



# 2014-2016 Fort Pierce Strategic Plan



## *Charting Our Course*



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# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE

## Mission Statement

To provide community leadership, quality public service, and a safe environment for all citizens by an empowered team of employees motivated by pride in themselves and in their work.

## Strategic Goals

**Goal 1** Financially Sound City Providing Excellent Services



**Goal 2** Alive Waterfronts



**Goal 3** Safer and More Beautiful City



**Goal 4** Fort Pierce: Great Place to Live, Work and Play



**Goal 5** Community Unity and Pride





**Goal 6** Vibrant Historic Downtown and Neighborhoods


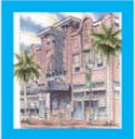


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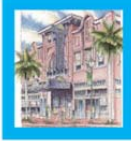


## Administrative Services

Action/Activity	Implementation Date	Goal
<p>1. <b>Rules &amp; Regulations/Employee &amp; Supervisors Manual</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Draft of Rules &amp; Regulations was given to all department heads for review and input; responses are due to Human Resources by Monday, August 18, 2014. HR will evaluate responses and forward to Angelique Lyons of Affirmative Action Practice Group on Monday, September 8, 2014.</p>	1 <sup>st</sup> Qtr FY2015	
<p>2. <b>Comprehensive Wellness Program/Design with Incentives</b></p> <p><u>Status as of August 1, 2014</u></p> <p>In progress. Met with Florida Blue Wellness team regarding the plans for fall health activities, lunch &amp; learn, ways to increase employee participating and a more robust incentive program. Will meet with City/Deputy City Manager concerning financial incentives and insurance premium discount incentives.</p>	3 <sup>rd</sup> Qtr FY2015	



## Building

Action/Activity	Implementation Date	Goal
<p>1. <b>Employee Cross Training</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Trained/Licensed personnel have recently become very difficult to procure in the post-recession economy. For this reason we have initiated a progressive program of cross training for Inspectors and Permit Specialists. This has allowed our department to function while being critically below adequate staffing levels.</p>	4 <sup>th</sup> Qtr 2014	
<p>2. <b>Abandoned Property Ordinance/Completion &amp; Implementation</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Both Building and Legal are finishing the final draft of the ordinance and will be presenting it to City Commission within the next 90 days. The adoption of this ordinance will reduce blight in the community due to abandon properties.</p>	1 <sup>st</sup> Qtr FY2015	





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Action/Activity	Implementation Date	Goal
<p><b>3. Rental Inspection Ordinance/Development &amp; Implementation</b></p> <p><u>Status as of August 1, 2014</u></p> <p>The Building Dept. received direction from management and City Commission to craft an ordinance that assures that all rental properties in the City of Ft. Pierce meet a standard of cleanliness and habitability.</p>	1 <sup>st</sup> Qtr FY2016	
<p><b>4. Permit Issuance/Time Continual Monitoring of Review Time for all Departments</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Review time has increased minimally over the last 7 months due to increased Building Permit Activity and personnel changes.</p>	Ongoing	
<p><b>5. Contractor/Forging Partnerships</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Currently working to improve attendance at Treasure Coast Builders' Association functions. Forging a positive relationship with the contractor community is invaluable toward the goal of promoting a business friendly culture in the City of Fort Pierce.</p>	Ongoing	


## City Clerk

Action/Activity	Implementation Date	Goal
<p><b>1. Public Records Access/Public Records Retention Training</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Staff attending initial training in August 2014.</p>	3 <sup>rd</sup> Qtr FY2015	
<p><b>2. Public Records Access/Evaluation of Records Retention Program Citywide.</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Additional training needed.</p>	3 <sup>rd</sup> Qtr FY2015	

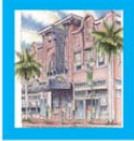

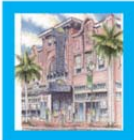
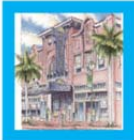
# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE

