

# CITY OF FORT PIERCE

## CONFERENCE AGENDA

Conference Agenda Meeting - Monday, November 10, 2014 - 8:30 a.m.

City Hall - 2nd Floor Conference Room, 100 North U.S. #1, Fort Pierce, Florida

1. **Call to Order**
2. **Pledge of Allegiance**
3. **Roll Call**
4. **New Business**
  - A. USCGC Ingham - Marina Manager
  - B. Leadership & Strategic Planning Workshop Proposal from Lyle Sumek Associates, Inc. - City Manager
  - C. Fort Pierce Strategic Plan Update - Deputy City Manager
  - D. Staff Comments on Draft Environmental Impact Statement for All Aboard Florida - Planning Manager
5. **Adjournment**

**City Commission Conference Agenda**

**Agenda Item # 4. A.**

**Meeting Date:** 11/10/2014

**Re:** USCGC Ingham

**Submitted For:** Robert Bradshaw, City Manager

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**SUBJECT:**

USCGC Ingham - Marina Manager

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**Attachments**

USCGC Ingham

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**Form Review**

Form Started By: Jennifer Robinson

Started On: 10/28/2014 03:52 PM

Final Approval Date: 10/28/2014

WHEC-35  
Historic WWII  
Combat Ship

National  
Historic  
Landmark



Museum Ship

Memorial to  
Coast Guard  
Heroes of  
World War II  
and Vietnam

## BACKGROUND

The Miami-Dade Historical Maritime Museum Inc. was incorporated in 2003. The only ship in the museum at that time was the USS MOHAWK CGC (WPG-78), a World War Two 165 foot A Class Coast Guard Cutter. The Original thought was to have additional ships. When the INGHAM became available in 2009, we moved the INGHAM to Key West to join the MOHAWK. MOHAWK developed major hull problems and required about \$600,000 to bring her up to seaworthy condition. The Board decided to donate the MOHAWK to Lee County Florida as an artificial reef and instead, put funds into restoring INGHAM. So far over \$1,000,000 has been spent on this effort. INGHAM is now 75% restored with remaining work to be done on the upper decks and a few interior spaces. The hull and its integrity are in excellent condition. Fire and safety equipment exceed normal requirements.

Our business model here in Key West was to achieve at least 20,000 tourist visits, grants, donations, functions on board such as weddings, parties, etc. Key West rapidly moved toward a party town with mass tourism all oriented toward events and functions such as Fantasy Fest, Biker Weekend, Power Boat Races, etc. and nothing History oriented, in particular Naval History, even though Key West was a major Naval Base since 1822. We found out that out of 3 million tourists annually, we were only able to draw about 10,000 interested in Military History. In spite of that, those who visit museums in Key West have rated the INGHAM as the number 1 museum in Key West out of 19 and the number 5 attraction out of 83. This small number of tourists is not a sufficient draw to support the \$200,000 annual expense of operating the ship.

Additional negatives here are lack of volunteers, veterans, and Naval oriented Organizations to help support the ship. Relocating a ship of this size is a very

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Expensive project. That is why we must carefully investigate the location we move to as to its viability. This includes a location that will generate the number of visitors that offset the expense, substantial mooring arrangements that will meet the requirements of the Coast Guard for a permanently moored vessel, year round weather conditions that permit maintenance and ongoing restoration, has a pool of volunteers as docents, workers, archivists, educators, and Curators. In addition to the ship itself, there are over \$600,000 worth of artifacts that must be managed. A successful museum in any location is dependent on becoming an asset to that community and a feeling of ownership by that community. Many of these things are missing here in Key West due to the laid back, bohemian, party atmosphere and no structure in this community. This is why we are considering other communities that are more historically oriented and appreciative of the military its history and in particular Coast Guard History and Naval History. The USCCGC INGHAM is still the most decorated ship in Coast Guard History and in 1985 was the most decorated ship serving our country with 20 campaign ribbons and 17 Battle Stars. The exhibit room contains a letter from President Reagan congratulating her on this accomplishment after 52 years of service. She is a National Historic Landmark and was so designated by the Department of Interior in 1992. She was accessioned by the State of Florida Department of State in 2009 and is only one of only three National Historic Landmarks in all of Monroe County. She has been operating as a Museum since 1990, originally at Patriots Point in Charleston, South Carolina, and for the last 5 years here in Key West. She was dry docked at Detyens Shipyard in Charleston in 2009 and her hull was brought up to sea worthy standards. As mentioned before, over \$1,000,000 has been spent on restoration efforts.

USCGC INGHAM is a part of an IRS recognized 501(c)(3) and files annual Form 990's. The Parent Corporation is Miami-Dade Historic Maritime Museum, Inc., was so named as original plans for MOHAWK back in 2003 was to place her in Miami. INGHAM operates under a dba of USCGC INGHAM Memorial Museum. The INGHAM is the only asset of Miami-Dade.

## LOGISTICS OF A RELOCATION

The cost of relocation could run as high as \$400,000. This includes items such as Towing \$120,000, preparing the ship for sea and tow \$50,000, obtaining "trip and tow" permits from the Coast Guard and equipment required by them for approval \$25,000, preparation of mooring location for approval of Coast Guard to meet the law as to PMV (Permanently moored vessel) status approval and a heavy weather plan \$125,000, including Naval Engineering plans certified by an acceptable Naval Engineer to the Coast Guard. This expense would have to be picked up by the receiving location. The City of Ft. Pierce would have to agree to treating the ship as "substantially a land based structure" for fire and safety control. Additional expenses include utility requirements at the chosen location for Electric (480VAC, three phase Delta, and 200 amps), 220 Volt 100 amp service, sewer, and Water, \$80,000.

A move has not yet been decided on or even if we want to move the ship Our dry docking four years ago put the ship in top seaworthy condition, including all paint removal, rivet checks, replating where necessary, blanking of thru hull openings, repacking rudder and shaft glands, and total repainting of above water line hull with modern Coast Guard standards. The cost of this dry docking was a little over \$500,000. 4) Our operating expenses at present are a little over \$200,000. Approximately \$100,000 (10,000 paying visitors at \$10.00). Additional funds are raised through parties, reunions and entertainment functions on the ship. This would have to be possible at a new location. The largest single expense of the budget is for three people. Our engineer to maintain the systems, \$40,000; an office manager, bookkeeper, and volunteer co-coordinator \$25,000; and \$12,000 for an above decks painter and maintenance foreman. Additional costs and benefits bring this figure up to around \$80,000. None of the Officers, Directors or Executive Director is compensated. We employ no fundraisers at present and raise monies necessary from our present sources,. We would expect a new location would provide more opportunities for these activities than the current location, a

2x5 mile island, and 90 miles from Havana with no wealth, corporate entities, veterans or military retirees in this community.

Our current lease with the City is for 20 years with 15 years remaining. It is for \$1.00 per year in an excellent location for the ship. It requires the City be insured for \$1,000,000 liability. In addition, the ship carries, pollution, fire, salvage and visitor liability insurance through top rated insurance companies that deal in Marine Insurance including Longshoremans Jones Act Insurance. Additional Insurance would have to be put in place for the 200 mile tow. Additional Insurance would be also required if a riding crew is required. The length of a new lease obviously considering the expense involved of moving the ship would have to have some form of long term commitment by the receiving community not necessarily at one mooring facility, but with the commitment to be moved to a final approved mooring facility when ready.

Our benefit to the city is approximately 400 hotel night rentals annually, 10,000 visitors, platform for events, training for JROTC and school students and fundraiser location for specific entities among other things.

#### SUMMARY

Relocating a ship of this size is a significant undertaking by both us and the receiving site. It is not simply towing to a new location, mooring the ship and open for business. A new Florida Non-Profit Corporation with a new local Board of Directors should be established. The Board would need to be comprised of knowledgeable members with experience with Museum operation and ship operation. For future planning, a successor for me (now 77) would need to be brought up to speed. With the wealth of Naval Personnel in the area both Active duty and Retired this could be accomplished easily. New Banking relations would have to be established. The State Historic Preservation Officer (SHIPO) would have to be involved. The Department of Interior would have to approve the location for the move as to its historic relevance which should not be a problem with the National Seal Museum located there. Sufficient funds will be required to

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pay expenses for the time the ship is not open from the time it leaves Key West until it is established in Ft. Pierce.

In order for us to put forth this substantial effort, we would want to assure ourselves that the museum operation would be substantially viable. Elements such as potential volunteers, potential visitation of at least 20,000 visitors, opportunity for parties, weddings, birthdays, and ceremonies would be available to raise additional Capital. We would measure Community (buy-in) for the ship so that it is perceived as part of the community. We need to evaluate any potential corporate assistance, donors, and sponsors etc. to ensure the long term sustainability of this vessel. So we are both looking at each other to see if there is a fit for this Historic Vessel. I know this is a long letter, but I wanted to give you an idea as to the challenges that will be necessary to accomplish the move. Enclosed is an unaudited copy of our financials. The audited 990 will be available shortly as our fiscal year ends April 30<sup>th</sup> and our accountant should have it ready shortly. I have already provided you with a video on the ship and museum. Our website and facebook pages have detailed information on the ship as well as the Coast Guard Historian's website and many books on Ingham such as "Bloodstained Sea" and "Bloody Winter".

Sincerely,

A handwritten signature in black ink, appearing to read "W. G. Verge", with a long, sweeping horizontal stroke extending to the left.

W. G. Verge, LT USCGR (Ret)  
Executive Director and Chairman

**Miami-Dade Historical Maritime Museum**  
**Balance Sheet**  
 As of April 30, 2014

	Apr 30, 14
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
First State Bank	40,017.12
First State Payroll 2	299.27
CFFK Fund	16,667.90
Paypal	302.26
<b>Total Checking/Savings</b>	57,286.55
<b>Total Current Assets</b>	57,286.55
<b>Fixed Assets</b>	
Machinery & Equipment	641.98
USCGC Ingham Museum	400,000.00
Furnishings	9,011.42
Museum Improvements	154,182.01
USCG Mohawk (WPG-78) Museum	62,000.00
Accumulated Depreciation	-154,182.01
<b>Total Fixed Assets</b>	471,653.40
<b>Other Assets</b>	
Other Artifacts	205,000.00
<b>Total Other Assets</b>	205,000.00
<b>TOTAL ASSETS</b>	<b>733,939.95</b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Accounts Payable</b>	
Accounts Payable	6,408.39
<b>Total Accounts Payable</b>	6,408.39
<b>Credit Cards</b>	
First Bankcard 7975	8,894.26
First Bankcard 0696	5,111.69
<b>Total Credit Cards</b>	14,005.95
<b>Other Current Liabilities</b>	
Loan from Verge	438,468.05
<b>Total Other Current Liabilities</b>	438,468.05
<b>Total Current Liabilities</b>	458,882.39
<b>Total Liabilities</b>	458,882.39
<b>Equity</b>	
Fund Balance	135,578.85
Net Income	139,478.71
<b>Total Equity</b>	275,057.56
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>733,939.95</b>

