

STRATEGIC PLAN ***2017 → 2022 → 2032***

EXECUTIVE SUMMARY

Mayor and City Commission



Fort Pierce, Florida
January 2017



Lyle Sumek Associates, Inc.
9 Flagship Court
Palm Coast, FL 32137-3373

Phone: (386) 246-6250
Fax: (386) 246-6252
E-mail: sumekassoc@gmail.com

Table of Contents

EXECUTIVE SUMMARY

Strategic Planning for Fort Pierce	1
Fort Pierce Vision 2032	2
Fort Pierce: Plan 2017 – 2022	3
Fort Pierce: Action Agenda 2017	16

This report and all related materials are copyrighted. This report may be duplicated for distribution to appropriate parties as needed. No unauthorized duplication is allowed, including for use in training within your organization or for consulting purposes outside your organization.

STRATEGIC FRAMEWORK

VISION 2032

“Desired Destination for Fort Pierce”

PLAN 2022

“Map to Fort Pierce’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of Fort Pierce Government”

BELIEFS

“Expectations of Fort Pierce Employees”

**City of Fort Pierce
Vision 2032**

Fort Pierce 2032 is a Unique Coastal Florida City

Our WATERFRONTS,

STRONG LOCAL ECONOMY,

HISTORY, ARTS AND CULTURE,

CHOICE OF DESIRABLE NEIGHBORHOODS,

OPPORTUNITIES for FUN,

COMMUNITY UNITY AND PRIDE

Makes Us Unique

Fort Pierce Goals 2022

FINANCIALLY SOUND CITY PROVIDING EXCELLENT SERVICES



SAFER AND MORE BEAUTIFUL CITY



VIBRANT DOWNTOWN AND NEIGHBORHOODS



COMMUNITY UNITY AND PRIDE



GREAT PLACE TO LIVE, LEARN, WORK, AND PLAY



ALIVE WATERFRONTS

GOAL 1

FINANCIALLY SOUND CITY PROVIDING EXCELLENT SERVICES

► Objectives

1. Maintain top quality City workforce dedicated to serving the Fort Pierce community
2. Have excellent City services delivered in the most cost effective manner
3. Partner with others to expand resources in order to support City services
4. Reduce dependence on Ad Valorem Tax receipts
5. Develop and fund for City capital/equipment replacement
6. Maintain financial reserves consistent with the City policies

► Short-Term Challenges and Opportunities

1. Aging City infrastructure and facilities requiring significant maintenance and replacement
2. Deferred capital and equipment investment now requiring significant funding
3. Outdated information technology needing significant investment
4. Rising costs of healthcare, pensions, materials and energy
5. Increasing demands for City services
6. Actions by Federal and State governments: impacting revenues, unfunded mandates and regulations, fewer grants and earmarked projects

► **Actions 2017**

PRIORITY

Policy Agenda

- | | |
|---|---------------|
| 1. Police Compensation | Top Priority |
| 2. City Employee Compensation and Benefits | Top Priority |
| 3. Capital Outlaying Plan (5 Year) and Annual Funding | Top Priority |
| 4. Golf Course Comprehensive Evaluation | Top Priority |
| 5. Charter/City Code Review | High Priority |
| 6. Boards/Committees Revision | High Priority |
| 7. Stormwater Management Utility | High Priority |
| 8. Solid Waste Fee | Mod Priority |

Management Agenda

- | | |
|--|---------------|
| 1. City Policies, Rules and Regulations: Update | Top Priority |
| 2. Citywide Record Retention, Storage and Destruction Program
Development: Implementation | Top Priority |
| 3. Television Channel Effectiveness Plan | High Priority |
| 4. City Owned Property | High Priority |
| 5. Financial Policies Comprehensive Review | High Priority |
| 6. Civil Service Appeal Process | High Priority |

Management in Progress

1. Multi-Family Single Stream Recycling Program
2. Code Officers: Certified Parking Enforcement, Officers Trained
3. See Click Fix: City
4. Opti View Training
5. Solid Waste Division Efficiency Study
6. Police Labor Contracts (Commission Decision)
7. Police Mentorship Program: Development
8. Pavement Condition Survey: Report
9. T2 Parking Enforcement Software for Mobile Parking Enforcement
10. City Marketing Plan and Actions: Expansion
11. Information and Data Base Management and Security
12. Paperless Purchase Order system
13. Click-2-Gov
14. Citywide Payment Card Policy (Online)
15. Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure
Maintenance and Upgrade

► **Actions 2017 (Continued)**

PRIORITY

Management in Progress

16. Projectdox: Building Department
17. Comprehensive Employee Wellness Policy and Program
18. Police Promotion Examinations
19. Purchasing Policy (Limits): Direction
20. Website: “Bid Awards”, “Purchasing Procedures”
21. RcTrac Cloud: IHGC Funding
22. New Software for Retirement System
23. Paperless Payroll Process: Electronic Stubs and Forms
24. Sungard One Solution Animal Control Module
25. Online Searchable Portal: Development
26. Certified Municipal Clerk Designation
27. Sunrise Theater Succession Plan: Initial Discussion
28. Police Minority Recruitment Program/Advancement: Revision
29. Courageous Kid Program

Major Projects

1. PAL Park: Outside Basketball Courts
2. Pinewood Recreation Facility Improvements
3. 13th Street Reconstruction (South of Avenue “D” to Avenue “E”)
4. Drainage Improvement Projects
5. City Parking Garage: Sealing
6. City Hall: Seal/Paint
7. 7th Street Roadway Reconstruction (Wendell Road to 10th Street)
8. Police Athletic League (PAL) Park Restrooms
9. Facilities Access Control and Security Upgrade
10. Restrooms
11. 17th Street Reconstruction: Funding (Orange Avenue to Avenue “D”)

GOAL 2

SAFER AND MORE BEAUTIFUL CITY

► Objectives

1. More attractive corridors, including Orange Avenue
2. Demolish or reuse abandoned buildings and homes
3. Develop a reputation as a "safe community"
4. Increase property owners taking responsibility for complying with City Code of Ordinances
5. Reduce the visual blight in the City
6. Upgrade or replace older housing stock
7. Reduce crime rate
8. Build new homes on vacant lots

► Short-Term Challenges and Opportunities

1. Reputation and appearance of Fort Pierce, particularly Orange Avenue
2. Funding for code compliance, law enforcement and public works
3. Continuing to have residents sharing information with the Police Department
4. Reinforcing trust in the Police Department
5. Lack of police staffing for community policing
6. Improving the entire City with a unified vision

► **Actions 2017**

PRIORITY

Policy Agenda

1. Clean Community Initiative (CCI)
2. Entrances/Beach/Gateways Beautification Plan

Top Priority

High Priority

Management Actions

1. Police Training and Equipment
2. DOJ Community Oriented Policing Assessment Report

Top Priority

High Priority

Management In Progress

1. Milo Training Simulator
2. Police Citizens Review Board: Resolution and Appointment (with DOJ Assistance)
3. Police Youth Advisory Committee: Development
4. Police Body Worn Cameras
5. Police Training

GOAL 3

VIBRANT DOWNTOWN AND NEIGHBORHOODS

► Objectives

1. More people living in downtown area and surrounding neighborhoods
2. Increase the number of fine dining restaurants, entertainment venues, and trendy eating establishments
3. Redevelop historic neighborhoods while preserving their unique character
4. Increase the ease to park and walk
5. More niche small retail businesses with hours and merchandise for residents and guests
6. Preserve open space in downtown area
7. Enhance relationship with the Downtown Business Association

► Short-Term Challenges and Opportunities

1. Preserving and enhancing pedestrian friendly connectivity within downtown Fort Pierce
2. Increasing multi-modal transportation to and from downtown
3. Working with the property owners, businesses and residents
4. Preserving the view of waterfront
5. Deteriorating structures needing demolition or rehabilitation
6. Balancing the needs of the residential and needs of commercial properties

► **Actions 2017**

PRIORITY

Policy Agenda

1. Downtown Hotel Development
2. Peacock Arts District Incentives
3. Downtown Height Requirement

Top Priority

High Priority

High Priority

Management In Progress

1. Sunrise Theater New Corporate Partnerships

Major Projects

1. Sunrise Theater Improvements

GOAL 4	COMMUNITY UNITY AND PRIDE
---------------	----------------------------------

- Objectives**
1. Develop a reputation as an inclusive community with everyone feeling welcome and part of the community
 2. Residents working together for what is best overall for the Fort Pierce community
 3. Community, businesses and City government sharing and working together on a common vision and goals
 4. City government providing leadership to create community partnerships to expand community resources

- Short-Term Challenges and Opportunities**
1. Diverse population of Fort Pierce
 2. Developing future community leaders and City employees
 3. Opportunities for job opportunities
 4. Developing common goals and vision for Fort Pierce that become the community's rallying point
 5. Expanding community wide youth programs to develop community pride
 6. Commissioner districts and representation

- Actions 2017**
- | |
|-----------------|
| PRIORITY |
|-----------------|
- Management in Progress*
1. Zora Neale Hurston Trail Festival Day
 2. The Highwayman Heritage Trail Arts and Culture

GOAL 5

GREAT PLACE TO LIVE, LEARN, WORK, AND PLAY

► Objectives

1. Upgrade the existing housing stock to meet the City's Building Codes and regulations
2. Attract new businesses to Fort Pierce that are consistent with our vision
3. More job opportunities for residents, and a lower unemployment rate
4. Retain and support the growth of local businesses
5. Improve and expand City parks and recreational facilities
6. Expand transportation connectivity
7. Enhance quality of schools and educational programs for lifelong learning

► Short-Term Challenges and Opportunities

1. Developing an image as a "business friendly" community and City
2. Property owners taking responsibility for maintaining their buildings or homes
3. City's aging infrastructure and facilities
4. Attracting the appropriate new businesses to Fort Pierce
5. Consistency with County decisions for areas to be annexed
6. Defining the City's role in recreation and cultural programming and activities

► **Actions 2017**

PRIORITY

Policy Agenda

1. Street Resurfacing
2. Annexations Direction

Mod Priority

Mod Priority

Management Actions

1. EAR/Comprehensive Plan
2. Ohio Avenue and U.S. 1 Signalization Upgrade

Top Priority

Top Priority

Management in Progress

1. Federal Emergency/Management Association (FEMA) Regulation for Flood Insurance: Public Education
2. Small Business Growth: SCORE Workshops
3. Business Retention and Expansion (BRE)

Major Projects

1. Percy Peek Gymnasium: Floor Resurfacing and Classrooms
2. Murals Program (2)
3. Savannah Recreation Trail Connectivity to Indian Hills Trail: Engineering Design
4. North 2nd Street Road Improvements
5. MLK Dreamland Park: Design (7/17), Construction (3/18)
6. Jaycee Park Connectivity Improvements

GOAL 6

ALIVE WATERFRONTS

► Objectives

1. Relocate the Wastewater Treatment Plant and replace it with housing or a hotel
2. Preserve the quality of water
3. Host national and international fishing tournaments
4. Expand the reputation as a great destination for eco-tourism
5. Have a commercially/Sustainable Port of Fort Pierce
6. Increase public access and use of the waterways
7. Maintain beaches and waterfront

► Short-Term Challenges and Opportunities

1. Funding for projects
2. Marketing waterfront assets
3. Tapping the development of the Port of Fort Pierce
4. Working with other governments to achieve desired outcomes
5. Aging, deteriorated boat ramps
6. Creating a world-class tourist destination for residents and visitors
7. FEMA and flood regulations/guidelines

► **Actions 2017**

PRIORITY

Policy Agenda

1. Dredging Marina Access Channel
2. Restaurant Lease: Cobb and Tiki

Top Priority

High Priority

Major Projects

1. Public Day/"Dingy" Dock
2. Moore's Creek Seawall Replacement
3. Moore's Creek Boat Ramp Area Repairs (Joint Project with St. Lucie County)
4. Fisherman's Wharf Boat Ramp: Rebuild

City of Fort Pierce Policy Agenda 2017 Targets for Action

TOP PRIORITY

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

HIGH PRIORITY

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

MOD PRIORITY

Annexations Direction

Street Resurfacing

Solid Waste Fee

**City of Fort Pierce
Management Agenda 2017
Targets for Action**

TOP PRIORITY

City Policies, Rules and Regulations: Update

Police Training and Equipment

EAR/Comprehensive Plan

**Citywide Record Retention, Storage and Destruction
Program Development**

Ohio Avenue and U.S. 1 Signalization Upgrade

HIGH PRIORITY

Television Channel Effectiveness Plan

City Owned Property

DOJ Community Oriented Policing Assessment Report

Financial Policies Comprehensive Review

Civil Service Appeal Process

Fort Pierce Management in Progress 2017

1. Key Performance Indicators: Development
2. Dockwa: City Marina
3. Electronic Applicant Tracking System
4. Golf Course Advisory Committee: Development
5. Multi-Family Single Stream Recycling Program
6. Code Officers: Certified Parking Enforcement, Officers Trained
7. See Click Fix: City
8. Opti View Training
9. Solid Waste Division Efficiency Study
10. Police Labor Contracts (Commission Decision)
11. Police Mentorship Program: Development
12. Pavement Condition Survey: Report
13. T2 Parking Enforcement Software for Mobile Parking Enforcement
14. City Marketing Plan and Actions: Expansion
15. Information and Data Base Management and Security
16. Paperless Purchase Order system
17. Click-2-Gov
18. Citywide Payment Card Policy (Online)
19. Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Maintenance and Upgrade
20. Projectdox: Building Department
21. Comprehensive Employee Wellness Policy and Program
22. Police Promotion Examinations

23. Purchasing Policy (Limits): Direction
24. Website: “Bid Awards”, “Purchasing Procedures”
25. RcTrac Cloud: IHGC Funding
26. New Software for Retirement System
27. Paperless Payroll Process: Electronic Stubs and Forms
28. Sungard One Solution Animal Control Module
29. Online Searchable Portal: Development
30. Certified Municipal Clerk Designation
31. Sunrise Theater Succession Plan: Initial Discussion
32. Police Minority Recruitment Program/Advancement: Revision
33. Courageous Kid Program
34. Police Re-Accreditation (FLA – PAC)
35. Crime Prevention Truck
36. Milo Training Simulator
37. Police Citizens Review Board: Resolution and Appointment (with DOJ Assistance)
38. Police Youth Advisory Committee: Development
39. Police Body Worn Cameras
40. Police Training
41. Sunrise Theater New Corporate Partnerships
42. Zora Neale Hurston Trail Festival Day
43. The Highwayman Heritage Trail Arts and Culture
44. Community Rating System (CRS) Audit
45. Federal Emergency/Management Association (FEMA) Regulation for Flood Insurance: Public Education
46. Small Business Growth: SCORE Workshops
47. Business Retention and Expansion (BRE)
48. City Marina Online Reservation System

Fort Pierce Major Projects 2017

1. Chamber and Conference Room: Upgrade
2. Call Center Operations: Upgrade
3. Golf Course Improvements
4. PAL Park: Outside Basketball Courts
5. Pinewood Recreation Facility Improvements
6. 13th Street Reconstruction (South of Avenue “D” to Avenue “E”)
7. Drainage Improvement Projects
8. City Parking Garage: Sealing
9. City Hall: Seal/Paint
10. 7th Street Roadway Reconstruction (Wendell Road to 10th Street)
11. Police Athletic League (PAL) Park Restrooms
12. Facilities Access Control and Security Upgrade
13. Restrooms
14. 17th Street Reconstruction: Funding (Orange Avenue to Avenue “D”)
15. Sunrise Theater Improvements
16. Percy Peek Gymnasium: Floor Resurfacing and Classrooms
17. Murals Program (2)
18. Savannah Recreation Trail Connectivity to Indian Hills Trail: Engineering Design
19. North 2nd Street Road Improvements
20. MLK Dreamland Park: Design (7/17), Construction (3/18)
21. Jaycee Park Connectivity Improvements
22. Public Day/”Dingy” Dock
23. Moore’s Creek Seawall Replacement
24. Moore’s Creek Boat Ramp Area Repairs (Joint Project with St. Lucie County)
25. Fisherman’s Wharf Boat Ramp: Rebuild



City of Fort Pierce: Strategic Plan

FORT PIERCE VISION 2032

Fort Pierce 2032 is a Unique Coastal Florida City

Our WATERFRONTS,

STRONG LOCAL ECONOMY,

HISTORY, ARTS AND CULTURE,

CHOICE OF DESIRABLE NEIGHBORHOODS,

OPPORTUNITIES FOR FUN,

COMMUNITY UNITY AND PRIDE

WHAT MAKES US UNIQUE

GOALS 2022

FINANCIALLY SOUND CITY PROVIDING EXCELLENT SERVICES

SAFER AND MORE BEAUTIFUL CITY

VIBRANT DOWNTOWN AND NEIGHBORHOODS

COMMUNITY UNITY AND PRIDE

GREAT PLACE TO LIVE, LEARN, WORK, AND PLAY

ALIVE WATERFRONTS

POLICY AGENDA 2017

Top Priority

Police Compensation

City Employee Compensation and Benefits

Capital Outlaying Plan (5 Year) and Annual Funding

Golf Course Comprehensive Evaluation

Clean Community Initiative (CCI)

Downtown Hotel Development

Dredging Marina Access Channel

High Priority

Charter/City Code Review

Peacock Arts District Incentives

Entrances/Beach/Gateways Beautification Plan

Restaurant Lease: Cobb and Tiki

Downtown Height Requirement

Boards/Committees Revision

Stormwater Management Utility

Moderate Priority

Annexations Direction

Street Resurfacing

Solid Waste Fee

MANAGEMENT AGENDA 2017

Top Priority

City Policies, Rules and Regulations: Update

Police Training and Equipment

EAR/Comprehensive Plan

Citywide Record Retention, Storage and Destruction Program Development

Ohio Avenue and U.S. 1 Signalization Upgrade

High Priority

Television Channel Effectiveness Plan

City Owned Property

DOJ Community Oriented Policing Assessment Report

Financial Policies Comprehensive Review

Civil Service Appeal Process

MANAGEMENT IN PROGRESS 2017

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

MAJOR PROJECTS 2017

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

ACTION AGENDA

2017

Mayor and City Commission



Fort Pierce, Florida
January 2017



Lyle Sumek Associates, Inc.
9 Flagship Court
Palm Coast, FL 32137-3373

Phone: (386) 246-6250
Fax: (386) 246-6252
E-mail: sumekassoc@gmail.com

City of Fort Pierce Vision 2032

Fort Pierce 2032 is a Unique Coastal Florida City

Our WATERFRONTS,

STRONG LOCAL ECONOMY,

HISTORY, ARTS AND CULTURE,

CHOICE OF DESIRABLE NEIGHBORHOODS,

OPPORTUNITIES for FUN,

COMMUNITY UNITY AND PRIDE

Makes Us Unique

City of Fort Pierce Policy Agenda 2017 Targets for Action

TOP PRIORITY

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

HIGH PRIORITY

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

MOD PRIORITY

Annexations Direction

Street Resurfacing

Solid Waste Fee

**City of Fort Pierce
Management Agenda 2017
Targets for Action**

TOP PRIORITY

City Policies, Rules and Regulations: Update

Police Training and Equipment

EAR/Comprehensive Plan

**Citywide Record Retention, Storage and Destruction
Program Development**

Ohio Avenue and U.S. 1 Signalization Upgrade

HIGH PRIORITY

Television Channel Effectiveness Plan

City Owned Property

DOJ Community Oriented Policing Assessment Report

Financial Policies Comprehensive Review

Civil Service Appeal Process

**City of Fort Pierce
Action Outlines 2017**

GOAL 1 FINANCIALLY SOUND CITY PROVIDING EXCELLENT SERVICES

ACTION: POLICE COMPENSATION

PRIORITY
<i>Policy – Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Market • Recruitment/Retention 	<ol style="list-style-type: none"> 1. Develop budget proposal 2. Budget Workshop 3. Commission Decision: Budget FY 2017/2018 Funding 	<p>5/17</p> <p>7/17</p> <p>9/17</p>

Responsibility: Police

ACTION: CITY EMPLOYEE COMPENSATION AND BENEFITS

PRIORITY
<i>Policy – Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Market Policy • Retention • Recruitment • Retirement • Benefit 	<ol style="list-style-type: none"> 1. Develop proposal for external study/market analysis 2. Commission Decision: Award Contract for Study/Market Analysis 3. Complete report with market analysis 4. Budget Workshop: Presentation Study/Market Analysis 5. Commission Decision Budget FY 2017 – 2018 	<p>3/17</p> <p>4/17</p> <p>6/17</p> <p>7/17</p> <p>9/17</p>

Responsibility: Human Resources

ACTION: CAPITAL OUTLAYING PLAN (5 YEAR) AND ANNUAL FUNDING

PRIORITY
<i>Policy – Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Funding	1. Finalize Capital Improvement Plan	6/17
• Preventive Maintenance	2. Budget Workshop: CIP	7/17
• Urgent Needs	3. Commission: CIP Adoption, 1 st Year Funding	9/17

Responsibility: Engineering

ACTION: GOLF COURSE COMPREHENSIVE EVALUATION

PRIORITY
<i>Policy – Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Financial Stability	1. Complete community input	3/17
• Contract for Course Management	2. Finalize report with options, including data analysis	4/17
• Alternative Uses	3. Commission Decision: Direction	5/17
• Amount of City Investment		
• Sale of Golf Course		
• Future Projects and Costs		

Responsibility: City Manager

ACTION: CHARTER/CITY CODE REVIEW

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Issues	1. Identify key topics/charge	5/17
• Process	2. Commission Decision: Establish Charter Review Committee	6/17
• Size of Committee	3. Commission Decision: Appointment	7/17
• Timing	4. Committee Complete Review and Recommendations	2/18
	5. Conference: Presentation of Charter/City Code	4/18

Responsibility: City Attorney

ACTION: BOARDS/COMMITTEES REVISION

PRIORITY
<i>Policy – High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Term Limits	1. Prepare draft with options	3/17
• Number of Boards/Committees	2. Conference: Presentation/Discussion	3/17
• Residency	3. Commission Decision: Ordinances	5/17 – 8/17
• Appointment		
• Attendance		
• Size: Members		
• Legal Representation		

Responsibility: City Attorney

ACTION: STORMWATER MANAGEMENT UTILITY	PRIORITY
	<i>Policy – High</i>
<p><u>Key Issues</u></p>	<p style="text-align: center;"><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Review Utility and Projects 2. Budget Workshop 3. Commission Decision: Adoption
	<p style="text-align: center;"><u>Time</u></p> <p style="text-align: right;">6/17 7/17 9/17</p>
<div style="border: 1px solid black; padding: 5px; display: inline-block;">Responsibility: Engineering</div>	

ACTION: SOLID WASTE FEE	PRIORITY
	<i>Policy – Mod</i>
<p><u>Key Issues</u></p>	<p style="text-align: center;"><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Review fee and prepare report 2. Budget Workshop 3. Commission Decision: Adoption
	<p style="text-align: center;"><u>Time</u></p> <p style="text-align: right;">6/17 7/17 9/17</p>
<div style="border: 1px solid black; padding: 5px; display: inline-block;">Responsibility: Public Works</div>	

