

# CITY OF FORT PIERCE

## CITY COMMISSION LEADERSHIP & STRATEGIC PLANNING WORKSHOP AGENDA

Workshop - Friday, April 25, 2014 - 9:00 a.m.

River Walk Center, 600 N. Indian River Drive, Fort Pierce, Florida

1. **CALL TO ORDER**
2. **PURPOSE AND DESIRED OUTCOMES**
3. **STRATEGIC PLAN UPDATE & VISION**
  - A. **Departmental Presentations**
    - a. City Clerk
    - b. Administrative Services
    - c. Finance
    - d. Management Information Systems
    - e. Planning
    - f. Code Enforcement
    - g. Police
    - h. Public Works
    - i. Engineering
    - j. Sunrise Theatre
    - k. Urban Redevelopment
    - l. Building
    - m. City Marina

n. Indian Hills Golf Course

o. Economic Development

**B. City Commission Discussion**

**4. NEXT STEPS**

**A. Compilation of Policy & Management Objectives**

**B. Updated Strategic Plan Presentation Summer 2014**

**5. ADJOURNMENT**

ANY PERSON SEEKING TO APPEAL ANY DECISION BY THE CITY COMMISSION WITH RESPECT TO ANY MATTER CONSIDERED AT THIS MEETING IS ADVISED THAT A RECORD OF PROCEEDINGS IS REQUIRED IN ANY SUCH APPEAL AND THAT SUCH PERSON MAY NEED TO INSURE THAT A VERBATIM RECORD OF THE PROCEEDINGS IS MADE INCLUDING THE TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED.

**City Commission Strategic Planning Workshop**

**Agenda Item # 3.**

**Meeting Date:** 04/25/2014

**Re:** Strategic Plan Update & Vision

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

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**Information**

**SUBJECT:**

**STRATEGIC PLAN UPDATE & VISION**

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**Attachments**

Leadership & Strategic Plan Progress Report December 2013

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**Form Review**

**Inbox**

City Manager

Form Started By: Jennifer Robinson

Final Approval Date: 04/23/2014

**Reviewed By**

Robert Bradshaw

**Date**

04/23/2014 12:09 PM

Started On: 04/23/2014 09:32 AM


















CITY OF FORT PIERCE

# LEADERSHIP & STRATEGIC PLAN PROGRESS REPORT



DECEMBER 15, 2013

# POLICY AGENDA – TOP PRIORITY
















 Administrative Services	 City Manager	 Finance	 Multiple Departments	 Public Works
 Building	 Code	 Marina	 Planning	 Sunrise Theatre
 City Clerk	 Engineering	 MIS	 Police	 Urban Redevelopment

FY Qtr	Department	Action/Activity	Status as of 12/15/13	Status as of 8/13/12	Status as of 5/14/12
2011 3 <sup>rd</sup>	Public Works	Solid Waste Disposal Options/Report	The Waste Management Transfer Facility is completed and staff has begun hauling all MSW to this location on Selvitz Road.	No change.	Completed. Public Works Department staff began hauling solid waste to the Okeechobee Landfill on March 1, 2012.
2011 3 <sup>rd</sup>	Public Works		No change -- completed	No change.	Completed. Commission approved agreement 1/17/12.
2011 4 <sup>th</sup>	City Manager	MSTU-MSBU Direction/Prepare recommendation for Hibiscus Park neighborhood	No change -- completed	No change.	Completed. Plans and assessment role completed, including determining number of affected properties. Report presented to property owners. Does not appear to be a consensus to move forward at this time.
2011 4 <sup>th</sup>	Urban Redev	Jetty Park & Roundabout/Redesign of roundabout	Construction completed.	No change.	Completed. Roundabout redesign completed and submitted to FDOT. Jetty Park redesign complete and submitted to FDOT for FHWA grant funding on 1/20/12.
2011 4 <sup>th</sup>	Planning	South Beach Western Peninsula Study/Complete charrette	Charrette conducted on March 17, 2012. Final Report presented to City Commission on September 17, 2012.	Charrette conducted on March 17, 2012. Final Draft Report presented to Public on August 1, 2012. Consultant preparing for presentation to City Commission in September 2012.	Charrette conducted on March 17, 2012. Draft report due from consultant during the week starting May 7, 2012.
2011 4 <sup>th</sup>	Planning	Entertainment Business District/Complete review	No change -- completed	No change.	Completed.
2011 4 <sup>th</sup>	Planning	Entertainment Business District/Draft ordinance	No change -- completed	No change.	Completed.
2011 4 <sup>th</sup>	Planning	Entertainment Business District/Decision on ordinance	No change -- completed	No change.	Completed. July 15, 2011.
2012 1 <sup>st</sup>	City Manager	MSTU-MSBU Direction/Identify boundary for each district	No change -- completed	No change.	Completed. December 2011.
2012 1 <sup>st</sup>	City Manager	MSTU-MSBU Direction/Identify improvement projects	No change -- completed	No change.	Completed. January 2012.
2012 1 <sup>st</sup>	City Manager	MSTU-MSBU Direction/Determine cost	No change -- completed	No change.	Completed. January 2012.

**POLICY AGENDA – TOP PRIORITY contd.**

<b>FY Qtr</b>	<b>Department</b>	<b>Action/Activity</b>	<b>Status as of 12/15/13</b>	<b>Status as of 8/13/12</b>	<b>Status as of 5/14/12</b>
2012 1 <sup>st</sup>	City Manager	Relations with Regional Utilities/PSL intergovernmental agreement – wastewater	No change – on hold	No change.	On hold at direction of the City Commission.
2012 1 <sup>st</sup>	City Manager	Relations with Regional Utilities/St. Lucie County interlocal agreement – bulk provision	No change – on hold	No change.	On hold at direction of the City Commission.
2012 1 <sup>st</sup>	City Manager	Relations with Regional Utilities/Annexation agreement – review	No change – on hold	No change.	On hold.
2012 1 <sup>st</sup>	Urban Redev	Jetty Park & Roundabout/Obtain FDOT funding	Construction completed.	No change.	Completed. Final plans submitted to FDOT to release \$1.6M grant funds on 1/20. FDOT approved submissions July 2012.
2012 1 <sup>st</sup>	Planning	South Beach Western Peninsula Study/Develop draft plan	Charrette conducted on March 17, 2012. Final Report presented to City Commission on September 17, 2012.	No change.	Draft plan being delivered during the week starting on May 7, 2012.
2012 1 <sup>st</sup>	Planning	South Beach Western Peninsula Study/Presentation to community	Charrette conducted on March 17, 2012. Final Report presented to City Commission on September 17, 2012.	Final Draft presented to Public on August 1, 2012. Consultant preparing for presentation to City Commission in September 2012.	Report presentation expected to occur no later than June 2012.
2012 2 <sup>nd</sup>	City Manager	MSTU-MSBU Direction/Prepare report	Task completed. Funding mechanism not available.	The City Commission decided to initiate the special assessment process to perform the South 7 <sup>th</sup> Street Reconstruction that the area residents requested. A total of 50 residents were notified of the proposed process and the City of Fort Pierce has received 28 responses that are not in support of this type of funding option.	Completed. February 2012.
2012 2 <sup>nd</sup>	Urban Redev	Jetty Park & Roundabout/Construction	Construction completed.	Jetty Park RFP issued in July 2012. RFP closed in August, but all submissions judged by Engineering staff to be non-responsive bids. RFP will be re-issued in September 2012. Purchase of land for roundabout from FPRA on 9/4/12 City Commission meeting agenda.	Jetty Park construction backed up to 3 <sup>rd</sup> Qtr 2012.
2012 3 <sup>rd</sup>	Planning	South Beach Western Peninsula Study/Reverter clause of deed with County	Research completed. Waste water treatment plant location contains two (2) reverter clauses to County and State of Florida ensuring that the property is used for public purposes in perpetuity.	Conducting research. Update at next quarterly status.	Pending the charrette report for the adoption of the goals from the study. Report presentation expected in late June/early July 2012.
2012 3 <sup>rd</sup>	Planning	South Beach Western Peninsula Study/Work with Fire Board	No change -- completed	No change.	Completed. Identified as stakeholder for charrette.

# POLICY AGENDA – HIGH PRIORITY
















 Administrative Services	 City Manager	 Finance	 Multiple Departments	 Public Works
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FY Qtr	Department	Action/Activity	Status as of 12/15/13	Status as of 8/13/12	Status as of 5/14/12
2011 3 <sup>rd</sup>	Planning	Edgartown Special Area Plan/Hire intern	Edgartown Settlement District created by in-house Staff without hiring of an intern.	No change.	Cancelled. City not awarded grant.
2011 4 <sup>th</sup>	City Manager	Wastewater Plant Relocation/Commission update on status	No change – completed	The consulting firm responsible for the charrette is scheduled to present the final report to the City Commission at their regular September 17, 2012 meeting.	Pending the charrette report for the adoption of the goals from the study. Report presentation expected in late June/early July 2012.
2011 4 <sup>th</sup>	City Manager	Wastewater Plant Relocation/Community planning initiative	No change – completed	The consulting firm responsible for the charrette is scheduled to present the final report to the City Commission at their regular September 17, 2012 meeting.	Pending the charrette report for the adoption of the goals from the study. Report presentation expected in late June/early July 2012.
2011 4 <sup>th</sup>	City Manager	Wastewater Plant Relocation/Develop long-term plan for site	No change – completed	The consulting firm responsible for the charrette is scheduled to present the final report to the City Commission at their regular September 17, 2012 meeting.	Pending the charrette report for the adoption of the goals from the study. Report presentation expected in late June/early July 2012.
2011 4 <sup>th</sup>	Urban Redev	Eco-tourism Strategy/Conference at Hilton Head Island	No change – completed	No change.	Completed. EcoTourism advisory board formed, initial grant process completed and funded, website in design, marketing plan developed, second round of grants March 2012.
2011 4 <sup>th</sup>	Engineering	Roadway Resurfacing & Reconstruction/Determine direction and funding	No change – funding not available.	Detailed costs determined for reconstruction of section of 7 <sup>th</sup> Street. Information regarding special assessment procedures sent to 50 property owners affected to gauge interest. Public meeting scheduled for 08/29/12 to provide information and address public questions.	Completed. Proposed MSBU for roadway resurfacing and reconstruction for Section M-4 to be presented to City Commission at 2/13/12 Conference Agenda meeting.
2011 4 <sup>th</sup>	Planning	Edgartown Special Area Plan/Finalize complete overlay	Completed. Ordinance L-270 created the Edgartown Settlement Zoning District. Adopted October 1, 2012.	In progress. Zoning District being created and applied to Phase 1 Area (Traditional Edgartown Area). This agenda item received Planning Board approval on August 14, 2012 and is scheduled for City Commission review on September 17, 2012.	In progress. Phased plan beginning 2nd Qtr 2012. Zoning overlay by end of 2nd Qtr. Required Comp Plan Amendment by end of calendar year 2012.
2011 4 <sup>th</sup>	Planning	Edgartown Special Area Plan/Adopt plan			
2012 1 <sup>st</sup>	Police	Police Revenue Initiatives/Red light cameras	No change – completed	No change. This initiative was cancelled April 19, 2012.	Completed. On April 19, 2012, the City Commission suspended implementation of red light enforcement cameras

**POLICY AGENDA – HIGH PRIORITY contd.**

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2012 1 <sup>st</sup>	Police	Police Revenue Initiatives/Contract towing	No change – completed	Fees will be implemented effective October 1, 2012.	Completed. On April 19, 2012, the City Commission directed staff to implement an administrative fee rather than adopting contract towing. Staff will implement fee program by June 15, 2012.
2012 1 <sup>st</sup>	Police	Police Revenue Initiatives/Alarm fees	In progress. Deferred to 911 Board of Governors for countywide revision of codes. Completion expected by 1 <sup>st</sup> Qtr FY 2014.	In progress. 911 Board of Governors to develop countywide ordinance and program. Completion expected by 1 <sup>st</sup> Qtr 2013.	Extended - On April 19, 2012, the City Commission directed staff to initiate action to revise the City’s False Alarm Ordinance. A revised ordinance will be presented by 4 <sup>th</sup> Qtr 2012.
2012 1 <sup>st</sup>	City Manager	Wastewater Plant Relocation/Identify alternative treatment and site	In progress. FPUA collaborating with City of Fort Pierce to identify location for new waste water treatment plant.	The consulting firm responsible for the charrette is scheduled to present the final report to the City Commission at their regular September 17, 2012 meeting.	Pending the charrette report for the adoption of the goals from the study. Report presentation expected in late June/early July 2012.
2012 2 <sup>nd</sup>	City Manager	Wastewater Plant Relocation/Evaluate funding options	In progress. FPUA collaborating with City of Fort Pierce to identify location for new waste water treatment plant with construction estimates.	The consulting firm responsible for the charrette is scheduled to present the final report to the City Commission at their regular September 17, 2012 meeting.	Pending the charrette report for the adoption of the goals from the study. Report presentation expected in late June/early July 2012.
2012 2 <sup>nd</sup>	Urban Redev	Parking Fees for Downtown/Complete study: meters, garage parking	No change.	No change.	Initial research on downtown parking to be completed after elections 1 <sup>st</sup> Qtr 2013.
2012 2 <sup>nd</sup>	Urban Redev	Parking Fees for Downtown/Prepare report	No change.	No change.	(See status of complete study: meters, garage parking).
2012 3 <sup>rd</sup>	Urban Redev	Eco-tourism Strategy/Complete draft strategy	26 Fort Pierce tourism businesses actively participating as of August 5, 2013.	Membership in FPAT continues to grow.	Completed. Marketing strategy formulated and funded February 2012. Grants strategy implemented 3 <sup>rd</sup> Qtr 2011 and second round of grants 3 <sup>rd</sup> Qtr 2012. 19 active FPAT members.
2012 3 <sup>rd</sup>	Urban Redev	Parking Fees for Downtown/Decision: direction	No change.	No change.	Direction from elected officials on DT parking fees delayed until 3 <sup>rd</sup> Qtr 2013.
2012 4 <sup>th</sup>	Urban Redev	Eco-tourism Strategy/Award grants for program	11 “sustainability and capacity-building” grants awarded for a total of \$53,300 in June 2013. Since program’s inception in 2011, 7 full-time and 21 ‘seasonal’ jobs created. Tourism owners report average 20% increase in business since program’s inception.	Second round of grants awarded in 3 <sup>rd</sup> Qtr, 2012. 10 new jobs created because of the program.	Economic development and marketing grants for FPAT eco-tourism program initially funded in 1 <sup>st</sup> Qtr 2011 and second round in 3 <sup>rd</sup> Qtr 2012.

# MANAGEMENT AGENDA – TOP PRIORITY

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2011 3 <sup>rd</sup>	Public Works	Youth Employment-Recreation Strategy & Initiative/Youth job fair – City participation and summer employment	Unable to fund in FY2013.	Completed 8/10/12. The Summer Youth Employment Program was a great success. This year, the City of Fort Pierce selected an excellent group of individuals who welcomed the opportunity to learn new skillsets.	Completed. The Public Works Department is partnering with the Police Department and the Administrative Services Department to generate an eight (8) week youth employment program designed to mentor young people and provide real work practical experience. The program is tentatively scheduled to begin June 2012. This program is forecasted to be an annual occurrence that will give young people in our community a greater understanding of the local government workforce and prepare them for their future.
2011 4 <sup>th</sup>	Police	Youth Employment-Recreation Strategy & Initiative/Evaluate future summer camps with report and recommendations	No change – completed	No change.	Completed. On April 19, 2012, the City Commission approved a draft budget for PAL Summer Camp / Employment Program. Program is being implemented by staff.
2011 4 <sup>th</sup>	Urban Redev	King Power Plant Brownfield Clean Up-Use/Determine direction	In progress. Parcels 2 and 3 have received unconditional site remediation completion order from FDEP. Source removal within parcel 1 is anticipated to be completed by Mid-2015.	No change.	In progress. King Power Plant confirmatory sampling discovered large area of PCB contamination, which was not delineated on the previous FPUA consultant's report. All testing focusing on PCB issues. Site enrolled in EPA's TSCA program. Additional \$240k grant funding obtained over and above initial \$720k from EPA/CDBG. City designates site as brownfield. DEP approves site for enrollment in state program. Passive use after cleanup.
















**MANAGEMENT AGENDA – TOP PRIORITY contd.**

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2012 1 <sup>st</sup>	Building	Permitting Process Improvements/Develop flow for permitting process	No change -- completed We continue to monitor permit flow. Building Permit activity has increase by 30% in the current Fiscal Year.	No change.	Completed. The solution is to divide the permit application stream into two separate categories, Large Projects and Small Projects. This simple adjustment allows the smaller projects to flow through the review process quickly and not be delayed by the lengthy review times for larger projects. Larger projects obviously require more review time and usually the applicants of these projects are more understanding of this. The Building Department first implemented this refinement in 2009 with great success, and has subsequently recommended it to the Planning Department.
2012 1 <sup>st</sup>	Building	Permitting Process Improvements/Identify stakeholders	No change -- completed	No change.	Completed. The stakeholders are all City departments involved in the permitting process and the applicants.
2012 1 <sup>st</sup>	Building	Permitting Process Improvements/Evaluate process	No change -- completed We continue to monitor permit application to permit issuance.	No change.	Completed. Evaluating the permitting process required tracking the length of time required in order to process an average permit and then identifying the areas of concern.
2012 1 <sup>st</sup>	Admin Svcs	Employee Wellness Program/Develop hiring non-smoker policy for new hires	Smoking cessation program for existing employees has been developed. Staff currently researching effective methods to implement hiring policies	Reviewing different approaches to see which one will be the best fit for the City of Fort Pierce.	We received our Health Assessment on April 30, 2012. Our overall wellness score was 70. Any score below 80 tells us that as a workforce we can develop certain adverse medical conditions. We have reviewed the report and decided to implement an overall plan to improve our workplace health in our high risk and borderline areas.
2012 1 <sup>st</sup>	City Manager	Community Unity Celebration at Moore's Creek/Develop a food festival at Moore's Creek	No change -- completed	No change.	The City of Fort Pierce will continue to assist the event organizers from Lincoln Park Main Street to create this successful event.
2012 1 <sup>st</sup>	City Manager	Community Unity Celebration at Moore's Creek/Decision: direction	No change -- completed	No change.	The City of Fort Pierce will continue to assist the event organizers from Lincoln Park Main Street to create this successful event.

**MANAGEMENT – TOP PRIORITY contd.**

FY Qtr	Department	Action/Activity	Status as of 12/15/13	Status as of 8/13/12	Status as of 5/14/12																																																																						
2012 1 <sup>st</sup>	Urban Redev	King Power Plant Brownfield Clean Up-Use/Clean-up completed	In progress. Parcels 2 and 3 have received unconditional site remediation completion order from FDEP. Source removal within parcel 1 is anticipated to be completed by Mid-2015.	FPRA submits BSRA to FDEP in July 2012. Mobile lab deployed in August to assist in determining extent of PCB contaminated dirt to be removed from Parcel 1. Consultant estimates that PCB removal could cost \$750k. EPA monitoring scheduled for 8/28/12. Will discuss potential for additional grant funding to cover TSCA removal expenses. Initial EPA removal funding virtually exhausted.	Parcel 3 fence removed, no further cleanup action anticipated. Parcel 2 ISR completed; anticipate monitoring well requirement. Parcel 1 PCB issues growing; significant additional assessment required. Anticipate cleanup to be completed 4 <sup>th</sup> Qtr 2013.																																																																						
2012 2 <sup>nd</sup>	Building	Permitting Process Improvements	<table border="1"> <thead> <tr> <th><u>Permit Type</u></th> <th><u>2013 Number Issued</u></th> <th><u>Average Days to Issuance</u></th> <th><u>2012 Number Issued</u></th> <th><u>Average Days to Issuance</u></th> </tr> </thead> <tbody> <tr> <td>Large Commercial</td> <td>7</td> <td>44.8</td> <td>8</td> <td>25.7</td> </tr> <tr> <td>Commercial Repair</td> <td>543</td> <td>14.1</td> <td>215</td> <td>6.3</td> </tr> <tr> <td>New Residential</td> <td>7</td> <td>31.0</td> <td>7</td> <td>6.3</td> </tr> <tr> <td>Residential Repair</td> <td>472</td> <td>5.5</td> <td>261</td> <td>4.6</td> </tr> <tr> <td>Misc. Electrical</td> <td>429</td> <td>4.7</td> <td>298</td> <td>4.5</td> </tr> <tr> <td>Misc. Plumbing</td> <td>395</td> <td>4.9</td> <td>218</td> <td>3.6</td> </tr> <tr> <td>Air Conditioning</td> <td>921</td> <td>4.3</td> <td>429</td> <td>3.1</td> </tr> <tr> <td>Reroof</td> <td>171</td> <td>5.2</td> <td>145</td> <td>5.0</td> </tr> <tr> <td>Storm Shutters</td> <td>63</td> <td>5.4</td> <td>65</td> <td>5.5</td> </tr> <tr> <td>Fences</td> <td>104</td> <td>4.5</td> <td>97</td> <td>6.9</td> </tr> <tr> <td>Signs</td> <td>123</td> <td>15.8</td> <td>118</td> <td>7.1</td> </tr> <tr> <td>Tents</td> <td>18</td> <td>4.4</td> <td>12</td> <td>6.5</td> </tr> <tr> <td>Demolitions</td> <td>57</td> <td>17.2</td> <td>56</td> <td>10.4</td> </tr> </tbody> </table>	<u>Permit Type</u>	<u>2013 Number Issued</u>	<u>Average Days to Issuance</u>	<u>2012 Number Issued</u>	<u>Average Days to Issuance</u>	Large Commercial	7	44.8	8	25.7	Commercial Repair	543	14.1	215	6.3	New Residential	7	31.0	7	6.3	Residential Repair	472	5.5	261	4.6	Misc. Electrical	429	4.7	298	4.5	Misc. Plumbing	395	4.9	218	3.6	Air Conditioning	921	4.3	429	3.1	Reroof	171	5.2	145	5.0	Storm Shutters	63	5.4	65	5.5	Fences	104	4.5	97	6.9	Signs	123	15.8	118	7.1	Tents	18	4.4	12	6.5	Demolitions	57	17.2	56	10.4		The department heads of both the Building and Planning Departments are confident that the implementation of these recommendations will greatly improve the efficiency of the permitting process as well alleviate unnecessary pressure on City staff. We are sure that by conducting regular audits of the permitting process, implementation of procedural refinements and the use of the Click to Gov program will greatly improve our service rendered to the citizens of Fort Pierce. Both departments continue to monitor the changes that have been implemented. We anticipate even greater efficiency and transparency to our residents when Click2Gov comes on-line.
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2012 2 <sup>nd</sup>	Admin Svcs	Employee Wellness Program/Implement wellness program – quarterly activity report	No change – completed	No change.	Completed and on-going. There will be a Health and Safety Fair May 8, 2012. We have added the following new programs: PAL Park Cycling, Team Basketball, Monthly Lunch and Learns and Blue Brain Shark Presentations.																																																																						
2012 3 <sup>rd</sup>	City Manager	Community Unity Celebration at Moore's Creek/Conduct event	Completed – events held quarterly	The next Jazz on Moore's Creek event is scheduled for October 12, 2012.	The next Jazz on Moore's Creek event is scheduled for June 2012.																																																																						
2012 3 <sup>rd</sup>	Sunrise Theatre	Sunrise Theatre Foundation/ Goals – measures	Sunrise Theatre management coordinating discussion with Foundation	No change.	Sunrise Theatre management coordinating discussion with Foundation.																																																																						
2012 3 <sup>rd</sup>	Sunrise Theatre	Sunrise Theatre Foundation/Decision: action	Sunrise Theatre management coordinating discussion with Foundation	No change.	Sunrise Theatre management coordinating discussion with Foundation.																																																																						

# MANAGEMENT AGENDA – HIGH PRIORITY

 Administrative Services	 City Manager	 Finance	 Multiple Departments	 Public Works
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FY Qtr	Department	Action/Activity	Status as of 12/15/13	Status as of 8/13/12	Status as of 5/14/12
2011 3 <sup>rd</sup>	Planning	City Sustainability Plan/Green design standard for historic district	No change -- completed	No change.	Completed. Ordinance adopted 7/5/11. Presented to Florida APA in September 2011 and to Florida Historic Trust 5/20/11.
2011 4 <sup>th</sup>	Public Works	City Sustainability Plan/RFQ performance contract	ConEdison/BGA has completed the Investment Grade Audit and has identified approximately \$6 Million dollars of capital improvement energy conservation measures that are scheduled to generate over \$400,000 of annual energy cost savings. Final contract negotiation is nearing completion. Contract is tentatively scheduled to be presented to City Commission on January 21, 2014.	Representatives from ConEdison have been gathering information and gave a presentation to the City Commission on September 4, 2012. It is anticipated that the Investment Grade Audit will be completed within the next 60-90 days.	Completed. The Energy Efficiency & Conservation Team (EECT) is completing negotiations with ConEdison to perform an Investment Grade Audit on City of Fort Pierce buildings, facilities, and other infrastructure. Comments from the EECT and City Attorney's Office were forwarded to ConEdison March 19, 2012, and again on April 5, 2012. ConEdison has responded on April 25, 2012 with a clean draft that addresses previous concerns. The City Attorney's Office is currently in possession of the latest draft and we are awaiting their comments. It is anticipated that the contract negotiation process will be completed by May 21, 2012.
2011 4 <sup>th</sup>	Engineering	Stormwater Replacement Projects/Prepare report	10 <sup>th</sup> Street construction - completed.	10 <sup>th</sup> Street reconstruction is currently on-going with completion estimated by February 2013.	Pinecrest Estates drainage improvements and 10 <sup>th</sup> Street drainage replacement are two stormwater projects prioritized for this fiscal year. Construction has been completed on Pinecrest, and 10 <sup>th</sup> Street is scheduled to begin construction by June 2012.
2011 4 <sup>th</sup>	Engineering	Stormwater Replacement Projects/Determine project priority	CIP updated for stormwater projects.	Currently updating CIP list for upcoming fiscal year.	Completed. Priority list included on latest CIP.
















