

# **SECTION 6**

---

## **LOOKING TO FORT PIERCE'S FUTURE [Updated: 1/26/19]**

**Success in 2024 means...**  
**City of Fort Pierce**

**Actions for 2019**  
**City of Fort Pierce**

# **City of Fort Pierce**

## **Strengths – Weaknesses**

## **Threats – Opportunities**

### **► Strengths**

- 1. Attractive community**
- 2. Developers' interest in Fort Pierce**
- 3. Increasing business investment**
- 4. Fort Pierce Downtown - creating a sense of place**
- 5. Partnering with Schools**
- 6. Partnering with the County**
- 7. Building momentum at the Port**
- 8. City Manager and staff**
- 9. Increased marketing of Fort Pierce**
- 10. Increasing property values**
- 11. Tradition of Arts and culture**
- 12. Port potential development**
- 13. Top quality beach**

**14. Inlet and waterfront**

**15. Pride in neighborhoods**

**16. Location**

**17. Transportation network**

**18. City workforce: diverse, highly skilled and professional**

**19. County-wide partnerships**

**20. Cohesive Mayor and City Commission providing leadership for the community**

**► Areas for Improvement**

- 1. Complaint: “Nothing to do in Fort Pierce”, “No amenities”**
- 2. Addressing the impacts of development**
- 3. Lack of talent development and training to increase the professionalism of the City staff**
- 4. Ineffective Human Resources management function**
- 5. Redeveloping Downtown**
- 6. Redeveloping older neighborhoods**
- 7. Fort Pierce perception and reputation as an “unsafe community”**
- 8. Employee retention, especially Police Officers**
- 9. Police Officer morale**
- 10. “Business unfriendly” reputation - lack of trust and confidence in Planning and the development process**
- 11. Road conditions**
- 12. Affordable utility rates**
- 13. Middle class housing opportunities**
- 14. Addressing aging City infrastructure maintenance and major repairs/upgrades**
- 15. Increasing commercial tax base**
- 16. Relations with FPUA**
- 17. Upgrade maintenance of City facilities and parks to an “excellent” level**

**18. Enhancing partnerships with partners**

**► Threats to Fort Pierce’s Future**

- 1. Actions by the State of Florida**
- 2. Major disaster hitting Fort Pierce**
- 3. Police Department**
- 4. Communications with the development community**
- 5. Communications with the community**

► **Opportunities for the Future**

1. **Annexations**
2. **Redevelopment: Downtown and Older Neighborhoods**
3. **Brightline Train Station**
4. **Vocational Training at Indian River State College**
5. **Port Development**
6. **Sports Tourism and Tournaments**
7. **Recreation Facilities and Programs: Expansion**
8. **Neighborhood Revitalization**
9. **Housing Development West and City Wide**
10. **Workforce Development**

# **Actions Ideas for 2019**

## **Mayor and City Commission**

### **City of Fort Pierce**

- 1. Annexations: Next Steps**
- 2. Peacock Arts District: Boundary Expansion and Further Development**
- 3. King Power Plant Redevelopment Project: RFP Selection**
- 4. Brightline Station: Advocacy and Selection**
- 5. Port Development: Permitting, City Actions**
- 6. Street Resurfacing Projects: Oversight Committee Creation, Direction**
- 7. Sister City Relations with Bahamas: Status and Next Steps**
- 8. Seaplane Base: Direction and Funding Mechanism**
- 9. Lincoln Park Revitalization: Theater, Zoning Review**
- 10. St. Lucie County-FPUA-City Agreement on Water Utility: Completion**
- 11. Development Review Task Force: Recommendations and Direction**
- 12. North Publix Replacement Store: Next Steps**
- 13. Orange Avenue Gateway Beautification: Status and Next Steps**
- 14. Police Advisory Board: Next Steps and Reporting**

