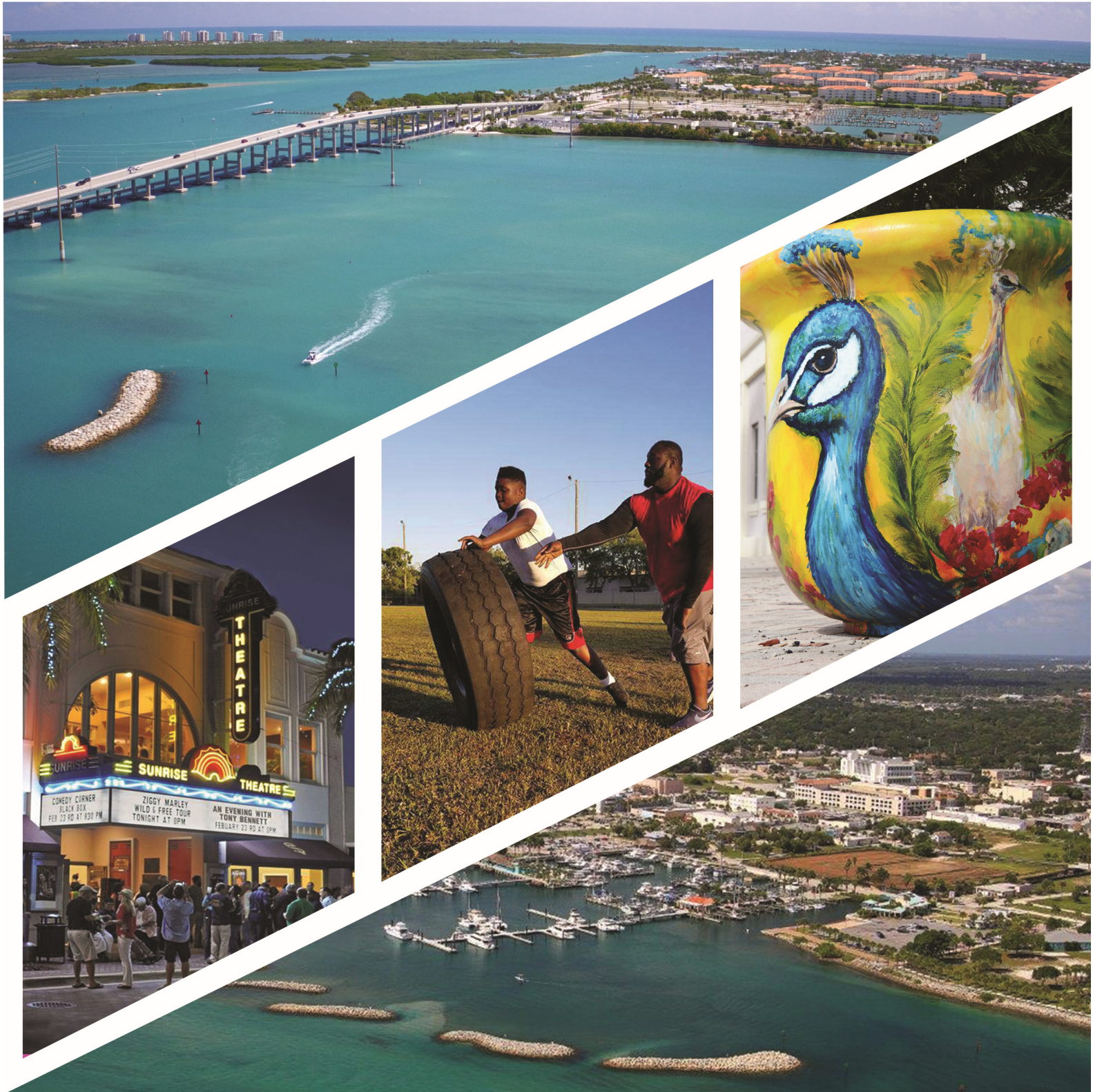




ACHIEVING OUR VISION

FORT PIERCE STRATEGIC PLAN 2018

AUGUST 1, 2018



FORT PIERCE

Strategic Plan 2018 Goals



CONTENTS

DEVELOPING OUR COMMUNITY

GOAL 1: Negotiate Interlocal Service Boundary Agreement (ISBA) with St. Lucie County	1
GOAL 2: Port Development – Next Steps.....	2
GOAL 3: Street Resurfacing: Service Level and Funding	3
GOAL 4: Seaplane Base and Service: Direction and City Action.....	4
GOAL 5: FPUA: Wastewater Treatment Plant Relocation.....	5
GOAL 6: Orange Avenue Corridor Beautification Plan.....	6
GOAL 7: Neighborhood Infrastructure Upgrade Plan, Project, Priority and Funding	7
GOAL 8: Downtown Hotel/Mixed Development: Request for Proposal, Agreemen	8
GOAL 9: Dredging Marina and Channel	9
GOAL 10: Comprehensive Plan Evaluation & Appraisal Report (EAR)	9
GOAL 11: Expanded Bahamas Relations Strategy.....	10
GOAL 12: Tiki Bar: Request for Proposal (RFP), Contract/Lease	11
GOAL 13: Peacock Arts District Revitalization Plan.....	12
GOAL 14: Development Review Task Force: Report and Implementation	13
GOAL 15: Community Redevelopment Agency (CRA) Plan: Update.....	14

