

ACHIEVING OUR VISION

2017 Action Outlines



THE SUNRISE CITY

FORT PIERCE
Florida

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2017 FORT PIERCE STRATEGIC PLAN ACTION OUTLINES

Mission Statement

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

Strategic Goals




2017 FORT PIERCE STRATEGIC PLAN ACTION OUTLINES

City Attorney




Action/Activity	Implementation Date	Goal
<p>1. <i>Key Issues: Term Limits, Number of Boards/Committees, Residency, Appointment, Attendance, Size (Members), Legal Representation</i></p> <p>a. Prepare Draft Boards/Committees Revision with Options</p> <p>b. Schedule Boards/Committees Draft for Discussion at Conference Agenda Meeting</p> <p>c. Schedule Proposed Boards/Committees Ordinance for Adoption</p>	<p>Completed</p> <p>Completed</p> <p>August 2017</p>	
<p>2. <i>Key Issues: Issues, Process, Size of Committee, Timing</i></p> <p>a. Identify Key Topics of Charter/City Code Review</p> <p>b. Schedule Establishment of Charter Review Committee by Commission Decision</p> <p>c. Schedule Appointment of Charter Review Committee by Commission Decision</p> <p>d. Charter Review Committee's Completion of Review and Recommendations</p> <p>e. Schedule Presentation of Charter Review Committee's Recommendations at City Commission Meeting</p>	<p>May 2017</p> <p>June 2017</p> <p>July 2017</p> <p>February 2018</p> <p>April 2018</p>	
<p>3. <i>Key Issues: Sunshine Law, Clean Up Language, Criteria-Hearing, Timing-Hearing, Civil Service Appeal Board Member, Training</i></p> <p>a. Draft Revised Language for Civil Service Appeal Process</p> <p>b. Present Draft Revised Language for Civil Service Appeal Process to CSAB Board for By-Law Decision</p>	<p>August 2017</p> <p>September 2017</p>	

2017 FORT PIERCE STRATEGIC PLAN ACTION OUTLINES

City Clerk

Action/Activity	Implementation Date	Goal
1. <i>Key Issues: None</i>		
a. Complete Additional Training/Citywide Record Retention, Storage and Destruction Program Development: Implementation	September 2017	
b. Complete Document Destruction/Citywide Record Retention, Storage and Destruction Program Development: Implementation	Ongoing	

City Manager

Action/Activity	Implementation Date	Goal
1. <i>Key Issues: Financial Stability, Contract for Course Management, Alternative Uses, Amount of City Investment, Sale of Golf Course, Future Projects & Costs</i>		
a. Complete Community Input for Golf Course Comprehensive Evaluation	Completed	
b. Present Golf Course Report with Options to City Commission at Conference Agenda Meeting.	May 2017	
2. <i>Key Issues: Relocation, Regional Plant, Third Party</i>		
a. Complete Feasibility Study for Wastewater Services Regionalization Expansion	May 2017	
b. Schedule Wastewater Services Regionalization Expansion Feasibility Study for Discussion at Conference Agenda Meeting	July 2017	
c. Present Wastewater Services Regionalization Expansion/Complete Feasibility Study to City Commission for Direction	August 2017	
3. <i>Key Issues: None</i>		
Present Fort Pierce Youth Council Update to Commission	June 2017	

 Financially Sound City Providing Excellent Services

 Alive Waterfronts

 Community Unity & Pride


 Vibrant Downtown and Neighborhoods

 Great Place to Live, Learn, Work & Play

 Safer & More Beautiful City

2017 FORT PIERCE STRATEGIC PLAN ACTION OUTLINES

City Manager cont.

Action/Activity	Implementation Date	Goal
4. <i>Key Issues: None</i>		
a. Participate in Restoring the Village Program Community Events	June 2017	
b. Continue Support of Restoring the Village Program	Ongoing	
5. <i>Key Issues: Port Development</i>		
a. Joint Meeting with St. Lucie County Regarding Port of Fort Pierce	October 2017	

Code Enforcement

Action/Activity	Implementation Date	Goal
1. <i>Key Issues: Clean Community Fee, Outcome, Plan with Steps, Scope of Activities, Demolition</i>		
a. Define Clean Community Initiative (CCI) Plan with Goals and Action	May 2017	
b. Present CCI Plan at Budget Workshop	July 2017	
c. CCI Plan - Budget FY 2017-2018 for Commission Decision	September 2017	
2. <i>Key Issues: Type, Regulations, City's Role, Enforcement Mechanism/Level</i>		
a. Finalize Sign Ordinance Amendment	June 2017	
b. Schedule Sign Ordinance Amendment for Commission Decision	June 2017	