- 15. Stormwater Management Policy and Fee: Analysis, Report with Options and Direction**
- 16. Tram Service: Status and Next Steps**
- 17. Sunrise Theatre: New Director and Plan for the Future**
- 18. Dumpster Solution for Downtown: Status and Next Steps**
- 19. Sunrise Center Garage Office Development: Status and Direction**
- 20. Employee Compensation Policy and Funding: Market Analysis, Report, Direction and Funding**
- 21. Police Retention and Compensation: Study, Report with Options and Direction**
- 22. Comprehensive Plan/EAR Report: Completion**
- 23. Anastasia School: RPF Selection**
- 24. County Dialog and Issue Resolution: Discussion and Direction**
- 25. Hotel Development Project: Status and Direction**
- 26. Community Policing: Action Plan for 2019**
- 27. Development Consultant for the City: Definition, Scope of Work, Direction and Funding**
- 28. Sports Tourism Strategy and Action Plan [with St. Lucie County]: Development and Action Plan**
- 29. 1st Time Homebuyer Program: “Best Practices”, Report with Options and Direction**
- 30. Business Improvement District [BID] for Downtown: Creation**
- 31. Wastewater Treatment Plant Relocation [with FPUA]: Status and Next Steps**

- 32. Interlocal Agreements - Drainage and Streets: Development and Approval**
- 33. Celebration Point Residential Development: Status and Direction**
- 34. Crime Reduction Actions Plan: Specific Actions and Deliverables**
- 35. Code Enforcement: Performance Assessment, Problems with Compliance/Enforcement, Report with Options, Direction and City Actions**
- 36. Community Outreach with Faith Community: Goals/Outcomes, "Best Practices", Report with Options and Direction**
- 37. Island Height Restrictions: Review, Report with Options and Direction**
- 38. Charter School(s): "Best Practices", Report with Options, Direction and City Actions**
- 39. Building Permit Process Improvement: Direction and City Actions**
- 40. Community Video Cameras: "Best Practices", Report with Options, Specific Locations and Costs, Direction, City Actions and Funding Mechanism**
- 41. EOC Design: Completion**
- 42. Community Events and Festivals Enhancement: Inventory, Evaluation Report, Direction and City Role/Actions**
- 43. Edgartown Rebranding: Direction and City Actions**
- 44. Additional Parking Garage for Downtown: Report with Location and Options, Direction and City Actions**
- 45. Emergency Management Policy and Plans: Review and Revision**
- 46. Downtown Residential Development: Next Project and Development Agreement**
- 47. Swimming Program for Youth: "Best Practice", Report with Options and Direction**

- 48. Water Facilities: Assessment of Needs, Report with Options, Direction and Funding Mechanism**
- 49. Recreation Programs Expansion: Needs Assessment, Report with Options, Direction and Funding**
- 50. Gymnasium Expanded Hours: Report with Options and Direction**
- 51. Park Maintenance and Upgrade: Condition Assessment, Report with Recommendations, Direction and Funding**
- 52. Downtown Hours Regulations: Review and Refinement**
- 53. Housing Upgrade Program: “Best Practices”, Report with Needs and Options, Direction and Funding**
- 54. Downtown Lighting: Assessment, Report with Options, Direction and Funding [with FPUA]**
- 55. Wayfinding Signage: Report with Options and Direction**
- 56. Entertainment District: Next Steps and City Actions**
- 57. FPUA Charter: Review and Revision**
- 58. Road Conditions and Resurfacing: Report, Direction and Funding**

# **Top “10” Priorities for 2019**

## **EXECUTIVE PERSPECTIVE**

- 1. Compensation for “Targeted Positions”**
- 2. Heavy Equipment Vehicle Maintenance**
- 3. Water (Bulk)/Wastewater Interlocal Agreement**
- 4. IT Comprehensive Plan and Completion of Upgraded Projects**
- 5. Annexations: Next Steps**
- 6. EDC: Collaboration with Fort Pierce/EPUA**
- 7. Brightline Station Development**
- 8. “King Plant” Development**
- 9. Infill Development Ordinance**
- 10. Disaster Preparation, Response and Recover**

# **Looking to Fort Pierce's Future Departmental View**

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2019

### DEPARTMENT: Building

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

- Finding and retaining licensed, qualified staff
- Salary restrictions
- Cooperation with the Ft. Pierce Utilities Authority
- Slowing of growth, lack of financial investors, avoiding recession
- Aging fleet of vehicles.

