D R A F T

C I T Y O F F O R T P I E R C E

CONFERENCE AGENDA

Conference Agenda Meeting - Friday, March 22, 2019 - 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. **Strategic Planning Workshop - Lyle Sumek**

   a. Strategic Planning Working Document

5. **COMMENTS FROM THE PUBLIC**

   Any person who wishes to comment on any subject may be heard at this time. Please limit your comments to three (3) minutes or less, as directed by the Mayor, as this section of the Agenda is limited to thirty minutes. The City Commission will not be able to take any official actions under Comments from the Public. Speakers will address the Mayor, Commissioners, and the Public with respect. Inappropriate language will not be tolerated.

6. **Adjournment**

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) 467-3065 at least 48 hours prior to the meeting.

City Commission Strategic Planning Session - 2:00 p.m. **4.a.**

Meeting Date: 03/22/2019

Re:

SUBJECT:

Strategic Planning Working Document

Attachments

Section 1
Section 2
Section 3
Section 4
Section 5
Section 6
Section 7
Section 8
Section 9
Section 10
Complete Notebook (419 pages)

Form Review

Form Started By: Linda Cox Started On: 03/20/2019 08:16 AM
Final Approval Date: 03/20/2019

SECTION 1

FORT PIERCE:
A CHAMPIONSHIP TEAM

Fort Pierce: a True Champion

A TRUE CHAMPION SUSTAINS WINNING OVER TIME.

A WINNER:

- HAVE A PLAN
- BUILDS A TEAM – DEFINED ROLES AND PROCESSES
- FOLLOWS THE STRATEGY AND PLAN
- RELY ON CURRENT LEADERS
- PROVIDES CLEAR, CONSISTENT DIRECTION
- FOCUS ON THE ANNUAL AGENDA
- COMPLETES TASKS AND PROJECTS
- PRODUCES RESULTS THAT ADD VALUE TO THE COMMUNITY
- LISTENS TO THE COMMUNITY
- BUILDS PARTNERSHIPS
- CELEBRATES WINS/SUCCESSES

A CHAMPION:

- REFINES THE VISION AND GOALS
- REFINES AND ADJUSTS PLANS
- RENEWS THE TEAM
- DEVELOPS/EXPANDS ADDITIONAL PARTNERS
- CONTINUES TO TAKE CALCULATED RISKS
- STRIVES TO UNDERSTANDING THE CHANGING, DYNAMIC ENVIRONMENT
- LEARNS FROM SETBACKS
- USES THEIR BUILT UP “POLITICAL CAPITAL”
- DEVELOPS FUTURE LEADERS
- ENGAGES AND REACHES OUT TO THE COMMUNITY
- MARKETS SUCCESSES AND VALUE TO THE COMMUNITY
- TAKES ON NEW PROJECTS

PITFALLS FOR WINNERS:

- COMPLACENCY
- ARROGANCE – WE ARE BETTER THAN OTHER CITIES
- TAKING RELATIONSHIPS FOR GRANTED
- FOCUSING ON CURRENT CRISIS
- WRAP UP MENTALITY
- PERSONAL PROMINENCE
- FEELING ON TOP OF THE BIG ISSUES
- STANDING ”PAT’
- TELLING THE COMMUNITY – WHAT IS “BEST”
- PLAN BECOMING “DATED”

Effective Teams Model

Effective TEAMS Are:

G oals

"Unifying Purpose and Goals"

- **Goals – Outcomes**
- **Work Programs – Game Plan**
- **Strategy – Action Steps**

R oles

"Individual Contribution"

- **Valuing Individuality**
- **Responsibilities Defined**
- **Practicing Teamwork**

E xecute

"Produce Results through Actions"

- **Analyze → Decide**
- **Act → Impact**
- **Evaluate → Adjust**

A ttitude

"Willingness to Work Together"

- **Respect for Each Other**
- **Cooperation and Openness**
- **Celebrating Success: Momentum**

T rust

"Commitments Becomes Reality"

- **Learning from Setbacks**
- **Guidelines**
- **Support Each Other**

Winning Teams

LOSER

Conflict Turmoil

No Hope for Future

Internal Fighting

Personal

COMPETITIVE

Okay

Short Term

Compete, but Do Not Win

SUSTAINING

WINNER

Achieve a Goal

Claim Success

A Leader

Game Plan

Guided by Achievement

CHAMPION

Refocus Direction and Goals

Share Successes

Many Leaders

Strategy

Guided by Outcomes

Winners Versus
True Champions
Comparison

Winners	Champions
Keep the Focus	**Refine Goals**
Share Responsibility as Leaders	**Look For and Develop Leaders**
Use a Game Plan	**Prepare for New Challenges**
Build Teams	**Develop Teams**
Listen to Citizens	**Reach Out to Citizens**
Have Agendas	**Take on a New Project**
Celebrate Successes	**Market Success**

Today many cities can be characterized as "Winners." Few cities can be characterized as "True Champions." This true model provides insights distinguishing "Winners" from "Champions" and laying a foundation for championship action. The message to Mayors and Commission is to look at: Are we a winning team? What do we need to do to become a champion team? The responsibility is yours as city leaders.

The Champion

Now let's turn to the "True Champion."

The "champion" not only wins for the season, it also wins over time. Champions do not rest on their laurels but accept their victory as a foundation for building a better future. The champion sees a winning season as an opportunity to work harder for our next season in order to sustain excellence over time. "True Champions" have the following seven characteristics.

1. **Refine Goals**
   Champions take the goals from their winning season and refine them for the future. It means evaluating their benchmarks of success and refocusing on new opportunities for the future. For city government, Mayors and Commissions define more specific goals that have more focus of purpose. The benchmarks are monitored to evaluate the impact of the actions in achieving the defined goals. With an eye on the horizon, opportunities are anticipated. Champions are always looking at ways of refining their goals.

2. **Look for and Develop Future Leaders**
   Champions are always looking for fellow champions in their community. These are individuals who have the potential for effective contribution and leadership within the city. On championship teams the leaders look for future leaders. They identify these individuals and encourage them to participate in the process. They serve as a coach and mentor, expanding their knowledge and developing specific skills of leadership. Champions do not see future leaders as a threat, but partners in expanding the city's resources and accomplishments. Champions are always looking for future champions.

3. **Prepared for Next Challenge**
   Championship teams refine the process and continue to have an eye on the horizon. They avoid worrying that 'what ifs' may happen. They focus on what they have an ability to control or influence. Champions continue to give. They spend less time worrying about their setbacks and more on improving the process for the future. In cities it means that Mayors and City Commissions look to their process – how they govern the city; how they relate to the city staff. Champions believe that if the processes are in place, the next challenge can quickly become an opportunity.

4. **Develop Teams**
   Champions continue to learn and to grow. Champions see the importance of taking time for meaningful evaluation. They seek feedback on their performance and listen to others' perspectives. They recognize that championship teams who are not developing, die. When that happens, the team gets in a defensive posture focusing on surviving as a team rather than

developing for the future. On championship teams, individuals grow and provide new contributions to the team based upon their own personal growth. A “champion” recognizes that individual growth will enhance team effectiveness for the future and continue pursuit of learning.

In cities, Mayors and City Commissions look to developing their team and the city team that they lead. Champions avoid stereotyping individuals on their contributions to the team effort.

5. **Reach Out to Citizens**
   Champions recognize the need to continually go back to their roots – what has made them successful. Champions keep going back to the basics. They avoid the sense of arrogance and complacency by reaching out to their fans. For Mayor and Commission it means reaching out to the community. They can identify a new group to go visit – a new part of the community to talk to, to look at, to get out of their cars and to walk and to look. Communities are dynamic and championship communities recognize the dynamic nature and respond accordingly. Champions recognize that you may not agree with the other person’s perspective, but for them the perspective is real. A champion builds new fans who can be partners in future success. Therefore, if we are going to continue to be champions we must have an ability to address their perceptions. Champions reach out beyond the political supporter and 'safe' group to their emerging communities**.**

6. **Search for a New Project**
   Champions always need a new project. New projects bring on a sense of opportunity and a sense of excitement. It is an opportunity to recharge the batteries and renew the team spirit. A new project is one that provides a new challenge for the championship team as a whole and the individual members of the team. In cities, it is a challenge for Mayors and City Commissions to find a visible project that can have a timely impact on the community. On a championship team, everyone supports the new project. A word of caution: the new project should not take away from the completion of the old agenda.

7. **Market Successes**
   Championship teams share their successes with their fans. They recognize that “fans” are partners in the success. Championship cities share their successes with their partners who have helped them to achieve their goals, with the interest groups that support the city government, and the citizens to whom there is a sense of stewardship. Mayors and City Commissions have been entrusted with significant responsibilities with public resources. The marketing of the success and letting citizens and partners know of the accomplishments will lead stakeholders to feel that they have gotten their money’s worth and that the effort of the city was worthwhile. In today's world, the media coverage of government is predominately ‘negative.’ The failure of government, the imperfection of politicians. Even champions lose games, but they do not let them detract from future success. The importance for marketing is paramount to successful championship cities. Marketing is sharing the good news, helping individuals understand the direction and accomplishments, and mobilizing the support for the team. Success builds a momentum for future “championships.”

Champions continually work to be champions. They do not rest on their laurels, but seek ways of enhancing their performance. Champions get better over time.

Pitfalls for Winners

Arrogance – Feeling that We are Better than Others

Attitude of Complacency

Assuming Goals and Focus

Taking Relationships for Granted

On Top of Big Issues

Worrying about the Crisis

Wrap Up Mentality

Personal Prominence

Pitfalls for Winners
Sowing the Seeds of Failure

After a team wins the Super Bowl, the World Series, the NBA Championship, there is always the potential to get wrapped up in the "winning season." The winning season then provides significant challenges for leaders who want to be champions.

The pitfalls for "winners" are:

- **Arrogance – A Feeling that We Are Better than Others**
  In applying the concept of arrogance to cities, it means that Mayors and City Commission lose their feeling for the true, total community. The focus becomes special interest groups that have shared in the success and who have a comfortable relationship with Commission. They are predictable and supportive. Input becomes selective, relying on these few, rather than reaching out to others in the communities. The Commission gets a feeling that "we know what is best" and begins to view citizen input through a "tinted lens." Sometimes they retrench into their political shells. The assumption is the citizens will recognize our winning efforts for the community.

- **Attitude on Complacency**
  The feeling "we are fine, we are now here" challenges winners. However, as you take the words "now here," it can easily become "no where." In cities, complacency occurs when the Commission assumes the winning efforts will continue with minimal effort. Less time is spent on issues; less time is spent on process – how we govern our cities. It is assumed that certain issues will be handled in a quick and timely manner. Commission members become impatient and minimize critical feedback. Commissions worry more about getting out of the meeting in a quick and deliberate manner, rather than whether the issue has been thoroughly discussed and analyzed.

- **Assuming Goals and Focus**
  Winners have goals. Winners accomplish goals. Winners get distracted from their goals. They may see no need for a goal-setting workshop and cancel it. The challenge for Mayors and City Commissions is to continually review and refine their goals from year to year. This becomes the focus of their energies – focusing on what is more important for the community. As events occur and times change, there is always a need in the city to refine the goals and redirect energies. This keeps the focus on the future rather than becoming consumed with today.

- **Taking Relationships for Granted**
  Winners succeed because of the willingness to work together to get and sustain major votes. The working together is based upon the development of positive work relationships over time. It is an understanding and appreciation of individual contributions. It is an understanding of what roles each member plays. It is an understanding of how others will behave and react in different situations. However, as in any relationship, we assume that it will continue with minimal work on our parts. In marriages, this assumption many times leads to divorce. With Mayors and Commissions, it leads to a break down in the governance process and the election at the polls. Winners become challenged by focusing on petty irritants in the relationship. Teamwork gradually begins to disappear. As a result, over time, winners can find a relationship on a dysfunctional slide, which results in increased interpersonal conflict and tension.

- **On Top of Big Issues**
  Winner's success comes from getting on top of big issues. In cities, winning Mayors and City Commissions have defined future goals and developed an action plan to accomplish those goals. For winners the feeling of success on big issues leads to a feeling of freedom to pursue individual agendas. With Mayors and City Commissions the big issues have been addressed, so what is on the next agenda? The next agenda becomes filled with individual action items, most of which are not of major significance. As the individual items begin to consume more and more staff time, the city staff can become confused and question the true direction for the city and the individual motivations of Commission Members. The city begins to lose its focus with resources being diverted to these individual agendas and issues.

- **Worrying about the Crisis**
  After a winning season, winners begin to worry can we repeat. If the tension builds and concerns about winning become predominant, the goal is winning rather than addressing the issues and being successful. We lose the focus on what brought us the success of winning. We wonder what the next issue on the horizon is that will become our crisis, the next major political challenge for us as city leaders. Like with any team, when any individual players become tense the performance deteriorates. Winners find themselves losing the game and losing on issues. You start to look for crises and, in many cases, begin to generate the crisis. For Mayors and Commissions it is an easy issue that can be handled quickly that becomes a major crisis because of over-analysis and over-concern.

- **Wrap Up Mentality**
  Winners become challenged by the mentality that all we need to do is sustain our effort for the next season. For cities, it means all we need to do is to complete our projects and wrap up our reports. The wrap up mentality shortens the horizons from focusing on the future to focusing on today. The focus of the goals becomes lost as we wrap up the issues. Life becomes boring because of no future challenges. We get impatient in our desire to wrap up issues in a timely manner. As a result, little problems can become major impediments to future success.

- **Personal Prominence**
  With the success of being a winner, individuals gain prominence. Winners let the prominence, at times, go to their heads and forget the team effort that was needed to produce that winning season. Individuals get a glorified sense of their own importance. For Mayors and Commissions it is the media focusing on individual contributions and accomplishments, rather than successes of the city. We forget that there is no "I" in "Team." Our focus is on ourselves individually, rather than our city's future. For some Mayors and Commissions, personal prominence is perceived as being important for future political success. Individuals begin to claim credit for the policy or action and are less likely to share credit with the team.

- **Getting Away from the Game Plan**
  Winners feel they have got a successful game plan. The game plan worked for the last season. We need to communicate less and spend less time talking with each other. We need to spend less time with the process because the process is embraced. There is no need to fine-tune our game plan. There is no need to understand each other. I already know where they are coming from. In cities, Mayors and Commissions take less time in work sessions and in their formal meetings. There is less discussion of individual ideas and perspective on issues. There is less discussion of future horizons. There is growing impatience with drawn out processes and at times with each other. Individuals may self-censor their comments, figuring that others are not interested or think they have heard that once before.

These are the pitfalls that challenge winners and the response to these challenges distinguishes "Winners" from "True Champions."

12 Points of an Effective Mayor and City Commission

1. **Focus on and Use Vision, Goals and Priority**
    - Define the city's preferred future
    - Establish outcome-based goals
    - Think about value to the community
    - Use to allocate resources, to develop plans and policies, to invest in the future

2. **Make Timely and Courageous Decisions**
    - Use vision, goals and priorities to use decisions
    - Seek and use input from community and city staff
    - Evaluate options through committees and work sessions
    - Decide on what is "best for the city"

3 **Provide Clear Direction and Expectations**
    - Obtain clear closure
    - Define outcomes, measures of success and time frames
    - Delegate assignments to Boards and Commissions, and to city staff
    - Make sure to summarize and test closure to make sure that everyone has the same understanding

4. **Negotiate**
    - Know your own bottom line
    - Look for common ground and areas of agreement first
    - Use work session and committees to negotiate
    - Win with grace, lose with grace

5. **Treat Others with Respect**
    - Be courteous, polite and trustworthy – avoid personal attacks
    - Deliver on your commitments
    - Act within your defined roles
    - Value the contributions of others

6. **Have Open Communications**
    - Communicate using direct, open messages
    - Keep everyone informed and avoid surprises or hidden agendas
    - Listen and understand before judging
    - Use simple and focused messages that people can remember

7. **Monitor Performance**
    - Obtain regular progress updates/status reports
    - Meet quarterly to review and refine direction
    - Evaluate the outcome and actions, and make modifications
    - Take responsibility for the actions and be accountable for the results.

8. **Have a Community Presence**
    - Be accessible to the citizens and community
    - Go into the community beyond your political supporters
    - Take time to develop effective working relationships with community partners
    - Be a positive advocate for the city

9. **Act as a Board of Directors**
    - Know your community – view it as the "market place"
    - Focus on providing policy direction
    - Delegate clear responsibility to the city Administrator as the C.E.O.
    - Avoid micromanaging and the daily operations

10. **Think Strategically**
    - Institutionalize the goal setting process
    - Identify key partners who can bring resources to the table
    - Define alternative routes and steps to destination – the vision
    - Keep the "big" picture in mind

11. **Align the City Organization**
    - Appoint individuals to Boards and Commissions who share your passion for the city and the vision for the future
    - Define the core values to guide "how the city should operate and be managed"
    - Employ the "right" city Administrator for your city
    - Hold other accountable for their behaviors, actions and the results

12. **Share Success and Celebrate**
    - Communicate "Our City Success" in terms that the average citizen will understand
    - Use celebrations that create a positive memory – value that the city has added to people's lives
    - Recognize others who have contributed to the city's success
    - Remember people want to be associated with "winners"

SECTION 2

LEADERSHIP DURING INCREASINGLY TURBULENT TIMES

GOVERNANCE:
FRAMEWORK FOR EFFECTIVENESS

GOVERNANCE REALITY

1. **You are "The City" - you are now "Them."**
2. **Legal frameworks (state law, city charter/codes) define operating parameters for the City's governance process and the Mayor and City Commission.**
3. **There is No choice who are your team members - the electorate identify them.**
4. **Commission members may be elected At Large or by Ward/District, and all are responsible for the City.**
5. **Mayor and City Commission are the Employer of the City Manager - the Chief Executive Officer.**
6. **Mayor and Commission members are 24/7 to the community- hard for the community to separate you as an individual and you as a City representative.**
7. **Every decisions that is made by the Mayor and City Commission create the community's future.**
8. **Mayor and Commission member behaviors and comments set the tone of governance for the City and define civility in City governance.**
9. **On controversial issues, the best decisions require collaboration among the Mayor and Commission members to arrive at a compromise - everyone has a feeling of a "win".**
10. **A vote of "4" decides.**
11. **Mayor and Commission members are the leaders of the City government - a community institution.**

BOTTOM LINE: Mayor and City Commission are the "Board of Directors" for the City – a major corporation.

GOVERNANCE EFFECTIVENESS QUESTIONS

MAYOR AND CITY COMMISSION EFFECTIVENESS

1. **Do we make policy decisions focusing on WHAT?**

2. **Do we make decisions based upon what is Best for the Community as a whole?**

3. **Are the Mayor and City Commission policy deliberations based upon open communications, negotiations to resolve difference and collaborative problem solving?**

4. **Do we made decisions that are guided by our Vision, Goals and Mission?**

5. **Do we made decisions that balance data driven staff recommendations and input from the community?**

6. **Do our decisions delegate responsibility and authority to the City Manager?**

7. **Do our decisions provide clear direction - our desired outcomes and performance expectation?**

8. **Are our decisions consistently supported by Mayor and City Commission action as a governing body and as an individual?**

9. **Do we take time to evaluate our decisions during implementation and make adjustments based upon databased feedback?**

GOVERNANCE EFFECTIVENESS QUESTIONS

INDIVIDUAL EFFECTIVENESS

1. **Do I behave in a respectful manner and act with integrity?**
2. **Do I act in an ethical manner - above question?**
3. **Do I work with Mayor-City Commission-City Manager team as a whole?**
4. **Do I know and use our Vision, Goals, Mission and Policies to guide my actions?**
5. **Do I negotiate with others to work through differences, and to find a common ground, compromise or consensus?**
6. **When I make a decision/cast my vote, do I balance the data presented, recommendations from City staff and what I think is best for our City and Community?**
7. **Do I represent and support the City Institution - responsibilities, policies and decision?**
8. **When I listen to a resident/business about a problem or concern, do I avoid making commitments or agreements before checking with the City management or staff?**
9. **Do I listen with an open mind to understand before drawing a conclusion?**
10. **Do my actions and comments support the adopted Policies and Decisions?**
11. **Do I bring forward problems with policies and decision implementation to the City Manager and the Mayor and City Commission?**
12. **Do I avoid directing City staff on an individual basis?**

POLICY LEADERSHIP:
AVOIDING THE IMPLEMENTATION GAP

POLICY DEVELOPMENT - Responsibility of Mayor and City Commission

1. **Define the issue(s)**
2. **Define the desired outcomes for the community**
3. **Seek and listen to input from the community**
4. **Review existing City plans, policies and practices**
5. **Receive a complete, data-based report with options [City Manager's responsibility]**
6. **Deliberate to resolve issues and develop specific policy framework**
7. **Determine performance expectations**
8. **Decide policy guided by Vision and outcome-based Goals**
9. **Provide a clear direction to City Manager**
10. **Provide the resources for implementation**
11. **Receive reports on the effectiveness and community outcomes [City Manager responsibility]**
12. **Support consistently the policy until policy changes**
13. **Provide feedback to the City Manager: observations, feedback and problems/concerns**
14. **Decide to modify policy [when the policy is not working - achieving the desired community outcomes]**

POLICY IMPLEMENTATION – Responsibility of City Manager

1. **Create an energized organizational culture based on best practice, innovation and creativity**
2. **Link policy implementation to City plans and other policies**
3. **Define the implementation process, responsibilities and parameters/guidelines**
4. **Delegate to departments for follow through**
5. **Encourage interdepartmental collaboration and teamwork**
6. **Monitor performance and implementation by departments**
7. **Evaluate community outcomes: policy outcomes vs. actual experiences**
8. **Provide data-based update reports to Mayor-City Commission**
9. **Provide revised policy options/alternatives when needed**
10. **Celebrate City achievements and recognize performance**

POLICY PITFALLS

1. **Starting with solutions in mind**
2. **Over analysis**
3. **Lack of meaningful options and alternatives**
4. **Little/excessive community input**
5. **Vague directions which are open to multiple interpretations**
6. **Mixed and inconsistent messages from Mayor and City Commission during implementation**
7. **Making individuals "happy" at the expense of community benefits**
8. **Ineffective negotiations and deliberations**
9. **Reluctance to have an open discussion of the issue**
10. **City staff directing the Mayor-City Commission**
11. **Personal agenda/discussion dominate over community benefits and value**
12. **Continuously modifying policies especially individual exceptions**

GOVERNANCE VS. POLITICS: A SIMPLE VIEW

Governance is serving the community;
Politics is getting elected or re-elected.

Governance is being guided by vision, goals and value to the community;
Politics is being guided by ideology, a cause or philosophical principle.

Governance is shaping the community's future for the long term;
Politics is responding to the moment and current "crisis".

Governance is taking responsibility;
Politics is making promises.

Governance is exercising an ability to influence others;
Politics is the use of power.

Governance is finding pragmatic solutions to problems through collaboration;
Politics is starting with solutions in mind.

Governance is being data driven;
Politics is playing to people's emotions.

Governance is negotiating by trading off to find a workable compromise;
Politics is demanding and advocacy to win.

Governance is educating and mobilizing support;
Politics is rallying supporters and creating zealots.

Governance is creating community benefits and value;
Politics is taking personal credit and receiving personal recognition.

TODAY'S CRISIS: Politics trumping Governance

COMMUNITY LEADERS AND COMMUNITY STEWARDS...
DYING BREEDS

When elected, Community Leader/Community Stewards focus on creating a better community - a legacy of a better life for current and future residents.

The Community Leader…

1. **Once elected, move to providing leadership for the community**
2. **Is respected in the community, other elected officials and City professional staff**
3. **Respects others - all**
4. **Respects the laws, legal framework, City policies and City processes**
5. **Acts for the best interests of the community**
6. **Has "political" roots in the community - working relationships with power brokers, community organizations and other community institutions**
7. **Values an ongoing strategic planning process**
8. **Has a vision for the community's future**
9. **Collaborates with Commission and City Manager to plan for the future and resolve issues/problems**
10. **Strive for everyone to have a sense of a "win" - they got something**

11. **Is a positive representative for the City and community**

12. **Is a strong advocate for the City and community**

13. **Communicates with all Commission Members**

14. **Steps forward to facilitate the resolution conflicts - among Commission, Commission and City Manager**

15. **Facilitate effective Commission meetings**

16. **Defines performance standards and holds other accountable**

17. **Works with and develops a special relationship with the City Manager**

18. **Works to align the Mayor and City Commission as the governing body with the professional organization**

19. **Instill confidence in City government with others**

20. **Is recognized as the leader of the Commission**

The Community Steward...

1. **Once elected, move in governing for community benefit**
2. **Recognize the Mayor and Commission as a "Board of Directors" and not a Legislature**
3. **Views the community as the primary "customer", not each individual**
4. **Balance personal agendas with community agenda**
5. **Value the establishment of an on-going strategic planning process**
6. **Are able to look to the longer term...beyond today**
7. **Are respectful of their colleagues, residents and City staff**
8. **Seek guidance from the City Manager**
9. **Define performance expectations**
10. **Support and defend City staff**
11. **Provide feedback and advice in private**
12. **Seek to engage the entire community**
13. **Are strong advocates for a few specific issues**
14. **Have limited presence in the community**
15. **Defer to others for broader "community leadership"**
16. **Are uncomfortable dealing the "Politicians" or "bullies" with personal agendas**
17. **Define outcomes**
18. **Seek compromises that best serve the community**

19. **Solve problems and resolve issue working with and through staff**

20. **Support the decisions of Mayor and City Commission - support the majority action**

21. **Are "quiet" voice for reason and the community**

POLITICIAN VS. STATESPERSON: BASIC DEFINITIONS

Politician - a person who:

- **holds public office who is more concerned about winning favor or retaining power than about maintaining principles**
- **is skilled in political government**
- **seeks to gain power within an organization in ways to further their personal or political interests**
- **acts in a manipulative and devious way for personal or political gain**
- **has no interest in setting common goals**
- **uses personal power to dominate public development**
- **makes promises**
- **thinks about the election**
- **tells you what you want to hear**
- **start with solutions in mind**
- **frequently uses social media to promote self**
- **promotes the interests of campaign contributors**
- **attacks others to make self look good**
- **thinks about self interests in the constituents' service**

Statesperson - a person who:

- **is experienced in the art of government or government affairs**
- **exhibits great wisdom and ability in directing the affairs of government or in dealing with important public issues**
- **is an experienced, respected political leader**
- **believes in setting goals for the future**
- **shares their wisdom on public policy issues**
- **shapes public policy by working with others**
- **stands by his/her ideas and principles and does everything in his power to do what he believes is right for the people and community**
- **`thinks about the future and next generation**
- **builds bridges with different points of view**
- **distinguishes between party politics and community service**
- **tells what is true even if it is unpopular or unpleasant**
- **is an advocate for the community**
- **thinks about the community**
- **Let's the best interests of the community guide his/her decisions**

POLITICS IS A "GOOD FIGHT": LESSONS FOR STATESMEN

Politics is a "Good Fight" grounded in the following "Rules of Engagement":

- **Respect your opponent.**
- **Act with honesty and integrity.**
- **Focus on the issues, never make it personal.**
- **Be guided by your core principles and beliefs.**
- **Argue your position and desired outcome on the issue.**
- **Reach out to your opponents.**
- **Look for areas of compromise.**
- **When compromise is not possible, decide and move on.**
- **Recognize that in every "victory" there are seeds of failure.**
- **Be willing to take a difficult position.**
- **Maintain your sense of humor.**
- **Avoid destroying the personal relationship.**
- **Do what you think is right for the community.**
- **Put the community above self.**

WHEN POLITICIANS "FIGHT": BASIC RULES FOR MANAGERS

1. ***Respect others***
2. ***Stay neutral and be nice***
3. ***Remember: the politician's perspective: "if not with us, you must be with them"***
4. ***Be patient, persistent and sincerely believe that you will make a difference***
5. ***Be prepared - know and understand each politician- their operating styles and personalities***
6. ***Establish a personal rapport with each politician - find a personal area for building working relations***
7. ***Define the "core" areas of conflict***
8. ***Frame the critical policy questions that need focus and direction***
9. ***Provide data-based reports with options***
10. ***Present your "best" professional recommendations and opinions***
11. ***Help statesmen to focus on the "big picture" and the desired outcomes for the community***
12. ***Suggest options for consideration - a potential compromise***
13. ***Help each politician to understand the other politician's information and point of view***

14. ***Be an advocate for factual information***

15. ***Summarize key points***

16. ***If directions are unclear, restate and test closure with the statesmen***

17. ***Present a positive attitude with the staff - avoid negative or cynical comments***

18. ***Serve the community and others above self***

WHEN POLITICIANS WIN...
THE COMMUNITY LOSES

1. **More politicians get elected**
2. **City responds to personal agendas**
3. **Community stewards are lost and confused**
4. **Minority rule through intimidation and manipulation – loss of majority rule**
5. **Strategic planning is stopped – no longer guided by Vision, Goals or performance accountability**
6. **Momentum on major projects is stopped**
7. **Agendas are reactive**
8. **Crises become common place**
9. **Decisions focus on short term**
10. **City staff attention is on survival and minimizing damage**
11. **City Managers leave or retire or become Politicians themselves**
12. **Other professionals leaving**

LEADERSHIP: TURBULENT FORCES IMPACTING CITIES

▶ COMMUNITY FORCES

C/1 – POLITICAL PARTY INVOLVEMENT IN NON-PARTISAN ELECTIONS

a. **Increasing Pressure/Involvement from Political Parties**
b. **Partisan Funding with Expectations**
c. **Party Leaders Visibly Supporting Candidates**
d. **Formal/Informal Political Group Advising Mayor and Commission members**
e. **Increasing Costs for Running for Office – Campaigns**
f. **Making Community Issues Political**
g. **Changing Approach to Tradition Campaigning – Rise of Social Media**

C/2 – ANTI-GOVERNMENT 5%

a. **Personal Attacks and Accusations**
b. **Opposition to Public-Private Partnership**
c. **False Financial Information**
d. **Charges of "Illegal" Actions and Activities**
e. **Call for Transparency**
f. **Pressure for "Resident Engagement"**
g. **Distrust Government, including Elected and Appointed Officials**
h. **Never Will Be "Satisfied**
i. **Reality: Never Will Support Government**

▶ COMMUNITY FORCES

C/3 – PEOPLE ARE "MEAN"

a. Abusive Language from Residents
b. Personal Attacks and Accusation, including Family Members
c. Intimidating Behavior Getting Results
d. Violent Actions toward Public Leaders and Employees
e. Balancing Workplace Security and Great Customer Service
f. Individuals Avoiding Responsibility
g. "Nasty" Social Media Personal Attacks
h. Use of Reference to Support from Elected Officials

C/4 – FALSE FACTS AND INTENTIONAL MISINFORMATION

a. Some People "Lie"
b. Making Up "Facts" to Support Point of View
c. City's Reluctance to Respond or Correct
d. Misinformation Stands, Spreads and Expansion
e. Impacts on Social Media
f. Funding for Strategic/Tactical Communications
g. Use of "Public Comment" at Commission Meetings
h. Questioning City Professional
i. Denial and Rejection of Science and Data

C/5 – DECISIONS TO MAKE PEOPLE "HAPPY"

a. Loss of Data Driven Decision Making
b. Residents Start with Methods/Solutions and Not Outcomes
c. Rejecting City Staff Expertise and Report
d. Resident Happiness Does Not Solve the Problem
e. Everyone is an Expert on Municipal Government
f. Waivers of City Policies and Processes.

▶ GOVERNMENTAL FORCES

G1 – INCREASING COSTS OF GOVERNMENT

a. Cost of Employee Salaries and Benefits
b. Retirement Costs
c. Cost of Equipment
d. Cost of Supplies and Materials
e. Increasing Cost of Borrowing with Higher Interest Rates
f. Higher Bids on Contracts
g. Funding for Response to Regulatory Mandates and Decrees
h. Taking over Responsibility of Other Governments - Highway Maintenance

G/2 – HOW TO PAY FOR MUNICIPAL SERVICE

a. Pressures to Reduce Tax Rate - No Tax Environment
b. Decreasing Outside. Funding Sources
c. Revenue Restrictions by State Government
d. Restriction on Increasing Tax Rates
e. Limited Additional Capacity within the City Organization
f. Decreasing Outside Funding Sources
g. Growing Service Demands

G/3 – MAJOR COMMUNITY INCIDENT

a. Increasing Number and Severity of Natural Disaster/Weather Events
b. Shooting Events
c. Concern for School Safety and Security
d. National Media Coverage
e. Potential Misinformation
f. Individuals Seeing Political Opportunities
g. Preparation for, Response to and Lengthy Recovery
h. Could Happen Anywhere

▶ GOVERNMENTAL FORCES

G/4 – FAILING OR DETERIORATING CITY INFRASTRUCTURE

a. Deferred City Facilities and Infrastructure
b. Competition for Contractors
c. Private Developments Looking for Cities to Increase Contributions
d. Higher Bids on Projects
e. Impacts of Tariffs
f. Private Contractors at Capacity

G/5 – DIFFICULTY IN FINDING THE NEXT GENERATION OF PUBLIC EMPLOYEES AND MANAGERS

a. Upcoming Retirements: Managers and Employees
b. Less Interest in and Commitment to Public Service
c. Retaining Quality Employees
d. Expectations of Millennial Workforce
e. Fewer Applications for City Jobs
f. Lack of Educational Programs on Civics and Local Government

G/6 – CITY MISSION CREEP

a. Residents Turning to the City to Address Community Problems
b. Support for Schools - Facilities, Infrastructure and Educational Programs
c. Support for Arts, Culture and Educational Programs
d. Solving Residents Problems - Make "Happy"
e. Support for Community Events and Festivals
f. Support for Community Organizations and Institutions
g. Responding to Mental Health Issues Plus Demands for Services and Programs

▶ GOVERNMENTAL FORCES

G/7 – STATE LEGISLATURES

a. **Reducing Revenue Options**
b. **Restricting Powers of Home Rule**
c. **Adding Service Responsibilities**
d. **Adding Regulations**
e. **Directing City Public Policies**
f. **Limited Effectiveness of Lobbying - Local Delegation Voting Against the Interests of Cities**
g. **Governance Restrictions**
h. **Restricted Ability to Regulate**

▶ SOCIETAL FORCES

ST/1 – UNCERTAIN FUTURE OF RETAIL DEVELOPMENT

a. More Shopping Online
b. Collections of Sales Tax by Online Retailers
c. State and Federal Government Regulations
d. Closing and Redesign of Retail Store
e. Decline in "Major Malls"
f. Retailers Closing Stores or Declaring Bankruptcy
g. Abundance of Land Zoned for Retail
h. Flat or Declining Sales Tax Revenues for Cities

ST/2 – EMERGING MOBILITY OPTIONS

a. Desire for Trails
b. Car Subscription: Now Available
c. Autonomous Vehicles: Pilot Programs
d. Accommodating Electric Vehicle" Parking Preference, Charging Stations
e. Uber/Lyft: Strong Demand, Degree of City Regulations
f. Deteriorating Highways, Bridges and Sidewalks
g. Public Transportation Funding and Use by Choice

ST/3 – CHANGING HOUSING PATTERNS

a. Short Term Rental Impacting Neighborhoods
b. Decreasing Homeownership 64%
c. Limited Rental Housing with High Prices
d. Lack of Workforce/Affordable Housing
e. Resistance to "MF"- Multi-family
f. Deteriorating Older Housing Stock
g. Baby Boomer Grandparents Moving Near Grandchildren - Looking for No Maintenance, Dense Housing Options
h. Mixed Use Developments with Housing Options

▶ SOCIETAL FORCES

ST/4 – COMMUNITY MENTAL HEALTH

a. Increasing Homelessness
b. Lack of Mental Health Services
c. Individuals with Mental Issues Clogging the Criminal Justice System
d. Defining the Role of Government
e. Services and Funding
f. Working with Community Partners

ST/5 – LEISURE AND RECREATION

a. Rise of "Professional" Amateur Youth Sports
b. New Emerging "Sports" - Pickle Ball, Lacrosse
c. Strong Demand for Specialty Parks/Park Venues - Dog Parks, Splash Pads, Skate Parks, etc.
d. Active, Healthy Lifestyles with Emphasis on Personal Wellness
e. Demands for Large/Massive Tournament Sports Facilities
f. Strong Interest/Support for Community Events
g. Conflicts among Seniors with Different Expectations - Super Senior [80+] and Baby Boomers
h. Defining "Aquatic" Facilities
i. Re-purposing Current Parks

BOTTOM LINE:

LEADERS PROVIDE HOPE FOR A BETTER FUTURE FOR THE COMMUNITY

AND THE RESIDENTS DURING INCREASING TURBULENT TIME!!!

