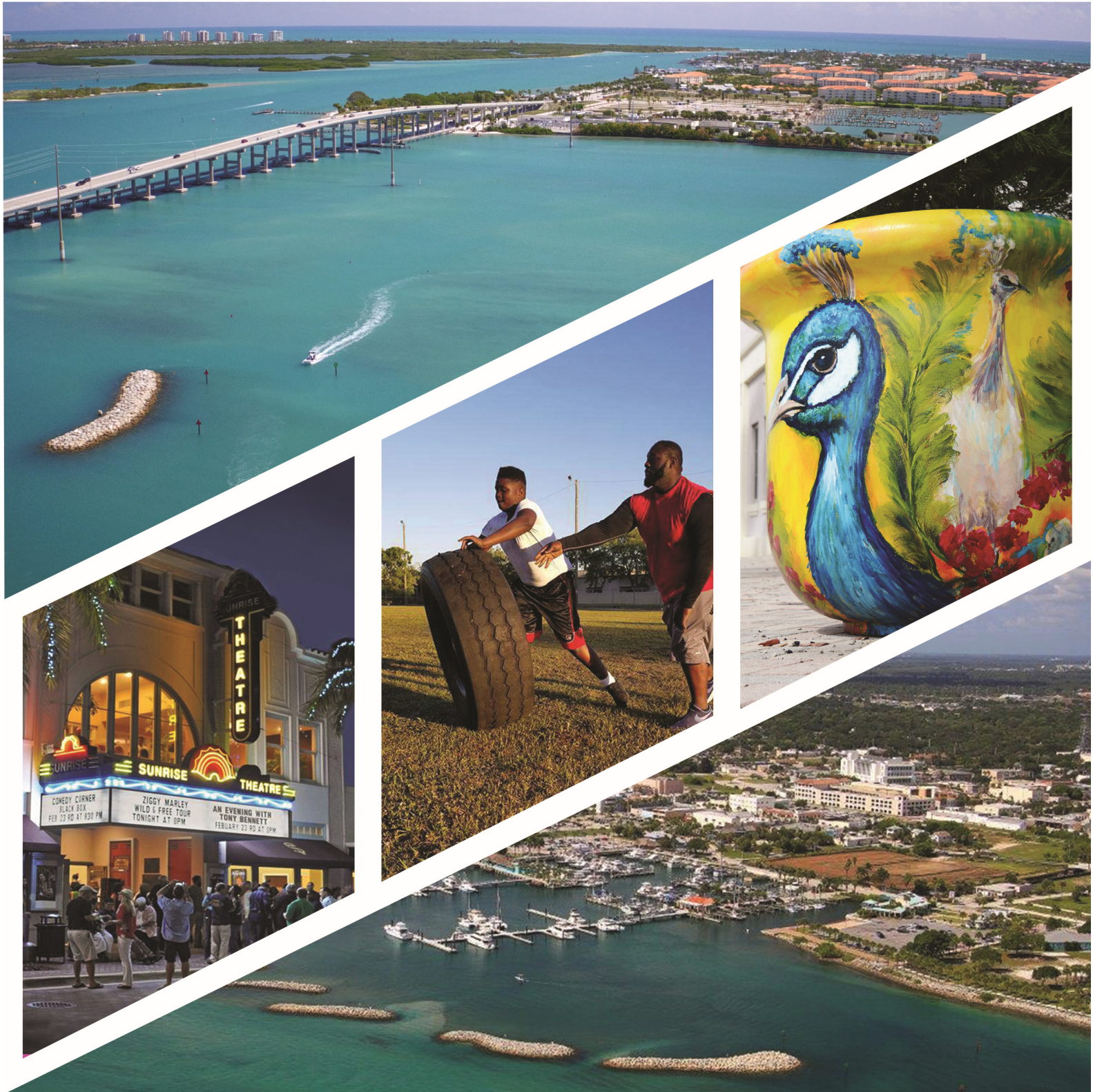




ACHIEVING OUR VISION

FORT PIERCE STRATEGIC PLAN 2018

NOVEMBER 1, 2018



FORT PIERCE

Strategic Plan 2018 Goals



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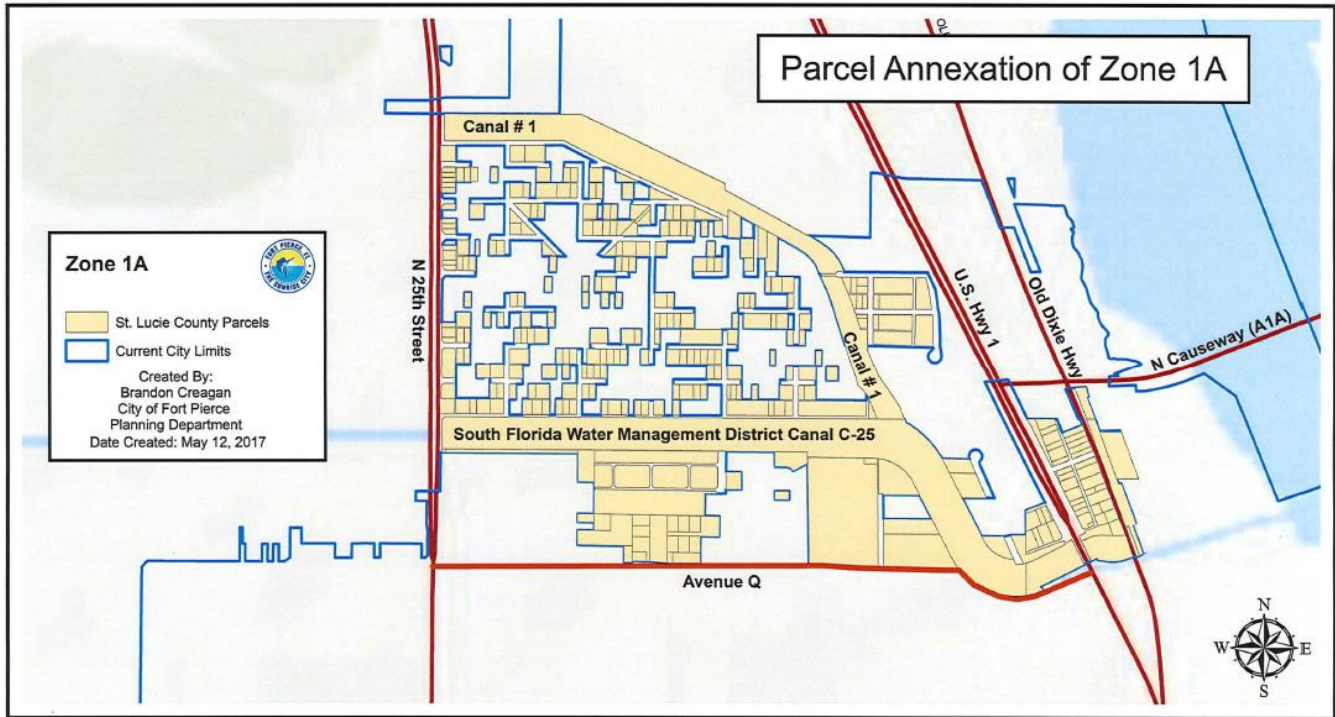
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G1 GOAL 1: Negotiate Interlocal Service Boundary Agreement (ISBA) with St. Lucie County



Responsibility: Planning

| Milestones | | Status as of November 1, 2018 |
|---|------|--|
| 1. Receive response from St. Lucie County | 4/18 | Completed. |
| 2. Negotiate ISBA with St. Lucie County | 4/19 | City to continue current annexation practices while waiting for Interlocal Service Boundary Agreement execution. |





GOAL 2: Port Development – Operations of Mega Yacht Service (Coordinated with St. Lucie County)



Responsibility: City Manager

| Milestones | | Status as of November 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 | Completed. |
| 4. County evaluates RFQ responses | 9/18 | Completed. |
| 5. County selects Highest Ranked Proposer | 11/18 | Board of County Commissioners will select vendor during November meeting. |



G3 GOAL 3: Street Resurfacing: Service Level and Funding



Responsibility: Engineering

| Milestones | | Status as of November 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 | Completed. |
| 7. Commission Decision: Budget FY 2019 | 9/18 | Completed. |