**MANAGEMENT IN PROGRESS FY 2019**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
January 2019

**DEPARTMENT:** Building

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

- 1 Project Dox implementation and training
- 2 Acquisition and installation of new computer equipment.
- 3 Acquisition of new department vehicles.
- 4 Cross training and internship programs
- 5 Building Department relocation/build out to Sunrise Center
- 6 Establishment of an Infill Ordinance

**INITIATIVES FY 2019:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2019**

**DEPARTMENT:** Building

Please list issues or projects that you would like for the city to address this FY 2019.

- 1 Salary study/update
- 2 Business Friendly approach from Ft. Pierce Utilities Authority
- 3 Targeted tax increase
- 4 Security of City facilities

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2019

**DEPARTMENT:** City Clerk

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

- Knowledge shared among departments regarding ongoing and planned initiatives.
- Need for ongoing training.

**MANAGEMENT IN PROGRESS FY 2019  
PROJECTS AND ISSUES  
Fort Pierce, Florida  
January 2019**

**DEPARTMENT:** City Clerk

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

- 1 Deputy City Clerk working on Certified Municipal Clerk Certification
- 2 Deputy City Clerk working on Certified Florida Business Tax Official Certification.
- 3 Deputy City Clerk working on Certified Florida Records Manager Certification
- 4 Development of a Small Business Guide to assist new and existing businesses.

**INITIATIVES FY 2019:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2019**

**DEPARTMENT:** City Clerk

Please list issues or projects that you would like for the city to address this FY 2019.

- 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

January 2019

### DEPARTMENT: City Manager's Office

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

- Limited resources to provide same level of service to an ever-expanding community.
- Difficulty recruiting skilled employees to fill technical positions.
- Insufficient residential stock.
- Constantly battling negative perception.
- Aging infrastructure.

**MANAGEMENT IN PROGRESS FY 2019**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
January 2019

**DEPARTMENT: City Manager's Office**

---

- 1      Redevelopment of the Former H.D. King Plant Site. The RFQ/P process is currently underway and this property is also a prospective location for a Virgin Trains station.
- 2      Virgin Trains passenger rail station establishment
- 3      Economic Development action plan
- 4      Seaplane Base creation
- 5      Television Commercial Campaign in Miami, Florida
- 6      Citywide Marketing and Outreach Plan
- 7      Downtown street signs and wayfinding signs downtown are being updated with a vibrant and clean look consistent with the city's new brand.
- 8      National Events – The National Firefighter Combat Challenge will be held in Fort Pierce in October 2019 as well as the SKA National Championship in November 2019.
- 9      Peacock Arts District Revitalization

**INITIATIVES FY 2019:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2019**

**DEPARTMENT:** City Manager's Office

Please list issues or projects that you would like for the city to address this FY 2019.

- 1 Neighborhood Revitalization & Engagement – Host community input meetings in areas that we have not yet (Southside, SOHO, Crossroads, Edgartown, SoBe, etc.)

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2019

### DEPARTMENT: Community Response

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

- Too much work – not enough time, not enough staff
- A young work force – loss of knowledge due to retirement / turn-over
- Money – salaries not competitive with local jurisdictions / cost of living
- New focus and attention on FP and the struggle to keep up with the progress.
- Reducing crime

**MANAGEMENT IN PROGRESS FY 2019**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
January 2019

**DEPARTMENT: Community Response**

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

- 1 Drafting new rules of procedure / department policy manual
- 2 Training new employee
- 3 Records retention – purging files, organizing to be in compliance with retention laws, scanning and archiving files.
- 4 Clean & Safe Initiative – present to City Commission amendment to include street-scaping and lot clearing to approved list of activities
- 5 Clean & Safe Initiative – goal to present 24 cases to the City Commission in FY 2019
- 6 TNVR – continue progress on program.

