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SECTION 1

STRATEGIC PLANNING FOR THE CITY OF FORT PIERCE

STRATEGIC FRAMEWORK

VISION 2033

"Desired Destination for Fort Pierce"

PLAN 2023

"Map to Fort Pierce's Destination"

EXECUTION

"Route for Next Year"

MISSION

"Responsibilities of Fort Pierce City Government"

BELIEFS

"How Fort Pierce's City Government Should Work"

SECTION 2

LOOKING TO FORT PIERCE'S FUTURE

City of Fort Pierce

Success in 2023 means...

Linda Hudson:

1. Wastewater Treatment Relocation
2. Road Improvements Plan
3. Tax Revenue
4. Reputation: Safe Community

Jeremiah Johnson:

1. Downtown Residents and Amenities
2. Fisherman's Wharf: Transportation Project Completed
3. Annexation
 - a. North
 - b. Southwest
4. Business Development on Orange Avenue with Complete Streets Program
5. Irrigation Quality Water
6. Expanded Water/Wastewater Service
7. Unimproved Street Improvements

Reggie Sessions:

1. Hotel Downtown
2. Squared Boundary through Annexation
 - a. North
 - b. West
3. Condemnation of Old, Blighted Buildings/Homes with Infill Development
4. FPUA: Utility Rates and Connection Fee

Tom Perona:

1. **Attractive Gateways to Downtown (U.S. 1, Orange Avenue, Okeechobee Road, Avenue D**
2. **Police Compensation: Competitive**
3. **King Power Plant Site Development**
4. **"Brand" Consistent**
5. **Public Transit Option: Downtown and Beach**

Rufus Alexander:

1. **Jobs for Residents through better Promotion to Businesses**
2. **Road Improvements**
3. **Hotel Downtown**
4. **City – FPUA Working together – Positive Relations**
5. **Serenity – People want to Come Here**

City of Fort Pierce Actions for 2018

Linda Hudson:

1. DOJ Completion – Report/Plan
2. Development Task Force
3. Sunrise Theatre: Plan for Future
4. FPUA – City Joint Session
5. Hurricane Irma

Jeremiah Johnson:

1. Parking Garage Investment – Retail
2. King Power Plant Property Development
3. Avenue “B” Rename
4. Annexations
5. Water Quality Improvement
6. EOC at Indian Hill Golf Course (Homeland Security Grant) Plan and Location
7. Beach Parking Plan for South Beach
8. Sales Tax Initiative

Reggie Sessions:

1. Port Development: Land Acquisition
2. Road Improvement: Low Rated Roads with High Traffic Volume
3. Parking in Downtown: Plan and Solutions, Educating the Public
4. Use of Public Transit – Mobility through Uber, Transits and other Modes
5. City Hall: Prepared for Growth

Tom Perona:

1. King Power Plant Property – Review and Developer Agreement
2. FPUA Charter Issue: Relationship
3. Parking Solution – Response to Changing Pattern
4. Surplus Property: Review, Public Information
5. Port Development: City Role
6. Homeless Solutions (with St. Lucie County)

Rufus Alexander:

1. Complete: Hotel Development
2. Orange Avenue Businesses Development
3. Road Improvements

City of Fort Pierce

Strengths – Weaknesses

Threats - Opportunities

► Strengths

1. Positive momentum in Downtown: people and new businesses
2. Rediscover rich history
3. Diverse community: respect for each other and welcoming
4. Port of Fort Pierce
5. Community events and festivals with increasing participation by community
6. City services and responsiveness
7. Mayor-City Commission team: open to change
8. City management and employees serving the community
9. Tapping the arts and culture
10. Accessible waterfront with high quality water, Inlet to Atlantic Ocean
11. Distinctive neighborhoods with resident pride
12. Working relations with St. Lucie County
13. Schools: continuing to improve
14. Safe community: crime trending down, residents reporting, working with Fort Pierce Housing Authority

► **Strengths**

15. Access to fishing – tourists
16. Becoming tourist destination – Europe
17. Ecotourism expansion
18. Vacant land for development
19. Reputation: “business friendly” city
20. Transportation network
21. Diverse city workforce – hiring quality employees
22. Affordable housing

► Areas for Improvement

1. Entrances to Fort Pierce – unattractive and “ugly” image
2. “Business” friendly processes – looking for more ways to say “yes”
3. Race relations: outreach to Hispanic/Creole speaking communities
4. Sunrise Theatre as a community resource, programming and partnership
5. Aging and deteriorating neighborhood infrastructure – funding
6. Helping others to discover Fort Pierce: promotion and marketing
7. Parking at several locations: Downtown, Island/Beach
8. Disaster preparation – hurricanes
9. Competition among communities within St. Lucie County
10. Squaring boundaries
11. Coastal zoning property designation – impact on development and property values
12. Homelessness – talk with actions – facilities and programming
13. Events beyond the Downtown – business collaboration for promotion and marketing
14. Marketing the Peacock Arts District
15. Short term housing

► **Threats to Fort Pierce's Future**

1. Remaining "undiscovered"
2. Fragmentation in the Fort Pierce community (Have/Have Not)
3. Actions by the State of Florida and Federal Government
4. Unsquared boundaries
5. Having a reputation as "business unfriendly"
6. Deteriorating roads – lack of funding
7. Lack of competitive compensation
8. Adjusting to millennial workforce
9. Pension changes, then other benefits
10. "Free" municipal services
11. Staffing for annexed areas
12. Rising sea level

► Opportunities for the Future

1. Downtown Development
2. Port Development
3. Expanded Tourism
4. Community Beautification
5. Neighborhood Revitalization
6. Major Corridors Beautification
7. I-95 Entranceway Beautification
8. Jetty Development and Use
9. Annexations
10. Community Policing
11. Youth Recreation Expansion
12. Arts Expansion
13. Community Unity
14. Relations with the Bahamas
15. Airport Expansion
16. Commuter Train Service
17. Public – Private Partners to Restore Lincoln Theater
18. Seaplane Base
19. North Bridge – Rebuilding with Observation Deck

City of Fort Pierce Actions Ideas for 2018 Mayor and City Council

1. Sunrise Theatre: Evaluation Report, Direction and City Actions
2. Port Development: Next Steps
3. DOJ Contract: Next Steps
4. Citizens Police Advisory Board: Direction
5. Community Policing: Direction and City Actions
6. Annexation: Report with Status and Options, Direction and City Actions
7. Emergency Operations Center: Direction
8. Roads: Service Level and Funding
9. Vehicle Replacement Plan: Development and Funding
10. Dirt Roads Policy: Direction, City Role and Funding
11. Regional Wastewater Treatment Plant: Direction
12. King Power Plant Site: RFP, Direction and City Action
13. Historic Plan: Development and Direction
14. Race Relations - Community Outreach: Direction and City Actions
15. Small Business Assistance Program/Services

16. City-FPUA Strategy: Key Issues and Direction
17. St. Lucie County: Key Issues and Direction
18. Orange Avenue Corridor Plan: Direction, City Actions and Funding
19. Retail Development Strategy: Goals, Report with Options, Direction and City Actions
20. Peacock Arts District: Next Steps
21. Gateway Plan Comprehensive Strategy: Development, Direction and Funding
22. Neighborhood Infrastructure Upgrade Plan: Development, Project Priorities, Direction and Funding
23. Paid Parking: Study and Direction
24. Downtown Parking: Status, Direction
25. Downtown Parking Garage: Next Steps, Events on Top Floor
26. Utility Capacity for Growth: Report and Direction
27. Charter Review: Direction
28. Downtown Hotel Development
29. Youth Recreational Programs: Assessment of Needs, Report with Options, Goals, City Role, Direction and Funding
30. Energy Conservation Program - City and Community: Report with Options, Direction and City Actions
31. Community Events: Inventory, Evaluation Report, Direction and City Role

32. Expanded Bahama Relations Strategy: Goals, Report with Options, Direction and City Actions
33. Arts and Culture: Goals, Reports with Options, Direction and City Actions
34. Homeless Strategy: Problem Analysis, Report with Options, County Role/City Role, Other Partners, Direction and City Actions
35. Infrastructure Investment Surtax: Public Awareness and Election [11/18]
36. Development/Parking on South Beach Jetty: Direction and City Actions
37. Public-Private Partnership Lincoln Theater: Agreement
38. Lincoln Park: Direction
39. Old Tiki Bar: Direction and City Actions
40. 10th/Orange Arts/Heritage/Cultural Center: Direction

Top "13" Priorities for 2018

EXECUTIVE PERSPECTIVE

- 1. Compensation: Restructure and Funding**
- 2. City Service and Staffing Level: Funding**
- 3. Charter/Code of Ordinance: Revision/Modernization**
- 4. Stormwater Management Utility Fee: Increase**
- 5. Spending Limit for City Manager: Decision**
- 6. Force FPUA: Wastewater Treatment Plant Relocation**
- 7. Development Review Task Force: Report and Implementation**
- 8. Recreation Division: Creation and Funding**
- 9. Sunrise Theatre: Evaluation Report**
- 10. Annexation: Action, City Staffing and Funding**
- 11. Information Technology: Update Plan and Funding**
- 12. Entrance Gateways Beautification: Plan and Funding**
- 13. Homeless: Resource Center Location, Partnerships and Funding**

Looking to Fort Pierce's Future Departmental View

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: City Attorney's Office

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

- Development of the Fisherman's Wharf Project.

**MANAGEMENT IN PROGRESS FY 2018
PROJECTS AND ISSUES
Fort Pierce, Florida
February 2018**

DEPARTMENT: City Attorney's Office

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

- 1 Charter Review Committee Recommendations to the City Commission.
- 2 Hire full time legal secretary or paralegal in order to enhance ability to provide legal services to the City.

**INITIATIVES FY 2018:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
February 2018**

DEPARTMENT: City Attorney's Office

Please list issues or projects that you would like for the city to address this FY 2018.

1	N/A
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MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Building

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

- Acquisition and retention of qualified inspectors due to industry shortage.
- Dwindling office space available as number of staff members potentially increase with demand.
- Acclimation of staff, IT, and other departments to ProjectDox once implemented.
- Reorganization, training, and cross training department staff for optimal efficiency.
- Maintaining level of service pending the substantial increase in upcoming construction projects.
- Digitizing research request results.

**MANAGEMENT IN PROGRESS FY 2018
PROJECTS AND ISSUES
Fort Pierce, Florida
February 2018**

DEPARTMENT: Building

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

- 1 Acquiring and placing staff members in position.
- 2 ProjectDox planning for implementation.
- 3 Flood mitigation strategies and public education
- 4 Creation of a "one-stop" permitting hub.
- 5 Update aging department vehicles.
- 6 Encourage "horizontal alignment" with other departments to expedite permitting process and to satisfy all Federal, State, and local requirements.

**INITIATIVES FY 2018:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
February 2018**

DEPARTMENT: Building

Please list issues or projects that you would like for the city to address this FY 2018.

- 1 Discontinue dependency of contracted labor inspection services.
- 2 Establish a Community Rating System (CRS) Coordinator to manage all flood-related issues.
- 3 Increasing the number of permit types that can be issued over-the-counter or same day.

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: City Clerk

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

- Financial constraints.
- Ability to attract and retain employees as the economy continues to improve.

**MANAGEMENT IN PROGRESS FY 2018
PROJECTS AND ISSUES
Fort Pierce, Florida
February 2018**

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, Business Tax Official designation and Records Management Certification.

**INITIATIVES FY 2018:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
February 2018**

DEPARTMENT: City Clerk

Please list issues or projects that you would like for the city to address this FY 2018.

- 1 Opti-view training for all employees; expanded use of Opti-view by other departments.
- 2 Provide access to Opti-view to departments outside of city hall.
- 3 Create an on-line searchable portal where all ordinances, resolutions, minutes, contracts, leases, and interlocal agreements are available for the public to search dating back to 1901.
- 4 Expansion of "Click-2-Gov" for online renewal, application, verification and payment of business tax receipts.