**MANAGEMENT – HIGH PRIORITY contd.**

<b>FY Qtr</b>	<b>Department</b>	<b>Action/Activity</b>	<b>Status as of 7/15/13</b>	<b>Status as of 8/13/12</b>	<b>Status as of 5/14/12</b>
<b>2012 1<sup>st</sup></b>	City Manager	River Walk Center/Develop new signage, logo, marketing collateral	No change -- completed	No change.	Completed. New RWC logo created and incorporated with re-branding of City facility through print advertising promoting the facility's rental and programming. Print advertisement campaign of classes/programming 13-weeks in Hometown News with article, monthly Main Street Focus full page ad of classes/programming to run for 3 months in 2 <sup>nd</sup> Qtr 2012, advertising on FPTV 27, City website, City newsletter, news release sent to media outlet of classes, contact wedding/event planners to add RWC to their listings of potential sites on the internet, development and printing of new RWC brochure and classes offered to promote facility.
<b>2012 1<sup>st</sup></b>	Urban Redev	Fisherman's Wharf & Black Pearl Master Plan/Obtain grant	No change – no funding identified.	No change.	Completed. CDBG-DRI grant funding for Fisherman's Wharf denied.
<b>2012 1<sup>st</sup></b>	Publics Works	City Sustainability Plan/Present policy and procedure	No change -- completed	No change.	Completed. The Energy Efficiency & Conservation Team has developed operational procedures that have generated significant monetary savings for the City of Fort Pierce. A report was presented to the City Commission December 19, 2011 that outlined accomplishments to date and future goals to attain.
<b>2012 1<sup>st</sup></b>	City Manager	Citizen Academy Development/Define concepts of citizen academy	No change -- completed	Draft curriculum completed.	Draft program completed and will be presented to City Commission at May 14, 2012 Conference Agenda meeting.
<b>2012 1<sup>st</sup></b>	City Manager	Citizen Academy Development/Presentation to Commission	Presented to City Commission at December 12, 2012 Conference Agenda meeting.	Draft curriculum will be sent to City Commission for review.	Tentative curriculum completed and will be presented to City Commission at May 14, 2012 Conference Agenda meeting.
<b>2012 2<sup>nd</sup></b>	Marina	Treasure Coast Youth Sailing Program Expansion/Identify site	Completed. Location for expansion determined at Jaycee Park. Contract executed with the City.	In progress. Site still undetermined at this time.	In progress. To be determined pending discussions with a waterfront property owner and FPUA.
<b>2012 2<sup>nd</sup></b>	City Manager	Citizen Academy Development/Decision: direction	Class I Completed. Class II scheduled for Spring 2014.	In progress. Draft curriculum to be scheduled for next Conference Agenda meeting for City Commission direction.	In progress. Tentative curriculum completed and will be presented to City Commission at May 14, 2012 Conference Agenda meeting.

**MANAGEMENT – HIGH PRIORITY contd.**

<b>FY Qtr</b>	<b>Department</b>	<b>Action/Activity</b>	<b>Status as of 12/15/13</b>	<b>Status as of 8/13/12</b>	<b>Status as of 5/14/12</b>
2012 3 <sup>rd</sup>	City Manager	River Walk Center/Complete minor building improvements	No change -- completed	No change.	Completed. RWC general physical improvements: removal of excessive no-parking signs, outside seating, updated outside landscaping and fountain, cleaning of patio area, established regular maintenance schedule, painted large inside room and kitchen, installation of louvered shutters to separate kitchen from main room.
2012 3 <sup>rd</sup>	City Manager	River Walk Center/Develop plan for facility	Redesign of Veteran’s Park to include ADA compatibility and enhanced public restrooms. Saint Lucie County and City of Fort Pierce working together to complete design and construction. Construction improvements tentatively scheduled to begin April 2014.	Grant is still pending.	Completed. Veteran's Park plan: a grant was applied for by Urban Redevelopment to redesign the park and signage - estimated award announcement in 2 <sup>nd</sup> Qtr 2012.
2012 3 <sup>rd</sup>	Urban Redev	Fisherman's Wharf & Black Pearl Master Plan/Receive funding	No change – no funding identified.	RFP issued for development of Fisherman’s Wharf in June 2012. Presentation by 2 respondents at July FPRA Special Called Meeting. Abinanti group chosen and staff directed to negotiate with developer.	In progress. RFP for Fisherman’s Wharf redevelopment issued. Negotiations with potential developers. CDBG-DRI grant funding for Fisherman’s Wharf was denied.
2013 1 <sup>st</sup>	Urban Redev	Fisherman's Wharf & Black Pearl Master Plan/Develop plan	No change – no plans developed.	Staff continues discussions with Abinanti group after July selection. Staff holding final meetings with Commissioners week of 8/27/12 to get final direction on draft Developers Agreement and to confirm Commission support for project.	In progress. Continued negotiations with successful respondent to RFP.

# MANAGEMENT IN PROGRESS

 Administrative Services	 City Manager	 Finance	 Multiple Departments	 Public Works
 Building	 Code	 Marina	 Planning	 Sunrise Theatre
 City Clerk	 Engineering	 MIS	 Police	 Urban Redevelopment

FY Qtr	Department	Action/Activity	Status as of 12/15/13	Status as of 8/13/12	Status as of 5/14/12
2011 2 <sup>nd</sup>	Planning	LDR: Revision, Decision	Staff has taken on this task as an in-house project and has already advanced several re-write Ordinances to the Planning Board and City Commission. Additional Ordinances are forthcoming.	In progress. Duncan Associates provided an updated final draft that appears to be contrary to contract specifications. Planning Department is developing a method to cancel the contract, and complete the LDR update in-house.	In progress. Planning Board provided final comments February 2012. Duncan Associates reviewing and preparing their final draft to be presented to the Planning Board during their June 2012 meeting.
2011 3 <sup>rd</sup>	Finance	New Bank Conversion	No change – completed	No change.	Completed.
2011 3 <sup>rd</sup>	Urban Redev.	Sculpture Symposium	No change – City staff to coordinate art exhibit activities mid-2014.	Staff attended County Arts and Culture Consortium summer summit on 8/16/12. Interlocal Agreement with County not drafted yet but verbal agreement in place. Need to issue RFP for maintenance on public art collection. Anticipate draft Interlocal to be in place 1 <sup>st</sup> Qtr 2013.	In progress. St. Lucie County, our partners in the Arts in Public Places program, have decided to get out of the art business and proposed transferring all public art assets in the joint collection to the City of Fort Pierce. We are in the process of drafting an Interlocal Agreement, transferring ownership and maintenance responsibilities to the City. Transfer to be completed by 3 <sup>rd</sup> Qtr 2012. Plans for symposium shelved.
2011 3 <sup>rd</sup>	Public Works	City Recycling Program: Report, Direction	Completed. PWD staff has officially launched the City of Fort Pierce Single Stream Recycling initiative.	The Public Works Department is in receipt of the lone bid in response to RFP 6104. The decision has been made to begin Single Stream Recycling in house on October 1, 2012 utilizing existing equipment and personnel.	The Public Works Department is currently generating technical specifications for the advertisement of a bid for curbside residential recycling utilizing single stream methodology. The prospective vendor will give eligible residents a container and implement aggressive education and awareness programs to ensure elevated participation rates. It is anticipated that this bid will be advertised within the next 30 to 60 days.
2011 3 <sup>rd</sup>	Planning	Neighborhood Park Lands Deficit: Funding Solution	The City is facing a projected deficiency of 3.89 acres by the year 2020. Planning Staff revised the most recent CIE report with the most up-to-date population projections which helped to reduce the overall deficit. This will be closely monitored to ensure compliance with the adopted LOS.	No change.	Completed. Designation and construction of PAL Park satisfies this requirement until 2015.

**MANAGEMENT IN PROGRESS contd.**

FY Qtr	Department	Action/Activity	Status as of 12/15/13	Status as of 8/13/12	Status as of 5/14/12
2011 4 <sup>th</sup>	City Manager	Animal Control Transfer	No change – completed	No change.	Completed.
2011 4 <sup>th</sup>	Admin Svcs	Benefits for New Hires: Decision, Direction	No change -- completed	We introduced new benefits for new hires to all three unions: Teamsters-Approved; PBA-No new hires (not applicable); IUPA-presented but have not received comment.	In progress. We have met with Teamsters and discussed new benefits for new hires. Preliminary discussions with PBA to set a meeting for new negotiations (FY 2012-13). No conversation with IUPA, still at impasse.
2011 4 <sup>th</sup>	Public Works	Energy Efficiency Conservation Block Grant	No change -- completed	Completed. City Hall has experienced 30% energy savings due to the measures financed by this grant.	In progress. The Public Works Department in coordination with the HUD staff is nearing completion of the energy conservation measures as part of the U.S. Energy Department of Energy Efficiency & Conservation Block Grant (EECBG) Program. The City Hall lighting retrofit project is approximately 85% complete and currently being performed within City Hall by Facilities Maintenance personnel on an interim basis as time permits. City Hall will also receive an additional HVAC unit for the excessive heat producing MIS Equipment Room. The Willie B. Ellis Police Substation will have two (2) existing HVAC units replaced to increase efficiency.
2011 4 <sup>th</sup>	Admin Svcs	Union Negotiations: a) Teamsters b) PBA c) IUPA	Completed. All three (3) labor unions have current contract with the City of Fort Pierce.	a) Teamsters-Awaiting Executive Team approval; b) PBA-Three articles to approve (Final meeting 9/12/12); c) IUPA-Two articles to approve.	In progress. Waiting on conceptual approval of budget to move forward with negotiations.
2011 4 <sup>th</sup>	Admin Svcs	GovDeals Surplus Auction	Completed.	Awaiting approval from City Attorney's office.	In progress. We have added Public Surplus as an additional vendor.
2011 4 <sup>th</sup>	Admin Svcs	Family Medical Policy: Decision (Return to 100% Coverage for City Employee	Medical insurance options to be reviewed by Insurance Committee to determine mechanism to provide most cost effective and beneficial family medical coverage.	Approved policy for 10/1/12-9/30/13 with 3.4% increase.	Under evaluation during budget process.
2011 4 <sup>th</sup>	City Manager/Finance	Budget-Millage Rate & Services: Prioritization	No change -- completed	No change.	In progress. Developing two year balanced budget.
2011 4 <sup>th</sup>	City Manager/Finance	Public Education on City Finances and Services	No change – completed	No change.	Completed. Finance Director meets quarterly with public after completion of Quarterly Financial Report.
2011 4 <sup>th</sup>	Planning	South Bridge Project (2 Lanes): Grant Funding, Decision	No change -- completed	No change.	Completed. Workshop conducted by SLC TPO September 17, 2011. Result was negative support for concept.

**MANAGEMENT IN PROGRESS contd.**

<b>FY Qtr</b>	<b>Department</b>	<b>Action/Activity</b>	<b>Status as of 12/15/13</b>	<b>Status as of 8/13/12</b>	<b>Status as of 5/14/12</b>
2011 4 <sup>th</sup>	Planning	South Bridge Project (2 Lanes): Grant Funding, Decision	No change -- completed	No change.	Completed. Workshop conducted by SLC TPO September 17, 2011. Result was negative support for concept.
2011 4 <sup>th</sup>	Engineering	Docks at Manatee Boat Ramp: MSTU Funding	No change -- postponed	Postponed until after Marina Construction. No funding has been identified at this time.	Postponed until after Marina Construction.
2011 4 <sup>th</sup>	Police	Parks Ordinances: Adoption	No change – completed	No change.	Completed. On February 21, 2012, the City Commission adopted Ordinance L-246, accomplishing this goal.
2011 4 <sup>th</sup>	Planning	LDR-Protection of Native Plants and Colorful Flowering Plants & Trees: Direction	Ongoing.	No change.	On the horizon.
2011 4 <sup>th</sup>	Code Enforcement	Animal Control/License: Renegotiation of Contract	City staff shall continue to negotiate animal services contract with Humane Society of Saint Lucie County to obtain feasible cost structure on annual basis.	No change.	Completed. April 2012.
2011 4 <sup>th</sup>	Planning	Annual Rezone to Existing Use Proposal: Decision	Additional discussion/direction with City Commission needed.	No change.	In progress. Projected for summer 2012.
2011 4 <sup>th</sup>	Planning	Arcade Ordinance: Decision	Completed. Ordinance L-217 was adopted on December 5, 2011. Additional analysis on effects of recent State Legislation may be needed by City Attorney's Office.	No change.	Completed. 12/5/11.
2011 4 <sup>th</sup>	Public Works	LED Street Light Replacement: RFQ, Funding	Contract negotiations are in progress with ConEdison/BGA to replace all City owned street lights with LED energy efficient units.	Audit is in progress.	The Energy Efficiency & Conservation Team (EECT) is completing negotiations with ConEdison to perform an Investment Grade Audit on City of Fort Pierce buildings, facilities, and other infrastructure.
2011 4 <sup>th</sup>	Planning	Historic Preservation Award (5/11): Funding	No funding provided. Awards ceremony funded through donations (i.e. potluck dinner, etc.).	No change.	In progress. Award ceremony scheduled for May 2012 which is Historic Preservation Month. No funding identified.
2011 4 <sup>th</sup>	Planning	Historic Preservation Fee: Evaluation, Direction	In progress. Additional discussion with Historic Preservation Board and City Commission needed.	No change.	In progress. Approved by Historic Preservation Board 5/20/11 and is currently being reviewed by legal.
2011 4 <sup>th</sup>	Public Works	PAL Gymnasium Relocation-YMCA Building: Evaluation, Direction	No change -- completed	No change.	Completed.
















**MANAGEMENT IN PROGRESS contd.**

FY Qtr	Department	Action/Activity	Status as of 12/15/13	Status as of 8/13/12	Status as of 5/14/12
2012 1 <sup>st</sup>	Public Works	Rotary Park Structure & Boardwalk Replacement: MSTU Funding	Completed. Successful community effort brought hundreds of volunteers together to construct new playground facility for our children.	No change.	In progress. Public Works staff is working with the local Rotary Club to conceive a plan for the replacement of a playground unit at the subject park. The local Rotary Club has expressed a desire to partner with the City of Fort Pierce to produce another community volunteer experience for the replacement of the existing playground set. The targeted date of completion is October 2013.
2012 1 <sup>st</sup>	Police	Alarm Registration & Response Fee: Direction	No change – completed (direction provided). See Police Revenue Initiatives / Alarm Fees.	911 Board of Governors to develop countywide ordinance and program. Completion expected by 1 <sup>st</sup> Qtr 2013.	Completed - On April 19, 2012, the City Commission directed staff to initiate action to revise the City's False Alarm Ordinance. A revised ordinance will be presented by 4 <sup>th</sup> Qtr 2012.
2012 2 <sup>nd</sup>	City Attorney/ Admin. Svcs	Personnel Rules & Regulations: Revisions	No change -- completed	No change.	Completed. Revised rules distributed to employees March 12, 2012.
2012 2 <sup>nd</sup>	Admin Svcs	Compensation Policy: Evaluation, Decision		No change.	In progress. Updated job descriptions and job classifications are being reviewed.
2012 2 <sup>nd</sup>	City Clerk	Unlicensed Businesses: Revenue Recovery: Progress Report	In progress for FY2013.	Starting for FY2013.	Completed for FY2012.
2012 2 <sup>nd</sup>	City Manager	Beach Sand Renourishment: Lobbying for Funding	No change - completed	No change.	Completed. Letter to County Administrator dated 11/8/11.
2012 2 <sup>nd</sup>	Police	Strategic/Crime Control Plan: Adoption	No change – completed	Completed. On July 2, 2012, the police department's strategic plan was presented to the City Commission at a regular meeting.	Completed. On April 19, 2012, the City Commission reviewed and approved the police department's strategic plan.
2012 2 <sup>nd</sup>	Public Works	Dr. Martin Luther King, Jr. Dreamland Park: Transfer, Funding	No change -- completed	No change.	Completed. The Public Works Department has officially absorbed the operations and maintenance responsibilities of this park beginning January 1, 2012. The fields and other amenities will be operated, as per other City parks, on a first come first serve basis for open play.
2012 2 <sup>nd</sup>	Planning	Gateway and Entrance Plan: Grant Funding	Original grant application not awarded. Project is ongoing.	No change.	On the horizon.

**MANAGEMENT IN PROGRESS contd.**

<b>FY Qtr</b>	<b>Department</b>	<b>Action/Activity</b>	<b>Status as of 12/15/13</b>	<b>Status as of 8/13/12</b>	<b>Status as of 5/14/12</b>
<b>2012 3<sup>rd</sup></b>	Urban Redev.	Melody Lane Fishing Pier & Sidewalk Extension: Grant Funding	In progress. In October 2013 the City of Fort Pierce has accepted a multi-year grant award from the Florida Inland Navigation District (FIND) to construct a fishing pier on the east end of Melody Lane in the amount of \$100,000. Design consultant has been identified and initiated scope of services.	FIND approves funding for project in 2012 cycle but requires all permits to be in place by September 2012. Tetra Tech retained for permit application work and apps submitted in June. Some RFI from permitting agencies received in August 2012. Questionable whether permits will be received on time. May push project to 2013 cycle.	In progress. FIND grant application denied in 2011 cycle. Re-applied for in February 2012.
<b>2012 3<sup>rd</sup></b>	Marina	Live Cam at Inlet: Grant Funding	3 cameras in 3 different locations have been identified: City Marina, Old USCG Station and Inlet area. Funding source for cameras and equipment identified through St. Lucie County Tourism. Company to be selected by St. Lucie County.	Identified possible grant funding through St. Lucie County Tourism.	In progress. Researching alternative grant funding.
<b>2012 3<sup>rd</sup></b>	Urban Redev.	NSP Projects: a) Residences-3 b) Apartments-2	All single family units have been sold and transferred to first time homeowners, and the 18 unit multi-family rental facility in the 1100 block of Orange Avenue is now operated by the Fort Pierce Housing Authority	Final residence in final punch list stage. Apartments 95% complete. NSP extension filed to extend final completion date to January 2013, awaiting approval of extension. One residence has sales contract, closing in September.	In progress. Two residences completed and listed with realtor. Third home rehab 40% complete. Two apartment buildings rehab at 60% complete. All work complete by 1 <sup>st</sup> Qtr 2013.
<b>2012 4<sup>th</sup></b>	City Clerk	Paperless Filing System: Phase 1	Phase II underway	Starting Phase II.	Completed. Phase One completed through 2011. Department needs funding for a new scanner.
<b>Ongoing</b>	Police	IRSC Capstone Plan (Diversity Within Police Dept): Implementation	No change – completed	No change.	Completed. Plan was completed and presented to the City Commission on 4/18/11. All follow-up to be incorporated in Police Department's Strategic Plan.

# POLICY – OTHER
















 Administrative Services	 City Manager	 Finance	 Multiple Departments	 Public Works
 Building	 Code	 Marina	 Planning	 Sunrise Theatre
 City Clerk	 Engineering	 MIS	 Police	 Urban Redevelopment

FY Qtr	Department	Action/Activity	Status as of 12/15/13	Status as of 8/13/12	Status as of 5/14/12
2011 4 <sup>th</sup>	MIS	Information Technology Plan & Funding/Develop plan	No change -- completed	No change.	Completed. A three year plan has been developed.
2011 4 <sup>th</sup>	MIS	Information Technology Plan & Funding/Commission decision and funding	Completed 1st year for FY2012 and ordering computer equipment for FY2013. Completed telephone equipment installation for City Hall, Public Works, River Walk Center, and Indian Hills.	Did not come to a consensus with legal on leasing equipment. Computer equipment for FY2012 has been ordered. Telephone equipment for City Hall and Public Works are onsite.	Awaiting approval of language from City Attorney.
2011 4 <sup>th</sup>	Public Works/Marina	Marina Square Maintenance/Identify for location: activities, usage, parking	No change -- completed	No change.	Completed. The Public Works Department will continue to partner with the City Marina to continue the maintenance and operation of this venue. This area regularly draws thousands of visitors to the downtown area, which also increase maintenance responsibility.
2011 4 <sup>th</sup>	Public Works/Marina	Marina Square Maintenance/Develop recommendations	No change -- completed	No change.	Completed. The only recommendation at this time for the maintenance of this venue is to intensify protection by the utilization of sealant and immediately removing damaging waste material when observed.
2011 4 <sup>th</sup>	Public Works/Marina	Marina Square Maintenance/Determine direction and funding	No change -- completed	No change.	In progress. Public Works and the City Marina continue to maintain this amenity within their existing budgets while other funding sources are explored.
2012 1 <sup>st</sup>	City Manager	Port Master Plan & Development Strategy/Review current port master plan	Saint Lucie County and City of Fort Pierce staff are collaborating to revise Port of Fort Pierce Master Plan to include elements identified during series of community input workshops conducted by FDOT.	In progress. City staff is working with FDOT to develop an implementation strategy for the update of the Port of Fort Pierce Master Plan.	In progress. Three community meetings held: 6:00 PM 5/2/12 at SLC Commission chamber; 1:00 PM 5/16/12 at Riverwalk Center and 6:00 PM at Ft. Pierce Commission chamber.
2012 1 <sup>st</sup>	City Manager	Port Master Plan & Development Strategy/Identify areas for possible revision	Saint Lucie County and City of Fort Pierce staff are collaborating to revise Port of Fort Pierce Master Plan to include elements identified during series of community input workshops conducted by FDOT.	In progress. City staff is working with FDOT to develop an implementation strategy for the update of the Port of Fort Pierce Master Plan.	In progress. To be determined once Feasibility Study is complete.

**POLICY – OTHER contd.**

<b>FY Qtr</b>	<b>Department</b>	<b>Action/Activity</b>	<b>Status as of 12/15/13</b>	<b>Status as of 8/13/12</b>	<b>Status as of 5/14/12</b>
2012 2 <sup>nd</sup>	Code Enforcement	Code Enforcement Codes & Process/Review City and County fines	No change -- completed	No change.	Completed. April 2012.
2012 2 <sup>nd</sup>	Code Enforcement	Code Enforcement Codes & Process/Review codes and processes	No change -- completed	No change.	Completed. April 2012.
2012 3 <sup>rd</sup>	Code Enforcement	Code Enforcement Codes & Process/Develop recommendations	Currently updating sign ordinance and mobile vendor ordinance. Mobile vendor ordinance to be presented to City Commission in September.	No change.	In progress.
2012 3 <sup>rd</sup>	Urban Redev	Orange Avenue Corridor Plan/NSP projects (a total of 5)	Eighteen (18) multi-family unit rental facility in the 1100 block of Orange Avenue is now operated by the Fort Pierce Housing Authority as an affordable living facility	3 residences complete and 2 apartment buildings 95% complete. DEO monitoring in July 2012. Awaiting approval of apartment transfer contract with FPHA from Legal.	In progress. Two residences completed. One residence and two apartment buildings in construction. Completed by 1 <sup>st</sup> Qtr 2013.
2012 3 <sup>rd</sup>	Urban Redev	Orange Avenue Corridor Plan/Hire intern	No change -- Postponed	Complete. Both interns completed papers on sustainability and submitted them to the University of Leeds, England successfully.	In progress. Anticipate two interns for 10-week Masters Degree programs, 3 <sup>rd</sup> Qtr 2012.
2013 4 <sup>th</sup>	Urban Redev	Orange Avenue Corridor Plan/Develop plan	Staff to review corridor and develop strategies for redevelopment of residential and commercial areas within this general vicinity	Staff currently in development discussion with new owner of three properties on corridor to develop identity for area, uses for buildings.	On the horizon.

# POLICY AGENDA – TOP PRIORITY
















 Administrative Services	 City Manager	 Finance	 Multiple Departments	 Public Works
 Building	 Code	 Marina	 Planning	 Sunrise Theatre
 City Clerk	 Engineering	 MIS	 Police	 Urban Redevelopment

FY Qtr	Department	Action/Activity	Status as of 12/15/13	Status as of 8/13/12	Status as of 5/14/12
2011 3 <sup>rd</sup>	Public Works	Solid Waste Disposal Options/Report	The Waste Management Transfer Facility is completed and staff has begun hauling all MSW to this location on Selvitz Road.	No change.	Completed. Public Works Department staff began hauling solid waste to the Okeechobee Landfill on March 1, 2012.
2011 3 <sup>rd</sup>	Public Works		No change -- completed	No change.	Completed. Commission approved agreement 1/17/12.
2011 4 <sup>th</sup>	City Manager	MSTU-MSBU Direction/Prepare recommendation for Hibiscus Park neighborhood	No change -- completed	No change.	Completed. Plans and assessment role completed, including determining number of affected properties. Report presented to property owners. Does not appear to be a consensus to move forward at this time.
2011 4 <sup>th</sup>	Urban Redev	Jetty Park & Roundabout/Redesign of roundabout	Construction completed.	No change.	Completed. Roundabout redesign completed and submitted to FDOT. Jetty Park redesign complete and submitted to FDOT for FHWA grant funding on 1/20/12.
2011 4 <sup>th</sup>	Planning	South Beach Western Peninsula Study/Complete charrette	Charrette conducted on March 17, 2012. Final Report presented to City Commission on September 17, 2012.	Charrette conducted on March 17, 2012. Final Draft Report presented to Public on August 1, 2012. Consultant preparing for presentation to City Commission in September 2012.	Charrette conducted on March 17, 2012. Draft report due from consultant during the week starting May 7, 2012.
2011 4 <sup>th</sup>	Planning	Entertainment Business District/Complete review	No change -- completed	No change.	Completed.
2011 4 <sup>th</sup>	Planning	Entertainment Business District/Draft ordinance	No change -- completed	No change.	Completed.
2011 4 <sup>th</sup>	Planning	Entertainment Business District/Decision on ordinance	No change -- completed	No change.	Completed. July 15, 2011.
2012 1 <sup>st</sup>	City Manager	MSTU-MSBU Direction/Identify boundary for each district	No change -- completed	No change.	Completed. December 2011.
2012 1 <sup>st</sup>	City Manager	MSTU-MSBU Direction/Identify improvement projects	No change -- completed	No change.	Completed. January 2012.
2012 1 <sup>st</sup>	City Manager	MSTU-MSBU Direction/Determine cost	No change -- completed	No change.	Completed. January 2012.

**POLICY AGENDA – TOP PRIORITY contd.**

<b>FY Qtr</b>	<b>Department</b>	<b>Action/Activity</b>	<b>Status as of 12/15/13</b>	<b>Status as of 8/13/12</b>	<b>Status as of 5/14/12</b>
2012 1 <sup>st</sup>	City Manager	Relations with Regional Utilities/PSL intergovernmental agreement – wastewater	No change – on hold	No change.	On hold at direction of the City Commission.
2012 1 <sup>st</sup>	City Manager	Relations with Regional Utilities/St. Lucie County interlocal agreement – bulk provision	No change – on hold	No change.	On hold at direction of the City Commission.
2012 1 <sup>st</sup>	City Manager	Relations with Regional Utilities/Annexation agreement – review	No change – on hold	No change.	On hold.
2012 1 <sup>st</sup>	Urban Redev	Jetty Park & Roundabout/Obtain FDOT funding	Construction completed.	No change.	Completed. Final plans submitted to FDOT to release \$1.6M grant funds on 1/20. FDOT approved submissions July 2012.
2012 1 <sup>st</sup>	Planning	South Beach Western Peninsula Study/Develop draft plan	Charrette conducted on March 17, 2012. Final Report presented to City Commission on September 17, 2012.	No change.	Draft plan being delivered during the week starting on May 7, 2012.
2012 1 <sup>st</sup>	Planning	South Beach Western Peninsula Study/Presentation to community	Charrette conducted on March 17, 2012. Final Report presented to City Commission on September 17, 2012.	Final Draft presented to Public on August 1, 2012. Consultant preparing for presentation to City Commission in September 2012.	Report presentation expected to occur no later than June 2012.
2012 2 <sup>nd</sup>	City Manager	MSTU-MSBU Direction/Prepare report	Task completed. Funding mechanism not available.	The City Commission decided to initiate the special assessment process to perform the South 7 <sup>th</sup> Street Reconstruction that the area residents requested. A total of 50 residents were notified of the proposed process and the City of Fort Pierce has received 28 responses that are not in support of this type of funding option.	Completed. February 2012.
2012 2 <sup>nd</sup>	Urban Redev	Jetty Park & Roundabout/Construction	Construction completed.	Jetty Park RFP issued in July 2012. RFP closed in August, but all submissions judged by Engineering staff to be non-responsive bids. RFP will be re-issued in September 2012. Purchase of land for roundabout from FPRA on 9/4/12 City Commission meeting agenda.	Jetty Park construction backed up to 3 <sup>rd</sup> Qtr 2012.
2012 3 <sup>rd</sup>	Planning	South Beach Western Peninsula Study/Reverter clause of deed with County	Research completed. Waste water treatment plant location contains two (2) reverter clauses to County and State of Florida ensuring that the property is used for public purposes in perpetuity.	Conducting research. Update at next quarterly status.	Pending the charrette report for the adoption of the goals from the study. Report presentation expected in late June/early July 2012.
2012 3 <sup>rd</sup>	Planning	South Beach Western Peninsula Study/Work with Fire Board	No change -- completed	No change.	Completed. Identified as stakeholder for charrette.

