

LEADER'S GUIDE

2015

WORKING DOCUMENT

Mayor and City Commission



Florida
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SECTION 1

LEADERSHIP AND TEAMWORK: INSIGHTS

A “Driving Guide” for Local Leaders: Observations from the “Road”

Local governmental leaders are responsible for "driving their community to the future". Every generation of governmental leaders comments that their challenges during the "trip" are greater than the prior generations. In reality, the challenges today are just different. Successful leaders focus on the future by understanding and acting on today's *REALITIES* and anticipating and preparing for tomorrow's *OPPORTUNITIES*. These leaders focus on "driving their community to the future" by looking through the windshield and not by focusing only on the rearview mirror.

LEADERSHIP is working with the residents, businesses and employees to define the "destination", to develop the "road map", to identify "key milestones", to establish an "itinerary", to define the "vehicle" and to find the "right fuel".

Destination = a valued based description of the preferred future

Road Map = a five year plan with outcome-based goals

Key Milestones = indicators of achievement/success

Itinerary = one year action plans with specific deliverables

Vehicle = the service responsibilities of governments

Right Fuel = having the "right" people sharing common core values

REALITIES FOR CITIES IN 2015

1. POLITICS OVER GOVERNANCE – personal agendas and getting re-elected over collaborating to produce results that add value to the community.
2. ANTI-GOVERNMENT/ANTI TAX – small vocal group, which is against government, always negative and never satisfied by any decision or action.
3. SHIFT FROM A "REPUBLIC" TO "DIRECT DEMOCRACY" – turning responsibility for governing and managing over to the public through inappropriate community engagement, everyone is or can become an expert.
4. OVER EXPOSURE/"FLASHING" THROUGH FULL TRANSPARENCY – making "sausage" in public even as research is being done, show everyone everything now and show everyone else through social media
5. INSTANT NEWS SHARED WITH THE WORLD – social media is the No. 1 news sources for people today, give it to me quick and short without verification or in-depth debate/discussion then share with the world.

OPPORTUNITIES FOR 2015

1. PLAYING "MONEYBALL" FOR GOVERNMENTS – capture the "important and critical" outcome-based data and using the data to make recommendations and decisions.
2. EXPANDING RESOURCES THROUGH PARTNERSHIPS – reality that governments have limited/static/shrinking resource base and can expand resources through non-traditional public-public and public-private resources.
3. WINNING AS A TEAM – governmental units working as a team to achieve common goals, knowing and playing your role and sacrificing to team/community success.
4. CAPTURING TRENDS – times are a changing with emerging life styles and leisure activities, looking for and understanding societal trends, evaluating emerging trends and preparing your community to response and take action.
5. TAKING RESPONSIBILITY FOR YOUR COMMUNITY'S FUTURE – every decision, non-decision, indecision and re-decision creates the community's future, leaders can intentionally and strategically make decisions or they can decide by reacting to each moment and in the end wondering "how did we end up here".
6. CREATING POSITIVE COMMUNITY MOMENTUM – taking time with the community to celebrate major successes and their value to residents and businesses, creating true memories that will help during the tough times and encourage others to contribute and participate.

Leaders' Dilemma

by Lyle J. Sumek

DILEMMA: How did we end up **HERE**?

Leaders create **HERE** by their decisions, indecisions or non-decisions.

Leaders are responsible for defining **HERE**, the vehicle to take you to **HERE** and the route to get to **HERE**.

Leaders have a choice: to intentionally create **HERE** or to react to each situation that then defines **HERE**.

Leaders intentionally shape **HERE** through a *Strategic Plan*, which defines **HERE** as a value-based future *vision*, defines the vehicle to take you to **HERE** as the government's *mission* and *services* and the route/map to **HERE** as a *plan for five years* with milestones.

Leaders take the trip/journey to **HERE** through a *Strategic Process*, which is using the *Strategic Plan* to guide daily decisions and actions.

Leaders demonstrate the courage to confront the true realities facing them, and to have candid discussions of options and differences as they define **HERE**.

Leaders use their judgment and make difficult decisions to implement the *Strategic Plan* by setting the direction and policies, by defining expectations, by raising the revenues, by allocating resources to build the road to **HERE**.

Leaders exercise their influence to mobilize community support even in light of personal agendas and strong opposition to **HERE** because it is the right **HERE** for the community.

Leaders encounter the unforeseen during the trip to **HERE** – unanticipated events happen, unintended consequences occur, environments change, opportunities emerge.

Leaders evaluate the unforeseen and make adjustments to get to **HERE** learning from setbacks and remaining nimble and resilient.

Leaders end up **HERE**: either a great trip with successful outcomes or ask: how did we get **HERE**.

REALITY: Leaders did it themselves and are responsible for **HERE**.

GREAT CITIES = G – R – E – A – T Teams

by Lyle J. Sumek

Cities are comprised of many teams – teams that govern, teams that manage and teams that provide service.

GREAT CITIES require *G-R-E-A-T TEAMS*.

Goals: *GREAT TEAMS* have **Goals** that define a unifying purpose which brings people together, explains "winning" – criteria for measuring success, focuses resources needed for successes and establishes a common rallying "emotional cause".

Roles: *GREAT TEAMS* establish **Roles** through a game plan, which defines individual responsibilities, outlines their individual contributions to the achievement of the goal, and establishes operating protocols to guide the interactions of team members.

Execute: *GREAT TEAMS* **Execute** by playing the game which is: preparing for the game, making decisions, taking actions, evaluating the results, modifying the game plan, making adjustments, and celebrating milestones and final success.

Attitude: *GREAT TEAMS* have an **Attitude** among team members which impacts how the game is played: personal relations based upon honesty and mutual respect, cooperation with others, willingness to sacrifice for team success and resolving differences through negotiations.

Trust: *GREAT TEAMS* have **Trust** among team members which has been earned based upon individual words and deeds, individual follow through and actions that deliver on personal commitments and promises, and individuals acting in an ethical manner.

**BOTTOM-LINE: G-R-E-A-T Teams
are necessary for Cities to be successful**

True Champions: Critical Factors and Winning Formula for City Leaders

by Lyle J. Sumek

TRUE CHAMPIONS sustain “winning” over time. *TRUE CHAMPIONS* are rare and unique.

For Cities, *TRUE CHAMPIONS* can be defined as Cities who are recognized consistently by their community and others as “world class”, “best of class”, “model of best practices”, “prize winning” and “top 10...”. These Cities are consistently sought out to share their award winning projects, programs and services. They are seldom asked to share their **CRITICAL FACTORS** that contribute to their “winning” efforts or their **WINNING FORMULA**.

The **CRITICAL FACTORS** and the **WINNING FORMULA** are the true lessons for City leaders.

The **CRITICAL FACTORS** contributing to the success for *TRUE CHAMPION* Cities are:

- 1) Leadership stability overtime
- 2) Consistency in directions
- 3) Integrated processes linking long term outcomes with daily actions
- 4) Willingness to make courageous decisions
- 5) Holistic view breaking down departmental "silos" and connecting diverse functional activities
- 6) Leverage City resources and expand community resources through partnerships
- 7) Projects, services and programs delivering value to the community: enrich lives, bring the community together, and create a climate for economic prosperity
- 8) Celebrations that recognize and share the successes with all: residents and partners

TRUE CHAMPIONS Cities have a **WINNING FORMULA** consistently demonstrated by their leaders.

The **WINNING FORMULA** for *TRUE CHAMPIONS* consists of six elements/ingredients –

The SIX P's:

PASSION.

PLAN.

PRACTICE.

PRECISION.

PROCESSES.

PRIDE.

1. *TRUE CHAMPIONS* have a **PASSION**.
 - Hope and optimism about the future
 - True believers in their cause
 - Playing with a 100+% effort
 - Turning setbacks into opportunities
 - Laser like focus on vision and goals
 - Commitment to goals and each other

2. *TRUE CHAMPIONS* implement a **PLAN**.
 - Preparing a plan for playing the game
 - Strategy to get to desired outcomes
 - Clearly defined roles and responsibilities
 - Lining actions to outcomes
 - Short term tactical plans, long term strategic plan

3. *TRUE CHAMPIONS PRACTICE*.
 - Everyone knows the game plan
 - Practicing with repetition
 - Honing “fundamental” skills
 - Always learning and getting better
 - Taking care of the details
 - Coming prepared and confident to play

4. *TRUE CHAMPIONS* perform with **PRECISION**.
 - Striving for perfection
 - Perform your defined role
 - Position for success
 - Executing the game plan
 - Adjusting when needed for success

5. *TRUE CHAMPIONS* evolve through **PROCESSES**.
 - Institutionalize operating processes
 - Improving process to operate more effectively
 - Evaluating the plan and making refinement
 - Personal willingness to adjust and change
 - Developing the next generation of leaders

6. *TRUE CHAMPIONS* take **PRIDE**.
 - Know who they are
 - Showcasing with others
 - Sharing successes with others
 - Recognized by others as “best of class”
 - Having a recognizable “brand”

Governance vs. Politics: A Simple View

By Lyle J. Sumek

Governance is serving the community;

Politics is getting elected or re-elected.

Governance is being guided by vision, goals and value to the community;

Politics is being guided by ideology, a cause or philosophical principle.

Governance is shaping the community's future for the long term;

Politics is responding to the moment and current "crisis".

Governance is taking responsibility;

Politics is making promises.

Governance is exercising an ability to influence others;

Politics is the use of power.

Governance is finding pragmatic solutions to problems through collaboration;

Politics is starting with solutions in mind.

Governance is being data driven;

Politics is playing to people's emotions.

Governance is negotiating by trading off to find a workable compromise;

Politics is demanding and advocacy to win.

Governance is educating and mobilizing support;

Politics is rallying supporters and creating zealots.

Governance is creating community benefits and value;

Politics is taking personal credit and receiving personal recognition.

TODAY'S CRISIS: Politics trumping Governance

EFFECTIVE GOVERNANCE IS WORK, BUT BORING

Twenty Rules for Success

by Lyle J. Sumek

Effective Governance

is developing and maintaining relationship based upon mutual trust and respect,
not developing conditional relationships or relationships based upon convenience.

Effective Governance

is respecting personal responsibilities and their institutional role,
not taking over the responsibilities of others nor telling others how to do their job.

Effective Governance

is working together and collaborating,
not thinking about "I" over "We".

Effective Governance

is a willingness to sacrifice to the greater good,
not focusing on personal gains or protection.

Effective Governance

is communicating in an open and timely manner,
not providing partial information or surprising with last minute information.

Effective Governance

is addressing today's issues with the future in mind,
not reacting to the moment with easy solutions or quick answers.

Effective Governance

is unbiased analysis reports,
not starting with the outcome in mind.

Effective Governance

is speaking to the issue,
not grandstanding or personal attacks.

Effective Governance

is having an open, candid conversation and discussion,
not avoiding real and sensitive topics.

Effective Governance

is listening to understand,
not prejudging based on the individual or jumping to conclusions.

Effective Governance

is negotiating with others,
not demanding or withdrawing.

Effective Governance

is recognizing that it takes a majority to decide,
not one or vocal minority.

Effective Governance

is making a timely closure,
not recycling or delaying to gain advantage.

Effective Governance

is providing clear direction and decision,
not leaving the room with different interpretations.

Effective Governance

is deciding based upon what you believe is "right" for the community,
not deciding for personal or political gains.

Effective Governance

is consistency of process and direction over time,
not making changes reacting to the current moment.

Effective Governance

is supporting and representing the decision to others,
not acting in a manner to undercut the decision.

Effective Governance

is learning from setbacks and failures,
not finding fault or someone to blame.

Effective Governance

is being nimble and willing to change when circumstance change,
not being rigid or denying.

Effective Governance

is maintaining your sense of humor and perspective,
not taking yourself too serious.

BOTTOM-LINE:

Effective Governance is work and pays off for the community, but is viewed by others as boring

Decisions: The Exercise of Power

by Lyle J. Sumek

Leaders govern by exercising their power to **decide** – make **decisions** that define the community's future

Deciding is using

1. "Best" available data and information
2. Input from others
3. Analysis of options against desired outcomes
4. Common sense

to make a judgment

Decisions

1. Answer questions
2. Settle something in doubt
3. Select a course of action
4. Resolve a dispute and differences
5. Come to closure or conclusion

which are a definitive choice.

Effective Decisions...

link Direction to Outcomes – vision, goals, performance measures;

use Data and Input – listening and applying;

reflect the Interests of the Community – "best" for all;

provide Clarity of Direction – all leaving with the same expectations and understandings; and

deliver Closure – "final" choice on direction to guide planning and activities.

A **Decision** in reality is a series of **Decisions**. The **Decision Tree** is a model with the seed and each branch representing a choice between alternatives with risks, costs, probabilities and results, and requiring a **Decision** – the first **Decision** shaping future **Decisions**.

Leaders **decide** on **DECISIONS OF INTEREST AND INVESTIGATION, DECISIONS OF THE COURSE OF ACTIONS** and **DECISIONS OF IMPLEMENTATION**.

DECISIONS OF INTEREST AND INVESTIGATION

1. *Decide on Expectations*
2. *Decide on Outcomes*
3. *Decide on Parameters*
4. *Decide on Key Issues*
5. *Decide on Direction on Interest and Investigation*

DECISIONS OF THE COURSE OF ACTIONS

1. *Decide on Data Gathering*
2. *Decide on Analysis and Options*
3. *Decide on Negotiations*
4. *Decide on Recommendations*
5. *Decide on Direction on Actions*

DECISIONS OF IMPLEMENTATION

1. *Decide on Program Development/Project Plans*
2. *Decide on Evaluation and Refinements*
3. *Decide on Resources*
4. *Decide on Operations*
5. *Decide on Direction on Implementation*

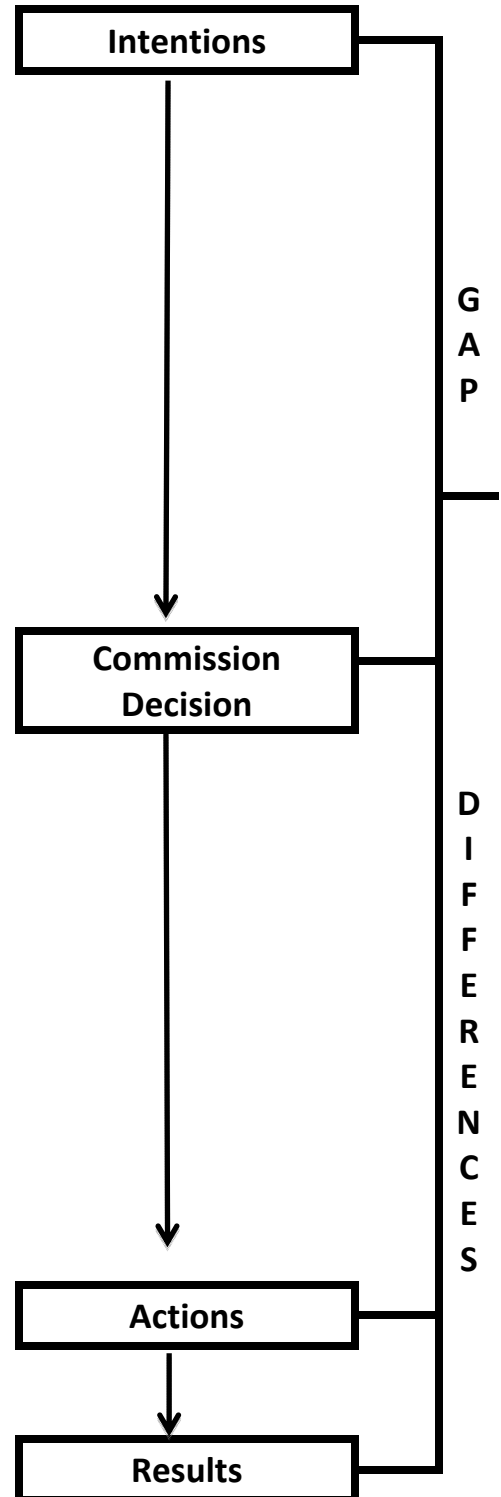
BOTTOM-LINE: Every ***Decision*** is an exercise of power to create our future. Every ***Decision*** that we make is a difficult choice among options. Every ***Decision*** has risk, consequences and impacts. Ultimately, we are responsible for every ***Decision*** that we make.

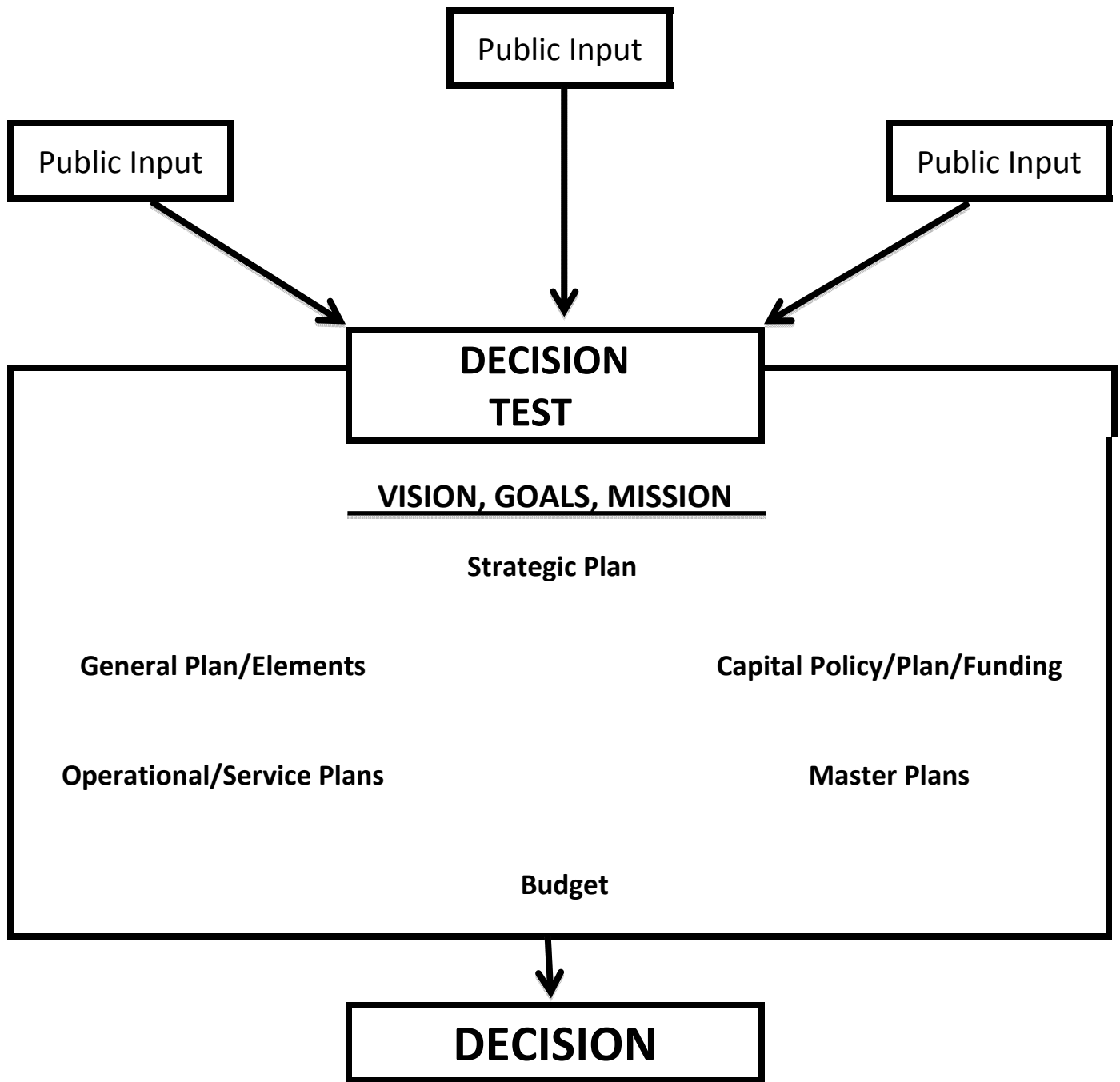
Implementation Gaps

Critical Factors

1. Community Understanding: Issues, Impacts, Consequences
2. Community Input Mechanism Shaping Direction
3. Defined Outcomes
4. Data Analysis and Use
5. Candid Policy Dialog

6. Clarity of Outcomes and Direction
7. Defined Roles and Responsibilities
8. Adequate Resources
9. Activities with Milestones and Time Frame
10. Evaluation and Adjustment: Outcomes, Process





“Best for the Community using Data and Analysis and Common Sense Judgment”

Eleven Leadership Rules

by Lyle J. Sumek

RULE 1: Demonstrate passion and commitment for public service and the community

RULE 2: Define the direction: have a vision, have outcome-based goals, define your core values, and set expectations for assignments

RULE 3: Take time to build work relations: listen first, respect and honor others, look for a personal connection

RULE 4: Be clear, precise and brief in your message: directions, communications and delegated assignments

RULE 5: Have, know and use the game plan: work the plan, keep the focus, adjust when needed

RULE 6: Make timely decisions using data, input from others, your experiences, vision/goals and common sense

RULE 7: Monitor performance, progress, evaluate and modify plans, processes and actions

RULE 8: Learn from mistakes and setbacks: be resilient, avoid finding fault or blame

RULE 9: Take responsibility: share the credit, admit mistakes and celebrate successes

RULE 10: Confront reality: have candid conversations; remain calm in light of fire

RULE 11: Have a sense of humor: laugh at yourself and situation; never laugh at others

The Importance of Moving On

by Lyle J. Sumek

Time to MOVE ON...

REALITY: The election is over. Mayor and City Commission have been sworn in and are in place. It is time to move on. We cannot redo the past – statements have been made; nor redo actions taken during the political campaign. It is time to move forward by addressing critical issues and leading the City to the future.

MOVING ON means:

- > Recognizing that you are a member of the governing body with the responsibility of governing the community
- > Putting the past behind us, no matter how hard it can be “beyond personal agendas or campaign promises
- > Looking at and focusing on “what is best for the entire community”
- > Listening to comments and ideas without prejudgments or stereotyping
- > Having open and candid conversations and debates about the critical issues facing the City
- > Negotiating with each other: collaborating to find win-win resolutions that all parties will support, compromising to find an acceptable middle ground that addresses the issues: neither party is satisfied but are willing to try to make it work
- > Working together and providing a sense of unity to the community
- > Having a visible presence and demonstrating unity in the community – reaching out and finding opportunities to interact with citizens, listening to the citizens, informing the citizens, engaging the citizens

FAILURE TO MOVE ON means:

- < More personal infighting and attacks with every issue or topic becoming personal
- < Individuals in the community having to take sides: you are either with me or against me
- < Media always have a negative story and a spin everyday
- < Critical issues facing the City are not addressed: financial and budgeting problems, funding for services, major policies on important issues
- < Developers and business investors walking away or not even looking because of the City's reputation
- < Feeding the negative perception that government is broken – cannot address issues, cannot make critical decisions, cannot work together for community benefit
- < Opportunities are lost and positive achievements are not recognized

- < Difficulty in positively engaging citizens – getting them involved and supporting the direction for the City because they do not want to be in-between the factions
- < Divided City organization aligned with one faction or the other on the City Commission
- < Being a community driven by fear and distrust

The nuclear option is: the City goes away – disappears with others taking over the responsibilities of serving and building the community

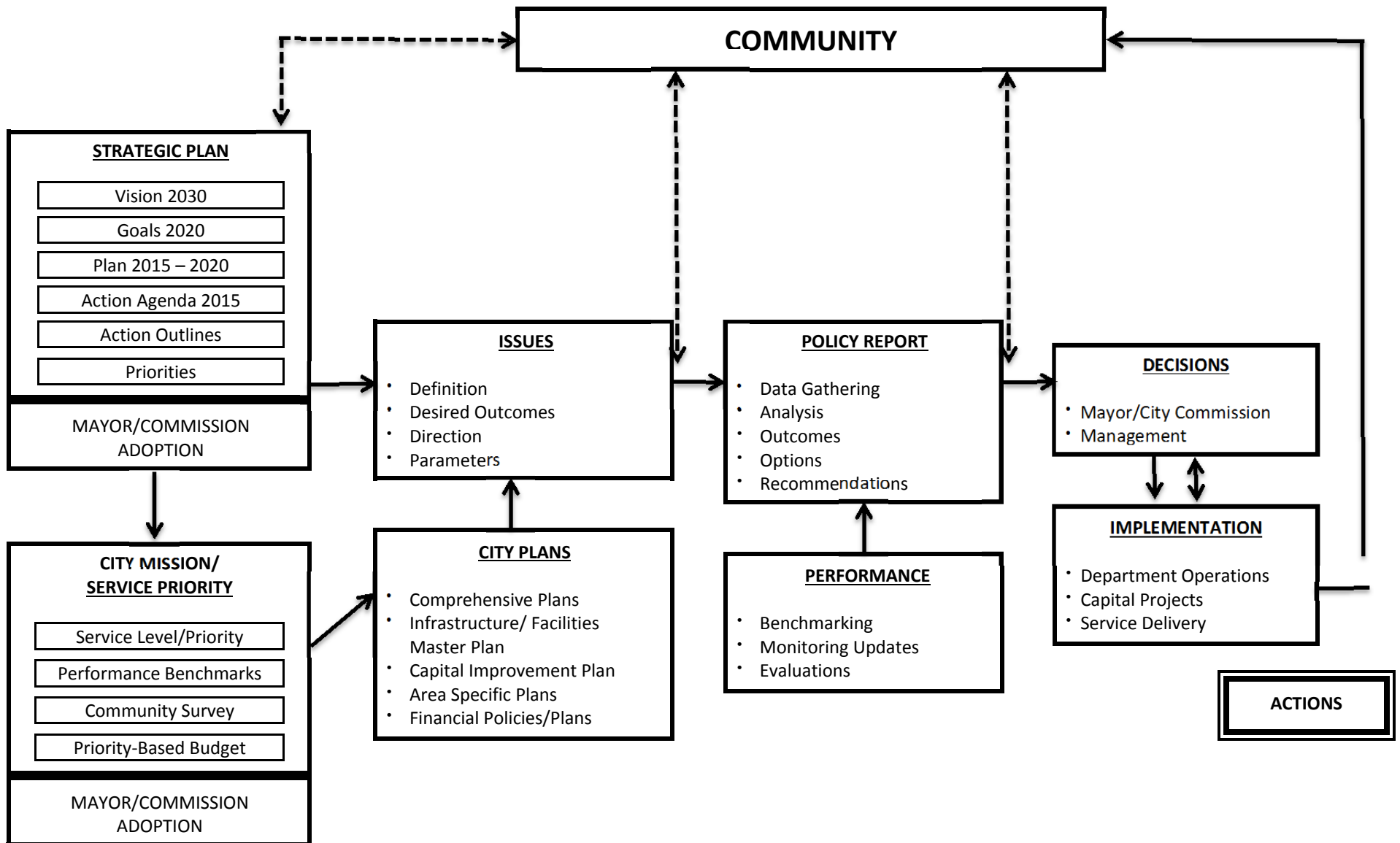
ACTIONS TO MOVE ON

Mayors and City Commissions need to move on by:

- a) Discussing how each person wants to be treated and agreeing upon a code of conduct-based upon civility and mutual respect
- b) Defining operating protocols from how the Mayor and City Commission will conduct business to how the Commission will interact with management and staff
- c) Developing a short term agenda of actions which can be taken in the short term identifying and agreeing on common long term goals that can unifying political individual agendas
- d) Taking the time to discuss and define the long term direction for the City – desired outcomes for 5-10 years, establish outcome based goals for 5 years, develop an action agenda for the next year – a work program for the City and the Mayor and City Commission to focus on
- e) Providing clear and consistent direction to City staff – staff knows the direction and what the expectations are for their performance and outcomes
- f) Making timely decisions and not delaying due to political maneuvering or personal agendas
- g) Taking on some less difficult issues in which agreements can be found – having quick, little successes that start to build momentum
- h) Celebrating real successes for the City that demonstrate "moving on" by the Mayor and City Commission

BOTTOM-LINE: As City leaders, we have a choice to move on and provide true leadership or allow the chaos to grow and possibly destroy our City.