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



Responsibility: City Manager

| Milestones | | Status as of November 1, 2018 |
|--|-------|--|
| 1. Identify location | 5/18 | Completed. |
| 2. Permit Applications: Florida Aviation Administration, South Florida Water Management District | 8/18 | Completed. |
| 3. Commission Presentation | 10/18 | Completed. Staff to prepare Federal Aviation Administration application. |



G5 GOAL 5: Wastewater Treatment Plant Relocation



Responsibility: City Manager

| Milestones | | Status as of November 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 November 1, 2018 |
|--|-------|---|
| 1. Define "Complete" Streets and Project – Scope | 6/18 | Completed. |
| 2. Commission Conference Agenda – Presentation and Direction | 10/18 | Completed. The TPO has evaluated our request to consider Orange Avenue for Complete Streets consideration, and has deemed that Orange Avenue already meets the definition of a complete street. |



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



Responsibility: Engineering

| Milestones | | Status as of November 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 November 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. Fort Pierce Redevelopment Agency directed staff to re-advertise the redevelopment opportunity following an updated appraisal and additional community input. |
| 5. Commission Review: RFQ/P Language | 10/18 | Completed. RFQ to be advertised November 15, 2018. |



G9 GOAL 9: Dredging Marina and Channel



Responsibility: Marina

| Milestones | | Status as of November 1, 2018 |
|--|------|--|
| 1. Analyze proposal | 3/18 | Completed. |
| 2. Commission Decision: Award Contract | 4/18 | Completed. |
| 3. Complete dredging | 9/18 | In progress. Contract awarded to Gator Dredging for \$374,000. |

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

Responsibility: Planning

| Milestones | | Status as of November 1, 2018 |
|--|-------|---|
| 1. Solicit consultant, issue RFP | 10/18 | Planning Services RFQ solicitation is closed and currently under review/ranking by a staff committee. |
| 2. Select consultant | 12/18 | |
| 3. Commission Decision: Award Contract | 1/19 | |
| 4. Complete EAR/Comprehensive Plan | 5/19 | |
| 5. Commission: Initial Approval | 6/19 | |
| 6. State Review and Response | 8/19 | |
| 7. Commission Decision: Final Adoption | 9/19 | |



G11 GOAL 11: Expanded Bahamas Relations Strategy



Responsibility: City Manager

| Milestones | | Status as of November 1, 2018 |
|---|------|---|
| 1. Meet Consul General | 5/18 | Completed. |
| 2. Develop Sister City Partnership – Grand Bahamas Island | 8/18 | City Staff met with the Consul General and 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 | 4/19 | Awaiting a response from the Bahamian government. |

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



Responsibility: City Clerk

| Milestones | | Status as of November 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. It is anticipated that the lease will be on the December 3, 2018 agenda for consideration by the City Commission. |

G13 GOAL 13: Peacock Arts District Revitalization Plan



Responsibility: City Manager

| Milestones | | Status as of November 1, 2018 |
|---|------|--|
| 1. Commission Conference Agenda: Presentation and Direction | 7/18 | Completed. |
| 2. Develop Overlay District | 7/18 | Completed. |
| 3. Commission Decision: Overlay District | 3/19 | The plan for the Peacock Arts District has been developed, and the next steps include a street pole banner contest, overlay ordinance approval and an update of the district boundaries by resolution. |



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



Responsibility: City Clerk

| Milestones | | Status as of November 1, 2018 |
|---|------|--|
| 1. Chamber of Commerce Report | 6/18 | Completed. |
| 2. Commission Presentation: Recommendations and Direction | 8/18 | Completed. At the August 13 Conference Agenda, Commission asked that a report on all recommendations within the report be presented along with ordinances implementing the recommendations. Staff is working on the ordinances and corresponding report. |
| 3. Review/revise ordinance | 1/19 | |
| 4. Commission Decision: Ordinance Changes | 2/19 | |



