

# SECTION 5

---

## LOOKING TO FORT PIERCE'S FUTURE

Fort Pierce  
Vision 2032

City of Fort Pierce  
Success in 2022 means...

# City of Fort Pierce Actions for 2017

# City of Fort Pierce Strengths – Weaknesses Threats - Opportunities

## ► Strengths

1. Beaches
2. Inlet
3. Port of Fort Pierce
4. Indian River Lagoon
5. City Management and Staff Excellence
6. Diverse and Unified Community
7. Downtown
8. Sense of Community
9. Engagement with the Community
10. History and Heritage

► Areas for Improvement

1. Perception as an Unsafe City
2. Solid Financial Foundation
3. Condition of Streets and Roads
4. Police Pay
5. Marketing Fort Pierce
6. Increasing the Median Income of Fort Pierce Residents

► Threats to Fort Pierce's Future

1. Actions by the State of Florida: Legislature and Governor
2. Reduction of Economic Development Tools
3. Community Activism that Divides the Community rather than Unites
4. Short Term Rental Violators
5. Potential Major Disaster: Nuclear Facility
6. Community Divided by Race
7. Negative Climate to Law Enforcement – Nationwide
8. Budget Crisis: Limited Reserves

► Opportunities for Fort Pierce's Future

1. Collaboration with St. Lucie County
  - Port of Fort Pierce
  - Airport
  - Legislative Advocacy
2. Port of Fort Pierce Property Development
3. South Beach Wastewater Treatment Plant
4. H. D. King Plant
5. Increasing Manufacturing Industries
6. Unified City Community
7. Fort Pierce Reputation: Safe City
8. Airport Development and Economic Investment
9. Utility Authority Expansion to North St. Lucie County

# City of Fort Pierce Actions Ideas for 2017 Mayor and City Commission

1. Streets and Roads Maintenance and Upgrade Program Service Level and Funding
2. Business Permitting Process: Review/Refinement
3. Crime Reduction Strategy and Act on Plan
4. Short Term Rental: Direction
5. Parking Plan and Action
  - Citywide
  - Beach
  - Downtown
  - Major Corridors
6. Public Record Requests: Education
7. Electronic Communications Policy and Plan
8. City Marketing Plan and Actions: Expansion
9. DOJ Community Oriented Policing Assessment and Report with Recommendations
11. Electronic Recording Equipment and Performance
12. Youth Council
13. Community Unity Strategy and Action Plan

14. Charter Review: Direction and Process
15. Economic Development: Next Steps
16. St. Lucie County: Issues, Direction, City Actions, Business Development
17. Port of Fort Pierce: Strategy, Actions
18. Orange Avenue Corridor Parking: Direction, City Actions
19. North 2nd Street Improvements
20. PAL Restrooms
21. Downtown Restrooms
22. Moore's Creek Seawall Restoration
23. Police Department Salary Adjustment: Direction, Funding
24. Police Training and Equipment: Direction; Funding
25. Annexations: Benefit/Cost Analysis and Report; Direction; Interlocal Agreement; Transition Process
26. Water Services Regionalization: Direction
27. Wastewater Services Regionalization: Direction
28. Residential to Industrial Development: Land Use and Zoning
29. Golf Course Comprehensive Evaluation: Report, Direction, City Role
30. Sunrise Theater: Succession Plan
31. City Code: Review, Refinement
32. Orange Avenues Revitalization: Strategy, City Actions
33. Edwards Road Revitalization: Strategy, City Actions

34. Commercial Air Service at the Airport: City Action and Advocacy
35. Downtown Development - Hotel, Retail Expansion, Mixed Use Development: Strategy, City Actions
36. West of U. S. 1 Development/Redevelopment: Vision - Identity, Strategy, City Actions
37. Wastewater Plant Relocation: Direction, City Actions
38. Fleet Services Evaluation: Report, Direction
39. Information Technology Upgrades: Direction, Actions, Funding
40. City-owned Property: Inventory, Direction on Use/Salve
41. Parking Garage: Direction, Funding
42. New Alternative Revenue Sources: Study with Options, Direction
43. Stormwater Management, Program and Project: Status, Direction, Projects, Funding
44. Major Hotel Attraction Strategy: City Actions
45. Northwest Fort Pierce Development Strategy: Direction, Actions
46. School Enhancement Strategy: Direction, City Actions
47. CRA: Status, Direction, City Actions
48. Orange Avenue Parking Restriction - East/West: Review, Direction
49. Avenue "D": City Actions
50. Beach Gateway: Direction, City Actions
51. Museum Development: Direction, City Actions, Funding
52. Tourist Development Strategy and Action Plan: Direction, City Actions
53. Old Funeral Home Area Upgrade: Direction, City Actions

