

SECTION 5

LOOKING TO FORT PIERCE'S FUTURE [Updated: 2/13/18]

City of Fort Pierce

Success in 2023 means...

Linda Hudson:

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

Jeremiah Johnson:

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

Reggie Sessions:

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

Tom Perona:

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

Rufus Alexander:

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

City of Fort Pierce

Actions for 2018

Linda Hudson:

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

Jeremiah Johnson:

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

Reggie Sessions:

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

Tom Perona:

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

Rufus Alexander:

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

City of Fort Pierce

Strengths – Weaknesses

Threats - Opportunities

► Strengths

1. Positive momentum in Downtown: people and new businesses
2. Rediscover rich history
3. Diverse community: respect for each other and welcoming
4. Port
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

► **Strengths**

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

► Areas for Improvement

1. Entrances to Fort Pierce – unattractive and “ugly” image
2. “Business” friendly processes – looking for 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. Short term housing

► Threats to Fort Pierce’s Future

1. Remaining “undiscovered”
2. Fragmentation in the Fort Pierce community (Have/Have Not)
3. Actions by the State of Florida and Federal Government
4. Unsquared boundaries
5. Having a reputation as “business unfriendly”
6. Deteriorating roads – lack of funding
7. Lack of competitive compensation
8. Adjusting to millennial workforce
9. Pension changes, then other benefits
10. “Free” municipal services
11. Staffing for annexed areas
12. 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. Seaplan 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 “13” 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. Stormwater 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, City Staffing and Funding**
- 11. Information Technology: Update Plan and Funding**
- 12. Entrance Gateway Beautification: Plan and Funding**
- 13. Homeless: Resource Center Location, Partnering with Schools, Facility, Salvation Army**

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.

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 Surside 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

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 are to repair damage that was experienced during Hurricane Irma, and those are varied and wide-ranging but in need of addressing. This includes dealing with repairs from water damage that was fairly major to our venue; from simple cosmetic fixes to complete replacement of drywall areas in the walls and ceilings of various parts of the venue (most obviously in the chamber of the theatre itself) to getting quotes to repair and secure and in part replace the entire roof of the complete storefront which, come to find out was not addressed in the renovations of 2004-5 but in fact is a minimum of 22 years old.
- 3 Programming: Efforts are always ongoing with attempting to go through the current season and planning the next to balance, the diversity, scheduling and practicality for the next year(s).
- 4 Seeking new corporate partnerships and expanding our donor and member base, given the limited resources available.

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

DEPARTMENT: Sunrise Theatre for the Performing Arts

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

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