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



Responsibility: Planning

| Milestones | | Status as of November 1, 2018 |
|---|-------|---|
| 1. Issue Request for Proposal/Quotation | 10/18 | Planning Services RFQ solicitation is closed and currently under review/ranking by a staff committee. |
| 2. Evaluate and select consultant | 11/18 | In progress. |
| 3. FPRA Board: CRA Award Contract | 1/19 | |
| 4. Presentation: CRA Advisory Committee Input | 3/19 | |
| 5. Develop CRA Plan Update | 7/19 | |

FORT PIERCE

Strategic Plan 2018 Goals

ENGAGING OUR COMMUNITY

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

Responsibility: Police

| Milestones | Status as of November 1, 2018 |
|--|-------------------------------|
| 1. Commission Conference Agenda: Report 9/18 | Completed |

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



Responsibility: Police

| Milestones | Status as of November 1, 2018 |
|--|---|
| 1. Commission Conference Agenda: Report 9/18 | Completed. Update presentation was made by Chief Diane Hobley-Burney at the City Commission Conference Agenda meeting, September 10, 2018 |



G3 GOAL 3: Community Unity Strategy and Action Plan



Responsibility: Information Technology

| Milestones | | Status as of November 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 | Completed |
| Impact Awards Show | 8/18 | Completed. |
| Raft Race | 8/18 | Completed. |
| Swordfish Tournament | 9/18 | Completed. |



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

Responsibility: Police

| Milestones | | Status as of November 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 Police Department’s Community Advisory Committee was approved by the City Commission at the July 2, 2018 meeting with a modification of section 5-6 stating community members should be permanent residents of the City of Fort Pierce. |