Action/Activity	Implementation Date	Goal
<p>3. <b>Public Records Access/Paperless Agenda System</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Departments now using AgendaQuick to create agendas for the following meetings: City Commission, Conference Agenda, FPRA Board, Planning Board, Retirement Board, Code Board and Communitywide Council.</p>	Ongoing	
<p>4. <b>Customer Service &amp; Efficiency/Check List for Online Business Tax Receipt Application and Information</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Assembling information</p>	3 <sup>rd</sup> Qtr FY2015	
<p>5. <b>Customer Service &amp; Efficiency/Emailing Business Tax Receipt Renewal Invoices</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Currently collecting email addresses with BTR renewals and new applications.</p>	1 <sup>st</sup> Qtr FY2016	
<p>6. <b>Customer Service &amp; Efficiency/Cross-training of Employees</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Ongoing with great success.</p>	Ongoing	


## Code Enforcement

Action/Activity	Implementation Date	Goal
<p>1. <b>Update Animal Control Procedures/PetData Implementation</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Fully operational. All vets have new tags and paperwork and all licenses are now being processed through PetData.</p>	4 <sup>th</sup> Qtr FY2014	



# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE

Action/Activity	Implementation Date	Goal
<p><b>2. Update Animal Control Procedures/Shelter Program</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Mid-transition. Program available to staff in house only and we are still learning how to use it. Database almost complete. Program not yet available in the field.</p>	4 <sup>th</sup> Qtr FY2014	
<p><b>3. Update Animal Control/License: Renegotiation of Contract</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Contract negotiations complete. Proposed changes approved by the Humane Society Board of Directors. Amended contract forwarded to Legal for review on 7/29/2014.</p>	1 <sup>st</sup> Qtr FY2015	
<p><b>4. Adopt Crime Prevention Through Environmental Designs (CPTED) Guidelines</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Research completed. Need to draft the resolution and have approved by City Attorney.</p>	1 <sup>st</sup> Qtr FY2015	
<p><b>5. Amend Sign Ordinance</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Most changes have been completed. Next step – send to all Departments for review and comments before sending to Legal for review.</p>	3 <sup>rd</sup> Qtr FY2015	




## Engineering

Action/Activity	Implementation Date	Goal
<p><b>1. Georgia Outfall Drainage Structure</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Preparation of grant application for the construction of an outfall control structure and water quality treatment elements to control nutrient discharges to the Indian River from an untreated drainage basin.</p>	4 <sup>th</sup> Qtr FY2014	



# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE

Action/Activity	Implementation Date	Goal
<p>2. <b>Roadway Resurfacing &amp; Reconstruction/Determine Direction and Funding/Explore Utilization of an “In-house” Paving Crew for Street Resurfacing</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Roadway condition and prioritization list constantly being updated. List also being revised to include roads within recently annexed areas. Engineering continues to search for grant opportunities for resurfacing. No funding has been proposed in the 2014-2015 budget for resurfacing or materials for in-house paving operations. Engineering has observed different alternatives for resurfacing and are currently monitoring performance.</p>	1 <sup>st</sup> Qtr FY2015	
<p>3. <b>Docks Replacement at Manatee Center Boat Ramp/Possible FIND funding</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Work with grant writer to prepare grant application for FIND funding for dock replacement.</p>	1 <sup>st</sup> Qtr FY2015	

## Finance




Action/Activity	Implementation Date	Goal
<p>1. <b>Acceptance of Credit Card Payments/Implementation</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Complete and ready for customer use.</p>	3 <sup>rd</sup> Qtr FY2014	
<p>2. <b>Paperless Purchase Order Systems/Implementation</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Ready for implementation; using August and September for testing.</p>	1 <sup>st</sup> Qtr FY2015	
<p>3. <b>Paperless Filing System/Implementation</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Ready for implementation; using August and September for testing.</p>	1 <sup>st</sup> Qtr FY2015	