ACTION: WASTEWATER SERVICES REGIONALIZATION EXPANSION	PRIORITY
	<i>Policy</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Relocation • Regional Plant • Third Party 	<p style="text-align: center;"><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Complete feasibility study 2. Conference 3. Commission Decision
	<p style="text-align: center;"><u>Time</u></p> <p style="text-align: right;">5/17 7/17 8/17</p>
<div style="border: 1px solid black; padding: 5px; display: inline-block;">Responsibility: City Manager</div>	

<p>ACTION: CITY POLICIES, RULES AND REGULATIONS: UPDATE</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>							
<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"> • Social Media Policy • Texting Policy • Video Policy • Access Control Policy • Sexual Harassment/LGBT Policy • Drug Policy • Non Smoking Facility/Outside Policy • Electronic Communications Policy </td> <td style="vertical-align: top;"> <ol style="list-style-type: none"> 1. Review draft policy 2. Outside Attorney 3. Commission Decision: Policy Adoption </td> <td style="vertical-align: top; text-align: center;"> <p>3/17</p> <p>5/17</p> <p>7/17</p> </td> </tr> </tbody> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	<ul style="list-style-type: none"> • Social Media Policy • Texting Policy • Video Policy • Access Control Policy • Sexual Harassment/LGBT Policy • Drug Policy • Non Smoking Facility/Outside Policy • Electronic Communications Policy 	<ol style="list-style-type: none"> 1. Review draft policy 2. Outside Attorney 3. Commission Decision: Policy Adoption 	<p>3/17</p> <p>5/17</p> <p>7/17</p>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>					
<ul style="list-style-type: none"> • Social Media Policy • Texting Policy • Video Policy • Access Control Policy • Sexual Harassment/LGBT Policy • Drug Policy • Non Smoking Facility/Outside Policy • Electronic Communications Policy 	<ol style="list-style-type: none"> 1. Review draft policy 2. Outside Attorney 3. Commission Decision: Policy Adoption 	<p>3/17</p> <p>5/17</p> <p>7/17</p>					
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">Responsibility: Information Technology/Human Resources</td> </tr> </table>		Responsibility: Information Technology/Human Resources					
Responsibility: Information Technology/Human Resources							

<p>ACTION: CITYWIDE RECORD RETENTION, STORAGE AND DESTRUCTION PROGRAM DEVELOPMENT: IMPLEMENTATION</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>							
<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"> </td> <td style="vertical-align: top;"> <ol style="list-style-type: none"> 1. Complete additional training 2. Complete document destruction </td> <td style="vertical-align: top; text-align: center;"> <p>9/17</p> <p>Ongoing</p> </td> </tr> </tbody> </table>	<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	<ul style="list-style-type: none"> 	<ol style="list-style-type: none"> 1. Complete additional training 2. Complete document destruction 	<p>9/17</p> <p>Ongoing</p>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>					
<ul style="list-style-type: none"> 	<ol style="list-style-type: none"> 1. Complete additional training 2. Complete document destruction 	<p>9/17</p> <p>Ongoing</p>					
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">Responsibility: City Clerk</td> </tr> </table>		Responsibility: City Clerk					
Responsibility: City Clerk							

ACTION: TELEVISION CHANNEL EFFECTIVENESS PLAN	PRIORITY
	<i>Mgmt – High</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Type of Program • JD Program • Sponsorship • Equipment Upgrade • Quality of Program • Program Schedule 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Complete draft plan 2. City Manager: Decision
	<u>Time</u>
	6/17
	6/17
Responsibility: Information Technology/City Clerk	

ACTION: CITY OWNED PROPERTY	PRIORITY
	<i>Mgmt – High</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Surplus Designation • Use of Sale 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Review inventory 2. Commission Decision: Direction 3. Citizen Input 4. Identify properties for sale 5. Commission Decision: Designation as Surplus
	<u>Time</u>
	6/17
	7/17
	7/17
	9/17
	10/17
Responsibility: City Manager	

ACTION: FINANCIAL POLICIES COMPREHENSIVE REVIEW	PRIORITY
	<i>Mgmt – High</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Investment • Debt • Reserve: Annual 1% 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Revise policy framework 2. Budget Workshop: Presentation of Policies 3. Commission: Decision
	<u>Time</u>
	6/17
	7/17
	9/17
Responsibility: Finance	

ACTION: CIVIL SERVICE APPEAL PROCESS		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Sunshine Law • Clean Up Language • Criteria: Hearing • Timing: Hearing • Civil Service Appeal Board Member • Training 	<ol style="list-style-type: none"> 1. Draft revised language 2. Board Decision: By Law 	<p style="text-align: center;">8/17</p> <p style="text-align: center;">9/17</p>
Responsibility: Human Resources/City Attorney		

ACTION: VENDOR ORDINANCE: REVISION		PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	[COMPLETED]	
Responsibility: N/A		

► Management in Progress 2017	Time
<ol style="list-style-type: none"> 1. Key Performance Indicators: Development 2. Dockwa: City Marina 3. Electronic Applicant Tracking System 4. Golf Course Advisory Committee: Development 5. Multi-Family Single Stream Recycling Program 6. Code Officers: Certified Parking Enforcement, Officers Trained 7. See Click Fix: City 8. Opti View Training 9. Solid Waste Division Efficiency Study 10. Police Labor Contracts (Commission Decision) 	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>2/17</p> <p>3/17</p> <p>4/17</p> <p>4/17</p> <p>5/17</p> <p>6/17</p>

► Management in Progress 2017 (Continued)	Time
11. Police Mentorship Program: Development	6/17
12. Pavement Condition Survey: Report	6/17
13. T2 Parking Enforcement Software for Mobile Parking Enforcement	6/17
14. City Marketing Plan and Actions: Expansion	8/17
15. Information and Data Base Management and Security	8/17
16. Paperless Purchase Order system	8/17
17. Click-2-Gov	8/17
• Business Tax Receipts	
• Contractor Competency Cards	
18. Citywide Payment Card Policy (Online)	8/17
19. Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Maintenance and Upgrade	8/17
20. Projectdix: Building Department	8/17
21. Comprehensive Employee Wellness Policy and Program	9/17
22. Police Promotion Examinations	9/17
a) Lieutenant	
b) Sergeant	
23. Purchasing Policy (Limits): Direction	9/17
24. Website: "Bid Awards" "Purchasing Procedures"	9/17
25. RcTrac Cloud: IHGC Funding	9/17
26. New Software for Retirement System	1/18
27. Paperless Payroll Process: Electronic Stubs and Forms	2018
28. Sungard One Solution Animal Control Module	2018
29. Online Searchable Portal: Development	2018
30. Certified Municipal Clerk Designation	2018
31. Sunrise Theater Succession Plan: Initial Discussion	2018
32. Police Minority Recruitment Program/Advancement: Revision	Ongoing
33. Courageous Kid Program	Ongoing

► Major Projects 2017	Time
1. Chamber and Conference Room: Upgrade	Completed
2. Call Center Operations: Upgrade	Completed
3. Golf Course Improvements	Completed
a) Bunkers	Completed
b) Cart Paths	3/17
4. PAL Park: Outside Basketball Courts	4/17
5. Pinewood Recreation Facility Improvements	5/17
6. 13 th Street Reconstruction (South of Avenue “D” to Avenue “E”)	7/17
7. Drainage Improvement Projects	7/17
a) Bayshore Drive/Sunset Isle Road	7/17
b) Rio – Vista Drive	OTH
c) Francis Avenue	10/17
8. City Parking Garage: Sealing	10/17
9. City Hall: Seal/Paint	12/17 – 5/18
10. 7 th Street Roadway Reconstruction (Wendell Road to 10 th Street)	3/18
11. Police Athletic League (PAL) Park Restrooms	3/18
12. Facilities Access Control and Security Upgrade	3/18
13. Restrooms	3/18
a) Downtown (2)	3/18
b) Powell Park (1)	TBD
c) Rotary	TBD
d) Fenn	OTH
14. 17 th Street Reconstruction: Funding (Orange Avenue to Avenue “D”)	

GOAL 2 SAFER AND MORE BEAUTIFUL CITY

ACTION: CLEAN COMMUNITY INITIATIVE (CCI)

PRIORITY
<i>Policy – Top</i>

Key Issues

- Clean Community Fee
- Outcome
- Plan with Steps
- Scope of Activities
- Demolition

Activities/Milestones

1. Define plan with goals and action
2. Budget Workshop
3. Commission Decision: Budget FY 2017 – 2018

Time

- 5/17
7/17
9/17

Responsibility: Code Enforcement

ACTION: ENTRANCES/BEACH/GATEWAYS BEAUTIFICATION PLAN

PRIORITY
<i>Policy – High</i>

Key Issues

- FDOT Entrances
- Design
- Funding
- Maintenance
- Staffing
- Locations
- Relationship to St. Lucie County
- Community Involvement

Activities/Milestones

1. Develop plan
2. Commission Presentation

Time

- 2/18
3/18

Responsibility: Public Works

ACTION: LINCOLN PARK CORRIDOR REVITALIZATION INITIATIVE		PRIORITY
		<i>Policy</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Economic Viability • Public Safety • Recreation • Healthy Life Style • Youth Activities • Lincoln Theater • Retail Development • Parking • Parcels for Residential Development 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Develop Revitalization Plan 2. Commission Presentation 	<p><u>Time</u></p> <p>5/17</p> <p>6/17</p>
Responsibility: Planning/City Manager		

ACTION: HOMELESS STRATEGY AND ACTIONS		PRIORITY
		<i>Policy</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Ordinances • Feeding Locations • Relations with Treasure Coast Homeless Coalition • Shelters • Church Partnership and Program • Veterans Associations • Partnership Potential 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Assign Police Officer to Downtown – Liaison to Homeless 2. Review “Best Practice/Policy” report and options 3. Commission Presentation: Homeless Strategy 	<p><u>Time</u></p> <p>9/17</p> <p>9/17</p> <p>9/17</p>
Responsibility: Police		

ACTION: SIGN ORDINANCE: REVISION		PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Type • Regulations • City’s Role • Enforcement Mechanism/Level 	<ol style="list-style-type: none"> 1. Finalize draft ordinance 2. Commission Decision: Ordinance Adoption 	<p>6/17</p> <p>6/17</p>
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Responsibility: Code Enforcement</div>		

ACTION: POLICE TRAINING AND EQUIPMENT		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Develop Equipment 2. Develop Budget Proposal 3. Budget Workshop 4. Complete In Service 5. Commission Decision: Budget FY 2017 – 2018 	<p>5/17</p> <p>5/17</p> <p>7/17</p> <p>9/17</p> <p>9/17</p>
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Responsibility: Police</div>		

ACTION: DOJ COMMUNITY ORIENTED POLICING ASSESSMENT REPORT		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Conference Internal Department 2. Complete Police Department Assessment Report 3. City Manager Review 4. Commission Presentation <p>[Completion: 2018 – 2020]</p>	<p>9/17</p> <p>10/17</p> <p>11/17</p>
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Responsibility: Police</div>		

ACTION: GANGS ACTION PLAN: UPDATE		PRIORITY
		Mgmt
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Commission Presentation	1/18
Responsibility: Police		

ACTION: ANIMAL CONTROL ORDINANCE: IMPLEMENTATION		PRIORITY
		Mgmt
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Commission Decision: Tethering for All Animals	4/17
Responsibility: Code Enforcement		

► Management in Progress 2017	Time
1. Police Re-Accreditation (FLA – PAC)	Completed
2. Crime Prevention Truck	Completed
3. Milo Training Simulator	5/17
4. Police Citizens Review Board: Resolution and Appointment (with DOJ Assistance)	6/17
5. Police Youth Advisory Committee: Development	6/17
6. Police Body Worn Cameras	8/17
7. Police Training	
a) Scenario Based	9/17
b) Cultural Sensitivity/Diversity and De-Escalation	9/17
c) Active Shooter	9/17

GOAL 3 VIBRANT DOWNTOWN AND NEIGHBORHOODS

ACTION: DOWNTOWN HOTEL DEVELOPMENT

PRIORITY
<i>Policy – Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Public Access to Water	1. Finalize RFP Clearance	5/17
• Hotel Type/Scope	2. Issue RFP for Hotel Development	6/17
• Partnership/Role City	3. Receive RFP for Potential Development	10/17
• RFP: Details	4. Review RFP	
• City Expectations/Vision	5. Conference Presentation	11/17
	6. Commission Decision: Direction/Develop Selection	12/17 2/18
	7. Negotiate Development	
		TBD

Responsibility: Economic Development Team

ACTION: PEACOCK ARTS DISTRICT INCENTIVES

PRIORITY
<i>Policy – High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Develop strategy and incentive	6/17
	2. Conference: Presentation, Direction	7/17
	3. Commission Decision	9/17

Responsibility: Economic Development Team

ACTION: DOWNTOWN HEIGHT REQUIREMENT		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Building Height 	<ol style="list-style-type: none"> 1. Review overlay requirement 2. Develop report with options 3. Planning Board: Review 4. Commission Decision: Adoption 	<p>7/17</p> <p>8/17</p> <p>9/17</p> <p>10/17</p>
<div style="border: 1px solid black; padding: 5px; display: inline-block;">Responsibility: Planning</div>		

► Management in Progress 2017	Time
<ol style="list-style-type: none"> 1. Sunrise Theater New Corporate Partnerships 	11/18

► Major Projects 2017	Time
<ol style="list-style-type: none"> 1. Sunrise Theater Improvements <ul style="list-style-type: none"> • Chiller • Ticketing 	<p>5/17</p> <p>6/17</p>

GOAL 4 COMMUNITY UNITY AND PRIDE

ACTION:	COMMUNITY UNITY STRATEGY AND ACTION PLAN	<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>		
	<ol style="list-style-type: none"> 1. Plan event to showcase police and community partners 2. Conduct "Unity in Community" 3. Develop public education of Police body cameras 4. Conduct Community Meeting Arts, Culture, Recreation and Education 5. Continue community based theater program 	<p>5/17</p> <p>6/17</p> <p>9/17</p> <p>Ongoing</p>		
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">Responsibility: Police</td></tr> </table>			Responsibility: Police	
Responsibility: Police				

ACTION:	SCHOOL ENHANCEMENT STRATEGY	<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"> • Funding • Grants for SRO 	<ol style="list-style-type: none"> 1. Identify potential funding for SRO 	<p>Ongoing</p>		
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">Responsibility: Police</td></tr> </table>			Responsibility: Police	
Responsibility: Police				

ACTION:	YOUTH COUNCIL: REPORT WITH RECOMMENDATIONS	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Finalize report	5/17
	2. Commission Presentation	6/17
Responsibility: City Manager		

ACTION:	RESTORING THE VILLAGE PROGRAM	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Participate in community events	6/17
	2. Continue support	Ongoing
Responsibility: City Manager		

► Management in Progress 2017	Time
1. Zora Neale Hurston Trail Festival Day	5/17
2. The Highwayman Heritage Trail Arts and Culture	2/18

GOAL 5 GREAT PLACE TO LIVE, LEARN, WORK, AND PLAY

ACTION: STREET RESURFACING

PRIORITY
<i>Policy – Mod</i>

Key Issues

- Service Level
- Funding

Activities/Milestones

1. Develop proposal: service level and funding options
2. Budget Workshop
3. Commission Decision: Budget
FY 2017 – 2018: Service Level, Funding

Time

- 6/17
7/17
9/17

Responsibility: Engineering

ACTION: ANNEXATIONS DIRECTION

PRIORITY
<i>Policy – Mod</i>

Key Issues

- Enclaves
- Service Boundary

Activities/Milestones

1. Prepare draft of Interlocal agreements – service boundary
2. Conference: Presentation
3. Negotiate parameters
4. Commission Decision

Time

- 4/17
4/17
8/17
9/17

Responsibility: Planning

ACTION: HARBOUR POINTE DEVELOPMENT	PRIORITY
	<i>Policy</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Mega Yacht Development • City 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Evaluate proposal with St. Lucie 2. Joint Meeting 3. County Commission Decision: Development Agreement
	<u>Time</u>
	8/17
	10/17
	11/17
Responsibility: City Manager	

ACTION: CRA PLAN: UPDATE	PRIORITY
	<i>Policy -</i>
<p><u>Key Issues</u></p>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Identify funding for Plan Update 2. Budget Workshop 3. Commission Decision: Budget FY 2017 – 2018
	<u>Time</u>
	6/17
	7/17
	9/17
Responsibility: Planning	

ACTION: ECONOMIC DEVELOPMENT: NEXT STEPS	PRIORITY
	<i>Policy – Top Moved to OTH</i>
<p><u>Key Issues</u></p>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Work with EDC: Manufacturing, Distribution/Warehouse <p style="text-align: center;">[ON THE HORIZON – RETAIL]</p>
	<u>Time</u>
	Ongoing
Responsibility: City Manager	

ACTION: EAR/COMPREHENSIVE PLAN		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Funding • Contract • Timing • State Requirements 	<ol style="list-style-type: none"> 1. Develop budget proposal 2. Budget Workshop 3. Commission Decision: Budget FY 2017 – 2018 	<p>5/17</p> <p>7/17</p> <p>9/17</p>
<div style="border: 1px solid black; padding: 5px; display: inline-block;">Responsibility: Planning</div>		

ACTION: OHIO AVENUE AND U.S. 1 SIGNALIZATION UPGRADE		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • FDOT Funding • Developer Funding • Alignment Project (City) • Signalization (FDOT) 	<ol style="list-style-type: none"> 1. Develop proposal 2. Budget Workshop 3. Commission Decision: Budget FY 2017 – 2018 Project Funding 	<p>6/17</p> <p>7/17</p> <p>9/17</p>
<div style="border: 1px solid black; padding: 5px; display: inline-block;">Responsibility: Engineering</div>		

► Management in Progress 2017	TIME
1. Community Rating System (CRS) Audit	Completed
2. Federal Emergency/Management Association (FEMA) Regulation for Flood Insurance: Public Education	12/17
3. Small Business Growth: SCORE Workshops	12/17
4. Business Retention and Expansion (BRE)	Ongoing

► **Major Projects 2017**

1. Percy Peek Gymnasium: Floor Resurfacing and Classrooms
2. Murals Program (2)
3. Savannah Recreation Trail Connectivity to Indian Hills Trail:
Engineering Design
4. North 2nd Street Road Improvements
5. MLK Dreamland Park: Design (7/17), Construction (3/18)
6. Jaycee Park Connectivity Improvements

TIME
6/17
8/17
9/17
2/18
3/18
OTH

GOAL 6 ALIVE WATERFRONTS

ACTION: DREDGING MARINA ACCESS CHANNEL

PRIORITY
<i>Policy – Top</i>

Key Issues

- Funding
- Scope of Project

Activities/Milestones

1. Develop budget proposal
2. Budget Workshop
3. Commission Decision: Budget FY 2017 – 2018 Project Funding

Time

- 6/17
7/17
9/17

Responsibility: Marina/Engineering

ACTION: RESTAURANT LEASES: COBB AND TIKI

PRIORITY
<i>Policy – High</i>

Key Issues

Activities/Milestones

Time

- A. Cobb
 1. Complete lease: Cobb
 2. Commission Decision: Cobb Lease
- B. Tiki
 1. Issue RFP for Tiki
 2. Receive RFP
 3. Commission: Tiki Lease

- 5/17
6/17
8/17
10/17
1/18

Responsibility: Economic Development Team

ACTION: FISHERMAN’S WHARF/SEAWALL		PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> Partnership with St. Lucie County FDOT 	<ol style="list-style-type: none"> Preparation: Grant Application Complete design: roadway Conceptual Development Plan Complete design: seawall <p>[Construction: 6/18 – 2/19]</p>	<p>Complete</p> <p>5/17</p> <p>7/17</p> <p>12/17</p>
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Responsibility: Engineering</div>		

► Management in Progress 2017	Time
<ol style="list-style-type: none"> City Marina Online Reservation System 	Completed

► Major Projects 2017	Time
<ol style="list-style-type: none"> Public Day/“Dingy” Dock Moore’s Creek Seawall Replacement Moore’s Creek Boat Ramp Area Repairs (Joint Project with St. Lucie County) Fisherman’s Wharf Boat Ramp: Rebuild 	<p>9/17</p> <p>12/17</p> <p>6/18</p> <p>OTH</p>

City of Fort Pierce Policy Calendar

MONTH

March 2017

1. Conference: Board/Committees Revision

MONTH

April 2017

1. Decision: Award Contract for City Employee Compensation Study/Market Analysis
2. Decision: Animal Control Ordinance – Tethering
3. Conference: Annexation Direction

MONTH

May 2017

1. Decision: Boards/Committee Ordinances
2. Decision: Golf Course Direction

MONTH

June 2017

1. Decision: Establish Charter Review Committee
2. Decision: Boards/Committee Ordinances
3. Decision: Police Contracts
4. Presentation: Lincoln Park Corridor Revitalization Plan
5. Decision: Sign Ordinance
6. Presentation: Youth Council
7. Decision: Cobb Lease

MONTH

July 2017

1. Decision: Charter Review Committee Appointments
2. Decision: Boards/Committee Ordinances
3. Conference: Wastewater Service Regionalization Expansion
4. Decision: City Policies, Rules and Regulations Adoption
5. Decision: City Owned Properties Direction
6. Conference: Peacock Arts District Incentives
7. Budget Workshop:
 - a) Police Compensation
 - b) City Employee Compensation and Benefits
 - c) Stormwater Management Utility
 - d) Solid Waste Fee
 - e) Financial Policies
 - f) Clean Community Initiative (CCI)
 - g) Police Equipment and Training
 - h) Street Resurfacing Service Level and Funding
 - i) EAR/Comprehensive Plan: Update
 - j) Ohio Avenue and U.S. 1 Signalization Upgrade
 - k) Dredging Marina Access Channel
 - l) CRA Plan Update

MONTH

August 2017

1. Decision: Boards/Committees Ordinances
2. Decision: Wastewater Services Regionalization Expansion

MONTH

September 2017

1. Decision: Solid Waste Fee
2. Decision: Stormwater Management Utility
3. Presentation: Homeless Strategy
4. Decision: Peacock Arts District Incentives
5. Decision: Annexation Interlocal Agreements Service Boundary
6. Decision: Budget FY 2017 – 2018

MONTH

October 2017

1. Decision: City Owned Property Surplus Designation
2. Presentation: DOJ Community Oriented Policing Assessment
3. Decision: Downtown Height Requirement

MONTH

November 2017

1. Decision: Harbour Pointe Development Agreement

MONTH

December 2017

1. Conference: Downtown Hotel

MONTH

January 2018

1. Presentation: Gang Action Plan – Update
2. Decision: Downtown Hotel Developer Selection
3. Decision: Tiki Lease

MONTH

February 2018

LEADER'S GUIDE

2017

FINAL REPORT

Mayor and City Commission



Fort Pierce, Florida
January 2017



Lyle Sumek Associates, Inc.
9 Flagship Court
Palm Coast, FL 32137-3373

Phone: (386) 246-6250
Fax: (386) 246-6252
E-mail: sumekassoc@gmail.com

Table of Contents

Agenda	Leadership and Strategic Planning Workshop for the City of Fort Pierce	1
Section 1	Strategic Planning for the City of Fort Pierce	3
Section 2	Looking to Fort Pierce's Future	5
Section 3	City of Fort Pierce Vision 2032	59
Section 4	City of Fort Pierce Plan 2017 – 2022	66
Section 5	City of Fort Pierce Action Agenda 2017	91

This report and all materials are copyrighted. This report may be duplicated for distribution to appropriate parties as needed. No unauthorized duplication is allowed, including for use in training within your organization or for consulting purposes outside your organization. All requests for duplication must be submitted in writing.