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Community Response / Code Enforcement & Animal Control

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

- Homeless persons – the down side of the CSI program is eliminating places where the homeless currently find shelter.
- Increasing City revenue
- Affordable Housing
- Personnel growth to match City growth
- Adding entertainment or recreation components for the citizens.
- Lack of employment opportunities for young professionals.
- Repairing City Hall due to damage from Hurricane Irma and eliminating the unhealthy conditions.

**MANAGEMENT IN PROGRESS FY 2018
PROJECTS AND ISSUES
Fort Pierce, Florida
February 2018**

DEPARTMENT: Community Response / Code Enforcement & Animal Control

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

- 1 CSI
- 2 Anti-tethering program / education
- 3 TNR program
- 4 New Animal Control Comcate program – go live in February / March
- 5 Sign Ordinance enforcement / education
- 6 CPTED being used aggressively to improve public safety
- 7 Two hour parking enforcement – finalizing the process from issuance through collections.
- 8 Tag & Tow of non-operable vehicles helps eliminate blight in neighborhoods
- 9 Educating citizens on new ordinances is a continuing process.

**INITIATIVES FY 2018:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
February 2018**

DEPARTMENT: **Community Response / Code Enforcement & Animal Control**

Please list issues or projects that you would like for the city to address this FY 2018.

- 1 Enhanced Recreation Department
- 2 Homeless persons assistance
- 3 New dumpster solutions downtown – suggest all dumpsters be placed in a locked enclosure with the businesses who pay for the dumpster having a key. Hopefully reducing the amount of illegal dumping.

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Engineering

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

- The lack of funding necessary for routine maintenance, resurfacing of streets, replacement of curbs and sidewalks
- Funding necessary for the replacement and rehabilitation of our aging stormwater system
- Funding mechanisms for construction of infrastructure in newly annexed areas of the City

**MANAGEMENT IN PROGRESS FY 2018
PROJECTS AND ISSUES
Fort Pierce, Florida
February 2018**

DEPARTMENT: Engineering

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

- 1 Surfside Park Residential Street Drainage Improvements
- 2 7th Street Reconstruction (Wendell Rd. to 10th Street)
- 3 Ohio Avenue @ US 1 Realignment (construction)
- 4 17th Street Reconstruction (Orange Ave. to Avenue D)
- 5 Avalon Avenue Drainage Improvements
- 6 2018 Street Resurfacing
- 7 2018 Maintenance Dredging

**INITIATIVES FY 2018:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
February 2018**

DEPARTMENT: Engineering

Please list issues or projects that you would like for the city to address this FY 2018.

- 1 Additional resurfacing funding
- 2 Nutrient removal improvements to the Georgia Avenue Outfall
- 3 Secure funding for the design/build replacement of the Melody Lane seawall
- 4 Evaluation of a Stormwater Management Utility (SMU) user fee increase
- 5 Evaluation of implementing Engineering permit review and inspection fees

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Finance Department; Finance, Purchasing & Grant Administration

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 equipment and software
- State and Federal reporting continues to change and requires additional funds and staff to comply
- Lack of local vendor participation
- Decent Affordable Housing for all Fort Pierce residents
- Limited affordable rental housing stock

MANAGEMENT IN PROGRESS FY 2018
PROJECTS AND ISSUES
Fort Pierce, Florida
February 2018

DEPARTMENT: Finance Department; Finance, Purchasing & Grant Administration

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 Continue to update and create policies that will 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 Continue to work with IT to implement online payments for all City fees and charges
- 5 Continue to work with IT to implement paperless Purchase Order system
- 6 Upgrade software modules to better serve Purchasing staff and the public.
- 7 Produce a Purchasing manual for internal staff and the public
- 8 3rd Annual Highwaymen Heritage Trail Art Show and Festival - collaboration with A.E. Backus Museum to provide 'Highwaymen Weekend' event with activities going on in lower income neighborhood and downtown Fort Pierce
- 9 SHIP Home Rehabs - Projected to undertake 30 income qualified owner-occupied home rehabilitations
- 10 SHIP 1st Time Homebuyer - Prepared to cover down payment and closing cost assistance to 8 new income qualified homebuyers within the City limits of Fort Pierce

- 11 Continue Marketing/Promotion for small tourism-related businesses
- 12 Collaborating with SCORE to encourage 4 new store front businesses to open in the Lincoln Park community
- 13 Continue to collaborate with Allegany Franciscan Ministries
- 14 Public Service Grants - Provide grants to supportive service agencies who will provide services and programs for 5,000 very low income citizens
- 15 4th Annual Highwaymen Heritage Trail Festival - Will continue to expand and grow this annual event
- 16 Zora Neale Hurston Dust Tracks Heritage Trail - Collaborating with City of Eatonville, FL to promote Fort Pierce's Zora Trail and amenities to grow tourism in lower income neighborhoods
- 17 Create and Publish Request for Qualifications for Architect to design plans to convert historic St. Anastasia building into Arts and Cultural Heritage Performing Arts Center (or some other name-not sure yet)
- 18 Public Meetings then create 10-Year Arts and Culture Strategic Plan - based on Arts and Culture Master Plan that was developed in 2017.
- 19 Mural Art Project - across Fort Pierce

**INITIATIVES FY 2018:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
February 2018**

DEPARTMENT: Finance Department; Finance, Purchasing & Grant Administration

Please list issues or projects that you would like for the city to address this FY 2018.

- 1 Streamline department processes to save time and money
- 2 Complete paperless payroll process (i.e. electronic stubs and forms)
- 3 Begin initiative to move vendors to ACH payments
- 4 Continue to develop clear and resourceful financial materials to effectively present to Commission, staff and the public.

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Indian Hills Golf Course

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

- We will grow and improve daily, but our biggest hurdle will continue to be our lack of a clubhouse. When we can add a clubhouse, we open several revenue streams that have been lost the past few years. The ability to host meetings, outings and events that can be useful to the community will be monumental to our long-term success.
- As we grow and improve our revenue stream, much of our existing equipment will need to be replaced to maintain adequate standards.

**MANAGEMENT IN PROGRESS FY 2018
PROJECTS AND ISSUES
Fort Pierce, Florida
February 2018**

DEPARTMENT: Indian Hills Golf Course

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

- 1 Beautification of tee boxes with the addition of plantings and mulch.
- 2 Ball washers are being refurbished and strategically placed around the golf course.
- 3 Four new waters coolers are replacing broken and damaged units monthly.
- 4 Broadening our advertising base with the inception of a hotel rack card
- 5 Installing a graphic wrap for the side of our lunch area.

**INITIATIVES FY 2018:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
February 2018**

DEPARTMENT: Indian Hills Golf Course

Please list issues or projects that you would like for the city to address this FY 2018.

- 1 Short term, we will be looking to replace one to two pieces of necessary equipment for our operation.
- 2 The clean up around the course will continue as we remove dead palm trees.
- 3 Solidifying a long-term contract with an outside maintenance company. This will continue to save the taxpayers money and improve the quality of the conditions.

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Human Resources

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

- Employees' Salaries – Compared to other municipalities
- Accessing Records – Converting personnel files into electronic format
- Improving Employee Training
- Informing employees of their full benefits, i.e. investment opportunities
- Connecting Department Procedures – Rules (FMLA use)
- Streamlining hiring salaries, employee upgrades / placement

**MANAGEMENT IN PROGRESS FY 2018
PROJECTS AND ISSUES
Fort Pierce, Florida
February 2018**

DEPARTMENT: Human Resources

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

- 1 Personnel Rules and Regulations
- 2 Updated CSAB procedures
- 3 Creating / updating procedure manuals
- 4 Takeover of newsletter
- 5 Supervisor training
- 6 HR Department training

**INITIATIVES FY 2018:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
February 2018**

DEPARTMENT: Human Resources

Please list issues or projects that you would like for the city to address this FY 2018.

- 1 Updated Personnel Rules and Regulations
- 2 Concluded arbitrations
- 3 Updated CSAB rules / procedures
- 4 Closing investigations
- 5 Reorganizing departmental responsibilities

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Information Technology

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

- Updating existing I.T. policies and procedures – Electronic Communications Policy, PCI compliance, Sunshine Law and Public Records compliance, electronic retention policies
- Business Continuity, Disaster Recovery, I.T. Risk Management, and Incident Response
- I.T. related compliance and annual audit requirements

MANAGEMENT IN PROGRESS FY 2018 PROJECTS AND ISSUES Fort Pierce, Florida February 2018

DEPARTMENT: Information Technology

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

- 1 e-Plan Review (ProjectDox)
- 2 Wireless provider migration
- 3 T-Mobile Community Connect Initiative
- 4 T-Mobile WIFI in public places Initiative
- 5 Security system upgrades
- 6 Migration to Office 365
- 7 Smart City Initiative
- 8 Citywide Electronic Communication Policy and Payment Card Industry (PCI) policy compliance
- 9 Enterprise GIS system

**INITIATIVES FY 2018:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
February 2018**

DEPARTMENT: Information Technology

Please list issues or projects that you would like for the city to address this FY 2018.

- 1 DMS upgrade (OptiView to FileBound Connect)
- 2 Paperless Purchase Orders
- 3 Click-2-Gov upgrade
- 4 Unified Communications

**MANAGEMENT IN PROGRESS FY 2018
PROJECTS AND ISSUES
Fort Pierce, Florida
February 2018**

DEPARTMENT: City Marina

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

- 1 The awarding of the bid for construction and installation of the Dingy Day Docks
- 2 The awarding of the bid for dredging of the shoaling areas within the floating dock area and marina channel. This will assist in replacing sand on the south side of Tern Island which Hurricane Irma removed.
- 3 Applying for a grant for the purpose of installing a pump out system on the north side of the marina facility.
- 4 Applying for a matching grant to rebuild and enhance the Moore's Creek Boat Ramp

**INITIATIVES FY 2018:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
February 2018**

DEPARTMENT: City Marina

Please list issues or projects that you would like for the city to address this FY 2018.

- 1
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MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Planning

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

- Application/Project volume continues to increase each year while staffing levels have remained the same.
- Recruiting new development to City versus perceptions about City
- Redeveloping older corridors that have multiple development hurdles.

**MANAGEMENT IN PROGRESS FY 2018
PROJECTS AND ISSUES
Fort Pierce, Florida
February 2018**

DEPARTMENT: Planning

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

- 1 Developing new solutions to existing redevelopment problems (i.e. substandard lot widths, garbage, etc.)
- 2 Continuing to develop solutions to parking challenges
- 3 Coordinating the first local ISBA agreement for large scale annexation
- 4 Keeping up with new state legislation and Comprehensive Plan requirements
- 5 Programs to address impacts of homeless
- 6 Examining processes/procedures
- 7 Updating the Comprehensive Plan

**INITIATIVES FY 2018:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
February 2018**

DEPARTMENT: Planning

Please list issues or projects that you would like for the city to address this FY 2018.

- 1 Educating various boards regarding land use issues
- 2 Readyng more properties for surplus sale
- 3 Reacting to Florida Legislature
- 4 Coordinating with other departments (for example Gateways)
- 5 Readyng properties for sale – many are burdened with old liens and fines

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Police

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

- The development of a comprehensive benefits package that will be competitive with the surrounding law enforcement agencies.
- The development of a Recruiting Plan that attracts certified/qualified applicants from our local law enforcement academy and local community.
- The development of a Retention Initiative that will assist the police department in retaining its employees (both sworn and civilian staff).
- The development of a comprehensive Budget by first conducting a true needs assessment of the police department. Secondly, developing a Budget that mirrors the projected growth of the City.
- The development of a sustainable Capital Budget for the police department that mirrors the projected growth of the City.
- Incorporate a Life Cycle program for our major Capital items such as vehicles, computers, and other technological equipment.
- The development of a strategic plan to renovate key components of the police department: security hardware and software at both the main station and substation, carpet and other fabric based products, and wallpaper at the main station.
- Design and build a training site for the police department. The department has difficulty in locating areas to train. We have utilized training locations at the Indian River State College and St. Lucie County Sheriff's Office. However, the department is subject to those agencies' schedules, which leads to cancelled training or minimal time spent on training. The police department would benefit from a training location owned and operated by our agency. This would include classrooms, driving pad, shooting range, and mock up neighborhood.