SECTION 3

STRATEGIC PLANNING MODEL
FOR
CITY OF FORT PIERCE

Strategic Planning:
Connecting the "Dots"

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

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

CREATING THE "DOTS"

STEP 1: DESTINATION

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

STEP 2: VEHICLE

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

STEP 3: MAP

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

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STEP 4: FUEL

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

STEP 5: ROUTE TO DESTINATION

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

CONNECTING THE "DOTS"

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

STEP 6: ITINERARY

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

STEP 7: TOUR GUIDE

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

STEP 8: TAKING THE TRIP

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

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

STEP 9: ACHIEVING A MILESTONE AND CELEBRATING

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

STEP 10: PREPARING FOR DAY TWO

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

IMPORTANCE OF STRATEGIC PLANNING

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

1. Clear direction and performance standards for managers and employees: they know where we are going and what is expected of them.

2. Financial institutions and bond rating agencies having confidence in the city leadership and decision-making: bond rating, willingness to loan money.

3. Economic expansion and businesses having confidence in the city's future and as a reliable economic partner: willingness to invest in the city.

4. Community organizations having confidence in the city's direction: opportunities to partner with the City: contributing to the community.

5. Citizens having confidence in their city leaders and government's ability to deliver on their promises, respond to changing needs, add value in their daily lives.

KEYS TO A SUCCESSFUL TRIP/JOURNEY

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

1) DISCIPLINE to follow and use the strategic planning process in light of pressure to go a different direction;

2) ADVOCACY to be a cheerleader for the vision and goals, project optimism about the future, get residents excited about the city's future;

3) RESPONSIBLE CHOICES to make timely decision based upon the vision, goals, plan and the best available data;

4) ACCOUNTABILITY to take responsibility for actions and results.

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

STRATEGIC FRAMEWORK

VISION 2034

"Desired Destination for Fort Pierce"

PLAN 2024

"Map to Fort Pierce' Destination"

EXECUTION

"Route for Next Year"

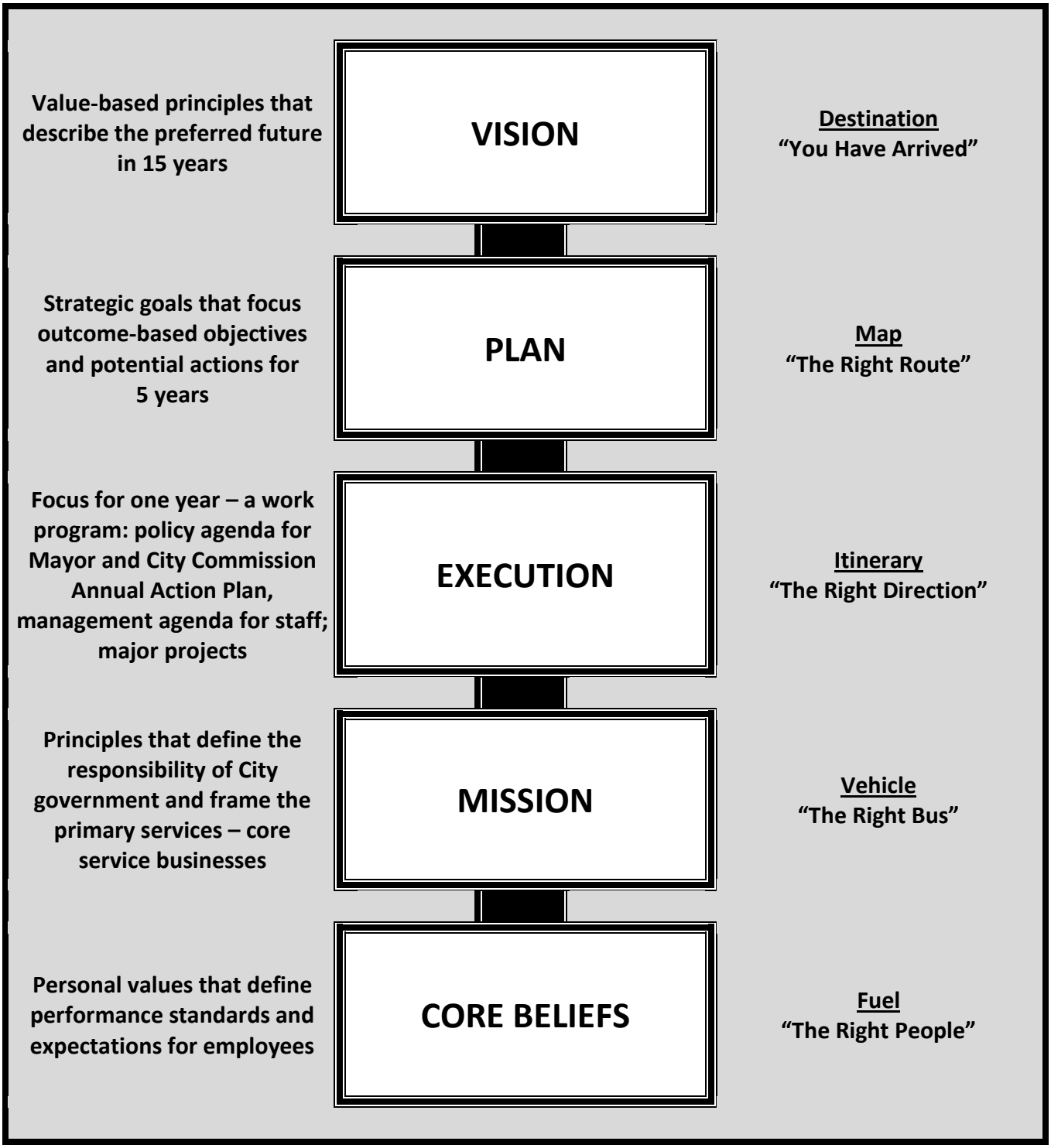
MISSION

"Responsibilities of Fort Pierce's City Government"

BELIEFS

"How Fort Pierce's City Government Should Operate"

STRATEGIC PLANNING MODEL



Formulas for Strategic Planning

P ≠ F
Past Future

FOCUS ON THE FUTURE

W_1 + W_2 = 0
Why What If Lead to Nothing

FOCUS ON WHAT ⟶ HOW

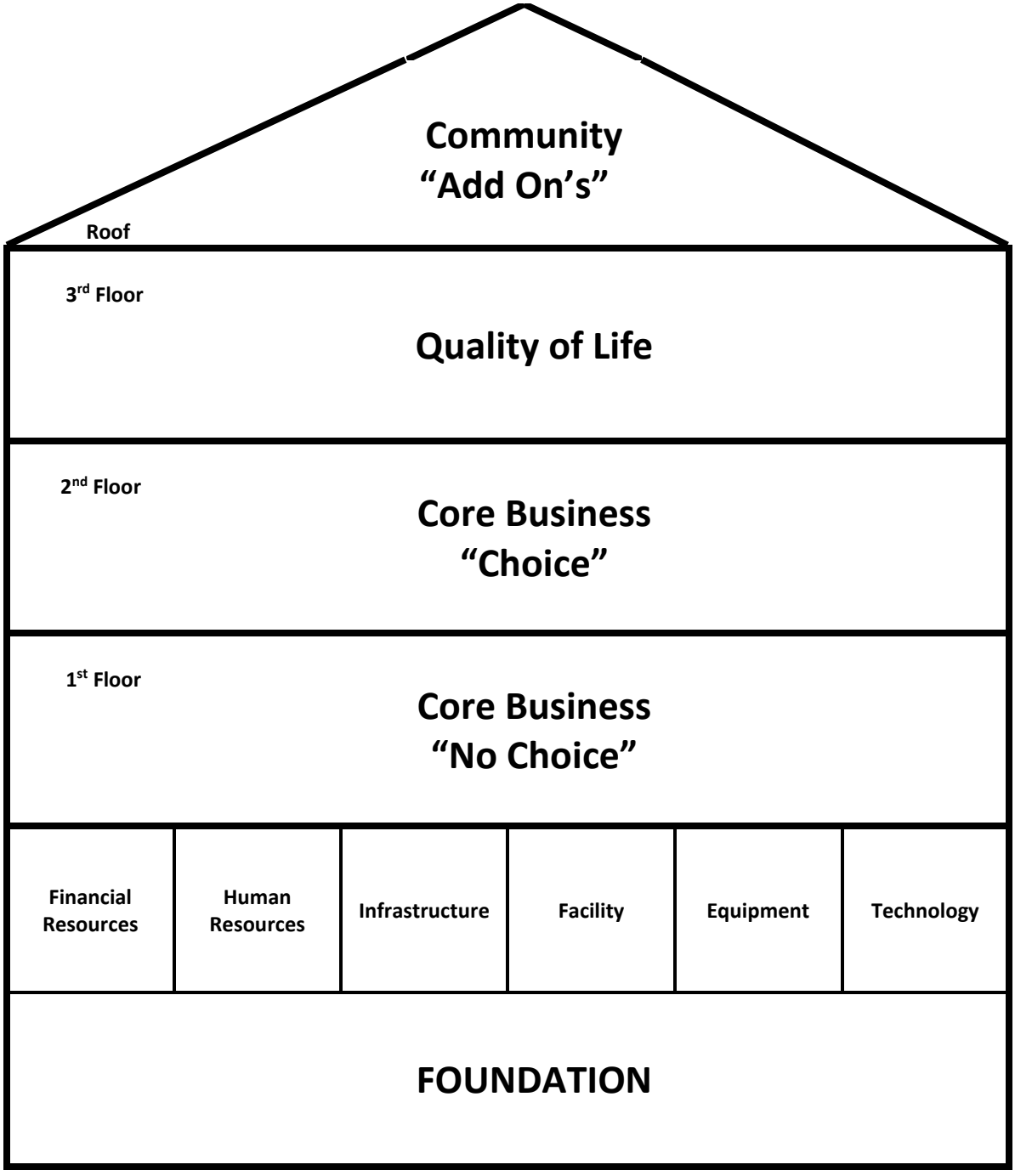
S = R – E
Satisfaction Reality Compared To Expectation

BUILD MOMENTUM THROUGH LITTLE SUCCESSES

MR = R a_1 F_1
a_2 F_2
. . .
Maximum Result Ready Aim Fire
<evaluate>
Aim Fire

HAVE AN END IN MIND – TAKE DECISIVE ACTION

City: Service Responsibilities



City Service Hierarchy House Model

FOUNDATION

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

1st FLOOR - NO CHOICE

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

2nd FLOOR - CHOICE FOR DAILY LIFE

SERVICES NECESSARY FOR LIVING IS A MODERN COMMUNITY

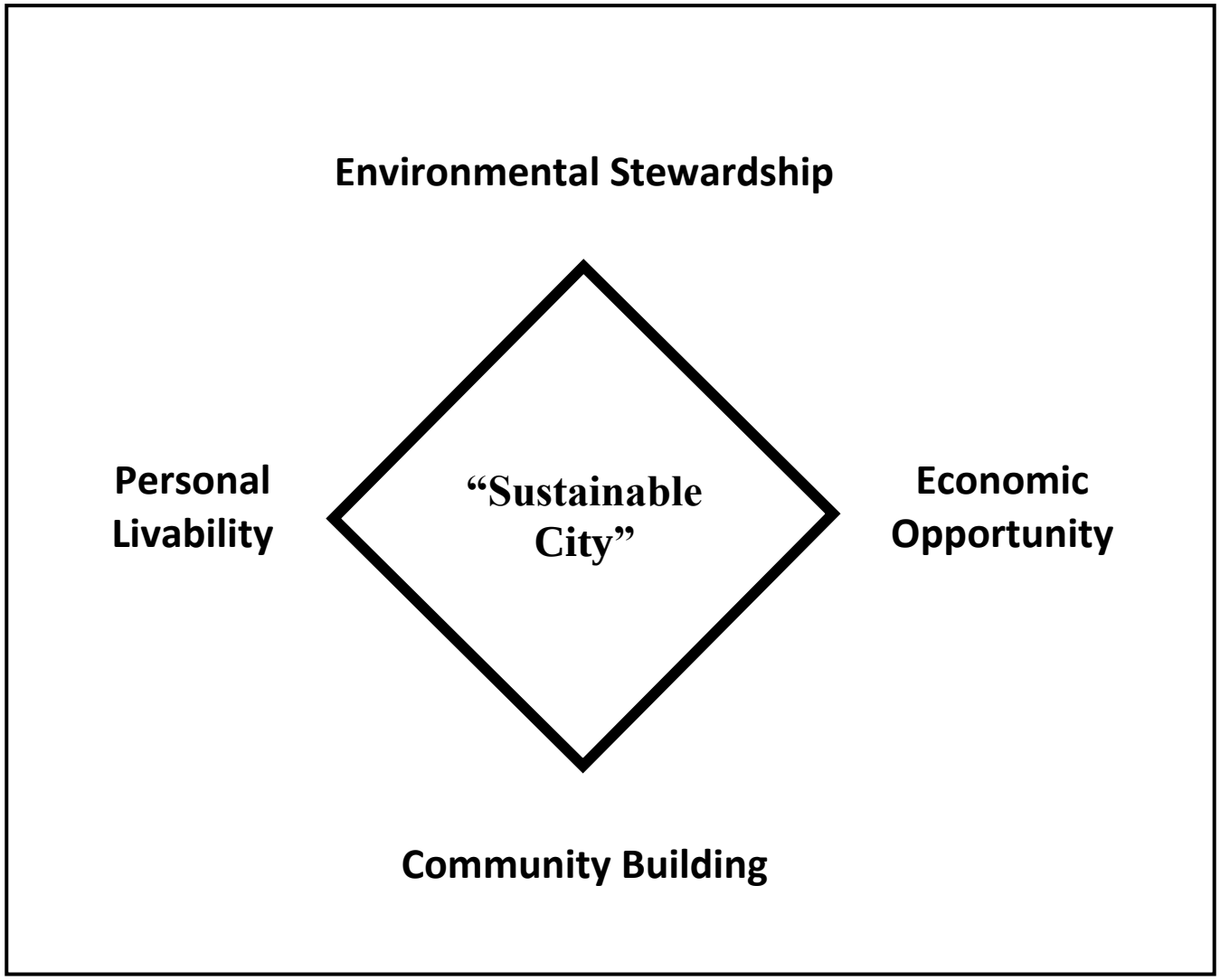
3rd FLOOR - QUALITY OF LIVING

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

ROOF - COMMUNITY ADD ON

SERVICES THAT ADD FURTHER VALUE TO THE RESIDENTS' LIVES

Sustainable Community



A Sustainable Community is a Balance of Four Components

Personal Livability

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

Environmental Stewardship

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

Economic Opportunities

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

Community Building

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

SECTION 4

STRATEGIC PLANNING DOCUMENTS

STRATEGIC PLANNING FOR THE CITY OF FORT PIERCE

DRAFT

Strategic Planning Model for the City of Fort Pierce

Value-based principles that describe the preferred future in 15 years	**VISION**	**Destination** **"You Have Arrived"**
Strategic goals that focus outcome-base objectives and potential actions for 5 years	**PLAN**	**Map** **"The Right Route"**
Focus for one year – a work program: policy agenda for Mayor and Commission, management agenda for staff; major projects	**EXECUTION**	**Itinerary** **"The Right Direction"**
Principles that define the responsibility of city government and frame the primary services – core service businesses	**MISSION**	**Vehicle** **"The Right Bus"**
Personal values that define performance standards and expectations for employees	**CORE BELIEFS**	**Fuel** **"The Right People"**

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FORT PIERCE
VISION 2034

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3

Fort Pierce Vision 2034

Fort Pierce 2034 is a Unique Coastal Florida City

Our WATERFRONTS, (1)

STRONG LOCAL ECONOMY, (2)

HISTORY, ARTS AND CULTURE, (3)

CHOICE OF DESIRABLE NEIGHBORHOODS, (4)

OPPORTUNITIES FOR FUN, (5)

COMMUNITY UNITY AND PRIDE (6)

WHAT MAKES US UNIQUE

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Fort Pierce Vision 2034

PRINCIPLE 1

WATERFRONTS

- **Means**

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

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PRINCIPLE 2

STRONG LOCAL ECONOMY

▶ Means

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

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PRINCIPLE 3

HISTORY, ARTS AND CULTURE

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

PRINCIPLE 4

CHOICE OF DESIRABLE NEIGHBORHOODS

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

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PRINCIPLE 5

OPPORTUNITIES FOR FUN

- **Means**

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

PRINCIPLE 6

COMMUNITY UNITY AND PRIDE

- **Means**

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

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CITY OF FORT PIERCE
PLAN FOR 2019 – 2024

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City of Fort Pierce Goals 2024

SERVE OUR COMMUNITY

DEVELOP OUR COMMUNITY

ENGAGE OUR COMMUNITY

BEAUTIFY OUR COMMUNITY

ENJOY OUR COMMUNITY

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Goal 1
SERVE OUR COMMUNITY

OBJECTIVES

1. Have a financially responsible City government
2. Have a City organization that is responsive, responsible/accountable, results oriented, focused on the Fort Pierce community
3. Streamline City policies, regulations, processes and procedures
4. Have adequate resources to support defined City services and levels of service
5. Listen to and understand the needs and messages from the community
6. Maintain a top quality City workforce dedicated to serving the Fort Pierce community
7. Develop and fund City capital/equipment replacement

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

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SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Aging City infrastructure and facilities requiring significant maintenance and replacement
2. Streamlining City processes – more customer friendly
3. Limited revenue sources for cities
4. Increasing costs of capital projects and operations
5. City staffing and the capacity to provide services
6. Outdated information technology needing significant investment

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Deferred capital and equipment investment now requiring significant funding
2. Willingness to raise taxes and fees
3. Rising costs of healthcare, pensions, materials and energy
4. Actions by Federal and State governments: impacting revenues, unfunded mandates and regulations, fewer grants and earmarked projects
5. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority
6. Retaining a quality City workforce
7. Increasing demands for City services
8. Opportunity to expand resources through partnerships and grants
9. Rebuilding the City organization from the recession
10. Lack of local vendor participation

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POLICY ACTIONS 2019

1. City – FPUA Strategy: Key Issues and Direction
2. Charter/Code of Ordinances: Update
3. Police Retention and Compensation: Study, Direction and Funding
4. St. Lucie County – FPUA – City Agreement on Water Utility: Completion
5. Road Conditions and Resurfacing: Report, Direction and Funding

MANAGEMENT ACTIONS 2019

1. Compensation for "Targeted Positions"
2. Permitting Hub for Development/Permitting
3. It Comprehensive Plan, Project Completion and Funding
4. Purchasing Ordinance: Revision/Update
5. Emergency Management/Disaster Plan: Update

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MANAGEMENT IN PROGRESS 2019

1. Labor Negotiations and Contracts
    a. Teamsters
    b. PBA
    c. IPUA
2. City Attorney's Office: Staffing Assessment
3. ProjectDox: Building Department
4. Parking Enforcement Software for Mobile Parking Enforcement
5. Paperless Purchases Order System
6. Click-2-Gov
7. Citywide Payment Card Policy (online)
8. Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Upgrade
9. Paperless Payroll Process: Electronic Stub and Forms
10. Online Searchable Portal: Development
11. Comprehensive Employee Wellness Policy and Program
12. Vehicle/Equipment Replacement Plan: Year 2
13. Building Department Cross Training and Internship Program Approval
14. Deputy City Clerk: Certification
15. Small Business Guide
16. Opti View: Update

MANAGEMENT IN PROGRESS 2019

17. City Facilities Security: Video Surveillance
18. Migration to Cloud (Office 365)
19. Credit Cards Online
20. Community Response Rules and Policy Manual
21. Parking Counter in City Garage
22. One Solution Upgrade (from Naviline)
23. Indian Hills Golf Course: Marketing/Advertisement Enhancements
24. CSAB Election
25. IT Security Upgrade
26. PAL Park Infrastructure and On Boarding
27. Sunrise Theatre Integration and Services
28. Marina Application to Cloud
29. Public Works Work Order
30. Police Vehicle Replacement
31. Police Grants
    a. Secure Gate: Station/Substation
    b. Camera System
    c. Parking Lot Lights
32. Rich House: Open
33. Police Public Record Request: Process Improvements
34. Advanced Metering Infrastructure (AMI)

DRAFT

MAJOR PROJECTS 2019

1. City Facilities Access Control and Security Upgrade
2. City Hall Waterproofing
3. City Hall: Covered Walkway for Pedestrians (Parking Garage and City Hall)
4. Building Department Relocation/Buildout
5. Police Carpet Replacement
6. WRF Backup Generator
7. Underground Conversions
8. Natural Gas Loop Project
9. Avenue "M" Water/Wastewater Restoration
10. Orange Avenue Forcemain
11. Savannah Road Re-pump Facility
12. Electric Pole Replacement
13. Di Giorgio Industrial Area Wastewater Infrastructure Project

ON THE HORIZON 2020 – 2024

1. FPUA Charter: Review and Revision
2. Emergency Operations Center: Funding
3. Enterprise Funds: Evaluation and Direction
4. City Owned Property: Sale of High Value Property
5. Wastewater Services Regionalization Expansion
6. Impact Fees: Update
7. New Alternative Revenues: Study and Direction
8. Debt Reduction Policy and Plan
9. City Hall: Seal/Paint

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GOAL 2
DEVELOP OUR COMMUNITY

OBJECTIVES

1. Have well maintained streets and public areas
2. Have an active, sustainable Port of Fort Pierce serving as an economic driver
3. Expand the local economy
4. Develop Brightline Station and surrounding area development
5. Have City policies and incentives for development and redevelopment
6. Have additional quality job opportunities for residents

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

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SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Attracting new businesses to Fort Pierce that create sustainable jobs
2. Continuing the momentum in the downtown area and the surrounding neighborhoods
3. Creating a world-class tourist destination for residents and visitors
4. Changing business attitudes toward investing in Fort Pierce
5. Tapping the development of the Port of Fort Pierce
6. City's aging infrastructure and facilities
7. Attracting developers and residents to Fort Pierce

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Increasing multi-modal transportation in Fort Pierce
2. Tapping the full potential of Fort Pierce's water assets
3. Consistency with County decisions for areas to be annexed
4. Working with the property owners, businesses and residents
5. Job skills for Port development and businesses
6. Maintaining and expanding public access to water
7. State of Florida legislation and Governor's Office
8. Retail development impacted by demographic and image
9. Balancing full time residents and tourist/businesses
10. Potential future economic recession

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POLICY ACTIONS 2019

1. Annexation: Interlocal Service Boundary Agreement
2. King Plant Redevelopment Project: Development Agreement
3. Downtown Hotel/Mixed Use Development: RFP, Agreement
4. Passenger Rail Station: Development
5. Development Consultant for City: Definition, Scope of Work, Direction and Funding
6. Economic Development Action Plan/Incentive Policy
7. Sports Tourism Strategy and Action Plan (with TDC

FPUA 2019

1. Renewable Power Source

MANAGEMENT ACTIONS 2019

1. Port Development: Next Steps (with St. Lucie County)
2. EAR/Comprehensive Plan: Update
3. Development Review Task Force: Report and Policy Adoption
4. CRA Plan: Update
5. Land Development Code: Conditional Use Update
6. Infill Development Ordinance

MANAGEMENT IN PROGRESS 2019

1. Business Retention and Expansion Program (BRE)
2. Television Commercial Campaign in Miami, Florida
3. Citywide Marketing Plan
4. National Events – National Firefighters Combat Challenge

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MAJOR PROJECTS 2019

1. City Parking Garage: Sealing
2. Fisherman's Wharf
    a. Road Reconstruction
    b. Seawall Reconstruction
    c. Marina Dredging
3. Citrus Bridge Overpass: Design/Construction
4. Surfside Park Residential Street Drainage Improvements: Construction
5. Melody Lane Seawall
6. Street Striping Project
7. Ohio Avenue and U.S. 1 Signalization Upgrade
8. Pumpout System – Northside
9. 7th Street Roadway Reconstruction (Wendell Road to 10th Street)
10. 17th Street Reconstruction (Avenue "D" to Orange Avenue)
11. Avenue "B" ROW Designation
12. Downtown Public Assets Cleanup/Maintenance
13. Ohio Avenue Realignment
14. Visitor Center: Parking Garage
15. Marina Square Sail Shade Structure

ON THE HORIZON 2020 – 2024

1. Water Regionalization: Discussion and Referendum
2. Master Plan for Courthouse Relocation
3. Seaplane Base and Service: Direction and City Actions
4. 7th Street Neighborhood Infrastructure Upgrade: Direction and Funding (Wendell/10th)
5. Island Height Restrictions: Review/Direction
6. EDC: Collaboration with Fort Pierce/FPUA
7. Wastewater Treatment Plant Relocation (Collaboration with FPUA): Detailed Plans
8. Peacock Arts District Revitalization Boundary Expansion and City Actions
9. Sister City Relations with Bahamas
10. Business Improvement District (BID) for Downtown: Creation
11. Downtown Residential Development: Next Project
12. Port Authority: Discussion
13. Georgia Avenue Outfall: Nutrient Removal
14. Port Authority Development
15. South Beach Parking: Direction

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ON THE HORIZON 2020 – 2024
(Continued)

16. Downtown Development: Report
17. Community Energy Conservation Program
18. Dirt Road Policy
19. Retail Development Strategy and City Action
20. Fort Pierce Redevelopment Agency: Surplus Land Disposition
21. Homeless Transition Housing
22. Incentives for Vacant Land Development
23. City Economic Development Position
24. Tri-Rail Service to Jupiter

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Goal 3
ENGAGE OUR COMMUNITY

OBJECTIVES

1. Have a well-informed community through proactive City communications
2. Have civility in the governance process
3. Have strong community policing – police know the community and the community know and trust the police
4. Have a reputation as an inclusive community with everyone feeling welcome and part of the community
5. Have City government providing the leadership to create community partnerships to expand community resources
6. Seek feedback from the community and use the information to implement improvements

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

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SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Commissioner districts and representation
2. Developing and sustaining common goals and vision for Fort Pierce that become the community's rallying point
3. Getting residents to become engaged in neighborhood and community organizations
4. Tapping the potential of citizen academy and movie event – opportunity to interact with departments
5. Developing future community leaders and City employees
6. Expanding and enhancing current community events
7. Helping residents understand the City policies, programs and service

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Expanding community wide youth programs to develop community pride
2. Moving beyond past history of a racially/socioeconomic divided community
3. Diverse population of Fort Pierce
4. Residents and businesses believing that the City is responsible for everything and solving all problems
5. Overcoming resident apathy
5. Looking to the whole community
6. Overcoming differences among neighborhoods

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POLICY ACTIONS 2019

1. Neighborhood Revitalization and Engagement: Input Meetings
2. Boards/Committees Revision
3. Community Events and Festivals Enhancements: Inventory, Report with Options and Direction

MANAGEMENT ACTIONS 2019

1. Community Policing: Expansion and Report
2. Community Youth Outreach to Diverse Population
3. Police Advisory Board: Report
4. Older Development Regulations: Revised Ordinances (from Growth Management Task Force)

MANAGEMENT IN PROGRESS 2019

1. 3rd Unity in Our Community

ON THE HORIZON 2020 – 2024

1. Community Outreach with Faith Community: Direction and City Actions
2. County Dialog and Issue Resolution
3. Police Youth Advisory Committee: Development
4. Neighborhood Identity and Pride Program
5. Marketing Program for Arts, Culture and Museums
6. Moore's Creek Multi Cultural Festival: Foods and Arts Celebration

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Goal 4
BEAUTIFY OUR COMMUNITY

OBJECTIVES

1. Have attractive entrances and gateways: I-95
2. Have well maintained parks and park venues
3. Have attractive major corridors: Orange Avenue, U. S. 1
4. Have attractive signage and wayfinding signs, including mobile app
5. Reduce the visual blight in the City
6. Have well maintained streetscapes
7. Maintain waterfront

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

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SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Reputation and appearance of Fort Pierce
2. Funding of city capital projects
3. Irresponsible property owners who avoid complying with the City Code of Ordinances
4. Absentee property owners/homeowners not maintaining property
5. Initial image/impression as you leave I-95
6. Vacant land, buildings and homes
7. Maintaining a beautiful community after landscaping project is completed

LONG TERM CHALLENGES AND OPPORTUNITIES

1. High percentage of rental housing
2. Unattractive major corridors
3. Using bonds to replace dead landscaping
4. Funding for code compliance, law enforcement and public works
5. Continuing consistent application of the Code of Ordinances – application support in light of community pressure
6. Engaging and educating the community on the importance – beautification
7. Ability to afford compliance or beautification project
8. Improving the entire City with a unified vision
9. Different property maintenance standards among residents
10. Tapping the arts/artists resources in the community landscaping

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POLICY ACTIONS 2019

1. Code Enforcement: Performance Assessment, Report, Direction and City Actions
2. Park Maintenance and Upgrade: Condition Assessment, Report, Direction, City Actions and Funding/Volunteers
3. Wayfinding Signage: Report and Direction (Signs/Apps)
4. Lincoln Park Revitalization Initiative: Annual Report
5. Bond for Landscape Replacement: Direction and Enforcement
6. City Street Sweeping Program Privatization: Report and Direction

MANAGEMENT ACTIONS 2019

1. Dumpster Solutions for Downtown
2. Entrance/Gateways Beautification: Plan and Funding (Low Cost Option)
3. Mural Projects (3 – 4)

MANAGEMENT IN PROGRESS 2019

1. Main Street: Annual Report
2. Clean and Safe Initiative: Amendments and Cases

MAJOR PROJECTS 2019

1. Banner Replacement (Citywide)
2. Islands: New Plantings

ON THE HORIZON 2020 – 2024

1. Downtown Lighting: Assessment, Report, Direction and City Actions

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Goal 5
ENJOY OUR COMMUNITY

OBJECTIVES

1. Value the arts and culture as a community asset
2. Have top quality public schools partnering with the City
3. Have a variety of recreational programs and activities responsive to the Fort Pierce community
4. Have a reputation as a safe community for all
5. Have strong community events with active participation by residents
6. Have effective public transportation
7. Reduce the crime rate through community policing

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

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SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Expanding neighborhood watch and community programs to increase residents investments in safety and safe community
2. Reducing the homeless population
3. Continuing to enhance the quality of public schools
4. Funding for parks and recreation
5. Having strong community events and festivals that involve the residents
6. Addressing mental health issues with the County and community partners
7. Expanding night life and entertainment opportunities
8. More activities at the beach and/or the waterfront

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Continuing to respond proactively to gangs and drugs
2. Modernizing parks and their venues
3. Tapping the arts and cultural heritage and traditions of Fort Pierce
4. Continuing the success and expanding regional use of the Golf Course
5. Expanded community use of the Sunrise Theatre through revised programming
6. Changing leisure and recreational trends
7. Expanding and more aggressively handling panhandling in the community
8. Difference in generational expectations and activities
9. Respecting public property and landscaping

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POLICY ACTIONS 2019

1. Sunrise Theatre: Structure, Marketing, Program
2. Historic St. Anastasia Building/Property Use: St. Lucie Historic Museum Relocation, Renovation Contract
3. Sunrise Center Garage Office Development: Status and Direction
4. Edgartown Rebranding: Direction
5. Recreation Program Expansion: Assessment, Report, Direction and Funding

MANAGEMENT ACTIONS 2019

1. Porpoise Park: Report and Direction
2. Trolley/Tram Service: Report and Direction
3. Crime Reduction Action Plan: Specific Actions

MANAGEMENT IN PROGRESS 2019

1. Gangs Action Plan: Annual Update
2. Field Training Officer (FTO) Program: Revamp
3. Zora Neale Huston Trail Festival Day
4. SHIP Home Rehabs (20)
5. SHIP 1st Time Homebuyers
6. Trolley Saturday Route: Pilot
7. 4th Annual Highwaymen Heritage Trail Art Show and Festival
8. Allegany Franciscan Ministries Collaboration
9. Crabby's Restaurant Opening
10. Sunrise Theatre Corporate Sponsorships, Donors and Members Increase