G5 GOAL 5: Youth Council: Report with Recommendations

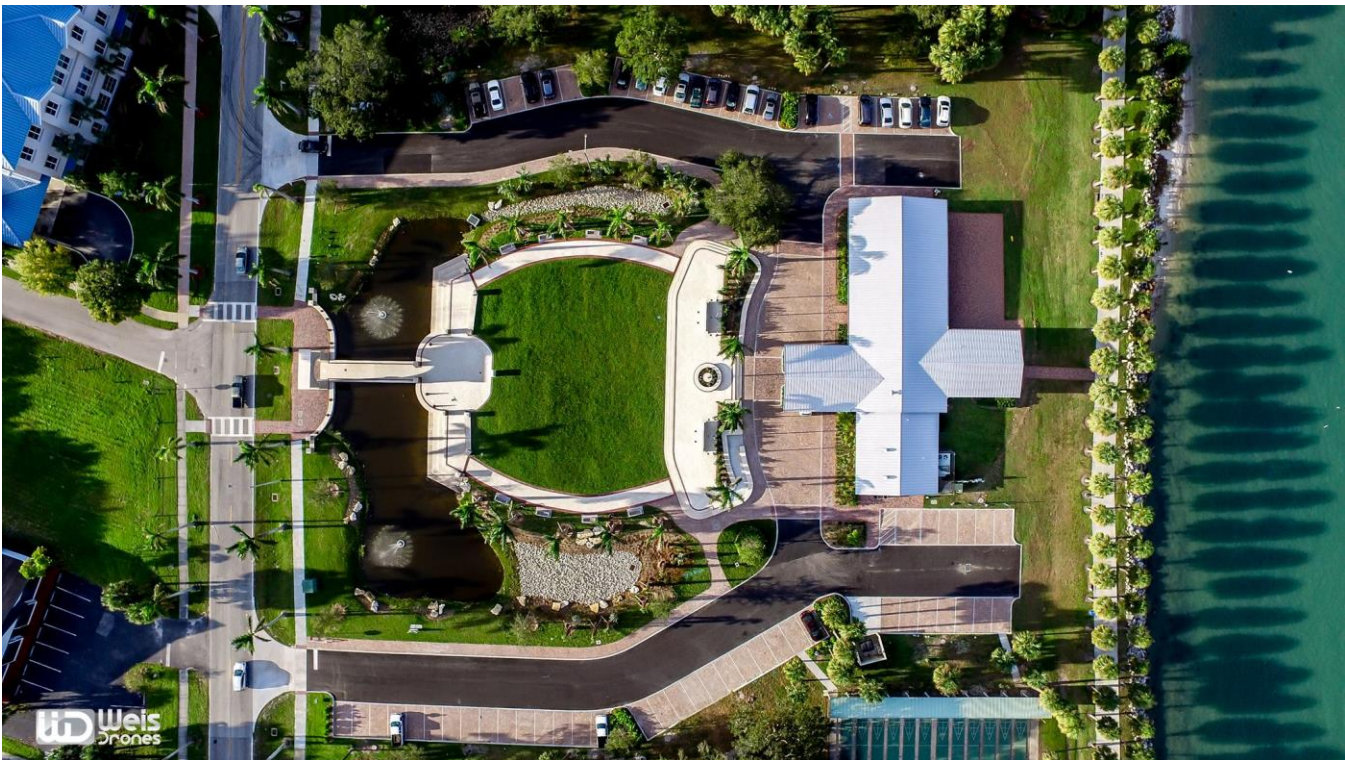


Responsibility: City Manager

| Milestones | | Status as of November 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 | Date | Status as of November 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 | Date | Status as of November 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 | 1/19 | Invitation to participate delivered to FPUA by City Manager. |



G3 GOAL 3: Emergency Operations Center: Direction



Responsibility: Police

| | Milestones | | Status as of November 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. | Identify funding sources/partners | 2/19 | Police Department is seeking grant/funding sources. |
| 3. | Commission Decision: Approval | 3/19 | |

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



Responsibility: Public Works

| | Milestones | | Status as of November 1, 2018 |
|----|------------------------------|-------|---|
| 1. | Review/revise report | 8/18 | Complete. |
| 2. | Obtain tram | 9/18 | In progress. The tram is currently on the production line and delivery is expected late November or early December. |
| 3. | Initiate public tram service | 12/18 | |



G5 GOAL 5: City Employee Compensation: Restructure and Funding



Responsibility: Human Resources

| Milestones | | Status as of November 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 | Completed. |



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

Responsibility: City Manager

| Milestones | | Status as of November 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 | Completed. |

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



Responsibility: City Manager

| Milestones | | Status as of November 1, 2018 |
|---|------|-------------------------------|
| 1. Commission Decision: Resolution of Support | 3/18 | Completed. |

G8 GOAL 8: Code of Ordinances: Update

Responsibility: City Clerk

| Milestones | | Status as of November 1, 2018 |
|---|------|--|
| 1. Identify options and approach for update | 9/18 | As of 11/1/18, tasked tentatively reassigned to City Clerk's Office. |
| 2. Commission Workshop: Direction and Funding | 2/19 | |



G9 GOAL 9: Permitting Hub Shop for Development/Permitting



Responsibility: Building

| Milestones | | Status as of November 1, 2018 |
|--|-------|--|
| 1. Develop Permitting Hub – design and costs | 6/18 | In progress. Architect has provided conceptual plan. Coordinating meetings with relevant City staff. |
| 2. City Manager: review | 7/18 | Preparing for City Manager review. |
| 3. Commission Conference Agenda: Direction | 9/18 | Upon information received from architect, will go out to bid for contractors. |
| 4. Commission Decision: FY 2019 Budget | 9/18 | Professional design services bid approved by City Commission on 11/5/18. Once drawings have been provided, will go out to bid for contractors. |
| 5. Implement ProjectDox | 12/18 | Interface training completed. End user training scheduled for November. Approximate soft launch date 12/18. |



G10 GOAL 10: Civil Service Appeal Process

Responsibility: Human Resources

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

G11 GOAL 11: Information Technology Master Plan



Responsibility: Information Technology

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

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

Responsibility: Finance

| Milestones | | Status as of November 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