54. Economic Development Strategy Enhancement: Direction, City Role
55. Capital Projects Financing Plan: Development, Direction
56. Neighborhood Associations: Development, Staff Liaison
57. Minimum Housing Standards and Compliance in Residential Neighborhoods: Goals, Direction, Action Plan, Funding
58. Grocery Store Attraction: Strategy, City Action
59. Fisherman's Wharf: Seawall
60. Ferry Service: Direction, City Role, City Actions
61. Vacant Theater Reuse: Direction, City Role, City Actions
62. South of Port: Site Remediation, RFQ
63. West of U.S. 1 Activity Center: Goals, Direction, City Role, City Direction

# Top "10" Priorities for 2017

## EXECUTIVE PERSPECTIVE

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

# Realities for Cities: Trends

## 1. RETAIL MARKET CHANGING

Internet Sales: Growing  
Local Businesses: Internet Sales  
Smaller Space/Building – Too Much Zoning

## 2. SENIORS WITH NEEDS

Memory Loss  
Auxiliary Dwelling  
Senior Housing: Cost, Service Requests

## 3. CYBER ATTACKS

Major Incident  
City Attack – Access to Information  
Security Protection: Costs

## 4. NEGATIVE ENVIRONMENT FOR PUBLIC SAFETY

Events  
Community  
Employment

## 5. VARIABLE HOUSING MARKET

Building – Slow Recovery  
Home Loans – Difficulty  
Product Availability

## 6. CHANGING HOUSING TRENDS

Rental Market: Increase  
Short Term “Rentals”  
Urban Housing

## 7. NEGATIVE SOCIAL MEDIA

- Personal Attacks
- Misinformation
- Shaping Message and Response

## 8. CLIMATE CHANGE

- More Storm Events
- Shorter, Severe Winters
- Impact: City Facilities and Infrastructure – Costs of Maintenance, Repairs

## 9. COSTS OF PROJECTS: HIGHER BIDS

- Fewer Contractors
- Increased Material Costs
- Less Capacity

## 10. CHANGING WORKFORCE

- Expectations of Work
- Attitude, Standards, Actions
- Neglected Public Employment Opportunities

## 11. FUTURE MANAGEMENT AND EMPLOYEES; ELECTED LEADERS

- Older Workforce
- Next Generation: Preparation
- Limited “Pool” of Candidates

## 12. FINANCIAL SELF SUFFICIENCY

- Actions by Federal and State Government
- Fewer Grants with More Requirements
- Limited Revenue Options



City of Fort Pierce  
Our New Reality

# Looking to Fort Pierce's Future Departmental View

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2017

DEPARTMENT: Building Department

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

- Staffing and retention of qualified staff
- Implementation of electronic permitting system
- Education of staff and public: flood hazard mitigation, hurricane preparedness
- Annexation – squaring off of City limits
- Economic growth
- Addressing dysfunctional Boards

MANAGEMENT IN PROGRESS FY 2017  
PROJECTS AND ISSUES  
Fort Pierce, Florida  
January 2017

DEPARTMENT: Building Department

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

- 1 Project Dox
- 2 Records management
- 3 Training – ongoing staff training
- 4 Staffing – staff retention
- 5 Community Rating System (CRS) audit
- 6 Streamlining of permitting process

**INITIATIVES FY 2017:  
SHORT-TERM ISSUES AND PROJECTS**  
Fort Pierce, Florida  
January 2017

DEPARTMENT: Building Department

Please list issues or projects that you would like for the city to address this FY 2017.

- 1 Salary/Pay Study
- 2 Hiring and Retention Plan
- 3 Reclassification of Positions
- 4 Evaluation of construction boards

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2017

DEPARTMENT: City Clerk

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

- Aging equipment and infrastructure; need long-term capital improvement program.
- Financial constraints.