ENGAGING OUR COMMUNITY

GOAL 1: Community Policing: Definition, Best Practices, Report with Options, Direction.....	15
GOAL 2: Community Youth Outreach to Diverse Population: Direction.....	15
GOAL 3: Community Unity Strategy and Action Plan.....	16
GOAL 4: Citizen Advisory Board for Police: Direction, Resolution	17
GOAL 5: Youth Council: Report with Recommendation	17

SERVING OUR COMMUNITY

GOAL 1: Stormwater Management Utility Fee: Comparative Analysis and Increase	18
GOAL 2: City-FPUA Strategy: Key Issues and Direction	18
GOAL 3: Emergency Operations Center: Direction	19
GOAL 4: Small Public Transit Vehicle/Tram: Evaluation	20
GOAL 5: City Employee Compensation: Restructure and Funding	21
GOAL 6: City Services and Staffing Level: Evaluation Report and Funding	22
GOAL 7: Infrastructure Investment Surtax: Public Awareness and Election.....	22
GOAL 8: Code of Ordinances: Update.....	23
GOAL 9: Permitting Hub Shop for Development/Permitting	23
GOAL 10: Civil Service Appeal Process.....	24



FORT PIERCE

Strategic Plan 2018 Goals



GOAL 11: Information Technology Master Plan	24
GOAL 12: Spending Limit for City Manager: Report and Direction	24

BEAUTIFYING OUR COMMUNITY

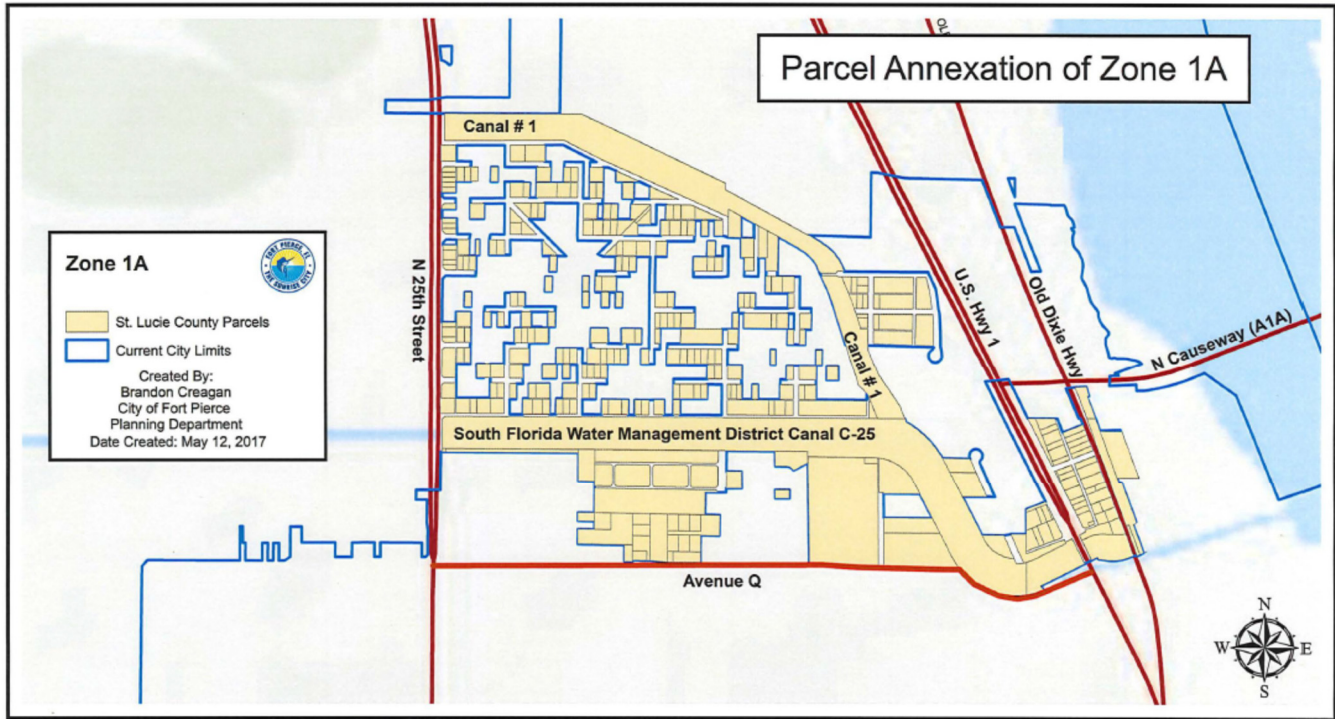
GOAL 1: Dumpster Solutions for Downtown	25
GOAL 2: Entrances/Gateways Beautification: Plan and Funding	26
GOAL 3: Infill Development	27
GOAL 4: Clean and Safe Community Initiative	27
GOAL 5: Lincoln Park Revitalization Initiative	28
GOAL 6: Mural Project	28

