

CITY OF FORT PIERCE

CITY COMMISSION AGENDA

Special Meeting - Thursday, March 1, 2018 - 2:00 p.m.

City Hall - Second Floor Conference Room, 100 North U.S. #1, Fort Pierce, Florida

1. **CALL TO ORDER**
2. **PLEDGE OF ALLEGIANCE**
3. **ROLL CALL**
4. **LEADERSHIP AND STRATEGIC PLANNING**
 - a. 2017-2018 Strategic Plan Working Document (updates will be added as they become available)
5. **ADJOURNMENT**

Any person seeking to appeal any decision by the City Commission with respect to any matter considered at this meeting is advised that a record of proceedings is required in any such appeal and that such person may need to insure that a verbatim record of the proceedings is made including the testimony and evidence upon which the appeal is to be based.

In accordance with the Americans with Disabilities Act and Section 286.26, Florida Statutes, persons with disabilities needing special accommodation to participate in this meeting should contact the City Clerk's Office at (772) 467-3052 at least 48 hours prior to the meeting.

**City Commission Strategic Planning
Workshop - 2:00 p.m.**

Meeting Date: 03/01/2018

Re:

Information

SUBJECT:

2017-2018 Strategic Plan Working Document (updates will be added as they become available)

Attachments

Section 5

Section 7

Section 8

Form Review

Form Started By: Linda Cox

Started On: 02/23/2018 04:39 PM

Final Approval Date: 02/23/2018

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 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

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.

SECTION 7

**CITY OF FORT PIERCE
PLAN 2018 – 2023
[Updated: 2/13/18]**

City of Fort Pierce Goals 2023

DEVELOP OUR COMMUNITY



ENGAGE OUR COMMUNITY



SERVE OUR COMMUNITY



BEAUTIFY OUR COMMUNITY



ENJOY OUR COMMUNITY



City of Fort Pierce Goals 2023 Worksheet

1. DEVELOP OUR COMMUNITY
2. ENGAGE OUR COMMUNITY
3. SERVE OUR COMMUNITY
4. BEAUTIFY OUR COMMUNITY
5. ENJOY OUR COMMUNITY

IMPORTANCE	
Personal	Team
6	1
9	2
11	3
16	4
18	5

* The Mayor, City Commission and City Manager ranked the five goals from “most important” = 1 to “lesser importance” = 5. The number in this column represents the total score for each goal.

GOAL 1	DEVELOP OUR COMMUNITY
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► Objectives		PRIORITY
*	1. Have well maintained streets and public areas	4
*	2. Have an active, sustainable Port of Fort Pierce serving as a economic driver	4
	3. Have additional quality job opportunities for residents	4
*	4. Relocate Wastewater Treatment Plant and replace with housing, mixed use development or hotel	4
	5. Have a City reputation as “business friendly”	3
*	6. Expand the local economy	3
*	7. Expand tourism	3
*	8. Have City policies and incentives for development and redevelopment	3
	9. Have businesses investing in Fort Pierce	2
	10. Have squared boundaries through annexation with county agreement on service	2
	11. Retain and support the growth of local businesses	2
*	12. Attract new businesses to Fort Pierce that are consistent with our vision	2
	13. Continue future development to the west	2
	14. Promote infill development	1
	15. More people living in Downtown	1
	16. Redevelop historic neighborhoods while preserving their unique character	1
*	17. Expand dining, entertainment and niche retail in Downtown and citywide	1
*	18. Have a workforce prepared for 21 st Century	1
	19. Have great neighborhoods that are well maintained	0
	20. Have an updated Comprehensive Plan that is used to guide developments, planning and decision making	0
	21. Have additional hotel developments	0

► **Objectives (Continued)**

- 22. Tap the relationship with the Bahamas
- 23. Expand reputation as a great destination for eco-tourism
- 24. Preserve open space in Downtown
- 25. Grow the relationship with St. Lucie County EDC
- 26. Have mixed use developments

PRIORITY
0
0
0
0
0

► **Means to Residents**

- 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

► **Challenges and Opportunities**

		PRIORITY
*	1. Attracting new businesses to Fort Pierce that create sustainable jobs	4
*	2. Increasing multi-modal transportation in Fort Pierce	4
*	3. Tapping the development of the Port of Fort Pierce	4
*	4. Job skills for Port development and businesses	4
*	5. City's aging infrastructure and facilities	3
	6. Funding and performance accountability for economic development activities	3
	7. Continuing the momentum in the downtown area and the surrounding neighborhoods	3
*	8. Attracting developers and residents to Fort Pierce	3
	9. Developing an image as a "business friendly" community and City	2
*	10. Preserving the view of waterfront	2
	11. Creating a world-class tourist destination for residents and visitors	2
	12. Tapping the full potential of Fort Pierce's water assets	2
	13. Consistency with County decisions for areas to be annexed	1
	14. Funding and performance accountability for economic development activities	1
	15. Working with the property owners, businesses and residents	1
	16. Defining the City's role and incentives	1
	17. Marketing waterfront assets	1
	18. Maintaining and expanding public access to water	1
	19. Attracting appropriate businesses to locate on or near the water	1
	20. Increasing investments from St. Lucie County, City of Port St. Lucie	1
	21. Balancing the needs of the residential and needs of commercial properties	0
	22. U.S. Highway 1 traffic as a barrier to downtown connectivity	0
	23. Aging, deteriorated boat ramps	0
	24. Supporting the developing of a water tax	0