2017 FORT PIERCE STRATEGIC PLAN ACTION OUTLINES

Economic Development Team

Action/Activity	Implementation Date	Goal
1. <i>Key Issues: Public Access to Water, Hotel Type/Scope, Partnership/Role City, RFP-Details, City Expectations/Vision</i>		
a. Finalize RFP Clearance for Downtown Hotel Development	May 2017	
b. Issue RFP for Downtown Hotel Development	June 2017	
c. Receive Responses to RFP for Potential Downtown Hotel Development	October 2017	
d. Review Responses to RFP for Potential Downtown Hotel Development	October 2017	
e. Present Responses to RFP for Potential Downtown Hotel Development at Conference Agenda Meeting	November 2017	
f. Downtown Hotel Development for Commission Decision	December 2017	
g. Negotiate Development	February 2018	
2. <i>Key Issues: Economic Viability, Public Safety, Recreation, Healthy Life Style, Youth Activities, Lincoln Theater, Retail Development, Parking, Parcels for Residential Development</i>		
a. Develop Lincoln Park Corridor Revitalization Plan	May 2017	
b. Schedule Presentation of Lincoln Park Corridor Revitalization Plan to Commission	June 2017	
3. <i>Key Issues: None</i>		
a. Develop Strategy and Incentive for Peacock Art District	June 2017	
b. Present Peacock Art District Strategy and Incentive at Conference Agenda Meeting	July 2017	
c. Schedule Peacock Art District Strategy and Incentive for Commission Decision	September 2017	

2017 FORT PIERCE STRATEGIC PLAN ACTION OUTLINES

Economic Development Team cont.

Action/Activity	Implementation Date	Goal
4. <i>Key Issues: None</i>		
a. Complete Cobb's Landing Lease	May 2017	
b. Schedule Proposed Cobb's Landing Lease Agreement for Commission Decision	June 2017	
c. Issue RFP for Tiki	August 2017	
d. Receive Responses for Tiki RFP	October 2017	
e. Schedule Proposed Tiki Lease Agreement for Commission Decision	January 2018	
5. <i>Key Issues: None</i>		
Work with Economic Development Council: Manufacturing, Distribution/Warehouse [On the Horizon – Retail]	Ongoing	

Engineering

Action/Activity	Implementation Date	Goal
1. <i>Key Issues: Funding, Preventative Maintenance, Urgent Needs</i>		
a. Finalize Capital Improvement Plan/ Capital Outlaying Plan (5 Year) and Annual Funding	June 2017	
b. Present Capital Improvement (5 Year) Plan at Budget Workshop	July 2017	
c. Adoption of 1 st Year Funding of Capital Improvement Plan by Commission	September 2017	
2. <i>Key Issues: None</i>		
a. Review Stormwater Management Utility & Projects	June 2017	
b. Present Stormwater Management Utility Plan at Budget Workshop	July 2017	
c. Adoption of Stormwater Management Utility Plan by Commission	September 2017	

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2017 FORT PIERCE STRATEGIC PLAN ACTION OUTLINES

Engineering cont.


	Action/Activity	Implementation Date	Goal
3.	<i>Key Issues: Service Level, Funding</i>		
	a. Develop Street Resurfacing Proposal: Service Level and Funding Options	June 2017	
	b. Present Street Resurfacing Proposal at Budget Workshop	July 2017	
	c. Funding of Service Level of Street Resurfacing Proposal in FY 2017-2018 Budget for Commission Decision	September 2017	
4.	<i>Key Issues: Funding, Scope of Project</i>		
	a. Develop Budget Proposal for Dredging Marina Access Channel	June 2017	
	b. Present Budget Proposal for Dredging Marina Access Channel at Budget Workshop	July 2017	
	c. Funding of Dredging Marina Access Channel Proposal in FY 2017-2018 Budget for Commission Decision	September 2017	
5.	<i>Key Issues: Partnership with St. Lucie County, FDOT</i>		
	a. Complete Roadway Design for Fisherman's Wharf	May 2017	
	b. Complete Conceptual Development Plan of the Fisherman's Wharf Area	July 2017	
	c. Complete Design of Fisherman's Wharf Seawall	December 2017	

2017 FORT PIERCE STRATEGIC PLAN ACTION OUTLINES

Engineering cont.