# POLICY AGENDA – HIGH PRIORITY
















 Administrative Services	 City Manager	 Finance	 Multiple Departments	 Public Works
 Building	 Code	 Marina	 Planning	 Sunrise Theatre
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FY Qtr	Department	Action/Activity	Status as of 12/15/13	Status as of 8/13/12	Status as of 5/14/12
2011 3 <sup>rd</sup>	Planning	Edgartown Special Area Plan/Hire intern	Edgartown Settlement District created by in-house Staff without hiring of an intern.	No change.	Cancelled. City not awarded grant.
2011 4 <sup>th</sup>	City Manager	Wastewater Plant Relocation/Commission update on status	No change – completed	The consulting firm responsible for the charrette is scheduled to present the final report to the City Commission at their regular September 17, 2012 meeting.	Pending the charrette report for the adoption of the goals from the study. Report presentation expected in late June/early July 2012.
2011 4 <sup>th</sup>	City Manager	Wastewater Plant Relocation/Community planning initiative	No change – completed	The consulting firm responsible for the charrette is scheduled to present the final report to the City Commission at their regular September 17, 2012 meeting.	Pending the charrette report for the adoption of the goals from the study. Report presentation expected in late June/early July 2012.
2011 4 <sup>th</sup>	City Manager	Wastewater Plant Relocation/Develop long-term plan for site	No change – completed	The consulting firm responsible for the charrette is scheduled to present the final report to the City Commission at their regular September 17, 2012 meeting.	Pending the charrette report for the adoption of the goals from the study. Report presentation expected in late June/early July 2012.
2011 4 <sup>th</sup>	Urban Redev	Eco-tourism Strategy/Conference at Hilton Head Island	No change – completed	No change.	Completed. EcoTourism advisory board formed, initial grant process completed and funded, website in design, marketing plan developed, second round of grants March 2012.
2011 4 <sup>th</sup>	Engineering	Roadway Resurfacing & Reconstruction/Determine direction and funding	No change – funding not available.	Detailed costs determined for reconstruction of section of 7 <sup>th</sup> Street. Information regarding special assessment procedures sent to 50 property owners affected to gauge interest. Public meeting scheduled for 08/29/12 to provide information and address public questions.	Completed. Proposed MSBU for roadway resurfacing and reconstruction for Section M-4 to be presented to City Commission at 2/13/12 Conference Agenda meeting.
2011 4 <sup>th</sup>	Planning	Edgartown Special Area Plan/Finalize complete overlay	Completed. Ordinance L-270 created the Edgartown Settlement Zoning District. Adopted October 1, 2012.	In progress. Zoning District being created and applied to Phase 1 Area (Traditional Edgartown Area). This agenda item received Planning Board approval on August 14, 2012 and is scheduled for City Commission review on September 17, 2012.	In progress. Phased plan beginning 2nd Qtr 2012. Zoning overlay by end of 2nd Qtr. Required Comp Plan Amendment by end of calendar year 2012.
2011 4 <sup>th</sup>	Planning	Edgartown Special Area Plan/Adopt plan			
2012 1 <sup>st</sup>	Police	Police Revenue Initiatives/Red light cameras	No change – completed	No change. This initiative was cancelled April 19, 2012.	Completed. On April 19, 2012, the City Commission suspended implementation of red light enforcement cameras

**POLICY AGENDA – HIGH PRIORITY contd.**

<b>FY Qtr</b>	<b>Department</b>	<b>Action/Activity</b>	<b>Status as of 12/15/13</b>	<b>Status as of 8/13/12</b>	<b>Status as of 5/14/12</b>
2012 1 <sup>st</sup>	Police	Police Revenue Initiatives/Contract towing	No change – completed	Fees will be implemented effective October 1, 2012.	Completed. On April 19, 2012, the City Commission directed staff to implement an administrative fee rather than adopting contract towing. Staff will implement fee program by June 15, 2012.
2012 1 <sup>st</sup>	Police	Police Revenue Initiatives/Alarm fees	In progress. Deferred to 911 Board of Governors for countywide revision of codes. Completion expected by 1 <sup>st</sup> Qtr FY 2014.	In progress. 911 Board of Governors to develop countywide ordinance and program. Completion expected by 1 <sup>st</sup> Qtr 2013.	Extended - On April 19, 2012, the City Commission directed staff to initiate action to revise the City's False Alarm Ordinance. A revised ordinance will be presented by 4 <sup>th</sup> Qtr 2012.
2012 1 <sup>st</sup>	City Manager	Wastewater Plant Relocation/Identify alternative treatment and site	In progress. FPUA collaborating with City of Fort Pierce to identify location for new waste water treatment plant.	The consulting firm responsible for the charrette is scheduled to present the final report to the City Commission at their regular September 17, 2012 meeting.	Pending the charrette report for the adoption of the goals from the study. Report presentation expected in late June/early July 2012.
2012 2 <sup>nd</sup>	City Manager	Wastewater Plant Relocation/Evaluate funding options	In progress. FPUA collaborating with City of Fort Pierce to identify location for new waste water treatment plant with construction estimates.	The consulting firm responsible for the charrette is scheduled to present the final report to the City Commission at their regular September 17, 2012 meeting.	Pending the charrette report for the adoption of the goals from the study. Report presentation expected in late June/early July 2012.
2012 2 <sup>nd</sup>	Urban Redev	Parking Fees for Downtown/Complete study: meters, garage parking	No change.	No change.	Initial research on downtown parking to be completed after elections 1 <sup>st</sup> Qtr 2013.
2012 2 <sup>nd</sup>	Urban Redev	Parking Fees for Downtown/Prepare report	No change.	No change.	(See status of complete study: meters, garage parking).
2012 3 <sup>rd</sup>	Urban Redev	Eco-tourism Strategy/Complete draft strategy	26 Fort Pierce tourism businesses actively participating as of August 5, 2013.	Membership in FPAT continues to grow.	Completed. Marketing strategy formulated and funded February 2012. Grants strategy implemented 3 <sup>rd</sup> Qtr 2011 and second round of grants 3 <sup>rd</sup> Qtr 2012. 19 active FPAT members.
2012 3 <sup>rd</sup>	Urban Redev	Parking Fees for Downtown/Decision: direction	No change.	No change.	Direction from elected officials on DT parking fees delayed until 3 <sup>rd</sup> Qtr 2013.
2012 4 <sup>th</sup>	Urban Redev	Eco-tourism Strategy/Award grants for program	11 "sustainability and capacity-building" grants awarded for a total of \$53,300 in June 2013. Since program's inception in 2011, 7 full-time and 21 'seasonal' jobs created. Tourism owners report average 20% increase in business since program's inception.	Second round of grants awarded in 3 <sup>rd</sup> Qtr, 2012. 10 new jobs created because of the program.	Economic development and marketing grants for FPAT eco-tourism program initially funded in 1 <sup>st</sup> Qtr 2011 and second round in 3 <sup>rd</sup> Qtr 2012.

# MANAGEMENT AGENDA – TOP PRIORITY

 Administrative Services	 City Manager	 Finance	 Multiple Departments	 Public Works
 Building	 Code	 Marina	 Planning	 Sunrise Theatre
 City Clerk	 Engineering	 MIS	 Police	 Urban Redevelopment

FY Qtr	Department	Action/Activity	Status as of 12/15/13	Status as of 8/13/12	Status as of 5/14/12
2011 3 <sup>rd</sup>	Public Works	Youth Employment-Recreation Strategy & Initiative/Youth job fair – City participation and summer employment	Unable to fund in FY2013.	Completed 8/10/12. The Summer Youth Employment Program was a great success. This year, the City of Fort Pierce selected an excellent group of individuals who welcomed the opportunity to learn new skillsets.	Completed. The Public Works Department is partnering with the Police Department and the Administrative Services Department to generate an eight (8) week youth employment program designed to mentor young people and provide real work practical experience. The program is tentatively scheduled to begin June 2012. This program is forecasted to be an annual occurrence that will give young people in our community a greater understanding of the local government workforce and prepare them for their future.
2011 4 <sup>th</sup>	Police	Youth Employment-Recreation Strategy & Initiative/Evaluate future summer camps with report and recommendations	No change – completed	No change.	Completed. On April 19, 2012, the City Commission approved a draft budget for PAL Summer Camp / Employment Program. Program is being implemented by staff.
2011 4 <sup>th</sup>	Urban Redev	King Power Plant Brownfield Clean Up-Use/Determine direction	In progress. Parcels 2 and 3 have received unconditional site remediation completion order from FDEP. Source removal within parcel 1 is anticipated to be completed by Mid-2015.	No change.	In progress. King Power Plant confirmatory sampling discovered large area of PCB contamination, which was not delineated on the previous FPUA consultant's report. All testing focusing on PCB issues. Site enrolled in EPA's TSCA program. Additional \$240k grant funding obtained over and above initial \$720k from EPA/CDBG. City designates site as brownfield. DEP approves site for enrollment in state program. Passive use after cleanup.
















**MANAGEMENT AGENDA – TOP PRIORITY contd.**

<b>FY Qtr</b>	<b>Department</b>	<b>Action/Activity</b>	<b>Status as of 12/15/13</b>	<b>Status as of 8/13/12</b>	<b>Status as of 5/14/12</b>
2012 1 <sup>st</sup>	Building	Permitting Process Improvements/Develop flow for permitting process	No change -- completed We continue to monitor permit flow. Building Permit activity has increase by 30% in the current Fiscal Year.	No change.	Completed. The solution is to divide the permit application stream into two separate categories, Large Projects and Small Projects. This simple adjustment allows the smaller projects to flow through the review process quickly and not be delayed by the lengthy review times for larger projects. Larger projects obviously require more review time and usually the applicants of these projects are more understanding of this. The Building Department first implemented this refinement in 2009 with great success, and has subsequently recommended it to the Planning Department.
2012 1 <sup>st</sup>	Building	Permitting Process Improvements/Identify stakeholders	No change -- completed	No change.	Completed. The stakeholders are all City departments involved in the permitting process and the applicants.
2012 1 <sup>st</sup>	Building	Permitting Process Improvements/Evaluate process	No change -- completed We continue to monitor permit application to permit issuance.	No change.	Completed. Evaluating the permitting process required tracking the length of time required in order to process an average permit and then identifying the areas of concern.
2012 1 <sup>st</sup>	Admin Svcs	Employee Wellness Program/Develop hiring non-smoker policy for new hires	Smoking cessation program for existing employees has been developed. Staff currently researching effective methods to implement hiring policies	Reviewing different approaches to see which one will be the best fit for the City of Fort Pierce.	We received our Health Assessment on April 30, 2012. Our overall wellness score was 70. Any score below 80 tells us that as a workforce we can develop certain adverse medical conditions. We have reviewed the report and decided to implement an overall plan to improve our workplace health in our high risk and borderline areas.
2012 1 <sup>st</sup>	City Manager	Community Unity Celebration at Moore's Creek/Develop a food festival at Moore's Creek	No change -- completed	No change.	The City of Fort Pierce will continue to assist the event organizers from Lincoln Park Main Street to create this successful event.
2012 1 <sup>st</sup>	City Manager	Community Unity Celebration at Moore's Creek/Decision: direction	No change -- completed	No change.	The City of Fort Pierce will continue to assist the event organizers from Lincoln Park Main Street to create this successful event.

**MANAGEMENT – TOP PRIORITY contd.**

FY Qtr	Department	Action/Activity	Status as of 12/15/13	Status as of 8/13/12	Status as of 5/14/12																																																																						
2012 1 <sup>st</sup>	Urban Redev	King Power Plant Brownfield Clean Up-Use/Clean-up completed	In progress. Parcels 2 and 3 have received unconditional site remediation completion order from FDEP. Source removal within parcel 1 is anticipated to be completed by Mid-2015.	FPRA submits BSRA to FDEP in July 2012. Mobile lab deployed in August to assist in determining extent of PCB contaminated dirt to be removed from Parcel 1. Consultant estimates that PCB removal could cost \$750k. EPA monitoring scheduled for 8/28/12. Will discuss potential for additional grant funding to cover TSCA removal expenses. Initial EPA removal funding virtually exhausted.	Parcel 3 fence removed, no further cleanup action anticipated. Parcel 2 ISR completed; anticipate monitoring well requirement. Parcel 1 PCB issues growing; significant additional assessment required. Anticipate cleanup to be completed 4 <sup>th</sup> Qtr 2013.																																																																						
2012 2 <sup>nd</sup>	Building	Permitting Process Improvements	<table border="1"> <thead> <tr> <th><u>Permit Type</u></th> <th><u>2013 Number Issued</u></th> <th><u>Average Days to Issuance</u></th> <th><u>2012 Number Issued</u></th> <th><u>Average Days to Issuance</u></th> </tr> </thead> <tbody> <tr> <td>Large Commercial</td> <td>7</td> <td>44.8</td> <td>8</td> <td>25.7</td> </tr> <tr> <td>Commercial Repair</td> <td>543</td> <td>14.1</td> <td>215</td> <td>6.3</td> </tr> <tr> <td>New Residential</td> <td>7</td> <td>31.0</td> <td>7</td> <td>6.3</td> </tr> <tr> <td>Residential Repair</td> <td>472</td> <td>5.5</td> <td>261</td> <td>4.6</td> </tr> <tr> <td>Misc. Electrical</td> <td>429</td> <td>4.7</td> <td>298</td> <td>4.5</td> </tr> <tr> <td>Misc. Plumbing</td> <td>395</td> <td>4.9</td> <td>218</td> <td>3.6</td> </tr> <tr> <td>Air Conditioning</td> <td>921</td> <td>4.3</td> <td>429</td> <td>3.1</td> </tr> <tr> <td>Reroof</td> <td>171</td> <td>5.2</td> <td>145</td> <td>5.0</td> </tr> <tr> <td>Storm Shutters</td> <td>63</td> <td>5.4</td> <td>65</td> <td>5.5</td> </tr> <tr> <td>Fences</td> <td>104</td> <td>4.5</td> <td>97</td> <td>6.9</td> </tr> <tr> <td>Signs</td> <td>123</td> <td>15.8</td> <td>118</td> <td>7.1</td> </tr> <tr> <td>Tents</td> <td>18</td> <td>4.4</td> <td>12</td> <td>6.5</td> </tr> <tr> <td>Demolitions</td> <td>57</td> <td>17.2</td> <td>56</td> <td>10.4</td> </tr> </tbody> </table>	<u>Permit Type</u>	<u>2013 Number Issued</u>	<u>Average Days to Issuance</u>	<u>2012 Number Issued</u>	<u>Average Days to Issuance</u>	Large Commercial	7	44.8	8	25.7	Commercial Repair	543	14.1	215	6.3	New Residential	7	31.0	7	6.3	Residential Repair	472	5.5	261	4.6	Misc. Electrical	429	4.7	298	4.5	Misc. Plumbing	395	4.9	218	3.6	Air Conditioning	921	4.3	429	3.1	Reroof	171	5.2	145	5.0	Storm Shutters	63	5.4	65	5.5	Fences	104	4.5	97	6.9	Signs	123	15.8	118	7.1	Tents	18	4.4	12	6.5	Demolitions	57	17.2	56	10.4		The department heads of both the Building and Planning Departments are confident that the implementation of these recommendations will greatly improve the efficiency of the permitting process as well alleviate unnecessary pressure on City staff. We are sure that by conducting regular audits of the permitting process, implementation of procedural refinements and the use of the Click to Gov program will greatly improve our service rendered to the citizens of Fort Pierce. Both departments continue to monitor the changes that have been implemented. We anticipate even greater efficiency and transparency to our residents when Click2Gov comes on-line.
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2012 2 <sup>nd</sup>	Admin Svcs	Employee Wellness Program/Implement wellness program – quarterly activity report	No change – completed	No change.	Completed and on-going. There will be a Health and Safety Fair May 8, 2012. We have added the following new programs: PAL Park Cycling, Team Basketball, Monthly Lunch and Learns and Blue Brain Shark Presentations.																																																																						
2012 3 <sup>rd</sup>	City Manager	Community Unity Celebration at Moore's Creek/Conduct event	Completed – events held quarterly	The next Jazz on Moore's Creek event is scheduled for October 12, 2012.	The next Jazz on Moore's Creek event is scheduled for June 2012.																																																																						
2012 3 <sup>rd</sup>	Sunrise Theatre	Sunrise Theatre Foundation/ Goals – measures	Sunrise Theatre management coordinating discussion with Foundation	No change.	Sunrise Theatre management coordinating discussion with Foundation.																																																																						
2012 3 <sup>rd</sup>	Sunrise Theatre	Sunrise Theatre Foundation/Decision: action	Sunrise Theatre management coordinating discussion with Foundation	No change.	Sunrise Theatre management coordinating discussion with Foundation.																																																																						

# MANAGEMENT AGENDA – HIGH PRIORITY

 Administrative Services	 City Manager	 Finance	 Multiple Departments	 Public Works
 Building	 Code	 Marina	 Planning	 Sunrise Theatre
 City Clerk	 Engineering	 MIS	 Police	 Urban Redevelopment

FY Qtr	Department	Action/Activity	Status as of 12/15/13	Status as of 8/13/12	Status as of 5/14/12
2011 3 <sup>rd</sup>	Planning	City Sustainability Plan/Green design standard for historic district	No change -- completed	No change.	Completed. Ordinance adopted 7/5/11. Presented to Florida APA in September 2011 and to Florida Historic Trust 5/20/11.
2011 4 <sup>th</sup>	Public Works	City Sustainability Plan/RFQ performance contract	ConEdison/BGA has completed the Investment Grade Audit and has identified approximately \$6 Million dollars of capital improvement energy conservation measures that are scheduled to generate over \$400,000 of annual energy cost savings. Final contract negotiation is nearing completion. Contract is tentatively scheduled to be presented to City Commission on January 21, 2014.	Representatives from ConEdison have been gathering information and gave a presentation to the City Commission on September 4, 2012. It is anticipated that the Investment Grade Audit will be completed within the next 60-90 days.	Completed. The Energy Efficiency & Conservation Team (EECT) is completing negotiations with ConEdison to perform an Investment Grade Audit on City of Fort Pierce buildings, facilities, and other infrastructure. Comments from the EECT and City Attorney's Office were forwarded to ConEdison March 19, 2012, and again on April 5, 2012. ConEdison has responded on April 25, 2012 with a clean draft that addresses previous concerns. The City Attorney's Office is currently in possession of the latest draft and we are awaiting their comments. It is anticipated that the contract negotiation process will be completed by May 21, 2012.
2011 4 <sup>th</sup>	Engineering	Stormwater Replacement Projects/Prepare report	10 <sup>th</sup> Street construction - completed.	10 <sup>th</sup> Street reconstruction is currently on-going with completion estimated by February 2013.	Pinecrest Estates drainage improvements and 10 <sup>th</sup> Street drainage replacement are two stormwater projects prioritized for this fiscal year. Construction has been completed on Pinecrest, and 10 <sup>th</sup> Street is scheduled to begin construction by June 2012.
2011 4 <sup>th</sup>	Engineering	Stormwater Replacement Projects/Determine project priority	CIP updated for stormwater projects.	Currently updating CIP list for upcoming fiscal year.	Completed. Priority list included on latest CIP.

**MANAGEMENT – HIGH PRIORITY contd.**

<b>FY Qtr</b>	<b>Department</b>	<b>Action/Activity</b>	<b>Status as of 7/15/13</b>	<b>Status as of 8/13/12</b>	<b>Status as of 5/14/12</b>
2012 1 <sup>st</sup>	City Manager	River Walk Center/Develop new signage, logo, marketing collateral	No change -- completed	No change.	Completed. New RWC logo created and incorporated with re-branding of City facility through print advertising promoting the facility's rental and programming. Print advertisement campaign of classes/programming 13-weeks in Hometown News with article, monthly Main Street Focus full page ad of classes/programming to run for 3 months in 2 <sup>nd</sup> Qtr 2012, advertising on FPTV 27, City website, City newsletter, news release sent to media outlet of classes, contact wedding/event planners to add RWC to their listings of potential sites on the internet, development and printing of new RWC brochure and classes offered to promote facility.
2012 1 <sup>st</sup>	Urban Redev	Fisherman's Wharf & Black Pearl Master Plan/Obtain grant	No change – no funding identified.	No change.	Completed. CDBG-DRI grant funding for Fisherman's Wharf denied.
2012 1 <sup>st</sup>	Publics Works	City Sustainability Plan/Present policy and procedure	No change -- completed	No change.	Completed. The Energy Efficiency & Conservation Team has developed operational procedures that have generated significant monetary savings for the City of Fort Pierce. A report was presented to the City Commission December 19, 2011 that outlined accomplishments to date and future goals to attain.
2012 1 <sup>st</sup>	City Manager	Citizen Academy Development/Define concepts of citizen academy	No change -- completed	Draft curriculum completed.	Draft program completed and will be presented to City Commission at May 14, 2012 Conference Agenda meeting.
2012 1 <sup>st</sup>	City Manager	Citizen Academy Development/Presentation to Commission	Presented to City Commission at December 12, 2012 Conference Agenda meeting.	Draft curriculum will be sent to City Commission for review.	Tentative curriculum completed and will be presented to City Commission at May 14, 2012 Conference Agenda meeting.
2012 2 <sup>nd</sup>	Marina	Treasure Coast Youth Sailing Program Expansion/Identify site	Completed. Location for expansion determined at Jaycee Park. Contract executed with the City.	In progress. Site still undetermined at this time.	In progress. To be determined pending discussions with a waterfront property owner and FPUA.
2012 2 <sup>nd</sup>	City Manager	Citizen Academy Development/Decision: direction	Class I Completed. Class II scheduled for Spring 2014.	In progress. Draft curriculum to be scheduled for next Conference Agenda meeting for City Commission direction.	In progress. Tentative curriculum completed and will be presented to City Commission at May 14, 2012 Conference Agenda meeting.

**MANAGEMENT – HIGH PRIORITY contd.**

<b>FY Qtr</b>	<b>Department</b>	<b>Action/Activity</b>	<b>Status as of 12/15/13</b>	<b>Status as of 8/13/12</b>	<b>Status as of 5/14/12</b>
2012 3 <sup>rd</sup>	City Manager	River Walk Center/Complete minor building improvements	No change -- completed	No change.	Completed. RWC general physical improvements: removal of excessive no-parking signs, outside seating, updated outside landscaping and fountain, cleaning of patio area, established regular maintenance schedule, painted large inside room and kitchen, installation of louvered shutters to separate kitchen from main room.
2012 3 <sup>rd</sup>	City Manager	River Walk Center/Develop plan for facility	Redesign of Veteran's Park to include ADA compatibility and enhanced public restrooms. Saint Lucie County and City of Fort Pierce working together to complete design and construction. Construction improvements tentatively scheduled to begin April 2014.	Grant is still pending.	Completed. Veteran's Park plan: a grant was applied for by Urban Redevelopment to redesign the park and signage - estimated award announcement in 2 <sup>nd</sup> Qtr 2012.
2012 3 <sup>rd</sup>	Urban Redev	Fisherman's Wharf & Black Pearl Master Plan/Receive funding	No change – no funding identified.	RFP issued for development of Fisherman's Wharf in June 2012. Presentation by 2 respondents at July FPRA Special Called Meeting. Abinanti group chosen and staff directed to negotiate with developer.	In progress. RFP for Fisherman's Wharf redevelopment issued. Negotiations with potential developers. CDBG-DRI grant funding for Fisherman's Wharf was denied.
2013 1 <sup>st</sup>	Urban Redev	Fisherman's Wharf & Black Pearl Master Plan/Develop plan	No change – no plans developed.	Staff continues discussions with Abinanti group after July selection. Staff holding final meetings with Commissioners week of 8/27/12 to get final direction on draft Developers Agreement and to confirm Commission support for project.	In progress. Continued negotiations with successful respondent to RFP.

# MANAGEMENT IN PROGRESS

Administrative Services	City Manager	Finance	Multiple Departments	Public Works
Building	Code	Marina	Planning	Sunrise Theatre
City Clerk	Engineering	MIS	Police	Urban Redevelopment

FY Qtr	Department	Action/Activity	Status as of 12/15/13	Status as of 8/13/12	Status as of 5/14/12
2011 2 <sup>nd</sup>	Planning	LDR: Revision, Decision	Staff has taken on this task as an in-house project and has already advanced several re-write Ordinances to the Planning Board and City Commission. Additional Ordinances are forthcoming.	In progress. Duncan Associates provided an updated final draft that appears to be contrary to contract specifications. Planning Department is developing a method to cancel the contract, and complete the LDR update in-house.	In progress. Planning Board provided final comments February 2012. Duncan Associates reviewing and preparing their final draft to be presented to the Planning Board during their June 2012 meeting.
2011 3 <sup>rd</sup>	Finance	New Bank Conversion	No change – completed	No change.	Completed.
2011 3 <sup>rd</sup>	Urban Redev.	Sculpture Symposium	No change – City staff to coordinate art exhibit activities mid-2014.	Staff attended County Arts and Culture Consortium summer summit on 8/16/12. Interlocal Agreement with County not drafted yet but verbal agreement in place. Need to issue RFP for maintenance on public art collection. Anticipate draft Interlocal to be in place 1 <sup>st</sup> Qtr 2013.	In progress. St. Lucie County, our partners in the Arts in Public Places program, have decided to get out of the art business and proposed transferring all public art assets in the joint collection to the City of Fort Pierce. We are in the process of drafting an Interlocal Agreement, transferring ownership and maintenance responsibilities to the City. Transfer to be completed by 3 <sup>rd</sup> Qtr 2012. Plans for symposium shelved.
2011 3 <sup>rd</sup>	Public Works	City Recycling Program: Report, Direction	Completed. PWD staff has officially launched the City of Fort Pierce Single Stream Recycling initiative.	The Public Works Department is in receipt of the lone bid in response to RFP 6104. The decision has been made to begin Single Stream Recycling in house on October 1, 2012 utilizing existing equipment and personnel.	The Public Works Department is currently generating technical specifications for the advertisement of a bid for curbside residential recycling utilizing single stream methodology. The prospective vendor will give eligible residents a container and implement aggressive education and awareness programs to ensure elevated participation rates. It is anticipated that this bid will be advertised within the next 30 to 60 days.
2011 3 <sup>rd</sup>	Planning	Neighborhood Park Lands Deficit: Funding Solution	The City is facing a projected deficiency of 3.89 acres by the year 2020. Planning Staff revised the most recent CIE report with the most up-to-date population projections which helped to reduce the overall deficit. This will be closely monitored to ensure compliance with the adopted LOS.	No change.	Completed. Designation and construction of PAL Park satisfies this requirement until 2015.