► **Actions 2018**

			PRIORITY
**	1. Annexation: Action, City Staffing Impacts and Funding a. Paradise Park b. Sheridan Plaza c. Western	Mgmt M/C 2017	4
	2. Street Resurfacing: Service Level and Funding	Mgmt M/C 2017	4
**	3. Force UA: Wastewater Treatment Plant Relocation	Mgmt M/C	3
	4. Port Development: Next Steps	M/C	3
	5. Orange Avenue Corridor Redevelopment Plan: (13 th to 25 th) Complete Streets	M/C	3
	6. Neighborhood Infrastructure Upgrade Plan Project Priority and Funding	M/C	3
	7. Seaplane Base and Service: Direction and City Action	Mgmt	3
	8. Downtown Hotel/Mixed Development: RFP, Agreement	Mgmt M/C 2017	Mgmt
	9. Dredging Marina Access Channel	Mgmt 2017	Mgmt
	10. Peacock Arts District Revitalization Plan: Presentation	Mgmt M/C 2017	Mgmt
**	11. Development Review Task Force: Report and Implementation (including Engineer Permit Review and Inspection Fee)	Mgmt	Mgmt
	12. EAR/Comprehensive Plan	Mgmt 2017	Mgmt
	13. Expanded Bahamas Relations Strategy: Goals, Report with Options, Directions and City Actions	M/C	Mgmt
	14. Old Tiki Bar: Direction and City Actions	M/C	Mgmt
	15. CRA Plan: Update	2017	Mgmt
	16. Port Authority: Development	M/C	2
	17. Small Business Assistance Program and Services: Funding	M/C	2
	18. Utility Capacity for Growth: Report and Direction	M/C	2
	19. Little Jim's Lease: RFP		2
	20. South Beach Parking: Direction	M/C	1
	21. Downtown Development: Report and Future City Actions	M/C	1
	22. Downtown Parking: Status and Direction, Events on Top Floor	M/C	1

► **Actions 2018**

		PRIORITY
23.	Energy Conservation Program – Community: Report with Options, Goals, Direction and City Actions	M/C 1
24.	Dirt Road Policy: Land Acquisition Direction and Funding	M/C 0
25.	Retail Development Strategy: Goals, Report with Options and Direction	M/C 0
26.	Grocery Store Attraction in Downtown	0
27.	Avenue “B”: Rename (at King Plant)	0

► **Management in Progress 2018**

1.	FEMA Regulations for Flood Insurance: Public Education	MIP
2.	Business Retention and Expansion Program (BRE)	MIP
3.	Community Rating System (CRS): Coordinator	Bldg

► **Major Projects 2018**

1.	Ohio Avenue and U.S. 1 Signalization: Upgrade	2017
2.	Annual Dredging Improvement Projects	MP
3.	City Parking Garage: Sealing	MP
4.	7 th Street Roadway Reconstruction	MP
5.	17 th Street Reconstruction (Wendell Road to 10 th Street)	MP
6.	North 2 nd Street Road Improvements	MP
7.	Surfside Park Residential Street Drainage Improvements	Engineering
8.	Ohio Avenue at U.S. Realignment	Engineering
9.	Avalon Avenue Drainage Improvements	Engineering
10.	2018 Street Resurfacing	Engineering
11.	2018 Maintenance Dredging	Engineering
12.	Georgia Avenue Outfall: Nutrient Removal	Engineering
13.	Melody Lane Seawall	Engineering
14.	Fisherman’s Wharf	
15.	Seawall Design	
16.	Dredging	

► **On the Horizon 2019 – 2023**

- | | |
|---|-----|
| 1. Paid Parking: Study and Direction | M/C |
| 2. Commercial Air Service | OTH |
| 3. Short Term Rental Regulations | OTH |
| 4. Fort Pierce Redevelopment Agency: Surplus Land Disposition | OTH |
| 5. Citrus Bridge Overpass | OTH |
| 6. West of U.S. 1 Redevelopment: Vision and Strategy | OTH |
| 7. Homeless Transition Housing | OTH |
| 8. Edwards Road Corridor Strategy | OTH |
| 9. Tourism Development Strategy | OTH |
| 10. Historic Funeral Home Area Upgrade (The Hill Avenue “H”) | OTH |
| 11. Incentives for Residential Upgrades | OTH |
| 12. Incentives for Vacant Land Development | OTH |
| 13. Indian River Terminal Purchase | OTH |
| 14. Downtown Restrooms: Direction | OTH |
| 15. Downtown Study: Update | OTH |
| 16. Downtown Public Assets Clean Up and Maintenance Funding | OTH |
| 17. Economic Development: Position | OTH |
| 18. Special Area Plan: Taylor Creek Update | OTH |
| 19. Tri – Rail Service to Jupiter | OTH |
| 20. Land Development Code: Conditional Use Update | OTH |
| 21. Street Striping Program | OTH |
| 22. Stormwater Retrofit Projects | OTH |

GOAL 2**ENGAGE OUR COMMUNITY****► Objectives**

	PRIORITY
* 1. Have a well informed community through proactive City communications	4
* 2. Have civility in the governance process	4
* 3. Have strong community policing – police know the community, the community know, and trust, the police	4
* 4. Have a reputation as an inclusive community with everyone feeling welcome and part of the community	4
* 5. Have City government providing the leadership to create community partnerships to expand community resources	4
* 6. Seek feedback from the community and using the information to improve	3
7. Provide opportunities to participate in the City governance process	2
8. Use Boards, Committees to advise the Mayor – City Commission and the City Management	2
* 9. Continue to enhance Mayor and City Commission working together and providing leadership	2
* 10. Have City government open to ideas and suggestions from the community	2
11. Have residents working together for what is best for the community	2
12. Have public meetings on critical topics	1
13. Have the community working together on a common, shared vision and goals	1
14. Have regular surveys of the community	0

► 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
6. Opportunities to shape Fort Pierce’s future