**MANAGEMENT IN PROGRESS FY 2017  
PROJECTS AND ISSUES  
Fort Pierce, Florida  
January 2017**

DEPARTMENT: City Clerk

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

- 1 Creation of written procedures for all City Clerk office functions – BTRs, competency Cards, Record Storage and Filing system, record retention, agenda preparation, legal advertising, resolution and ordinance preparation.
- 2 All Deputy Clerks to obtain their Certified Municipal Clerk designation.
- 3 Develop and implement a city-wide record retention, storage and destruction program.
- 4 Create an on-line searchable portal where all ordinances, resolutions and minutes are available for the public to search dating back to 1901.
- 5 Constant evaluation of processes and efficiencies.
- 6 Expansion of “Click to Gov” for online renewal, application, verification and payment of business tax receipts.
- 7 Create an Access database to track routing of BTRs to replace hand-written notebook.
- 8 Adopt revisions to the current vendor ordinances.

**INITIATIVES FY 2017:  
SHORT-TERM ISSUES AND PROJECTS**  
Fort Pierce, Florida  
January 2017

DEPARTMENT: City Clerk

Please list issues or projects that you would like for the city to address this FY 2017.

- 1 Opti-view training for all employees; expanded use of opti-view by other departments.
- 2 Public record training for all employees.
- 3 Evaluate all board and committee structure, size, appointment process and term limits.
- 4 Implement Economic Development Team recommendations.

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2017

DEPARTMENT: Code Enforcement & Animal Control

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

- Aging vehicles – at one time last month, all 3 animal control vehicles were in the garage for major repairs. It is excessively difficult to perform animal control enforcement in a spare vehicle with minimal equipment or ability to hold an animal.
- Enforcing the new animal control ordinance – it will take years to effectively change the culture of keeping dogs tied up outdoors.
- Changing perception – all my staff, both code enforcement and animal control, experienced negative comments and attitudes due to recent problems with the Police Department. At one point, all officers removed their badges so not to put the perception out that they were police officers.
- Aging equipment – our laptops are often completely inoperable, especially in the field. I am very excited to be the first department chosen to use the new hardware: tablets with docking stations in the vehicles and at the desk. Will hopefully be in place in the beginning of the new year.

**MANAGEMENT IN PROGRESS FY 2017  
PROJECTS AND ISSUES  
Fort Pierce, Florida  
January 2017**

DEPARTMENT: Code Enforcement & Animal Control

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

- 1 Enforcement of the new Animal Control Ordinance – working daily to educate the public on the new rules.
- 2 Re-write sign ordinance – draft new ordinance to comply with ruling of the Supreme Court. First draft to be presented to the City Commission at December conference agenda.
- 3 Utilizing Optiview – scanners have been installed at all code officer work stations to begin scanning and archiving all closed files.
- 4 Adopt the Clean Community Initiative (CCI) – alternate source of funding for nuisance abatement remediation.
- 5 Identify and implement a mobile parking enforcement program. Application and supplier has been identified and sole source letter received.

**INITIATIVES FY 2017:  
SHORT-TERM ISSUES AND PROJECTS**  
Fort Pierce, Florida  
January 2017

DEPARTMENT: Code Enforcement & Animal Control

Please list issues or projects that you would like for the city to address this FY 2017.

- 1 Fill and train a full-time code officer and a part-time code officer positions – currently vacant
- 2 Have Sungard OneSolution Animal Control Module installed on new hardware.
- 3 Have additional code officers trained as Certified Parking Enforcement officers.
- 4 Implement the T2 Parking Enforcement software for mobile parking enforcement.

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2017

DEPARTMENT: Engineering

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

- The lack of funds necessary for routine maintenance, mainly street resurfacing, curb replacement, and sidewalk replacement.
- Funding necessary for replacement and rehabilitation of aging stormwater system
- Funding mechanisms for construction of infrastructure in newly annexed areas

MANAGEMENT IN PROGRESS FY 2017  
PROJECTS AND ISSUES  
Fort Pierce, Florida  
January 2017

DEPARTMENT: Engineering

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

- 1 Completion of Pavement Condition Survey
- 2 13<sup>th</sup> Street Reconstruction (South of Avenue D to Avenue E)
- 3 Moore's Creek Seawall Replacement (2<sup>nd</sup> to Indian River Drive)
- 4 Drainage Improvements – (Bayshore Dr. / Sunset Isle Rd.)
- 5 Drainage Improvements – (Rio-Vista Drive)
- 6 Drainage Improvements – (Francis Avenue)
- 7 7<sup>th</sup> Street Roadway Reconstruction – (Wendell Rd. to 10<sup>th</sup> Street)
- 8 17<sup>th</sup> Street Reconstruction – (Orange Avenue to Avenue D)
- 9 2017 Street Resurfacing

**INITIATIVES FY 2017:  
SHORT-TERM ISSUES AND PROJECTS**  
Fort Pierce, Florida  
January 2017

DEPARTMENT: Engineering

Please list issues or projects that you would like for the city to address this FY 2017.