MAJOR PROJECTS 2019

1. Indian Hills Golf Course Improvement Projects
2. Sunrise Theatre: Maintenance/New Roof Project
3. MLK Dreamland Park: Construction
4. Moore's Creek Boat Ramp Area Repairs
5. Fenn Park: Play Set
6. Fisherman's Wharf Boat Ramp: Rebuild
7. Marina Fuel Dock/Dock Master Support Building
8. Sunrise Theatre Black Box Floor

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ON THE HORIZON 2020 – 2024

1. Arts and Culture Strategic Plan Implementation
2. Charter School (s): Best Practices, Report and Direction
3. Swimming Program for Youths: Report, Partner Direction and City Actions
4. Gymnasium Expanded Hours: Report and Direction
5. Downtown Hours Regulations: Review and Refinement
6. Housing Upgrade Program: Best Practices, Report and Direction
7. Neighborhood Watch/Citizen Patrol: Expansion
8. Old Fort Park Sidewalk Connectivity
9. Pinewood Recreation Facility Improvement
10. Savannah Recreation Trail Connectivity to Indian Hills Recreation Area
11. Jaycee Park Connectivity Improvements
12. Additional Parking Garage for Downtown: Report and Direction

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CITY OF FORT PIERCE
ACTION AGENDA 2019

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City of Fort Pierce
Policy Agenda 2019

TOP PRIORITY

DRAFT

HIGH PRIORITY

DRAFT

City of Fort Pierce
Management Agenda 2019

TOP PRIORITY

DRAFT

HIGH PRIORITY

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City of Fort Pierce
Management in Progress 2019

Labor Negotiations and Contracts

City Attorney's Office: Staffing Assessment

ProjectDox: Building Department

Parking Enforcement Software for Mobile Parking Enforcement

Paperless Purchases Order System

Click-2-Gov

Citywide Payment Card Policy (online)

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

Paperless Payroll Process: Electronic Stub and Forms

Online Searchable Portal: Development

Comprehensive Employee Wellness Policy and Program

Vehicle/Equipment Replacement Plan: Year 2

Building Department Cross Training and Internship Program Approval

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Deputy City Clerk: Certification

Small Business Guide

Opti View: Update

City Facilities Security: Video Surveillance

Migration to Cloud (Office 365)

Credit Cards Online

Community Response Rules and Policy Manual

Parking Counter in City Garage

One Solution Upgrade (from Naviline)

Indian Hills Golf Course: Marketing/Advertisement Enhancements

CSAB Election

IT Security Upgrade

PAL Park Infrastructure and On Boarding

Sunrise Theatre Integration and Services

Marina Application to Cloud

Public Works Work Order

Police Vehicle Replacement

Police Grants

Rich House: Open

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Police Public Record Request: Process Improvements

Advanced Metering Infrastructure (AMI)

Business Retention and Expansion Program (BRE)

Television Commercial Campaign in Miami, Florida

Citywide Marketing Plan

National Events – National Firefighters Combat Challenge

3rd Unity in Our Community

Main Street: Annual Report

Clean and Safe Initiative: Amendments and Cases

Gangs Action Plan: Annual Update

Field Training Officer (FTO) Program: Revamp

Zora Neale Huston Trail Festival Day

SHIP Home Rehabs (20)

SHIP 1st Time Homebuyers

Trolley Saturday Route: Pilot

4th Annual Highwaymen Heritage Trail Art Show and Festival

Allegany Franciscan Ministries Collaboration

Crabby's Restaurant Opening

Sunrise Theatre Corporate Sponsorships, Donors and Members Increase

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City of Fort Pierce
Major Projects 2019

City Facilities Access Control and Security Upgrade

City Hall Waterproofing

City Hall: Covered Walkway for Pedestrians (Parking Garage and City Hall)

Building Department Relocation/Buildout

Police Carpet Replacement

WRF Backup Generator

Underground Conversions

Natural Gas Loop Project

Avenue "M" Water/Wastewater Restoration

Orange Avenue Forcemain

Savannah Road Re-pump Facility

Electric Pole Replacement

Di Giorgio Industrial Area Wastewater Infrastructure Project

City Parking Garage: Sealing

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Fisherman's Wharf

Citrus Bridge Overpass: Design/Construction

Surfside Park Residential Street Drainage Improvements: Construction

Melody Lane Seawall

Street Striping Project

Ohio Avenue and U.S. 1 Signalization Upgrade

Pumpout System – Northside

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

17th Street Reconstruction (Avenue "D" to Orange Avenue)

Avenue "B" ROW Designation

Downtown Public Assets Cleanup/Maintenance

Ohio Avenue Realignment

Visitor Center: Parking Garage

Marina Square Sail Shade Structure

Banner Replacement (Citywide)

Islands: New Plantings

Indian Hills Golf Course Improvement Projects

Sunrise Theatre: Maintenance/New Roof Project

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MLK Dreamland Park: Construction

Moore's Creek Boat Ramp Area Repairs

Fenn Park: Play Set

Fisherman's Wharf Boat Ramp: Rebuild

Marina Fuel Dock/Dock Master Support Building

Sunrise Theatre Black Box Floor

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STRATEGIC PLANNING FOR THE CITY OF FORT PIERCE

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Strategic Planning Model for the City of Fort Pierce

Value-based principles that describe the preferred future in 15 years	**VISION**	**Destination** **"You Have Arrived"**
Strategic goals that focus outcome-base objectives and potential actions for 5 years	**PLAN**	**Map** **"The Right Route"**
Focus for one year – a work program: policy agenda for Mayor and Commission, management agenda for staff; major projects	**EXECUTION**	**Itinerary** **"The Right Direction"**
Principles that define the responsibility of city government and frame the primary services – core service businesses	**MISSION**	**Vehicle** **"The Right Bus"**
Personal values that define performance standards and expectations for employees	**CORE BELIEFS**	**Fuel** **"The Right People"**

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FORT PIERCE
VISION 2033

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Fort Pierce Vision 2033

Fort Pierce 2033 is a Unique Coastal Florida City

Our WATERFRONTS, (1)

STRONG LOCAL ECONOMY, (2)

HISTORY, ARTS AND CULTURE, (3)

CHOICE OF DESIRABLE NEIGHBORHOODS, (4)

OPPORTUNITIES FOR FUN, (5)

COMMUNITY UNITY AND PRIDE (6)

WHAT MAKES US UNIQUE

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Fort Pierce Vision 2033

PRINCIPLE 1

WATERFRONTS

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

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PRINCIPLE 2

STRONG LOCAL ECONOMY

▶ Means

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

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PRINCIPLE 3

HISTORY, ARTS AND CULTURE

▶ Means

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

PRINCIPLE 4

CHOICE OF DESIRABLE NEIGHBORHOODS

▶ Means

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

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PRINCIPLE 5

OPPORTUNITIES FOR FUN

▶ Means

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

PRINCIPLE 6

COMMUNITY UNITY AND PRIDE

▶ Means

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

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CITY OF FORT PIERCE
PLAN for 2018 – 2023

City of Fort Pierce
Goals 2023

DEVELOP OUR COMMUNITY

ENGAGE OUR COMMUNITY

SERVE OUR COMMUNITY

BEAUTIFY OUR COMMUNITY

ENJOY OUR COMMUNITY

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GOAL 1
DEVELOP OUR COMMUNITY

OBJECTIVES

1. Have well maintained streets and public areas
2. Have an active, sustainable Port of Fort Pierce serving as an economic driver
3. Have additional quality job opportunities for residents
4. Relocate Wastewater Treatment Plant and replace with housing, mixed use development or hotel
5. Have a City reputation as “business friendly”
6. Expand the local economy
7. Expand tourism
8. Have City policies and incentives for development and redevelopment

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

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SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Attracting new businesses to Fort Pierce that create sustainable jobs
2. Increasing multi-modal transportation in Fort Pierce
3. Tapping the development of the Port of Fort Pierce
4. Job skills for Port development and businesses
5. City's aging infrastructure and facilities
6. Funding and performance accountability for economic development activities
7. Continuing the momentum in the downtown area and the surrounding neighborhoods
8. Attracting developers and residents to Fort Pierce

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Developing an image as a "business friendly" community and City
2. Preserving the view of waterfront
3. Creating a world-class tourist destination for residents and visitors
4. Tapping the full potential of Fort Pierce's water assets
5. Consistency with County decisions for areas to be annexed
6. Working with the property owners, businesses and residents
7. Defining the City's role and incentives
8. Marketing waterfront assets
9. Maintaining and expanding public access to water
10. Attracting appropriate businesses to locate on or near the water
11. Increasing investments from St. Lucie County, City of Port St. Lucie

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POLICY ACTIONS 2018

1.	Annexation: Interlocal Service Boundary Agreement (ISBA)	Top Priority
2.	Port Development: Next Steps (St. Lucie County)	Top Priority
3.	Street Resurfacing: Service Level and Funding	Top Priority
4.	Seaplane Base and Service: Direction and City Action	Top Priority
5.	Force FPUA: Wastewater Treatment Plant Relocation	High Priority
6.	Orange Avenue Corridor Beautification Plan	High Priority
7.	Neighborhood Infrastructure Upgrade Plan Project Priority and Funding	

MANAGEMENT ACTIONS 2018

1.	Downtown Hotel/Mixed Development: RFP, Agreement	Top Priority
2.	Dredging Marina and Channel	Top Priority
3.	EAR/Comprehensive Plan	Top Priority
4.	Expanded Bahamas Relations Strategy	Top Priority
5.	Tiki Bar: Direction and City Actions	Top Priority
6.	Peacock Arts District Revitalization Plan	High Priority
7.	Development Review Task Force: Report and Implementation	High Priority
8.	CRA Plan: Update	High Priority

MANAGEMENT IN PROGRESS 2018

1. Little Jim's Lease:
    - Commission Direction
    - Commission Decision
2. Community Rating System (CRS): Coordinator
3. FEMA Regulations for Flood Insurance: Public Education
4. Small Business Assistance Program and Services
5. Business Retention and Expansion Program (BRE)

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MAJOR PROJECTS 2018

1. North 2nd Street Road Improvements
2. Avalon Avenue Drainage Improvements
3. City Parking Garage: Sealing
4. Day Docks
5. Canal Armoring
    a. Virginia Avenue Outfall Canal
    b. Mayflower (Virginia to Edwards)
6. Fisherman's Wharf
    a. Road Reconstruction
    b. Seawall Reconstruction
    c. Marina Dredging
7. Citrus Bridge Overpass: Major Maintenance
8. Surfside Park Residential Street Drainage Improvements
9. Melody Lane Seawall
10. Street Striping Project
11. Ohio Avenue and U.S. 1 Signalization: Upgrade
12. Pumpout System – Northside
13. Georgia Avenue Outfall: Nutrient Removal
14. Downtown Restroom
15. 7th Street Roadway Reconstruction (Wendell Road to 10th Street)
16. 17th Street Reconstruction (Avenue "D" to Orange Avenue)

ON THE HORIZON 2019 – 2023

1. Port Authority: Development
2. Small Business Assistance Program and Services: Funding
3. Utility Capacity for Growth: Report and Direction
4. Little Jim's Lease: RFP
5. South Beach Parking: Direction
6. Downtown Development: Report and Future City Actions
7. Downtown Parking: Status and Direction, Events on Top Floor
8. Energy Conservation Program – Community: Report with Options, Goals, Direction and City Actions
9. Dirt Road Policy: Land Acquisition Direction and Funding
10. Retail Development Strategy: Goals, Report with Options and Direction
11. Grocery Store Attraction in Downtown
12. Avenue B: Rename (at King Plant)
13. Paid Parking: Study and Direction
14. Commercial Air Service
15. Short Term Rental Regulations

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ON THE HORIZON 2019 – 2023

(Continued)

16. Fort Pierce Redevelopment Agency: Surplus Land Disposition
17. Citrus Bridge Overpass
18. West of U.S. 1 Redevelopment: Vision and Strategy
19. Homeless Transition Housing
20. Edwards Road Corridor Strategy
21. Tourism Development Strategy
22. Incentives for Residential Upgrades
23. Incentives for Vacant Land Development
24. Indian River Terminal Purchase
25. Downtown Restrooms: Direction
26. Downtown Study: Update
27. Downtown Public Assets Clean Up and Maintenance Funding
28. Economic Development: Position
39. Special Area Plan: Taylor Creek Update
30. Tri – Rail Service to Jupiter
31. Land Development Code: Conditional Use Update
32. Street Striping Program
33. Stormwater Retrofit Projects

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Goal 2
ENGAGE OUR COMMUNITY

OBJECTIVES

1. Have a well-informed community through proactive City communications
2. Have civility in the governance process
3. Have strong community policing – police know the community and the community know and trust the police
4. Have a reputation as an inclusive community with everyone feeling welcome and part of the community
5. Have City government providing the leadership to create community partnerships to expand community resources
6. Seek feedback from the community and use the information to implement improvements

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

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SHORT TERM CHALLENGES AND OPPORTUNITIES

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

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Diverse population of Fort Pierce
2. Developing common goals and vision for Fort Pierce that become the community's rallying point
3. Capturing Fort Pierce “alumni”
4. Residents and businesses believing that the City is responsible for everything and solving all problems
5. Expanding and enhancing current community events
5. Mobility and transportation options for residents

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POLICY ACTIONS 2018

1. Community Police: Definition, Best Practices, Report with Options, Direction — High Priority
2. Community Youth Outreach to Diverse Population: Direction
3. Community Unity Strategy and Action Plan

MANAGEMENT ACTIONS 2018

1. Citizen Advisory Board for Police: Direction, Resolution — Top Priority
2. Youth Council: Report with Recommendations

MANAGEMENT IN PROGRESS 2018

1. Restoring the Village Program

ON THE HORIZON 2019 – 2023

1. School Enhancement Strategy
2. Community Events: Inventory, Evaluation Report, Direction
3. Boards/Committees Revision
4. City Electronic Communications Policy
5. Ethics Policy Direction
6. Police Youth Advisory Committee: Development
7. Neighborhood Identity and Pride Program
8. Marketing Program for Arts, Culture and Museums
9. Backus Museum Expansion
10. Moore's Creek Multi Cultural Festival: Foods and Arts Celebration

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Goal 3
SERVE OUR COMMUNITY

OBJECTIVES

1. Have a financially responsible City government
2. Have a City organization that is responsive, responsible/accountable, results oriented, focused on the Fort Pierce community
3. Streamline City policies, regulations, processes and procedures
4. Have adequate resources to support defined City services and levels of service
5. Listen to and understand the needs and messages from the community
6. Maintain a top quality City workforce dedicated to serving the Fort Pierce community
7. Develop and fund City capital/equipment replacement

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

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SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Aging City infrastructure and facilities requiring significant maintenance and replacement
2. Deferred capital and equipment investment now requiring significant funding
3. Willingness to raise taxes and fees
4. Limited revenue sources for cities
5. Increasing costs of capital projects
6. Rising costs of healthcare, pensions, materials and energy
7. Actions by Federal and State governments: impacting revenues, unfunded mandates and regulations, fewer grants and earmarked projects
8. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Retaining a quality City workforce
2. City staffing and the capacity to provide services
3. Streamlining City processes – more customer friendly
4. Outdated information technology needing significant investment
5. Increasing demands for City services
6. Opportunity to expand resources through partnerships and grants
7. Communicating with residents on City finances and services
8. Rebuilding the City organization from the recession

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POLICY ACTIONS 2018

1. Stormwater Management Utility Fee: Comparative Analysis and Increase — Top Priority
2. City – FPUA Strategy: Key Issues and Direction — Top Priority
3. Emergency Operations Center: Direction — High Priority
4. Small Public Transit Vehicle/Tram: Evaluation Report with Options, Direction and Funding — High Priority
5. City Employee Compensation: Restructure and Funding — High Priority
6. City Services and Staffing Level: Evaluation Report and Funding
7. Infrastructure Investment Surtax: Public Awareness and Election

MANAGEMENT ACTIONS 2018

1. Code of Ordinances: Update — Top Priority
2. "Permitting Hub" for Development/Permitting — Top Priority
3. Civil Service Appeal Process — High Priority
4. Information Technology Master Plan and Implementation — High Priority
5. Spending Limit for City Manager: Report and Direction

MANAGEMENT IN PROGRESS 2018

1. Purchasing Policy: Revision
2. Labor Contracts (3)
3. GolfTrac Cloud: IHGC Funding
4. Financial Policies and Procedures Manual
5. Police Promotion Examinations
6. Legal Secretary/Paralegal: Hiring
7. Sunrise Theatre Succession Plan

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MANAGEMENT IN PROGRESS 2018

8. ProjectDox: Building Department
9. T2 Parking Enforcement Software for Mobile Parking Enforcement
10. Paperless Purchase Order System
11. Click-2-Gov
12. Citywide Payment Card Policy (Online)
13. Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Maintenance and Upgrade
14. Paperless Payroll Process: Electronic Stubs and Forms
15. Online Searchable Portable: Development
16. Comprehensive Employee Wellness Policy and Program
17. Police Minority Recruitment Program/Advancement: Revision
18. Vehicle Equipment Replacement Plan: Implementation

MAJOR PROJECTS 2018

1. City Facilities Access Control and Security Upgrade
2. Fuel Island Canopy
3. Gasoline and Diesel Fuel Tank Replacement
4. City Hall: Water Roofing
5. City Hall: Possible Covered Walkway for Pedestrian Connection Between Parking Garage and City Hall

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ON THE HORIZON 2019 – 2023

1. St. Lucie County: Key Issues and Direction
2. City Owned Property: Sales of High Value Properties
3. Recreation Division: Creation and Funding
4. Vesting Period: Problem Analysis/Financial Impact Report with Options and Direction
5. Capital Outlay Plan (5 year) and Funding Mechanism
6. Code of Ordinance/Charter Modernization: Approach and Fund
7. Wastewater Services Regionalization Expansion
8. Information Technology: Upgrade Plan and Funding
9. Impact Fees: Update
10. Purchasing Ordinance: Review Procurement
11. Vehicle Equipment Replacement: Plan and Funding
12. New Alternative Revenues: Study and Direction
13. Comprehensive Analysis of Fee Schedules
14. Enterprise Funds: Evaluation and Direction
15. Debt Reduction Policy and Plan
16. MSTU: Evaluation and Direction
17. City Hall: Seal/Paint

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Goal 4
BEAUTIFY OUR COMMUNITY

OBJECTIVES

1. Have attractive entrances and gateways: I-95
2. Have well maintained parks and park venues
3. Have attractive major corridors: Orange Avenue, U. S. 1
4. Have attractive signage and wayfinding signs, including mobile app
5. Reduce the visual blight in the City
6. Have well maintained streetscapes
7. Maintain beaches and waterfront

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

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Reputation and appearance of Fort Pierce, particularly Orange Avenue
2. Funding of city capital projects
3. Funding for code compliance, law enforcement and public works
4. Initial image/impression as you leave I-95
5. Irresponsible property owners who avoid complying with the City Code of Ordinances
6. Consistent application of the Code of Ordinances – application support in light of community pressure
7. High percentage of rental housing and incentives for tenants
8. Unattractive major corridors
9. Vacant land, buildings and homes

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Addressing blighted structures
2. Engaging and educating the community on the importance – beautification
3. Defining the City's role
4. Ability to afford compliance or beautification project
5. Improving the entire City with a unified vision
6. Different property maintenance standards among residents

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POLICY ACTIONS 2018

1. Dumpster Solutions for Downtown — Top Priority
2. Entrances/Gateways Beautification: Plan and Funding — High Priority
3. Infill Redevelopment

MANAGEMENT ACTIONS 2018

1. Clean and Safe Community Initiative — Top Priority
2. Lincoln Park Revitalization Initiative
3. Mural Projects (4)

MANAGEMENT IN PROGRESS 2018

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

MAJOR PROJECTS 2018

1. Banner Replacement (Citywide)

ON THE HORIZON 2019 – 2023

1. Habitat for Humanity Partnership: Direction
2. Infill Redevelopment: Direction

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Goal 5
ENJOY OUR COMMUNITY

OBJECTIVES

1. Value the arts and culture as a community asset
2. Have top quality public schools partnering with the City
3. Have a variety of recreational programs and activities responsive to the Fort Pierce community
4. Have a reputation as a safe community for all
5. Have strong community events with active participation by residents
6. Have effective public transportation
7. Reduce the crime rate through community policing

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

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SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Reduced homeless population
2. Continuing to respond proactively to gangs and drugs
3. Expanding neighborhood watch and community programs to increase residents investments in safety and safe community
4. Continuing to enhance the quality of public schools
5. Funding for parks and recreation
6. Tapping the arts and cultural heritage and traditions of Fort Pierce
7. Having strong community events and festivals that involve the residents
8. Addressing mental health issues with the County and community partners
9. Reinforcing trust in Police Department

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Continuing the success and expanding community use of the Golf Course
2. Expanded community use of the Sunrise Theatre through revised programming
3. Expanding night life and entertainment opportunities
4. Developing “personal” relationships in the community – individual residents
5. Balancing recreation sports and competitive sports
6. More activities at the beach and/or the waterfront
7. Changing leisure and recreational trends
8. Defining the City’s role in recreation and the relationship to community organizations
9. Modernizing parks and their venues

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POLICY ACTIONS 2018

1. Sunrise Theatre: Comprehensive Evaluation, Report with Options and Direction — Top Priority
2. Homeless Resource Center: Concept, Partners/County and Locations — High Priority
3. Historic St. Anastasia Building/Property Use: Conversion to Heritage and Cultural Center
4. Porpoise Park: Report with Options and Direction

MANAGEMENT ACTIONS 2018

1. Recreation Division: Direction — High Priority
2. Shuffle Board Court: Direction — High Priority
3. Historic Preservation Report
4. Gangs Action Plan: Update

MANAGEMENT IN PROGRESS 2018

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

MAJOR PROJECTS 2018

1. Public Day/"Dingy" Dock
2. Indian Hills Golf Course Improvements Projects
3. Sunrise Theatre: Maintenance Project
4. MLK Dreamland Park: Construction (Memorial/Improvement)
5. Moore's Creek Boat Ramp Area Repairs
6. Fenn Park: Play Set
7. Fisherman's Wharf Boat Ramp: Rebuild

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ON THE HORIZON 2019 – 2023

1. Youth Recreation Program: Needs Assessment, Report with Options, and Direction
2. Public-Private Partnership Lincoln Theater: Agreement
3. Shuffle Board Court: Relocation Report with Options and Direction
4. Arts and Culture Strategic Plan: Development
5. Mobile Parking Enforcement Program
6. Neighborhood Watch/Citizen Patrol: Expansion
7. Old Fort Park Project: Sidewalk Connectivity
8. Public Access to Waterfront: Land Development Regulations LDR Changes
9. Transit Link: Downtown and Beach
10. PAL Park: Outside Basketball Courts
11. Pinewood Recreation Facility Improvement
12. Police Athletic League (PAL) Park: Restrooms
13. Savannah Recreation Trail Connectivity to Indian Hills Recreation Area Trail
14. Jaycee Park Connectivity Improvements

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CITY OF FORT PIERCE
ACTION AGENDA 2018

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City of Fort Pierce
Policy Agenda 2018

TOP PRIORITY

Annexation: Interlocal Service Boundary Agreement (ISBA)

Port Development: Next Steps (St. Lucie County)

Stormwater Management Utility Fee: Comparative Analysis and Increase

Dumpster Solutions for Downtown

Street Resurfacing: Service Level and Funding

Seaplane Base and Service: Direction and City Action

City – FPUA Strategy: Key Issues and Direction

Sunrise Theatre: Comprehensive Evaluation, Report with Options and Direction

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HIGH PRIORITY

Small Public Transit Vehicle/Tram: Evaluation Report with Options, Direction and Funding

Emergency Operations Center: Direction

Homeless Resource Center: Concept, Partners/County and Locations

Force FPUA: Wastewater Treatment Plant Relocation

Orange Avenue Corridor Beautification Plan

Community Policing: Definition, Best Practices, Report with Options, Direction

City Employee Compensation: Restructure and Funding

Entrances/Gateways Beautification: Plan and Funding

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City of Fort Pierce
Management Agenda 2018

TOP PRIORITY

Downtown Hotel/Mixed Development: RFP, Agreement

Dredging Marina and Channel

EAR/Comprehensive Plan

“Permitting Hub” for Development/Permitting

Expanded Bahamas Relations Strategy

Tiki Bar: Direction and City Actions

Citizen Advisory Board for Police: Direction, Resolution

Clean and Safe Community Initiative

Code of Ordinances: Update

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HIGH PRIORITY

Peacock Arts District Revitalization Plan

Recreation Division: Direction

Shuffle Board Court: Direction

Development Review Task Force: Report and Implementation

CRA Plan: Update

Civil Service Appeal Process

Information Technology Master Plan and Implementation

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City of Fort Pierce
Management in Progress 2018

Little Jim's Lease: Commission Direction, Commission Decision

Community Rating System (CRS): Coordinator

FEMA Regulations for Flood Insurance: Public Education

Small Business Assistance Program and Services

Business Retention and Expansion Program (BRE)

Restoring the Village Program

Purchasing Policy: Revision

Labor Contracts (3)

GolfTrac Cloud: IHGC Funding

Financial Policies and Procedures Manual

Police Promotion Examinations

Legal Secretary/Paralegal: Hiring

Sunrise Theatre Succession Plan

ProjectDox: Building Department

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T2 Parking Enforcement Software for Mobile Parking Enforcement

Paperless Purchase Order System

Click-2-Gov

Citywide Payment Card Policy (Online)

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

Paperless Payroll Process: Electronic Stubs and Forms

Online Searchable Portal: Development

Comprehensive Employee Wellness Policy and Program

Police Minority Recruitment Program/Advancement: Revision

Vehicle Equipment Replacement Plan: Implementation

Main Streets Annual/Activity Report

Tag and Tow of Non-Operable Vehicles

New Animal Control Comcate Program

Long Term Contract for Golf Course Maintenance

Field Training Officer (FTO) Program: Revamp

Zora Neale Huston Trail Festival Day

SHIP Home Rehabs (30)

SHIP 1st Time Homebuyers

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City of Fort Pierce
Major Projects 2018

North 2nd Street Road Improvements

Avalon Avenue Drainage Improvements

City Parking Garage: Sealing

Day Docks

Canal Armoring: Virginia Avenue Outfall Canal, Mayflower

Fisherman's Wharf Projects

Citrus Bridge Overpass: Major Maintenance

Surfside Park Residential Street Drainage Improvements

Melody Lane Seawall

Street Striping Project

Ohio Avenue and U.S. 1 Signalization: Upgrade

Pumpout System – Northside

Georgia Avenue Outfall: Nutrient Removal

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Downtown Restroom

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

17th Street Reconstruction (Avenue "D" to Orange Avenue)

City Facilities Access Control and Security Upgrade

Fuel Island Canopy

Gasoline and Diesel Fuel Tank Replacement

City Hall: Waterproofing

City Hall: Possible Covered Walkway for Pedestrian Connection Between Parking Garage and City Hall

Banner Replacement (Citywide)

Public Day/"Dingy" Dock

Indian Hills Golf Course Improvements Projects

Sunrise Theater: Maintenance Project

MLK Dreamland Park: Construction (Memorial/Improvement)

Moore's Creek Boat Ramp Area Repairs

Fenn Park: Play Set

Fisherman's Wharf Boat Ramp: Rebuild

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City of Fort Pierce
Action Outlines 2018

GOAL 1 DEVELOP OUR COMMUNITY

ACTION: ANNEXATION: INTERLOCAL SERVICE BOUNDARY AGREEMENT (ISBA)

PRIORITY
Policy – Top

Key Issues	*Activities/Milestones*	*Time*
+ Paradise Park	1. Receive Response from St. Lucie	4/18
+ Sheraton Plaza	2. Negotiate ISBA Agreement	4/19
+ Western	3. Commission Decision: Individual Parcel	TBD
* Funding		
• Service Level		
• Staffing		
• County Coordination		

Responsibility: Planning

ACTION: PORT DEVELOPMENT: NEXT STEPS [St. Lucie County/City of Ft. Pierce]

PRIORITY
Policy – Top

Key Issues

- Coordination with St. Lucie County
- Funding from Port Council/FDOT

Activities/Milestones	*Time*
A. Operations of Mega Yacht Service	
1. Finalize RFP for Operations of Mega Yacht Service Center	5/18
2. Issue RFP	5/18
3. Receive RFP responses	9/18
4. Evaluate responses	11/18
5. Select Operator	11/18
B. Port Master Plan: Update (St. Lucie County)	
1. Select Consultant	6/18
2. Complete Update	2019
C. Stormwater Master Plan for Port Area (City of Ft. Pierce)	
1. Application for Grant Assistance	3/18
2. Receive notification	8/18
3. Select consultant	11/18
4. Complete Master Plan	6/19

Responsibility: City Manager

ACTION: STREET RESURFACING: SERVICE LEVEL AND FUNDING

PRIORITY
Policy – Top

Key Issues

- Street Identification
- Proposals
- Additional Funding
- Current: $300,000
- FPUA Plans for Repair/Replacement Coordination

Activities/Milestones	*Time*
1. Identify streets	4/18
2. Obtain proposal for resurfacing	5/18
3. Prepare report	5/18
4. Commission Decision: Notice to Proceed	5/18
5. Develop budget proposal	6/18
6. Construction: Resurfacing Projects	7/18
7. Commission Budget FY ’19 – ’20	9/18

Responsibility: Engineering

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ACTION: SEAPLANE BASE AND SERVICE: DIRECTION AND CITY ACTION

PRIORITY
Policy – Top

Key Issues

- Location
- Zoning
- Funding
- Permitting
- Water Airport
- Private Businesses
- Fire District
- Safety Concerns

Activities/Milestones	*Time*
1. Identify location	5/18
2. Initiate zoning change	5/18
3. Commission Decision Zoning	9/18
4. Apply permits: FAA, South Florida Water Management District	5/18
5. Pursue grants	5/18
6. Receive permit	4/19
7. Communicate action and status to private businesses	Ongoing

Responsibility: City Manager

ACTION: FORCE FPUA: WASTEWATER TREATMENT PLANT RELOCATION

PRIORITY
Policy – High

Key Issues

- Relocation
- Funding
- Utility Services Agreement(s)
- Lack of FPUA Action
- Regionalization of Utilities: Water and Wastewater

Activities/Milestones	*Time*
1. Present conceptual plan – Commission – FPUA – St. Lucie County	4/18
2. Commission Decision: Policy and Plan Adoption	8/18
3. Negotiate FPUA and St. Lucie County	TBD

Responsibility: City Manager

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ACTION: ORANGE AVENUE CORRIDOR BEAUTIFICATION PLAN

PRIORITY
Policy – High

Key Issues

- Scope
- FDOT
- Funding
- Utilities
- ROW
- TPO

Activities/Milestones	*Time*
1. Define "Complete" Streets and Project – Scope	6/18
2. Commission Conference Agenda: Presentation and Direction	10/18

Responsibility: Planning

ACTION: NEIGHBORHOOD INFRASTRUCTURE UPGRADE PLAN PROJECT PRIORITY AND FUNDING

PRIORITY
Policy

Key Issues

- Project Scope
- Project Priority

* Funding

Activities/Milestones	*Time*
1. Review CIP	5/18
2. Prepare report	5/18
3. Commission Conference Agenda: Project	6/18
4. Commission Decision: CIP '19 – '20 Adoption	7/18

Responsibility: Engineering

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ACTION: DOWNTOWN HOTEL/MIXED DEVELOPMENT: RFP, AGREEMENT

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
• Development Agreement • Compatibility with CRA/City Plan	1. Receive bids	3/18
	2. Presentation to Evaluate Committee	4/18
	3. Complete evaluation, develop recommendations	6/18
	4. Commission Decision: Select Developer	6/18
	5. Negotiate development agreement	10/18
	6. Commission Decision: Development Agreement	10/18

Responsibility: City Manager

ACTION: DREDGING MARINA AND CHANNEL

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
	1. Analyze proposal	3/18
	2. Commission Decision: Award Contract	4/18
	3. Complete dredging	5/18 – 7/18

Responsibility: City Marina

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ACTION: EAR/COMPREHENSIVE PLAN

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
	1. Solicit consultation, issue RFP	5/18
	2. Select consultant	6/18
	3. Commission Decision: Award Contract	6/18
	4. Complete EAR/Comprehensive Plan	11/18
	5. Commission: Initial Approval	12/18
	6. State Review and Response	2/19
	7. Commission Decision: Final Adoption	3/19

Responsibility: Planning

ACTION: EXPANDED BAHAMAS RELATIONS STRATEGY

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
• City Festival(s)	1. Meet Consul General	5/18
	2. Develop Sister City Partnership – Grand Bahamas Island	8/18
	3. Commission Decision: Sister City Agreement	9/18

Responsibility: City Manager

ACTION TIKI BAR: DIRECTION AND CITY ACTIONS

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
	1. Receive RFP	3/18
	2. Evaluate proposal	4/18
	3. Commission Decision: Award Contract/Lease	5/18

Responsibility: City Clerk

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ACTION: PEACOCK ARTS DISTRICT REVITALIZATION PLAN

PRIORITY
Mgmt – High

Key Issues

- Project
- Funding
- Boundary Extension

Activities/Milestones	*Time*
1. Commission Conference Agenda: Presentation and Direction	5/18
2. Develop Overlay District	5/18
3. Commission Decision: Overlay District	9/18

Responsibility: City Manager

ACTION: DEVELOPMENT REVIEW TASK FORCE: REPORT AND IMPLEMENTATION

PRIORITY
Mgmt – High

Key Issues

- FPUA Issues
- Ordinance Changes
- Relations to City Charter Changes

Activities/Milestones	*Time*
1. Complete report (Chamber of Commerce)	6/18
2. Commission Presentation: Recommendations and Direction	7/18
3. Review/revise ordinance	10/18
4. Commission Decision: Ordinance Changes	11/18

Responsibility: City Clerk

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ACTION: CRA PLAN: UPDATE

PRIORITY
Mgmt – High

Key Issues	*Activities/Milestones*	*Time*
	1. Issue RFP/RFQ	5/18
	2. Receive response	6/18
	3. Evaluate and select consultant	8/18
	4. FPRA Board: Award Contract	9/18
	5. Presentation: CRA Advisory Committee – Input	12/18
	6. Develop Plan Update	4/19