POLICY PROCESS



SECTION 2

STRATEGIC PLANNING FOR CITY OF FORT PIERCE

Strategic Planning: Connecting the “Dots”

Strategic planning is not a strategic plan. Strategic planning is developing and institutionalizing a process that connects the "Dots" linking a long term vision and mission of the city with goals for five years and performance expectations to a one year "to do" list for Mayor and City Commission, management and the City.

A simple way of conceptualizing this model is to think about taking your city to a trip to the future. One difference is that the city is going on a trip to the future, the question is – who will lead the journey? Will city leaders react to the situation/moment or lead with intention. Strategic planning is a tool for leading to the future. You begin with determining the destination, then selecting the best vehicle for the trip, then making a map to the designation, then fueling the vehicle and selecting the route. Let's begin the journey by defining the "Dots"

CREATING THE "DOTS"

STEP 1: DESTINATION

The destination is the Mayor and City Commission's vision for the city's future. Vision is a set of value-based principles that describe the desired future for the city. It is a combination of realism of today, current and untapped assets, and dreams for the future. Each principle is defined by descriptive statements paint a picture of tomorrow. A true vision is unique for that city, should evoke reactions and feelings, and inspire other community leaders. A city without a true vision is like taking a trip to nowhere.

STEP 2: VEHICLE

The vehicle for the trip to the destination is the city government's mission. The mission is defining the purposes of the city government – why the city should exist and its service responsibilities. Each city government has its own unique mission based upon the state legal framework, the needs of the community and the available resources. The right vehicle is needed if the trip is to be successful.

STEP 3: MAP

The map to the city's destination is a five-year plan. This plan begins by focusing the areas of importance, which become goals. Each goal consists of five-year outcome based objectives, criteria for measuring value to residents, understanding the short/long term challenges and opportunities to achieving the goal, and action ideas for 1-5 years. This plan is the guide to policy development,

land use and development planning, master plans for infrastructure and facilities, budget: services and resource allocation, and decision-making. It guides the creation of the city's future.

STEP 4: FUEL

The fuel is the people – the city's managers and employees. The fuel is defined not in octane but in the performance expectations and standards for all city employees. The performance standards are based upon personal values and defined in observable behaviors and actions by managers and employees. Vehicles need the right fuel for a trip to be successful; cities need the right people if they are to be successful in carrying out the mission. The fuel makes the vehicle go, people turn direction and ideas into reality through actions.

STEP 5: ROUTE TO DESTINATION

A map has multiple routes to the destination; a city has many routes to the future. Leaders define the route for the city in the development of action agenda for the year – an annual work program. The work plans consists of a policy agenda of the top ten priorities for the Mayor and City Commission, a management agenda of the top ten priorities for City management, a management in progress that need full implementation, and major projects that need to complete construction. The selection of the route provides focus for resources and work activities.

CONNECTING THE "DOTS"

The next step is to take the trip to the future. The decisions and actions by city leaders, managers and employees create the city's future. The "Dots" need to be connected through an ongoing process in order to reach the destination-to realize the vision and to achieve the goals. Let's take the journey by connecting the "Dots".

STEP 6: ITINERARY

The itinerary outlines the daily activities using the map and following the designated route. The itinerary for the city is annual action outlines for each priority and project. The action outline contains: key issues for direction and action, activities, milestones, time frame for completion, key partners and responsible person. Leaders can use the action outlines to guide and monitor work activities and products. When taking a trip, there is always something unexpected. The action outlines need to be modified when anomalies occur. This allows the city to be flexible and resilient in its pursuit of the vision and goals.

STEP 7: TOUR GUIDE

During our trip, every one has a copy of our Tour Guide. Everyone is expected to know and follow the guide. For the city, it begins with sharing and marketing the strategic plan with the community and with residents through a variety of methods – personal presentations, website, newsletters, etc. It is posting the strategic plan through the city as a daily reminder to all – in departments and

in the Commission Chambers. Repetition is good, people will remember and use the strategic plan to guide their actions.

STEP 8: TAKING THE TRIP

We take the trip following our map with the designated route and our itinerary. Taking the Trip for the city means using the strategic plan in daily operations, in policy development, and in decision-making.

It is developing and refining organizational processes to maximize capacity by using the strategic plan as a guide. It is managers and employees using it to improve daily work activities. City leaders receive regular performance reports on recent accomplishment, setbacks and obstacles, next steps and areas for adjustment or modification. Taking the trip is an ongoing process if the city is to be successful.

STEP 9: ACHIEVING A MILESTONE AND CELEBRATING

When we have achieved major milestones on our trip or successfully completed activities, we pause and take time to toast and celebrate our success. City leaders and managers need to make the time to recognize the contributions of others who have contributed to the success and to share with residents how the successes have added value to their lives – great convenience, enrichment of lives, protection of property values and neighborhoods. A celebration of the success is a memorable event focusing what we have achieved as a city and energizes us for the next step in our journey to the future.

STEP 10: PREPARING FOR DAY TWO

At the end of the day, we review the past day, look at our map and route, and prepare for the next day. For cities, an annual strategic planning workshop updates the strategic plan and develops a new work plans for the next year. It is time to prepare a performance report for residents and the community, to discuss individual ideas about the next five years and specifically ideas for actions during the next year, to refine the goals, to have strategic discussions about critical issues and opportunities, and to prepare the work plans for the next year. We continue to connect the "Dots".

IMPORTANCE OF STRATEGIC PLANNING

The importance in institutionalizing a strategic planning process for cities can be found in the following:

1. Clear direction and performance standards for managers and employees: they know where we are going and what is expected of them.
2. Financial institutions and bond rating agencies having confidence in the city leadership and decision-making: bond rating, willingness to loan money.

3. Economic expansion and businesses having confidence in the city's future and as a reliable economic partner: willingness to invest in the city.
4. Community organizations having confidence in the city's direction: opportunities to partner with the City: contributing to the community.
5. Citizens having confidence in their city leaders and government's ability to deliver on their promises, respond to changing needs, add value in their daily lives.

KEYS TO A SUCCESSFUL TRIP/JOURNEY

City leaders can take the city to the future by demonstrating the following:

- 1) DISCIPLINE to follow and use the strategic planning process in light of pressure to go a different direction;
- 2) ADVOCACY to be a cheerleader for the vision and goals, project optimism about the future, get residents excited about the city's future;
- 3) RESPONSIBLE CHOICES to make timely decision based upon the vision, goals, plan and the best available data;
- 4) ACCOUNTABILITY to take responsibility for actions and results.

City leaders who connect the " Dots" create a better future guided by their vision and goals while others will be guided by political pressure and the moment.

STRATEGIC FRAMEWORK

VISION 2030

“Desired Destination for Fort Pierce”

PLAN 2020

“Map to Fort Pierce’s Destination”

EXECUTION

“Route for Next Year”

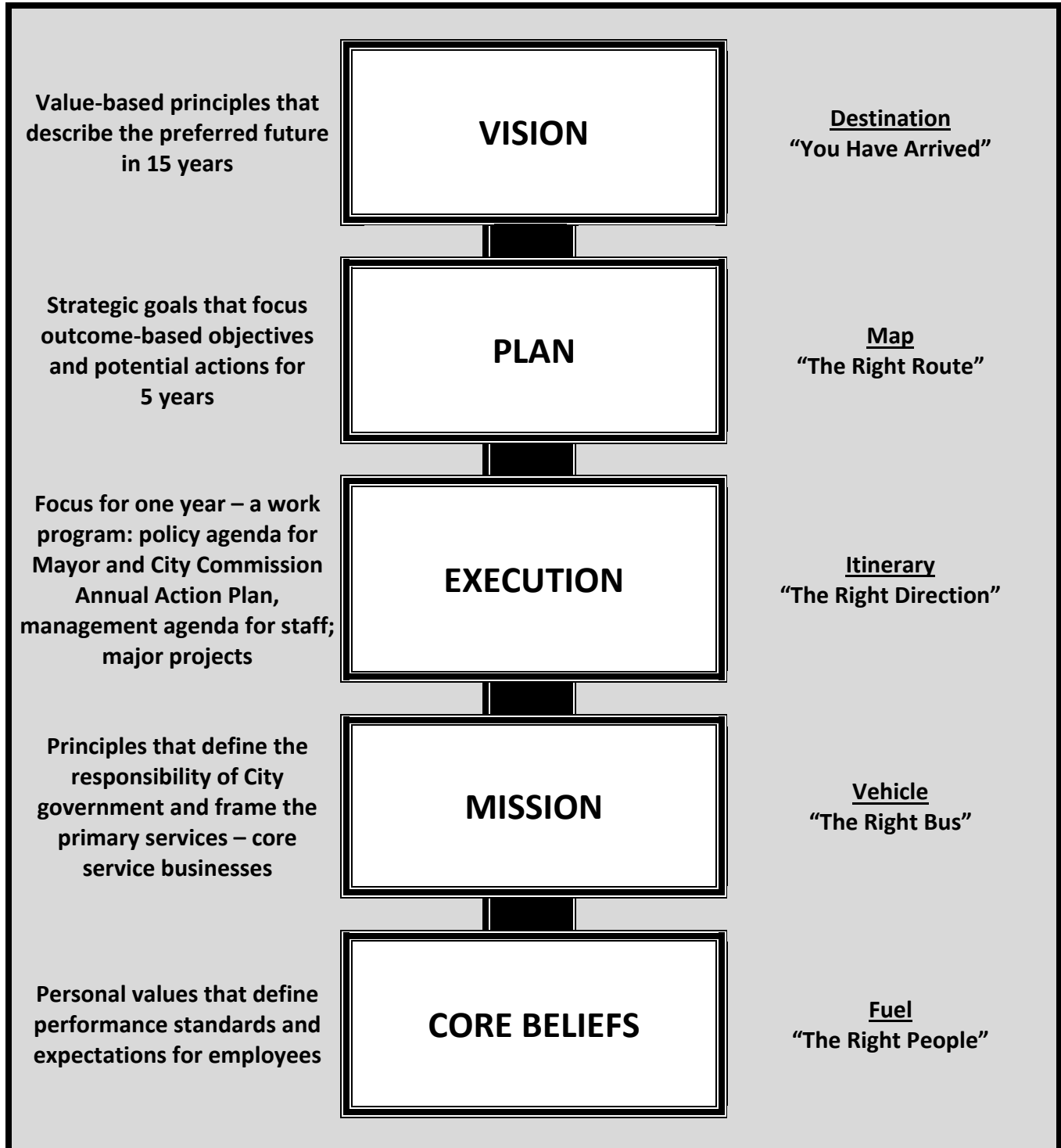
MISSION

“Responsibilities of Fort Pierce’s City Government”

BELIEFS

*“How Fort Pierce’s City Government
Should Operate”*

STRATEGIC PLANNING MODEL



Formulas for Strategic Planning

P	≠	F
Past		Future

FOCUS ON THE FUTURE		

W ₁	+	W ₂	=	0
Why		What If	Lead to	Nothing

FOCUS ON WHAT → HOW				

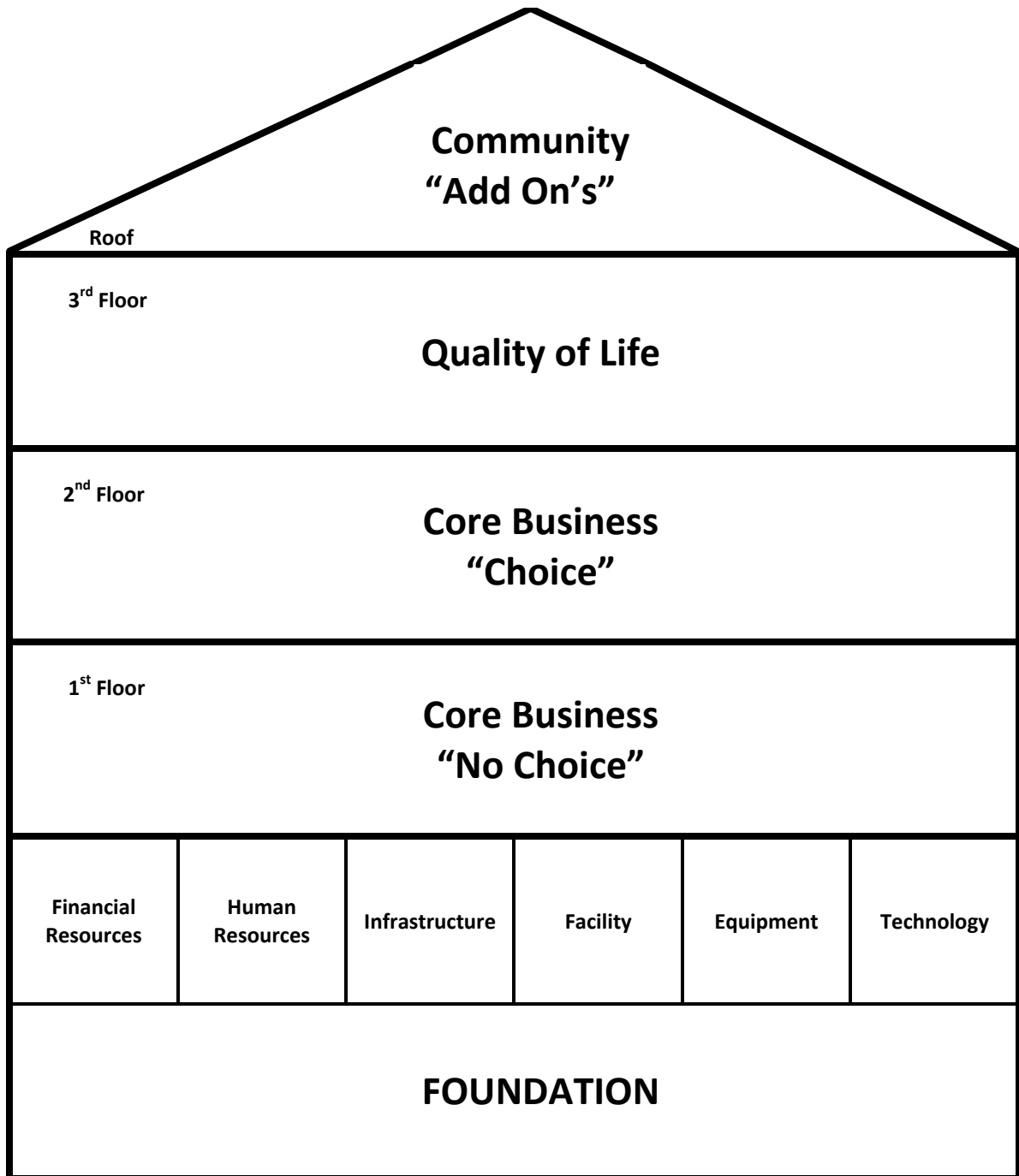
S	=	R	-	E
Satisfaction		Reality	Compared To	Expectation

BUILD MOMENTUM THROUGH LITTLE SUCCESSES				

MR	=	R	a ₁	F ₁
			a ₂	F ₂
		...		
Maximum Result		Ready	Aim	Fire
			<evaluate>	
			Aim	Fire

HAVE AN END IN MIND – TAKE DECISIVE ACTION				

City: Service Responsibilities



City Service Hierarchy House Model

FOUNDATION

"INVISIBLE" FROM VIEW, BUT NECESSARY FOR THE DELIVERY OF CITY SERVICES

1st FLOOR - NO CHOICE

SERVICES REQUIRED BY STATE OR FEDERAL LAWS; IF NO COMPLIANCE, PEOPLE GO JAIL, FINES ARE LEVIED

2nd FLOOR - CHOICE FOR DAILY LIFE

SERVICES NECESSARY FOR LIVING IN A MODERN COMMUNITY

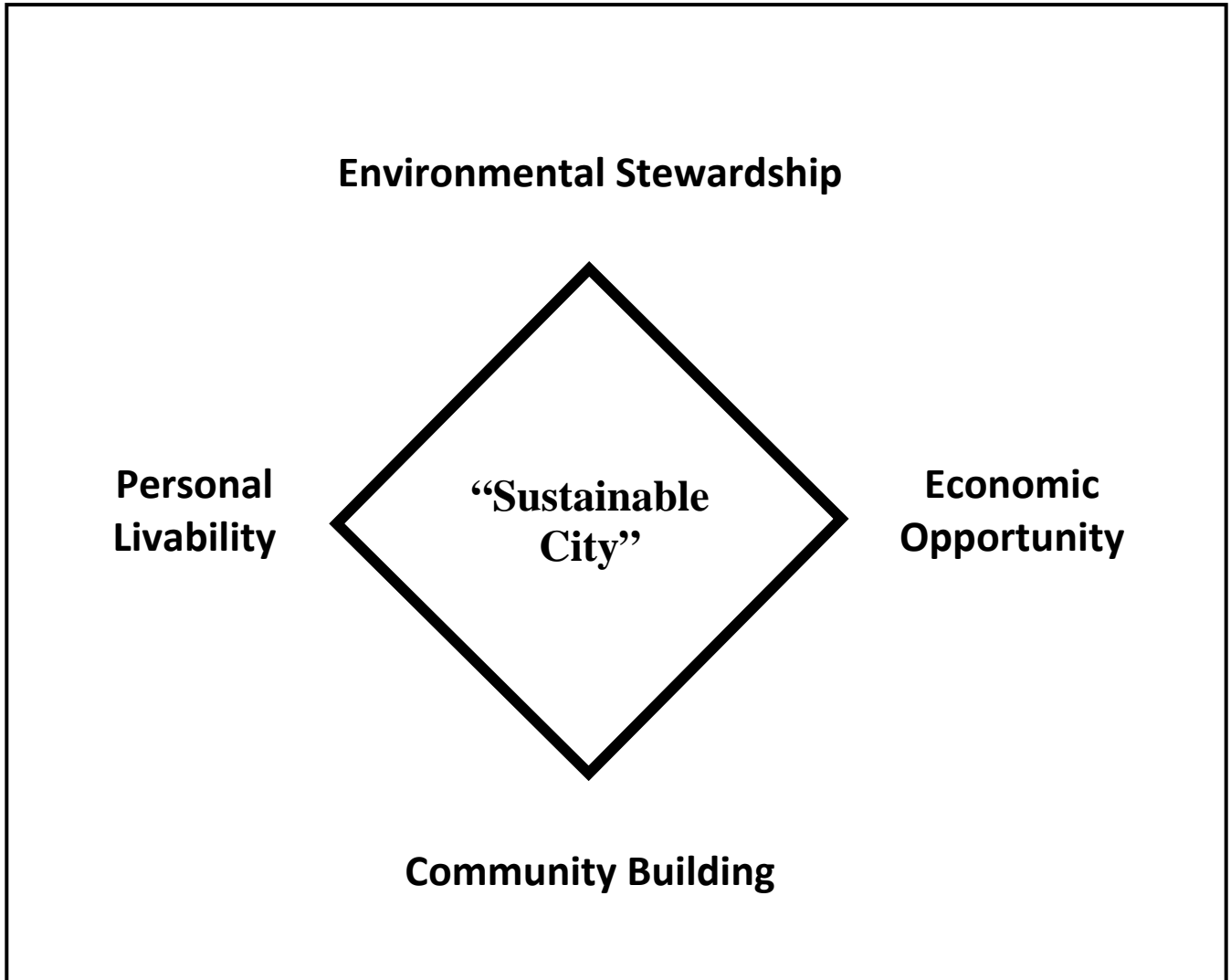
3rd FLOOR - QUALITY OF LIVING

SERVICES THAT MAKE THE COMMUNITY A DESIRABLE PLACE TO LIVE AND DISTINGUISH IT FROM OTHERS

ROOF - COMMUNITY ADD ON

SERVICES THAT ADD FURTHER VALUE TO THE RESIDENTS' LIVES

Sustainable Community



A Sustainable Community is a Balance of Four Components

Personal Livability

- Feeling safe
- Quality schools and educational programs for lifelong learning
- Quality medical services and personal wellness opportunities
- Neighborhoods with a ranges of housing opportunities
- Easy mobility within the city and to/from outside
- Reliable utility services: water, sewer, telecommunications
- Timely response to an emergency call for service

Environmental Stewardship

- Preservation of the city's natural resources
- Conservation of water
- Effective stormwater management system
- Recycling for residents and businesses
- Reducing the city's and community's carbon footprint
- Use of alternative energy sources

Economic Opportunities

- Creating a positive environment that supports private investments and entrepreneurship
- Retaining and growing current businesses
- Workforce trained for 21st century jobs
- Opportunities for higher education and job training
- Developing public-private relationships with a return on the investment
- Attracting businesses targeted for the community

Community Building

- Partnering with community based organizations
- Strong community events with active participation that bring neighbors together
- Community gathering places where residents go to enjoy
- Residents positively engaged in the city's governance processes
- Proactive communications about the city and the community
- Residents volunteering and contributing to the community
- Celebrating the community's history and heritage

SECTION 3

STRATEGIC PLAN 2011 – 2016 – 2026 THE CITY OF FORT PIERCE

STRATEGIC PLANNING FOR THE CITY OF FORT PIERCE

Strategic Planning Model for the City of Fort Pierce

Value-based principles that describe the preferred future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus outcome-base objectives and potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a work program: policy agenda for Mayor and Commission, management agenda for staff; major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the responsibility of city government and frame the primary services – core service businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define performance standards and expectations for employees

CORE BELIEFS

Fuel
“The Right People”

FORT PIERCE VISION 2026

Fort Pierce Vision

Fort Pierce 2026 is a Unique Coastal Florida City

WATERFRONTS,⁽¹⁾

STRONG LOCAL ECONOMY,⁽²⁾

EDUCATION AND RESEARCH,⁽³⁾

DOWNTOWN,⁽⁴⁾

It's our HISTORY, ARTS AND CULTURE,⁽⁵⁾

OPPORTUNITIES for FUN,⁽⁶⁾

CHOICE OF DESIRABLE NEIGHBORHOODS,⁽⁷⁾

COMMUNITY UNITY AND PRIDE⁽⁸⁾

BEAUTY,⁽⁹⁾

CONNECTIVITY,⁽¹⁰⁾

Makes Us Unique

Fort Pierce Vision 2026

PRINCIPLE 1

WATERFRONTS

► Means

1. Public access to the water for use and enjoyment
2. World class beaches
3. Mecca for eco-tourism including bird watching, kayaking, canoeing with expanded FAU Harbor Branch Oceanographic Institution, Marine Center, Smithsonian Marine Station, Manatee Center and Indian River State College partnering for Eco-tourism
4. High quality hotels including brand name chains
5. Operational mixed-use port
6. Marina for residents and visiting boaters
7. Preservation of views and vista of the water
8. Fishing tournaments attracting fishermen from all over the world

PRINCIPLE 2

STRONG LOCAL ECONOMY

► Means

1. Economy based upon tourism, education, research and marine-related businesses
2. Variety of high quality hotels throughout the city, including a conference center
3. Diverse reasons for tourist to visit: history; arts and culture; water-based activities boating, fishing, kayaking, parasailing; eco-tourism
4. Quality higher education with Indian River State College, Florida Atlantic University, Harbor Branch, University of Florida Research Center, Bethune Cookman University
5. International airport surrounded by commercial and industrial businesses
6. Active port with commercial shipping, mega yacht manufacturing and maintenance, hotel, passenger cruises
7. Performing art venues serving residents and attracting guests
8. Sport tournaments coming and returning to Fort Pierce