ENJOYING OUR COMMUNITY

GOAL 1: Sunrise Theatre: Comprehensive Evaluation, Report with Options and Direction	29
GOAL 2: Homeless Resource Center: Concept, Partners/County and Locations	30
GOAL 3: Historic St. Anastasia Building/Property Use: Conversion to Heritage and Cultural Center	31
GOAL 4: Porpoise Park: Report with Options and Direction	31
GOAL 5: Recreation Division: Direction and Funding	32
GOAL 6: Shuffle Board Court: Direction	32
GOAL 7: Historic Preservation Report	33
GOAL 8: Gangs Action Plan: Update	34



G1 GOAL 1: Negotiate Interlocal Service Boundary Agreement (ISBA) with St. Lucie County



Responsibility: Planning

Milestones		Status as of August 1, 2018
1. Receive response from St. Lucie County	4/18	Completed.
2. Negotiate ISBA with St. Lucie County	4/19	Awaiting draft from St. Lucie County. City and County staff have met several times to discuss aspects of the Interlocal Service Boundary Agreement.
3. Commission Decision: Individual parcel annexations	TBD	

G2 GOAL 2: Port Development – Next Steps



A. Operations of Mega Yacht Service (Coordinated with St. Lucie County)

Responsibility: City Manager

Milestones		Status as of August 1, 2018
1. County finalizes RFQ for Operations	5/18	Completed.
2. County issues RFQ	5/18	Completed.
3. County receives RFQ responses	7/18	Saint Lucie County has held the first meeting of the Selection Committee yielding a recommendation to accept the Statement of Qualifications for the two proposers. The SLC BOCC subsequently agreed to a short list of two proposals for the mega-yacht operation.
4. County evaluates RFQ responses	11/18	
5. County selects Operator	11/19	

B. Port Master Plan Update (St. Lucie County)

Responsibility: St. Lucie County

Milestones		Status as of August 1, 2018
1. Selection of Consultant by County	11/18	
2. Completion of Port Master Plan Update	2019	



G3 GOAL 3: Street Resurfacing: Service Level and Funding



Responsibility: Engineering

Milestones		Status as of August 1, 2018
1. Identify streets	4/18	Completed.
2. Obtain proposal for resurfacing	5/18	Completed.
3. Prepare report	5/18	Completed.
4. Commission Decision: Notice to Proceed	5/18	Completed.
5. Develop budget proposal	6/18	Completed.
6. Construction: resurfacing projects	7/18	90% Completed. Construction began on July 16, 2018. All street resurfacing has been completed; pavement markings to completed within 2 weeks. Construction on the repair of crosswalks on Avenue D between 7th and 25th Street is 50% completed. Total project to be completed by the end of August.
7. Commission Decision: Budget FY 2019	9/18	



G4 GOAL 4: Seaplane Base and Service: Direction and City Action



Responsibility: City Manager

Milestones		Status as of August 1, 2018
1. Identify location	5/18	Completed.
2. Permit Applications: Florida Aviation Administration, South Florida Water Management District	18/18	City Staff currently researching development and designation procedures to create seaplane operation in Downtown Fort Pierce. Officials from other municipalities and the Seaplane Pilots Association are providing consultation for this development concept.
3. Commission Presentation	10/18	

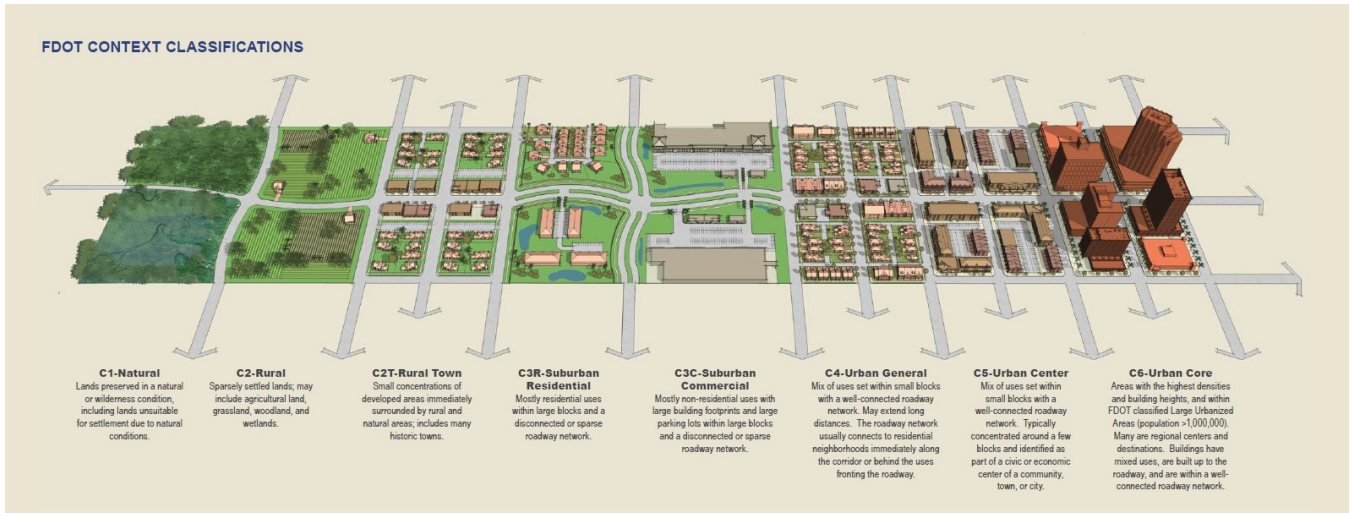
G5 GOAL 5: Wastewater Treatment Plant Relocation