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE



Action/Activity	Implementation Date	Goal
<b>4. Employee Self Service System/Implementation</b> <u>Status as of August 1, 2014</u> Research complete and software application ready for purchase approval.	1 <sup>st</sup> Qtr FY2015	
<b>5. Vendor Self Service System/Implementation</b> <u>Status as of August 1, 2014</u> Researching software options to make sure all desired components are included.	3 <sup>rd</sup> Qtr FY2015	

## Golf Course




### Indian Hills Golf Course

Action/Activity	Implementation Date	Goal
<b>1. Customer Service/Employee Training</b> <u>Status as of August 1, 2014</u> Training of employees is ongoing. Customer service and accountability are stressed on a daily basis.	1 <sup>st</sup> Qtr FY2015	
<b>2. Partnering to Provide More Youth Programs</b> <u>Status as of August 1, 2014</u> We have provided summer camps. We have partnered with PAL and the first tee program to provide the youth of our community with an introduction to golf.	3 <sup>rd</sup> Qtr FY2015	
<b>3. Explore New Sources of Revenue</b> <u>Status as of August 1, 2014</u> We have partnered with Golf Now.com to give people the opportunity to book tee times online. We are exploring the possibility of partnering with the Golf Channel to reach a larger audience of golfers.	Ongoing	







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Action/Activity	Implementation Date	Goal
<b>4. Beautifying Area Around Golf Course</b> <u>Status as of August 1, 2014</u> We are constantly working to improve areas on the golf course by adding irrigation where needed. We have made it everyone’s responsibility from cart attendants, maintenance staff and management staff to keep the area around the golf shop neat and clean.	Ongoing	
<b>5. Sponsorship of Local High School Golf Team</b> <u>Status as of August 1, 2014</u> We have sponsored Fort Pierce Central’s golf teams for many years.	Ongoing	

## Management Information Systems





Action/Activity	Implementation Date	Goal
<b>1. Sunrise Theatre/Upgrade Technology to Current Standards</b> <u>Status as of August 1, 2014</u> In progress with installation of new servers and VOIP telephone services. Network has been configured and ready.	4 <sup>th</sup> Qtr FY2014	
<b>2. Marina/Upgrade Technology to Complement Planned Expansion</b> <u>Status as of August 1, 2014</u> In progress with installation of new servers and VOIP telephone services. Network has been configured and ready. New Marina program software and hardware selected and ordered.	4 <sup>th</sup> Qtr FY2014	
<b>3. GIS/Enterprise Rollout – Vantage Point/ESRI Land Management</b> <u>Status as of August 1, 2014</u> Implementation complete and customizing the maps and data sets for departments.	4th Qtr FY2014	

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE

Action/Activity	Implementation Date	Goal
<p><b>4. Website/Redesign</b></p> <p><u>Status as of August 1, 2014</u> Working with CivicPlus on the website redesign.</p>	1 <sup>st</sup> Qtr FY2015	
<p><b>5. Offer More Services to Public &amp; Employees</b></p> <p><u>Status as of August 1, 2014</u> Secured pricing for software and will present to Commission for approval to purchase.</p>	1 <sup>st</sup> Qtr FY2015	
<p><b>6. Reduce Contractual Expenditures – Perform In-house</b></p> <p><u>Status as of August 1, 2014</u> Still researching all aspects of projects.</p>	2 <sup>nd</sup> Qtr FY2015	
<p><b>7. River Walk Center/Implement Technology to Facilitate Client Oriented Functions</b></p> <p><u>Status as of August 1, 2014</u> Secured pricing for software and will present to Commission for approval to purchase.</p>	2 <sup>nd</sup> Qtr FY2015	
<p><b>8. Intranet/Citywide Development</b></p> <p><u>Status as of August 1, 2014</u> Research ongoing.</p>	3 <sup>rd</sup> Qtr FY2015	
<p><b>9. WiMax/Implementation for Downtown City Facilities</b></p> <p><u>Status as of August 1, 2014</u> Met with Comcast representative to discuss options of providing WiFi to entire City Hall. Awaiting proposal from Comcast engineering group.</p>	1st Qtr FY2016	