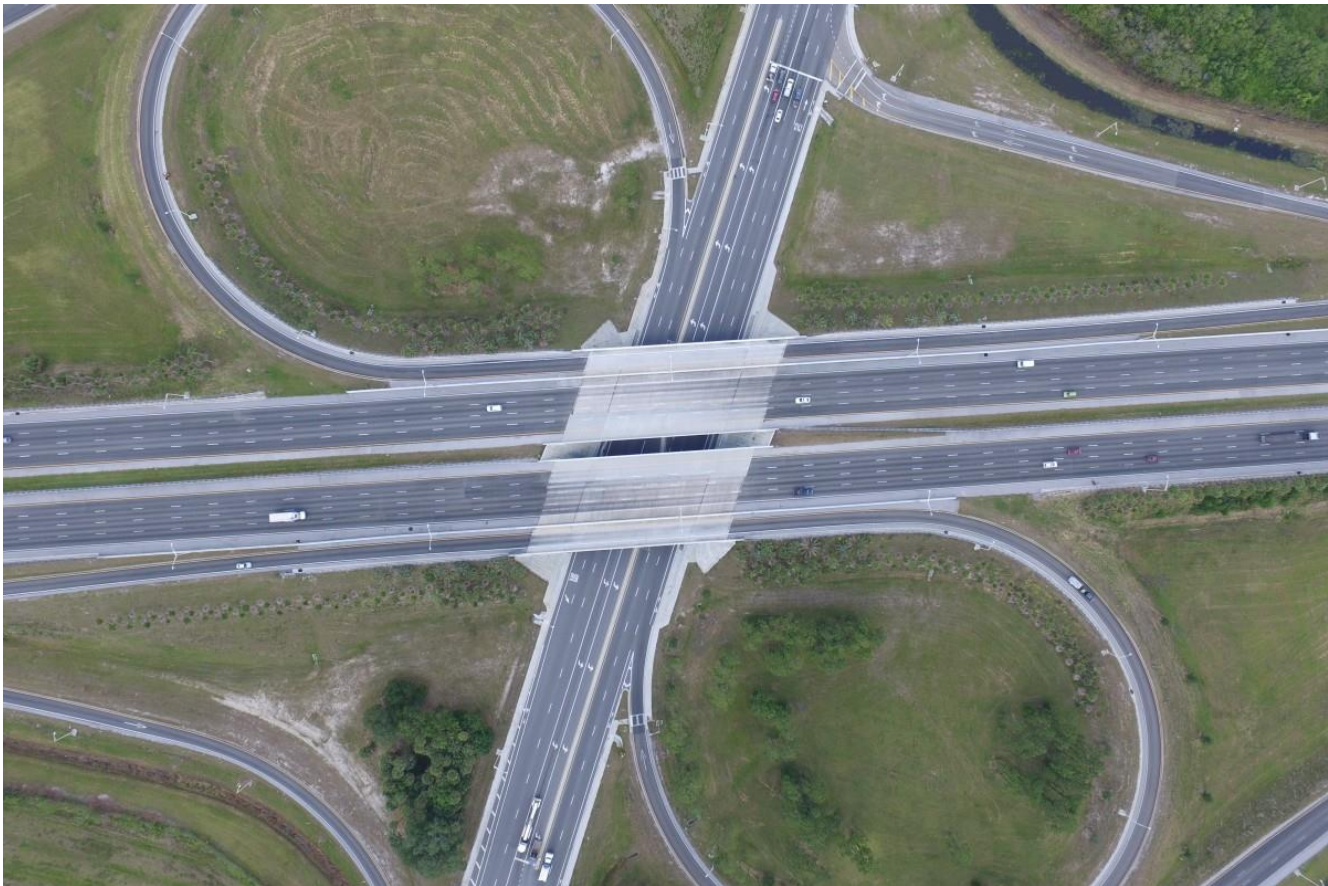


Responsibility: Public Works

| Milestones | | Status as of November 1, 2018 |
|---|-------|--|
| 1. Commission Conference Agenda: Direction of Funding | 4/18 | Completed. |
| 2. Order equipment | 11/18 | Staff has met with the Downtown Business Association, and will now have architectural drawings produced. Once the drawings are in hand, staff will seek cost proposals for construction. |



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



Responsibility: Public Works

| Milestones | | Status as of November 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 | In progress. Currently awaiting a rendering of the monument sign that will be located at the Okeechobee Road and I95 interchange. Once the rendering is in hand and reviewed for approval, staff will begin working with FDOT on the required permitting for installation. |



