

LEADERS' GUIDE

2018

WORKING DOCUMENT

Mayor and City Commission



Florida
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Lyle Sumek Associates, Inc.

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SECTION 1

LEADERSHIP DURING INCREASINGLY TURBULENT TIMES

Governance vs. Politics: A Simple View

By Lyle J. Sumek

Governance is serving the community;

Politics is getting elected or re-elected.

Governance is being guided by vision, goals and value to the community;

Politics is being guided by ideology, a cause or philosophical principle.

Governance is shaping the community's future for the long term;

Politics is responding to the moment and current "crisis".

Governance is taking responsibility;

Politics is making promises.

Governance is exercising an ability to influence others;

Politics is the use of power.

Governance is finding pragmatic solutions to problems through collaboration;

Politics is starting with solutions in mind.

Governance is being data driven;

Politics is playing to people's emotions.

Governance is negotiating by trading off to find a workable compromise;

Politics is demanding and advocacy to win.

Governance is educating and mobilizing support;

Politics is rallying supporters and creating zealots.

Governance is creating community benefits and value;

Politics is taking personal credit and receiving personal recognition.

TODAY'S CRISIS: Politics trumping Governance

EFFECTIVE GOVERNANCE IS WORK, BUT BORING

Twenty Rules for Success

by Lyle J. Sumek

Effective Governance

is developing and maintaining relationships based upon mutual trust and respect,
not developing conditional relationships or relationships based upon convenience.

Effective Governance

is respecting personal responsibilities and their institutional role,
not taking over the responsibilities of others nor telling others how to do their job.

Effective Governance

is working together and collaborating,
not thinking about "I" over "We".

Effective Governance

is a willingness to sacrifice to the greater good,
not focusing on personal gains or protection.

Effective Governance

is communicating in an open and timely manner,
not providing partial information or surprising with last minute information.

Effective Governance

is addressing today's issues with the future in mind,
not reacting to the moment with easy solutions or quick answers.

Effective Governance

is unbiased analysis reports,
not starting with the outcome in mind.

Effective Governance

is speaking to the issue,
not grandstanding or personal attacks.

Effective Governance

is having an open, candid conversation and discussion,
not avoiding real and sensitive topics.

Effective Governance

is listening to understand,
not prejudging based on the individual or jumping to conclusions.

Effective Governance

is negotiating with others,
not demanding or withdrawing.

Effective Governance

is recognizing that it takes a majority to decide,
not one individual or vocal minority.

Effective Governance

is making a timely closure,
not recycling or delaying to gain advantage.

Effective Governance

is providing clear direction and decision,
not leaving the room with different interpretations.

Effective Governance

is deciding based upon what you believe is "right" for the community,
not deciding for personal or political gains.

Effective Governance

is consistency of process and direction over time,
not making changes reacting to the current moment.

Effective Governance

is supporting and representing the decision to others,
not acting in a manner to undercut the decision.

Effective Governance

is learning from setbacks and failures,
not finding fault or someone to blame.

Effective Governance

is being nimble and willing to change when circumstance change,
not being rigid or denying.

Effective Governance

is maintaining your sense of humor and perspective,
not taking yourself too serious.

BOTTOM-LINE:

Effective Governance is work and pays off for the community, but is viewed by others as boring.

Leaders' Dilemma

by Lyle J. Sumek

DILEMMA: How did we end up **HERE**?

Leaders create **HERE** by their decisions, indecisions or non-decisions.

Leaders are responsible for defining **HERE**, the vehicle to take you to **HERE** and the route to get to **HERE**.

Leaders have a choice: to intentionally create **HERE** or to react to each situation that then defines **HERE**.

Leaders intentionally shape **HERE** through a *Strategic Plan*, which defines **HERE** as a value-based future *vision*, defines the vehicle to take you to **HERE** as the government's *mission* and *services* and the route/map to **HERE** as a *plan for five years* with milestones.

Leaders take the trip/journey to **HERE** through a *Strategic Process*, which is using the *Strategic Plan* to guide daily decisions and actions.

Leaders demonstrate the courage to confront the true realities facing them, and to have candid discussions of options and differences as they define **HERE**.

Leaders use their judgment and make difficult decisions to implement the *Strategic Plan* by setting the direction and policies, by defining expectations, by generating the revenue, by allocating resources to build the road to **HERE**.

Leaders exercise their influence to mobilize community support even in light of personal agendas and strong opposition to **HERE** because it is the right **HERE** for the community.

Leaders encounter the unforeseen during the trip to **HERE** – unanticipated events happen, unintended consequences occur, environments change; opportunities emerge.

Leaders evaluate the unforeseen and make adjustments to get to **HERE** learning from setbacks and remaining nimble and resilient.

Leaders end up **HERE**: either a great trip with successful outcomes or ask: how did we get **HERE**.

REALITY: Leaders did it themselves and are responsible for **HERE**.

A “Driving Guide” for Local Leaders: Observations from the “Road”

Local governmental leaders are responsible for "driving their community into the future". Every generation of governmental leaders comments that their challenges during the "trip" are greater than the prior generations. In reality, the challenges today are just different. Successful leaders focus on the future by understanding and acting on today's *REALITIES* and anticipating and preparing for tomorrow's *OPPORTUNITIES*. These leaders focus on "driving their community into the future" by looking ahead through the windshield and not by focusing only on the rearview mirror.

LEADERSHIP is working with the residents and families, as well as businesses and workers to define the "destination", to develop the "road map", to identify "key milestones", to establish an "itinerary", to define the "vehicle" and to find the "right fuel".

Destination = a valued based description of the preferred future

Road Map = a five year plan with outcome-based goals

Key Milestones = indicators of achievement/success

Itinerary = one year action plans with specific deliverables

Vehicle = the service responsibilities of governments

Right Fuel = having the "right" people sharing common core values

REALITIES FOR CITIES IN 2018

1. POLITICS OVER GOVERNANCE – personal agendas and getting re-elected over collaborating to produce results that add value to the community.
2. ANTI-GOVERNMENT/ANTI TAX – small vocal group, which is against government, always negative and never satisfied by any decision or action.
3. SHIFT FROM A "REPUBLIC" TO "DIRECT DEMOCRACY" – turning responsibility for governing and managing over to the public through inappropriate community engagement, everyone is or can become an expert.
4. OVER EXPOSURE/"FLASHING" THROUGH FULL TRANSPARENCY – making "sausage" in public even as research is being done, show everyone everything now and show everyone else through social media
5. INSTANT NEWS SHARED WITH THE WORLD – social media is the No. 1 news sources for people today; give it to me quick and short without verification, confirm validity and factual accuracy, or in-depth debate/discussion then shared with the world.

OPPORTUNITIES FOR 2018

1. PLAYING "MONEYBALL" FOR GOVERNMENTS – capture the "important and critical" outcome-based data and using the data to make recommendations and decisions.
2. EXPANDING RESOURCES THROUGH PARTNERSHIPS – reality that governments have limited/static/shrinking resource base and can expand resources through non-traditional public-public and public-private resources.
3. WINNING AS A TEAM – governmental units working as a team to achieve common goals, knowing and playing your role and deferring to team/community success.
4. CAPTURING TRENDS – times are a changing with emerging life styles and leisure activities, looking for and understanding societal trends, evaluating emerging trends and preparing your community to response and take action.
5. TAKING RESPONSIBILITY FOR YOUR COMMUNITY'S FUTURE – every decision, non-decision, indecision and re-decision impacts the community's future, leaders can intentionally and strategically make decisions or they can decide by reacting to each moment and in the end wondering "how did we end up here".
6. CREATING POSITIVE COMMUNITY MOMENTUM – taking time with the community to celebrate major successes and their value with residents and businesses, creating true profound memories that will help during the tough times and encourage others to contribute and participate.

Leadership during Increasingly Turbulent Times

1. PEOPLE ARE “MEAN” WITH THREATS AND ACTS OF VIOLENCE TOWARD PUBLIC LEADERS AND EMPLOYEES
2. FALSE FACTS AND INTENTIONAL MISINFORMATION
3. LOSS OF DATA DRIVEN DECISIONS, DESIRE TO MAKE PEOPLE “HAPPY”
4. NATIONAL ANTI-GOVERNMENT ORGANIZATIONS TRAINING CANDIDATES, PAYING FOR LOCAL CAMPAIGNS
5. CHANGING SERVICE ROLES AND RESPONSIBILITIES OF FEDERAL/STATE/LOCAL GOVERNMENTS
6. STATE LEGISLATURES MIXED MESSAGES: RESTRICTIONS ON LOCAL REVENUES AND EXPANDING SERVICE RESPONSIBILITIES
7. WHO SHOULD PAY FOR CITY SERVICES AND METHODS OF PAYMENT
8. COMING “CRUNCH” OF DEFERRED PUBLIC INFRASTRUCTURE/FACILITIES PROJECTS AND BOND FINANCING
9. CONFLICT: PROTECTING THE COMMUNITY VS. PERSONAL PROPERTY RIGHTS
10. MAJOR COMMUNITY INCIDENT PREPARATION

11. DIFFICULTY IN FINDING THE NEXT GENERATION OF PUBLIC EMPLOYEES AND MANAGERS,
ELECTED LEADERS AND COMMUNITY LEADERS

12. HAVING COMMUNITY DIALOGUE ON DIFFICULT ISSUES

13. FUTURE OF RETAIL AND THE DECLINING SALES TAX REVENUES

14. IMPORTANCE OF HOPE AND EXCITEMENT ABOUT THE FUTURE

"CRAZY" World 2018

Myths, Realities, Impacts

by Lyle J. Sumek, PhD.

1. ONE INCIDENT FROM THE WORLD STAGE

REALITY: *Every City is one incident from becoming national and international news. When the incident occurs, it is shared immediately through electronic social/media and national television with vivid pictures, which in some situations are staged to sensationalize the incident. The accuracy may vary from event to event. However, the people involved are real and the impacts are real – it's my family, my friends, my business, but OUR community*

IMPACT: One incident can put every local community on the national and world stage. Local governments need to invest in the planning, the responding and the recovery from an incident including a "corporate communications" plan from traditional media to social media; from a tactical response to a community safety event – an act of violence, water/wastewater crisis, an act of terrorism or a natural disaster; and after the incident wrap up and recovery action plan. These incidents may come when the community least expects and impacts everyone in the community. No one will ever forget; many incidents will live forever.

2. PEOPLE ARE MEAN: SPIRITED AND ACTIONS

REALITY: *We are living in an increasingly violent, less tolerant and less civil world. Everyday another act of violence is experienced and seen worldwide. There are increased number of threats against persons and businesses. Leaders at all levels are acting mean – acting without respect or civility; are attacking and labeling the person, their opponents and their supporters; using intentional politically "incorrect" statements which people repeat; and are re-writing history for their political advantage. An individual's word and actions define them as a person.*

IMPACT: We have loss our sense of "grace" – winning with grace and losing with grace. Political campaigns and candidates are focusing on the negative and personal attacks, including intentionally presenting misinformation and misrepresenting of facts. Things are said without accountability of impacts or consequences. After the election, some want everything to be forgotten, but the hurt feelings run deep. Many "attackers" will state: "you do not have a thick skin." The trust may never be re-established.

3. INSTANT: NOW MEANS NOW!

REALITY: *People want information now – become frustrated when the communication is not instant or the response is not instant. We live in real time. Amazon Prime is now 12 hours delivery in many metro areas. People cannot set down their cell phone for a minute without having withdrawal. Response times have gone from 72 hours to 48 hours to 24 hours to immediate – and that may be not quick enough.*

IMPACT: Residents desire an immediate response – 1 minute, 5 minutes, within an hour. They want to use social media/pictures to report a citizen service request or complaint. They expect the elected officials and local governments to have up-to-date and instant information on a project or a community event – current or upcoming; or a process for handling the instant request.

4. 24/7: LOSS OF PERSONAL TIME

REALITY: *Everyone is "on" 24/7 – your whole life and every daily activity can be recorded, recorded and edited to create a "new event". Everywhere we go there are cameras – surveillance cameras, cell phone cameras, etc. Every action, interaction, comment or behavior/gesture can and may be recorded and displayed to the world with editorial comments. There is no personal time, family time or holiday.*

IMPACT: Local government official has a full time plus job. City officials, their families, their business and their community activities are on display. Whether it is at the grocery store, having dinner with friends, at religious institutions or just walking down the street, the local elected official is always an elected official representing the governmental institution.

5. NEGATIVE 20% – GOVERNMENT CANNOT BE TRUSTED

REALITY: *There is growing sentiment against governments at all levels. The negative, anti-government 5 – 20% are against government from taxes to the mission of government. They have no vision of the community's future; have no solutions other than their slogans and rhetoric, and no decision or action will ever satisfy them. The truth is: They really "hate" government – see no meaningful role or no reason for its existence.*

IMPACT: The negative 5 – 20% are running for elected office and getting elected, attacking government and elected/appointed officials personally, spreading rumors and misinformation, and sharing their message on social media. There is no compromise or collaboration – reality: they "hate" government officials. Elected officials have to be careful not to empower these individuals while standing up for the vision, goals, mission, and actions.

6. TRANSPARENCY – "KILLING THE PIG"

REALITY: *Today, people want information on everything, and are "wanting" transparency and openness. If I was eating a "brat", some individuals would want to know how the pig was killed, and more – type of mud or living environment, type of meals – what it ate, etc. The information request is not linked to any outcomes or actions. Some individuals desire that transparency only occur when the information supports their position or agenda. They feel that they have a right to know all.*

IMPACT: State laws require local government transparency through open record requests and open meetings requiring deliberation in the "sunshine". Local government must respond to and provide information to the residents, businesses and stakeholders. However, there are the questions – before the economic development "deal" has been drafted and during negotiations, before the draft report is prepared, the data before it is analyzed or before elected officials have discussed an issue. It may be premature to share all information.

7. PLAYING TO PEOPLE'S FEARS

REALITY: *The political campaigns are focusing more on the fears of people – a) their lack of personal safety; b) cultural differences that divide the community; c) "those people" who could be renters, individuals with different life styles; d) the economic future – their family and future generations are going to be worse off in the future; e) and, the feeling of being ignored and left behind.*

IMPACT: People are looking for hope and a realistic sense of optimism. They are looking for a vision of a better future; goals that will inspire the community and the residents, and a sense of direction and action. They will become meaningfully engaged if they have an opportunity to shape the community's policies and actions for the future.

8. SELF INTEREST, SELF PROMOTION, PERSONAL PROMINENCE

REALITY: *Many political and community leaders are focusing on their own personal agendas. They cannot pass up any opportunity to grandstand, to claim success for an achievement or accomplishment that benefits the community, for a "photo" or a social media posting that highlights them – making them more visible; or promoting their personal agenda. Personal prominence is the center of attention rather than the community.*

IMPACT: Many communities have lost "what is best for the community as a whole." The city or personal agenda is the focus of prime importance. Local governments need to celebrate more, to create positive memories for partners and stakeholders and to demonstrate the value added to the community and residents' lives. These celebrations focus on what WE achieved as a community and not who gets the credit.

9. DIALOG WITHOUT DECISIONS OR ACTIONS

REALITY: *Many governments have spent hours of dialog without decision or action. People see paralysis in government and by governmental leaders from Congress to state legislatures and to local government. Nothing is getting done is the perception and in many cases the reality. As a result, there has been an ongoing distrust of government at all levels. The electorate response is to throw out incumbents and blame all government officials.*

IMPACT: Local governments need to make decisions, take timely actions and produce visible results for the community. For local leaders, it begins with community outcomes – a vision for the future; it is setting realistic outcome-based goals that address community issues and concerns, and focus government resources; it is establishing a one-year action plan with a detailed work program; and it means making timely decisions, evaluating the results and making adjustments – being nimble and resilient.

10. PERSONAL INFORMATION VULNERABILITY

REALITY: *The world knows us, and all about us. Local governments have personal information about each resident, and every business. This information is subject everyday to a cyber attack – local or international. Local governments have had their information systems "shut down" and have paid ransoms to unlock and release the information. These attacks have shut down corporations and governments worldwide. The reality is that these cyber attacks cannot be prevented and local governments need to have a response plan.*

IMPACT: Many local governments need to invest in information technology upgrades or in cyber security. Every email from a local government provides an avenue for someone to access the "public information" which is private, be they crime reports, criminal information, HIPPA information, financial information including credit cards or bank accounts, etc.

SECTION 2

STRATEGIC PLANNING MODEL FOR CITY OF FORT PIERCE

Strategic Planning: Connecting the “Dots”

Strategic planning is not a strategic plan. Strategic planning is developing and institutionalizing a process that connects the "Dots" linking a long term vision and mission of the City with goals for five years and performance expectations to a one year "to do" list for Mayor and City Commission, management and the City.

A simple way of conceptualizing this model is to think about taking your City to a trip to the future. One difference is that the City is going on a trip to the future, the question is – who will lead the journey? Will City leaders react to the situation/moment or lead with intention? Strategic planning is a tool for leading to the future. You begin with determining the destination, then selecting the best vehicle for the trip, then making a map to the designation, then fueling the vehicle and selecting the route. Let's begin the journey by defining the "Dots"

CREATING THE "DOTS"

STEP 1: DESTINATION

The destination is the Mayor and City Commission's vision for the City's future. Vision is a set of value-based principles that describe the desired future for the City. It is a combination of realism of today, current and untapped assets, and dreams for the future. Each principle is defined by descriptive statements paint a picture of tomorrow. A true vision is unique for that City, should evoke reactions and feelings, and inspire other community leaders. A City without a true vision is like taking a trip to nowhere.

STEP 2: VEHICLE

The vehicle for the trip to the destination is the City government's mission. The mission is defining the purposes of the City government – why the City should exist and its service responsibilities. Each City government has its own unique mission based upon the state legal framework, the needs of the community and the available resources. The right vehicle is needed if the trip is to be successful.

STEP 3: MAP

The map to the City's destination is a five-year plan. This plan begins by focusing the areas of importance, which become goals. Each goal consists of five-year outcome based objectives, criteria for measuring value to residents, understanding the short/long term challenges and opportunities to achieving the goal, and action ideas for 1-5 years. This plan is the guide to policy development, land use and development planning, master plans for infrastructure and facilities, budget: services and resource allocation, and decision-making. It guides the creation of the City's future.

STEP 4: FUEL

The fuel is the people - the City's managers and employees. The fuel is defined not in octane but in the performance expectations and standards for all City employees. The performance standards are based upon personal values and defined in observable behaviors and actions by managers and employees. Vehicles need the right fuel for a trip to be successful; counties need the right people if they are to be successful in carrying out the mission. The fuel makes the vehicle go, people turn direction and ideas into reality through actions.

STEP 5: ROUTE TO DESTINATION

A map has multiple routes to the destination; a City has many routes to the future. Leaders define the route for the City in the development of work plans for the year-an annual work program. The work plan consists of a policy agenda of the top ten priorities for the Mayor and City Commission, a management agenda of the top ten priorities for City management, a management in progress that need full implementation, and major projects that need to complete construction. The selection of the route provides focus for resources and work activities.

CONNECTING THE "DOTS"

The next step is to take the trip to the future. The decisions and actions by City leaders, managers and employees create the City's future. The "Dots" need to be connected through an ongoing process in order to reach the destination-to realize the vision and to achieve the goals. Let's take the journey by connecting the "Dots".

STEP 6: ITINERARY

The itinerary outlines the daily activities using the map and following the designated route. The itinerary for the City is annual action outlines for each priority and project. The action outline contains: key issues for direction and action, activities, milestones, time frame for completion, key partners and responsible person. Leaders can use the action outlines to guide and monitor work activities and products. When taking a trip, there is always something unexpected. The action outlines need to be modified when anomalies occur. This allows the City to be flexible and resilient in its pursuit of the vision and goals.

STEP 7: TOUR GUIDE

During our trip, everyone has a copy of our Tour Guide. Everyone is expected to know and follow the guide. For the City, it begins with sharing and marketing the strategic plan with the community and with residents through a variety of methods – personal presentations, website, newsletters, etc. It is posting the strategic plan through the City as a daily reminder to all – in departments and in the Commission Chambers. Repetition is good, people will remember and use the strategic plan to guide their actions.

STEP 8: TAKING THE TRIP

We take the trip following our map with the designated route and our itinerary. Taking the Trip for the City means using the strategic plan in daily operations, in policy development, and in decision-making.

It is developing and refining organizational processes to maximize capacity by using the strategic plan as a guide. It is managers and employees using it to improve daily work activities. City leaders receive regular performance reports on recent accomplishments, setbacks and obstacles, next steps and areas for adjustment or modification. Taking the trip is an ongoing process if the City is to be successful.

STEP 9: ACHIEVING A MILESTONE AND CELEBRATING

When we have achieved major milestones on our trip or successfully completed activities, we pause and take time to toast and celebrate our success. City leaders and managers need to make the time to recognize the contributions of others who have contributed to the success and to share with residents how the successes have added value to their lives – great convenience, enrichment of lives, protection of property values and neighborhoods. A celebration of the success is a memorable event focusing what we have achieved as a City and energizes us for the next step in our journey to the future.

STEP 10: PREPARING FOR DAY TWO

At the end of the day, we review the past day, look at our map and route, and prepare for the next day. For counties, an annual strategic planning workshop updates the strategic plan and develops a new work plan for the next year. It is time to prepare a performance report for residents and the community, to discuss individual ideas about the next five years and specifically ideas for actions during the next year, to refine the goals, to have strategic discussions about critical issues and opportunities, and to prepare the work plans for the next year. We continue to connect the "Dots".

IMPORTANCE OF STRATEGIC PLANNING

The importance in institutionalizing a strategic planning process for counties can be found in the following:

1. Clear direction and performance standards for managers and employees: they know where we are going and what is expected of them.
2. Financial institutions and bond rating agencies having confidence in the City leadership and decision-making: bond rating, willingness to loan money
3. Economic expansion and businesses having confidence in the City's future and as a reliable economic partner: willingness to invest in the City

4. Community organizations having confidence in the City's direction: opportunities to partner with the City: contributing to the community
5. Citizens having confidence in their City leaders and government's ability to deliver on their promises, respond to changing needs, add value in their daily lives

KEYS TO A SUCCESSFUL TRIP/JOURNEY

City leaders can take the City to the future by demonstrating the following:

- 1) DISCIPLINE to follow and use the strategic planning process in light of pressure to go a different direction
- 2) ADVOCACY to be a cheerleader for the vision and goals, project optimism about the future, get residents excited about the City's future
- 3) RESPONSIBLE CHOICES to make timely decision based upon the vision, goals, plan and the best available data
- 4) ACCOUNTABILITY to take responsibility for actions and results

City leaders who connect the " Dots" create a better future guided by their vision and goals while others will be guided by political pressure and the moment.