**LEADERSHIP AND STRATEGIC
PLANNING WORKSHOP**
City of Fort Pierce
January 10, 2017

AGENDA

**9:00 am Opening Comments: Mayor
City Manager**

9:10 am Workshop

- Purposes
- Agenda

9:15 am Public Input

9:30 am Leadership during Turbulent Times (Section 1)

- “Driving” the City to the Future
- “Crazy” World: 2017

9:50 am Strategic Planning Model for Fort Pierce (Section 2)

- Basic Elements
- Re-Connecting the “Dots”

10:00 am Performance Report 2016 (Section 4)

- City Successes
- Departmental Successes

10:30 am Looking to Fort Pierce’s Future

- 2032 – 15 year View
- 2022 – 5 year View
- Actions Ideas for 2017
- City Manager’s Priorities

11:00 am Fort Pierce Vision 2032 (Section 3)

- Review
- Revision

11:45 am Plan 2017 – 2022: Update

a) Goals for 2022

- Review
- Priority

12:30 pm b) For Each Goal

1. Objectives

- Review
- Revision

2. Challenges and Opportunities

- Refinement
- Short Term Priority (1 year)

3. Actions 2017

- Review
- Expectations: Outcomes, Actions “Deliverable”
- Priority for 2017 (1 year)

4. Management in Progress 2017

- Review

5. Major Projects 2017

- Review

6. On the Horizon: 2018 – 2022

Governance: Mayor – City Commission in Action (Section 9)

- Model for Effectiveness
- “Success” means
- House Rules: Code of Conduct
- Commission Operating Protocols
- Roles and Responsibilities

Governance Topics:

- 1. Commission Unity and Teamwork**
- 2. Community Presence**
- 3. Information Sharing and Sunshine Law**
- 4. Districts**
- 5. Charter Provision: Meeting Protocols**

SECTION 1

STRATEGIC PLANNING FOR THE CITY OF FORT PIERCE

STRATEGIC FRAMEWORK

VISION 2032

"Desired Destination for Fort Pierce"

PLAN 2022

"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

Strengths – Weaknesses

Threats - Opportunities

► Strengths

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

► **Areas for Improvement**

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

► **Threats to Fort Pierce's Future**

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

► **Opportunities for Fort Pierce's Future**

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

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

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

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

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

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

Top "10" Priorities for 2017

EXECUTIVE PERSPECTIVE

1. **Port of Fort Pierce – Operation Sites Redevelopment (Harbour Pointe RFP/RFQ)
Fisherman's /Wharf /redesign)**
2. **Police Department Assessment by Department of Justice**
3. **Lincoln Park Redevelopment Initiative: Vision Affordable Housing, Economic Development, Events**
4. **Code Enforcement Improvements (Funding Resources, Demolition, Property Maintenance)**
5. **Recreation Programming Enhancement (Youth Engagement)**
6. **On-Line Customer Service Improvements (Bill Pay, Permits, Utility Line, Project Dox, Etc.)**
7. **Capitol Improvement Projects (Funding and Construction)**
8. **King Plant Redevelopment**
9. **Economic Development (Manufacturing Recruiting)**
10. **Economic Development (Retail Recruiting, Restaurant RFP's)**

Looking to Fort Pierce's Future Departmental View

MAJOR CHALLENGES

Fort Pierce, Florida

January 2017

DEPARTMENT: Building Department

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

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

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

DEPARTMENT: Building Department

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

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

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

DEPARTMENT: Building Department

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2017

DEPARTMENT: City Clerk

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

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

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

DEPARTMENT: City Clerk

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

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

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

DEPARTMENT: City Clerk

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2017

DEPARTMENT: Code Enforcement & Animal Control

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

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

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

DEPARTMENT: Code Enforcement & Animal Control

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

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

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

DEPARTMENT: Code Enforcement & Animal Control

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2017

DEPARTMENT: Engineering

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

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

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

DEPARTMENT: Engineering

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

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

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

DEPARTMENT: Engineering

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2017

DEPARTMENT: Finance Department

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

- Lack of resources, both financial and staffing
- Funding for training and education. Federal and state reporting is ever changing which requires staff to regularly expand their expertise and skills.
- Lack of funding for updating equipment and software.
- State and Federal reporting continues to change and requires additional funds and staff to comply.

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

DEPARTMENT: Finance Department

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

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

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

DEPARTMENT: Finance Department

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2017

DEPARTMENT: Indian Hills Golf Course

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

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

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

DEPARTMENT: Indian Hills Golf Course

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

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

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

DEPARTMENT: Indian Hills Golf Course

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2017

DEPARTMENT: Human Resources

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

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

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

DEPARTMENT: Human Resources

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

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

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

DEPARTMENT: Human Resources

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2017

DEPARTMENT: Information Technology

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

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

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

DEPARTMENT: Information Technology

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

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

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

DEPARTMENT: Information Technology

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2017

DEPARTMENT: City Marina

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

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

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

DEPARTMENT: City Marina

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

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

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

DEPARTMENT: City Marina

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2017

DEPARTMENT: Planning Department and Urban Redevelopment

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

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

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

DEPARTMENT: Planning Department and Urban Redevelopment

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

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

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

DEPARTMENT: Planning Department and Urban Redevelopment

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2017

DEPARTMENT: Fort Pierce Police Department

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

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

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

MANAGEMENT IN PROGRESS FY 2017

PROJECTS AND ISSUES

Fort Pierce, Florida

January 2017

DEPARTMENT: Fort Pierce Police Department

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

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

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

DEPARTMENT: Fort Pierce Police Department

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2017

DEPARTMENT: Public Works

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

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

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

DEPARTMENT: Public Works

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

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

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

DEPARTMENT: Public Works

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2017

DEPARTMENT: Purchasing

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

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

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

DEPARTMENT: Purchasing

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

- 1 Collaboration with IT and Finance to implement paperless Purchase Orders
- 2 Enhance Department website to include "Bid Awards" and "Purchasing Procedures"
- 3 Contract and Insurance Management Module system to assist with annual contracts and COI; Ion Wave Technologies, Inc.
One cloud-based, centralized system for all contract documents and attachments eliminating data stored in filing cabinets, various hard drives, spreadsheets, databases and address books.

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

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

DEPARTMENT: Purchasing

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

January 2017

DEPARTMENT: Sunrise Theatre for the Performing Arts

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

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

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

DEPARTMENT: Sunrise Theatre for the Performing Arts

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

- 1 Programming: Efforts are always ongoing with attempting to go through the current season and planning the next to balance the diversity, scheduling and practicality for the next.

- 2 Budget Control: Attempting to maintain operations in the mode of minimizing expenses and maximizing earned income without being impractical and attempting to increase unearned income wherever and however possible.

- 3 Building Maintenance and Capital Investment: While the current fiscal year has allowed for capital dollars for the first time in probably 7-8 years, the funds allocated for the current fiscal are mostly committed at this point in the year due to the purchase of a new chiller to replace the original equipment. This will continue given the fact that the building will be nearing 12 years old and replacement/updating equipment needs, refurbishing the systems and maintain the aesthetics of this very public and a great source of pride for the City (as its owner and operator) are facts of any yearly operational concerns.

- 4 Forging new corporate partnerships and expanding our donor and member base.

- 5 Others that have been noted in earlier categories.

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

DEPARTMENT: Sunrise Theatre for the Performing Arts

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

- 1 Continued support for the sponsorship of the Sunrise Theatre with the goal of the theatre to reduce those required sponsorship dollars when possible.

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

SECTION 3

FORT PIERCE VISION 2032

City of Fort Pierce Vision 2032

Fort Pierce 2032 is a Unique Coastal Florida City

Our WATERFRONTS, ⁽¹⁾

STRONG LOCAL ECONOMY, ⁽²⁾

HISTORY, ARTS AND CULTURE, ⁽³⁾

CHOICE OF DESIRABLE NEIGHBORHOODS, ⁽⁴⁾

OPPORTUNITIES for FUN, ⁽⁵⁾

COMMUNITY UNITY AND PRIDE ⁽⁶⁾

WHAT MAKES US UNIQUE

Vision 2032

Guiding Principles

PRINCIPLE 1 WATERFRONTS

► Means

1. Public access to the water for use and enjoyment
2. World class beaches
3. Water quality in the lagoon
4. High quality boutique hotel (5)
5. Operational mixed-use port
6. Marinas for residents and visiting boaters
7. Preservation of views and vista of the water
8. Fishing tournaments attracting fishermen from all over the world
9. Wastewater Treatment Plant relocated

PRINCIPLE 2 STRONG LOCAL ECONOMY

► Means

1. Economy based upon tourism, education, research, and marine-related businesses
2. Visitors having a choice of a variety of high quality hotels throughout the city, including a conference center
3. Diverse reasons for tourist to visit: history; arts and culture; water-based activities boating, fishing, kayaking, parasailing; eco-tourism
4. Quality higher education with Indian River State College, Florida Atlantic University, Harbor Branch, University of Florida Research Center, Bethune Cookman University
5. International airport surrounded by commercial and industrial businesses
6. Active port with commercial shipping, mega yacht manufacturing and maintenance, hotel, passenger cruises
7. Business friendly City government: people, regulations, processes
8. Sport tournaments coming and returning to Fort Pierce
9. Light specialty manufacturing businesses located here
10. Workforce and “trade” development programs in public schools and Indian River State College

PRINCIPLE 3 HISTORY, ARTS AND CULTURE

► Means

1. Art galleries and museums showcasing the community's art and history
2. Celebrating the achievements of famous city residents like A. E. Backus, Zora Neale Hurston, Highwaymen Artists, etc.
3. Historic Sunrise Theatre providing diverse and multi-cultural programs and performances for all ages
4. Art in public spaces
5. Art incorporated in private developments
6. Community performing venues for jazz, blues and other music
7. Common sense, flexible codes that preserve historic homes and buildings that are structurally sound, and facilitate removal of old, unsound structures

PRINCIPLE 4 CHOICE OF DESIRABLE NEIGHBORHOODS

► Means

1. Sense of personal safety and security at home and in the neighborhood – living without fear
2. Well-maintained housing stock
3. High percentage of home ownership in every neighborhood
4. Quality rental housing that is inspected and meets code requirements
5. Homes retaining their property values
6. Variety of neighborhoods: historic, beachfront, urban, semi rural
7. Well-maintained streets, utilities, drainage system, curbs and sidewalks
8. Effective multi-modal public transportation for residents moving from home to desired destinations in a timely manner
9. Public green spaces in every neighborhood

PRINCIPLE 5 OPPORTUNITIES FOR FUN

► Means

1. Recreational activities and programs for all generations
2. Easy access to water based activities: boating, fishing, beaches, kayaking, canoeing, parasailing, etc.
3. Performing and cultural arts with diverse and multi cultural programs and performances for all
4. Indoor recreational facility with rooms, and a variety of venues
5. Organized sports for youth, adults and seniors: recreation and tournaments
6. Quality public golf course and clubhouse with community rooms and banquet facilities
7. Aquatic facility(ies) and pools for residents to enjoy
8. Opportunities for biking, hiking, walking and running
9. Variety of specialty parks responsive to community needs

PRINCIPLE 6 COMMUNITY UNITY AND PRIDE

► Means

1. Respect, tolerance and appreciating different cultures
2. Strong community events and festivals with high level of participation
3. Television and social media promoting positive accomplishments and community successes
4. Individuals and community organizations working for community benefit
5. Recognizing the accomplishment of youth in partnership with St. Lucie schools
6. Business owners, property owners, institutions and residents taking responsibility for their property
7. Multi-cultural festival celebrating the diverse cultures in the community
8. All residents working together on common community goals and solving problems
9. Residents taking pride in saying "I am from Fort Pierce"

SECTION 4

CITY OF FORT PIERCE PLAN 2017 – 2022

**City of Fort Pierce
Goals 2022**

**FINANCIALLY SOUND CITY PROVIDING
EXCELLENT SERVICES**

SAFER AND MORE BEAUTIFUL CITY

COMMUNITY UNITY AND PRIDE

GREAT PLACE TO LIVE, LEARN, WORK, AND PLAY

ALIVE WATERFRONTS

VIBRANT DOWNTOWN AND NEIGHBORHOODS

City of Fort Pierce Goals 2022 Worksheet

	IMPORTANCE	
	Personal	Team*
1. FINANCIALLY SOUND CITY PROVIDING EXCELLENT SERVICES	8	1
2. SAFER AND MORE BEAUTIFUL CITY	9	2
3. VIBRANT DOWNTOWN AND NEIGHBORHOODS	19	3
4. COMMUNITY UNITY AND PRIDE	21	4
5. GREAT PLAN TO LIVE, LEARN, WORK AND PLAY	22	5
6. ALIVE WATERFRONTS	29	6

* The Mayor and City Commission ranked the six goals from “most important” = 1 to “lesser importance” = 6. The number in this column represents the total score for each goal.

GOAL 1 FINANCIALLY SOUND CITY PROVIDING EXCELLENT SERVICES

► Objectives

1. Maintain top quality City workforce dedicated to serving the Fort Pierce community
2. Have excellent City services delivered in the most cost effective manner
3. Partner with others to expand resources in order to support City services
4. Reduce dependence on Ad Valorem Tax receipts
5. Develop and fund for City capital/equipment replacement
6. Maintain financial reserves consistent with the City policies
7. Increase residents’ understanding of City finances and services, and the value that they are receiving for their tax dollars and fees
8. Establish opportunities to contribute to “pay” for services
9. Develop reserves for City operations – set aside 1% annually
10. Have City services available for all residents

PRIORITY
5
5
4
4
4
3
2
2
1
0

► Means to Residents

1. Value for your 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

► 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		5
3. Outdated information technology needing significant investment		4
4. Rising costs of healthcare, pensions, materials and energy		4
5. Increasing demands for City services		4
6. Actions by Federal and State governments: impacting revenues, unfunded mandates and regulations, fewer grants and earmarked projects		3
7. Retaining a quality City workforce		2
8. City staffing and the capacity to provide services		2
9. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority		1
10. Willingness to raise taxes and fees		1
11. City services/regulations: evaluating and sunseting		0
12. Anti-tax and anti-government attitude		0
13. Limited City organization capacity for more services		0

► Actions 2017		PRIORITY
1. Police Compensation	Mgmt	4
• Direction	M/CC	
• Funding	2015	
2. Charter/City Code Review: Direction, Process	M/CC	4
3. Police Training and Equipment (Moved to Goal 2)	M/CC	4
• Direction		
• Funding		
4. Boards/Committees Structure, Size, Appointment Process, Term Limits, Residency	Mgmt	4
5. Capital Outlaying Plan and Annual Funding	Mgmt	3
	2015	
6. City Employee Compensation and Benefits	2015	3
• Market Analysis		
• Direction		
• Funding		

			PRIORITY
► Actions 2017 (Continued)			
7.	Golf Course Comprehensive Evaluation	M/CC	3
	<ul style="list-style-type: none"> • Report • Direction 		
8.	Financial Policies Comprehensive Review	2015	Mgmt
	<ul style="list-style-type: none"> • Investment • Debt 		
9.	City Electronic Communications Policy	M/CC 2015	Mgmt
10.	Television Channel Effectiveness Plan	MIP M/CC	Mgmt
11.	Sunrise Theater: Succession Plan	M/CC	Mgmt
12.	Civil Service Appeal Process	OTH	Mgmt
	<ul style="list-style-type: none"> • Policy • Direction 		
13.	City Rules and Regulations: Approval	Mgmt	Mgmt
14.	Citywide Record Retention, Storage and Destruction Program Development	Mgmt	Mgmt
15.	Vendor Ordinance: Revision	Mgmt	Mgmt
16.	Impact Fees: Updated	2015	2
17.	St. Lucie County Strategy	M/CC	2
	<ul style="list-style-type: none"> • Issues • Direction • City Actions 		
18.	“One Stop” Shop for Development/Permitting	Mgmt	2
19.	New Purchasing Ordinance/Policy	Mgmt	2
20.	Vehicle and Equipment Replacement	Mgmt	2
	<ul style="list-style-type: none"> • Maintenance Evaluation • Plan • Funding 		
21.	Information Technology: Upgrades	M/CC	1
	<ul style="list-style-type: none"> • Direction • Funding 		
22.	Stormwater Management and Utility	M/CC	1
	<ul style="list-style-type: none"> • Project Status • Project Needs • Utility: Direction 		

			PRIORITY
► Actions 2017 (Continued)			
23. Recreation Department	OTH		1
• Evaluation Report			
• Direction			
24. City Services and Staffing	Mgmt		1
• Evaluation Report			
• Direction			
25. Restroom Development	2015		0
• Downtown			
• Parks			
26. Wastewater Services Regionalization/Expansion: Direction	M/CC		0
27. City Owned Property	M/CC		0
• Inventory			
• Direction on Sale			
28. New Alternative Revenue Study	M/CC		0
• Report with Options			
• Direction			
29. Comprehensive Analysis of Fee Schedules	OTH		0
• Market Analysis/Report			
• Direction			
30. Solid Waste Fee: Direction	Mgmt		0

► Management in Progress 2017		
1. City Marketing Plan and Actions: Expansion	M/CC	
2. Multi-Family Single Stream Recycling Program	2015	
3. Comprehensive Employee Wellness Policy and Program	MIP	
4. Sexual Harassment/LGBT Policy	MIP	
5. Drug Policy	MIP	
6. Police Labor Contracts	MIP	
7. Information and Data Base Management and Security	MIP	
8. Paperless Purchase Order system	MIP	
9. Click-2-Gov	MIP	
• Business Tax Receipts		
• Contractor Competency Cards		
10. Enterprise GIS System	MIP	

► **Management in Progress 2017 (Continued)**

11. Citywide Payment Card Policy (Online)	MIP
12. Police Promotion Examinations	MIP
a) Lieutenant	
b) Sergeant	
13. Police Mentorship Program: Development	MIP
14. Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Maintenance and Upgrade	MIP
15. Police Minority Recruitment Program/Advancement: Revision	MIP
16. Non-Smoking Facility and Outside Policy	OTH
17. Key Performance Indicators: Development	OTH
18. Purchasing Policy (Limits): Direction	OTH
19. Website: "Bid Awards" "Purchasing Procedures"	Mgmt
20. Contract and Insurance Management Module System	Mgmt
21. Solid Waste Division Efficiency Study	Mgmt
22. Projectdox: Building Department	Mgmt
23. Click-2-Gov 3:	Mgmt
a) Building	
b) City Clerk	
24. Dockwa: City Marina	Mgmt
25. See-Click-Fix: City	Mgmt
26. RcTrac Cloud: IHGC Funding	Mgmt
27. Electronic Applicant Tracking System	Mgmt
28. Golf Course Advisory Committee: Development	Mgmt
29. Paperless Payroll Process: Electronic Stubs and Forms	Mgmt
30. New Software for Retirement System	Mgmt
31. Fiscal Policies: Update	Mgmt
32. Pavement Condition Survey: Report	Mgmt
33. Sungard One Solution Animal Control Module	Mgmt
34. Code Officers: Certified Parking Enforcement, Officers Trained	Mgmt
35. T2 Parking Enforcement Software for Mobile Parking Enforcement	Mgmt
36. Public Records Training	Mgmt
37. Opti View Training	Mgmt
38. Online Searchable Portal: Development	Mgmt
39. Certified Municipal Clerk Designation	Mgmt

► Major Projects 2017

- | | |
|---|------|
| 1. Police Athletic League (PAL) Park Restrooms | MP |
| 2. Restrooms | Mgmt |
| a) Downtown (2) | |
| b) Powell Park (1) | |
| c) Rotary | |
| d) Fenn | |
| 3. City Parking Garage: Sealing | Mgmt |
| 4. City Hall: Seal/Paint | Mgmt |
| 5. Powell Park: Outside Basketball Courts | Mgmt |
| 6. Pinewood Recreation Facility Improvements | Mgmt |
| 7. Chamber and Conference Room: Upgrade | Mgmt |
| 8. Call Center Operations: Upgrade | Mgmt |
| 9. Facilities Access Control and Security Upgrade | Mgmt |
| 10. Golf Course Improvements | Mgmt |
| a) Bunkers | |
| b) Cart Paths | |
| 11. 13 th Street Reconstruction (South of Avenue "D" to Avenue "E") | Mgmt |
| 12. Drainage Improvement Projects | Mgmt |
| a) Bayshore Drive/Sunset Isle Road | |
| b) Rio – Vista Drive | |
| c) Francis Avenue | |
| 13. 7 th Street Roadway Reconstruction (Wendell Road to 19 th Street) | Mgmt |
| 14. 17 th Street Reconstruction: Funding (Orange Avenue to Avenue "D") | Mgmt |

► On The Horizon 2018 – 2022

- | | |
|--|------|
| 1. Debt Reduction Policy and Plan | OTH |
| 2. Special Assessment: Evaluation | OTH |
| 3. Procurement Policy: Update | OTH |
| 4. Ethics Policy: Direction | OTH |
| 5. Enterprise Funds: Evaluation | OTH |
| 6. Nutrient Removal: Georgia Avenue Outfall Grant/Matching Funds | Mgmt |

GOAL 2 SAFER AND MORE BEAUTIFUL CITY

► Objectives

1. More attractive corridors, including Orange Avenue
2. Demolish or reuse abandoned buildings and homes
3. Develop a reputation as a "safe community"
4. Increase property owners taking responsibility for complying with City Code of Ordinances
5. Reduce the visual blight in the City
6. Upgrade or replace older housing stock
7. Reduce crime rate
8. Build new homes on vacant lots