**MANAGEMENT IN PROGRESS contd.**

FY Qtr	Department	Action/Activity	Status as of 12/15/13	Status as of 8/13/12	Status as of 5/14/12
2011 4 <sup>th</sup>	City Manager	Animal Control Transfer	No change – completed	No change.	Completed.
2011 4 <sup>th</sup>	Admin Svcs	Benefits for New Hires: Decision, Direction	No change -- completed	We introduced new benefits for new hires to all three unions: Teamsters-Approved; PBA-No new hires (not applicable); IUPA-presented but have not received comment.	In progress. We have met with Teamsters and discussed new benefits for new hires. Preliminary discussions with PBA to set a meeting for new negotiations (FY 2012-13). No conversation with IUPA, still at impasse.
2011 4 <sup>th</sup>	Public Works	Energy Efficiency Conservation Block Grant	No change -- completed	Completed. City Hall has experienced 30% energy savings due to the measures financed by this grant.	In progress. The Public Works Department in coordination with the HUD staff is nearing completion of the energy conservation measures as part of the U.S. Energy Department of Energy Efficiency & Conservation Block Grant (EECBG) Program. The City Hall lighting retrofit project is approximately 85% complete and currently being performed within City Hall by Facilities Maintenance personnel on an interim basis as time permits. City Hall will also receive an additional HVAC unit for the excessive heat producing MIS Equipment Room. The Willie B. Ellis Police Substation will have two (2) existing HVAC units replaced to increase efficiency.
2011 4 <sup>th</sup>	Admin Svcs	Union Negotiations: a) Teamsters b) PBA c) IUPA	Completed. All three (3) labor unions have current contract with the City of Fort Pierce.	a) Teamsters-Awaiting Executive Team approval; b) PBA-Three articles to approve (Final meeting 9/12/12); c) IUPA-Two articles to approve.	In progress. Waiting on conceptual approval of budget to move forward with negotiations.
2011 4 <sup>th</sup>	Admin Svcs	GovDeals Surplus Auction	Completed.	Awaiting approval from City Attorney's office.	In progress. We have added Public Surplus as an additional vendor.
2011 4 <sup>th</sup>	Admin Svcs	Family Medical Policy: Decision (Return to 100% Coverage for City Employee	Medical insurance options to be reviewed by Insurance Committee to determine mechanism to provide most cost effective and beneficial family medical coverage.	Approved policy for 10/1/12-9/30/13 with 3.4% increase.	Under evaluation during budget process.
2011 4 <sup>th</sup>	City Manager/Finance	Budget-Millage Rate & Services: Prioritization	No change -- completed	No change.	In progress. Developing two year balanced budget.
2011 4 <sup>th</sup>	City Manager/Finance	Public Education on City Finances and Services	No change – completed	No change.	Completed. Finance Director meets quarterly with public after completion of Quarterly Financial Report.
2011 4 <sup>th</sup>	Planning	South Bridge Project (2 Lanes): Grant Funding, Decision	No change -- completed	No change.	Completed. Workshop conducted by SLC TPO September 17, 2011. Result was negative support for concept.

**MANAGEMENT IN PROGRESS contd.**

<b>FY Qtr</b>	<b>Department</b>	<b>Action/Activity</b>	<b>Status as of 12/15/13</b>	<b>Status as of 8/13/12</b>	<b>Status as of 5/14/12</b>
2011 4 <sup>th</sup>	Planning	South Bridge Project (2 Lanes): Grant Funding, Decision	No change -- completed	No change.	Completed. Workshop conducted by SLC TPO September 17, 2011. Result was negative support for concept.
2011 4 <sup>th</sup>	Engineering	Docks at Manatee Boat Ramp: MSTU Funding	No change -- postponed	Postponed until after Marina Construction. No funding has been identified at this time.	Postponed until after Marina Construction.
2011 4 <sup>th</sup>	Police	Parks Ordinances: Adoption	No change – completed	No change.	Completed. On February 21, 2012, the City Commission adopted Ordinance L-246, accomplishing this goal.
2011 4 <sup>th</sup>	Planning	LDR-Protection of Native Plants and Colorful Flowering Plants & Trees: Direction	Ongoing.	No change.	On the horizon.
2011 4 <sup>th</sup>	Code Enforcement	Animal Control/License: Renegotiation of Contract	City staff shall continue to negotiate animal services contract with Humane Society of Saint Lucie County to obtain feasible cost structure on annual basis.	No change.	Completed. April 2012.
2011 4 <sup>th</sup>	Planning	Annual Rezone to Existing Use Proposal: Decision	Additional discussion/direction with City Commission needed.	No change.	In progress. Projected for summer 2012.
2011 4 <sup>th</sup>	Planning	Arcade Ordinance: Decision	Completed. Ordinance L-217 was adopted on December 5, 2011. Additional analysis on effects of recent State Legislation may be needed by City Attorney's Office.	No change.	Completed. 12/5/11.
2011 4 <sup>th</sup>	Public Works	LED Street Light Replacement: RFQ, Funding	Contract negotiations are in progress with ConEdison/BGA to replace all City owned street lights with LED energy efficient units.	Audit is in progress.	The Energy Efficiency & Conservation Team (EECT) is completing negotiations with ConEdison to perform an Investment Grade Audit on City of Fort Pierce buildings, facilities, and other infrastructure.
2011 4 <sup>th</sup>	Planning	Historic Preservation Award (5/11): Funding	No funding provided. Awards ceremony funded through donations (i.e. potluck dinner, etc.).	No change.	In progress. Award ceremony scheduled for May 2012 which is Historic Preservation Month. No funding identified.
2011 4 <sup>th</sup>	Planning	Historic Preservation Fee: Evaluation, Direction	In progress. Additional discussion with Historic Preservation Board and City Commission needed.	No change.	In progress. Approved by Historic Preservation Board 5/20/11 and is currently being reviewed by legal.
2011 4 <sup>th</sup>	Public Works	PAL Gymnasium Relocation-YMCA Building: Evaluation, Direction	No change -- completed	No change.	Completed.
















**MANAGEMENT IN PROGRESS contd.**

FY Qtr	Department	Action/Activity	Status as of 12/15/13	Status as of 8/13/12	Status as of 5/14/12
2012 1 <sup>st</sup>	Public Works	Rotary Park Structure & Boardwalk Replacement: MSTU Funding	Completed. Successful community effort brought hundreds of volunteers together to construct new playground facility for our children.	No change.	In progress. Public Works staff is working with the local Rotary Club to conceive a plan for the replacement of a playground unit at the subject park. The local Rotary Club has expressed a desire to partner with the City of Fort Pierce to produce another community volunteer experience for the replacement of the existing playground set. The targeted date of completion is October 2013.
2012 1 <sup>st</sup>	Police	Alarm Registration & Response Fee: Direction	No change – completed (direction provided). See Police Revenue Initiatives / Alarm Fees.	911 Board of Governors to develop countywide ordinance and program. Completion expected by 1 <sup>st</sup> Qtr 2013.	Completed - On April 19, 2012, the City Commission directed staff to initiate action to revise the City's False Alarm Ordinance. A revised ordinance will be presented by 4 <sup>th</sup> Qtr 2012.
2012 2 <sup>nd</sup>	City Attorney/ Admin. Svcs	Personnel Rules & Regulations: Revisions	No change -- completed	No change.	Completed. Revised rules distributed to employees March 12, 2012.
2012 2 <sup>nd</sup>	Admin Svcs	Compensation Policy: Evaluation, Decision		No change.	In progress. Updated job descriptions and job classifications are being reviewed.
2012 2 <sup>nd</sup>	City Clerk	Unlicensed Businesses: Revenue Recovery: Progress Report	In progress for FY2013.	Starting for FY2013.	Completed for FY2012.
2012 2 <sup>nd</sup>	City Manager	Beach Sand Renourishment: Lobbying for Funding	No change - completed	No change.	Completed. Letter to County Administrator dated 11/8/11.
2012 2 <sup>nd</sup>	Police	Strategic/Crime Control Plan: Adoption	No change – completed	Completed. On July 2, 2012, the police department's strategic plan was presented to the City Commission at a regular meeting.	Completed. On April 19, 2012, the City Commission reviewed and approved the police department's strategic plan.
2012 2 <sup>nd</sup>	Public Works	Dr. Martin Luther King, Jr. Dreamland Park: Transfer, Funding	No change -- completed	No change.	Completed. The Public Works Department has officially absorbed the operations and maintenance responsibilities of this park beginning January 1, 2012. The fields and other amenities will be operated, as per other City parks, on a first come first serve basis for open play.
2012 2 <sup>nd</sup>	Planning	Gateway and Entrance Plan: Grant Funding	Original grant application not awarded. Project is ongoing.	No change.	On the horizon.

**MANAGEMENT IN PROGRESS contd.**

<b>FY Qtr</b>	<b>Department</b>	<b>Action/Activity</b>	<b>Status as of 12/15/13</b>	<b>Status as of 8/13/12</b>	<b>Status as of 5/14/12</b>
<b>2012 3<sup>rd</sup></b>	Urban Redev.	Melody Lane Fishing Pier & Sidewalk Extension: Grant Funding	In progress. In October 2013 the City of Fort Pierce has accepted a multi-year grant award from the Florida Inland Navigation District (FIND) to construct a fishing pier on the east end of Melody Lane in the amount of \$100,000. Design consultant has been identified and initiated scope of services.	FIND approves funding for project in 2012 cycle but requires all permits to be in place by September 2012. Tetra Tech retained for permit application work and apps submitted in June. Some RFI from permitting agencies received in August 2012. Questionable whether permits will be received on time. May push project to 2013 cycle.	In progress. FIND grant application denied in 2011 cycle. Re-applied for in February 2012.
<b>2012 3<sup>rd</sup></b>	Marina	Live Cam at Inlet: Grant Funding	3 cameras in 3 different locations have been identified: City Marina, Old USCG Station and Inlet area. Funding source for cameras and equipment identified through St. Lucie County Tourism. Company to be selected by St. Lucie County.	Identified possible grant funding through St. Lucie County Tourism.	In progress. Researching alternative grant funding.
<b>2012 3<sup>rd</sup></b>	Urban Redev.	NSP Projects: a) Residences-3 b) Apartments-2	All single family units have been sold and transferred to first time homeowners, and the 18 unit multi-family rental facility in the 1100 block of Orange Avenue is now operated by the Fort Pierce Housing Authority	Final residence in final punch list stage. Apartments 95% complete. NSP extension filed to extend final completion date to January 2013, awaiting approval of extension. One residence has sales contract, closing in September.	In progress. Two residences completed and listed with realtor. Third home rehab 40% complete. Two apartment buildings rehab at 60% complete. All work complete by 1 <sup>st</sup> Qtr 2013.
<b>2012 4<sup>th</sup></b>	City Clerk	Paperless Filing System: Phase 1	Phase II underway	Starting Phase II.	Completed. Phase One completed through 2011. Department needs funding for a new scanner.
<b>Ongoing</b>	Police	IRSC Capstone Plan (Diversity Within Police Dept): Implementation	No change – completed	No change.	Completed. Plan was completed and presented to the City Commission on 4/18/11. All follow-up to be incorporated in Police Department's Strategic Plan.

# POLICY – OTHER

 Administrative Services	 City Manager	 Finance	 Multiple Departments	 Public Works
 Building	 Code	 Marina	 Planning	 Sunrise Theatre
 City Clerk	 Engineering	 MIS	 Police	 Urban Redevelopment

FY Qtr	Department	Action/Activity	Status as of 12/15/13	Status as of 8/13/12	Status as of 5/14/12
2011 4 <sup>th</sup>	MIS	Information Technology Plan & Funding/Develop plan	No change -- completed	No change.	Completed. A three year plan has been developed.
2011 4 <sup>th</sup>	MIS	Information Technology Plan & Funding/Commission decision and funding	Completed 1st year for FY2012 and ordering computer equipment for FY2013. Completed telephone equipment installation for City Hall, Public Works, River Walk Center, and Indian Hills.	Did not come to a consensus with legal on leasing equipment. Computer equipment for FY2012 has been ordered. Telephone equipment for City Hall and Public Works are onsite.	Awaiting approval of language from City Attorney.
2011 4 <sup>th</sup>	Public Works/Marina	Marina Square Maintenance/Identify for location: activities, usage, parking	No change -- completed	No change.	Completed. The Public Works Department will continue to partner with the City Marina to continue the maintenance and operation of this venue. This area regularly draws thousands of visitors to the downtown area, which also increase maintenance responsibility.
2011 4 <sup>th</sup>	Public Works/Marina	Marina Square Maintenance/Develop recommendations	No change -- completed	No change.	Completed. The only recommendation at this time for the maintenance of this venue is to intensify protection by the utilization of sealant and immediately removing damaging waste material when observed.
2011 4 <sup>th</sup>	Public Works/Marina	Marina Square Maintenance/Determine direction and funding	No change -- completed	No change.	In progress. Public Works and the City Marina continue to maintain this amenity within their existing budgets while other funding sources are explored.
2012 1 <sup>st</sup>	City Manager	Port Master Plan & Development Strategy/Review current port master plan	Saint Lucie County and City of Fort Pierce staff are collaborating to revise Port of Fort Pierce Master Plan to include elements identified during series of community input workshops conducted by FDOT.	In progress. City staff is working with FDOT to develop an implementation strategy for the update of the Port of Fort Pierce Master Plan.	In progress. Three community meetings held: 6:00 PM 5/2/12 at SLC Commission chamber; 1:00 PM 5/16/12 at Riverwalk Center and 6:00 PM at Ft. Pierce Commission chamber.
2012 1 <sup>st</sup>	City Manager	Port Master Plan & Development Strategy/Identify areas for possible revision	Saint Lucie County and City of Fort Pierce staff are collaborating to revise Port of Fort Pierce Master Plan to include elements identified during series of community input workshops conducted by FDOT.	In progress. City staff is working with FDOT to develop an implementation strategy for the update of the Port of Fort Pierce Master Plan.	In progress. To be determined once Feasibility Study is complete.

**POLICY – OTHER contd.**

<b>FY Qtr</b>	<b>Department</b>	<b>Action/Activity</b>	<b>Status as of 12/15/13</b>	<b>Status as of 8/13/12</b>	<b>Status as of 5/14/12</b>
2012 2 <sup>nd</sup>	Code Enforcement	Code Enforcement Codes & Process/Review City and County fines	No change -- completed	No change.	Completed. April 2012.
2012 2 <sup>nd</sup>	Code Enforcement	Code Enforcement Codes & Process/Review codes and processes	No change -- completed	No change.	Completed. April 2012.
2012 3 <sup>rd</sup>	Code Enforcement	Code Enforcement Codes & Process/Develop recommendations	Currently updating sign ordinance and mobile vendor ordinance. Mobile vendor ordinance to be presented to City Commission in September.	No change.	In progress.
2012 3 <sup>rd</sup>	Urban Redev	Orange Avenue Corridor Plan/NSP projects (a total of 5)	Eighteen (18) multi-family unit rental facility in the 1100 block of Orange Avenue is now operated by the Fort Pierce Housing Authority as an affordable living facility	3 residences complete and 2 apartment buildings 95% complete. DEO monitoring in July 2012. Awaiting approval of apartment transfer contract with FPHA from Legal.	In progress. Two residences completed. One residence and two apartment buildings in construction. Completed by 1 <sup>st</sup> Qtr 2013.
2012 3 <sup>rd</sup>	Urban Redev	Orange Avenue Corridor Plan/Hire intern	No change -- Postponed	Complete. Both interns completed papers on sustainability and submitted them to the University of Leeds, England successfully.	In progress. Anticipate two interns for 10-week Masters Degree programs, 3 <sup>rd</sup> Qtr 2012.
2013 4 <sup>th</sup>	Urban Redev	Orange Avenue Corridor Plan/Develop plan	Staff to review corridor and develop strategies for redevelopment of residential and commercial areas within this general vicinity	Staff currently in development discussion with new owner of three properties on corridor to develop identity for area, uses for buildings.	On the horizon.

**City Commission Strategic Planning Workshop**

**Agenda Item # 3. A. a.**

**Meeting Date:** 04/25/2014

**Re:** Strategic Plan - City Clerk

**Submitted For:** Linda Cox, City Clerk, City Clerk

**Information**

**SUBJECT:**

City Clerk

**SUMMARY:**

n/a

**RECOMMENDATION:**

n/a

**ALTERNATIVES:**

n/a

**RESPONSIBLE STAFF:**

n/a

**COORDINATED WITH:**

n/a

**Fiscal Impact**

**Budgeted Y/N:**

**Fiscal Year:**

**Account:**

**Amount:**

**OTHER INFORMATION:**

n/a

**Attachments**

City Clerk Plan

**Form Review**

**Inbox**

City Manager

Form Started By: Linda Cox

Final Approval Date: 04/23/2014

**Reviewed By**

Robert Bradshaw

**Date**

04/23/2014 12:09 PM

Started On: 04/22/2014 04:57 PM

# City Clerk's Office

Strategic Planning Session

April 25, 2014



# Duties of the Clerk's Office

- \* Commission Agenda Preparation
- \* Resolution and Ordinance preparation
- \* Legal advertising
- \* Public Records Custodian
- \* Public Information Officer
- \* Business Tax Receipts (4,260 FY14)
- \* Contractor Competency Cards
- \* Research assistance
- \* Provide staff assistance to Mayor and Commissioners
- \* City Elections

# Accomplishments

- \* Employee cross-training is under way
- \* Paperless Agenda system has been implemented at an annual savings to the City
- \* Audio files of meetings are now on-line
- \* Streamlining efforts continually being evaluated
- \* Developed consistency in providing information to Mayor and Commissioners for calendars



# Priority #1 – Human Resources

- \* Employee retention
- \* Appropriate pay for appropriate work
- \* Employee training opportunities
- \* Appropriate Employee Certifications
- \* Evaluating our current office structure



# Priority #2 – Public Records Access

- \* Paperless Agenda system
- \* Responsiveness to Public Records Requests
- \* Evaluating our records retention program city-wide
- \* Public records retention training
- \* Opti-View Access for all employees
- \* Research assistance



# Priority #3 – Customer Service & Efficiency

- \* Acceptance of Credit Cards
- \* On-Line Business Tax Receipt Application and Information – a check-list
- \* Potential for emailing of BTR renewal invoices
- \* Boards and Committees on-line application
- \* Continued cross-training of employees
- \* Intra-departmental communication and assistance





# Questions?



**City Commission Strategic Planning Workshop**

**Agenda Item # 3. A. b.**

**Meeting Date:** 04/25/2014

**Re:** Administrative Services Strategic Plan Presentation

**Submitted For:** Tony Barnes, Director of Administrative Services, Purchasing

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**Information**

**SUBJECT:**

Administrative Services

**SUMMARY:**

N/A

**RECOMMENDATION:**

N/A

**ALTERNATIVES:**

N/A

**RESPONSIBLE STAFF:**

N/A

**COORDINATED WITH:**

N/A

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**Fiscal Impact**

**Budgeted Y/N:**

**Fiscal Year:**

**Account:**

**Amount:**

**OTHER INFORMATION:**

N/A

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**Attachments**

Administrative Services Strategic Plan

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**Form Review**

**Inbox**

Purchasing

Form Started By: Jennifer Robinson

Final Approval Date: 04/23/2014

**Reviewed By**

Jennifer Robinson

**Date**

04/23/2014 12:17 PM

Started On: 04/23/2014 08:44 AM

# Leadership & Strategic Plan Progress Report

Department of Administrative Services

Tony Barnes, Director

# SUCCESS

## Surplus Auction ~ Complete

- GovDeal Surplus Auction ~ Since the inception of GovDeals, the City has received \$14,181.33 in Revenue
- We have added a second on-line vendor, Public Surplus
- Surplus Auction ~ COMPLETE

# SUCCESS

## Union Negotiations ~ Complete

- Union Negotiations ~ For the first time since 2006 the City has all three (3) Unions under contract
- PBA ~ 9/30/2015
- IUPA ~ 9/30/2015
- Teamster ~9/30/2014

# SUCCESS

## Employee Wellness Program Activities

- The City has conducted yearly on-site Health Risk Assessment during FY 2013 and 2014
- We have participated in Educational Programs (8)
- We started on-site/off-site Fitness Activities (7)
- We have on-site mini fitness facilities (3)
- We have subsidized Fitness Program (2)

### GOALS

- To establish a No Smoking Policy by FY 2016
- To increase the City overall Health Assessment score to 80. This will reduce our risk for adverse medical conditions and lower the employees Group Medical Health Cost which transition to more disposable income for the employee.

# MAJOR CHALLENGE

## Family Medical Policy

- The City formed an Insurance Committee 2012 with our sole mission to find alternatives to reduce the City's Group Health Cost. Over the past two over increases have been below the National Trend:

FISCAL YEAR	CITY	TREND
2012/13	3.3%	11.0%
2013/14	6.4%	10.5%
2014/15	7% - 13%	14.0%

- The 2014/15 year does not look as well, as we are looking at a 7% increase as a floor (\$203,263) or 13% as a ceiling (\$377,489).
- As you know the employees in the base plan will split the cost of increase 50/50. All other plans (buy-up) employee pays total increase.

### GOAL

- 1) The Insurance Committee will determine what alternate health plan measures are needed to control health care cost. These include on-site clinics, contracting with local primary care centers and piggybacking of existing contracts or returning to self-insurance.
- 2) Conduct a Dependent Eligibility Audit for the City of Fort Pierce.

# MAJOR CHALLENGE

## Compensation/Benefits

- Since January 2011 ~ March 2014, 85 employees separate from the City of Fort Pierce.

CY 2011	4
Cy 2012	35
Cy 2013	33
Jan ~ March 2014	13

- Reasons for separation:

Better Pay/Benefits	41
Resigned	14
Retired	12
Dismissed	5
Deceased	4
Layoff	4
Change Careers	3
Duty Retirement	2

# MAJOR CHALLENGE

## Compensation/Benefits

- An analysis of reasons for separation tell us that approximately 65% to 73% of employees since CY 2011 have separated from City for better pay/benefits.

# UPCOMING INITIATIVE

## Compensation/Benefits

To get approval to perform a compensation and benefit study for the City of Fort Pierce, implementation in phases.

**City Commission Strategic Planning Workshop**

**Agenda Item # 3. A. c.**

**Meeting Date:** 04/25/2014

**Re:** Finance Department Strategic Action Plan

**Submitted For:** Gloria Johnson, Finance Director, Finance Department

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**Information**

**SUBJECT:**

Finance

**SUMMARY:**

NA

**RECOMMENDATION:**

NA

**ALTERNATIVES:**

NA

**RESPONSIBLE STAFF:**

NA

**COORDINATED WITH:**

NA

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**Fiscal Impact**

**Budgeted Y/N:**

**Fiscal Year:**

**Account:**

**Amount:**

**OTHER INFORMATION:**

None

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**Attachments**

Finance Department Strategic Plan

---

**Form Review**

**Inbox**

Finance Department

City Manager

Form Started By: Johnna Morris

Final Approval Date: 04/23/2014

**Reviewed By**

Gloria Johnson

Robert Bradshaw

**Date**

04/22/2014 12:56 PM

04/23/2014 12:09 PM

Started On: 04/22/2014 10:03 AM



# FINANCE DEPARTMENT



# Departmental Successes

- Completed New Banking Services Contract with Seacoast Bank.
- Obtained the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for the 25<sup>th</sup> consecutive year.
- Obtained the Distinguished Budget Presentation Award for our budget for the 9<sup>th</sup> year.
- Continue to provide a Quarterly Financial update to the Commission and citizens on all City funds.
- Prioritized and re-evaluated processes in the department.
- Implemented EFT/ACH payments for vendors.



# Major Challenges

- Increased departmental demands with fewer staff. Current staffing level is less than that of 1976. To relieve the added demands on staff, as well as meet new legislative and accountability mandates, the staffing level needs to be increased
- Lack of funding for training and education
- Lack of financial resources



# Credit Card Payments

- Strategy: To provide citizens with an additional payment option.
- Objective: To make payment to the City more convenient.

The Finance Department is the central payment center for all City revenue. Allowing for credit card payments in this department eases the process for our citizens/customers and transitions us into the current currency era.



# Paperless Purchase Order System

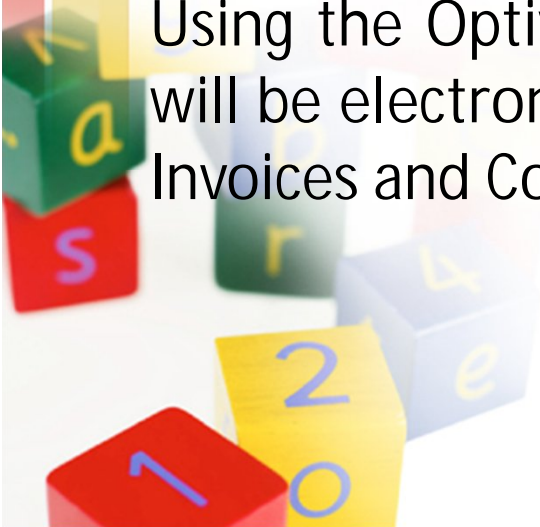
- Strategy: To reduce cost, and improve efficiency by implementing a paperless Purchase Order system.
- Objective: To reduce costs (special PO forms and postage) and eliminate the need to trouble Purchasing and Finance staff for status updates.

Using the Optiflow program, Purchase Orders will be generated, routed and approved electronically. This system creates the PO and allows the user to electronically monitor its status. The Department Head, Purchasing Manager and Director of Finance will electronically approve the PO, after which a copy will return to the originator, Accounts Payable and Purchasing. The PO will be sent to the vendor via email or printed, using regular copy paper, and mailed.

# Paperless Filing System

- Strategy: To provide departments with the ability to obtain accounts payable information using self service.
- Objective: To provide all departments with electronic access to all accounts payable files; eliminating the need for Finance staff to provide any of this information.

Using the Optiview program, all accounts payable information will be electronically filed in one location, i.e. Purchase Orders, Invoices and Copies of Checks.



# Employee Self Service System

- Strategy: To provide employees with self service access to all payroll information.
- Objective: To make payroll information accessible to employees at anytime; eliminating the need for Finance staff to provide any of this information.

Using a user name and password thru the SunGard/Naviline platform, employees will be able to obtain all payroll information electronically from any computer. Included will be W-4s, W-2s, direct deposit statements, and personal information.

# Vendor Self Service System

- Strategy: To provide vendors with self service access to accounts payable information.
- Objective: To make vendor information accessible at anytime, eliminating the need for Finance staff to provide any of this information.

Using a user name and password thru the SunGard/Naviline platform, vendors will have anytime online access to Purchase Orders, paid invoices, current invoice payment status and 1099s.