STRATEGIC FRAMEWORK

VISION 2033

“Desired Destination for City of Fort Pierce”

PLAN 2023

“Map to City of Fort Pierce’s Destination”

EXECUTION

“Route for Next Year”

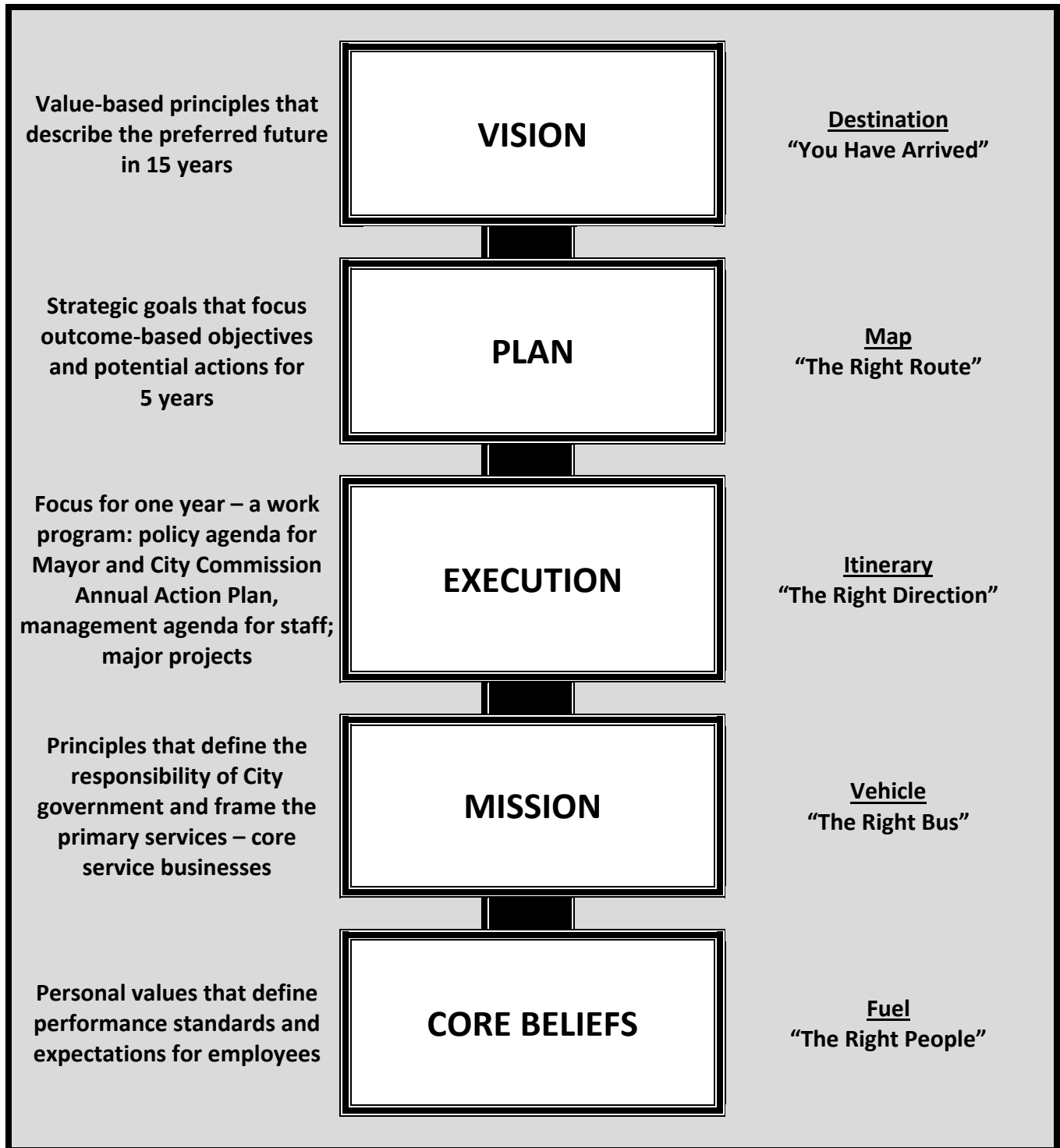
MISSION

“Responsibilities of Fort Pierce’s City Government”

BELIEFS

***“How Fort Pierce’s
Government Should Operate”***

STRATEGIC PLANNING MODEL



Formulas for Strategic Planning

P ≠ F
Past ≠ Future

FOCUS ON THE FUTURE

W₁ + W₂ = 0
Why + What If = Lead to Nothing

FOCUS ON WHAT → HOW

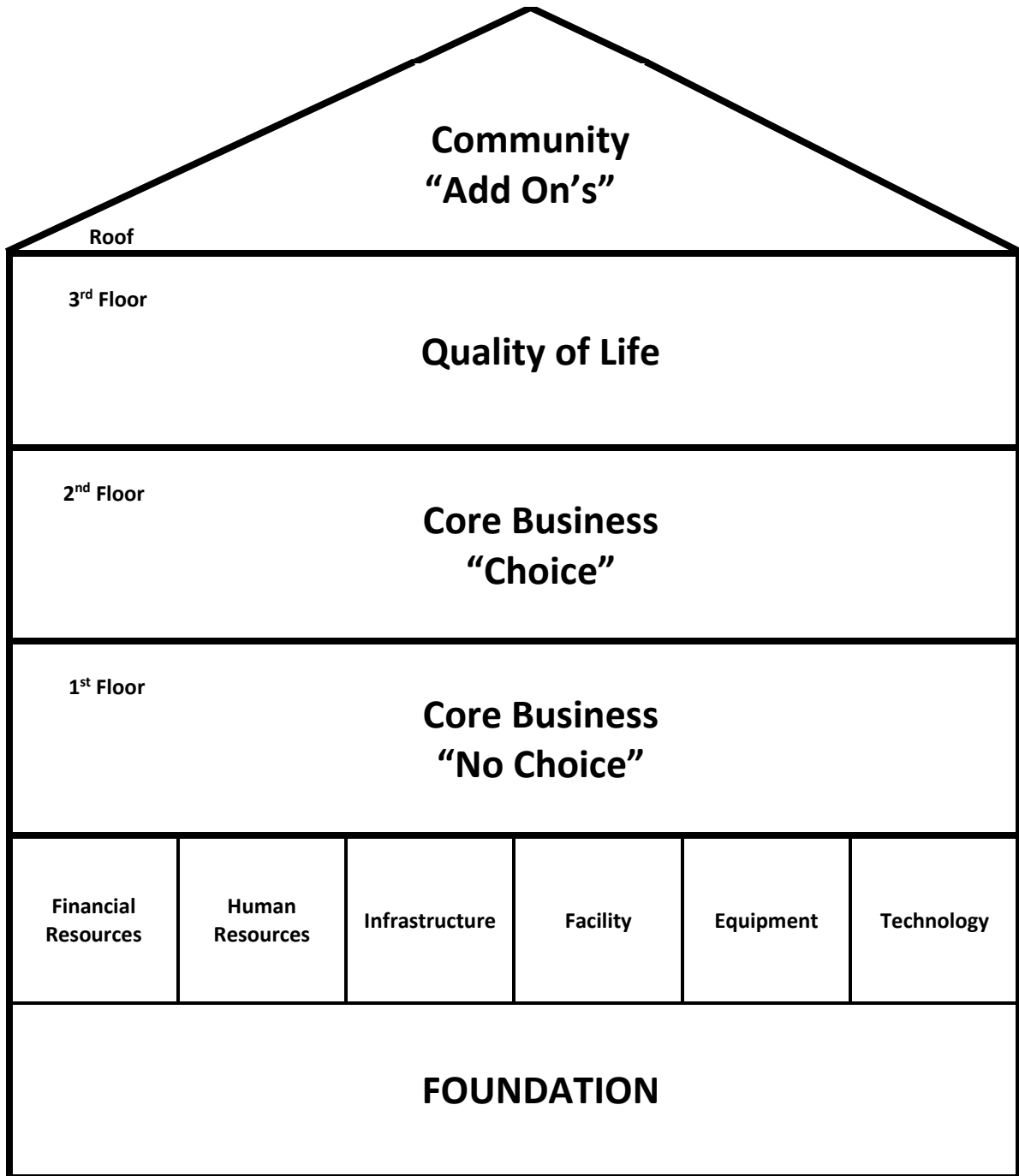
S = R - E
Satisfaction = Reality Compared To Expectation

BUILD MOMENTUM THROUGH LITTLE SUCCESSES

MR = R a₁ F₁
Maximum Result = Ready Aim Fire
a₂ F₂
...
Aim <evaluate> Fire
Aim Fire

HAVE AN END IN MIND – TAKE DECISIVE ACTION

City: Service Responsibilities



City Service Hierarchy House Model

FOUNDATION

"INVISIBLE" FROM VIEW, BUT NECESSARY FOR THE DELIVERY OF CITY SERVICES

1st FLOOR - NO CHOICE

SERVICES REQUIRED BY STATE OR FEDERAL LAWS; IF NO COMPLIANCE, PEOPLE GO JAIL, FINES ARE LEVIED

2nd FLOOR - CHOICE FOR DAILY LIFE

SERVICES NECESSARY FOR LIVING IN A MODERN COMMUNITY

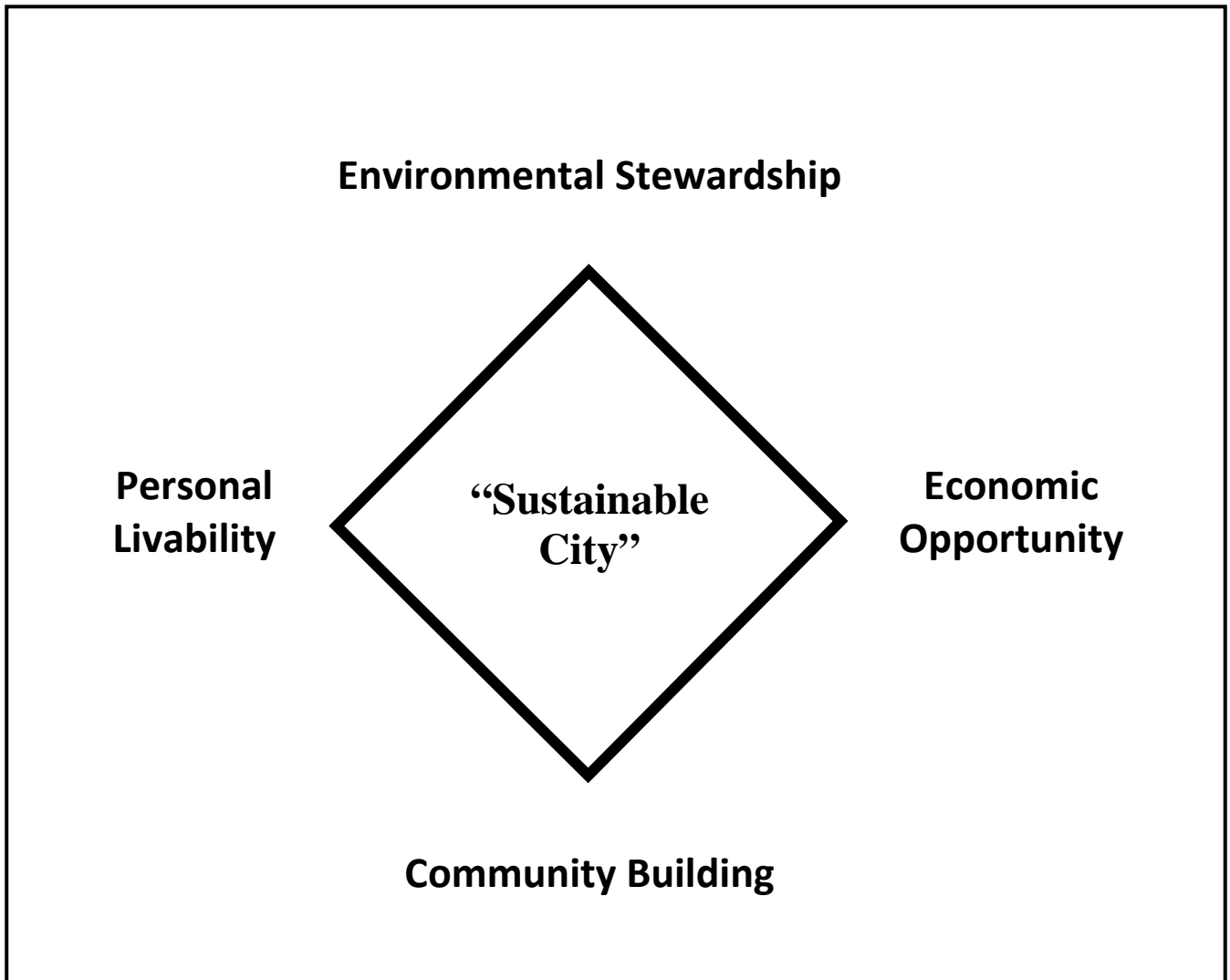
3rd FLOOR - QUALITY OF LIVING

SERVICES THAT MAKE THE COMMUNITY A DESIRABLE PLACE TO LIVE AND DISTINGUISH IT FROM OTHERS

ROOF - COMMUNITY ADD ON

SERVICES THAT ADD FURTHER VALUE TO THE RESIDENTS' LIVES

Sustainable Community



A Sustainable Community is a Balance of Four Components

Personal Livability

- Feeling safe
- Quality schools and educational programs for lifelong learning
- Quality medical services and personal wellness opportunities
- Neighborhoods with a ranges of housing opportunities
- Easy mobility within the City and to/from outside
- Reliable utility services: water, sewer, telecommunications
- Timely response to an emergency call for service

Environmental Stewardship

- Preservation of the City's natural resources
- Conservation of water
- Effective stormwater management system
- Recycling for residents and businesses
- Reducing the City's and community's carbon footprint
- Use of alternative energy sources

Economic Opportunities

- Creating a positive environment that supports private investments and entrepreneurship
- Retaining and growing current businesses
- Workforce trained for 21st century jobs
- Opportunities for higher education and job training
- Developing public-private relationships with a return on the investment
- Attracting businesses targeted for the community

Community Building

- Partnering with community based organizations
- Strong community events with active participation that bring neighbors together
- Community gathering places where residents go to enjoy
- Residents positively engaged in the City's governance processes
- Proactive communications about the City and the community
- Residents volunteering and contributing to the community
- Celebrating the community's history and heritage

SECTION 3

STRATEGIC PLANNING DOCUMENTS FOR CITY OF FORT PIERCE

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

**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>
<ul style="list-style-type: none"> • Issues • Process • Size of Committee • Timing 	<ol style="list-style-type: none"> 1. Identify key topics/charge 2. Commission Decision: Establish Charter Review Committee 3. Commission Decision: Appointment 4. Committee Complete Review and Recommendations 5. Conference: Presentation of Charter/City Code 	<p>5/17</p> <p>6/17</p> <p>7/17</p> <p>2/18</p> <p>4/18</p>

Responsibility: City Attorney

ACTION: BOARDS/COMMITTEES REVISION

PRIORITY
<i>Policy – High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Term Limits • Number of Boards/Committees • Residency • Appointment • Attendance • Size: Members • Legal Representation 	<ol style="list-style-type: none"> 1. Prepare draft with options 2. Conference: Presentation/Discussion 3. Commission Decision: Ordinances 	<p>3/17</p> <p>3/17</p> <p>5/17 – 8/17</p>

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>• Relocation</td> <td>1. Complete feasibility study</td> <td>5/17</td> </tr> <tr> <td>• Regional Plant</td> <td>2. Conference</td> <td>7/17</td> </tr> <tr> <td>• Third Party</td> <td>3. Commission Decision</td> <td>8/17</td> </tr> </tbody> </table>	<u>Activities/Milestones</u>	<u>Time</u>	• Relocation	1. Complete feasibility study	5/17	• Regional Plant	2. Conference	7/17	• Third Party	3. Commission Decision	8/17
<u>Activities/Milestones</u>	<u>Time</u>											
• Relocation	1. Complete feasibility study	5/17										
• Regional Plant	2. Conference	7/17										
• Third Party	3. Commission Decision	8/17										
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>
• Social Media Policy	1. Review draft policy	3/17
• Texting Policy	2. Outside Attorney	5/17
• Video Policy	3. Commission Decision: Policy Adoption	7/17
• Access Control Policy		
• Sexual Harassment/LGBT Policy		
• Drug Policy		
• Non Smoking Facility/Outside Policy		
• Electronic Communications Policy		

Responsibility: Information Technology/Human Resources

**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>
	1. Complete additional training	9/17
	2. Complete document destruction	Ongoing

Responsibility: City Clerk

ACTION: TELEVISION CHANNEL EFFECTIVENESS PLAN

PRIORITY
<i>Mgmt – High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Type of Program • JD Program • Sponsorship • Equipment Upgrade • Quality of Program • Program Schedule 	<ol style="list-style-type: none"> 1. Complete draft plan 2. City Manager: Decision 	<p>6/17 6/17</p>

Responsibility: Information Technology/City Clerk

ACTION: CITY OWNED PROPERTY

PRIORITY
<i>Mgmt – High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Surplus Designation • Use of Sale 	<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 	<p>6/17 7/17 7/17 9/17 10/17</p>

Responsibility: City Manager

ACTION: FINANCIAL POLICIES COMPREHENSIVE REVIEW

PRIORITY
<i>Mgmt – High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Investment • Debt • Reserve: Annual 1% 	<ol style="list-style-type: none"> 1. Revise policy framework 2. Budget Workshop: Presentation of Policies 3. Commission: Decision 	<p>6/17 7/17 9/17</p>

Responsibility: Finance

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

ACTION: VENDOR ORDINANCE: REVISION		PRIORITY
		<i>Mgmt</i>
<p><u>Key Issues</u></p>	<p><u>Activities/Milestones</u></p> <p style="text-align: center;">[COMPLETED]</p>	<p><u>Time</u></p>
Responsibility: N/A		

<p>► Management in Progress 2017</p> <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) 	<table border="1" style="width: 100%;"> <tr> <th style="text-align: center;">Time</th> </tr> <tr> <td style="text-align: center;">Completed</td> </tr> <tr> <td style="text-align: center;">Completed</td> </tr> <tr> <td style="text-align: center;">Completed</td> </tr> <tr> <td style="text-align: center;">Completed</td> </tr> <tr> <td style="text-align: center;">2/17</td> </tr> <tr> <td style="text-align: center;">3/17</td> </tr> <tr> <td style="text-align: center;">4/17</td> </tr> <tr> <td style="text-align: center;">4/17</td> </tr> <tr> <td style="text-align: center;">5/17</td> </tr> <tr> <td style="text-align: center;">6/17</td> </tr> </table>	Time	Completed	Completed	Completed	Completed	2/17	3/17	4/17	4/17	5/17	6/17
Time												
Completed												
Completed												
Completed												
Completed												
2/17												
3/17												
4/17												
4/17												
5/17												
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

Policy – Top

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

Policy – High

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>

<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>

Responsibility: Planning/City Manager

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>

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>
Responsibility: Code Enforcement		

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>
Responsibility: Police		

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>
Responsibility: Police		

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>

Key Issues

- Building Height

Activities/Milestones

1. Review overlay requirement
2. Develop report with options
3. Planning Board: Review
4. Commission Decision: Adoption

Time

- 7/17
8/17
9/17
10/17

Responsibility: Planning

► **Management in Progress 2017**

1. Sunrise Theater New Corporate Partnerships

Time
11/18

► **Major Projects 2017**

1. Sunrise Theater Improvements
 - Chiller
 - Ticketing

Time
5/17 6/17

GOAL 4 COMMUNITY UNITY AND PRIDE

ACTION: COMMUNITY UNITY STRATEGY AND ACTION PLAN

PRIORITY
<i>Policy</i>

Key Issues

Activities/Milestones

Time

- | | | |
|--|--|---------|
| | 1. Plan event to showcase police and community partners | 5/17 |
| | 2. Conduct “Unity in Community” | 6/17 |
| | 3. Develop public education of Police body cameras | |
| | 4. Conduct Community Meeting Arts, Culture, Recreation and Education | 9/17 |
| | 5. Continue community based theater program | Ongoing |

Responsibility: Police

ACTION: SCHOOL ENHANCEMENT STRATEGY

PRIORITY
<i>Policy</i>

Key Issues

Activities/Milestones

Time

- | | | |
|---|---------------------------------------|---------|
| <ul style="list-style-type: none"> • Funding • Grants for SRO | 1. Identify potential funding for SRO | Ongoing |
|---|---------------------------------------|---------|

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>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
Mgmt – Top

Key Issues

- Funding
- Contract
- Timing
- State Requirements

Activities/Milestones

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

Time

- 5/17
7/17
9/17

Responsibility: Planning

ACTION: OHIO AVENUE AND U.S. 1 SIGNALIZATION UPGRADE

PRIORITY
Mgmt – Top

Key Issues

- FDOT Funding
- Developer Funding
- Alignment Project (City)
- Signalization (FDOT)

Activities/Milestones

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

Time

- 6/17
7/17
9/17

Responsibility: Engineering

► **Management in Progress 2017**

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

TIME
Completed
12/17
12/17
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

Policy – Top

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

Policy – High

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

SECTION 4

PERFORMANCE REPORT 2017 FOR CITY OF FORT PIERCE

[UPDATED: 2/12/18]

Importance of the Performance Report

BOTTOM-LINE: Leaders being accountable for their decisions and actions

1. LEADERSHIP WITH INTENTIONS

- Acting with a sense of purpose and direction
- Defining a vision, setting goals, using them to guide decisions
- Establishing criteria to judge success
- Demonstrating an institutionalized strategic planning process
- Instilling confidence in financial institutions, customers

2. CONNECTION WITH CUSTOMER'S LIVES

- Providing services that add MEANS to the customers' lives
- Linking decisions and actions to improved services
- Linking decisions and actions to lower cost of service delivery
- Demonstrating the personal relevance of decisions and actions

3. CAPTURE OTHERS' ATTENTION

- Telling a story with a message
- Painting a picture
- Getting others to see it, to feel it
- Distinctive separating from the barrage of information

4. CELEBRATE - CREATE A MEMORY

- Developing a celebration that is unique-a standout experience
- Giving others a memento representing the success
- Saying "Thank You" to contributors to the success
- Demonstrating the significance of the achievement

5. PERSONAL CONTACT WITH A TAILORED MESSAGE

- Developing a message based upon the audience
- Making a few relevant points
- Reaching out to a variety of groups
- Delivering the message personally by you as a leader

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

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: *Permitting*

HIGH PRIORITY

- ★ Charter/City Code Review
- ✓ → Peacock Arts District *Revitalization Plan*
- ✓ → 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 : *Funding*
- ★ Citywide Record Retention, Storage and Destruction Program Development
- ✓ → Ohio Avenue and U.S. 1 Signalization Upgrade : *Engineering Design, Funding*