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## Marina


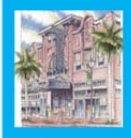

Action/Activity	Implementation Date	Goal
<p><b>1. Intensify and Enforce Scientific Research/Oceanographic Education</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Working to achieve grant funding for students for the purpose of oceanographic and birding research utilizing the Storm Water Protection System.</p>	2 <sup>nd</sup> Qtr FY2015	
<p><b>2. Floating Dock/Rebuild</b></p> <p><u>Status as of August 1, 2014</u></p> <p>The Engineering Department is waiting for Bellingham Marine to submit the final plans to the Building Department for final approval. It is anticipated that the contractor should be on site to start work on all the entrance ways by the end of August. Casting of the docks is occurring at their warehouse in Jacksonville.</p>	3 <sup>rd</sup> Qtr FY2015	
<p><b>3. Proposed Dingy Docks/Grant Application</b></p> <p><u>Status as of August 1, 2014</u></p> <p>The Marina staff in conjunction with City staff will apply for a federal grant to be matched with a FIND grant for the purpose of creating a public day/dingy dockage facility in the area of the old power plant intake location along Indian River Drive .The Federal Boating Infrastructure Grant will be submitted August 22, 2014. The FIND grant will be submitted April 2, 2015. Estimated project cost is \$389,000</p>	4 <sup>th</sup> Qtr FY2016	
<p><b>4. Regional Transportation for Marina Visitors &amp; Patrons/Possible Grant Funding</b></p> <p><u>Status as of August 1, 2014</u></p> <p>City Grant Administrator will perform research for possible grant avenues. Met with Kim Delaney, Treasure Coast Regional Planning Council to discuss the public's need for transportation along the City Marina, Community Center and South Beach waterfront and South Beach businesses.</p>	4 <sup>th</sup> Qtr FY2016	

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE

## Planning

Action/Activity	Implementation Date	Goal
<b>1. Annexation/Strategic Annexation of Commercial &amp; Industrial Property</b> <u>Status as of August 1, 2014</u> Strategy is in progress. Work is progressing on reviewing the FPUA agreement records for properties that are contiguous and meet other statutory guidelines.	1 <sup>st</sup> Qtr FY2016	

## Police

Action/Activity	Implementation Date	Goal
<b>1. Improve Diversity within the Management Ranks/Eliminate Ranked Order Listings &amp; Rule of 3 Requirements</b> <u>Status as of August 1, 2014</u> The police department has met with local pastors and obtained support for this initiative. Adoption will require a revision to City Personnel Rules and Regulations. This revision is underway.	1 <sup>st</sup> Qtr FY2015	
<b>2. Adopt &amp; Implement OJJDP Comprehensive Gang Strategy</b> <u>Status as of August 1, 2014</u> The Roundtable of St. Lucie County has adopted the Comprehensive Gang Model as the primary strategy for addressing youth gang violence. The police department has applied for \$1.6 million in grant funding to support the initiative. A community training session is scheduled for September 30, 2014. Implementation is well underway and on schedule.	1 <sup>st</sup> Qtr FY2015	
<b>3. Improve Diversity within the Management Ranks/Stabilize Minority Officer Turnovers</b> <u>Status as of August 1, 2014</u> Stabilizing turnover will require a competitive pay and benefits plan. The police department is completing a local pay study for police officers to identify gaps for officers, which will be completed Quarter 4 FY 2014.	3 <sup>rd</sup> Qtr FY 2015	

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE

4. **Provide Crime Prevention Through Environmental Design (CPTED) training to Planning Board members, Planning Dept., Police Dept., Code Enforcement and Building.**

4<sup>th</sup> Qtr FY2015



Status as of August 1, 2014


The police department has provided an orientation to Planning Board members. Providing formal training for certification will require approximately \$10,000 in funding. The police department is seeking grant and sponsorship funding for this initiative.