► Challenges and Opportunities

- | <ul style="list-style-type: none"> * 1. Looking to the whole community 2. Overcoming the split between different neighborhoods * 3. Developing future community leaders and City employees * 4. Expanding community wide youth programs to develop community pride 5. Commissioner districts and representation * 6. Past history of a racially/socioeconomic divided community * 7. Communicating multi languages 8. Diverse population of Fort Pierce 9. Developing common goals and vision for Fort Pierce that become the community's rallying point 10. Capturing Fort Pierce “alumni” * 11. Residents and businesses believing that the City is responsible for everything and solving all problems 12. Expanding and enhancing current community events * 13. Mobility and transportation options for residents 14. Personal biases and prejudices 15. Under representation from South of Orange Avenue | <table border="1" style="border-collapse: collapse; width: 100%;"> <thead> <tr> <th style="text-align: center; padding: 5px;">PRIORITY</th> </tr> </thead> <tbody> <tr><td style="text-align: center; padding: 5px;">5</td></tr> <tr><td style="text-align: center; padding: 5px;">5</td></tr> <tr><td style="text-align: center; padding: 5px;">4</td></tr> <tr><td style="text-align: center; padding: 5px;">4</td></tr> <tr><td style="text-align: center; padding: 5px;">3</td></tr> <tr><td style="text-align: center; padding: 5px;">3</td></tr> <tr><td style="text-align: center; padding: 5px;">3</td></tr> <tr><td style="text-align: center; padding: 5px;">1</td></tr> <tr><td style="text-align: center; padding: 5px;">1</td></tr> <tr><td style="text-align: center; padding: 5px;">1</td></tr> <tr><td style="text-align: center; padding: 5px;">1</td></tr> <tr><td style="text-align: center; padding: 5px;">1</td></tr> <tr><td style="text-align: center; padding: 5px;">1</td></tr> <tr><td style="text-align: center; padding: 5px;">1</td></tr> <tr><td style="text-align: center; padding: 5px;">0</td></tr> <tr><td style="text-align: center; padding: 5px;">0</td></tr> </tbody> </table> | PRIORITY | 5 | 5 | 4 | 4 | 3 | 3 | 3 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 0 |
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► **Actions 2018**

			PRIORITY
1.	Community Outreach to Diverse Direction	M/C	5
2.	Community Unity Strategy and Action Plan	2017	4
3.	Community Police: Definition, Best Practices, Report with Options, Direction	M/C	4
4.	Youth Council: Report with Recommendations	2017	Mgmt
5.	DOJ Community Policing Initiative		Mgmt
6.	Citizen Advisory Board for Police: Direction, Resolution	M/C	Mgmt
7.	School Enhancement Strategy	2017	1
8.	Community Events: Inventory, Evaluation Report, Direction	M/C	1
9.	Boards/Committees Revision	M/C 2017	0

► **Management in Progress 2018**

1.	Restoring the Village Program	MIP 2017
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► **On the Horizon 2019 – 2023**

1.	City Electronic Communications Policy	OTH
2.	Ethics Policy Direction	OTH
3.	Police Youth Advisory Committee: Development	OTH
4.	Neighborhood Identity and Pride Program	OTH
5.	Marketing Program for Arts, Culture and Museums	OTH
6.	Backus Museum Expansion	OTH
7.	Moore's Creek Multi Cultural Festival: Foods and Arts Celebration	OTH

GOAL 3**SERVE OUR COMMUNITY****► Objectives**

	PRIORITY
* 1. Have a financially responsible City government	4
* 2. Have a City Organization that is responsive, responsible/accountable, results oriented, focused on the Fort Pierce community	4
* 3. Streamline City policies, regulations, processes and procedures	4
* 4. Have adequate resources to support defined City services and levels of service	3
* 5. Listen to and understand the needs and messages from the community	3
* 6. Maintain a top quality City workforce dedicated to serving the Fort Pierce community	3
* 7. Develop and fund City capital/equipment replacement	3
* 8. Deliver City services in the most effective manner	2
9. Have City government working as a team	2
10. Have a reputation as customer oriented and friendly	2
11. Maintain City reserves consistent with the City policies	2
12. Have City services responsive to the community	1
13. Seek ways to improve: processes and service delivery	1
14. Reduce the dependence on Ad Valorem tax receipts	1
15. Partner with others to expand resources in order to support City services	0

► Means to Residents

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

► Challenges and Opportunities

		PRIORITY
*	1. Aging City infrastructure and facilities requiring significant maintenance and replacement	5
*	2. Deferred capital and equipment investment now requiring significant funding	4
*	3. Willingness to raise taxes and fees	4
	4. Limited revenue sources for cities	4
*	5. Increasing costs of capital projects	4
*	6. Rising costs of healthcare, pensions, materials and energy	3
*	7. Actions by Federal and State governments: impacting revenues, unfunded mandates and regulations, fewer grants and earmarked projects	3
	8. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority	3
*	9. Retaining a quality City workforce	2
*	10. City staffing and the capacity to provide services	2
	11. Streamlining City processes – more customer friendly	2
*	12. Outdated information technology needing significant investment	1
*	13. Increasing demands for City services	1
	14. Opportunity to expand resources through partnerships and grants	1
	15. Communicating with residents on City finances and services	1
	16. Rebuilding the City organization from the recession	1
	17. Looking for ways to say “yes” to the customer while protecting the community	0
	18. Loss of civility and having a secure workplace	0

