit criteria, develop guidelines, and integrate them into review processes for new development projects, with ongoing application and evaluation thereafter. 2027-2029</p>	<p>Success will be measured by establishing public benefit criteria, applying them to all new development projects, and achieving measurable community benefits in at least 75% of approved developments, with ongoing monitoring and positive stakeholder feedback.</p>
<p>Objective D.3.2: Educate residents on floodplain regulations in designated Special Flood Hazard Areas.</p>	<p>Success will be achieved by enforcing floodplain regulations in Special Flood Hazard Areas, ensuring all development complies with elevation and storm-resistant standards, and monitoring compliance to protect life, property, and infrastructure. The Town is currently and has been following all FEMA directives and will continue moving forward. 2027 - 2030</p>	<p>Success will be measured by ensuring 100% compliance with floodplain regulations in Special Flood Hazard Areas, regularly updating risk maps, conducting property audits, and increasing public awareness to reduce flood-related vulnerability and damages.</p>
<p>Objective D.3.3: Ensure all Town ordinances are consistent with applicable state and federal statutes and regulations for legal compliance.</p>	<p>Short- to mid-term (0–18 months) to review and update all Town ordinances for consistency with state and federal statutes, with ongoing monitoring and updates thereafter to maintain regulatory alignment. 2027-2030</p>	<p>Success will be measured by reviewing and updating all Town ordinances to ensure full alignment with state and federal statutes, maintaining ongoing audits, and achieving streamlined, legally compliant development processes. Internal audits.</p>

Goal D.4 Stewardship of Community Assets		
Objective D.4.1 Clarify and communicate the roles and responsibilities of Town advisory committees and the relationship with Council and Town staff.	2028	Adopt a standardized Advisory Committee Governance Framework, conduct orientation training for 85% of new committee members.
Objective D.4.2 Continue working to seek funding for the recovery and rebuilding of Town assets.	Ongoing	Pursue external funding for 100% of eligible recovery projects and secure funding commitments covering at least 70% of total eligible rebuilding costs, while reducing net local financial exposure year-over-year.
Objective D.4.3 Increase programming, visitor attendance, and revenues for town-owned assets.	Ongoing	% increase in program offerings, visitors and revenue year-over-year
Objective D.4.4 Institutionalize a data-driven Capital Improvement Planning process that prioritizes resilience, asset lifecycle management, and fiscal responsibility. <i>(Refer to A.1.2)</i>	Annual Review	Implement a standardized, data-driven CIP framework in which 100% of capital projects are scored using objective criteria (resilience impact, asset condition, lifecycle cost, and fiscal capacity), and at least 80% of funded projects align with top-tier priority scores.

Strategic Theme E: Environmental Sustainability

The Town of Fort Myers Beach advances environmental sustainability by protecting coastal and natural resources, mitigating storm surge, enhancing resilience, securing grants, and implementing conservation programs.

Goals and Objectives	Anticipated Timeline	Proposed Success Metrics
Goal E.1 Shoreline & Coastal Resilience		
<p>Objective E.1.1 Implement shoreline resilience measures for priority shoreline segments, based on available funding.</p>	<p>Phase 1: Planning & Permitting (Months 0-18): Q3 2026 (Jul-Sep 2026) - Finalize list and prioritization of shoreline segments; Q4 2026 (Oct-Dec 2026) - Complete preliminary engineering designs and environmental assessments; Q1 2027 (Jan-Mar 2027) - Submit permit applications to regulatory agencies; Q2-Q4 2027 (Apr-Dec 2027) - Secure permits and complete final design approvals. Phase 2: Initial Construction (Years 2-3): Q1 2028 (Jan-Mar 2028): Bid solicitation and contractor selection; Q2 2028 (Apr-Jun 2028): Begin construction on first set of priority shoreline segments; Q3 2028 - Q4 2029 (Jul 2028-Dec 2029): Continue phased construction across additional segments. Phase 3: 50% Completion Target (Years 3-5): Q1 2030 (Jan-Mar 2030): Reach ~30% completion milestone; conduct progress and budget review; Q4 2030 (Oct-Dec 2030): Achieve at least 50% completion of identified priority shoreline segments. Phase 4: Monitoring & Delivery Assurance (Ongoing through year 5) - Annual (2027-2030) - Monitor construction progress, budget adherence, and schedule performance; Q4 2030 (Oct-Dec 2030): Achieve at least ≥50% of shoreline segments are improved with resilience measures, delivered on schedule and within budget.</p>	<p>At least 50% of identified priority shoreline segments are improved with permitted and constructed resilience measures within 3-5 years, with projects delivered on schedule and within budget.</p>