HIGH PRIORITY

- ★ Television Channel Effectiveness Plan
 - ★ → City Owned Property : *sale of High Value 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 (3/18)
- ★ 24. Website: "Bid Awards", "Purchasing Procedures" (2/18)
- ✓ → 25. RcTrac Cloud: IHGC Funding (4/18)
- ★ 26. New Software for Retirement System
- ✓ → 27. Paperless Payroll Process: Electronic Stubs and Forms
- ★ 28. Animal Control Module *Software*
- ✓ 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 *City Hall (3/18)*
- ★ 13. Restrooms *Downtown 4/18*
- 14. 17th Street Reconstruction: Funding (Orange Avenue to Avenue "D") : *Funding*
- ★ → 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 *(4/18)*
- ✓ → 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

City Successes for 2017

Mayor and City Commission Perspective

1. Golf Course: New Pro, Hired Maintenance Company, Increased Marketing, *Increasing Number of Round, Positive feedback from Community, Customer Service, Course Condition*
2. New Inhouse City Attorney: Hired, Responsive to Mayor and Commission, Collaboration with City Staff
3. See-Click-Fix Program Implementation: *Resident Use; Follow Through, Increased Communication, Greater Transparency, Elected Official - Communications*
4. Mayor-Commission Teamwork and Leadership: High Level of Trust, Civility . *Understanding the Challenge*
5. Changing the City Organization Culture: Responsive, Responsible/Accountable, Teamwork, Results Oriented, *Trusted by Mayor and City Commission*
6. Building/Permitting Process Streamlined: *Better Reporting, Departments Working Together, Positive Department Changes, Contractors Positive Feedback*
7. Relationship with St. Lucie County: *Leadership in City-County - Managers through Department Head and Recovery Matthew/*
8. Preparation Response to Hurricane Irma: Communications with the Community, *Flood Event - Cooperation with Residents, Responsive Property, Neighborhoods Working Together - Organized with the City, Community Assessment Process*
9. Rebuilding the Police Department - Community Policing: *Re Branding, Community Presence - Meeting Residents, Crime ↓ 9%*
10. City Marketing Activities: *Department Participation, Internal Perception, Annual Reports, Facebook - 22,000+, Celebrations Event*
11. Marina Development: *Financial Condition, Public Usage, Improvement Project, High Demand, Lawsuit on Taxation, Islands Work!*
12. Port Development: Mega Yachts, Dredging, Sea Wall ; *Collaboration with St Lucie County, Land Acquisition of Critical Parcel*

13. New Business Development: Plasma Business, Farm-to-Table Restaurant, Steak House, Aldi's, Wawa, Concerte^{re} Cast Poles, Chick-fil-A, **Domestic Manufacturing**

Starbucks, Starfish Brewery, Second Street Bistro, Hard Cider, Boat Building Business -

14. Peacock Arts District: **Anytime Fitness, Planter**
Painted by Local Artists, Galleries with Local Artists,
Banners, Parking Reduction Plan

Expansion, Woodwork Cabinets

15. FPUA-City Relationship

16. Clean and Safe Initiative: \$1 per month; Structures Demolition, Lot Clearing, **Major Contribution to Neighborhood, Clear Boarding Approved,**

17. Community Engagement: Website Enhanced. Expanded Television Programming,

Expanded Presence on Social Media, **Department Outreach to Community, Outreach to Youth, "Telling Our Story",**

18. Community Events: **Job Fair (110 vendors - residents hired); Epic Impact - Community Talent and Recognition for Community, Best Athletes Celebration, History Festival; Praise in Park - Varied lectures; Restoring the Village Events -**

19. Single Family Homes (2,500 for 5 years)

Volunteers in Community Improvement; Unity in Community Event - Attendance Health, Dance Contest

**City of Fort Pierce
Other City Successes 2017**

**Departmental Successes
City of Fort Pierce
2017**

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: City Attorney's Office

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Completed transition from private law firm to in house legal counsel.

Impacts: More efficient use of City resources.

Special Magistrate : Restructured

Work with FPVA

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: Building

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.



Success: Hiring and cross training qualified personnel; ongoing acquisition of certifications by staff.

Impacts: Enables the department to provide public service with knowledgeable, certified staff.

Success: Purchase of Project Dox software.

Impacts: Will increase the efficiency of plan review and permit processing.

Success: Efficient emergency response and cooperation with neighboring jurisdictions.

Impacts: Worked successfully with St. Lucie County EOC to provide thorough safety and damage assessment after Hurricane Irma.



Success: Assisted with restoration projects of flood-damaged properties such as the Orange Blossom Business Center and Sabal Chase Apartments.

Impacts: Helps property owners restore their homes and businesses while complying with Federal, State, and local regulations.



Success: Temporary Use Agreements – Worked with businesses to facilitate and expedite occupancy. Some examples are: Causeway Cove Marina; Sailfish Brewery; House of Believers Mosque; Radical Cosmetics, etc.

Impacts: Increases economic productivity; good for City's "business-friendly reputation."

Improving relationships

Success: 225 plan/permit research requests completed in 2017.

Impacts: Assists the public with plans and documents for their construction projects.

Success: 29 Completed Certificates of Occupancy in 2017 for new structures.

Impacts: Beneficial to the City's economic development and success.

Success: 735 open/expired permit searches completed in 2017.

Impacts: Assists the public with project historical information.

Success: Partnering with local agencies such as St. Lucie Fire District, St. Lucie County Building Department and Fort Pierce Utilities Authority.

Impacts: Expedites permitting process, as well as conflict resolution.

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: City Clerk

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: City-wide record retention, storage and destruction program was implemented.

Impacts: Allows for control of the location and retrieval of records and storage limitations.

Success: Adopt revisions to the current vendor ordinances.

Impacts: Rule revisions allowed for greater success and understanding for vendors.

* **Success:** Expanded use of opti-view for all contracts, interlocal agreements and leases.

Impacts: Allows for much easier access to documents and allows other departments to perform their own research and document retrieval.

Success: Deputy City Clerk achieved her Florida Business Tax Official Certification.

Impacts: Adds credibility, knowledge and expertise in the issuance of BTRs.

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: Community Response / Code Enforcement & Animal Control

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Hired part-time Parking Enforcement Officer / Code Enforcement Officer

Impacts: Made a positive impact on parking downtown, especially during this past holiday season when hours were increased to four 6-hour days done randomly in the week. This officer is also responsible for addressing past due Business Tax Receipts and the enforcement of this matter is much more streamlined and effective than when it was distributed to multiple code officers.

Success: Hired a part-time Alarm Administrator / Administrative Assistant

Impacts: The enforcement of the False Alarm Ordinance was initiated in June 2017 and the income generated in the first six months far exceeded our estimated figures. It is the hope that through enforcement, the number of false alarms will be reduced but we cannot yet provide quantitative data until there is more data collected. With the addition of an Administrative Assistant, the department's now has the trained personnel to provide redundancy to our Executive Assistant.

Success: Adoption of Condemnation Rules of Procedure

Impacts: With a written set of procedures that have been adopted by the City Commission, the procedures the City follows to initiate and administer the condemnation and demolition or rehabilitation of structures is clearly identified and readily provided to the residents so they understand the process.

Success: Adoption of the Clean & Safe Initiative (CSI)

Impacts: CSI has provided an alternate funding source for the department to address the backlog of properties needing to be condemned and demolished as well as address nuisance abatement issues and boarding structures. This program is in its infancy and the first condemnations will be scheduled before the City Commission in February.

Success: Adopting Clear Boarding as an alternative to boarding structures

Impacts: The positive impact of utilizing clear polycarbonate to secure vacant structures has already been experienced in many cities throughout the country and is utilized by Fannie Mae and Freddie Mac. Our first structures to be secured utilizing the clear boarding is scheduled for February.



Success: Adopting Anti-Tethering Ordinance

Impacts: While not all the residents have fully embraced this new ordinance, it will ultimately provide a benefit to the community as a whole. The keeping of dogs on tethers or chains is considered by many as a form of abuse and eliminating that type of behavior will paint the city in a very positive light as well as provide a great benefit to the animals in our care.



Success: Adopting TNR program

Impacts: As of this moment, 241 cats have been sterilized and released back to their outdoor environments. 129 were females. With an average of 12 kittens per female per year, that is 1,548 kittens that will not be born this year.

Success: Allowing backyard chickens

Impacts: This ordinance amendment is still quite new and just gaining traction. We do have a few approved chicken coops but we need to continue to spread the word about the new rules.

Success: Promotion of a Senior Code Enforcement Officer

Impacts: Assist the Code Compliance Manager with supervision of the Community Response Department. Provides redundancy to offer seamless consistency to the staff and the public.

Success: Re-write Sign Ordinance

Impacts: Now in compliance with the “no content based” regulations. Also provided new benefits to the public such as allowing “A-frame” signs in front of businesses and allowing a special event signs, which for a fee, allows a special event to place up to 75 signs in the ROW for up to 21 days.

*

Success: Hired new Animal Control Officer when previous officer retired

Impacts: The new ACO came fully certified, which saved money and time for training. He is very eager and provides a welcome relief to a Division that is seriously understaffed and overworked.

Success: New tablets deployed to all officers

Impacts: Allows officers (both CE and AC) to be more productive in the field.

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: Engineering

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

* **Success:** **2017 Resurfacing Program** – Provided project management for the resurfacing of 1.78 miles of streets

Impacts: The 2017 Resurfacing Program provided structural integrity and a safe, comfortable riding surface at an economical price

* **Success:** **13th Street Reconstruction** (Moore's Creek to Avenue E) – Completion of the total reconstruction project consisting of new drainage infrastructure, utility rehabilitation, curb/gutter, sidewalks and paving

Impacts: This project was completed by combining several funding sources to reconstruct a section of roadway that was beyond resurfacing

* **Success:** **Revamping of 5-Year CIP** – Restyling of the City's capital improvement project list, adding specific project information, locations and photos. The entire document has been set-up to view on-line

Impacts: The 2016-2021 CIP was reformatted to be viewed on-line with all information easily assessable, *City Commission Adopted*

* **Success:** **NPDES (MS4) Permit Renewal and Audit** – The City of Fort Pierce has completed its FDEP audit report and renewal application for the mandated stormwater program. The City was commended for its excellent work to ensure water quality

Impacts: The City's stormwater program implements the necessary strategies to help protect and improve water quality throughout the city and surrounding receiving waters

Success: **Marina Maintenance Dredging** – Securing permits necessary for the continued maintenance dredging of the marina entrance channel and interior basin. Development of bid documents necessary to secure contractor for an as needed multi-year dredging program

Impacts: The maintenance-dredging permit will enable a faster response time to address dredging needs. Approval was also secured to utilize dredged material to re-nourish material lost from the storm protection islands which occurred during Hurricane Irma

Success: **Ohio Avenue @ US 1 Intersection Re-alignment** – Development plans and permitting approval for the re-construction of the intersection

Impacts: This project provides safety, drainage and aesthetic improvements to a high volume intersection

Success: **Moore's Creek Seawall Replacement** – Design/Build replacement of failing seawall along drainage outfall flowing to the Indian River

Impacts: Project completed ahead of schedule and under budget preserving integrity of uplands and protecting a major drainage outfall

Success: **Melody Lane Parking Area Rehabilitation** – A joint funding project with St. Lucie County for drainage, paving and landscaping improvements

Impacts: The improvements provide a well-drained, resurfaced area for the heavily used parking area utilized by St. Andrew's School, St. Lucie County Court System and fishermen

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: Finance Department; Finance, Purchasing, & Grant Administration

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Paperless payroll checks – 100% of employees paid via direct deposit

Impacts: Saved money and staff time



Success: Updated City's Financial Policies & Procedures

Impacts: Help employees understand processes

Success: Received GFOA Award of Excellence for Financial Reporting for 28th Year

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



Success: Streamlined the distribution of formal solicitations documents/information via the City Website.

Impacts: An additional option for the public /interested bidders to receive bid notifications, retrieve solicitation documents and learn the status of solicitations. Which also, decrease number of phones calls while increasing the satisfaction level with the ease of retrieving the information.

Success: Coordinated with Code Department to award two small local businesses Annual Contracts for Lot Clearing & Nuisance Abatement services.

Impacts: Allow local (small) contractors the opportunity to do business with the City of Fort Pierce thereby increasing the participation level within our local boundaries.

Success: State Housing Initiatives Partnership (SHIP) Program:

Impacts: Provided 6 new income qualified home buyers down payment and closing cost assistance
Completed 3 home rehabilitations for income qualified homeowners

Success: Weatherization Program - Collaboration with Fort Pierce Utilities Authority

Impacts: Completed 27 home rehabilitations to income-qualified homeowners

Success: World Changers / Paint Our Town Program

Impacts: Completed 19 Home Rehabilitations for income-qualified homeowners

Success: Small Business Development

Impacts: Held 4 Small Business Educational Workshops in collaboration with the Service Corps of Retired Executives (SCORE)
Provided 28 grants to small businesses participating in educational workshops for advertising, signage, equipment purchases, etc.

* **Success:** 3rd Annual Summer Jam Summer Camp

Impacts: Collaborated with Treasure Coast Food Bank and utilized grant award from Children's Services Council of St. Lucie County to provided free 8-week Summer Jam Summer Camp for 50 youth from very low-income neighborhood. Created 7 summer jobs through this program.

Success: Collaborated with Indian River State College and Career Source Research Coast


Impacts: Promote free job training opportunities to families of Summer Jam camp attendees

* **Success:** Minority Business Expo

Impacts: Utilized Visit Florida grant to provide Minority Business Expo for minority businesses across the Treasure Coast

* **Success:** Held 2nd Annual City of Fort Pierce Job Fair

Impacts: More than 60 employers participated with 600+ Job Seekers



Success: Provided the 2nd Annual Highwaymen Heritage Trail Art Show and Festival
Impacts: A creative place making and economic development project to spur cultural heritage tourism, investment and the creation of jobs in lower income neighborhood.

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: Indian Hills Golf Course

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: We finished the last quarter of 2017, up approximately 3,000 rounds over the same period last year.

Impacts: The financial impact was a gain of approximately \$25,000

Success: Changing the culture and reputation of the facility as a whole.

Impacts: Making people of all ages, abilities and backgrounds feel comfortable as our guests.

* **Success:** Improving the course condition and surrounding areas to provide a neat, tidy appearance.

Impacts: We've made the course more playable to all abilities and improved the pace of play to a normal and enjoyable level.

* **Success:** Providing a new membership category that will generate more repeat business.

Impacts: Rounds are up almost 3,600 rounds over last year during the same period.

Success: Our Thanksgiving Shoot Out event was almost 3 times the participation of previous years.

Impacts: We showcased the improvements to 114 players which has increased our positive word of mouth in the community.

Success: Adding an outside maintenance company (IGM) to maintain the golf course to a vastly improved level while saving taxpayer dollars.

Impacts: The improvement is immediate and noticeable by all of our guests.

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: Human Resources

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: BARGAINING CONTRACTS (3)

Impacts: Tightened up loopholes – improved relationships with bargaining units

* **Success:** INCREASED EMPLOYEE TRAINING – ½ SUCCESS

Impacts: Employees reported being more aware of employment responsibilities, relationships with co-workers and supervisors after trainings.

* **Success:** FASTER HIRING - BETTER CANDIDATES

Impacts: Immediate response when postings go up – more qualified candidates.

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: Information Technology

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Launched Fort Pierce Works

Impacts: This app serves to drive community communication and provide a work management system that bridges the gap between residents and their local governments to increase civic responsibility and improve citizen services.

* **Success:** FPTV policy & effectiveness plan.

Impacts: Creates groundwork for effective, innovative programming geared to highlight the City of Fort Pierce and all it has to offer. *More content from Departments*

Success: Onboarding of network managed services provider.

Impacts: Provides workforce to improve our enterprise network and connectivity which will have a direct impact of current and future service offerings to our staff and citizens.

Success: Infrastructure improvements (Phase I Wiring)

Impacts: (City Hall complete) High efficiency data throughput for future data intensive projects.

Success: Mobile workforce deployment

Impacts: Equips mobile workforce with devices designed to operate in harsh environments. Significant reduction in downtime, more efficient workflow.

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: City Marina

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.



Success: Increased the occupancy of the facility

Impacts: Increased revenue and boater visits to downtown Fort Pierce



Success: Maintain a high level of customer service

Impacts: Represents Fort Pierce area in a positive light: *Safe, enjoy self*

Success: Islands built – Preparation for Hurricane Irma

Impacts: Minimal damage to the facility, boats, personal property on site and downtown waterfront.

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: Planning

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Readied 1401 N 2nd Street for market and sold

Impacts: Job creation, restored property to tax roll

* **Success:** Held a Medical Marijuana Workshop for Commission and Community

Impacts: Educated about newly adopted state rules

Success: Established the target areas for the ISBA annexation through a series of Conference Agenda Workshop/Maps.

Impacts: Setting future boundaries for city

Success: Acquired 301 S. Ocean Drive

Impacts: Future parking expansion for South Hutchinson Island businesses

Success: TWO properties received Local Historic Designation (first in nearly 10 years!)

Impacts: Reinvestment by the private sector, and recognition of historic past

* **Success:** Coordinated a workshop on Quasi Judicial procedures for making sound land use decisions.

Impacts: Better land use decisions by the City Commission

Success: Established Boundaries for Peacock Community Arts District

Impacts: Private Sector investment

Success: Renamed Avenue A/Marina Way

Impacts: Community Pride

Success: Successfully completed a tax credit application and received tax credits

Impacts: Fiscal

* **Success:** 14% increase in development applications over prior fiscal year (286 received and processed versus 251).

Impacts: Recovering private sector

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: Police Department

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Instituted body cameras and conducted training for the entire Department. We also had 3 community meetings to discuss the cameras.

Impacts: We are the only agency in the United States and Internationally with the automatic holster technology our body worn cameras provide. We are also the only agency in St. Lucie County with fully operational body worn cameras and one of only two agencies on the entire Treasure Coast to adopt the use of Body Worn Cameras by the entire department.

Success: We hosted a nationally recognized non-escalation / de-escalation train the trainers course at the Fort Pierce Police Department

Impacts: Five of our employees were certified as Non-escalation / De-escalation Train-the-Trainers. Once these certifications were obtained, these new Trainers provided Non-escalation / De-escalation training to all sworn personnel. The local media highlighted the hosting the training and for training the entire department.

Success: The police department hosted Active Shooter Train-the-Trainer's course, which was designed for the civilian and how to prepare and response to an active shooter event. This class attracts individuals from our international community.

Impacts: The police department has conducted multiple community workshops and programs instructing civilians on how to response to an active shooter scenario.

Success: The Fort Pierce Police Department conducted implicit biased training for all department personnel.

Impacts: The police department partnered with FPPD ambassadors to conduct Implicit Biased training. This training involved a joint effort between law enforcement and citizens, which strengthened the relationship between the police department and our community.

The police department partnered with our ambassadors to conduct Implicit Biased training. This training involved a joint effort between law enforcement and citizens, which strengthened the relationship between the police department and our community.

Success: The Fort Pierce Police Department conducted use of force training modeled after the Federal Law Enforcement Training Center's curriculum.

Impacts: Officers became more aware of use of force issues and practices.

Success: The Fort Pierce Police Department conducted use of force training for various citizen groups in the City of Fort Pierce.

Impacts: This training provided our citizens with a realistic perspective of the training that our officers are required to attend. After citizens completed their training, they experienced the same Use of Force/Shoot Don't Shoot scenarios. This gave our citizens a better understanding and perspective of what officers are faced with, which helped to foster a better understanding and built better relationships between the community and police department.

Success: The police department purchased the Milo System, an interactive training simulator.

Impacts: The Milo that is a great resource, providing quality, realistic scenarios enhancing the training our officers experience. It assists officers in utilizing tactical decision-making and de-escalation tactics.

Success: The police department conducted department wide cultural diversity training specifically designed for our Islamic Community.

Impacts: Officers became more knowledgeable in cultural aspects of our growing Islamic Community.

Success: **Front Porch Roll Call** - FPPD is taking our community policing efforts out of the police building. At front porch roll calls, officers meet at a citizen's house, a business or in a public area and interact with the citizens they serve while preparing for their upcoming shift. Upon a citizen's request, roll calls will be held at their house, storefront or homeowners association, or with any community group.

Impacts: FPPD conducted 685 Front Porch Roll Calls in 2017. This allows citizens the opportunity to meet the officers in their own neighborhood or business. The improved relationships lead to better relations with citizens.

* **Success:** Cook's Rule program – Designed to teach newer officers how to interact with people from diverse cultural backgrounds. After officers complete their training responding to calls with an FTO for several months, they are assigned to a senior police detective who specializes in human relations. Then, instead of responding to calls during this important training phase, the officer and detective go to each neighborhood knocking on doors and introducing themselves to residents, business owners and important institutions such as churches, schools and charitable agencies. They also receive a historic overview of the City.

Impacts: New officers learn the importance of knowing the history of the City and people throughout the community. In having a better understanding of people from every socio-economic status enhances the officer skills and improved community relations.

Success: In the year 2017, we have continued our involvement in several programs in the community and partnered with several organizations to try and enrich the lives of our citizens. One program in particular that has garnered increased success, our "Courageous Kids" program. This program involves bringing our youth and police together through sports, reading programs, mentorship and personal interactions.

Impacts: Programs like Courageous kids has positively altered the relationship between our youth and police. With every interaction, the community and police are creating a paradigm shift of cooperation, understanding and true community/police partnership.

* **Success:** Courageous Kids (CK) Summer Sailing Program – Last summer, FPPD sponsored 12 Courageous Kids in a 9-week sailing class run by the Treasure Coast Youth Sailing Foundation. The intent was not only to learn to sail, but to expose the kids to new places and experiences they had never seen and to teach them the value of the local natural environment.

Impacts: Very positive experience for the kids and FPPD staff who worked with them. When the kids see possibilities that await them, they are encouraged to make good choices. The department is looking for new experiences of all kinds to expose the children to.

Success: FPPD's social media outreach Facebook and Twitter reach is expanding, with an increase of 25% in new Facebook followers in 2017. This helped the department's messages reach more than **two million** people throughout the year. Twitter followers are up 31 in 2017.

Impacts: The growth in social media shows people want to be connected to FPPD. This provides great benefits when searching for missing persons and looking for information to solve crimes. Example: Officers were able to identify and arrest a suspect in a fatal hit and run because of messaging about the incident that was shared in social media and on traditional news.

Success: Three Community Forums – In the spring of 2017, Chief Hobbey-Burney and her Executive Staff conducted three separate community forums in three areas of the city, over three nights. The purpose was to let citizens know about the Fort Pierce Police Department's accomplishments and goals, including the new body-worn camera implementation and other programs.