Responsibility: City Manager

Milestones		Status as of August 1, 2018
1. Present conceptual plan to Commission, FPUA and St. Lucie County	6/18	City Commission and FPUA jointly discussed the relocation during the joint workshop on June 11, 2018. Design and funding identification are the current tasks.
2. Negotiations with St. Lucie County and FPUA	Ongoing	

G6 GOAL 6: Orange Avenue Corridor Beautification Plan



Responsibility: Planning

Milestones		Status as of August 1, 2018
1. Define "Complete" Streets and Project – Scope	6/18	Completed.
2. Commission Conference Agenda – Presentation and Direction	10/18	



G7 GOAL 7: Neighborhood Infrastructure Upgrade Plan, Project, Priority and Funding



Responsibility: Engineering

Milestones		Status as of August 1, 2018
1. Review Capital Improvement Plan	5/18	Completed.
2. Prepare report	6/18	On hold. Possible project area to be considered will be S. 7th Street from Wendell Road to S. 10th Street and Ohio Avenue from S. 11th Street to US 1. No funding has been identified at this time. Possible funding source is dependent on outcome of proposed Surtax increase.
3. Commission Conference Agenda: Project	7/18	On hold.
4. Commission Decision: CIP FY 2019 Adoption	7/18	On hold.



G8 GOAL 8: Downtown Hotel/Mixed Development: Request for Proposal, Agreement



Responsibility: City Manager

Milestones		Status as of August 1, 2018
1. Receive bids	3/18	Completed.
2. Presentation to Evaluation Committee	4/18	Completed.
3. Complete evaluation, develop recommendations	6/18	Completed.
4. Commission Decision: Select Developer	6/18	Completed.
5. Negotiate development agreement	10/18	Fort Pierce Redevelopment Agency directed staff to re-advertise the redevelopment opportunity following an updated appraisal and additional community input.
6. Commission Decision: Development Agreement	10/18	



G9 GOAL 9: Dredging Marina and Channel



Responsibility: Marina

Milestones		Status as of August 1, 2018
1. Analyze proposal	3/18	Completed.
2. Commission Decision: Award Contract	4/18	Completed.
3. Complete dredging	9/18	Waiting for Purchasing Division to release the dredging contract awarded in the amount of \$374,000 to Gator Dredging. Work to start 30 days following. Estimated completion date is October 10, 2018.

G10 GOAL 10: Comprehensive Plan Evaluation & Appraisal Report (EAR)

Responsibility: Planning

Milestones		Status as of August 1, 2018
1. Solicit consultant, issue RFP	5/18	Delivered a draft of the Professional Planning Services document to the Purchasing Division. Awaiting finalization.
2. Select consultant	7/18	
3. Commission Decision: Award Contract	7/18	
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	



G11 GOAL 11: Expanded Bahamas Relations Strategy



Responsibility: City Manager

Milestones		Status as of August 1, 2018
1. Meet Consul General	5/18	Completed.
2. Develop Sister City Partnership – Grand Bahamas Island	8/18	City Staff met with Consul General and has identified Sister City rationale that clearly benefits both the City of Fort Pierce and the Grand Bahama Island. Bahamian government officials and City Staff shall continue to work toward finalizing Sister City relationship.
3. Commission Decision: Sister City Agreement	10/18	



G12 GOAL 12: Waterfront Restaurant & Bar: Request for Proposal (RFP), Contract/Lease.



Responsibility: City Clerk

Milestones		Status as of August 1, 2018	
1. Receive Request for Proposal	3/18	Completed.	
2. Evaluate proposal	4/18	Completed.	
3. Commission Decision: Award Contract/Lease	5/18	Completed.	

G13 GOAL 13: Peacock Arts District Revitalization Plan



Responsibility: City Manager

Milestones		Status as of August 1, 2018
1. Commission Conference Agenda: Presentation and Direction	7/18	Completed.
2. Develop Overlay District	7/18	Completed.
3. Commission Decision: Overlay District	10/18	Peacock Arts District plan has been developed and next steps shall include additional community input, street pole banner contest, overlay ordinance approval, and update the district boundaries by resolution.