**Miami-Dade Historical Maritime Museum**  
**Profit & Loss**  
 May 2013 through April 2014

	<u>May '13 - Apr 14</u>
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
Admissions Income	
Credit Card Income	23,583.75
Admissions Income - Other	77,718.78
<b>Total Admissions Income</b>	<u>101,302.53</u>
Contribution Income	113,384.72
Interest Income	385.08
Parties and Functions	300.00
Retail Sales	
Paypal	935.00
Retail Sales - Other	6,115.51
<b>Total Retail Sales</b>	<u>7,050.51</u>
Contribution Income - Other	76,579.45
<b>Total Income</b>	<u>299,002.29</u>
<b>Expense</b>	
Accounting Expense	845.00
Advertising Expense	
Rack Card Printing	357.00
Advertising Expense - Other	6,553.83
<b>Total Advertising Expense</b>	<u>6,910.83</u>
Bank Service Charges	413.96
Credit Card Expense	1,857.10
Dues & Subscriptions	585.50
Dues and Subscriptions	200.00
Electricity	18,645.26
Equipment rental	935.00
Insurance	23,361.22
Interest Expense	1,661.11
Licenses & Permits	250.00
Maritime Consultant	0.00
Meals and Entertainment	338.98
Medical Expense for employees	0.00
Merchant Fees	1,204.98
Mooring & Adm. Fee	1,800.00
Office Expense	1,379.19
Payroll Expense	75,115.42
Payroll Processing Fees	2,018.38
Payroll Tax Expense	
Employee Fed W/H	0.00
Employee Medicare	0.00
Employee Social Security	0.00
Employer Medicare	1,089.12
Employer Social Security	4,657.26
Fed Unemployment	24.92
State Unemployment	1,271.02
<b>Total Payroll Tax Expense</b>	<u>7,042.32</u>
Postage and Delivery	399.63
Repairs & Maintenance	9,136.62
Ship Store Expense	3,566.62
Ship Supplies	739.19
Telephone Expense	1,556.78
Travel & Lodging	1,578.97
<b>Total Expense</b>	<u>161,542.06</u>
<b>Net Ordinary Income</b>	137,460.23

11:47 AM

06/26/14

Accrual Basis

**Miami-Dade Historical Maritime Museum**

**Profit & Loss**

**May 2013 through April 2014**

	<u>May '13 - Apr 14</u>
Other Income/Expense	
Other Income	
Other Income	2,018.48
Total Other Income	<u>2,018.48</u>
Net Other Income	<u>2,018.48</u>
Net Income	<u><u>139,478.71</u></u>

**City Commission Conference Agenda**

**Agenda Item # 4. B.**

**Meeting Date:** 11/10/2014

**Re:** Leadership & Strategic Planning Workshop Proposal

**Submitted For:** Robert Bradshaw, City Manager

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**SUBJECT:**

Leadership & Strategic Planning Workshop Proposal from Lyle Sumek Associates, Inc. - City Manager

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**Attachments**

2014 Proposal

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**Form Review**

**Inbox**

City Manager

Form Started By: Jennifer Robinson

Final Approval Date: 11/05/2014

**Reviewed By**

Robert Bradshaw

**Date**

11/05/2014 03:58 PM

Started On: 10/22/2014 02:32 PM

# ***PROPOSAL***

## **LEADERSHIP AND STRATEGIC PLANNING**

**Mayor and City Commission**

**City of Fort Pierce**

**October 2014**

## **Program Outcomes**

➤ **VISION, GOALS, PLAN (5 YEAR), and, MISSION FOR THE CITY OF FORT PIERCE**

- Vision 2030: A Vision Statement with defined, value-based principles that describe the preferred future in 15 years for the City of Fort Pierce
- Goals for 2020: Four to six Goals with measurable objectives which become major focus areas for the City of Fort Pierce
- Plan 2015 – 2020: A Plan to realize the Vision, to enhance the Mission and to achieve the Goals with an analysis of major challenges and opportunities and specific actions
- Mission: A Mission Statement that defines what should be the primary purposes of the City of Fort Pierce with operating guidelines and service priorities

➤ **STRATEGIC DISCUSSION ON CRITICAL ISSUES**

- Critical Issues: key issues shaping the City of Fort Pierce future
- Strategy: desired outcomes, potential partners, activities, timeframe

➤ **ACTION AGENDA FOR 2015**

- Policy Agenda for 2015: A Top “10” list of Top and High Priority policy related actions for the Mayor and City Commission to address during the next year
- Management Agenda for 2015: A Top “10” List of Top and High Priority management or administrative actions for the next year
- Major Projects for 2015: A list of key projects to be completed or requiring significant work for the next year
- Action Outlines 2015: For prioritized actions including activities/milestones, timeframe, responsible party/team
- Guidelines for Budget and Capital Projects: direction, priorities

➤ **MAKING THE STRATEGIC PLANNING PROCESS WORK FOR THE CITY OF FORT PIERCE**

Institutionalizing the process in the governance process and the organization

- Progress Matrix or Status Reports
- Marketing the Plan to the Community
- Incorporation into Policy Reports, Budget Plan Development, Program Development, Project Planning

## Program Outline

### ***ACTIVITY 1: Strategic Planning Activity Outline for the City of Fort Pierce***

The consultant will consult with the City Manager to finalize purposes, work products, activities, and time frames.

### ***ACTIVITY 2: Mayor, City Commission and City Manager Background Interviews***

The consultant will interview the Mayor, each member of the City Commission, the City Manager, City Attorney and others. The purposes of each interview are to:

- Gain background on the City of Fort Pierce and the community
- Discuss their vision for the future, mission of City of Fort Pierce, goals for 2020
- Identify and discuss issues today and opportunities on the horizon
- Focus on key topics for the Workshop

During the interview, the questions are likely to explore the following information:

1. During the past year, what are the major successes for the City of Fort Pierce?
2. What did not get accomplished this past year or is in progress and needs to continue for the next year?
3. As you talk with residents, what are their messages to you about issues today and their desires for the future?
4. What are Fort Pierce's primary strengths, weaknesses, opportunities and threats?
5. As you look to the future, what are the major challenges facing the City of Fort Pierce?
6. Success for the City of Fort Pierce in 2030 means . . . ?
7. What do you believe are the most important 5-year goals for the City of Fort Pierce?
8. During the next year, what are the specific, major issues that you feel need to be addressed by the City of Fort Pierce?
9. What suggestions do you have for increasing the effectiveness of the Mayor and City Commission?
10. What other topics do you feel need to be addressed during the workshop?

*Additional questions are likely to be added to this list based upon further discussion.*

### ***ACTIVITY 3: Interview Analysis and Preparation of Leader's Guide 2015 – A Working Document for Managers***

The consultant will analyze the interview data and prepare a summary of:

- Vision 2030 Rough Outline Draft: Statement with defined principles
- Working Draft Goals for 2020 with Objectives
- Potential Targets for Action 2015
- Mission Rough Outline Draft: Purpose of City Government with defined principles and core services

These drafts will be placed in a Leader's Guide – A Working Document for Managers that will be used and modified during the Strategic Planning process.

### ***ACTIVITY 4: Strategic Planning Session 1 for Managers Team***

A one-day Leadership and Strategic Planning Workshop will be held. The purpose of this session is to:

- Provide background on Strategic Planning
- Review accomplishments from the past year
- Focus on Vision, Mission and direction for the City of Fort Pierce
- Identify topics for Mayor and City Commission Workshop

The specific agenda will be developed and submitted to the City Manager. The Workshop should be flexible, adjusting to your needs, and should be fun in order to maximize the learning experience.

### ***ACTIVITY 5: Preparation of Leaders' Guide 2015 for Mayor and City Commission***

The Consultant will analyze the interview data and prepare a summary of:

- Vision 2030 Rough Draft: Statement with defined principles
- Mission Rough Draft: Purpose of City Government with defined principles
- Working Draft Goals for 2020 with Objectives
- Potential Targets for Action 2015

These drafts will be placed in a Leader's Guide – A Working Document that will be used and modified during the Mayor and City Commission Workshop.

### ***ACTIVITY 6: Leadership and Strategic Planning Workshop I for Mayor and City Commission***

A 1½ – 2 days Leadership and Strategic Planning Workshop will be conducted for the Mayor and City Commission. The specific agenda will be developed based upon the interviews. A typical outline for a Leadership and Strategic Planning Workshop follows:

1. Keys to City Success: Effective Leadership and Teamwork
2. Realities for 2015: for Cities, for the City of Fort Pierce
3. Strategic Planning Model the for City of Fort Pierce
4. Performance Report 2014
5. City of Fort Pierce's Vision 2030
6. City of Fort Pierce: Mission and Core Services
7. Goals for 2020
8. Plan 2015 – 2020: Initial Draft

### ***ACTIVITY 7: Strategic Planning Workshop II for Managers Team***

A one-day Strategic Planning Workshop is suggested for the Managers. This workshop will focus on:

- Vision 2030: Review, Reality Test
- Goals 2020: Review, Reality Test
- FOR EACH GOAL
  - Outcome-based Objectives: Review
  - Value to Residents: Review
  - Challenges and Opportunities with Short Term Priority
  - Actions 2015 with Initial Priority
- City of Fort Pierce's Mission and Service's: Review
- Action Outlines 2015: Development (with Key Issues, Activities/Milestones, Time Frame, Responsible Party)

### ***ACTIVITY 8: Citizen Summit (Optional)***

In many cities, the Mayor and City Commission desire to have public input prior to finalizing the strategic plan. The problem has been that at City Hall meetings or neighborhood meetings the discussion is dominated by the negativist and/or the attendance is small. In working with various cities, we have refined an effective process for citizen input – called “Citizen Summit”.

A “Citizen Summit” is scheduled to provide meaningful citizen input for the Strategic Planning Process. It is usually held in the evening from 6:00 – 9:00 p.m. The Mayor and City Commission members invite 7 – 10 individuals to attend. I encourage the inclusion of high school students. A written invitation is prepared by City Staff and sent to each individual with a RSVP requested. I also encourage each Commission member to call the individuals that they invite. The City Manager's office compiles a list of participants, finalizes arrangements and location.

This meeting process is designed to allow public input by written comments, small focus group discussion or large focus group discussion. The topics focus on: Reasons for Living in City of Fort Pierce, Actions to Enhance their Quality of Life, Major Issues for the Next Year; Opportunities for the Community, and Messages to the Mayor and City Commission. The outcomes from this meeting are specific information from Citizen Input and dialog between the Mayor and City Commission with the Community.

### ***ACTIVITY 9: Leadership and Strategic Planning Workshop II for the Mayor and City Commission***

Leadership and Strategic Planning Workshop II (2 – 4 hours) will be held for the Mayor and City Commission. The purposes of this Workshop are:

- Plan 2015 – 2020: Refinement and Finalization
- Action Agenda 2015: Policy Agenda 2015 - Top Priority, High Priority; Management Agenda 2015 – Top Priority, High Priority
- Action Outlines on Key Issues: 2015
- Actions to Make the Strategic Planning Process Work for Fort Pierce

### ***ACTIVITY 10: Final Reports for the Mayor, City Commission and City Manager***

As a follow-up to the workshop, the following reports will be prepared for the Mayor, City Commission and City Manager:

- Strategic Plan 2015 – 2020 - 2030
- Executive Summary 2015 – 2020 – 2030 (small booklet)
- Action Agenda 2015 with Monthly Calendar
- Leader's Guide 2015: Final Report
- Plan in Brief 2015 (1 page/2-sided, laminated)
- Performance Report 2014

These reports become working documents for the next year.