Impacts: By going straight to local neighborhoods, the department was showing interest in the concerns people have affecting them directly. This was a chance for people to directly access the top levels of FPPD, and for the department to show that it is working constantly on improving the quality of life for residents in every part of the city.

Success: In the last two years (2016 and 2017), one of the priority issues facing the Fort Pierce Police Department was to address the crimes issues in our community. We committed our resources to specific operational investigations, proactive enforcement and community programs. We also solicited the community concerns regarding criminal activity. At the top of their list of concerns was violent crimes, gang activity and illicit narcotics (sales/delivery). We implemented strategic plans to increase specialize units and actively address these problems. In 2016, we saw the fruits from our labor, significant crime reduction. In 2017, we will see this trend continue with a two (2) year crime reduction of 32% -35% decrease.

Impacts: Since our efforts of decreasing the overall crime rate in Fort Pierce, we have witness violent crimes dramatically decrease, more community involvement and most important a safer city.

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: Public Works

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

* Success: Hurricane Irma debris recovery efforts
Impacts: Financially Sound City Providing Excellent Services

* Success: Multi-family recycling implemented
Impacts: Financially Sound City Providing Excellent Services

* Success: Peacock Arts District Decorative Pot Program (Keep Fort Pierce Beautiful)
Impacts: Community Unity and Pride

Success: Reduction in Solid Waste Customer Complaints
Impacts: Financially Sound City Providing Excellent Services

Success: Temporary Parking Solution on South Beach
Impacts: Safer and More Beautiful City

Success: Phase I Interior Renovations at the River Walk Center
Impacts: Increased capacity has created an increase in demand for utilization

Solid Waste Fee - Increased

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: Sunrise Theatre for the Performing Arts

Please list your department's most important achievements that were completed during FY 2017 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 experienced its 11th Season since reopening in January of 2006, and then was created as an enterprise fund for the City of Fort Pierce in July of 2007. The theatre continued to expand its reach and programming to new and different segments within our community and beyond. The Sunrise remained true to its mission, conceived by the City in 2007 which 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 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: The Sunrise Theatre, like all performing arts venues, is subject to the variety and availability of regional, national and international attractions and artists in any given year or time period. Attempts are made, and should ever-be, to also include local community groups and organizations to use the theatre within the operation whether it is self-initiated by the venue or such organizations and groups. This period saw a decline in the number of artists/attractions available to the operation; therefore ticket sales and attendance saw a decline as well. It is also typical that events are added throughout the season and this occurred on an as available basis. Overall, ticket sales showed disappointing on certain attractions that were expected to contribute a positive net effect to the bottom line but did not meet our expectations, hence a negative result relative to our projected budget.

Success: The Sunrise Theatre saw an increase in rental activity both in terms of promoter related events but especially in the theatre working with more community groups as a co-presenter. The diversity of such community related events and organizations were broad and many were first-time renters/partners with the theatre.

Impacts: While outright renting organizations can bring the theatre a positive bottom line (i.e. there is no financial "risk" per se to the Sunrise/City), many times the events that entail a local/community based organization (most being not-for-profit, 501 (c) 3's) may result in a net loss, but the great positive impact is that the events and programs of such nature bring new exposure and the opportunity of said community partners to showcase their purpose and meaning in the community.

Success: The Sunrise Theatre continued to play a major role on the economic impact of Historic Downtown Fort Pierce but also plays a role in the surrounding area of Greater Fort Pierce and St. Lucie County. A conservative estimate of the economic impact the theatre has, by industry standards based on our size of venue(s) and demographics, is approximately \$18-20 M.

Impacts: When the theatre is hosting a show where there are 800 or more attendees, the restaurants downtown are generally full, shops see additional business either in sales or exposure (albeit most of the retail shops are closed each evening), a plethora of businesses garner income from beauty shops, women's clothing stores, hair salons, gasoline sales, etc. Also, wages paid out to Sunrise theatre employees, contracted workers for the theatre and the increased staffs of the businesses downtown, local suppliers, equipment and sound and rental companies, etc. all contribute to such impact.

Success: Success continued in the presentation of the Missoula/Sunrise Theatre's Summer Theatre programs over the months of June, July and August with sold-out sessions for all 4 camps.

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, with no or little theatre experiences, learn to perform, 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 outside of any school/academic setting. Given the fact that most students, grades 1-12, have been denied access to the arts through no or little funding within the school curriculum due to cutbacks, this program exposes them to new opportunities.

Success: Our SchoolTime Performances program brings approximately 7500 students and teachers through our doors by offering them the opportunity to see six national and international attractions at no charge to the student and busing is underwritten by the Sunrise Theatre Foundation. These students come mostly from St. Lucie County but we host many students from Indian River, Martin and Okeechobee counties.

Impacts: Again, given the fact that most county school boards have eliminated funding for field trips for students where they were funded and offered in the past, the Sunrise Theatre/City/Foundation cooperative allows students access to performing arts experiences that they may never get during their formative years. Artists such The Russian National Ballet's performance of The Nutcracker, The Shanghai Acrobats of The Peoples Republic of China, Super Scientific Circus, Artrageous, to name a few.

Success: Coordination to support and work with the Sunrise Theatre Foundation and its members in assisting their operations with staff and volunteer resources. This would include attending their monthly board meetings, special events committee meetings, and actively contributing to assisting their fundraising programs and efforts.

Impacts: The Sunrise Theatre Foundation raised the most revenue to date primarily with their Second Annual Cattleman's Dance at Adams Ranch, the Foundation's signature event. The Foundation also started and actively promoted the "Buy A Brick" program which resulted in the first round of bricks purchased and placed on the sidewalk in front of the theatre. This will be an ongoing fundraising opportunity for the Foundation which in turn will help support their "missioned" programs relative to the theatre's operational expenses.

Success: This fiscal year brought the ability to begin, albeit in limited and for emergency reasons, to deal with a major capital expenditure in the purchase of a second chiller for the theatre that was not operational at all.

Impacts: While this acquisition allowed the venue to operate at full capacity with assurance of maintaining the HVAC systems, it did negatively impact our budget given the \$110K+ price tag.

SECTION 4

PERFORMANCE REPORT 2017 FOR CITY OF FORT PIERCE

Importance of the Performance Report

BOTTOM-LINE: Leaders being accountable for their decisions and actions

1. LEADERSHIP WITH INTENTIONS

- Acting with a sense of purpose and direction
- Defining a vision, setting goals, using them to guide decisions
- Establishing criteria to judge success
- Demonstrating an institutionalized strategic planning process
- Instilling confidence in financial institutions, customers

2. CONNECTION WITH CUSTOMER'S LIVES

- Providing services that add MEANS to the customers' lives
- Linking decisions and actions to improved services
- Linking decisions and actions to lower cost of service delivery
- Demonstrating the personal relevance of decisions and actions

3. CAPTURE OTHERS' ATTENTION

- Telling a story with a message
- Painting a picture
- Getting others to see it, to feel it
- Distinctive separating from the barrage of information

4. CELEBRATE - CREATE A MEMORY

- Developing a celebration that is unique-a standout experience
- Giving others a memento representing the success
- Saying "Thank You" to contributors to the success
- Demonstrating the significance of the achievement

5. PERSONAL CONTACT WITH A TAILORED MESSAGE

- Developing a message based upon the audience
- Making a few relevant points
- Reaching out to a variety of groups
- Delivering the message personally by you as a leader

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

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 City Successes for 2017 Mayor and City Commission Perspective

1. Golf Course: New Pro, Hired Maintenance Company, Increased Marketing
2. New Inhouse City Attorney: Hired, Responsive to Mayor and Commission, Collaboration with City Staff
3. See-Click-Fix Program Implementation
4. Mayor-Commission Teamwork and Leadership: High Level of Trust, Civility
5. Changing the City Organization Culture: Responsive, Responsible/Accountable, Teamwork, Results Oriented
6. Building/Permitting Process Streamlined:
7. Relationship with St. Lucie County
8. Preparation and Response to Hurricane Irma: Communications with the Community
9. Rebuilding the Police Department - Community Policing
10. City Marketing Activities
11. Marina Development
12. Port Development: Mega Yachts, Dredging, Sea Wall

13. New Business Development: Plasma Business, Farm-to-Table Restaurant, Steak House, Aldi's, Wawa, Concerte Cast Poles, Chick-fil-A

14. Peacock Arts District:

15. FPUA-City Relationship

16. Clean and Safe Initiative: \$1 per month; Structures Demolition, Lot Clearing

17. Community Engagement: Website Enhanced. Expanded Television Programming, Expanded Presence on Social Media

18. Community Events

GOAL 1	FINANCIALLY SOUND CITY PROVIDING EXCELLENT SERVICES
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ACHIEVEMENTS 2017	MEANS TO RESIDENTS
1.	+

GOAL 2	SAFER AND MORE BEAUTIFUL CITY
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ACHIEVEMENTS 2017	MEANS TO RESIDENTS
1.	+

GOAL 3	VIBRANT DOWNTOWN AND NEIGHBORHOODS
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ACHIEVEMENTS 2017	MEANS TO RESIDENTS
1.	+

GOAL 4	COMMUNITY UNITY AND PRIDE
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ACHIEVEMENTS 2017	MEANS TO RESIDENTS
1.	+

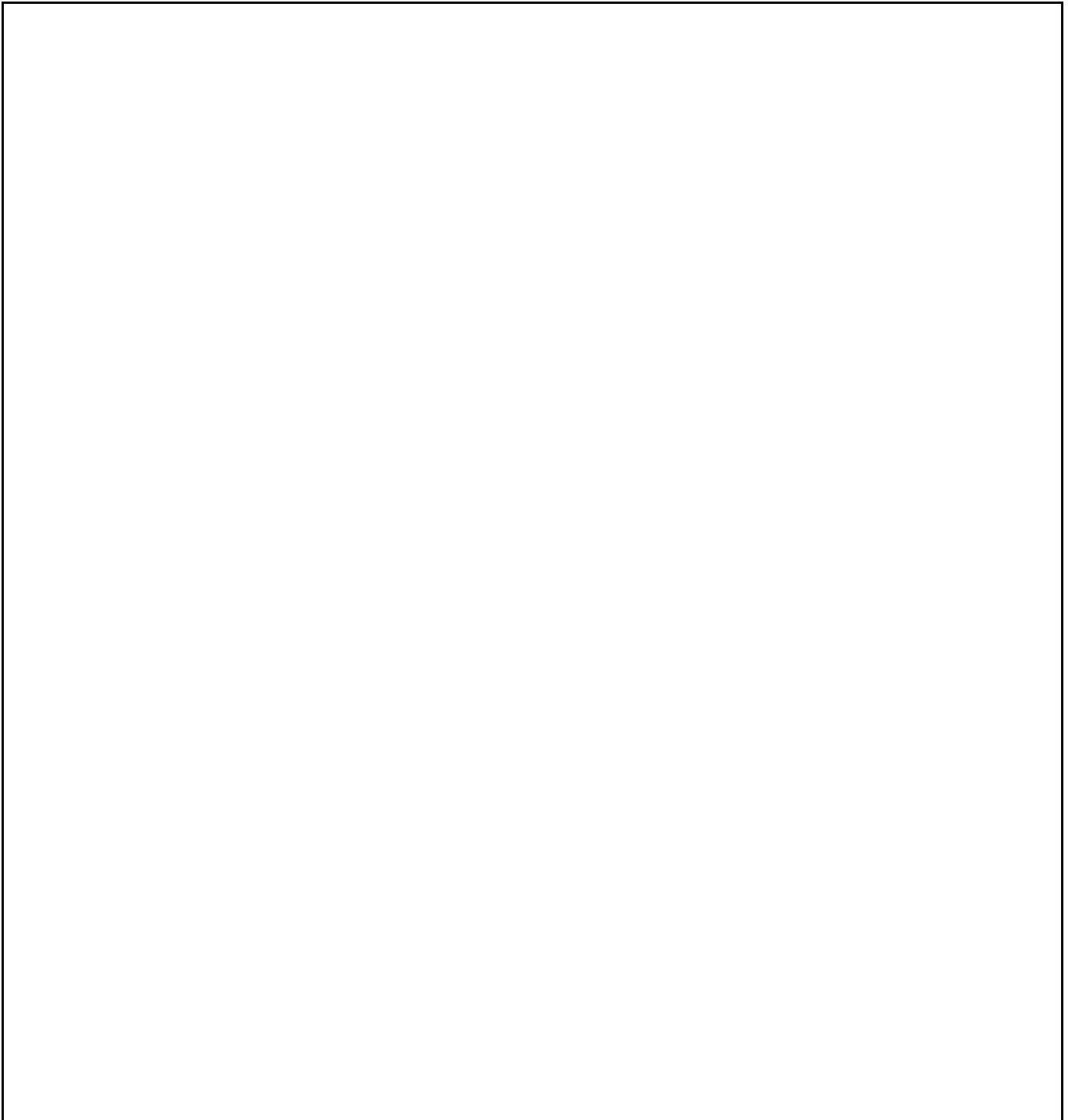
GOAL 5	GREAT PLACE TO LIVE, LEARN, WORK, AND PLAY
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ACHIEVEMENTS 2017	MEANS TO RESIDENTS
1.	+

GOAL 6	ALIVE WATERFRONTS
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ACHIEVEMENTS 2017	MEANS TO RESIDENTS
1.	+

**City of Fort Pierce
Other City Successes 2017**



**Departmental Successes
City of Fort Pierce
2017**

DEPARTMENTAL SUCCESSES FY 2017
Fort Pierce, Florida
February 2018

DEPARTMENT: City Attorney's Office

Please list your department's most important achievements that were completed during FY 2017 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Completed transition from private law firm to in house legal counsel.

Impacts: More efficient use of City resources.

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: Building

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Hiring and cross training qualified personnel; ongoing acquisition of certifications by staff.

Impacts: Enables the department to provide public service with knowledgeable, certified staff.

Success: Purchase of Project Dox software.

Impacts: Will increase the efficiency of plan review and permit processing.

Success: Efficient emergency response and cooperation with neighboring jurisdictions.

Impacts: Worked successfully with St. Lucie County EOC to provide thorough safety and damage assessment after Hurricane Irma.

Success: Assisted with restoration projects of flood-damaged properties such as the Orange Blossom Business Center and Sabal Chase Apartments.

Impacts: Helps property owners restore their homes and businesses while complying with Federal, State, and local regulations.

Success: Temporary Use Agreements – Worked with businesses to facilitate and expedite occupancy. Some examples are: Causeway Cove Marina; Sailfish Brewery; House of Believers Mosque; Radical Cosmetics, etc.

Impacts: Increases economic productivity; good for City's "business-friendly reputation."

Success: 225 plan/permit research requests completed in 2017.

Impacts: Assists the public with plans and documents for their construction projects.

Success: 29 Completed Certificates of Occupancy in 2017 for new structures.

Impacts: Beneficial to the City's economic development and success.

Success: 735 open/expired permit searches completed in 2017.

Impacts: Assists the public with project historical information.

Success: Partnering with local agencies such as St. Lucie Fire District, St. Lucie County Building Department and Fort Pierce Utilities Authority.

Impacts: Expedites permitting process, as well as conflict resolution.

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: City Clerk

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: City-wide record retention, storage and destruction program was implemented.

Impacts: Allows for control of the location and retrieval of records and storage limitations.

Success: Adopt revisions to the current vendor ordinances.

Impacts: Rule revisions allowed for greater success and understanding for vendors.

Success: Expanded use of opti-view for all contracts, interlocal agreements and leases.

Impacts: Allows for much easier access to documents and allows other departments to perform their own research and document retrieval.

Success: Deputy City Clerk achieved her Florida Business Tax Official Certification.

Impacts: Adds credibility, knowledge and expertise in the issuance of BTRs.

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: Community Response / Code Enforcement & Animal Control

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Hired part-time Parking Enforcement Officer / Code Enforcement Officer

Impacts: Made a positive impact on parking downtown, especially during this past holiday season when hours were increased to four 6-hour days done randomly in the week. This officer is also responsible for addressing past due Business Tax Receipts and the enforcement of this matter is much more streamlined and effective than when it was distributed to multiple code officers.

Success: Hired a part-time Alarm Administrator / Administrative Assistant

Impacts: The enforcement of the False Alarm Ordinance was initiated in June 2017 and the income generated in the first six months far exceeded our estimated figures. It is the hope that through enforcement, the number of false alarms will be reduced but we cannot yet provide quantitative data until there is more data collected. With the addition of an Administrative Assistant, the department's now has the trained personnel to provide redundancy to our Executive Assistant.

Success: Adoption of Condemnation Rules of Procedure

Impacts: With a written set of procedures that have been adopted by the City Commission, the procedures the City follows to initiate and administer the condemnation and demolition or rehabilitation of structures is clearly identified and readily provided to the residents so they understand the process.

Success: Adoption of the Clean & Safe Initiative (CSI)

Impacts: CSI has provided an alternate funding source for the department to address the backlog of properties needing to be condemned and demolished as well as address nuisance abatement issues and boarding structures. This program is in its infancy and the first condemnations will be scheduled before the City Commission in February.

Success: Adopting Clear Boarding as an alternative to boarding structures

Impacts: The positive impact of utilizing clear polycarbonate to secure vacant structures has already been experienced in many cities throughout the country and is utilized by Fannie Mae and Freddie Mac. Our first structures to be secured utilizing the clear boarding is scheduled for February.

Success: Adopting Anti-Tethering Ordinance

Impacts: While not all the residents have fully embraced this new ordinance, it will ultimately provide a benefit to the community as a whole. The keeping of dogs on tethers or chains is considered by many as a form of abuse and eliminating that type of behavior will paint the city in a very positive light as well as provide a great benefit to the animals in our care.

Success: Adopting TNR program

Impacts: As of this moment, 241 cats have been sterilized and released back to their outdoor environments. 129 were females. With an average of 12 kittens per female per year, that is 1,548 kittens that will not be born this year.

Success: Allowing backyard chickens

Impacts: This ordinance amendment is still quite new and just gaining traction. We do have a few approved chicken coops but we need to continue to spread the word about the new rules.

Success: Promotion of a Senior Code Enforcement Officer

Impacts: Assist the Code Compliance Manager with supervision of the Community Response Department. Provides redundancy to offer seamless consistency to the staff and the public.

Success: Re-write Sign Ordinance

Impacts: Now in compliance with the “no content based” regulations. Also provided new benefits to the public such as allowing “A-frame” signs in front of businesses and allowing a special event signs, which for a fee, allows a special event to place up to 75 signs in the ROW for up to 21 days.

Success: Hired new Animal Control Officer when previous officer retired

Impacts: The new ACO came fully certified, which saved money and time for training. He is very eager and provides a welcome relief to a Division that is seriously understaffed and overworked.

Success: New tablets deployed to all officers

Impacts: Allows officers (both CE and AC) to be more productive in the field.

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: Engineering

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: **2017 Resurfacing Program** – Provided project management for the resurfacing of 1.78 miles of streets

Impacts: The 2017 Resurfacing Program provided structural integrity and a safe, comfortable riding surface at an economical price

Success: **13th Street Reconstruction** (Moore's Creek to Avenue E) – Completion of the total reconstruction project consisting of new drainage infrastructure, utility rehabilitation, curb/gutter, sidewalks and paving

Impacts: This project was completed by combining several funding sources to reconstruct a section of roadway that was beyond resurfacing

Success: **Revamping of 5-Year CIP** – Restyling of the City's capital improvement project list, adding specific project information, locations and photos. The entire document has been set-up to view on-line

Impacts: The 2016-2021 CIP was reformatted to be viewed on-line with all information easily assessable

Success: **NPDES (MS4) Permit Renewal and Audit** – The City of Fort Pierce has completed its FDEP audit report and renewal application for the mandated stormwater program. The City was commended for its excellent work to ensure water quality

Impacts: The City's stormwater program implements the necessary strategies to help protect and improve water quality throughout the city and surrounding receiving waters

Success: **Marina Maintenance Dredging** – Securing permits necessary for the continued maintenance dredging of the marina entrance channel and interior basin. Development of bid documents necessary to secure contractor for an as needed multi-year dredging program

Impacts: The maintenance-dredging permit will enable a faster response time to address dredging needs. Approval was also secured to utilize dredged material to re-nourish material lost from the storm protection islands which occurred during Hurricane Irma

Success: **Ohio Avenue @ US 1 Intersection Re-alignment** – Development plans and permitting approval for the re-construction of the intersection

Impacts: This project provides safety, drainage and aesthetic improvements to a high volume intersection

Success: **Moore’s Creek Seawall Replacement** – Design/Build replacement of failing seawall along drainage outfall flowing to the Indian River

Impacts: Project completed ahead of schedule and under budget preserving integrity of uplands and protecting a major drainage outfall

Success: **Melody Lane Parking Area Rehabilitation** – A joint funding project with St. Lucie County for drainage, paving and landscaping improvements

Impacts: The improvements provide a well-drained, resurfaced area for the heavily used parking area utilized by St. Andrew’s School, St. Lucie County Court System and fishermen

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: Finance Department; Finance, Purchasing, & Grant Administration

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Paperless payroll checks – 100% of employees paid via direct deposit

Impacts: Saved money and staff time

Success: Updated City's Financial Policies & Procedures

Impacts: Help employees understand processes

Success: Received GFOA Award of Excellence for Financial Reporting for 28th Year

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

Success: Streamlined the distribution of formal solicitations documents/information via the City Website.

Impacts: An additional option for the public /interested bidders to receive bid notifications, retrieve solicitation documents and learn the status of solicitations. Which also, decrease number of phones calls while increasing the satisfaction level with the ease of retrieving the information.

Success: Coordinated with Code Department to award two small local businesses Annual Contracts for Lot Clearing & Nuisance Abatement services.

Impacts: Allow local (small) contractors the opportunity to do business with the City of Fort Pierce thereby increasing the participation level within our local boundaries.

Success: State Housing Initiatives Partnership (SHIP) Program:

Impacts: Provided 6 new income qualified home buyers down payment and closing cost assistance
Completed 3 home rehabilitations for income qualified homeowners

Success: Weatherization Program - Collaboration with Fort Pierce Utilities Authority

Impacts: Completed 27 home rehabilitations to income-qualified homeowners

Success: World Changers / Paint Our Town Program

Impacts: Completed 19 Home Rehabilitations for income-qualified homeowners

Success: Small Business Development

Impacts: Held 4 Small Business Educational Workshops in collaboration with the Service Corps of Retired Executives (SCORE)
Provided 28 grants to small businesses participating in educational workshops for advertising, signage, equipment purchases, etc.