► **Actions 2018**

			PRIORITY
**	1. Stormwater Management Utility: Comparative Analysis and Increase	Mgmt 2017	5
	2. Emergency Operations Center: Direction	M/C	5
	3. FPUA – City Strategy: Key Issues and Direction	M/C	4
	4. Small Public Transit Vehicle/Tram: Evaluation Report with Options, Direction and Funding		4
	5. Police Compensation: Direction and Funding	2017	3
**	6. City Employee Compensation: Restructure and Fund	Mgmt M/C 2017	3
**	7. City Services and Staffing Level: Evaluation Report and Funding	Mgmt	3
	8. Infrastructure Investment Surtax: Public Awareness and Election	M/C	3
	9. Financial Policies: Comprehensive Review	Mgmt 2017	Mgmt
	10. Civil Service Appeal Process	Mgmt 2017	Mgmt
**	11. Spending Limit for City Manager: Report and Direction	Mgmt	Mgmt
	12. Human Resources: Evaluation Report, Direction and Actions	M/C	Mgmt
	13. “One Stop” Shop for Development/Permitting		Mgmt
	14. St. Lucie County: Key Issues and Direction	M/C	2
	15. City Owned Property: Sales of High Value Properties	2017	1
**	16. Recreation Division: Creation and Funding	Mgmt	1
	17. Vesting Period: Problem Analysis/Financial Impact Report with Options and Direction		1
	18. Capital Outlay Plan (5 year) and Funding Mechanism	Mgmt 2017	0
**	19. Code of Ordinance/Charter Modernization: Approach and Fund	Mgmt CC 2017	0
	20. Wastewater Services Regionalization Expansion	2017	0
**	21. Information Technology: Upgrade Plan and Funding	Mgmt	0

► **Management in Progress 2018**

1. Labor Contracts	MIP
2. TZ Parking Enforcement Software for Mobile Parking Enforcement	MIP
3. Information and Data Base Management and Security	MIP
4. Paperless Purchase Order System	MIP
5. Click-Z-Gov	MIP
6. Citywide Payment Card Policy (Online)	MIP
7. Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Maintenance and Upgrade	MIP
8. Projectdox: Building Department	MIP
9. Comprehensive Employee Wellness Policy and Program	MIP
10. Police Promotion Examinations	MIP
11. Purchasing Policy: Revision	MIP
12. Website: Upgrade	MIP
13. RcTrac Cloud: IHGC Funding	MIP
14. Paperless Payroll Process: Electronic Stubs and Forms	MIP
15. Online Searchable Portable: 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
21. Police Vehicle Lease	Police

► **Major Projects 2018**

1. City Facilities Access Control and Security Upgrade	MP
2. City Hall: Seal/Paint	MP
3. Drainage Improvement Projects	MP
a. Bayshore Drive/Sunset Isle Road	
b. Rio – Vista Drive	
c. Francis Avenue	
4. Fuel Island Canopy	PW
5. Gasoline and Diesel Fuel Tank Replacement	PW

► **On the Horizon 2019 – 2023**

- | | |
|--|-----|
| 1. Impact Fees: Update | OTH |
| 2. Purchasing Ordinance: Review Procurement | OTH |
| 3. Vehicle Equipment Replacement: Plan and Funding | OTH |
| 4. New Alternative Revenues: Study and Direction | OTH |
| 5. Comprehensive Analysis of Fee Schedules | OTH |
| 6. Enterprise Funds: Evaluation and Direction | OTH |
| 7. Debt Reduction Policy and Plan | OTH |
| 8. MSTU: Evaluation and Direction | OTH |

GOAL 4**BEAUTIFY OUR COMMUNITY****► Objectives**

	PRIORITY
* 1. Have attractive entrances and gateways: I-95	5
* 2. Have well maintained parks and park venues	5
* 3. Have attractive major corridors: Orange Avenue, U. S. 1	4
* 4. Have attractive signage and wayfinding signs, including mobile app	4
* 5. Reduce the visual blight in the City	4
* 6. Have well maintained streetscapes	3
* 7. Maintain beaches and waterfront	3
* 8. Have an active “ Keep Fort Pierce Beautiful” program	2
9. Have well maintained streets, curbs and gutters	1
10. Reduce litter throughout the community	1
11. Demolish, foreclose or reuse abandoned buildings and homes	1
12. Build homes on vacant lots	1
13. Have well maintained commercial areas	0
14. Have well maintained homes meeting City property maintenance standards	0
15. Have well maintained sidewalks	0
16. Have each neighborhood having a distinctive “brand”	0
17. Residents respecting the Fort Pierce community	0
18. Increase property owners taking pride and responsibility for complying with City Codes and Ordinances - property meeting maintenance codes	0
19. Have an active community mural program	0

► **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
5. Community pride

► **Challenges and Opportunities**

		PRIORITY
*	1. Reputation and appearance of Fort Pierce, particularly Orange Avenue	5
*	2. Funding of city capital projects	5
*	3. Funding for code compliance, law enforcement and public works	4
*	4. Initial image/impression as you leave I-95	4
*	5. Irresponsible property owners who avoid complying with the City Code of Ordinances	3
*	6. Consistent application of the Code of Ordinances – application support in light of community pressure	3
	7. High percentage of rental housing and incentives for tenants	3
	8. Unattractive major corridors	3
	9. Vacant land, buildings and homes	3
	10. Addressing blighted structures	2
	11. Engaging and educating the community on the importance – beautification	2
	12. Defining the role city	1
	13. Ability to afford compliance or beautification project	1
	14. Improving the entire City with a unified vision	1
*	15. Different property maintenance standards among residents	1
	16. Lack of incentives and consequences for violations of codes	0
	17. Culture of throwing litter	0
	18. Unattractive signs	0
	19. Determining how to involve the community	0
	20. Some individuals do not care – attitude	0