- 1 Additional resurfacing funding
- 2 Apply for funding grants for the continuation of the Moore's Creek Linear Park Phase II – west of 15<sup>th</sup> Street
- 3 Pursue funding for Ohio Avenue and US 1 signalization upgrades and lane reconfiguration
- 4 Continue with stormwater retrofit projects city-wide
- 5 Nutrient removal improvements to the Georgia Avenue Outfall

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2017

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
- 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 and software.
- State and Federal reporting continues to change and requires additional funds and staff to comply.

**MANAGEMENT IN PROGRESS FY 2017  
PROJECTS AND ISSUES  
Fort Pierce, Florida  
January 2017**

DEPARTMENT: Finance Department

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

- 1 Continue to promote transparency and trust by developing efficient processes and systems that allow easy access to data and information.
- 2 Update fiscal policies, which will identify and implement opportunities to improve accuracy, effectiveness and transparency.
- 3 Continue to review department workflows and develop and or upgrade systems, applications and processes to achieve greater efficiencies within the department and organization.
- 4 Work with IT to implement online payments for all City fees and charges.

**INITIATIVES FY 2017:  
SHORT-TERM ISSUES AND PROJECTS**  
Fort Pierce, Florida  
January 2017

DEPARTMENT: Finance Department

Please list issues or projects that you would like for the city to address this FY 2017.

- 1 Paperless payroll process (i.e. direct deposit, electronic stubs and forms).
- 2 Streamline department processes to save time and money.
- 3 Increase vendor participation with ACH payments.
- 4 Work with IT and Purchasing to implement paperless PO process
- 5 Continue to develop clear and resourceful financial materials to effectively present to Commission, staff and the public.

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2017

DEPARTMENT: Indian Hills Golf Course

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

- Increasing the number of rounds and revenue at the golf course.
- Controlling gang violence and crime.
- Attracting new businesses to bring jobs to Fort Pierce.
- Finding solutions to the parking problems in the City.
- Increasing revenue for the entire City.
- Development of the Port.

MANAGEMENT IN PROGRESS FY 2017  
PROJECTS AND ISSUES  
Fort Pierce, Florida  
January 2017

DEPARTMENT: Indian Hills Golf Course

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

- 1 Improving all conditions at the golf course. We are in the process of restoring all the sand bunkers and controlling weed growth.
- 2 Finding ways to reduce expenses.
- 3 Continued training of all employees to bring them to full potential.
- 4 Creation of a Golf Course Advisory Committee to work with golf course management to discuss issues of concern. We have contacted our various leagues to solicit volunteers.

**INITIATIVES FY 2017:  
SHORT-TERM ISSUES AND PROJECTS**  
Fort Pierce, Florida  
January 2017

DEPARTMENT: Indian Hills Golf Course

Please list issues or projects that you would like for the city to address this FY 2017.

- 1 Attracting more businesses, jobs and residents to Fort Pierce.
- 2 Development of the Port.
- 3 Parking in the downtown area and beaches.
- 4 Continuing the partner with the community to combat gang violence and crime.
- 5 Developing a trolley or bus service to get boaters from the City Marina to shopping centers, the Sunrise Theatre, and the Golf Course.

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2017

DEPARTMENT: Human Resources

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

- Progressive Funding
- Slight Stagnation of City Growth
- Some Departments Under Staffed
- Compensation for some Positions not competitive enough
- Some Outdated Equipment
- Outdated City Vehicles, including Police Department Vehicles and Garbage Fleet

MANAGEMENT IN PROGRESS FY 2017  
PROJECTS AND ISSUES  
Fort Pierce, Florida  
January 2017

DEPARTMENT: Human Resources

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

- 1 Moving to Electronic Applicant Tracking System from paperless applications
- 2 Revising City Rules and Regulations
- 3 Employee Training Program for all Employees in Works

INITIATIVES FY 2017:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2017

DEPARTMENT: Human Resources

Please list issues or projects that you would like for the city to address this FY 2017.