PRIORITY
5
5
4
4
4
4
3
2

► 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

► Challenges and Opportunities

	PRIORITY
1. Reputation and appearance of Fort Pierce, particularly Orange Avenue	5
2. Funding for code compliance, law enforcement and public works	5
3. Continuing to have residents sharing information with the Police Department	4
4. Reinforcing trust in the Police Department	3
5. Lack of police staffing for community policing	3
6. Improving the entire City with a unified vision	3
7. Responding proactively to gangs and drugs	2
8. Lack of incentives and consequences for violations of codes	2
9. Youth recreation and job opportunities	2
10. City Commission support and follow through for their decisions: direction and actions	1
11. Expanding neighborhood watch and community programs to increase residents investments in safety and their neighborhood	1
12. Irresponsible property owners who avoid complying with the City Code of Ordinances	1
13. Inconsistent application of the Code of Ordinances	1
14. High percentage of rental housing	1
15. Neighborhood “buy in” to maintain private lots and compliance	0
16. Understanding the codes and standards: Commissioners, residents, businesses and property owners	0
17. Cumbersome processes for enforcement and adjudication	0
18. Upgrading and unified vision for Peacock Arts District (PAD) – civic pride and promoting cultural heritage	0

		PRIORITY
► Actions 2017		
1. Lincoln Park Corridor Revitalization Initiative	Mgmt	5
• Plan Development	2015	
• Funding Mechanism		
2. Sign Ordinance: Revision	Mgmt	4
	2015	
3. Entrances/Beach/Gateways Beautification Plan	Mgmt	3
• Plan Development	2015	
4. Homeless Strategy and Actions	OTH	3
5. Clean Community Initiative (CCI): Funding for Nuisance Abatement	Mgmt	3
6. Gangs Action Plan: Update	Mgmt	Mgmt
	2015	
7. DOJ Community Oriented Policing Assessment Report	M/CC	Mgmt
8. Mobile Parking Enforcement Program	Mgmt	Mgmt
• Direction		
• Funding		
9. Animal Control Ordinance: Implementation	Mgmt	Mgmt
10. Youth Program: Enhancement	Mgmt	2
• Summer Basketball	2015	
• Pop Warner Football/Cheerleading		
• Flag Football		
11. Community Policing Action Plan	Mgmt	2
	2015	
12. Neighborhood Watch/Citizen Patrol: Expansion	Mgmt	2
	2015	
13. Old Fort Park Project: Sidewalk Connectivity	OTH	0
14. Arts and Cultural Master Plan: Adoption	OTH	0
• Adoption (Public/Private)		
• Projects		
• Funding		
15. Arts in Public Spaces Policy: Direction	OTH	0

► **Management in Progress 2017**

- | | |
|---|------|
| 1. Proactive Legal Nuisance Abatement | 2015 |
| 2. Police Training | Mgmt |
| a) Scenario Based | |
| b) Cultural Sensitivity/Diversity and De-Escalation | |
| c) Active Shooter | |
| 3. Police Body Worn Cameras | Mgmt |
| 4. Police Re-Accreditation (FLA – PAC) | Mgmt |
| 5. Milo Training Simulator | Mgmt |
| 6. Crime Prevention Truck | Mgmt |
| 7. Police Citizens Review Board: Development | Mgmt |
| 8. Police Youth Advisory Committee: Development | Mgmt |

► **On The Horizon 2018 – 2022**

1. Historic Code: Revision

GOAL 3 VIBRANT DOWNTOWN AND NEIGHBORHOODS

► Objectives

1. More people living in downtown area and surrounding neighborhoods
2. Increase the number of fine dining restaurants, entertainment venues, and trendy eating establishments
3. Redevelop historic neighborhoods while preserving their unique character
4. Increase the ease to park and walk
5. More niche small retail businesses with hours and merchandise for residents and guests
6. Preserve open space in downtown area
7. Enhance relationship with the Downtown Business Association

► Means to Residents

1. Protection of property values
2. Honoring and celebrating the historical roots of Fort Pierce
3. Expanded housing choices
4. More reasons to go to the downtown area
5. Easy access and convenient parking to a pedestrian friendly area

► Challenges and Opportunities

1. Preserving and enhancing pedestrian friendly connectivity within downtown Fort Pierce
2. Increasing multi-modal transportation to and from downtown
3. Working with the property owners, businesses and residents
4. Preserving the view of waterfront
5. Deteriorating structures needing demolition or rehabilitation
6. Balancing the needs of the residential and needs of commercial properties

PRIORITY
4
4
3
3
3
3

► Challenges and Opportunities (Continued)		PRIORITY
7. Continuing the momentum in the downtown area and the surrounding neighborhoods		2
8. Attracting developers and residents to downtown Fort Pierce		2
9. Defining the City's role and incentives		2
10. U.S. Highway 1 traffic as a barrier to downtown connectivity		2
11. Expanding Court buildings and visits/clientele		2
12. Reduced sponsorship funding from the City for Sunrise Theater		1

► Actions 2017		PRIORITY
1. Downtown Development: Hotel, Retail Expansion	M/CC	5
2. Incentive for Buildings/Homes Rehabilitation/Use		5
3. Downtown Height Requirement: Overlay Review		4
4. Peacock Arts Districts: Incentives (Moved to Goal 4		1
5. Sunrise Theater Upgrade Projects	Mgmt MIP	0
• Direction		
• Funding		

► Management in Progress 2017
1. Sunrise Theater New Corporate Partnerships

► Major Projects 2017
1. Sunrise Theater Improvements
• Chiller
• Roof
• Ticketing

► **On The Horizon 2018 – 2022**

1. Downtown Study: Update
2. Public Assets: Brick Paver Sidewalks Clean Up and Maintenance Funding
3. MSTU: Evaluation, Direction

GOAL 4 COMMUNITY UNITY AND PRIDE

► Objectives

1. Develop a reputation as an inclusive community with everyone feeling welcome and part of the community
2. Residents working together for what is best overall for the Fort Pierce community
3. Community, businesses and City government sharing and working together on a common vision and goals
4. City government providing leadership to create community partnerships to expand community resources

► 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

► Challenges and Opportunities

1. Diverse population of Fort Pierce
2. Developing future community leaders and City employees
3. Opportunities for job opportunities
4. Developing common goals and vision for Fort Pierce that become the community's rallying point
5. Expanding community wide youth programs to develop community pride
6. Commissioner districts and representation
7. Capturing Fort Pierce "alumni"
8. Looking to the whole community

PRIORITY
4
4
4
3
3
3
2
1

► Challenges and Opportunities (Continued)		PRIORITY
9. Residents and businesses believing that the City is responsible for everything and solving all problems		1
10. Personal biases and prejudices		1
11. Expanding and enhancing current community events		1
12. Overcoming the split between different neighborhoods		1
13. Past history of a racially/socioeconomic divided community		1
14. Mobility and transportation options for residents		1
15. Personal agendas and interests vs. community benefits		0

► Actions 2017		PRIORITY
1. Community Unity Strategy and Action Plan	M/CC	5
2. School Enhancement Strategy <ul style="list-style-type: none"> • SRO • Community Collaboration 	M/CC	5
3. Youth Council: Report with Recommendations	M/CC	Mgmt
4. Restoring the Village Program		Mgmt
5. Marketing Program for Arts, Culture and Museums	2015	0
6. Backus Museum Expansion	M/CC	

► Management in Progress 2017		
1. The Highwayman Heritage Trail Arts and Culture		2015
2. Zora Neale Hurston Trial Festival Day		MIP

► On The Horizon 2018 – 2022	
1. Moore's Creek Multi Cultural Festival: Foods and Arts Celebration	

GOAL 5 GREAT PLACE TO LIVE, LEARN, WORK, AND PLAY

► Objectives

1. Upgrade the existing housing stock to meet the City's Building Codes and regulations
2. Attract new businesses to Fort Pierce that are consistent with our vision
3. More job opportunities for residents, and a lower unemployment rate
4. Retain and support the growth of local businesses
5. Improve and expand City parks and recreational facilities
6. Expand transportation connectivity
7. Enhance quality of schools and educational programs for lifelong learning

► Means to Residents

1. More reasons to live in Fort Pierce
2. Job opportunities near home resulting in more leisure time
3. Choices for your leisure time
4. Housing options with choice of type, location, and price
5. Support for family oriented activities

► Challenges and Opportunities

1. Developing an image as a "business friendly" community and City
2. Property owners taking responsibility for maintaining their buildings or homes
3. City's aging infrastructure and facilities
4. Attracting the appropriate new businesses to Fort Pierce
5. Consistency with County decisions for areas to be annexed
6. Defining the City's role in recreation and cultural programming and activities

PRIORITY
5
4
4
4
3
3

► Challenges and Opportunities (Continued)		PRIORITY
8.	Squaring-off City boundaries	2
9.	Funding and performance accountability for economic development activities	2
10.	Expanding entertainment opportunities	1
11.	Variable quality of the older housing stock	1
12.	Increasing residential units in Downtown	0
13.	Expanding and diversifying parks and facilities	0
14.	Personal property rights vs. community benefit and standards	0

► Actions 2017		PRIORITY
1.	Street and Road Maintenance <ul style="list-style-type: none"> • Service Level • Funding 	M/CC 5
2.	Annexations Direction	M/CC 2015 4
3.	Commercial Air Service at Airport	M/CC 4
4.	Major Hotel Attraction Strategy	M/CC 4
5.	Orange Avenue Corridor Revitalization Plan	M/CC 2015 3
6.	CRA Plan: Update	Mgmt OTH 3
7.	Economic Development: Next Steps <ul style="list-style-type: none"> a) Manufacturing b) Retail Recruiting 	M/CC 3
8.	EAR/Comprehensive Plan	Mgmt Mgmt
9.	Ohio Avenue and U.S. 1 Signalization Upgrade <ul style="list-style-type: none"> • Direction • Funding 	Mgmt Mgmt
10.	Short Term Rentals: Direction	M/CC 2
11.	Fort Pierce Redevelopment Agency/Surplus Land Disposition	2015 1
12.	Stormwater Management and Projects <ul style="list-style-type: none"> • Review • Direction 	2015 1

► Actions 2017 (Continued)			PRIORITY
13. Citrus Bridge Overpass	Mgmt		1
• Direction	OTH		
• Funding			
14. Harbour Pointe Development	Mgmt		1
	OTH		
15. Parking Plan and Actions	M/CC		1
a) Citywide			
b) Beach			
c) Downtown			
d) Major Corridors			
16. West of U.S. 1 Development/Redevelopment Vision, Strategy, Actions	M/CC		1
17. Homeless Transition Housing Program	Mgmt		1
18. Sunrise Theater Multi Cultural/Multi Generational Programming	Mgmt		0
	OTH		
19. Edwards Road Corridor Strategy/City Actions	M/CC		0
20. Tourist Development Strategy	M/CC		0
21. Historic Funeral Home Area Upgrade (The Hill Avenue "H")	M/CC		0
22. Incentives for Residential Upgrades	Mgmt		0
23. Incentives for Vacant Lot Development	Mgmt		0

► Management in Progress 2017		
1. Business Retention and Expansion (BRE)		2015
2. River Walk Center Recreation Program Expansion		MIP
3. Percy Peek Gymnasium Recreation Program Expansion		MIP
4. Federal Emergency/Management Association (FEMA) Regulation for Flood Insurance: Public Education		MIP
5. Small Business Growth: SCORE Workshops	Mgmt	
6. Community Rating System (CRS) Audit	Mgmt	

► **Major Projects 2017**

- | | |
|---|------|
| 1. Percy Peek Gymnasium: Floor Resurfacing and Classrooms | MP |
| 2. North 2 nd Street Road Improvements | MP |
| 3. Fenn Park Restrooms | MP |
| 4. Savannah Recreation Trail Connectivity to Indian Hills Trail | Mgmt |
| 5. Jaycee Park Connectivity Improvements | Mgmt |
| 6. MLK Dreamland Park | Mgmt |
| 7. Murals Program (2) | Mgmt |

► **On The Horizon 2018 – 2022**

- | | |
|--|------|
| 1. Economic Development Position | OTH |
| 2. Special Area Plan: Taylor Creek Update | OTH |
| 3. Corridor Revitalization Plan | OTH |
| a) North U.S. 1 | |
| b) South U.S. 1 | |
| c) North 25 th Street | |
| 4. Neighborhood Identify and Pride Program | OTH |
| 5. Tri-Rail Service to Jupiter | OTH |
| 6. Land Development Code: Conditional Use Update | OTH |
| 7. Street Striping Program | OTH |
| 8. Stormwater Retrofit Projects (Citywide) | Mgmt |

GOAL 6 ALIVE WATERFRONTS

► Objectives

1. Relocate the Wastewater Treatment Plant and replace it with housing or a hotel
2. Preserve the quality of water
3. Host national and international fishing tournaments
4. Expand the reputation as a great destination for eco-tourism
5. Have a commercially/Sustainable Port of Fort Pierce
6. Increase public access and use of the waterways
7. Maintain beaches and waterfront
8. Expand number of events on the water/waterfront
9. Increase youth activities on the waterfronts
10. Increase the number of marinas

PRIORITY
5
4
4
4
4
3
3
1
0
0

► Means to Residents

1. Opportunities to enjoy the water
2. Variety of recreational choices
3. Waterfront as a strong component of the local economy with business and job opportunities
4. Protection of property values
5. Housing opportunities with the ability to walk to the waterfront

► Challenges and Opportunities		PRIORITY
1. Funding for projects		5
2. Marketing waterfront assets		5
3. Tapping the development of the Port of Fort Pierce		3
4. Working with other governments to achieve desired outcomes		3
5. Aging, deteriorated boat ramps		3
6. Creating a world-class tourist destination for residents and visitors		3
7. FEMA and flood regulations/guidelines		3
8. Maintaining and expanding public access to water		2
9. Attracting appropriate businesses to locate on or near the water		2
10. Tapping the full potential of Fort Pierce's water assets		2
11. Increasing investments from St. Lucie County, City of Port St. Lucie		1
12. Supporting the developing of a water taxi		1
13. Job skills for Port development and businesses		1
14. Expanding tourist destinations on the water and waterfront		0
15. Public transportation to the waterfront		0
16. Working with property owners		0
17. Residents and visitors taking care of public facilities		0
18. Sea level rise and climate change		0
19. Under-utilized properties and land uses		0
20. Residents push back for an "Alive Waterfront" – small town "beach" neighborhood		0

► Actions 2017		PRIORITY
1. Fisherman's Wharf/Seawall	Mgmt	5
<ul style="list-style-type: none"> • Design Plan • Funding: Seawall Replacement, Dredging 	2015	
2. Restaurant Lease	OTH	5
<ul style="list-style-type: none"> a) Tiki b) Cobb's Landing 		
3. "Old King Plant" Development: Direction, Brand	Mgmt	4
4. Dredging Marina Access Channel		4
<ul style="list-style-type: none"> • Direction • Funding 		

		PRIORITY
► Actions 2017 (Continued)		
5. Port of Fort Pierce Strategy	M/CC	3
6. Wastewater Treatment Plant Relocation	Mgmt	1
• Direction	M/CC	
• Funding	OTH	
7. Boat Ramp Use/Regulation		1
8. Shuffle Board Court Relocation		1
• Evaluation		
• Funding		

► Management in Progress 2017	
1. City Marina Online Reservation System	Mgmt

► Major Projects 2017	
1. Public Day/"Dingy" Dock	2015
2. More's Creek Boat Ramp Area Repairs (Joint Project with St. Lucie County)	2015
3. Moore's Creek Seawall Replacement	2015
4. Dredging Maintenance Projects (Short Term)	Mgmt
5. Fisherman's Wharf Boat Ramp: Rebuild	Mgmt

► On The Horizon 2018 – 2022	
1. Boat Ramps Update	
2. Marina/Waterway Dredging: Direction	
3. Public Access to Waterfront: LDC Changes	
4. Transit Link: Downtown/Community and Beach	
5. Indian River Terminal Purchase	
6. Porpoise Park Development	

SECTION 5

ACTION AGENDA 2017

City of Fort Pierce Policy Agenda 2017 Targets for Action

TOP PRIORITY

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

HIGH PRIORITY

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

MOD PRIORITY

Annexations Direction

Street Resurfacing

Solid Waste Fee

City of Fort Pierce Policy Agenda 2017

► Targets for Action

	PRIORITY			
	Priority	Top	High	Mod
1. Police Compensation	Top	4	-	-
2. City Employee Compensation and Benefits	Top	4	-	-
3. Capital Outlaying Plan (5 Year) and Annual Funding	Top	3	-	-
4. Golf Course Comprehensive Evaluation	Top	3	-	-
5. Clean Community Initiative (CCI)	Top	3	-	-
6. Downtown Hotel Development	Top	3	-	-
7. Dredging Marina Access Channel	Top	3	-	-
8. Charter/City Code Review	High	2	4	-
9. Peacock Arts District Incentives	High	0	4	-
10. Entrances/Beach/Gateways Beautification Plan	High	2	3	-
11. Restaurant Lease	High	1	3	-
12. Downtown Height Requirement	High	1	3	-
13. Boards/Committees Revision	High	0	3	-
14. Stormwater Management Utility	High	0	3	-
15. Annexations Direction	Mod	1	2	4
16. Street Resurfacing	Mod	0	1	4
17. Solid Waste Fee	Mod	0	1	3
18. Lincoln Park Corridor Revitalization Initiative		1	2	1
19. Harbour Pointe Development		1	2	1
20. Fisherman's Wharf/Seawall		1	2	0
21. School Enhancement Strategy		0	2	1
22. Community Unity Strategy and Action Plan		0	1	2
23. Wastewater Services Regionalization Expansion		0	1	2
24. Homeless Strategy and Actions		0	1	1
25. CRA Plan: Update		0	1	1
26. Sign Ordinance: Revision		0	0	0

City of Fort Pierce Management Agenda 2017 Targets for Action

TOP PRIORITY

City Policies, Rules and Regulations: Update

Police Training and Equipment

EAR/Comprehensive Plan

**Citywide Record Retention, Storage and Destruction
Program Development**

Ohio Avenue and U.S. 1 Signalization Upgrade

HIGH PRIORITY

Television Channel Effectiveness Plan

City Owned Property

DOJ Community Oriented Policing Assessment Report

Financial Policies Comprehensive Review

Civil Service Appeal Process

City of Fort Pierce Management Agenda 2017

► Targets for Action

1. City Policies, Rules and Regulations: Update
2. Police Training and Equipment
3. EAR/Comprehensive Plan
4. Economic Development: Next Steps (Moved to OTH)
5. Citywide Record Retention, Storage and Destruction Program Development: Implementation
6. Ohio Avenue and U.S. 1 Signalization Upgrade
7. Television Channel Effectiveness Plan
8. City Owned Property
9. DOJ Community Oriented Policing Assessment Report
10. Financial Policies Comprehensive Review
11. Civil Service Appeal Process
12. Gangs Action Plan: Update
13. Animal Control Ordinance: Implementation
14. Youth Council: Report with Recommendations
15. Restoring the Village Program
16. Vendor Ordinance: Revision

PRIORITY	PRIORITY	
	TOP	HIGH
Top	4	-
Top	4	-
Top	4	-
Top	4	-
Top	3	-
Top	3	-
High	1	4
High	1	4
High	1	4
High	0	4
High	2	3
	1	1
	1	1
	1	1
	0	1
	-	-

**City of Fort Pierce
Action Outlines 2017**

GOAL 1 FINANCIALLY SOUND CITY PROVIDING EXCELLENT SERVICES

ACTION: POLICE COMPENSATION

PRIORITY
<i>Policy – Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Market • Recruitment/Retention 	<ol style="list-style-type: none"> 1. Develop budget proposal 2. Budget Workshop 3. Commission Decision: Budget FY 2017/2018 Funding 	<p>5/17 7/17 9/17</p>

Responsibility: Police

ACTION: CITY EMPLOYEE COMPENSATION AND BENEFITS

PRIORITY
<i>Policy – Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Market Policy • Retention • Recruitment • Retirement • Benefit 	<ol style="list-style-type: none"> 1. Develop proposal for external study/market analysis 2. Commission Decision: Award Contract for Study/Market Analysis 3. Complete report with market analysis 4. Budget Workshop: Presentation Study/Market Analysis 5. Commission Decision Budget FY 2017 – 2018 	<p>3/17 4/17 6/17 7/17 9/17</p>

Responsibility: Human Resources

ACTION: CAPITAL OUTLAYING PLAN (5 YEAR) AND ANNUAL FUNDING		PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Funding • Preventive Maintenance • Urgent Needs 	<ol style="list-style-type: none"> 1. Finalize Capital Improvement Plan 2. Budget Workshop: CIP 3. Commission: CIP Adoption, 1st Year Funding 	<p>6/17</p> <p>7/17</p> <p>9/17</p>
Responsibility: Engineering		

ACTION: GOLF COURSE COMPREHENSIVE EVALUATION		PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Financial Stability • Contract for Course Management • Alternative Uses • Amount of City Investment • Sale of Golf Course • Future Projects and Costs 	<ol style="list-style-type: none"> 1. Complete community input 2. Finalize report with options, including data analysis 3. Commission Decision: Direction 	<p>3/17</p> <p>4/17</p> <p>5/17</p>
Responsibility: City Manager		

ACTION: CHARTER/CITY CODE REVIEW

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Issues	1. Identify key topics/charge	5/17
• Process	2. Commission Decision: Establish Charter Review Committee	6/17
• Size of Committee	3. Commission Decision: Appointment	7/17
• Timing	4. Committee Complete Review and Recommendations	2/18
	5. Conference: Presentation of Charter/City Code	4/18

Responsibility: City Attorney

ACTION: BOARDS/COMMITTEES REVISION

PRIORITY
<i>Policy – High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Term Limits	1. Prepare draft with options	3/17
• Number of Boards/Committees	2. Conference: Presentation/Discussion	3/17
• Residency	3. Commission Decision: Ordinances	5/17 – 8/17
• Appointment		
• Attendance		
• Size: Members		
• Legal Representation		

Responsibility: City Attorney

ACTION: STORMWATER MANAGEMENT UTILITY	PRIORITY								
	<i>Policy – High</i>								
<u>Key Issues</u>	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Activities/Milestones</u></th> <th style="text-align: left;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td>1. Review Utility and Projects</td> <td>6/17</td> </tr> <tr> <td>2. Budget Workshop</td> <td>7/17</td> </tr> <tr> <td>3. Commission Decision: Adoption</td> <td>9/17</td> </tr> </tbody> </table>	<u>Activities/Milestones</u>	<u>Time</u>	1. Review Utility and Projects	6/17	2. Budget Workshop	7/17	3. Commission Decision: Adoption	9/17
<u>Activities/Milestones</u>	<u>Time</u>								
1. Review Utility and Projects	6/17								
2. Budget Workshop	7/17								
3. Commission Decision: Adoption	9/17								
Responsibility: Engineering									

ACTION: SOLID WASTE FEE	PRIORITY								
	<i>Policy – Mod</i>								
<u>Key Issues</u>	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Activities/Milestones</u></th> <th style="text-align: left;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td>1. Review fee and prepare report</td> <td>6/17</td> </tr> <tr> <td>2. Budget Workshop</td> <td>7/17</td> </tr> <tr> <td>3. Commission Decision: Adoption</td> <td>9/17</td> </tr> </tbody> </table>	<u>Activities/Milestones</u>	<u>Time</u>	1. Review fee and prepare report	6/17	2. Budget Workshop	7/17	3. Commission Decision: Adoption	9/17
<u>Activities/Milestones</u>	<u>Time</u>								
1. Review fee and prepare report	6/17								
2. Budget Workshop	7/17								
3. Commission Decision: Adoption	9/17								
Responsibility: Public Works									