► Actions 2018

			PRIORITY
**	1. Entrances/Gateway Beautification: Plan and Funding	Mgmt M/C 2017	5
	2. Major Corridor Beautification: Plan, Direction and Funding	M/C	4
	3. Dumpster Solutions for Downtown	Mgmt	4
	4. Clean and Safe Community Initiative	Mgmt M/C 2017	Mgmt
	5. Lincoln Park Revitalization Initiative	2017	Mgmt
	6. Mural Projects (2)	2017	Mgmt
	7. Habitat for Humanity Partnership: Direction		1
	8. Proactive Enforcement and Reuse: Direction		0

► Management in Progress 2018

- | | |
|---|-----------------------|
| 1. Tag and Tow of Non-Operable Vehicles | Community
Response |
| 2. Main Street Annual/Activity Report | |

► Major Projects 2018

- | | |
|----------------------------------|----|
| 1. Banner Replacement (Citywide) | PW |
|----------------------------------|----|

GOAL 5**ENJOY OUR COMMUNITY****► Objectives**

	PRIORITY
* 1. Value the arts and culture as a community asset	5
* 2. Have top quality public schools partnering with the City	5
* 3. Have a variety of recreational programs and activities responsive to the Fort Pierce community	4
* 4. Have a reputation as a safe community for all	4
* 5. Have strong community events with active participation by residents	3
* 6. Have effective public transportation	3
7. Reduce the crime rate through community policing	3
8. Have new/upgraded boat ramps	2
* 9. Have top quality and beautiful beach	2
* 10. Have a top quality Sunrise Theater serving the needs of the Fort Pierce community	1
11. Have the City working with community partners and the faith-based community to enrich the lives of residents	1
12. Expand bike paths and trails	1
13. Have safe routes to schools	1
14. Improve and expand City parks and recreational facilities and programs	1
15. Expand sports tourism opportunities	1
* 16. Have a top quality municipal golf course	0
17. Expand nightlife and entertainment	0

► Means to Residents

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

► Challenges and Opportunities

		PRIORITY
*	1. Reduced homeless population	5
	2. Continuing to respond proactively to gangs and drugs	4
	3. Expanding neighborhood watch and community programs to increase residents investments in safety and safe community	4
*	4. Continuing to enhance the quality of public schools	3
*	5. Funding for parks and recreation	3
*	6. Tapping the arts and cultural heritage and traditions of Fort Pierce	3
	7. Having strong community events and festivals that involve the residents	3
	8. Addressing mental health issues with the County and community partners	3
*	9. Reinforcing trust in Police Department	3
*	10. Continuing the success and expanding community use of the Golf Course	2
*	11. Expanded community use of the Sunrise Theatre through revised programming	2
*	12. Expanding night life and entertainment opportunities	2
	13. Developing “personal” relationships in the community – individual residents	2
	14. Balancing recreation sports and competitive sports	1
	15. More activities at the beach and/or the waterfront	1
	16. Changing leisure and recreational trends	1
	17. Defining the City’s role in recreation and the relationship to community organizations	1
	18. Modernizing parks and their venues	1
	19. Lack of police staffing for community policing	0

► Actions 2018

			PRIORITY
**	1. Homeless Resource Center: Concept, Partners/County and Locations	Mgmt M/C 2017	5
	2. Historic St. Anastasia Building/Property Use: Conversion to Heritage and Cultural Center	Mgmt	5
**	3. Sunrise Theater: Comprehensive Evaluation, Report with Options and Direction	Mgmt M/C	3
	4. Porpoise Park: Report with Options and Direction	Mgmt M/C	3
	5. Gangs Action Plan: Update	2017	Mgmt
	6. Historic Preservation Report (including inventory of areas)	M/C OTH	Mgmt
	7. Youth Recreation Program: Needs Assessment, Report with Options, and Direction	M/C	2
	8. Public-Private Partnership Lincoln Theater: Agreement	M/C	1
	9. Shuffle Board Court: Relocation Report with Options and Direction	2017	1
	10. Arts and Culture Strategic Plan: Development	Mgmt	0

► Management in Progress 2018

1. Zora Neale Huston 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 1 st Time Homebuyers	Finance
7. Long Term Contract for Golf Course Maintenance	Golf
8. Field Training (FTO) Program: Revamp	Police

► **Major Projects 2018**

- | | |
|---|------|
| 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 Hills Trail | MP |
| 6. MLK Dreamland Park: Construction | MP |
| 7. Jaycee Park Connectivity Improvements | MP |
| 8. Public Day/"Dingy" Dock | |
| 9. Moore's Creek Boat Ramp Area Repairs | MP |
| 10. Fisherman's Wharf Boat Ramp: Rebuild | MP |
| 11. Indian Hills Golf Course Improvements Projects | Golf |
| 12. Fenn Park: Play Set | PW |

► **On the Horizon 2019 – 2023**

- | | |
|---|-----|
| 1. Mobile Parking Enforcement Program | OTH |
| 2. Neighborhood Watch/Citizen Patrol: Expansion | OTH |
| 3. Old Fort Park Project: Sidewalk Connectivity | OTH |
| 4. Public Access to Waterfront: LDC Changes | |
| 5. Transit Link: Downtown and Beach | |

SECTION 8

ACTION AGENDA 2018

GOAL

ACTIONS

**Policy: M/CC Actions Needed,
Direction, Funding, Policy Adoption,
Message to Others**

**Management May Require Some
M/CC Action/Funding; M/CC Set
Direction, Management Focus**

Management in Progress
Implementation, Internal/
Administrative, Compliance, Study –
Funded

Major Projects
Construction, Physical Project
CIP

ON THE HORIZON
**Not This Year, Others May Pursue This Year, Wait and See, Other Actions
Must Come First.**

Definitions of Terms

POLICY –

is an issue that needs direction or a policy decision by the Commission; or needs a major funding decision by the Commission; or an issue that needs Commission leadership by the governing body in the community; or with other governmental bodies (city government, other city governments, state government, federal government) – questions of “WHAT: IS THE DIRECTION; IS THE GOAL; IS THE BUDGET OR RESOURCES; IS THE CITY'S POLICY OF REGULATION?”