***STRATEGIC FRAMEWORK***

**VISION 2030**

***“Desired Destination for the  
City of Fort Pierce”***

**PLAN 2020**

***“Map to the City of Fort Pierce’s Destination”***

**EXECUTION**

***“Route for Next Year”***

**MISSION**

***“Responsibilities of the City of Fort Pierce”***

**BELIEFS**

***“How the City of Fort Pierce Should Operate”***

# *STRATEGIC FRAMEWORK BASIC ELEMENTS*

## **VISION**

**“What We Want to Become –  
Our Preferred Future as Defined in Value-Based Principles.”**

## **PLAN**

**“Our Road Map for 5 Years – How to Realize Our Vision with  
Achievable Goals Defined Through: Objectives, Meaning to  
Our Residents, Challenges and Opportunities, Actions 2015,  
Major Projects 2015 and Actions on the Horizon.”**

## **EXECUTION**

**“Actions to Implement the Plan – A Work Program for Next Year  
with a “To Do” List for Mayor, City Commission and Management –  
To be Completed with Accountability for the Results.”**

## **MISSION**

**“Purposes of City Government – Determined in Service Businesses  
Defined in: Operating Elements, Business Successes, Challenges and  
Opportunities and Service Improvements 2015.”**

## **BELIEFS**

**“Our Core Beliefs Which are the Foundation for Our City  
Government – Creating a Corporate Culture of Action and  
Accountability, the Primary Value, As Defined in Performance  
Standards to Guide Behaviors and Actions.”**

**HOW WE CONDUCT OUR BUSINESS**

## **Consultant Resume and Qualifications**

***Lyle J. Sumek, President***  
**Lyle Sumek Associates, Inc.**  
**9 Flagship Court**  
**Palm Coast, Florida 32137-3373**  
**(386) 246-6250**

### **Academic**

A.B. in Public Administration, San Diego State College, 1967  
M.S. in Public Administration, San Diego State College, 1968  
Ph.D. in Public Administration, University of Southern California, 1977

### **Local Government**

Management Intern, City of San Diego, 1965  
Management Assistant, City of San Diego, 1965 – 1968  
(Fire Department, Public Works Department, City Manager's Office)

### **University Teaching**

Instructor, University of Southern California, 1970 – 1972  
Assistant Professor, Northern Illinois University, 1972 – 1973  
Associate Professor and Assistant Dean (Boulder Campus),  
University of Colorado, 1973 – 1979

### **Consulting Services**

President, Sumek Associates, Inc. (a Colorado Corporation), 1979 – 1991  
President, Lyle Sumek Associates, Inc. (a Florida Corporation), 1991 – Present

### **Publications**

Numerous Publications on Leadership, Strategic Planning, Team Building and  
Aligning the Corporate Culture – High Performance Organization Accountable  
for the Results

## References

### **City of Boca Raton, Florida**

Leif Ahnell City Manager  
201 W Palmetto Park Road, Ste 320  
Boca Raton, FL 33432  
(561) 393-7898

### **City of Dubuque, Iowa**

Michael C. VanMilligen, City Manager  
50 W 13<sup>th</sup> Street  
Dubuque, IA 52001  
(563) 690-6036

### **City of Gilroy, California**

Tom Haglund, City Administrator  
7351 Rosanna Street  
Gilroy, California 95020  
(408) 846-0202

### **City of Bettendorf, Iowa**

Decker Ploehn, City Administrator  
100 Ribaut Road  
Beaufort, SC 29902  
(843) 255-2184

### **City of Fort Lauderdale, FL**

Lee Feldman, City Manager  
100 N Andrews Avenue  
Ft. Lauderdale, FL 33301  
(954) 828-5959

### **Town of Hilton Head Island, South Carolina**

Steve Riley, Town Administrator  
1 Town Center Court  
Hilton Head Island, SC 29926-1872  
(843) 341-4701

### **City of Clive, Iowa**

Dennis Henderson, City Manager  
1900 NW 114<sup>th</sup> Street  
Clive, IA 50325  
(515) 223-6220

### **City of Kissimmee, Florida**

Mike Steigerwald, City Manager  
101 N Church Street, 5<sup>th</sup> Flr  
Kissimmee, FL 34741-5054  
(407) 518-2305

### **City of Round Rock, Texas**

Steve Norwood, City Manager  
221 E Main Street  
Round Rock, Texas 78664  
(512) 2183234

### **City of Moline, Illinois**

Lew Steinbrecher, City Manager  
1630 8<sup>th</sup> Avenue  
Moline, IL 61235  
(309) 524-2004

### **City of Sugar Land, Texas**

Allen Bogard, City Manager  
2700 City Center Blvd North  
Sugar Land, TX 77479  
(281) 275-2713

### **City of Virginia Beach, Virginia**

James K. Spore, City Manager  
2401 Courthouse Drive  
Building 1, Room 234  
Virginia Beach, VA 23456-9001  
(757) 427-4242

More references are available upon request.

# Fee Estimate

## Leadership and Strategic Planning

### *City of Fort Pierce*

*October 2014*

#### ESTIMATED BILLING TIME:

**Number of days scheduled is flexible and is based on the needs of the City.**

- |                    |   |
|--------------------|---|
| <b>ACTIVITY 1</b>  | Strategic Planning Outline for the City of Fort Pierce  |
| <b>ACTIVITY 2</b>  | Mayor and City Commission, City Manager, Background Interviews<br>(1 hour per person, in person or by phone, billed at actual time) |
| <b>ACTIVITY 3</b>  | Interview Analysis and Preparation of Leader's Guide 2015 – A Working Document for Managers   |
| <b>ACTIVITY 4</b>  | Strategic Planning Session I for the Management Team  |
| <b>ACTIVITY 5</b>  | Interview Analysis and Preparation of Leader's Guide 2015 – A Working Document  |
| <b>ACTIVITY 6</b>  | Strategic Planning Session I for Mayor and City Commission  |
| <b>ACTIVITY 7</b>  | Strategic Planning Workshop II for Managers   |
| <b>ACTIVITY 8</b>  | Citizen Summit (Optional)   |
| <b>ACTIVITY 9</b>  | Leadership and Strategic Planning Workshop II for Mayor and City Commission   |
| <b>ACTIVITY 10</b> | Final Reports   |

**Total Estimated Time** \_\_\_\_\_ 8-12 Days

\* *Cancellation/unavailability of individuals may result in additional charges*

**CONSULTATION FEES:**

Individual consultation \_\_\_\_\_ \$ 225.00 per hour  
 \_\_\_\_\_ \$1,800.00 per day on-site  
 (8 hours)

The typical cost is \$14,000 - \$22,000 to completion + expenses + products.

**EXPENSES:** \_\_\_\_\_ Additional Costs

Including, but not limited to:

- *Airline Tickets*
- *Travel/Auto Expenses*
- *Telephone/Fax Usage Fee (billed at \$12.00/hr.)*
- *Assessment Instruments*
- *Accommodations and Meals*
- *Typing, Duplication, Binding, Shipping*
- *Products:*
  - *Strategic Plan (coil bound)*
  - *Executive Summary (booklet)*
  - *Action Agenda 2015*
  - *Leader's Guide Summary Report*
  - *Plan in Brief*

**City Commission Conference Agenda**

**Agenda Item # 4. C.**

**Meeting Date:** 11/10/2014

**Re:** Strategic Plan Update

**Submitted For:** Nick Mimms, Deputy City Manager, City Manager

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**SUBJECT:**

Fort Pierce Strategic Plan Update - Deputy City Manager

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**Attachments**

Strategic Plan Update Report

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**Form Review**

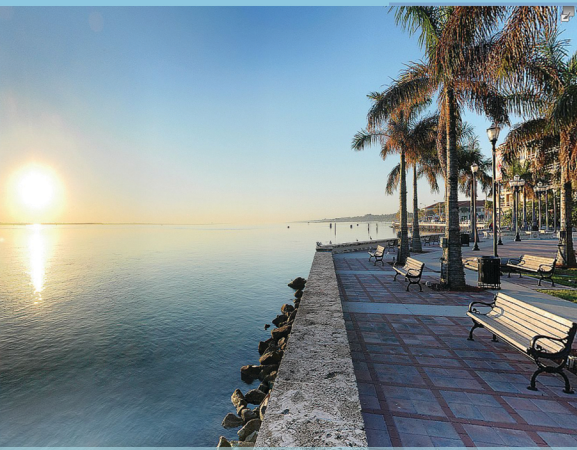
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Started On: 10/27/2014 12:12 PM

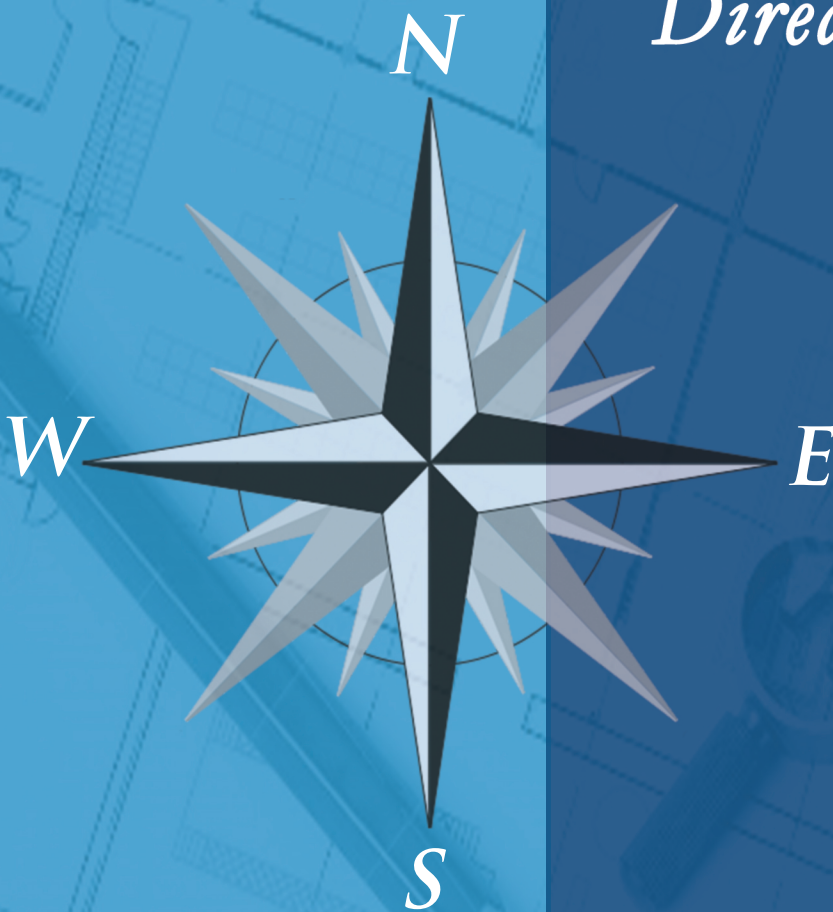
Final Approval Date: 10/27/2014



# 2014-2016 Fort Pierce Strategic Plan



*Direction for the Future*





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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


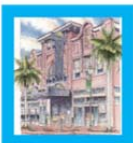
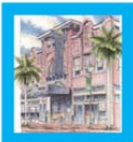


## Administrative Services



Action/Activity	Implementation Date	Goal
<p><b>1. Rules &amp; Regulations/Employee &amp; Supervisors Manual</b></p> <p><u>Status as of November 1, 2014</u>                      City Rules &amp; Regulations are moving forward at this time. We are looking for a tentative completion date of April 2015.</p> <p><u>Status as of August 1, 2014</u>                      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><b>2. Comprehensive Wellness Program/Design with Incentives</b></p> <p><u>Status as of November 1, 2014</u>                      The following Wellness activities are scheduled for this quarter: Stairwell &amp; Hydration Challenge, Walk on Wednesdays, Coping with Stress Seminar and Healthy Holidays. We will be putting together a comprehensive Wellness program over the next 6 months that will include all facets of wellness with a tentative completion date of April 2015.</p> <p><u>Status as of August 1, 2014</u>                      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	

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE

## Building




Action/Activity	Implementation Date	Goal
<p><b>1. Employee Cross Training</b></p> <p><u>Status as of November 1, 2014</u></p> <p>1) Cross training will be an ongoing process.                      2) Brought on 2 new temporary employees who are training as Administrative, Research, and Permit Specialists.                      3) New employee has received approval to test for additional certificates.                      4) Retained services of additional contract inspector.</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><b>2. Abandoned Property Ordinance/Completion &amp; Implementation</b></p> <p><u>Status as of November 1, 2014</u></p> <p>Continuing to work with the City Attorney’s office to draft an ordinance to be presented to the City Commission.</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	
<p><b>3. Rental Inspection Ordinance/Development &amp; Implementation</b></p> <p><u>Status as of November 1, 2014</u></p> <p>Ordinance is still in development.</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	