Fort Pierce Vision 2026

PRINCIPLE 3

EDUCATION AND RESEARCH

► Means

1. TCERDA Park with incubator spaces
2. FAU Harbor Branch Oceanographic Institute as a premier aqua culture research institution and offering community programs
3. Indian River State College as a 4-year institution – a year round residential campus and community programs
4. Smithsonian Marine Station for research and community programs
5. Manatee Observation and Education Center with expanded education, research and community programs
6. Research businesses with manufacturing capacity and eco-tourism opportunities
7. “Green” related research businesses
8. Top-rated public school system

PRINCIPLE 4

DOWNTOWN

► Means

1. Downtown linked to the water and open space
2. Destination marina
3. Variety of quality restaurants and entertainment choices
4. Sunrise Theatre and "Black Box" Theater providing diverse programs for all to enjoy
5. Unique, niche small shops providing personal service to their customers
6. Governmental center: city, federal courthouse, county offices, state offices
7. People living in mixed-use buildings and the surrounding historic neighborhoods
8. Pedestrian friendly and walkable destinations with easy access and parking
9. Destination for residents and guests to enjoy

Fort Pierce Vision 2026

PRINCIPLE 5

HISTORY, ARTS AND CULTURE

► Means

1. Reputation: "Best Authentic Florida City"
2. Art galleries and museums showcasing the community's art and history
3. Celebrating the achievements of famous city residents like A. E. Backus, Zora Neale Hurston, Highwaymen Artists, etc.
4. Historic Sunrise Theatre providing diverse programs and performances
5. Preservation of historic neighborhoods
6. Preservation of historic homes and buildings
7. New developments and buildings blending with the historic character

PRINCIPLE 6

OPPORTUNITIES FOR FUN

► Means

1. Recreational activities and programs for all generations
2. Easy access to water based activities: boating, fishing, beaches, kayaking, canoeing, parasailing, etc.
3. Performing and cultural arts with diverse programs and performances
4. Indoor recreational facility with rooms, and a variety of venues
5. Organized sports for youth, adults and seniors
6. Quality public golf course and clubhouse with community rooms and banquet facilities
7. Aquatic facility(ies) and pools for residents to enjoy

Fort Pierce Vision 2026

PRINCIPLE 7

CHOICE OF DESIRABLE NEIGHBORHOODS

► Means

1. Sense of personal safety and security at home and in the neighborhood – living without fear
2. Well-maintained housing stock
3. High percentage of home ownership in every neighborhood
4. Quality rental housing that is inspected and meets code requirements
5. Homes retaining their property values
6. Variety of neighborhoods: historic, beachfront, urban, semi rural
7. Well-maintained streets, utilities, drainage system, curbs and sidewalks
8. Effective public transportation for residents moving from home to desired destinations in a timely manner
9. Multi-modal connectivity linking residents to various destinations

PRINCIPLE 8

COMMUNITY UNITY AND PRIDE

► Means

1. Respect, tolerance and appreciating different cultures
2. Strong community events and festivals with high level of participation
3. Partnering with other entities for services and facilities
4. Individuals and community organizations working for community benefit
5. Residents knowing and helping residents
6. Business owners, property owners, institutions and residents taking responsibility for their property
7. Residents taking pride in saying "I am from Fort Pierce"
8. Multi-cultural festival celebrating the diverse cultures in the community
9. All residents working together on common community goals

Fort Pierce Vision 2026

PRINCIPLE 9

BEAUTY

► Means

1. Attractive gateways and entrance that invite people to discover Fort Pierce
2. Well-designed, well-maintained streetscapes, medians, parks and public spaces
3. Well-maintained neighborhoods: infrastructure, parks and homes
4. Preservation of the city's natural resources and environment
5. Well-maintained buildings and homes meeting city standards and codes
6. Beauty by design in park and public facilities

PRINCIPLE 10

CONNECTIVITY

► Means

1. Rail service for passenger and commerce
2. International airport linked to the world with enterprise free zone
3. State of the art technology (including WiMax) infrastructure for businesses and individuals
4. Multi-use trails linear parks systems and bike lanes throughout the city
5. U.S. Customs entry to Florida
6. Access to the Florida Turnpike and I-95

CITY OF FORT PIERCE PLAN for 2011 – 2016

City of Fort Pierce

Goals 2016

FINANCIALLY SOUND CITY PROVIDING EXCELLENT SERVICES



ALIVE WATERFRONTS



SAFER AND MORE BEAUTIFUL CITY



FORT PIERCE: GREAT PLACE TO LIVE, WORK, PLAY



COMMUNITY UNITY AND PRIDE



VIBRANT HISTORIC DOWNTOWN AND NEIGHBORHOODS

Goal 1

FINANCIALLY SOUND CITY PROVIDING EXCELLENT SERVICES

OBJECTIVES

1. Top quality city workforce dedicated to serving the Fort Pierce community
2. Excellent City services delivered in the most cost effective manner
3. Partnering with others to expand resources to support city services
4. Reduce dependence on ad valorem tax receipts
5. Financial reserves consistent with the city policies
6. Increase residents understanding of city finances and services, and the value that they are receiving for their tax dollars and fees

MEANS TO RESIDENTS

1. Value for your taxes and fees
2. Customer friendly city services
3. Easy access to city information and services
4. Mayor and City Commissioners acting as responsible fiscal stewards
5. Reliable city services that are responsive to their needs

Goal 1

FINANCIALLY SOUND CITY PROVIDING EXCELLENT SERVICES

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. City staffing and their capacity to provide services
2. Aging city infrastructure and facilities requiring significant maintenance and replacement
3. Retaining a quality workforce
4. Deferred capital and equipment investment now requiring significant funding
5. Actions by federal and state governments: impacting revenues, unfunded mandates and regulations, fewer grants and earmarked projects

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Rising costs of healthcare, pensions, materials and energy
2. Lack of resources means service elimination
3. Anti tax and anti government attitude
4. Increasing demands for services
5. Outdated information technology needing significant investment
6. Willingness to raise taxes and fees
7. Willingness to raise tax rate

Goal 1

FINANCIALLY SOUND CITY PROVIDING EXCELLENT SERVICES

POLICY ACTIONS 2011 – 2012

	PRIORITY
1. MSTU/MSBU: Evaluation, Direction	Top Priority
2. Solid Waste Disposal Options	Top Priority
3. Relations with Regional Utilities	Top Priority
4. Police Revenues Initiatives: Decision (Red Light Cameras, Contract Towing, Alarm Fees, Investigative Costs Recovery)	High Priority
5. Information Technology Plan: Development Funding Mechanism	

MANAGEMENT ACTIONS 2011 – 2012

	PRIORITY
1. Employee Wellness Program: Direction (including Hiring Non-smokers)	Top Priority
2. Permitting Process Improvements: Evaluation	Top Priority
3. City Health Insurance Plan and Policy Direction Analysis of the Impact of National Healthcare	High Priority

MANAGEMENT IN PROGRESS 2011 – 2012

1. Benefits for New Hires: Decision
2. Energy Efficiency Conservation Block Grant
3. Union Negotiations: a) Teamster, b) PBA, c) IUPA
4. Personnel Rules and Regulations Revisions
5. Paperless Filing System: Phase 1
6. GovDeals Surplus Auction
7. New Bank Conversion
8. Family Medical Policy: Decision (Return to 100% Coverage for City Employee)
9. Budget: Millage Rate and Services: Prioritization
10. Compensation Policy: Evaluation, Decision
11. Unlicensed Businesses Revenue Recovery: Progress Report
12. Animal Control Transfer
13. Public Education on City Finances and Services

Goal 1

FINANCIALLY SOUND CITY PROVIDING EXCELLENT SERVICES

MAJOR PROJECTS 2011 – 2012

1. Golf Course Improvements: Bunker Restoration

ON THE HORIZON 2012 – 2016

1. Information Technology Organization and Performance Audit
2. Parking Garage Fee/Meters: Evaluation, Direction
3. Beach Parking Fee: Evaluation, Direction (Free for Residents)
4. GIS: Development, Funding
5. Indian Hills Golf Clubhouse: Direction, Funding
6. Electric Cart: Feasibility Study, Direction, Funding
7. Staff Reduction Plan: Development

Goal 2

ALIVE WATERFRONTS

OBJECTIVES

1. Increase public access and use of the water
2. Relocate the Wastewater Treatment plant and replace it with housing or a hotel
3. Expand marina with creation of barrier islands with a natural habitat
4. Preserve the quality of water
5. Host national and international fishing tournaments
6. Expand the reputation as a great destination for eco-tourism

MEANS TO RESIDENTS

1. Opportunities to enjoy the water
2. Variety of recreational choices
3. Waterfront as a strong component of the local economy with business and job opportunities
4. Protection of property values
5. Housing opportunities with the ability to walk to the water

Goal 2

ALIVE WATERFRONTS

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Funding for projects
2. Creating a world-class tourist destination for residents and guests to enjoy
3. Working with property owners
4. Marketing waterfront assets

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Working with other governments to achieved desired outcomes
2. Attracting appropriate businesses to locate on or near the water
3. Tapping the full potential of Fort Pierce's water assets
4. Differing visions and agendas for various areas of the waterfront
5. Uncertain federal and state funding for projects on the waterfront
6. National economy and business access to the capital market

Goal 2

ALIVE WATERFRONTS

POLICY ACTIONS 2011 – 2012

	PRIORITY
1. Jetty Park and Roundabout	Top Priority
2. South Beach West Peninsula Study: Development, Direction	Top Priority
3. Wastewater Plant Relocation: Development	High Priority
4. Eco-tourism Strategy: Development	High Priority
5. Port Master Plan and Development Strategy	

MANAGEMENT IN PROGRESS 2011- 2012

1. South Bridge Project (Two Lanes): Grant, Funding, Decision
2. Rotary Park Structure and Boardwalk Replacement: MSTU Funding Allocation
3. Melody Lane Fishing Pier and Sidewalk Extension: Grant, Funding
4. Live Cam at Inlet: Grant, Funding
5. Docks at Manatee Boat Ramp: MSTU Funding Allocation
6. Beach Sand Renourishment: Lobbying for Future

MANAGEMENT ACTIONS 2011 – 2012

	PRIORITY
1. River Walk Center: Direction, Marketing, Funding	Top Priority
2. Fisherman’s Wharf and Black Pearl Ramp Master Plan: Development	High Priority
3. Treasure Coast Youth Sailing Program: Expansion	High Priority

Goal 2

ALIVE WATERFRONTS

MAJOR PROJECTS 2011 – 2012

1. Security Cameras at Marina
2. State Road A1A: Final Phase
3. Marina Reconstruction and Breakwater Island: Design, Gap Funding, Ground Breaking
4. Veterans Park Restroom and Amphitheatre Demolition

ON THE HORIZON 2012 – 2016

1. Water Taxi: Evaluation, Direction
2. Hotel Development Strategy: Development
3. Structure and Boardwalk Replacement: a) Jetty Park, b) Gulf Stream Park, c) Porpoise Park
4. Marina Expansion to West: Evaluation, Direction
5. Old Fort Park Master Plan: Development
6. Inlet Linear Park: Funding (Phase II – Lighting, Landscaping)

Goal 3

SAFER AND MORE BEAUTIFUL CITY

OBJECTIVES

1. Develop a reputation as a "safe community"
2. Increase property owners taking responsibility for complying with city codes and ordinances
3. Reduce crime rate
4. Reduce the visual blight in the city
5. More attractive corridors, including Orange Avenue
6. Demolish or reuse abandoned buildings and homes

MEANS TO RESIDENTS

1. Protection of property values
2. More attractive community
3. Owners and tenants taking care of their buildings and homes
4. Greater compliance with city codes and ordinances

Goal 3

SAFER AND MORE BEAUTIFUL CITY

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Lack of consequences for violations of codes
2. Cumbersome processes permitting for enforcement and adjudication
3. Marketing City as “safe community”
4. Funding for code compliance and law enforcement
5. Responding proactively to gangs and drugs

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Youth recreation and job opportunities
2. Personal property rights vs. Community standards and benefits
3. Irresponsible property owners who avoid complying with the city codes
4. Inconsistent application of codes
5. Lack of police staffing for community policing

Goal 3

SAFER AND MORE BEAUTIFUL CITY

POLICY ACTIONS 2011 – 2012

1. Code Enforcement: Codes and Processes
2. Orange Avenue Corridor Plan: Development

MANAGEMENT ACTIONS 2011 – 2012

1. Youth Employment/Recreation Strategy and Initiatives
2. City Sustainability Plan: Policies and Procedures

PRIORITY

Top Priority

High Priority

MANAGEMENT IN PROGRESS 2011 – 2012

1. Parks Ordinances: Revision
2. Sculpture Symposium
3. Alarm Registration and Response Fee: Direction
4. Strategic/Crime Control Plan: Adoption
5. City Recycling Program: Report, Direction
6. LDR: Protection of Native and Colorful Flowering Plants and Trees: Decision
7. Animal Control: Renegotiation of Contract

ON THE HORIZON 2012 – 2016

1. Undergrounding Utilities Direction, Funding
2. Heathcote Botanical Park
3. Keep Fort Pierce Beautiful Program: Expansion
4. Tree Inventory: Funding
5. Green District: Report, City Direction (with Oak Ridge)
6. City-wide Ordinance Property Owner Maintenance of Utility Easements: Direction
7. Abandoned Vehicle Sweep: Direction, Funding
8. Recycling Collection Contract: Expiration
9. Red Light Cameras: Direction

Goal 4

FORT PIERCE: GREAT PLACE TO LIVE, WORK AND PLAY

OBJECTIVES

1. Upgrade the existing housing stock meeting the city's codes and regulations
2. Attract new businesses to Fort Pierce that are consistent with our vision
3. More job opportunities for residents, and a lower unemployment rate
4. Retain and support the growth of local businesses
5. Improve and expand city parks and recreational facilities

MEANS TO RESIDENTS

1. More reasons to live in Fort Pierce
2. Job opportunities near home resulting in more leisure time
3. Choices for your leisure time
4. Housing options with choice of type, location, price
5. Support for family oriented activities

Goal 4

FORT PIERCE: GREAT PLACE TO LIVE, WORK AND PLAY

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Developing an image as a "business friendly" community and city
2. Diversity cultural arts programming to each generation
3. Expanding and diversifying parks and facilities
4. Defining the city's role in recreation programming and activities
5. Expanding entertainment opportunities

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Attracting the appropriate new businesses to Fort Pierce
2. Determining the City's role in economic development and business attraction
3. Funding and performance accountability for economic development activities
4. Property owners taking responsibility for maintaining their buildings or homes
5. Personal property rights vs. Community benefit and standards
6. Variable quality of the older housing stock
7. Tapping the potential of older neighborhoods

Goal 4

FORT PIERCE: GREAT PLACE TO LIVE, WORK AND PLAY

POLICY ACTIONS 2011 – 2012

PRIORITY

1. Roadway Resurfacing and Reconstruction:

High Priority

Funding
2. Marina Square Maintenance (Open Spaces and Facilities): Direction, Funding

MANAGEMENT ACTIONS 2011 – 2012

PRIORITY

1. Stormwater Replacement Projects:

High Priority

Direction, Project Priority

MANAGEMENT IN PROGRESS 2011 – 2012

1. Neighborhood Park Lands Deficit: Funding Solution
2. LDR: Revision, Decision
3. Martin Luther King, Jr. Dreamland Park: Transfer, Funding
4. Gateway and Entrance Plan and Grant Funding
5. Annual Rezone to Existing Use Proposal: Decision
6. Arcade Ordinance: Decision
7. LED Street Light Replacement: RFQ, Funding
8. PAL Gymnasium Relocation: YMCA Building, Evaluation, Direction

ON THE HORIZON 2012 – 2016

1. Jetty Inlet Park Lighting: Funding
2. East Coast Bike Trail: Direction, Funding
3. WiMax Projects: Pilot Program (“D” and Marina Square)
4. Moore’s Creek Linear Park Extension (West at 15th Street): Funding
5. Ohio Avenue and US 1 Realignment: Funding
6. Maravilla Park Improvements
7. Avenue D Corridor Brick Paver Replacement: Maintenance, Funding
8. Joint Planning Agreement on Future Annexation Areas (with County)
9. Lincoln Park Theatre: Funding
10. Rotary Park: Playground Equipment, Funding

Goal 5

COMMUNITY UNITY AND PRIDE

OBJECTIVES

1. Develop a reputation as an inclusive community with every one feeling welcome and part of the community
2. Residents working together for what is best for the overall Fort Pierce community
3. Community, businesses and city government sharing and working together on a common vision and goals
4. City government providing leadership to create community partnerships to expand community resources

MEANS TO RESIDENTS

1. Feeling welcome in Fort Pierce
2. Opportunities to contribute to the community
3. People working together for community benefit
4. Community benefit over personal benefit or gain
5. Individuals with different cultures or backgrounds are respected

Goal 5

COMMUNITY UNITY AND PRIDE

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Expanding and enhancing current community events
2. Developing future community leaders
3. Developing common goals and vision for Fort Pierce that becoming the community's rallying point
4. Diverse population of Fort Pierce
5. Personal agendas and interests vs. Community benefits

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Overcoming the split between different neighborhood
2. Personal biases and prejudices
3. Looking to the whole community
4. Past history of a racial divided community

Goal 5

COMMUNITY UNITY AND PRIDE

MANAGEMENT ACTIONS 2011 – 2012

1. Community Unity Celebration
2. Citizen Academy: Development, Funding

PRIORITY

Top Priority
High Priority

MANAGEMENT IN PROGRESS 2011 – 2012

1. IRSC Capstone Plan (Diversity within Police):Implementation

Goal 6

VIBRANT HISTORIC DOWNTOWN AND NEIGHBORHOODS

OBJECTIVES

1. More people living in Downtown and surrounding neighborhoods
2. Increase the number of fine dining restaurants, entertainment venues, and funky eating establishments
3. Redevelop historic neighborhoods while preserving their unique character
4. Increase the ease to park and walk
5. More niche small retail businesses with hours and products for residents and guests

MEANS TO RESIDENTS

1. Protection of property values
2. Honoring and celebrating the historical roots of Fort Pierce
3. Expanded housing choices
4. More reasons to go to Downtown
5. Easy access and convenient parking to a pedestrian friendly area

Goal 6

VIBRANT HISTORIC DOWNTOWN AND NEIGHBORHOODS

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Funding for projects both public and private
2. Developing community consensus and support for history and Downtown
3. Working with the property owners, businesses and residents
4. Attracting developers and residents to Downtown
5. Continuing the momentum in the Downtown area and the surrounding neighborhoods

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Defining the City's role and incentives
2. Businesses access to financing and the capital market requirements
3. Changing the parking patterns resulting in greater use of the garage
4. Creating a "funky" feeling the neighborhood

Goal 6

VIBRANT HISTORIC DOWNTOWN AND NEIGHBORHOODS

POLICY ACTION 2011 – 2012

	PRIORITY
1. Entertainment Business District: Direction	Top Priority
2. Edgartown Special Area Plan/Overlay District: Development, Direction	High Priority
3. Parking Fees for Downtown: Direction	High Priority

MANAGEMENT ACTIONS 2011 – 2012

	PRIORITY
1. King Power Plant Brownfield Cleanup/Uses	Top Priority
2. Sunrise Theatre Foundation: Fund Raising	Top Priority

MANAGEMENT IN PROGRESS 2011 – 2012

1. Historic Preservation Award: Funding
2. Historic Preservation Fee: Evaluation, Direction
3. NSP Projects: a) Residences [3], b) Apartments [2]

MAJOR PROJECTS 2011 – 2012

1. Intermodal Transit Terminal
2. King' Inn Parking Lot Acquisition

ON THE HORIZON 2011 – 2016

1. Branch Bank (Means Court and Avenue D) Land Assembly
2. Downtown Business Association: Cohesiveness
- 3.
- 4.
- 5.

CITY OF FORT PIERCE ACTION AGENDA 2011 – 2012

City of Fort Pierce

Policy Agenda 2011 – 2012

TOP PRIORITY

MSTU/MSBU: Evaluation, Direction

Solid Waste Disposal Options

Relations with Regional Utilities

Jetty Park and Roundabout

South Beach West Peninsula Study: Development, Direction

Entertainment Business District: Direction

HIGH PRIORITY

Police Revenues Initiatives

Wastewater Plant Relocation

Eco-tourism Strategy: Development

Roadway Resurfacing and Reconstruction: Funding

Edgartown Special Area Plan/Overlay District: Development, Direction

Parking Fees for Downtown: Direction

City of Fort Pierce

Management Agenda 2011 – 2012

TOP PRIORITY

King Power Plant Brownfield Cleanup/Uses

Employee Wellness Program

Permitting Process Improvements

River Walk Center

Youth Employment/Recreation Strategy and Initiatives

Community Unity Celebration at Moore's Creek

Sunrise Theatre Foundation: Fund Raising

HIGH PRIORITY

Fisherman's Wharf and Black Pearl Ramp Master Plan

City Sustainability Plan: Policies and Procedures

City Health Insurance Plan and Policy Direction

Treasure Coast Youth Sailing Program: Expansion

Citizen Academy: Development

Stormwater Replacement Projects

City of Fort Pierce

Management in Progress 2011 – 2012

Benefits for New Hires: Decision, Direction

Energy Efficiency Conservation Block Grant

Union Negotiations: a) Teamsters, b) PBA, c) IUPA

Personnel Rules and Regulations: Revisions

Paperless Filing System: Phase 1

GovDeals Surplus Auction

New Bank Conversion

Family Medical Policy: Decision (Return to 100% Coverage for City Employee)

Budget: Millage Rate and Services: Prioritization

Compensation Policy: Evaluation, Decision

Unlicensed Businesses Revenue Recovery: Progress Report

Animal Control Transfer

Public Education on City Finances and Services

South Bridge Project (Two Lanes): Grant, Funding, Decision

Rotary Park Structure and Boardwalk Replacement: MSTU Funding

Melody Lane Fishing Pier and Sidewalk Extension: Grant, Funding

Live Cam at Inlet: Grant, Funding

Docks at Manatee Boat Ramp: MSTU Funding

Beach Sand Renourishment: Lobbying for Funding

Parks Ordinances: Revision

Sculpture Symposium

Alarm Registration and Response Fee: Direction

Strategic/Crime Control Plan: Adoption

City Recycling Program: Report, Direction

LDR: Protection of Native Plants and Colorful Flowering Plants and Trees: Direction

Animal Control/License: Renegotiation of Contract

Neighborhood Park Lands Deficit: Funding Solution

LDR: Revision, Decision

Martin Luther King, Jr. Dreamland Park: Transfer, Funding

Gateway and Entrance Plan and Grant Funding

Annual Rezone to Existing Use Proposal: Decision

Arcade Ordinance: Decision

PAL Gymnasium Relocation: YMCA Building, Evaluation, Direction

IRSC Capstone Plan (Diversity within Police): Implementation

Historic Preservation Award: Funding

Historic Preservation Fee: Evaluation, Direction
NSP Projects: a) Residences [3], b) Apartments [2]

City of Fort Pierce

Major Projects 2011 – 2012

Golf Course Improvements: Bunker Restoration

Security Cameras at Marina

State Road A1A: Final Phase

Marina Reconstruction and Breakwater Island: Design, Gap Funding, Ground Breaking

Veterans Park Restroom and Amphitheater: Demolition

Intermodal Transit Terminal

King's Inn Parking Lot Acquisition

City of Fort Pierce Action Outlines 2011 – 2012

GOAL 1 FINANCIALLY SOUND CITY PROVIDING EXCELLENT SERVICES

ACTION	<u>MSTU/MSBU DIRECTION</u>	PRIORITY						
		<i>Policy – Top</i>						
	<table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"><u>Key Issues</u></td> <td style="width: 33%;"><u>Activities/Milestones</u></td> <td style="width: 33%;"><u>Time</u></td> </tr> <tr> <td> <ul style="list-style-type: none"> • Demonstration of Value • Neighborhood Education • Cost Analysis • City’s Financial Participation • Boundary of “Neighborhood” </td> <td> <ol style="list-style-type: none"> 1. Prepare Recommendation for Hibiscus Park Neighborhood 2. Identify Boundary for Each District 3. Identify Improvement Projects 4. Determine Cost 5. Prepare Report </td> <td> <p>4th Qtr 2011</p> <p>1st Qtr 2012</p> <p>1st Qtr 2012</p> <p>1st Qtr 2012</p> <p>2nd Qtr 2012</p> </td> </tr> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	<ul style="list-style-type: none"> • Demonstration of Value • Neighborhood Education • Cost Analysis • City’s Financial Participation • Boundary of “Neighborhood” 	<ol style="list-style-type: none"> 1. Prepare Recommendation for Hibiscus Park Neighborhood 2. Identify Boundary for Each District 3. Identify Improvement Projects 4. Determine Cost 5. Prepare Report 	<p>4th Qtr 2011</p> <p>1st Qtr 2012</p> <p>1st Qtr 2012</p> <p>1st Qtr 2012</p> <p>2nd Qtr 2012</p>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>						
<ul style="list-style-type: none"> • Demonstration of Value • Neighborhood Education • Cost Analysis • City’s Financial Participation • Boundary of “Neighborhood” 	<ol style="list-style-type: none"> 1. Prepare Recommendation for Hibiscus Park Neighborhood 2. Identify Boundary for Each District 3. Identify Improvement Projects 4. Determine Cost 5. Prepare Report 	<p>4th Qtr 2011</p> <p>1st Qtr 2012</p> <p>1st Qtr 2012</p> <p>1st Qtr 2012</p> <p>2nd Qtr 2012</p>						
	Responsibility: City Manager							