MANAGEMENT –

a management action which the Commission has set the overall direction and provided initial funding (e.g. phased project), may require further Commission action on funding; or a major management project particularly multiple years (e.g. upgrade to the information system)-questions of “HOW: DO WE ADDRESS THE ISSUE, MANAGE THE CITY; IMPLEMENT A DECISION OR PROGRAM; CAN WE IMPROVE THE MANAGEMENT OR ORGANIZATIONAL PROCESS?”

MANAGEMENT IN PROGRESS –

a management or organization action which Commission has set the direction, needs staff work before going to Commission for direction next year or beyond, no choice mandated by an outside governmental agency or institution, management process improvement budgeted or funded by the Commission.

MAJOR PROJECT –

a capital project funded in the CIP or by Commission action which needs design or to be constructed (e.g. Road project, city facility project, park project, etc.).

ON THE HORIZON –

an issue or project that will not be addressed during the year by management or the Commission but should be addressed in the next five years; it could become an action item for this year if another party moves the issue or project forward-it depends on them.

**City of Fort Pierce
Policy Agenda 2018
Targets for Action**

TOP PRIORITY

HIGH PRIORITY

City of Fort Pierce Policy Agenda 2018

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
1. Annexation: Action, City Staffing Impacts and Funding			
2. Street Resurfacing: Service Level and Funding			
3. Force UA: Wastewater Treatment Plant Relocation			
4. Port Development: Next Steps			
5. Orange Avenue Corridor Redevelopment Plan			
6. Neighborhood Infrastructure Upgrade Plan Project Priority and Funding			
7. Seaplane Base and Service: Direction and City Action			
8. Community Outreach to Diverse Direction			

City of Fort Pierce Policy Agenda 2018

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
9. Community Unity Strategy and Action Plan			
10. Community Police: Definition, Best Practices, Report with Options, Direction			
11. Stormwater Management Utility: Comparative Analysis and Increase			
12. Emergency Operations Center: Direction			
13. FPUA – City Strategy: Key Issues and Direction			
14. Small Public Transit Vehicle/Tram: Evaluation Report with Options, Direction and Funding			
15. Police Compensation: Direction and Funding			
16. City Employee Compensation: Restructure and Fund			

City of Fort Pierce Policy Agenda 2018

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
17. City Services and Staffing Level: Evaluation Report and Funding			
18. Infrastructure Investment Surtax: Public Awareness and Election			
19. Entrances/Gateway Beautification: Plan and Funding			
20. Major Corridor Beautification: Plan, Direction and Funding			
21. Dumpster Solutions for Downtown			
22. Homeless Resource Center: Concept, Partners/County and Locations			
23. Historic St. Anastasia Building/Property Use: Conversion to Heritage and Cultural Center			
24. Sunrise Theater: Comprehensive Evaluation, Report with Options and Direction			
25. Porpoise Park: Report with Options and Direction			

**City of Fort Pierce
Management Agenda 2018
Targets for Action**

TOP PRIORITY

HIGH PRIORITY

City of Fort Pierce Management Agenda 2018

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
1. Downtown Hotel/Mixed Development: RFP, Agreement			
2. Dredging Marina Access Channel			
3. Peacock Arts District Revitalization Plan: Presentation			
4. Development Review Task Force: Report and Implementation			
5. EAR/Comprehensive Plan			
6. Expanded Bahamas Relations Strategy			
7. Old Tiki Bar: Direction and City Actions			
8. CRA Plan: Update			

City of Fort Pierce Management Agenda 2018

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
9. Youth Council: Report with Recommendations			
10. DOJ Community Policing Initiative			
11. Citizen Advisory Board for Police: Direction, Resolution			
12. Financial Policies: Comprehensive Review			
13. Civil Service Appeal Process			
14. Spending Limit for City Manager: Report and Direction			
15. Human Resources: Evaluation Report, Direction and Actions			
16. "One Stop" Shop for Development/Permitting			

City of Fort Pierce Management Agenda 2018

▶ Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
17. Clean and Safe Community Initiative			
18. Lincoln Park Revitalization Initiative			
19. Mural Projects (2)			
20. Gangs Action Plan: Update			
21. Historic Preservation Report			
22.			
23.			
24.			

**City of Fort Pierce
Action Outlines 2018**

GOAL 1	DEVELOP OUR COMMUNITY
---------------	------------------------------

ACTION:	ANNEXATION: ACTION, CITY STAFFING IMPACTS AND FUNDING	PRIORITY
		<i>Policy –</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Responsibility: <input style="width: 400px; height: 20px;" type="text"/>		

ACTION:	STREET RESURFACING: SERVICE LEVEL AND FUNDING	PRIORITY
		<i>Policy –</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Responsibility: <input style="width: 400px; height: 20px;" type="text"/>		

**ACTION: FORCE UA: WASTEWATER TREATMENT PLANT
RELOCATION**

PRIORITY
<i>Policy –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: PORT DEVELOPMENT: NEXT STEPS

PRIORITY
<i>Policy –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: ORANGE AVENUE CORRIDOR REDEVELOPMENT PLAN

PRIORITY
<i>Policy –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: NEIGHBORHOOD INFRASTRUCTURE UPGRADE PLAN PROJECT PRIORITY AND FUNDING

PRIORITY
<i>Policy –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: SEAPLANE BASE AND SERVICE: DIRECTION AND CITY ACTION