1      Electronic Storage Space for the Many Files in the HR office in Particular

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2017

DEPARTMENT: Information Technology

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

- IT infrastructure and growth with prevailing technologies.
- Data housing and storage with associated growth.
- Continuing education concerning security risk in a digital age.
- Continued policy refresh/updating

MANAGEMENT IN PROGRESS FY 2017  
PROJECTS AND ISSUES  
Fort Pierce, Florida  
January 2017

DEPARTMENT: Information Technology

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

- 1 Projectdox: Building Dept
- 2 C2G v3: Building, City Clerk
- 3 RecTrac Cloud: IHGC
- 4 Dockwa: City Marina
- 5 SeeClickFix: City of Fort Pierce
- 6 Enterprise GIS initiative: City wide

**INITIATIVES FY 2017:  
SHORT-TERM ISSUES AND PROJECTS**  
Fort Pierce, Florida  
January 2017

DEPARTMENT: Information Technology

Please list issues or projects that you would like for the city to address this FY 2017.

- 1 Chamber and conference room upgrades
- 2 Call Center operations upgrade
- 3 Facilities Access Control & Security upgrade

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2017

DEPARTMENT: City Marina

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

- Having cash flow in order to replace outdated equipment and the cost of replacing the cities older infrastructure.
- New growth within the City
- Demand for additional parking downtown and on the beach
- New sport programs for the youth

MANAGEMENT IN PROGRESS FY 2017  
PROJECTS AND ISSUES  
Fort Pierce, Florida  
January 2017

DEPARTMENT: City Marina

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

- 1 Construct new day dock – awaiting Florida Fish and Game Commission grant
- 2 Rebuild Moore's Creek boat ramp – apply for second grant thru F.W.C.
- 3 Rebuild Fisherman's Wharf boat ramp – apply for second grant thru F.W.C.

**INITIATIVES FY 2017:  
SHORT-TERM ISSUES AND PROJECTS**  
Fort Pierce, Florida  
January 2017

DEPARTMENT: City Marina

Please list issues or projects that you would like for the city to address this FY 2017.

- 1 Install online reservation system
- 2 Add electrical metering to inside fixed docks

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2017

DEPARTMENT: Planning Department and Urban Redevelopment

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

- Staffing – Application/Project Volume increases significantly each year and staffing has not kept pace
- Recruiting development versus perceptions of City
- Maintaining affordable housing stock – for all income levels

MANAGEMENT IN PROGRESS FY 2017  
PROJECTS AND ISSUES  
Fort Pierce, Florida  
January 2017

DEPARTMENT: Planning Department and Urban Redevelopment

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

- 1 Staffing – Application/Project Volume increases significantly and staffing has not kept pace
- 2 Annexation Strategy – Interlocal Service Boundary (ISBA) with SLC
- 3 Gateways on Orange Ave – attractive entrances and roadways into City
- 4 Developing programs to enhance redevelopment on Orange Ave
- 5 Developing parking solutions downtown and Beachside
- 6 Residential rehabilitation and other grant funded programs - through CDBG, SHIP, FPUA, World Changers, etc

**INITIATIVES FY 2017:  
SHORT-TERM ISSUES AND PROJECTS**  
Fort Pierce, Florida  
January 2017

DEPARTMENT: Planning Department and Urban Redevelopment

Please list issues or projects that you would like for the city to address this FY 2017.

- 1 Developing programs to enhance redevelopment on Orange Ave
- 2 EAR Evaluation and Appraisal Report/ Comp Plan due to DEO
- 3 Growing Ad Valorem base (TIF Revenue for FPRA)
- 4 Developing parking solutions downtown and Beachside
- 5 Collaborate with other agencies to create homeless transitional housing program.
- 6 Continue collaboration with Allegany Franciscan Ministries for redevelopment on Avenue D.
- 7 Mural program – installation of two approved plus looking at future sites
- 8 Process development applications as expediently as possible, providing sound professional and technical guidance
- 9 Encouraging small business growth and success through SCORE workshops, micro grants, etc
- 10 Capitalize on the heritage and ecotourism activities in place: FPAT, Zora Trail, Highwayman Trail etc.