**City Commission Strategic Planning Workshop**

**Agenda Item # 3. A. d.**

**Meeting Date:** 04/25/2014

**Re:** City of Fort Pierce 2014 Strategic Plan

**Submitted For:** Marjorie Gaskin, Director, Management Information Systems, Management Information Systems

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**Information**

**SUBJECT:**

Management Information Systems

**SUMMARY:**

NA

**RECOMMENDATION:**

NA

**ALTERNATIVES:**

NA

**RESPONSIBLE STAFF:**

NA

**COORDINATED WITH:**

NA

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**Fiscal Impact**

**Budgeted Y/N:** N

**Fiscal Year:**

**Account:**

**Amount:**

**OTHER INFORMATION:**

None

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**Attachments**

MIS Strategic Plan Presentation

---

**Form Review**

**Inbox**

City Manager

Form Started By: Marjorie Gaskin

Final Approval Date: 04/23/2014

**Reviewed By**

Robert Bradshaw

**Date**

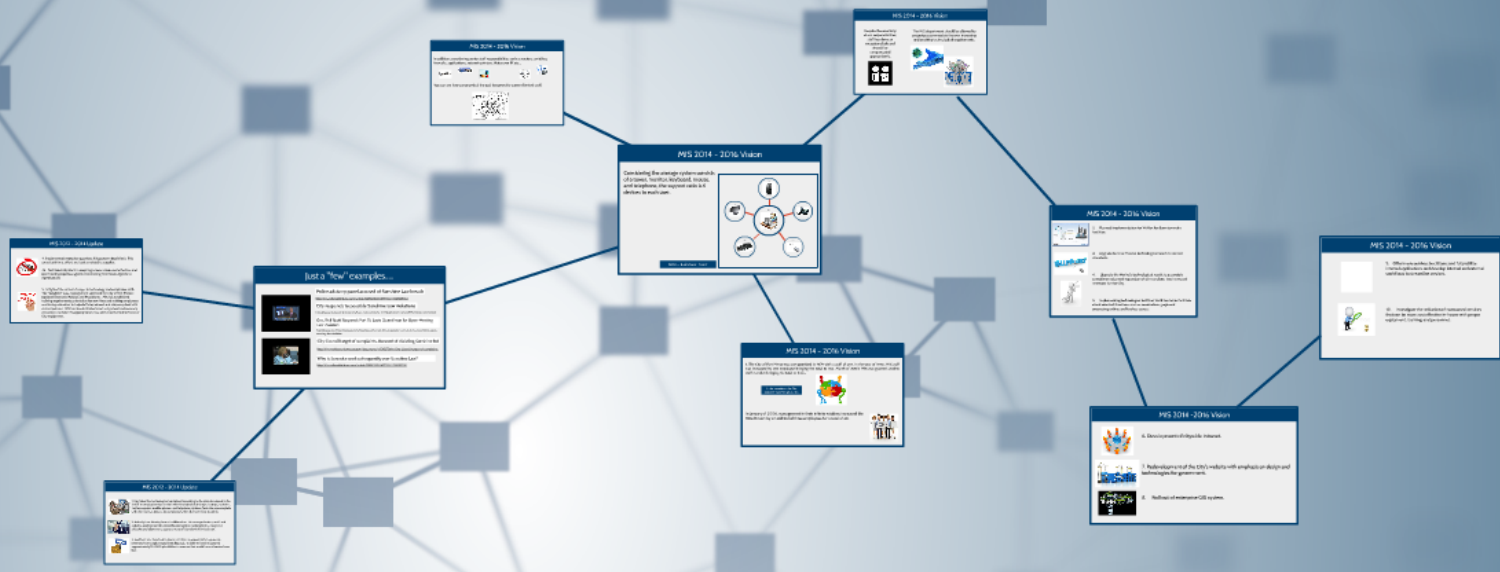
04/23/2014 12:09 PM

Started On: 04/22/2014 05:19 PM



# Strategic Plan Update & Vision for 2014-2016

Management Information Systems



# MIS 2012 - 2014 Update



1. Upgraded the technological equipment according to the plan developed in the initial strategic planning sessions which included all desktops, laptops, switches, routers, copiers, mobile phones, and telephone systems (four sites are complete with the final two sites to be completed within the next three months).



2. Actively transitioning from a traditional on-site managed voice, email, and antivirus environment to a cloud hosted service model which is more cost effective and allows us to operate more efficiently with limited staff.



3. GovDeals was launched in January 2013 as an opportunity to generate revenues from surplus equipment disposal. To date we have recaptured approximately \$14,000 plus dollars in revenue that would have otherwise been lost.

# MIS 2012 - 2014 Update



4. Implemented enterprise paperless filing system (OptiView). This saves both time, effort, and cost as related to supplies.

4b. Facilitated City Clerk in acquiring a more viable, cost effective, and user friendly paperless agenda transitioning from NovusAgenda to AgendaQuick.



5. In light of the current changes in technology and compliance with The "Sunshine" Law, management approved the City of Fort Pierce's updated Electronic Policies and Procedures. MIS has established training requirements, orientation for new hires and existing employees continuing education to help staff stay abreast and stay compliant with current policies. MIS has also instituted asset assignment and recovery procedures to deter misappropriation, loss and unauthorized removal of City equipment.

# Just a "few" examples.....



## Police advisory panel accused of Sunshine Law breach

<http://www.heraldtribune.com/article/20140404/ARTICLE/140409810>

## City responds to possible Sunshine Law violations

[http://www.themountainmail.com/free\\_content/article\\_833564da-ba77-11e3-8709-001a4bcf6878.html](http://www.themountainmail.com/free_content/article_833564da-ba77-11e3-8709-001a4bcf6878.html)

## Gov. Rick Scott Suspends Port St. Lucie Councilman for Open-Meeting Law Violation

<http://www.sunshinestatenews.com/blog/gov-rick-scott-has-suspended-port-st-lucie-councilman-open-meeting-law-violation>



## City Council target of complaints, Accused of violating Sunshine Act

<http://www.tribune-democrat.com/latestnews/x1535575612/City-Council-target-of-complaints>

## Why is Sarasota sued so frequently over Sunshine Law?

<http://www.heraldtribune.com/article/20131025/ARTICLE/131029746>

# MIS 2014 - 2016 Vision

1. The City of Fort Pierce was computerized in 1979 with a staff of one. In the year of 1990, MIS staff was increased by one employee bringing the total to two. March of 2003, MIS was granted another staff member bringing the total to three.

In the meantime, the City acquired two enterprise sites.



In January of 2006, management in their infinite wisdom, increased the MIS division by an additional three employees for a total of six.



# MIS 2014 - 2016 Vision

Considering the average system consists of a tower, monitor, keyboard, mouse, and telephone, the support ratio is 6 devices to each user.



Ratio - 6 devices : 1 user

# MIS 2014 - 2016 Vision

In addition, considering senior staff responsibilities such as routers, switches, firewalls, applications, network printers, Voice over IP, etc...



You can see how astronomical the task becomes for current limited staff.

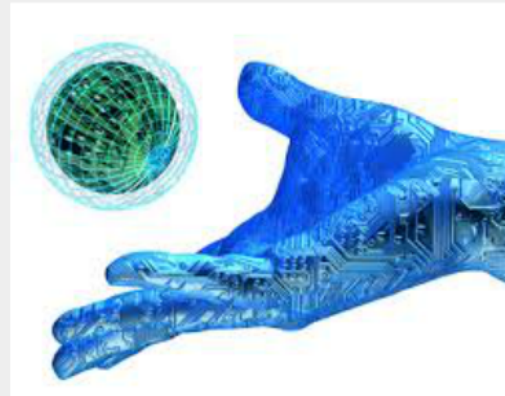


# MIS 2014 - 2016 Vision

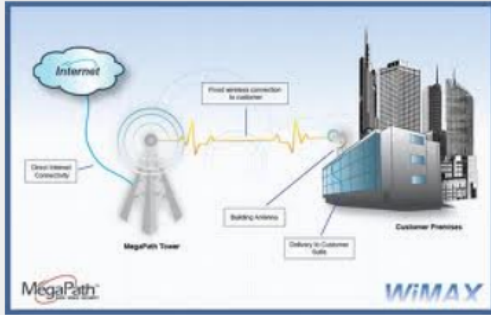
Despite the enormity of our responsibilities, staff has done an exceptional job and should be compensated appropriately.



The MIS department should be allowed to properly accommodate the ever increasing and evolving technological requirements.



# MIS 2014 - 2016 Vision



2. Planned implementation for WiMax for downtown city facilities.



3. Upgrade Sunrise Theater technological needs to current standards.



4. Upgrade the Marina's technological needs to accurately compliment planned expansion which translates into increased revenues for the City.

5. Implementing technologies for River Walk Center to facilitate client oriented functions such as reservations, payment processing online, and keyless access.



# MIS 2014 - 2016 Vision



9. Offer more services to citizens and fully utilize internal applications and develop internal and external workflows to streamline services.



10. Investigate the reduction of contracted services that can be more cost effective in-house with proper equipment, training, and personnel.

**City Commission Strategic Planning Workshop**

**Agenda Item # 3. A. e.**

**Meeting Date:** 04/25/2014

**Re:** Planning Department Update

**Submitted For:** Rebecca Grohall, Planning & Zoning Manager, Planning & Zoning

---

**Information**

**SUBJECT:**

Planning

**SUMMARY:**

Planning Department Update from 2011 Strategic Plan

**RECOMMENDATION:**

See attached

**ALTERNATIVES:**

N/A

**RESPONSIBLE STAFF:**

Rebecca Grohall, Planning Manager

**COORDINATED WITH:**

City Manager's Office

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**Fiscal Impact**

**Budgeted Y/N:**

**Fiscal Year:**

**Account:**

**Amount:**

**OTHER INFORMATION:**

None

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**Attachments**

Planning Presentation

---

**Form Review**

**Inbox**

City Manager

Form Started By: Rebecca Grohall

Final Approval Date: 04/23/2014

**Reviewed By**

Robert Bradshaw

**Date**

04/23/2014 12:09 PM

Started On: 04/22/2014 10:27 AM



# Fort Pierce: Strategic Plan 2011-2016-2026

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# 2011 – Priorities Met

Western Charette: Completed

Entertainment District: Completed the “C5” district for the downtown

Edgartown Special Area Plan: Completed all steps to create the Edgartown Settlement District

City Sustainability/Green design standard for Historic District – completed

LDR Revision – updated table of permitted uses

Parks LOS – completed

South Bridge Project – canceled due to lack of citizen support

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# What's next? Top Priorities

## Human Resources

### Focus on personnel retention:

- Competitive wages, benefits and retirement package so that we do not become a training ground or are unable to compete



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## What's next? Top Priorities

Annexation –

Strategic Annexation of Commercial & Industrial property along city's boundaries to bring high value properties into City.

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## What's next? Top Priorities

Economic Development –  
Port Development and  
Identification/Development of Targeted  
Industries Strategies (QTI), Job  
Creation/Retention, Economic Gardening -  
Helping small and medium sized firms grow

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*Photography By Michael A. Evans*

**City Commission Strategic Planning Workshop**

**Agenda Item # 3. A. f.**

**Meeting Date:** 04/25/2014

**Re:** Strategic Plan - Community Response

**Submitted For:** Peggy Arraiz, Code Compliance Manager, Code Enforcement

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**Information**

**SUBJECT:**

Code Enforcement

**SUMMARY:**

Summary of completed action items and a list of pending action items for Code Enforcement and Animal Control.

**RECOMMENDATION:**

Approve the pending action items.

**ALTERNATIVES:**

Recommend additional items.

**RESPONSIBLE STAFF:**

Peggy Arraiz, Code Compliance Manager

**COORDINATED WITH:**

Nicholas Mimms, Deputy City Manager

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**Fiscal Impact**

**Budgeted Y/N:**

**Fiscal Year:**

**Account:**

**Amount:**

**OTHER INFORMATION:**

N/A

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**Attachments**

Strategic Plan PP - CE & AC

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**Form Review**

**Inbox**

City Manager

Form Started By: Peggy Arraiz

Final Approval Date: 04/23/2014

**Reviewed By**

Robert Bradshaw

**Date**

04/23/2014 12:09 PM

Started On: 04/21/2014 01:05 PM



# Community Response Divisions

Code Enforcement & Animal Control

Strategic Plan

April 25, 2014

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- Negotiate contract with the Humane Society
  - FY 2012, the City entered into a flat rate contract with the Humane Society for \$125,000 per year.
  - That rate has remained consistent for FY 2013 and FY 2014. It is expected to continue into FY 2015.
- Review Code Enforcement Process and Fines
  - Reaffirmed the ability of Code Enforcement Officers to issue citations.
  - Updated the amount of fines to be consistent with the Animal Control fines and updated the list of violations that could be addressed by citations.

## Completed Action Items

---

- Updated Nuisance Ordinance
  - 1<sup>st</sup> Reading at April 21<sup>st</sup> Commission Meeting.
  - New definition of graffiti and new definition for landscape maintenance.
  - Amended definition prohibits unregistered vehicles from parking within 15 feet of the road's edge. (Addresses parking problems along US 1)
- Proposed Vendor Ordinance
  - Proposed ordinance forwarded to the City Attorney's office for review on September 6, 2013 and again on January 27, 2014.

## Completed Action Items

---



- Lot Clearing Sweep

- Initiated in August 2014 using CDBG funds - \$60,000 budget.
- Over 670 violations notices sent and we achieved approx. 50% voluntary compliance.
- Project completed within budget. All lot clearing work totaled \$55,306 with the remaining budget used to cover administrative costs (mailing and posting).
- Project area expanded from Orange Avenue to the canal. We will continue to expand the project area as funds become available.

## Completed Action Items

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- Maintain / Retain staffing levels

- 3 full-time animal control officers with combined 31 years of service.
  - Animal Control Officers provide service 24 / 7.
- 3 full-time code officers with combined 32 years of service.
  - Staff level at 1/3 the level in 2009.
- 1 full-time and 1 part-time code officer, funded by CDBG grant funds.
  - Need to bring under General Fund to guarantee upgraded staffing level.
- 1 administrative staff employee to support those 8 employees, the code manager, plus 2 special magistrates and the code enforcement board. Also acts as front desk / receptionist.


# Pending Actions

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- Adopt CPTED guidelines
  - Improve the safety and welfare of residents in areas identified by the FPPD as experiencing high crime by requiring trees to be trimmed and grass to be cut providing clear vision areas.
- Amend the sign ordinance
  - Require all pole mounted signs to be replaced with monument signs if any structural changes or other improvements are made to the sign (other than sign face).
  - Provide businesses the ability to place one A-frame sign in front of their business.
  - Provide for approved temporary signs – similar to Port St. Lucie’s sign code.

# Pending Actions

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- 
- Update Animal Control Procedures
    - Start-up of PetData – the new licensing software.
      - We are waiting for a “go live” date.
    - Start-up of Shelter Pro software – the new records software.
      - We are waiting for a “go live” date.

# Pending Actions

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**City Commission Strategic Planning Workshop**

**Agenda Item # 3. A. g.**

**Meeting Date:** 04/25/2014

**Re:** City of Fort Pierce Strategic Plan Update

**Submitted For:** Sean Baldwin, Chief of Police, Police Department

**Information**

**SUBJECT:**

Police

**SUMMARY:**

Status report and updates for City's Strategic Plan.

**RECOMMENDATION:**

Approve.

**ALTERNATIVES:**

None.

**RESPONSIBLE STAFF:**

R. Sean Baldwin, Chief of Police

**COORDINATED WITH:**

N/A

**Fiscal Impact**

**Budgeted Y/N:** N/A

**Fiscal Year:** N/A

**Account:** N/A

**Amount:** N/A

**OTHER INFORMATION:**

N/A

**Attachments**

CFP Strategic Plan Update

**Form Review**

**Inbox**

City Manager

Form Started By: Sharman Colton

Final Approval Date: 04/23/2014

**Reviewed By**

Robert Bradshaw

**Date**

04/23/2014 12:09 PM

Started On: 04/22/2014 10:31 AM





# FORT PIERCE POLICE DEPARTMENT

*Protecting our Community*

**Strategic Planning Workshop**  
**April 25, 2014**

# ***2011 – 2012 Updates***

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

## **Policy Agenda**

### **4. Police Revenue Initiatives: Decision (Red Light Cameras, Contract Towing, Alarm Fees, Investigative Cost Recovery)**

- **Red Light Cameras: COMPLETED** – A presentation was provided to the City Commission on February 13, 2012 resulting in direction not to move forward.
- **Contract Towing: COMPLETED** – An initial presentation was provide to the City Commission on February 13, 2012, with direction to proceed with an service fee. Collections to date are approximately \$17,000.
- **Alarm Fees: COMPLETED** – A presentation was provided to the City Commission on February 13, 2012 with direction to partner with St. Lucie County agencies. Currently a committee working with St. Lucie County Public Safety is working to select a vendor for third party management and fee collection.

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

### **Management in Progress**

**12. Animal Control Transfer COMPLETED** – The animal control division was transferred from the police department to code enforcement on March 7, 2011.

## *Goal 3 – Safer and More Beautiful City*

### **Management Agenda**

#### **1. Youth Employment / Recreation Strategy Initiatives**

**COMPLETED** – The city provided youth employment internships to youth during summers of 2011 and 2012

## *Goal 3 – Safer and More Beautiful City*

### **Management in Progress**

**1. Parks Ordinances: Revision COMPLETED** – The City Commission adopted a revised ordinance on March 6, 2012.

**3. Alarm Registration and Response Fee: Direction COMPLETED** - A presentation was provided to the City Commission on February 13, 2012 with direction to partner with St. Lucie County agencies. This has been accomplished. Currently a committee working with St. Lucie County Public Safety is working to select a vendor for third party management and fee collection.

**4. Strategic/Crime Control Plan: Adoption COMPLETED** – This plan was presented to the City Commission on February 13, 2012.

## *Goal 4 – FORT PIERCE: Great Place to live, work, and play*

### Management in Progress

**7. PAL Gymnasium Relocation – YMCA Building: Evaluation, Direction **COMPLETED**** – The City restored the old YMCA and PAL took occupancy in December 8, 2011.



## *Goal 5 – Community Unity and Pride*

### **Management in Progress**

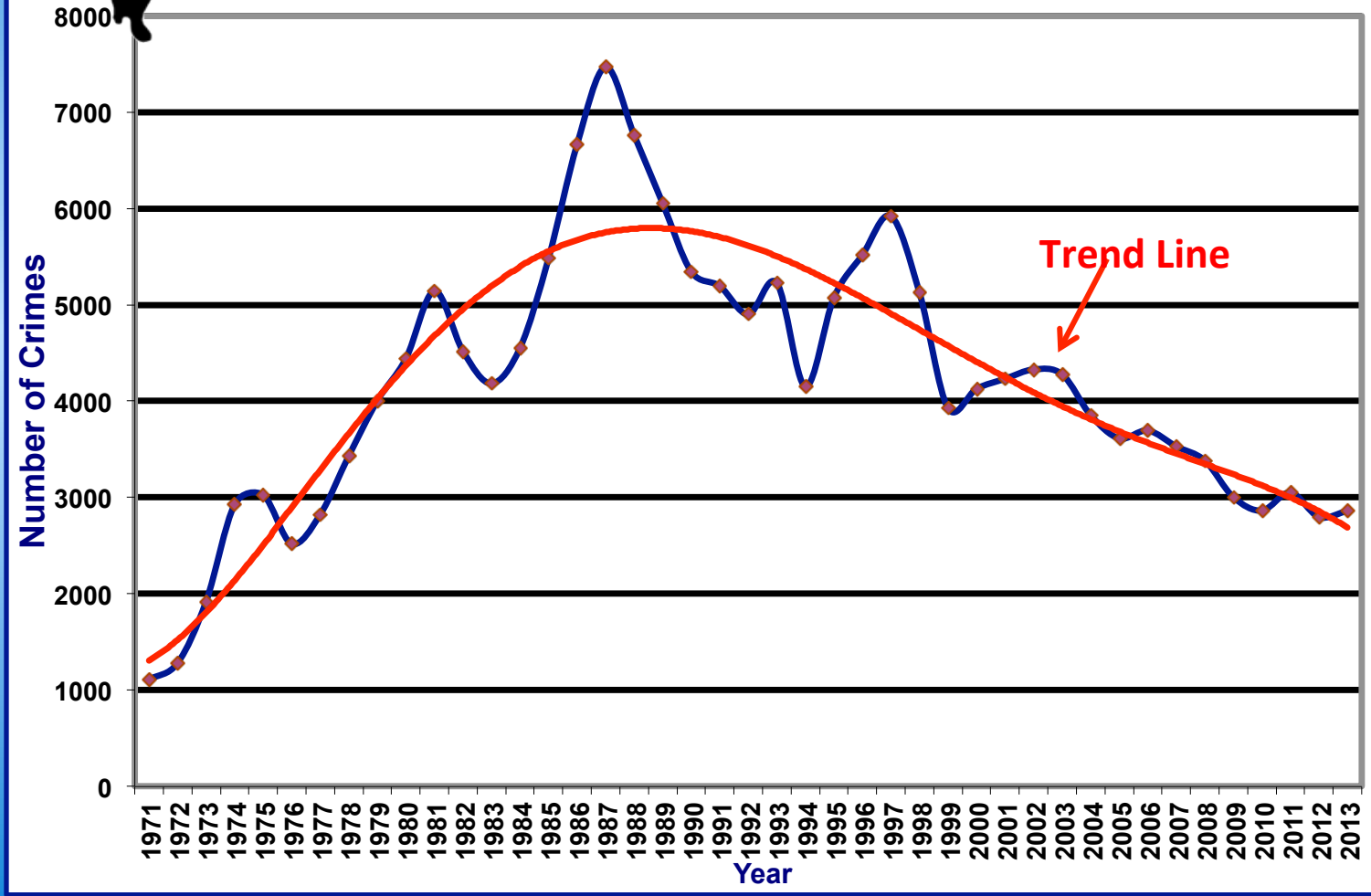
**1. IRSC Capstone Plan (Diversity within the Police Department: Implementation COMPLETED** – Presentation was provided to the City Commission on April 18, 2011. This has grown into an offer to external organizations (NAACP, Caribbean American Council, Frontline) to participate in the police department's minority recruiting incentive program.

***2014 – 2016 Updates***



# Crime

## UCR Part 1 Total Crime Fort Pierce 1971 - 2013



# Crime in Fort Pierce 1987 - 2013

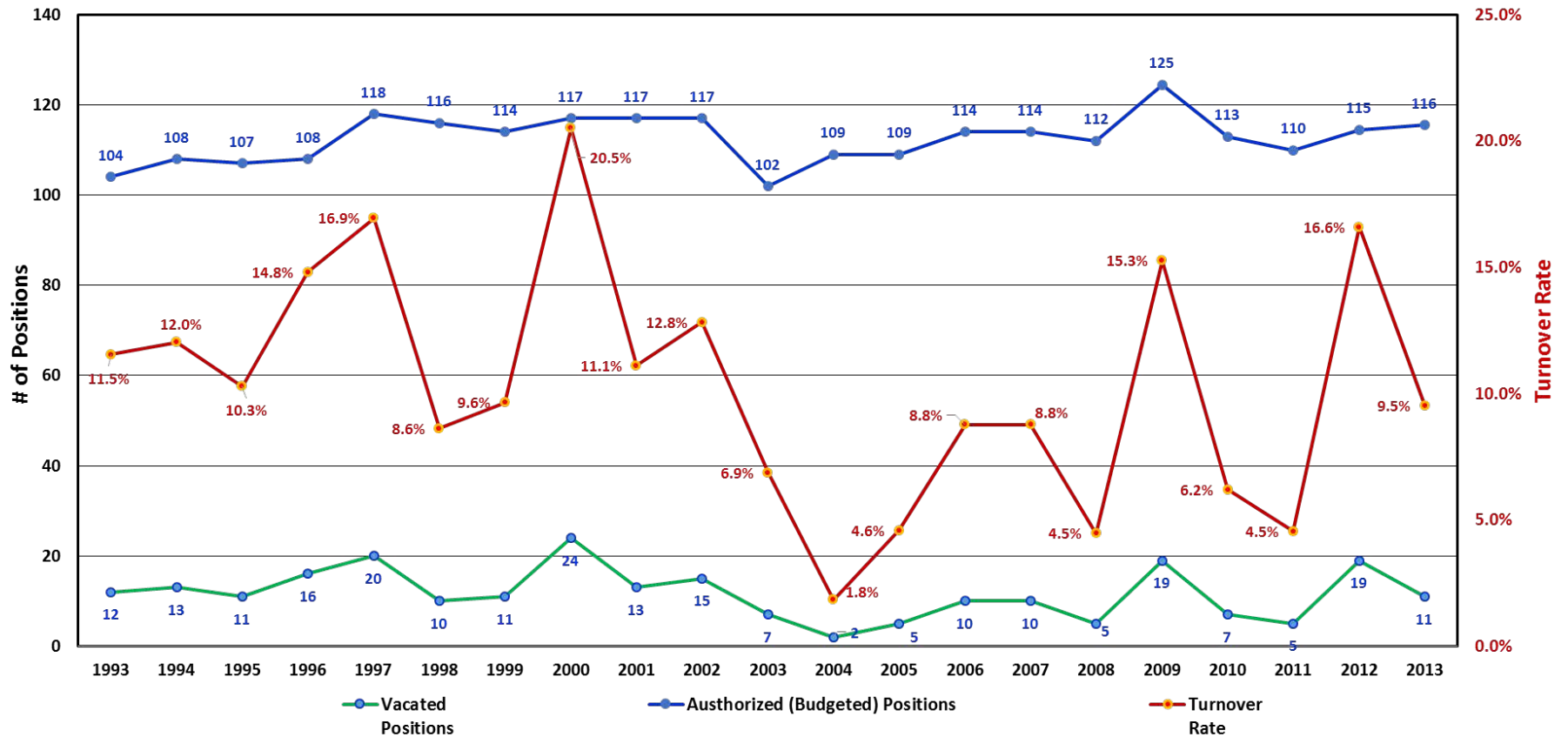
1987 & 2013 Part 1 UCR Crime Statistics Citywide			
UCR Category	1987	2013	% Change
Murder	17	7	-59%
Forcible Rape (FBI UCR)	39	27	-31%
Robbery	334	113	-66%
Aggravated Assault/Stalking	832	405	-51%
<b>Total Violent Crimes</b>	<b>1222</b>	<b>552</b>	<b>-55%</b>
BURGLARY	1987	624	-69%
LARCENY THEFT	3893	1560	-60%
MOTOR VEHICLE THEFT	368	114	-69%
<b>Total Non-Violent Crimes</b>	<b>6248</b>	<b>2298</b>	<b>-63%</b>
<b>Grand Total</b>	<b>7470</b>	<b>2850</b>	<b>-62%</b>

Crime Category	1999			2000			2001			2002			2003			2004			2005		
	Crime Index	Crime Rate	Rank of 2,640	Crime Index	Crime Rate	Rank of 2,706	Crime Index	Crime Rate	Rank of 2,711	Crime Index	Crime Rate	Rank of 2,805	Crime Index	Crime Rate	Rank of 2,875	Crime Index	Crime Rate	Rank of 2,944	Crime Index	Crime Rate	Rank of 2,978
Murder	4	11	260	16	41	10	13	34	22	8	20	69	15	39	15	6	16	133	10	26	47
Rape	29	79	158	35	89	106	57	96	91	41	105	82	57	147	16	52	134	38	36	93	124
Robbery	216	587	43	214	546	49	281	730	17	236	602	38	249	644	29	177	458	75	195	502	71
Agg. Assault	714	1,939	6	532	1,357	29	538	1,398	25	538	1,371	28	509	1,316	21	462	1,194	36	495	1,275	26
Violent Crimes Sub-total	963	2,616	7	797	2,032	24	869	2,258	15	823	2,098	18	830	2,146	14	697	1,802	32	736	1,896	25
Burglary	782	2,124	60	885	2,257	33	1,022	2,655	15	964	2,457	24	1,043	2,696	15	970	2,508	32	872	2,246	44
Larceny	1,904	5,172	247	2,099	5,353	198	2,024	5,259	228	2,152	5,485	165	2,132	5,511	171	1,912	4,943	266	1,629	4,197	431
Vehicle Theft	277	752	269	348	887	158	317	824	232	390	994	146	273	706	338	275	711	327	376	969	175
Nonviolent Crimes Sub-total	2,963	8,048	166	3,332	8,497	102	3,363	8,738	95	3,506	8,937	73	3,448	8,913	77	3,157	8,161	106	2,877	7,412	165
Total	3,926	10,664	74	4,129	10,530	56	4,232	10,996	44	4,329	11,034	41	4,278	11,059	42	3,854	9,963	63	3,613	9,308	82

Crime Category	2006			2007			2008			2009			2010			2011			2012		
	Crime Index	Crime Rate	Rank of 2,968	Crime Index	Crime Rate	Rank of 3,058	Crime Index	Crime Rate	Rank of 3,091	Crime Index	Crime Rate	Rank of 3,219	Crime Index	Crime Rate	Rank of 3,344	Crime Index	Crime Rate	Rank of 3,370	Crime Index	Crime Rate	Rank of 3,361
Murder	4	10	325	4	10	349	4	10	316	8	19	102	9	21	69	11	26	51	3	7	573
Rape	37	94	106	45	114	49	39	98	84	23	56	412	27	63	311	24	57	384	31	73	189
Robbery	231	589	52	229	580	54	234	587	47	134	326	197	142	332	139	194	460	63	137	322	139
Agg. Assault	528	1,347	25	556	1,435	17	517	1,289	22	354	861	92	304	710	135	253	600	204	301	707	136
Violent Crimes Sub-total	800	2,041	24	844	2,139	18	791	1,984	19	519	1,262	87	482	1,126	104	482	1,143	103	472	1,109	110
Burglary	831	2,120	66	818	2,073	75	815	2,045	77	722	1,756	136	689	1,610	186	798	1,893	107	705	1,656	146
Larceny	1,797	4,584	424	1,670	4,233	339	1,628	4,084	343	1,653	4,021	335	1,615	3,774	377	1,676	3,976	310	1,528	3,590	450
Vehicle Theft	298	760	262	220	558	396	179	449	446	133	323	605	92	215	912	115	273	632	92	216	852
Nonviolent Crimes Sub-total	2,926	7,464	120	2,705	6,863	178	2,622	6,578	188	2,508	6,100	224	2,396	5,599	296	2,589	6,141	194	2,325	5,463	297
Total	3,726	9,505	64	3,552	9,002	81	3,413	8,562	93	3,027	7,362	166	2,878	6,725	218	3,071	7,285	153	2,797	6,571	223

# Employee Turnover

Fort Pierce Police Department  
Sworn Officer Turnover Rate  
(FY 1993 - 2013)



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

### **Objective 1 – Top quality city workforce dedicated to serving Fort Pierce community**

- Provide employees with a salary adjustment.
- Conduct a comprehensive employee compensation and benefits study. Then, commit to maintaining competitiveness within our local job market.
- Adopt the FPUA's employee health insurance plan (self-insured contracted health clinic model) for all city employees. Consider merging the systems to leverage a larger employee group and reduce administration costs.
- Resolve ongoing discussions regarding retirement system "reform" and retain a competitive retirement benefit.