MANAGEMENT IN PROGRESS FY 2018

PROJECTS AND ISSUES

Fort Pierce, Florida

February 2018

DEPARTMENT: Police

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

- 1 The development of a new Promotional Examination program that will assist the police department in promoting a diverse supervisory, management, and leadership team.
- 2 The development of a Leadership program and Succession plan for the police department's leaders of tomorrow.
- 3 The development of a Strategic Plan that mirrors the Mission and Vision Statements of the police department and the City of Fort Pierce.
- 4 Negotiating the Coastal Florida Police Benevolent Association (PBA), Sergeants' and Lieutenants' Unit contract.
- 5 Negotiating the International Union of Police Associations (IUPA), Police Officers' Unit contract.
- 6 Revamping the police department's Field Training Officer (FTO) program, making a web-based program that is easy to use, monitor, and store key training documents.
- 7 The development of a Citizen Advisory Board that will assist the Chief of Police and enhance the department's transparency and promote collaboration through partnerships within our community.
- 8 Obtaining another Vehicle Lease program to replace an additional twelve (12) vehicles within our aging fleet.
- 9 The development of a comprehensive Community Oriented Policing strategy that incorporates the entire police department.

- 10 The police department is working through the VOCA Grant to provide additional resources that will enable the police department to expand its Victim Advocate program. The police department is also working with the VOCA Grant to provide additional training to officers in relation to investigations. This training will be geared toward victim related crimes. The target will be to reduce victimization within the City of Fort Pierce.
- 11 The police department is currently working with the United States Department of Justice (DOJ) to schedule department wide Community Oriented Policing, Procedural Justice, De-escalation, and Leadership training.

**INITIATIVES FY 2018:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
February 2018**

DEPARTMENT: Police

Please list issues or projects that you would like for the city to address this FY 2018.

- 1 Complete a Staffing Study to analyze, evaluate, and provide recommendations on the current and future staffing needs of the police department.
- 2 Complete an evaluation and update the police department's current District and Zone map to ensure the best possible response times and services to our citizens.
- 3 Create a Team of Department Heads that go out into the field to evaluate future annexation proposals to ensure there is a true assessment of these annexation proposals and their potential impact on the City's existing resources, manpower and budget.
- 4 The police department has a limited amount of Mobile Field Force equipment. This equipment is old and out dated and in desperate need of replacement. The protective gear needed would cost the City approximately \$100,000.00.

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

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
- Personnel shortages turnover/attrition
- Finding time to train/cross train
- Doing more with less

**MANAGEMENT IN PROGRESS FY 2018
PROJECTS AND ISSUES
Fort Pierce, Florida
February 2018**

DEPARTMENT: Public Works

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

- 1 Banner replacement citywide
- 2 Streetscape beautification along gateways
- 3 New play set at Fenn Park
- 4 Gasoline and diesel fuel tank replacement at PWD compound
- 5 Fuel island canopy replacement at PWD compound
- 6 Construction of a public restroom downtown

**INITIATIVES FY 2018:
SHORT-TERM ISSUES AND PROJECTS
Fort Pierce, Florida
February 2018**

DEPARTMENT: Public Works

Please list issues or projects that you would like for the city to address this FY 2018.

- 1 More professional development and team building within the organization
- 2 Salary and benefits study
- 3 Enhanced education reimbursement program
- 4 Increase employee morale through increased incentives

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

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?

- Reducing sponsorship funding from the City: The securing of unearned income has proven to be and remains a challenge to help offset operation and capital needs of the theatre. The area of development has not been adequately addressed or funded given the limited human resources. One fact that needs to be overcome, which continues to this day, is that certain individuals believe that their taxes aid to the City help cover our sponsorship and therefore opt to donate/gift charities involved with human services, 501 (c) 3 not for profits, etc. While the Sunrise Theatre Foundation is making some advances in fundraising, it is yet to progress to the point of substantial giving or having the funds to support the theatre in a meaningful way proportionate to our fiscal needs.
- Capital funding for required needs of the venue/operation, now 12 years old, will prove to be a challenge given the condition of the building and some of the technical requirements to keep up to date with the physical plant and state-of-the art technology. This applies to theatrical equipment, the need for a new ticketing system, computer updates for the overall operation, normal wear and tear to a very active building and damages affected by tropical storms and a major hurricane over recent times. While we do have our CIF (Capital Improvement Surcharge) applied to ticket sales as an addition to the retail price, that restricted account will not cover the major repairs, equipment and technology that will outpace expected income from this fund.
- Although there has been some improvement in this area, Ft. Pierce is still in a position to improve its image outside the near geographic region to bring in new visitors, potential residents and cultural and recreational tourists. We can cite an impressive inventory of institutions and recreational resources, including the Sunrise Theatre, but a more concerted effort needs to be devised, implemented and promoted individually and (more importantly) collectively to help eradicate this negative and seemingly too unfair image of our great City.

- Positive measures have been implemented to accommodate better parking arrangements in the downtown area, serving the various businesses, activities and special events the City continues to offer, but a more defined plan to deal with parking is needed five plus years hence to deal with the expansion and growth all of us are hoping to witness in the downtown area. The advent of a potential hotel development, full capacity of current vacancies (retail, commercial, recreational) and new development that will be attracted to the downtown and port areas.
- Maintenance and expansion of Sunrise Theatre programs and retaining the interest of the public, theatre memberships and making inroads in the areas of development (donations, corporate sponsorships, planned giving) by working within our own confines and with the Sunrise Theatre Foundation but never at cross purposes.

MANAGEMENT IN PROGRESS FY 2018

PROJECTS AND ISSUES

Fort Pierce, Florida

February 2018

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 Budget Control: Experiencing a proportionately major negative variance to this past year's fiscal performance, attempts to realistically minimize expenses and maximize revenue in a season without the programming activity level we wish we could have been offered, herein lays our biggest challenge. Suggestions have been made to appoint all full-time employees as seasonal employees is not a reasonable alternative to maintain a performing arts venue given that our work is, at the very least, a year round business even though it may not be evident when the venue is dark. It is already a challenge to operate with the small full-time complement we have and only hire contract employees on an as-needed basis. Nonetheless, we do appreciate the challenges that all City departments face in maintaining (and hopefully bettering) operations with limited funding.
- 2 Building and Capital Investment: This has been covered in a previous category, but should not go unmentioned as one of our biggest challenges given the need and the funding level allocated. Projects under way are to repair damage that was experienced during Hurricane Irma, and those are varied and wide-ranging but in need of addressing. This includes dealing with repairs from water damage that was fairly major to our venue; from simple cosmetic fixes to complete replacement of drywall areas in the walls and ceilings of various parts of the venue (most obviously in the chamber of the theatre itself) to getting quotes to repair and secure and in part replace the entire roof of the complete storefront which, come to find out was not addressed in the renovations of 2004-5 but in fact is a minimum of 22 years old.
- 3 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 year(s).
- 4 Seeking new corporate partnerships and expanding our donor and member base, given the limited resources available.

INITIATIVES FY 2018: SHORT-TERM ISSUES AND PROJECTS

Fort Pierce, Florida

February 2018

DEPARTMENT: Sunrise Theatre for the Performing Arts

Please list issues or projects that you would like for the city to address this FY 2018.

- 1 The City has been very supportive to the Sunrise Theatre over the years, both financially and administratively, under the current management, but sometimes there is a disconnect about the needs and nature of owning and operating a municipally owned theatre, and I believe that it would behoove the City to engage the services of an outside consultant to review the operation of the Sunrise Theatre to review current policies and practices from an outsider's perspective. Current management is more than willing to assist such a consultant as needed and would give both the theatre's management and the City for any and all suggestions relative to its operation and the costs associated with this enterprise account. I also believe that such a review would benefit both the City and current management for the future.
- 2 Any assistance the City can offer the Sunrise in terms human resources within the City to help secure as many grants as possible through public or private sources.
- 3 Any assistance the City can lend in addressing some of the capital needs or operational improvements that could emanate from other departments (i.e. Public Works,) versus going out to outside contractors to address such changes.
- 4 Many improvements have been made to address some of gateways/points of entry into the City, both by new construction/business start-ups and the City itself. There is still, however, that can be improved upon to enhance such entry from the south, north and the eastbound corridors. I still hear regular comments from many patrons and visitors to the City/Historic Downtown (which still desperately needs appropriate signage to promote same). Informational signage not only on these corridors but particularly at the western entrance to the city which continues to bear little information/signage s to where Beaches, Hutchinson Island, attractions and Historic Downtown are located. Currently, a most important informational factor missing is lacking at the I-95 and Turnpike exchanges where promoting/guiding visitors to "come explore" is practically non-existent.

SECTION 3

CITY OF FORT PIERCE PLAN 2018 – 2023

City of Fort Pierce Goals 2023

DEVELOP OUR COMMUNITY



ENGAGE OUR COMMUNITY



SERVE OUR COMMUNITY



BEAUTIFY OUR COMMUNITY



ENJOY OUR COMMUNITY



City of Fort Pierce Goals 2023 Worksheet

1. DEVELOP OUR COMMUNITY

2. ENGAGE OUR COMMUNITY

3. SERVE OUR COMMUNITY

4. BEAUTIFY OUR COMMUNITY

5. ENJOY OUR COMMUNITY

IMPORTANCE	
Personal*	Team
6	1
9	2
11	3
16	4
18	5

*** The Mayor, City Commission and City Manager ranked the five goals from “most important” = 1 to “lesser importance” = 5. The number in this column represents the total score for each goal.**

GOAL 1	DEVELOP OUR COMMUNITY
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	PRIORITY
► Objectives	
* 1. Have well maintained streets and public areas	4
* 2. Have an active, sustainable Port of Fort Pierce serving as an economic driver	4
3. Have additional quality job opportunities for residents	4
* 4. Relocate Wastewater Treatment Plant and replace with housing, mixed use development or hotel	4
5. Have a City reputation as “business friendly”	3
* 6. Expand the local economy	3
* 7. Expand tourism	3
* 8. Have City policies and incentives for development and redevelopment	3
9. Have businesses investing in Fort Pierce	2
10. Have squared boundaries through annexation with county agreement on service areas	2
11. Retain and support the growth of local businesses	2
* 12. Attract new businesses to Fort Pierce that are consistent with our vision	2
13. Continue future development to the west	2
14. Promote infill development	1
15. More people living in Downtown	1
16. Redevelop historic neighborhoods while preserving their unique character	1
* 17. Expand dining, entertainment and niche retail in Downtown and citywide	1
* 18. Have a workforce prepared for 21 st century	1
19. Have great neighborhoods that are well maintained	0
20. Have an updated Comprehensive Plan that is used to guide developments, planning and decision making	0
21. Have additional hotel developments	0

► Objectives (Continued)		PRIORITY
22.	Tap the relationship with the Bahamas	0
23.	Expand reputation as a great destination for eco-tourism	0
24.	Preserve open space in Downtown	0
25.	Grow the relationship with St. Lucie County EDC	0
26.	Have mixed use developments	0

► Means to Residents	
1.	Protection/enhancement of property
2.	More quality job opportunities in home
3.	Housing opportunities with the ability to walk to the waterfront
4.	An alive Downtown which is a community destination
5.	Sustainable Port of Fort Pierce
6.	Tourists supporting the local economy
7.	Businesses investing in the local economy