G3 GOAL 3: Infill Development



Responsibility: Building

| Milestones | | Status as of November 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 | Ordinance drafted. Sent to Planning Director for input. Upon return, will be sent to City Attorney's Office for review. |
| 3. Commission Conference Agenda: Report and Direction | 10/18 | Completed. |
| 4. Present Ordinances to City Commission Adoption | 12/18 | |
| 5. Establish Land Trust; Implement Program | 1/19 | |

G4 GOAL 4: Clean and Safe Community Initiative

Responsibility: Code Compliance

| Milestones | | Status as of November 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

ENJOYING OUR COMMUNITY

G5 GOAL 5: Lincoln Park Revitalization Initiative

Responsibility: Finance

| Milestones | | Status as of November 1, 2018 |
|---|-------|--|
| 1. Commission Conference Agenda Presentation: Update Report | 9/18 | Completed. |
| 2. Complete streetscape project – including signage | 9/18 | Completed. |
| 3. Historic Lincoln Theater: MOU | 11/18 | In progress. Resolution of Support has been drafted and currently under review in the City Attorney’s office |

G6 GOAL 6: Mural Projects



Responsibility: Finance

| Milestones | | Status as of November 1, 2018 |
|-------------------------------------|-------|-------------------------------|
| 1. 449 North 6 th Street | 9/18 | Completed. |
| 1. 464 North 9 th Street | 10/18 | Completed. |
| 2. Sunrise Boulevard/Georgia | 10/18 | Completed. |
| 3. 510 Orange Avenue | 11/18 | In progress. |
| 4. 13 th Street/Avenue D | 11/18 | In progress. |



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



Responsibility: City Manager

| Milestones | Status as of November 1, 2018 | |
|--|-------------------------------|--|
| 1. Community Input Meeting | 6/18 | Completed. |
| 2. Prepare budget proposal | 6/18 | Completed. |
| 3. Commission Decision: FY 2019 Budget | 9/18 | Completed. Applications for the Executive Director have been received and are under review at this time. |



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



Responsibility: City Manager

| Milestones | Status as of November 1, 2018 | |
|-----------------------------------|-------------------------------|---|
| 1. Determine location | 5/18 | Completed. |
| 2. Commission Decision: Direction | 8/18 | Completed. The City Commission approved an annual contribution of \$50,000. |
| 3. Identify funding sources | 9/18 | Completed. |
| 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: Planning

| Milestones | | Status as of November 1, 2018 |
|--|-------|-------------------------------|
| 1. Issue Request for Proposal | 3/18 | Completed. |
| 2. Select architect | 4/18 | Completed. |
| 3. Commission Decision | 6/18 | Completed. |
| 4. Develop RFP for Redevelopment of Facility | 11/18 | In progress. |

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

Responsibility: Public Works

| Milestones | | Status as of November 1, 2018 |
|---|-------|--|
| 1. Complete report | 10/18 | In progress. 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 | 12/18 | |



G5 GOAL 5: Recreation Division: Direction and Funding



Responsibility: Public Works

| Milestones | Status as of November 1, 2018 | |
|--|-------------------------------|------------|
| 1. Prepare budget proposal | 6/18 | Completed. |
| 2. Commission Decision: FY 2019 Budget | 9/18 | Completed. |

G6 GOAL 6: Shuffle Board Court: Direction

Responsibility: City Manager

| Milestones | Status as of November 1, 2018 | |
|------------------------|-------------------------------|------------|
| 1. Commission Decision | 10/18 | Completed. |



G7 GOAL 7: Historic Preservation Report



Responsibility: Planning

| Milestones | | Status as of November 1, 2018 |
|---|-------|---|
| 1. Identify historic districts/properties | 12/18 | In progress. |
| 2. Prepare plan | 12/18 | The report is in its final draft stage with the maps being updated. |
| 3. Commission Conference Agenda: Report and Direction | 1/19 | |



G8 GOAL 8: Gangs Action Plan: Update



Responsibility: Police

| Milestones | Status as of November 1, 2018 |
|----------------------|---|
| 1. Commission Report | 7/18 Completed. Presentation delivered at November 5, 2018 Conference Agenda meeting. |





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.

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