## *Goal 3 – Safer and More Beautiful City*

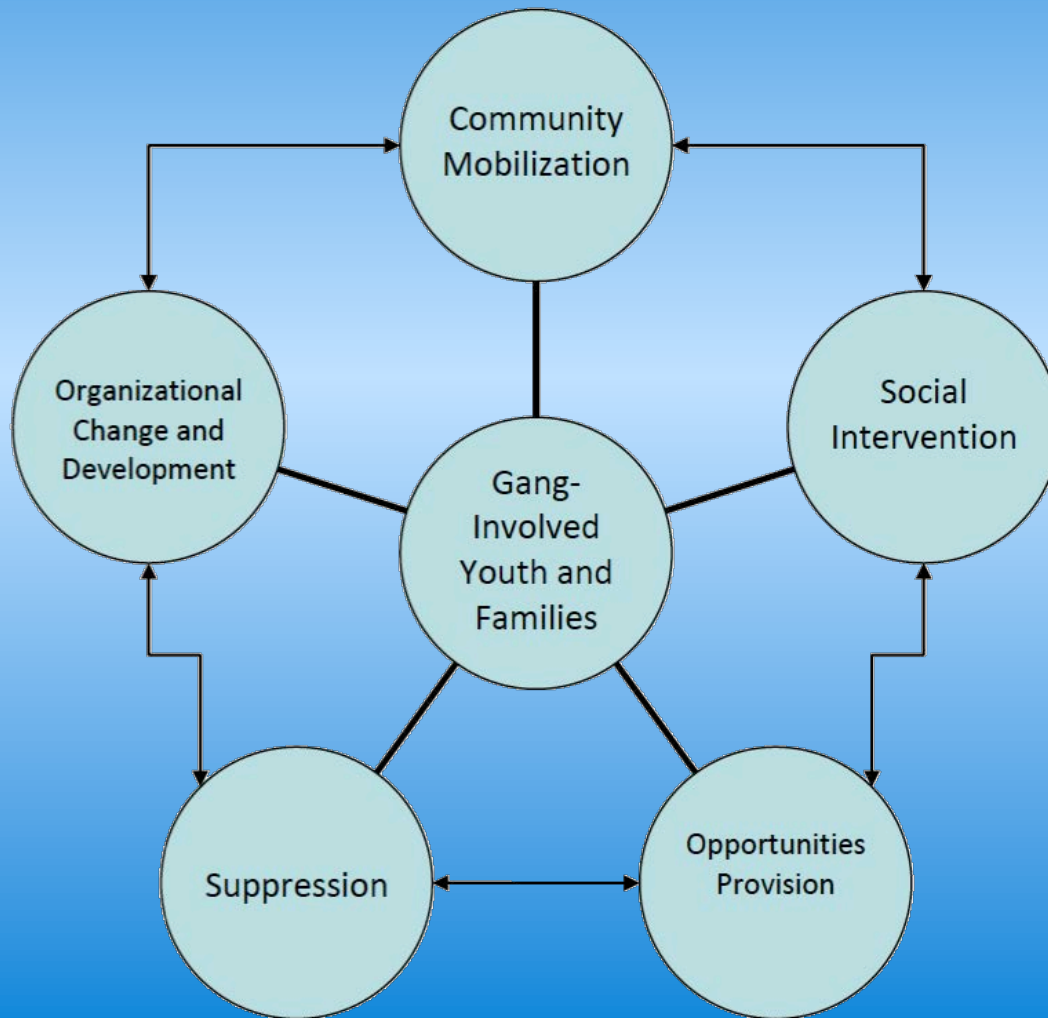
### **Objectives 1 – 6**

- Adopt and implement the Office of Juvenile Justice and Delinquency Prevention's Comprehensive Gang Strategy (in partnership with Roundtable of St. Lucie County).
- Provide funding for building condemnation and demolition.
- Implement oversight of rental housing market to require conformance with code and improve the standard of living within our community.
- Implement oversight of vacant structures (commercial and housing) and vacant lots to require conformance with code and prevent crime at these locations.
- Provide Crime Prevention Through Environmental Design (CPTED) training to Planning Board members, planning department, police department, code enforcement, and building staff.
- Stabilize turnover within police department (see Goal 1).

***Office of Juvenile Justice and  
Delinquency Prevention (OJJDP)***

***Comprehensive Gang Strategy Model***

# Comprehensive Gang Strategy Core Elements



# *OJJDP Comprehensive Gang Model Core Strategies*

- **Community Mobilization:** Involvement of local citizens, including former gang members and community groups and agencies, and the coordination of programs and staff functions within and across agencies.
- **Opportunities Provision:** The development of a variety of specific education, training, and employment programs targeting gang-involved youth.
- **Social Intervention:** Youth-serving agencies, schools, street outreach workers, grassroots groups, faith-based organizations, law enforcement agencies, and other criminal justice organizations reaching out and acting as links between gang-involved youth and their families, the conventional world, and needed services.
- **Suppression:** Formal and informal social control procedures, including close supervision or monitoring of gang youth by agencies of the criminal justice system and also by community-based agencies, schools, and grassroots groups.
- **Organizational Change and Development:** Development and implementation of policies and procedures that result in the most effective use of available and potential resources to better address the gang problem.

## *Goal 5 – Community Unity and Pride*

**Objective 1 – Develop a reputation as an inclusive community with everyone feeling welcome and part of the community.**

- In order to improve diversity within the police department's management ranks, revise City Personnel Rules and Collective Bargaining Agreements to eliminate ranked order listings and "rule of three" requirements for promotions.
- Stabilize turnover of minority officers within the police department (see Goal 1).

**City Commission Strategic Planning Workshop**

**Agenda Item # 3. A. h.**

**Meeting Date:** 04/25/2014

**Re:** Strategic Plan Meeting

**Submitted For:** Mike Reals, Public Works Manager, Public Works

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**Information**

**SUBJECT:**

Public Works

**SUMMARY:**

N/A

**RECOMMENDATION:**

N/A

**ALTERNATIVES:**

N/A

**RESPONSIBLE STAFF:**

N/A

**COORDINATED WITH:**

N/A

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**Fiscal Impact**

**Budgeted Y/N:**

**Fiscal Year:**

**Account:**

**Amount:**

**OTHER INFORMATION:**

N/A

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**Attachments**

Public Works Strategic Plan Presentation

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**Form Review**

**Inbox**

City Manager

Form Started By: Mike Reals

Final Approval Date: 04/23/2014

**Reviewed By**

Robert Bradshaw

**Date**

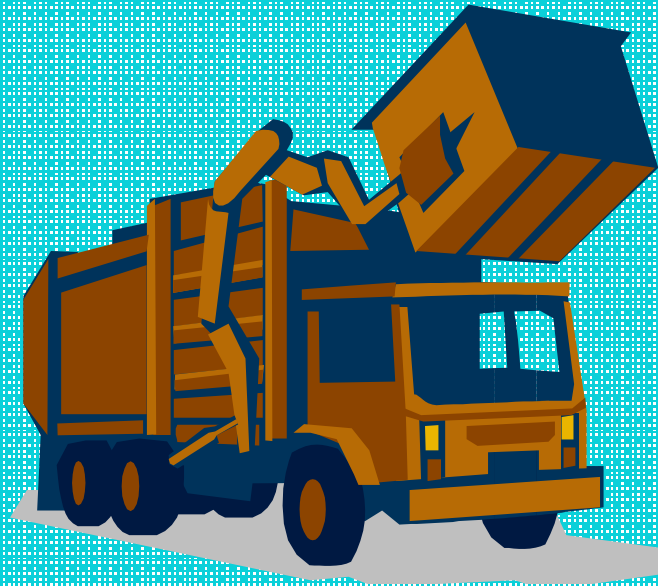
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# STRATEGIC PLAN REVIEW

CITY OF FORT PIERCE PUBLIC WORKS DEPARTMENT



APRIL 25, 2014

The seal of Fort Pierce, The Sunrise City, is a circular emblem. It features a central illustration of a seagull in flight over a body of water, with a sun rising behind the horizon. The sun's rays are depicted as yellow lines radiating upwards. The words "FORT PIERCE" are written in a semi-circle at the top, and "THE SUNRISE CITY" is written in a semi-circle at the bottom, both in a light blue, sans-serif font.

# Accomplishments

**STRATEGIC PLAN REVIEW**  
**Public Works Dept.**  
**April 25, 2014**

# WASTE MANAGEMENT CONTRACT

- The City of Fort Pierce entered into a contract with WM to receive all MSW collected by the City of Fort Pierce.
- This contract provided the City with a \$1,150,000.00 cash payment (650,000.00 at contract signing, 250,000.00 at the beginning of the 6<sup>th</sup> year and another 250,000.00 at the beginning of the 11<sup>th</sup> year.
- Waste Management invested in our community by constructing a 1.8 million dollar transfer facility located within the city limits of Fort Pierce to receive all of our collected material.
- To date we are saving \$5.00 per ton on tipping fees.



**STRATEGIC PLAN REVIEW**  
**Public Works Dept.**  
**April 25, 2014**

# CONEDISON CONTRACT SIGNING

- The City of Fort Pierce has entered into a \$6,000,000.00 energy savings contract with a guaranteed payback.
- This project will be overseen by the PWD and will provide the community with energy efficient LED street lights as well as provide our facilities with energy efficient plumbing, HVAC and interior lighting fixtures.
- The aging equipment that will be replaced has been on borrowed time and we are fortunate to not have had any catastrophic failures that would have been very costly and not budgeted for.



**STRATEGIC PLAN REVIEW**

**Public Works Dept.**

**April 25, 2014**

# ENERGY EFFICIENCY AND CONSERVATION TEAM

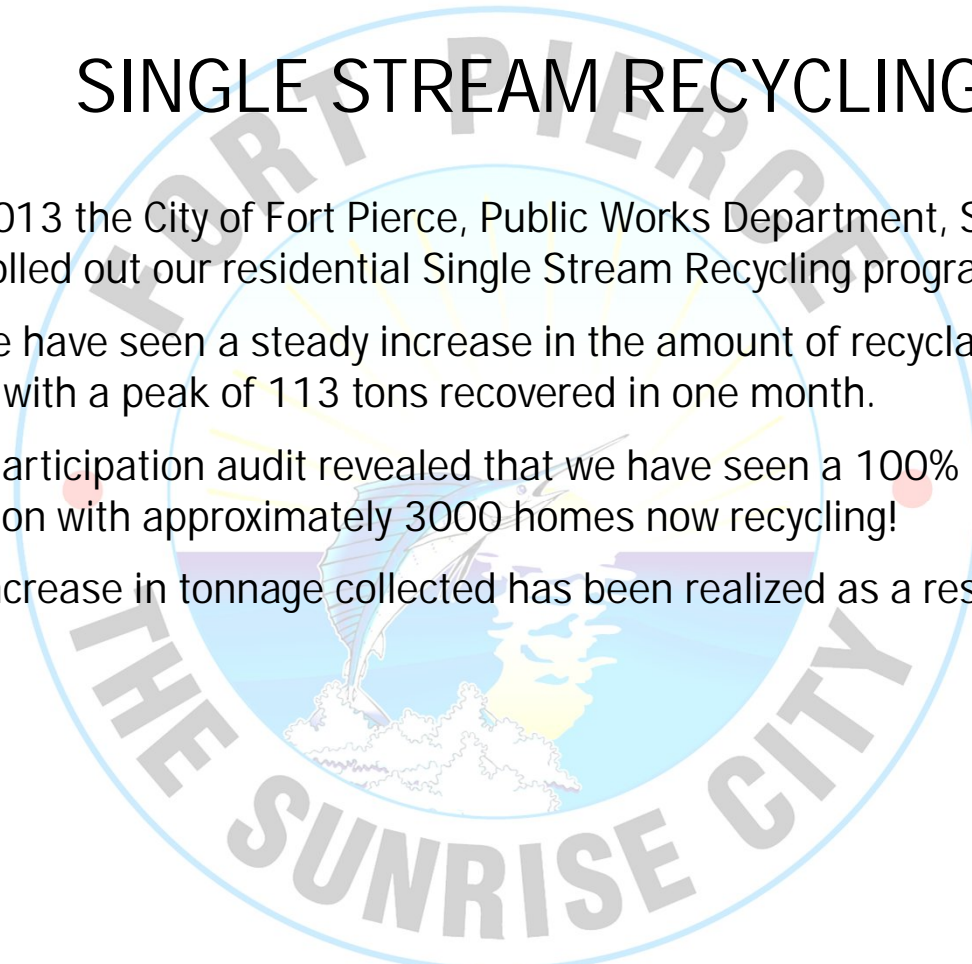
- The energy efficiency and conservation team did a fantastic job of identifying critical areas in need of immediate attention to reduce the energy consumption of our facilities.
- The PWD Facilities Maintenance Division performed installations of energy efficient lighting fixtures and HVAC components.
- City Hall benefited from a 30% reduction in energy used.
- Because of the diligent efforts of this team, the folks conducting the IGA had a struggle finding ECM's that they could guarantee and applauded the team on their hard work.

**STRATEGIC PLAN REVIEW**  
**Public Works Dept.**  
**April 25, 2014**



# SINGLE STREAM RECYCLING

- July 17, 2013 the City of Fort Pierce, Public Works Department, Solid Waste Division rolled out our residential Single Stream Recycling program.
- To date we have seen a steady increase in the amount of recyclable material collected, with a peak of 113 tons recovered in one month.
- A recent participation audit revealed that we have seen a 100% increase participation with approximately 3000 homes now recycling!
- A 200% increase in tonnage collected has been realized as a result of this program.



**STRATEGIC PLAN REVIEW**  
**Public Works Dept.**  
**April 25, 2014**

# ROTARY PARK RECONSTRUCTION

- The PWD along with the Rotary club and countless volunteers reconstructed the Kids Crossing playground at Rotary Park.
- Due to its age, the original play set had deteriorated to the point that it was no longer safe for kids to play on. The Rotarians raised the funds to purchase the new equipment.
- The PWD performed all demolition and removal of the old play set and also had a team of employees on hand throughout most of the construction.

**STRATEGIC PLAN REVIEW**

**Public Works Dept.**

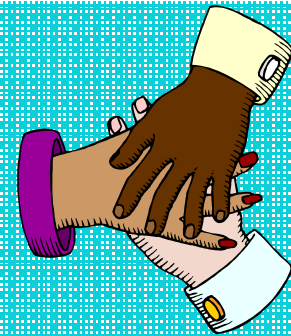
**April 25, 2014**



# Goals and Initiatives Going Forward

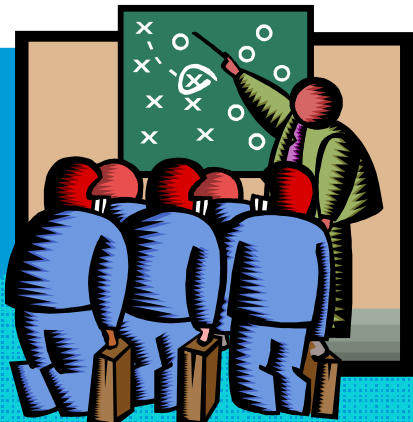
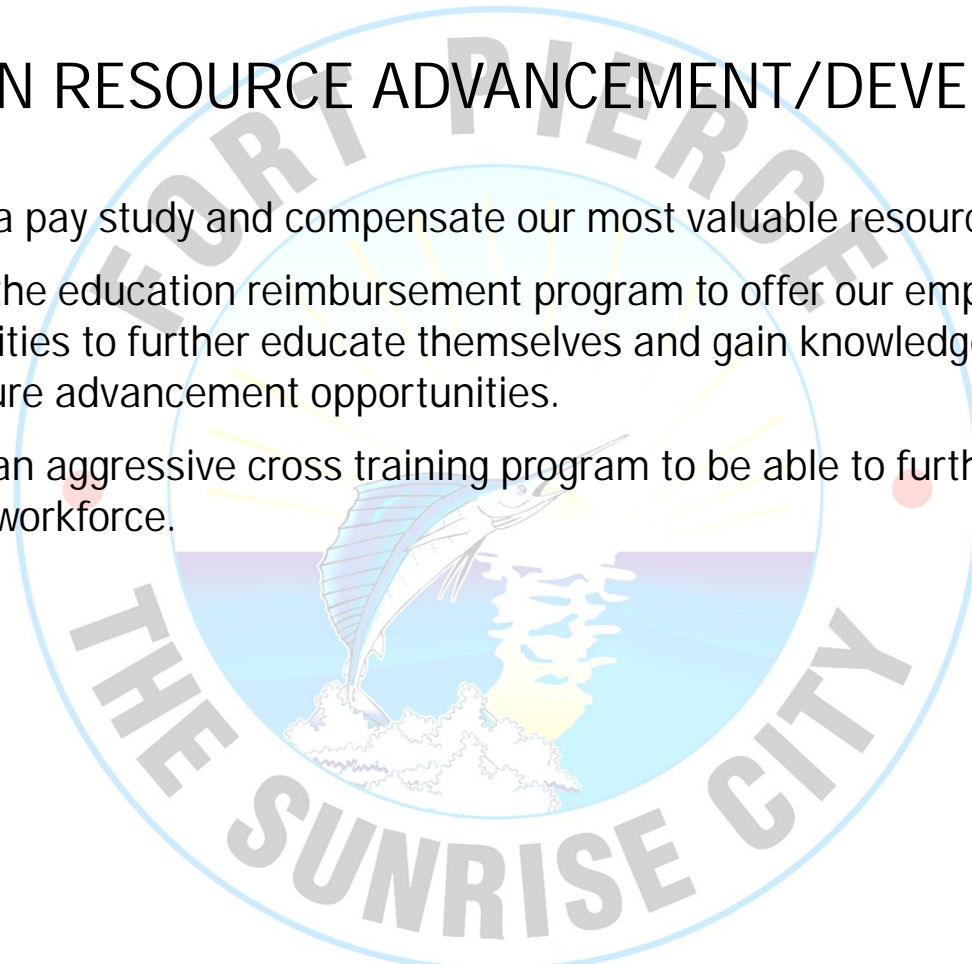


**STRATEGIC PLAN REVIEW**  
**Public Works Dept.**  
**April 25, 2014**



# HUMAN RESOURCE ADVANCEMENT/DEVELOPMENT

- Conduct a pay study and compensate our most valuable resources accordingly.
- Revamp the education reimbursement program to offer our employees more opportunities to further educate themselves and gain knowledge that may offer them future advancement opportunities.
- Institute an aggressive cross training program to be able to further utilize our talented workforce.



**STRATEGIC PLAN REVIEW**  
**Public Works Dept.**  
**April 25, 2014**

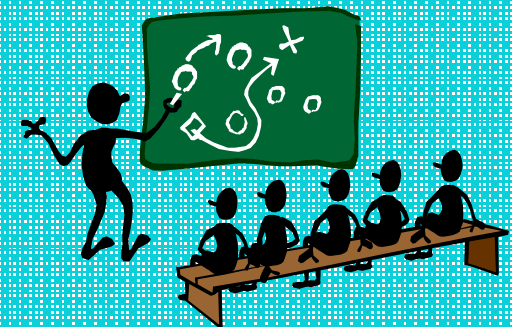
# RECREATION

- The PWD and RWC staff are anxiously looking forward to offering recreational activities for the youth and young adults of our community.
- The HDRC Percy Peek Gymnasium not only offers us a beautiful facility to host basketball programs, but there are also opportunities for volleyball and with the large field outside, soccer, flag football and lacrosse are also possibilities.
- The City of Fort Pierce is slowly obtaining all the pieces to the recreation puzzle and will eventually have a recreation division or department.

**STRATEGIC PLAN REVIEW**

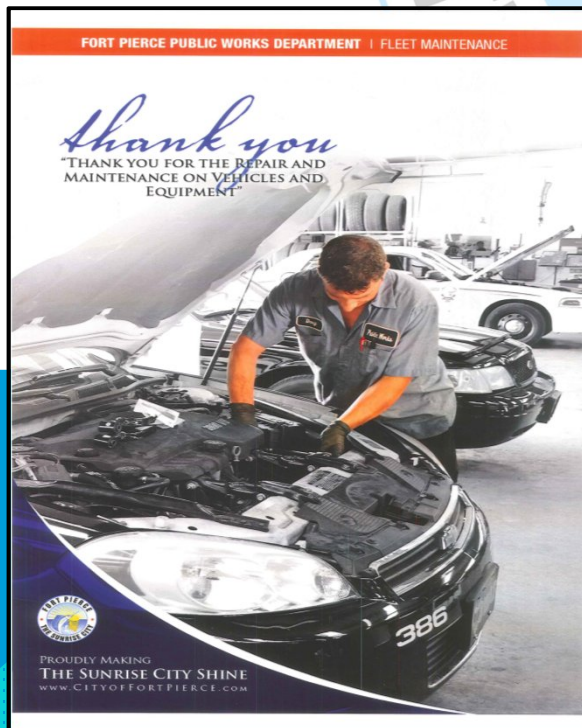
**Public Works Dept.**

**April 25, 2014**



# BRANDING OF THE PWD

- The PWD is working with Capstone students from IRSC to develop a marketing/branding campaign to increase the public's awareness of all of the functions performed by the department.
- Our goal is to change the public's perception of a municipal worker and show our employees that they are appreciated and what they do matters.
- We aim to not only be the City of Fort Pierce Public Works Department, but the Best Public Works Department on the Treasure Coast.



STRATEGIC PLAN REVIEW  
Public Works Dept.  
April 25, 2014

# COMMERCIAL/MULTI-FAMILY RECYCLING

- With the success of our residential Single Stream Recycling Program, the PWD is looking to work with our consultant on the feasibility of bringing commercial and multi-family recycling programs in-house.
- This will provide the City of Fort Pierce with further opportunities to reduce the tonnage across the scales and reduce the amount of material that could have been recycled out of the landfill.



**STRATEGIC PLAN REVIEW**  
**Public Works Dept.**  
**April 25, 2014**

# SOLID WASTE BILLS ON THE TAX ROLL

- The PWD would like to explore the possible benefits of adding the solid waste collection bill to the property tax bills each year.
- Possible benefits include an increased percentage of collection rates, a one time payment each year and a reduction in administrative cost due to the monthly billing we are currently doing.



**STRATEGIC PLAN REVIEW**  
**Public Works Dept.**  
**April 25, 2014**

ANY QUESTIONS



**STRATEGIC PLAN REVIEW**

**Public Works Dept.**

**April 25, 2014**

**City Commission Strategic Planning Workshop**

**Agenda Item # 3. A. i.**

**Meeting Date:** 04/25/2014

**Re:** Strategic Plan Update

**Submitted For:** John Andrews, City Engineer, Engineering

---

**Information**

**SUBJECT:**

Engineering

**SUMMARY:**

Review of action/activity items from the Strategic Plan that are the responsibility of the Engineering Department

**RECOMMENDATION:**

Accept update

**ALTERNATIVES:**

N/A

**RESPONSIBLE STAFF:**

Jack Andrews, City Engineer

**COORDINATED WITH:**

City Manager

---

**Fiscal Impact**

**Budgeted Y/N:** N/A

**Fiscal Year:** N/A

**Account:** N/A

**Amount:** N/A

**OTHER INFORMATION:**

None

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**Attachments**

Engineering Update

---

**Form Review**

**Inbox**

City Manager

Form Started By: John Andrews

Final Approval Date: 04/23/2014

**Reviewed By**

Robert Bradshaw

**Date**

04/23/2014 12:09 PM

Started On: 04/22/2014 01:46 PM



# Leadership & Strategic Plan

## Department of Engineering Progress Report

Prepared By:  
Fort Pierce Engineering Department



**April 25, 2014**

## Action/Activity Items

1. Roadway Resurfacing & Reconstruction – Determine direction and funding
2. Stormwater Replacement Projects – Prepare report
3. Stormwater Replacement Projects – Determine project priority
4. Docks at Manatee Center Boat Ramp

## Action/Activity Items

### 1. Roadway Resurfacing & Reconstruction – Determine direction and funding

#### ▪ Progress to Date:

- The Engineering Department has developed a city-wide comprehensive evaluation report of street conditions, including pavement, curb and gutter, and sidewalks. Report is updated on an annual basis.
  