► Challenges and Opportunities		PRIORITY
*	1. Attracting new businesses to Fort Pierce that create sustainable jobs	4
*	2. Increasing multi-modal transportation in Fort Pierce	4
*	3. Tapping the development of the Port of Fort Pierce	4
*	4. Job skills for Port development and businesses	4
*	5. City’s aging infrastructure and facilities	3
	6. Funding and performance accountability for economic development activities	3
	7. Continuing the momentum in the downtown area and the surrounding neighborhoods	3
*	8. Attracting developers and residents to Fort Pierce	3
	9. Developing an image as a "business friendly" community and City	2
*	10. Preserving the view of waterfront	2
	11. Creating a world-class tourist destination for residents and visitors	2
	12. Tapping the full potential of Fort Pierce’s water assets	2
	13. Consistency with County decisions for areas to be annexed	1
	14. Working with the property owners, businesses and residents	1
	15. Defining the City's role and incentives	1
	16. Marketing waterfront assets	1
	17. Maintaining and expanding public access to water	1
	18. Attracting appropriate businesses to locate on or near the water	1
	19. Increasing investments from St. Lucie County, City of Port St. Lucie	1
	20. Balancing the needs of the residential and needs of commercial properties	0
	21. U.S. Highway 1 traffic as a barrier to downtown connectivity	0
	22. Aging, deteriorated boat ramps	0
	23. Support the development of water taxi service	0

			PRIORITY
► Actions 2018			
**	1. Annexation: Action, City Staffing Impacts and Funding a. Paradise Park b. Sheridan Plaza c. Western	Mgmt M/C 2017	4
	2. Street Resurfacing: Service Level and Funding	Mgmt M/C 2017	4
**	3. Force FPUA: Wastewater Treatment Plant Relocation	Mgmt M/C	3
	4. Port Development: Next Steps	M/C	3
	5. Orange Avenue Corridor Redevelopment Plan: (13 th to 25 th) Complete Streets	M/C	3
	6. Neighborhood Infrastructure Upgrade Plan Project Priority and Funding	M/C	3
	7. Seaplane Base and Service: Direction and City Action	Mgmt	3
	8. Downtown Hotel/Mixed Development: RFP, Agreement	Mgmt M/C 2017	Mgmt
	9. Dredging Marina Access Channel	Mgmt 2017	Mgmt
	10. Peacock Arts District Revitalization Plan: Presentation	Mgmt M/C 2017	Mgmt
**	11. Development Review Task Force: Report and Implementation (including Engineer Permit Review and Inspection Fee)	Mgmt	Mgmt
	12. EAR/Comprehensive Plan	Mgmt 2017	Mgmt
	13. Expanded Bahamas Relations Strategy: Goals, Report with Options, Directions and City Actions	M/C	Mgmt
	14. Old Tiki Bar: Direction and City Actions	M/C	Mgmt
	15. CRA Plan: Update	2017	Mgmt
	16. Port Authority: Development	M/C	2
	17. Small Business Assistance Program and Services: Funding	M/C	2
	18. Utility Capacity for Growth: Report and Direction	M/C	2
	19. Little Jim's Lease: RFP		2
	20. South Beach Parking: Direction	M/C	1
	21. Downtown Development: Report and Future City Actions	M/C	1
	22. Downtown Parking: Status and Direction, Events on Top Floor	M/C	1

► Actions 2018			PRIORITY
23.	Energy Conservation Program – Community: Report with Options, Goals, Direction and City Actions	M/C	1
24.	Dirt Road Policy: Land Acquisition Direction and Funding	M/C	0
25.	Retail Development Strategy: Goals, Report with Options and Direction	M/C	0
26.	Grocery Store Attraction in Downtown		0
27.	Avenue B: Rename (at King Plant)		0

► Management in Progress 2018		
1.	FEMA Regulations for Flood Insurance: Public Education	MIP
2.	Business Retention and Expansion Program (BRE)	MIP
3.	Community Rating System (CRS): Coordinator	Bldg

► Major Projects 2018		
1.	Ohio Avenue and U.S. 1 Signalization: Upgrade	2017
2.	Annual Dredging Improvement Projects	MP
3.	City Parking Garage: Sealing	MP
4.	7 th Street Roadway Reconstruction	MP
5.	17 th Street Reconstruction (Wendell Road to 10 th Street)	MP
6.	North 2 nd Street Road Improvements	MP
7.	Surfside Park Residential Street Drainage Improvements	Engineering
8.	Ohio Avenue at U.S. Realignment	Engineering
9.	Avalon Avenue Drainage Improvements	Engineering
10.	2018 Street Resurfacing	Engineering
11.	2018 Maintenance Dredging	Engineering
12.	Georgia Avenue Outfall: Nutrient Removal	Engineering
13.	Melody Lane Seawall	Engineering
14.	Fisherman’s Wharf	
15.	Seawall Design	
16.	Dredging	

► **On the Horizon 2019 – 2023**

- | | |
|---|-----|
| 1. Paid Parking: Study and Direction | M/C |
| 2. Commercial Air Service | OTH |
| 3. Short Term Rental Regulations | OTH |
| 4. Fort Pierce Redevelopment Agency: Surplus Land Disposition | OTH |
| 5. Citrus Bridge Overpass | OTH |
| 6. West of U.S. 1 Redevelopment: Vision and Strategy | OTH |
| 7. Homeless Transition Housing | OTH |
| 8. Edwards Road Corridor Strategy | OTH |
| 9. Tourism Development Strategy | OTH |
| 10. Incentives for Residential Upgrades | OTH |
| 11. Incentives for Vacant Land Development | OTH |
| 12. Indian River Terminal Purchase | OTH |
| 13. Downtown Restrooms: Direction | OTH |
| 14. Downtown Study: Update | OTH |
| 15. Downtown Public Assets Clean Up and Maintenance Funding | OTH |
| 16. Economic Development: Position | OTH |
| 17. Special Area Plan: Taylor Creek Update | OTH |
| 18. Tri – Rail Service to Jupiter | OTH |
| 19. Land Development Code: Conditional Use Update | OTH |
| 20. Street Striping Program | OTH |
| 21. Stormwater Retrofit Projects | OTH |

GOAL 2	ENGAGE OUR COMMUNITY
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	PRIORITY
► Objectives	
* 1. Have a well-informed community through proactive City communications	4
* 2. Have civility in the governance process	4
* 3. Have strong community policing – police know the community and the community know and trust the police	4
* 4. Have a reputation as an inclusive community with everyone feeling welcome and part of the community	4
* 5. Have City government providing the leadership to create community partnerships to expand community resources	4
* 6. Seek feedback from the community and use the information to implement improvements	3
7. Provide opportunities to participate in the City governance process	2
8. Use boards/committees to advise the Mayor – City Commission and the City Management	2
* 9. Continue to enhance Mayor and City Commission working together and providing leadership	2
* 10. Have City government open to ideas and suggestions from the community	2
11. Have residents working together for what is best for the community	2
12. Have public meetings on critical topics	1
13. Have the community working together on a common, shared vision and goals	1
14. Have regular surveys of the community	0

► Means to Residents

1. Feeling welcome in the City of 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
6. Opportunities to shape Fort Pierce’s future

► Challenges and Opportunities

		PRIORITY
*	1. Looking to the whole community	5
	2. Overcoming the split between different neighborhoods	5
*	3. Developing future community leaders and City employees	4
*	4. Expanding community wide youth programs to develop community pride	4
	5. Commissioner districts and representation	3
*	6. Past history of a racially/socioeconomic divided community	3
*	7. Communicating multi languages	3
	8. Diverse population of Fort Pierce	1
	9. Developing common goals and vision for Fort Pierce that become the community's rallying point	1
	10. Capturing Fort Pierce “alumni”	1
*	11. Residents and businesses believing that the City is responsible for everything and solving all problems	1
	12. Expanding and enhancing current community events	1
*	13. Mobility and transportation options for residents	1
	14. Personal biases and prejudices	0
	15. Under representation from South of Orange Avenue	0

► Actions 2018			PRIORITY
1. Community Outreach to Diverse Direction	M/C		5
2. Community Unity Strategy and Action Plan	2017		4
3. Community Police: Definition, Best Practices, Report with Options, Direction	M/C		4
4. Youth Council: Report with Recommendations	2017		Mgmt
5. DOJ Community Policing Initiative			Mgmt
6. Citizen Advisory Board for Police: Direction, Resolution	M/C		Mgmt
7. School Enhancement Strategy	2017		1
8. Community Events: Inventory, Evaluation Report, Direction	M/C		1
9. Boards/Committees Revision	M/C		0
	2017		

► Management in Progress 2018		
1. Restoring the Village Program	MIP	
	2017	

► On the Horizon 2019 – 2023		
1. City Electronic Communications Policy	OTH	
2. Ethics Policy Direction	OTH	
3. Police Youth Advisory Committee: Development	OTH	
4. Neighborhood Identity and Pride Program	OTH	
5. Marketing Program for Arts, Culture and Museums	OTH	
6. Backus Museum Expansion	OTH	
7. Moore’s Creek Multi Cultural Festival: Foods and Arts Celebration	OTH	

GOAL 3	SERVE OUR COMMUNITY
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	PRIORITY
► Objectives	
* 1. Have a financially responsible City government	4
* 2. Have a City organization that is responsive, responsible/accountable, results oriented, focused on the Fort Pierce community	4
* 3. Streamline City policies, regulations, processes and procedures	4
* 4. Have adequate resources to support defined City services and levels of service	3
* 5. Listen to and understand the needs and messages from the community	3
* 6. Maintain a top quality City workforce dedicated to serving the Fort Pierce community	3
* 7. Develop and fund City capital/equipment replacement	3
* 8. Deliver City services in the most effective manner	2
9. Have City government working as a team	2
10. Have a reputation as customer oriented and friendly	2
11. Maintain City reserves consistent with the City policies	2
12. Reduce the dependence on Ad Valorem tax receipts	1
13. Partner with others to expand resources in order to support City services	0

► Means to Residents
1. Value for taxes and fees
2. Customer friendly City services
3. Easy access to City information and services
4. City Commission acting as responsible fiscal stewards
5. Reliable City services that are responsive to residents’ needs
6. Confidence and trust in City government

► Challenges and Opportunities		PRIORITY
*	1. Aging City infrastructure and facilities requiring significant maintenance and replacement	5
*	2. Deferred capital and equipment investment now requiring significant funding	4
*	3. Willingness to raise taxes and fees	4
	4. Limited revenue sources for cities	4
*	5. Increasing costs of capital projects	4
*	6. Rising costs of healthcare, pensions, materials and energy	3
*	7. Actions by Federal and State governments: impacting revenues, unfunded mandates and regulations, fewer grants and earmarked projects	3
	8. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority	3
*	9. Retaining a quality City workforce	2
*	10. City staffing and the capacity to provide services	2
	11. Streamlining City processes – more customer friendly	2
*	12. Outdated information technology needing significant investment	1
*	13. Increasing demands for City services	1
	14. Opportunity to expand resources through partnerships and grants	1
	15. Communicating with residents on City finances and services	1
	16. Rebuilding the City organization from the recession	1
	17. Looking for ways to say “yes” to the customer while protecting the community	0
	18. Loss of civility and having a secure workplace	0

► Actions 2018			PRIORITY
**	1. Stormwater Management Utility Fee: Comparative Analysis and Increase	Mgmt 2017	5
	2. Emergency Operations Center: Direction	M/C	5
	3. FPUA – City Strategy: Key Issues and Direction	M/C	4
	4. Small Public Transit Vehicle/Tram: Evaluation Report with Options, Direction and Funding		4
	5. Police Compensation: Direction and Funding	2017	3
**	6. City Employee Compensation: Restructure and Fund	Mgmt M/C 2017	3
**	7. City Services and Staffing Level: Evaluation Report and Funding	Mgmt	3
	8. Infrastructure Investment Surtax: Public Awareness and Election	M/C	3
	9. Financial Policies: Comprehensive Review	Mgmt 2017	Mgmt
	10. Civil Service Appeal Process	Mgmt 2017	Mgmt
**	11. Spending Limit for City Manager: Report and Direction	Mgmt	Mgmt
	12.	M/C	Mgmt
	13. “One Stop” Shop for Development/Permitting		Mgmt
	14. St. Lucie County: Key Issues and Direction	M/C	2
	15. City Owned Property: Sales of High Value Properties	2017	1
**	16. Recreation Division: Creation and Funding	Mgmt	1
	17. Vesting Period: Problem Analysis/Financial Impact Report with Options and Direction		1
	18. Capital Outlay Plan (5 year) and Funding Mechanism	Mgmt 2017	0
**	19. Code of Ordinance/Charter Modernization: Approach and Fund	Mgmt CC 2017	0
	20. Wastewater Services Regionalization Expansion	2017	0
**	21. Information Technology: Upgrade Plan and Funding	Mgmt	0