ACTION	<u>RELATIONS WITH REGIONAL UTILITIES</u>	PRIORITY						
		<i>Policy – Top</i>						
	<table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"><u>Key Issues</u></td> <td style="width: 33%;"><u>Activities/Milestones</u></td> <td style="width: 33%;"><u>Time</u></td> </tr> <tr> <td> <ul style="list-style-type: none"> • City Position: Wastewater • City Position: Bulk Provision • Annexations </td> <td> <ol style="list-style-type: none"> 1. PSL Intergovernmental Agreement – Wastewater 2. St. Lucie County Interlocal Agreement - Bulk Provision 3. Annexation Agreement: Review </td> <td> <p>1st Qtr 2012</p> <p>1st Qtr 2012</p> <p>1st Qtr 2012</p> </td> </tr> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	<ul style="list-style-type: none"> • City Position: Wastewater • City Position: Bulk Provision • Annexations 	<ol style="list-style-type: none"> 1. PSL Intergovernmental Agreement – Wastewater 2. St. Lucie County Interlocal Agreement - Bulk Provision 3. Annexation Agreement: Review 	<p>1st Qtr 2012</p> <p>1st Qtr 2012</p> <p>1st Qtr 2012</p>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>						
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	Responsibility: City Manager							

ACTION	<u>SOLID WASTE DISPOSAL OPTIONS</u>	PRIORITY						
		<i>Policy – Top</i>						
	<table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"><u>Key Issues</u></td> <td style="width: 33%;"><u>Activities/Milestones</u></td> <td style="width: 33%;"><u>Time</u></td> </tr> <tr> <td> <ul style="list-style-type: none"> • Out Clause of City </td> <td> <ol style="list-style-type: none"> 1. Report 2. Commission Decision </td> <td> <p>3rd Qtr 2011</p> <p>3rd Qtr 2011</p> </td> </tr> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	<ul style="list-style-type: none"> • Out Clause of City 	<ol style="list-style-type: none"> 1. Report 2. Commission Decision 	<p>3rd Qtr 2011</p> <p>3rd Qtr 2011</p>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>						
<ul style="list-style-type: none"> • Out Clause of City 	<ol style="list-style-type: none"> 1. Report 2. Commission Decision 	<p>3rd Qtr 2011</p> <p>3rd Qtr 2011</p>						
	Responsibility: City Manager							

ACTION	<u>POLICE REVENUES INITIATIVES</u>	PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> Revenue Source 	<ol style="list-style-type: none"> Red Light Cameras Contract Towing Alarm Fees 	<p>1st Qtr 2012</p> <p>1st Qtr 2012</p> <p>1st Qtr 2012</p>
<div style="border: 1px solid black; padding: 2px; display: inline-block;">Responsibility: Police Chief</div>		

ACTION	<u>INFORMATION TECHNOLOGY PLAN AND FUNDING</u>	PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> Funding Level 	<ol style="list-style-type: none"> Develop Plan Commission Decision and Funding 	<p>4th Qtr 2011</p> <p>4th Qtr 2011</p>
<div style="border: 1px solid black; padding: 2px; display: inline-block;">Responsibility: MIS</div>		

ACTION	<u>PERMITTING PROCESS IMPROVEMENTS</u>	PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> Perception of Process Public Education On-line Permitting Customer Service Technique Software to Support the Process Comparison to Other Cities 	<ol style="list-style-type: none"> Develop Flow for Permitting Process Identify Stakeholders Evaluate Process Prepare Report 	<p>1st Qtr 2012</p> <p>1st Qtr 2012</p> <p>1st Qtr 2012</p> <p>2nd Qtr 2012</p>
<div style="border: 1px solid black; padding: 2px; display: inline-block;">Responsibility: Building/Planning</div>		

ACTION	<u>EMPLOYEE WELLNESS PROGRAM</u>	PRIORITY	
		Mgmt – Top	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	
<ul style="list-style-type: none"> • Application to Current Employees • Impact on Health Insurance • Incentives for Employees 	<ol style="list-style-type: none"> 1. Develop Hiring Non Smoker Policy for New Hires 2. Implement Wellness Program – Quarterly Activity Report 	1 st Qtr 2012	2 nd Qtr 2012
Responsibility: Administrative Services			

ACTION	<u>CITY HEALTH INSURANCE PLAN AND POLICY</u>	PRIORITY	
		Mgmt – High	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	
<ul style="list-style-type: none"> • City Role • Employee Responsibility 	<ol style="list-style-type: none"> 1. Prepare Report 2. Commission Direction 	Completed	Completed
Responsibility: Administrative Services			

► MANAGEMENT IN PROGRESS 2011 – 2012

- | | |
|--|--------------------------|
| 1. Benefits for New Hires: Decision, Direction | 4 th Qtr FY11 |
| 2. Energy Efficiency Conservation Block Grant | 4 th Qtr FY11 |
| 3. Union Negotiations | 4 th Qtr FY11 |
| a. Teamsters | |
| b. PBA | |
| c. IUPA | |
| 4. Personnel Rules and Regulations: Revisions | 2 nd Qtr FY12 |
| 5. Paperless Filing System: Phase 1 | 4 th Qtr FY12 |
| 6. GovDeals Surplus Auction | 4 th Qtr FY11 |
| 7. New Bank Conversion | 3 rd Qtr FY11 |
| 8. Family Medical Policy: Decision (Return to 100% Coverage for City Employee) | 4 th Qtr FY11 |
| 10. Budget: Millage Rate and Services: Prioritization | 4 th Qtr FY11 |
| 11. Compensation Policy: Evaluation, Decision | 2 nd Qtr FY12 |
| 12. Unlicensed Businesses Revenue Recovery: Progress Report | 2 nd Qtr FY12 |
| 13. Animal Control Transfer | Completed |
| 14. Public Education on City Finances and Services** | 4 th Qtr FY11 |

**Added during Mayor Commission Workshop II

► MAJOR PROJECTS 2011 – 2012

- | | |
|---|-----------|
| 1. Golf Course Improvements: Bunker Restoration | Completed |
|---|-----------|

GOAL 2	ALIVE WATERFRONT
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ACTION	<u>JETTY PARK AND ROUNDABOUT</u>	PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Public Space East of Roundabout • Funding: Roundabout 	<ol style="list-style-type: none"> 1. Redesign of Roundabout 2. Obtain FDOT Funding 3. Construction 	<p>4th Qtr 2011</p> <p>1st Qtr 2012</p> <p>2nd Qtr 2012</p>
Responsibility: Urban Redevelopment		

ACTION	<u>SOUTH BEACH WEST PENINSULA STUDY</u>	PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Old Fire Station • Wastewater Plant • Mobile Home Park 	<ol style="list-style-type: none"> 1. Complete Charrette 2. Develop Draft Plan 3. Presentation to Community 4. Reverter Clause of Deed with County 5. Work with Fire Board 	<p>4th Qtr FY11</p> <p>1st Qtr FY12</p> <p>1st Qtr FY12</p> <p>3rd Qtr FY12</p> <p>3rd Qtr FY12</p>
Responsibility: Planning		

ACTION	<u>WASTEWATER PLANT RELOCATION</u>	PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Site/Location • City’s Role • Funding 	<ol style="list-style-type: none"> 1. Commission Update on Status 2. Community Planning Initiative 3. Develop Long-Term Plan for Site 4. Identify Alternative Treatment and Site 5. Evaluate Funding Options 	<p>4th Qtr 2011</p> <p>4th Qtr 2011</p> <p>4th Qtr 2011</p> <p>1st Qtr 2012</p> <p>2nd Qtr 2012</p>
Responsibility: City Manager		

ACTION	<u>ECOTOURISM STRATEGY</u>	PRIORITY	
		<i>Policy – High</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	
<ul style="list-style-type: none"> • Overall Direction • Strategy for City 	<ol style="list-style-type: none"> 1. Conference at Hilton Head Island 2. Complete Draft Strategy 3. Award Grants for Program 	<ol style="list-style-type: none"> 4th Qtr 2011 3rd Qtr 2012 4th Qtr 2012 	
<div style="border: 1px solid black; padding: 5px; display: inline-block;">Responsibility: Urban Redevelopment</div>			

ACTION	<u>PORT MASTER PLAN AND DEVELOPMENT STRATEGY</u>	PRIORITY	
		<i>Policy</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	
<ul style="list-style-type: none"> • Development at the Port 	<ol style="list-style-type: none"> 1. Review Current Port Master Plan 2. Identify Areas for Possible Revision 	<ol style="list-style-type: none"> 1st Qtr 2012 1st Qtr 2012 	
<div style="border: 1px solid black; padding: 5px; display: inline-block;">Responsibility: City Manager</div>			

ACTION	<u>RIVER WALK CENTER</u>	PRIORITY	
		<i>Mgmt – Top</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	
<ul style="list-style-type: none"> • Link to Veterans Park • Future Plans 	<ol style="list-style-type: none"> 1. Develop New Signage, Logo, Marketing Collateral 2. Complete Minor Building Improvements 3. Develop Plan for Facility 	<ol style="list-style-type: none"> 1st Qtr 2012 3rd Qtr 2012 3rd Qtr 2012 	
<div style="border: 1px solid black; padding: 5px; display: inline-block;">Responsibility: City Manager</div>			

ACTION	<u>FISHERMAN'S WHARF AND BLACK PEARL MASTER PLAN</u>	PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> Funding 	<ol style="list-style-type: none"> Obtain Grant Receive Funding Develop Plan 	<p>1st Qtr 2012</p> <p>3rd Qtr 2012</p> <p>1st Qtr 2013</p>
<div style="border: 1px solid black; padding: 2px; display: inline-block;">Responsibility: Urban Redevelopment</div>		

ACTION	<u>TREASURE COAST YOUTH SAILING PROGRAM: EXPANSION</u>	PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> Site 	<ol style="list-style-type: none"> Identify Site 	<p>2nd Qtr 2012</p>
<div style="border: 1px solid black; padding: 2px; display: inline-block;">Responsibility: Marina</div>		

► **MANAGEMENT IN PROGRESS 2011 – 2012**

- | | |
|--|--------------------------|
| 1. South Bridge Project (Two Lanes): Grant, Funding, Decision | 4 th Qtr FY11 |
| 2. Rotary Park Structure and Boardwalk Replacement: MSTU Funding | 1 st Qtr FY12 |
| 3. Melody Lane Fishing Pier and Sidewalk Extension: Grant, Funding | 3 rd Qtr FY12 |
| 4. Live Cam at Inlet: Grants, Funding | 3 rd Qtr FY12 |
| 5. Docks at Manatee Boat Ramp: MSTU Funding | 4 th Qtr FY11 |
| 6. Beach Sand Renourishment: Lobbying for Funding | 2 nd Qtr FY12 |

► **MAJOR PROJECTS 2011 – 2012**

- | | |
|--|--------------------------|
| 1. Security Cameras at Marina | 4 th Qtr FY12 |
| 2. State Road A1A: Final Phase | 4 th Qtr FY12 |
| 3. Marina Reconstruction and Breakwater Island: Design, Gap Funding, Ground Breaking | 1 st Qtr FY12 |
| 4. Veterans Park Restroom and Amphitheater Demolition | Completed |

GOAL 3	SAFER AND MORE BEAUTIFUL CITY
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ACTION	<u>CODE ENFORCEMENT: CODES AND PROCESS</u>	PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • City Fines • Code Revisions 	<ol style="list-style-type: none"> 1. Review City and County Fines 2. Review Codes and Processes 3. Develop Code Recommendations 	2 nd FY 2012 2 nd FY 2012 3 rd FY 2012
<div style="border: 1px solid black; padding: 2px; display: inline-block;">Responsibility: Code Enforcement</div>		

ACTION	<u>ORANGE AVENUE CORRIDOR PLAN</u>	PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Overall Direction 	<ol style="list-style-type: none"> 1. NSP Projects: Apartment (3) 2. Hire Intern 3. Develop Plan 	3 rd Qtr 2012 3 rd Qtr 2012 4 th Qtr 2013
<div style="border: 1px solid black; padding: 2px; display: inline-block;">Responsibility: Planning</div>		

ACTION	<u>YOUTH EMPLOYMENT/RECREATION STRATEGY AND INITIATIVE</u>	PRIORITY
		<i>Mgmt - Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • City's Role • Program Direction 	<ol style="list-style-type: none"> 1. YMCA Facility: Management by P.A.L. 2. Youth Job Fair – City Participation and Summer Employment 3. Evaluate Future Summer Camps with Report and Recommendations 	Completed 3 rd Qtr 2011 4 th Qtr 2011
<div style="border: 1px solid black; padding: 2px; display: inline-block;">Responsibility: Police/Administrative Services</div>		

ACTION	<u>CITY SUSTAINABILITY PLAN</u>	PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Design Standards • Contract • Policy Direction 	<ol style="list-style-type: none"> 1. Green Design Standard for Historic District 2. RFQ Performance Contract 3. Present Policy and Procedure 	<p>3rd Qtr 2011</p> <p>4th Qtr 2011</p> <p>1st Qtr 2012</p>
<div style="border: 1px solid black; padding: 2px; display: inline-block;">Responsibility: Planning/Public Works</div>		

<p>► MANAGEMENT IN PROGRESS 2011 – 2012</p>		
<ol style="list-style-type: none"> 1. Parks Ordinances: Revision 2. Sculpture Symposium 3. Alarm Registration and Response Fee: Direction 4. Strategic/Crime Control Plan: Adoption 5. City Recycling Program: Report, Direction 6. LDR: Protection of Native Plants and Colorful Flowering Plants and Trees: Direction 7. Animal Control/License: Renegotiation of Contract 	<p>4th Qtr FY11</p> <p>3rd Qtr FY11</p> <p>1st Qtr FY12</p> <p>2nd Qtr FY12</p> <p>3rd Qtr FY11</p> <p>4th Qtr FY11</p> <p>4th Qtr FY11</p>	

GOAL 4	FORT PIERCE: GREAT PLACE TO LIVE, WORK AND PLAY
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ACTION	<u>ROADWAY RESURFACING AND RECONSTRUCTION</u>		PRIORITY
			<i>Policy - High</i>
	<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Relationship to Utilities • Funding Level 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Determine Direction and Funding 	<p><u>Time</u></p> <p>4th Qtr 2011</p>
<div style="border: 1px solid black; display: inline-block; padding: 2px 10px;">Responsibility: Engineering</div>			

ACTION	<u>MARINA SQUARE MAINTENANCE</u>		PRIORITY
			<i>Policy</i>
	<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Location • Activities/Uses • Parking • Working Using Group • Traffic Flow 	<p><u>Actions</u></p> <ol style="list-style-type: none"> 1. Identify for Location: Activities, Usage, Parking 2. Develop Recommendations 3. Determine Direction and Funding 	<p><u>Time</u></p> <p>4th Qtr FY11 4th Qtr FY11 4th Qtr FY11</p>
<div style="border: 1px solid black; display: inline-block; padding: 2px 10px;">Responsibility: City Manager/Marina/Public Works</div>			

ACTION	<u>STORMWATER REPLACEMENT PROJECTS</u>		PRIORITY
			<i>Mgmt – High</i>
	<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Project Priority 	<p><u>Actions</u></p> <ol style="list-style-type: none"> 1. Prepare Report 2. Determine Project Priority 	<p><u>Time</u></p> <p>4th Qtr 2011 4th Qtr 2011</p>
<div style="border: 1px solid black; display: inline-block; padding: 2px 10px;">Responsibility: Engineering</div>			

► **MANAGEMENT IN PROGRESS 2011 – 2012**

- | | |
|---|--------------------------|
| 1. Neighborhood Park Lands Deficit: Funding Solution | 3 rd Qtr FY11 |
| 2. LDR: Revision, Decision | 2 nd Qtr FY11 |
| 3. Martin Luther King, Jr. Dreamland Park: Transfer, Funding | 2 nd Qtr FY12 |
| 4. Gateway and Entrance Plan and Grant Funding | 2 nd Qtr FY12 |
| 5. Annual Rezone to Existing Use Proposal: Decision | 4 th Qtr FY11 |
| 6. Arcade Ordinance: Decision | 4 th Qtr FY11 |
| 7. LED Street Light Replacement: RFQ, Funding | 4 th Qtr FY11 |
| 8. PAL Gymnasium Relocation: YMCA Building, Evaluation, Direction | Completed |

GOAL 5	COMMUNITY UNITY AND PRIDE
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ACTION	<u>COMMUNITY UNITY CELEBRATION AT MOORE'S CREEK</u>	PRIORITY <i>Mgmt - Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Working with Main Street • Cook Book • Parking 	<ol style="list-style-type: none"> 1. Develop a Food Festival at Moore's Creek 2. Decision: Direction 3. Conduct Event 	1 st Qtr 2012 1 st Qtr 2012 3 rd Qtr 2012
Responsibility: City Manager		

ACTION	<u>CITIZEN ACADEMY DEVELOPMENT</u>	PRIORITY <i>Mgmt - High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Desired Outcome/Purpose • Content • Process • Funding Level 	<ol style="list-style-type: none"> 1. Define Concept of Citizen Academy 2. Presentation to Commission 3. Decision: Direction 	1 st Qtr 2012 1 st Qtr 2012 2 nd Qtr 2012
Responsibility: City Manager		

►	MANAGEMENT IN PROGRESS 2011 – 2012	
	1. IRSC Capstone Plan (Diversity within Police): Implementation	Ongoing

GOAL 6	VIBRANT HISTORIC DOWNTOWN AND NEIGHBORHOODS
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ACTION	<u>ENTERTAINMENT BUSINESS DISTRICT</u>	PRIORITY
		<i>Policy - Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Ordinance 	<ol style="list-style-type: none"> 1. Complete Review 2. Draft Ordinance 3. Decision on Ordinance 	4 th Qtr 2011 4 th Qtr 2011 4 th Qtr 2011
Responsibility: Planning		

ACTION	<u>EDGARTOWN SPECIAL AREA PLAN</u>	PRIORITY
		<i>Policy - High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Overlay District • Plan: Adoption 	<ol style="list-style-type: none"> 1. Hire Intern 2. Finalize Complete Overlay 3. Adopt Plan 	3 rd Qtr 2011 4 th Qtr 2011 4 th Qtr 2011
Responsibility: Planning		

ACTION	<u>PARKING FEES FOR DOWNTOWN</u>	PRIORITY
		<i>Policy - High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Parking Meters • Type of Meters • Impact on Garage Parking 	<ol style="list-style-type: none"> 1. Complete Study: Meters, Garage Parking 2. Prepare Report 3. Decision: Direction 	2 nd Qtr 2012 2 nd Qtr 2012 3 rd Qtr 2012
Responsibility: Urban Redevelopment		

ACTION	<u>KING POWER PLAN BROWNFIELD CLEAN UP/USE</u>	PRIORITY
		<i>Mgmt - Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Overall Direction • Reuse of Site 	<ol style="list-style-type: none"> 1. Determine Direction 2. Clean Up Completed 	<p>4th Qtr 2011</p> <p>1st Qtr 2012</p>
<div style="border: 1px solid black; padding: 2px; display: inline-block;">Responsibility: Urban Redevelopment</div>		

ACTION	<u>SUNRISE THEATRE FOUNDATION</u>	PRIORITY
		<i>Mgmt - Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • City’s Role • Foundation’s Role • Goals • Measures of Success 	<ol style="list-style-type: none"> 1. Goals/Measures 2. Decision: Actions 	<p>3rd Qtr 2012</p> <p>3rd Qtr 2012</p>
<div style="border: 1px solid black; padding: 2px; display: inline-block;">Responsibility: Sunrise Theatre</div>		

► MANAGEMENT IN PROGRESS 2011 – 2012		
1.	Historic Preservation Award (5/11): Funding	4 th Qtr FY11
2.	Historic Preservation Fee: Evaluation, Direction	4 th Qtr FY11
3.	NSP Projects: a) Residences [3], b) Apartments [2]	3 rd Qtr FY12

► MAJOR PROJECTS 2011 – 2012		
1.	Intermodal Transit Terminal: Design	3 rd Qtr FY11
2.	King’s Inn Parking Lot Acquisition	4 th Qtr FY11

SECTION 4

PERFORMANCE REPORT 2014 – 2015 FOR CITY OF FORT PIERCE

Importance of the Performance Report

BOTTOM-LINE: Leaders being accountable for their decisions and actions

1. LEADERSHIP WITH INTENTIONS

- Acting with a sense of purpose and direction
- Defining a vision, setting goals, using them to guide decisions
- Establishing criteria to judge success
- Demonstrating an institutionalized strategic planning process
- Instilling confidence in financial institutions, customers

2. CONNECTION WITH CUSTOMER'S LIVES

- Providing services that add MEANS to the customers' lives
- Linking decisions and actions to improved services
- Linking decisions and actions to lower cost of service delivery
- Demonstrating the personal relevance of decisions and actions

3. CAPTURE OTHERS' ATTENTION

- Telling a story with a message
- Painting a picture
- Getting others to see it, to feel it
- Distinctive separating from the barrage of information

4. CELEBRATE - CREATE A MEMORY

- Developing a celebration that is unique-a standout experience
- Giving others a memento representing the success
- Saying "Thank You" to contributors to the success
- Demonstrating the significance of the achievement

5. PERSONAL CONTACT WITH A TAILORED MESSAGE

- Developing a message based upon the audience
- Making a few relevant points
- Reaching out to a variety of groups
- Delivering the message personally by you as a leader

City of Fort Pierce Vision 2026

Fort Pierce 2026 is a Unique Coastal Florida City

WATERFRONTS,

STRONG LOCAL ECONOMY

EDUCATION AND RESEARCH,

DOWNTOWN,

It's our HISTORY, ARTS AND CULTURE,

OPPORTUNITIES for FUN,

CHOICE OF DESIRABLE NEIGHBORHOODS,

COMMUNITY UNITY AND PRIDE,

BEAUTY,

CONNECTIVITY,

Makes Us Unique

City of Fort Pierce Goals 2016

**FINANCIALLY SOUND CITY
PROVIDING EXCELLENT SERVICES**

ALIVE WATERFRONTS

SAFER AND MORE BEAUTIFUL CITY

FORT PIERCE: GREAT PLACE TO LIVE, WORK, PLAY

COMMUNITY UNITY AND PRIDE

VIBRANT HISTORIC DOWNTOWN AND NEIGHBORHOODS

City of Fort Pierce

City Successes for 2014 – 2015

Mayor and City Commission Perspective

- 1. Budget Process and Document:**
- 2. Annexation Agreements**
- 3. Increased Tourism: A Destination**
- 4. Downtown Vitality and Positive Feeling**
- 5. New Business Development: Square Grouper**
- 6. Beach Improvements: Amenities**
- 7. Expanding Arts and Culture: Art Mondo, Highwaymen**
- 8. Single Stream Recycling Program: Expanded Participation 50%**
- 9. Improved Relations and Communications with St. Lucie County and City of Port St. Lucie**
- 10. Economic Development Team: Formation, Aggressive Marketing Program**
- 11. Power Plant Site: Clean Up**
- 12. Port Development: Partnership with St. Lucie County**
- 13. Inlet Park: Completion**

GOAL 1 FINANCIALLY SOUND CITY PROVIDING EXCELLENT SERVICES

ACHIEVEMENTS 2014 – 2015

MEANS TO RESIDENTS

1.

+

GOAL 2 ALIVE WATERFRONTS

ACHIEVEMENTS 2014 – 2015	MEANS TO RESIDENTS
1.	+

GOAL 3 SAFER AND MORE BEAUTIFUL CITY

ACHIEVEMENTS 2014 – 2015

MEANS TO RESIDENTS

1.

+

GOAL 4 FORT PIERCE: GREAT PLACE TO LIVE, WORK AND PLAY

ACHIEVEMENTS 2014 – 2015

MEANS TO RESIDENTS

1.

+

GOAL 5 COMMUNITY UNITY AND PRIDE

ACHIEVEMENTS 2014 – 2015

MEANS TO RESIDENTS

1.

+

GOAL 6

VIBRANT HISTORIC DOWNTOWN AND NEIGHBORHOODS

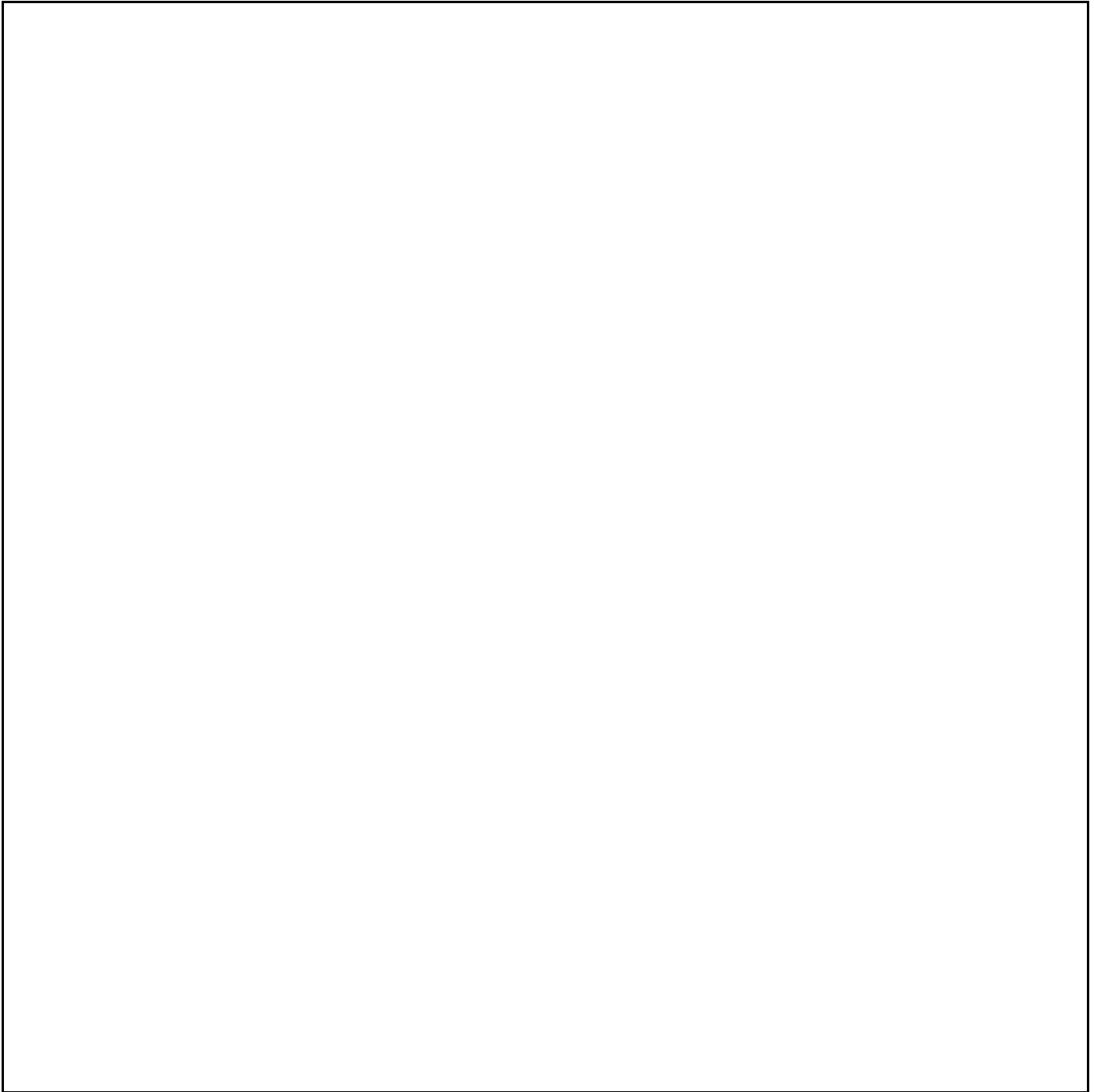
ACHIEVEMENTS 2014 – 2015

MEANS TO RESIDENTS

1.