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE




Action/Activity	Implementation Date	Goal
<b>4. Permit Issuance/Time Continual Monitoring of Review Time for all Departments</b> <u>Status as of November 1, 2014</u> Due to the hiring of the temporary employees, review time has stabilized. There is a slight increase in revision time due to an increased amount of revisions and changes to already submitted projects.  <u>Status as of August 1, 2014</u> Review time has increased minimally over the last 7 months due to increased Building Permit Activity and personnel changes.	Ongoing	
<b>5. Contractor/Forging Partnerships</b> <u>Status as of November 1, 2014</u> Continuing our effort to forge positive relationships with Treasure Coast Builder’s Association and the contractor community.  <u>Status as of August 1, 2014</u> 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.	Ongoing	

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE

## City Clerk


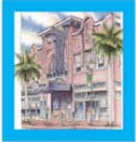

Action/Activity	Implementation Date	Goal
<p>1. <b>Public Records Access/Public Records Retention Training</b></p> <p><u>Status as of November 1, 2014</u></p> <p>Will develop training as a component of comprehensive records management policy.</p> <p><u>Status as of August 1, 2014</u></p> <p>Staff attending initial training in August 2014.</p>	3 <sup>rd</sup> Qtr FY2015	
<p>2. <b>Public Records Access/Evaluation of Records Retention Program Citywide.</b></p> <p><u>Status as of November 1, 2014</u></p> <p>Currently developing new Records Management Policy and Procedures. Should be ready for City Manager/City Commission review in December.</p> <p><u>Status as of August 1, 2014</u></p> <p>Additional training needed.</p>	3 <sup>rd</sup> Qtr FY2015	
<p>3. <b>Public Records Access/Paperless Agenda System</b></p> <p><u>Status as of November 1, 2014</u></p> <p>Most departments using AgendaQuick for the complete agenda and minutes processes.</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	

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE



Action/Activity	Implementation Date	Goal
<p>4. <b>Customer Service &amp; Efficiency/Check List for Online Business Tax Receipt Application and Information</b></p> <p><u>Status as of November 1, 2014</u> Complete and posted.</p>	<p>3<sup>rd</sup> Qtr FY2015</p>	
<p><u>Status as of August 1, 2014</u> Assembling information.</p>		
<p>5. <b>Customer Service &amp; Efficiency/Emailing Business Tax Receipt Renewal Invoices</b></p> <p><u>Status as of November 1, 2014</u> Email address collection ongoing.</p>	<p>1<sup>st</sup> Qtr FY2016</p>	
<p><u>Status as of August 1, 2014</u> Currently collecting email addresses with BTR renewals and new applications.</p>		
<p>6. <b>Customer Service &amp; Efficiency/Cross-training of Employees</b></p> <p><u>Status as of November 1, 2014</u> Ongoing.</p>	<p>Ongoing</p>	
<p><u>Status as of August 1, 2014</u> Ongoing with great success.</p>		

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE

## Code Enforcement



Action/Activity	Implementation Date	Goal
<b>1. Update Animal Control Procedures/PetData Implementation</b> <u>Status as of November 1, 2014</u> Very successful start. First 4 months generated over \$3500 gross revenue and our animal license database is greatly expanded.  <u>Status as of August 1, 2014</u> Fully operational. All vets have new tags and paperwork and all licenses are now being processed through PetData.	4 <sup>th</sup> Qtr FY2014	
<b>2. Update Animal Control Procedures/Shelter Pro Program</b> <u>Status as of November 1, 2014</u> All staff utilizing database to input daily activities, however, it is still not available in the field. Staff must come into the office to update the computer or to research an animal or location.  <u>Status as of August 1, 2014</u> 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.	4 <sup>th</sup> Qtr FY2014	
<b>3. Update Animal Control/License: Renegotiation of Contract</b> <u>Status as of November 1, 2014</u> The Humane Society has changed course at the last second and has petitioned the City to purchase the facility on Savannah Road. A memo is being sent to the HS Board asking that the current contract be signed and allow the next 6 – 9 months for the City to fully investigate the sale offer and the benefit (if any) to the City.  <u>Status as of August 1, 2014</u> Contract negotiations complete. Proposed changes approved by the Humane Society Board of Directors. Amended contract forwarded to Legal for review on 7/29/2014.	1 <sup>st</sup> Qtr FY2015	

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE


Action/Activity	Implementation Date	Goal
<p><b>4. Adopt Crime Prevention Through Environmental Designs (CPTED) Guidelines</b></p> <p><u>Status as of November 1, 2014</u></p> <p>No change.</p>	<p>1<sup>st</sup> Qtr FY2015</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>		
<p><b>5. Amend Sign Ordinance</b></p> <p><u>Status as of November 1, 2014</u></p> <p>Spoke briefly with Assistant City Attorney Walker to discuss the process for amending the sign ordinance as there have been many changes legally that must be incorporated into the ordinance. Will be scheduling a planning session with Mr. Walker in the near future to fully discuss how we will move forward with amending the ordinance.</p>	<p>3<sup>rd</sup> Qtr FY2015</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>		

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE

## Engineering





Action/Activity	Implementation Date	Goal
<p><b>1. Georgia Outfall Drainage Structure</b></p> <p><u>Status as of November 1, 2014</u></p> <p>Grant application was prepared and submitted to the St. Lucie River Issues Team, requesting \$263,350 for stormwater improvements. A presentation was made to the committee in October 2014 and the grant application was ranked number one out of seven applications. Funding will be available October 2015 if appropriations by the State Legislature are approved.</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	
<p><b>2. 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 November 1, 2014</u></p> <p>Plans have been completed and bidding will occur during November 2014 for 3,470 feet of roadway in the Lincoln Park neighborhood. Funding will be provided by CDBG funds and SMU funds.</p> <p>Engineering is currently working with St. Lucie County for additional funding from CDBG to improve roads damage by Tropical Storm Isaac. Funding would be for drainage improvements as well as roadway restoration.</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	

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE


Action/Activity	Implementation Date	Goal
<b>3. Docks Replacement at Manatee Center Boat Ramp/Possible FIND funding</b> <u>Status as of November 1, 2014</u> FIND application is due by April 2015. Coordination between Engineering and grant writer will continue to prepare a complete grant application package for the dock replacement.  <u>Status as of August 1, 2014</u> Work with grant writer to prepare grant application for FIND funding for dock replacement.	1 <sup>st</sup> Qtr FY2015	

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE

## Finance

Action/Activity	Implementation Date	Goal
<p>1. <b>Acceptance of Credit Card Payments/Implementation</b></p> <p><u>Status as of November 1, 2014</u> Complete and in use.</p> <p><u>Status as of August 1, 2014</u> 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 November 1, 2014</u> Ready for implementation; continued testing to work out issues.</p> <p><u>Status as of August 1, 2014</u> 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 November 1, 2014</u> Ready for implementation; continued testing to work out issues.</p> <p><u>Status as of August 1, 2014</u> Ready for implementation; using August and September for testing.</p>	1 <sup>st</sup> Qtr FY2015	
<p>4. <b>Employee Self Service System/Implementation</b></p> <p><u>Status as of November 1, 2014</u> Software application ready for purchase approval</p> <p><u>Status as of August 1, 2014</u> Research complete and software application ready for purchase approval.</p>	1 <sup>st</sup> Qtr FY2015	




# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE

Action/Activity	Implementation Date	Goal
<b>5. Vendor Self Service System/Implementation</b> <u>Status as of November 1, 2014</u> Researching software options to make sure all desired components are included.	3 <sup>rd</sup> Qtr FY2015	
<u>Status as of August 1, 2014</u> Researching software options to make sure all desired components are included.		



# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE

## Golf Course

### Indian Hills Golf Course





Action/Activity	Implementation Date	Goal
<p><b>1. Customer Service/Employee Training</b></p> <p><u>Status as of November 1, 2014</u> Training of all employees continues. Seasonal employees are returning and retraining will take place.</p> <p><u>Status as of August 1, 2014</u> Training of employees is ongoing. Customer service and accountability are stressed on a daily basis.</p>	1 <sup>st</sup> Qtr FY2015	
<p><b>2. Partnering to Provide More Youth Programs</b></p> <p><u>Status as of November 1, 2014</u> We will partner with PAL and the first tee program again when they resume.</p> <p><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.</p>	3 <sup>rd</sup> Qtr FY2015	
<p><b>3. Explore New Sources of Revenue</b></p> <p><u>Status as of November 1, 2014</u> Our television commercial on the Golf Channel has been filmed and will air December, January, February and March. We will continue working with Golf Now.com</p> <p><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.</p>	Ongoing	

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE





Action/Activity	Implementation Date	Goal
<b>4. Beautifying Area Around Golf Course</b> <u>Status as of November 1, 2014</u> We continue to monitor conditions on the golf course and around the golf shop for improvement.  <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 November 1, 2014</u> We again sponsored Fort Pierce Central's boys' and girls' golf team. We also sponsored St. Andrew's School golf matches this year.  <u>Status as of August 1, 2014</u> We have sponsored Fort Pierce Central's golf teams for many years.	Ongoing	

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE


## Management Information Systems

Action/Activity	Implementation Date	Goal
<p>1. <b>Sunrise Theatre/Upgrade Technology to Current Standards</b></p> <p><u>Status as of November 1, 2014</u> In progress with installation of new servers and VOIP telephone services. Network has been configured and ready.</p> <p><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.</p>	4 <sup>th</sup> Qtr FY2014	
<p>2. <b>Marina/Upgrade Technology to Complement Planned Expansion</b></p> <p><u>Status as of November 1, 2014</u> Completed installation of new servers and VOIP telephone services. New Marina Program software and hardware installed.</p> <p><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.</p>	4 <sup>th</sup> Qtr FY2014	
<p>3. <b>GIS/Enterprise Rollout – Vantage Point/ESRI Land Management</b></p> <p><u>Status as of November 1, 2014</u> Customizing the maps and data sets for departments.</p> <p><u>Status as of August 1, 2014</u> Implementation complete and customizing the maps and data sets for departments.</p>	4th Qtr FY2014	
<p>4. <b>Website/Redesign</b></p> <p><u>Status as of November 1, 2014</u> Working with CivicPlus on the Website redesign.</p> <p><u>Status as of August 1, 2014</u> Working with CivicPlus on the website redesign.</p>	1 <sup>st</sup> Qtr FY2015	

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE




Action/Activity	Implementation Date	Goal
<p><b>5. Offer More Services to Public &amp; Employees</b></p> <p><u>Status as of November 1, 2014</u> Will present to Commission for approval to purchase on November 17, 2014.</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 November 1, 2014</u> Received quote for services and will present to Management.</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 November 1, 2014</u> Researching Web services that can facilitate Client Oriented functions.</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 November 1, 2014</u> Research ongoing.</p> <p><u>Status as of August 1, 2014</u> Research ongoing.</p>	3 <sup>rd</sup> Qtr FY2015	

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE


Action/Activity	Implementation Date	Goal
<b>9. WiMax/Implementation for Downtown City Facilities</b>	1st Qtr FY2016	
<u>Status as of November 1, 2014</u> Awaiting proposal from Comcast Engineering group.		
<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.		

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE

## Marina

Action/Activity	Implementation Date	Goal
<p><b>1. Intensify and Enforce Scientific Research/Oceanographic Education</b></p> <p><u>Status as of November 1, 2014</u></p> <p>Working with a local school to start up various science projects.</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 November 1, 2014</u></p> <p>Bellingham Marine is on site for the installation of the new floating docks. The Northside dock wave attenuator system has been installed equating to 39 slips. Utilities will be installed month of November with the dock system being turned over to the City in December for Marina staff to lease out. November and December 137 will be constructed on the South side of the facility with an estimated completion month in May.</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 November 1, 2014</u></p> <p>Applied for grant.</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	

## 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE

Action/Activity	Implementation Date	Goal
<b>4. Regional Transportation for Marina Visitors &amp; Patrons/Possible Grant Funding</b>	4 <sup>th</sup> Qtr FY2016	

Status as of November 1, 2014

The research for possible grants is ongoing.


