



**CITY OF VENICE MUNICIPAL GOVERNMENT
STRATEGIC PLANNING – 2025**



2025 STRATEGIC PLAN

MISSION STATEMENT

To provide exceptional municipal services through a financially and environmentally sustainable City by engaging citizens

STRATEGIC TARGETS

Public space and infrastructure: roads, buildings, bridges; beaches, parks; downtown, Seaboard Area, South Jetty, Venice Fishing Pier, traffic flow, parking, neighborhoods, landscaping, community engagement, water quality, public safety, sports, social, and cultural amenities, property values, ecosystem



GOALS

- Keep Venice beautiful and eco-friendly
- Provide efficient, responsive government with high quality service
- Ensure a financially sound City
- Upgrade and maintain City infrastructure and facilities
- Encourage and support a robust and diverse economy
- Preserve the Venice quality of life through proper planning

GUIDE TO STRATEGIC TARGETS

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STRATEGIC TARGETS

Human Resources Department (HR)

I. UNION NEGOTIATIONS

Full contract union negotiations for FY26 with all four unions: AFSCME, IAFF, FOP (Officers), FOP (Sergeants and Lieutenants)

II. JOB CLASSIFICATIONS & PAY SCALES

Establish job classifications and pay grades for new positions adopted in FY26 budget

III. HUMAN MANAGEMENT TECHNOLOGY

Implement a new Human Resources Information System, an enterprise solution to house employee information; increase efficiency, streamline processes and improve employee experience



STRATEGIC TARGETS

Information Technology Department (IT)

I. WEBSITE UPGRADE

City of Venice Website update required for ADA regulatory compliance FY26, enhance user navigation and self-service access

II. CYBERSECURITY

Update and upgrade 24/7 cybersecurity operations, implement advanced security verification systems, third-party security assessments, and mock cybersecurity response event for City leadership

III. NETWORK RESILIENCY

Network resiliency projects for the City's island-to-mainland connectivity and post-hurricane communications systems

IV. VIDEO SECURITY

Implement next-generation security video system to replace outdated, failing surveillance

IT continued

V. CITY BUILDOUTS

Design, implementation, and integration of large-scale technology infrastructures for the new Booster Station, Council Chambers, Airport Terminal, and Fire Station 2

VI. INNOVATION

Strategic AI implementation throughout staff systems first, then moving outward to citizen-used systems

VII. CONVERSION TO INTEGRATED TECHNOLOGIES

Most City processes are based in technology. Those that aren't are manual and outdated, and moving to technology. The operational volume of migrations, implementations, and integration is outpacing ability to deliver, particularly project management over the coming 24 months, with the operational load that follows



STRATEGIC TARGETS

Planning & Zoning Department

I. SEABOARD MASTER PLAN

Consideration of additional consultant needs; plan implementation; and relocation of Fleet and Solid Waste

II. PARKS MASTER PLAN

Solicit and manage consultant; coordinate with the Public Works Department; ensure the plan meets community expectations

III. AIRPORT REZONING

Commerce center, consistent with the FAA-approved Airport Master Plan, consideration of the Transportation and Multi-Modal Master Plan, potential relocation area for Seaboard businesses

IV. RESILIENCY AND SUSTAINABILITY MANAGER

Vulnerability assessment of City assets; manage and update the resiliency and sustainability plan; identify, apply, and monitor grant funding opportunities; potential pursuit of LEED for City's certification; public outreach and education



STRATEGIC TARGETS

Building Department

I. AUTOMATE & EXPEDITE

Automate plan review and inspections to increase operational efficiency and expedited services for customers

II. VIRTUAL CAPABILITIES

Expand the ability for VuSpex, virtual inspection software

III. LAND MANAGEMENT PROGRAM

Development of a Land Management program for permit processing

IV. PERMIT RATE STUDY

Complete Building permit review and rate study

V. SERVICE ENHANCEMENTS

Continued customer service enhancements for permitting and inspection services



STRATEGIC TARGETS

Public Works Department

I. LAND ACQUISITION & PLATTING

Execute contract March 27, 2024, for acquired 8 acres, at a \$2,342,500 purchase price for the Solid Waste/Recycling and Fleet Facility; seller to plat property by July 22, 2025 (plus two 30-day extensions)

II. SEABOARD RECLAMATION

Work closely with the Planning and Zoning department on the redevelopment plan; remediate and rehabilitate properties after location

III. PARKS INTERLOCAL AGREEMENT

Executed Oct. 8, 2024, with Sarasota County Government; effective Oct. 1, 2026; begin planning for Venice Community Center (VCC) operations; identify FY26 staffing needs