► Management in Progress 2018

- | | |
|--|--------|
| 1. Labor Contracts | MIP |
| 2. T2 Parking Enforcement Software for Mobile Parking Enforcement | MIP |
| 3. Information and Data Base Management and Security | MIP |
| 4. Paperless Purchase Order System | MIP |
| 5. Click-2-Gov | MIP |
| 6. Citywide Payment Card Policy (Online) | MIP |
| 7. Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Maintenance and Upgrade | MIP |
| 8. ProjectDox: Building Department | MIP |
| 9. Comprehensive Employee Wellness Policy and Program | MIP |
| 10. Police Promotion Examinations | MIP |
| 11. Purchasing Policy: Revision | MIP |
| 12. Website: Upgrade | MIP |
| 13. GolfTrac Cloud: IHGC Funding | MIP |
| 14. Paperless Payroll Process: Electronic Stubs and Forms | MIP |
| 15. Online Searchable Portal: Development | MIP |
| 16. Certified Municipal Clerk: Designation | MIP |
| 17. Sunrise Theatre Succession Plan: Discussion | MIP |
| 18. Police Minority Recruitment Program/Advancement: Revision | MIP |
| 19. Legal Secretary/Paralegal: Hiring | Legal |
| 20. Personnel Rules and Regulations: Update | HR |
| 21. Police Vehicle Lease | Police |

► Major Projects 2018

- | | |
|--|----|
| 1. City Facilities Access Control and Security Upgrade | MP |
| 2. City Hall: Seal/Paint | MP |
| 3. Drainage Improvement Projects | MP |
| a. Bayshore Drive/Sunset Isle Road | |
| b. Rio – Vista Drive | |
| c. Francis Avenue | |
| 4. Fuel Island Canopy | PW |
| 5. Gasoline and Diesel Fuel Tank Replacement | PW |

► On the Horizon 2019 – 2023

- | | |
|--|-----|
| 1. Impact Fees: Update | OTH |
| 2. Purchasing Ordinance: Review Procurement | OTH |
| 3. Vehicle Equipment Replacement: Plan and Funding | OTH |
| 4. New Alternative Revenues: Study and Direction | OTH |
| 5. Comprehensive Analysis of Fee Schedules | OTH |
| 6. Enterprise Funds: Evaluation and Direction | OTH |
| 7. Debt Reduction Policy and Plan | OTH |
| 8. MSTU: Evaluation and Direction | OTH |

GOAL 4	BEAUTIFY OUR COMMUNITY
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	PRIORITY
► Objectives	
* 1. Have attractive entrances and gateways: I-95	5
* 2. Have well maintained parks and park venues	5
* 3. Have attractive major corridors: Orange Avenue, U. S. 1	4
* 4. Have attractive signage and wayfinding signs, including mobile app	4
* 5. Reduce the visual blight in the City	4
* 6. Have well maintained streetscapes	3
* 7. Maintain beaches and waterfront	3
* 8. Have an active “ Keep Fort Pierce Beautiful” program	2
9. Reduce litter throughout the community	1
10. Demolish, foreclose or reuse abandoned buildings and homes	1
11. Build homes on vacant lots	1
12. Have well maintained commercial areas	0
13. Have well maintained sidewalks	0
14. Have each neighborhood having a distinctive “brand”	0
15. Residents respecting the Fort Pierce community	0
16. Increase property owners taking pride and responsibility for complying with City Codes and Ordinances - property meeting maintenance codes	0
17. Have an active community mural program	0

► 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 Code of Ordinances
5. Community pride

► Challenges and Opportunities

- | | | PRIORITY |
|---|--|----------|
| * | 1. Reputation and appearance of Fort Pierce, particularly Orange Avenue | 5 |
| * | 2. Funding of city capital projects | 5 |
| * | 3. Funding for code compliance, law enforcement and public works | 4 |
| * | 4. Initial image/impression as you leave I-95 | 4 |
| * | 5. Irresponsible property owners who avoid complying with the City Code of Ordinances | 3 |
| * | 6. Consistent application of the Code of Ordinances – application support in light of community pressure | 3 |
| | 7. High percentage of rental housing and incentives for tenants | 3 |
| | 8. Unattractive major corridors | 3 |
| | 9. Vacant land, buildings and homes | 3 |
| | 10. Addressing blighted structures | 2 |
| | 11. Engaging and educating the community on the importance – beautification | 2 |
| | 12. Defining the City’s role | 1 |
| | 13. Ability to afford compliance or beautification project | 1 |
| | 14. Improving the entire City with a unified vision | 1 |
| * | 15. Different property maintenance standards among residents | 1 |
| | 16. Lack of incentives and consequences for violations of codes | 0 |
| | 17. Culture of throwing litter | 0 |
| | 18. Unattractive signs | 0 |
| | 19. Determining how to involve the community | 0 |
| | 20. Some individuals do not care – attitude | 0 |

			PRIORITY
► Actions 2018			
**	1. Entrances/Gateways Beautification: Plan and Funding	Mgmt M/C 2017	5
	2. Major Corridor Beautification: Plan, Direction and Funding	M/C	4
	3. Dumpster Solutions for Downtown	Mgmt	4
	4. Clean and Safe Community Initiative	Mgmt M/C 2017	Mgmt
	5. Lincoln Park Revitalization Initiative	2017	Mgmt
	6. Mural Projects (2)	2017	Mgmt
	7. Habitat for Humanity Partnership: Direction		1
	8. Infill Redevelopment: Direction		0

► Management in Progress 2018		
1.	Tag and Tow of Non-Operable Vehicles	Community Response
2.	Main Street Annual/Activity Report	

► Major Projects 2018		
1.	Banner Replacement (Citywide)	PW

GOAL 5	ENJOY OUR COMMUNITY
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► Objectives		PRIORITY
*	1. Value the arts and culture as a community asset	5
*	2. Have top quality public schools partnering with the City	5
*	3. Have a variety of recreational programs and activities responsive to the Fort Pierce community	4
*	4. Have a reputation as a safe community for all	4
*	5. Have strong community events with active participation by residents	3
*	6. Have effective public transportation	3
	7. Reduce the crime rate through community policing	3
	8. Have new/upgraded boat ramps	2
*	9. Have top quality and beautiful beach	2
*	10. Have a top quality Sunrise Theatre serving the needs of the Fort Pierce community	1
	11. Have the City working with community partners and the faith-based community to enrich the lives of residents	1
	12. Expand bike paths and trails	1
	13. Have safe routes to schools	1
	14. Improve and expand City parks and recreational facilities and programs	1
	15. Expand sports tourism opportunities	1
*	16. Have a top quality municipal golf course	0
	17. Expand nightlife and entertainment	0

► Means to Residents

1. Enhanced quality of life
2. More reasons to live in Fort Pierce
3. Opportunities for personal growth and development
4. More choices for your leisure time
5. Support for families
6. Activities for all family generations
7. Opportunities to enjoy the water

► Challenges and Opportunities

		PRIORITY
*	1. Reduced homeless population	5
	2. Continuing to respond proactively to gangs and drugs	4
	3. Expanding neighborhood watch and community programs to increase residents investments in safety and safe community	4
*	4. Continuing to enhance the quality of public schools	3
*	5. Funding for parks and recreation	3
*	6. Tapping the arts and cultural heritage and traditions of Fort Pierce	3
	7. Having strong community events and festivals that involve the residents	3
	8. Addressing mental health issues with the County and community partners	3
*	9. Reinforcing trust in Police Department	3
*	10. Continuing the success and expanding community use of the Golf Course	2
*	11. Expanded community use of the Sunrise Theatre through revised programming	2
*	12. Expanding night life and entertainment opportunities	2
	13. Developing “personal” relationships in the community – individual residents	2
	14. Balancing recreation sports and competitive sports	1
	15. More activities at the beach and/or the waterfront	1
	16. Changing leisure and recreational trends	1
	17. Defining the City’s role in recreation and the relationship to community organizations	1
	18. Modernizing parks and their venues	1
	19. Lack of police staffing for community policing	0

			PRIORITY
► Actions 2018			
**	1. Homeless Resource Center: Concept, Partners/County and Locations	Mgmt M/C 2017	5
	2. Historic St. Anastasia Building/Property Use: Conversion to Heritage and Cultural Center	Mgmt	5
**	3. Sunrise Theatre: Comprehensive Evaluation, Report with Options and Direction	Mgmt M/C	3
	4. Porpoise Park: Report with Options and Direction	Mgmt M/C	3
	5. Gangs Action Plan: Update	2017	Mgmt
	6. Historic Preservation Report (including inventory of areas)	M/C OTH	Mgmt
	7. Youth Recreation Program: Needs Assessment, Report with Options, and Direction	M/C	2
	8. Public-Private Partnership Lincoln Theater: Agreement	M/C	1
	9. Shuffle Board Court: Relocation Report with Options and Direction	2017	1
	10. Arts and Culture Strategic Plan: Development	Mgmt	0

► Management in Progress 2018	
1. Zora Neale Huston Trail Festival Day	MIP
2. Police Training	MIP
3. New Animal Control Comcate Program	Community Response
4. TNR Program	Community Response
5. SHIP Home Rehabs (30)	Finance
6. SHIP 1 st Time Homebuyers	Finance
7. Long Term Contract for Golf Course Maintenance	Golf
8. Field Training Officer (FTO) Program: Revamp	Police

► Major Projects 2018

- | | |
|---|------|
| 1. PAL Park: Outside Basketball Courts | MP |
| 2. Pinewood Recreation Facility Improvement | MP |
| 3. Police Athletic League (PAL) Park: Restrooms | MP |
| 4. Sunrise Theatre: Upgrades | MP |
| 5. Savannah Recreation Trail Connectivity to Indian Hills Recreation Area Trail | MP |
| 6. MLK Dreamland Park: Construction | MP |
| 7. Jaycee Park Connectivity Improvements | MP |
| 8. Public Day/”Dingy” Dock | |
| 9. Moore’s Creek Boat Ramp Area Repairs | MP |
| 10. Fisherman’s Wharf Boat Ramp: Rebuild | MP |
| 11. Indian Hills Golf Course Improvements Projects | Golf |
| 12. Fenn Park: Play Set | PW |

► On the Horizon 2019 – 2023

- | | |
|--|-----|
| 1. Mobile Parking Enforcement Program | OTH |
| 2. Neighborhood Watch/Citizen Patrol: Expansion | OTH |
| 3. Old Fort Park Project: Sidewalk Connectivity | OTH |
| 4. Public Access to Waterfront: Land Development Regulations (LDR) Changes | |
| 5. Transit Link: Downtown and Beach | |

SECTION 4

ACTION AGENDA 2018

City of Fort Pierce Policy Agenda 2018 Targets for Action

TOP PRIORITY

Annexation: Interlocal Service Boundary Agreement (ISBA)

Port Development: Next Steps (St. Lucie County)