ACTION: WASTEWATER SERVICES REGIONALIZATION EXPANSION	PRIORITY								
	<i>Policy</i>								
<u>Key Issues</u>	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Activities/Milestones</u></th> <th style="text-align: left;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td>1. Complete feasibility study</td> <td>5/17</td> </tr> <tr> <td>2. Conference</td> <td>7/17</td> </tr> <tr> <td>3. Commission Decision</td> <td>8/17</td> </tr> </tbody> </table>	<u>Activities/Milestones</u>	<u>Time</u>	1. Complete feasibility study	5/17	2. Conference	7/17	3. Commission Decision	8/17
<u>Activities/Milestones</u>	<u>Time</u>								
1. Complete feasibility study	5/17								
2. Conference	7/17								
3. Commission Decision	8/17								
<ul style="list-style-type: none"> • Relocation • Regional Plant • Third Party 									
Responsibility: City Manager									

ACTION:	CITY POLICIES, RULES AND REGULATIONS: UPDATE	PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Social Media Policy • Texting Policy • Video Policy • Access Control Policy • Sexual Harassment/LGBT Policy • Drug Policy • Non Smoking Facility/Outside Policy • Electronic Communications Policy 	<ol style="list-style-type: none"> 1. Review draft policy 2. Outside Attorney 3. Commission Decision: Policy Adoption 	<p>3/17</p> <p>5/17</p> <p>7/17</p>
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> Responsibility: Information Technology/Human Resources </div>		

ACTION:	CITYWIDE RECORD RETENTION, STORAGE AND DESTRUCTION PROGRAM DEVELOPMENT: IMPLEMENTATION	PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Complete additional training 2. Complete document destruction 	<p>9/17</p> <p>Ongoing</p>
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> Responsibility: City Clerk </div>		

ACTION: TELEVISION CHANNEL EFFECTIVENESS PLAN	PRIORITY
	<i>Mgmt – High</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Type of Program • JD Program • Sponsorship • Equipment Upgrade • Quality of Program • Program Schedule 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Complete draft plan 2. City Manager: Decision
	<u>Time</u>
	6/17
	6/17
Responsibility: Information Technology/City Clerk	

ACTION: CITY OWNED PROPERTY	PRIORITY
	<i>Mgmt – High</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Surplus Designation • Use of Sale 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Review inventory 2. Commission Decision: Direction 3. Citizen Input 4. Identify properties for sale 5. Commission Decision: Designation as Surplus
	<u>Time</u>
	6/17
	7/17
	7/17
	9/17
	10/17
Responsibility: City Manager	

ACTION: FINANCIAL POLICIES COMPREHENSIVE REVIEW	PRIORITY
	<i>Mgmt – High</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Investment • Debt • Reserve: Annual 1% 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Revise policy framework 2. Budget Workshop: Presentation of Policies 3. Commission: Decision
	<u>Time</u>
	6/17
	7/17
	9/17
Responsibility: Finance	

ACTION: CIVIL SERVICE APPEAL PROCESS		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Sunshine Law • Clean Up Language • Criteria: Hearing • Timing: Hearing • Civil Service Appeal Board Member • Training 	<ol style="list-style-type: none"> 1. Draft revised language 2. Board Decision: By Law 	<p>8/17</p> <p>9/17</p>
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Responsibility: Human Resources/City Attorney</div>		

ACTION: VENDOR ORDINANCE: REVISION		PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	[COMPLETED]	
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Responsibility: N/A</div>		

► Management in Progress 2017	Time
1. Key Performance Indicators: Development	Completed
2. Dockwa: City Marina	Completed
3. Electronic Applicant Tracking System	Completed
4. Golf Course Advisory Committee: Development	Completed
5. Multi-Family Single Stream Recycling Program	2/17
6. Code Officers: Certified Parking Enforcement, Officers Trained	3/17
7. See Click Fix: City	4/17
8. Opti View Training	4/17
9. Solid Waste Division Efficiency Study	5/17
10. Police Labor Contracts (Commission Decision)	6/17

► Management in Progress 2017 (Continued)	Time
11. Police Mentorship Program: Development	6/17
12. Pavement Condition Survey: Report	6/17
13. T2 Parking Enforcement Software for Mobile Parking Enforcement	6/17
14. City Marketing Plan and Actions: Expansion	8/17
15. Information and Data Base Management and Security	8/17
16. Paperless Purchase Order system	8/17
17. Click-2-Gov	8/17
• Business Tax Receipts	
• Contractor Competency Cards	
18. Citywide Payment Card Policy (Online)	8/17
19. Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Maintenance and Upgrade	8/17
20. Projectdix: Building Department	8/17
21. Comprehensive Employee Wellness Policy and Program	9/17
22. Police Promotion Examinations	9/17
a) Lieutenant	
b) Sergeant	
23. Purchasing Policy (Limits): Direction	9/17
24. Website: "Bid Awards" "Purchasing Procedures"	9/17
25. RcTrac Cloud: IHGC Funding	9/17
26. New Software for Retirement System	1/18
27. Paperless Payroll Process: Electronic Stubs and Forms	2018
28. Sungard One Solution Animal Control Module	2018
29. Online Searchable Portal: Development	2018
30. Certified Municipal Clerk Designation	2018
31. Sunrise Theater Succession Plan: Initial Discussion	2018
32. Police Minority Recruitment Program/Advancement: Revision	Ongoing
33. Courageous Kid Program	Ongoing

► Major Projects 2017	Time
1. Chamber and Conference Room: Upgrade	Completed
2. Call Center Operations: Upgrade	Completed
3. Golf Course Improvements	Completed
a) Bunkers	Completed
b) Cart Paths	3/17
4. PAL Park: Outside Basketball Courts	4/17
5. Pinewood Recreation Facility Improvements	5/17
6. 13 th Street Reconstruction (South of Avenue "D" to Avenue "E")	7/17
7. Drainage Improvement Projects	7/17
a) Bayshore Drive/Sunset Isle Road	7/17
b) Rio – Vista Drive	OTH
c) Francis Avenue	10/17
8. City Parking Garage: Sealing	10/17
9. City Hall: Seal/Paint	12/17 – 5/18
10. 7 th Street Roadway Reconstruction (Wendell Road to 10 th Street)	3/18
11. Police Athletic League (PAL) Park Restrooms	3/18
12. Facilities Access Control and Security Upgrade	3/18
13. Restrooms	3/18
a) Downtown (2)	3/18
b) Powell Park (1)	TBD
c) Rotary	TBD
d) Fenn	OTH
14. 17 th Street Reconstruction: Funding (Orange Avenue to Avenue "D")	

GOAL 2 SAFER AND MORE BEAUTIFUL CITY

ACTION: CLEAN COMMUNITY INITIATIVE (CCI)

PRIORITY
<i>Policy – Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Clean Community Fee	1. Define plan with goals and action	5/17
• Outcome	2. Budget Workshop	7/17
• Plan with Steps	3. Commission Decision: Budget FY 2017 – 2018	9/17
• Scope of Activities		
• Demolition		

Responsibility: Code Enforcement

ACTION: ENTRANCES/BEACH/GATEWAYS BEAUTIFICATION PLAN

PRIORITY
<i>Policy – High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• FDOT Entrances	1. Develop plan	2/18
• Design	2. Commission Presentation	3/18
• Funding		
• Maintenance		
• Staffing		
• Locations		
• Relationship to St. Lucie County		
• Community Involvement		

Responsibility: Public Works

ACTION: LINCOLN PARK CORRIDOR REVITALIZATION INITIATIVE		PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Economic Viability • Public Safety • Recreation • Healthy Life Style • Youth Activities • Lincoln Theater • Retail Development • Parking • Parcels for Residential Development 	<ol style="list-style-type: none"> 1. Develop Revitalization Plan 2. Commission Presentation 	<p>5/17</p> <p>6/17</p>
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Responsibility: Planning/City Manager</div>		

ACTION: HOMELESS STRATEGY AND ACTIONS		PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Ordinances • Feeding Locations • Relations with Treasure Coast Homeless Coalition • Shelters • Church Partnership and Program • Veterans Associations • Partnership Potential 	<ol style="list-style-type: none"> 1. Assign Police Officer to Downtown – Liaison to Homeless 2. Review “Best Practice/Policy” report and options 3. Commission Presentation: Homeless Strategy 	<p>9/17</p> <p>9/17</p> <p>9/17</p>
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Responsibility: Police</div>		

ACTION: SIGN ORDINANCE: REVISION		PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Type • Regulations • City's Role • Enforcement Mechanism/Level 	<ol style="list-style-type: none"> 1. Finalize draft ordinance 2. Commission Decision: Ordinance Adoption 	<p>6/17</p> <p>6/17</p>
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Responsibility: Code Enforcement</div>		

ACTION: POLICE TRAINING AND EQUIPMENT		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Develop Equipment 2. Develop Budget Proposal 3. Budget Workshop 4. Complete In Service 5. Commission Decision: Budget FY 2017 – 2018 	<p>5/17</p> <p>5/17</p> <p>7/17</p> <p>9/17</p> <p>9/17</p>
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Responsibility: Police</div>		

ACTION: DOJ COMMUNITY ORIENTED POLICING ASSESSMENT REPORT		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Conference Internal Department 2. Complete Police Department Assessment Report 3. City Manager Review 4. Commission Presentation <p>[Completion: 2018 – 2020]</p>	<p>9/17</p> <p>10/17</p> <p>11/17</p>
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Responsibility: Police</div>		

ACTION: GANGS ACTION PLAN: UPDATE		PRIORITY
		Mgmt
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Commission Presentation	1/18
Responsibility: Police		

ACTION: ANIMAL CONTROL ORDINANCE: IMPLEMENTATION		PRIORITY
		Mgmt
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Commission Decision: Tethering for All Animals	4/17
Responsibility: Code Enforcement		

► Management in Progress 2017	Time
1. Police Re-Accreditation (FLA – PAC)	Completed
2. Crime Prevention Truck	Completed
3. Milo Training Simulator	5/17
4. Police Citizens Review Board: Resolution and Appointment (with DOJ Assistance)	6/17
5. Police Youth Advisory Committee: Development	6/17
6. Police Body Worn Cameras	8/17
7. Police Training	
a) Scenario Based	9/17
b) Cultural Sensitivity/Diversity and De-Escalation	9/17
c) Active Shooter	9/17

GOAL 3 VIBRANT DOWNTOWN AND NEIGHBORHOODS

ACTION: DOWNTOWN HOTEL DEVELOPMENT

PRIORITY
<i>Policy – Top</i>

Key Issues

- Public Access to Water
- Hotel Type/Scope
- Partnership/Role City
- RFP: Details
- City Expectations/Vision

Activities/Milestones

1. Finalize RFP Clearance 5/17
2. Issue RFP for Hotel Development 6/17
3. Receive RFP for Potential Development 10/17
4. Review RFP
5. Conference Presentation 11/17
6. Commission Decision: 12/17
Direction/Develop Selection 2/18
7. Negotiate Development

Time

TBD

Responsibility: Economic Development Team

ACTION: PEACOCK ARTS DISTRICT INCENTIVES

PRIORITY
<i>Policy – High</i>

Key Issues

1. Develop strategy and incentive
2. Conference: Presentation, Direction
3. Commission Decision

Activities/Milestones

Time

- 6/17
- 7/17
- 9/17

Responsibility: Economic Development Team

ACTION: DOWNTOWN HEIGHT REQUIREMENT		PRIORITY	
		<i>Policy – High</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	
<ul style="list-style-type: none"> • Building Height 	<ol style="list-style-type: none"> 1. Review overlay requirement 2. Develop report with options 3. Planning Board: Review 4. Commission Decision: Adoption 	<p>7/17</p> <p>8/17</p> <p>9/17</p> <p>10/17</p>	
<table border="1"> <tr> <td>Responsibility: Planning</td> </tr> </table>			Responsibility: Planning
Responsibility: Planning			

► Management in Progress 2017	Time
<ol style="list-style-type: none"> 1. Sunrise Theater New Corporate Partnerships 	11/18

► Major Projects 2017	Time
<ol style="list-style-type: none"> 1. Sunrise Theater Improvements <ul style="list-style-type: none"> • Chiller • Ticketing 	<p>5/17</p> <p>6/17</p>

GOAL 4 COMMUNITY UNITY AND PRIDE

ACTION:	COMMUNITY UNITY STRATEGY AND ACTION PLAN	<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>		
	<ol style="list-style-type: none"> 1. Plan event to showcase police and community partners 2. Conduct "Unity in Community" 3. Develop public education of Police body cameras 4. Conduct Community Meeting Arts, Culture, Recreation and Education 5. Continue community based theater program 	<p>5/17</p> <p>6/17</p> <p>9/17</p> <p>Ongoing</p>		
Responsibility: Police				

ACTION:	SCHOOL ENHANCEMENT STRATEGY	<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"> • Funding • Grants for SRO 	<ol style="list-style-type: none"> 1. Identify potential funding for SRO 	<p>Ongoing</p>		
Responsibility: Police				

ACTION:	YOUTH COUNCIL: REPORT WITH RECOMMENDATIONS	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Finalize report	5/17
	2. Commission Presentation	6/17
Responsibility: City Manager		

ACTION:	RESTORING THE VILLAGE PROGRAM	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Participate in community events	6/17
	2. Continue support	Ongoing
Responsibility: City Manager		

► Management in Progress 2017	Time
1. Zora Neale Hurston Trail Festival Day	5/17
2. The Highwayman Heritage Trail Arts and Culture	2/18

GOAL 5 GREAT PLACE TO LIVE, LEARN, WORK, AND PLAY

ACTION: STREET RESURFACING

PRIORITY
<i>Policy – Mod</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Service Level • Funding 	<ol style="list-style-type: none"> 1. Develop proposal: service level and funding options 2. Budget Workshop 3. Commission Decision: Budget <p style="margin-left: 20px;">FY 2017 – 2018: Service Level, Funding</p>	<p>6/17</p> <p>7/17</p> <p>9/17</p>

Responsibility: Engineering

ACTION: ANNEXATIONS DIRECTION

PRIORITY
<i>Policy – Mod</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Enclaves • Service Boundary 	<ol style="list-style-type: none"> 1. Prepare draft of Interlocal agreements – service boundary 2. Conference: Presentation 3. Negotiate parameters 4. Commission Decision 	<p>4/17</p> <p>4/17</p> <p>8/17</p> <p>9/17</p>

Responsibility: Planning

ACTION: HARBOUR POINTE DEVELOPMENT	PRIORITY
	<i>Policy</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Mega Yacht Development • City 	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Evaluate proposal with St. Lucie 2. Joint Meeting 3. County Commission Decision: Development Agreement
	<u>Time</u>
	8/17
	10/17
	11/17
Responsibility: City Manager	

ACTION: CRA PLAN: UPDATE	PRIORITY
	<i>Policy -</i>
<p><u>Key Issues</u></p>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Identify funding for Plan Update 2. Budget Workshop 3. Commission Decision: Budget FY 2017 – 2018
	<u>Time</u>
	6/17
	7/17
	9/17
Responsibility: Planning	

ACTION: ECONOMIC DEVELOPMENT: NEXT STEPS	PRIORITY
	<i>Policy – Top Moved to OTH</i>
<p><u>Key Issues</u></p>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Work with EDC: Manufacturing, Distribution/Warehouse <p style="text-align: center;">[ON THE HORIZON – RETAIL]</p>
	<u>Time</u>
	Ongoing
Responsibility: City Manager	

ACTION: EAR/COMPREHENSIVE PLAN		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Funding • Contract • Timing • State Requirements 	<ol style="list-style-type: none"> 1. Develop budget proposal 2. Budget Workshop 3. Commission Decision: Budget FY 2017 – 2018 	<p>5/17</p> <p>7/17</p> <p>9/17</p>
Responsibility: Planning		

ACTION: OHIO AVENUE AND U.S. 1 SIGNALIZATION UPGRADE		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • FDOT Funding • Developer Funding • Alignment Project (City) • Signalization (FDOT) 	<ol style="list-style-type: none"> 1. Develop proposal 2. Budget Workshop 3. Commission Decision: Budget FY 2017 – 2018 Project Funding 	<p>6/17</p> <p>7/17</p> <p>9/17</p>
Responsibility: Engineering		

► Management in Progress 2017	TIME
1. Community Rating System (CRS) Audit	Completed
2. Federal Emergency/Management Association (FEMA) Regulation for Flood Insurance: Public Education	12/17
3. Small Business Growth: SCORE Workshops	12/17
4. Business Retention and Expansion (BRE)	Ongoing

► **Major Projects 2017**

1. Percy Peek Gymnasium: Floor Resurfacing and Classrooms
2. Murals Program (2)
3. Savannah Recreation Trail Connectivity to Indian Hills Trail:
Engineering Design
4. North 2nd Street Road Improvements
5. MLK Dreamland Park: Design (7/17), Construction (3/18)
6. Jaycee Park Connectivity Improvements

TIME
6/17
8/17
9/17
2/18
3/18
OTH

GOAL 6 ALIVE WATERFRONTS

ACTION: DREDGING MARINA ACCESS CHANNEL

PRIORITY
<i>Policy – Top</i>

Key Issues

- Funding
- Scope of Project

Activities/Milestones

1. Develop budget proposal
2. Budget Workshop
3. Commission Decision: Budget FY 2017 – 2018 Project Funding

Time

- 6/17
7/17
9/17

Responsibility: Marina/Engineering

ACTION: RESTAURANT LEASES: COBB AND TIKI

PRIORITY
<i>Policy – High</i>

Key Issues

Activities/Milestones

Time

- A. Cobb
 1. Complete lease: Cobb
 2. Commission Decision: Cobb Lease
- B. Tiki
 1. Issue RFP for Tiki
 2. Receive RFP
 3. Commission: Tiki Lease

- 5/17
6/17
8/17
10/17
1/18

Responsibility: Economic Development Team

ACTION: FISHERMAN'S WHARF/SEAWALL		PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> Partnership with St. Lucie County FDOT 	<ol style="list-style-type: none"> Preparation: Grant Application Complete design: roadway Conceptual Development Plan Complete design: seawall 	<p>Complete</p> <p>5/17</p> <p>7/17</p> <p>12/17</p>
[Construction: 6/18 – 2/19]		
Responsibility: Engineering		

► Management in Progress 2017	Time
<ol style="list-style-type: none"> City Marina Online Reservation System 	Completed

► Major Projects 2017	Time
<ol style="list-style-type: none"> Public Day/"Dingy" Dock Moore's Creek Seawall Replacement Moore's Creek Boat Ramp Area Repairs (Joint Project with St. Lucie County) Fisherman's Wharf Boat Ramp: Rebuild 	<p>9/17</p> <p>12/17</p> <p>6/18</p> <p>OTH</p>

**City of Fort Pierce
Policy Calendar**

MONTH

March 2017

1. Conference: Board/Committees Revision

MONTH

April 2017

1. Decision: Award Contract for City Employee Compensation Study/Market Analysis
2. Decision: Animal Control Ordinance – Tethering
3. Conference: Annexation Direction

MONTH

May 2017

1. Decision: Boards/Committee Ordinances
2. Decision: Golf Course Direction

MONTH

June 2017

1. Decision: Establish Charter Review Committee
2. Decision: Boards/Committee Ordinances
3. Decision: Police Contracts
4. Presentation: Lincoln Park Corridor Revitalization Plan
5. Decision: Sign Ordinance
6. Presentation: Youth Council
7. Decision: Cobb Lease

MONTH

July 2017

1. Decision: Charter Review Committee Appointments
2. Decision: Boards/Committee Ordinances
3. Conference: Wastewater Service Regionalization Expansion
4. Decision: City Policies, Rules and Regulations Adoption
5. Decision: City Owned Properties Direction
6. Conference: Peacock Arts District Incentives
7. Budget Workshop:
 - a) Police Compensation
 - b) City Employee Compensation and Benefits
 - c) Stormwater Management Utility
 - d) Solid Waste Fee
 - e) Financial Policies
 - f) Clean Community Initiative (CCI)
 - g) Police Equipment and Training
 - h) Street Resurfacing Service Level and Funding
 - i) EAR/Comprehensive Plan: Update
 - j) Ohio Avenue and U.S. 1 Signalization Upgrade
 - k) Dredging Marina Access Channel
 - l) CRA Plan Update

MONTH

August 2017

1. Decision: Boards/Committees Ordinances
2. Decision: Wastewater Services Regionalization Expansion

MONTH

September 2017

1. Decision: Solid Waste Fee
2. Decision: Stormwater Management Utility
3. Presentation: Homeless Strategy
4. Decision: Peacock Arts District Incentives
5. Decision: Annexation Interlocal Agreements Service Boundary
6. Decision: Budget FY 2017 – 2018

MONTH

October 2017

1. Decision: City Owned Property Surplus Designation
2. Presentation: DOJ Community Oriented Policing Assessment
3. Decision: Downtown Height Requirement

MONTH

November 2017

1. Decision: Harbour Pointe Development Agreement

MONTH

December 2017

1. Conference: Downtown Hotel

MONTH

January 2018

1. Presentation: Gang Action Plan – Update
2. Decision: Downtown Hotel Developer Selection
3. Decision: Tiki Lease

MONTH

February 2018

PERFORMANCE REPORT 2015 – 2016

Mayor and City Commission



Fort Pierce, Florida
January 2017



Lyle Sumek Associates, Inc.
9 Flagship Court
Palm Coast, FL 32137-3373

Phone: (386) 246-6250
Fax: (386) 246-6252
E-mail: sumekassoc@gmail.com

City of Fort Pierce Vision 2030

Fort Pierce 2030 is a Unique Coastal Florida City

OUR WATERFRONTS,

STRONG LOCAL ECONOMY,

HISTORY, ARTS AND CULTURE,

CHOICE OF DESIRABLE NEIGHBORHOODS,

OPPORTUNITIES FOR FUN,

COMMUNITY UNITY AND PRIDE

WHAT MAKES US UNIQUE

**City of Fort Pierce
Goals 2020**

SAFER AND MORE BEAUTIFUL CITY

FINANCIALLY SOUND CITY PROVIDING EXCELLENT SERVICES

COMMUNITY UNITY AND PRIDE

ALIVE WATERFRONTS

GREAT PLACE TO LIVE, LEARN, WORK, AND PLAY

VIBRANT HISTORIC DOWNTOWN AND NEIGHBORHOODS

City of Fort Pierce Policy Agenda 2015 – 2016

TOP PRIORITY

- ★→Port Development Interlocal Agreement
- ★Code Enforcement: Policy and Enforcement
- √→Gangs Action Plan: Development, Funding
 - √→Proactive Legal Nuisance Abatement
- √→Police Compensation: Direction and Funding
 - ★→Beach Parking Plan
 - ★Downtown Parking Plan