Success: 3rd Annual Summer Jam Summer Camp

Impacts: Collaborated with Treasure Coast Food Bank and utilized grant award from Children's Services Council of St. Lucie County to provided free 8-week Summer Jam Summer Camp for 50 youth from very low-income neighborhood. Created 7 summer jobs through this program.

Success: Collaborated with Indian River State College and Career Source Research Coast

Impacts: Promote free job training opportunities to families of Summer Jam camp attendees

Success: Minority Business Expo

Impacts: Utilized Visit Florida grant to provide Minority Business Expo for minority businesses across the Treasure Coast

Success: Held 2nd Annual City of Fort Pierce Job Fair

Impacts: More than 60 employers participated with 600+ Job Seekers

Success: Provided the 2nd Annual Highwaymen Heritage Trail Art Show and Festival

Impacts: A creative place making and economic development project to spur cultural heritage tourism, investment and the creation of jobs in lower income neighborhood.

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: Indian Hills Golf Course

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: We finished the last quarter of 2017, up approximately 3,000 rounds over the same period last year.

Impacts: The financial impact was a gain of approximately \$25,000

Success: Changing the culture and reputation of the facility as a whole.

Impacts: Making people of all ages, abilities and backgrounds feel comfortable as our guests.

Success: Improving the course condition and surrounding areas to provide a neat, tidy appearance.

Impacts: We've made the course more playable to all abilities and improved the pace of play to a normal and enjoyable level.

Success: Providing a new membership category that will generate more repeat business.

Impacts: Rounds are up almost 3,600 rounds over last year during the same period.

Success: Our Thanksgiving Shoot Out event was almost 3 times the participation of previous years.

Impacts: We showcased the improvements to 114 players which has increased our positive word of mouth in the community.

Success: Adding an outside maintenance company (IGM) to maintain the golf course to a vastly improved level while saving taxpayer dollars.

Impacts: The improvement is immediate and noticeable by all of our guests.

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: Human Resources

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: BARGAINING CONTRACTS

Impacts: Tightened up loopholes – improved relationships with bargaining units

Success: INCREASED EMPLOYEE TRAINING – ½ SUCCESS

Impacts: Employees reported being more aware of employment responsibilities, relationships with co-workers and supervisors after trainings.

Success: FASTER HIRING - BETTER CANDIDATES

Impacts: Immediate response when postings go up – more qualified candidates.

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: Information Technology

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Launched Fort Pierce Works

Impacts: This app serves to drive community communication and provide a work management system that bridges the gap between residents and their local governments to increase civic responsibility and improve citizen services.

Success: FPTV policy & effectiveness plan.

Impacts: Creates groundwork for effective, innovative programming geared to highlight the City of Fort Pierce and all it has to offer.

Success: Onboarding of network managed services provider.

Impacts: Provides workforce to improve our enterprise network and connectivity which will have a direct impact of current and future service offerings to our staff and citizens.

Success: Infrastructure improvements (Phase I Wiring)

Impacts: (City Hall complete) High efficiency data throughput for future data intensive projects.

Success: Mobile workforce deployment

Impacts: Equips mobile workforce with devices designed to operate in harsh environments. Significant reduction in downtime, more efficient workflow.

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: City Marina

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Increased the occupancy of the facility

Impacts: Increased revenue and boater visits to downtown Fort Pierce

Success: Maintain a high level of customer service

Impacts: Represents Fort Pierce area in a positive light.

Success: Islands built – Preparation for Hurricane Irma

Impacts: Minimal damage to the facility, boats, personal property on site and downtown waterfront.

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: Planning

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Readied 1401 N 2nd Street for market and sold

Impacts: Job creation, restored property to tax roll

Success: Held a Medical Marijuana Workshop for Commission and Community

Impacts: Educated about newly adopted state rules

Success: Established the target areas for the ISBA annexation through a series of Conference Agenda Workshop/Maps.

Impacts: Setting future boundaries for city

Success: Acquired 301 S. Ocean Drive

Impacts: Future parking expansion for South Hutchinson Island businesses

Success: TWO properties received Local Historic Designation (first in nearly 10 years!)

Impacts: Reinvestment by the private sector, and recognition of historic past

Success: Coordinated a workshop on Quasi Judicial procedures for making sound land use decisions.

Impacts: Better land use decisions by the City Commission

Success: Established Boundaries for Peacock Community Arts District

Impacts: Private Sector investment

Success: Renamed Avenue A/Marina Way

Impacts: Community Pride

Success: Successfully completed a tax credit application and received tax credits

Impacts: Fiscal

Success: 14% increase in development applications over prior fiscal year (286 received and processed versus 251).

Impacts: Recovering private sector

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: Police Department

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Instituted body cameras and conducted training for the entire Department. We also had 3 community meetings to discuss the cameras.

Impacts: We are the only agency in the United States and Internationally with the automatic holster technology our body worn cameras provide. We are also the only agency in St. Lucie County with fully operational body worn cameras and one of only two agencies on the entire Treasure Coast to adopt the use of Body Worn Cameras by the entire department.

Success: We hosted a nationally recognized non-escalation / de-escalation train the trainers course at the Fort Pierce Police Department

Impacts: Five of our employees were certified as Non-escalation / De-escalation Train-the-Trainers. Once these certifications were obtained, these new Trainers provided Non-escalation / De-escalation training to all sworn personnel. The local media highlighted the hosting the training and for training the entire department.

Success: The police department hosted Active Shooter Train-the-Trainer's course, which was designed for the civilian and how to prepare and response to an active shooter event. This class attracts individuals from our international community.

Impacts: The police department has conducted multiple community workshops and programs instructing civilians on how to response to an active shooter scenario.

Success: The Fort Pierce Police Department conducted implicit biased training for all department personnel.

Impacts: The police department partnered with FPPD ambassadors to conduct Implicit Biased training. This training involved a joint effort between law enforcement and citizens, which strengthened the relationship between the police department and our community.
The police department partnered with our ambassadors to conduct Implicit Biased training. This training involved a joint effort between law enforcement and citizens, which strengthened the relationship between the police department and our community.

Success: The Fort Pierce Police Department conducted use of force training modeled after the Federal Law Enforcement Training Center's curriculum.

Impacts: Officers became more aware of use of force issues and practices.

Success: The Fort Pierce Police Department conducted use of force training for various citizen groups in the City of Fort Pierce.

Impacts: This training provided our citizens with a realistic perspective of the training that our officers are required to attend. After citizens completed their training, they experienced the same Use of Force/Shoot Don't Shoot scenarios. This gave our citizens a better understanding and perspective of what officers are faced with, which helped to foster a better understanding and built better relationships between the community and police department.

Success: The police department purchased the Milo System, an interactive training simulator.

Impacts: The Milo that is a great resource, providing quality, realistic scenarios enhancing the training our officers experience. It assists officers in utilizing tactical decision-making and de-escalation tactics.

Success: The police department conducted department wide cultural diversity training specifically designed for our Islamic Community.

Impacts: Officers became more knowledgeable in cultural aspects of our growing Islamic Community.

Success:	Front Porch Roll Call - FPPD is taking our community policing efforts out of the police building. At front porch roll calls, officers meet at a citizen's house, a business or in a public area and interact with the citizens they serve while preparing for their upcoming shift. Upon a citizen's request, roll calls will be held at their house, storefront or homeowners association, or with any community group.
Impacts:	FPPD conducted 685 Front Porch Roll Calls in 2017. This allows citizens the opportunity to meet the officers in their own neighborhood or business. The improved relationships lead to better relations with citizens.

Success:	Cook's Rule program – Designed to teach newer officers how to interact with people from diverse cultural backgrounds. After officers complete their training responding to calls with an FTO for several months, they are assigned to a senior police detective who specializes in human relations. Then, instead of responding to calls during this important training phase, the officer and detective go to each neighborhood knocking on doors and introducing themselves to residents, business owners and important institutions such as churches, schools and charitable agencies. They also receive a historic overview of the City.
Impacts:	New officers learn the importance of knowing the history of the City and people throughout the community. In having a better understanding of people from every socio-economic status enhances the officer skills and improved community relations.

Success:	In the year 2017, we have continued our involvement in several programs in the community and partnered with several organizations to try and enrich the lives of our citizens. One program in particular that has garnered increased success, our "Courageous Kids" program. This program involves bringing our youth and police together through sports, reading programs, mentorship and personal interactions.
Impacts:	Programs like Courageous kids has positively altered the relationship between our youth and police. With every interaction, the community and police are creating a paradigm shift of cooperation, understanding and true community/police partnership.

Success:	Courageous Kids (CK) Summer Sailing Program – Last summer, FPPD sponsored 12 Courageous Kids in a 9-week sailing class run by the Treasure Coast Youth Sailing Foundation. The intent was not only to learn to sail, but to expose the kids to new places and experiences they had never seen and to teach them the value of the local natural environment.
Impacts:	Very positive experience for the kids and FPPD staff who worked with them. When the kids see possibilities that await them, they are encouraged to make good choices. The department is looking for new experiences of all kinds to expose the children to.

Success: FPPD's social media outreach Facebook and Twitter reach is expanding, with an increase of 25% in new Facebook followers in 2017. This helped the department's messages reach more than **two million** people throughout the year. Twitter followers are up 31 in 2017.

Impacts: The growth in social media shows people want to be connected to FPPD. This provides great benefits when searching for missing persons and looking for information to solve crimes. Example: Officers were able to identify and arrest a suspect in a fatal hit and run because of messaging about the incident that was shared in social media and on traditional news.

Success: Three Community Forums – In the spring of 2017, Chief Hobbly-Burney and her Executive Staff conducted three separate community forums in three areas of the city, over three nights. The purpose was to let citizens know about the Fort Pierce Police Department's accomplishments and goals, including the new body-worn camera implementation and other programs.

Impacts: By going straight to local neighborhoods, the department was showing interest in the concerns people have affecting them directly. This was a chance for people to directly access the top levels of FPPD, and for the department to show that it is working constantly on improving the quality of life for residents in every part of the city.

Success: In the last two years (2016 and 2017), one of the priority issues facing the Fort Pierce Police Department was to address the crimes issues in our community. We committed our resources to specific operational investigations, proactive enforcement and community programs. We also solicited the community concerns regarding criminal activity. At the top of their list of concerns was violent crimes, gang activity and illicit narcotics (sales/delivery). We implemented strategic plans to increase specialize units and actively address these problems. In 2016, we saw the fruits from our labor, significant crime reduction. In 2017, we will see this trend continue with a two (2) year crime reduction of 32% -35% decrease.

Impacts: Since our efforts of decreasing the overall crime rate in Fort Pierce, we have witness violent crimes dramatically decrease, more community involvement and most important a safer city.

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: Public Works

Please list your department's most important achievements that were completed during FY 2017 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Hurricane Irma debris recovery efforts

Impacts: Financially Sound City Providing Excellent Services

Success: Multi-family recycling implemented

Impacts: Financially Sound City Providing Excellent Services

Success: Peacock Arts District Decorative Pot Program (Keep Fort Pierce Beautiful)

Impacts: Community Unity and Pride

Success: Reduction in Solid Waste Customer Complaints

Impacts: Financially Sound City Providing Excellent Services

Success: Temporary Parking Solution on South Beach

Impacts: Safer and More Beautiful City

Success: Phase I Interior Renovations at the River Walk Center

Impacts: Increased capacity has created an increase in demand for utilization

DEPARTMENTAL SUCCESSES FY 2017

Fort Pierce, Florida

February 2018

DEPARTMENT: Sunrise Theatre for the Performing Arts

Please list your department's most important achievements that were completed during FY 2017 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 experienced its 11th Season since reopening in January of 2006, and then was created as an enterprise fund for the City of Fort Pierce in July of 2007. The theatre continued to expand its reach and programming to new and different segments within our community and beyond. The Sunrise remained true to its mission, conceived by the City in 2007 which 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 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: The Sunrise Theatre, like all performing arts venues, is subject to the variety and availability of regional, national and international attractions and artists in any given year or time period. Attempts are made, and should ever-be, to also include local community groups and organizations to use the theatre within the operation whether it is self-initiated by the venue or such organizations and groups. This period saw a decline in the number of artists/attractions available to the operation; therefore ticket sales and attendance saw a decline as well. It is also typical that events are added throughout the season and this occurred on an as available basis. Overall, ticket sales showed disappointing on certain attractions that were expected to contribute a positive net effect to the bottom line but did not meet our expectations, hence an negative result relative to our projected budget.

Success: The Sunrise Theatre saw an increase in rental activity both in terms of promoter related events but especially in the theatre working with more community groups as a co-presenter. The diversity of such community related events and organizations were broad and many were first-time renters/partners with the theatre.

Impacts: While outright renting organizations can bring the theatre a positive bottom line (i.e. there is no financial “risk” per se to the Sunrise/City), many times the events that entail a local/community based organization (most being not-for-profit, 501 (c) 3’s) may result in a net loss, but the great positive impact is that the events and programs of such nature bring new exposure and the opportunity of said community partners to showcase their purpose and meaning in the community.

Success: The Sunrise Theatre continued to play a major role on the economic impact of Historic Downtown Fort Pierce but also plays a role in the surrounding area of Greater Fort Pierce and St. Lucie County. A conservative estimate of the economic impact the theatre has, by industry standards based on our size of venue(s) and demographics, is approximately \$18-20 M.

Impacts: When the theatre is hosting a show where there are 800 or more attendees, the restaurants downtown are generally full, shops see additional business either in sales or exposure (albeit most of the retail shops are closed each evening), a plethora of businesses garner income from beauty shops, women’s clothing stores, hair salons, gasoline sales, etc. Also, wages paid out to Sunrise theatre employees, contracted workers for the theatre and the increased staffs of the businesses downtown, local suppliers, equipment and sound and rental companies, etc. all contribute to such impact.

Success: Success continued in the presentation of the Missoula/Sunrise Theatre’s Summer Theatre programs over the months of June, July and August with sold-out sessions for all 4 camps.

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, with no or little theatre experiences, learn to perform, 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 outside of any school/academic setting. Given the fact that most students, grades 1-12, have been denied access to the arts through no or little funding within the school curriculum due to cutbacks, this program exposes them to new opportunities.

Success: Our SchoolTime Performances program brings approximately 7500 students and teachers through our doors by offering them the opportunity to see six national and international attractions at no charge to the student and busing is underwritten by the Sunrise Theatre Foundation. These students come mostly from St. Lucie County but we host many students from Indian River, Martin and Okeechobee counties.

Impacts: Again, given the fact that most county school boards have eliminated funding for field trips for students where they were funded and offered in the past, the Sunrise Theatre/City/Foundation cooperative allows students access to performing arts experiences that they may never get during their formative years. Artists such The Russian National Ballet's performance of The Nutcracker, The Shanghai Acrobats of The Peoples Republic of China, Super Scientific Circus, Artrageous, to name a few.

Success: Coordination to support and work with the Sunrise Theatre Foundation and its members in assisting their operations with staff and volunteer resources. This would include attending their monthly board meetings, special events committee meetings, and actively contributing to assisting their fundraising programs and efforts.

Impacts: The Sunrise Theatre Foundation raised the most revenue to date primarily with their Second Annual Cattleman's Dance at Adams Ranch, the Foundation's signature event. The Foundation also started and actively promoted the "Buy A Brick" program which resulted in the first round of bricks purchased and placed on the sidewalk in front of the theatre. This will be an ongoing fundraising opportunity for the Foundation which in turn will help support their "missioned" programs relative to the theatre's operational expenses.

Success: This fiscal year brought the ability to begin, albeit in limited and for emergency reasons, to deal with a major capital expenditure in the purchase of a second chiller for the theatre that was not operational at all.

Impacts: While this acquisition allowed the venue to operate at full capacity with assurance of maintaining the HVAC systems, it did negatively impact our budget given the \$110K+ price tag.

SECTION 5

LOOKING TO FORT PIERCE'S FUTURE

[UPDATED: 2/12/18]

City of Fort Pierce
Success in 2023 means...

A large, empty rectangular box with a thin black border, occupying the central portion of the page. It is intended for the user to provide their response to the prompt above.

**City of Fort Pierce
Actions for 2018**

City of Fort Pierce

Strengths – Weaknesses

Threats - Opportunities

► Strengths

1. Positive momentum in Downtown : *People and New Businesses*
2. ^{Rediscovery} Rich history
3. Diverse community : *respect for each other and welcoming*
4. Port
5. Community events and festivals *with increasing participation by community*
6. City services and responsiveness
7. Mayor-City Commission team : *Open to change*
8. City management and employees serving the community
9. ^{Tapping the} Arts and culture
10. ^{Accessible} Waterfront *with high quality water, inlet to Atlantic Ocean*
11. Distinctive neighborhoods *with resident pride*
12. Working relations with St. Lucie County
13. Schools : *Continuing to improve*
14. Safe community : *Crime trending down, residents reporting, working with Housing Authority*
15. *Access to fishing - tourists*

16. Becoming tourist destination - Europe

17. Ecotourism expansion

18. Vacant land for development

19. Reputation: "business friendly" city

20. Transportation network -

21. Diverse city workforce - hiring quality employees

22. Affordable housing

► Areas for Improvement

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

► Threats to Fort Pierce's Future

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

► **Opportunities for the Future**

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

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

- ✓1. Surprise Theater: Evaluation Report, Direction and City Actions
- ✓2. Port Development: Next Steps
- ✓3. DOJ Contract: Next Steps
- ✓4. Citizens Advisory Board Police: Direction
- ✓5. Community Policing: Direction and City Actions
- ✓6. Human Resources: Evaluation Report, Direction and Actions
- ✓7. Annexation; Report with Status and Options, Direction and City Actions
- ✓8. Emergency Operations Center: Direction
- ✓9. Roads: Service Level and Funding
- ✓10. Vehicle Replacement Plan; Development and Funding
- ✓11. Dirt Roads Policy: Direction, City Role and Funding
- ✓12. Regional Wastewater Treatment Plant: Direction
- ✓13. King Plant: RFP, Direction and City Action
- ✓14. South Beach Parking: Direction
- ✓15. Historic Plan; Development and Direction

- ✓16. Port Authority Development: Direction
- ✓17. Race Relations - Community Outreach: Direction and City Actions
- ✓18. Small Business Assistance Program/Services
- ✓19. FPUA-City Strategy: Key Issues and Direction
- ✓20. St. Lucie County; Key Issues and Direction
- ✓21. Orange Avenue Corridor Plan: Direction, City Actions and Funding
- ✓22. Retail Development Strategy: Goals, Report with Options, Direction and City Actions
- ✓23. Peacock Arts District: Next Steps
- 24. I-95 Gateway Plan: Development, Direction and Funding
- ✓25. Neighborhood Instructure Upgrade Plan: Development, Project Priorities, Direction and Funding
- ✓26. Downtown Development: Report, Direction, City Actions and Funding
- ✓27. Paid Parking: Study and Direction
- ✓28. Downtown Parking: Status, Direction
- ✓29. Downtown Parking Garage: Next Steps, Events on Top Floor
- ✓30. Major Corridor Revitalization/Beautification Plan: Development, Project Priority, Direction and Funding
- ✓31. Port Development: Next Steps

- ✓32. Utility Capacity for Growth: Report and Direction
- ✓33. Charter Review: Direction
- ✓34. Downtown Hotel Development
- ✓35. Youth Recreational Programs: Assessment of Needs, Report with Options, Goals, City Role, Direction and Funding
- ✓36. Energy Conservation Program - City and Community: Report with Options, Direction and City Actions
- ✓37. Community Events: Inventory, Evaluation Report, Direction and City Role
- ✓38. Expanded Bahama Relations Strategy: Goals, Report with Options, Direction and City Actions
- ✓39. Arts and Culture: Goals, Reports with Options, Direction and City Actions
- ✓40. Homeless Strategy: Problem Analysis, Report with Options, County Role/City Role, Other Partners, Direction and City Actions
- ✓41. Infrastructure Investment Surtax: Public Awareness and Election [11/18]
- ✓42. Development/Parking on South Beach Jetty: Direction and City Actions
- ✓43. Public-Private Partnership Lincoln Theater: Agreement
- ✓44. Lincoln Park; Direction
- ✓45. Old Tiki Bar: Direction and City Actions
- ✓46. 10th/Orange Arts/Heritage/Cultural Center: Direction

Top "10" Priorities for 2018

EXECUTIVE PERSPECTIVE

1. Compensation: Restructure and Fund
2. City Service and Staffing Level: Funding
3. ^{Charter} Code of Ordinance: Revision/Modernization
4. Storm water Utility Fee: Increase
5. Spending Limit for City Managers: Decision
6. Force UA: Wastewater Treatment Plant Location
7. Development Review Task Force: Report and Implementation
8. Recreation Division: Creation and Funding
9. Sunrise Theater: Evaluation Report
10. Annexation: Action; and City Staffing and Funding

11. Information Technology: Update Plan and Funding

12. Entrance Gateway Beautification: Plan and Funding

13. Homeless: Resource Center Location

Looking to Fort Pierce's Future Departmental View

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: City Attorney's Office

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

- Development of the Fisherman's Wharf Project.

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

DEPARTMENT: City Attorney's Office

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

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

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

DEPARTMENT: City Attorney's Office

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

1	N/A
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MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Building

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

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

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

DEPARTMENT: Building

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

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

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

DEPARTMENT: Building

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: City Clerk

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

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

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

DEPARTMENT: City Clerk

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

- 1 Creation of written procedures for all City Clerk office functions – BTRs, competency Cards, Record Storage and Filing system, record retention, agenda preparation, legal advertising, resolution and ordinance preparation.
- 2 All Deputy Clerks to obtain their Certified Municipal Clerk designation, Business Tax Official designation and Records Management Certification.