<p>Objective E.1.2 Position the Town of Fort Myers Beach as a leader in coastal recovery, resilience, and governance.</p>	<p>Year 1: Conduct “Coastal Resilience and Governance. Assess define and review components and methodology & begin stakeholder engagement - Milestone by End of Year 1: Assessment completed, Strategic plan formally approved & Initial index framework established. Year 2: Pilot Programs & Partnership Building to move from planning to action - Milestone by End of Year 2: Pilot projects operational, Partnership network established & Measurable progress in index categories. Year 3: Full Implementation & Recognition Building with primary goal to scale and demonstrate impact - Milestone by End of Year 3: Programs fully implemented, demonstrated outcomes across multiple index categories & Initial public and professional recognition achieved. Year 4: Leadership Recognition & Index Achievement to establish recognized leadership status. - Milestone by End of Year 4: Achieve Leadership Index score ≥ 85 & Formal recognition as a leader in coastal recovery, resilience, and governance. Continue to collect data and track index, engage and communicate with stakeholders, funding grants and resource development & adapt and refine the plan.</p>	<p>The Town of Fort Myers Beach will measure success in coastal recovery, resilience, and governance using a Coastal Resilience Leadership Index that combines project completion, policy implementation, community engagement, partnerships, recognition, and knowledge-sharing, aiming for a score of 85 or higher within four years.</p>
<p>Goal E.2 Storm Surge Mitigation</p>		
<p>Objective E.2.1 Educate residents on FEMA guidelines and the roles and responsibilities of the Town.</p>	<p>2027-2030</p>	<p>At least 70% of surveyed residents demonstrate understanding of FEMA guidelines and their own roles, as well as the Town’s responsibilities, within six months of the education campaign.</p>

<p>Objective E.2.2 Increase code compliance for non compliant structures.</p>	<p>2027-2030</p>	<p style="text-align: right; color: red;">As of May 1, 2026</p> <p>Initiate enforcement action on 100% of verified non-compliant structures within established timeframes, achieve voluntary compliance in at least 75% of cases prior to formal hearing, and reduce repeat structural violations by 20% year-over-year.</p>
<p>Objective E.2.3 Maintain CRS rating of 5 or better in the National Flood Insurance Program for reduced costs of program participants.</p>	<p>To maintain a CRS rating of 5 or better in the National Flood Insurance Program, the town will begin each year by assessing compliance and updating data, followed by implementing key activities such as outreach and mitigation tracking. Each year, an annual recertification (annual review) will be submitted with required documentation to confirm that all planned activities are ongoing, while every third year a more in-depth verification visit (every three years) will occur, during which CRS officials typically visit the town to physically review and verify program compliance. The remaining months will focus on continuous improvement, internal review, and planning for the next cycle to ensure ongoing compliance and program effectiveness.2027-2030</p>	<p>Maintain a CRS rating of 5 or higher annually, submit the annual recertification by the designated deadline with 100% required documentation, and achieve a successful outcome on every three-year verification visit, with zero major compliance deficiencies identified.</p>
<p>Goal E.3 Canal and Waterway Management</p>		
<p>Objective E.3.1 Seek funding to conduct a study to map out canal ownership and determine maintenance responsibility.</p>	<p>The study to map canal ownership and maintenance responsibility is expected to take 3–4.5 months. It will involve planning and defining scope, collecting and verifying data, creating GIS-based maps, and producing a final report with findings and recommendations. How long will it take? 2028-2030?</p>	<p>Completion of a verified GIS-based map and accompanying report covering 100% of the targeted canals, clearly identifying ownership and maintenance responsibilities, with stakeholder validation confirming at least 95% accuracy of the information. need to phase this objective</p>

AGENDA MANAGEMENT

Subject	Dept		Mtg Date
1st reading: Ordinance 26-08; Charter Review Referenda	Clerk	added 4.7.25	5.18.26
Set September meeting dates for Budget hearings	Clerk	added 12.17.25	5.18.26
Proclamation: Safe Boating Week	Clerk	added 4.23.26	5.18.26
Lien Reduction Request	Code	added 4.22.26	5.18.26
Town Manager yearly review	HR	added 4.8.26	5.18.26
Resolution: Amendment & Restating Donation Policy/Naming Rights	Legal	added 2.5.26	5.18.26
Renewal FDOT Maintenance Agreement	Public Works	added 4.8.26	5.18.26
Presentation of Finding of Necessity Study by AECOM	Admin	added 4.8.26	6.1.26
2nd reading: Ordinance 26-08; Charter Review Referenda	Clerk	added 4.7.25	6.1.26
Citizen of Distinction Nomination pick	Clerk	added 1.30.26	6.1.26
Proclamation: Code Enforcement Officers Appreciation Week	Code	added 4.20.26	6.1.26
Raftelis Utility Rate Study	Finance	added 3.23.26	6.1.26
Presentation: 2025 Consumer Confidence Report (Water)	Utilities	added 3.24.26	6.1.26
Presentation: Final Project results JR Evans - Wave Mitigation Wall	Admin	added 4.8.26	6.4.26 M&P
1 yr Review of Ordinance 25-03 Bike Safety: golf cart rentals, e-bike/bike rentals (DA)	Council	added 12.15.25	6.4.26 M&P
STR program demonstration	Comm. Dev.	added 4.8.26	6.4.26 M&P
Update from USF on Strategic Planning	Admin	added 4.23.26	6.15.26
Advisory Committee appointments	Clerk	added 4.9.26	6.14.26
Proclamation: National Community Planning Month	P&Z	added 2.18.26	2nd Sept. Regular Mtg
Upcoming - no date set			
Discussion regarding Ordinance 17-15, Medical Marijuana Dispensaries	Council	added 12.11.24	TBD
Discussion: Public/Private partnerships (i.e. old Town Hall property)	Council	added 12.11.24	TBD
1st Reading Ordinance 24-xx: Lighting	Environmental	added 4.6.24	To LPA first
1st reading Ordinance 24-xx; Signage	Legal	added 6.17.24	To LPA first
1st reading Ordinance 24-xx; Silt Fencing	Planning	added 6.17.24	To LPA first
Presentation of the 2026 Mayor John Mulholland Stewardship Award	Clerk		September