HIGH PRIORITY

- Youth Programs: Expansion
 - Annexations: Decisions
- √→Capital Outlay Plan and Annual Funding
 - Fisherman’s Wharf
- ★Streamlining Permit Process and Regulations for Targeted Industries
 - Avenue “D” Corridor Revitalization Plan
- ★Economic Development Policy, Plan and Tool Kit for Targeted Areas

★= Completed √ = In Progress → = Significant Progress

MODERATE PRIORITY

- **Orange Avenue Corridor Revitalization Plan**
- **Entrances/Gateways Beautification Plan**
- **Fort Pierce Redevelopment Agency (FPRA)/City Surplus
Land Disposition**
- Rental Property Registration and Inspection Program**

★ = Completed √ = In Progress → = Significant Progress

City of Fort Pierce Management Agenda 2015 – 2016

TOP PRIORITY

- ★→ **Business Retention and Expansion (BRE) Plan/Program**
- √→ **Community Policing Action Plan**
- Police Services and Staffing Report**
- Streamlining Permit Processes and Regulations**
- √→ **City Communications and Marketing Plan**

HIGH PRIORITY

- ★→ **The Highwaymen Heritage Trail Arts and Cultural Festival**
- √→ **City Electronic Communications Policy**
- √→ **Stormwater Management and Projects Service Level:
Direction, Funding**
- ★ **Comprehensive Record Retention and Storage Program**

★ = Completed √ = In Progress → = Significant Progress

City of Fort Pierce Management in Progress 2015 – 2016

- ★ 1. Youth Recreation Program for Summer 2015
- ★ 2. “Community Gem” Program
- ★ 3. Police Chief: Selection
- ★ 4. License Investigation: Formation
- ★ 5. IBM Power 7 Mainframe and Blade Center Server: Upgrade
- ★ 6. Animal Control: Shelter Pro Implementation
- ★ 7. Financial Plan with 2 Year Projections: Review, Revision
- ★ 8. Single Stream Recycling Program Expansion
- ★ 9. Union Contract Amendment: Compensation for Additional Licensing
- √→ 10. Comprehensive Employee Wellness Policy and Program: Development
- √→ 11. Sexual Harassment Policy
- 12. Drug Policy
- √→ 13. LGBT Policy: Initial Report
- ★ 14. Public Requests Policy: Development (Fees/Guidelines) City Attorney
- ★ 15. Unlicensed Contractors Regulation: Enforcement/Ordinance Change
- ★ 16. Energy Performance/Contract with ConEdison, Inc.
- 17. Police Labor Contracts
 - A. Teamsters
 - B. PBA
 - C. IUPA
- ★ 18. Click – 2 – Gov: Employee Self-Serve and Applicant Tracking Project
- 19. Information and Data Base Management and Security Plan
- 20. Paperless Purchase Order System
- ★ 21. Payroll Update

★ = Completed √ = In Progress → = Significant Progress

- √→ 22. Click – 2 – Gov: Business Tax Receipts, Contractor Competency Cards
- ★ 23. Pension Reform: Options, Direction
- √→ 24. Enterprise GIS System
- ★ 25. Fort Pierce “Branding”: Stationery, Badges, Business Cards
- 26. Citywide Payment Card Industry Policy (Online)
- 27. Police Promotional Examination: Lieutenant and Sergeant
- 28. Police Mentorship Program: Development
- 29. Police Management Career Track Program
- ★ 30. Data Base/Index for All Site Plans and Conditional Use Applications
- 31. Police Employee Physical Fitness Program Development
- ★ 32. IT Risk Management Audit
- 33. Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Maintenance and Upgrade
- ★ 34. Paperless File System
- 35. “One Stop Shop” for Business Tax Receipts
- 36. Cyber Security and Information Assurance
- ★ 37. Police Minority Recruitment Program/Advancement
- 38. Television Station: Programming, Advertisement
- 39. Dr. Martin Luther King Jr. Making a Difference Day
- 40. Zora Neale Hurston Trail Festival Day
- 41. Positive Promotion of Fort Pierce’s Successes and Achievements
- ★ 42. Point of Sale (POS) System and Dockmaster Program: Installation
- √→ 43. Public Day Dockage Area: Grant
- √→ 44. Moore’s Creek Boat Ramp Area Repairs: Grant
- ★ 45. Federal Department of Emergency Management (FDEM) Hazard Mitigation Program: Five Public Buildings, Emergency Power Generation System
- ★ 46. Comprehensive Junior Golf Program: Development
- ★ 47. Commercial Façade Grant (24)
- ★ 48. FY2015 SHIP Program: 12 Homeowners
- ★ 49. Sale of Hurricane Housing Recovery Funded Mortgage Loans to Financial Institutions

★ = Completed √ = In Progress → = Significant Progress

- ★ 50. The Highwaymen Heritage Trail Project
- √→ 51. Orange Avenue Commercial District (West of U.S. Highway 1): Economic Incentive Program
- ★ 52. City Streets: Condition Assessment, Pavement Management Plan, Projects with Priorities, Funding
- √→ 53. Sunrise Theatre Upgrade Projects: Direction, Funding
 - A. Sound System
 - B. Technical Equipment
 - C. Telephone System
 - D. Ticketing
- ★ 54. Crime Prevention Through Environmental Designs (CPTED) Guidelines:
 - Adoption
 - Workshop
 - Resolution
- 55. River Walk Center Recreation Program Expansion
- 56. Percy Peek Gymnasium Recreation Program Expansion
- 57. Federal Emergency Management Association (FEMA) Regulations for Flood Insurance: Public Education
- ★ 58. Downtown: Clean Up After Events

★ = Completed √ = In Progress → = Significant Progress

City of Fort Pierce Major Projects 2015 – 2016

- ★ 1. Old Fort Park: Kiosk, Landscaping
- ★ 2. City Hall Annex Exterior Upgrade
- √→ 3. Police Athletic League (PAL) Park Restroom
- ★ 4. Marina Floating Docks: Installation
- ★ 5. Wi-Fi System for Marina
- ★ 6. Melody Lane Fishing Pier
- ★ 7. Video Camera System
- ★ 8. H.D. King Power Plant Site Clean Up
- √→ 9. Moore’s Creek Sea Wall Replacement
- ★ 10. Indian River Memorial Park Stormwater Improvements
- ★ 11. Jaycee Park Tennis Court Fencing
- ★ 12. Lincoln Park: Regional Park Development, Monitoring, Advocacy
- ★ 13. South 21st Street and Havana Avenue Sidewalks
- ★ 14. Lincoln Park: Roadways, Sidewalks, Drainage
- ★ 15. Indian Hills Recreation Area: Stormwater Phase 1
Stormwater Phase 2
- ★ 16. Maravilla Park Playground Equipment
- √→ 17. Percy Peek Gymnasium: Floor Resurfacing and Classroom Construction
- √→ 18. Police Athletic League (PAL) Park Restroom
- ★ 19. Veterans Park Renovation: Lake Construction, Plaza, Streetscape
- 20. North 2nd Street Road Improvements
- 21. Georgia Avenue/Peterson Road Drainage Basin Outfall Structure
- 22. Fenn Park Restrooms
- ★ 23. Sunrise Theatre Entrance Upgrade Project

★ = Completed √ = In Progress → = Significant Progress

GOAL 1 SAFER AND MORE BEAUTIFUL CITY

ACHIEVEMENTS 2016	MEANS TO RESIDENTS
<p>1. Police Response to Critical Incidents: Officer Involved Shooting; Pulse Night Club Suspect; Involved Community, Engagement before Escalation, coming Together, Chief out Front, People Feeling that they have a Voice</p>	<p>+ Protection of property values</p> <p>+ Feeling safe at home, in the neighborhood, in the community</p> <p>+ Police working with the community and residents for a safer Fort Pierce</p>
<p>2. Hurricane Matthews Response and Recovery: Plan for Debris, Well Prepared, Clean up in 45 days; Recovery In House, Restored Power, Inspected Homes for Residents, Used Social Media</p>	<p>+ More attractive City – improving “curb appeal”</p> <p>+ Effective response to a major storm</p>
<p>3. Community Oriented Policing Services Assessment – Department of Justice: Began the Process, Collaborative Approach, Defined Mission, 1 of 15 Communities Road Map for Improvement</p>	<p>+ Positive Police response to national attention</p>
<p>4. Anti-Gang Strategies Collaboration: Working with Community, Crime Down, Safer Community; Strong and Consistent Law Enforcement; Proactive Approach, Problem Identification; Initiative through DOJ Grant; Working with Families</p>	
<p>5. Nuisance Abatement Initiated: Police – Code Enforcement, Collaboration, Tool for Redevelopment</p>	
<p>6. Anti-tethering Code Public Education: Consistent Code; “How to”</p>	

OTHER CITY SUCCESSES FOR 2016

1. "Community Gun" Program
2. Old Fort Park: Kiosk, Landscaping
3. Youth Recreation Programs for Summer

GOAL 2 FINANCIALLY SOUND CITY PROVIDING EXCELLENT SERVICES

ACHIEVEMENTS 2016	MEANS TO RESIDENTS
<p>1. <u>In-house City Attorney:</u> Actions Being Taken – Producing Results, Timely Response, Respect among City Manager – City Attorney; Organization Productivity</p>	<p>+ Stability in city management and leadership</p> <p>+ More customer oriented city workforce with accountability for decisions and outcomes</p>
<p>2. <u>City Management Leadership and Organizational Changes:</u> Clear Organization Direction, Decision Making, Teamwork and Accountability, Sense of Urgency, Willingness to Work Hard for the Commission/City Manager, Follow through on Commission Direction</p>	<p>+ Mayor and City Commission acting in a financially responsible manner</p> <p>+ “Can do” attitude at the city – looking for ways to say “yes”</p> <p>+ Streamlining city regulations and process</p>
<p>3. <u>Veterans Memorial Park Completion:</u> Report for Community Veterans; Innovative Financing; State Grant; Stormwater; Ceremony – Included Veterans; Focused on Veterans; Building Memories</p>	<p>+ Managing or reducing the costs of city services delivery</p> <p>+ Service value for taxes and fees</p>
<p>4. <u>FPRA/City Surplus Property Designation and Some Sales:</u> 1 – Completed; 5 – In Progress</p>	
<p>5. <u>Retirement System:</u> Best in Nation #9 of 300: Financial Responsible Approach, Chair Leadership, Diverse Portfolio, Disciplinary Approach</p>	
<p>6. <u>Building Department:</u> Focus on the Customer, Reduced Complaints, Looking for “Yes” and Problem Solution, Positive Feedback</p>	

ACHIEVEMENTS 2016 (Continued)

7. **Strategic Plan:** Following through and
Delivery Results; Focus for the Future

8. **Budget without a Tax Increase:** Service
Value for Tax Dollars; Financially
Responsible Decisions by Mayor and City
Commission; Spend Dollars in areas
Stated by Mayor and City Commission;
Budget Review Committee Established

9. **Customer Service Enhancements:** More
Services Online; City Employees –
Friendly, Smiling

OTHER CITY SUCCESSES FOR 2016

1. Police Chief: Selection
2. License Investigation: Formation
3. IBM Power 7 Mainframe and Blade Center Server: Upgrade
4. Animal Control: Shelter Pro Implementation
5. Financial Plan with 2 Year Projections: Review, Revision
6. Single Stream Recycling Program Expansion
7. Union Contract Amendment: Compensation for Additional Licensing
8. Public Requests Policy: Development (Fees/Guidelines) City Attorney
9. Unlicensed Contractors Regulation: Enforcement/Ordinance Change
10. Energy Performance/Contract with ConEdison, Inc.
11. Click – 2 – Gov: Employee Self Serve and Applicant Tracking Project
12. Payroll Update
13. Pension Reform: Options, Direction
14. Enterprise GIS System
15. Data Base/Index for All Site Plans and Conditional Use Applications
16. IT Risk Management Audit
17. Paperless File System
18. City Hall Annex Exterior Upgrade

GOAL 3 COMMUNITY UNITY AND PRIDE

ACHIEVEMENTS 2016	MEANS TO RESIDENTS
1. <u>Veterans Memorial Park Completion:</u> Report for Community Veterans; Innovative Financing; State Grant; Stormwater; Ceremony – Included Veterans; Focused on Veterans; Building Memories	+ Celebrating the history of Fort Pierce + Community festivals to enjoy + Greater community pride
2. <u>First Annual Highwaymen Heritage Trail and Festival:</u> Celebrating our History and Heritage, Tourism Development; High Participation	

GOAL 4 ALIVE WATERFRONTS

ACHIEVEMENTS 2016	MEANS TO RESIDENTS
<p>1. Port of Fort Pierce: Collaboration with St. Lucie County: Interlocal Agreement, Trust Relationship, County Hired “Port Manager”, Road – North Second Street, Optimism about Port Economic Development, Reviewed Vision for Port</p>	<ul style="list-style-type: none"> + More attractive and inviting waterfront + More ways to enjoy the waterfronts + Potential for quality jobs for Fort Pierce residents
<p>2. H. D. King Power Plan Clean Up: Near Completion – Final Approval, Collaboration with other Agencies, Potential Development</p>	<ul style="list-style-type: none"> + Active port with business opportunity + Improve parking for residents
<p>3. Marina: 250 Occupancy, Modernization, Increasing Press Coverage, Kingfish National Tournament/then Regional Tournament (years 2/3)</p>	

OTHER CITY SUCCESSES FOR 2016

1. Beach Parking Plan
2. Fort Pierce Yacht Club
3. Point of Sale (POS) System and Dockmaster Program: Installation
4. Public Day Dockage Area: Grant
5. Marina Floating Docks: Installation
6. Wi-Fi System for Marina
7. Melody Lane Fishing Pier
8. Video Camera System
9. H.D. King Power Plant Site Clean Up
10. Indian River Memorial Park Stormwater Improvements

GOAL 5 GREAT PLACE TO LIVE, LEARN, WORK, AND PLAY

ACHIEVEMENTS 2016	MEANS TO RESIDENTS
<p>1. <u>Indian Hills Recreation and Restoration</u> Area Completion: Value to Neighborhoods, Multiple Use Investment, Collaboration with St. Lucie County; Clean Water to Lagoon, Link to Downtown, Historic Preservation, Residents Picking Up Trash</p>	<p>+ More reasons to live in Fort Pierce</p> <p>+ Quality job opportunities near homes</p> <p>+ Businesses making significant investments in Fort Pierce</p>
<p>2. <u>Parking Response Beach and Downtown:</u> Short Term Parking Solution, Created New Parking at the Beach, Foundation for the Future, Land Acquisition at Beach</p>	<p>+ More choice of quality restaurants</p> <p>+ Improved parks and playgrounds</p> <p>+ More Local choices for your leisure time</p>
<p>3. <u>Business Development and Job Creation:</u> Bringing in Businesses; Difficult Decision, Working with the EDC</p> <ul style="list-style-type: none"> • Rocla • Biofuel • Precast Concrete • Square Grouper • O’Rielly Auto Parks • Wawa (gas station) • Aldi • Chick-fil-a • Dollar General • Radical Cosmetics 	<p>+ Preservation of national and historical assets of Fort Pierce</p> <p>+ Improved quality of city streets and sidewalks</p> <p>+ Effective storm water management program protecting homes</p>
<p>4. <u>Economic Development Working with EDC:</u> Stronger Relationship, Positive Representation, Increased Contribution</p>	
<p>5. <u>Restaurants Expansion:</u> Costa Seafood, Square Grouper, Fat Daddy, Wendy’s, Tiki Bar, Bob’s Landing, Sweetie Dinner, Steakhouse</p>	

OTHER CITY SUCCESSES FOR 2016

1. Economic Development Policy, Plan and Tool Kit for Targeted Areas
2. Business Retention and Expansion (BRE) Plan/Program
3. Federal Department of Emergency Management (FDEM) Hazard Mitigation
4. Program: Five Public Buildings, Emergency Power Generation System
5. Comprehensive Junior Golf Program: Development
6. Commercial Façade Grant (24)
7. FY2015 SHIP Program: 12 Homeowners
8. Sale of Hurricane Housing Recovery Funded Mortgage Loans to Financial Institutions
9. The Highwaymen Heritage Trail Project
10. City Streets: Condition Assessment, Pavement Management Plan, Projects with Priorities, Funding
11. Crime Prevention Through Environmental Designs (CPTED) Guidelines:
 - Adoption
 - Workshop
 - Resolution
12. Jaycee Park Tennis Court Fencing
13. Lincoln Park: Regional Park Development, Monitoring, Advocacy
14. South 21st Street and Havana Avenue Sidewalks
15. Lincoln Park: Roadways, Sidewalks, Drainage
16. Indian Hills Recreation Area: Stormwater Phase 1 Stormwater Phase 2
17. Maravilla Park Playground Equipment

GOAL 6 VIBRANT HISTORIC DOWNTOWN AND NEIGHBORHOODS

ACHIEVEMENTS 2016	MEANS TO RESIDENTS
1. Downtown Movement: Private Sector Investment, "Micro" Brewery – "Sailfish" Residential Development, Office Occupancy	<ul style="list-style-type: none">+ More reasons to go Downtown+ Opportunities to live in an urban environment+ More restaurants and choices+ Upgraded Sunrise Theater+ Clean and beautiful Downtown+ More community events to enjoy

OTHER CITY SUCCESSES FOR 2016

1. Downtown Parking Plan
2. Downtown: Clean Up After Events
3. Sunrise Theatre Entrance Upgrade Project
4. Café Outdoor Dining: Direction

**Departmental Successes
City of Fort Pierce
2016**

DEPARTMENTAL SUCCESSES FY 2016

Fort Pierce, Florida

January 2017

DEPARTMENT: Building Department

Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: 97% Approval rating

Impacts: Less frustration from the public and time spent with conflict resolution.

Success: 27% increase in permit processing

Impacts: Economic development, increased tax base

Success: Training

Impacts: Expanding skill set of existing staff members, assure excellent public service and professionalism.

Success: Program for promoting employee development

Impacts: Promotion of culture of self-development, and expansion of career opportunities.

Success: Community Rating System (CRS) Flood Information

Impacts: Maintained a Class 6, 20% disconnect for flood insurance policies.

Success: Same-day, next-day permit application processing.

Impacts: Further reduction in permit issuance time.

Success: Customer satisfaction survey

Impacts: 97% satisfaction

DEPARTMENTAL SUCCESSES FY 2016

Fort Pierce, Florida

January 2017

DEPARTMENT: City Clerk

Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: New BTR process and routing implementation.

Impacts: Allows for easier tracking and faster processing; eliminates customer confusion.

Success: Switched to plain paper BTRs and Competency Cards

Impacts: Cost savings because triplicate forms and specialized cards are no longer necessary.

Success: City Clerk and 1 Deputy City Clerk achieved their Certified Municipal Clerk designation.

Impacts: Brings added credibility to the office.

Success: Our electronic filing system has been expanded to include Leases, Easements, Contracts, inter-local agreements, correspondence, and contractor applications.

Impacts: Easier to search and quickly location information.

Success: All Boards and Committees are using the web-based agenda system and it also includes all members' names and terms.

Impacts: Allows the public to have full access to the records of all boards and committees in a central location.

Success: Implemented the a system for maintaining current state licensing information for BTRs.

Impacts: Insures that we are complying with state statutes and that all Fort Pierce business owners have the proper state licenses.

Success: Adopted Public Record Policy.

Impacts: Provides uniform processing and a clear understanding of how to handle public record requests and enables us to effectively track response time.

DEPARTMENTAL SUCCESSES FY 2016

Fort Pierce, Florida

January 2017

DEPARTMENT: Code Enforcement & Animal Control

Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Amended ordinance relating to citation processing

Impacts: Fines are now collected in the Finance Department instead of Clerk of Court. Also, hearings are held before the Special Magistrate who has a better understanding of the needs of our City and the impact the citations make upon our neighborhoods and citizens.

Success: Amended ordinance to allow code officers to issue parking citations.

Impacts: Expands the pool of employees able to enforce the parking ordinances. Increased enforcement ensures that street side parking is more readily available for patrons of the downtown area.

Success: Amended the rules of procedure for reducing code enforcement and special assessment liens

Impacts: Created a "fast track" process for owners to mitigate liens on their property. Ex – when we receive excess tax sale proceeds, we can immediately process the Release of Lien instead of having the new owner go through a 2 hearing process to reduce the lien to the amount the City already received.

Success: Amended the animal control ordinance to include anti-tethering laws and regulations on outdoor animals to match SLC and Martin Co.

Impacts: Improved conditions for animals kept outdoors.

DEPARTMENTAL SUCCESSES FY 2016

Fort Pierce, Florida

January 2017

DEPARTMENT: Engineering

Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: **Indian Hills Recreation Area – Phases I & II** – Completed construction of the stormwater and recreational improvements for a 1,242 acre drainage basin providing flood protection and nutrient removal prior to discharge of runoff to the Indian River Lagoon.

Impacts: The completed project provides flood protection and increased nutrient removal for a previously untreated discharge to the protected Indian River Lagoon. Six best management practices (BMP's) were constructed to focus on the removal of Nitrogen and Phosphorus from the stormwater runoff. In addition to the stormwater improvements, recreational amenities such as pedestrian trails, exercise stations, picnic pavilions and a canoe/kayak launch were constructed.

Success: **Veterans Park Improvements – Phases I & II** – Completed construction of the stormwater and Veterans Memorial Park elements.

Impacts: The completed park provides a long overdue tribute to our St. Lucie County veterans. By combining funding for stormwater improvements along with state and local funds, the City was able to provide additional stormwater detention area and nutrient removal for two previously untreated direct outfalls to the Indian River Lagoon and at the same time provide a memorial and park to be utilized by our veterans.

Success: **Melody Lane Fishing Pier Construction** – Provided project management for design and construction of the 214' long fishing pier.

Impacts: Provided recreational amenity along City's waterfront.

Success: **2016 Street Resurfacing-** Provided project management for the resurfacing of 1.25 miles of streets.

Impacts: Providing structural integrity and a safe, comfortable riding surface at an economical price was the successful impact of this project.

Success: **Pavement Condition Survey** – Engineering has embarked on a new pavement condition survey, rating all pavement, curb and sidewalk within the city limits. Photo documentation has been recorded and all information has been included into the GIS system. Seventy (70) percent of the streets have been completed.

Impacts: This survey serves as the basis for determining which streets will be resurfaced first when funds are made available.

Success: **Lincoln Park Neighborhood improvements** – Street reconstruction including pavement, drainage, and sidewalk construction

Impacts: This project reconstructed 0.7 miles of streets that were in poor condition, beyond resurfacing.

Success: Havana Avenue and 21st Street Sidewalks – Construction of sidewalks on both sides of the 0.75 mile project limits

Impacts: Engineering was the project manager for the project that constructed 5’ wide sidewalk on both sides of the roadway. The sidewalk benefits the neighborhood by establishing a connection between the residential area and a newly created PAL Park.