**INITIATIVES FY 2019:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2019**

**DEPARTMENT:** Community Response

Please list issues or projects that you would like for the city to address this FY 2019.

- 1 Increase administrative assistant position from part-time to full-time
- 2 Obtain parking enforcement software
- 3 Get parking counter in city garage
- 4 Upgrade Naviline to ONE Solution

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2019

**DEPARTMENT:** Engineering

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

- Repair and replacement of aging infrastructure
- Annexation policies to square off city's boundaries

**MANAGEMENT IN PROGRESS FY 2019  
PROJECTS AND ISSUES  
Fort Pierce, Florida  
January 2019**

**DEPARTMENT:** Engineering

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

- 1 17<sup>th</sup> Street Reconstruction – (Orange Avenue to Avenue D)
- 2 7<sup>th</sup> Street Reconstruction – (Wendell Road to 10<sup>th</sup> Street)
- 3 Ohio Avenue Realignment
- 4 Citrus Avenue Bridge Repair
- 5 2019 Street Resurfacing
- 6 Moore’s Creek Linear Park Refurbishment
- 7 Surfside Park Residential Drainage Improvements

**INITIATIVES FY 2019:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2019**

**DEPARTMENT:** Engineering

Please list issues or projects that you would like for the city to address this FY 2019.

- 1 Establishment of a Citizens oversight committee for Capital Improvement Projects
- 2 Recommendation to City Commission to increase stormwater utility fee
- 3 Privatize city's street sweeping program

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2019

**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 2019**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
January 2019

**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 4<sup>th</sup> 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
- 10 SHIP 1st Time Homebuyer - Prepared to cover down payment and closing cost assistance to new income qualified homebuyers within the City limits of Fort Pierce

- 11 Continue Marketing/Promotion for small tourism-related businesses
- 12 Encourage new store front businesses in the Lincoln Park community
- 13 Continue to collaborate with Allegany Franciscan Ministries
- 14 Continue to collaborate with Allegany Franciscan Ministries
- 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 Mural Art Project - across Fort Pierce
- 18 Public Service Grants - Provide grants to supportive service agencies who will provide services and programs for 5,000 very low income citizens
- 19 4th Annual Highwaymen Heritage Trail Festival - Will continue to expand and grow this annual event
- 20 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
- 21 Mural Art Project - across Fort Pierce

**INITIATIVES FY 2019:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2019**

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

Please list issues or projects that you would like for the city to address this FY 2019.

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

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2019

### DEPARTMENT: Indian Hills Golf Course

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

- Improving our existing structure to be able to accommodate outings and functions on site.
- Recruiting Outings
- Overcoming the stigma that facility had

**MANAGEMENT IN PROGRESS FY 2019**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
January 2019

**DEPARTMENT:** Indian Hills Golf Course

- 1 More airtime on local radio to raise awareness.
- 2 Bunker work to regain consistent playing conditions

**INITIATIVES FY 2019:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2019**

**DEPARTMENT:** Indian Hills Golf Course

Please list issues or projects that you would like for the city to address this FY 2019.

- 1 Cleanup and beautification of course and surrounds
- 2 Additional maintenance carts repaired for use
- 3 Finding the right composition of fertilizer and nutrients to improve playing conditions

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2019

### DEPARTMENT: Human Resources

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

- Major loads of files and paperwork need to be scanned.
- Increased pressure to make salaries comparable to surrounding agencies.
- Completing major work with an HR system that needs updating.
- Competitive Salaries

**MANAGEMENT IN PROGRESS FY 2019**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
January 2019

**DEPARTMENT:** Human Resource

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

- 1 Management Handbook
- 2 CSAB Board Elections
- 3 PBA Negotiations
- 4 IUPA Negotiations
- 5 Teamsters Negotiations

**INITIATIVES FY 2019:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2019**

**DEPARTMENT:** Human Resource

Please list issues or projects that you would like for the city to address this FY 2019.