Waiting for the TCRPC's final report related to the waterfront and transportation needs.

Status as of August 1, 2014


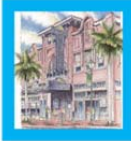
City Grant Administrator will perform research for possible grant avenues. Met with Kim Delaney, Treasure Coast Regional Planning Council to discuss the public's need for transportation along the City Marina, Community Center and South Beach waterfront and South Beach businesses.

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE


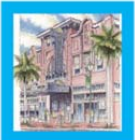
## Planning

Action/Activity	Implementation Date	Goal
<b>1. Annexation/Strategic Annexation of Commercial &amp; Industrial Property</b> <u>Status as of November 1, 2014</u> Strategy is in progress. Staff have reviewed FPUA records and updated our records accordingly. We have identified 21 properties with FPUA, and one more through a voluntary annexation. These are being brought to the Planning Board for recommendation in November, then to City Commission in December. Additionally, several new FPUA service agreements have been signed. Staff continues to work towards the long term goal of an ultimate city limits established through legislative process or the Interlocal Service Boundary Agreement.  <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
<p>1. <b>Improve Diversity within the Management Ranks/Eliminate Ranked Order Listings &amp; Rule of 3 Requirements</b></p>	<p>1<sup>st</sup> Qtr FY2015</p>	
<p><u>Status as of November 1, 2014</u></p> <p>The police department will present the Commission with the revision to the City Personnel Rules and Regulation that eliminates ranked order listings and “rule of three” requirements for promotions at the November 17, 2014, City Commission Meeting.</p> <p><u>Status as of August 1, 2014</u></p> <p>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.</p>		
<p>2. <b>Adopt &amp; Implement OJJDP Comprehensive Gang Strategy</b></p>	<p>1<sup>st</sup> Qtr FY2015</p>	
<p><u>Status as of November 1, 2014</u></p> <p>On September 17, 2014, the police department was awarded the Comprehensive Anti-Gang Strategies and Programs grant to implement the Restoring the Village Youth Initiative (Comprehensive Gang Model). The award was for \$203,000, which will fund the Projector Coordinator and one Community Outreach Worker. The Safe Neighborhoods Network and the police department’s grant writer have completed the Job Description for the Projector Coordinator, and should be posting the position next week. This individual will be a city employee who reports directly to Shaniek Maynard, Director of the Roundtable. The Outreach Worker will be a contracted position through the Health Department. Both positions are based on the two year funding provide by the Office of Justice.</p> <p><u>Status as of August 1, 2014</u></p> <p>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.</p>		

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE




Action/Activity	Implementation Date	Goal
<p><b>3. Improve Diversity within the Management Ranks/Stabilize Minority Officer Turnovers</b></p> <p><u>Status as of November 1, 2014</u></p> <p>The police department completed the local pay study in June 2014. The pay study needs to be updated through to include the last quarter. The police department will be presenting that study to the City Manager’s Office in November 2014 for comment and input by the City Commission and in preparation for Union Negotiations.</p> <p>The police department has scheduled two promotional examinations: one for the Rank of Lieutenant in January 2015 and the second one for the Rank of Sergeant in February 2015. The “rule of three” requirement will be replaced for the Sergeant’s Promotional Examination. The police department has also revamped its promotional examination process to an Assessment Center process.</p> <p><u>Status as of August 1, 2014</u></p> <p>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.</p>	<p>3<sup>rd</sup> Qtr FY2015</p>	
<p><b>4. Provide Crime Prevention Through Environmental Design (CPTED) training to Planning Board members, Planning Dept., Police Dept., Code Enforcement and Building.</b></p> <p><u>Status as of November 1, 2014</u></p> <p>The police department, planning department, code enforcement and building departments are still seeking funding for the formal training for certification for Crime Prevention Through Environmental Design (CPTED). The police department will continue to search for grant opportunities to fund this initiative.</p> <p><u>Status as of August 1, 2014</u></p> <p>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.</p>	<p>4<sup>th</sup> Qtr FY2015</p>	

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE


Action/Activity	Implementation Date	Goal
<b>5. Top Quality City Workforce/Salary Adjustment Implementation</b> <u>Status as of November 1, 2014</u> The police department completed the local pay study in June 2014. The pay study needs to be updated through to include the last quarter. The police department will be presenting that study to the City Manager’s Office in November 2014 for comment and input by the City Commission and in preparation for Union Negotiations.  The police department has also completed the pay study for civilian personnel as well. This pay study will be presented along with the sworn staff pay study in November.  <u>Status as of August 1, 2014</u> 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.	1 <sup>st</sup> Qtr FY2016	

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE



## Public Works

Action/Activity	Implementation Date	Goal
<p><b>1. Recreation/HDRC Percy Peek Gymnasium</b></p> <p><u>Status as of November 1, 2014</u></p> <p>In progress. Staff has ordered a second score board and shot clocks for the gym. Staff is also looking to provide new uniforms for the City of Fort Pierce Sunrise City Youth Basketball League.</p> <p><u>Status as of August 1, 2014</u></p> <p>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.</p>	3 <sup>rd</sup> Qtr FY2014	
<p><b>2. Branding of the Public Works Department/Capstone</b></p> <p><u>Status as of November 1, 2014</u></p> <p>In progress. Staff is working with a graphic designer to finalize some of the material from the Capstone students before implementing their material.</p> <p><u>Status as of August 1, 2014</u></p> <p>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.</p>	1 <sup>st</sup> Qtr FY2015	
<p><b>3. In-house Commercial &amp; Multi-Family Recycling Programs/ Feasibility</b></p> <p><u>Status as of November 1, 2014</u></p> <p>In progress. A proposal from Kessler Consulting is scheduled for the November 17, 2014 Consent Agenda.</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	



# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE

Action/Activity	Implementation Date	Goal
<b>4. Solid Waste Billing on Tax Roll/Feasibility</b> <u>Status as of November 1, 2014</u> In progress. A proposal from Kessler Consulting is scheduled for the November 17, 2014 Consent Agenda.	1 <sup>st</sup> Qtr FY2015	
<u>Status as of August 1, 2014</u> 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.		

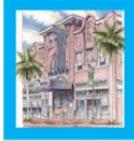

## Sunrise Theatre

Action/Activity	Implementation Date	Goal
<p><b>1. Fundraising</b></p> <p><u>Status as of November 1, 2014</u></p> <p>Met with the City Manager and received his direction to lead the formulation of a plan for the operation of the Sunrise Theatre.</p> <p><u>Status as of August 1, 2014</u></p> <ul style="list-style-type: none"> <li>• Waiting for fundraising productivity assistance to come from the Sunrise Theatre Foundation.</li> <li>• Sunrise Theatre staff has applied for grants totaling \$207,500.</li> <li>• Sent fundraising letter to all 824 Sunrise Theatre members along with personal notes from the Executive Director appealing for additional support.</li> <li>• Personally signed letters of support sent to the original Capital Campaign Donor</li> <li>• Follow-up phones call will be made to each recipient</li> <li>• Corporate sponsorship appeals will continue</li> </ul>	4 <sup>th</sup> Qtr FY2014	
<p><b>2. To Guide and Direct the Foundation Board, as an Ex-Officio Member</b></p> <p><u>Status as of November 1, 2014</u></p> <p>Nine new members were added to the board.</p> <p>On October 31, 2014, a five hour strategic planning meeting for the Foundation board was facilitated by a professional not-for-profit specialist.</p> <p><u>Status as of August 1, 2014</u></p> <p>The Sunrise Theatre Foundation is a separate non-profit, 501(c)3 body. As a non-profit, the Foundation has no legal responsibility to report to the City, and the City has no control in the Foundation’s decisions.</p> <p>Currently, the Foundation board is being restructured with the guidance of the Executive Director who sits on the board as an ex-officio member.</p>	4 <sup>th</sup> Qtr FY2014	

## Urban Redevelopment

Action/Activity	Implementation Date	Goal
<p><b>1. Orange Avenue Corridor Plan/Develop plan</b></p> <p><u>Status as of November 1, 2014</u></p> <p>The ED Team has gathered occupancy data by physical inspection and will also coordinate economic development incentive efforts with the Fort Pierce Utilities Authority to stimulate the rehabilitation of the commercial district.</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>	<p>3<sup>rd</sup> Qtr FY2015</p>	
<p><b>2. Financial Solvency/Active Commercial Corridors</b></p> <p><u>Status as of November 1, 2014</u></p> <p>The Commercial Façade Grant opportunity has been advertised to the public beginning November 1, 2014. Qualified Census Tracts have been identified for this funding program to prompt business development in financially stressed areas. This program will continue until funding has been exhausted.</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>	<p>Ongoing</p>	

# 2014 – 2016 FORT PIERCE STRATEGIC PLAN UPDATE

Action/Activity	Implementation Date	Goal
<p><b>3. Financial Solvency/Sustainable Neighborhoods</b></p> <p><u>Status as of November 1, 2014</u></p> <p>The FY 15 SHIP program year is underway and currently two (2) homes are being improved. An additional twelve (12) homeowners have been prequalified for external home improvements through the SHIP program with bids anticipated for this work to be advertised in late November 2014.</p> <p><u>Status as of August 1, 2014</u></p> <p>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.</p>	1 <sup>st</sup> Qtr FY2015	
<p><b>4. Financial Solvency/Economic Development</b></p> <p><u>Status as of November 1, 2014</u></p> <p>RFQ 2014-010 concluded with the withdrawal of the proposal by Mosaic Development on September 25, 2014, however; economic development activities within the Urban Redevelopment Department continue, and are highlighted by the expanded marketing of the Fort Pierce Authentic Tours program. Aggressive utilization of the internet, national magazines, local publications, and gateway billboards has drawn extensive interest in the tourism related businesses operating in Fort Pierce.</p> <p><u>Status as of August 1, 2014</u></p> <p>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.</p>	4 <sup>th</sup> Qtr FY2016	

**City Commission Conference Agenda**

**Agenda Item # 4. D.**

**Meeting Date:** 11/10/2014

**Re:** Staff Comments on DEIS

**Submitted For:** Robert Bradshaw, City Manager

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**SUBJECT:**

Staff Comments on Draft Environmental Impact Statement for All Aboard Florida - Planning Manager

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**Attachments**

Staff Review of DEIS

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**Form Review**

Form Started By: Jennifer Robinson

Started On: 10/28/2014 03:51 PM

Final Approval Date: 10/28/2014




# CITY OF FORT PIERCE

## PLANNING DEPARTMENT

REBECCA GROHALL, AICP, PLANNING MANAGER  
COMPREHENSIVE PLANNING ♦ DEVELOPMENT REVIEW  
HISTORIC PRESERVATION ♦ URBAN DESIGN ♦ URBAN FORESTRY ♦ ZONING

**TO:** Robert Bradshaw, City Manager

**FROM:** Rebecca Grohall, Planning Manager 

**RE:** City Of Fort Pierce Staff Comments on the Draft Environmental Impact Statement For The All Aboard Florida Project

**DATE:** November 4, 2014

### Purpose

The purpose of this report is to outline Fort Pierce City staff comments in response to the recent Federal Railroad Administration (FRA) release of their Draft Environmental Impact Statement (DEIS) for the All Aboard Florida (AAF) Orlando to Miami Intercity Passenger Rail Project. The FRA is required by the National Environmental Policy Act (NEPA) to analyze the potential environmental impact that may result from this project. According to NEPA, the intent of a DEIS is to facilitate public discourse, allow federal agencies to study environmental impacts and assess alternatives, and inform decision makers and the public. The study evaluates the project comprehensively, but focuses primarily on Phase II West Palm Beach to Orlando. Overall recommendation is further comprehensive analysis needs to be completed with identified deficiencies being addressed, so that a complete understanding of increased train travel can be obtained.