Responsibility: Planning

▶ Management in Progress 2018

	TIME
1. Little Jim's Lease:	
• Commission Direction	4/18
• Commission Decision	10/18
2. Community Rating System (CRS): Coordinator	4/18
3. FEMA Regulations for Flood Insurance: Public Education	7/18
4. Small Business Assistance Program and Services	9/18
5. Business Retention and Expansion Program (BRE)	Ongoing

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▶ Major Projects 2018

		TIME
1.	North 2nd Street Road Improvements	4/18
2.	Avalon Avenue Drainage Improvements	6/18
3.	City Parking Garage: Sealing	7/18
4.	Day Docks	9/18
5.	Canal Armoring	
	a. Virginia Avenue Outfall Canal	10/18
	b. Mayflower (Virginia to Edwards)	5/19
6.	Fisherman's Wharf	10/18 – 10/19
	a. Road Reconstruction	
	b. Seawall Reconstruction	
	c. Marina Dredging	
7.	Citrus Bridge Overpass: Major Maintenance	11/18
8.	Surfside Park Residential Street Drainage Improvements	12/18
9.	Melody Lane Seawall	12/18
10.	Street Striping Project	12/18
11.	Ohio Avenue and U.S. 1 Signalization: Upgrade	3/19
12.	Pumpout System – Northside	3/19
13.	Georgia Avenue Outfall: Nutrient Removal	5/19
14.	Downtown Restroom	5/19
15.	7th Street Roadway Reconstruction (Wendell Road to 10th Street)	7/19
16.	17th Street Reconstruction (Avenue "D" to Orange Avenue)	12/19

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GOAL 2 ENGAGE OUR COMMUNITY

ACTION: COMMUNITY POLICING: DEFINITION, BEST PRACTICES, REPORT WITH OPTIONS, DIRECTION

PRIORITY
Policy – High

Key Issues	*Activities/Milestones*	*Time*
	1. Commission Conference Agenda: Report and Direction	8/18

Responsibility: Police

ACTION: COMMUNITY YOUTH OUTREACH TO DIVERSE POPULATION: DIRECTION

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Youth Outreach	1. Commission Conference Agenda: Presentation and Direction	8/18

Responsibility: Police

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ACTION: COMMUNITY UNITY STRATEGY AND ACTION PLAN

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
	1. Conduct "Community" event	7/18
	2. Enhancements:	
	a. Easter Parade	4/18
	b. Praise in the Park	5/18
	c. Impact Awards Show	8/18
	d. Fishing Tournament	6/18
	e. Golf with Pros	5/18
	f. Summer Camps (Sunrise Theatre)	6/18 – 8/18

Responsibility: Information Technology

ACTION: CITIZEN ADVISORY BOARD FOR POLICE: DIRECTION, RESOLUTION

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
• Purposes	1. City Manager: Review	5/18
• Membership	2. Commission Conference Agenda: Direction	5/18
• Processes	3. Commission Decision: Resolution	6/18

Responsibility: Police

ACTION: YOUTH COUNCIL: REPORT WITH RECOMMENDATIONS

PRIORITY
Mgmt

Key Issues	*Activities/Milestones*	*Time*
	1. Commission Decision: Acceptance of Recommendations	3/18

Responsibility: City Manager

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▶ Management in Progress 2018

	TIME
1. Restoring the Village Program	Ongoing

GOAL 3 SERVE OUR COMMUNITY

ACTION: STORMWATER MANAGEMENT UTILITY FEE: COMPARATIVE ANALYSIS AND INCREASE

PRIORITY
Policy – Top

Key Issues

- Fee
- Projects
- Aging Infrastructure

Activities/Milestones	*Time*
1. Review needs/market analysis	5/18
2. Develop report	5/18
3. Commission Decision: Fee	6/18
4. Send to St. Lucie County	6/18

Responsibility: Engineering

ACTION: CITY – FPUA STRATEGY: KEY ISSUES AND DIRECTION

PRIORITY
Policy – Top

Key Issues

- Communications
- Coordination of Projects
- Utility Agreements
- Economic Development
- Capital Projects

Activities/Milestones	*Time*
1. Meeting between City Commission and FPUA Board: Identify Issues, Discuss Issues, Direction	5/18
2. Participate in City's Strategic Planning Process	2/19

Responsibility: City Clerk

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ACTION: EMERGENCY OPERATIONS CENTER: DIRECTION

PRIORITY
Policy – High

Key Issues

- Concept
- Funding
- Location

Activities/Milestones	*Time*
1. Develop conceptual design, costs and location	5/18
2. City Manager: Review	6/18
3. Identify funding sources/partners	10/18
4. Commission Decision: Approval	11/18

Responsibility: Police

ACTION: SMALL PUBLIC TRANSIT VEHICLE/TRAM: EVALUATION REPORT WITH OPTIONS, DIRECTION AND FUNDING

PRIORITY
Policy – High

Key Issues

- Funding

Activities/Milestones	*Time*
1. Review/revise report	5/18
2. Commission Conference Agenda: Direction	5/18
3. Commission Decision: Approval	6/18
4. Obtain tram	9/18
5. Service initiated	10/18

Responsibility: Public Works

ACTION: CITY EMPLOYEE COMPENSATION: RESTRUCTURE AND FUNDING

PRIORITY
Policy – High

Key Issues

Activities/Milestones	*Time*
1. Analyze Study	5/18
2. Complete report with recommendations	6/18
3. Incorporate in budget proposal	6/18
4. Commission Decision: Budget ’19 – ’20	9/18

Responsibility: Human Resources

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

PRIORITY
Policy

Key Issues

- Service
- Service Level
- Funding
- Performance Measures

Activities/Milestones	*Time*
1. Review City organization – services and staffing needs	5/18
2. Develop budget proposal	6/18
3. Commission Decision: Budget FY '19 – '20	9/18

Responsibility: City Manager

ACTION: INFRASTRUCTURE INVESTMENT SURTAX: PUBLIC AWARENESS AND ELECTION

PRIORITY
Policy

Key Issues

Activities/Milestones	*Time*
1. Commission Decision: Resolution of Support	3/18
2. Public Education	5/18 – 11/18
3. Election	11/18

Responsibility: City Manager

ACTION: CODE OF ORDINANCES: UPDATE

PRIORITY
Mgmt – Top

Key Issues

Activities/Milestones	*Time*
1. Identify options and approach for update	9/18
2. Commission Workshop: Direction and Funding	10/18

Responsibility: City Attorney

ACTION: "PERMITTING HUB" SHOP FOR DEVELOPMENT/PERMITTING

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
* Funding	1. Develop "Permitting Hub" – Design and Costs	6/18
	2. City Manager: Review	7/18
	3. Commission Conference Agenda: Direction	8/18
	4. Implement ProjectDox	9/18
	5. Commission Decision: Budget FY '19 – '20	9/18

Responsibility: Building

ACTION: CIVIL SERVICE APPEAL PROCESS

PRIORITY
Mgmt – High

Key Issues	*Activities/Milestones*	*Time*
	1. Finalize report	4/18
	2. Commission Decision: Process Ratification	6/18

Responsibility: Human Resources

ACTION: INFORMATION TECHNOLOGY MASTER PLAN AND IMPLEMENTATION

PRIORITY
Mgmt – High

Key Issues	*Activities/Milestones*	*Time*
	1. Develop plan	6/18
	2. Prepare budget proposal	6/18
	3. Commission Decision: Budget FY '19 – '20	9/18

Responsibility: Information Technology

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ACTION: SPENDING LIMIT FOR CITY MANAGER: REPORT AND DIRECTION

PRIORITY
Mgmt

Key Issues	*Activities/Milestones*	*Time*
	1. Commission Decision: City Manager's Spending Limit	5/18

Responsibility: Finance

▶ Management in Progress 2018

		TIME
1.	Purchasing Policy: Revision	3/18
2.	Labor Contracts (3)	
	• PBA	4/18
	• IUPA	5/18
	• Teamster	6/18
3.	GolfTrac Cloud: IHGC Funding	4/18
4.	Financial Policies and Procedures Manual	4/18
5.	Police Promotion Examinations	5/18
6.	Legal Secretary/Paralegal: Hiring	5/18
7.	Sunrise Theatre Succession Plan	6/18
8.	ProjectDox: Building Department	7/18
9.	T2 Parking Enforcement Software for Mobile Parking Enforcement	8/18
10.	Paperless Purchase Order System	8/18
11.	Click-2-Gov	8/18
12.	Citywide Payment Card Policy (Online)	8/18
13.	Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Maintenance and Upgrade	8/18
14.	Paperless Payroll Process: Electronic Stubs and Forms	8/18
15.	Online Searchable Portal: Development	8/18
16.	Comprehensive Employee Wellness Policy and Program	9/18
17.	Police Minority Recruitment Program/Advancement: Revision	TBD
18.	Vehicle Equipment Replacement Plan: Implementation	Ongoing

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▶ Major Projects 2018

		TIME
1.	City Facilities Access Control and Security Upgrade	7/18
2.	Fuel Island Canopy	9/18
3.	Gasoline and Diesel Fuel Tank Replacement	9/18
4.	City Hall: Waterproofing	12/18
5.	City Hall: Possible Covered Walkway for Pedestrian Connection Between Parking Garage and City Hall	12/18

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GOAL 4 BEAUTIFY OUR COMMUNITY

ACTION: DUMPSTER SOLUTIONS FOR DOWNTOWN

PRIORITY
Policy – Top

Key Issues

- Direction
- Funding (Solid Waste)
- Fleet
- Partners

Activities/Milestones	*Time*
1. Commission Conference Agenda: Direction	4/18
2. Order equipment	6/18
3. Receive equipment	10/18
4. Operational: In ground	1/19

Responsibility: Public Works

ACTION: ENTRANCES/GATEWAYS BEAUTIFICATION: PLAN AND FUNDING

PRIORITY
Policy – High

Key Issues

- Funding
- Consultant – Landscape Design

Activities/Milestones	*Time*
1. Commission Conference Agenda: Direction and Funding	4/18
2. Develop budget proposal	6/18
3. Commission Decision: Budget FY ’19 – ’20	9/18

Responsibility: Public Works

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ACTION: INFILL REDEVELOPMENT

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
	1. Evaluate options/ownership	4/18
	2. Prepare report	4/18
	3. Commission Conference Agenda: Report and Direction	5/18

Responsibility: Building

ACTION: CLEAN AND SAFE COMMUNITY INITIATIVE

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
	A. Demolition	3/18
	1. Commission Decision: Approval (3)	4/18
	2. Title Search	5/18
	3. Demolition Permit	5/18
	4. Demolition (3)	6/18
	B. Board Up	
	1. Complete Administrative Process	4/18
	2. Clear Boarding	4/18

Responsibility: Code Compliance

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ACTION: LINCOLN PARK REVITALIZATION INITIATIVE

PRIORITY
Mgmt

Key Issues	*Activities/Milestones*	*Time*
• Funding	1. Complete streetscape project – including signage	5/18
	2. Commission Conference Agenda Presentation: Update Report	5/18
	3. Historic Lincoln Theater: MOU	5/18

Responsibility: Finance

ACTION: MURAL PROJECTS (4)

PRIORITY
Mgmt

Key Issues	*Activities/Milestones*	*Time*
	1. 464 North 9th Street	11/18
	2. Sunrise Boulevard/Georgia	11/18
	3. 510 Orange Avenue	11/18
	4. 13th Street/Avenue D	11/18

Responsibility: Finance

▶ Management in Progress 2018

	TIME
1. Main Streets Annual/Activity Report	7/18
2. Tag and Tow of Non-Operable Vehicles	Ongoing

▶ Major Projects 2018

	TIME
1. Banner Replacement (Citywide)	Ongoing

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GOAL 5 ENJOY OUR COMMUNITY

ACTION: SUNRISE THEATRE: COMPREHENSIVE EVALUATION, REPORT WITH OPTIONS AND DIRECTION

PRIORITY
Policy – Top

Key Issues

- Purpose
- Programming
- Operation
- Succession Plan

Activities/Milestones	*Time*
1. Complete report	6/18
2. Commission Conference Agenda: Report and Direction	6/18
3. Prepare budget proposal	6/18
4. Commission Decision: Budget FY ’19 – ’20	9/18

Responsibility: City Manager

ACTION: HOMELESS RESOURCE CENTER: CONCEPT, PARTNERS/COUNTY AND LOCATIONS

PRIORITY
Policy – High

Key Issues

- Partners
- Shared Vision
- Veterans Services
- St. Lucie County

Activities/Milestones	*Time*
1. Determine location	5/18
2. Commission Decision: Direction	6/18
3. Identify funding sources	10/18
4. Complete improvements	1/19
5. Open Homeless Resource Center	1/19

Responsibility: City Manager

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ACTION: HISTORIC ST. ANASTASIA BUILDING/PROPERTY USE: CONVERSION TO HERITAGE AND CULTURAL CENTER

PRIORITY
Policy

Key Issues

- Funding
- Design

Activities/Milestones	*Time*
1. Issue RFP	3/18
2. Select architect	4/18
3. Commission Decision: Award Contract – Architecture	5/18
4. Complete architecture	9/18
5. Seek funding	TBD

Responsibility: Finance

ACTION: PORPOISE PARK: REPORT WITH OPTIONS AND DIRECTION

PRIORITY
Policy

Key Issues

Activities/Milestones	*Time*
1. Complete report	10/18
2. Commission Conference Agenda: Report and Direction	11/18

Responsibility: Public Works

ACTION: RECREATION DIVISION: DIRECTION

PRIORITY
Mgmt – High

Key Issues

- Staff
- Funding

Activities/Milestones	*Time*
1. Prepare budget proposal	6/18
2. Commission Decision: Budget FY ’19 – ’20	9/18

Responsibility: Public Works

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ACTION: SHUFFLE BOARD COURT: DIRECTION

PRIORITY
Mgmt – High

Key Issues

- Relocation
- Funding
- Use

Activities/Milestones	*Time*
1. Prepare report on alternative uses	7/18
2. Commission Conference Agenda: Report and Direction	8/18
3. Develop budget proposal	8/18
4. Commission Decision: Budget FY ’19 – ’20	9/18

Responsibility: Public Works

ACTION: HISTORIC PRESERVATION REPORT

PRIORITY
Mgmt

Key Issues

Activities/Milestones	*Time*
1. Identify historic districts/properties	9/18
2. Prepare plan	9/18
3. Commission Conference Agenda: Report and Direction	10/18

Responsibility: Planning

ACTION: GANGS ACTION PLAN: UPDATE

PRIORITY
Mgmt

Key Issues

Activities/Milestones	*Time*
1. Commission Report	7/18

Responsibility: Police

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▶ Management in Progress 2018

		TIME
1.	New Animal Control Comcate Program	3/18
2.	Long Term Contract for Golf Course Maintenance	9/18
3.	Field Training Officer (FTO) Program: Revamp	10/18
4.	Zora Neale Huston Trail Festival Day	4/19
5.	SHIP Home Rehabs (30)	6/19
6.	SHIP 1st Time Homebuyers	Ongoing

▶ Major Projects 2018

		TIME
1.	Public Day/"Dingy" Dock	9/18
2.	Indian Hills Golf Course Improvements Projects	11/18
3.	Sunrise Theatre: Maintenance Project	12/18
4.	MLK Dreamland Park: Construction (Memorial/Improvement)	12/18
5.	Moore's Creek Boat Ramp Area Repairs	2/19
6.	Fenn Park: Play Set	3/19
7.	Fisherman's Wharf Boat Ramp: Rebuild	TBD

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Policy Calendar 2018

MONTH

MARCH 2018

1. Decision: Youth Council Report Acceptance of Recommendations

2. Decision: Infrastructure Investment Surtax Resolution of Support

3. Decision: Spending Limit for City Manager

4. Decision: Demolitions (3)

5. Decision: Little Jim's Lease Direction

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MONTH

APRIL 2018

1. Decision: Award Contract for Dredging Marina and Channel

2. Decision: PBA Labor Contract Appeal

3. Decision: Little Jim's Lease Direction

4. Conference Agenda: Entrances/Gateways Beautification Plan and Funding

5. Conference Agenda: Dumpster Solutions for Downtown

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MONTH

MAY 2018

1. Decision: Street Resurfacing – Notice to Proceed

2. Decision: Tiki Bar Award Contract/Lease

3. Decision: Labor Contracts
    a. IUPA
    b. Teamster

4. Decision: Award Architectural Contract for Historic St. Anastasia Building/ Property Use

5. Decision: Spending Limit for City Manager

6. Conference Agenda: Peacock Arts District Revitalization Plan Presentation and Direction

7. Conference Agenda: Citizen Advisory Board for Police

8. Conference Agenda: Joint Meeting with FPUA Board

9. Conference Agenda: Small Public Transit Vehicle/Tram Direction

10. Conference Agenda: Infill Redevelopment

11. Presentation: Lincoln Park Revitalization Initiative Update Report

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MONTH

JUNE 2018

1. Decision: Developer Selection for Downtown Hotel

2. Decision: Award Contract for EAR/Comprehensive Plan Consultant

3. Decision: Citizen Police Advisory Board Resolution

4. Decision: Stormwater Management Utility Fee

5. Decision: Purchase Small Public Transit Vehicle/Tram

6. Decision: Civil Service Appeal Process Ratification

7. Decision: Homeless Resource Center Direction

8. Conference Agenda: Neighborhood Infrastructure Upgrade Project Review, Project Priority and Funding

9. Workshop: Sunrise Theater Comprehensive Report and Direction

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MONTH

JULY 2018

1. Decision: CIP FY ’19 – ’20 Adoption Funding for Neighborhood Infrastructure Projects

2. Report: Gangs Action Plan Update

3. Presentation: Development Review Task Force Report and Direction

MONTH

AUGUST 2018

1. Decision: Wastewater Treatment Plant Relocation – Policy and Plan Adoption

2. Conference Agenda: Community Youth Outreach Diverse Population Presentation and Direction

3. Conference Agenda: Community Policing Report and Direction

4. Conference Agenda: “Permitting Hub” for Development/Permitting Direction

5. Conference Agenda: Shuffle Board Court Report and Direction

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MONTH

SEPTEMBER 2018

1. Budget FY ’19 – ‘20 Decision: Funding for:
    a. Street Resurfacing: Additional Funding
    b. City Employee Compensation
    c. City Services and Staffing Level
    d. “Permitting Hub” for Development/Permitting
    e. Information Technology Master Plan: Implementation
    f. Entrances/Gateways Beautification Landscape Design
    g. Sunrise Theatre
    h. Recreation Division
    i. Shuffle Board

2. Decision: Zoning Changes for Seaplane Base

3. Decision: Overlay District for Peacock Arts District

4. Decision: Sister City Agreement with Grand Bahamas Island

5. FPRA: Award Contract for CRA Plan: Update

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MONTH

OCTOBER 2018

1. Decision: Downtown Hotel Development Agreement

2. Decision: Little Jim's Lease

3. Conference Agenda: Orange Avenue Corridor Beautification Plan Presentation and Direction

4. Workshop: Code of Ordinances Update Direction and Funding

5. Presentation and Direction: Historic Preservation Report and Direction

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MONTH

NOVEMBER 2018

1. Decision: Development Ordinance Changes

2. Decision: Emergency Operations Center

3. Presentation and Direction: Porpoise Park Report and Direction

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MONTH

DECEMBER 2018

1. Decision: EAR/Comprehensive Plan Initial Approval

MONTH

JANUARY 2019

MONTH

FEBRUARY 2019

SECTION 5

PERFORMANCE REPORT 2018
FOR
CITY OF FORT PIERCE
[Updated: 1/26/19]

Importance of the Performance Report

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

1. LEADERSHIP WITH INTENTIONS

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

2. CONNECTION WITH CUSTOMER'S LIVES

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

3. CAPTURE OTHERS' ATTENTION

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

4. CELEBRATE - CREATE A MEMORY

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

5. PERSONAL CONTACT WITH A TAILORED MESSAGE

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

City of Fort Pierce
Vision 2033

Fort Pierce 2033 is a Unique Coastal Florida City

Our WATERFRONTS,

STRONG LOCAL ECONOMY,

HISTORY, ARTS AND CULTURE,

CHOICE OF DESIRABLE NEIGHBORHOODS,

OPPORTUNITIES for FUN,

COMMUNITY UNITY AND PRIDE

Makes Us Unique

Fort Pierce
Goals 2023

DEVELOP OUR COMMUNITY

ENGAGE OUR COMMUNITY

SERVE OUR COMMUNITY

BEAUTIFY OUR COMMUNITY

ENJOY OUR COMMUNITY

City of Fort Pierce
Policy Agenda 2018
Targets for Action

TOP PRIORITY

√→Annexation: Interlocal Service Boundary Agreement (ISBA)

★→Port Development: Next Steps (St. Lucie County)

√→Stormwater Management Utility Fee: Comparative Analysis and Increase

√→Dumpster Solutions for Downtown

★↔Street Resurfacing: Service Level and Funding

√→Seaplane Base and Service: Direction and City Action

★↔City – FPUA Strategy: Key Issues and Direction

√→Sunrise Theatre: Comprehensive Evaluation, Report with Options and Direction

★= Completed or Achieved Milestones √ = Significant Progress → = Continue to 2019

HIGH PRIORITY

★Small Public Transit Vehicle/Tram: Evaluation Report with Options, Direction and Funding

√→Emergency Operations Center: Direction

★Homeless Resource Center: Concept, Partners/County and Locations

√→Force FPUA: Wastewater Treatment Plant Relocation

★Orange Avenue Corridor Beautification Plan

★→Community Policing: Definition, Best Practices, Report with Options, Direction

√→City Employee Compensation: Restructure and Funding

√→Entrances/Gateways Beautification: Plan and Funding

★= Completed or Achieved Milestones √ = Significant Progress → = Continue to 2019

City of Fort Pierce
Management Agenda 2018
Targets for Action

TOP PRIORITY

√→Downtown Hotel/Mixed Development: RFP, Agreement

★Dredging Marina and Channel

★→EAR/Comprehensive Plan

√→ "Permitting Hub" for Development/Permitting

★Expanded Bahamas Relations Strategy

★Tiki Bar: Direction and City Actions

★Citizen Advisory Board for Police: Direction, Resolution

★Clean and Safe Community Initiative

√→Code of Ordinances: Update

★= Completed or Achieved Milestones √ = Significant Progress → = Continue to 2019

HIGH PRIORITY

★→Peacock Arts District Revitalization Plan

★Recreation Division: Direction

√→Shuffle Board Court: Direction

√→Development Review Task Force: Report and Implementation

√→CRA Plan: Update

★Civil Service Appeal Process

√→Information Technology Master Plan and Implementation

★= Completed or Achieved Milestones √ = Significant Progress → = Continue to 2019

Fort Pierce
Management in Progress 2018

★	1.	Little Jim's Lease: Commission Direction, Commission Decision
★	2.	Community Rating System (CRS): Coordinator
★	3.	FEMA Regulations for Flood Insurance: Public Education
★	4.	Small Business Assistance Program and Services
√→	5.	Business Retention and Expansion Program (BRE)
★	6.	Purchasing Policy: Revision
★→	7.	Labor Contracts (3)
★	8.	GolfTrac Cloud: IHGC Funding
★	9.	Financial Policies and Procedures Manual
★	10.	Police Promotion Examinations
→	11.	Legal Secretary/Paralegal: Hiring
★→	12.	Sunrise Theatre Succession Plan
√→	13.	ProjectDox: Building Department
√→	14.	T2 Parking Enforcement Software for Mobile Parking Enforcement
√→	15.	Paperless Purchase Order System
√→	16.	Click-2-Gov
√→	17.	Citywide Payment Card Policy (Online)
√→	18.	Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Maintenance and Upgrade
★	19.	Paperless Payroll Process: Electronic Stubs and Forms
√→	20.	Online Searchable Portal: Development
√→	21.	Comprehensive Employee Wellness Policy and Program

★= Completed or Achieved Milestones √ = Significant Progress → = Continue to 2019

★ 23. Police Minority Recruitment Program/Advancement: Revision

★→ 24. Vehicle Equipment Replacement Plan: Implementation

√→ 25. Main Streets Annual/Activity Report

★ 26. New Animal Control Comcate Program

★ 27. Long Term Contract for Golf Course Maintenance

√→ 28. Field Training Officer (FTO) Program: Revamp

√→ 29. Zora Neale Huston Trail Festival Day

√→ 30. SHIP Home Rehabs (30)

√→ 31. SHIP 1st Time Homebuyers

★= Completed or Achieved Milestones √ = Significant Progress → = Continue to 2019

Fort Pierce
Major Projects 2018

★	1.	North 2nd Street Road Improvements
★	2.	Avalon Avenue Drainage Improvements
√→	3.	City Parking Garage: Sealing
★	4.	Day Docks
★	5.	Canal Armoring: Virginia Avenue Outfall Canal, Mayflower
√→	6.	Fisherman's Wharf Projects
√→	7.	Citrus Bridge Overpass: Major Maintenance
√→	8.	Surfside Park Residential Street Drainage Improvements
√→	9.	Melody Lane Seawall
√→	10.	Street Striping Project
√→	11.	Ohio Avenue and U.S. 1 Signalization: Upgrade
√→	12.	Pumpout System – Northside
√→	13.	Georgia Avenue Outfall: Nutrient Removal
★	14.	Downtown Restroom
√→	15.	7th Street Roadway Reconstruction (Wendell Road to 10th Street)
√→	16.	17th Street Reconstruction (Avenue "D" to Orange Avenue)
√→	17.	City Facilities Access Control and Security Upgrade
★	18.	Gasoline and Diesel Fuel Tank Replacement
√→	19.	City Hall: Waterproofing
√→	20.	City Hall: Possible Covered Walkway for Pedestrian Connection Between Parking Garage and City Hall

★= Completed or Achieved Milestones √ = Significant Progress → = Continue to 2019

√→ 21. Banner Replacement (Citywide)

★ 23. Public Day/"Dingy" Dock

√→ 24. Indian Hills Golf Course Improvements Projects

√→ 25. Sunrise Theatre: Maintenance Project

√→ 26. MLK Dreamland Park: Construction (Memorial/Improvement)

√→ 27. Moore's Creek Boat Ramp Area Repairs

√→ 28. Fenn Park: Play Set

√→ 29. Fisherman's Wharf Boat Ramp: Rebuild

★= Completed or Achieved Milestones √ = Significant Progress → = Continue to 2019

City of Fort Pierce
Other City Successes 2018

1. Youth Council
2. City Electronic Communications Policy
3. Backus Museum: Expansion
4. Infrastructure Investment Surtax
5. Historic Preservation Report
6. Vesting Period: Direction
7. Capital Outlay 5 year Plan
8. Vehicle Equipment Replacement Plan
9. Gang Action Plan: Report

City of Fort Pierce
City Successes for 2018
Mayor and City Commission Perspective

1. Sales Surtax Initiative for Street Resurfacing: Passage, Resources to Improve Infrastructure, Priority of Residents, Visible Results, Community Confidence, Message to Community

2. Okeechobee/Jenkins Corner Development: WaWa, Camper World, Gander Mountain, Chick-fil-A, Starbucks – High Profile Corner, Business Investment, Business Friendly Processes, Traveler Choices

3. Celebration Point Residential Development: Permit Approval, Direction and. Commitment – Housing Rebounding, Mixed Housing – Townhomes, Mixed Use; Inspections Getting Done

4. Port Development: New Director, County Land Ownership, Mega-Yacht Businesses (2)

5. Crabby's Dockside Waterfront Restaurant: Lease Finalize, Submitting Permits, Addressing Flood Issues, RFP Process, Commission Decision, Improved Appearance, Open 3/20

6. Peacock Arts District: Creation, Pots Painted, Neighborhood Meeting, Community Embraced Concept

7. Orange Avenue Revitalization: Anytime Fitness Business Development, First Investment, Community Use, Active Membership, Owner Purchased Building, Better Parking, Community Destination

8. King Power Plant: Turned Down Proposal, Issued New RFQ

9. Brightline Station: At the Table, One of Two Finalists

10. Development Review Task Force: Creation, Interviewed Department, Quality Report, Implementing to Streamline Processes

11. Body Cameras for All Police Officers: Implementation, Assisted in Investigation, Use by County Attorney; 1st to have Automatic Camera when Gun is Drawn

12. Indian Hills Golf Course: New Director, Improved Course Condition and Positive Experience for Golfers, Visibly Improved, Playing 4 Hours

13. CSI Operations 1st Year: Implementation, Addressed Issues

14. Mural Program: Continuation, 3 Completed, Working with Businesses and Artists

15. Arts and Culture Board: Creation

16. City Recreation Department: Creation, 500 Youths Involved, Football Championship (2), Cheerleader Awards, 60 – 70 Volunteers Involved, Partnering with County for Teens – Kickoff February and March, Community Organization Offering "Free" Programs, 1st Tee Program

17. City Marina: Full Occupancy, Increased Rates and Revenues, Covering Costs, Additional Private Marinas (2)

18. Police Advisory Board: Implementation, In Training Current – Understanding for Police Operations and Management, Community Engagement, Addressing Rumors

19. Anastasia School: RFP for Rehabilitation, Potential for Corridor Development

20. Annexation: Identification of Areas and Process Initiated, Cooperative Approach

21. Blighted Buildings/Homes: Foreclosure (1); Identifying Potential Foreclosures

22. Lincoln Park: Allegheny Franciscan Missionary Partnership, Business Start Ups, Youth Outreach, Summer Camp, Funding of City Employees

23. Boards/Commissions Procedural Clean Up, Use of Special Magistrate, Redefining Roles and Responsibilities, Greater Accountability

24. Cleaner Community Efforts – Community Engagement and Ownership, Sense of Community Pride, 2400 Hours of Volunteer – South Beach Association, Citizens Supporting by Reporting

25. Stronger Working Partnership with the Schools: Higher Graduation Rate, City Involved in Schools

26. Stronger Working Partnership and Communications with St. Lucie County: Shared Services, Regular Joint Meetings among Staff

27. See-Click-Fix Program: Implementation, More Reporting

28. New City Attorney: Selection

29. Community Policing: Moving Forward, Expanding Community Engagement, Changing the Police Culture, Halloween Activities, Parents Coming Out, Open the Rich House – Safe Place, Senior Program

30. State Amendment 1 Defeat: Mayor Leadership in Community

31. U. S. 1 Redevelopment: Building Improvements, WaWa Commitment, Dairy Queen Commitment, Enterprise Relocation, Future Volkswagen Dealer

32. Police Department Stabilization

33. FPUA District 1 Representative

34. Police-Community relations and communications

GOAL 1 DEVELOP OUR COMMUNITY

ACHIEVEMENTS 2018	VALUE TO RESIDENTS
1.	+

GOAL 2 ENGAGE OUR COMMUNITY

ACHIEVEMENTS 2018	VALUE TO RESIDENTS
1.	+

GOAL 3 SERVE OUR COMMUNITY

ACHIEVEMENTS 2018	VALUE TO RESIDENTS
1.	+

GOAL 4 BEAUTIFY OUR COMMUNITY

ACHIEVEMENTS 2018	VALUE TO RESIDENTS
1.	+

GOAL 5 ENJOY OUR COMMUNITY

ACHIEVEMENTS 2018	VALUE TO RESIDENTS
1.	+

Departmental Successes
City of Ft Pierce
2018

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: Building

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Updated staffing, job descriptions and training
Impacts:	Efficiency and morale improved.

Success:	Update Contractor Ordinances
Impacts:	Updated fee schedules, rules and regulations and Board member rules.

Success:	Interlocal Agreement with St. Lucie County
Impacts:	Provides access to inspection services to provide better service to public.

Success:	Internship/Cross Training Program
Impacts:	Education ensuring more inspection capabilities in the future, and potential advancement of current City employees. Application to State – Approval

Success:	Implementation of Temporary Use Agreements
Impacts:	Enables businesses within the City to use facilities while complying with requirements.

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: City Clerk

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	BTR Renewals and Contractor Licensing Renewals successful with minimal backlog.
Impacts:	Means businesses and contractors received their updated information very timely.

Success:	Public record requests were answered in a timely fashion with the assistance and commitment of all departments.
Impacts:	Requestors able to receive their information without delay; thus avoiding lawsuits or challenges.

Success:	Fully staffed with qualified individuals committed to providing the best possible customer service.
Impacts:	Customers are provided timely, competent service to meet all of their needs.

Success:	Scanning of all documents in the City Clerk's Office and that which is approved by the City Commission.
Impacts:	Information is easy to locate, searchable, and saves valuable filing space.

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: City Manager's Office

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Website Redesign
Impacts:	The site, www.cityoffortpierce.com, was built with the user in mind and features improved navigation that will help visitors surf Fort Pierce with greater ease. The new design was created using analytics that place the top-visited pages prominently on the home page. Major upgrades include: a revamped navigation structure allowing users to quickly and easily access the information they're seeking; a responsive design, optimized for viewing on any device to fit a growing mobile audience; a cleaner design to make it easier to read and find information quickly; embedded social media widgets to stay up-to-date on the latest posts without signing in; and a heavy focus on photos that showcase beautiful points of interest in Fort Pierce.

Success:	Consistent Branding and Identity
Impacts:	The City of Fort Pierce unveiled an updated brand identity that has united the City and all its departments into one consistent look and feel. The new visual identity promotes a uniform identity to the general public, our citizens, and supports the City of Fort Pierce reputation as the Sunrise City, a city on the rise.

Success:	Social Media Presence
Impacts:	Reached goal of exceeding 25,000 Facebook likes in 2018. The City's page currently has 26,404 followers and growing every day. Digital citizens are all over social media, we must be there to connect with them. Not only are people getting their news from social media, but social media is the news. The City uses social media to combat the negative perception of Fort Pierce and share information with our residents and visitors. The city's social media policy was also updated in 2018.

Success:	Community Engagement Events/Campaigns
Impacts:	The City Manager's Office hosted several community engagement events in 2018 including: Photo contest, City Government Week Scavenger Hunt, Citizens Academy, City of Lights, Half Cent Sales Tax Education, FortMade and Blessing of the Fleet. Many of our community engagement events received recognition from local and state media.

Success:	Community Input Meetings and Surveys
Impacts:	The City Manager's Office hosted several community input meetings and pop-ups to garner input from our citizens on a variety of issues including: 13th Street Renaming, Peacock Arts District Vision, King Plant Redevelopment, Half Cent Sales Tax Community Meetings, and future of the Sunrise Theatre. Understanding our community's desires is of the utmost importance to our office. The City Manager's Office also conducting the following online surveys: King Plant, PAD, Dog-Friendly Beaches, Sunrise Theatre, and Website Redesign.