- 1 Personnel Files Electronically Stored
- 2 Updated HR System

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2019

### DEPARTMENT: Information Technology

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

- Aged infrastructure (Enterprise infrastructure refresh)
- End-user knowledge base/training
- Staffing and space needs
- Emerging technology training/compliance

**MANAGEMENT IN PROGRESS FY 2019**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
January 2019

**DEPARTMENT: Information Technology**

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

- 1 ProjectDox
- 2 Security upgrades (application and infrastructure)
- 3 Security expansion (garage)
- 4 Enterprise wide infrastructure upgrades
- 5 IBM Notes to O365 migration
- 6 Infrastructure for advanced cloud services
- 7 PAL Park infrastructure and on boarding
- 8 Finalize Sunrise Theatre integration and services
- 9 Paperless PO
- 10 Document/process routing

**INITIATIVES FY 2019:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2019**

**DEPARTMENT: Information Technology**

Please list issues or projects that you would like for the city to address this FY 2019.

- 1 Cloud migration of core services (C2G)
- 2 Cloud migration of Selectron IVR
- 3 Core application upgrade (Naviline)
- 4 Migration of Marina application to cloud
- 5 Workorder application for Public Works

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2019

### DEPARTMENT: Fort Pierce City Marina

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

- The major challenge the marina is facing over the next year and a half is the building of Crabby's restaurant and the new fuel dock/dock master support building while trying to meet the financial marina goals while under construction.

**MANAGEMENT IN PROGRESS FY 2019**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
January 2019

**DEPARTMENT: Fort Pierce City Marina**

---

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

- 1 Completion of the sand material and planting work on Tern Island from the dredging of the marina that took place in the month of November and December 2018, and January 2019.
- 2 Planning in progress of removal of the Tiki Restaurant, Replacing with a new restaurant named Crabby's
- 3 Building of a new marina fuel dock/dock master support building. Design in progress
- 4 Upgrade of Moore's Creek boat ramp, 100% grant was approved. Awaiting Engineering department for design and construction
- 5 Construction and installation of a pump out system located on the North side of the marina facility. 75% funded grant was approved, awaiting for Engineering department to get approval from FPUA and place out for bids

**INITIATIVES FY 2019:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2019**

**DEPARTMENT: Fort Pierce City Marina**

---

Please list issues or projects that you would like for the city to address this FY 2019.

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2019

### DEPARTMENT: Planning

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

- Application/Project Volumes continue to increase each year while staffing levels have remained largely the same, plus we had an unfilled vacancy for a large part of the year.
- Recruiting new development to City versus perceptions about City.
- Challenges with technology
- Reacting to new laws formulated by the Florida Legislature

**MANAGEMENT IN PROGRESS FY 2019**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
January 2019

**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 lots, garbage removal, costs of new development).
- 2 Coordinating the first local ISBA agreement for large scale annexation
- 3 Upgrading and streamlining development processes

**INITIATIVES FY 2019:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2019**

**DEPARTMENT:** Planning

Please list issues or projects that you would like for the city to address this FY 2019.

- 1 Updating older development regulations
- 2 Completing the sale of 505 N 7<sup>th</sup> St.
- 3 Uncertainty/changes in City Attorney
- 4 Completing the update to the Comprehensive Plan

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2019

### DEPARTMENT: Police

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

- Replacing and maintaining technological, forensic and proficient equipment needed to support law enforcement investigative performance.
- Replacing old police vehicles.
- Increasing officer's salary and benefits to help in the retention process of experienced and trained police personnel.
- Meet facilities infrastructure and security needs.
- As the city of Fort Pierce continues to annex new geographical locations, the police department has the responsibility of patrolling and providing law enforcement services to these areas. The police department will need to increase the number of officers to safely protect and meet the responsibilities of these additional areas.

**MANAGEMENT IN PROGRESS FY 2019  
PROJECTS AND ISSUES  
Fort Pierce, Florida  
January 2019**

**DEPARTMENT:** Police

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

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13

**INITIATIVES FY 2019:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2019**

**DEPARTMENT:** Police

Please list issues or projects that you would like for the city to address this FY 2019.