DEPARTMENTAL SUCCESSES FY 2016

Fort Pierce, Florida

January 2017

DEPARTMENT: Finance Department

Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Fiscal Transparency Portal

Impacts: Improved transparency and provided easy access to financial data and information

Success: Produced Revenue Manual

Impacts: Educated citizens on how revenue is generated, distributed and used as mandated by Florida State Statutes.

Success: Refunded Debt

Impacts: Decreased City's debt obligations without extending the maturity dates; saving the City money.

Success: Identified \$1.4 million to be used in current year for Capital Improvements and \$400,000 each year after for same purpose.

Impacts: Allowed City to address much needed infrastructure improvements.

Success: Received GFOA Award for Excellence in Financial Reporting for the 27th

Impacts: Pride and sense of accomplishment for the department, City staff and citizens.

DEPARTMENTAL SUCCESSES FY 2016

Fort Pierce, Florida

January 2017

DEPARTMENT: Indian Hills Golf Course

Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Customer Service/Employee Training

Impacts: All employees are being trained on an on-going basis. We have received many compliments on our customer service from our patrons.

Success: Partnering to Provide More Youth Programs

Impacts: We have been very successful in this area. We have partnered with the 1st Tee Program, Boys and Girls Club, Pace School for Girls, Summer Camps. We have given these children core values and new interests which make a positive impact on their lives and the community.

Success: Explore New Sources of Revenue

Impacts: We have added new avenues of advertising which has resulted in a positive impact to add revenue to the city.

Success: Sponsorship of Local High School Golf Teams

Impacts: We continue to sponsor Fort Pierce Central's boys' and girls' golf teams, as well as St. Andrews School.

Success: Beautifying the Area Around the Golf Course and Clubhouse.

Impacts: We have completely remodeled the clubhouse and the surrounding area. The impact to the community has been a renewed interest in supporting the golf course as one of the assets of the city.

DEPARTMENTAL SUCCESSES FY 2016

Fort Pierce, Florida

January 2017

DEPARTMENT: Human Resources

Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: On boarding – Processed 64 new employees

Impacts: Turnovers were filled allowing work to continue

Success: Supervisor and Management Training Program - Implemented with Certificates

Impacts: Brought Supervisors up to date on latest and most problematic issues.

Success: Summer of Success Program for Students

Impacts: Gave students the opportunity to intern, see real work and make summer money.

Success: Applicant Tracking System - Close to moving from Paperless Applications to Electronic

Impacts: Will drastically cut the amount of paper required to do onboarding.

Success: City Rules and Regulations - Almost complete revising old rules

Impacts: This will bring rules and regs into compliance.

Success: Union Contracts – Helped to facilitate the finalization for three union contracts – Teamsters, Police Benevolent Association (PBA) and International Union of Police Association (IUPA)

Impacts: Unions were able to agree on identified items and receive there agreed upon pay in a timely manner.

Success: Orientation Program - Successful Orientation of over 50 employees

Impacts: Employees got to hear from all City Departments and hear about benefits.

Success: Employee Self Service Program - Implemented the HR / Payroll Program

Impacts: A useful tool for employees to see paycheck and deduction information.

DEPARTMENTAL SUCCESSES FY 2016

Fort Pierce, Florida

January 2017

DEPARTMENT: Information Technology

Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Streamlined internal support processes.

Impacts: Support is processed in a more organized efficient manner resulting in our customer facing departments' ability to facilitate the needs of our citizens more efficiently.

Success: Customized training paths and educational portal.

Impacts: Increase staff proficiency on current and future business applications and processes.

Success: Paperless enterprise initiative.

Impacts: Reduction in paper products and associated cost also increase in the accessibility of those data once provided in paper format via electronic means.

Success: Physical system reduction.

Impacts: Reduction in overall cost by migrating physical to virtual systems. Less downtime fund can be allocated to other areas in need of improvement.

Success: Re-launching of enterprise GIS initiative

Impacts: Facilitate enterprise wide GIS data availability.

Success: Creation of Public Records Catalog

Impacts: Allowed City Clerk staff to facilitate most popular request very quickly.

Success: FPTV 27 upgrade

Impacts: Initial steps to improving quality of service and content via our PEG channel

DEPARTMENTAL SUCCESSES FY 2016

Fort Pierce, Florida

January 2017

DEPARTMENT: City Marina

Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: 2015/2016 Seasons Increase in revenues and marina tenant visitation

Impacts: Positive cash flow

Success: 2015/2016 events hosted

Impacts: Positive exposure to Ft Pierce downtown area

DEPARTMENTAL SUCCESSES FY 2016

Fort Pierce, Florida

January 2017

DEPARTMENT: Planning Department and Urban Redevelopment

Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Conducted the Orange Ave Corridor Meeting

Impacts: Met with stakeholders who outlined a clear vision for area

Success: Conducted a Public Outreach for HD King site

Impacts: Met with stakeholders who outlined a clear vision for area

Success: Acquired a site on South Hutchinson Island for future parking

Impacts: Relieves a long term parking shortage for commercial businesses on barrier island

Success: Successfully carried several development applications through the approval process

Impacts: Job creation and economic impact

Success: Partnered with SCORE to provide Quarterly Small Business Educational Workshops and 15 Small Business grant awards to date.

Impacts: Attended by over 50 business owners, strengthened business owners' knowledge on federal, state and local taxes, accounting, record keeping, social media, advertising/marketing, inventory; Increased small business capacity and sustainability with grants for equipment, signage, advertising, grease traps, etc.

Success: Created City of Fort Pierce 2016-2020 Consolidated Plan and 2016 Action Plan

Provides 5-Year objectives and strategies using Community Development Block Grant.
Impacts: (CDBG) funds.

DEPARTMENTAL SUCCESSES FY 2016

Fort Pierce, Florida

January 2017

DEPARTMENT: Fort Pierce Police Department

Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Front Porch Roll Calls

Impacts: The Front Porch Roll Calls brings the police department's Roll Call out into the community. Roll Calls is where the officers receive their daily mission.

A Front Porch Roll Call can be requested from a citizen, business owner or be conducted in a location that may have some problematic concerns. It also allows our officers to interact with our community on a different level by providing them with a unique perspective of how the officer's daily mission and the concerns that need to be addressed are given.

Success: First Step Program

Impacts: The First Step Program takes place every Tuesday at 4:30 PM at what is now called the First Step Park located in Lincoln Park at 33rd Avenue and Avenue G. The Park was donated and renamed by the Fort Pierce Housing Authority in support of the program.

This is where a group of community leaders and dignitaries donate an hour of their time each week to neighborhood youths. The first 20 minutes is spent mentoring the youth, the second 20 minutes is spent engaging the youth in a fun activity e.g., playing football, basketball, reading, or hula hooping, and the final 20 minutes is spent sharing a slice of pizza and drink with the youth.

Success: Courageous Kids Program

Impacts: Police Officers and Supervisors of our Day Shifts spend at least one hour of their workweek in one of the Elementary Schools in the Lincoln Park Community mentoring the students. The Officers assist them with a number of items to include helping with their reading, math, and/or school projects. This program is helping to develop a positive relationship between our police officers and our Elementary School age children. The goal is to build long-term relationships through their formative years.

Success: Officer of the Month: St. Lucie County Chamber of Commerce.

Impacts: The police department partnered with the St. Lucie County Chamber of Commerce to recognize our Employees of the Month at the Chamber of Commerce’s monthly membership Breakfast. The police department recognizes the Officer of the Month from District 1 and District 2 along with the Support Staff Employee of the Month. This allows the police department to share the hard work and dedication our personnel perform on a daily basis with members of our business community that may not otherwise ever have any interaction with the police department.

Success: Rebranding of the Police Department; new motto, “In Honor We Serve”.

Impacts: The new motto serves two purposes; first it serves as a reminder to our officers that it is truly an honor to serve our community as a police officer/peace officer. It also defines what honor means: the distinction, the privilege, the commitment and the respect it takes to carry out this mission in the service of our community. Secondly, it serves as a reminder to our community of the pride and commitment we have in the service that we provide to them.

Success: Rebranding of the Police Department; new painting and striping package on our Patrol Cars.

Impacts: The police department had Black and White paint and striping scheme on its patrol cars that, for some, was a harsh reminder of years ago. It also tied us to agencies that have police cars under that theme. The new painting and striping scheme is unique to our Department. It is lighter, fresher, and exciting, which has garnered rave reviews from our community.

Success: Refurbishing of the Grover C. Cooper III, James A. Wouters Main Police Station.

Impacts: The main police station had an institutional look and feel about it as you approached the building and once you entered into the front lobby. The main station was given a facelift, new plants and landscaping to the front entrance facing S. US Highway 1. The lobby was transformed as well, new paint, furniture, décor, and a kids play area. This gave the police department a much warmer and inviting feel upon approach and entering the building.

Success: Refurbishing of the Willie B. Ellis Substation.

Impacts: While the police substation is a much newer building, it still had an institutional look and feel about it as you entered into the front lobby. The substation lobby was transformed with a new paint and the reception area redesigned, which gave the substation a much warmer and inviting atmosphere upon entering the building.

Success: The Reduction of Crime (UCR Report) for the first half of 2016.

Impacts: The Fort Pierce Police Department had a 25.1 percent reduction in crime the first half of 2016. The newspaper TCPalm reported: big drop in Fort Pierce crime contributing to lower crime rate for St. Lucie County <http://bit.ly/2gWs5JG> @TCPalmEJones

Success: Critical Intervention Team (CIT) Officer of the Year Detective Michael Dini

Impacts: On December 7, 2015, The Treasure Coast Crisis Intervention Team (CIT) named Detective Michael Dini their Officer of the Year. Detective Dini responded to 705 Ave B, regarding a suicidal male armed with a knife. Upon arrival, Detective Dini met with the complainant who stated the adult male was in a bedroom with a knife to his throat threatening to kill himself. While communicating with the male, Detective Dini learned the male was a Veteran and was suffering from Post-Traumatic Stress Syndrome (PTSD). After ten minutes of speaking with the male, the male dropped the knife and surrendered to Detective Dini without injury to himself or the officers on scene.

Success: Officer of the Year, Detective Jesse Streeter

Impacts: For the accomplishment, 16 year veteran Detective Jesse Streeter is one of the most experienced officers on the Fort Pierce Police Department and selected as Officer of the year. This is an acknowledgement of his dedication to our citizens and allows the citizens to become aware of accomplishments for him to receive this honor.

Success: Completed the negotiation of the International Union of Police Associations (IUPA), Police Officer Unit contract and the Coastal Florida Police Benevolent Associations (PBA), Sergeants and Lieutenants Unit

Impacts: In an effort to increase officer moral and address one of their three main concerns in order of importance: 1. Low Pay 2. Cost of Insurance, and 3. Need for new or updated Equipment, the police department took \$352,000 from their existing budget to match the City's 4 percent raise for the officers. This unique combination of the City's budget and the Police Department's budget caused all officers of both IUPA and PBA to receive an 8% raise.

Success: The police department purchased a total of 10 new patrol cars and 8 new unmarked cars.

Impacts: This is the first time since 2012 the police department was able to purchase patrol cars. While this does not completely resolve the problems with our aging fleet, it is a step in the right direction by allowing the officers to answer calls in a timely fashion.

Success: Cultural Understanding

Impacts: The police department is collaborating with different cultural groups to have a better understanding of cultural variety and differences that exist in the community we serve. At present, as a part of their in-service training, the officers attend a seminar to have a better understanding of the Muslim culture and community. The training causes the officers to become more informed and empathetic of the customs and needs of local Muslims and mosques. This allows us to build relations that will help Fort Pierce continue as a successful example of a diverse community

Success: Fort Pierce Police Department Highlights

Impacts: It is an internal publication that highlights the accomplishments of the officers and staff of the department. It is distributed to all the FPPD Staff and the City's Mayor Manager, and Commissioners.

Success: Intelligence Meetings

Impacts: This brings the Detectives, Patrol, Crime Suppression Unit, Crime Prevention, Crime Analyst, and the Command Staff together to discuss all major crimes that has occurred during the past week. This information sharing has caused better solvability to many cases.

Success: Collaborative Reform Policing Initiative

Impacts: U.S. Department of Justice announcing new Collaborative Reform Policing Initiative to work with FPPD. Program offers expertise to local police departments to find new resources, build greater relations with community, and improve police operations.

DEPARTMENTAL SUCCESSES FY 2016

Fort Pierce, Florida

January 2017

DEPARTMENT: Public Works

Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Playset replacement at Maravilla Park.

Impacts: Safer and More Beautiful City

Success: Hurricane Matthew debris recovery efforts.

Impacts: Financially Sound City Providing Excellent Services

Success: Holiday lights and decorations.

Impacts: Community Unity and Pride

Success: 40% increase in Single Stream Recycling tonnage collected.

Impacts: Financially Sound City Providing Excellent Services

DEPARTMENTAL SUCCESSES FY 2016
Fort Pierce, Florida
January 2017

DEPARTMENT: Purchasing

Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Developed a proposed policy for the disposition of City/FPRA owned Property and/or Buildings and Leases greater than one year.

Impacts: Allow the City/FPRA to receive additional revenue and add property to the tax rolls.

Success: For the sixth year in a row keeping group health insurance increases to 5% or less.

Impacts: We are able to balance the budget, which allows the City not to have a reduction in force of employees. Keep insurance cost at an affordable level for employees and a healthier workforce.

DEPARTMENTAL SUCCESSES FY 2016

Fort Pierce, Florida

January 2017

DEPARTMENT: Sunrise Theatre for the Performing Arts

Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: The Sunrise Theatre continued to expand its broad appeal and expanded market presence to serve the communities in the region in tandem with our mission. Our mission, as conceived by the City in 2006, is: "The City of Fort Pierce, The Sunrise Theatre and its Advisory Board seeks to preserve the heritage of the Sunrise Theatre and thereby provide St. Lucie County and the balance of the Treasure Coast with a wide variety and quality performing arts in an exceptional venue. The theatre serves to inspire the community to enhance its involvement in the arts as well as the heritage of Fort Pierce, and to stimulate active involvement in the revitalization of Downtown Fort Pierce.

Impacts: Membership and ticket sales continued to grow beyond the market that we traditionally had served in previous in part by the programs and events offered and an expanded marketing reach which, in part, was assisted by a grant from the Florida Department of Cultural Affairs in the amount of \$68K. This additional funding, limited to marketing expense only, allowed us to reach other markets that we historically did not invest nearly as much in previous years; areas included Palm Beach, Brevard and Broward counties.

Success: The Sunrise Theatre had a successful year financially in terms of meeting the budget for the department as set out by the Fort Pierce City Commission*. *While the department's budget technically had a negative variance of approximately \$127K due to unforeseen and unplanned expenses for legal fees, those were absorbed by the general fund based on the nature of a legal settlement beyond the theatre's management.

Impacts: With meeting the fiscal confines of the Sunrise Theatre's approved budget, this meant that there was no negative impact on the overall City's budget relative to our department.

Success: The level of artists gains notoriety and recognition for the Sunrise Theatre and the City of Fort Pierce.

Impacts: With increasing new additions to our programming and percentage of returning artists, attractions and annual rental events, comes a greater interest in the theatre and Historic Downtown with many first-time visitors to stimulate the economic impact of the City of Fort Pierce and, for that matter, St. Lucie County.

Success: Working with both new and repeat individuals and organizations, both private and public not-for profit partners, it is evident that the Sunrise Theatre is truly becoming more and more of the community venue for staging their activities, programs and events.

Impacts: There is a greater awareness and presence of the Sunrise Theatre in part due to those new clients hearing about the success other individuals and organizations have experience here at the Sunrise Theatre over this and past years.

Success: Success continued in the presentation of the Missoula/Sunrise Theatre's Summer Theatre Camp programs over the months of June, July and August with sold-out sessions for all.

Impacts: The positive impacts on this program are many. The involvement by children (ages 6-18) during these weeks give many children the opportunity to walk into the theatre, learn how to act, stage management and other tasks in producing a show and equally as important to "interact" with other peers in a different environment that they might only enjoy in a normal school/academic setting.

Success: Continued to work with the Sunrise Theatre Foundation and its members in assisting the restructured board of last year and complement their operations by staff and volunteer resources. This would include attending their monthly meetings and actively contributing to the initiation of their fundraising programs.

Impacts: In this regard, new initiatives began in terms of programming fundraising events and campaigns to stimulate donations in various operations that were non-programming related.

Success: Somehow, we managed to get through the 2015-16 Season without major capital dollars allotted but very much needed.

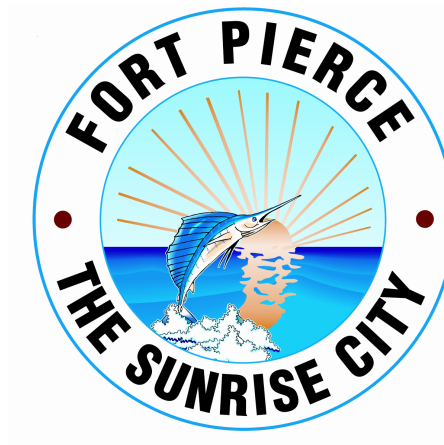
Impacts: While there were some stressful moments throughout this period, we did try to impress upon the City and its Commissioners the need to invest in this huge asset that we own and to promote providing for said capital support in the upcoming budget.

Success: Increased participation with and a base of new partners in working with the area School Boards, public and private as well as home schooled students in the four county areas.

Impacts: A greater awareness and improved communication said entities above and individual teachers and parents which in turn lead to increased participation with our arts, education and outreach programs, along with heightened appreciation for the opportunities that are offered them by the Sunrise Theatre/City of Fort Pierce

STRATEGIC PLAN

2017 → 2022 → 2032



Fort Pierce, Florida
January 2017



Lyle Sumek Associates, Inc.
9 Flagship Court
Palm Coast, FL 32137

Phone: (386) 246-6250
Fax: (386) 246-6252
E-mail: sumekassoc@gmail.com

Table of Contents

Strategic Planning for the City of Fort Pierce	1
Fort Pierce Vision 2032	3
City of Fort Pierce Plan 2017 – 2022	9
City of Fort Pierce Action Agenda 2017	34

This report and all related materials are copyrighted. This report may be duplicated for distribution to appropriate parties as needed. No unauthorized duplication is allowed, including for use in training within your organization or for consulting purposes outside your organization. All requests for duplication must be submitted in writing.

STRATEGIC PLANNING FOR THE CITY OF FORT PIERCE

Strategic Planning Model for the City of Fort Pierce

Value-based principles that describe the preferred future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus outcome-base objectives and potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a work program: policy agenda for Mayor and Commission, management agenda for staff; major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the responsibility of city government and frame the primary services – core service businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define performance standards and expectations for employees

CORE BELIEFS

Fuel
“The Right People”

FORT PIERCE VISION 2032

Fort Pierce Vision 2032

Fort Pierce 2032 is a Unique Coastal Florida City

Our WATERFRONTS, ⁽¹⁾

STRONG LOCAL ECONOMY, ⁽²⁾

HISTORY, ARTS AND CULTURE, ⁽³⁾

CHOICE OF DESIRABLE NEIGHBORHOODS, ⁽⁴⁾

OPPORTUNITIES FOR FUN, ⁽⁵⁾

COMMUNITY UNITY AND PRIDE ⁽⁶⁾

WHAT MAKES US UNIQUE

Fort Pierce Vision 2032

PRINCIPLE 1

WATERFRONTS

► Means

1. Public access to the water for use and enjoyment
2. World class beaches
3. Water quality in the lagoon
4. High quality boutique hotel (5)
5. Operational mixed-use port
6. Marinas for residents and visiting boaters
7. Preservation of views and vista of the water
8. Fishing tournaments attracting fishermen from all over the world
9. Wastewater Treatment Plant relocated

PRINCIPLE 2

STRONG LOCAL ECONOMY

► Means

1. Economy based upon tourism, education, research, and marine-related businesses
2. Visitors having a choice of a variety of high quality hotels throughout the city, including a conference center
3. Diverse reasons for tourist to visit: history; arts and culture; water-based activities boating, fishing, kayaking, parasailing; eco-tourism
4. Quality higher education with Indian River State College, Florida Atlantic University, Harbor Branch, University of Florida Research Center, Bethune Cookman University
5. International airport surrounded by commercial and industrial businesses
6. Active port with commercial shipping, mega yacht manufacturing and maintenance, hotel, passenger cruises
7. Business friendly City government: people, regulations, processes
8. Sport tournaments coming and returning to Fort Pierce
9. Light specialty manufacturing businesses located here
10. Workforce and “trade” development programs in public schools and Indian River State College

PRINCIPLE 3

HISTORY, ARTS AND CULTURE

► Means

1. Art galleries and museums showcasing the community's art and history
2. Celebrating the achievements of famous city residents like A. E. Backus, Zora Neale Hurston, Highwaymen Artists, etc.
3. Historic Sunrise Theatre providing diverse and multi-cultural programs and performances for all ages
4. Art in public spaces
5. Art incorporated in private developments
6. Community performing venues for jazz, blues and other music
7. Common sense, flexible codes that preserve historic homes and buildings that are structurally sound, and facilitate removal of old, unsound structures

PRINCIPLE 4

CHOICE OF DESIRABLE NEIGHBORHOODS

► Means

1. Sense of personal safety and security at home and in the neighborhood – living without fear
2. Well-maintained housing stock
3. High percentage of home ownership in every neighborhood
4. Quality rental housing that is inspected and meets code requirements
5. Homes retaining their property values
6. Variety of neighborhoods: historic, beachfront, urban, semi rural
7. Well-maintained streets, utilities, drainage system, curbs and sidewalks
8. Effective multi-modal public transportation for residents moving from home to desired destinations in a timely manner
9. Public green spaces in every neighborhood

PRINCIPLE 5

OPPORTUNITIES FOR FUN

► Means

1. Recreational activities and programs for all generations
2. Easy access to water based activities: boating, fishing, beaches, kayaking, canoeing, parasailing, etc.
3. Performing and cultural arts with diverse and multi cultural programs and performances for all
4. Indoor recreational facility with rooms, and a variety of venues
5. Organized sports for youth, adults and seniors: recreation and tournaments
6. Quality public golf course and clubhouse with community rooms and banquet facilities
7. Aquatic facility(ies) and pools for residents to enjoy
8. Opportunities for biking, hiking, walking and running
9. Variety of specialty parks responsive to community needs

PRINCIPLE 6

COMMUNITY UNITY AND PRIDE

► Means

1. Respect, tolerance and appreciating different cultures
2. Strong community events and festivals with high level of participation
3. Television and social media promoting positive accomplishments and community successes
4. Individuals and community organizations working for community benefit
5. Recognizing the accomplishment of youth in partnership with St. Lucie schools
6. Business owners, property owners, institutions and residents taking responsibility for their property
7. Multi-cultural festival celebrating the diverse cultures in the community
8. All residents working together on common community goals and solving problems
9. Residents taking pride in saying "I am from Fort Pierce"