Success:	Sunrise Spotlight Talk Show
Impacts:	In partnership with the St. Lucie County Chamber of Commerce, the City of Fort Pierce launched it's first-ever monthly TV talk show called Sunrise Spotlight. Hosted by the City Manager, the Sunrise City Spotlight is an informational public access talk show highlighting current happenings, special events and news in the City of Fort Pierce. This show is another way to spread all of the positive news to our community.

Success:	Enhanced Digital and Print Publications
Impacts:	The City Manager's Office successfully created, designed and distributed the following publications in 2018 in an effort to expand communication with our community: City of Fort Pierce Annual Report & Calendar, Economic Development Community Snapshot, Sunrise Spectrum (monthly City Manager's Report), Legislative Priorities and Strategic Plan Updates.

Success:	Improved Business Engagement & Retention
Impacts:	The establishment and participation in the Downtown Business Alliance, South Beach Business Group and Lincoln Park Business Expo has yielded positive results and has enhanced the communication between the City of Fort Pierce and our business community. Additionally, Business Climate Visits and profiling local businesses through the "FortMade" campaign has greatly improved our business engagement.

Success:	OptiView Electronic Filing System
Impacts:	Utilizing an electronic filing system has greatly increased our productivity, efficiency and organization.

Success:	Collaboration with City and County Partners
Impacts:	Amplified collaboration and coordination with our City and County partners on various projects (including: Half Cent Sales Tax Education, Port of Fort Pierce, Tourism, SLCTV, Economic Development, and more) has proven to be extremely beneficial to our organization. We are truly stronger together.

Success:	Non-Bargaining Employee Incentive Program
Impacts:	The purpose of the Employee Incentive Program is to encourage and motivate employees to achieve personal and professional goals that maximize city services and programs and reward them for their efforts.

Success:	National Accolades
Impacts:	In 2018, City of Fort Pierce was named: Top 20 Most Beautiful Main Streets by Reader's Digest No. 9 Most Affordable Beach Town by Smart Asset Most Charming Small Town by Touropia National accolades like these are a direct result of hard work by our employees and are reflection of our changing perception.

Success:	Employee Volunteer Program
Impacts:	The City of Fort Pierce recognizes the value of volunteerism and encourages employees to become involved in volunteering and offering their support to programs that positively impact the quality of life within our community. For this reason, this volunteer program allows employees to give back by volunteering and are compensated with administrative time off.

Success:	First Annual Employee Conference
Impacts:	The first annual employee conference provided an opportunity to educate employees on their benefits and ensured that all employees were updated on the strategic vision of the City of Fort Pierce.

Success:	Quarterly Management Team Meetings (Strategic Plan)
Impacts:	Hosting quarterly management team meetings has been crucial to keeping the Strategic Plan tasks updated and department heads aligned.

Success:	Economic Development Outreach
Impacts:	The City Manager's Office has represented our community professionally, positively and vibrantly at various ED events. We've made connections with many property managers, realtors and site selectors that we will remain in contact with throughout our economic development recruitment initiatives.

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: Community Response

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Promoted employee to Code Compliance Supervisor/Hire Code Officer
Impacts:	Adds an additional level of management for overseeing the department. Staff has an additional person to go to for guidance and assistance. The Department Manager will be freed up from overseeing the daily activities to address more department wide issues. Increases efficiency and productivity

Success:	Initiated the CSI (Clean & Safe Initiative)
Impacts:	The program was developed to begin addressing nuisance and blighted conditions through securing vacant structures and demolition of unsafe buildings.

Success:	Completed (settled) our initial foreclosure action.
Impacts:	While the foreclosure did not finalize, the owner was required to pay a substantial fine and restarted their activities to finish the redevelopment of a commercial property.

* Success: TMDR Program: Implementation, Community Involvement

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: Engineering

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	2018 Street Resurfacing Program
Impacts:	Successful resurfacing of 1.84 miles of city streets at a project cost of $388,849. Providing structural integrity and a safe, comfortable riding surface at an economical price was the successful impact of this project.

Success:	Virginia Avenue Outfall Canal Restoration
Impacts:	This canal was damaged as a result of Hurricane Irma. Engineering applied for a restoration grant through the Natural Resources Conservation Service (NRCS) and received $1.44 million towards the total project cost of $1.86 million. Restoration of the canal bottom and banks was accomplished by regrading and lining with natural rock rubble.

Success:	Mayflower Canal Restoration
Impacts:	This canal was damaged as a result of Hurricane Irma. Engineering applied for a restoration grant through the Natural Resources Conservation Service (NRCS) and received $2.40 million towards the total project cost of $3.08 million. Restoration of the canal bottom and banks was accomplished by regrading and lining with natural rock rubble.

Success:	Successful approval of ½ cent Surtax
Impacts:	The Engineering Department assisted with the public education element of this successful campaign. The approval of the ½ Surtax is expected to provide the City of Fort Pierce with approximately $1.8 million annually to be used for better roads, more sidewalks and cleaner rivers.

Success:	17th Street Drainage Improvements
Impacts:	The Engineering Department was successful in obtaining a FEMA grant funding 75% of the project costs. Drainage improvements along with revitalization of this corridor which connects numerous businesses, public school facilities, churches and residential homes is supported by residents, business leaders and local government.

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

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

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

Success:	Received GFOA Award of Excellence for Financial Reporting for 29th Year
Impacts:	Pride and sense of accomplishment for the department, City staff and citizens.

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

Success:	State Housing Initiatives Partnership (SHIP) Program:
Impacts:	Provided new income qualified home buyers down payment and closing cost assistance Completed home rehabilitations for income qualified homeowners

Success:	Weatherization Program - Collaboration with Fort Pierce Utilities Authority
Impacts:	Completed home rehabilitations to income-qualified homeowners

Success:	Small Business Development
Impacts:	Held Small Business Educational Workshops Provided grants to small businesses participating in educational workshops for advertising, signage, equipment purchases, etc.

Success:	4th Annual Summer Jam Summer Camp
Impacts:	Collaborated with Treasure Coast Food Bank and utilized grant award from Children's Services Commission of St. Lucie County to provided free 8-week Summer Jam Summer Camp for 50 youth from very low income neighborhood. Created summer jobs through this program.

Success:	Collaborated with Indian River State College and Career Source Research Coast
Impacts:	Promote free job training opportunities to families of Summer Jam camp attendees

Success:	2nd Minority Business Expo
Impacts:	Utilized Visit Florida grant to provide Minority Business Expo for minority businesses across the Treasure Coast

Success:	Held 3rd Annual City of Fort Pierce Job Fair
Impacts:	More than 100 employers participated with 800+ Job Seekers

Success:	Provided the 3rd Annual Highwaymen Heritage Trail Art Show and Festival
Impacts:	A creative place making and economic development project to spur cultural heritage tourism, investment and the creation of jobs in lower income neighborhood.

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: Indian Hills Golf Course

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Cleaned up Clubhouse, Golf Carts, Cart Staging Area, Golf Shop and Patio
Impacts:	Changed the first impression of the whole facility

Success:	Regained much of the customer base that had left for various reasons
Impacts:	Huge increase in rounds over the previous year

Success:	Work on an early Lease renewal of new Golf Cart Fleet
Impacts:	Saved between $5,000-$10,000 in repairs

Success:	Signed a 3 year extension with IGM for Golf Course Maintenance
Impacts:	Continue the momentum we have gained in improving the course.

Success:	Changed Advertising structure for better coverage
Impacts:	Saved the course in excess of $11,000

Success:	Increased sales across the board in all categories.
Impacts:	Increase of revenue for bottom line

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: Human Resources

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Effectively administrated collective bargaining agreement between the city and the International Union of Police Associations (IUPA).
Impacts:	The police union contract was ratified and the rank and file received their negotiated raise, with a step plan.

Success:	Effectively administrated collective bargaining agreement between the city and the Police Benevolent Association (PBA) .
Impacts:	The sergeants' and lieutenants' contract was ratified and they received their negotiated raise, with a step plan.

Success:	Effectively administrated collective bargaining agreement between the city and the Teamsters Union.
Impacts:	Better contract, and Raises implemented.

Success:	Revised the city of Fort Pierce Rules and Regulations
Impacts:	Updated rules and regs and all employees were given a copy.

Success:	Revised the Civil Service Appeals Board Rules
Impacts:	Streamlines and simplifies the appeals process.

Success:	Recognized Employees with the 2018 Employee Service Awards Breakfast
Impacts:	5, 10, 15, 20, 25 Year employees were honored.

Success:	Two Employee Orientation sessions
Impacts:	Approximately 35 new employees in the City.

Success:	Started a Quarterly Newsletter
Impacts:	Employees accomplishments were featured.

Success:	Initiated the Indian River State college – COFP Internship Program
Impacts:	Introduces students to the work force and introduces potential employees.

Success:	Department Head Training
Impacts:	Managers and Supervisors gain knowledge about other departments.

Success:	Initiated the Non-Bargaining Certification Program
Impacts:	Non –bargaining employees are eligible to receive up to 10% increase for certifications.

Success:	Drafted a City Pet, Animal and Service Animal Policy
Impacts:	Will allow service animals to be on City Property, while protecting employees with allergies or zoophobia.

Success:	Police Promotional Exam - Oversaw and instituted the Sergeants and Lieutenants Promotional Exam Process.
Impacts:	Four officers were promoted to Sergeant and one Sergeant was promoted to Lieutenant in accordance with the Collective Bargaining Agreement.

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: Information Technology

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	IHGC upgrades.
Impacts:	Significantly reduced admin overhead and maximized uptime of services. New services are also now available to clients/citizens.

Success:	MyFloridaNet (MFN) migration
Impacts:	Improved connectivity, throughput and reliability of network. Also builds the foundation for advanced services to become again key to the public.

Success:	Mobile carrier migration
Impacts:	Significantly improved mobile voice reliability, reduced cost placed all calls on higher priority spectrum.

Success:	River Walk upgrades/Golf Course Upgrades
Impacts:	Provides service for online reservation of Parks and Facilitates

Success:	Sunrise electronic transaction implementation.
Impacts:	Provided ability to accept credit cards for concessions.

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: Fort Pierce City Marina

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Marina popularity from boaters utilizing the facility for overnight, weekly, monthly, and annual dockage. Continuing public use of the facility for local events around the City Marina.
Impacts:	Positive Economic impact infusion to downtown, City of Ft Pierce, local boatyards and marine business

Success:	Completion of the dingy day docks
Impacts:	Allow access to the downtown by smaller boat, free of charge for the day to transients and local residents

Success:	Completion of dredging of the floating docks and City Marina channel.
Impacts:	Allowing for deeper draft vessels to safely navigate to and from the City Marina

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: Planning

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Completed two tax credit sales
Impacts:	Allowed City to pay balance on the revolving loan fund

Success:	Solicited for and awarded a continuing services contract for Planning Consultants
Impacts:	Assist staff with projects

Success:	Issued RFP for St. Anastasia
Impacts:	Due back in FY 2019

Success:	Worked with Growth Management Task Force to develop review of planning processes and recommendations
Impacts:	Implementing changes to streamline development

Success:	Reviewed a record number of development applications
Impacts:	Positive fiscal growth

Success:	Assisted in several public meetings – like the Gateways/Beautification, HD King Pop Up events, Peacock Arts District
Impacts:	Type Here

Success:	Conducted several board trainings on Short Term Rentals
Impacts:	Better informed boards

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: Police

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts," please explain what the benefits to the city and a resident were as a result of each achievement.

Success:	In 2018, the Fort Pierce Police Department (FPPD) continued our focus on service to our community. FPPD responded to 37,988 calls for service and actively self-initiated or investigated an additional 33,144 calls.
Impacts:	This proactive approach has continued the decline in overall crime reported in Fort Pierce.

Success:	The police department has committed to accountability and transparency. This year we successfully deployed the "body worn camera system." We are the first law enforcement agency, in the Treasure Coast, to successfully deploy and actively use the "body worn cameras system."
Impacts:	The body worn camera system (BWC) has ensured that our officers continue to represent this agency with a sense of professionalism and responsibility. The added benefits of the BWC has been it being instrumental as a crime-fighting tool.

Success:	Our Crime Suppression Unit continues to set the bar for long and short term strategical criminal and gang investigations. They have been instrumental in our success in disrupting and dismantling violent gangs and habitual felony offenders
Impacts:	This year the FPPD has seized 145 firearms, apprehended 1,810 criminal violators, executed 19 search warrants and seized large quantities of narcotics.

Success:	During this year's weather-related threats, FPPD activated all police and some civilian personnel to prepare and respond to specialized assignments. This also called for our agency to collaborate with other city and county entities to ensure the safety and protection of our citizens.
Impacts:	During and after the storms, the city of Fort Pierce remained safe and quickly recovered from the aftermath of the storm.

Success:	The "Courageous Kids" program, school interaction/mentoring and Unity in the Community play important roles in bringing the community and police department together.
Impacts:	As we continue to expand these programs, with the assistance of our community partners and volunteers; we continue to fortify a relationship with our youth and adult community.

* Community Engagement/Community Unity Event

* Federal Government Programs

* Crime Reduction/Detectives Teamwork – Homicide with Arrests (in Miami)

* Efficiency – Cross Training/Backup Capacity

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: Public Works

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Implementation of in house recreation activities, over 400 kids participated first year
Impacts:	Community Unity and Pride

Success:	Creation of a resource hub for community outreach organizations
Impacts:	Community Unity and Pride

Success:	Purchased 15 passenger electric tram to enhance connectivity downtown and the PAD
Impacts:	Financially Sound City Providing Excellent Services

Success:	Additional boat trailer parking at Jaycee Park
Impacts:	Safer and More Beautiful City

Success:	Phase I Fenn Park Reconstruction Design – Installed split rail fence around the perimeter
Impacts:	Community Unity and Pride, 1st Special Event Permit Issued

Success:	Completion of Public Restroom Downtown
Impacts:	Safer and More Beautiful City

Success:	Fuel Tank Replacements at the Public Works Compound
Impacts:	Financially Sound City Providing Excellent Services

Success:	Installation of swings along Moore's Creek and the River Walk
Impacts:	Community Unity and Pride

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: Sunrise Theatre

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Successful Implementation of a new ticketing system.
Impacts:	With the existing ticketing system becoming obsolete the theatre was forced to purchase a new browser based, CRM, ticketing system. The previous system used basic processes to sell tickets, while the new system allows for better customer relations management (CRM). This allows us to interact with our customers better, and also allows us to get better information with regards to marketing.

Success:	Accelerated the Season Announcement and On Sale to Members
Impacts:	By announcing the coming season two months earlier than normal and putting tickets on sale to members one month earlier it generated positive feedback in the community and spurred ticket sales and memberships.

Success:	Increased Our Social Media Advertising Efforts i.e, FB, Instagram, TCPalm, iHeart Radio
Impacts:	As technology continues to evolve and with media formats changing it is important to find a balance between social media and standard advertising practices. By increasing our social media campaigns, not only are we stretching our advertising dollars, we are reaching a new audience and expanding our base.

Success:	Implementation of Weekly Staff Meetings – Teamwork
Impacts:	The weekly meetings have given staff a sense of ownership that has been missing in the past several years. Staff is accountable for their departments and are more aware of other departments struggles, successes and needs, creating more of a team environment and raising morale and productivity.

SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

NAME: Fort Pierce Utilities Authority

Please list the most important achievements that were completed during FY 2018 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Completed 2017 reorganization and staffing
Impacts:	Full staffing required for growth initiatives

Success:	Improved relationship with the City including joint strategic planning session
Impacts:	Critical for identifying and prioritizing key projects

Success:	Improved relationship with the EDC
Impacts:	Critical for economic growth and development

Success:	Held successful strategic planning session for the first time in 5 years
Impacts:	Critical for prioritizing growth projects

Success:	Started meaningful dialogue with the County on Water/Wastewater issues
Impacts:	Critical for regionalization issues including relocation of WRF

Success:	Increased funding for WEOP
Impacts:	Grass roots program for helping customers reduce their energy consumption

Success:	Voted one of the best places to work in St. Lucie County
Impacts:	Good recruiting tool to bring best people to work at FPUA

Success:	Instituted merit pay system for employees
Impacts:	Good for employee morale and incentivizing employees

Success:	Electrical Reliability Improvements at Lawnwood Hospital
Impacts:	Critical for Trauma Room rating at the hospital

Success:	Electrical System Reliability
Impacts:	Replacement of 200 poles, installation of automated field devices, increased tree trimming. Increased reliability and improved customer service

Success:	Gravity main line funding increase with subsequent increase in feet of gravity main lined
Impacts:	Less deterioration of City/county roadways and reduction in amount of groundwater needed to be processed by the WRF

Success:	Creation of a water/wastewater expansion project
Impacts:	Expansion of water/wastewater service territory and opportunity for annexation by the City

Success:	Increase the potable water system's firm capacity to 23 million gallons per day
Impacts:	Additional firm capacity needed to support future growth

Success:	Completed asset purchase agreement with FPL for $2.4M
Impacts:	This money serves as "seed" money to start AMI

SECTION 6

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

My Legacy
Mayor and City Commission
City of Fort Pierce

Linda Hudson: Mayor

1. **Safest City on the Treasure Coast**
2. **Diverse Economy with well Paying Jobs**
3. **Smart City using Technology**

Rufus Alexander: City Commissioner

1. **Build Infrastructure specifically Roads**
2. **Bring City together**
3. **No Homeless – Building/Have Housing available**

Tom Perona: City Commissioner

1. **Infill Development**
2. **Seamless City – Inclusive for all Cultures and Lifestyles**
3. **Positive Image of Fort Pierce**
4. **Reorganization of Utilities: Plan and Buy In**

Jeremiah Johnson: City Commissioner

1. **Annexation: Square Boundary to turnpike**
2. **Attractive Community**
3. **WRO Relocation**
4. **EOC**
5. **Main Street: #1 in US**
6. **East Bridge: Mixed Use Development**

Nick Mimms: City Manager

1. **Positive Image and Impression**
2. **Involvement of Entire Community**
3. **Economic Development with Viable Businesses**
4. **Neighborhood Sustainability**

John Tompeck: EPUA Director

1. **20% Renewable Power**
2. **Regional Water**
3. **WRF Relocation**
4. **AMI in Place**

Actions for 2019
City of Fort Pierce

Linda Hudson: Mayor

1. **Partnership with EPUA**
2. **Water Regionalization**
3. **King Power Plant Development**

Rufus Alexander: City Commissioner

1. **Road Projects – Better Quality Roads**
2. **Port Development**
3. **Tourism Development**

Tom Perona: City Commissioner

1. **Follow through on "Successes/Action Agenda"**
2. **King Plant, Development on Orange Development**
3. **Commission District: Discussion**

Jeremiah Johnson: City Commissioner

1. **EDC Funding**
2. **Impact Fees Reduction in Downtown**
3. **Increased Tourism**
4. **Master Plan for Courts Complex**

Nick Mimms: City Manager

1. **King Plant Site: Development Agreement: for Hotel, Station, Mixed Use**
2. **Sunrise Theatre: Structure, Market Artist Program**
3. **Economic Incentive: Downtown, Peacock, Lincoln**

John Tompeck: EPUA Director

1. **Water Regionalization: Preparation for Referendum**
2. **WRF: Detailed Plan for Relocation**
3. **Wastewater Plant: Expansion**
4. **$25,000 for EDC (Annually)**

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. **Relation s 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 [Sample Oaks, Hibiscus Park & Oakland Park], Crossroads, Edgartown, South Beach, 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. 17th Street Reconstruction – (Orange Avenue to Avenue D)
2. 7th Street Reconstruction – (Wendell Road to 10th 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. 4th 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	Work order 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.

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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 7th 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).

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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.

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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 that 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 6th 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

SECTION 7

STRATEGIC DISCUSSION ON CRITICAL ISSUES

City of Fort Pierce
Topics for Strategic Discussion

▶ Topics	PRIORITY
1. Downtown	
2. North Neighborhoods/Edgartown Neighborhood	
3. FPUA	
4. Partnering with St. Lucie County	
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SECTION 8

CITY OF FORT PIERCE
PLAN 2019 – 2024

City of Fort Pierce
Goals 2024

SERVE OUR COMMUNITY

DEVELOP OUR COMMUNITY

ENGAGE OUR COMMUNITY

BEAUTIFY OUR COMMUNITY

ENJOY OUR COMMUNITY

City of Fort Pierce
Goals 2024 Worksheet

	IMPORTANCE	
	Personal*	Team
1. SERVE OUR COMMUNITY	6	1
2. DEVELOP OUR COMMUNITY	7	2
3. ENGAGE OUR COMMUNITY	13	3
4. BEAUTIFY OUR COMMUNITY	15	4
5. ENJOY OUR COMMUNITY	19	5

*** The City Commission 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 SERVE OUR COMMUNITY

▶ Objectives		PRIORITY
Objective 1	Have a financially responsible City government	
Objective 2	Have a City organization that is responsive, responsible/accountable, results oriented, focused on the Fort Pierce community	
Objective 3	Streamline City policies, regulations, processes and procedures	
Objective 4	Have adequate resources to support defined City services and levels of service	
Objective 5	Listen to and understand the needs and messages from the community	
Objective 6	Maintain a top quality City workforce dedicated to serving the Fort Pierce community	
Objective 7	Develop and fund City capital/equipment replacement	
Objective 8		
Objective 9		
Objective 10		

GOAL 1 SERVE OUR COMMUNITY

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

▶ Challenges and Opportunities	PRIORITY
1. Aging City infrastructure and facilities requiring significant maintenance and replacement	4
2. Streamlining City processes – more customer friendly	4
3. Limited revenue sources for cities	3
4. Increasing costs of capital projects and operations	3
5. City staffing and the capacity to provide services	3
6. Outdated information technology needing significant investment	3
7. Deferred capital and equipment investment now requiring significant funding	2
8. Willingness to raise taxes and fees	2
9. Rising costs of healthcare, pensions, materials and energy	2
10. Actions by Federal and State governments: impacting revenues, unfunded mandates and regulations, fewer grants and earmarked projects	2

GOAL 1 SERVE OUR COMMUNITY

▶ Challenges and Opportunities	PRIORITY
11. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority	2
12. Retaining a quality City workforce	1
13. Increasing demands for City services	1
14. Opportunity to expand resources through partnerships and grants	1
15. Rebuilding the City organization from the recession	1
16. Lack of local vendor participation	1
17.	
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GOAL 1 SERVE OUR COMMUNITY

▶ Actions 2019			PRIORITY
	1. City – FPUA Strategy: Key Issues and Direction	Mgmt M/CC 2018	5
	2. Charter/Code of Ordinances: Update	Mgmt 2018	5
	3. Police Retention and Compensation: Study, Direction and Funding	M/CC	5
	4. St. Lucie County – FPUA – City Agreement on Water Utility: Completion	Mgmt OTH	3
	5. Road Conditions and Resurfacing: Report, Direction and Funding (including Oversight Committee	M/CC	3
	6. Compensation for "Targeted Positions"	Mgmt M/CC 2018	Mgmt
	7. Permitting Hub for Development/Permitting	Mgmt 2018	Mgmt
**	8. IT Comprehensive Plan, Project Completion and Funding	Mgmt 2018	Mgmt

** Management Priority

GOAL 1 SERVE OUR COMMUNITY

▶ Actions 2019			PRIORITY	
	9. Purchasing Ordinance: Revision/Update	Mgmt OTH	Mgmt	
**	10. Emergency Management/Disaster Plan: Update (including Cold Weather Shelter)	Mgmt M/CC	Mgmt	
	11. FPUA Charter: Review and Revision	M/CC	2	
	12. Emergency Operations Center: Funding	Mgmt 2018	1	
	13. Enterprise Funds: Evaluation and Direction	Mgmt OTH	1	
	14.			
	15.			
	16.			

GOAL 1 SERVE OUR COMMUNITY

▶ **Management in Progress 2019**		TIME
1. Labor Negotiations and Contracts a. Teamsters b. PBA c. IPUA	MIP	
2. City Attorney's Office: Staffing Assessment	MIP	
3. ProjectDox: Building Department	MIP	
4. Parking Enforcement Software for Mobile Parking Enforcement	MIP	
5. Paperless Purchases Order System	MIP	
6. Click-2-Gov	MIP	
7. Citywide Payment Card Policy (online)	MIP	
8. Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Upgrade	MIP	

GOAL 1 SERVE OUR COMMUNITY

▶ **Management in Progress 2019**		**TIME**
9. Paperless Payroll Process: Electronic Stub and Forms	MIP	
10. Online Searchable Portal: Development	MIP	
11. Comprehensive Employee Wellness Policy and Program	MIP	
12. Vehicle/Equipment Replacement Plan: Year 2	MIP	
13. Building Department Cross Training and Internship Program Approval	Bldg	
14. Deputy City Clerk: Certification	City Clerk	
15. Small Business Guide	City Clerk	
16. Opti View: Update	City Clerk	

GOAL 1 SERVE OUR COMMUNITY

▶ **Management in Progress 2019**		TIME
17. City Facilities Security: Video Surveillance	City Clerk	
18. Migration to Cloud (Office 365)	City Clerk	
19. Credit Cards Online	City Clerk	
20. Community Response Rules and Policy Manual	Comm. Response	
21. Parking Counter in City Garage	Comm. Response	
22. One Solution Upgrade (from Naviline)	Comm. Response	
23. Indian Hills Golf Course: Marketing/Advertisement Enhancements	Golf	
24. CSAB Election	HR	

GOAL 1 SERVE OUR COMMUNITY

▶ **Management in Progress 2019**		TIME
25. IT Security Upgrade	IT	
26. PAL Park Infrastructure and On Boarding	IT	
27. Sunrise Theatre Integration and Services	IT	
28. Marina Application to Cloud	IT	
29. Public Works Work Order	IT	
30. Police Vehicle Replacement	Police	
31. Police Grants a. Secure Gate: Station/Substation b. Camera System c. Parking Lot Lights	Police	
32. Rich House: Open	Police	

GOAL 1 SERVE OUR COMMUNITY

▶ **Management in Progress 2019**		TIME
33. Police Public Record Request: Process Improvements	Police	
34. Advanced Metering Infrastructure (AMI)	FPUA	
35.		
36.		
37.		
38.		
39.		
40.		

GOAL 1 SERVE OUR COMMUNITY

▶ **Major Projects 2019**		TIME
1. City Facilities Access Control and Security Upgrade	MP	
2. City Hall Waterproofing	MP	
3. City Hall: Covered Walkway for Pedestrians (Parking Garage and City Hall)	MP	
4. Building Department Relocation/Buildout	Bldg	
5. Police Carpet Replacement	Police	
6. WRF Backup Generator	FPUA	
7. Underground Conversions	FPUA	
8. Natural Gas Loop Project	FPUA	

GOAL 1 SERVE OUR COMMUNITY

▶ **Major Projects 2019**		TIME
9. Avenue "M" Water/Wastewater Restoration	FPUA	
10. Orange Avenue Forcemain	FPUA	
11. Savannah Road Re-pump Facility	FPUA	
12. Electric Pole Replacement	FPUA	
13. Di Giorgio Industrial Area Wastewater Infrastructure Project	FPUA	
14.		
15.		
16.		

GOAL 1 SERVE OUR COMMUNITY

▶ **On the Horizon 2020 – 2024**		**TIME**
1. City Owned Property: Sale of High Value Property	OTH	
2. Wastewater Services Regionalization Expansion	OTH	
3. Impact Fees: Update	OTH	
4. New Alternative Revenues: Study and Direction	OTH	
5. Debt Reduction Policy and Plan	OTH	
6. City Hall: Seal/Paint	OTH	
7.		
8.		

GOAL 2 DEVELOP OUR COMMUNITY

▶ Objectives		PRIORITY
Objective 1	Have well maintained streets and public areas	5
Objective 2	Have an active, sustainable Port of Fort Pierce serving as an economic driver	5
Objective 3	Expand the local economy	5
Objective 4	Develop Brightline Station and surrounding area development	5
Objective 5	Have City policies and incentives for development and redevelopment	4
Objective 6	Have additional quality job opportunities for residents	3
Objective 7	Have a City reputation as “business friendly”	2
Objective 8	Relocate Wastewater Treatment Plant and replace with housing, mixed use development or hotel	1
Objective 9	Expand tourism	0
Objective 10		

GOAL 2 DEVELOP OUR COMMUNITY

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

GOAL 2 DEVELOP OUR COMMUNITY

▶ Challenges and Opportunities	PRIORITY
1. Attracting new businesses to Fort Pierce that create sustainable jobs	4
2. Continuing the momentum in the downtown area and the surrounding neighborhoods	4
3. Creating a world-class tourist destination for residents and visitors	4
4. Changing business attitudes toward investing in Fort Pierce	4
5. Tapping the development of the Port of Fort Pierce	3
6. City's aging infrastructure and facilities	3
7. Attracting developers and residents to Fort Pierce	3
8. Increasing multi-modal transportation in Fort Pierce	2
9. Tapping the full potential of Fort Pierce's water assets	2
10. Consistency with County decisions for areas to be annexed	2

GOAL 2 DEVELOP OUR COMMUNITY

▶ Challenges and Opportunities	PRIORITY
11. Working with the property owners, businesses and residents	2
12. Job skills for Port development and businesses	1
13. Maintaining and expanding public access to water	1
14. State of Florida legislation and Governor's Office	1
15. Retail development impacted by demographic and image	1
16. Balancing full time residents and tourist/businesses	1
17. Potential future economic recession	1
18. Preserving the view of waterfront	0
19. Amount of impact fees	0
20.	

GOAL 2 DEVELOP OUR COMMUNITY

▶ Actions 2019			PRIORITY
**	1. Annexation: Interlocal Service Boundary Agreement a. Interlocal Service Boundary Agreement with St. Lucie Property b. Agreements on Commercial Corridors Execution	Mgmt M/CC 2018	5
**	2. King Plant Redevelopment Project: Development Agreement	Mgmt M/CC	5
	3. Downtown Hotel/Mixed Use Development: RFP, Agreement	Mgmt M/CC 2018	4
**	4. Passenger Rail Station: Development	Mgmt M/CC	4
	5. Development Consultant for City: Definition, Scope of Work, Direction and Funding	M/CC	4
	6. Economic Development Action Plan/Incentive Policy a. Downtown b. Peacock Arts District c. Lincoln Park	Mgmt	4
	7. Sports Tourism Strategy and Action Plan (with TDC)	M/CC	3
	8. Port Development: Next Steps (with St. Lucie County) • Site Development Plan • Street Policy: Direction	Mgmt M/CC 2018	Mgmt

** Management Priority

GOAL 2 DEVELOP OUR COMMUNITY

▶ Actions 2019			PRIORITY
	9. EAR/Comprehensive Plan: Update	Mgmt 2018	Mgmt
	10. Development Review Task Force: Report and Policy Adoption	Mgmt M/CC 2018	Mgmt
	11. CRA Plan: Update	Mgmt 2018	Mgmt
	12. Land Development Code: Conditional Use Update	Mgmt OTH	Mgmt
**	13. Infill Development Ordinance	Mgmt	Mgmt
	14. Renewable Power Sources		FPUA
	15. Water Regionalization: Discussion and Referendum	M/C	2
	16. Master Plan for Courthouse Relocation	M/CC	2

GOAL 2 DEVELOP OUR COMMUNITY

▶ Actions 2019			PRIORITY
	17. Seaplane Base and Service: Direction and City Actions • Permitting • Application to FAA	Mgmt M/CC 2018	1
	18. 7th Street Neighborhood Infrastructure Upgrade: Direction and Funding (Wendell/10th)	Mgmt 2018	1
	19. Island Height Restrictions: Review/Direction	M/CC	1
**	20. EDC: Collaboration with Fort Pierce/FPUA • Call Fort Pierce First FPUA $25,000	Mgmt	1
	21. Wastewater Treatment Plant Relocation (Collaboration with FPUA): Detailed Plans	Mgmt M/CC 2018	0
	22. Peacock Arts District Revitalization Boundary Expansion and City Actions	Mgmt M/CC 2018	0
	23. Sister City Relations with Bahamas	M/CC	0
	24. Business Improvement District (BID) for Downtown: Creation	M/CC	0

GOAL 2 DEVELOP OUR COMMUNITY

▶ Actions 2019		PRIORITY
25. Downtown Residential Development: Next Project	M/CC	0
26. Port Authority: Discussion		0
27.		
28.		
29.		
30.		
31.		
32.		

GOAL 2 DEVELOP OUR COMMUNITY

▶ **Management in Progress 2019**		TIME
1. Business Retention and Expansion Program (BRE)	MIP	
2. Television Commercial Campaign in Miami, Florida	CM	
3. Citywide Marketing Plan	CM	
4. National Events – National Firefighters Combat Challenge	CM	
5.		
6.		
7.		
8.		

GOAL 2 DEVELOP OUR COMMUNITY

▶ **Major Projects 2019**		TIME
1. City Parking Garage: Sealing	MP	
2. Fisherman's Wharf a. Road Reconstruction b. Seawall Reconstruction c. Marina Dredging	MP	
3. Citrus Bridge Overpass: Design/Construction	MP	
4. Surfside Park Residential Street Drainage Improvements: Construction	MP	
5. Melody Lane Seawall	MP	
6. Street Striping Project	MP	
7. Ohio Avenue and U.S. 1 Signalization Upgrade	MP	
8. Pumpout System – Northside	MP	

GOAL 2 DEVELOP OUR COMMUNITY

▶ **Major Projects 2019**		TIME
9. 7th Street Roadway Reconstruction (Wendell Road to 10th Street)	MP	
10. 17th Street Reconstruction (Avenue "D" to Orange Avenue)	MP	
11. Avenue "B" ROW Designation	OTH	
12. Downtown Public Assets Cleanup/Maintenance	OTH	
13. Ohio Avenue Realignment	Engr	
14. Visitor Center: Parking Garage	PW	
15. Marina Square Sail Shade Structure	PW	
16.		