+

City of Fort Pierce
Other City Successes 2014 – 2015



City of Fort Pierce
Actions to Reduce Cost to Government

**City of Fort Pierce
Service Reductions 2014 – 2015**

**City of Fort Pierce
Service Increases and New Services
2014 – 2015**

**DEPARTMENTAL SUCCESSES
CITY OF FORT PIERCE
2014 – 2015**

DEPARTMENTAL SUCCESSES FY 2014

Fort Pierce, Florida

April 2015

DEPARTMENT: Administrative Services

Please list your department's most important achievements that were completed during FY 2014 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: For the fourth year in a row keeping group health insurance increases to 5% or less.

Impacts: We are able to balance the budget, which allows the City not to have reduction in force of employees.

Success: All unions are under contract for the first time since 2003.

Impacts: Keeps all employees working and this allows them to take care of their families.

DEPARTMENTAL SUCCESSES FY 2014

Fort Pierce, Florida

April 2015

DEPARTMENT: Building

Please list your department's most important achievements that were completed during FY 2014 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Ongoing cross training has enabled the Dept. to weather the loss of key personnel.

Impacts: Permit issuance times have not increased

Success: Resolved a very complex flood design for The Square Grouper.

Impacts: Established precedent for all future development on the inlet

Success: Instituted cross training program to great success.

Impacts: Absorbed Department changes and loss of staff

DEPARTMENTAL SUCCESSES FY 2014

Fort Pierce, Florida

April 2015

DEPARTMENT: Clerk's Office

Please list your department's most important achievements that were completed during FY 2014 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Paperless Agenda system implemented.

Impacts: Complete agenda packets online and fully searchable by the public. Complete packets, minutes, video and/or audio files for each meeting remain online rather than being replaced after each meeting.
The new software resulted in an annual savings to the city as well as a savings within each department because 10 paper copies of each item are no longer needed.

Success: Elected officials issued iPads

Impacts: Agenda packets, city emails, and city calendars are now available and continuously updated for elected officials.

Success: Consistency in Mayor and Commission calendars, mail handling and information dissemination.

Impacts: All elected officials are now aware of community events and invitations they receive and mail is properly retained for public record retention purposes.

Success: Cross training of department staff.

Impacts: Clerk's office staff continues to be cross training to provide more efficient and effective service to residents, staff and leadership.

Success: Acceptance of credit and debit cards now available for all fees collected by the Clerk's office.

Impacts: Provided great convenience for our customers.

Success: Created a database of all city lease agreements and other agreements with expiration dates.

Impacts: We now have a searchable database, which streamlines research and insures deadlines for renewals and terminations are not missed.

Success: Created brochures, checklists and informational guides for obtaining business tax receipts and competency cards.

Impacts: Resulted in consistency in the application of our rules and procedures and allowed citizens to access the information prior to visiting our office to make application.

Success: Expanded availability of Opti-View documents to all staff.

Impacts: Staff can now access, research, review and print all Commission minutes, resolutions and ordinances without the assistance of City Clerk staff.

DEPARTMENTAL SUCCESSES FY 2014

Fort Pierce, Florida

April 2015

DEPARTMENT: Community Response

Please list your department's most important achievements that were completed during FY 2014 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Animal Control – Implemented PetData to handle all pet registrations

Impacts: Greatly increased revenue.

Success: Code Enforcement – Conducted large-scale lot clearing initiative

Impacts: Improved neighborhood conditions by eliminating sight obscuring landscaping.

Success: Code Enforcement – Hired 1.5 grant funded code officers

Impacts: Increased the department's level of performance.

Success: Code Enforcement – Increased property code violations collections

Impacts: Increased revenue.

Success: Community Response – Relocated office

Impacts: Greatly increased employee morale. With a new front desk and computer, residents receive much better service.

DEPARTMENTAL SUCCESSES FY 2014

Fort Pierce, Florida

April 2015

DEPARTMENT: Engineering

Please list your department's most important achievements that were completed during FY 2014 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Jetty Park construction completed November 2013

Impacts: The construction improvements provided over one million dollars of improvements to this regional park. These improvements include three (3) gazebos, adult swings overlooking the water, two (2) binoculars, game tables, pervious parking, bicycle facilities, sidewalk/bike path facilities, landscaping, informational kiosks, and additional parking.

Success: SR A1A Phase I (Bayshore to Gulfstream) construction completed March 2014

Impacts: This last phase of the SR A1A roadway construction provided drainage upgrades, water and sewer upgrades, underground electric, dedicated bike lanes, sidewalks, curb and gutter, street lighting, complete roadway reconstruction, landscaping, irrigation and the Seaway Drive/South Ocean Drive roundabout.

Success: Seaway Drive Sidewalk Café construction completed March 2014

Impacts: This improvement project widened the sidewalk at the east end of Seaway Drive providing waterfront outdoor dining for both residents and visitors.

Success: 5th Street (Orange Avenue to Boston Avenue) construction completed April 2014

Impacts: This road reconstruction project included upgrades to the drainage system, construction of new sidewalks, curb and gutters, milling and resurfacing of the paved roadway adjacent to the recently constructed Federal Courthouse.

Success: 31st Street Sidewalk Improvements (Tennessee to Okeechobee) construction completion September 2014

Impacts: Construction of approximately 3,500 LF of 5' wide concrete sidewalk in the vicinity of Fairlawn Elementary School. Construction benefits the elementary school students that walk to school in this neighborhood. Funding in the amount of \$383,563 was secured via the FDOT LAP application process and "Safe Routes to School".

Success: Veterans Memorial Park Phase I construction commencement May 2014

Impacts: Improvements include utility service upgrades, paver patio outdoor area, installation of high impact hurricane patio doors, bathroom expansion with ADA upgrades, and construction of a bio-swale. This work is being funded in part by a CDBG Disaster grant as managed by SLC.

Success: Veterans Memorial Park Phase II design and grant funding

Impacts: The design of the final phase of construction along with the acquisition of a \$44,000 SFWMD SLRIT Grant, \$345,500 FDEP 319 Grant, and a \$462,000 FDEP TMDL Grant. Construction on this final phase will begin in FY 2015.

Success: Havana (21st Street to S31st Street) and South 21st (Nebraska to Havana) Sidewalks design and funding

Impacts: The design of the project was completed and the project is slated for construction in FY 2015. Improvements include the construction of a 5' wide sidewalk along with drainage improvements. This sidewalk will provide a safe pedestrian route for children visiting the PAL Center. Funding in the amount of \$320,324 was obtained from the FDOT LAP application process.

Success: Melody Lane Public Fishing Pier design and grant funding

Impacts: The design of the fishing pier commenced in FY 2014 and an additional FIND grant funding in the amount of \$212,500 was obtained. Construction to commence FY 2015 and once complete this free public fishing pier will be open to all.

Success: Marina Storm Protection Islands – Completion of construction

Impacts: Completion of the storm protection islands as part of the rebuild of the City Marina was completed this year funded by insurance proceeds and FEMA funding totaling in excess of \$12 million.

DEPARTMENTAL SUCCESSES FY 2014

Fort Pierce, Florida

April 2015

DEPARTMENT: Finance Department

Please list your department's most important achievements that were completed during FY 2014 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Assisted the City Manager with presenting a balanced budget to the City Commission

Impacts: Allowed us to use the rolled-back millage rate, instead of an increase.

Success: Prepared a monthly financial report for Commission

Impacts: Added greater transparency and gave a monthly status of all funds financial positions.

Success: Prepared and presented quarterly financial reports to the Commission and citizens

Impacts: Added greater financial transparency, allowed dialogue and gave a snapshot as to the status of all funds financial positions.

Success: Received GFOA Distinguished Budget Presentation Award

Impacts: Pride and sense accomplishment for the department, City staff and citizens.

Success: Received GFOA award for Excellence in Financial Reporting for the 26th year

Impacts: Pride and sense accomplishment for the department, City staff and citizens.

Success: Worked with Purchasing and MIS to implement the paperless purchase order system

Impacts: Potential cost savings

Success: Worked with MIS to implement a paperless filing system for invoices, purchase orders and checks

Impacts: Allow access to information electronically which eliminates the need to contact Finance staff for documents

DEPARTMENTAL SUCCESSES FY 2014

Fort Pierce, Florida

April 2015

DEPARTMENT: Indian Hills Golf Course

Please list your department's most important achievements that were completed during FY 2014 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Customer Service/Employee Training

Impacts: Employees are trained to assist any golfers with whatever their needs or questions may be. This enhances their customer service abilities.

Success: Partnering to provide more youth programs.

Impacts: We partnered with PAL and the 1st Tee Program. We have provided the youth of our community with an introduction to golf as another sports venue.

Success: Explored new sources of revenue.

Impacts: Our television commercial, radio commercials, and e-mail marketing have been very well received by the public. We have seen many new golfers coming to Indian Hills.

Success: Beautifying areas around the golf course.

Impacts: We have added irrigation and plantings to enhance the appearance of the golf course.

Success: Sponsorship of Local High School Golf Teams.

Impacts: We again provided sponsorship to Fort Pierce Central's boys' and girls' golf teams, as well as St. Andrew's School golf matches.

DEPARTMENTAL SUCCESSES FY 2014

Fort Pierce, Florida

April 2015

DEPARTMENT: Management Information Systems (MIS)

Please list your department's most important achievements that were completed during FY 2014 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Brought FPTV broadcasting services in-house as of August 2014 with minimal contractual expense. Contract with SLCTV was terminated as of March 2015.

Impacts: Significant savings within annual budget while providing valued added services.

Success: Enhanced site-to-site Wide Area Network (WAN) and Local Area Network (LAN) functionality, stability, and performance.

Impacts: Progressive integration of applications, services, and other I.T. resources throughout the enterprise with centralized management. Increased MIS staff operational efficiency by significantly reducing duplicate computer services that are now centrally managed while also reducing the need for onsite support at remote sites and throughout City hall which benefit both the users and MIS support staff regarding response time and efficiency which has reduced MIS support costs city-wide.

Success: Outsourced Lotus Notes email service to a Cloud hosted environment

Impacts: Improved email communications efficiency and uptime for all users through a reduction of spam and improved cyber security against malware through outsourcing email services beyond the City's local network. Value added service in constant 24/7/365 Email system availability.

Success: Introduction of mobile smart devices with centralized management.

Impacts: Experienced a reduction in MIS support time and resources consumed due to achieving centralized management of mobile smart devices in which some laptops which are maintenance intensive were replaced with lower cost and lower maintenance tablets. Older smart phones were also replaced with newer more advanced smart phone technology and are also centrally managed yielding time and telecommunication expense savings.

Success: Installation of HVS Voice Over IP (VOIP) telephone services at the City Marina

Impacts: Yields significant annual cost savings in telecommunications expenses for the Enterprise fund due to replacing the legacy PBX telephone and fax system with unified communications based upon leveraging all voice communications over an existing Internet data service with My Florida Net (MFN).

DEPARTMENTAL SUCCESSES FY 2014

Fort Pierce, Florida

April 2015

DEPARTMENT: Fort Pierce City Marina

Please list your department's most important achievements that were completed during FY 2014 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Keep marina financially solvent while under construction

Impacts: No effect on General Fund

DEPARTMENTAL SUCCESSES FY 2014

Fort Pierce, Florida

April 2015

DEPARTMENT: Planning

Please list your department's most important achievements that were completed during FY 2014 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Additional properties annexed
Impacts: Brings additional Ad Valorem tax revenue to City

Success: Site Plan approval, rehabilitation of "Linkside Shoppes", new major tenants like West Marine
Impacts: Enhanced Ad Valorem tax revenue to a dated shopping center

Success: Land Development Code "Use Table" implementation
Impacts: Simplification of chart of permitted uses

Success: Approval of Square Grouper site Plan
Impacts: Additional Ad Valorem issue, more residents/visitors to Jetty Area

Success: Several Economic Development activities/recruiting of businesses
Impacts: Brings additional Ad Valorem tax revenue to City

Success: St. Lucie Corridor workshops with County staff
Impacts: Better planning efforts between County and City

DEPARTMENTAL SUCCESSES FY 2014

Fort Pierce, Florida

April 2015

DEPARTMENT: Fort Pierce Police Department

Please list your department's most important achievements that were completed during FY 2014 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: The police department was re-accredited in 2014.

Impacts: Accreditation increases the law enforcement agency's ability to prevent and control crime through more effective and efficient delivery of law enforcement services to the community it serves. The accreditation process requires an in-depth review of every aspect of the agency's organization, management, operations, and administration to include:

- establishment of agency goals and objectives with provisions for periodic updating;
- re-evaluation of whether agency resources are being used in accord with agency goals, objectives, and mission;
- re-evaluation of agency policies and procedures, especially as documented in the agency's written directive system;
- correction of internal deficiencies and inefficiencies before they become public problems;
- the opportunity to re-organize without the appearance of personal attacks.

The accreditation standards provide norms against which agency performance can be measured and monitored over time.

Success: The police department experienced a seventeen percent (17%) reduction in Violent Crime, a six percent (6%) reduction in Non-Violent Crimes and an overall reduction of eight percent (8%) in Part 1 UCR Crime Citywide, as compared to 2013.

Impacts: Our chronic crime problem areas experienced the greatest reduction with a thirty-five percent (35%) reduction in Violent Crime, a one percent (1%) reduction in Non-Violent Crimes, and a ten percent (10%) reduction in Part 1 UCR Crime: all in the Fort Pierce Redevelopment Area. This reduction impacts the quality of life for residence living in Fort Pierce, while building trust and partnerships within the community. This reduction also improves the negative image and reputation that the City of Fort Pierce has long since suffered. Our “Directed Foot Patrol Initiative” was instrumental in contributing to the reductions.

Success: The police department set out to expand membership and participation in our Fort Pierce Police Athletic League by ten percent (10%) from 2013. The police department met or exceeded this goal.

Impacts: The Fort Pierce PAL is a nonprofit organization, which exists to prevent juvenile crime and violence by providing civic, athletic, recreational, and educational opportunities to more than 700 children annually. PAL utilizes educational, athletic and recreational activities to create trust and understanding between police officers and youth. It is based on the conviction that young people – if they are reached early enough – can develop strong positive attitudes towards police officers in their journey through life toward the goal of maturity and good citizenship. PAL’s mission is “filling playgrounds not prisons”. Increasing the membership and participation means that more youth are involved in these programs, not involved in criminal activity.

Success: The police department set out to expand membership and participation in our Fort Pierce Police Explorer by ten percent (10%) from 2013. The police department met or exceeded this goal.

Impacts: Our explorer post is open to young men and women from the 8th grade to 20 years old with an interest in learning more about careers in the field of Law Enforcement. The explorer post provides educational training programs for young adults on the purposes, mission, and objectives of law enforcement. The program provides career orientation experiences, leadership opportunities, and community service activities. The primary goals of the program are to help young adults choose a career path within law enforcement and to challenge them to become responsible citizens of their communities and the nation.

Success: The police department redesigned and re-launched its website.

Impacts: The website serves as a resource for information on crime, crime tips, crime prevention, and community activities. The redesign has made the website more user friendly, providing more community oriented information: links to available resources throughout Fort Pierce and St. Lucie County. As part of the redesign and re-launch, the police department also increased its use of social media: Facebook and Twitter to improve the police department's information sharing with our citizens. The department exceeded its goal of increasing citizen information on social media by more than twenty percent (20%). Facebook and Twitter postings have provided some excellent investigative tips that lead the to successful prosecution of some significant cases.

DEPARTMENTAL SUCCESSES FY 2014

Fort Pierce, Florida

April 2015

DEPARTMENT: Public Works

Please list your department's most important achievements that were completed during FY 2014 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Realized a 100% increase in recycling participation over a 200% increase in residentially collected recyclable material.

Impacts: Reduction in our carbon footprint on the environment and an economic savings in the reduction of tonnage disposed of at the transfer station.

Success: Installation of a 450KW Generator at City Hall and a 250KW Generator at the Police Department.

Impacts: These generators can power the entire building during a power outage.

Success: Impact glass window replacement at City Hall, the River Walk Center, Police Department, Public Works Department, Marina Dock Master building and the Old Saint Anastasia School House.

Impacts: These windows have hardened our buildings in the event of a major storm as well as providing an energy savings due the increased efficiency of the glass.

Success: Almost all City Parks have recycling options for guests by either blue recycling receptacles or two yard recycling dumpsters.

Impacts: Reduction in our carbon footprint on the environment and an economic savings in the reduction of tonnage disposed of at the transfer station.

Success: Renovated green space downtown that was once the Old St. Lucie County Library site.

Impacts: Provided a passive park like atmosphere for events and leisure.

Success: Made improvements to Old Fort Park that included attractive split rail fence, parking improvements and informational kiosk about the Parks history.

Impacts: Made the Park more enticing for residents and tourist to visit.

Success: Established the Public Works Committee consisting of non-management, peer voted members from each respective division. The committee provides employees an opportunity to express concerns and share their thoughts on how to increase morale and incentivize our Team.

Impacts: Boosts morale and increase productivity.

Success: Established an employee of the month/year program to recognize members of our Team that go above and beyond in performing their daily tasks.

Impacts: Boosts morale and increase productivity.

DEPARTMENTAL SUCCESSES FY 2014

Fort Pierce, Florida

April 2015

DEPARTMENT: Sunrise Theatre

Please list your department's most important achievements that were completed during FY 2014 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Increased revenues through gross ticket sales.

Impacts: Demonstrated that the Sunrise Theatre and downtown Fort Pierce continue to be trending upward each year of operation, that is, more people are attending performances from a greater and broader region each year. Established the department's budget to be in the range of the predicted result, albeit that it was short of the allocated budget, which has been an annual occurrence over the past 4-5 years.

Success: Increased annual memberships and gross financial levels of membership to the Sunrise Theatre.

Impacts: This demonstrated that, with each year, more new and renewal memberships are being generated and are impacting a greater loyalty and sense of ownership to the theatre and to the downtown business district.

Success: The level of artists and productions each year gains greater notoriety and recognition for the Sunrise Theater and for the City of Fort Pierce.

Impacts: With that ratcheting up of recognizable productions and "name" artists comes a greater interest in the theatre, membership purchases, the broadening of the market and our reach. With that comes many first-time visitors and stimulates the economic impact on many levels for the City and County alike.

Success: Continued to work with and a greater number of individual members and not-for-profit organizations in our community.

Impacts: With each and every new and repeat community client that we interact with, comes a heightened sense of awareness, willingness and interest on our and their part to cooperate on current or future programming/co-presentations.

Success: Continued the Sunrise/Missoula Summer Theatre Camps over the months of June, July and August with sold-out sessions for all.

Impacts: The positive impacts on this program are many. The involvement by children (ages 6-18) during these weeks give many kids the opportunity to walk in to the theatre, learn how to act, stage-manage and other tasks in producing a show. The parents have annually complimented the theatre on this series, as it is an extremely affordable alternative from other summer camps and, in many cases; we see some of the same children coming back each and every year. The sign-up costs for this program are set to be able to afford parents and children in need, minorities and others to attend. It has proven to be (now in its 8th year) a great public relations program/tool for the theatre and the City. The greatest impact is to witness the appreciation the children involved demonstrate during and once the camp(s) have ended.

Success: Assisted the Sunrise Theatre Foundation in reforming and turning its membership by approximately 70%.

Impacts: The mostly new and the remaining board members of the Sunrise Theatre Foundation have demonstrated that they are willing to change the manner in which they do business by actually doing business and making plans to do so. Events and campaigns will be determined beyond what has already occurred, which translates into funds being raised during the fiscal 2014/15 period.

Success: Got through the 2013/14 Season without major capital being needed.

Impacts: It can be stressful to hold one's breath when a building is now more than 10 years old and no major capital investments have been made nor have been allowed in the past 6 years, It only prolongs the obvious based on the age of the building and some equipment, which in longer state of the art.

DEPARTMENTAL SUCCESSES FY 2014

Fort Pierce, Florida

April 2015

DEPARTMENT: Urban Redevelopment Department

Please list your department's most important achievements that were completed during FY 2014 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Implemented Commercial Façade Grants within the Community Development Block Grant Program

Impacts: The initial year of the program utilized \$50,000 of CDBG Funding to initiate over \$366,000 of private investment for the community.

Success: The City of Fort Pierce expended approximately \$70,000 set aside for eleven (11) grant awards to public service agencies for LMI citizens in Fort Pierce.

Impacts: The grant recipients utilized CDBG funding to impact the lives of over 4500 people in the community.

Success: The City expended \$140,000 for code enforcement services for the salaries of three (3) Code Enforcement officers to inspect more than 800 homes.

Impacts: The efforts of these CDBG grant funded employees have improved the living conditions of thousands of residents in lower income neighborhoods.

Success: The City expended \$2,509.50, which has leveraged more than \$40,000 in cash, donations and in-kind services toward the creation of a community garden in the Lincoln Park area directly adjacent to Moore's Creek Linear Park.

Impacts: Local community supportive service organizations are providing instructional classes on gardening techniques, healthy eating, etc. to area adults and children.

Success: The City expended \$14,519.25 as match to a grant award received from the Florida Division of Cultural Affairs to complete Phase I of the 2-Phase Highwaymen Heritage Trail project, which is research and preparatory work to create a commemorative self-guided trail and interactive website to recognize 26 Florida Hall of Fame, world renowned African American artists, from Jim-Crow era Fort Pierce.

Impacts: Historical education, cultural awareness, and community pride are being realized due to the design of the website and trail

Success: Completed two (2) house rehabilitations for very low income homeowners culminating in an expenditure of approximately \$74,000

Impacts: Improved the living conditions of two (2) longtime residents and helped to stabilize two (2) separate neighborhoods

Success: Initiated the implementation of FDEM Contract number 14HM-2Y-10-66-02-144 for Hazard Mitigation related improvements in the amount of \$4,161,703.00

Impacts: Hardened five (5) publicly owned facilities and also provided emergency power generation for the Police Headquarters and City Hall.

Success: Created the CRA Advisory Committee

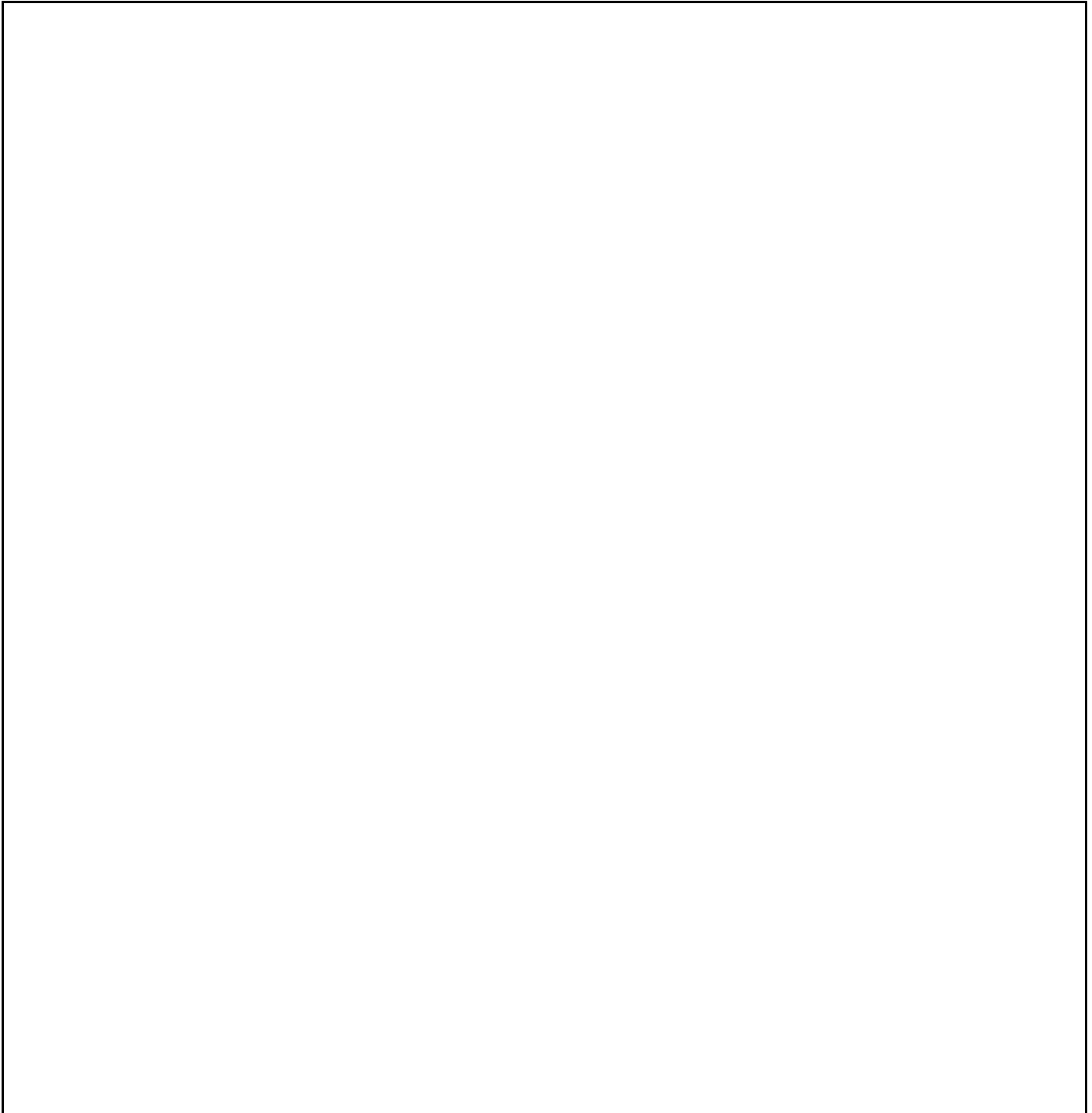
Impacts: This nine (9) member board has created greater citizen input for issues regarding the successful development of surplus public property within the boundaries of the Fort Pierce Redevelopment Agency.