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

DEPARTMENT: City Clerk

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Community Response / Code Enforcement & Animal Control

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

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

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

DEPARTMENT: Community Response / Code Enforcement & Animal Control

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

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

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

DEPARTMENT: Community Response / Code Enforcement & Animal Control

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Engineering

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

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

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

DEPARTMENT: Engineering

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

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

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

DEPARTMENT: Engineering

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Finance Department; Finance, Purchasing, & Grant Administration

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

- Lack of resources, both financial and staffing
- Funding for training and education. Federal and state reporting is ever changing which requires staff to regularly expand their expertise and skills
- Lack of funding for equipment and software
- State and Federal reporting continues to change and requires additional funds and staff to comply
- Lack of local vendor participation
- Decent Affordable Housing for all Fort Pierce residents
- Limited affordable rental housing stock

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

DEPARTMENT: Finance Department; Finance, Purchasing, & Grant Administration

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

- 1 Continue to promote transparency and trust by developing efficient processes and systems that allow easy access to data and information
- 2 Continue to update and create policies that will implement opportunities to improve accuracy, effectiveness and transparency
- 3 Continue to review department workflows and develop and or upgrade systems, applications and processes to achieve greater efficiencies within the department and organization.
- 4 Continue to work with IT to implement online payments for all City fees and charges
- 5 Continue to work with IT to implement paperless Purchase Order system
- 6 Upgrade software modules to better serve Purchasing staff and the public.
- 7 Produce a Purchasing manual for internal staff and the public
- 8 3rd Annual Highwaymen Heritage Trail Art Show and Festival - collaboration with A.E. Backus Museum to provide 'Highwaymen Weekend' event with activities going on in lower income neighborhood and downtown Fort Pierce
- 9 SHIP Home Rehabs - Projected to undertake 30 income qualified owner-occupied home rehabilitations
- 10 SHIP 1st Time Homebuyer - Prepared to cover down payment and closing cost assistance to 8 new income qualified homebuyers within the City limits of Fort Pierce

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

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

DEPARTMENT: Finance Department; Finance, Purchasing, & Grant Administration

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Indian Hills Golf Course

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

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

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

DEPARTMENT: Indian Hills Golf Course

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

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

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

DEPARTMENT: Indian Hills Golf Course

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Human Resources

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

- EMPLOYEES SALARIES – COMPARATIVE TO OTHER MUNICIPALITIES
- GETTING RECORDS - PERSONNEL FILES INTO ELECTRONIC FORMAT
- IMPROVING EMPLOYEE TRAINING
- INFORMING EMPLOYEES OF THEIR FULL BENEFITS, i.e. INVESTMENT OPPORTUNITIES
- CONNECTING DEPARTMENT PROCEDURES – RULES (FMLA USE)
- STREAMLINING HIRING SALARIES, EMPLOYEE UPGRADES / PLACEMENT

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

DEPARTMENT: Human Resources

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

- 1 PERSONNEL RULES AND REGULATIONS
- 2 UPDATED CSAB PROCEDURES
- 3 CREATING / UPDATING PROCEDURE MANUALS
- 4 TAKEOVER OF NEWSLETTER
- 5 SUPERVISOR TRAINING
- 6 HR DEPARTMENT TRAINING

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

DEPARTMENT: Human Resources

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

- 1 UPDATED PERSONNEL RULES AND REGULATIONS
- 2 CONCLUDED ARBITRATIONS
- 3 UPDATED CSAB RULES / PROCEDURES
- 4 CLOSING INVESTIGATIONS
- 5 REORGANIZING DEPARTMENTAL RESPONSIBILITIES

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Information Technology

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

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

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

DEPARTMENT: Information Technology

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

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

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

DEPARTMENT: Information Technology

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

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

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

DEPARTMENT: City Marina

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

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

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

DEPARTMENT: City Marina

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

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MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Planning

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

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

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

DEPARTMENT: Planning

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

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

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

DEPARTMENT: Planning

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Police

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

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

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

DEPARTMENT: Police

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

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

- 10 The police department is working through the VOCA Grant to provide additional resources that will enable the police department to expand its Victim Advocate program. The police department is also working with the VOCA Grant to provide additional training to officers in relation to investigations. This training will be geared toward victim related crimes. The target will be to reduce victimization within the City of Fort Pierce.

- 11 The police department is currently working with the United States Department of Justice (DOJ) to schedule department wide Community Oriented Policing, Procedural Justice, De-escalation, and Leadership training.

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

DEPARTMENT: Police

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Public Works

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

- Hiring and retaining qualified employees
- Aging fleet of vehicles and equipment
- Aging infrastructure
- Personnel shortages turnover/attrition
- Finding time to train/cross train
- Doing more with less

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

DEPARTMENT: Public Works

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

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

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

DEPARTMENT: Public Works

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Sunrise Theatre for the Performing Arts

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

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

- Positive measures have been implemented to accommodate better parking arrangements in the downtown area, serving the various businesses, activities and special events the City continues to offer, but a more defined plan to deal with parking five plus years hence to deal with the expansion and growth all of us are hoping to witness in the downtown area. The advent of a potential hotel development, full capacity of current vacancies (retail, commercial, recreational) and new development that will be attracted to the downtown and port areas.

- Maintenance and expansion of Sunrise Theatre programs and retaining the interest of the public, theatre memberships and making inroads in the areas of development (donations, corporate sponsorships, planned giving) by working within our own confines and with the Sunrise Theatre Foundation but never at cross purposes.

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

DEPARTMENT: Sunrise Theatre for the Performing Arts

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

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

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

DEPARTMENT: Sunrise Theatre for the Performing Arts

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

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

SECTION 5

LOOKING TO FORT PIERCE'S FUTURE

City of Fort Pierce
Success in 2023 means...

**City of Fort Pierce
Actions for 2018**

City of Fort Pierce

Strengths – Weaknesses

Threats - Opportunities

► Strengths

1. Positive momentum in Downtown
2. Rich history
3. Diverse community
4. Port
5. Community events and festivals
6. City services and responsiveness
7. Mayor-City Commission team
8. City management and employees serving the community
9. Arts and culture
10. Waterfront
11. Distinctive neighborhoods
12. Working relations with St. Lucie County and FPUA
13. Schools
14. Safe community

► **Areas for Improvement**

1. Entrances to Fort Pierce - unattractive and “ugly” image
2. “Business” friendly processes - looking for ways to say “yes”
3. Race relations
4. Sunrise Theater as a community resources
5. Aging and deteriorating neighborhood infrastructure
6. Helping others to discover Fort Pierce
7. Parking at several locations

► **Threats to Fort Pierce’s Future**

1. Remaining “undiscovered”
2. Fragmentation in the Fort Pierce community
3. Actions by the State of Florida and Federal Government
4. Unsquared boundaries
5. Having a reputation as “business unfriendly”
6. Deteriorating roads - lack of funding

► **Opportunities for the Future**

1. Downtown Development
2. Port Development
3. Expanded Tourism
4. Community Beautification
5. Neighborhood Revitalization
6. Major Corridors Beautification
7. I-95 Entrance Beautification
8. Jetty Development and Use
9. Annexations
10. Community Policing
11. Youth Recreation Expansion
12. Arts Expansion
13. Community Building
14. Relations with the Bahamas

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

1. Surprise Theater: Evaluation Report, Direction and City Actions
2. Port Development: Next Steps
3. DOJ Contract: Next Steps
4. Citizens Advisory Board Police: Direction
5. Community Policing: Direction and City Actions
6. Human Resources: Evaluation Report, Direction and Actions
7. Annexation; Report with Status and Options, Direction and City Actions
8. Emergency Operations Center: Direction
9. Roads: Service Level and Funding
10. Vehicle Replacement Plan; Development and Funding
11. Dirt Roads Policy: Direction, City Role and Funding
12. Regional Wastewater Treatment Plant: Direction
13. King Plant: RFP, Direction and City Action
14. South Beach Parking: Direction
15. Historic Plan; Development and Direction

16. Port Authority Development: Direction
17. Race Relations - Community Outreach: Direction and City Actions
18. Small Business Assistance Program/Services
19. FPUA-City Strategy: Key Issues and Direction
20. St. Lucie County; Key Issues and Direction
21. Orange Avenue Corridor Plan: Direction, City Actions and Funding
22. Retail Development Strategy: Goals, Report with Options, Direction and City Actions
23. Peacock Arts District: Next Steps
24. I-95 Gateway Plan: Development, Direction and Funding
25. Neighborhood Instructure Upgrade Plan: Development, Project Priorities, Direction and Funding
26. Downtown Development: Report, Direction, City Actions and Funding
27. Paid Parking: Study and Direction
28. Downtown Parking: Status, Direction
29. Downtown Parking Garage: Next Steps, Events on Top Floor
30. Major Corridor Revitalization/Beautification Plan: Development, Project Priority, Direction and Funding
31. Port Development: Next Steps

32. Utility Capacity for Growth: Report and Direction
33. Charter Review: Direction
34. Downtown Hotel Development
35. Youth Recreational Programs: Assessment of Needs, Report with Options, Goals, City Role, Direction and Funding
36. Energy Conservation Program - City and Community: Report with Options, Direction and City Actions
37. Community Events: Inventory, Evaluation Report, Direction and City Role
38. Expanded Bahama Relations Strategy: Goals, Report with Options, Direction and City Actions
39. Arts and Culture: Goals, Reports with Options, Direction and City Actions
40. Homeless Strategy: Problem Analysis, Report with Options, County Role/City Role, Other Partners, Direction and City Actions
41. Infrastructure Investment Surtax: Public Awareness and Election [11/18]
42. Development/Parking on South Beach Jetty: Direction and City Actions
43. Public-Private Partnership Lincoln Theater: Agreement
44. Lincoln Park; Direction
45. Old tiki Bar: Direction and City Actions
46. 10th/Orange Arts/Heritage/Cultural Center: Direction

Top "10" Priorities for 2018

EXECUTIVE PERSPECTIVE

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Looking to Fort Pierce's Future Departmental View

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: City Attorney's Office

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

- Development of the Fisherman's Wharf Project.

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

DEPARTMENT: City Attorney's Office

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

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

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

DEPARTMENT: City Attorney's Office

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

1	N/A
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MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Building

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

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

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

DEPARTMENT: Building

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

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

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

DEPARTMENT: Building

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: City Clerk

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

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

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

DEPARTMENT: City Clerk

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

- 1 Creation of written procedures for all City Clerk office functions – BTRs, competency Cards, Record Storage and Filing system, record retention, agenda preparation, legal advertising, resolution and ordinance preparation.
- 2 All Deputy Clerks to obtain their Certified Municipal Clerk designation, Business Tax Official designation and Records Management Certification.

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

DEPARTMENT: City Clerk

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Community Response / Code Enforcement & Animal Control

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

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

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

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

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

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

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

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

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Engineering

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

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

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

DEPARTMENT: Engineering

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

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

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

DEPARTMENT: Engineering

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Finance Department; Finance, Purchasing, & Grant Administration

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

- Lack of resources, both financial and staffing
- Funding for training and education. Federal and state reporting is ever changing which requires staff to regularly expand their expertise and skills
- Lack of funding for equipment and software
- State and Federal reporting continues to change and requires additional funds and staff to comply
- Lack of local vendor participation
- Decent Affordable Housing for all Fort Pierce residents
- Limited affordable rental housing stock

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

DEPARTMENT: Finance Department; Finance, Purchasing, & Grant Administration

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

- 1 Continue to promote transparency and trust by developing efficient processes and systems that allow easy access to data and information
- 2 Continue to update and create policies that will implement opportunities to improve accuracy, effectiveness and transparency
- 3 Continue to review department workflows and develop and or upgrade systems, applications and processes to achieve greater efficiencies within the department and organization.
- 4 Continue to work with IT to implement online payments for all City fees and charges
- 5 Continue to work with IT to implement paperless Purchase Order system
- 6 Upgrade software modules to better serve Purchasing staff and the public.
- 7 Produce a Purchasing manual for internal staff and the public
- 8 3rd Annual Highwaymen Heritage Trail Art Show and Festival - collaboration with A.E. Backus Museum to provide 'Highwaymen Weekend' event with activities going on in lower income neighborhood and downtown Fort Pierce
- 9 SHIP Home Rehabs - Projected to undertake 30 income qualified owner-occupied home rehabilitations
- 10 SHIP 1st Time Homebuyer - Prepared to cover down payment and closing cost assistance to 8 new income qualified homebuyers within the City limits of Fort Pierce

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

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

DEPARTMENT: Finance Department; Finance, Purchasing, & Grant Administration

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Indian Hills Golf Course

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

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

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

DEPARTMENT: Indian Hills Golf Course

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

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

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

DEPARTMENT: Indian Hills Golf Course

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Human Resources

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

- EMPLOYEES SALARIES – COMPARATIVE TO OTHER MUNICIPALITIES
- GETTING RECORDS - PERSONNEL FILES INTO ELECTRONIC FORMAT
- IMPROVING EMPLOYEE TRAINING
- INFORMING EMPLOYEES OF THEIR FULL BENEFITS, i.e. INVESTMENT OPPORTUNITIES
- CONNECTING DEPARTMENT PROCEDURES – RULES (FMLA USE)
- STREAMLINING HIRING SALARIES, EMPLOYEE UPGRADES / PLACEMENT

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

DEPARTMENT: Human Resources

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

- 1 PERSONNEL RULES AND REGULATIONS
- 2 UPDATED CSAB PROCEDURES
- 3 CREATING / UPDATING PROCEDURE MANUALS
- 4 TAKEOVER OF NEWSLETTER
- 5 SUPERVISOR TRAINING
- 6 HR DEPARTMENT TRAINING

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

DEPARTMENT: Human Resources

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

- 1 UPDATED PERSONNEL RULES AND REGULATIONS
- 2 CONCLUDED ARBITRATIONS
- 3 UPDATED CSAB RULES / PROCEDURES
- 4 CLOSING INVESTIGATIONS
- 5 REORGANIZING DEPARTMENTAL RESPONSIBILITIES

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Information Technology

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

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

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

DEPARTMENT: Information Technology

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

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

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

DEPARTMENT: Information Technology

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: City Marina

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

- Popularity and population growth and the demands that come with it.

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

DEPARTMENT: City Marina

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

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

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

DEPARTMENT: City Marina

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

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MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Planning

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

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

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

DEPARTMENT: Planning

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

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

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

DEPARTMENT: Planning

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Police

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

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

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

DEPARTMENT: Police

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

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

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

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

DEPARTMENT: Police

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Public Works

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

- Hiring and retaining qualified employees
- Aging fleet of vehicles and equipment
- Aging infrastructure
- Personnel shortages turnover/attrition
- Finding time to train/cross train
- Doing more with less

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

DEPARTMENT: Public Works

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

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

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

DEPARTMENT: Public Works

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

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

MAJOR CHALLENGES

Fort Pierce, Florida

February 2018

DEPARTMENT: Sunrise Theatre for the Performing Arts

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

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

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

MANAGEMENT IN PROGRESS FY 2018

PROJECTS AND ISSUES

Fort Pierce, Florida

February 2018

DEPARTMENT: Sunrise Theatre for the Performing Arts

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

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

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

DEPARTMENT: Sunrise Theatre for the Performing Arts

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

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

SECTION 6

STRATEGIC DISCUSSION ON CRITICAL ISSUES

City of Fort Pierce Critical Topics for Discussion

► Topics

1. Annexation
2. Port Development
3. Community Beautification
4. Community Policing
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

PRIORITY

SECTION 7

**CITY OF FORT PIERCE
PLAN 2018 – 2023**

[UPDATED: 2/13/18]

City of Fort Pierce Goals 2023

BEAUTIFY OUR COMMUNITY

ENJOY/ENRICH OUR COMMUNITY

DEVELOP OUR COMMUNITY

ENGAGE OUR COMMUNITY

SERVE OUR COMMUNITY

City of Fort Pierce Goals 2023 Worksheet

	IMPORTANCE	
	Personal	Team
1. BEAUTIFY OUR COMMUNITY		
2. ENJOY/OUR COMMUNITY		
3. DEVELOP OUR COMMUNITY		
4. ENGAGE OUR COMMUNITY		
5. SERVE OUR COMMUNITY		
6.		
7.		
8.		
9.		
10.		

GOAL 1	BEAUTIFY OUR COMMUNITY
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► Objectives		PRIORITY
*	Objective 1 Have attractive entrances and gateways: I-95	
*	Objective 2 Have attractive major corridors: Orange Avenue, U. S. 1	
	Objective 3 Have well maintained commercial areas	
	Objective 4 Have well maintained home ^s meeting City property maintenance standards	
*	Objective 5 Have well maintained streetscapes	
*	Objective 6 Have well maintained parks and park venues	
	Objective 7 Have well maintained sidewalks	
*	Objective 8 Have well maintained streets, curb and gutters	
	Objective 9 Have each neighborhood having a distinctive “brand”	
*	Objective 10 Have an active “ Keep Fort Pierce Beautiful” program	

GOAL 1	BEAUTIFY OUR COMMUNITY
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▶ Objectives		PRIORITY
Objective 11	Reduce litter throughout the community	
Objective 12	Residents respecting the Fort Pierce community	
* Objective 13	Have attractive signage and wayfinding signs	
Objective 14	Demolish ^{foreclose} or reuse abandoned buildings and homes	
Objective 15	Increase property owners taking ^{pride and} responsibility for complying with City Codes and Ordinances - property meeting maintenance codes	
* Objective 16	Reduce the visual blight in the City	
Objective 17	Build homes on vacant lots	
Objective 18	Maintain beaches and waterfront	
Objective 19	<i>Have an active community mural program</i>	
Objective 20		

GOAL 1	BEAUTIFY OUR COMMUNITY
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► Means to Residents		PRIORITY
1.	Protection of property values	
2.	More attractive community	
3.	Owners and tenants taking care of their buildings and homes	
4.	Greater compliance with City Code of Ordinances	
5.	Community pride	
6.		
7.		
8.		
9.		
10.		

GOAL 1	BEAUTIFY OUR COMMUNITY
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	PRIORITY	
<p>► Challenges and Opportunities</p> <p>* 1. Reputation and appearance of Fort Pierce, particularly Orange Avenue</p>		
* 2. Funding for code compliance, law enforcement and public works		
3. Improving the entire City with a unified vision		
4. Lack of incentives and consequences for violations of codes		
* 5. Irresponsible property owners who avoid complying with the City Code of Ordinances		
* 6. <i>Consistent application of the Code of Ordinances - application support in light of community pressure</i>		
7. High percentage of rental housing <i>and incentives for tenants</i>		
* 8. Different property maintenance standards among residents		
* 9. Initial image/impression as you leave I-95		
10. Unattractive major corridors		

GOAL 1	BEAUTIFY OUR COMMUNITY
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	PRIORITY
<p>► Challenges and Opportunities</p> <p>* 11. Vacant land, buildings and homes</p>	
12. Culture of throwing litter	
13. Unattractive signs	
14. Determining how to involve the community	
15. Addressing blighted structures	
* 16. Funding of city capital projects	
17. Defining the role of City	
18. Some individuals do not care - attitude	
19. Engaging and educating the community on the importance - beautification	
20. Ability to afford compliance or beautification project	

GOAL 1	BEAUTIFY OUR COMMUNITY
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		PRIORITY
<p>► Actions 2018</p> <p>1. Clean Community Initiative</p> <p style="text-align: right;">mgmt M/C 2017</p>		
<p>2. Entrances / Gateway Beautification: Plan and Funding</p> <p style="text-align: right;">mgmt M/C 2017</p>		
<p>3. Lincoln Park Corridor Revitalization Initiative</p> <p style="text-align: right;">2017</p>		
<p>4. Sign Ordinance: Revision</p> <p style="text-align: right;">2017</p>		
<p>5. Major Corridor Beautification: Plan, Direction, and Funding</p> <p style="margin-left: 20px;">a) Orange Avenue b) U.S. 1</p> <p style="text-align: right;">M/C</p>		
<p>6. I-95 Gateway: Plan, Direction and Funding</p> <p style="text-align: right;">M/C</p>		
<p>7. Dumpster Solutions for Downtown</p> <p style="text-align: right;">mgmt</p>		
<p>8. Mural Projects (2)</p> <p style="text-align: right;">2017</p>		

GOAL 1	BEAUTIFY OUR COMMUNITY
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▶ Actions 2018	PRIORITY
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14.	
15.	
16.	

GOAL 1	BEAUTIFY OUR COMMUNITY
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▶ Management in Progress 2018		TIME
1.	Tag & Tow of Non-Operable Vehicles	
	<i>Community Response</i>	
2.		
3.		
4.		
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GOAL 1	BEAUTIFY OUR COMMUNITY
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	TIME	
▶ On the Horizon 2019 – 2023		
1.		
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GOAL 2	ENJOY OUR COMMUNITY
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► Objectives		PRIORITY
*	Objective 1 Have strong community events with active participation by residents	
*	Objective 2 Have a top quality municipal golf course	
*	Objective 3 Have a top quality Sunrise Theater serving the needs of the Fort Pierce community	
*	Objective 4 Have effective public transportation	
	Objective 5 Have the City working with community partners and the faith-based community to enrich the lives of residents	
	Objective 6 Have top quality parks	
*	Objective 7 Have a variety of recreational programs and activities responsive to the Fort Pierce community	
*	Objective 8 Value the arts and culture as a community asset	
	Objective 9 Expand nightlife and entertainment	
	Objective 10 Expand bike paths and trails	

GOAL 2	ENJOY OUR COMMUNITY
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		PRIORITY
▶ Objectives		
Objective 11	Have an electric trolley connecting the community	
* Objective 12	Have top quality and beautiful beach	
* Objective 13	Have a reputation as a safe community for all	
* Objective 14	Have top quality public schools partnering with the City	
Objective 15	Have safe routes to schools	
Objective 16	Reduce the crime rate through community policing	
Objective 17	Improve and expand City parks and recreational facilities and programs	
Objective 18	<i>Have new/ Upgrade boat ramps</i>	
Objective 19	<i>Expand sports tourism opportunities</i>	
Objective 20		

GOAL 2	ENJOY OUR COMMUNITY
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► Means to Residents	PRIORITY
1. Enhanced quality of life	
2. More reasons to live in Fort Pierce	
3. Opportunities for personal growth and development	
4. More choices for your leisure time	
5. Support for families	
6. Activities for all family generations	
7. Opportunities to enjoy the water	
8.	
9.	
10.	

GOAL 2	ENJOY OUR COMMUNITY
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	PRIORITY	
► Challenges and Opportunities		
* 1. Reinforcing trust in Police Department		
2. Lack of police staffing for community policing		
Continuing to 3. respond proactively to gangs and drugs		
4. Expanding neighborhood watch and community programs to increase residents investments in safety and safe community		
* 5. Funding for parks and recreation		
6. Defining the City's role in recreation and the relationship to community organizations		
7. Changing leisure and recreational trends		
* 8. Continuing to enhance the quality of public schools		
* 9. Tapping the arts and cultural heritage and traditions of Fort Pierce		
10. Modernizing parks and their venues		

GOAL 2	ENJOY OUR COMMUNITY
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► Challenges and Opportunities	PRIORITY
11. Balancing recreation sports and competitive sports	
12. Developing “personal” relationships in the community – individual residents	
* 13. Continuing the success and expanding community use of the Golf Course	
14. More activities at the beach and/or the waterfront	
* 15. Expanded community use of the Sunrise Theatre through revised programming	
16. Having strong community events and festivals that involve the residents	
* 17. Reduced homeless population	
18. Addressing mental health issues with the County and community partners	
* 19. Expanding night life and entertainment opportunities	
20.	