G14 GOAL 14: Development Review Task Force: Report and Implementation



Responsibility: City Clerk

Milestones		Status as of August 1, 2018
1. Chamber of Commerce Report	6/18	Completed.
2. Commission Presentation: Recommendations and Direction	8/18	The final Chamber of Commerce Report has been received and will be presented to the City Commission at the Conference Agenda meeting on August 13.
3. Review/revise ordinance	10/18	
4. Commission Decision: Ordinance Changes	11/18	



G15 GOAL 15: Community Redevelopment Agency (CRA) Plan: Update



Responsibility: Planning

Milestones		Status as of August 1, 2018
1. Issue Request for Proposal/Quotation	5/18	Delivered a draft of the Professional Planning Services document to the Purchasing Division. Awaiting finalization.
2. Receive response	8/18	
3. Evaluate and select consultant	8/18	
4. FPRA Board: CRA Award Contract	9/18	
5. Presentation: CRA Advisory Committee Input	12/18	
6. Develop CRA Plan Update	4/19	



G1 GOAL 1: Community Policing: Definition, Best Practices, Report with Options, Direction

Responsibility: Police

Milestones		Status as of August 1, 2018
1. Commission Conference Agenda: Report and Direction	9/18	City staff is preparing this Best Practice report for the Commission Conference Agenda. The timetable for this presentation is September 2018.

G2 GOAL 2: Community Youth Outreach to Diverse Population: Direction



Responsibility: Police

Milestones		Status as of August 1, 2018
1. Commission Conference Agenda: Report and Direction	9/18	City staff is preparing this Youth Outreach report for the Commission Conference Agenda. The timetable for this presentation is September 2018.



G3 GOAL 3: Community Unity Strategy and Action Plan



Responsibility: Information Technology

Milestones	Status as of August 1, 2018	
1. Conduct community events:		
Easter Parade	4/18	Completed.
Golf with Pros	5/18	Completed.
Praise in the Park	6/18	Completed
Mako Fishing Tournament	6/18	Completed.
Summer Camps (Sunrise Theatre)	6/18	In progress.
Impact Awards Show	8/18	Completed.
Raft Race	8/18	Completed.
Swordfish Tournament	9/18	



G4 GOAL 4: Citizen Advisory Board for Police: Direction, Resolution

Responsibility: Police

Milestones		Status as of August 1, 2018
1. City Manager: Review	5/18	Completed.
2. Commission Conference Agenda: Direction	5/18	Completed.
3. Commission Decision: Resolution	6/18	Completed. A resolution establishing the City Commission approved the Police Department's Community Advisory Committee at the 7/2/18 meeting with a modification of section 5-6 stating community members should be permanent residents of the City of Fort Pierce. The appointments to the Advisory Committee are scheduled to be complete by September 2018.