Action/Activity	Implementation Date	Goal
6. <i>Key Issues: FDOT Funding, Developer Funding, Alignment Project (City), Signalization (FDOT)</i>		
a. Develop Proposal for Ohio Avenue & US 1 Signalization Upgrade	June 2017	
b. Present Signalization Upgrade Proposal at Budget Workshop	July 2017	
c. Funding of Ohio Avenue & US 1 Signalization Upgrade Proposal in FY 2017-2018 Budget for Commission Decision	September 2017	

Finance

Action/Activity	Implementation Date	Goal
1. <i>Key Issues: Investment, Debt, Reserve-Annual 1%</i>		
a. Complete Comprehensive Review of Financial Policies to Revise Policy Framework	June 2017	
b. Present Revised Financial Policies at Budget Workshop	July 2017	
c. Schedule Revised Financial Policies for Commission Decision	September 2017	


2017 FORT PIERCE STRATEGIC PLAN ACTION OUTLINES

Human Resources

Action/Activity	Implementation Date	Goal
<p>1. <i>Key Issues: Market Policy, Retention, Recruitment, Retirement, Benefit</i></p> <p>a. Employee Compensation and Benefits/Develop Proposal for External Study/Market Analysis</p> <p>b. City Commission Award of Contract for Employee Compensation and Benefits Study/Market Analysis</p> <p>c. Complete Employee Compensation and Benefits Report with Market Analysis</p> <p>d. Presentation of Employee Compensation and Benefits Study/Market Analysis at Budget Workshop</p> <p>e. Funding of Employee Compensation and Benefits Study/Market Analysis in FY 2017-2018 Budget for Commission Decision</p>	<p>May 2017</p> <p>June 2017</p> <p>July 2017</p> <p>July 2017</p> <p>September 2017</p>	
<p>2. <i>Key Issues: Social Media Policy, Texting Policy, Video Policy, Access Control Policy, Electronic Communications Policy, Sexual Harassment/LGBT Policy, Drug Policy, Non-Smoking Facility/Outside Policy</i></p> <p>a. Review Draft Policy/City Policies, Rules and Regulations: Update</p> <p>b. Outside Attorney/City Policies, Rules and Regulations: Update</p> <p>c. Adoption of Updated City Policies, Rules and Regulations by City Commission (HR & IT Collaboration)</p>	<p>Completed</p> <p>Completed</p> <p>July 2017</p>	

2017 FORT PIERCE STRATEGIC PLAN ACTION OUTLINES

Information Technology

Action/Activity	Implementation Date	Goal
1. <i>Key Issues: Type of Program, JD Program, Sponsorship, Equipment Upgrade, Quality of Program, Program Schedule</i>		
a. Complete Draft Plan/Television Channel Effectiveness Plan	June 2017	
b. Submit Draft Television Channel Effectiveness Plan to City Manager	June 2017	

Planning

Action/Activity	Implementation Date	Goal
1. <i>Key Issues: Building Height</i>		
a. Review Overlay Requirement to Prepare Report on Downtown Height Requirement	July 2017	
b. Develop Report with Options on Downtown Height Requirement	August 2017	
c. Schedule Report with Options on Downtown Height Requirement for Review by Planning Board	September 2017	
d. Schedule Report with Options on Downtown Height Requirement for Commission Decision/Adoption	October 2017	
<hr/>		
2. <i>Key Issues: Enclaves, Service Boundary</i>		
a. Prepare Draft of Interlocal Service Boundary Agreement	Completed	
b. Present Revised Draft ISBA at July 10, 2017 Conference Agenda Meeting	July 2017	
c. Negotiate Parameters of ISBA	October 2017	
d. Schedule Proposed ISBA for Commission Decision	December 2017	

2017 FORT PIERCE STRATEGIC PLAN ACTION OUTLINES

Planning cont.