GOAL 2	ENJOY	OUR COMMUNITY
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▶ Actions 2018	PRIORITY
** 1. Homeless Resource Center : Concept and Locations <div style="text-align: right;">mgmt M/C 2017</div>	
2. DOJ Community Policing Initiative <div style="text-align: right;">M/C 2017</div>	Mgmt
3. Gangs Action Plan : Update <div style="text-align: right;">2017</div>	
4. Citizen Advisory Board for Police : Direction <div style="text-align: right;">M/C</div>	
5. Community Police: Definition, Methods, Direction and Funding <div style="text-align: right;">M/C</div>	
6. Race Relations - Community Outreach : Direction and City Actions <div style="text-align: right;">M/C</div>	
7. Youth Recreation Program : Needs Assessment, Report with Options, and Direction <div style="text-align: right;">M/C</div>	
8. Arts and Culture: Goals, Report with Options, Direction, Actions <div style="text-align: right;">M/C</div>	

GOAL 2	ENJOY OUR COMMUNITY
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▶ Actions 2018	PRIORITY
9. Public-Private Partnership Lincoln Theater: Agreement M/C	
*10. Sunrise Theater: Comprehensive Evaluation, Report with Options and Direction Mgmt M/C	
11. Lincoln Park: Direction M/C	
12. 10th / Orange Arts / Heritage / Cultural Center: Direction M/C	
13. Historic Code / Plan: Revision M/C OTH	
14. Arts in Public Spaces M/C OTH	
15. Shuffle Board Court: Relocation 2017	
16. Arts and Culture Strategic Plan: Development Mgmt	

GOAL 2	ENJOY OUR COMMUNITY
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▶ Actions 2018		PRIORITY
17. Historic St. Anastasia Building: Conversion to Performing Arts Center		
18.		
19.		
20.		
21.		
22.		
23.		
24.		

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

GOAL 2	ENJOY	OUR COMMUNITY
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▶ Major Projects 2018		TIME
1. PAL Park: Outside Basketball Courts	mp	
2. Pinewood Recreation Facility Improvement	mp	
3. Police Athletic League (PAL) Park: Restrooms	mp	
4. Sunrise Theater: Upgrades	mp	
5. Savannah Recreation Trail Connectivity to Indian Hill Trail	mp	
6. MLK Preamland Park: Construction	mp	
7. Jaycee Park Connectivity Improvements	mp	
8. Public Bay / "Dingy" Dock		

9. Moore's Creek Boat Ramp Area Repairs
MP

10. Fisherman's Wharf Boat Ramp: Rebuild
MP

11. Indian Hills Golf Course Improvement Projects
GOLF

12. Fenn Park: Play Set
PW

GOAL 2	ENJOY OUR COMMUNITY
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	TIME
<p>▶ On the Horizon 2019 – 2023</p> <p>1. Mobile Parking Enforcement Program</p> <p style="text-align: right;">OTH</p>	
<p>2. Neighborhood Watch / Citizen Patrol: Expansion</p> <p style="text-align: right;">OTH</p>	
<p>3. Old Fort Park Project: Sidewalk Connectivity</p> <p style="text-align: right;">OTH</p>	
<p>4. Arts and Cultural Master Plan: Adoption</p> <p style="text-align: right;">OTH</p>	
<p>5. Marina / Waterway Dredging: Direction</p> <p style="text-align: right;">OTH</p>	
<p>6. Public Access to Waterfront: CDC Changes</p> <p style="text-align: right;">OTH</p>	
<p>7. Transit Link: Downtown and Beach</p> <p style="text-align: right;">OTH</p>	
<p>8. Porpoise Park: Development</p> <p style="text-align: right;">OTH</p>	

GOAL 3	DEVELOP OUR COMMUNITY
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▶ Objectives		PRIORITY
Objective 1	Have a City reputation as “business friendly”	
* Objective 2	Expand the local economy	
Objective 3	Have great neighborhoods that are well maintained	
* Objective 4	Have well maintained streets and public areas	
Objective 5	Have an updated Comprehensive Plan that is used to guide developments, planning and decision making	
* Objective 6	Have an active, sustainable Port of Fort Pierce serving as a economic driver	
* Objective 7	Expand tourism	
* Objective 8	Have City policies and incentives for development and redevelopment	
Objective 9	Promote infill development	
Objective 10	Have additional quality job opportunities for residents	

GOAL 3	DEVELOP OUR COMMUNITY
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▶ Objectives		PRIORITY
Objective 11	Have businesses investing in Fort Pierce	
Objective 12	Have additional hotel developments	
Objective 13	Have squared boundaries through annexation <i>with County agreement on service</i>	
Objective 14		
Objective 15	Tap the relationship with the Bahamas	
Objective 16	Expand reputation as a great destination for eco-tourism	
* Objective 17	Relocate Wastewater Treatment Plant and replace with housing, mixed use development or hotel	
Objective 18	Retain and support the growth of local businesses	
* Objective 19	Attract new businesses to Fort Pierce that are consistent with our vision	
Objective 20	More people living in Downtown	

GOAL 3	DEVELOP OUR COMMUNITY
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▶ Objectives		PRIORITY
Objective 21	Preserve open space in Downtown	
Objective 22	[Have a more walkable, pedestrian friendly Downtown]	
Objective 23	Redevelop historic neighborhoods while preserving their unique character	
* Objective 24	Expand dining, entertainment and niche retail in Downtown <i>and citywide</i>	
Objective 25	<i>Grow the relationship with St Lucie County EDC</i>	
Objective 26	<i>Continue future development to the West</i>	
* Objective 27	<i>Have a workforce prepared for 21st Century</i>	
Objective 28	<i>Have mixed use developments</i>	
Objective 29		
Objective 30		

GOAL 3	DEVELOP OUR COMMUNITY
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► Means to Residents	PRIORITY	
1. Protection/enhancement of property		
2. More quality job opportunities in home		
3. Housing opportunities with the ability to walk to the waterfront		
4. An alive Downtown which is a community destination		
5. Sustainable Port of Fort Pierce		
6. Tourists supporting the local economy		
7. Businesses investing in the local economy		
8.		
9.		
10.		

GOAL 3	DEVELOP OUR COMMUNITY
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	PRIORITY	
<p>► Challenges and Opportunities</p> <p>1. Developing an image as a "business friendly" community and City</p>		
* 2. City's aging infrastructure and facilities		
* 3. Attracting the : new businesses to Fort Pierce <i>that create sustainable jobs</i>		
4. Consistency with County decisions for areas to be annexed		
5. Squaring-off City boundaries		
6. Funding and performance accountability for economic development activities		
7.		
8. Preserving and enhancing pedestrian friendly connectivity within downtown Fort Pierce		
* 9. Increasing multi-modal transportation <i>in Fort Pierce</i>		
10. Working with the property owners, businesses and residents		

GOAL 3	DEVELOP OUR COMMUNITY
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► Challenges and Opportunities		PRIORITY
* 11. Preserving the view of waterfront		
12.		
13. Balancing the needs of the residential and needs of commercial properties		
14. Continuing the momentum in the downtown area and the surrounding neighborhoods		
* 15. Attracting developers and residents to Fort Pierce		
16. Defining the City's role and incentives		
17. U.S. Highway 1 traffic as a barrier to downtown connectivity		
18.		
19.		
20. Marketing waterfront assets		

GOAL 3	DEVELOP OUR COMMUNITY
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► Challenges and Opportunities	PRIORITY
* 21. Tapping the development of the Port of Fort Pierce	
22. Aging, deteriorated boat ramps	
23. Creating a world-class tourist destination for residents and visitors	
24.	
25. Maintaining and expanding public access to water	
26. Attracting appropriate businesses to locate on or near the water	
27. Tapping the full potential of Fort Pierce’s water assets	
28. Increasing investments from St. Lucie County, City of Port St. Lucie	
29. Supporting the developing of a water taxi	
* 30. Job skills for Port development and businesses	

GOAL 3	DEVELOP OUR COMMUNITY
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		PRIORITY
▶ Actions 2018		
1. Downtown Hotel Development	mgmt M/C 2017	
2. Dredging Marina Access Channel	mgmt 2017	
3. Peacock Arts District Revitalization Plan	mgmt M/C 2017	
* * 4. Annexation: Acton, City Staffing Impacts and Funding a) Paradise Park b) Sheridan Plaza	mgmt M/C 2017	
* * 5. Development Review Task Force: Report and Implementation	mgmt	
* * 6. Force UA: Wastewater Treatment Plant Relocation	mgmt M/C	
7. Street Resurfacing	mgmt M/C 2017	
8. Harbour Pointe Development	2017	

GOAL 3	DEVELOP OUR COMMUNITY
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		PRIORITY
<p>► Actions 2018</p> <p>9. EAR / Comprehensive Plan</p> <p style="text-align: right;">mgmt 2017</p>		
<p>10. Ohio Avenue and U.S. 1 Signalization: Upgrade</p> <p style="text-align: right;">2017</p>		
<p>11. Port Development: Next Steps</p> <p style="text-align: right;">M/C</p>		
<p>12. Dirt Road Policy: Direction and Funding</p> <p style="text-align: right;">M/C</p>		
<p>13. King Plant: RFP and Direction</p> <p style="text-align: right;">M/C</p>		
<p>14. South Beach Parking: Direction</p> <p style="text-align: right;">M/C</p>		
<p>15. Port Authority: Development</p> <p style="text-align: right;">MK</p>		
<p>16. Small Business Assistance Program and Services</p> <p style="text-align: right;">M/C</p>		

GOAL 3	DEVELOP OUR COMMUNITY
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		PRIORITY
▶ Actions 2018		
	17. Orange Avenue Corridor Redevelopment Plan M/C	
	18. Retail Development Strategy: Goals, Report with Options and Direction M/C	
	19. Neighborhood Infrastructure Upgrade Plan Project Priority and Funding M/C	
	20. Downtown Development: Report and Future City Actions M/C	
	21. Paid Parking: Study and Direction M/C	
	22. Downtown Parking: Status and Direction M/C	
	23. Downtown Parking Garage: Next Steps, Events on Top Floor M/C	
	24. Utility Capacity for Growth: Report and Direction M/C	

PRIORITY

25. Energy Conservation Program - Community:
Report with Options, Goals, Direction
and City Actions M/C

26. Expanded Bahamas Relations Strategy: Goals,
Report with Options, Direction and City Actions M/C

27. Development / Parking on South Beach Jelly:
Direction and City Actions M/C

28. Old Tiki Bar: Direction and City Actions M/C

29. Seaplane Base and Service: Direction and
City Action M/C

30. Restaurant Lease: Cobb 2017

31. CRA Plan: Update 2017

GOAL 3	DEVELOP OUR COMMUNITY
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		TIME
<p>► Management in Progress 2018</p> <p>1. FEMA Regulations for Flood Insurance: Public Education</p> <p style="text-align: right;"><i>MIP</i></p>		
<p>2. Business Retention and Expansion Program (BRE)</p> <p style="text-align: right;"><i>MIP</i></p>		
<p>3. Community Rating System (CRS) : Coordinator</p> <p style="text-align: right;"><i>Building</i></p>		
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GOAL 3	DEVELOP OUR COMMUNITY
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	TIME
▶ Major Projects 2018 1. Annual Drainage Improvement Projects <div style="text-align: right;">MP</div>	
2. City Parking Garage: Sealing <div style="text-align: right;">MP</div>	
3. 7th Street Roadway Reconstruction (Wendell Road to 10th Street) <div style="text-align: right;">MP</div>	
4. 17th Street Reconstruction (Orange Avenue to Avenue "D") <div style="text-align: right;">MP</div>	
5. North 2nd Street Road Improvements <div style="text-align: right;">MP</div>	4/18
6. Sunside Park Residential Street Drainage Improvements <div style="text-align: right;">Engr</div>	
7. Ohio Avenue @ U.S. Realignment <div style="text-align: right;">Engr</div>	
8. Avalon Avenue Drainage Improvements <div style="text-align: right;">Engr</div>	

9. 2018 Street Resurfacing

Engr

10. 2018 Maintenance Dredging

Engr

11. Georgia Avenue Outfall: Nutrient Removal

Engr

12. Melody Lane Seawall

Engr

13. Fisherman's Wharf

14. Seawall Design

15. Dredging

GOAL 3	DEVELOP OUR COMMUNITY
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	TIME
<p>▶ On the Horizon 2019 – 2023</p> <p>1. Commercial Air Service</p> <p style="text-align: right;">OTH</p>	
<p>2. Short Term Rental Regulations</p> <p style="text-align: right;">OTH</p>	
<p>3. Fort Pierce Redevelopment Agency : Surplus Land Disposition</p> <p style="text-align: right;">OTH</p>	
<p>4. Citrus Bridge Overpass</p> <p style="text-align: right;">OTH</p>	
<p>5. West of U.S. 1 Redevelopment: Vision and Strategy</p> <p style="text-align: right;">OTH</p>	
<p>6. Homeless Transition Housing</p> <p style="text-align: right;">OTH</p>	
<p>7. Edwards Road Corridor Strategy</p> <p style="text-align: right;">OTH</p>	
<p>8. Tourism Development Strategy</p> <p style="text-align: right;">OTH</p>	

9. Historic Funeral Home Area Upgrade (The Hill Avenue "H")

OTH

10. Incentives for Residential Upgrades

OTH

11. Incentives for Vacant Lot Development

OTH

12. Indian River Terminal Purchase

OTH

13. Downtown Restrooms: Direction

OTH

14. Downtown Study: Update

OTH

15. Downtown Public Assets Clean Up and Maintenance Funding

OTH

16. Economic Development: Position

OTH

17. Special Area Plan: Taylor Creek Update

OTH

38a

18. Tri-Rail Service to Jupiter

OTH

19. Land Development Code: Conditional Use
Update

OTH

20. Street Striping Program

OTH

21. Stormwater Retrofit Projects

OTH

GOAL 4	ENGAGE OUR COMMUNITY
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▶ Objectives		PRIORITY
*	Objective 1	Have a well informed community through proactive City communications
	Objective 2	Provide opportunities to participate in the City governance process
	Objective 3	Have public meetings on critical topics
	Objective 4	Use Boards, Committees to advise the Mayor – City Commission and the City Management
*	Objective 5	Continue to enhance Mayor and City Commission working together and providing leadership
*	Objective 6	Have civility in the governance process
*	Objective 7	Seek feedback from the community and using the information to improve
	Objective 8	Have regular surveys of the community
*	Objective 9	Have City government open to ideas and suggestions from the community
*	Objective 10	Have strong community policing - police know the community, the community know and trust the police

GOAL 4	ENGAGE OUR COMMUNITY
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► Objectives		PRIORITY
*	Objective 11 Have a reputation as an inclusive community with everyone feeling welcome and part of the community	
	Objective 12 Have residents working together for what is best for the community	
*	Objective 13 Have City government providing the leadership to create community partnerships to expand community resources	
	Objective 14 Have the community working together on a common, shared vision and goals	
	Objective 15	
	Objective 16	
	Objective 17	
	Objective 18	
	Objective 19	
	Objective 20	

GOAL 4	ENGAGE OUR COMMUNITY
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► Means to Residents	PRIORITY	
1. Feeling welcome in the City of Fort Pierce		
2. Opportunities to contribute to the community		
3. People working together for community benefit		
4. Community benefit over personal benefit or gain		
5. Individuals with different cultures or backgrounds are respected		
6. Opportunities to shape Fort Pierce's future		
7.		
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9.		
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GOAL 4	ENGAGE OUR COMMUNITY
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► Challenges and Opportunities	PRIORITY	
1. Diverse population of Fort Pierce		
* 2. Developing future community leaders and City employees		
3. Developing common goals and vision for Fort Pierce that become the community's rallying point		
* 4. Expanding community wide youth programs to develop community pride		
5. Commissioner districts and representation		
6. Capturing Fort Pierce "alumni"		
* 7. Looking to the whole community		
* 8. Residents and businesses believing that the City is responsible for everything and solving all problems		
9. Personal biases and prejudices		
10. Expanding and enhancing current community events		

GOAL 4	ENGAGE OUR COMMUNITY
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	PRIORITY
<p>► Challenges and Opportunities</p> <p>11. Overcoming the split between different neighborhoods</p>	
* 12. Past history of a racially/socioeconomic divided community	
* 13. Mobility and transportation options for residents	
* 14. <i>Communicating mult languages</i>	
15. <i>Under representation from south of Orange Avenue</i>	
16.	
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GOAL 4	ENGAGE OUR COMMUNITY
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		PRIORITY
<p>▶ Actions 2018</p> <p>1. Boards / Committees Revision</p> <p style="text-align: right;"><i>M/C</i> <i>2017</i></p>		
<p>2. Community Events: Inventory, Evaluation Report, Direction</p> <p style="text-align: right;"><i>M/C</i></p>		
<p>3. Community Unity Strategy and Action Plan</p> <p style="text-align: right;"><i>2017</i></p>		
<p>4. School Enhancement Strategy</p> <p style="text-align: right;"><i>2017</i></p>		
<p>5. Youth Council: Report with Recommendations</p> <p style="text-align: right;"><i>2017</i></p>		
<p>6. Restoring the Village Program</p> <p style="text-align: right;"><i>2017</i></p>		
<p>7.</p>		
<p>8.</p>		

GOAL 4	ENGAGE OUR COMMUNITY
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► Actions 2018	PRIORITY	
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GOAL 4	ENGAGE OUR COMMUNITY
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► Management in Progress 2018		TIME
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2.		
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GOAL 4	ENGAGE OUR COMMUNITY
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► Major Projects 2018		TIME
1.		
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GOAL 4	ENGAGE OUR COMMUNITY
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	TIME
<p>▶ On the Horizon 2019 – 2023</p> <p>1. City Electronic Communications Policy</p> <p style="text-align: right;">OTH</p>	
<p>2. Ethics Policy Direction</p> <p style="text-align: right;">OTH</p>	
<p>3. Police Youth Advisory Committee: Development</p> <p style="text-align: right;">OTH</p>	
<p>4. Neighborhood Identity and Pride Program</p> <p style="text-align: right;">OTH</p>	
<p>5. Marketing Program for Arts, Culture and Museums</p> <p style="text-align: right;">OTH</p>	
<p>6. Backus Museum Expansion</p> <p style="text-align: right;">OTH</p>	
<p>7. Moore's Creek Multi Cultural Festival: Foods and Arts Celebration</p> <p style="text-align: right;">OTH</p>	
<p>8.</p>	

GOAL 5	SERVE OUR COMMUNITY
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► Objectives		PRIORITY
	Objective 1 Have City services responsive to the community	
*	Objective 2 Have adequate resources to support defined services and levels of service	
*	Objective 3 Have a financially responsible City government	
*	Objective 4 Listen to and understand the needs and messages from the community	
*	Objective 5 Deliver City services in the most effective manner	
*	Objective 6 Have a City Organization that is responsive, responsible/accountable, results oriented, focused on the Fort Pierce community	
	Objective 7 Have City government working as a team	
	Objective 8 Seek ways to improve: processes and service delivery	
	Objective 9 Have a reputation as customer oriented and friendly	
*	Objective 10 Streamline City policies, regulations, processes and procedures	

GOAL 5	SERVE OUR COMMUNITY
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▶ Objectives		PRIORITY
*	Objective 11	Maintain a top quality City workforce dedicated to serving the Fort Pierce community
	Objective 12	Partner with others to expand resources in order to support City services
	Objective 13	Reduce the dependence on Ad Valorem tax receipts
*	Objective 14	Develop and fund City capital/equipment replacement
	Objective 15	Maintain City reserves consistent with the City policies
	Objective 16	
	Objective 17	
	Objective 18	
	Objective 19	
	Objective 20	

GOAL 5	SERVE OUR COMMUNITY
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► Means to Residents		PRIORITY
1.	Value for taxes and fees	
2.	Customer friendly City services	
3.	Easy access to City information and services	
4.	City Commission acting as responsible fiscal stewards	
5.	Reliable City services that are responsive to residents' needs	
6.	Confidence and trust in City government	
7.		
8.		
9.		
10.		

GOAL 5	SERVE OUR COMMUNITY
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► Challenges and Opportunities		PRIORITY
✱ 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		
✱ 7. Retaining a quality City workforce		
✱ 8. City staffing and the capacity to provide services		
9. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority		
✱ 10. Willingness to raise taxes and fees		

GOAL 5	SERVE OUR COMMUNITY
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► Challenges and Opportunities	PRIORITY	
11. Limited revenue sources for cities		
12. Opportunity to expand resources through partnerships and grants		
13. Communicating with residents on City finances and services		
14. Streamlining City processes – more customer friendly		
15. Looking for ways to say “yes” to the customer while protecting the community		
16. Loss of civility and having a secure workplace		
* 17. Increasing costs of capital projects		
18. <i>Rebuilding the City organization from the recession</i>		
19.		
20.		