G5 GOAL 5: Youth Council: Report with Recommendations

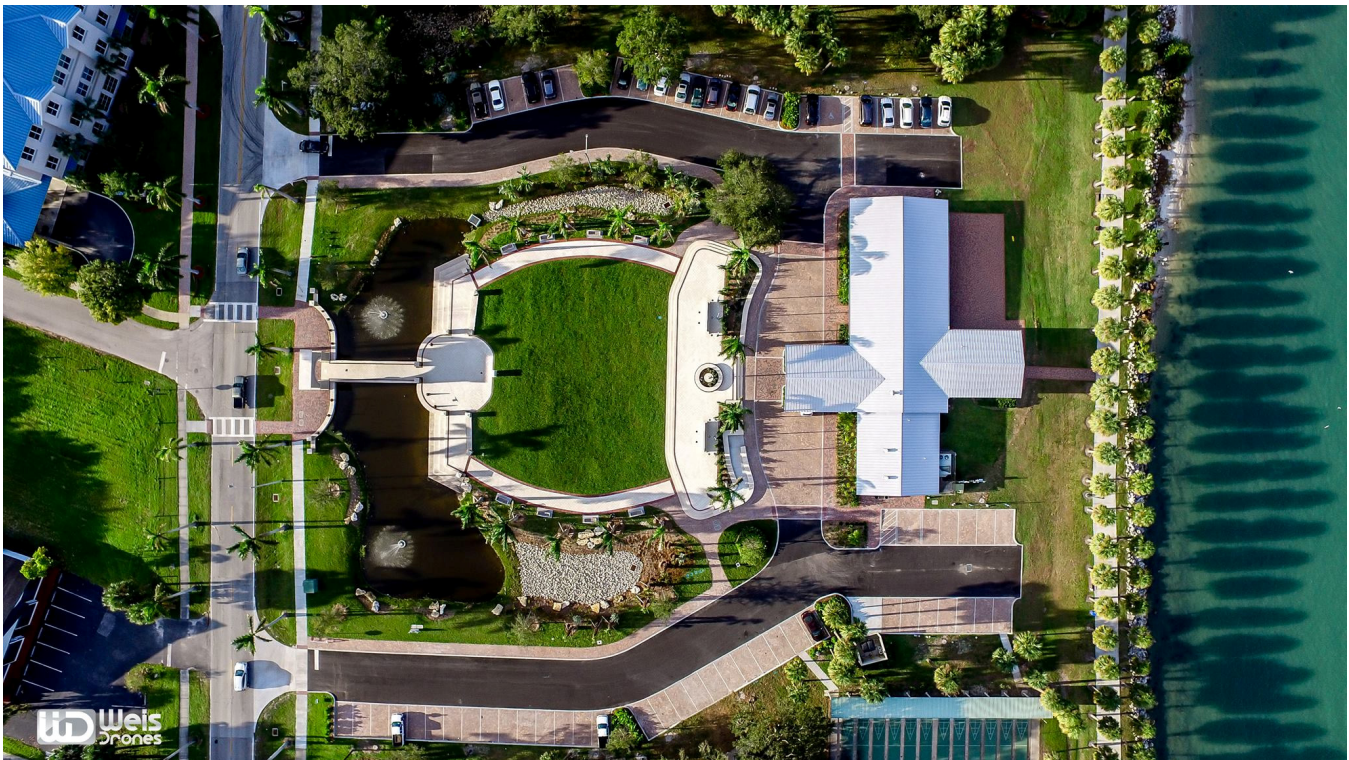


Responsibility: City Manager

Milestones		Status as of August 1, 2018
1. Commission Decision: Acceptance of Recommendations	3/18	Completed.



G1 GOAL 1: Stormwater Management Utility Fee: Comparative Analysis and Increase



Responsibility: Engineering

Milestones		Status as of August 1, 2018
1. Review needs/market analysis	5/18	Completed.
2. Develop report	5/18	On hold. Delayed until next year due to Surtax initiative.
3. Commission Decision: Fee	6/18	On hold. Delayed until next year due to Surtax initiative.
4. Send to St. Lucie County	6/18	On hold. Delayed until next year due to Surtax initiative.

G2 GOAL 2: City-FPUA Strategy: Key Issues and Direction

Responsibility: City Clerk

Milestones		Status as of August 1, 2018
1. Meeting between City Commission & FPUA Board: Identify and Discuss Issues, Direction	5/18	Completed.
2. Participate in City's Strategic Planning Process	2/19	



G3 GOAL 3: Emergency Operations Center: Direction



Responsibility: Police

	Milestones		Status as of August 1, 2018
1.	Develop conceptual design, costs and location	5/18	In progress. City Staff met to discuss the initial conceptual design, cost and location of the Emergency Operations Center (EOC).
2.	Participate in City’s Strategic Planning Process	2/19	



G4 GOAL 4: Small Public Transit Vehicle/Tram: Evaluation



Responsibility: Public Works

Milestones		Status as of August 1, 2018
1. Review/revise report	8/18	Staff is currently working the State and FDOT to properly document the tram for municipal use. Will go the City Manager for approval once it is confirmed that this vehicle can be utilized for our intended purpose. Mid-September approval by City Manager.
2. Obtain tram	9/18	
3. Initiate public tram service	10/18	

G5 GOAL 5: City Employee Compensation: Restructure and Funding



Responsibility: Human Resources

Milestones		Status as of August 1, 2018
1. Analyze Study	6/18	Completed.
2. Complete report with recommendations	6/18	Completed.
3. Incorporate in budget proposal	6/18	Completed.
4. Commission Decision: FY2019 Budget	9/18	Continuing to look at comparisons through the HR Department.



G6 GOAL 6: City Services and Staffing Level: Evaluation Report and Funding

Responsibility: City Manager

Milestones		Status as of August 1, 2018
1. Review City organization – services and staffing needs	5/18	Completed.
2. Complete report with recommendations	6/18	Completed.
3. Incorporate in budget proposal	6/18	Completed.
4. Commission Decision: FY2019 Budget	9/18	A balanced budget shall be presented to the City Commission during the month of September for approval and adoption that includes additional personnel in key positions throughout the organization.

G7 GOAL 7: Infrastructure Investment Surtax: Public Awareness and Election



Responsibility: City Manager

Milestones		Status as of August 1, 2018
1. Commission Decision: Resolution of Support	3/18	Completed. City Staff is working with Saint Lucie County and Port Saint Lucie staff to develop consistent public education material and content for an aggressive education campaign. This will also incorporate educational presentations to all City of Fort Pierce Boards and Committees set to begin in September 2018.