**Stormwater Management Utility Fee: Comparative
Analysis and Increase**

Dumpster Solutions for Downtown

Street Resurfacing: Service Level and Funding

Seaplane Base and Service: Direction and City Action

City – FPUA Strategy: Key Issues and Direction

**Sunrise Theatre:
Comprehensive Evaluation, Report with Options and Direction**

HIGH PRIORITY

**Small Public Transit Vehicle/Tram:
Evaluation Report with Options, Direction and Funding**

Emergency Operations Center: Direction

**Homeless Resource Center: Concept, Partners/County
and Locations**

Force FPUA: Wastewater Treatment Plant Relocation

Orange Avenue Corridor Beautification Plan

**Community Policing:
Definition, Best Practices, Report with Options, Direction**

City Employee Compensation: Restructure and Funding

Entrances/Gateways Beautification: Plan and Funding

City of Fort Pierce Policy Agenda 2018

► Targets for Action

	PRIORITY	PRIORITY	
		TOP	HIGH
1. Annexation: I.S.B.A.	Top	4	-
2. Port Development: Next Steps (St. Lucie County)	Top	4	-
3. Stormwater Management Utility Fee: Comparative Analysis and Increase	Top	4	-
4. Dumpster Solutions for Downtown	Top	4	1
5. Street Resurfacing: Service Level and Funding	Top	3	1
6. Seaplane Base and Service: Direction and City Action	Top	3	-
7. City - FPUA Strategy: Key Issues and Direction	Top	3	1
8. Sunrise Theatre: Comprehensive Evaluation, Report with Options and Direction	Top	3	1
9. Small Public Transit Vehicle/Tram: Evaluation Report with Options, Direction and Funding	High	0	5
10. Emergency Operations Center: Direction	High	2	4
11. Homeless Resource Center: Concept, Partners/County and Locations	High	2	4
12. Force FPUA: Wastewater Treatment Plant Relocation	High	1	3
13. Orange Avenue Corridor Beautification Plan	High	1	3
14. Community Policing: Definition, Best Practices, Report with Options, Direction	High	1	3
15. City Employee Compensation: Restructure and Funding	High	1	3
16. Entrances/Gateways Beautification: Plan and Funding	High	1	3
17. Infrastructure Investment Surtax: Public Awareness and Election		1	2
18. City Services and Staffing Level: Evaluation Report and Funding		1	1
19. Infill Development on Vacant Lots		1	1
20. Porpoise Park: Report with Options and Direction		0	2

► Targets for Action

- 21. Historic St. Anastasia Building/Property Use: Conversion to Heritage and Cultural Center
- 22. Neighborhood Infrastructure Upgrade Plan Project Priority and Funding
- 23. Community Youth Outreach to Diverse Population: Direction
- 24. Community Unity Strategy and Action Plan

PRIORITY	PRIORITY	
	TOP	HIGH
	0	2
	0	1
	0	1
	0	1

City of Fort Pierce Management Agenda 2018 Targets for Action

TOP PRIORITY

Downtown Hotel/Mixed Development: RFP, Agreement

Dredging Marina and Channel

EAR/Comprehensive Plan

“Permitting Hub” for Development/Permitting

Expanded Bahamas Relations Strategy

Tiki Bar: Direction and City Actions

Citizen Advisory Board for Police: Direction, Resolution

Clean and Safe Community Initiative

Code of Ordinances: Update

HIGH PRIORITY

Peacock Arts District Revitalization Plan

Recreation Division: Direction

Shuffle Board Court: Direction

Development Review Task Force: Report and Implementation

CRA Plan: Update

Civil Service Appeal Process

Information Technology Master Plan and Implementation

City of Fort Pierce

Management Agenda 2018

► Targets for Action

	PRIORITY		
	PRIORITY	TOP	HIGH
1. Downtown Hotel/Mixed Development: RFP, Agreement	Top	5	-
2. Dredging Marina and Channel	Top	5	-
3. EAR/Comprehensive Plan	Top	4	-
4. “Permitting Hub” for Development/Permitting	Top	4	
5. Expanded Bahamas Relations Strategy	Top	3	-
6. Tiki Bar: Direction and City Actions	Top	3	-
7. Citizen Advisory Board for Police: Direction, Resolution	Top	3	=
8. Clean and Safe Community Initiative	Top	3	-
9. Code of Ordinances: Update	Top	3	-
10. Peacock Arts District Revitalization Plan	High	1	4
11. Recreation Division: Direction	High	1	4
12. Shuffle Board Court: Direction	High	0	4
13. Development Review Task Force: Report and Implementation	High	1	3
14. CRA Plan: Update	High	1	3
15. Civil Service Appeal Process	High	1	3
16. Information Technology Master Plan and Implementation	High	1	3
17. Lincoln Park Revitalization Initiative		2	2
18. Spending Limit for City Manager: Report and Direction		1	2
19. Youth Council: Report with Recommendations		0	2
20. Historic Preservation Report		0	2
21. Gangs Action Plan: Update		0	1
22. Mural Projects (4)		0	0

**City of Fort Pierce
Action Outlines 2018**

GOAL 1	DEVELOP OUR COMMUNITY
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ACTION:	ANNEXATION: I.S.B.A.	PRIORITY	
		<i>Policy – Top</i>	
	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	+ Paradise Park	1. Receive Response from St. Lucie	4/18
	+ Sheraton Plaza	2. Negotiate ISBA Agreement	4/19
	+ Western	3. Commission Decision: Individual Parcel	TBD
	* Funding		
	• Service Level		
	• Staffing		
	• County Coordination		
	Responsibility: Planning		

ACTION: PORT DEVELOPMENT: NEXT STEPS
[St. Lucie County/City of Ft. Pierce]

PRIORITY
<i>Policy – Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Coordination with St. Lucie County • Funding from Port Council/FDOT 	A. Operations of Mega Yacht Service	
	1. Finalize RFP for Operations of Mega Yacht Service Center	5/18
	2. Issue RFP	5/18
	3. Receive RFP responses	9/18
	4. Evaluate responses	11/18
	5. Select Operator	11/18
	B. Port Master Plan: Update (St. Lucie County)	
	1. Select Consultant	6/18
	2. Complete Update	2019
	C. Stormwater Master Plan for Port Area (City of Ft. Pierce)	
	1. Application for Grant Assistance	3/18
	2. Receive notification	8/18
	3. Select consultant	11/18
4. Complete Master Plan	6/19	

Responsibility: City Manager

ACTION: STREET RESURFACING: SERVICE LEVEL AND FUNDING

PRIORITY
<i>Policy – Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Street Identification • Proposals • Additional Funding • Current: \$300,000 • FPUA Plans for Repair/Replacement Coordination 	1. Identify streets	4/18
	2. Obtain proposal for resurfacing	5/18
	3. Prepare report	5/18
	4. Commission Decision: Notice to Proceed	5/18
	5. Develop budget proposal	6/18
	6. Construction: Resurfacing Projects	7/18
	7. Commission Budget FY '19 – '20	9/18

Responsibility: Engineering

ACTION: SEAPLANE BASE AND SERVICE: DIRECTION AND CITY ACTION		PRIORITY
		<i>Policy – Top</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Location • Zoning • Funding • Permitting • Water Airport • Private Businesses • Fire District • Safety Concerns 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Identify location 2. Initiate zoning change 3. Commission Decision: Zoning 4. Apply permits: FAA, South Florida Water Management District 5. Pursue grants 6. Receive permit 7. Communicate action and status to private businesses 	<p><u>Time</u></p> <p>5/18</p> <p>5/18</p> <p>9/18</p> <p>5/18</p> <p>5/18</p> <p>4/19</p> <p>Ongoing</p>
Responsibility: City Manager		

ACTION: FORCE FPUA: WASTEWATER TREATMENT PLANT RELOCATION		PRIORITY
		<i>Policy – High</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Relocation • Funding • Utility Services Agreement(s) • Lack of FPUA Action • Regionalization of Utilities: Water and Wastewater 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Present conceptual plan – Commission – FPUA – St. Lucie County 2. Commission Decision: Policy and Plan Adoption 3. Negotiate FPUA and St. Lucie County 	<p><u>Time</u></p> <p>4/18</p> <p>8/18</p> <p>TBD</p>
Responsibility: City Manager		

ACTION:	ORANGE AVENUE CORRIDOR BEAUTIFICATION PLAN	PRIORITY
		<i>Policy – High</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Scope • FDOT • Funding • Utilities • ROW • TPO 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Define “Complete” Streets and Project – Scope 2. Commission Conference Agenda: Presentation and Direction 	<p><u>Time</u></p> <p style="text-align: center;">6/18</p> <p style="text-align: center;">10/18</p>
Responsibility: Planning		

ACTION:	NEIGHBORHOOD INFRASTRUCTURE UPGRADE PLAN PROJECT PRIORITY AND FUNDING	PRIORITY
		<i>Policy</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Project Scope • Project Priority * Funding 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Review CIP 2. Prepare report 3. Commission Conference Agenda: Project 4. Commission Decision: CIP ’19 – ’20 Adoption 	<p><u>Time</u></p> <p style="text-align: center;">5/18</p> <p style="text-align: center;">5/18</p> <p style="text-align: center;">6/18</p> <p style="text-align: center;">7/18</p>
Responsibility: Engineering		

<p>ACTION: DOWNTOWN HOTEL/MIXED DEVELOPMENT: RFP, AGREEMENT</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">PRIORITY</td> </tr> <tr> <td style="text-align: center;"><i>Mgmt – Top</i></td> </tr> </table>	PRIORITY	<i>Mgmt – Top</i>				
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Responsibility: City Manager							

<p>ACTION: DREDGING MARINA AND CHANNEL</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">PRIORITY</td> </tr> <tr> <td style="text-align: center;"><i>Mgmt – Top</i></td> </tr> </table>	PRIORITY	<i>Mgmt – Top</i>				
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ACTION:	EAR/COMPREHENSIVE PLAN	PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Solicit consultation, issue RFP	5/18
	2. Select consultant	6/18
	3. Commission Decision: Award Contract	6/18
	4. Complete EAR/Comprehensive Plan	11/18
	5. Commission: Initial Approval	12/18
	6. State Review and Response	2/19
	7. Commission Decision: Final Adoption	3/19
Responsibility: Planning		

ACTION:	EXPANDED BAHAMAS RELATIONS STRATEGY	PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• City Festival(s)	1. Meet Consul General	5/18
	2. Develop Sister City Partnership – Grand Bahamas Island	8/18
	3. Commission Decision: Sister City Agreement	9/18
Responsibility: City Manager		

ACTION	TIKI BAR: DIRECTION AND CITY ACTIONS	PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Receive RFP	3/18
	2. Evaluate proposal	4/18
	3. Commission Decision: Award Contract/Lease	5/18
Responsibility: City Clerk		

ACTION: PEACOCK ARTS DISTRICT REVITALIZATION PLAN	PRIORITY
	<i>Mgmt – High</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Project • Funding • Boundary Extension 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Commission Conference Agenda: Presentation and Direction 2. Develop Overlay District 3. Commission Decision: Overlay District
	<p><u>Time</u></p> <p style="text-align: right;">5/18</p> <p style="text-align: right;">5/18</p> <p style="text-align: right;">9/18</p>
Responsibility: City Manager	

ACTION: DEVELOPMENT REVIEW TASK FORCE: REPORT AND IMPLEMENTATION	PRIORITY
	<i>Mgmt – High</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • FPUA Issues • Ordinance Changes • Relations to City Charter Changes 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Complete report (Chamber of Commerce) 2. Commission Presentation: Recommendations and Direction 3. Review/revise ordinance 4. Commission Decision: Ordinance Changes
	<p><u>Time</u></p> <p style="text-align: right;">6/18</p> <p style="text-align: right;">7/18</p> <p style="text-align: right;">10/18</p> <p style="text-align: right;">11/18</p>
Responsibility: City Clerk	

ACTION: CRA PLAN: UPDATE		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Issue RFP/RFQ	5/18
	2. Receive response	6/18
	3. Evaluate and select consultant	8/18
	4. FPRA Board: Award Contract	9/18
	5. Presentation: CRA Advisory Committee – Input	12/18
	6. Develop Plan Update	4/19
Responsibility: Planning		

► Management in Progress 2018	TIME
1. Little Jim’s Lease: <ul style="list-style-type: none"> • Commission Direction • Commission Decision 	4/18 10/18
2. Community Rating System (CRS): Coordinator	4/18
3. FEMA Regulations for Flood Insurance: Public Education	7/18
4. Small Business Assistance Program and Services	9/18
5. Business Retention and Expansion Program (BRE)	Ongoing