The following report is divided into five major sections, Transportation, Land Use, Noise, & Vibration, Environmental Conditions, Hazardous Materials and Solid Waste Disposal, and Social, Economic, & Community Impacts, these sections correspond to major sections in the DEIS report.

### Transportation

#### Roadway Network and Grade Crossings:

The proposed All Aboard Florida Orlando to Miami Intercity Passenger Rail project is expected to run 32 passenger trains per day. In addition, Florida East Coast Railway (FEC) freight train trips are expected to increase from 14 to 20, thus approximately 52 trains per day would run on the FEC rail line, by 2016. This is a tremendous increase in train activity for the Fort Pierce area. A rapid increase such as this is obviously a concern to the community. Below are the major concerns that have been identified regarding the transportation section.

*Road Analysis-* Currently train routes intersect vital thoroughfares for the community. These roads include:

- Seaway Drive
- Orange Avenue
- Avenue A
- Avenue D Fisherman's Warf
- North Causeway
- Avenue C (A.E Backus Ave)

Undoubtedly, a rapid increase in trains per day will negatively affect the City's roadways. FRA did analyze traffic operations at grade crossing sections (Appendix 3.3 Grade Crossing Details); however, they only analyzed the largest volume arterial roads. Specifically for Ft. Pierce, they studied North Causeway and Seaway Drive. These are major thoroughfares, connecting the mainland to the islands, but they are not the City's only major roads. Consequently, without complete analysis of all grade crossings, we contend the report is inadequate and are requesting that AAF complete a full analysis of all grade crossings.

*Level of Service-* Reviewing the information available in the report estimated crossing grade for North Causeway during normal cycle is expected to be at Grade A. When freight trains cross Level of Service will be at Grade C and when Passenger trains cross level of service will be at Grade B. Weighted average is expected to be at Grade A. This is above minimum level of service standards, which is a D or better.

In contrast, the estimated crossing grade for Seaway Drive during normal cycle will be at Grade A. When freight trains cross level of service will be at Grade F and when Passenger trains cross level of service will be at Grade F. Weighted average is expected to be at Grade B. The change to level of service for Seaway Drive is alarming. However, it is unclear by the report why this crossing will fall below acceptable grade levels due to train traffic.

It is feasible Avenue C bridge is the cause. The bridge is a single track; presently daily operations often necessitate trains to switch to allow others to bypass. Added passenger service will presumably increase the need for railroad switching in this area. The report does not clearly state what actions will be taken to improve this crossing, in the report there is no indication FEC or AAF will be updating this bridge. In order to maintain level of service above standard grade during crossing, it will be necessary to upgrade this bridge and now would be the best time to take action.

*Traffic operations-* The DEIS report of North Causeway and Seaway Drive states these crossings will individually remain above acceptable level of service, but does not provide impact analysis of when trains cross multiple arterial roads simultaneously. In the case of multiple crossing closures, it is reasonable to predict further delays, as well as increase in road traffic on smaller irregularly utilized roads of which do not have the capacity for high volume traffic. The report does convey the increase in trains will cause additional closure events, but does not provide further research to understand the impact of the closures. In the report it states since passenger trains are shorter in length than existing freight, the additional impact from freight and passenger will be minimal. However supporting detail is vague, the report never addresses the overall impact of additional freight and passenger trains.

Moreover, the report does not provide any analysis on bicycle and pedestrian level of service, for the Ft. Pierce area this is important to identify, because of the City's growing alternative transportation users. Given the report's incomplete analysis of level of service, the report does not provide a full picture of the true impact of increased train activity at the City's grade crossings.

*Upgrades and Maintenance-* The City is concerned about the initial cost and future maintenance of crossing guards and surrounding area. Not only would the City's roadway crossings, which include gates, lights, signalization, medians, and other items, have to be upgraded, pedestrian crossings will need to be improved as well, which can include sidewalks, pedestrian guards and signs, pavement markings, and raising the approach to tracks. Supplementary documents from AAF state they would cover costs for upgrading and maintenance associated with double tracking only, not including quite zones upgrades. At present it is unclear what upgrades and maintenance will be covered by AAF, the report did not include this information.

In addition, upgrading and maintenance of two bridges Taylor Creek and Avenue C, is also a concern for the City. According to the DEIS report, the Taylor Creek bridge would be rehabilitated, though details were not presented in the report. Avenue C Bridge however was not discussed at all in the document. The AAF project will increase

the number of trains per day, and as a result frequency of road closures will also rise. A result, road closures will impact shifts in traffic patterns. Commuters will presumably utilize Avenue C as well as Citrus Avenue overpass more frequently to bypass the increased train traffic.

As previously stated the Avenue C Bridge (Figure 1), an older single track bridge, needs to be upgraded to assist with train and road traffic flow. Since, it is a single track, only one train can cross at a time, thus train switching before or after the crossing is necessary, this creates traffic flow problems at crossing intersections. Consequently, we will see traffic build ups at crossing intersections, such as Seaway Dr., Avenue D, Avenue A, Cedar Place, Avenue C, and the Citrus overpass.



Figure 1: Avenue C Bridge



Figure 2: Citrus Avenue Overpass

Traffic increase on Citrus Avenue overpass (Figure 2) is also concerning. If the AAF project moves forth the overpass will require inspection. Additional traffic, an expected result from the AAF project, will put increased stress on the overpass. AAF should work with the City to assist with upgrading and maintaining the overpass. Their assistance will help ensure the overpass meets safe load carrying capacity standards. It is imperative for the safety of travelers going over the train tracks on Citrus Avenue Overpass that it undergoes rehabilitation.

*Speed-* The DEIS report estimates train speeds may be in excess of 110 miles an hour at the Savannah Road crossing. Speed in the downtown area is expected to be between 40- 60 miles per hour. Trains moving through City center at those speeds pose obvious concern for community and wildlife safety. The report acknowledges a sealed corridor will be in place, but does not provided detailed information on the type of sealed corridor. An 8ft chain length fence would not be aesthetically pleasing, nor is it consistent with our code standards for our historic district and redevelopment areas. Since the FEC rails run through the middle of community the material of the sealed corridor must be compatible with the aesthetics in our area. This is to not disrupt the look and feel of our areas. With trains moving through our community on a regular basis an unattractive sealed corridor will increase the feel of a barrier between neighborhoods.

### **Marine Navigation:**

The DEIS report states the Taylor Creek railroad bridge would be rehabilitated. However, no details were provided. In 2007, the Taylor Creek Charrette was completed, at the time it was recommended to replace the current Taylor Creek Bridge with a vertical lift style bridge. The Treasure Coast Regional Planning Council team, during this time met with an FEC Representative, whom deemed a Vertical Lift bridge feasible and the preferred option (TCRPC, 2007).

Replacing the bridge would allow boats to travel from the Indian River Lagoon through Taylor Creek spurring economic development. A major facet of the Taylor Creek Charrette was the discussion of expanding marine industry opportunities. To accomplish expansion of the marine industry it was identified improvements of the bridge were necessary. If the bridge were to be modernized to a vertical lift bridge it would not only update an old outdated bridge, but also be a catalyst for redevelopment, by allowing for marine navigation into the area.



Figure 3: Taylor Creek Charrette area.

### **Other Transit:**

The City wants to ensure our multi-modal connectivity and ensure optimal level of service is sustained. However, the DEIS report did not speak to this issue specifically for Fort Pierce.

### **Bicycle/ Pedestrian:**

Ensuring safety near the tracks is another concern, especially for residents that travel by alternative transportation modes such as walking and bicycling. The FEC rail line runs through Ft. Pierce's lowest income areas (Census tracts 380100, 380200, 381000) the residents in these neighborhoods are more likely to use alternative forms of transportation and have higher probability to travel back in forth over the tracks. With the increase in trains per hour, risk for these travelers will greatly increase. Safety of these travelers is very important to the community, the DEIS does not provide in depth information on its plans to create safe pedestrian areas near and around the rails.

### **Public Safety and Emergency Response:**

Consistent with impediment of traffic operation level of service, is the obstruction of connectivity between major areas of the City. The City of Fort Pierce is a unique location, because it is where the FEC rail lines reconnect. Once considered a benefit when passenger rail stopped in the community, is now seen as a disadvantage. The rail line currently cuts through major economic hubs as well as divides the mainland from Hutchinson Island and North Island. The City sees the influxes of trains passing through the community as a hindrance to ensuring levels of connectivity between neighborhoods as well as between the mainland and the islands. Maintaining connectivity is important, especially for ensuring our emergency responders, Fire and Rescue and Police response, can respond without hindrance. The DEIS does not address the impact the additional trains will have on our emergency responders. Additionally, in the event of an evacuation manmade or natural how would the FEC respond? Would they stop the trains? Do they have an evacuation plan in place? Furthermore if these trains were

used to evacuate other communities in Florida, what is the FECR response to the negative impact it would oppose on our community. All these questions are not sufficiently answered by the report.

### **Recommendations:**

- FRA analyze of all our grade crossings, so that we have sufficient information on the impacts to the community;
- FRA provide further information regarding bicycle and pedestrian level of service;
- FEC/AAF implements adequate safety measures for pedestrian and bicycle areas around and on the track;
- FEC/AAF update crossings, ensuring they are ADA compliant;
- FEC/AAF implements improvements to Avenue C bridge;
- FRA researches alternative improvements, such as vertical lift, to Taylor Creek bridge;
- FEC/AAF provides detailed information of the sealed corridor ;
- FRA further researches multi-modal connectivity and level of service in the Fort Pierce area;
- FEC/AAF provide plans for local evacuation procedures;
- FEC/AAF provide detailed plans of any other evacuation plans regional or statewide.

## **Land Use, Noise, & Vibration**

### **Existing Land Use:**

The description of St. Lucy County as “low density and undeveloped lands” is a clear misrepresentation of our area. The City of Fort Pierce, established in 1901, is one of the oldest communities on the east coast of Florida. Ft. Pierce today, remains a vibrant community, with a rich history that includes a close relationship with the FEC rail line. The City became an important location for the rail line when Henry Flagler designated Fort Pierce as a division point in 1911 (St. Lucie County, 2014). Earning this designation facilitated exponential growth for the City, as well as establishing Fort Pierce as a pivotal location for freight train operations. Even though Fort Pierce is a significant location for the FEC, land use information provided within the DEIS report relating to Fort Pierce was incomplete and inaccurate.

### **Noise:**

Noise pollution, already a negative externality currently impacting our residence, is one concern Ft. Pierce wants to be proactive in mitigating. Noise pollution includes wheel squeal, flanging, idling, whistle, and railroad switching. With additional trains running through the middle of the community, increased noise will unquestionably bolster the negative externalities already impacting residents, something the City is very concerned about. The DEIS report did not adequately address the negative externalities associated with increased train trips. The report addresses existing conditions, but we contend the report did not sufficiently forecast future conditions. It is important to understand fully the noise exposer, so that plans can be made for mitigation efforts.

### **Quiet Zones:**

Implementation of Quiet Zones or other noise mitigation alternatives is a top priority for the City. If the AAF project moves forth using the FEC alternative, it is recommended AAF upgrade all FEC crossings guards to meet Quiet Zone standards. This will assist the City in pursuing Quiet Zone Application with the Treasure Coast Region.

### **Historical Structures and Districts:**

The DEIS report currently does not specify how additional vibration will affect homes and business located near the FEC rail. A majority of housing and commercial stock in the City of Fort Pierce is located near the rail line.