FORT PIERCE

Strategic Plan 2018 Goals

G8 GOAL 8: Code of Ordinances: Update

Responsibility: City Attorney

Milestones		Status as of August 1, 2018
1. Identify options and approach for update	9/18	In progress. Working on the amount of money to spend on this project.
2. Commission Workshop: Direction and Funding	10/18	

G9 GOAL 9: Permitting Hub Shop for Development/Permitting



Responsibility: Building

Milestones		Status as of August 1, 2018
1. Implement ProjectDox	10/18	In progress. User training scheduled for early Sept. Approximate launch date delayed to 11/18.
2. Develop Permitting Hub – design and costs	6/18	In progress. Architect has provided conceptual plan. Coordinating meetings with relevant City staff.
3. City Manager: review	7/18	Preparing for City Manager review.
4. Commission Conference Agenda: Direction	9/18	Pending finalization of conceptual plan and estimated cost.
5. Commission Decision: FY 2019 Budget	9/18	



G10 GOAL 10: Civil Service Appeal Process

Responsibility: Human Resources

Milestones		Status as of August 1, 2018
1. Finalize report	4/18	Completed.
2. Commission Decision: Process Ratification	6/18	Completed. Approved on 6/18/2018.

G11 GOAL 11: Information Technology Master Plan



Responsibility: Information Technology

Milestones		Status as of August 1, 2018
1. Develop plan	6/18	Completed.
2. Prepare budget proposal	6/18	Completed.
3. Commission Decision: FY 2019 Budget	9/18	

G12 GOAL 12: Spending Limit for City Manager: Report and Direction

Responsibility: Finance

Milestones		Status as of August 1, 2018
1. Commission Decision: Increase City Manager's Spending Limit	6/18	Completed. Approved by City Commission at June 4, 2018 meeting.



G1 GOAL 1: Dumpster Solutions for Downtown



Responsibility: Public Works

Milestones		Status as of August 1, 2018
1. Commission Conference Agenda: Direction of Funding	4/18	Completed.
2. Order equipment	8/18	Underground refuse collection is not feasible at this time. Staff will work with the Engineering Department on design and location of the enclosures.



G2 GOAL 2: Entrances/Gateways Beautification: Plan and Funding



Responsibility: Public Works

Milestones		Status as of August 1, 2018
1. Community Input	5/18	A public input meeting was held 5/30/18. Staff will generate a report with recommendation and schedule it for presentation to the City Commission at the 8/13/18 Conference Agenda meeting.
2. Develop Budget Proposal	8/18	Staff met with the Commission on 8/13/18 to discuss options. It was determined that we will work on a monument sign design in house and bring back before Commission for approval at a later date.
3. Commission Decision: FY 2019 Budget	9/18	



BEAUTIFYING OUR COMMUNITY

G3 GOAL 3: Infill Development



Responsibility: Building

Milestones		Status as of August 1, 2018
1. Identify properties, funding sources, partners and products	7/18	Potential properties identified. In process of determining funding, partners and products.
2. Draft ordinance, draft by-laws for Land Trust, Board of Directors and determine City oversight	8/18	City staff has met with two Community Land Trust (CLT) non-profit organizations to identify a viable, sustainable model to implement. Awaiting completion of above step.
3. Commission Conference Agenda: Report and Direction	9/18	
4. Present Ordinances to City Commission Adoption	11/18	
5. Establish Land Trust; Implement Program	1/19	

G4 GOAL 4: Clean and Safe Community Initiative

Responsibility: Code Compliance

Milestones		Status as of August 1, 2018
1. Demolition		
a. Commission Decision: Approval	4/18	Completed.
b. Title Search	5/18	Completed.
c. Demolition Permit	5/18	Completed.
d. Demolition	6/18	Completed. Demolitions have been forwarded to the Commission on a monthly basis. Title searches are now being completed prior to approval by the City Commission. Three permits are in the hand of LEB and demolitions will commence next week.
2. Board Up		
a. Complete administrative process	4/18	Completed.
b. Clear boarding	4/18	Completed. Structures are being secured with clear boards. Just placed a 2nd order for supplies.



FORT PIERCE

Strategic Plan 2018 Goals

BEAUTIFYING OUR COMMUNITY

G5 GOAL 5: Lincoln Park Revitalization Initiative

Responsibility: Finance

Milestones		Status as of August 1, 2018
1. Commission Conference Agenda Presentation: Update Report	5/18	Completed.
2. Complete streetscape project – including signage	8/18	In progress.
3. Historic Lincoln Theater: MOU	8/18	In progress.

G6 GOAL 6: Mural Projects



Responsibility: Finance

Milestones		Status as of August 1, 2018
1. 464 North 9 th Street	10/18	In progress.
2. Sunrise Boulevard/Georgia	10/18	In progress.
3. 510 Orange Avenue	10/18	In progress.
4. 13 th Street/Avenue D	10/18	In progress.