SECTION 5

LOOKING TO FORT PIERCE'S FUTURE

**Fort Pierce
Vision 2030**

City of Fort Pierce
Success in 2020 means...



**City of Fort Pierce
Actions for 2015 – 2016**

City of Fort Pierce Strengths – Weaknesses Threats - Opportunities

► Strengths

- 1. Beautiful city**
- 2. Port**
- 3. Beach**
- 4. Authentic downtown**
- 5. Destination for tourists**
- 6. Marina**
- 7. Highwaymen – Arts**
- 8. History**
- 9. Access to I-95**
- 10. World Class Hospital with a variety of specialists**
- 11. Arts and culture**
- 12. "A" rated high schools (2)**
- 13. Indian River College**
- 14. Farmers' Market**
- 15. Community events and festivals**
- 16. Location in Florida**
- 17. Transportation nexus: port, rail, Interstate System**

► **Areas for Improvement**

1. **Perception of crime and lack of personal safety**
2. **Others "badmouthing" Fort Pierce**
3. **Blight areas and poor "curb appeal"**
4. **Traffic congestion**
5. **Poor condition of City streets**
6. **Quality of schools and educational programs**
7. **Neighborhoods west of U. S. 1**
8. **Level of debt**
9. **Business attraction**
10. **Negative media coverage**
11. **Limited job opportunities**
12. **Electric rates**

► **Threats to Fort Pierce's Future**

1. **Economic recovery leaving Fort Pierce behind**
2. **Lack of industries**
3. **Continued perception: Lack of safety**
4. **Level of debt service**

► **Opportunities for Fort Pierce's Future**

- 1. Port**
- 2. Downtown**
- 3. Annexation - Squaring off the boundaries**
- 4. Rail Service**
- 5. Distribution center and logistics management**
- 6. I-95**
- 7. Economic Development Team**

City of Fort Pierce

Actions Ideas for 2015 – 2016

Mayor and City Commission

1. Port Development Action Plan: Vision, Mission, Plan, Partners, Specific Actions
2. Police Chief: Selection
3. City Streets: Condition Assessment, Projects, Priorities, Funding Mechanism
4. Debt Reduction: Action Plan
5. Annexation: Decision on Action
6. Annexation Agreements: Enforcement Direction, City Actions
7. Utilities: Policy Direction, City Actions
8. Beach Parking Plan: Inventory, Plan, Direction, Funding
9. Downtown Parking Plan: Inventory, Direction, Funding
10. Performance Metrics: Direction, Development
11. Crime Reduction Action Plan: Development, Specific Actions, Monitoring/Reporting, Funding
12. Code Enforcement: Performance Audit, Services/Level of Services, Staffing, Code Review, Action Plan
13. Public Access to Waterfront: Report with Options, Direction
14. Retail Expansion/Development Strategy and Action Plan

15. Economic Development Policy, Plan and Tool Kit: Development, Direction, Specific Actions, Funding
16. Wastewater Treatment Plant Relocation: Options, Direction, Alternative(s), Funding
17. Marina Development: Direction, Funding
18. Police-Community Strategy and Action Plan
19. Fort Pierce Branding: Direction, Funding
20. Sunrise Theater: Continued Refinements
21. Golf Course: Evaluation, Report with Options, Directions
22. All Aboard Florida: Analysis of Impacts and Opportunities for Fort Pierce
23. Youth Programs: Evaluation, Needs Assessment, Report with Options, Directions, Funding
24. Waterfront Activities: Inventory, Direction, City Role
25. Corridor Revitalization Plan:
 - A. North U.S. 1
 - B. South U.S. 1
 - C. North 25
26. Police Compensation; Evaluation, Direction, Funding
27. City Employee Compensation and Benefits: Market Analysis, Policy Direction, Funding
28. Pension Reform: Direction
29. Affordable Care Act: Analysis of Impacts on Fort Pierce, Report with Options, Direction, Funding
30. Enterprise Zone Promotion and Marketing: Options, Direction, Funding
31. Impact Fee: Analysis, Direction
32. Residence Requirement for City Employees: Direction, Live in Service area

33. Police Alternative Delivery Evaluation: Report with Options, Direction
34. South Beach Bridge (TPO)
35. CDBG: Overall, Direction, Future Funding
36. Streamlining Permit Process and Regulations: Audit, Report with Options, Direction, Specific Actions, Funding
37. Fisherman Wharf: Direction
38. Police Services and Staffing: Evaluation Report, Direction, Actions, Funding
39. Financial Plans and Policies: Review, Revision
40. Empty Buildings Strategy and Action Plan: Report with Options, City Role, Actions, Funding
41. Power Plant Site: Clean Up and Re-use
42. Indian River Terminal: Purchase
43. Harbor Point Development
44. Bell Property Sale or Development
45. Lincoln Park Development District: Action Plan, Funding
46. Inlet Park: Completion
47. Tri-Rail Service (link to Jupiter): Evaluation, Direction, Funding
48. Gangs: Action Plan
49. Indian River Terminal: Acquisition
50. Harbor Point: Acquisition
51. Fishermen's Wharf Best Use Study

52. Inlet Park Parking Resolution
53. Bell Property: Direction on Sale
54. Park Development in Lincoln Park Development District
55. Downtown Facade Improvement Program: Direction
56. Small Business Incentives for Downtown: Direction, City Role, Funding
57. 57. Tri-Rail Study to Jupiter: Advocacy

Top "10" Priorities for 2015 – 2016

EXECUTIVE PERSPECTIVE

- 1.
- 2.
- 3.
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New Realities for Cities: Trends

1. COMMUNICATING WITH COMMUNITY

- Social media as the #1 source of news, following by online media, then cable news
- Unverified information as the source
- Emphasis on "headlines" rather than the story
- Desire for instant information while it is happening
- Traditional method of communicating ineffective

2. AGING POPULATION: MORE 80+

- Limited housing options
- Many seniors aging in place (single family homes)
- Increasing demands for City services, particularly Fire and Police
- Lack of affordable independent and assisted living facilities
- Looking to government for wellness and leisure facilities, programs and services

3. SHRINKING PRESENCE OF RETAIL

- Online retail experiencing growth
- Store going to online sales and reducing/eliminating retail store
- Retail space more expensive than distribution space
- Availability of next day delivery
- Too much land zoned for commercial retail

4. SLOW ECONOMIC RECOVERY

- Significant foreign investment in the United States
- China investing in Midwest infrastructure and land in strategic locations
- Businesses challenge of accessing the capital markets
- Expectations: Public-Private partnerships for new business growth
- Opportunities for entrepreneurialism

5. EVOLVING HOUSING MARKET

Difficulty in obtaining loans to purchase a house (e.g. Student Loans)

Rise of micro rentals: 250-400 square feet with mini kitchenette

Baby boomer questioning homeownership

Lack of supply of higher end and large rentals in mixed used developments

Increasing single family home rentals

6. FINANCIAL SELF SUFFICIENT CITY GOVERNMENT

Fewer outside funding sources: grants and earmarks

Unfunded liability of pension systems

Costs of healthcare and insurance and the uncertain impacts of Affordable Care Act

States restricting revenue options for local governments

Higher taxes or less government services on the way

7. FEDERAL GOVERNMENT IS BROKEN



**City of Fort Pierce
Our New Reality**

Looking to Fort Pierce's Future Departmental View

MAJOR CHALLENGES

Fort Pierce, Florida

April 2015

DEPARTMENT: Administrative Services

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Financial Security
- How will the laws (new) shape the lay of the land in the City of Fort Pierce

**MANAGEMENT IN PROGRESS FY 2015
PROJECTS AND ISSUES
Fort Pierce, Florida
April 2015**

DEPARTMENT: Administrative Services

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 New policies and procedures manual for the City
- 2 How to maintain our current workforce within our salary structure

**INITIATIVES FY 2015:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
April 2015**

DEPARTMENT: Administrative Services

Please list issues or projects that you would like for the city to address this FY 2015.

- 1 Update of a compensation and benefits study

MAJOR CHALLENGES

Fort Pierce, Florida

April 2015

DEPARTMENT: Building

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Loss of key personnel due to low pay rate
- Retention of trained, qualified personnel
- Exorbitant cost of private provide/temporary services
- Public Records requests
- Flood related issues
- Neighborhood destabilization due to lack of programs/funding to repair/replace structures
- Hurricane preparedness
- Attracting/encouraging investment/economic development of city's key districts
- Unified vision of Fort Pierce

**MANAGEMENT IN PROGRESS FY 2015
PROJECTS AND ISSUES
Fort Pierce, Florida
April 2015**

DEPARTMENT: Building

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Formation of new branch (licensing investigator)
- 2 Vacant/Abandoned Building ordinance
- 3 Rental property ordinance
- 4 Digitizing records archives
- 5 Staffing – hiring and developing qualified staff
- 6 Amendment of union contract regarding compensation for obtaining additional licensing

**INITIATIVES FY 2015:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
April 2015**

DEPARTMENT: Building

Please list issues or projects that you would like for the city to address this FY 2015.

- 1 Inspectors obtaining certifications
- 2 Educate citizens about the importance of FEMA Regulations for flood insurance
- 3 Continue monitoring permit issuance efficiency
- 4 Amend fee schedule
- 5 Continued training/development of temporary staff
- 6 Enforcement of unlicensed contractor regulations
- 7 Streamlining record request process

MAJOR CHALLENGES

Fort Pierce, Florida

April 2015

DEPARTMENT: Clerk's Office

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Retaining and attracting a qualified workforce, particularly as the economy improves.

**MANAGEMENT IN PROGRESS FY 2015
PROJECTS AND ISSUES
Fort Pierce, Florida
April 2015**

DEPARTMENT: Clerk's Office

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Creation of a database/index of all site plans and conditional use applications.
- 2 Creation of written procedures for all City Clerk office functions – BTRs, Competency Cards, Record Storage and Filing systems, Record Retention, Commission Agenda Preparation, Legal Advertising and Resolution and Ordinance preparation.
- 3 Develop system for maintaining current state licensing information attached to Business Tax Receipt application and renewals.
- 4 Implement comprehensive record retention and storage program.

**INITIATIVES FY 2015:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
April 2015**

DEPARTMENT: Clerk's Office

Please list issues or projects that you would like for the city to address this FY 2015.

- 1 Expansion of "Click to Gov" to the clerk's office for online renewal, application and verification and payment of business tax receipts and contractor competency cards.
- 2 Establish the Clerk's Office as a one-stop shop for business tax receipts - allowing businesses to apply and receive County BTRs as well as City. This will be done in cooperation with the County, Tax Collector and Port St. Lucie.

MAJOR CHALLENGES

Fort Pierce, Florida

April 2015

DEPARTMENT: Community Response

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Staffing levels – we had the success in 2014 of hiring 1.5 people and I lost one full position.
- Keeping existing staff – as the economy continues to improve, the private sector will start to become more appealing with better salaries.
- Aging equipment – employees are being asked to work with aging equipment, old vehicles and outdated software.
- Managing our successes – The downtown area and newly developed jetty area are drawing large numbers of people and are not being managed properly now, let alone as we continue to expand.

MANAGEMENT IN PROGRESS FY 2015 PROJECTS AND ISSUES Fort Pierce, Florida April 2015

DEPARTMENT: Community Response

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Animal Control – implementing Shelter Pro. Still not active in the field.
- 2 Re-write sign code – working with Legal to identify legal issues. Also waiting for the “right” time to put before the Commission (better economy).
- 3 Adopt CPTED guidelines
- 4 CDBG blight elimination efforts – we used up this year’s money but have plans for continuing this effort.
- 5 Going paperless – we would love to pick back up on scanning in closed cases. Has been put on hold due to staff cuts.

**INITIATIVES FY 2015:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
April 2015**

DEPARTMENT: Community Response

Please list issues or projects that you would like for the city to address this FY 2015.

- 1 Raises for all employees – not just union.

MAJOR CHALLENGES

Fort Pierce, Florida

April 2015

DEPARTMENT: Engineering

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Lack of funding
- Infrastructure deterioration

**MANAGEMENT IN PROGRESS FY 2015
PROJECTS AND ISSUES
Fort Pierce, Florida
April 2015**

DEPARTMENT: Engineering

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Veterans Memorial Park Phase II
- 2 South 21st Street and Havana Avenue Sidewalks
- 3 Melody Lane Fishing Pier
- 4 Lincoln Park Neighborhood Improvements
- 5 HD King Power Plant Remediation
- 6 Indian Hills Recreation Area
- 7 North 2nd Street Roadway Improvements – Construction Management
- 8 Marina Floating Dock Replacement
- 9 Moore’s Creek Seawall Replacement
- 10 Stormwater Infrastructure Repair
- 11 Georgia Avenue Drainage Basin Outfall Structure

**INITIATIVES FY 2015:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
April 2015**

DEPARTMENT: Engineering

Please list issues or projects that you would like for the city to address this FY 2015.

- 1 Funding allocations for roadway resurfacing
- 2 Employee raises

MAJOR CHALLENGES

Fort Pierce, Florida

April 2015

DEPARTMENT: Finance Department

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Lack of resources, both financial and staffing, continually challenge the department's strategy
- Funding for training and education. Federal and state reporting is ever changing which requires staff to regularly expand their expertise and skills.
- Lack of funding for updating equipment.
- Lack of funding for software maintenance. Evolving industry standards and major ERP system obsolesces require frequent upgrades.
- Funding for the ever-evolving accountability mandates. Federal and state reporting is ever changing which requires additional funding to comply.

**MANAGEMENT IN PROGRESS FY 2015
PROJECTS AND ISSUES
Fort Pierce, Florida
April 2015**

DEPARTMENT: Finance Department

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Promote transparency and trust by developing efficient processes and systems that allow easy access to data and information.
- 2 Examine critical fiscal policies to identify and implement opportunities to improve accuracy, effectiveness and transparency
- 3 Continuously review department workflows and develop and /or upgrade systems, applications and processes to achieve greater efficiencies within the department and organization
- 4 Create a working environment within our department that encourages personal growth and responsibility within our management and staff

**INITIATIVES FY 2015:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
April 2015**

DEPARTMENT: Finance Department

Please list issues or projects that you would like for the city to address this FY 2015.

- 1 Work collaboratively and cooperatively with departments to develop annual budget
- 2 Provide departments with the support necessary to continually strengthen their activities regarding financial monitoring and reporting
- 3 Develop clear and resourceful financial materials to effectively present to the Commission, staff and public

MAJOR CHALLENGES

Fort Pierce, Florida

April 2015

DEPARTMENT: Indian Hills Golf Course

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Increasing rounds and revenue at the golf course.
- Attracting new businesses to bring jobs to Fort Pierce.
- Controlling gang violence and crime.
- Increasing revenue for the entire city.
- Development of the Port.

**MANAGEMENT IN PROGRESS FY 2015
PROJECTS AND ISSUES
Fort Pierce, Florida
April 2015**

DEPARTMENT: Indian Hills Golf Course

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Increasing rounds and revenue at the golf course.
- 2 Keeping the golf course in the best condition possible.
- 3 Constantly training all employees to do the best job they can.
- 4 Continuing to find ways to reduce expenses.
- 5 Developing comprehensive junior programs to attract young golfers.

**INITIATIVES FY 2015:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
April 2015**

DEPARTMENT: Indian Hills Golf Course

Please list issues or projects that you would like for the city to address this FY 2015.

- 1 Bringing more businesses, jobs and residents to Fort Pierce.
- 2 Continuing with projects that beautify the City as a whole.
- 3 Develop a plan to add more parking to the downtown area.
- 4 Developing a trolley or bus service to get boaters from the Marine to shopping centers, the Theatre, and the Golf Course.
- 5 Continue to combat gang violence and crime.

MAJOR CHALLENGES

Fort Pierce, Florida

April 2015

DEPARTMENT: Management Information Systems (MIS)

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Enforcing and updating existing I.T. policies and procedures – Electronic Communications Policy, PCI compliance, Sunshine Law and Public Records compliance
- Implementation of an Enterprise GIS system – staff and resource constraints
- Business Continuity, Disaster Recovery, I.T. Risk Management, and Incident Response
- I.T. related compliance and annual audit requirements – budget and staff constraints
- Cyber Security and Information Assurance with the advent of mobile and Internet based technologies
- I.T. staff training – budget constraints
- I.T. staffing – Need an acceptable level of resources to recruit and retain qualified personnel and provide training and resources to existing MIS staff to better manage the technological needs of all City departments and Enterprise agencies.
- Lack of resources, staff, and training needed to keep up with technological evolution
- Lack of necessary fiscal resources to efficiently and effectively operate I.T.

MANAGEMENT IN PROGRESS FY 2015 PROJECTS AND ISSUES Fort Pierce, Florida April 2015

DEPARTMENT: Management Information Systems (MIS)

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Enterprise GIS system – Lack of funding and staff (GIS Coordinator and supporting staff)
- 2 Citywide Electronic Communication Policy and Payment Card Industry (PCI) policy compliance – Fragmentation between various departments and Enterprise agencies
- 3 Click-2-Gov – Employee Self-Serve and Applicant Tracking project implementation delay due to vendor backlog
- 4 Wide Area Network (WAN)/Local Area Network (LAN) infrastructure maintenance and upgrades delayed due to time and personnel constraints
- 5 Server and Operating System maintenance and upgrades delayed due to time and personnel constraints
- 6 Updated IBM Power 7 Mainframe and Blade center server which is scheduled to be upgraded again in October of 2015 requires continued staff training and resources
- 7 Information and Database administration – Lack of funding and staff (Database Administrator)

**INITIATIVES FY 2015:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
April 2015**

DEPARTMENT: Management Information Systems (MIS)

Please list issues or projects that you would like for the city to address this FY 2015.

- 1 I.T. Policies and Procedures – Electronic Communications and PCI compliance policies
- 2 Enterprise GIS system
- 3 Centralized information and data management
- 4 I.T. staff, resources, and training
- 5 I.T. Risk Management – Annual I.T. Audit
- 6 Cyber Security and Information Assurance

MAJOR CHALLENGES

Fort Pierce, Florida

April 2015

DEPARTMENT: Fort Pierce City Marina

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Lack of sufficient parking around the marina
- Public transportation in the downtown area and marina
- Lack of permanent public restroom facilities along the waterfront

**MANAGEMENT IN PROGRESS FY 2015
PROJECTS AND ISSUES
Fort Pierce, Florida
April 2015**

DEPARTMENT: Fort Pierce City Marina

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Installation of 137 floating docks
- 2 Installation of POS System and Dockmaster Program
- 3 Expanding on video camera system
- 4 Expanding on Wi-Fi system for the entire marina
- 5 Apply for grants for the public day dockage area
- 6 Apply for grant to repair Moore's Creek boat ramp area

**INITIATIVES FY 2015:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
April 2015**

DEPARTMENT: Fort Pierce City Marina

Please list issues or projects that you would like for the city to address this FY 2015.

- 1 New parking areas
- 2 Transportation - Bus service in downtown to other locations to meet our visitors needs for shopping, medical, hotel, beach, etc.

MAJOR CHALLENGES

Fort Pierce, Florida

April 2015

DEPARTMENT: Planning

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Staffing – reductions in staff over years, ability to recruit and retain employees limited by salary (lower than other jurisdictions), ability to process land development applications in a timely manner.
- Aging electronics and other capital assets (i.e. car is 12 years old).
- Lack of Funding to address future planning issues
- Building on our successes – A successful downtown and waterfront also brings its own set of problems – including parking, conflicts between residential and commercial uses, etc.

**MANAGEMENT IN PROGRESS FY 2015
PROJECTS AND ISSUES
Fort Pierce, Florida
April 2015**

DEPARTMENT: Planning

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Annexation – squaring off boundaries
- 2 Development Applications (site plans, conditional, variances, special exceptions)
- 3 Redevelopment of Port and Port Area
- 4 Updates to Land Development Code

**INITIATIVES FY 2015:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
April 2015**

DEPARTMENT: Planning

Please list issues or projects that you would like for the city to address this FY 2015.

- 1 Ongoing Annexations – South US 1 Corridor, Orange Ave westward
- 2 Staffing open positions, funding for additional positions
- 3 Parking issues
- 4 Developing funding mechanisms to help provide infrastructure improvements
- 5 Raises or COLA for all employees (not just union)
- 6 Funding for planning projects

MAJOR CHALLENGES

Fort Pierce, Florida

April 2015

DEPARTMENT: Fort Pierce Police Department

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Building Community Collaboration: building Partnerships, Relations, and Trust between the police department and community.
- Reducing violent crime throughout the City of Fort Pierce.
- Developing, approving, and implementing a competitive salary and benefits package for all police department employees (sworn and civilian staff/bargaining and non-bargaining units)
- Developing a Capital Equipment budget and a Life Cycle program for vehicles, radios, and information technology equipment.
- Effectively address the unusually high attrition rates at the police department.
- Improve diversity within the management/supervisory ranks at the police department.
- Improve staffing levels to adequately provide law enforcement services as the City annexes property and/or develops existing property.
- Replace some aging infrastructure at the police department, substation and satellite offices.
- Create a leadership development program for line level employees and first line supervisors to develop leadership capabilities.

MANAGEMENT IN PROGRESS FY 2015 PROJECTS AND ISSUES Fort Pierce, Florida April 2015

DEPARTMENT: Fort Pierce Police Department

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Minority Recruitment program that is designed to attract minority applicants that are underrepresented in entry-level positions.
- 2 Minority Advancement plan to overcome identified barriers and improve diversity in supervisory positions.
- 3 Revise the Sergeant's Promotional Process: establish an assessment center and revise the City of Fort Pierce Rules and Regulations to eliminate the ranked order of the "Rule of Three" requirements.
- 4 Develop a Management Career Track program to provide career development guidance to employees that are seeking promotion to management positions.
- 5 Design and adopt an employee physical fitness program that establishes mandatory physical fitness standards and testing for all sworn employees.
- 6 Developing a competitive salary and benefits package for all police department employees (sworn and civilian/bargaining and non-bargaining units).
- 7 Develop and implement a mentorship program for newly hired recruits to support their development during the first year of employment.

**INITIATIVES FY 2015:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
April 2015**

DEPARTMENT: Fort Pierce Police Department

Please list issues or projects that you would like for the city to address this FY 2015.

- 1 Successfully negotiate new contract with both police unions, the teamsters, and also address the pay issues with our non-bargaining unit members (at least the lower or line level non-bargaining members).
- 2 Approve a lease program to replace some of our aging vehicles in the police department's fleet. A lease program that may be funded through our existing budget. This is only a short term measure. A long term measure is needed.
- 3 Complete a promotional examination for both the rank of Lieutenant and Sergeant.
- 4 Revise the City of Fort Pierce Rules and Regulations to eliminate the ranked order of the "Rule of Three" requirements.
- 5 Design and adopt an employee physical fitness program that establishes mandatory physical fitness standards and testing for all sworn employees.

MAJOR CHALLENGES

Fort Pierce, Florida

April 2015

DEPARTMENT: Public Works

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Retaining and hiring skilled employees.
- Having adequate parking for residents, tourist and guests.
- Maintaining an aging fleet of vehicles and equipment with no capital budget.
- Annexations.
- Maintaining our aging infrastructure.

**MANAGEMENT IN PROGRESS FY 2015
PROJECTS AND ISSUES
Fort Pierce, Florida
April 2015**

DEPARTMENT: Public Works

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Completion of the Energy Performance Contract with ConEdison.
- 2 Waterproofing and painting the exterior of the City Hall Annex.
- 3 Veteran's Park renovations.
- 4 Replace tennis court fencing at JayCee Park.
- 5 Percy Peek Gymnasium floor resurfacing and classroom construction.
- 6 Continue to educate and train all members of our PWD team.
- 7 Continue to expand recreational opportunities through the River Walk Center and Percy Peek Gymnasium.
- 8 Continue to expand the Single Stream Recycling program.

**INITIATIVES FY 2015:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
April 2015**

DEPARTMENT: Public Works

Please list issues or projects that you would like for the city to address this FY 2015.

- 1 Salary Study.
- 2 More short term leases for additional parking.
- 3 Acquisition of one or more 12-15 passenger electric trams to aid guest in traveling to and from our designated parking areas.
- 4 Adoption of a multi-family/commercial recycling program.