A fuller understanding is needed to evaluate the true consequence of vibration to our structures, since a majority of our historically significant properties, both commercial and residential, as well as an entire community enclave, Edgartown, is located very close to the rail line. Many of these buildings were built between late 1900's to 1950. The report poorly conveys how the vibration will negatively affect these areas. Concerns regarding vibration on these older buildings are a great concern for the City.

Along with vibration is the concern of the sealed corridor that will be in this area. A sealed corridor is to be built in the downtown; the City does not want a change length fence to be an option. Aesthetically it does not fit the look and feel of downtown, nor is it allowed in of design standards. A change length fence will be a hindrance to the City's redevelopment and historic preservation efforts. The FRA did not reach out to City staff to get a better understanding of the City's historic area, which calls into question their ability to evaluate the effects of vibration to these buildings.

**Recommendations:**

- FRA provides a more in-depth quantitative and qualitative evaluation on spill-over costs and negative externalities from noise;
- Request FEC/AAF assistances with Quiet Zone application;
- FRA provides further detailed research on impact of noise and vibration on historic structures;
- FEC, FRA and AAF improve their communication with planning staff.

**Environmental Conditions**

It's imperative to the City that environmental sensitive locations such as Savannah Preserve, Old Fort Park archeological site, Open Space Park, and waterways are not destroyed. The DEIS report does not address in any detail on how train traffic will impact these areas, nor offers any mitigation measures to ensure these sensitive areas will be protected over time. Thus, the City contends the DEIS is incomplete in this section.

**Recommendations**

- FRA provide detailed impact analysis on our local environmental areas
- FEC provide detail environmental mitigation plans

**Hazardous Materials and Solid Waste Disposal**

Hazardous materials and solid waste disposal is only discussed in any depth during construction period, the section is vague and does not give any substantive detail specific to any area. The report also is ambiguous about how they will handle mitigation efforts after construction period. Answers regarding how the AAF will prevent or mitigate any hazardous material spills or solid waste leakage, is unclear. Additionally, the report claims there are 337 potential contaminated sites, but does not discuss any details regarding any of the sites.

**Recommendations:**

- FRA provides detailed information on prevention and mitigation of hazardous material spills or solid waste leakage;
- FRA provides detailed information on where the contaminated sites are located; and if sites are located in our area provide plans of site cleanup.

## **Social, Economic, & Community Impacts**

### **Environmental Justice:**

The majority of minority and low income residences in St. Lucie County identified by the DEIS report, live in Ft. Pierce. The City has been working toward improving the quality of life for not only these community members, but for the entire Ft. Pierce community. Increased train traffic running three times per hour will negatively affect the quality of life, resulting in lasting negative effects for the entire community. Although the report drew attention to the low income and minority census tracts, it failed to provide any research on passenger rail and social equity. They failed to address issues such as barriers to integration, taking of land, and health. Until this section of the DEIS report addresses those and similar issues, the section should be considered incomplete.

### **Economic Impacts:**

The AAF project is expected to create spill-over costs. Negative externalities such as increased train noise and vibration, additional traffic delays, and unattractive sealed corridor may spur direct and indirect negative economic impacts to the Fort Pierce community. Loss of investment in Historic Fort Pierce Downtown, real estate degradation of commercial and housing properties, and loss of tourists' dollars to the local area, have all been identified as most concerning to the City.

Fort Pierce and surrounding Treasure Coast community will be absorbing all the costs with no benefits. Economically, the current proposed project does not benefit our local area. The DEIS report did not sufficiently discuss potential positive or negative economic impacts to Fort Pierce or similar areas, that will not be getting a stop. The report only discussed positive externalities and economic opportunities that will be spurred in cities with train stops. It is imperative the report identify both positive and negative impacts for all areas that will be affected by the project.

### **Historical & Cultural Resources:**

Preservation of Historical and Cultural Resources is important to the City of Fort Pierce. The City's restoration and preservation efforts have been and continue to be a top priority. Fort Pierce historical buildings were built as long ago as 1882. The typologies of these historic buildings vary from wooden frame, clay, concrete, and marble. Many of the oldest buildings are concentrated downtown and along the river and railroad (Appendix A: Historic Structures and Sites). The impact of additional trains per day on these various historical structures in these areas is unknown. Review of the DEIS report found the FEC did not sufficiently research Fort Pierce historical and archeological sites, nor did they adequately seek local planner comments regarding local historic resources. The report states they contacted our department, however there is not a planner on staff with the City or County who can verify that.

Since the FRA did not accurately or sufficiently identify local resources, they did not address the possible negative externalities that will negatively economically and physically impact our community. Increased trains will impact our historical, archeological, and culture resources, but they are currently unknown, due to their lack of research. Furthermore, FRA did not discuss any mitigation plans addressing how AAF would protect historic and archeological sites. Overall we find this section of the report lacks completeness. We have attached several maps in the Appendix showing the historical resources.

### **Recreational Resources:**

The FEC rail travels along Savannas Preserve State Park, Open Space Park, and Indian Hills Golf Course, concern over maintaining and preserving these open quiet spaces has been identified. The report stated there will be some impact from noise and vibration, however they do not speak specifically to our park areas nor do they offer any mitigation plans to protect these valuable areas.

**Recommendations:**

- FRA research the economic impacts on historical areas;
- FRA reevaluate of all Historical structures and sites;
- FRA address impacts on all Historical building typologies;
- FRA improve communication with planning staff;
- FRA reevaluate impact on local recreation areas.

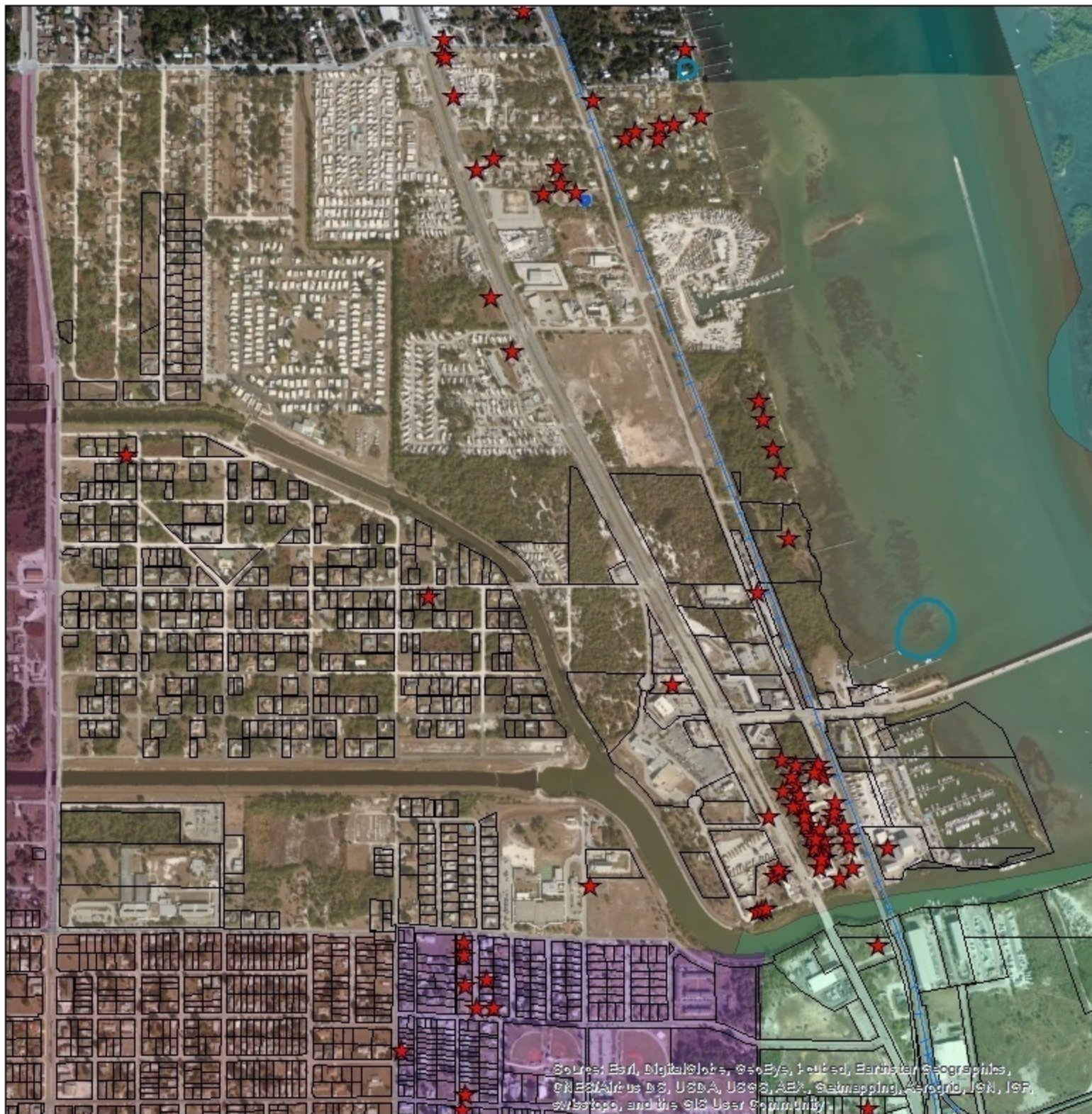
**Conclusion**

The AAF project is expected to impact the City, however there is not enough information presented in the DEIS to fully evaluate the report and gauge the full extent of the impact. The report lacked meaningful, quantifiable data that could be utilized to evaluate the additional traffic delays; impacts to grade crossings, effects on roadways and adjacent neighborhoods, and most importantly the true costs to the City. The City of Fort Pierce respectfully requests that All Aboard Florida reevaluate the report and provide actual data, not brushstroke statements.