	Action/Activity	Implementation Date	Goal
3.	<i>Key Issues: None</i>		
	a. Identify Funding for CRA Plan Update	June 2017	
	b. Present Funding Request for CRA Plan Update at Budget Workshop	July 2017	
	c. Funding of CRA Plan Update in FY 2017-2018 Budget for Commission Decision	September 2017	
4.	<i>Key Issues: Surplus Designation, Use of Sale</i>		
	a. Review Inventory/City Owned Property	June 2017	
	b. Schedule City Owned Property Inventory for Commission Direction	July 2017	
	c. Complete Citizen Input of City Owned Property Inventory	July 2017	
	d. Identify City Owned Properties for Sale	September 2017	
	e. Present Properties Identified to City Commission for Designation as Surplus	October 2017	
5.	<i>Key Issues: Funding, Contract, Timing, State Requirements</i>		
	a. Develop Budget Proposal for EAR/Comprehensive Plan	May 2017	
	b. Present EAR/Comprehensive Plan Proposal at Budget Workshop	July 2017	
	c. Funding of EAR/Comprehensive Plan Proposal in FY 2017-2018 Budget for Commission Decision	September 2017	





2017 FORT PIERCE STRATEGIC PLAN ACTION OUTLINES

Police

Action/Activity	Implementation Date	Goal
1. <i>Key Issues: Market, Recruitment/Retention</i>		
a. Police Compensation/Develop Budget Proposal	June 2017	
b. Present Police Compensation Budget Proposal at Budget Workshop	July 2017	
c. Funding of Police Compensation Budget Proposal in FY 2017/2018 Budget	September 2017	
2. <i>Key Issues: None</i>		
a. Review & Prepare Equipment List	June 2017	
b. Develop Budget Proposal for Equipment/Police Training & Equipment	June 2017	
c. Present Police Equipment Budget Proposal at Budget Workshop	July 2017	
d. Complete In Service Law Enforcement Training Program	September 2017	
e. Funding of In Service Training and Equipment in FY 2017-2018 Budget	September 2017	
3. <i>Key Issues: Ordinances, Feeding Locations, Relations with Treasure Coast Homeless Coalition, Shelters, Church Partnership & Program, Veterans Associations, Partnership Potential</i>		
a. Assign Police Officer to Downtown as Liaison to Homeless	September 2017	
b. Review “Best Practices/Policy” Report and Options to Develop Homeless Strategy & Action Plan	September 2017	
c. Present Homeless Strategy & Action Plan to Commission	September 2017	



2017 FORT PIERCE STRATEGIC PLAN ACTION OUTLINES

Police cont.

	Action/Activity	Implementation Date	Goal
4.	<i>Key Issues: None</i>		
	a. Complete DOJ Community Oriented Policing Assessment Report	September 2017	
	b. Submit DOJ Community Oriented Policing Assessment Report to City Manager for Review	October 2017	
	c. Present DOJ Community Oriented Policing Assessment Report to Commission	November 2017	
5.	<i>Key Issues: None</i>		
	Present Update of Gangs Action Plan to Commission	January 2018	
6.	<i>Key Issues: None</i>		
	a. Plan Event to Showcase Police and Community Partners (Community Unity Strategy and Action Plan)	May 2017	
	b. Host “Unity in Community” Event	June 2017	
	c. Develop Public Education of Police Body Cameras	June 2017	
	d. Host Community Meeting Arts, Culture, Recreation & Education Event	September 2017	
7.	<i>Key Issues: Funding, Grants for SRO</i>		
	Identify Potential Funding for School Resource Officer	Ongoing	

2017 FORT PIERCE STRATEGIC PLAN ACTION OUTLINES

Public Works

Action/Activity	Implementation Date	Goal
1. <i>Key Issues: None</i>		
a. Review Solid Waste Fee and Prepare Report	June 2017	
b. Present Solid Waste Fee Report at Budget Workshop	July 2017	
c. Schedule Solid Waste Fee Report for Commission Decision	September 2017	
2. <i>Key Issues: FDOT Entrances, Design, Funding, Maintenance, Staffing, Locations, Relationship to St. Lucie County, Community Involvement</i>		
a. Develop Entrances/Beach/Gateways Beautification Plan	February 2018	
b. Present Entrances/Beach/Gateways Beautification Plan to Commission	March 2018	



City of Fort Pierce: Strategic Plan

FORT PIERCE VISION 2032

Fort Pierce 2032 is a Unique Coastal Florida City

Our WATERFRONTS,
 STRONG LOCAL ECONOMY,
 HISTORY, ARTS AND CULTURE,
 CHOICE OF DESIRABLE NEIGHBORHOODS,
 OPPORTUNITIES FOR FUN,
 COMMUNITY UNITY AND PRIDE
 WHAT MAKES US UNIQUE