MAJOR CHALLENGES

Fort Pierce, Florida

April 2015

DEPARTMENT: Sunrise Theatre

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- The lack of available funds, based on property assessments and other concerns, that does not allow the City to invest in its present operations therefore limiting the development of said departments and planning for the future.
- Maintaining the operation of the Sunrise Theatre as we have known it over the coming years if the department is given unrealistic goals for budgeting and having to come back to the City and the City Commission for funding after both aforementioned bodies have been given more realistic estimates from management during and after the budgeting process.
- Not having any capital monies available for this and past years to properly maintain the facility and some of the equipment that needs replacement or enhancement.
- Based on the continuing trend of increasing the activity level and profile of artists and attractions being offered and now expected by the public, the level of staffing is a concern to perform fully. The current level of staff is the same as the day the Sunrise reopened in 2006.
- For many, especially first time visitors which we have many, their perception of Fort Pierce has changed once they have visited and had their first historic downtown Fort Pierce experience. Whether it has been the Sunrise Theatre as being their reason for coming or other attractions like the Saturday morning Green Market or other cultural and recreational activities, the perception of or the lingering stigma of Fort Pierce keeps many people from that "first" visit. Two of the issues are lack of marketing by the City to promote the incredible inventory of greatness that we have to offer. That will mean an investment of dollars. In addition, the issue of hiring and maintaining good police officers to better enhance that perception or stigma as known will require an investment of dollars to better control law enforcement in our community.

MANAGEMENT IN PROGRESS FY 2015
PROJECTS AND ISSUES
Fort Pierce, Florida
April 2015

DEPARTMENT: Sunrise Theatre

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Programming: Efforts are always ongoing with trying to continue through the current season and planning the next.
- 2 Budget Control: Attempting to maintain operations in the mode of minimizing expenses and maximizing earned income without being impractical in the process. Attempting as best we can to come as close to the level of sponsorship funds the Commission and City have assigned to the department for this fiscal.
- 3 Using the present human, financial and other recourses to better the operation and the physical appearance of the venue and the maintenance/servicing of some of our major capital investments.
- 4 Continuing to work with the Sunrise Theatre Foundation as a resource as they move towards a more aggressive fundraising approach to their organization.
- 5 An issue that has recently come up which impacts the Sunrise Theatre and the public's perception of the theatre and the City is available parking and the towing of many vehicles in the downtown area over the past 5 months or so. This has been a public relations nightmare for all of us and this Director will participate in any or all meetings related to this subject if my presence deemed helpful.

**INITIATIVES FY 2015:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
April 2015**

DEPARTMENT: Sunrise Theatre

Please list issues or projects that you would like for the city to address this FY 2015.

- 1 The realistic setting of a budget allowance for sponsorship dollars for the Sunrise Theatre prior to the budget being given to the City Commission.
- 2 More regular cleaning of the downtown area as most days there is trash on the streets, beer bottles littered about, and many garbage containers at capacity.
- 3 Invest more in the police department to deal with the level of service and the turnover of staff in the department. The cost of hiring, rehiring, training and replacement of positions must be very costly to the department and the City.
- 4 Budget and actively promote the City via a simulative and aggressive marketing campaign inside and outside of Florida.
- 5 A more aggressive approach to dealing with the gang related crime in our City.

MAJOR CHALLENGES

Fort Pierce, Florida

April 2015

DEPARTMENT: Urban Redevelopment

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Poor Internal Perception
- Poor External Perception
- Generational Poverty
- Inadequate Housing Stock to support professional community
- Lack of sufficient resources to support programs and capital outlay needs

MANAGEMENT IN PROGRESS FY 2015 PROJECTS AND ISSUES Fort Pierce, Florida April 2015

DEPARTMENT: Urban Redevelopment

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Completion of FDEM Hazard Mitigation program for the hardening of five (5) public buildings and installation of a 230 kW and a 450 kW emergency power generation system at the Police Headquarters and City Hall, respectively.
- 2 Development of Incentives for Economic Development purposes in collaboration with local Fort Pierce Utilities Authority, Saint Lucie County, and Treasure Coast Regional Planning Council
- 3 The Economic Development Team has gathered occupancy data by physical inspection and has initiated economic development incentive efforts with the Fort Pierce Utilities Authority to stimulate the rehabilitation of the Orange Avenue commercial district west of US. Highway 1
- 4 The City of Fort Pierce Commercial Façade Grant program for 2015 is currently underway. A total of 24 applicants have been awarded grants to improve the aesthetic and functional appearance of their respective commercial facilities. All of the associated properties for the award recipients were located in the qualified census tracts. Contracts are being executed at this time.
- 5 The FY 2015 SHIP program is currently active with a total of twelve (12) homeowners receiving grant funds to improve their residences. The infusion of over \$200,000 for home improvements has generated ownership pride and neighborhood sustainability for the community.
- 6 Completion of Highwaymen Heritage Trail project, which is research and preparatory work to create a commemorative self-guided trail and interactive website to recognize 26 African American artists from Fort Pierce.
- 7 Site remediation of HD King Plant site.

**INITIATIVES FY 2015:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
April 2015**

DEPARTMENT: Urban Redevelopment

Please list issues or projects that you would like for the city to address this FY 2015.

- 1 Sale of Hurricane Housing Recovery funded mortgage loans to local financial institution
- 2 Disposition of surplus public property to facilitate economic development and neighborhood stability
- 3 Implement Business Retention & Expansion (BRE) plan to incorporate site visits, business surveys, and promotional opportunities
- 4 Enhanced relationship with Economic Development Council of Saint Lucie County, Fort Pierce Utilities Authority, and Treasure Coast Regional Planning Council
- 5 Establishment of Economic Development Manager position to coordinate comprehensive economic development vision
- 6 Develop economic development partnership with Indian River State College Small Business Development Center through CDBG program
- 7 Update CRA Plan
- 8 Complete site remediation of HD King Plant site.

SECTION 6

FORT PIERCE VISION 2030

City of Fort Pierce Vision 2030

Fort Pierce 2030 is a Unique Coastal Florida City

WATERFRONTS,⁽¹⁾

STRONG LOCAL ECONOMY,⁽²⁾

EDUCATION AND RESEARCH,⁽³⁾

DOWNTOWN,⁽⁴⁾

It's our HISTORY, ARTS AND CULTURE,⁽⁵⁾

OPPORTUNITIES for FUN,⁽⁶⁾

CHOICE OF DESIRABLE NEIGHBORHOODS,⁽⁷⁾

COMMUNITY UNITY AND PRIDE⁽⁸⁾

BEAUTY,⁽⁹⁾

CONNECTIVITY,⁽¹⁰⁾

Makes Us Unique

Vision 2030

Guiding Principles

PRINCIPLE 1 WATERFRONTS

► Means

1. Public access to the water for use and enjoyment
2. World class beaches
3. Mecca for eco-tourism including bird watching, kayaking, canoeing with expanded FAU Harbor Branch Oceanographic Institution, Marine Center, Smithsonian Marine Station, Manatee Center and Indian River State College partnering for Eco-tourism
4. High quality hotels including brand name chains
5. Operational mixed-use port
6. Marina for residents and visiting boaters
7. Preservation of views and vista of the water
8. Fishing tournaments attracting fishermen from all over the world
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► **Means**

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► Means

1. Economy based upon tourism, education, research, and marine-related businesses
2. Visitors having a choice of a variety of high quality hotels throughout the city, including a conference center
3. Diverse reasons for tourist to visit: history; arts and culture; water-based activities boating, fishing, kayaking, parasailing; eco-tourism
4. Quality higher education with Indian River State College, Florida Atlantic University, Harbor Branch, University of Florida Research Center, Bethune Cookman University
5. International airport surrounded by commercial and industrial businesses
6. Active port with commercial shipping, mega yacht manufacturing and maintenance, hotel, passenger cruises
7. Performing art venues serving residents and attracting guests
8. Sport tournaments coming and returning to Fort Pierce
- 9.
- 10.

► Means

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► Means

1. TCERDA Park with incubator spaces
2. FAU Harbor Branch Oceanographic Institute as a premier aqua culture research institution and offering community programs
3. Indian River State College as a 4-year institution – a year round residential campus and community programs
4. Smithsonian Marine Station for research and community programs
5. Manatee Observation and Education Center with expanded education, research and community programs
6. Research businesses with manufacturing capacity and eco-tourism opportunities
7. “Green” related research businesses
8. Top-rated public school system
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- 10.

► **Means**

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PRINCIPLE 4 DOWNTOWN

► Means

1. Downtown linked to the water and open space
2. Destination marina
3. Variety of quality restaurants and entertainment choices
4. Sunrise Theatre and "Black Box" Theater providing diverse programs for all to enjoy
5. Unique, niche small shops providing personal service to their customers
6. Governmental center: city, federal courthouse, county offices, state offices
7. People living in mixed-use buildings and the surrounding historic neighborhoods
8. Pedestrian friendly and walkable destinations with easy access and parking
9. Destination for residents and guests to enjoy
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► **Means**

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► Means

1. Reputation: "Best Authentic Florida City"
2. Art galleries and museums showcasing the community's art and history
3. Celebrating the achievements of famous city residents like A. E. Backus, Zora Neale Hurston, Highwaymen Artists, etc.
4. Historic Sunrise Theatre providing diverse programs and performances
5. Preservation of historic neighborhoods
6. Preservation of historic homes and buildings
7. New developments and buildings blending with the historic character
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► **Means**

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► Means

1. Recreational activities and programs for all generations
2. Easy access to water based activities: boating, fishing, beaches, kayaking, canoeing, parasailing, etc.
3. Performing and cultural arts with diverse programs and performances
4. Indoor recreational facility with rooms, and a variety of venues
5. Organized sports for youth, adults and seniors
6. Quality public golf course and clubhouse with community rooms and banquet facilities
7. Aquatic facility(ies) and pools for residents to enjoy
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► Means

1. Sense of personal safety and security at home and in the neighborhood – living without fear
2. Well-maintained housing stock
3. High percentage of home ownership in every neighborhood
4. Quality rental housing that is inspected and meets code requirements
5. Homes retaining their property values
6. Variety of neighborhoods: historic, beachfront, urban, semi rural
7. Well-maintained streets, utilities, drainage system, curbs and sidewalks
8. Effective public transportation for residents moving from home to desired destinations in a timely manner
9. Multi-modal connectivity linking residents to various destinations
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► **Means**

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► Means

1. Respect, tolerance and appreciating different cultures
2. Strong community events and festivals with high level of participation
3. Partnering with other entities for services and facilities
4. Individuals and community organizations working for community benefit
5. Residents knowing and helping residents
6. Business owners, property owners, institutions and residents taking responsibility for their property
7. Multi-cultural festival celebrating the diverse cultures in the community
8. All residents working together on common community goals
9. Residents taking pride in saying "I am from Fort Pierce"
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► **Means**

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► **Means**

1. Attractive gateways and entrance that invite people to discover Fort Pierce
2. Well-designed, well-maintained streetscapes, medians, parks and public spaces
3. Well-maintained neighborhoods: infrastructure, parks and homes
4. Preservation of the city's natural resources and environment
5. Well-maintained buildings and homes meeting city standards and codes
6. Beauty by design in park and public facilities
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► Means

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PRINCIPLE 10 CONNECTIVITY

► Means

1. Rail service for passenger and commerce
2. International airport linked to the world with enterprise free zone
3. State of the art technology (including WiMax) infrastructure for businesses and individuals
4. Multi-use trails linear parks systems and bike lanes throughout the city
5. U.S. Customs entry to Florida
6. Access to the Florida Turnpike and I-95
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► **Means**

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SECTION 7

STRATEGIC DISCUSSION ON CRITICAL ISSUES

City of Fort Pierce Critical Topics for Discussion

► Topics

1. Port Development
2. Annexations
3. Downtown Revitalization
4. Neighborhood Redevelopment
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

PRIORITY

Critical Issue: Port Development

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue: Annexations

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue: Downtown Revitalization

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue: Neighborhood Redevelopment

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

Critical Issue:

PROBLEM ANALYSIS

DESIRED OUTCOME

STRATEGIC ACTIONS

SECTION 10

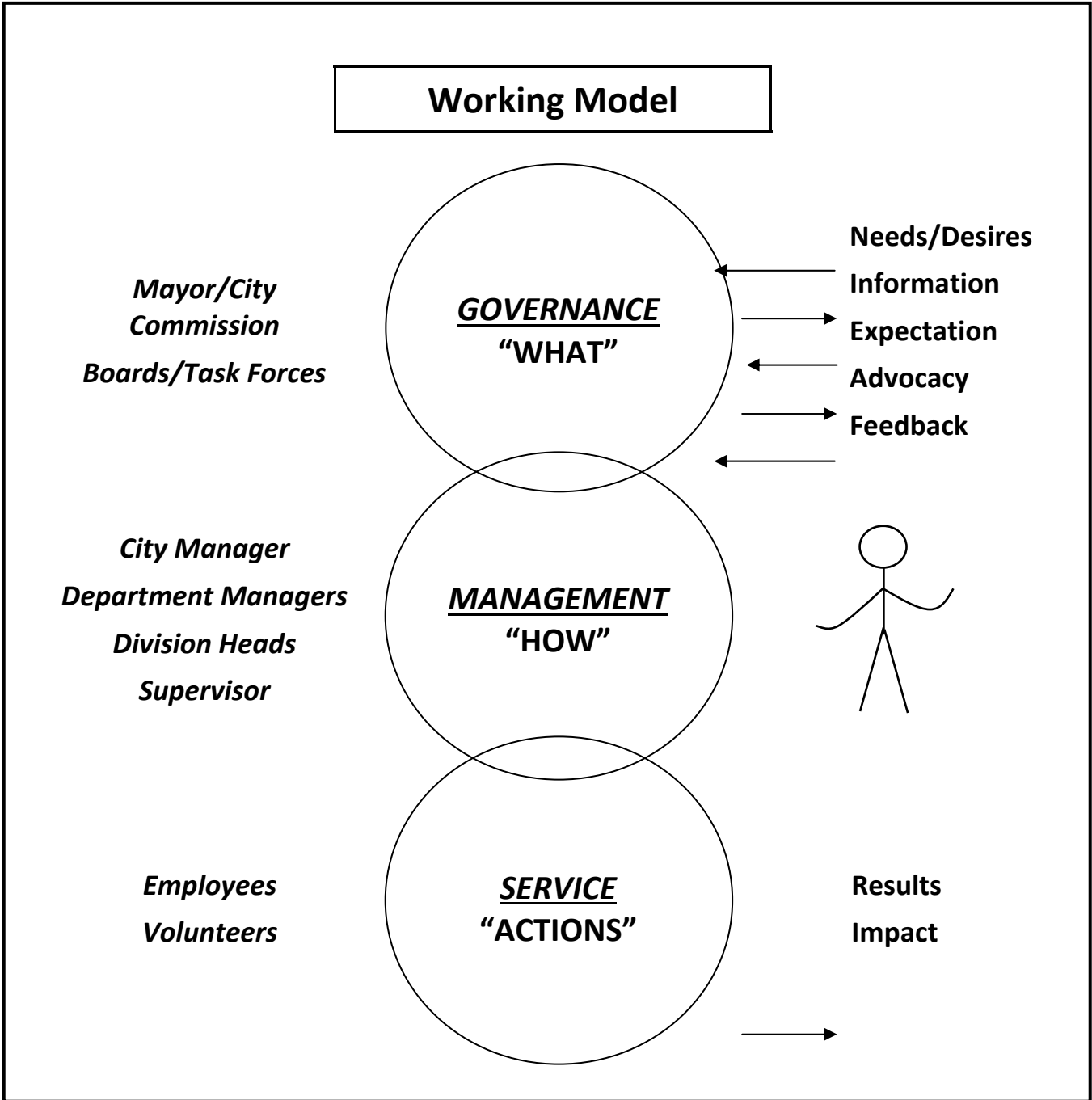
**GOVERNANCE:
MAYOR – CITY COMMISSION IN ACTION**

Commission – Manager Form of City Government

BASIC PREMISES

- * Power in the Commission: Board of Directors**
- * Professional Management and Service Delivery**
- * City Manager as the Chief Executive Officer**
- * Focus on Community as a Whole**
- * Commission Responsible for Policy**
- * Minimize Personal Political Influence**
- * Citizens Involved in Governance**
- * Nonpartisan**
- * Competency and Merit**

City as a Team Model



The City

GOVERNANCE means . . .

- Listening to the citizens
- Anticipating and focusing on issues
- Determining vision and values
- Decision making on direction and resources
- Setting the “tone” for the city
- Monitoring staff performance
- Educating the citizenry
- Mobilizing support in the community

MANAGEMENT means . . .

- Analyzing issues
- Developing professional recommendation
- Decision making on programs and resources
- Setting the “tone” for the organization
- Developing programs and systems
- Determine implementation plans and strategies
- Educating and developing employees
- Evaluating and adjusting performance

SERVICE DELIVERY means . . .

- Developing operational plans and tactics
- Organizing the work unit
- Implementing decisions and programs
- Responding to citizen problems
- Maintaining equipment and facilities
- Providing quality services and products
- Developing work unit and employees
- Evaluating services and citizen impact

Board of Directors Responsibilities

OVERVIEW

- 1. Determine Your Core Businesses**
- 2. Define Goals for 5 Years**
- 3. Develop Strategies**
- 4. Establish Annual Agenda – “To Do” List**
- 5. Make Policy Decisions**
- 6. Listen to Community – the Stakeholders**
- 7. Be an Advocate**
- 8. Delegate to City Staff**
- 9. Monitor Performance and Results**
- 10. Set the “Corporate” Tone**

- 11. Hire/Fire Chief Executive Officer**

Responsibility 1

**Determine Our Businesses –
The Responsibility of City Government**

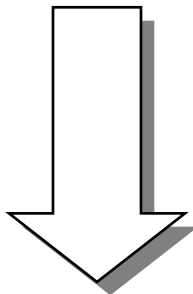
Community Needs

Basic Services/Products

Service Levels

Services that Enhance Quality of Life

Resources to Support Services



**CORE BUSINESSES THAT
HAVE VALUE FOR
STAKEHOLDERS**

Responsibility 2

**Define Goals for 5 Years –
Our City's Destination**

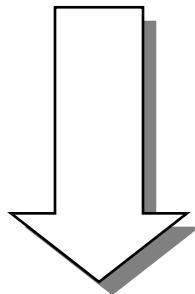
Desire for Your City's Future

Community Uniqueness

Community Assets: Worth Preserving

Characteristics of Our Community – Today, in the Future

Dreams, Visions, Hopes



**OUTCOME BASED GOALS
THAT CAN GUIDE DECISIONS
AND ACTIONS**

Responsibility 3

**Develop Strategies –
Strategic Investments and Action**

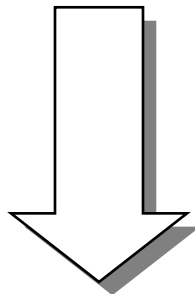
Analysis of Gaps

Forces Shaping the Future – Ability to Influence

Legal Framework and Regulations

Opportunities Today and On the Horizon

Critical Needs – Short-Term



**STRATEGY FOR ACHIEVING
GOALS THAT OUTLINES ACTIONS,
INVESTMENT AND TIMELINE**

Responsibility 4

**Establish Annual Agenda –
“To Do” List of Targeted Actions**

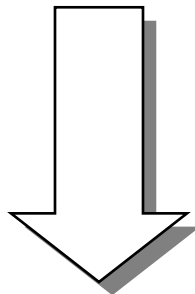
In Progress

Policy Voids and Needs

Major Projects

New Programs

Resources



**AGENDA OF TARGETS FOR
COMMISSION ACTION THAT IS AN
ANNUAL “TO DO” LIST**

Responsibility 5

**Make Policy Decision –
Direction on Key Issues**

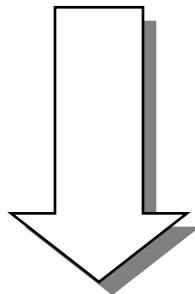
Specific Outcomes and Performance Expectations

Policy Statement/Position

City's Role and Responsibility

Framework for Action

Resources



**DECISIONS PROVIDING CLEAR
DIRECTION TO CITY STAFF
AND COMMUNITY**

Responsibility 6

**Listen to Community –
Messages from Stakeholders**

Beyond the Vocal 20% . . .

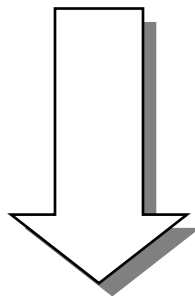
Desires for the Future

Needs: Short-Term and Long-Term

Concerns

Expectations

Partnering and Involvement



**MESSAGE FOCUSING ON MAJOR
THEMES THAT RELATE TO CITY'S
RESPONSIBILITIES**

Responsibility 7

**Be an Advocate –
Education and Support of Stakeholders**

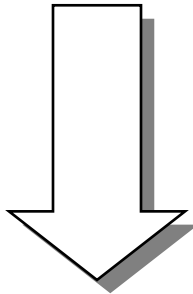
Understanding City Government – “Civics 101”

Responsibilities of Citizenship

Representation of City: Policies and Corporate Body

Cheerleading and Inspiration

Celebration



**REPRESENTING CITY AS ADVOCATE
DIRECTION TO CITY STAFF AND
COMMUNITY STAKEHOLDERS**

Responsibility 8

**Delegate to City Staff –
Clear Directions and Parameters**

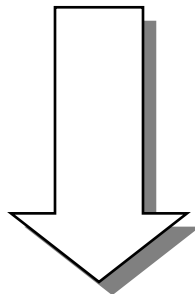
Closure on Issue

Directions

Parameters: Guidelines and Resource

Expectations: Outcomes and Process

Criteria for Measuring Success or Completion



**DELEGATING BY SETTING
DIRECTION AND INSPIRING OTHERS
TO FOLLOW THROUGH**

Responsibility 9

**Monitor Performance and Results –
Clear Feedback to Staff**

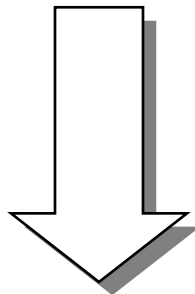
Progress Reports

Adjustments: Direction

Refinement: Actions

Problem Solving

Accountability for Results and Impact



**PERFORMANCE MONITORING THAT
ADJUSTS THE COURSE OF ACTIONS
TO “BEST” ACHIEVE OUR GOALS**

Responsibility 10

**Set the “Corporate Tone” –
Guiding Values and Principles**

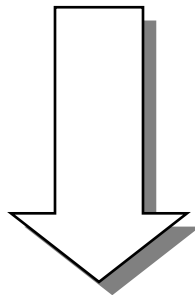
Behavior at Commission Table

Comments in the Community

Treatment of City Staff

Respect for Stakeholders

Impact of Process – “How” Things Are Done



**CORPORATE TONE REFLECTS VALUES THAT
GUIDE MANAGERS AND EMPLOYEE
ACTIONS
ON A DAILY BASIS**

Responsibility 11

**Hire Chief Executive Officer –
City Manager or Administrator**

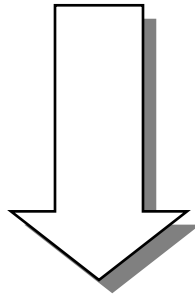
Responsibilities

Selection

Supervision

Feedback

Performance Standards and Evaluation



**CITY MANAGER (CEO) THAT “FITS”
OUR COMMUNITY, OUR CITY AND
CAN HELP US ACHIEVE OUR GOALS**

Winning Teams Model

Effective TEAMS Are:

Goals

“Unifying Purpose and Goals”

- Goals – Outcomes
- Work Programs – Game Plan
- Strategy – Action Steps

Roles

“Individual Contribution”

- Valuing Individuality
- Responsibilities Defined
- Practicing Teamwork

Execute

“Produce Results through Actions”

- Analyze —————> Decide
- Act —————> Impact
- Evaluate —————> Adjust

Attitude

“Willingness to Work Together”

- Respect for Each Other
- Cooperation and Openness
- Celebrating Success: Momentum

Trust

“Commitments Becomes Reality”

- Learning from Setbacks
- Guidelines
- Support Each Other

Winning Teams



Winners Versus True Champions *Comparison*

Winners	Champions
Keep the Focus	Refine Goals
Share Responsibility as Leaders	Look For and Develop Leaders
Use a Game Plan	Prepare for New Challenges
Build Teams	Develop Teams
Listen to Citizens	Reach Out to Citizens
Have Agendas	Take on a New Project
Celebrate Successes	Market Success

Today many cities can be characterized as “Winners.” Few cities can be characterized as “True Champions.” This true model provides insights distinguishing “Winners” from “Champions” and laying a foundation for championship action. The message to Mayors and Commission is to look at: Are we a winning team? What do we need to do to become a champion team? The responsibility is yours as city leaders.

The Champion

Now let's turn to the "True Champion."

The "champion" not only wins for the season, it also wins over time. Champions do not rest on their laurels but accept their victory as a foundation for building a better future. The champion sees a winning season as an opportunity to work harder for our next season in order to sustain excellence over time. "True Champions" have the following seven characteristics.

1. Refine Goals

Champions take the goals from their winning season and refine them for the future. It means evaluating their benchmarks of success and refocusing on new opportunities for the future. For city government, Mayors and Commissions define more specific goals that have more focus of purpose. The benchmarks are monitored to evaluate the impact of the actions in achieving the defined goals. With an eye on the horizon, opportunities are anticipated. Champions are always looking at ways of refining their goals.

2. Look for and Develop Future Leaders

Champions are always looking for fellow champions in their community. These are individuals who have the potential for effective contribution and leadership within the city. On championship teams the leaders look for future leaders. They identify these individuals and encourage them to participate in the process. They serve as a coach and mentor, expanding their knowledge and developing specific skills of leadership. Champions do not see future leaders as a threat, but partners in expanding the city's resources and accomplishments. Champions are always looking for future champions.