GOAL 5	SERVE OUR COMMUNITY
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Actions 2018	2017	PRIORITY
1. Police Compensation	2017	
** 2. City Employee Compensation: Restructure and Fund	Mgmt M/C 2017	
3. Capital Outlay Plan (5 year) and Funding	Mgmt 2017	
** 4. Code of Ordinance/Charter Modernization: Approach and Fund	Mgmt CC 2017	
** 5. Stormwater Management Utility: Increase	Mgmt 2017	
6. Wastewater Services Regionalization Expansion	2017	
7. City owned Property: Sale of High Value Properties	2017	
8. Financial Policies: Comprehensive Review	Mgmt 2017	

GOAL 5	SERVE OUR COMMUNITY
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		PRIORITY
<p>► Actions 2018</p> <p>9. Civil Service Appeal Process</p> <p style="text-align: right;">mgmt 2017</p>		
<p>**10. Information Technology : Upgrade Plan and Funding</p> <p style="text-align: right;">mgmt</p>		
<p>**11. Recreation Division : Creation and Funding</p> <p style="text-align: right;">mgmt</p>		
<p>**12. City Services and Staffing Level : Evaluation Report and Funding</p> <p style="text-align: right;">mgmt</p>		
<p>*13. Spending Limit for City Manager: Report and Direction</p> <p style="text-align: right;">mgmt</p>		
<p>14. Human Resources : Evaluation Report, Direction and Actions</p> <p style="text-align: right;">M/C</p>		
<p>15. Emergency Operations Center : Direction</p> <p style="text-align: right;">M/C</p>		
<p>16. FPUA - City Strategy : Key Issues and Direction</p> <p style="text-align: right;">M/C</p>		

GOAL 5	SERVE OUR COMMUNITY
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	M/C	PRIORITY
<p>▶ Actions 2018</p> <p>17. <i>St. Lucie County : Key Issues and Direction</i></p>	<i>M/C</i>	
<p>18. <i>Infrastructure Investment Surtax : Public Awareness and Election</i></p>	<i>M/C</i>	
<p>19. <i>Engineering Permit Review and Inspection Fee</i></p>	<i>ment</i>	
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GOAL 5	SERVE OUR COMMUNITY
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	TIME
<p>► Management in Progress 2018</p> <p>1. Labor Contracts</p> <p style="text-align: right;">MIP</p>	
<p>2. T2 Parking Enforcement Software for Mobile Parking Enforcement</p> <p style="text-align: right;">MIP</p>	
<p>3. Information and Data Base Management and Security</p> <p style="text-align: right;">MIP</p>	
<p>4. Paperless Purchase Order System</p> <p style="text-align: right;">MIP</p>	
<p>5. Click-2-Gov</p> <p style="text-align: right;">MIP</p>	
<p>6. Citywide Payment Card Policy (Online)</p> <p style="text-align: right;">MIP</p>	
<p>7. Wide Area Network (WAN) / Local Area Network (LAN) Infrastructure Maintenance and Upgrade</p> <p style="text-align: right;">MIP</p>	
<p>8. Projectd'ox : Building Department</p> <p style="text-align: right;">MIP</p>	

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| 9. Comprehensive Employee Wellness Policy and Program | MIP | |
| 10. Police Promotion Examinations | MIP | |
| 11. Purchasing Policy: Revision | MIP | 3/18 |
| 12. Website: Upgrade | MIP | 2/18 |
| 13. ReTrac Cloud: IHGC Funding | MIP | 4/18 |
| 14. Paperless Payroll Process: Electronic Stubs and Forms | MIP | |
| 15. Online Searchable Portal: Development | MIP | |
| 16. Certified Municipal Clerk: Designation | MIP | |
| 17. Sunrise Theater Succession Plan: Discussion | MIP | |
| 18. Police Minority Recruitment Program/ Advancement: Revision | MIP | |
| 19. Legal Secretary / Paralegal: Hiring | Legal | |
| 20. Personnel Rules and Regulations: Update | HR | 58a |
| 21. Police Vehicle Lease | Police | |

GOAL 5	SERVE OUR COMMUNITY
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▶ Major Projects 2018	TIME
1. City Facilities Access Control and Security Upgrade MP	
2. City Hall: Seal / Paint MP	
3. Drainage Improvement Projects a) Bayshore Drive / Sunset Isle Road b) Rio - Vista Drive c) Francis Avenue MP	
4. Fuel Island Canopy PW	
5. Gasoline and Diesel Fuel Tank Replacement PW	
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GOAL 5	SERVE OUR COMMUNITY
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	TIME
<p>▶ On the Horizon 2019 – 2023</p> <p>1. Impact Fees : Update</p> <p style="text-align: right;">OT14</p>	
<p>2. "One Stop" Shop for Development/Permitting</p> <p style="text-align: right;">OT4</p>	
<p>3. Purchasing Ordinance: Review Procurement/</p> <p style="text-align: right;">OT14</p>	
<p>4. Vehicle and Equipment Replacement: Plan and Funding</p> <p style="text-align: right;">OT4</p>	
<p>5. New Alternative Revenues : Study and Direction</p> <p style="text-align: right;">OT4</p>	
<p>6. Comprehensive Analysis of Fee Schedules</p> <p style="text-align: right;">OT4</p>	
<p>7. Enterprise Funds: Evaluation and Direction</p> <p style="text-align: right;">OT4</p>	
<p>8. Debt Reduction Policy and Plan</p> <p style="text-align: right;">OT14</p>	

9. MSTU: Evaluation and Direction

OTI+

SECTION 7

CITY OF FORT PIERCE PLAN 2018 – 2023

City of Fort Pierce Goals 2023

BEAUTIFY OUR COMMUNITY



ENJOY/ENRICH OUR COMMUNITY



DEVELOP OUR COMMUNITY



ENGAGE OUR COMMUNITY







SERVE OUR COMMUNITY



City of Fort Pierce Goals 2023 Worksheet

	IMPORTANCE	
	Personal	Team
1. BEAUTIFY OUR COMMUNITY		
2. ENJOY/ENRICH OUR COMMUNITY		
3. DEVELOP OUR COMMUNITY		
4. ENGAGE OUR COMMUNITY		
5. SERVE OUR COMMUNITY		
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GOAL 1	BEAUTIFY OUR COMMUNITY
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► Objectives		PRIORITY
Objective 1	Have attractive entrances and gateways: I-95	
Objective 2	Have attractive major corridors: Orange Avenue, U. S. 1	
Objective 3	Have well maintained commercial areas	
Objective 4	Have well maintained home meeting City property maintenance standards	
Objective 5	Have well maintained streetscapes	
Objective 6	Have well maintained parks and park venues	
Objective 7	Have well maintained sidewalks	
Objective 8	Have well maintained streets, curb and gutters	
Objective 9	Have each neighborhood having a distinctive “brand”	
Objective 10	Have an active “ Keep Fort Pierce Beautiful” program	



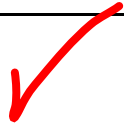

GOAL 1	BEAUTIFY OUR COMMUNITY
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▶ Objectives		PRIORITY
Objective 11	Reduce litter throughout the community	
Objective 12	Residents respecting the Fort Pierce community	
Objective 13	Have attractive signage and wayfinding signs	✓
Objective 14	Demolish or reuse abandoned buildings and homes	
Objective 15	Increase property owners taking responsibility for complying with City Codes and Ordinances - property meeting maintenance codes	✓
Objective 16	Reduce the visual blight in the City	✓
Objective 17	Build homes on vacant lots	
Objective 18	Maintain beaches and waterfront	✓
Objective 19	Active Murals	
Objective 20		

GOAL 1	BEAUTIFY OUR COMMUNITY
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► Means to Residents	PRIORITY	
1. Protection of property values		
2. More attractive community		
3. Owners and tenants taking care of their buildings and homes		
4. Greater compliance with City Code of Ordinances		
5. Community pride		
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GOAL 1	BEAUTIFY OUR COMMUNITY
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► Challenges and Opportunities	PRIORITY
1. Reputation and appearance of Fort Pierce, particularly Orange Avenue	
2. Funding for code compliance, law enforcement and public works	
3. Improving the entire City with a unified vision	
4. Lack of incentives and consequences for violations of codes	
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	
8. Different property maintenance standards among residents	
9. Initial image/impression as you leave I-95	
10. Unattractive major corridors	

GOAL 1	BEAUTIFY OUR COMMUNITY
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► Challenges and Opportunities		PRIORITY
11. Vacant land, building and homes		✓
12. Culture of throwing litter		
13. Unattractive signs		
14. Determining how to involve the community		
15. Addressing blighted structures		
16. CAT IMP IMP		✓
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19. Educate Community		✓
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GOAL 1	BEAUTIFY OUR COMMUNITY
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▶ Actions 2018	PRIORITY
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GOAL 1	BEAUTIFY OUR COMMUNITY
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GOAL 1	BEAUTIFY OUR COMMUNITY
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GOAL 1	BEAUTIFY OUR COMMUNITY
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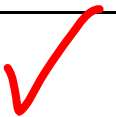
GOAL 1	BEAUTIFY OUR COMMUNITY
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► Major Projects 2018	TIME	
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GOAL 1	BEAUTIFY OUR COMMUNITY
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GOAL 2	ENJOY/ENRICH OUR COMMUNITY
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► Objectives		PRIORITY
Objective 1	Have strong community events with active participation by residents	
Objective 2	Have a top quality municipal golf course	
Objective 3	Have a top quality Sunrise Theater serving the needs of the Fort Pierce community	
Objective 4	Have effective public transportation	
Objective 5	Have the City working with community partners and the faith-based community to enrich the lives of residents	
Objective 6	Have top quality parks	
Objective 7	Have a variety of recreational programs and activities responsive to the Fort Pierce community	
Objective 8	Value the arts and culture as a community asset	
Objective 9	Expand nightlife and entertainment	
Objective 10	Expand bike paths and trails	

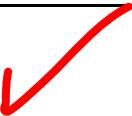
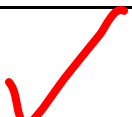

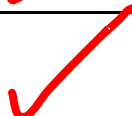
GOAL 2	ENJOY/ENRICH OUR COMMUNITY
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▶ Objectives		PRIORITY
Objective 11	Have an electric trolley connecting the community	
Objective 12	Have top quality and beautiful beach	✓
Objective 13	Have a reputation as a safe community for all	
Objective 14	Have top quality public schools partnering with the City	✓
Objective 15	Have safe routes to schools	
Objective 16	Reduce the crime rate through community policing	
Objective 17	Improve and expand City parks and recreational facilities and programs	
Objective 18	Add Boat RAMPs	
Objective 19	SPORTS TOURISM	✓
Objective 20		






GOAL 2	ENJOY/ENRICH OUR COMMUNITY
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► Means to Residents	PRIORITY
1. Enhanced quality of life	
2. More reasons to live in Fort Pierce	
3. Opportunities for personal growth and development	
4. More choices for your leisure time	
5. Support for families	
6. Activities for all family generations	
7. Opportunities to enjoy the water	
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GOAL 2	ENJOY/ENRICH OUR COMMUNITY
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► Challenges and Opportunities	PRIORITY
1. Reinforcing trust in Police Department	
2. Lack of police staffing for community policing	
3. Responding proactively to gangs and drugs	
4. Expanding neighborhood watch and community programs to increase residents investments in safety and save community	
5. Funding for parks and recreation	
6. Defining the City's role in recreation and the relationship to community organizations	
7. Changing leisure and recreational trends	
8. Continuing to enhance the quality of public schools	
9. Tapping the arts and cultural heritage and traditions of Fort Pierce	
10. Modernizing parks and their venues	

GOAL 2	ENJOY/ENRICH OUR COMMUNITY
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► Challenges and Opportunities	PRIORITY
11. Balancing recreation sports and competitive sports	
12. Developing “personal” relationships in the community – individual residents	
13. Continuing the success and expanding community use of the Golf Course	
14. More activities at the beach and or the waterfront	
15. Expanded community use of the Sunrise Theatre through revised programming	
16. Having strong community events and festivals that involve the residents	
17. Reduced homeless population	
18. Addressing mental health issues with the County and community partners	
19. Expanding night life and entertainment opportunities	
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GOAL 2	ENJOY/ENRICH OUR COMMUNITY
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► Actions 2018	PRIORITY	
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GOAL 2	ENJOY/ENRICH OUR COMMUNITY
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GOAL 2	ENJOY/ENRICH OUR COMMUNITY
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GOAL 2	ENJOY/ENRICH OUR COMMUNITY
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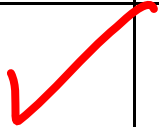

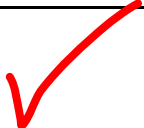


GOAL 2	ENJOY/ENRICH OUR COMMUNITY
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▶ Major Projects 2018	TIME
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GOAL 2	ENJOY/ENRICH OUR COMMUNITY
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GOAL 3	DEVELOP OUR COMMUNITY
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► Objectives		PRIORITY
Objective 1	Have a City reputation as “business friendly”	
Objective 2	Expand the local economy	
Objective 3	Have great neighborhoods that are well maintained	
Objective 4	Have well maintained streets and public areas	
Objective 5	Have an updated Comprehensive Plan that is used to guide developments, planning and decision making	
Objective 6	Have an active, sustainable Port of Fort Pierce serving as a economic driver	
Objective 7	Expand tourism	
Objective 8	Have City policies and incentives for development and redevelopment	
Objective 9	Promote infill development	
Objective 10	Have additional quality job opportunities for residents	

GOAL 3	DEVELOP OUR COMMUNITY
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		PRIORITY	
▶ Objectives			
Objective 11	Have businesses investing in Fort Pierce		
Objective 12	Have additional hotel developments		
Objective 13	Have squared boundaries through annexation		
Objective 14	Have a County agreement on services		
Objective 15	Tap the relationship with the Bahamas		
Objective 16	Expand reputation as a great destination for eco-tourism		
Objective 17	Relocate Wastewater Treatment Plant and replace with housing, mixed use development or hotel		
Objective 18	Retain and support the growth of local businesses		
Objective 19	Attract new businesses to Fort Pierce that are consistent with our vision		
Objective 20	More people living in Downtown		

GOAL 3	DEVELOP OUR COMMUNITY
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▶ Objectives		PRIORITY
Objective 21	Preserve open space in Downtown	
Objective 22	Have a more walkable, pedestrian friendly Downtown	
Objective 23	Redevelopment historic neighborhood while preserving their unique character	
Objective 24	Expand dining, entertainment and niche retail in Downtown	✓
Objective 25	EPC Relationship?	✓
Objective 26		
Objective 27	Workforce DEV	✓
Objective 28		
Objective 29		
Objective 30		

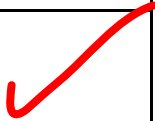

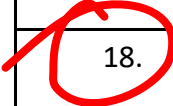
GOAL 3	DEVELOP OUR COMMUNITY
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► Means to Residents	PRIORITY	
1. Protection/enhancement of property		
2. More quality job opportunities in home		
3. Housing opportunities with the ability to walk to the waterfront		
4. An alive Downtown which is a community destination		
5. Sustainable Port of Fort Pierce		
6. Tourists supporting the local economy		
7. Businesses investing in the local economy		
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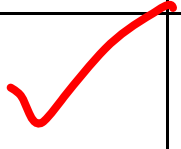
GOAL 3	DEVELOP OUR COMMUNITY
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► Challenges and Opportunities	PRIORITY	
1. Developing an image as a "business friendly" community and City		
2. City's aging infrastructure and facilities	✓	
3. Attracting the appropriate new businesses to Fort Pierce		
4. Consistency with County decisions for areas to be annexed	✓	
5. Squaring-off City boundaries	✓	
6. Funding and performance accountability for economic development activities		
7. Variable quality of the older housing stock		
8. Preserving and enhancing pedestrian friendly connectivity within downtown Fort Pierce		
9. Increasing multi-modal transportation to and from downtown <i style="color: red; font-size: 1.5em; font-family: cursive;">FORT PIERCE IN</i>	✓	
10. Working with the property owners, businesses and residents		

GOAL 3	DEVELOP OUR COMMUNITY
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	PRIORITY	
► Challenges and Opportunities 11. Preserving the view of waterfront		
12. Deteriorating structures needing demolition or rehabilitation		
13. Balancing the needs of the residential and needs of commercial properties		
14. Continuing the momentum in the downtown area and the surrounding neighborhoods		
15. Attracting developers and residents to downtown Fort Pierce		
16. Defining the City's role and incentives		
17. U.S. Highway 1 traffic as a barrier to downtown connectivity		
 18. Expanding Court buildings and visits/clientele		
19. Funding for projects		
20. Marketing waterfront assets		

GOAL 3	DEVELOP OUR COMMUNITY
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► Challenges and Opportunities	PRIORITY	
21. Tapping the development of the Port of Fort Pierce		
22. Aging, deteriorated boat ramps		
23. Creating a world-class tourist destination for residents and visitors		
24. FEMA and flood regulations/guidelines		
25. Maintaining and expanding public access to water		
26. Attracting appropriate businesses to locate on or near the water		
27. Tapping the full potential of Fort Pierce's water assets		
28. Increasing investments from St. Lucie County, City of Port St. Lucie		
29. Supporting the developing of a water tax		
30. Job skills for Port development and businesses		

GOAL 3	DEVELOP OUR COMMUNITY
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► Actions 2018	PRIORITY	
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GOAL 3	DEVELOP OUR COMMUNITY
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GOAL 3	DEVELOP OUR COMMUNITY
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GOAL 3	DEVELOP OUR COMMUNITY
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► Management in Progress 2018	TIME	
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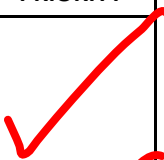
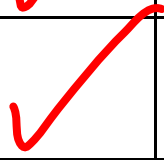
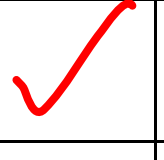
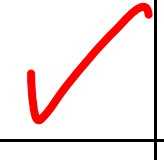
GOAL 3	DEVELOP OUR COMMUNITY
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► Major Projects 2018	TIME	
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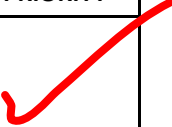
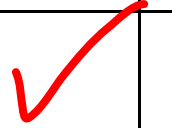
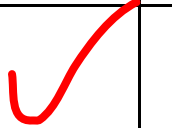
GOAL 3	DEVELOP OUR COMMUNITY
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► On the Horizon 2019 – 2023	TIME	
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GOAL 4	ENGAGE OUR COMMUNITY
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► Objectives		PRIORITY
Objective 1	Have a well informed community through proactive City communications	
Objective 2	Provide opportunities to participate in the City governance process	
Objective 3	Have public meetings on critical topics	
Objective 4	Use Boards, Committees to advise the Mayor – City Commission and the City Management	
Objective 5	Continue to enhance Mayor and City Commission working together and providing leadership	
Objective 6	Have civility in the governance process	
Objective 7	Seek feedback from the community and using the information to improve	
Objective 8	Have regular surveys of the community	
Objective 9	Have City government open to ideas and suggestions from the community	
Objective 10	Have strong community policing - police know the community, the community know and trust the police	


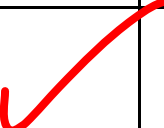
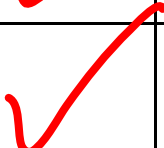

GOAL 4	ENGAGE OUR COMMUNITY
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► Objectives		PRIORITY
Objective 11	Have a reputation as an inclusive community with everyone feeling welcome and part of the community	
Objective 12	Have residents working together for what is best for the community	
Objective 13	Have City government providing the leadership to create community partnerships to expand community resources	
Objective 14	Have the community working together on a common, shared vision and goals	
Objective 15		
Objective 16		
Objective 17		
Objective 18		
Objective 19		
Objective 20		

GOAL 4	ENGAGE OUR COMMUNITY
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► Means to Residents	PRIORITY	
1. Feeling welcome in the City of Fort Pierce		
2. Opportunities to contribute to the community		
3. People working together for community benefit		
4. Community benefit over personal benefit or gain		
5. Individuals with different cultures or backgrounds are respected		
6. Opportunities to shape Fort Pierce's future		
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GOAL 4	ENGAGE OUR COMMUNITY
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► Challenges and Opportunities	PRIORITY	
1. Diverse population of Fort Pierce		
2. Developing future community leaders and City employees		
3. Developing common goals and vision for Fort Pierce that become the community's rallying point		
4. Expanding community wide youth programs to develop community pride		
5. Commissioner districts and representation		
6. Capturing Fort Pierce "alumni"		
7. Looking to the whole community		
8. Residents and businesses believing that the City is responsible for everything and solving all problems		
9. Personal biases and prejudices		
10. Expanding and enhancing current community events		

GOAL 4	ENGAGE OUR COMMUNITY
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► Challenges and Opportunities		PRIORITY
11.	Overcoming the split between different neighborhoods	
12.	Past history of a racially/socioeconomic divided community	✓
13.	Mobility and transportation options for residents	✓
14.	<i>Multiple longways South of Orange</i>	✓
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GOAL 4	ENGAGE OUR COMMUNITY
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► Actions 2018	PRIORITY	
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GOAL 4	ENGAGE OUR COMMUNITY
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► Actions 2018	PRIORITY	
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GOAL 4	ENGAGE OUR COMMUNITY
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► Actions 2018	PRIORITY	
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GOAL 4	ENGAGE OUR COMMUNITY
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▶ Management in Progress 2018	TIME
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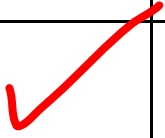

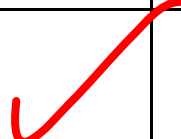
GOAL 4	ENGAGE OUR COMMUNITY
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► Major Projects 2018 1.		
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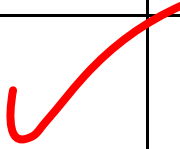
GOAL 4	ENGAGE OUR COMMUNITY
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► On the Horizon 2019 – 2023	TIME	
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GOAL 5	SERVE OUR COMMUNITY
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► Objectives		PRIORITY
Objective 1	Have City services responsive to the community	
Objective 2	Have adequate resources to support defined services and levels of service	
Objective 3	Have a financially responsible City government	
Objective 4	Listen to and understand the needs and messages from the community	
Objective 5	Deliver City services in the most effective manner	
Objective 6	Have a City Organization that is responsive, responsible/accountable, results oriented, focused on the Fort Pierce community	
Objective 7	Have City government working as a team	
Objective 8	Seek ways to improve: processes and service delivery	
Objective 9	Have a reputation as customer oriented and friendly	
Objective 10	Streamline City policies, regulations, processes and procedures	

GOAL 5	SERVE OUR COMMUNITY
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► Objectives		PRIORITY
Objective 11	Maintain a top quality City workforce dedicated to serving the Fort Pierce community	
Objective 12	Partner with others to expand resources in order to support City services	
Objective 13	Reduce the dependence on Ad Valorem tax receipts	
Objective 14	Develop and fund City capital/equipment replacement	
Objective 15	Maintain City reserves consistent with the City policies	
Objective 16		
Objective 17		
Objective 18		
Objective 19		
Objective 20		


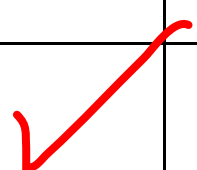
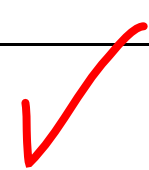
GOAL 5	SERVE OUR COMMUNITY
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► Means to Residents	PRIORITY
1. Value for taxes and fees	
2. Customer friendly City services	
3. Easy access to City information and services	
4. City Commission acting as responsible fiscal stewards	
5. Reliable City services that are responsive to residents' needs	
6. Confidence and trust in City government	
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GOAL 5	SERVE OUR COMMUNITY
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► Challenges and Opportunities	PRIORITY	
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		
7. Retaining a quality City workforce		
8. City staffing and the capacity to provide services		
9. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority		
10. Willingness to raise taxes and fees		

GOAL 5	SERVE OUR COMMUNITY
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	PRIORITY	
► Challenges and Opportunities 11. Limited revenue sources for cities		
12. Opportunity to expand resources through partnerships and grants		
13. Communicating with residents on City finances and services		
14. Streamlining City processes – more customer friendly		
15. Looking for ways to say “yes” to the customer while protecting the community		
16. Loss of civility and having a secure workplace		
17. Increasing costs of capital projects		
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GOAL 5	SERVE OUR COMMUNITY
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► Actions 2018	PRIORITY	
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GOAL 5	SERVE OUR COMMUNITY
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► Actions 2018	PRIORITY	
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GOAL 5	SERVE OUR COMMUNITY
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► Actions 2018	PRIORITY	
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GOAL 5	SERVE OUR COMMUNITY
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► Management in Progress 2018	TIME	
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GOAL 5	SERVE OUR COMMUNITY
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▶ Major Projects 2018	TIME
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GOAL 5	SERVE OUR COMMUNITY
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