GOAL 2 DEVELOP OUR COMMUNITY

▶ On the Horizon 2020 – 2024		TIME
1. Georgia Avenue Outfall: Nutrient Removal	OTH	
2. Port Authority Development	OTH	
3. South Beach Parking: Direction	OTH	
4. Downtown Development: Report	OTH	
5. Community Energy Conservation Program	OTH	
6. Dirt Road Policy	OTH	
7. Retail Development Strategy and City Action	OTH	
8. Fort Pierce Redevelopment Agency: Surplus Land Disposition	OTH	

GOAL 2 DEVELOP OUR COMMUNITY

▶ **On the Horizon 2020 – 2024**		TIME
9. Homeless Transition Housing	OTH	
10. Incentives for Vacant Land Development	OTH	
11. City Economic Development Position	OTH	
12. Tri-Rail Service to Jupiter	OTH	
13.		
14.		
15.		
16.		

GOAL 3 ENGAGE OUR COMMUNITY

▶ Objectives		PRIORITY
Objective 1	Have a well-informed community through proactive City communications	
Objective 2	Have civility in the governance process	
Objective 3	Have strong community policing – police know the community and the community know and trust the police	
Objective 4	Have a reputation as an inclusive community with everyone feeling welcome and part of the community	
Objective 5	Have City government providing the leadership to create community partnerships to expand community resources	
Objective 6	Seek feedback from the community and use the information to implement improvements	
Objective 7		
Objective 8		
Objective 9		
Objective 10		

GOAL 3 ENGAGE OUR COMMUNITY

▶ **Means to Residents**	**PRIORITY**
1. Feeling welcome in the City of Fort Pierce	
2. Opportunities to contribute to the community	
3. People working together for community benefit	
4. Community benefit over personal benefit or gain	
5. Individuals with different cultures or backgrounds are respected	
6. Opportunities to shape Fort Pierce's future	
7.	
8.	
9.	
10.	

GOAL 3 ENGAGE OUR COMMUNITY

▶ Challenges and Opportunities	PRIORITY
1. Commissioner districts and representation	4
2. Developing and sustaining common goals and vision for Fort Pierce that become the community's rallying point	4
3. Getting residents to become engaged in neighborhood and community organizations	4
4. Tapping the potential of citizen academy and movie event – opportunity to interact with departments	4
5. Developing future community leaders and City employees	3
6. Expanding and enhancing current community events	3
7. Helping residents understand the City policies, programs and service	3
8. Expanding community wide youth programs to develop community pride	1
9. Moving beyond past history of a racially/socioeconomic divided community	1
10. Diverse population of Fort Pierce	1

GOAL 3 ENGAGE OUR COMMUNITY

▶ Challenges and Opportunities	PRIORITY
11. Residents and businesses believing that the City is responsible for everything and solving all problems	1
12. Overcoming resident apathy	1
13. Looking to the whole community	0
14. Overcoming differences among neighborhoods	0
15.	
16.	
17.	
18.	
19.	
20.	

GOAL 3 ENGAGE OUR COMMUNITY

▶ Actions 2019		PRIORITY
1. Neighborhood Revitalization and Engagement: Input Meetings	Mgmt	4
2. Boards/Committees Revision	Mgmt OTH	3
3. Community Events and Festivals Enhancements: Inventory, Report with Options and Direction	M/CC	3
4. Community Policing: Expansion and Report	Mgmt M/CC 2018	Mgmt
5. Community Youth Outreach to Diverse Population	Mgmt 2018	Mgmt
6. Police Advisory Board: Report	M/CC	Mgmt
7. Older Development Regulations: Revised Ordinances (from Growth Management Task Force)	Mgmt	Mgmt
8. Community Outreach with Faith Community: Direction and City Actions	M/CC	2

GOAL 3 ENGAGE OUR COMMUNITY

▶ **Actions 2019**		**PRIORITY**
9. County Dialog and Issue Resolution	M/CC	1
10.		
11.		
12.		
13.		
14.		
15.		
16.		

GOAL 3 ENGAGE OUR COMMUNITY

▶ **Management in Progress 2019**		TIME
1. 3rd Unity in Our Community	Police	
2.		
3.		
4.		
5.		
6.		
7.		
8.		

GOAL 3 ENGAGE OUR COMMUNITY

▶ **Major Projects 2019**	TIME
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

GOAL 3 ENGAGE OUR COMMUNITY

▶ **On the Horizon 2020 – 2024**		TIME
1. Police Youth Advisory Committee: Development	OTH	
2. Neighborhood Identity and Pride Program	OTH	
3. Marketing Program for Arts, Culture and Museums	OTH	
4. Moore's Creek Multi Cultural Festival: Foods and Arts Celebration	OTH	
5.		
6.		
7.		
8.		

GOAL 4 BEAUTIFY OUR COMMUNITY

▶ Objectives		PRIORITY
Objective 1	Have attractive entrances and gateways: I-95	
Objective 2	Have well maintained parks and park venues	
Objective 3	Have attractive major corridors: Orange Avenue, U. S. 1	
Objective 4	Have attractive signage and wayfinding signs, including mobile app	
Objective 5	Reduce the visual blight in the City	
Objective 6	Have well maintained streetscapes	
Objective 7	Maintain waterfront	
Objective 8		
Objective 9		
Objective 10		

GOAL 4 BEAUTIFY OUR COMMUNITY

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

GOAL 4 BEAUTIFY OUR COMMUNITY

▶ Challenges and Opportunities	PRIORITY
1. Reputation and appearance of Fort Pierce	4
2. Funding of city capital projects	4
3. Irresponsible property owners who avoid complying with the City Code of Ordinances	4
4. Absentee property owners/homeowners not maintaining property	4
5. Initial image/impression as you leave I-95	3
6. Vacant land, buildings and homes	3
7. Maintaining a beautiful community after landscaping project is completed	3
8. High percentage of rental housing	2
9. Unattractive major corridors	2
10. Using bonds to replace dead landscaping	2

GOAL 4 BEAUTIFY OUR COMMUNITY

▶ Challenges and Opportunities	PRIORITY
11. Funding for code compliance, law enforcement and public works	1
12. Continuing consistent application of the Code of Ordinances – application support in light of community pressure	1
13. Engaging and educating the community on the importance – beautification	1
14. Ability to afford compliance or beautification project	1
15. Improving the entire City with a unified vision	1
16. Different property maintenance standards among residents	1
17. Tapping the arts/artists resources in the community landscaping	1
18.	
19.	
20.	

GOAL 4 BEAUTIFY OUR COMMUNITY

▶ Actions 2019		PRIORITY
1. Code Enforcement: Performance Assessment, Report, Direction and City Actions	M/CC	4
2. Park Maintenance and Upgrade: Condition Assessment, Report, Direction, City Actions and Funding/Volunteers	M/CC	4
3. Wayfinding Signage: Report and Direction (Signs/Apps)	M/CC	4
4. Lincoln Park Revitalization Initiative: Annual Report	Mgmt M/CC 2018	3
5. Bond for Landscape Replacement: Direction and Enforcement	Mgmt 2018	3
6. City Street Sweeping Program Privatization: Report and Direction	Mgmt	3
7. Dumpster Solutions for Downtown	Mgmt 2018	Mgmt
8. Entrance/Gateways Beautification: Plan and Funding (Low Cost Option)	Mgmt M/CC 2018	Mgmt

GOAL 4 BEAUTIFY OUR COMMUNITY

▶ **Actions 2019**		**PRIORITY**
9. Mural Projects (3 – 4)	Mgmt M/CC 2018	Mgmt
10. Downtown Lighting: Assessment, Report, Direction and City Actions	M/CC	1
11.		
12.		
13.		
14.		
15.		
16.		

GOAL 4 BEAUTIFY OUR COMMUNITY

▶ **Management in Progress 2019**		TIME
1. Main Street: Annual Report	MIP	
2. Clean and Safe Initiative: Amendments and Cases	Comm. Response	
3.		
4.		
5.		
6.		
7.		
8.		

GOAL 4 BEAUTIFY OUR COMMUNITY

▶ **Major Projects 2019**		TIME
1. Banner Replacement (Citywide)	MP	
2. Islands: New Plantings	Marina	
3.		
4.		
5.		
6.		
7.		
8.		

GOAL 4 BEAUTIFY OUR COMMUNITY

▶ On the Horizon 2020 – 2024	TIME
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

GOAL 5 ENJOY OUR COMMUNITY

▶ Objectives		PRIORITY
Objective 1	Value the arts and culture as a community asset	
Objective 2	Have top quality public schools partnering with the City	
Objective 3	Have a variety of recreational programs and activities responsive to the Fort Pierce community	
Objective 4	Have a reputation as a safe community for all	
Objective 5	Have strong community events with active participation by residents	
Objective 6	Have effective public transportation	
Objective 7	Reduce the crime rate through community policing	
Objective 8		
Objective 9		
Objective 10		

GOAL 5 ENJOY OUR COMMUNITY

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

GOAL 5 ENJOY OUR COMMUNITY

▶ Challenges and Opportunities	PRIORITY
1. Expanding neighborhood watch and community programs to increase residents investments in safety and safe community	4
2. Reducing the homeless population	3
3. Continuing to enhance the quality of public schools	3
4. Funding for parks and recreation	3
5. Having strong community events and festivals that involve the residents	3
6. Addressing mental health issues with the County and community partners	3
7. Expanding night life and entertainment opportunities	3
8. More activities at the beach and/or the waterfront	3
9. Continuing to respond proactively to gangs and drugs	2
10. Modernizing parks and their venues	2

GOAL 5 ENJOY OUR COMMUNITY

▶ Challenges and Opportunities	PRIORITY
11. Tapping the arts and cultural heritage and traditions of Fort Pierce	1
12. Continuing the success and expanding regional use of the Golf Course	1
13. Expanded community use of the Sunrise Theatre through revised programming	1
14. Changing leisure and recreational trends	1
15. Expanding and more aggressively handling panhandling in the community	1
16. Difference in generational expectations and activities	1
17. Respecting public property and landscaping	1
18. Balancing recreation sports and competitive sports	0
19.	
20.	

GOAL 5 ENJOY OUR COMMUNITY

▶ Actions 2019		PRIORITY
1. Sunrise Theatre: Structure, Marketing, Program	Mgmt M/CC 2018	4
2. Historic St. Anastasia Building/Property Use: St. Lucie Historic Museum Relocation, Renovation Contract	Mgmt M/CC 2018	4
3. Sunrise Center Garage Office Development: Status and Direction	M/CC	4
4. Edgartown Rebranding: Direction (including Street Name Changes)	M/CC	3
5. Recreation Program Expansion: Assessment, Report, Direction and Funding	M/CC	3
6. Porpoise Park: Report and Direction	Mgmt M/CC 2018	Mgmt
7. Trolley/Tram Service: Report and Direction • Downtown • South Beach	M/CC	Mgmt
8. Crime Reduction Action Plan: Specific Actions (Downtown – Visible Police Presence)	M/CC	Mgmt

GOAL 5 ENJOY OUR COMMUNITY

▶ Actions 2019		PRIORITY
9. Arts and Culture Strategic Plan Implementation	Mgmt OTH	1
10. Charter School (s): Best Practices, Report and Direction	M/CC	1
11. Swimming Program for Youths: Report, Partner Direction and City Actions	M/CC	1
12. Gymnasium Expanded Hours: Report and Direction	M/CC	1
13. Downtown Hours Regulations: Review and Refinement	M/CC	1
14. Housing Upgrade Program: Best Practices, Report and Direction	M/CC	1
15.		
16.		

GOAL 5 ENJOY OUR COMMUNITY

▶ **Management in Progress 2019**		TIME
1. Gangs Action Plan: Annual Update	2018	
2. Field Training Officer (FTO) Program: Revamp	MIP	
3. Zora Neale Huston Trail Festival Day	MIP	
4. SHIP Home Rehabs (20)	MIP	
5. SHIP 1st Time Homebuyers	MIP	
6. Trolley Saturday Route: Pilot	OTH	
7. 4th Annual Highwaymen Heritage Trail Art Show and Festival	Fin	
8. Allegany Franciscan Ministries Collaboration	Fin	

GOAL 5 ENJOY OUR COMMUNITY

▶ **Management in Progress 2019**		TIME
9. Crabby's Restaurant Opening	Marina	
10. Sunrise Theatre Corporate Sponsorships, Donors and Members Increase	Sunrise	
11.		
12.		
13.		
14.		
15.		
16.		

GOAL 5 ENJOY OUR COMMUNITY

▶ Major Projects 2019

			TIME
1.	Indian Hills Golf Course Improvement Projects	MP	
2.	Sunrise Theatre: Maintenance/New Roof Project	MP	
3.	MLK Dreamland Park: Construction	MP	
4.	Moore's Creek Boat Ramp Area Repairs	MP	
5.	Fenn Park: Play Set	MP	
6.	Fisherman's Wharf Boat Ramp: Rebuild	MP	
7.	Marina Fuel Dock/Dock Master Support Building	Marina	
8.	Sunrise Theatre Black Box Floor	Sunrise	

GOAL 5 ENJOY OUR COMMUNITY

▶ **On the Horizon 2020 – 2024**		**TIME**
1. Neighborhood Watch/Citizen Patrol: Expansion	OTH	
2. Old Fort Park Sidewalk Connectivity	OTH	
3. Pinewood Recreation Facility Improvement	OTH	
4. Savannah Recreation Trail Connectivity to Indian Hills Recreation Area	OTH	
5. Jaycee Park Connectivity Improvements	OTH	
6. Additional Parking Garage for Downtown: Report and Direction	M/CC	
7.		
8.		

SECTION 9

ACTION AGENDA
2019

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.

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.

Policy Agenda 2019
City of Fort Pierce
Targets for Action

TOP PRIORITY

HIGH PRIORITY

Policy Agenda 2019
City of Fort Pierce

▶ Targets for Action

	PRIORITY	PRIORITY	
	PRIORITY	TOP	HIGH
1. City – FPUA Strategy: Key Issues and Direction			
2. Charter/Code of Ordinances: Update			
3. Police Retention and Compensation: Study, Direction and Funding			
4. St. Lucie County – FPUA – City Agreement on Water Utility: Completion			
5. Road Conditions and Resurfacing: Report, Direction and Funding (including Oversight Committee)			
6. Annexation: Interlocal Service Boundary Agreement a. Interlocal Service Boundary Agreement with St. Lucie Property b. Agreements on Commercial Corridors Execution			
7. King Plant Redevelopment Project: Development Agreement			
8. Downtown Hotel/Mixed Use Development: RFP, Agreement			

Policy Agenda 2019
City of Fort Pierce

▶ Targets for Action

	PRIORITY	PRIORITY	
	PRIORITY	TOP	HIGH
9. Passenger Rail Station: Development			
10. Development Consultant for City: Definition, Scope of Work, Direction and Funding			
11. Economic Development Action Plan/Incentive Policy a. Downtown b. Peacock Arts District c. Lincoln Park			
12. Sports Tourism Strategy and Action Plan (with TDC)			
13. Neighborhood Revitalization and Engagement: Input Meetings			
14. Boards/Committees Revision			
15. Community Events and Festivals Enhancements: Inventory, Report with Options and Direction			
16. Code Enforcement: Performance Assessment, Report, Direction and City Actions			

Policy Agenda 2019
City of Fort Pierce

▶ Targets for Action

	PRIORITY	PRIORITY	
	PRIORITY	TOP	HIGH
17. Park Maintenance and Upgrade: Condition Assessment, Report, Direction, City Actions and Funding/Volunteers			
18. Wayfinding Signage: Report and Direction (Signs/Apps)			
19. Lincoln Park Revitalization Initiative: Annual Report			
20. Bond for Landscape Replacement: Direction and Enforcement			
21. City Street Sweeping Program Privatization: Report and Direction			
22. Sunrise Theatre: Structure, Marketing, Program			
23. Historic St. Anastasia Building/Property Use: St. Lucie Historic Museum Relocation, Renovation Contract			
24. Sunrise Center Garage Office Development: Status and Direction			

Policy Agenda 2019
City of Fort Pierce

▶ Targets for Action

	PRIORITY	PRIORITY	
	PRIORITY	TOP	HIGH
25. Edgartown Rebranding: Direction (including Street Name Changes)			
26. Recreation Program Expansion: Assessment, Report, Direction and Funding			
27.			
28.			
29.			
30.			
31.			
32.			

Management Agenda 2019
City of Fort Pierce
Targets for Action

TOP PRIORITY

HIGH PRIORITY

Management Agenda 2019
City of Fort Pierce

▶ Targets for Action

	PRIORITY	PRIORITY	
	PRIORITY	TOP	HIGH
1. Compensation for "Targeted Positions"			
2. Permitting Hub for Development/Permitting			
3. IT Comprehensive Plan, Project Completion and Funding			
4. Purchasing Ordinance: Revision/Update			
5. Emergency Management/Disaster Plan: Update (including Cold Weather Shelter)			
6. Port Development: Next Steps (with St. Lucie County) • Site Development Plan • Street Policy: Direction			
7. EAR/Comprehensive Plan: Update			
8. Development Review Task Force: Report and Policy Adoption			

Management Agenda 2019
City of Fort Pierce

▶ Targets for Action

	PRIORITY	PRIORITY	
	PRIORITY	TOP	HIGH
9. CRA Plan: Update			
10. Land Development Code: Conditional Use Update			
11. Infill Development Ordinance			
12. Community Policing: Expansion and Report			
13. Community Youth Outreach to Diverse Population			
14. Police Advisory Board: Report			
15. Older Development Regulations: Revised Ordinances (from Growth Management Task Force)			
16. Dumpster Solutions for Downtown			

Management Agenda 2019
City of Fort Pierce

▶ Targets for Action

	PRIORITY	PRIORITY	
	PRIORITY	TOP	HIGH
17. Entrance/Gateways Beautification: Plan and Funding (Low Cost Option)			
18. Mural Projects (3 – 4)			
19. Porpoise Park: Report and Direction			
20. Trolley/Tram Service: Report and Direction • Downtown • South Beach			
21. Crime Reduction Action Plan: Specific Actions (Downtown – Visible Police Presence)			
22.			
23.			
24.			

Action Outlines 2019
City of Fort Pierce

GOAL 1 SERVE OUR COMMUNITY

ACTION: CITY – FPUA STRATEGY: KEY ISSUES AND DIRECTION

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: CHARTER/CODE OF ORDINANCES: UPDATE

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: POLICE RETENTION AND COMPENSATION: STUDY, DIRECTION AND FUNDING

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: ST. LUCIE COUNTY – FPUA – CITY AGREEMENT ON WATER UTILITY: COMPLETION

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: ROAD CONDITIONS AND RESURFACING: REPORT, DIRECTION AND FUNDING (INCLUDING OVERSIGHT COMMITTEE)

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: COMPENSATION FOR "TARGETED POSITIONS"

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: PERMITTING HUB FOR DEVELOPMENT/PERMITTING

PRIORITY
Mgmt

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: IT COMPREHENSIVE PLAN, PROJECT COMPLETION AND FUNDING

PRIORITY
Mgmt

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: PURCHASING ORDINANCE: REVISION/UPDATE

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: EMERGENCY MANAGEMENT/DISASTER PLAN: UPDATE (INCLUDING COLD WEATHER SHELTER)

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

▶ **Management in Progress 2019**		**TIME**
1. Labor Negotiations and Contracts a. Teamsters b. PBA c. IPUA	MIP	
2. City Attorney's Office: Staffing Assessment	MIP	
3. ProjectDox: Building Department	MIP	
4. Parking Enforcement Software for Mobile Parking Enforcement	MIP	
5. Paperless Purchases Order System	MIP	
6. Click-2-Gov	MIP	
7. Citywide Payment Card Policy (online)	MIP	
8. Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Upgrade	MIP	

▶ **Management in Progress 2019**		TIME
9. Paperless Payroll Process: Electronic Stub and Forms	MIP	
10. Online Searchable Portal: Development	MIP	
11. Comprehensive Employee Wellness Policy and Program	MIP	
12. Vehicle/Equipment Replacement Plan: Year 2	MIP	
13. Building Department Cross Training and Internship Program Approval	Bldg	
14. Deputy City Clerk: Certification	City Clerk	
15. Small Business Guide	City Clerk	
16. Opti View: Update	City Clerk	

▶ **Management in Progress 2019**		**TIME**
17. City Facilities Security: Video Surveillance	City Clerk	
18. Migration to Cloud (Office 365)	City Clerk	
19. Credit Cards Online	City Clerk	
20. Community Response Rules and Policy Manual	Comm. Response	
21. Parking Counter in City Garage	Comm. Response	
22. One Solution Upgrade (from Naviline)	Comm. Response	
23. Indian Hills Golf Course: Marketing/Advertisement Enhancements	Golf	
24. CSAB Election	HR	

▶ **Management in Progress 2019**		**TIME**
25. IT Security Upgrade	IT	
26. PAL Park Infrastructure and On Boarding	IT	
27. Sunrise Theatre Integration and Services	IT	
28. Marina Application to Cloud	IT	
29. Public Works Work Order	IT	
30. Police Vehicle Replacement	Police	
31. Police Grants a. Secure Gate: Station/Substation b. Camera System c. Parking Lot Lights	Police	
32. Rich House: Open	Police	

▶ **Management in Progress 2019**		TIME
33. Police Public Record Request: Process Improvements	Police	
34. Advanced Metering Infrastructure (AMI)	FPUA	
35.		
36.		
37.		
38.		
39.		
40.		

▶ **Major Projects 2019**		**TIME**
1. City Facilities Access Control and Security Upgrade	MP	
2. City Hall Waterproofing	MP	
3. City Hall: Covered Walkway for Pedestrians (Parking Garage and City Hall)	MP	
4. Building Department Relocation/Buildout	Bldg	
5. Police Carpet Replacement	Police	
6. WRF Backup Generator	FPUA	
7. Underground Conversions	FPUA	
8. Natural Gas Loop Project	FPUA	

▶ **Major Projects 2019**		**TIME**
9. Avenue “M” Water/Wastewater Restoration	FPUA	
10. Orange Avenue Forcemain	FPUA	
11. Savannah Road Re-pump Facility	FPUA	
12. Electric Pole Replacement	FPUA	
13. Di Giorgio Industrial Area Wastewater Infrastructure Project	FPUA	
14.		
15.		
16.		

GOAL 2 DEVELOP OUR COMMUNITY

ACTION: ANNEXATION: INTERLOCAL SERVICE BOUNDARY AGREEMENT

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: KING PLANT REDEVELOPMENT PROJECT: DEVELOPMENT AGREEMENT

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: DOWNTOWN HOTEL/MIXED USE DEVELOPMENT: RFP, AGREEMENT

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: PASSENGER RAIL STATION: DEVELOPMENT

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: DEVELOPMENT CONSULTANT FOR CITY: DEFINITION, SCOPE OF WORK, DIRECTION AND FUNDING

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: ECONOMIC DEVELOPMENT ACTION PLAN/INCENTIVE POLICY

A. DOWNTOWN
B. PEACOCK ARTS DISTRICT
C. LINCOLN PARK

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: SPORTS TOURISM STRATEGY AND ACTION PLAN (WITH TDC)

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: PORT DEVELOPMENT: NEXT STEPS (WITH ST. LUCIE COUNTY)

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: EAR/COMPREHENSIVE PLAN: UPDATE

PRIORITY
Mgmt

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: DEVELOPMENT REVIEW TASK FORCE: REPORT AND POLICY ADOPTION

PRIORITY
Mgmt

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: CRA PLAN: UPDATE

PRIORITY
Mgmt

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: LAND DEVELOPMENT CODE: CONDITIONAL USE UPDATE

PRIORITY
Mgmt

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: INFILL DEVELOPMENT ORDINANCE

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

▶ **Management in Progress 2019**		**TIME**
1. Business Retention and Expansion Program (BRE)	MIP	
2. Television Commercial Campaign in Miami, Florida	CM	
3. Citywide Marketing Plan	CM	
4. National Events – National Firefighters Combat Challenge	CM	
5.		
6.		
7.		
8.		

▶ **Major Projects 2019**		**TIME**
1. City Parking Garage: Sealing	MP	
2. Fisherman's Wharf a. Road Reconstruction b. Seawall Reconstruction c. Marina Dredging	MP	
3. Citrus Bridge Overpass: Design/Construction	MP	
4. Surfside Park Residential Street Drainage Improvements: Construction	MP	
5. Melody Lane Seawall	MP	
6. Street Striping Project	MP	
7. Ohio Avenue and U.S. 1 Signalization Upgrade	MP	
8. Pumpout System – Northside	MP	

▶ **Major Projects 2019**		**TIME**
9. 7th Street Roadway Reconstruction (Wendell Road to 10th Street)	MP	
10. 17th Street Reconstruction (Avenue "D" to Orange Avenue)	MP	
11. Avenue "B" ROW Designation	OTH	
12. Downtown Public Assets Cleanup/Maintenance	OTH	
13. Ohio Avenue Realignment	Engr	
14. Visitor Center: Parking Garage	PW	
15. Marina Square Sail Shade Structure	PW	
16.		

GOAL 3 ENGAGE OUR COMMUNITY

ACTION: NEIGHBORHOOD REVITALIZATION AND ENGAGEMENT: INPUT MEETINGS

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: BOARDS/COMMITTEES REVISION

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: COMMUNITY EVENTS AND FESTIVALS ENHANCEMENTS: INVENTORY, REPORT WITH OPTIONS AND DIRECTION

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: COMMUNITY POLICING: EXPANSION AND REPORT

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: COMMUNITY YOUTH OUTREACH TO DIVERSE POPULATION

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: POLICE ADVISORY BOARD: REPORT

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: OLDER DEVELOPMENT REGULATIONS: REVISED ORDINANCES (FROM GROWTH MANAGEMENT TASK FORCE)

PRIORITY
Mgmt

Key Issues	*Activities/Milestones*	*Time*

Responsibility:

▶ **Management in Progress 2019**		**TIME**
1. 3rd Unity in Our Community	Police	
2.		
3.		
4.		
5.		
6.		
7.		
8.		

▶ **Major Projects 2019**	**TIME**
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

GOAL 4 BEAUTIFY OUR COMMUNITY

ACTION: CODE ENFORCEMENT: PERFORMANCE ASSESSMENT, REPORT, DIRECTION AND CITY ACTIONS

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: PARK MAINTENANCE AND UPGRADE: CONDITION ASSESSMENT, REPORT, DIRECTION, CITY ACTIONS AND FUNDING/VOLUNTEERS

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: WAYFINDING SIGNAGE: REPORT AND DIRECTION (SIGNS/APPS)

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: LINCOLN PARK REVITALIZATION INITIATIVE: ANNUAL REPORT

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: BOND FOR LANDSCAPE REPLACEMENT: DIRECTION AND ENFORCEMENT

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: CITY STREET SWEEPING PROGRAM PRIVATIZATION: REPORT AND DIRECTION

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: Dumpster Solutions for Downtown

PRIORITY
Mgmt

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: Entrance/Gateways Beautification: Plan and Funding (Low Cost Option)

PRIORITY
Mgmt

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: Mural Projects (3 – 4)

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

▶ **Management in Progress 2019**		**TIME**
1. Main Street: Annual Report	MIP	
2. Clean and Safe Initiative: Amendments and Cases	Comm. Response	
3.		
4.		
5.		
6.		
7.		
8.		

▶ **Major Projects 2019**		**TIME**
1. Banner Replacement (Citywide)	MP	
2. Islands: New Plantings	Marina	
3.		
4.		
5.		
6.		
7.		
8.		

GOAL 5 ENJOY OUR COMMUNITY

ACTION: SUNRISE THEATRE: STRUCTURE, MARKETING, PROGRAM

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: HISTORIC ST. ANASTASIA BUILDING/PROPERTY USE: ST. LUCIE HISTORIC MUSEUM RELOCATION, RENOVATION CONTRACT

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: SUNRISE CENTER GARAGE OFFICE DEVELOPMENT: STATUS AND DIRECTION

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: EDGARTOWN REBRANDING: DIRECTION (INCLUDING STREET NAME CHANGES)

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: RECREATION PROGRAM EXPANSION: ASSESSMENT, REPORT, DIRECTION AND FUNDING

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: PORPOISE PARK: REPORT AND DIRECTION

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: TROLLEY/TRAM SERVICE: REPORT AND DIRECTION

- **DOWNTOWN**
- **SOUTH BEACH**

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: CRIME REDUCTION ACTION PLAN: SPECIFIC ACTIONS (DOWNTOWN – VISIBLE POLICE PRESENCE)

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

▶ Management in Progress 2019

			TIME
1.	Gangs Action Plan: Annual Update	2018	
2.	Field Training Officer (FTO) Program: Revamp	MIP	
3.	Zora Neale Huston Trail Festival Day	MIP	
4.	SHIP Home Rehabs (20)	MIP	
5.	SHIP 1st Time Homebuyers	MIP	
6.	Trolley Saturday Route: Pilot	OTH	
7.	4th Annual Highwaymen Heritage Trail Art Show and Festival	Fin	
8.	Allegany Franciscan Ministries Collaboration	Fin	

▶ **Management in Progress 2019**		TIME
9. Crabby's Restaurant Opening	Marina	
10. Sunrise Theatre Corporate Sponsorships, Donors and Members Increase	Sunrise	
11.		
12.		
13.		
14.		
15.		
16.		

▶ Major Projects 2019

			TIME
1.	Indian Hills Golf Course Improvement Projects	MP	
2.	Sunrise Theatre: Maintenance/New Roof Project	MP	
3.	MLK Dreamland Park: Construction	MP	
4.	Moore's Creek Boat Ramp Area Repairs	MP	
5.	Fenn Park: Play Set	MP	
6.	Fisherman's Wharf Boat Ramp: Rebuild	MP	
7.	Marina Fuel Dock/Dock Master Support Building	Marina	
8.	Sunrise Theatre Black Box Floor	Sunrise	

Policy Calendar 2019
City of Fort Pierce

FEBRUARY 2019

1.

2.

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9.

10.

MARCH 2018

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APRIL 2019

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MAY 2019

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JUNE 2019

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JULY 2019

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AUGUST 2019

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SEPTEMBER 2019

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OCTOBER 2018

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NOVEMBER 2018

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DECEMBER 2018

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JANUARY 2020

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SECTION 10

GOVERNANCE REFINEMENTS

City of Fort Pierce
Mayor and City Commission
Governance Topics

1. Problems with Charter Officers: Process

2. Listening to and Engagement of Whole Community [including Community Youth]

3. Commission Presence and Event Participation

4. Personal Agenda over Best for the Community

5. Commission Re-districting: Preparation for the 2020 Census

6. Commission Presenting a Unified Voice to the Community

7. City Commission – Finding and Developing the Next Generation of Community Leaders

8. City Manager Delegation to Departments

LEADER'S GUIDE 2019

WORKING DOCUMENT

City Commission

Florida
March 22, 2019

Lyle Sumek Associates, Inc.

Table of Contents

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SECTION 1

FORT PIERCE:
A CHAMPIONSHIP TEAM

Fort Pierce: a True Champion

A TRUE CHAMPION SUSTAINS WINNING OVER TIME.

A WINNER:

- HAVE A PLAN
- BUILDS A TEAM – DEFINED ROLES AND PROCESSES
- FOLLOWS THE STRATEGY AND PLAN
- RELY ON CURRENT LEADERS
- PROVIDES CLEAR, CONSISTENT DIRECTION
- FOCUS ON THE ANNUAL AGENDA
- COMPLETES TASKS AND PROJECTS
- PRODUCES RESULTS THAT ADD VALUE TO THE COMMUNITY
- LISTENS TO THE COMMUNITY
- BUILDS PARTNERSHIPS
- CELEBRATES WINS/SUCCESSES

A CHAMPION:

- REFINES THE VISION AND GOALS
- REFINES AND ADJUSTS PLANS
- RENEWS THE TEAM
- DEVELOPS/EXPANDS ADDITIONAL PARTNERS
- CONTINUES TO TAKE CALCULATED RISKS
- STRIVES TO UNDERSTANDING THE CHANGING, DYNAMIC ENVIRONMENT
- LEARNS FROM SETBACKS
- USES THEIR BUILT UP “POLITICAL CAPITAL”
- DEVELOPS FUTURE LEADERS
- ENGAGES AND REACHES OUT TO THE COMMUNITY
- MARKETS SUCCESSES AND VALUE TO THE COMMUNITY
- TAKES ON NEW PROJECTS

PITFALLS FOR WINNERS:

- COMPLACENCY
- ARROGANCE – WE ARE BETTER THAN OTHER CITIES
- TAKING RELATIONSHIPS FOR GRANTED
- FOCUSING ON CURRENT CRISIS
- WRAP UP MENTALITY
- PERSONAL PROMINENCE
- FEELING ON TOP OF THE BIG ISSUES
- STANDING ”PAT’
- TELLING THE COMMUNITY – WHAT IS “BEST”
- PLAN BECOMING “DATED”

Effective Teams Model

Effective TEAMS Are:

G oals

"Unifying Purpose and Goals"

- **Goals – Outcomes**
- **Work Programs – Game Plan**
- **Strategy – Action Steps**

R oles

"Individual Contribution"

- **Valuing Individuality**
- **Responsibilities Defined**
- **Practicing Teamwork**

E xecute

"Produce Results through Actions"

- **Analyze → Decide**
- **Act → Impact**
- **Evaluate → Adjust**

A ttitude

"Willingness to Work Together"

- **Respect for Each Other**
- **Cooperation and Openness**
- **Celebrating Success: Momentum**

T rust

"Commitments Becomes Reality"

- **Learning from Setbacks**
- **Guidelines**
- **Support Each Other**

Winning Teams

LOSER

Conflict Turmoil

No Hope for Future

Internal Fighting

Personal

COMPETITIVE

Okay

Short Term

Compete, but Do Not Win

SUSTAINING

WINNER

Achieve a Goal

Claim Success

A Leader

Game Plan

Guided by Achievement

CHAMPION

Refocus Direction and Goals

Share Successes

Many Leaders

Strategy

Guided by Outcomes

Winners Versus
True Champions
Comparison

Winners	Champions
Keep the Focus	**Refine Goals**
Share Responsibility as Leaders	**Look For and Develop Leaders**
Use a Game Plan	**Prepare for New Challenges**
Build Teams	**Develop Teams**
Listen to Citizens	**Reach Out to Citizens**
Have Agendas	**Take on a New Project**
Celebrate Successes	**Market Success**

Today many cities can be characterized as "Winners." Few cities can be characterized as "True Champions." This true model provides insights distinguishing "Winners" from "Champions" and laying a foundation for championship action. The message to Mayors and Commission is to look at: Are we a winning team? What do we need to do to become a champion team? The responsibility is yours as city leaders.