► Major Projects 2018	TIME
1. North 2 nd Street Road Improvements	4/18
2. Avalon Avenue Drainage Improvements	6/18
3. City Parking Garage: Sealing	7/18
4. Day Docks	9/18
5. Canal Armoring	
a. Virginia Avenue Outfall Canal	10/18
b. Mayflower (Virginia to Edwards)	5/19
6. Fisherman’s Wharf	10/18 – 10/19
a. Road Reconstruction	
b. Seawall Reconstruction	
c. Marina Dredging	
7. Citrus Bridge Overpass: Major Maintenance	11/18
8. Surfside Park Residential Street Drainage Improvements	12/18
9. Melody Lane Seawall	12/18
10. Street Striping Project	12/18
11. Ohio Avenue and U.S. 1 Signalization: Upgrade	3/19
12. Pumpout System – Northside	3/19
13. Georgia Avenue Outfall: Nutrient Removal	5/19
14. Downtown Restroom	5/19
15. 7 th Street Roadway Reconstruction (Wendell Road to 10 th Street)	7/19
16. 17 th Street Reconstruction (Avenue “D” to Orange Avenue)	12/19

GOAL 2	ENGAGE OUR COMMUNITY
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ACTION:	COMMUNITY POLICING: DEFINITION, BEST PRACTICES, REPORT WITH OPTIONS, DIRECTION	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Policy – High</i></td></tr> </table>	PRIORITY	<i>Policy – High</i>	
PRIORITY					
<i>Policy – High</i>					
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>			
	1. Commission Conference Agenda: Report and Direction	8/18			
Responsibility: Police					

ACTION:	COMMUNITY YOUTH OUTREACH TO DIVERSE POPULATION: DIRECTION	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Policy</i></td></tr> </table>	PRIORITY	<i>Policy</i>	
PRIORITY					
<i>Policy</i>					
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>			
<ul style="list-style-type: none"> • Youth Outreach 	1. Commission Conference Agenda: Presentation and Direction	8/18			
Responsibility: Police					

ACTION: COMMUNITY UNITY STRATEGY AND ACTION PLAN		PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Conduct “Community” event	7/18
	2. Enhancements:	
	a. Praise in the Park	5/18
	b. Impact Awards Show	8/18
	c. Fishing Tournament	6/18
	d. Golf with Pros	5/18
	e. Summer Camps (Sunrise Theatre)	6/18 – 8/18
	f. Easter Parade	4/18
Responsibility: Information Technology		

ACTION: CITIZEN ADVISORY BOARD FOR POLICE: DIRECTION, RESOLUTION		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Purposes	1. City Manager: Review	5/18
• Membership	2. Commission Conference Agenda:	5/18
• Processes	Direction	
	3. Commission Decision: Resolution	6/18
Responsibility: Police		

ACTION:	YOUTH COUNCIL: REPORT WITH RECOMMENDATIONS	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Commission Decision: Acceptance of Recommendations	3/18
Responsibility: City Manager		

▶ Management in Progress 2018	TIME
	Ongoing
1. Restoring the Village Program	

GOAL 3	SERVE OUR COMMUNITY
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<p>ACTION: STORMWATER MANAGEMENT UTILITY FEE: COMPARATIVE ANALYSIS AND INCREASE</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; border-bottom: 1px solid black;"><u>Key Issues</u></th> <th style="text-align: left; border-bottom: 1px solid black;"><u>Activities/Milestones</u></th> <th style="text-align: left; border-bottom: 1px solid black;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> • Fee • Projects • Aging Infrastructure </td> <td style="vertical-align: top;"> <ol style="list-style-type: none"> 1. Review needs/market analysis 2. Develop report 3. Commission Decision: Fee 4. Send to St. Lucie County </td> <td style="vertical-align: top;"> <p>5/18</p> <p>5/18</p> <p>6/18</p> <p>6/18</p> </td> </tr> </tbody> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	<ul style="list-style-type: none"> • Fee • Projects • Aging Infrastructure 	<ol style="list-style-type: none"> 1. Review needs/market analysis 2. Develop report 3. Commission Decision: Fee 4. Send to St. Lucie County 	<p>5/18</p> <p>5/18</p> <p>6/18</p> <p>6/18</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">PRIORITY</td> </tr> <tr> <td style="text-align: center;"><i>Policy – Top</i></td> </tr> </table>	PRIORITY	<i>Policy – Top</i>
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PRIORITY									
<i>Policy – Top</i>									
Responsibility: Engineering									

<p>ACTION: FPUA – CITY STRATEGY: KEY ISSUES AND DIRECTION</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; border-bottom: 1px solid black;"><u>Key Issues</u></th> <th style="text-align: left; border-bottom: 1px solid black;"><u>Activities/Milestones</u></th> <th style="text-align: left; border-bottom: 1px solid black;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> • Communications • Coordination of Projects • Utility Agreements • Economic Development • Capital Projects </td> <td style="vertical-align: top;"> <ol style="list-style-type: none"> 1. Meeting between City Commission & FPUA Board: Identify Issues, Discuss Issues, Direction 2. Participate in City’s Strategic Planning Process </td> <td style="vertical-align: top;"> <p>5/18</p> <p>2/19</p> </td> </tr> </tbody> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	<ul style="list-style-type: none"> • Communications • Coordination of Projects • Utility Agreements • Economic Development • Capital Projects 	<ol style="list-style-type: none"> 1. Meeting between City Commission & FPUA Board: Identify Issues, Discuss Issues, Direction 2. Participate in City’s Strategic Planning Process 	<p>5/18</p> <p>2/19</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">PRIORITY</td> </tr> <tr> <td style="text-align: center;"><i>Policy – Top</i></td> </tr> </table>	PRIORITY	<i>Policy – Top</i>
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PRIORITY									
<i>Policy – Top</i>									
Responsibility: City Clerk									

ACTION:	EMERGENCY OPERATIONS CENTER: DIRECTION	PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Concept • Funding • Location 	<ol style="list-style-type: none"> 1. Develop conceptual design, costs and location 2. City Manager: Review 3. Identify funding sources/partners 4. Commission Decision: Approval 	<p>5/18</p> <p>6/18</p> <p>10/18</p> <p>11/18</p>
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Responsibility: Police</div>		

ACTION:	SMALL PUBLIC TRANSIT VEHICLE/TRAM: EVALUATION	PRIORITY
		<i>Policy – 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"> 1. Review/revise report 2. Commission Conference Agenda: Direction 3. Commission Decision: Approval 4. Obtain tram 5. Service initiated 	<p>5/18</p> <p>5/18</p> <p>6/18</p> <p>9/18</p> <p>10/18</p>
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Responsibility: Public Works</div>		

ACTION:	CITY EMPLOYEE COMPENSATION: RESTRUCTURE AND FUNDING	PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Analyze Study 2. Complete report with recommendations 3. Incorporate in budget proposal 4. Commission Decision: Budget '19 – '20 	<p>5/18</p> <p>6/18</p> <p>6/18</p> <p>9/18</p>
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Responsibility: Human Resources</div>		

<p>ACTION: CITY SERVICES AND STAFFING LEVEL: EVALUATION REPORT AND FUNDING</p> <p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Service • Service Level • Funding • Performance Measures 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">PRIORITY</td> </tr> <tr> <td style="text-align: center;"><i>Policy</i></td> </tr> </table>	PRIORITY	<i>Policy</i>
PRIORITY			
<i>Policy</i>			
<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Review City organization – services and staffing needs 2. Develop budget proposal 3. Commission Decision: Budget FY ‘19 – ‘20 	<p><u>Time</u></p> <p>5/18</p> <p>6/18</p> <p>9/18</p>		
Responsibility: City Manager			

<p>ACTION: INFRASTRUCTURE INVESTMENT SURTAX: PUBLIC AWARENESS AND ELECTION</p> <p><u>Key Issues</u></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">PRIORITY</td> </tr> <tr> <td style="text-align: center;"><i>Policy</i></td> </tr> </table>	PRIORITY	<i>Policy</i>
PRIORITY			
<i>Policy</i>			
<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Commission Decision: Resolution of Support 2. Public Education 3. Election 	<p><u>Time</u></p> <p>3/18</p> <p>5/18 – 11/18</p> <p>11/18</p>		
Responsibility: City Manager			

<p>ACTION: CODE OF ORDINANCES: UPDATE</p> <p><u>Key Issues</u></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">PRIORITY</td> </tr> <tr> <td style="text-align: center;"><i>Mgmt – Top</i></td> </tr> </table>	PRIORITY	<i>Mgmt – Top</i>
PRIORITY			
<i>Mgmt – Top</i>			
<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Identify options and approach for update 2. Commission Workshop: Direction and Funding 	<p><u>Time</u></p> <p>9/18</p> <p>10/18</p>		
Responsibility: City Attorney			

ACTION:	“PERMITTING HUB” SHOP FOR DEVELOPMENT/PERMITTING	PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
* Funding	1. Implement ProjectDox	9/18
	2. Develop “Permitting Hub” – Design and Costs	6/18
	3. City Manager: Review	7/18
	4. Commission Conference Agenda: Direction	8/18
	5. Commission Decision: Budget FY ’19 – ’20	9/18
Responsibility: Building		

ACTION:	CIVIL SERVICE APPEAL PROCESS	PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Finalize report	4/18
	2. Commission Decision: Process Ratification	6/18
Responsibility: Human Resources		

ACTION:	INFORMATION TECHNOLOGY MASTER PLAN	PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Develop plan	6/18
	2. Prepare budget proposal	6/18
	3. Commission Decision: Budget FY ’19 – ’20	9/18
Responsibility: Information Technology		

ACTION: SPENDING LIMIT FOR CITY MANAGER: REPORT AND DIRECTION	PRIORITY	
	Mgmt	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Commission Decision: City Manager's Spending Limit	5/18
Responsibility: Finance		

► Management in Progress 2018	TIME
1. Purchasing Policy: Revision	3/18
2. Labor Contracts (3)	
• PBA	4/18
• IUPA	5/18
• Teamster	6/18
3. GolfTrac Cloud: IHGC Funding	4/18
4. Financial Policies and Procedures Manual	4/18
5. Police Promotion Examinations	5/18
6. Legal Secretary/Paralegal: Hiring	5/18
7. Sunrise Theatre Succession Plan	6/18
8. ProjectDox: Building Department	7/18
9. T2 Parking Enforcement Software for Mobile Parking Enforcement	8/18
10. Paperless Purchase Order System	8/18
11. Click-2-Gov	8/18

► Management in Progress 2018 (Continued)	TIME
12. Citywide Payment Card Policy (Online)	8/18
13. Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Maintenance and Upgrade	8/18
14. Paperless Payroll Process: Electronic Stubs and Forms	8/18
15. Online Searchable Portal: Development	8/18
16. Comprehensive Employee Wellness Policy and Program	9/18
17. Police Minority Recruitment Program/Advancement: Revision	TBD
18. Vehicle Equipment Replacement Plan: Implementation	Ongoing

► Major Projects 2018	TIME
1. City Facilities Access Control and Security Upgrade	7/18
2. Fuel Island Canopy	9/18
3. Gasoline and Diesel Fuel Tank Replacement	9/18
4. City Hall: Waterproofing	12/18
5. City Hall: Possible Covered Walkway for Pedestrian Connection Between Parking Garage and City Hall	12/18

GOAL 4	BEAUTIFY OUR COMMUNITY
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ACTION: DUMPSTER SOLUTIONS FOR DOWNTOWN	PRIORITY
	<i>Policy – Top</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Direction • Funding (Solid Waste) • Fleet • Partners 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Commission Conference Agenda: Direction 2. Order equipment 3. Receive equipment 4. Operational: In ground
	<p><u>Time</u></p> <p>4/18</p> <p>6/18</p> <p>10/18</p> <p>1/19</p>
Responsibility: Public Works	

ACTION: ENTRANCES/GATEWAYS BEAUTIFICATION: PLAN AND FUNDING	PRIORITY
	<i>Policy – High</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Funding • Consultant – Landscape Design 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Commission Conference Agenda: Direction and Funding 2. Develop budget proposal 3. Commission Decision: Budget FY '19 – '20
	<p><u>Time</u></p> <p>4/18</p> <p>6/18</p> <p>9/18</p>
Responsibility: Public Works	