Action/Activity	Implementation Date	Goal
5. <b>Top Quality City Workforce/Salary Adjustment Implementation</b>	1 <sup>st</sup> Qtr FY 2016	

Status as of August 1, 2014

The police department is completing a local pay study for officers, which will be completed Quarter 4 FY 2014. A pay study for civilian personnel is needed.

## Public Works

Action/Activity	Implementation Date	Goal
1. <b>Recreation/HDRC Percy Peek Gymnasium</b>	3 <sup>rd</sup> Qtr FY2014	

Status as of August 1, 2014

Currently hosting a youth basketball league for youth and young adults from age 5 to 24. Staff is currently pursuing other sporting activities that we can add to our programming. We are also working with Kids at Hope to develop a mentoring/tutoring program to offer at this facility.

2. **Branding of the Public Works Department/Capstone**



1<sup>st</sup> Qtr FY2015



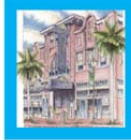

Status as of August 1, 2014

The IRSC Capstone students have completed their project and they did a fantastic job. PWD staff is currently working to implement some of the material received as early as October 2014. Look for some printed material as well as a mural on one of our sanitation trucks.


# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE

Action/Activity	Implementation Date	Goal
<p>3. <b>In-house Commercial &amp; Multi-Family Recycling Programs/ Feasibility</b></p> <p><u>Status as of August 1, 2014</u></p> <p>PWD staff is gearing up to work with a consultant on a feasibility study to analyze the benefits of bringing Commercial and Multi-family recycling in house.</p>	1 <sup>st</sup> Qtr FY2015	
<p>4. <b>Solid Waste Billing on Tax Roll/Feasibility</b></p> <p><u>Status as of August 1, 2014</u></p> <p>PWD staff is gearing up to work with a consultant on a feasibility study to analyze the possible benefits of adding the Solid Waste collection bills to the tax roll.</p>	1 <sup>st</sup> Qtr FY2015	

## Urban Redevelopment

Action/Activity	Implementation Date	Goal
<p>1. <b>Orange Avenue Corridor Plan/Develop plan</b></p> <p><u>Status as of August 1, 2014</u></p> <p>The Economic Development Team has identified a commercial district west of US 1, south of Avenue B, east of 7<sup>th</sup> Street, and north of Delaware Avenue which is entirely zoned general commercial that is experiencing a high ratio of building vacancy. The ED team is physically gathering occupancy data and interacting with property and business owners to develop innovative strategies to revive this commercial district.</p>	3 <sup>rd</sup> Qtr FY 2015	
<p>2. <b>Financial Solvency/Active Commercial Corridors</b></p> <p><u>Status as of August 1, 2014</u></p> <p>Community Development Block Grant Funding is being used to spur reinvestment in commercial corridors through the commercial façade program. Business and property owners are able to leverage their own business investment with the award of grant funding in an amount up to \$10,000.00. In the first year of the program \$50,000 of CDBG funding supplemented over \$350,000 in private investment.</p>	Ongoing	

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE

Action/Activity	Implementation Date	Goal
<b>3. Financial Solvency/Sustainable Neighborhoods</b> <u>Status as of August 1, 2014</u> State Housing Initiative Program funding is currently being advertised and prepared for distribution for owner occupied home improvement. This program in conjunction with the efforts of other community improvement organizations (World Changers, Habitat for Humanity) will provide dozens of homeowners the opportunity to improve the structural and aesthetic aspects of their homes.	1 <sup>st</sup> Qtr FY 2015	
<b>4. Financial Solvency/Economic Development</b> <u>Status as of August 1, 2014</u> The Fort Pierce Redevelopment Agency has embarked on the redevelopment of the HD King Plant property with the recent advertisement of RFQ 2014-010. This redevelopment prospect, if completed correctly, has the ability to create hundreds of employment opportunities, generate attractive destinations, and create positive economic impacts for the region.	4 <sup>th</sup> Qtr FY 2016	