- A report has also been developed to explore the possibility of using the special assessment process for resurfacing/reconstruction of streets.
  - ❖ Sample area was chosen, detailed improvement costs have been determined, and information regarding special assessment procedures and costs were sent to 50 property owners.
  - ❖ This was followed by a public meeting, held within the neighborhood, to determine interest and support from the citizens.
  
- Different sources of funding are continually being explored
  - ❖ Successes have been:
    - 29<sup>th</sup> Street (Orange Ave. to Ave. Q) – ARRA funding
    - Sunrise Blvd. (Ohio Ave. to Virginia Ave.) – ARRA funding
    - Oleander Blvd. (Ohio Ave. to Virginia Ave.) – ARRA funding
    - 10<sup>th</sup> Street (Citrus Ave. to Moore's Creek) – CDBG/SMU funding

## Action/Activity Items



Sunrise Blvd. Completed Project



29<sup>th</sup> Street Paving



10<sup>th</sup> Street Reconstruction

## Action/Activity Items

- **Continuing Efforts**
  - Exploring utilization of an “in-house” paving crew for street resurfacing
  - Researching different construction alternatives such as
    - ❖ Cold In-Place Recycling
    - ❖ Full-Depth Reclamation
    - ❖ Cape Seal
    - ❖ Micro Surfacing

## Action/Activity Items

### 2. Stormwater Replacement Projects – Prepare report

- **Progress to Date:**

- The City's CIP has been updated to include a list of stormwater projects listing priority and estimated cost. The following projects are scheduled for construction this fiscal year:
  - ❖ Park Trail Acres Drainage Improvements
  - ❖ Indian Hills Recreation Area Stormwater Improvements
  - ❖ Beach Court (Easter Ave. to Florida Ave.) Drainage Replacement
  - ❖ Francis Ave. (Fernandina Ave. to Thumbpoint Dr.) Drainage Replacement
- Emergency repair projects have also come about this fiscal year. These include:
  - ❖ 19<sup>th</sup> Street Canal Bank Stabilization and Headwall Repair
  - ❖ Georgia Outfall Pipe Rehabilitation

## Action/Activity Items



Egret Ave. – Swales Re-graded

## Park Trail Acres Drainage Improvements



Back Lot Drainage Swales Re-graded



Driveway Culvert Replacement

## Action/Activity Items

### 3. Stormwater Replacement Projects – Determine project priority

- **Progress to Date:**
  - The priority of projects are often rearranged depending on funding sources becoming available.
  - Also, priority is based on projects that provide the greatest benefit to the residents with flood protection being the highest criteria.
  - Following are new projects that will be added to the priority list.
    - ❖ 8<sup>th</sup> Street and Edwards Road Drainage Study
    - ❖ Georgia Ave. Outfall Structure

## Action/Activity Items



8<sup>th</sup> Street @ Edwards Road Flooding Problems

**New Projects to be  
Added to Priority List**

Georgia Outfall Drainage Structure

## Action/Activity Items

### 4. Docks at Manatee Center Boat Ramp

- **Progress to Date:**

- Boat ramps have been closed during the construction of the marina storm protection islands and will continue to be closed until the completion of the marina dock construction.
- Funding will be sought from Florida Inland Navigational District for the replacement of the docks at the boat ramp.

## Department Status

- **Engineering Department Status**
  - Staffing has been reduced by 50% since 2006
  - City Surveyor currently in DROP program – 1 year left.
  - Engineering Department is in need of a stormwater engineer. Duties would include:
    - Grant applications
    - In-house design of stormwater replacement projects
    - Management of stormwater projects
    - Reviewing and collection of past due stormwater user fees.

**City Commission Strategic Planning Workshop**

**Agenda Item # 3. A. j.**

**Meeting Date:** 04/25/2014

**Re:** Sunrise Theatre 2014-2015 Strategic Planning Workshop

**Submitted For:** John Wilkes, Executive Director, Sunrise Theatre

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**Information**

**SUBJECT:**

Sunrise Theatre

**SUMMARY:**

n/a

**RECOMMENDATION:**

n/a

**ALTERNATIVES:**

n/a

**RESPONSIBLE STAFF:**

n/a

**COORDINATED WITH:**

n/a

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**Fiscal Impact**

**Budgeted Y/N:**

**Fiscal Year:**

**Account:**

**Amount:**

**OTHER INFORMATION:**

n/a

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**Attachments**

Sunrise Theatre Strategic Plan Presentation

---

**Form Review**

Form Started By: Anne Satterlee

Started On: 04/22/2014 05:39 PM

Final Approval Date: 04/23/2014



# SUNRISE THEATRE

FOR THE PERFORMING ARTS

In Historic Downtown Fort Pierce



# ABOUT THE SUNRISE THEATRE FOUNDATION

**Mission:** The Sunrise Theatre Foundation's primary mission is to enrich the lives of children through the performing arts. The Foundation is committed to being the preeminent force behind providing the necessary resources that showcase the importance of the performing arts to children of the Treasure Coast, through Arts Education and Outreach programs within the theatre itself, and within the various communities in the region.

## **Goals:**

In furtherance of its primary mission, the Sunrise Theatre Foundation seeks to help promote a community where our young students can experience the power of live entertainment and...

- Where art and ideas can be brought directly into the classroom to educate and inspire children about the performing arts
- Where artists and teachers can help shape an appreciation of the art inside and outside of the classroom
- Where children of all cultures, races, and ethnic backgrounds can interact in meaningful way through the performing arts
- Where individuals, organizations and foundation can support their belief in the value, significance and vital worth of the performing arts in our local community by encouraging and providing arts-related education for all area students





## GIVING OPPORTUNITIES

- \$25                       \$50  
 \$100                     \$250  
 \$500                     \$1,000  
 Other amount. \_\_\_\_\_

Name \_\_\_\_\_  
 Phone \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_  
 State \_\_\_\_\_ Zip \_\_\_\_\_  
 Email \_\_\_\_\_

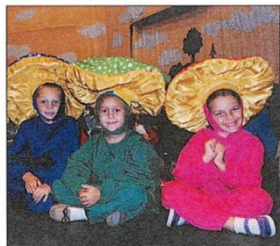
Enclosed is my gift of \$ \_\_\_\_\_ Please make checks payable to Sunrise Theatre Foundation or please charge my:

Visa    Mastercard    Amex    Discover  
 Number \_\_\_\_\_

Exp. Date \_\_\_\_\_  
 Signature \_\_\_\_\_

Van Wezel Foundation, Inc. meets all requirements specified by the Florida Solicitation of Contributions Act. A copy of the official registration #CH3676 and financial information may be obtained from the Division of Consumer Services by calling 1-800-435-7352 within the state. Registration does not imply endorsement, approval or recommendation by the state.

**THANK YOU!**



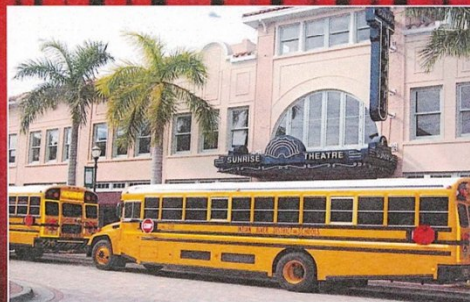

Think back to your first performing arts experience. Maybe it was attending a concert or performing in a school play. Do you remember the excitement and joy you felt? Perhaps the experience inspired you to pursue a life filled with cultural experiences. What would your life look like if you'd never had these experiences?

The Sunrise Theatre Foundation bridges the gap between what a child learns about the arts at school and at home. Whether summer camp, school-time performances, or other children's programs, the Sunrise Theatre Foundation has introduced thousands of area children to music and the arts. Without the financial support of donors like you, these students would not have been able to engage in the outstanding cultural experience offered by our very own award-winning Sunrise Theatre.

Please help us today.

### CONTACT US:

117 S. 2nd Street  
 Fort Pierce, FL 34950  
 PHONE (772)461-4775

**SUNRISE THEATRE**  
FOUNDATION

*Masterfile*

masterfile.com/400-04903174



461-4775

[www.SunriseTheatreFoundation.org](http://www.SunriseTheatreFoundation.org)



### LET THE CHILDREN BE HEARD

Studies show that arts programs help children develop self-esteem, confidence, problem-solving, and critical thinking skills. It's not unusual for kids who explore music and the arts to also excel in science, math, and even foreign language. Yet limited school budgets mean fewer children are introduced to the arts in school.

A tax-exempt charity established in 2008, the Foundation operates independently from the Sunrise Theatre and the City of Fort Pierce. It is governed by a Board of Directors comprised of volunteers from the Treasure Coast community and funded by grants, corporate, and individual donations.

The Sunrise Theatre Foundation's mission is to enrich the lives of children and encourage education through Music, Theatre, and the Performing Arts.



The Sunrise Theatre Foundation gives kids the chance to explore music and the arts. Over the last 5 years, more than 17,000 area students have attended performances at the Sunrise Theatre thanks to the Foundation.



### CHILDREN'S THEATRE

Hundreds of children participate each year in the Missoula Children's Theatre Summer Camp. The Foundation underwrites the cost of the camp which gives kids the unique opportunity to perform live on stage at the theatre through "student only" performances.

### SCHOOL TIME

Several times a year, the Foundation pays for school buses to bring students to a performance at the Sunrise Theatre during school time.

### SCHOLARSHIPS

Scholarships from the Foundation allow area youth to develop their love of the arts regardless of ability to pay.

To Donate:  
[www.SunriseTheatreFoundation.org](http://www.SunriseTheatreFoundation.org)  
772-461-4775

# SUNRISE THEATRE MANAGEMENT COORDINATING DISCUSSION WITH THE FOUNDATION

- Since the establishment of the Sunrise Theatre Foundation in 2008, Sunrise Theatre Management has been a coordinator/liaison between the Sunrise Theatre/City of Fort Pierce
- Over this term, the Sunrise Theatre Executive Director has attended Foundation Board meetings sitting as an ex-officio, non-voting member of the Board and participates in discussions when asked and has attempted to initiate discussion and give guidance as deemed appropriate
- The Sunrise Theatre Foundation is a tax-exempt, 501(c)3 not-for-profit charity which operates independently from the Sunrise Theatre and the City of Fort Pierce. It is governed by a Board of Directors comprised of volunteers from the Treasure Coast community and funded by grants, corporate and individual donations
- Since forming the Foundation in 2008, the Foundation has received approximately \$275,000 from various funding sources; approximately \$45,000 has been raised by Foundation activities and events. The majority of funds, \$230,000, raised by the Executive Director of the Sunrise Theatre on behalf of the Foundation



## FOUNDATION GOALS

- While the Foundation's philosophic goals as stated in its mission have not fundamentally changed, no financial goals or measurables have been set over the term
- The Foundation has partially funded School Time Performances attracting approximately 20,000 students over this term; contributed to the Missoula/Sunrise Theatre Summer Camp Program for over the past 4 of 6 years the program has been offered and; contributed funds for scholarship(16 each summer of the 260 attendees)
- While these contributions have assisted the Sunrise Theatre, the majority of the total costs of all the programs have been borne by the Sunrise Theatre's annual budget

# MANAGEMENT GOALS OVER THE NEXT TWO YEARS

- While the Sunrise Theatre management/City of Fort Pierce has an active say in the direction or decision-making process of the Sunrise Theatre Foundation, attempts over the past year's have failed to: make a significant change in board membership; initiation of a comprehensive and active friend/fundraising schedule; forming committees to assist their breadth in the community
- Over the next two years, help orchestrate with willing direction by the Foundation's Executive Committee and full board to restructure its membership with more willing and interested members that will produce more results for the Board and, therefore, the Sunrise Theatre/City of Fort Pierce
- The leadership of the Foundation Board is leaving next month, May, which will allow that opening for Board restructuring and improved leadership and direction



Dear Friend of the Sunrise:

Renovated and reopened now for eight years, the Sunrise Theatre for the Performing Arts continues to strive to expand its programs and offerings to the community. Like other performing arts centers around the country, the Sunrise Theatre ticket sale revenues cover less than one-half of our operating costs.

The Sunrise Theatre is in great need of your financial support in meeting our sponsorship funding for the 2013-2014 Season, (Fiscal Year ending September 30, 2014) in the amount of \$350,000 just to maintain our operating budget for this year. Dramatic cutbacks over the past 5 years have placed the theatre in a position that jeopardizes our ability to maintain and increase greater diversity and expansion of the arts, along with cultural, education and outreach, minority and other programs.

Please consider supporting us in our 2014 Annual Operating Campaign by making a tax-deductible donation in support of your Sunrise Theatre. **Remember that your contribution can and will make a difference!** Our goal is \$500,000 which will assure a solid foundation in developing the Sunrise's Annual Operating and Capital Campaigns. Your donation will allow us to reach our annual financial goal and foster our mission of continuing quality diverse, educational and outreach programs; while maintaining the capital needs of building.

Whether you are currently an Annual Member or a patron enjoying the opportunities the Sunrise Theatre offers, please consider a first-time or additional contribution now at this crucial crossroad for the theatre and its impact in our community. To assist our efforts in supporting YOUR Sunrise Theatre, please call Anne Satterlee, Director of Development at 772.461.4884 x312 or contributing/becoming a member by visiting our website, [www.SunriseTheatre.com](http://www.SunriseTheatre.com).

Thank you for your support and consideration for responding to our immediate need.

Sincerely,

John D. Wilkes

Executive Director

117 S. 2nd Street · Fort Pierce, FL · 34950 · Fax: 772.461.8373 · Box Office: 772.461.4775 · [www.SunriseTheatre.com](http://www.SunriseTheatre.com)



# NEED FOR SUNRISE THEATRE LEADERSHIP AND STRATEGIC PLAN

While not specifically called for in the current Leadership and Strategic Plan, management believes this should be included for both the short and long term

- The Sunrise Theatre/City of Fort Pierce has many reasons to celebrate the successes and strides it has achieved over the past 7 years
- Each of the past 7 years has seen increases in attendance, gross revenues and membership with an ever-increasing depth of patronage to the theatre
- The Sunrise Theatre draws over 50 percent of ticket sales from Martin and Indian River Counties with an ever-increasing economic impact on historic downtown and beyond
- Given the fact that number of issues relative to diversity of programming, budgeting process and financial challenges and other matters that occur annually, the need for strategic planning should be a priority in the plan



**City Commission Strategic Planning Workshop**

**Agenda Item # 3. A. k.**

**Meeting Date:** 04/25/2014

**Re:** Urban Redevelopment Strategic Plan Presentation

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

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**Information**

**SUBJECT:**

Urban Redevelopment

**SUMMARY:**

n/a

**RECOMMENDATION:**

n/a

**ALTERNATIVES:**

n/a

**RESPONSIBLE STAFF:**

n/a

**COORDINATED WITH:**

n/a

---

**Fiscal Impact**

**Budgeted Y/N:**

**Fiscal Year:**

**Account:**

**Amount:**

**OTHER INFORMATION:**

n/a

---

**Attachments**

Urban Redevelopment Strategic Plan Presentation

---

**Form Review**

**Inbox**

City Manager

Form Started By: Jennifer Robinson

Final Approval Date: 04/23/2014

**Reviewed By**

Robert Bradshaw

**Date**

04/23/2014 12:09 PM

Started On: 04/23/2014 09:09 AM

# URBAN REDEVELOPMENT



Strategic Planning Meeting  
April 25, 2014

# URBAN REDEVELOPMENT



*Deputy City Manager,  
Nick Mimms*

Grant  
Administrator,  
Linda Whalen

Grant  
Administrator,  
Libby Woodruff

# URBAN REDEVELOPMENT



## Strategic Planning Priorities Achieved

- \* Jetty Park Redevelopment & SR A1A Roundabout Reconstruction
- \* Eco - Tourism Strategy
- \* Melody Lane Fishing Pier Grant Funding
- \* Neighborhood Stabilization Program



# URBAN REDEVELOPMENT



## Departmental Accomplishments

- \* Successful Reorganization of Urban Redevelopment Department
- \* Restoration of the Community Wide Council
- \* Creation of CRA Advisory Committee
- \* Wind Mitigation Project



# URBAN REDEVELOPMENT



## Strategic Planning Priorities In Progress

- \* King Power Plant Cleanup
- \* King Power Plant Site Redevelopment
- \* Orange Avenue Corridor Redevelopment



# URBAN REDEVELOPMENT



## Strategic Planning Priorities For the Future (2014 – 2016)

- \* Human Resources Investment
  - \* Employee Retention
  - \* Resource Training and Education



# URBAN REDEVELOPMENT



## Strategic Planning Priorities For the Future (2014 – 2016)

- \* Financial Solvency
  - \* Investment in FPRA District
  - \* Enhanced Property Valuation
  - \* Active Commercial Corridors
  - \* Sustainable Neighborhoods
  - \* Economic Development



# URBAN REDEVELOPMENT



Strategic Planning Priorities For the Future (2014 – 2016)

- \* Financial Solvency – Commercial Corridors
  - \* CDBG - Commercial Façade Grants
  - \* Business Education



TOOLS     
FOR TOMORROW

# URBAN REDEVELOPMENT



Strategic Planning Priorities For the Future (2014 – 2016)

- \* Financial Solvency – Sustainable Neighborhoods
  - \* CDBG - Neighborhood Infrastructure Improvements



# URBAN REDEVELOPMENT



## Strategic Planning Priorities For the Future (2014 – 2016)

- \* **Financial Solvency – Sustainable Neighborhoods**
  - \* SHIP - Improved Housing Stock
  - \* Energy Efficient Communities



# URBAN REDEVELOPMENT



## Strategic Planning Priorities For the Future (2014 – 2016)

- \* Financial Solvency – Economic Development
  - \* Tourism Development and Enhancement
  - \* Marketing and Promotion



# URBAN REDEVELOPMENT



# QUESTIONS?

**City Commission Strategic Planning Workshop**

**Agenda Item # 3. A. I.**

**Meeting Date:** 04/25/2014

**Re:** Building Department Strategic Plan

**Submitted For:** Marc Meyers, Building Official, Building

---

**Information**

**SUBJECT:**

Building

**SUMMARY:**

N/A

**RECOMMENDATION:**

N/A

**ALTERNATIVES:**

N/A

**RESPONSIBLE STAFF:**

Marc Meyers, Building Official

**COORDINATED WITH:**

N/A

---

**Fiscal Impact**

**Budgeted Y/N:**

**Fiscal Year:**

**Account:**

**Amount:**

**OTHER INFORMATION:**

No fiscal impact at this time.

---

**Attachments**

Building Department Strategic Plan Presentation

---

**Form Review**

**Inbox**

City Manager

Form Started By: Elizabeth Beck

Final Approval Date: 04/23/2014

**Reviewed By**

Robert Bradshaw

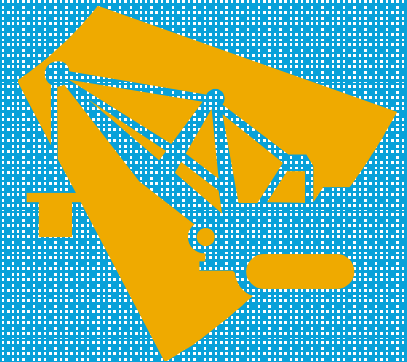
**Date**

04/23/2014 12:09 PM

Started On: 04/22/2014 04:05 PM

# Strategic Planning Session

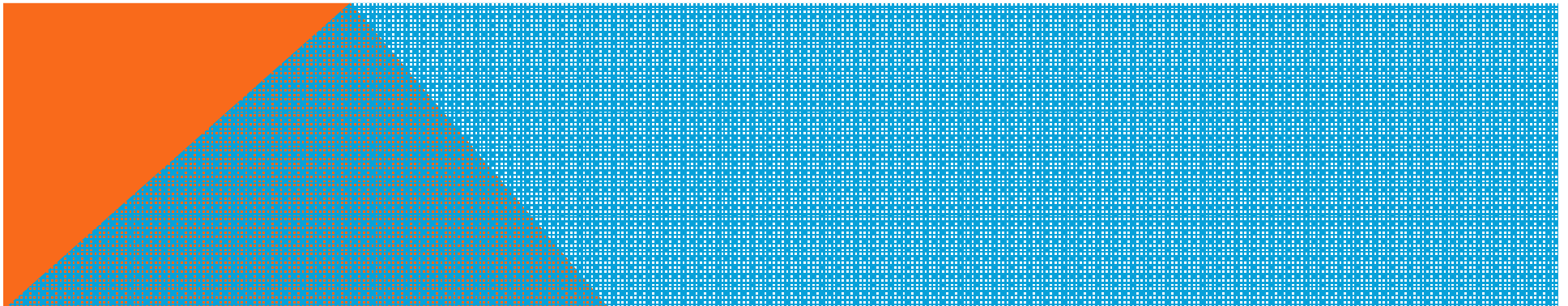
April 25, 2014



## Building Department

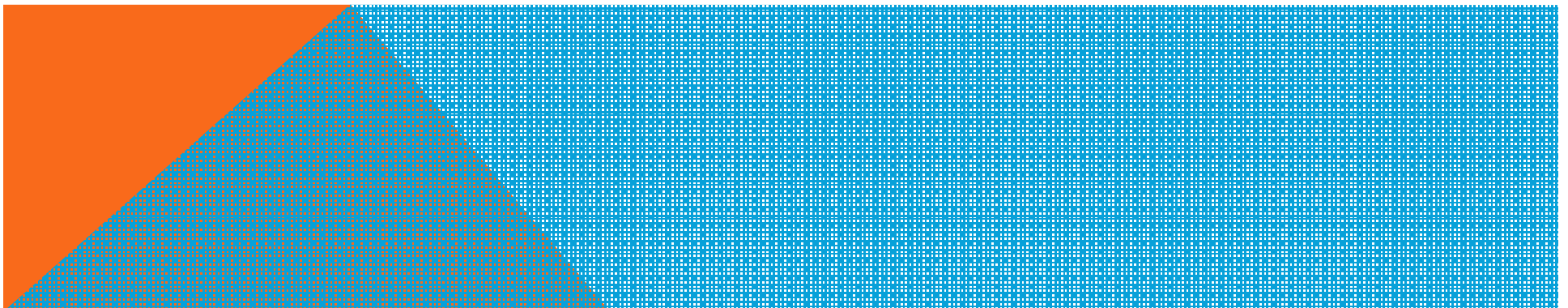
# Accomplishments

- Streamlined Permit Process
- Implemented Click 2 Gov Inspection System
- Absorbed NFIP (National Flood Insurance Program)
  - Improving – Flood Insurance Rates – CRS ISO Rating
- Improved Building Code Effectiveness Grading Schedule (BCEGS) Rating
- Permit Review
  - Permit Type 1
  - Permit Type 2
  - Permit Type 3



# Current & Future Projects

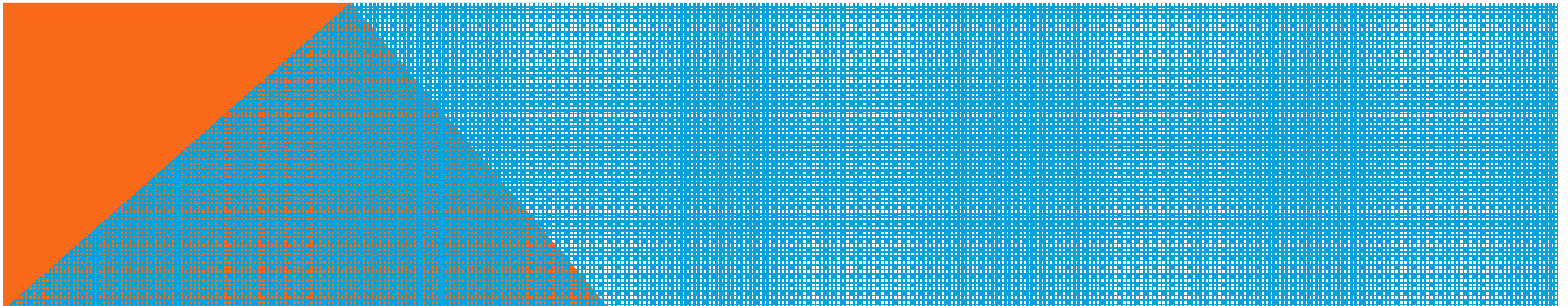
- Complete & Implement The Abandoned Property Ordinance
- Develop & Implement Rental Inspection Ordinance
- Continue to monitor permit process
- Employee Cross Training
- Forge partnerships with contractors for building projects to be built safely & more efficiently



# Priorities

Building Department

- Employee Retention – Competitive Salaries
- Hire, Train & Retain New Employees



**City Commission Strategic Planning  
Workshop**

**Agenda Item # 3. A. m.**

**Meeting Date:** 04/25/2014

**Re:** Marina Power Pointe

---

**Information**

**SUBJECT:**

City Marina

**SUMMARY:**

N/A

**RECOMMENDATION:**

N/A

**ALTERNATIVES:**

N/A

**RESPONSIBLE STAFF:**

N/A

**COORDINATED WITH:**

N/A

---

**Fiscal Impact**

**Budgeted Y/N:**

**Fiscal Year:**

**Account:**

**Amount:**

**OTHER INFORMATION:**

N/A

---

**Attachments**

Marina

---

**Form Review**

**Inbox**

City Manager

Form Started By: Dean Kubitschek

Final Approval Date: 04/23/2014

**Reviewed By**

Robert Bradshaw

**Date**

04/23/2014 12:09 PM

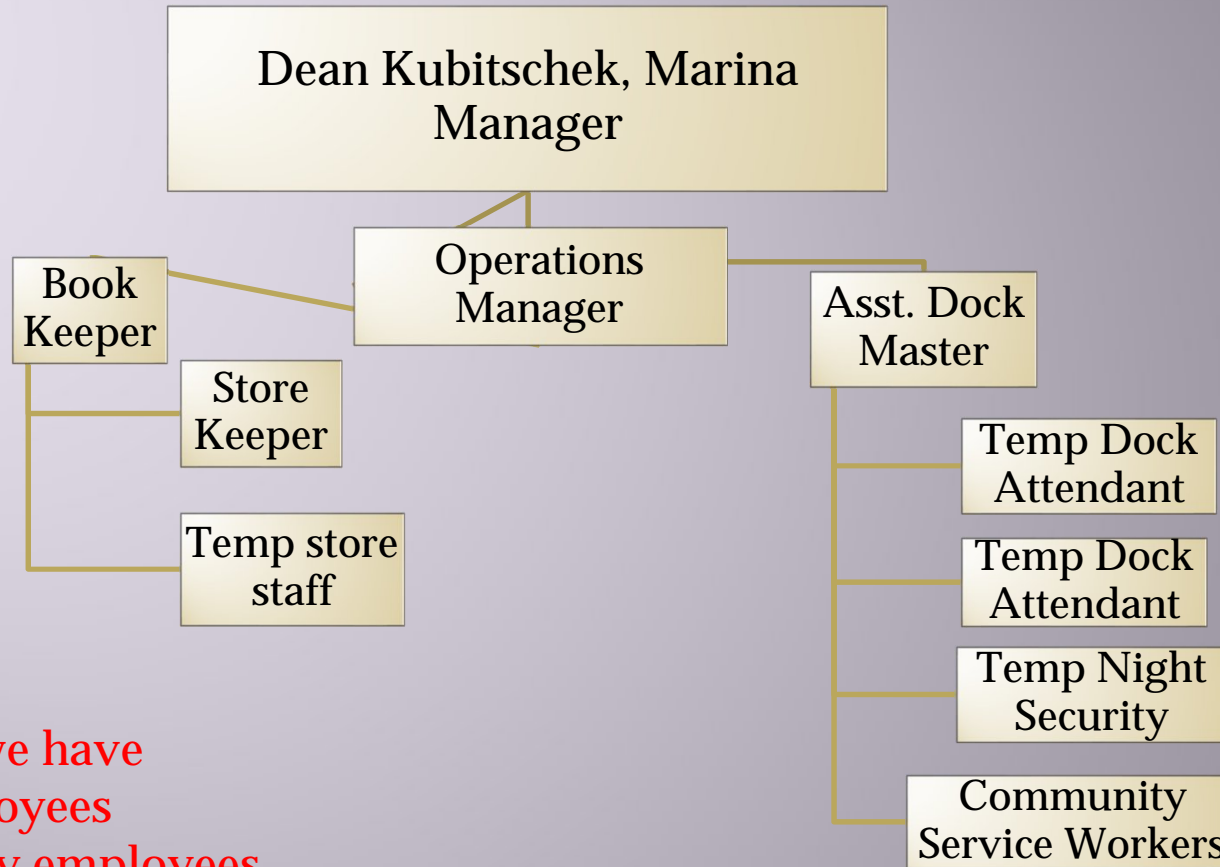
Started On: 04/23/2014 09:19 AM



Strategic Planning Workshop

April 25, 2014

Presented by: Dean Kubitschek



Currently we have  
5 City employees  
4 Temporary employees

We operate two marinas  
with minimal staff  
365 days a year

#1 concern is my employees moral who are our customers. As managers we need to make sure our customers are taken care of. A cost of living increase allows them a piece of mind so we can achieve greater productivity from them at the work place.