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2017

### DEPARTMENT: Fort Pierce Police Department

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

- The ability to purchase capital equipment e.g., patrol vehicles, computer equipment, and hardware/software maintenance in order to keep up with existing and emerging technology and industry best practices.
- The ability to implement a capital equipment life cycle program to prevent key capital items from falling into such a state of despair e.g., patrol vehicles and laptop computers.
- The ability to replace essential security systems and infrastructure at the main and substations e.g., gates and key card access systems.
- The ability to develop a comprehensive competitive pay package in order to attract future employees.
- The ability to effectively deal with our attrition rates e.g., losing 10 to 15 percent of our staff annually. In 2016, the police department had 26 police officers resign or retire. Of those resigning, they cited better pay and benefits as the main reason for resigning.
- The ability to provide additional resources to keep pace with the City's annexation and development agreements. The City has expanded its jurisdictional boundaries by almost 5 square miles. The City has also seen a number of new businesses open and homes built within the past year or two. However, the police department has not expanded its staff or resources to keep pace with this growth and development.
- The development of key staff members e.g., succession planning. Within the next 5 years, the police department has the potential of at least 10 promotional opportunities as a result of key retirements and the DROP plan.
- The development of an updated Job Description, Pay Scale for all positions within the police department, both sworn and civilian e.g., Accreditation Manager, Grant Writer, Public Information Officer.

- The ability to effectively address our growing Homeless population and the lack of a Homeless Shelter within St. Lucie County.
- Keeping Health Insurance costs down for all of our employees; sworn and support staff.

# MANAGEMENT IN PROGRESS FY 2017

## PROJECTS AND ISSUES

### Fort Pierce, Florida

January 2017

DEPARTMENT: Fort Pierce Police Department

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

1. Dynamic and scenario based training.
2. Cultural sensitivity/diversity and de-escalation training.
3. Community Outreach e.g., bridging the gap between law enforcement and our community.
4. Attain our reaccreditation certification through the Florida Police Accreditation Coalition (FLA-PAC).
5. Purchase the Milo Training Simulator, scenario based training simulator.
6. Renegotiate the International Union of Police Associations, Police Officer Unit contract and the Coastal Florida Police Benevolent Associations, Sergeants and Lieutenants Unit contract.
7. Obtaining a Crime Prevention Truck to assist in community outreach. By being a mobile unit it will be used as a learning display and have the ability to serve refreshments such as ice cream and popcorn. This program will help bridge the gap between the police department and our community, especially our youth.
8. Host at least one Citizens Police Academy.
9. Active Shooter Training (inside and outside the agency).
10. Develop and complete a Promotional Examination for the Ranks of Sergeant and Lieutenant.
11. The development of a Citizens Review Board
12. Develop a Youth Advisory Committee

**INITIATIVES FY 2017:  
SHORT-TERM ISSUES AND PROJECTS**  
Fort Pierce, Florida  
January 2017

DEPARTMENT: Fort Pierce Police Department

Please list issues or projects that you would like for the city to address this FY 2017.

- 1 The purchase of Police Radios e.g., walkie-talkies and in-car radios need to be replaced.
- 2 The development of a comprehensive Body Worn Camera program e.g., the purchase of the equipment, development of an effective policy, community involvement/input, criminal justice partners involvement/input, development of implementation guide, and the hiring of additional staff to meet the demands/expectations of this program.
- 3 The purchase of additional Patrol Vehicles for our aging fleet.
- 4 Purchase updated equipment to meet the Department needs.

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2017

DEPARTMENT: Public Works

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

- Hiring and retaining qualified employees.
- Aging fleet of vehicles and equipment.
- Aging infrastructure throughout the City.

MANAGEMENT IN PROGRESS FY 2017  
PROJECTS AND ISSUES  
Fort Pierce, Florida  
January 2017

DEPARTMENT: Public Works

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

- 1 Team building within the PWD.
- 2 Cross training and Cross utilization within the PWD.
- 3 Multi-family recycling program.
- 4 Collection and efficiency study within the Solid Waste Division.
- 5 Community outreach.

INITIATIVES FY 2017:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2017

DEPARTMENT: Public Works

Please list issues or projects that you would like for the city to address this FY 2017.

- 1 Salary and benefits study.
- 2 Institute a vehicle replacement plan.

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2017

DEPARTMENT: Purchasing

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

- To get local vendors to participate in our local vendors program so that revenue spent will reach 75% participation level within our local boundaries.
- Staffing-reductions in staff over the years, the ability to recruit and retain employees limited by salary restrictions and study.