CITY OF FORT PIERCE PLAN for 2017 – 2022

City of Fort Pierce

Goals 2022

FINANCIALLY SOUND CITY PROVIDING EXCELLENT SERVICES



SAFER AND MORE BEAUTIFUL CITY



VIBRANT DOWNTOWN AND NEIGHBORHOODS



COMMUNITY UNITY AND PRIDE



GREAT PLACE TO LIVE, LEARN, WORK, AND PLAY



ALIVE WATERFRONTS

GOAL 1

FINANCIALLY SOUND CITY PROVIDING EXCELLENT SERVICES

OBJECTIVES

1. Maintain top quality City workforce dedicated to serving the Fort Pierce community
2. Have excellent City services delivered in the most cost effective manner
3. Partner with others to expand resources in order to support City services
4. Reduce dependence on Ad Valorem Tax receipts
5. Develop and fund for City capital/equipment replacement
6. Maintain financial reserves consistent with the City policies

MEANS TO RESIDENTS

1. Value for your 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

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Aging City infrastructure and facilities requiring significant maintenance and replacement
2. Deferred capital and equipment investment now requiring significant funding
3. Outdated information technology needing significant investment
4. Rising costs of healthcare, pensions, materials and energy
5. Increasing demands for City services
6. Actions by Federal and State governments: impacting revenues, unfunded mandates and regulations, fewer grants and earmarked projects

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Retaining a quality City workforce
2. City staffing and the capacity to provide services
3. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority
4. Willingness to raise taxes and fees

POLICY ACTIONS 2017

	PRIORITY
1. Police Compensation	Top Priority
2. City Employee Compensation and Benefits	Top Priority
3. Capital Outlaying Plan (5 Year) and Annual Funding	Top Priority
4. Golf Course Comprehensive Evaluation	Top Priority
5. Charter/City Code Review	High Priority
6. Boards/Committees Revision	High Priority
7. Stormwater Management Utility	High Priority
8. Solid Waste Fee	Mod Priority
9. Wastewater Services Regionalization Expansion	

MANAGEMENT ACTIONS 2017

	PRIORITY
1. City Policies, Rules and Regulations: Update	Top Priority
2. Citywide Record Retention, Storage and Destruction Program Development: Implementation	Top Priority
3. Television Channel Effectiveness Plan	High Priority
4. City Owned Property	High Priority
5. Financial Policies Comprehensive Review	High Priority
6. Civil Service Appeal Process	High Priority
7. Vendor Ordinance: Revision	

MANAGEMENT IN PROGRESS 2017

1. Multi-Family Single Stream Recycling Program
2. Code Officers: Certified Parking Enforcement, Officers Trained
3. See Click Fix: City
4. Opti View Training
5. Solid Waste Division Efficiency Study
6. Police Labor Contracts (Commission Decision)
7. Police Mentorship Program: Development
8. Pavement Condition Survey: Report
9. T2 Parking Enforcement Software for Mobile Parking Enforcement
10. City Marketing Plan and Actions: Expansion
11. Information and Data Base Management and Security
12. Paperless Purchase Order system
13. Click-2-Gov
 - Business Tax Receipts
 - Contractor Competency Cards
14. Citywide Payment Card Policy (Online)
15. Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Maintenance and Upgrade
16. Projectdox: Building Department
17. Comprehensive Employee Wellness Policy and Program
18. Police Promotion Examinations
 - a) Lieutenant
 - b) Sergeant

MANAGEMENT IN PROGRESS 2017

(Continued)

19. Purchasing Policy (Limits): Direction
20. Website: “Bid Awards”
“Purchasing Procedures”
21. RcTrac Cloud: IHGC Funding
22. New Software for Retirement System
23. Paperless Payroll Process: Electronic Stubs and Forms
24. Sungard One Solution Animal Control Module
25. Online Searchable Portal: Development
26. Certified Municipal Clerk Designation
27. Sunrise Theater Succession Plan: Initial Discussion
28. Police Minority Recruitment Program/Advancement:
Revision
29. Courageous Kid Program

MAJOR PROJECTS 2017

1. PAL Park: Outside Basketball Courts
2. Pinewood Recreation Facility Improvements
3. 13th Street Reconstruction (South of Avenue “D” to
Avenue “E”)
4. Drainage Improvement Projects
 - a) Bayshore Drive/Sunset Isle Road
 - b) Rio – Vista Drive
 - c) Francis Avenue
5. City Parking Garage: Sealing
6. City Hall: Seal/Paint
7. 7th Street Roadway Reconstruction (Wendell Road to 10th
Street)
8. Police Athletic League (PAL) Park Restrooms
9. Facilities Access Control and Security Upgrade
10. Restrooms
 - a) Downtown (2)
 - b) Powell Park (1)
 - c) Rotary
 - d) Fenn
11. 17th Street Reconstruction: Funding (Orange Avenue to
Avenue “D”)

ON THE HORIZON 2018 – 2022

1. City Electronic Communications Policy
2. Sunrise Theater: Succession Plan
3. Impact Fees: Updated
4. St. Lucie County Strategy
 - Issues
 - Direction
 - City Actions
5. “One Stop” Shop for Development/Permitting
6. New Purchasing Ordinance/Policy
7. Vehicle and Equipment Replacement
 - Maintenance Evaluation
 - Plan
 - Funding
8. Information Technology: Upgrades
 - Direction
 - Funding
9. Recreation Department
 - Evaluation Report
 - Direction
10. City Services and Staffing
 - Evaluation Report
 - Direction

ON THE HORIZON 2018 – 2022 *(Continued)*

11. Restroom Development
 - Downtown
 - Parks
12. New Alternative Revenue Study
 - Report with Options
 - Direction
13. Comprehensive Analysis of Fee Schedules
 - Market Analysis/Report
 - Direction
14. Debt Reduction Policy and Plan
15. Special Assessment: Evaluation
16. Procurement Policy: Update
17. Ethics Policy: Direction
18. Enterprise Funds: Evaluation
19. Nutrient Removal: Georgia Avenue Outfall Grant/Matching Funds

Goal 2

SAFER AND MORE BEAUTIFUL CITY

OBJECTIVES

1. More attractive corridors, including Orange Avenue
2. Demolish or reuse abandoned buildings and homes
3. Develop a reputation as a "safe community"
4. Increase property owners taking responsibility for complying with City Code of Ordinances
5. Reduce the visual blight in the City
6. Upgrade or replace older housing stock
7. Reduce crime rate
8. Build new homes on vacant lots

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

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Reputation and appearance of Fort Pierce, particularly Orange Avenue
2. Funding for code compliance, law enforcement and public works
3. Continuing to have residents sharing information with the Police Department
4. Reinforcing trust in the Police Department
5. Lack of police staffing for community policing
6. Improving the entire City with a unified vision

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Responding proactively to gangs and drugs
2. Lack of incentives and consequences for violations of codes
3. Youth recreation and job opportunities
4. City Commission support and follow through for their decisions: direction and actions
5. Expanding neighborhood watch and community programs to increase residents investments in safety and their neighborhood
5. Irresponsible property owners who avoid complying with the City Code of Ordinances
6. Inconsistent application of the Code of Ordinances
7. High percentage of rental housing

POLICY ACTIONS 2017

1. Clean Community Initiative (CCI)
2. Entrances/Beach/Gateways Beautification Plan
3. Lincoln Park Corridor Revitalization Initiative
4. Homeless Strategy and Actions
5. Sign Ordinance: Revision

PRIORITY

Top Priority

High Priority

MANAGEMENT ACTIONS 2017

1. Police Training and Equipment
2. DOJ Community Oriented Policing Assessment Report
3. Gangs Action Plan: Update
4. Animal Control Ordinance: Implementation

PRIORITY

Top Priority

High Priority

MANAGEMENT IN PROGRESS 2017

1. Milo Training Simulator
2. Police Citizens Review Board: Resolution and Appointment (with DOJ Assistance)
3. Police Youth Advisory Committee: Development
4. Police Body Worn Cameras
5. Police Training
 - a) Scenario Based
 - b) Cultural Sensitivity/Diversity and De-Escalation
 - c) Active Shooter

ON THE HORIZON 2018 – 2022

1. Mobile Parking Enforcement Program
 - Direction
 - Funding
2. Youth Program: Enhancement
 - Summer Basketball
 - Pop Warner Football/Cheerleading
 - Flag Football
3. Community Policing Action Plan
4. Neighborhood Watch/Citizen Patrol: Expansion
5. Old Fort Park Project: Sidewalk Connectivity
6. Arts and Cultural Master Plan: Adoption
 - Adoption (Public/Private)
 - Projects
 - Funding
7. Arts in Public Spaces Policy: Direction
8. Historic Code: Revision

Goal 3

VIBRANT DOWNTOWN AND NEIGHBORHOODS

OBJECTIVES

1. More people living in downtown area and surrounding neighborhoods
2. Increase the number of fine dining restaurants, entertainment venues, and trendy eating establishments
3. Redevelop historic neighborhoods while preserving their unique character
4. Increase the ease to park and walk
5. More niche small retail businesses with hours and merchandise for residents and guests
6. Preserve open space in downtown area
7. Enhance relationship with the Downtown Business Association

MEANS TO RESIDENTS

1. Protection of property values
2. Honoring and celebrating the historical roots of Fort Pierce
3. Expanded housing choices
4. More reasons to go to the downtown area
5. Easy access and convenient parking to a pedestrian friendly area

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Preserving and enhancing pedestrian friendly connectivity within downtown Fort Pierce
2. Increasing multi-modal transportation to and from downtown
3. Working with the property owners, businesses and residents
4. Preserving the view of waterfront
5. Deteriorating structures needing demolition or rehabilitation
6. Balancing the needs of the residential and needs of commercial properties

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Continuing the momentum in the downtown area and the surrounding neighborhoods
2. Attracting developers and residents to downtown Fort Pierce
3. Defining the City's role and incentives
4. U.S. Highway 1 traffic as a barrier to downtown connectivity
5. Expanding Court buildings and visits/clientele
6. Reduced sponsorship funding from the City for Sunrise Theater

POLICY ACTIONS 2017

1. Downtown Hotel Development
2. Peacock Arts District Incentives
3. Downtown Height Requirement

PRIORITY

Top Priority

High Priority

High Priority

MAJOR PROJECTS 2017

1. Sunrise Theater Improvements
 - Chiller
 - Roof
 - Ticketing

MANAGEMENT IN PROGRESS 2017

1. Sunrise Theater New Corporate Partnerships

ON THE HORIZON 2018 – 2022

1. Sunrise Theater Upgrade Projects
 - Direction
 - Funding
2. Downtown Study: Update
3. Public Assets: Brick Paver Sidewalks Clean Up and Maintenance Funding
4. MSTU: Evaluation, Direction

ON THE HORIZON 2018 – 2022

(Continued)

6. Parking Plan and Actions
 - a) Citywide
 - b) Beach
 - c) Downtown
 - d) Major Corridors
7. West of U.S. 1 Development/Redevelopment Vision, Strategy, Actions
8. Homeless Transition Housing Program
9. Sunrise Theater Multi Cultural/Multi Generational Programming
10. Edwards Road Corridor Strategy/City Actions
11. Tourist Development Strategy
12. Historic Funeral Home Area Upgrade (The Hill Avenue “H”)
13. Incentives for Residential Upgrades
14. Incentives for Vacant Lot Development
15. Economic Development Position
16. Special Area Plan: Taylor Creek Update
17. Corridor Revitalization Plan
 - a) North U.S. 1
 - b) South U.S. 1
 - c) North 25th Street
18. Neighborhood Identify and Pride Program
19. Tri-Rail Service to Jupiter
20. Land Development Code: Conditional Use Update
21. Street Striping Program
22. Stormwater Retrofit Projects (Citywide)

Goal 4

COMMUNITY UNITY AND PRIDE

OBJECTIVES

1. Develop a reputation as an inclusive community with everyone feeling welcome and part of the community
2. Residents working together for what is best overall for the Fort Pierce community
3. Community, businesses and City government sharing and working together on a common vision and goals
4. City government providing leadership to create community partnerships to expand community resources

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

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Diverse population of Fort Pierce
2. Developing future community leaders and City employees
3. Opportunities for job opportunities
4. Developing common goals and vision for Fort Pierce that become the community's rallying point
5. Expanding community wide youth programs to develop community pride
6. Commissioner districts and representation

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Capturing Fort Pierce “alumni”
2. Looking to the whole community
3. Residents and businesses believing that the City is responsible for everything and solving all problems
4. Personal biases and prejudices
5. Expanding and enhancing current community events
6. Overcoming the split between different neighborhoods
7. Past history of a racially/socioeconomic divided community
8. Mobility and transportation options for residents

POLICY ACTIONS 2017

1. Community Unity Strategy and Action Plan
2. School Enhancement Strategy

MANAGEMENT IN PROGRESS 2017

1. Zora Neale Hurston Trail Festival Day
2. The Highwayman Heritage Trail Arts and Culture

MANAGEMENT ACTIONS 2017

1. Youth Council: Report with Recommendations
2. Restoring the Village Program

PRIORITY

ON THE HORIZON 2018 – 2022

1. Marketing Program for Arts, Culture and Museums
2. Backus Museum Expansion
3. Moore’s Creek Multi Cultural Festival: Foods and Arts Celebration

Goal 5

GREAT PLACE TO LIVE, LEARN, WORK, AND PLAY

OBJECTIVES

1. Upgrade the existing housing stock to meet the City's Building Codes and regulations
2. Attract new businesses to Fort Pierce that are consistent with our vision
3. More job opportunities for residents, and a lower unemployment rate
4. Retain and support the growth of local businesses
5. Improve and expand City parks and recreational facilities
6. Expand transportation connectivity
7. Enhance quality of schools and educational programs for lifelong learning

MEANS TO RESIDENTS

1. More reasons to live in Fort Pierce
2. Job opportunities near home resulting in more leisure time
3. Choices for your leisure time
4. Housing options with choice of type, location, and price
5. Support for family oriented activities

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Developing an image as a "business friendly" community and City
2. Property owners taking responsibility for maintaining their buildings or homes
3. City's aging infrastructure and facilities
4. Attracting the appropriate new businesses to Fort Pierce
5. Consistency with County decisions for areas to be annexed
6. Defining the City's role in recreation and cultural programming and activities

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Squaring-off City boundaries
2. Funding and performance accountability for economic development activities
3. Expanding entertainment opportunities
4. Variable quality of the older housing stock

POLICY ACTIONS 2017

1. Street Resurfacing
2. Annexations Direction
3. Harbour Pointe Development
4. CRA Plan: Update

PRIORITY

Mod Priority
Mod Priority

MANAGEMENT IN PROGRESS 2017

1. Federal Emergency/Management Association (FEMA) Regulation for Flood Insurance: Public Education
2. Small Business Growth: SCORE Workshops
3. Business Retention and Expansion (BRE)

MANAGEMENT ACTIONS 2017

1. EAR/Comprehensive Plan
2. Ohio Avenue and U.S. 1 Signalization Upgrade

PRIORITY

Top Priority
Top Priority

MAJOR PROJECTS 2017

1. Percy Peek Gymnasium: Floor Resurfacing and Classrooms
2. Murals Program (2)
3. Savannah Recreation Trail Connectivity to Indian Hills Trail: Engineering Design
4. North 2nd Street Road Improvements
5. MLK Dreamland Park: Design (7/17), Construction (3/18)
6. Jaycee Park Connectivity Improvements

ON THE HORIZON 2018 – 2022

1. Commercial Air Service at Airport
1. Major Hotel Attraction Strategy
2. Orange Avenue Corridor Revitalization Plan
3. Economic Development: Next Steps
4. Short Term Rentals: Direction
5. Fort Pierce Redevelopment Agency/Surplus Land Disposition
6. Stormwater Management and Projects
7. Citrus Bridge Overpass
8. Parking Plan and Actions
9. West of U.S. 1 Development/Redevelopment Vision, Strategy, Actions
10. Homeless Transition Housing Program
11. Sunrise Theater Multi Cultural/Multi Generational Programming
12. Edwards Road Corridor Strategy/City Actions
13. Tourist Development Strategy
14. Historic Funeral Home Area Upgrade (The Hill Avenue “H”)
15. Incentives for Residential Upgrades
16. Incentives for Vacant Lot Development
17. Homeless Transition Housing Program
18. Sunrise Theater Multi Cultural/Multi Generational Programming
19. Edwards Road Corridor Strategy/City Actions
20. Tourist Development Strategy
21. Historic Funeral Home Area Upgrade (The Hill Avenue “H”)
22. Incentives for Residential Upgrades
23. Incentives for Vacant Lot Development

Goal 6

ALIVE WATERFRONTS

OBJECTIVES

1. Relocate the Wastewater Treatment Plant and replace it with housing or a hotel
2. Preserve the quality of water
3. Host national and international fishing tournaments
4. Expand the reputation as a great destination for eco-tourism
5. Have a commercially/Sustainable Port of Fort Pierce
6. Increase public access and use of the waterways
7. Maintain beaches and waterfront

MEANS TO RESIDENTS

1. Opportunities to enjoy the water
2. Variety of recreational choices
3. Waterfront as a strong component of the local economy with business and job opportunities
4. Protection of property values
5. Housing opportunities with the ability to walk to the waterfront

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Funding for projects
2. Marketing waterfront assets
3. Tapping the development of the Port of Fort Pierce
4. Working with other governments to achieve desired outcomes
5. Aging, deteriorated boat ramps
6. Creating a world-class tourist destination for residents and visitors
7. FEMA and flood regulations/guidelines

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Maintaining and expanding public access to water
2. Attracting appropriate businesses to locate on or near the water
3. Tapping the full potential of Fort Pierce's water assets
4. Increasing investments from St. Lucie County, City of Port St. Lucie
5. Supporting the developing of a water taxi
6. Job skills for Port development and businesses

POLICY ACTIONS 2017

1. Dredging Marina Access Channel
2. Restaurant Lease: Cobb and Tiki
3. Fisherman’s Wharf/Seawall

PRIORITY

Top Priority

High Priority

MAJOR PROJECTS 2017

1. Public Day/”Dingy” Dock
2. Moore’s Creek Seawall Replacement
3. Moore’s Creek Boat Ramp Area Repairs (Joint Project with St. Lucie County)
4. Fisherman’s Wharf Boat Ramp: Rebuild

ON THE HORIZON 2018 – 2022

1. “Old King Plant” Development: Direction, Brand
2. Port of Fort Pierce Strategy
3. Wastewater Treatment Plant Relocation
4. Boat Ramp Use/Regulation
5. Shuffle Board Court Relocation
6. Boat Ramps Update
7. Marina/Waterway Dredging: Direction
8. Public Access to Waterfront: LDC Changes
9. Transit Link: Downtown/Community and Beach
10. Indian River Terminal Purchase
11. Porpoise Park Development

CITY OF FORT PIERCE ACTION AGENDA 2017

City of Fort Pierce Policy Agenda 2017

TOP PRIORITY

Police Compensation

City Employee Compensation and Benefits

Capital Outlaying Plan (5 Year) and Annual Funding

Golf Course Comprehensive Evaluation

Clean Community Initiative (CCI)

Downtown Hotel Development

Dredging Marina Access Channel

HIGH PRIORITY

Charter/City Code Review

Peacock Arts District Incentives

Entrances/Beach/Gateways Beautification Plan

Restaurant Lease: Cobb and Tiki

Downtown Height Requirement

Boards/Committees Revision

Stormwater Management Utility

MODERATE PRIORITY

Annexations Direction

Street Resurfacing

Solid Waste Fee

City of Fort Pierce Management Agenda 2017

TOP PRIORITY

City Policies, Rules and Regulations: Update

Police Training and Equipment

EAR/Comprehensive Plan

Citywide Record Retention, Storage and Destruction Program Development

Ohio Avenue and U.S. 1 Signalization Upgrade

HIGH PRIORITY

Television Channel Effectiveness Plan

City Owned Property

DOJ Community Oriented Policing Assessment Report

Financial Policies Comprehensive Review

Civil Service Appeal Process

City of Fort Pierce Management in Progress 2017

Multi-Family Single Stream Recycling Program

Code Officers: Certified Parking Enforcement, Officers Trained

See Click Fix: City

Opti View Training

Solid Waste Division Efficiency Study

Police Labor Contracts (Commission Decision)

Police Mentorship Program: Development

Pavement Condition Survey: Report

T2 Parking Enforcement Software for Mobile Parking Enforcement

City Marketing Plan and Actions: Expansion

Information and Data Base Management and Security

Paperless Purchase Order system

Click-Z-Gov

Citywide Payment Card Policy (Online)

Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Maintenance and Upgrade

Projectdox: Building Department

Comprehensive Employee Wellness Policy and Program

Police Promotion Examinations

Purchasing Policy (Limits): Direction

Website: “Bid Awards”, Purchasing Procedures”

RacTrac Cloud: IHGC Funding

New Software for Retirement System

Paperless Payroll Process: Electronic Stubs and Forms

Sungard One Solution Animal Control Module

Online Searchable Portal: Development

Certified Municipal Clerk Designation

Sunrise Theater Succession Plan: Initial Discussion

Police Minority Recruitment Program/Advancement: Revision

Courageous Kid Program

Milo Training Simulator

Police Citizens Review Board: Resolution and Appointment (with DOJ Assistance)

Police Youth Advisory Committee: Development

Police Body Worn Cameras

Police Training

Sunrise Theater New Corporate Partnerships

Zora Neale Hurston Trail Festival Day

The Highwayman Heritage Trail Arts and Culture

Federal Emergency/Management Association (FEMA) Regulation for Flood Insurance: Public Education

Small Business Growth: SCORE Workshops

Business Retention and Expansion (BRE)

City of Fort Pierce Major Projects 2017

PAL Park: Outside Basketball Courts

Pinewood Recreation Facility Improvements

13th Street Reconstruction (South of Avenue “D” to Avenue “E”)

Drainage Improvement Projects

City Parking Garage: Sealing

City Hall: Seal/Paint

7th Street Roadway Reconstruction (Wendell Road to 10th Street)

Police Athletic League (PAL) Park Restrooms

Facilities Access Control and Security Upgrade

Restrooms: Downtown (2), Powell Park (1), Rotary, Fenn

17th Street Reconstruction: Funding (Orange Avenue to Avenue “D”)

Sunrise Theater Improvements

Percy Peek Gymnasium: Floor Resurfacing and Classrooms

Murals Program (2)

Savannah Recreation Trail Connectivity to Indian Hills Trail: Engineering Design

North 2nd Street Road Improvements

MLK Dreamland Park: Design (7/17), Construction (3/18)

Jaycee Park Connectivity Improvements

Public Day/"Dingy" Dock

Moore's Creek Seawall Replacement

Moore's Creek Boat Ramp Area Repairs (Joint Project with St. Lucie County)

Fisherman's Wharf Boat Ramp: Rebuild