# MARINA AFTER REBUILDING

# ACHIEVEMENTS

## ▣ Already Completed

- Dredging of new channel
- Constructed new barrier island for storm protection
- Replace fuel tank

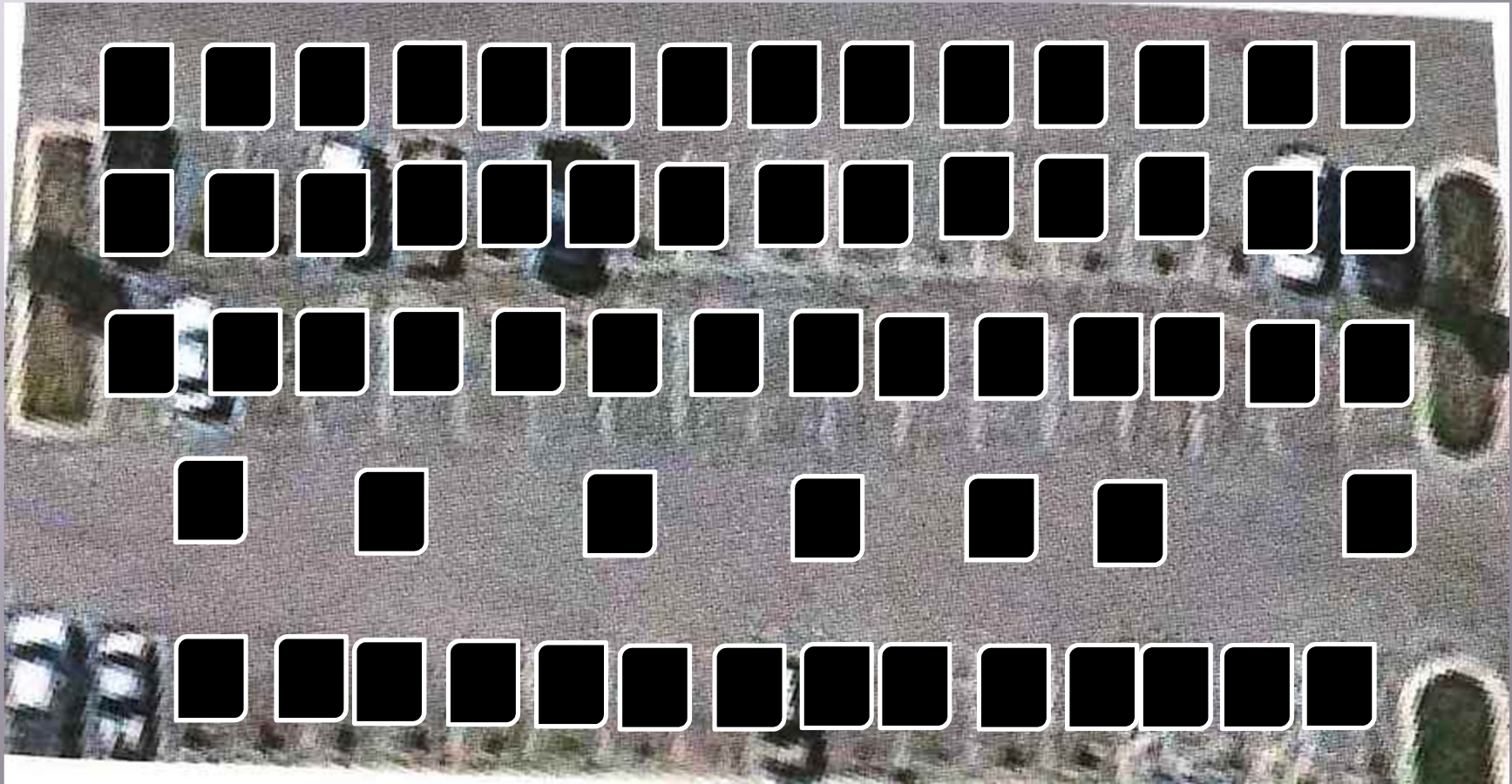
## ▣ In Process

- Dredging of Moore's Creek in May, 2014 will add approx. 19 more slips
- Rebuild of the marina floating docks
- New dock reservation and inventory program
- Security camera installation
- Proposed dingy dock area
- ATM Machine
- Web Cams
  - Marina
  - Old USCG Station
  - Inlet

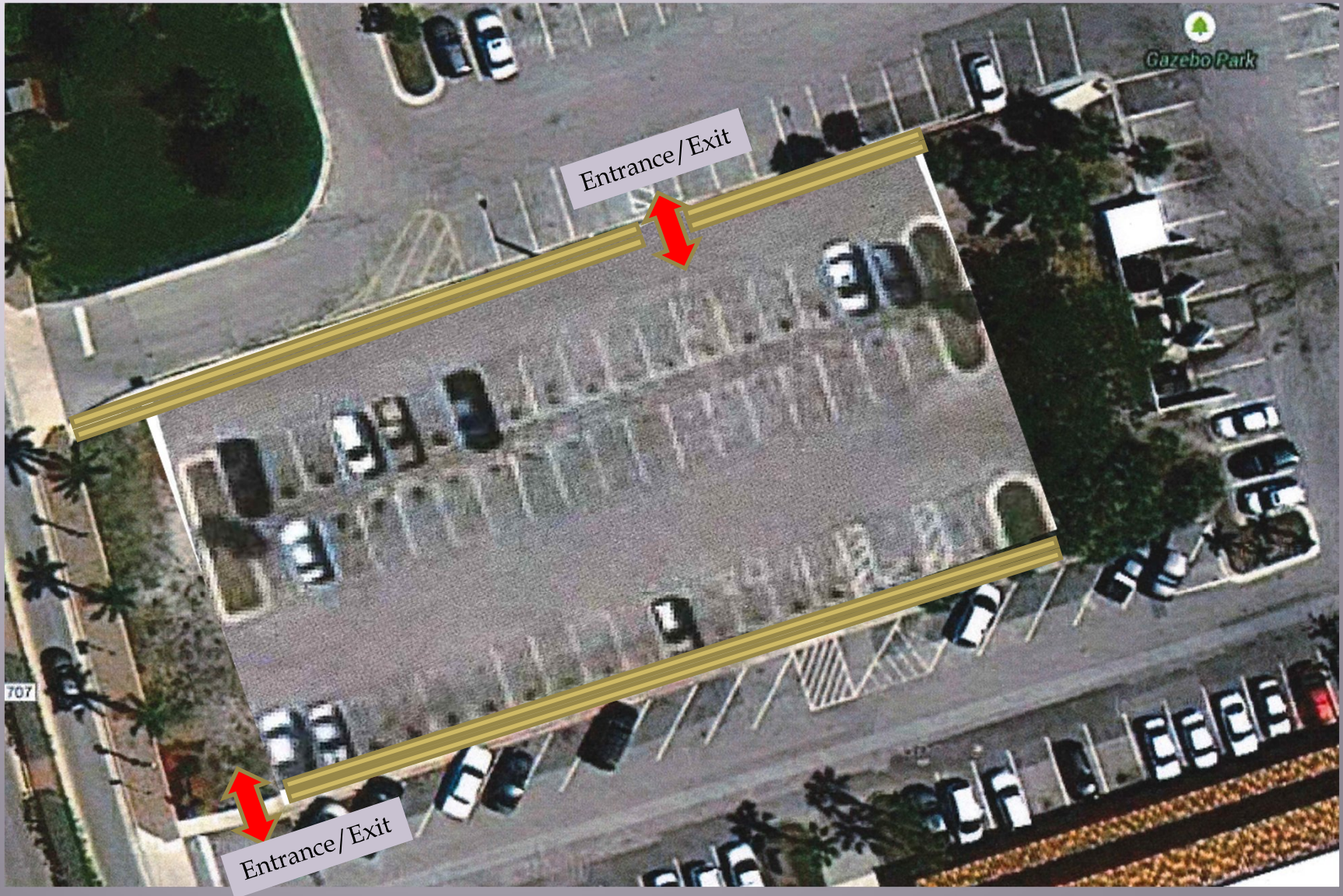
# PARKING ISSUES



Parking lot can be utilized for Special Events without damaging any grass or expensive maintenance issues.



# Open Parking



# In Need of Public Transportation to Accommodate Our Visitors and Local Public Needs to allow access to the Water Front

## Current bus stops



## Proposed Additional Bus Stops

- City Hall / Parking Garage
- City Marina
- River Walk Center
- Harbor Isles
- Grocery Store and restaurants
- South Jetty Inlet - Beach
- Hotels
- Pelican Yacht Club
- Regional History Center/SLC Aquarium
- South Beach Causeway
- Avenue D Transfer Station



# BOAT RAMPS



Fisherman's



Wharf

The boat ramps docks are in need of replacement or rebuilding due to age and corrosion



Possibility of enlarging Fisherman's Wharf boat ramp

# STAN BLUM BOAT RAMPS



This is a perfect example of a modern boat ramp facility which is handicap compliant.

# US & CANADA SPORTSMEN VISITING BLACK PEARL RAMP



- State tags observed
- Open and future Bass Pro Shop locations

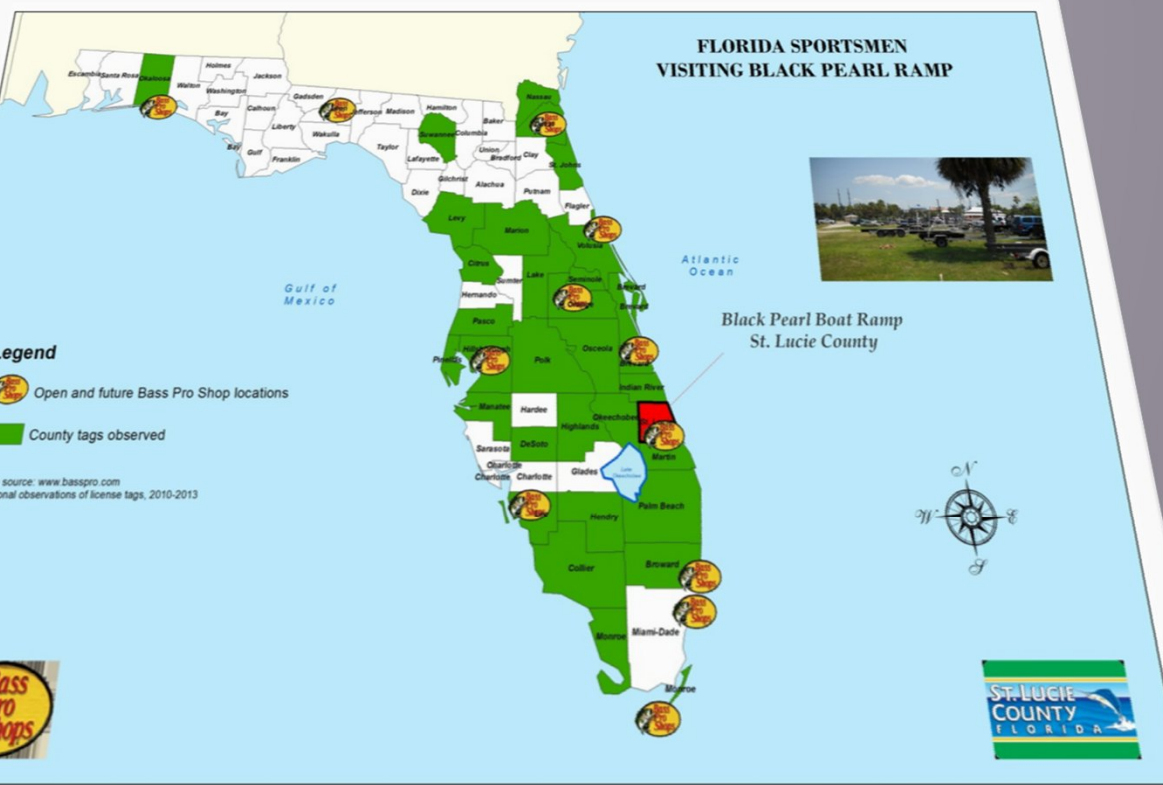


Data source: www.basspro.com  
Personal observations of license tags, 2010-2013



Black Pearl Boat Ramp  
St. Lucie County, Florida

# FLORIDA SPORTSMEN VISITING BLACK PEARL RAMP



### Legend

- Open and future Bass Pro Shop locations
- County tags observed

Data source: www.basspro.com  
Personal observations of license tags, 2010-2013



Black Pearl Boat Ramp  
St. Lucie County



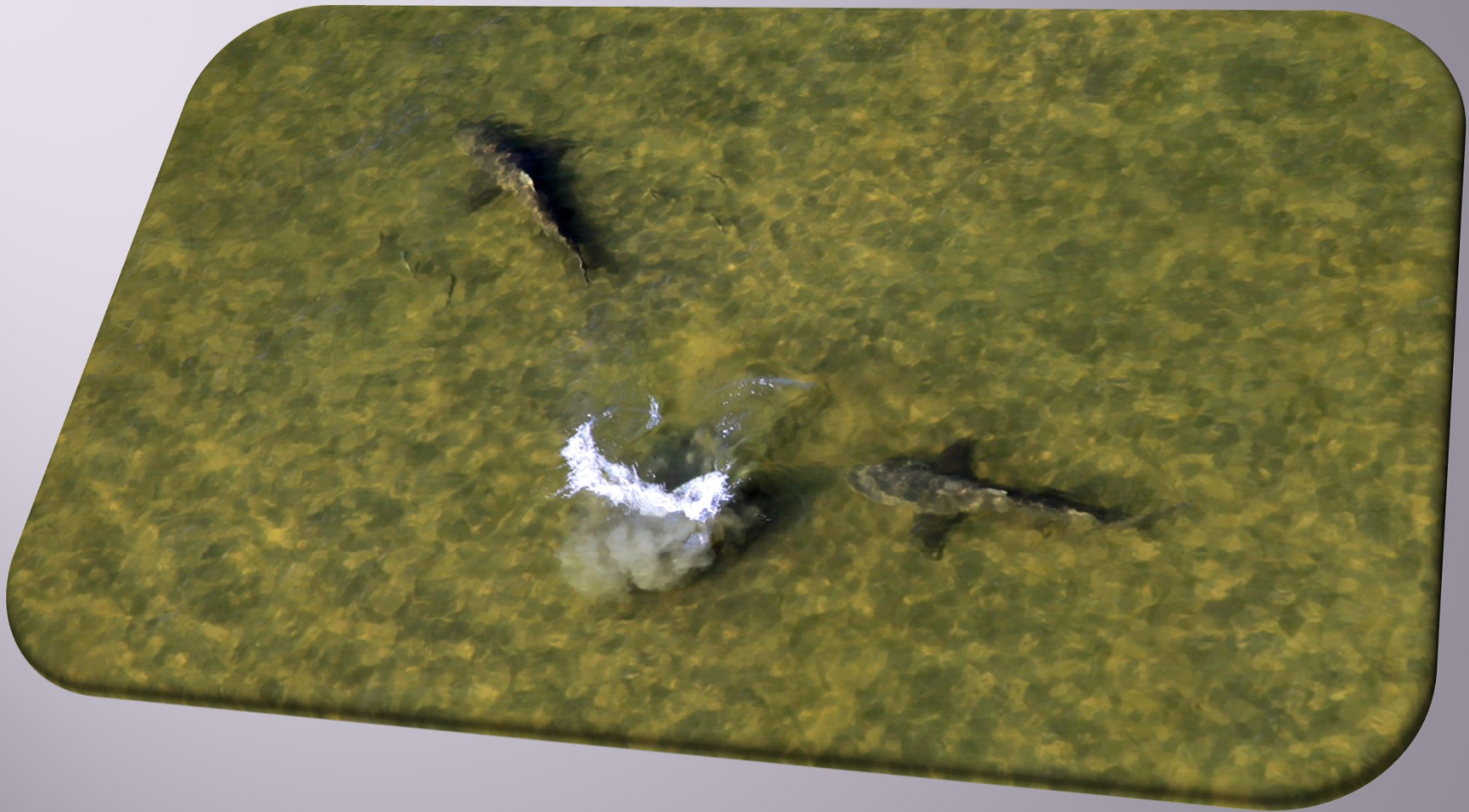
# CREATE EDUCATIONAL PROGRAMS & SCIENTIFIC RESEARCH



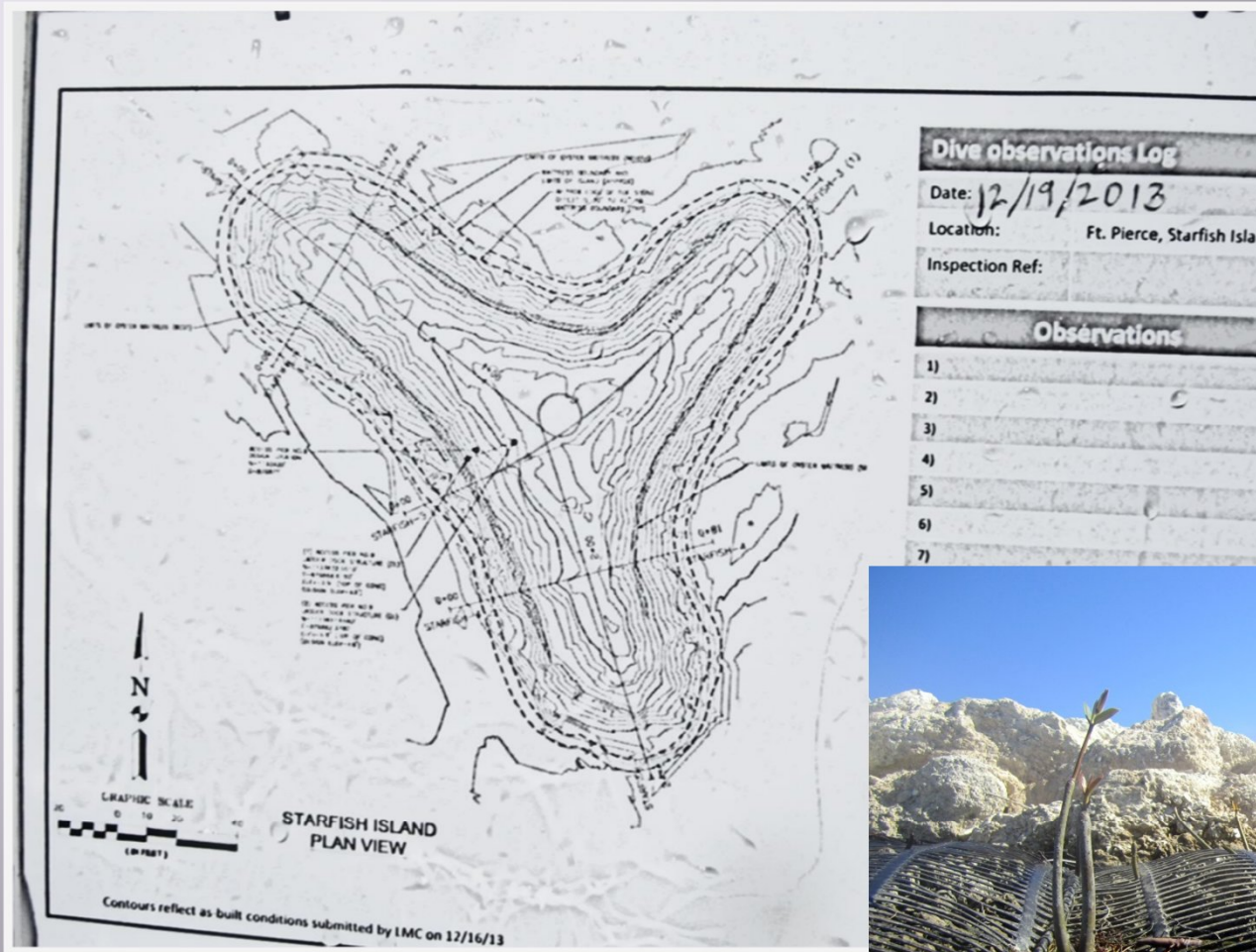
# TOURISM

- ▣ Fishing (22 different species have been identified)
- ▣ Canoeing
- ▣ Kayaking
- ▣ Diving
- ▣ Birding





Located between Groin 4 & 5  
outside of Tern Island



# Eel Island

# EEL ISLAND



# FISHERMAN'S WHARF MARINA

## ▣ Where do we go from here?



- Do we want restaurant possibilities?
- Other land uses?
- Or maintain status quo?
- Dredging needs
- Reconstruction of docks

**Bon**

**Voyage**



**City Commission Strategic Planning Workshop**

**Agenda Item # 3. A. n.**

**Meeting Date:** 04/25/2014

**Re:** Strategic Plan Update

**Submitted For:** Lucille Posa, Indian Hills Golf Course Manager, Indian Hills Golf Course

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**Information**

**SUBJECT:**

Indian Hills Golf Course

**SUMMARY:**

Update the Strategic Plan for Indian Hills Golf Course

**RECOMMENDATION:**

Approve the update.

**ALTERNATIVES:**

Modify the update.

**RESPONSIBLE STAFF:**

Lucille R. Posa, Golf Course Operations Manager

**COORDINATED WITH:**

Robert Bradshaw, City Manager  
Nick Mimms, Deputy City Manager

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**Fiscal Impact**

**Budgeted Y/N:**

**Fiscal Year:**

**Account:**

**Amount:**

**OTHER INFORMATION:**

N/A

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**Attachments**

[IHGC Strategic Plan](#)

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**Form Review**

**Inbox**

City Manager

Form Started By: Lucille Posa

Final Approval Date: 04/23/2014

**Reviewed By**

Robert Bradshaw

**Date**

04/23/2014 12:09 PM

Started On: 04/21/2014 01:10 PM



# INDIAN HILLS GOLF COURSE

CITY OF FORT PIERCE  
STRATEGIC PLANNING WORKSHOP  
APRIL 25, 2014

# ACCOMPLISHMENTS

- Maintaining play in a difficult economy.
- Restoring 35 bunkers to their original condition.
- Improvements on weed and insect control.
- Improved areas of irrigation.

# PRIORITIES

- Motivating and maintaining quality employees with adequate compensation.
- Training all employees to give our patrons the best customer service possible so they will enjoy their visit to the golf course.
- Explore new sources of generating revenue, i.e. booking tee times on line.

# ACTION/ACTIVITY GOING FORWARD

- Constantly beautifying the area around the golf shop to make it as appealing as possible.
- Partnering with other entities and community to make more programs available to our youth like the First Tee Program.
- Continuing to sponsor our local high schools boy's and girls' golf teams.
- Maintaining the golf course to the highest standards for the community to enjoy.
- Generating revenue for the City.

**City Commission Strategic Planning Workshop**

**Agenda Item # 3. A. o.**

**Meeting Date:** 04/25/2014

**Re:** Economic Development Presentation

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

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**Information**

**SUBJECT:**

Economic Development

**SUMMARY:**

n/a

**RECOMMENDATION:**

n/a

**ALTERNATIVES:**

n/a

**RESPONSIBLE STAFF:**

n/a

**COORDINATED WITH:**

n/a

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**Fiscal Impact**

**Budgeted Y/N:**

**Fiscal Year:**

**Account:**

**Amount:**

**OTHER INFORMATION:**

n/a

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**Attachments**

[Economic Development Strategic Plan](#)

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**Form Review**

**Inbox**

City Manager

Form Started By: Shyanne Helms

Final Approval Date: 04/23/2014

**Reviewed By**

Robert Bradshaw

**Date**

04/23/2014 12:09 PM

Started On: 04/23/2014 09:24 AM



# City of Fort Pierce

Economic Development

# The Economic Development Team

- Nick Mimms, Deputy City Manager
- Rebecca Grohall, Planning Manager
- Linda Cox, City Clerk
- Paul Thomas, Building Administrator
- Shyanne Helms, Marketing Specialist



# Accomplishments



Designate a team of individuals to drive economic development and to act as a liaison to developers and business owners.



Establish ways to make the City's policies and procedures more streamlined to ensure that working with City of Fort Pierce is a seamless process.



Partner with IRSC for promotional material.



Select a company for website redevelopment and maintenance.



# Priorities



Attract new businesses by rebranding the City and revitalizing our image.



Enhance communication with other municipalities and organizations to build awareness of our value.



Develop incentive programs (ex: QTI Economic Development Incentive Package).



Reach out to businesses – invite them to our community to experience what we have to offer firsthand.



Create partnerships with St. Lucie County and the Economic Development Council to create a business incubator space.





**Questions?**