MANAGEMENT IN PROGRESS FY 2017  
PROJECTS AND ISSUES  
Fort Pierce, Florida  
January 2017

DEPARTMENT: Purchasing

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

- 1 Collaboration with IT and Finance to implement paperless Purchase Orders
- 2 Enhance Department website to include "Bid Awards" and "Purchasing Procedures"
- 3 Contract and Insurance Management Module system to assist with annual contracts and COI; Ion Wave Technologies, Inc.

One cloud-based, centralized system for all contract documents and attachments eliminating data stored in filing cabinets, various hard drives, spreadsheets, databases and address books.

The insurance tracking feature will cue up and schedule email notifications reminding the responsible user that the supplier's insurance policy is expiring.

**INITIATIVES FY 2017:  
SHORT-TERM ISSUES AND PROJECTS**  
Fort Pierce, Florida  
January 2017

DEPARTMENT: Purchasing

Please list issues or projects that you would like for the city to address this FY 2017.

- 1 Staffing for needed positions
- 2 Pay adjustments for employees

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2017

### DEPARTMENT: Sunrise Theatre for the Performing Arts

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

- While the property values have slowly increased over the past few years (compared to other faster paced markets), the assessed values that drive both City and County budgets will probably not address the real needs of all City departments and, as an Enterprise department for the City, funding may prove to a greater challenge in the next five years.
- Reducing sponsorship Funding from City: The securing of unearned income has proven to remain a challenge to help offset operation and capital needs of the theatre. While campaigns have been somewhat limited due to available human resources, one fact that will need to be overcome in the future is that certain individuals believe that their taxes paid to the City help cover our sponsorship and therefore opt to donate/gift charities involved with human services, 501 © 3 not-for-profits, etc. While the Sunrise Theatre Foundation is making some advances in fundraising for them, it is yet to progress to the point of substantial giving or having the funds to support the theatre itself.
- The Sunrise Theatre and the City continue to draw new visitors to the City, but there are still many members of communities very close by and potential visitors/patrons further distanced that still have a negative perception of the City and County. We will still remain committed to the fullest to change that perception through our marketing, programming and networking efforts but this will not be an overnight change and will remain a challenge over the next 5 years (hopefully diminishing each year).
- Parking in the downtown area has proven to be an ever-increasing challenge over the past 2 years with some temporary solutions but with expected growth that we are all hoping for. It is understood this challenge has been and will continue to be studied and addressed, customer service for not only our patrons but all visitors to the downtown area, at times currently and in the future will require realistic solutions with a realistic critical path to accomplish same.

MANAGEMENT IN PROGRESS FY 2017  
PROJECTS AND ISSUES  
Fort Pierce, Florida  
January 2017

DEPARTMENT: Sunrise Theatre for the Performing Arts

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

- 1     Programming: Efforts are always ongoing with attempting to go through the current season and planning the next to balance the diversity, scheduling and practicality for the next.
- 2     Budget Control: Attempting to maintain operations in the mode of minimizing expenses and maximizing earned income without being impractical and attempting to increase unearned income wherever and however possible.
- 3     Building Maintenance and Capital Investment: While the current fiscal year has allowed for capital dollars for the first time in probably 7-8 years, the funds allocated for the current fiscal are mostly committed at this point in the year due to the purchase of a new chiller to replace the original equipment. This will continue given the fact that the building will be nearing 12 years old and replacement/updating equipment needs, refurbishing the systems and maintain the aesthetics of this very public and a great source of pride for the City (as its owner and operator) are facts of any yearly operational concerns.
- 4     Forging new corporate partnerships and expanding our donor and member base.
- 5     Others that have been noted in earlier categories.

**INITIATIVES FY 2017:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2017**

DEPARTMENT: Sunrise Theatre for the Performing Arts

Please list issues or projects that you would like for the city to address this FY 2017.

- 1 Continued support for the sponsorship of the Sunrise Theatre with the goal of the theatre to reduce those required sponsorship dollars when possible.
  
- 2 The need to address the gateways/points of entry and their improvement and enhancement not only as an aesthetic need but also a definite sense of "arrival". This is a common comment I hear from many patrons and visitors to the City/Historic Downtown (which desperately needs appropriate signage to promote same). This point is meant to address the north and south entry ways but especially the western entrance to the City which bears little information/signage as to where Beaches, Hutchison Island, Attractions and Historic Downtown are located. Currently, the most important information signage that is lacking is at the I-95 and Turnpike exchanges where promoting visitors to "come explore" is practically non-existent.