**Attachments – Appendix A: Historical Resources in Fort Pierce**

# Appendix A: Historic Structures and Sites

## Fort Pierce Historic Resources



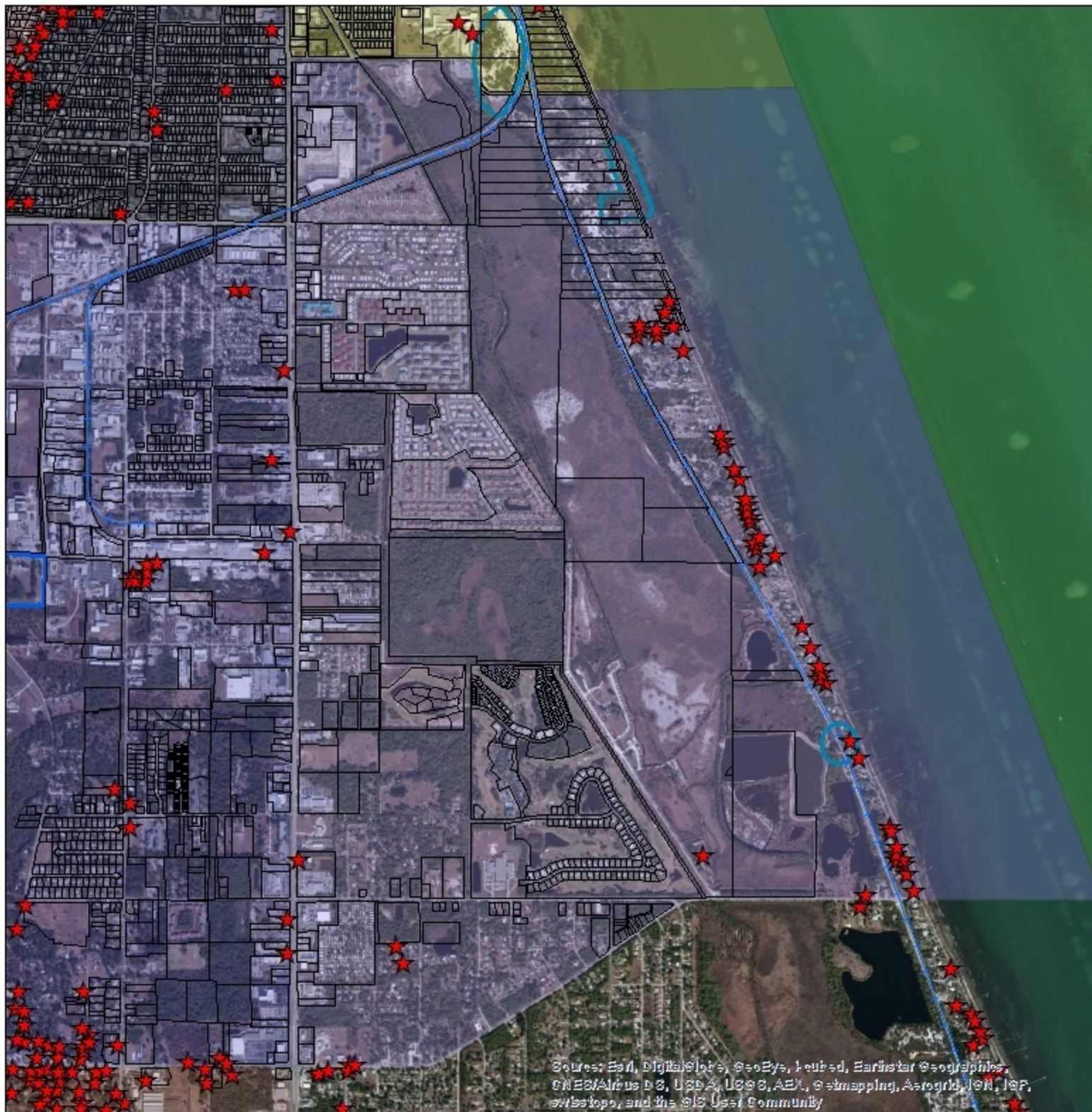
- ★ Historic Structures with FMSF Site ID
- +— FEC Rail Tracks
- Historical Cemeteries with FMSF Site ID
- Archaeologic Sites with FMSF Site ID
- U.S. Census Tract**
- 3809.01
- 3802
- 3801
- 3803
- 3809.02
- Fort Pierce City Wide Parcels



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, Aero, GeoMapping, IGN, ISP, Swire, and the GIS User Community

Map prepared November 4, 2014

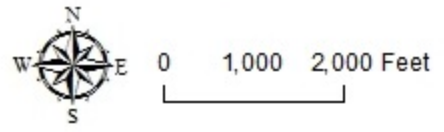
# Fort Pierce Historic Resources



- ★ Historic Structures with FMSF Site ID
- FEC Rail Tracks
- ▭ Historical Cemeteries with FMSF Site ID
- Archaeologic Sites with FMSF Site ID

### U.S. Census Tract

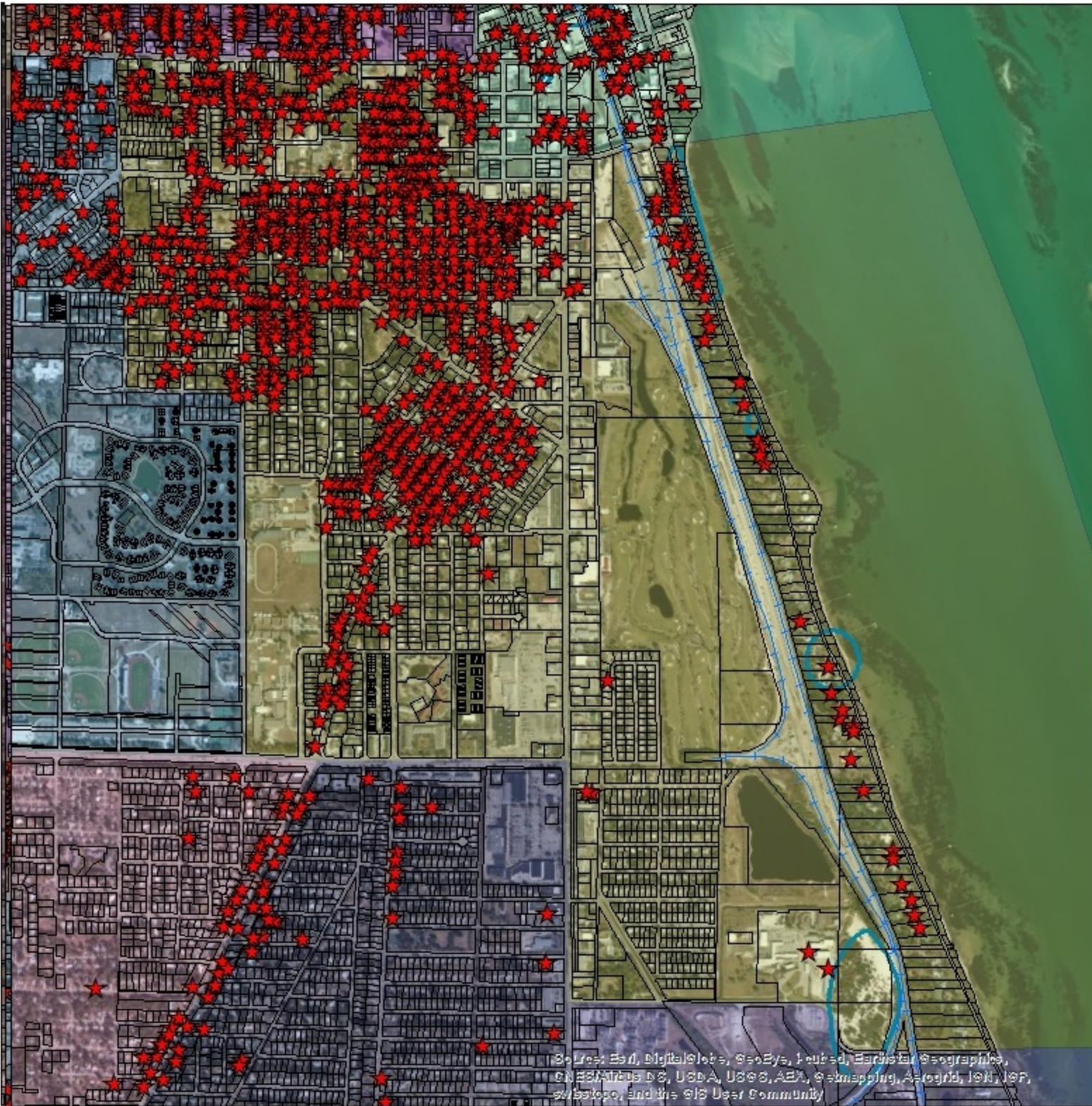
- 3805
- 3806
- 3814.01
- Fort Pierce City Wide Parcels



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, IGP, swisstopo, and the GIS User Community

Map prepared November 4, 2014

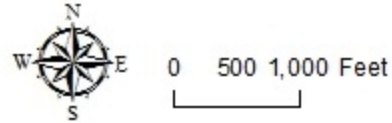
# Fort Pierce Historic Resources



- ★ Historic Structures with FMSF Site ID
- FEC Rail Tracks
- Historical Cemeteries with FMSF Site ID
- Archaeologic Sites with FMSF Site ID

### U.S. Census Tract

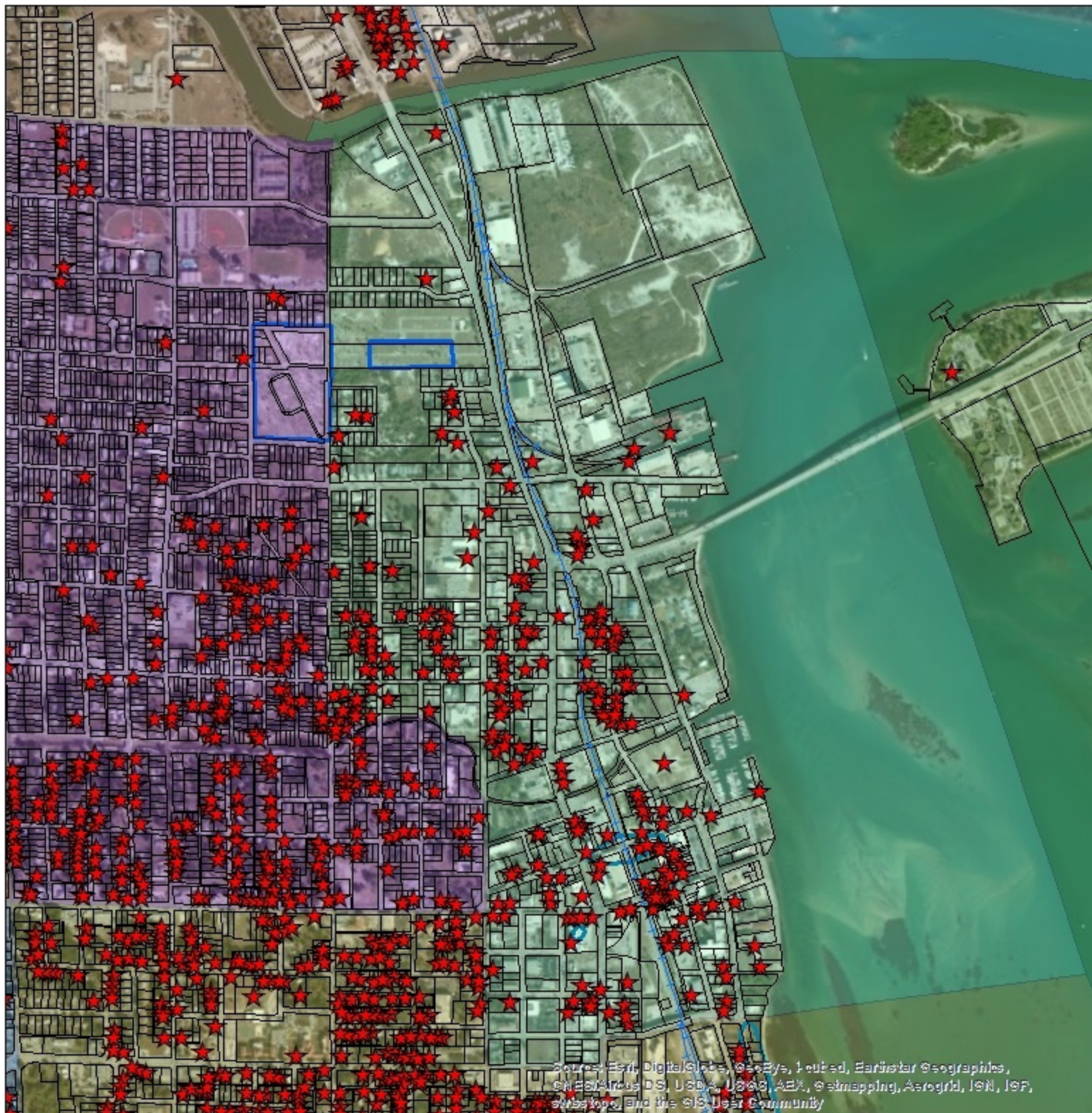
- 3801
- 3802
- 3804
- 3805
- 3814.01
- 3808
- Fort Pierce City Wide Parcels



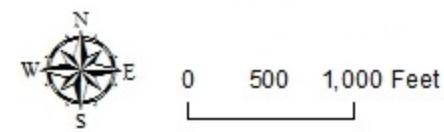
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# Fort Pierce Historic Resources



- ★ Historic Structures with FMSF Site ID
- +— FEC Rail Tracks
- ▭ Historical Cemeteries with FMSF Site ID
- ▭ Archaeologic Sites with FMSF Site ID
- U.S. Census Tract**
- 3809.01
- 3801
- 3802
- 3804
- 3805
- ▭ Fort Pierce City Wide Parcels



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, IGP, Swirecon, and the GIS User Community

Map prepared November 4, 2014