3. Prepared for Next Challenge

Championship teams refine the process and continue to have an eye on the horizon. They avoid worrying that 'what ifs' may happen. They focus on what they have an ability to control or influence. Champions continue to give. They spend less time worrying about their setbacks and more on improving the process for the future. In cities it means that Mayors and City Commissions look to their process – how they govern the city; how they relate to the city staff. Champions believe that if the processes are in place, the next challenge can quickly become an opportunity.

4. Develop Teams

Champions continue to learn and to grow. Champions see the importance of taking time for meaningful evaluation. They seek feedback on their performance and listen to others' perspectives. They recognize that championship teams who are not developing, die.

When that happens, the team gets in a defensive posture focusing on surviving as a team rather than developing for the future. On championship teams individuals grow and provide new contributions to the team based upon their own personal growth. A “champion” recognizes that individual growth will enhance team effectiveness for the future and continue pursuit of learning.

In cities, Mayors and City Commissions look to developing their team and the city team that they lead. Champions avoid stereotyping individuals on their contributions to the team effort.

5. Reach Out to Citizens

Champions recognize the need to continually go back to their roots – what has made them successful. Champions keep going back to the basics. They avoid the sense of arrogance and complacency by reaching out to their fans. For Mayor and Commission it means reaching out to the community. They can identify a new group to go visit – a new part of the community to talk to, to look at, to get out of their cars and to walk and to look. Communities are dynamic and championship communities recognize the dynamic nature and respond accordingly. Champions recognize that you may not agree with the other person’s perspective, but for them the perspective is real. A champion builds new fans who can be partners in future success. Therefore, if we are going to continue to be champions we must have an ability to address their perceptions. Champions reach out beyond the political supporter and 'safe' group to their emerging communities.

6. Search for a New Project

Champions always need a new project. New projects bring on a sense of opportunity and a sense of excitement. It is an opportunity to recharge the batteries and renew the team spirit. A new project is one that provides a new challenge for the championship team as a whole and the individual members of the team. In cities, it is a challenge for Mayors and City Commissions to find a visible project that can have a timely impact on the community. On a championship team everyone supports the new project. A word of caution: the new project should not take away from the completion of the old agenda.

7. Market Successes

Championship teams share their successes with their fans. They recognize that “fans” are partners in the success. Championship cities share their successes with their partners who have helped them to achieve their goals, with the interest groups that support the city government, and the citizens to whom there is a sense of stewardship. Mayors and City Commissions have been entrusted with significant responsibilities with public resources. The marketing of the success and letting citizens and partners know of the accomplishments will lead stakeholders to feel that they have gotten their money’s worth and that the effort of the city was worthwhile. In today's world, the media coverage of government is predominately ‘negative.’ The failure of government, the imperfection of politicians. Even champions lose games, but they do not let them detract from future success. The importance for marketing is paramount to successful championship cities. Marketing is sharing the good news, helping individuals understand the direction and accomplishments, and mobilizing the support for the team. Success builds a momentum for future “championships.”

Champions continually work to be champions. They do not rest on their laurels, but seek ways of enhancing their performance. Champions get better over time.

Pitfalls for Winners

Arrogance – Feeling that We are Better than Others

Attitude of Complacency

Assuming Goals and Focus

Taking Relationships for Granted

On Top of Big Issues

Worrying about the Crisis

Wrap Up Mentality

Personal Prominence

Pitfalls for Winners

Sowing the Seeds of Failure

After a team wins the Super Bowl, the World Series, the NBA Championship, there is always the potential to get wrapped up in the “winning season.” The winning season then provides significant challenges for leaders who want to be champions.

The pitfalls for “winners” are:

- **Arrogance – A Feeling that We Are Better than Others**
In applying the concept of arrogance to cities, it means that Mayors and City Commission lose their feeling for the true, total community. The focus becomes special interest groups that have shared in the success and who have a comfortable relationship with Commission. They are predictable and supportive. Input becomes selective, relying on these few, rather than reaching out to others in the communities. The Commission gets a feeling that “we know what is best” and begins to view citizen input through a “tinted lens.” Sometimes they retrench into their political shells. The assumption is the citizens will recognize our winning efforts for the community.
- **Attitude on Complacency**
The feeling “we are fine, we are now here” challenges winners. However, as you take the words “now here,” it can easily become “no where.” In cities, complacency occurs when the Commission assumes the winning efforts will continue with minimal effort. Less time is spent on issues; less time is spent on process – how we govern our cities. It is assumed that certain issues will be handled in a quick and timely manner. Commission members become impatient and minimize critical feedback. Commissions worry more about getting out of the meeting in a quick and deliberate manner, rather than whether the issue has been thoroughly discussed and analyzed.
- **Assuming Goals and Focus**
Winners have goals. Winners accomplish goals. Winners get distracted from their goals. They may see no need for a goal-setting workshop and cancel it. The challenge for Mayors and City Commissions is to continually review and refine their goals from year to year. This becomes the focus of their energies – focusing on what is more important for the community. As events occur and times change, there is always a need in the city to refine the goals and redirect energies. This keeps the focus on the future rather than becoming consumed with today.
- **Taking Relationships for Granted**
Winners succeed because of the willingness to work together to get and sustain major votes. The working together is based upon the development of positive work relationships over time. It is an understanding and appreciation of individual contributions. It is an understanding of what

roles each member plays. It is an understanding of how others will behave and react in different situations. However, as in any relationship, we assume that it will continue with minimal work on our parts. In marriages, this assumption many times leads to divorce. With Mayors and Commissions, it leads to a break down in the governance process and the election at the polls. Winners become challenged by focusing on petty irritants in the relationship. Teamwork gradually begins to disappear. As a result, over time, winners can find a relationship on a dysfunctional slide, which results in increased interpersonal conflict and tension.

- **On Top of Big Issues**

Winner's success comes from getting on top of big issues. In cities, winning Mayors and City Commissions have defined future goals and developed an action plan to accomplish those goals. For winners the feeling of success on big issues leads to a feeling of freedom to pursue individual agendas. With Mayors and City Commissions the big issues have been addressed, so what is on the next agenda? The next agenda becomes filled with individual action items, most of which are not of major significance. As the individual items begin to consume more and more staff time, the city staff can become confused and question the true direction for the city and the individual motivations of Commission Members. The city begins to lose its focus with resources being diverted to these individual agendas and issues.

- **Worrying about the Crisis**

After a winning season, winners begin to worry can we repeat. If the tension builds and concerns about winning become predominant, the goal is winning rather than addressing the issues and being successful. We lose the focus on what brought us the success of winning. We wonder what the next issue on the horizon is that will become our crisis, the next major political challenge for us as city leaders. Like with any team, when any individual players become tense the performance deteriorates. Winners find themselves losing the game and losing on issues. You start to look for crises and, in many cases, begin to generate the crisis. For Mayors and Commissions it is an easy issue that can be handled quickly that becomes a major crisis because of over-analysis and over-concern.

- **Wrap Up Mentality**

Winners become challenged by the mentality that all we need to do is sustain our effort for the next season. For cities it means all we need to do is to complete our projects and wrap up our reports. The wrap up mentality shortens the horizons from focusing on the future to focusing on today. The focus of the goals becomes lost as we wrap up the issues. Life becomes boring because of no future challenges. We get impatient in our desire to wrap up issues in a timely manner. As a result, little problems can become major impediments to future success.

- **Personal Prominence**

With the success of being a winner, individuals gain prominence. Winners let the prominence, at times, go to their heads and forget the team effort that was needed to produce that winning season. Individuals get a glorified sense of their own importance. For Mayors and Commissions it is the media focusing on individual contributions and accomplishments, rather than successes of the city. We forget that there is no "I" in "Team." Our focus is on ourselves individually, rather than our city's future. For some Mayors and Commissions, personal prominence is perceived as being important for future political success. Individuals begin to claim credit for the policy or action and are less likely to share credit with the team.

- **Getting Away from the Game Plan**

Winners feel they have got a successful game plan. The game plan worked for the last season. We need to communicate less and spend less time talking with each other. We need to spend less time with the process because the process is embraced. There is no need to fine-tune our game plan. There is no need to understand each other. I already know where they are coming from. In cities, Mayors and Commissions take less time in work sessions and in their formal meetings. There is less discussion of individual ideas and perspective on issues. There is less discussion of future horizons. There is growing impatience with drawn out processes and at times with each other. Individuals may self-censor their comments, figuring that others are not interested or think they have heard that once before.

These are the pitfalls that challenge winners and the response to these challenges distinguishes “Winners” from “True Champions.”

12 Points of an Effective Mayor and City Commission

1. Focus on and Use Vision, Goals and Priority

- Define the city's preferred future
- Establish outcome-based goals
- Think about value to the community
- Use to allocate resources, to develop plans and policies, to invest in the future

2. Make Timely and Courageous Decisions

- Use vision, goals and priorities to use decisions
- Seek and use input from community and city staff
- Evaluate options through committees and work sessions
- Decide on what is "best for the city"

3. Provide Clear Direction and Expectations

- Obtain clear closure
- Define outcomes, measures of success and time frames
- Delegate assignments to Boards and Commissions, and to city staff
- Make sure to summarize and test closure to make sure that everyone has the same understanding

4. Negotiate

- Know your own bottom line
- Look for common ground and areas of agreement first
- Use work session and committees to negotiate
- Win with grace, lose with grace

5. Treat Others with Respect

- Be courteous, polite and trustworthy – avoid personal attacks
- Deliver on your commitments
- Act within your defined roles
- Value the contributions of others

6. Have Open Communications

- Communicate using direct, open messages
- Keep everyone informed and avoid surprises or hidden agendas
- Listen and understand before judging
- Use simple and focused messages that people can remember

7. Monitor Performance

- Obtain regular progress updates/status reports
- Meet quarterly to review and refine direction
- Evaluate the outcome and actions, and make modifications
- Take responsibility for the actions and be accountable for the results.

8. Have a Community Presence

- Be accessible to the citizens and community
- Go into the community beyond your political supporters
- Take time to develop effective working relationships with community partners
- Be a positive advocate for the city

9. Act as a Board of Directors

- Know your community – view it as the “market place”
- Focus on providing policy direction
- Delegate clear responsibility to the city manager as the C.E.O.
- Avoid micromanaging and the daily operations

10. Think Strategically

- Institutionalize the goal setting process
- Identify key partners who can bring resources to the table
- Define alternative routes and steps to destination – the vision
- Keep the “big” picture in mind

11. Align the City Organization

- Appoint individuals to Boards and Commissions who share your passion for the city and the vision for the future
- Define the core values to guide “how the city should operate and be managed”
- Employ the “right” city manager for your city
- Hold other accountable for their behaviors, actions and the results

12. Share Success and Celebrate

- Communicate “Our City Success” in terms that the average citizen will understand
- Use celebrations that create a positive memory – value that the city has added to people’s lives
- Recognize others who have contributed to the city’s success
- Remember people want to be associated with “winners”

Mayor and City Commission Success and Image

▶ **Mayor and City Commission Success means . . .**

▶ **Mayor and City Commission Image means . . .**

House Rules

Our Code of Conduct

Mayor and City Commission Protocol Operating Guidelines

Protocol 1

Simple Information

Protocol 2

Research on a Topic

Protocol 3

Citizen Service Request

Protocol 4

Agenda

A. Placing an item

B. Question on item

Protocol 5

Urgent Information

Protocol 6	Communications: Commission and Staff
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Protocol 7	Employee Contact
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A. Employee initiated

B. Commission initiated

Protocol 8	Email
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Protocol 9	Representative/Liaison
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Protocol 10	Work/Study Sessions
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Protocol 11	
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Protocol 12	
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Protocol 13	
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Protocol 14	
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Protocol 15	
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Protocol 16	
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Protocol 17	
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Expectations and Actions

Mayor

► Expectations

► Actions

Expectations and Actions City Commission

► Expectations

► Actions

Expectations and Actions City Manager

► Expectations

► Actions

Life Cycle of City Commission

Phase/ Component	Infancy (0-3 Months)*	Action (0-18 Months)*	Survival (2-9 Months)*	Legacy (0-2 Months)*
Aim	<ul style="list-style-type: none"> • Lay foundation 	<ul style="list-style-type: none"> • Action toward goals 	<ul style="list-style-type: none"> • Re-election or leave gracefully 	<ul style="list-style-type: none"> • Leave with action • Pass time
Characteristics	<ul style="list-style-type: none"> • Exposure • Gaining knowledge • Clarifying relationships • Exchanging information 	<ul style="list-style-type: none"> • Realistic expectations • Trust • City wide view • Evaluation with corrective action • Ownership • Analysis of issues 	<ul style="list-style-type: none"> • Avoidance of issue • Concern for election • Less Trust • Focus on visible issues or minutiae 	<ul style="list-style-type: none"> • “Wait and see” attitude • Confrontation of tough issues
Behavior	<ul style="list-style-type: none"> • Avoidance of conflict • Dependency • Reaction to pressures • Decision without analysis 	<ul style="list-style-type: none"> • Collaboration with staff • Sharing responsibility • Mobilization of support 	<ul style="list-style-type: none"> • Personal attacks • Posturing • Dropping out • Seeking out pressure group 	<ul style="list-style-type: none"> • Dropping out • Collaboration with staff
Implications	<ul style="list-style-type: none"> • Decision recycling • Unfulfilled expectations • Inconsistency 	<ul style="list-style-type: none"> • Action on issues • Separation of city and citizens 	<ul style="list-style-type: none"> • Unpredictability • Tunnel vision • Reactive to pressure 	<ul style="list-style-type: none"> • No significant action

****Length of time depends on the community and tradition***

Conflict

A Process to be Managed

Consider These Assumptions:

- Conflict is an inevitable and important human process.
- Conflicts are likely to increase in times of change.
- Conflicts can lead to creative or destructive results.
- Those who understand the processes and dynamics of conflict are better able to manage this important process, increasing the chances of creative outcomes and minimizing destructive results.

In recent years, these considerations have led a growing number of managers and scholars, leaders, and social scientists to study conflict more carefully. The cost of un-managed conflict can be high but the gains from using differences effectively can also be great.

The purpose of this "basic idea" essay is to help you think about conflict in a systematic way to – unpack this important process so its component parts can be better understood.

A Definition

"Conflict" is one of those words that can be used in different ways. We have found the following definition helpful:

Conflict occurs when two or more parties believe that what each wants is incompatible with what the other wants.

The "parties" can be individuals, groups, organizations, or nations. Their wants may range from having an idea accepted to gaining control of a limited resource.

The definition specifies that conflict is a condition that exists when these seemingly incompatible concerns or drives exist. It may be very temporary or of long duration. It may be a condition that results in vigorous activity or an internal ferment that reveals itself only indirectly. Fighting is only one way of dealing with conflict. There are often more productive ways.

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The Positive and Negative Potential of Conflict

Like any other important human process, conflict can produce both desirable and undesirable results. When we asked groups of managers and leaders of organizations to reflect on recent conflicts they had observed and to identify the results, the following common themes emerged:

A Partial List of Positive Results of Conflict:

- People were forced to search for new approaches
- Long-standing problems surfaced and were dealt with
- People were forced to clarify points of view
- The tension of conflict stimulated interest and activity
- People had a chance to test their capabilities
- Better ideas were produced

Properly managed, conflict can help to maintain an organization of vigorous, resilient, and creative people.

A Partial List of Negative Results of Conflict:

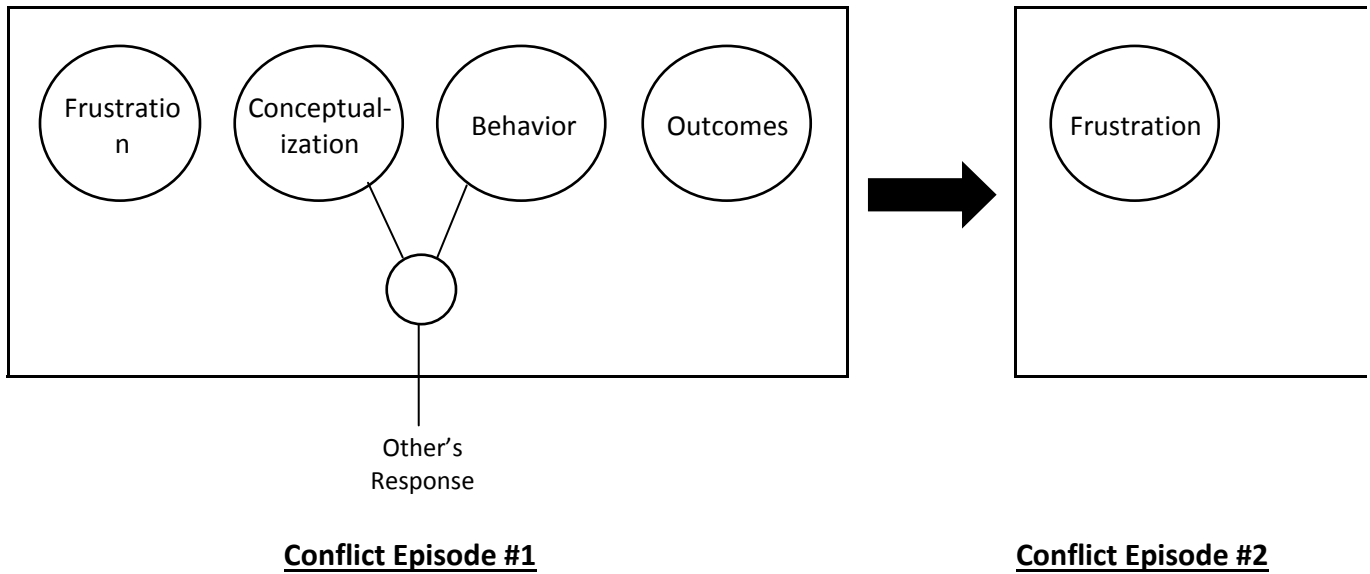
- Some people may feel defeated, demeaned
- The distance between people may be increased
- A climate of distrust, anxiety and suspicion may develop
- Turbulence may cause some good people to leave their jobs
- People or departments that ought to cooperate may become concerned only with their narrow interests
- Various kinds of active or passive resistance may develop where teamwork is needed

The goal of understanding and managing conflict is to reduce the likelihood that such negatives will occur or become excessive.

Unpacking the Conflict Process

Obviously, the positive or negative consequences of a conflict depend upon how well the conflict is managed. In turn, the ability to manage a conflict requires that one understand what goes on during a conflict.

Conflict occurs in episodes. Within any episode there tends to be a common sequence of events, as diagramed on the following page:



Looking at these events:

Frustration:

Occurs when a person or group feels blocked from satisfying a goal-directed activity or concern. The concern may be clear or only vaguely defined; it may be of casual or critical importance. However, there is a clear feeling that someone or some group is getting in the way of movement toward a desired objective.

Examples:

- You may frustrate me when you do not agree with my ideas
- You may frustrate me when you prevent me from getting the information, the money or the time I need to accomplish something I want to do
- You may frustrate me when you undermine my power or influence with someone else

Conceptualize:

Involves answering the questions, “What’s going on here?” – “Is it good or bad?” – “What’s the problem?” – What issues are at stake?” – “What are the causes?” This conceptualization may be almost instantaneous, or it may develop from considerable thought; it may be very sharp and clear, or fairly fuzzy. Regardless of its accuracy or clarity, however, the conceptualization forms the basis of one’s reaction to frustration.

- You may conceptualize a disagreement with another person as being the result of “ignorance” (on his part, of course) or “willful deceit” or you can stereotype: “that kind of person always takes that stand.”
- A labor dispute with management can be conceptualized as “deciding who is really going to run this plant” or “showing workers who can do the most for them” or simply “determining what a fair share of profits is for the workers.”

- A dispute between a marketing department and a production department can be conceptualized as determining whether “customers are more important than a production schedule,” or whether “sales people should be expected to adhere to realistic company policies.”

Obviously, the way the parties define the problem has a great deal of influence over the chances for a constructive outcome and the kinds of feelings that will be mobilized during the confrontation.

Behaviors:

Behaviors and intentions flow out of conceptualization and strategizing and set in motion a pattern of interaction between the parties involved. During this process of action-reaction-reaction, the way each party conceptualizes the conflict may change or may become further entrenched. The longer the pattern continues, of course, the actions of the participants themselves may create new frustrations, reasons for hostility, and continued resistance.

Outcome:

Outcome is defined as the state of affairs that exists at the end of the episode, including decisions or actions taken and the feelings of the parties involved. Residual frustration from conflict episodes can start new conflict episodes. Some people have found it helpful to assess the outcome of a conflict episode along three dimensions:

1. The quality of decision or action that results. (How creative, realistic and practical?)
2. The condition of the conflicting parties at the end of the conflict. (How psychologically and physically healthy; how good do the parties feel about themselves?)
3. The quality of the relationship between the conflicting parties. (How much mutual respect, understanding, willingness to work together versus hostility, determination to hurt, etc.?)

Some Guidelines for Diagnosing a Conflict

The manner in which a conflict is conceptualized is often the key to a group’s ability to manage conflict constructively, i.e., to arrive at positive outcomes. The parties are not likely to reach an outcome which truly resolves the conflict and leaves them satisfied unless they have a clear understanding of the differences between the concerns of the two parties and the sources of those differences. Thus, before responding to a frustrating situation, it is useful to pause and ask two questions:

1. What is the nature of the differences between us?
2. What might be the reasons for our differences?

The Nature of the Differences

People may differ on the following four aspects of an issue:

- We may differ over **FACTS** (the present situation, the present problem, etc.)
- We may differ over **GOALS** (how things ought to be, future conditions we want)
- We may differ over **METHODS** to reach goals (the best, the easiest, the most economical, and the most ethical route to follow)
- We may differ over **VALUES** (the long-range beliefs about the priorities which should be observed in choosing goals and methods)

Differences over facts are usually easier to manage than differences over values, which are the most difficult. The latter come much closer to the fundamental beliefs of the parties and are thus much more threatening. Disagreements that begin over facts sometimes persist until they appear to be conflicts over goals or values and become almost impossible to reconcile.

The implication is that it pays to identify the area of disagreement as quickly as possible. The chances for managing conflict effectively increase if you can say something like: “We seem to agree on what the problem is and what we’d like to achieve, but we disagree over the best way to reach that goal.”

The Reasons for the Differences

As part of the conceptualizing process, it is useful not only to identify the nature of the difference, but to seek the reasons for it as well. Among the most common reasons are these:

Informational – The two parties have been exposed to different information – and thus have arrived at a different understanding of what the problem or issue is and what course of action makes the most sense.

Perceptual – Sometimes people have been exposed to the same data but their past experience causes them to interpret in different ways. Two witnesses may view the same event, but experience it in two different ways, since the past of each causes them to attend to different aspects of the same situation or to arrive at different meaning.

Role – Sometimes the different roles (e.g., boss, mother, volunteer) of people cause them to take different positions. The representatives of labor are expected to look at things differently, advocating different positions and priorities than the representatives of management. The roles of each cause them to attend to different data and to perceive it differently, as well as to advocate different goals and values.

Practical Values of This Analysis

What is the practical value of going through this kind of diagnostic process? Like solving any problem, the conflict problem-solver is likely to do a more effective job if he knows the parameters of the situation with which he is dealing. A key process in conflict is that of influence – the effort of each party to get the other to understand, appreciate, and accept the validity of its own particular points of view or sets of objectives. If parties want to influence each other, obviously it helps if they have a clear picture of where they stand and how they got there.

- If the two parties realize that they have probably been exposed to different data, they may view the job to be done as one of mutual education, rather than conflict. The task is to increase the pool of information to which both are privy.
- If the parties determine that their informational base is very similar but they have just perceived it differently because of differing past experiences, these perceptions need to be reexamined. Then the question becomes: “Why is it that we view the same information in such different ways?”
- If the parties suspect that the principle reason for different views grows out of their different roles, they can often take a less personalized view of the conflict. If each can say, “If I were in his place, I would probably be advocating the same point of view,” they will deal with the other party in a somewhat different and more understanding way. The task then takes on an added dimension, e.g., “How can I help a person in that role better understand and appreciate my concern and what does he need from me?” By recognizing the constraints within which the other party must operate, you can be more realistic in knowing what to expect and what posture makes the most sense.

As soon as you are finished, reflect on the key issues, which seem important to you and be prepared to discuss them with the group

Policy Discussion Guide

THINK ABOUT . . .

- Is it Consistent with *OUR VISION*?
- Does it Contribute to Achieving *OUR GOAL*?
- Is it a *RESPONSIBILITY OF THE CITY*?
- Does it *ADD VALUE TO CITIZEN'S LIVES*?
- Is it *BEST FOR OUR CITY*?

(AVOID STARTING WITH SOLUTIONS/ACTIONS)

FOCUS ON . . .

1. Problem(s)
2. Issues/Concerns
3. Outcomes
4. Parameters/Guidelines for Policy Development
5. Expectations

Work Session – Typology

WORK SESSION TYPE I PRE-REPORT	WORK SESSION TYPE II DRAFT REPORTS	WORK SESSION TYPE III BRIEFING
Provide direction and guidance on major issues before staff analysis and report preparation	Refine proposed reports and recommendations prior to formal presentation and action	Brief Mayor and City Commission on major issues, upcoming opportunities and operational matters
<p style="text-align: center;"><u>TOPICS:</u></p> <ol style="list-style-type: none"> 1. Define the Problems 2. Identify Issues 3. Establish Parameters and Guidelines 4. Focus on Possible Outcomes 5. Outline Process and Possible Next Steps 6. Decide Whether or Not Worth Pursuing 	<p style="text-align: center;"><u>TOPICS:</u></p> <ol style="list-style-type: none"> 1. Present Background Information 2. Review and Highlights of Analysis and Options 3. Review and Refine Recommendations 4. Finalize Desired Goals and Outcomes 5. Outline Next Steps 	<p style="text-align: center;"><u>TOPICS:</u></p> <ol style="list-style-type: none"> 1. Present Background 2. Discuss Topics 3. Explore City’s Role or Need for Action 4. Focus on Overall Policy Direction and Guidelines