The Champion

Now let's turn to the "True Champion."

The "champion" not only wins for the season, it also wins over time. Champions do not rest on their laurels but accept their victory as a foundation for building a better future. The champion sees a winning season as an opportunity to work harder for our next season in order to sustain excellence over time. "True Champions" have the following seven characteristics.

1. **Refine Goals**
   Champions take the goals from their winning season and refine them for the future. It means evaluating their benchmarks of success and refocusing on new opportunities for the future. For city government, Mayors and Commissions define more specific goals that have more focus of purpose. The benchmarks are monitored to evaluate the impact of the actions in achieving the defined goals. With an eye on the horizon, opportunities are anticipated. Champions are always looking at ways of refining their goals.

2. **Look for and Develop Future Leaders**
   Champions are always looking for fellow champions in their community. These are individuals who have the potential for effective contribution and leadership within the city. On championship teams the leaders look for future leaders. They identify these individuals and encourage them to participate in the process. They serve as a coach and mentor, expanding their knowledge and developing specific skills of leadership. Champions do not see future leaders as a threat, but partners in expanding the city's resources and accomplishments. Champions are always looking for future champions.

3. **Prepared for Next Challenge**
   Championship teams refine the process and continue to have an eye on the horizon. They avoid worrying that 'what ifs' may happen. They focus on what they have an ability to control or influence. Champions continue to give. They spend less time worrying about their setbacks and more on improving the process for the future. In cities it means that Mayors and City Commissions look to their process – how they govern the city; how they relate to the city staff. Champions believe that if the processes are in place, the next challenge can quickly become an opportunity.

4. **Develop Teams**
   Champions continue to learn and to grow. Champions see the importance of taking time for meaningful evaluation. They seek feedback on their performance and listen to others' perspectives. They recognize that championship teams who are not developing, die. When that happens, the team gets in a defensive posture focusing on surviving as a team rather than

developing for the future. On championship teams, individuals grow and provide new contributions to the team based upon their own personal growth. A “champion” recognizes that individual growth will enhance team effectiveness for the future and continue pursuit of learning.

In cities, Mayors and City Commissions look to developing their team and the city team that they lead. Champions avoid stereotyping individuals on their contributions to the team effort.

5. **Reach Out to Citizens**
   Champions recognize the need to continually go back to their roots – what has made them successful. Champions keep going back to the basics. They avoid the sense of arrogance and complacency by reaching out to their fans. For Mayor and Commission it means reaching out to the community. They can identify a new group to go visit – a new part of the community to talk to, to look at, to get out of their cars and to walk and to look. Communities are dynamic and championship communities recognize the dynamic nature and respond accordingly. Champions recognize that you may not agree with the other person’s perspective, but for them the perspective is real. A champion builds new fans who can be partners in future success. Therefore, if we are going to continue to be champions we must have an ability to address their perceptions. Champions reach out beyond the political supporter and 'safe' group to their emerging communities**.**

6. **Search for a New Project**
   Champions always need a new project. New projects bring on a sense of opportunity and a sense of excitement. It is an opportunity to recharge the batteries and renew the team spirit. A new project is one that provides a new challenge for the championship team as a whole and the individual members of the team. In cities, it is a challenge for Mayors and City Commissions to find a visible project that can have a timely impact on the community. On a championship team, everyone supports the new project. A word of caution: the new project should not take away from the completion of the old agenda.

7. **Market Successes**
   Championship teams share their successes with their fans. They recognize that “fans” are partners in the success. Championship cities share their successes with their partners who have helped them to achieve their goals, with the interest groups that support the city government, and the citizens to whom there is a sense of stewardship. Mayors and City Commissions have been entrusted with significant responsibilities with public resources. The marketing of the success and letting citizens and partners know of the accomplishments will lead stakeholders to feel that they have gotten their money’s worth and that the effort of the city was worthwhile. In today's world, the media coverage of government is predominately ‘negative.’ The failure of government, the imperfection of politicians. Even champions lose games, but they do not let them detract from future success. The importance for marketing is paramount to successful championship cities. Marketing is sharing the good news, helping individuals understand the direction and accomplishments, and mobilizing the support for the team. Success builds a momentum for future “championships.”

Champions continually work to be champions. They do not rest on their laurels, but seek ways of enhancing their performance. Champions get better over time.

Pitfalls for Winners

Arrogance – Feeling that We are Better than Others

Attitude of Complacency

Assuming Goals and Focus

Taking Relationships for Granted

On Top of Big Issues

Worrying about the Crisis

Wrap Up Mentality

Personal Prominence

Pitfalls for Winners
Sowing the Seeds of Failure

After a team wins the Super Bowl, the World Series, the NBA Championship, there is always the potential to get wrapped up in the "winning season." The winning season then provides significant challenges for leaders who want to be champions.

The pitfalls for "winners" are:

- **Arrogance – A Feeling that We Are Better than Others**
  In applying the concept of arrogance to cities, it means that Mayors and City Commission lose their feeling for the true, total community. The focus becomes special interest groups that have shared in the success and who have a comfortable relationship with Commission. They are predictable and supportive. Input becomes selective, relying on these few, rather than reaching out to others in the communities. The Commission gets a feeling that "we know what is best" and begins to view citizen input through a "tinted lens." Sometimes they retrench into their political shells. The assumption is the citizens will recognize our winning efforts for the community.

- **Attitude on Complacency**
  The feeling "we are fine, we are now here" challenges winners. However, as you take the words "now here," it can easily become "no where." In cities, complacency occurs when the Commission assumes the winning efforts will continue with minimal effort. Less time is spent on issues; less time is spent on process – how we govern our cities. It is assumed that certain issues will be handled in a quick and timely manner. Commission members become impatient and minimize critical feedback. Commissions worry more about getting out of the meeting in a quick and deliberate manner, rather than whether the issue has been thoroughly discussed and analyzed.

- **Assuming Goals and Focus**
  Winners have goals. Winners accomplish goals. Winners get distracted from their goals. They may see no need for a goal-setting workshop and cancel it. The challenge for Mayors and City Commissions is to continually review and refine their goals from year to year. This becomes the focus of their energies – focusing on what is more important for the community. As events occur and times change, there is always a need in the city to refine the goals and redirect energies. This keeps the focus on the future rather than becoming consumed with today.

- **Taking Relationships for Granted**
  Winners succeed because of the willingness to work together to get and sustain major votes. The working together is based upon the development of positive work relationships over time. It is an understanding and appreciation of individual contributions. It is an understanding of what roles each member plays. It is an understanding of how others will behave and react in different situations. However, as in any relationship, we assume that it will continue with minimal work on our parts. In marriages, this assumption many times leads to divorce. With Mayors and Commissions, it leads to a break down in the governance process and the election at the polls. Winners become challenged by focusing on petty irritants in the relationship. Teamwork gradually begins to disappear. As a result, over time, winners can find a relationship on a dysfunctional slide, which results in increased interpersonal conflict and tension.

- **On Top of Big Issues**
  Winner's success comes from getting on top of big issues. In cities, winning Mayors and City Commissions have defined future goals and developed an action plan to accomplish those goals. For winners the feeling of success on big issues leads to a feeling of freedom to pursue individual agendas. With Mayors and City Commissions the big issues have been addressed, so what is on the next agenda? The next agenda becomes filled with individual action items, most of which are not of major significance. As the individual items begin to consume more and more staff time, the city staff can become confused and question the true direction for the city and the individual motivations of Commission Members. The city begins to lose its focus with resources being diverted to these individual agendas and issues.

- **Worrying about the Crisis**
  After a winning season, winners begin to worry can we repeat. If the tension builds and concerns about winning become predominant, the goal is winning rather than addressing the issues and being successful. We lose the focus on what brought us the success of winning. We wonder what the next issue on the horizon is that will become our crisis, the next major political challenge for us as city leaders. Like with any team, when any individual players become tense the performance deteriorates. Winners find themselves losing the game and losing on issues. You start to look for crises and, in many cases, begin to generate the crisis. For Mayors and Commissions it is an easy issue that can be handled quickly that becomes a major crisis because of over-analysis and over-concern.

- **Wrap Up Mentality**
  Winners become challenged by the mentality that all we need to do is sustain our effort for the next season. For cities, it means all we need to do is to complete our projects and wrap up our reports. The wrap up mentality shortens the horizons from focusing on the future to focusing on today. The focus of the goals becomes lost as we wrap up the issues. Life becomes boring because of no future challenges. We get impatient in our desire to wrap up issues in a timely manner. As a result, little problems can become major impediments to future success.

- **Personal Prominence**
  With the success of being a winner, individuals gain prominence. Winners let the prominence, at times, go to their heads and forget the team effort that was needed to produce that winning season. Individuals get a glorified sense of their own importance. For Mayors and Commissions it is the media focusing on individual contributions and accomplishments, rather than successes of the city. We forget that there is no "I" in "Team." Our focus is on ourselves individually, rather than our city's future. For some Mayors and Commissions, personal prominence is perceived as being important for future political success. Individuals begin to claim credit for the policy or action and are less likely to share credit with the team.

- **Getting Away from the Game Plan**
  Winners feel they have got a successful game plan. The game plan worked for the last season. We need to communicate less and spend less time talking with each other. We need to spend less time with the process because the process is embraced. There is no need to fine-tune our game plan. There is no need to understand each other. I already know where they are coming from. In cities, Mayors and Commissions take less time in work sessions and in their formal meetings. There is less discussion of individual ideas and perspective on issues. There is less discussion of future horizons. There is growing impatience with drawn out processes and at times with each other. Individuals may self-censor their comments, figuring that others are not interested or think they have heard that once before.

These are the pitfalls that challenge winners and the response to these challenges distinguishes "Winners" from "True Champions."

12 Points of an Effective Mayor and City Commission

1. **Focus on and Use Vision, Goals and Priority**
    - Define the city's preferred future
    - Establish outcome-based goals
    - Think about value to the community
    - Use to allocate resources, to develop plans and policies, to invest in the future

2. **Make Timely and Courageous Decisions**
    - Use vision, goals and priorities to use decisions
    - Seek and use input from community and city staff
    - Evaluate options through committees and work sessions
    - Decide on what is "best for the city"

3 **Provide Clear Direction and Expectations**
    - Obtain clear closure
    - Define outcomes, measures of success and time frames
    - Delegate assignments to Boards and Commissions, and to city staff
    - Make sure to summarize and test closure to make sure that everyone has the same understanding

4. **Negotiate**
    - Know your own bottom line
    - Look for common ground and areas of agreement first
    - Use work session and committees to negotiate
    - Win with grace, lose with grace

5. **Treat Others with Respect**
    - Be courteous, polite and trustworthy – avoid personal attacks
    - Deliver on your commitments
    - Act within your defined roles
    - Value the contributions of others

6. **Have Open Communications**
    - Communicate using direct, open messages
    - Keep everyone informed and avoid surprises or hidden agendas
    - Listen and understand before judging
    - Use simple and focused messages that people can remember

7. **Monitor Performance**
    - Obtain regular progress updates/status reports
    - Meet quarterly to review and refine direction
    - Evaluate the outcome and actions, and make modifications
    - Take responsibility for the actions and be accountable for the results.

8. **Have a Community Presence**
    - Be accessible to the citizens and community
    - Go into the community beyond your political supporters
    - Take time to develop effective working relationships with community partners
    - Be a positive advocate for the city

9. **Act as a Board of Directors**
    - Know your community – view it as the "market place"
    - Focus on providing policy direction
    - Delegate clear responsibility to the city Administrator as the C.E.O.
    - Avoid micromanaging and the daily operations

10. **Think Strategically**
    - Institutionalize the goal setting process
    - Identify key partners who can bring resources to the table
    - Define alternative routes and steps to destination – the vision
    - Keep the "big" picture in mind

11. **Align the City Organization**
    - Appoint individuals to Boards and Commissions who share your passion for the city and the vision for the future
    - Define the core values to guide "how the city should operate and be managed"
    - Employ the "right" city Administrator for your city
    - Hold other accountable for their behaviors, actions and the results

12. **Share Success and Celebrate**
    - Communicate "Our City Success" in terms that the average citizen will understand
    - Use celebrations that create a positive memory – value that the city has added to people's lives
    - Recognize others who have contributed to the city's success
    - Remember people want to be associated with "winners"

SECTION 2

LEADERSHIP DURING INCREASINGLY TURBULENT TIMES

GOVERNANCE:
FRAMEWORK FOR EFFECTIVENESS

GOVERNANCE REALITY

1. **You are "The City" - you are now "Them."**
2. **Legal frameworks (state law, city charter/codes) define operating parameters for the City's governance process and the Mayor and City Commission.**
3. **There is No choice who are your team members - the electorate identify them.**
4. **Commission members may be elected At Large or by Ward/District, and all are responsible for the City.**
5. **Mayor and City Commission are the Employer of the City Manager - the Chief Executive Officer.**
6. **Mayor and Commission members are 24/7 to the community- hard for the community to separate you as an individual and you as a City representative.**
7. **Every decisions that is made by the Mayor and City Commission create the community's future.**
8. **Mayor and Commission member behaviors and comments set the tone of governance for the City and define civility in City governance.**
9. **On controversial issues, the best decisions require collaboration among the Mayor and Commission members to arrive at a compromise - everyone has a feeling of a "win".**
10. **A vote of "4" decides.**
11. **Mayor and Commission members are the leaders of the City government - a community institution.**

BOTTOM LINE: Mayor and City Commission are the "Board of Directors" for the City – a major corporation.

GOVERNANCE EFFECTIVENESS QUESTIONS

MAYOR AND CITY COMMISSION EFFECTIVENESS

1. **Do we make policy decisions focusing on WHAT?**

2. **Do we make decisions based upon what is Best for the Community as a whole?**

3. **Are the Mayor and City Commission policy deliberations based upon open communications, negotiations to resolve difference and collaborative problem solving?**

4. **Do we made decisions that are guided by our Vision, Goals and Mission?**

5. **Do we made decisions that balance data driven staff recommendations and input from the community?**

6. **Do our decisions delegate responsibility and authority to the City Manager?**

7. **Do our decisions provide clear direction - our desired outcomes and performance expectation?**

8. **Are our decisions consistently supported by Mayor and City Commission action as a governing body and as an individual?**

9. **Do we take time to evaluate our decisions during implementation and make adjustments based upon databased feedback?**

GOVERNANCE EFFECTIVENESS QUESTIONS

INDIVIDUAL EFFECTIVENESS

1. **Do I behave in a respectful manner and act with integrity?**
2. **Do I act in an ethical manner - above question?**
3. **Do I work with Mayor-City Commission-City Manager team as a whole?**
4. **Do I know and use our Vision, Goals, Mission and Policies to guide my actions?**
5. **Do I negotiate with others to work through differences, and to find a common ground, compromise or consensus?**
6. **When I make a decision/cast my vote, do I balance the data presented, recommendations from City staff and what I think is best for our City and Community?**
7. **Do I represent and support the City Institution - responsibilities, policies and decision?**
8. **When I listen to a resident/business about a problem or concern, do I avoid making commitments or agreements before checking with the City management or staff?**
9. **Do I listen with an open mind to understand before drawing a conclusion?**
10. **Do my actions and comments support the adopted Policies and Decisions?**
11. **Do I bring forward problems with policies and decision implementation to the City Manager and the Mayor and City Commission?**
12. **Do I avoid directing City staff on an individual basis?**

POLICY LEADERSHIP:
AVOIDING THE IMPLEMENTATION GAP

POLICY DEVELOPMENT - Responsibility of Mayor and City Commission

1. **Define the issue(s)**
2. **Define the desired outcomes for the community**
3. **Seek and listen to input from the community**
4. **Review existing City plans, policies and practices**
5. **Receive a complete, data-based report with options [City Manager's responsibility]**
6. **Deliberate to resolve issues and develop specific policy framework**
7. **Determine performance expectations**
8. **Decide policy guided by Vision and outcome-based Goals**
9. **Provide a clear direction to City Manager**
10. **Provide the resources for implementation**
11. **Receive reports on the effectiveness and community outcomes [City Manager responsibility]**
12. **Support consistently the policy until policy changes**
13. **Provide feedback to the City Manager: observations, feedback and problems/concerns**
14. **Decide to modify policy [when the policy is not working - achieving the desired community outcomes]**

POLICY IMPLEMENTATION – Responsibility of City Manager

1. **Create an energized organizational culture based on best practice, innovation and creativity**
2. **Link policy implementation to City plans and other policies**
3. **Define the implementation process, responsibilities and parameters/guidelines**
4. **Delegate to departments for follow through**
5. **Encourage interdepartmental collaboration and teamwork**
6. **Monitor performance and implementation by departments**
7. **Evaluate community outcomes: policy outcomes vs. actual experiences**
8. **Provide data-based update reports to Mayor-City Commission**
9. **Provide revised policy options/alternatives when needed**
10. **Celebrate City achievements and recognize performance**

POLICY PITFALLS

1. **Starting with solutions in mind**
2. **Over analysis**
3. **Lack of meaningful options and alternatives**
4. **Little/excessive community input**
5. **Vague directions which are open to multiple interpretations**
6. **Mixed and inconsistent messages from Mayor and City Commission during implementation**
7. **Making individuals "happy" at the expense of community benefits**
8. **Ineffective negotiations and deliberations**
9. **Reluctance to have an open discussion of the issue**
10. **City staff directing the Mayor-City Commission**
11. **Personal agenda/discussion dominate over community benefits and value**
12. **Continuously modifying policies especially individual exceptions**

GOVERNANCE VS. POLITICS: A SIMPLE VIEW

Governance is serving the community;
Politics is getting elected or re-elected.

Governance is being guided by vision, goals and value to the community;
Politics is being guided by ideology, a cause or philosophical principle.

Governance is shaping the community's future for the long term;
Politics is responding to the moment and current "crisis".

Governance is taking responsibility;
Politics is making promises.

Governance is exercising an ability to influence others;
Politics is the use of power.

Governance is finding pragmatic solutions to problems through collaboration;
Politics is starting with solutions in mind.

Governance is being data driven;
Politics is playing to people's emotions.

Governance is negotiating by trading off to find a workable compromise;
Politics is demanding and advocacy to win.

Governance is educating and mobilizing support;
Politics is rallying supporters and creating zealots.

Governance is creating community benefits and value;
Politics is taking personal credit and receiving personal recognition.

TODAY'S CRISIS: Politics trumping Governance

COMMUNITY LEADERS AND COMMUNITY STEWARDS...
DYING BREEDS

When elected, Community Leader/Community Stewards focus on creating a better community - a legacy of a better life for current and future residents.

The Community Leader…

1. **Once elected, move to providing leadership for the community**
2. **Is respected in the community, other elected officials and City professional staff**
3. **Respects others - all**
4. **Respects the laws, legal framework, City policies and City processes**
5. **Acts for the best interests of the community**
6. **Has "political" roots in the community - working relationships with power brokers, community organizations and other community institutions**
7. **Values an ongoing strategic planning process**
8. **Has a vision for the community's future**
9. **Collaborates with Commission and City Manager to plan for the future and resolve issues/problems**
10. **Strive for everyone to have a sense of a "win" - they got something**

11. **Is a positive representative for the City and community**

12. **Is a strong advocate for the City and community**

13. **Communicates with all Commission Members**

14. **Steps forward to facilitate the resolution conflicts - among Commission, Commission and City Manager**

15. **Facilitate effective Commission meetings**

16. **Defines performance standards and holds other accountable**

17. **Works with and develops a special relationship with the City Manager**

18. **Works to align the Mayor and City Commission as the governing body with the professional organization**

19. **Instill confidence in City government with others**

20. **Is recognized as the leader of the Commission**

The Community Steward...

1. **Once elected, move in governing for community benefit**
2. **Recognize the Mayor and Commission as a "Board of Directors" and not a Legislature**
3. **Views the community as the primary "customer", not each individual**
4. **Balance personal agendas with community agenda**
5. **Value the establishment of an on-going strategic planning process**
6. **Are able to look to the longer term...beyond today**
7. **Are respectful of their colleagues, residents and City staff**
8. **Seek guidance from the City Manager**
9. **Define performance expectations**
10. **Support and defend City staff**
11. **Provide feedback and advice in private**
12. **Seek to engage the entire community**
13. **Are strong advocates for a few specific issues**
14. **Have limited presence in the community**
15. **Defer to others for broader "community leadership"**
16. **Are uncomfortable dealing the "Politicians" or "bullies" with personal agendas**
17. **Define outcomes**
18. **Seek compromises that best serve the community**

19. **Solve problems and resolve issue working with and through staff**

20. **Support the decisions of Mayor and City Commission - support the majority action**

21. **Are "quiet" voice for reason and the community**

POLITICIAN VS. STATESPERSON: BASIC DEFINITIONS

Politician - a person who:

- **holds public office who is more concerned about winning favor or retaining power than about maintaining principles**
- **is skilled in political government**
- **seeks to gain power within an organization in ways to further their personal or political interests**
- **acts in a manipulative and devious way for personal or political gain**
- **has no interest in setting common goals**
- **uses personal power to dominate public development**
- **makes promises**
- **thinks about the election**
- **tells you what you want to hear**
- **start with solutions in mind**
- **frequently uses social media to promote self**
- **promotes the interests of campaign contributors**
- **attacks others to make self look good**
- **thinks about self interests in the constituents' service**

Statesperson - a person who:

- **is experienced in the art of government or government affairs**
- **exhibits great wisdom and ability in directing the affairs of government or in dealing with important public issues**
- **is an experienced, respected political leader**
- **believes in setting goals for the future**
- **shares their wisdom on public policy issues**
- **shapes public policy by working with others**
- **stands by his/her ideas and principles and does everything in his power to do what he believes is right for the people and community**
- **`thinks about the future and next generation**
- **builds bridges with different points of view**
- **distinguishes between party politics and community service**
- **tells what is true even if it is unpopular or unpleasant**
- **is an advocate for the community**
- **thinks about the community**
- **Let's the best interests of the community guide his/her decisions**

POLITICS IS A "GOOD FIGHT": LESSONS FOR STATESMEN

Politics is a "Good Fight" grounded in the following "Rules of Engagement":

- **Respect your opponent.**
- **Act with honesty and integrity.**
- **Focus on the issues, never make it personal.**
- **Be guided by your core principles and beliefs.**
- **Argue your position and desired outcome on the issue.**
- **Reach out to your opponents.**
- **Look for areas of compromise.**
- **When compromise is not possible, decide and move on.**
- **Recognize that in every "victory" there are seeds of failure.**
- **Be willing to take a difficult position.**
- **Maintain your sense of humor.**
- **Avoid destroying the personal relationship.**
- **Do what you think is right for the community.**
- **Put the community above self.**

WHEN POLITICIANS "FIGHT": BASIC RULES FOR MANAGERS

1. ***Respect others***
2. ***Stay neutral and be nice***
3. ***Remember: the politician's perspective: "if not with us, you must be with them"***
4. ***Be patient, persistent and sincerely believe that you will make a difference***
5. ***Be prepared - know and understand each politician- their operating styles and personalities***
6. ***Establish a personal rapport with each politician - find a personal area for building working relations***
7. ***Define the "core" areas of conflict***
8. ***Frame the critical policy questions that need focus and direction***
9. ***Provide data-based reports with options***
10. ***Present your "best" professional recommendations and opinions***
11. ***Help statesmen to focus on the "big picture" and the desired outcomes for the community***
12. ***Suggest options for consideration - a potential compromise***
13. ***Help each politician to understand the other politician's information and point of view***

14. ***Be an advocate for factual information***

15. ***Summarize key points***

16. ***If directions are unclear, restate and test closure with the statesmen***

17. ***Present a positive attitude with the staff - avoid negative or cynical comments***

18. ***Serve the community and others above self***

WHEN POLITICIANS WIN...
THE COMMUNITY LOSES

1. **More politicians get elected**
2. **City responds to personal agendas**
3. **Community stewards are lost and confused**
4. **Minority rule through intimidation and manipulation – loss of majority rule**
5. **Strategic planning is stopped – no longer guided by Vision, Goals or performance accountability**
6. **Momentum on major projects is stopped**
7. **Agendas are reactive**
8. **Crises become common place**
9. **Decisions focus on short term**
10. **City staff attention is on survival and minimizing damage**
11. **City Managers leave or retire or become Politicians themselves**
12. **Other professionals leaving**

LEADERSHIP: TURBULENT FORCES IMPACTING CITIES

▶ COMMUNITY FORCES

C/1 – POLITICAL PARTY INVOLVEMENT IN NON-PARTISAN ELECTIONS

a. **Increasing Pressure/Involvement from Political Parties**
b. **Partisan Funding with Expectations**
c. **Party Leaders Visibly Supporting Candidates**
d. **Formal/Informal Political Group Advising Mayor and Commission members**
e. **Increasing Costs for Running for Office – Campaigns**
f. **Making Community Issues Political**
g. **Changing Approach to Tradition Campaigning – Rise of Social Media**

C/2 – ANTI-GOVERNMENT 5%

a. **Personal Attacks and Accusations**
b. **Opposition to Public-Private Partnership**
c. **False Financial Information**
d. **Charges of "Illegal" Actions and Activities**
e. **Call for Transparency**
f. **Pressure for "Resident Engagement"**
g. **Distrust Government, including Elected and Appointed Officials**
h. **Never Will Be "Satisfied**
i. **Reality: Never Will Support Government**

▶ COMMUNITY FORCES

C/3 – PEOPLE ARE "MEAN"

a. Abusive Language from Residents
b. Personal Attacks and Accusation, including Family Members
c. Intimidating Behavior Getting Results
d. Violent Actions toward Public Leaders and Employees
e. Balancing Workplace Security and Great Customer Service
f. Individuals Avoiding Responsibility
g. "Nasty" Social Media Personal Attacks
h. Use of Reference to Support from Elected Officials

C/4 – FALSE FACTS AND INTENTIONAL MISINFORMATION

a. Some People "Lie"
b. Making Up "Facts" to Support Point of View
c. City's Reluctance to Respond or Correct
d. Misinformation Stands, Spreads and Expansion
e. Impacts on Social Media
f. Funding for Strategic/Tactical Communications
g. Use of "Public Comment" at Commission Meetings
h. Questioning City Professional
i. Denial and Rejection of Science and Data

C/5 – DECISIONS TO MAKE PEOPLE "HAPPY"

a. Loss of Data Driven Decision Making
b. Residents Start with Methods/Solutions and Not Outcomes
c. Rejecting City Staff Expertise and Report
d. Resident Happiness Does Not Solve the Problem
e. Everyone is an Expert on Municipal Government
f. Waivers of City Policies and Processes.

▶ GOVERNMENTAL FORCES

G1 – INCREASING COSTS OF GOVERNMENT

a. Cost of Employee Salaries and Benefits
b. Retirement Costs
c. Cost of Equipment
d. Cost of Supplies and Materials
e. Increasing Cost of Borrowing with Higher Interest Rates
f. Higher Bids on Contracts
g. Funding for Response to Regulatory Mandates and Decrees
h. Taking over Responsibility of Other Governments - Highway Maintenance

G/2 – HOW TO PAY FOR MUNICIPAL SERVICE

a. Pressures to Reduce Tax Rate - No Tax Environment
b. Decreasing Outside. Funding Sources
c. Revenue Restrictions by State Government
d. Restriction on Increasing Tax Rates
e. Limited Additional Capacity within the City Organization
f. Decreasing Outside Funding Sources
g. Growing Service Demands

G/3 – MAJOR COMMUNITY INCIDENT

a. Increasing Number and Severity of Natural Disaster/Weather Events
b. Shooting Events
c. Concern for School Safety and Security
d. National Media Coverage
e. Potential Misinformation
f. Individuals Seeing Political Opportunities
g. Preparation for, Response to and Lengthy Recovery
h. Could Happen Anywhere

▶ GOVERNMENTAL FORCES

G/4 – FAILING OR DETERIORATING CITY INFRASTRUCTURE

a. Deferred City Facilities and Infrastructure
b. Competition for Contractors
c. Private Developments Looking for Cities to Increase Contributions
d. Higher Bids on Projects
e. Impacts of Tariffs
f. Private Contractors at Capacity

G/5 – DIFFICULTY IN FINDING THE NEXT GENERATION OF PUBLIC EMPLOYEES AND MANAGERS

a. Upcoming Retirements: Managers and Employees
b. Less Interest in and Commitment to Public Service
c. Retaining Quality Employees
d. Expectations of Millennial Workforce
e. Fewer Applications for City Jobs
f. Lack of Educational Programs on Civics and Local Government

G/6 – CITY MISSION CREEP

a. Residents Turning to the City to Address Community Problems
b. Support for Schools - Facilities, Infrastructure and Educational Programs
c. Support for Arts, Culture and Educational Programs
d. Solving Residents Problems - Make "Happy"
e. Support for Community Events and Festivals
f. Support for Community Organizations and Institutions
g. Responding to Mental Health Issues Plus Demands for Services and Programs

▶ GOVERNMENTAL FORCES

G/7 – STATE LEGISLATURES

a. **Reducing Revenue Options**
b. **Restricting Powers of Home Rule**
c. **Adding Service Responsibilities**
d. **Adding Regulations**
e. **Directing City Public Policies**
f. **Limited Effectiveness of Lobbying - Local Delegation Voting Against the Interests of Cities**
g. **Governance Restrictions**
h. **Restricted Ability to Regulate**

▶ SOCIETAL FORCES

ST/1 – UNCERTAIN FUTURE OF RETAIL DEVELOPMENT

a. More Shopping Online
b. Collections of Sales Tax by Online Retailers
c. State and Federal Government Regulations
d. Closing and Redesign of Retail Store
e. Decline in "Major Malls"
f. Retailers Closing Stores or Declaring Bankruptcy
g. Abundance of Land Zoned for Retail
h. Flat or Declining Sales Tax Revenues for Cities

ST/2 – EMERGING MOBILITY OPTIONS

a. Desire for Trails
b. Car Subscription: Now Available
c. Autonomous Vehicles: Pilot Programs
d. Accommodating Electric Vehicle" Parking Preference, Charging Stations
e. Uber/Lyft: Strong Demand, Degree of City Regulations
f. Deteriorating Highways, Bridges and Sidewalks
g. Public Transportation Funding and Use by Choice

ST/3 – CHANGING HOUSING PATTERNS

a. Short Term Rental Impacting Neighborhoods
b. Decreasing Homeownership 64%
c. Limited Rental Housing with High Prices
d. Lack of Workforce/Affordable Housing
e. Resistance to "MF"- Multi-family
f. Deteriorating Older Housing Stock
g. Baby Boomer Grandparents Moving Near Grandchildren - Looking for No Maintenance, Dense Housing Options
h. Mixed Use Developments with Housing Options

▶ SOCIETAL FORCES

ST/4 – COMMUNITY MENTAL HEALTH

a. Increasing Homelessness
b. Lack of Mental Health Services
c. Individuals with Mental Issues Clogging the Criminal Justice System
d. Defining the Role of Government
e. Services and Funding
f. Working with Community Partners

ST/5 – LEISURE AND RECREATION

a. Rise of "Professional" Amateur Youth Sports
b. New Emerging "Sports" - Pickle Ball, Lacrosse
c. Strong Demand for Specialty Parks/Park Venues - Dog Parks, Splash Pads, Skate Parks, etc.
d. Active, Healthy Lifestyles with Emphasis on Personal Wellness
e. Demands for Large/Massive Tournament Sports Facilities
f. Strong Interest/Support for Community Events
g. Conflicts among Seniors with Different Expectations - Super Senior [80+] and Baby Boomers
h. Defining "Aquatic" Facilities
i. Re-purposing Current Parks

BOTTOM LINE:

LEADERS PROVIDE HOPE FOR A BETTER FUTURE FOR THE COMMUNITY

AND THE RESIDENTS DURING INCREASING TURBULENT TIME!!!

SECTION 3

STRATEGIC PLANNING MODEL
FOR
CITY OF FORT PIERCE

Strategic Planning:
Connecting the "Dots"

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

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

CREATING THE "DOTS"

STEP 1: DESTINATION

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

STEP 2: VEHICLE

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

STEP 3: MAP

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

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STEP 4: FUEL

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

STEP 5: ROUTE TO DESTINATION

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

CONNECTING THE "DOTS"

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

STEP 6: ITINERARY

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

STEP 7: TOUR GUIDE

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

STEP 8: TAKING THE TRIP

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

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

STEP 9: ACHIEVING A MILESTONE AND CELEBRATING

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

STEP 10: PREPARING FOR DAY TWO

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

IMPORTANCE OF STRATEGIC PLANNING

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

1. Clear direction and performance standards for managers and employees: they know where we are going and what is expected of them.

2. Financial institutions and bond rating agencies having confidence in the city leadership and decision-making: bond rating, willingness to loan money.

3. Economic expansion and businesses having confidence in the city's future and as a reliable economic partner: willingness to invest in the city.

4. Community organizations having confidence in the city's direction: opportunities to partner with the City: contributing to the community.

5. Citizens having confidence in their city leaders and government's ability to deliver on their promises, respond to changing needs, add value in their daily lives.

KEYS TO A SUCCESSFUL TRIP/JOURNEY

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

1) DISCIPLINE to follow and use the strategic planning process in light of pressure to go a different direction;

2) ADVOCACY to be a cheerleader for the vision and goals, project optimism about the future, get residents excited about the city's future;

3) RESPONSIBLE CHOICES to make timely decision based upon the vision, goals, plan and the best available data;

4) ACCOUNTABILITY to take responsibility for actions and results.