PRIORITY
<i>Policy –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: DOWNTOWN HOTEL/MIXED DEVELOPMENT: RFP, AGREEMENT

PRIORITY
<i>Mgmt –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: DREDGING MARINA ACCESS CHANNEL

PRIORITY
<i>Mgmt –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

**ACTION: PEACOCK ARTS DISTRICT REVITALIZATION PLAN:
PRESENTATION**

PRIORITY
<i>Mgmt –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: DEVELOPMENT REVIEW TASK FORCE: REPORT AND IMPLEMENTATION

PRIORITY
<i>Mgmt –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: EAR/COMPREHENSIVE PLAN

PRIORITY
<i>Mgmt –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: EXPANDED BAHAMAS RELATIONS STRATEGY

PRIORITY
<i>Mgmt –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION OLD TIKI BAR: DIRECTION AND CITY ACTIONS

PRIORITY
<i>Mgmt –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: CRA PLAN: UPDATE

PRIORITY

<i>Mgmt -</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION:

PRIORITY

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION:

PRIORITY

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION:

PRIORITY

Key Issues

Activities/Milestones

Time

Responsibility:

► **Management in Progress 2018**

1. FEMA Regulations for Flood Insurance: Public Education
2. Business Retention and Expansion Program (BRE)
3. Community Rating System (CRS): Coordinator

TIME

► **Major Projects 2018**

1. Ohio Avenue and U.S. 1 Signalization: Upgrade
2. Annual Dredging Improvement Projects
3. City Parking Garage: Sealing
4. 7th Street Roadway Reconstruction
5. 17th Street Reconstruction (Wendell Road to 10th Street)
6. North 2nd Street Road Improvements
7. Surfside Park Residential Street Drainage Improvements
8. Ohio Avenue at U.S. Realignment
9. Avalon Avenue Drainage Improvements
10. 2018 Street Resurfacing
11. 2018 Maintenance Dredging
12. Georgia Avenue Outfall: Nutrient Removal
13. Melody Lane Seawall
14. Fisherman's Wharf
15. Seawall Design
16. Dredging

TIME

GOAL 2	ENGAGE OUR COMMUNITY
---------------	-----------------------------

ACTION:	COMMUNITY OUTREACH TO DIVERSE DIRECTION	PRIORITY		
		<i>Policy –</i>		
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>		
<table border="1" style="width: 80%; margin: auto;"> <tr> <td style="padding: 5px;">Responsibility:</td> </tr> </table>				Responsibility:
Responsibility:				

ACTION:	COMMUNITY UNITY STRATEGY AND ACTION PLAN	PRIORITY		
		<i>Policy –</i>		
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>		
<table border="1" style="width: 80%; margin: auto;"> <tr> <td style="padding: 5px;">Responsibility:</td> </tr> </table>				Responsibility:
Responsibility:				

**ACTION: COMMUNITY POLICE: DEFINITION, BEST PRACTICES,
REPORT WITH OPTIONS, DIRECTION**

PRIORITY
<i>Policy –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

**ACTION: YOUTH COUNCIL: REPORT WITH
RECOMMENDATIONS**

PRIORITY
<i>Mgmt –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: DOJ COMMUNITY POLICING INITIATIVE

PRIORITY
<i>Mgmt –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

**ACTION: CITIZEN ADVISORY BOARD FOR POLICE: DIRECTION,
RESOLUTION**

PRIORITY
<i>Mgmt –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION:

PRIORITY

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION:

PRIORITY

Key Issues

Activities/Milestones

Time

Responsibility:

► **Management in Progress 2018**

1. Restoring the Village Program

TIME

GOAL 3	SERVE OUR COMMUNITY
---------------	----------------------------

ACTION:	STORMWATER MANAGEMENT UTILITY: COMPARATIVE ANALYSIS AND INCREASE	PRIORITY
		<i>Policy –</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Responsibility:		

ACTION:	EMERGENCY OPERATIONS CENTER: DIRECTION	PRIORITY
		<i>Policy –</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Responsibility:		

ACTION: FPUA – CITY STRATEGY: KEY ISSUES AND DIRECTION

PRIORITY
<i>Policy –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: SMALL PUBLIC TRANSIT VEHICLE/TRAM: EVALUATION

PRIORITY
<i>Policy –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: POLICE COMPENSATION: DIRECTION AND FUNDING

PRIORITY
<i>Policy –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: CITY EMPLOYEE COMPENSATION: RESTRUCTURE AND FUND

PRIORITY
<i>Policy –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

**ACTION: CITY SERVICES AND STAFFING LEVEL: EVALUATION
REPORT AND FUNDING**

PRIORITY
<i>Policy –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

**ACTION: INFRASTRUCTURE INVESTMENT SURTAX: PUBLIC
AWARENESS AND ELECTION**

PRIORITY
<i>Policy –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: FINANCIAL POLICIES: COMPREHENSIVE REVIEW

PRIORITY
<i>Mgmt –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: CIVIL SERVICE APPEAL PROCESS

PRIORITY
<i>Mgmt –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: SPENDING LIMIT FOR CITY MANAGER: REPORT AND DIRECTION

PRIORITY
<i>Mgmt –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: HUMAN RESOURCES: EVALUATION REPORT, DIRECTION AND ACTIONS

PRIORITY
<i>Mgmt –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: "ONE STOP" SHOP FOR DEVELOPMENT/PERMITTING

PRIORITY
<i>Mgmt -</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION:

PRIORITY

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION:

PRIORITY

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION:

PRIORITY

Key Issues

Activities/Milestones

Time

Responsibility:

► Management in Progress 2018

1. Labor Contracts
2. TZ Parking Enforcement Software for Mobile Parking Enforcement
3. Information and Data Base Management and Security
4. Paperless Purchase Order System
5. Click-Z-Gov
6. Citywide Payment Card Policy (Online)
7. Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Maintenance and Upgrade
8. Projectdox: Building Department
9. Comprehensive Employee Wellness Policy and Program
10. Police Promotion Examinations
11. Purchasing Policy: Revision
12. Website: Upgrade
13. RcTrac Cloud: IHGC Funding
14. Paperless Payroll Process: Electronic Stubs and Forms
15. Online Searchable Portable: Development
16. Certified Municipal Clerk: Designation
17. Sunrise Theater Succession Plan: Discussion
18. Police Minority Recruitment Program/Advancement: Revision
19. Legal Secretary/Paralegal: Hiring
20. Personnel Rules and Regulations: Update
21. Police Vehicle Lease

TIME

► Major Projects 2018

1. City Facilities Access Control and Security Upgrade
2. City Hall: Seal/Paint
3. Drainage Improvement Projects
 - a. Bayshore Drive/Sunset Isle Road
 - b. Rio – Vista Drive
 - c. Francis Avenue
4. Fuel Island Canopy
5. Gasoline and Diesel Fuel Tank Replacement

TIME

GOAL 4	BEAUTIFY OUR COMMUNITY
---------------	-------------------------------

ACTION:	ENTRANCES/GATEWAY BEAUTIFICATION: PLAN AND FUNDING	PRIORITY	
		<i>Policy –</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	
			Responsibility:

ACTION:	MAJOR CORRIDOR BEAUTIFICATION: PLAN, DIRECTION AND FUNDING	PRIORITY	
		<i>Policy –</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	
			Responsibility:

ACTION: DUMPSTER SOLUTIONS FOR DOWNTOWN

PRIORITY
<i>Policy –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: CLEAN AND SAFE COMMUNITY INITIATIVE

PRIORITY
<i>Mgmt –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: LINCOLN PARK REVITALIZATION INITIATIVE

PRIORITY
<i>Mgmt –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: MURAL PROJECTS (2)

PRIORITY
<i>Mgmt –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION:

PRIORITY

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION:

PRIORITY

Key Issues

Activities/Milestones

Time

Responsibility:

► **Management in Progress 2018**

1. Tag and Tow of Non-Operable Vehicles
2. Main Street Annual/Activity Report

TIME

► **Major Projects 2018**

1. Banner Replacement (Citywide)

TIME

GOAL 5	ENJOY OUR COMMUNITY
---------------	----------------------------

ACTION:	HOMELESS RESOURCE CENTER: CONCEPT, PARTNERS/COUNTY AND LOCATIONS	<table border="1" style="margin: auto;"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Policy –</i></td></tr> </table>	PRIORITY	<i>Policy –</i>
PRIORITY				
<i>Policy –</i>				
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>		
<table border="1" style="margin: auto; width: 80%;"> <tr> <td style="padding: 5px;">Responsibility:</td> </tr> </table>			Responsibility:	
Responsibility:				

ACTION:	HISTORIC ST. ANASTASIA BUILDING/PROPERTY USE: CONVERSION TO HERITAGE AND CULTURAL CENTER	<table border="1" style="margin: auto;"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Policy –</i></td></tr> </table>	PRIORITY	<i>Policy –</i>
PRIORITY				
<i>Policy –</i>				
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>		
<table border="1" style="margin: auto; width: 80%;"> <tr> <td style="padding: 5px;">Responsibility:</td> </tr> </table>			Responsibility:	
Responsibility:				

**ACTION: SUNRISE THEATER: COMPREHENSIVE EVALUATION,
REPORT WITH OPTIONS AND DIRECTION**

PRIORITY
<i>Policy –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

**ACTION: PORPOISE PARK: REPORT WITH OPTIONS AND
DIRECTION**

PRIORITY
<i>Policy –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: GANGS ACTION PLAN: UPDATE

PRIORITY

<i>Mgmt –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION: HISTORIC PRESERVATION REPORT

PRIORITY

<i>Mgmt –</i>

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION:

PRIORITY

Key Issues

Activities/Milestones

Time

Responsibility:

ACTION:

PRIORITY

Key Issues

Activities/Milestones

Time

Responsibility:

► **Management in Progress 2018**

1. Zora Neale Huston Trail Festival Day
2. Police Training
3. New Animal Control Program with Comcate
4. TNP Program
5. SHIP Home Rehabs (30)
6. SHIP 1st Time Homebuyers
7. Long Term Contract for Golf Course Maintenance
8. Field Training (FTO) Program: Revamp

TIME

► **Major Projects 2018**

1. PAL Park: Outside Basketball Courts
2. Pinewood Recreation Facility Improvement
3. Police Athletic League (PAL) Park: Restrooms
4. Sunrise Theater: Upgrades
5. Savannah Recreation Trail Connectivity to Indian Hills Trail
6. MLK Dreamland Park: Construction
7. Jaycee Park Connectivity Improvements
8. Public Day/"Dingy" Dock
9. Moore's Creek Boat Ramp Area Repairs
10. Fisherman's Wharf Boat Ramp: Rebuild
11. Indian Hills Golf Course Improvements Projects
12. Fenn Park: Play Set

TIME

MONTH

FEBRUARY 2018

1.

2.

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MONTH

MARCH 2018

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MONTH

APRIL 2018

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MONTH

MAY 2018

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MONTH

JUNE 2018

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MONTH

JULY 2018

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MONTH

AUGUST 2018

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MONTH

SEPTEMBER 2018

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MONTH

OCTOBER 2018

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MONTH

NOVEMBER 2018

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MONTH

DECEMBER 2018

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MONTH

JANUARY 2019

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