IV. REGIONAL ATHLETIC COMPLEX

Coordination with Sarasota County

Public Works continued

V. LORD HIGEL HOUSE & OLD BETSY MUSEUM

Project(s) completion and transition to operations phase



STRATEGIC TARGETS

Venice Police Department

- I. INCREASE STAFFING**

Increase staffing to meet population growth and demands; recruit highly qualified police officers
- II. IMPROVE SAFETY**

Improve traffic safety for motorists, pedestrians, bicyclists and golf carts
- III. INCORPORATE TECHNOLOGY**

Incorporate emerging technology to improve service and increase efficiency
- IV. ENHANCE COMMUNITY ENGAGEMENT**

Enhance community engagement with one (1) Public Safety Public Information Officer (PIO) position, shared with Venice Fire Rescue



STRATEGIC TARGETS

Venice Fire Rescue Department

I. FIRE STATION 52

City site plan approved and construction plan in progress; SWFWMD permit in progress; land clearing to begin soon; \$3 million Federal Appropriations pending

II. STAFFING

FY25 onboard six (6) dual-certified firefighter/paramedics to place additional rescues in service, and one (1) fire inspector; FY26 comply with NFPA 1710 standards with six (6) additional dual-certified firefighter/paramedics, and one (1) Public Safety PIO shared resource with VPD; FY27 to FY30 add two (2) EMS captains and one (1) accreditation/training officer positions

III. COMMUNITY ENGAGEMENT

FY27 launch an interactive Citizens Fire Academy

IV. EMERGENCY MANGEMENT

Implement recommendations resulting from the Hurricane After Action Review (AAR)



STRATEGIC TARGETS

Utilities Department

I. CURRENT PROJECTS

- a. Second Sewer Force Main under I-75, Q3 2024, \$6 million
- b. New Water Booster Pump Station, Q2 2025, \$23.5 million design and construction
- c. Water Treatment Plan Supply Well RO-8E, Q2 2025, \$4.7 million
- d. Intracoastal Second Force Main, Q1 2026, \$4.2 million
- e. Water Main Replacement Program Phase 8: Tarpon Center Road, Q2 2026, \$4 million

Utilities continued

II. FUTURE PROJECTS

- a. Water Production Well 10E, Q4 2027 design; Q4 2028 construction completion, \$3.5 million
- b. Water Reclamation Facility Equalization Tank, Q4 2025 construction start; Q4 2027 construction completion, \$6 million
- c. Water Reclamation Facility Floating Solar System, economic analysis and feasibility study in progress, estimated \$6-7 million
- d. Water Treatment Plant (WTP) Master Plan and Feasibility Study (WTP relocation), Q3 2025 master plan completion; Q4 2025 feasibility study completion



STRATEGIC TARGETS

Engineering Department

I. MULTIMODAL TRANSPORTATION

Improve Multi-Modal Transportation Master Plan to increase and enhance safe transportation options

II. STORMWATER MANAGEMENT

Expand stormwater management capabilities and reduce outfall pollution discharge by implement the Stormwater Master Plan

III. FLOODPLAIN MANAGEMENT

Research innovative solutions for floodplain inundation

IV. COMMUNITY OUTREACH

Floodplain management, stormwater, resiliency

V. PROJECT COMPLETIONS

Northeast (NE) Venice Park, Venice Beach nourishment, and Hecksher pickleball courts

Engineering continued

VI. HUMPHRIS PARK/SOUTH JETTY

Project design and construction

VII. SOUTH BROHARD PARK

Project design and construction for additional beach parking



STRATEGIC TARGETS

Venice Municipal Airport

I. AIRPORT MASTER PLAN

Kick-off meeting held Nov. 21, 2024; complete inventory of existing facilities; prepare forecasts of future demand and submit to FAA for approval; analyze need for Air Traffic Control tower; evaluate Fly Friendly Noise Abatement Program

II. ADMINISTRATION/TERMINAL BUILDING

Public workshop held Jan. 9, 2025; in final design and permitting; CM to provide guaranteed maximum price

III. SECURE ACCESS

Preparation of lease amendment to secure access of easement through the Circus property; present amendment to City Council for final action

IV. ELECTRICAL UPGRADES

Prepare bid packages for the Venice Municipal Mobile Home Park electrical service upgrade with new design concepts; project bid and award contract for construction

Airport continued

V. NOISE ABATEMENT PROGRAM

Onboard Community Outreach Manager; implement recommendations from the Master Plan update



STRATEGIC TARGETS

Finance Department

I. FISCAL STRENGTH

Increase reserves, reduce unfunded pension debt, maintain AA+ bond rating(s), finance major capital project including Fire Station 52 and Solid Waste/Fleet Maintenance Facility

II. PERSONNEL GROWTH

Meet the demands of critical services and growth including customer service, grant acquisition, procurement and accounting

III. EMERGENCY FINANCIAL PLAN

IV. DISASTER EXPENSES

Seek reimbursement for disaster-related expenses