ACTION: INFILL REDEVELOPMENT	PRIORITY	
	<i>Policy</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Evaluate options/ownership	4/18
	2. Prepare report	4/18
	3. Commission Conference Agenda: Report and Direction	5/18
Responsibility: Building		

ACTION: CLEAN AND SAFE COMMUNITY INITIATIVE	PRIORITY	
	<i>Mgmt – Top</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	A. Demolition	3/18
	1. Commission Decision: Approval (3)	4/18
	2. Title Search	5/18
	3. Demolition Permit	5/18
	4. Demolition (3)	6/18
	B. Board Up	
	1. Complete Administrative Process	4/18
	2. Clear Boarding	4/18
Responsibility: Code Compliance		

ACTION: LINCOLN PARK REVITALIZATION INITIATIVE		PRIORITY
		<i>Mgmt</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"> Complete streetscape project – including signage Commission Conference Agenda Presentation: Update Report Historic Lincoln Theater: MOU 	<p>5/18</p> <p>5/18</p> <p>5/18</p>
Responsibility: Finance		

ACTION: MURAL PROJECTS (4)		PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 464 North 9th Street Sunrise Boulevard/Georgia 510 Orange Avenue 13th Street/Avenue D 	<p>11/18</p> <p>11/18</p> <p>11/18</p> <p>11/18</p>
Responsibility: Finance		

► Management in Progress 2018	TIME
<ol style="list-style-type: none"> Main Streets Annual/Activity Report Tag and Tow of Non-Operable Vehicles 	<p>7/18</p> <p>Ongoing</p>

► Major Projects 2018	TIME
<ol style="list-style-type: none"> Banner Replacement (Citywide) 	Ongoing

GOAL 5	ENJOY OUR COMMUNITY
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<p>ACTION: SUNRISE THEATRE: COMPREHENSIVE EVALUATION, REPORT WITH OPTIONS AND DIRECTION</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; border-bottom: 1px solid black;"><u>Key Issues</u></th> <th style="text-align: left; border-bottom: 1px solid black;"><u>Activities/Milestones</u></th> <th style="text-align: left; border-bottom: 1px solid black;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> • Purpose • Programming • Operation • Succession Plan </td> <td style="vertical-align: top;"> <ol style="list-style-type: none"> 1. Complete report 2. Commission Conference Agenda: Report and Direction 3. Prepare budget proposal 4. Commission Decision: Budget FY '19 – '20 </td> <td style="vertical-align: top;"> <p>6/18</p> <p>6/18</p> <p>6/18</p> <p>9/18</p> </td> </tr> </tbody> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	<ul style="list-style-type: none"> • Purpose • Programming • Operation • Succession Plan 	<ol style="list-style-type: none"> 1. Complete report 2. Commission Conference Agenda: Report and Direction 3. Prepare budget proposal 4. Commission Decision: Budget FY '19 – '20 	<p>6/18</p> <p>6/18</p> <p>6/18</p> <p>9/18</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">PRIORITY</td> </tr> <tr> <td style="text-align: center;"><i>Policy – Top</i></td> </tr> </table>	PRIORITY	<i>Policy – Top</i>
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Responsibility: City Manager									

<p>ACTION: HOMELESS RESOURCE CENTER: CONCEPT, PARTNERS/COUNTY AND LOCATIONS</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; border-bottom: 1px solid black;"><u>Key Issues</u></th> <th style="text-align: left; border-bottom: 1px solid black;"><u>Activities/Milestones</u></th> <th style="text-align: left; border-bottom: 1px solid black;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> • Partners • Shared Vision • Veterans Services • St. Lucie County </td> <td style="vertical-align: top;"> <ol style="list-style-type: none"> 1. Determine location 2. Commission Decision: Direction 3. Identify funding sources 4. Complete improvements 5. Open Homeless Resource Center </td> <td style="vertical-align: top;"> <p>5/18</p> <p>6/18</p> <p>10/18</p> <p>1/19</p> <p>1/19</p> </td> </tr> </tbody> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	<ul style="list-style-type: none"> • Partners • Shared Vision • Veterans Services • St. Lucie County 	<ol style="list-style-type: none"> 1. Determine location 2. Commission Decision: Direction 3. Identify funding sources 4. Complete improvements 5. Open Homeless Resource Center 	<p>5/18</p> <p>6/18</p> <p>10/18</p> <p>1/19</p> <p>1/19</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">PRIORITY</td> </tr> <tr> <td style="text-align: center;"><i>Policy – High</i></td> </tr> </table>	PRIORITY	<i>Policy – High</i>
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PRIORITY									
<i>Policy – High</i>									
Responsibility: City Manager									

ACTION:	HISTORIC ST. ANASTASIA BUILDING/PROPERTY USE: CONVERSION TO HERITAGE AND CULTURAL CENTER	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Policy</i></td></tr> </table>	PRIORITY	<i>Policy</i>			
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<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>					
<ul style="list-style-type: none"> • Funding • Design 	<ol style="list-style-type: none"> 1. Issue RFP 2. Select architect 3. Commission Decision: Award Contract – Architecture 4. Complete architecture 5. Seek funding 	<p>3/18</p> <p>4/18</p> <p>5/18</p> <p>9/18</p> <p>TBD</p>					
Responsibility: Finance							

ACTION:	PORPOISE PARK: REPORT WITH OPTIONS AND DIRECTION	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Policy</i></td></tr> </table>	PRIORITY	<i>Policy</i>			
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<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>					
	<ol style="list-style-type: none"> 1. Complete report 2. Commission Conference Agenda: Report and Direction 	<p>10/18</p> <p>11/18</p>					
Responsibility: Public Works							

ACTION:	RECREATION DIVISION: DIRECTION AND FUNDING	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Mgmt – High</i></td></tr> </table>	PRIORITY	<i>Mgmt – High</i>			
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<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>					
<ul style="list-style-type: none"> • Staff • Funding 	<ol style="list-style-type: none"> 1. Prepare budget proposal 2. Commission Decision: Budget FY '19 – '20 	<p>6/18</p> <p>9/18</p>					
Responsibility: Public Works							

ACTION: SHUFFLE BOARD COURT: DIRECTION	PRIORITY
	<i>Mgmt – High</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Relocation • Funding • Use 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Prepare report on alternative uses 2. Commission Conference Agenda: Report and Direction 3. Develop budget proposal 4. Commission Decision: Budget FY '19 – '20
	<p><u>Time</u></p> <p>7/18</p> <p>8/18</p> <p>8/18</p> <p>9/18</p>
Responsibility: Public Works	

ACTION: HISTORIC PRESERVATION REPORT	PRIORITY
	<i>Mgmt</i>
<p><u>Key Issues</u></p>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Identify historic districts/properties 2. Prepare plan 3. Commission Conference Agenda: Report and Direction
	<p><u>Time</u></p> <p>9/18</p> <p>9/18</p> <p>10/18</p>
Responsibility: Planning	

ACTION: GANGS ACTION PLAN: UPDATE	PRIORITY
	<i>Mgmt</i>
<p><u>Key Issues</u></p>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Commission Report
	<p><u>Time</u></p> <p>7/18</p>
Responsibility: Police	

► Management in Progress 2018		TIME
1.	New Animal Control Comcate Program	3/18
2.	Long Term Contract for Golf Course Maintenance	9/18
3.	Field Training Officer (FTO) Program: Revamp	10/18
4.	Zora Neale Huston Trail Festival Day	4/19
5.	SHIP Home Rehabs (30)	6/19
6.	SHIP 1 st Time Homebuyers	Ongoing

► Major Projects 2018		TIME
1.	Public Day/"Dingy" Dock	9/18
2.	Indian Hills Golf Course Improvements Projects	11/18
3.	Sunrise Theatre: Maintenance Project	12/18
4.	MLK Dreamland Park: Construction (Memorial/Improvement)	12/18
5.	Moore's Creek Boat Ramp Area Repairs	2/19
6.	Fenn Park: Play Set	3/19
7.	Fisherman's Wharf Boat Ramp: Rebuild	TBD

Policy Calendar 2018

MONTH

MARCH 2018

1. Decision: Youth Council Report Acceptance of Recommendations
2. Decision: Infrastructure Investment Surtax Resolution of Support
3. Decision: Demolitions (3)

MONTH

APRIL 2018

1. Decision: Award Contract for Dredging Marina and Channel
2. Decision: PBA Labor Contract Appeal
3. Decision: Little Jim's Lease Direction
4. Conference Agenda: Entrances/Gateways Beautification Plan and Funding
5. Conference Agenda: Dumpster Solutions for Downtown

MONTH

MAY 2018

1. Decision: Street Resurfacing – Notice to Proceed
2. Decision: Tiki Bar Award Contract/Lease
3. Decision: Labor Contracts
 - a. IUPA
 - b. Teamster
4. Decision: Award Architectural Contract for Historic St. Anastasia Building/
Property Use
5. Decision: Spending Limit for City Manager
6. Conference Agenda: Peacock Arts District Revitalization Plan Presentation
and Direction
7. Conference Agenda: Citizen Advisory Board for Police
8. Conference Agenda: Joint Meeting with FPUA Board
9. Conference Agenda: Small Public Transit Vehicle/Tram Direction
10. Conference Agenda: Infill Redevelopment
11. Presentation: Lincoln Park Revitalization Initiative Update Report

MONTH

JUNE 2018

1. Decision: Developer Selection for Downtown Hotel
2. Decision: Award Contract for EAR/Comprehensive Plan Consultant
3. Decision: Citizen Police Advisory Board Resolution
4. Decision: Stormwater Management Utility Fee
5. Decision: Purchase Small Public Transit Vehicle/Tram
6. Decision: Civil Service Appeal Process Ratification
7. Decision: Homeless Resource Center Direction
8. Conference Agenda: Neighborhood Infrastructure Upgrade Project Review, Project Priority and Funding
9. Workshop: Sunrise Theatre Comprehensive Report and Direction

MONTH

JULY 2018

1. Decision: CIP FY '19-'20 Adoption Funding for Neighborhood Infrastructure Projects
2. Report: Gangs Action Plan Update
3. Presentation: Development Review Task Force Report and Direction

MONTH

<h3>AUGUST 2018</h3>

1. Decision: Wastewater Treatment Plant Relocation – Policy and Plan Adoption
2. Conference Agenda: Community Youth Outreach Diverse Population Presentation and Direction
3. Conference Agenda: Community Policing Report and Direction
4. Conference Agenda: “Permitting Hub” for Development/Permitting Direction
5. Conference Agenda: Shuffle Board Court Report and Direction

MONTH

<h3>SEPTEMBER 2018</h3>

1. Budget FY '19-'20 Decision: Funding for:
 - a. Street Resurfacing: Additional Funding
 - b. City Employee Compensation
 - c. City Services and Staffing Level
 - d. "Permitting Hub" for Development/Permitting
 - e. Information Technology Master Plan: Implementation
 - f. Entrances/Gateways Beautification Landscape Design
 - g. Sunrise Theatre
 - h. Recreation Division
 - i. Shuffle Board

2. Decision: Zoning Changes for Seaplane Base

3. Decision: Overlay District for Peacock Arts District

4. Decision: Sister City Agreement with Grand Bahamas Island

5. FPRA: Award Contract for CRA Plan: Update

MONTH

<h3>OCTOBER 2018</h3>

1. Decision: Downtown Hotel Development Agreement
2. Decision: Little Jim's Lease
3. Conference Agenda: Orange Avenue Corridor Beautification Plan Presentation and Direction
4. Workshop: Code of Ordinances Update Direction and Funding
5. Conference Agenda: Historic Preservation Report and Direction

MONTH

NOVEMBER 2018

1. Decision: Development Ordinance Changes
2. Decision: Emergency Operations Center
3. Conference Agenda: Porpoise Park Report and Direction

MONTH

DECEMBER 2018

1. Decision: EAR/Comprehensive Plan Initial Approval

MONTH

JANUARY 2019

MONTH

FEBRUARY 2019