GOALS 2022

FINANCIALLY SOUND CITY PROVIDING EXCELLENT SERVICES
 SAFER AND MORE BEAUTIFUL CITY
 VIBRANT DOWNTOWN AND NEIGHBORHOODS
 COMMUNITY UNITY AND PRIDE
 GREAT PLACE TO LIVE, LEARN, WORK, AND PLAY
 ALIVE WATERFRONTS

POLICY AGENDA 2017

Top Priority

Police Compensation
 City Employee Compensation and Benefits
 Capital Outlaying Plan (5 Year) and Annual Funding
 Golf Course Comprehensive Evaluation
 Clean Community Initiative (CCI)
 Downtown Hotel Development
 Dredging Marina Access Channel

High Priority

Charter/City Code Review
 Peacock Arts District Incentives
 Entrances/Beach/Gateways Beautification Plan
 Restaurant Lease: Cobb and Tiki
 Downtown Height Requirement
 Boards/Committees Revision
 Stormwater Management Utility

Moderate Priority

Annexations Direction
 Street Resurfacing
 Solid Waste Fee

MANAGEMENT AGENDA 2017

Top Priority

City Policies, Rules and Regulations: Update
 Police Training and Equipment
 EAR/Comprehensive Plan
 Citywide Record Retention, Storage and Destruction Program Development
 Ohio Avenue and U.S. 1 Signalization Upgrade

High Priority

Television Channel Effectiveness Plan
 City Owned Property
 DOJ Community Oriented Policing Assessment Report

Financial Policies Comprehensive Review

Civil Service Appeal Process

MANAGEMENT IN PROGRESS 2017

Multi-Family Single Stream Recycling Program	RacTrac Cloud: IHGC Funding
Code Officers: Certified Parking Enforcement, Officers Trained	New Software for Retirement System
See Click Fix: City	Paperless Payroll Process: Electronic Stubs and Forms
Opti View Training	Sungard One Solution Animal Control Module
Solid Waste Division Efficiency Study	Online Searchable Portal: Development
Police Labor Contracts (Commission Decision)	Certified Municipal Clerk Designation
Police Mentorship Program: Development	Sunrise Theater Succession Plan: Initial Discussion
Pavement Condition Survey: Report	Police Minority Recruitment Program/Advancement: Revision
T2 Parking Enforcement Software for Mobile Parking Enforcement	Courageous Kid Program
City Marketing Plan and Actions: Expansion	Milo Training Simulator
Information and Data Base Management and Security	Police Citizens Review Board: Resolution and Appointment (with DOJ Assistance)
Paperless Purchase Order system	Police Youth Advisory Committee: Development
Click-2-Gov	Police Body Worn Cameras
Citywide Payment Card Policy (Online)	Police Training
Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Maintenance and Upgrade	Sunrise Theater New Corporate Partnerships
ProjectDox: Building Department	Zora Neale Hurston Trail Festival Day
Comprehensive Employee Wellness Policy and Program	The Highwayman Heritage Trail Arts and Culture
Police Promotion Examinations	Federal Emergency/Management Association (FEMA) Regulation for Flood Insurance: Public Education
Purchasing Policy (Limits): Direction	Small Business Growth: SCORE Workshops
Website: "Bid Awards", Purchasing Procedures"	Business Retention and Expansion (BRE)

MAJOR PROJECTS 2017

PAL Park: Outside Basketball Courts	Sunrise Theater Improvements
Pinewood Recreation Facility Improvements	Percy Peek Gymnasium: Floor Resurfacing and Classrooms
13 th Street Reconstruction (South of Avenue "D" to Avenue "E")	Murals Program (2)
Drainage Improvement Projects	Savannah Recreation Trail Connectivity to Indian Hills Trail: Engineering Design
City Parking Garage: Sealing	North 2 nd Street Road Improvements
City Hall: Seal/Paint	MLK Dreamland Park: Design, Construction
7 th Street Roadway Reconstruction (Wendell Road to 10 th Street)	Jaycee Park Connectivity Improvements
Police Athletic League (PAL) Park Restrooms	Public Day/"Dingy" Dock
Facilities Access Control and Security Upgrade	Moore's Creek Seawall Replacement
Restrooms: Downtown (2), Powell Park (1), Rotary, Fenn	Moore's Creek Boat Ramp Area Repairs (Joint Project with St. Lucie County)
17 th Street Reconstruction: Funding (Orange Avenue to Avenue "D")	Fisherman's Wharf Boat Ramp: Rebuild