G1 GOAL 1: Sunrise Theatre: Comprehensive Evaluation, Report with Options and Direction



Responsibility: City Manager

Milestones		Status as of August 1, 2018
1. Community Input Meeting	6/18	Completed.
2. Prepare budget proposal	6/18	Completed. An Interim Director has taken administrative control of the operation until further notice. A public input meeting was held June 27, 2018 with a subsequent City Commission workshop scheduled for August 24, 2018 to further discuss the facility.
3. Commission Decision: FY 2019 Budget	9/18	



G2 GOAL 2: Homeless Resource Center: Concept, Partners/County and Locations



Responsibility: City Manager

Milestones		Status as of August 1, 2018
1. Determine location	5/18	Completed.
2. Commission Decision: Direction	8/18	The City of Fort Pierce, the Housing Authority, and the Salvation Army may be partnering together to operate a homeless resource center on North 7th Street named "Adam's Place". Operational funding is the greatest challenge at this time. The City Commission is currently considering the proposal for an annual contribution of \$50,000.
3. Identify funding sources	9/18	
4. Complete improvements	1/19	
5. Open Homeless Resource Center	1/19	



G3 GOAL 3: Historic St. Anastasia Building/Property Use: Conversion to Heritage and Cultural Center



Responsibility: Finance

Milestones	Status as of August 1, 2018	
1. Issue Request for Proposal	3/18	Completed.
2. Select architect	4/18	Completed.
3. Commission Decision: Award Contract – Architecture	6/18	Completed.
4. Complete architecture	10/18	In progress.
5. Seek funding	10/18	In progress.

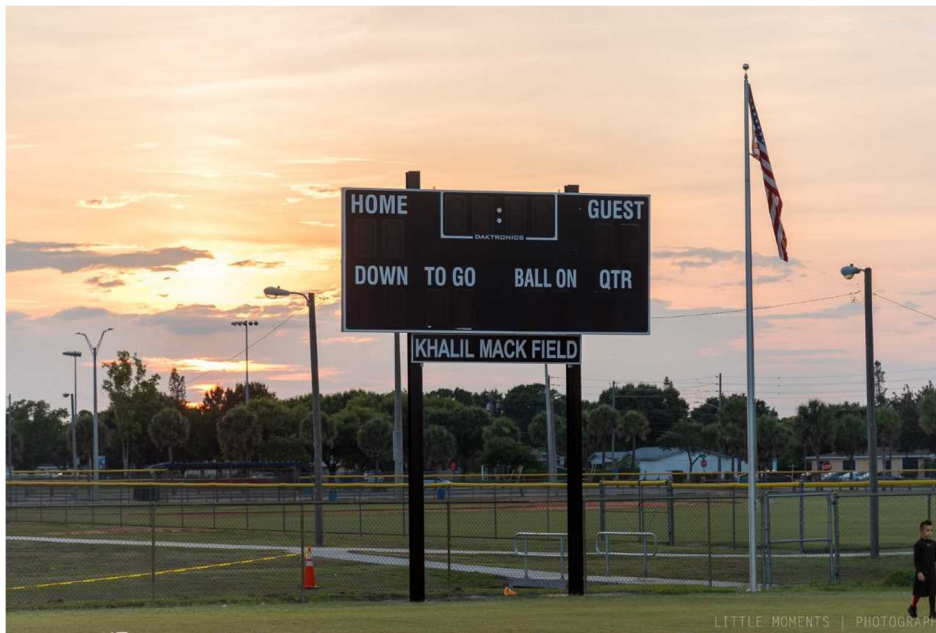
G4 GOAL 4: Porpoise Park: Report with Options and Direction

Responsibility: Public Works

Milestones	Status as of August 1, 2018	
1. Complete report	10/18	Porpoise Beach Access. Staff met with the City Engineer onsite to discuss options and begin designing a new parking area.
2. Commission Conference Agenda: Report and Direction	11/18	



G5 GOAL 5: Recreation Division: Direction and Funding



Responsibility: Public Works

Milestones	Status as of August 1, 2018	
1. Prepare budget proposal	6/18	Completed.
2. Commission Decision: FY 2019 Budget	9/18	In progress.

G6 GOAL 6: Shuffle Board Court: Direction

Responsibility: Public Works

Milestones	Status as of August 1, 2018	
1. Prepare report on alternative uses	7/18	In progress.
2. Commission Conference Agenda: Report and Direction	8/18	
3. Develop budget proposal	8/18	
4. Commission Decision: FY 2019 Budget	9/18	



G7 GOAL 7: Historic Preservation Report



Responsibility: Planning

Milestones		Status as of August 1, 2018
1. Identify historic districts/properties	9/18	This project is on schedule to be completed as per the due date.
2. Prepare plan	9/18	
3. Commission Conference Agenda: Report and Direction	10/18	



G8 GOAL 8: Gangs Action Plan: Update



Responsibility: Police

Milestones	Status as of August 1, 2018
1. Commission Report	7/18 In progress. The Fort Pierce Police Department, Crime Suppression Unit (CSU) remains committed to implementing strategies that are focused on eradicating gang violence and their related illegal activities. CSU continues to work with our federal, state, and local partners (Alcohol Tobacco Firearms and Explosive-A.T.F.E, Drug Enforcement Agency D.E.A, the United States Marshalls), to disrupt, dismantle, and eliminate these criminal elements from our community.





Mission Statement

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

WWW.CITYOFFORTPIERCE.COM ■ [FACEBOOK.COM / FTPIERCE](https://FACEBOOK.COM/FTPIERCE)