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2019

### DEPARTMENT: Public Works

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

- Replacing institutional knowledge lost due to the retirement of many senior employees
- Hiring and retaining qualified employees
- Aging fleet of vehicles and equipment
- Personnel shortages
- Finding time to train/cross train employees
- Doing more with less

**MANAGEMENT IN PROGRESS FY 2019  
PROJECTS AND ISSUES  
Fort Pierce, Florida  
January 2019**

**DEPARTMENT: Public Works**

---

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

- 1 Expand recreation and resource opportunities
- 2 Phase II Fenn Park reconstruction
- 3 Creation of a visitor center in the first floor retail space of parking garage
- 4 Installation of a sail shade structure at Marina Square

**INITIATIVES FY 2019:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2019**

**DEPARTMENT: Public Works**

Please list issues or projects that you would like for the city to address this FY 2019.

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

**MANAGEMENT IN PROGRESS FY 2019**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
January 2019

**DEPARTMENT: Sunrise Theatre**

---

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

- 1 RFP for New Roof
- 2 Implementation of new website
- 3 Use of The Square to accept Credit Cards at the bar.
- 4 Working with community organizations to become more involved and be more of an asset.
- 5 Recommendations and quotes for repair of the Black Box floor which is cracking and separating in several places.
- 6 Departmental budgetary oversight trying to minimize expenses using fulltime employees only whenever possible.
- 7 Continual programming efforts for the current and coming season. Looking to offer a more diverse schedule with broad appeal, while continuing with the successes of the past 13 years.
- 8 Improved communication both externally and internally.
- 9 Efforts to work with downtown businesses to create stronger relationships
- 10 Outreach seeking new corporate sponsorships, donors and increased memberships.

**INITIATIVES FY 2019:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2019**

**DEPARTMENT: Sunrise Theatre**

---

Please list issues or projects that you would like for the city to address this FY 2019.

- 1 Work more closely on marketing initiatives to promote the City, Sunrise Theatre, Marina, & Golf Course.
- 2 Continuing improvement of cleaning of the downtown area. There has been great improvement, but as the downtown becomes more active so does upkeep.
- 3 Hotel for downtown
- 4 Entertainment tax on food and beverage in downtown

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2019

**NAME: Fort Pierce Utilities Authority**

---

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

- Maintaining competitive rates
- Maintaining high reliability
- Water/Wastewater issues-WRF relocation, Regionalization. Educating the public on the complexities of plant relocation and impact on rates
- Roadway Projects-Prioritization and implementation
- Annexation Issues
- King Plant site redevelopment
- Port development
- Permitting and impact fees for new development

**MANAGEMENT IN PROGRESS FY 2019**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
January 2019

**NAME: Fort Pierce Utilities Authority**

---

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

- 1 Utility relocations for City, County, FDOT projects
- 2 Emergency backup generation for WRF
- 3 Advanced Metering Infrastructure (AMI)
- 4 DiGiorgio Industrial area wastewater infrastructure project (DEO Grant)
- 5 Housing developments (Carriage Point, Celebration Point, Sedona, Kendrick Homes, etc.)
- 6 Commercial development (Publix, IWRF, Port Area, KOA Campground, Camping World)
- 7 Overhead to Underground conversions
- 8 Natural Gas Looping projects
- 9 Architectural upgrades at 6<sup>th</sup> street and Boston Ave.
- 10 Avenue M water, wastewater and paving restoration
- 11 16" force main along Orange Ave to facilitate future relocation of the WRF and to support growth in the FPUA western service territory
- 12 Rehabilitation and upgrade of Savannah Road Repump facility to increase reliability
- 13 Electric Pole replacements-on-going-reliability issue and storm hardening

**INITIATIVES FY 2019:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2019**

**NAME: Fort Pierce Utilities Authority**

---

Please list issues or projects that you would like for the city to address this FY 2019.

- 1     Prioritization of Roadway projects including listing for ½ cent sales tax work
- 2     Final decision on King Plant property redevelopment
- 3     Continued support for water/wastewater issues such as bulk water agreement, regionalization and WRF relocation.
- 4     Permitting/Impact fees for new development