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

STRATEGIC FRAMEWORK

VISION 2034

"Desired Destination for Fort Pierce"

PLAN 2024

"Map to Fort Pierce' Destination"

EXECUTION

"Route for Next Year"

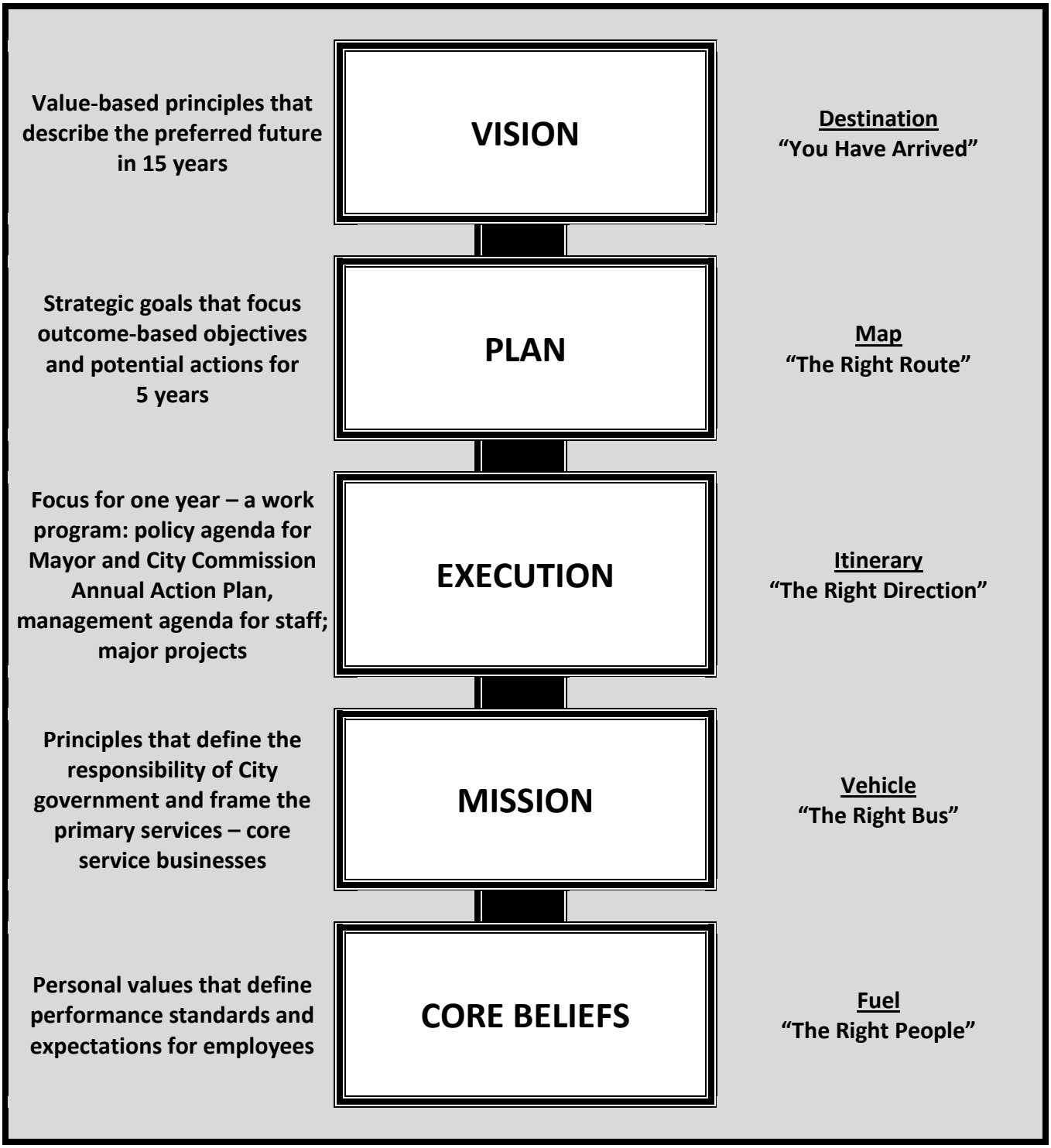
MISSION

"Responsibilities of Fort Pierce's City Government"

BELIEFS

"How Fort Pierce's City Government Should Operate"

STRATEGIC PLANNING MODEL



Formulas for Strategic Planning

P ≠ F
Past Future

FOCUS ON THE FUTURE

W_1 + W_2 = 0
Why What If Lead to Nothing

FOCUS ON WHAT ⟶ HOW

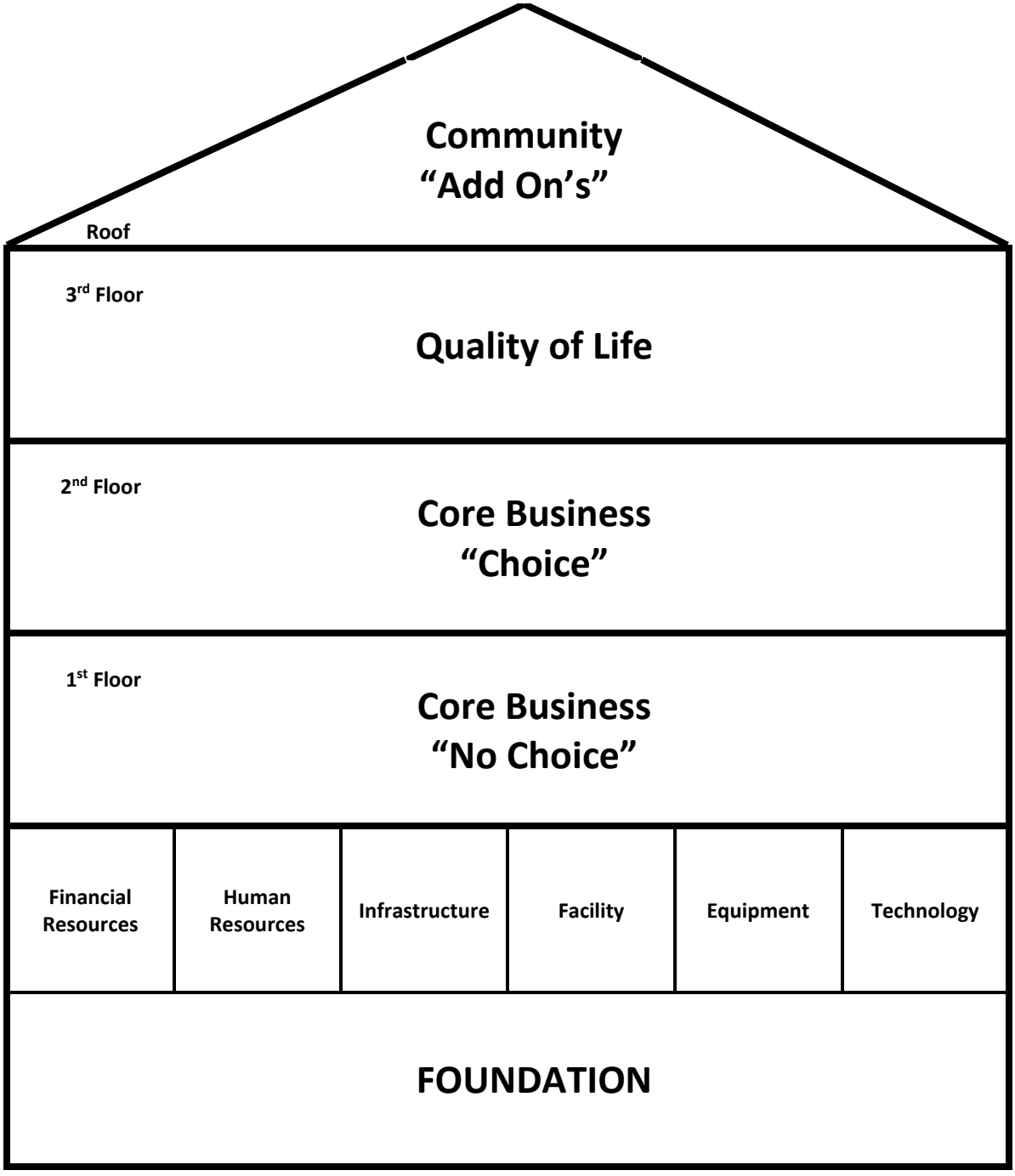
S = R – E
Satisfaction Reality Compared To Expectation

BUILD MOMENTUM THROUGH LITTLE SUCCESSES

MR = R a_1 F_1
a_2 F_2
. . .
Maximum Result Ready Aim Fire
<evaluate>
Aim Fire

HAVE AN END IN MIND – TAKE DECISIVE ACTION

City: Service Responsibilities



City Service Hierarchy House Model

FOUNDATION

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

1st FLOOR - NO CHOICE

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

2nd FLOOR - CHOICE FOR DAILY LIFE

SERVICES NECESSARY FOR LIVING IS A MODERN COMMUNITY

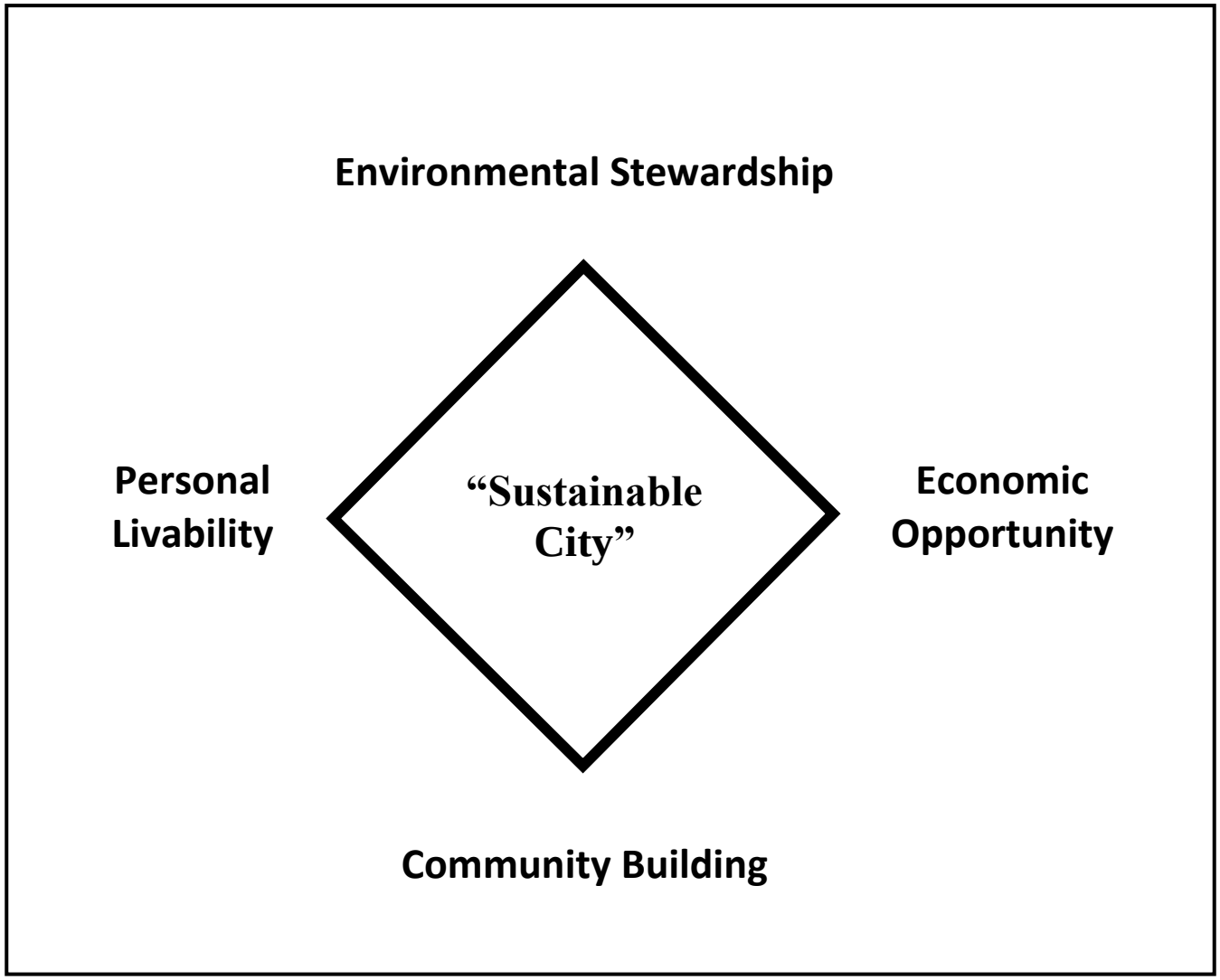
3rd FLOOR - QUALITY OF LIVING

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

ROOF - COMMUNITY ADD ON

SERVICES THAT ADD FURTHER VALUE TO THE RESIDENTS' LIVES

Sustainable Community



A Sustainable Community is a Balance of Four Components

Personal Livability

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

Environmental Stewardship

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

Economic Opportunities

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

Community Building

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

SECTION 4

STRATEGIC PLANNING DOCUMENTS

STRATEGIC PLANNING FOR THE CITY OF FORT PIERCE

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Strategic Planning Model for the City of Fort Pierce

Value-based principles that describe the preferred future in 15 years	**VISION**	**Destination** **"You Have Arrived"**
Strategic goals that focus outcome-base objectives and potential actions for 5 years	**PLAN**	**Map** **"The Right Route"**
Focus for one year – a work program: policy agenda for Mayor and Commission, management agenda for staff; major projects	**EXECUTION**	**Itinerary** **"The Right Direction"**
Principles that define the responsibility of city government and frame the primary services – core service businesses	**MISSION**	**Vehicle** **"The Right Bus"**
Personal values that define performance standards and expectations for employees	**CORE BELIEFS**	**Fuel** **"The Right People"**

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FORT PIERCE
VISION 2034

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3

Fort Pierce Vision 2034

Fort Pierce 2034 is a Unique Coastal Florida City

Our WATERFRONTS, (1)

STRONG LOCAL ECONOMY, (2)

HISTORY, ARTS AND CULTURE, (3)

CHOICE OF DESIRABLE NEIGHBORHOODS, (4)

OPPORTUNITIES FOR FUN, (5)

COMMUNITY UNITY AND PRIDE (6)

WHAT MAKES US UNIQUE

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Fort Pierce Vision 2034

PRINCIPLE 1

WATERFRONTS

- **Means**

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

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PRINCIPLE 2

STRONG LOCAL ECONOMY

▶ Means

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

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PRINCIPLE 3

HISTORY, ARTS AND CULTURE

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

PRINCIPLE 4

CHOICE OF DESIRABLE NEIGHBORHOODS

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

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PRINCIPLE 5

OPPORTUNITIES FOR FUN

- **Means**

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

PRINCIPLE 6

COMMUNITY UNITY AND PRIDE

- **Means**

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

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CITY OF FORT PIERCE
PLAN FOR 2019 – 2024

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City of Fort Pierce Goals 2024

SERVE OUR COMMUNITY

DEVELOP OUR COMMUNITY

ENGAGE OUR COMMUNITY

BEAUTIFY OUR COMMUNITY

ENJOY OUR COMMUNITY

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Goal 1
SERVE OUR COMMUNITY

OBJECTIVES

1. Have a financially responsible City government
2. Have a City organization that is responsive, responsible/accountable, results oriented, focused on the Fort Pierce community
3. Streamline City policies, regulations, processes and procedures
4. Have adequate resources to support defined City services and levels of service
5. Listen to and understand the needs and messages from the community
6. Maintain a top quality City workforce dedicated to serving the Fort Pierce community
7. Develop and fund City capital/equipment replacement

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

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SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Aging City infrastructure and facilities requiring significant maintenance and replacement
2. Streamlining City processes – more customer friendly
3. Limited revenue sources for cities
4. Increasing costs of capital projects and operations
5. City staffing and the capacity to provide services
6. Outdated information technology needing significant investment

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Deferred capital and equipment investment now requiring significant funding
2. Willingness to raise taxes and fees
3. Rising costs of healthcare, pensions, materials and energy
4. Actions by Federal and State governments: impacting revenues, unfunded mandates and regulations, fewer grants and earmarked projects
5. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority
6. Retaining a quality City workforce
7. Increasing demands for City services
8. Opportunity to expand resources through partnerships and grants
9. Rebuilding the City organization from the recession
10. Lack of local vendor participation

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POLICY ACTIONS 2019

1. City – FPUA Strategy: Key Issues and Direction
2. Charter/Code of Ordinances: Update
3. Police Retention and Compensation: Study, Direction and Funding
4. St. Lucie County – FPUA – City Agreement on Water Utility: Completion
5. Road Conditions and Resurfacing: Report, Direction and Funding

MANAGEMENT ACTIONS 2019

1. Compensation for "Targeted Positions"
2. Permitting Hub for Development/Permitting
3. It Comprehensive Plan, Project Completion and Funding
4. Purchasing Ordinance: Revision/Update
5. Emergency Management/Disaster Plan: Update

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MANAGEMENT IN PROGRESS 2019

1. Labor Negotiations and Contracts
    a. Teamsters
    b. PBA
    c. IPUA
2. City Attorney's Office: Staffing Assessment
3. ProjectDox: Building Department
4. Parking Enforcement Software for Mobile Parking Enforcement
5. Paperless Purchases Order System
6. Click-2-Gov
7. Citywide Payment Card Policy (online)
8. Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Upgrade
9. Paperless Payroll Process: Electronic Stub and Forms
10. Online Searchable Portal: Development
11. Comprehensive Employee Wellness Policy and Program
12. Vehicle/Equipment Replacement Plan: Year 2
13. Building Department Cross Training and Internship Program Approval
14. Deputy City Clerk: Certification
15. Small Business Guide
16. Opti View: Update

MANAGEMENT IN PROGRESS 2019

17. City Facilities Security: Video Surveillance
18. Migration to Cloud (Office 365)
19. Credit Cards Online
20. Community Response Rules and Policy Manual
21. Parking Counter in City Garage
22. One Solution Upgrade (from Naviline)
23. Indian Hills Golf Course: Marketing/Advertisement Enhancements
24. CSAB Election
25. IT Security Upgrade
26. PAL Park Infrastructure and On Boarding
27. Sunrise Theatre Integration and Services
28. Marina Application to Cloud
29. Public Works Work Order
30. Police Vehicle Replacement
31. Police Grants
    a. Secure Gate: Station/Substation
    b. Camera System
    c. Parking Lot Lights
32. Rich House: Open
33. Police Public Record Request: Process Improvements
34. Advanced Metering Infrastructure (AMI)

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MAJOR PROJECTS 2019

1. City Facilities Access Control and Security Upgrade
2. City Hall Waterproofing
3. City Hall: Covered Walkway for Pedestrians (Parking Garage and City Hall)
4. Building Department Relocation/Buildout
5. Police Carpet Replacement
6. WRF Backup Generator
7. Underground Conversions
8. Natural Gas Loop Project
9. Avenue "M" Water/Wastewater Restoration
10. Orange Avenue Forcemain
11. Savannah Road Re-pump Facility
12. Electric Pole Replacement
13. Di Giorgio Industrial Area Wastewater Infrastructure Project

ON THE HORIZON 2020 – 2024

1. FPUA Charter: Review and Revision
2. Emergency Operations Center: Funding
3. Enterprise Funds: Evaluation and Direction
4. City Owned Property: Sale of High Value Property
5. Wastewater Services Regionalization Expansion
6. Impact Fees: Update
7. New Alternative Revenues: Study and Direction
8. Debt Reduction Policy and Plan
9. City Hall: Seal/Paint

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GOAL 2
DEVELOP OUR COMMUNITY

OBJECTIVES

1. Have well maintained streets and public areas
2. Have an active, sustainable Port of Fort Pierce serving as an economic driver
3. Expand the local economy
4. Develop Brightline Station and surrounding area development
5. Have City policies and incentives for development and redevelopment
6. Have additional quality job opportunities for residents

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

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SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Attracting new businesses to Fort Pierce that create sustainable jobs
2. Continuing the momentum in the downtown area and the surrounding neighborhoods
3. Creating a world-class tourist destination for residents and visitors
4. Changing business attitudes toward investing in Fort Pierce
5. Tapping the development of the Port of Fort Pierce
6. City's aging infrastructure and facilities
7. Attracting developers and residents to Fort Pierce

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Increasing multi-modal transportation in Fort Pierce
2. Tapping the full potential of Fort Pierce's water assets
3. Consistency with County decisions for areas to be annexed
4. Working with the property owners, businesses and residents
5. Job skills for Port development and businesses
6. Maintaining and expanding public access to water
7. State of Florida legislation and Governor's Office
8. Retail development impacted by demographic and image
9. Balancing full time residents and tourist/businesses
10. Potential future economic recession

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POLICY ACTIONS 2019

1. Annexation: Interlocal Service Boundary Agreement
2. King Plant Redevelopment Project: Development Agreement
3. Downtown Hotel/Mixed Use Development: RFP, Agreement
4. Passenger Rail Station: Development
5. Development Consultant for City: Definition, Scope of Work, Direction and Funding
6. Economic Development Action Plan/Incentive Policy
7. Sports Tourism Strategy and Action Plan (with TDC

FPUA 2019

1. Renewable Power Source

MANAGEMENT ACTIONS 2019

1. Port Development: Next Steps (with St. Lucie County)
2. EAR/Comprehensive Plan: Update
3. Development Review Task Force: Report and Policy Adoption
4. CRA Plan: Update
5. Land Development Code: Conditional Use Update
6. Infill Development Ordinance

MANAGEMENT IN PROGRESS 2019

1. Business Retention and Expansion Program (BRE)
2. Television Commercial Campaign in Miami, Florida
3. Citywide Marketing Plan
4. National Events – National Firefighters Combat Challenge

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MAJOR PROJECTS 2019

1. City Parking Garage: Sealing
2. Fisherman's Wharf
    a. Road Reconstruction
    b. Seawall Reconstruction
    c. Marina Dredging
3. Citrus Bridge Overpass: Design/Construction
4. Surfside Park Residential Street Drainage Improvements: Construction
5. Melody Lane Seawall
6. Street Striping Project
7. Ohio Avenue and U.S. 1 Signalization Upgrade
8. Pumpout System – Northside
9. 7th Street Roadway Reconstruction (Wendell Road to 10th Street)
10. 17th Street Reconstruction (Avenue "D" to Orange Avenue)
11. Avenue "B" ROW Designation
12. Downtown Public Assets Cleanup/Maintenance
13. Ohio Avenue Realignment
14. Visitor Center: Parking Garage
15. Marina Square Sail Shade Structure

ON THE HORIZON 2020 – 2024

1. Water Regionalization: Discussion and Referendum
2. Master Plan for Courthouse Relocation
3. Seaplane Base and Service: Direction and City Actions
4. 7th Street Neighborhood Infrastructure Upgrade: Direction and Funding (Wendell/10th)
5. Island Height Restrictions: Review/Direction
6. EDC: Collaboration with Fort Pierce/FPUA
7. Wastewater Treatment Plant Relocation (Collaboration with FPUA): Detailed Plans
8. Peacock Arts District Revitalization Boundary Expansion and City Actions
9. Sister City Relations with Bahamas
10. Business Improvement District (BID) for Downtown: Creation
11. Downtown Residential Development: Next Project
12. Port Authority: Discussion
13. Georgia Avenue Outfall: Nutrient Removal
14. Port Authority Development
15. South Beach Parking: Direction

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ON THE HORIZON 2020 – 2024
(Continued)

16. Downtown Development: Report
17. Community Energy Conservation Program
18. Dirt Road Policy
19. Retail Development Strategy and City Action
20. Fort Pierce Redevelopment Agency: Surplus Land Disposition
21. Homeless Transition Housing
22. Incentives for Vacant Land Development
23. City Economic Development Position
24. Tri-Rail Service to Jupiter

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Goal 3
ENGAGE OUR COMMUNITY

OBJECTIVES

1. Have a well-informed community through proactive City communications
2. Have civility in the governance process
3. Have strong community policing – police know the community and the community know and trust the police
4. Have a reputation as an inclusive community with everyone feeling welcome and part of the community
5. Have City government providing the leadership to create community partnerships to expand community resources
6. Seek feedback from the community and use the information to implement improvements

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

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SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Commissioner districts and representation
2. Developing and sustaining common goals and vision for Fort Pierce that become the community's rallying point
3. Getting residents to become engaged in neighborhood and community organizations
4. Tapping the potential of citizen academy and movie event – opportunity to interact with departments
5. Developing future community leaders and City employees
6. Expanding and enhancing current community events
7. Helping residents understand the City policies, programs and service

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Expanding community wide youth programs to develop community pride
2. Moving beyond past history of a racially/socioeconomic divided community
3. Diverse population of Fort Pierce
4. Residents and businesses believing that the City is responsible for everything and solving all problems
5. Overcoming resident apathy
5. Looking to the whole community
6. Overcoming differences among neighborhoods

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POLICY ACTIONS 2019

1. Neighborhood Revitalization and Engagement: Input Meetings
2. Boards/Committees Revision
3. Community Events and Festivals Enhancements: Inventory, Report with Options and Direction

MANAGEMENT ACTIONS 2019

1. Community Policing: Expansion and Report
2. Community Youth Outreach to Diverse Population
3. Police Advisory Board: Report
4. Older Development Regulations: Revised Ordinances (from Growth Management Task Force)

MANAGEMENT IN PROGRESS 2019

1. 3rd Unity in Our Community

ON THE HORIZON 2020 – 2024

1. Community Outreach with Faith Community: Direction and City Actions
2. County Dialog and Issue Resolution
3. Police Youth Advisory Committee: Development
4. Neighborhood Identity and Pride Program
5. Marketing Program for Arts, Culture and Museums
6. Moore's Creek Multi Cultural Festival: Foods and Arts Celebration

DRAFT

Goal 4
BEAUTIFY OUR COMMUNITY

OBJECTIVES

1. Have attractive entrances and gateways: I-95
2. Have well maintained parks and park venues
3. Have attractive major corridors: Orange Avenue, U. S. 1
4. Have attractive signage and wayfinding signs, including mobile app
5. Reduce the visual blight in the City
6. Have well maintained streetscapes
7. Maintain waterfront

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

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SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Reputation and appearance of Fort Pierce
2. Funding of city capital projects
3. Irresponsible property owners who avoid complying with the City Code of Ordinances
4. Absentee property owners/homeowners not maintaining property
5. Initial image/impression as you leave I-95
6. Vacant land, buildings and homes
7. Maintaining a beautiful community after landscaping project is completed

LONG TERM CHALLENGES AND OPPORTUNITIES

1. High percentage of rental housing
2. Unattractive major corridors
3. Using bonds to replace dead landscaping
4. Funding for code compliance, law enforcement and public works
5. Continuing consistent application of the Code of Ordinances – application support in light of community pressure
6. Engaging and educating the community on the importance – beautification
7. Ability to afford compliance or beautification project
8. Improving the entire City with a unified vision
9. Different property maintenance standards among residents
10. Tapping the arts/artists resources in the community landscaping

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POLICY ACTIONS 2019

1. Code Enforcement: Performance Assessment, Report, Direction and City Actions
2. Park Maintenance and Upgrade: Condition Assessment, Report, Direction, City Actions and Funding/Volunteers
3. Wayfinding Signage: Report and Direction (Signs/Apps)
4. Lincoln Park Revitalization Initiative: Annual Report
5. Bond for Landscape Replacement: Direction and Enforcement
6. City Street Sweeping Program Privatization: Report and Direction

MANAGEMENT ACTIONS 2019

1. Dumpster Solutions for Downtown
2. Entrance/Gateways Beautification: Plan and Funding (Low Cost Option)
3. Mural Projects (3 – 4)

MANAGEMENT IN PROGRESS 2019

1. Main Street: Annual Report
2. Clean and Safe Initiative: Amendments and Cases

MAJOR PROJECTS 2019

1. Banner Replacement (Citywide)
2. Islands: New Plantings

ON THE HORIZON 2020 – 2024

1. Downtown Lighting: Assessment, Report, Direction and City Actions

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Goal 5
ENJOY OUR COMMUNITY

OBJECTIVES

1. Value the arts and culture as a community asset
2. Have top quality public schools partnering with the City
3. Have a variety of recreational programs and activities responsive to the Fort Pierce community
4. Have a reputation as a safe community for all
5. Have strong community events with active participation by residents
6. Have effective public transportation
7. Reduce the crime rate through community policing

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

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SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Expanding neighborhood watch and community programs to increase residents investments in safety and safe community
2. Reducing the homeless population
3. Continuing to enhance the quality of public schools
4. Funding for parks and recreation
5. Having strong community events and festivals that involve the residents
6. Addressing mental health issues with the County and community partners
7. Expanding night life and entertainment opportunities
8. More activities at the beach and/or the waterfront

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Continuing to respond proactively to gangs and drugs
2. Modernizing parks and their venues
3. Tapping the arts and cultural heritage and traditions of Fort Pierce
4. Continuing the success and expanding regional use of the Golf Course
5. Expanded community use of the Sunrise Theatre through revised programming
6. Changing leisure and recreational trends
7. Expanding and more aggressively handling panhandling in the community
8. Difference in generational expectations and activities
9. Respecting public property and landscaping

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POLICY ACTIONS 2019

1. Sunrise Theatre: Structure, Marketing, Program
2. Historic St. Anastasia Building/Property Use: St. Lucie Historic Museum Relocation, Renovation Contract
3. Sunrise Center Garage Office Development: Status and Direction
4. Edgartown Rebranding: Direction
5. Recreation Program Expansion: Assessment, Report, Direction and Funding

MANAGEMENT ACTIONS 2019

1. Porpoise Park: Report and Direction
2. Trolley/Tram Service: Report and Direction
3. Crime Reduction Action Plan: Specific Actions

MANAGEMENT IN PROGRESS 2019

1. Gangs Action Plan: Annual Update
2. Field Training Officer (FTO) Program: Revamp
3. Zora Neale Huston Trail Festival Day
4. SHIP Home Rehabs (20)
5. SHIP 1st Time Homebuyers
6. Trolley Saturday Route: Pilot
7. 4th Annual Highwaymen Heritage Trail Art Show and Festival
8. Allegany Franciscan Ministries Collaboration
9. Crabby's Restaurant Opening
10. Sunrise Theatre Corporate Sponsorships, Donors and Members Increase

MAJOR PROJECTS 2019

1. Indian Hills Golf Course Improvement Projects
2. Sunrise Theatre: Maintenance/New Roof Project
3. MLK Dreamland Park: Construction
4. Moore's Creek Boat Ramp Area Repairs
5. Fenn Park: Play Set
6. Fisherman's Wharf Boat Ramp: Rebuild
7. Marina Fuel Dock/Dock Master Support Building
8. Sunrise Theatre Black Box Floor

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ON THE HORIZON 2020 – 2024

1. Arts and Culture Strategic Plan Implementation
2. Charter School (s): Best Practices, Report and Direction
3. Swimming Program for Youths: Report, Partner Direction and City Actions
4. Gymnasium Expanded Hours: Report and Direction
5. Downtown Hours Regulations: Review and Refinement
6. Housing Upgrade Program: Best Practices, Report and Direction
7. Neighborhood Watch/Citizen Patrol: Expansion
8. Old Fort Park Sidewalk Connectivity
9. Pinewood Recreation Facility Improvement
10. Savannah Recreation Trail Connectivity to Indian Hills Recreation Area
11. Jaycee Park Connectivity Improvements
12. Additional Parking Garage for Downtown: Report and Direction

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CITY OF FORT PIERCE
ACTION AGENDA 2019

DRAFT

City of Fort Pierce
Policy Agenda 2019

TOP PRIORITY

DRAFT

HIGH PRIORITY

DRAFT

City of Fort Pierce
Management Agenda 2019

TOP PRIORITY

DRAFT

HIGH PRIORITY

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City of Fort Pierce
Management in Progress 2019

Labor Negotiations and Contracts

City Attorney's Office: Staffing Assessment

ProjectDox: Building Department

Parking Enforcement Software for Mobile Parking Enforcement

Paperless Purchases Order System

Click-2-Gov

Citywide Payment Card Policy (online)

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

Paperless Payroll Process: Electronic Stub and Forms

Online Searchable Portal: Development

Comprehensive Employee Wellness Policy and Program

Vehicle/Equipment Replacement Plan: Year 2

Building Department Cross Training and Internship Program Approval

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Deputy City Clerk: Certification

Small Business Guide

Opti View: Update

City Facilities Security: Video Surveillance

Migration to Cloud (Office 365)

Credit Cards Online

Community Response Rules and Policy Manual

Parking Counter in City Garage

One Solution Upgrade (from Naviline)

Indian Hills Golf Course: Marketing/Advertisement Enhancements

CSAB Election

IT Security Upgrade

PAL Park Infrastructure and On Boarding

Sunrise Theatre Integration and Services

Marina Application to Cloud

Public Works Work Order

Police Vehicle Replacement

Police Grants

Rich House: Open

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Police Public Record Request: Process Improvements

Advanced Metering Infrastructure (AMI)

Business Retention and Expansion Program (BRE)

Television Commercial Campaign in Miami, Florida

Citywide Marketing Plan

National Events – National Firefighters Combat Challenge

3rd Unity in Our Community

Main Street: Annual Report

Clean and Safe Initiative: Amendments and Cases

Gangs Action Plan: Annual Update

Field Training Officer (FTO) Program: Revamp

Zora Neale Huston Trail Festival Day

SHIP Home Rehabs (20)

SHIP 1st Time Homebuyers

Trolley Saturday Route: Pilot

4th Annual Highwaymen Heritage Trail Art Show and Festival

Allegany Franciscan Ministries Collaboration

Crabby's Restaurant Opening

Sunrise Theatre Corporate Sponsorships, Donors and Members Increase

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City of Fort Pierce
Major Projects 2019

City Facilities Access Control and Security Upgrade

City Hall Waterproofing

City Hall: Covered Walkway for Pedestrians (Parking Garage and City Hall)

Building Department Relocation/Buildout

Police Carpet Replacement

WRF Backup Generator

Underground Conversions

Natural Gas Loop Project

Avenue "M" Water/Wastewater Restoration

Orange Avenue Forcemain

Savannah Road Re-pump Facility

Electric Pole Replacement

Di Giorgio Industrial Area Wastewater Infrastructure Project

City Parking Garage: Sealing

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Fisherman's Wharf

Citrus Bridge Overpass: Design/Construction

Surfside Park Residential Street Drainage Improvements: Construction

Melody Lane Seawall

Street Striping Project

Ohio Avenue and U.S. 1 Signalization Upgrade

Pumpout System – Northside

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

17th Street Reconstruction (Avenue "D" to Orange Avenue)

Avenue "B" ROW Designation

Downtown Public Assets Cleanup/Maintenance

Ohio Avenue Realignment

Visitor Center: Parking Garage

Marina Square Sail Shade Structure

Banner Replacement (Citywide)

Islands: New Plantings

Indian Hills Golf Course Improvement Projects

Sunrise Theatre: Maintenance/New Roof Project

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MLK Dreamland Park: Construction

Moore's Creek Boat Ramp Area Repairs

Fenn Park: Play Set

Fisherman's Wharf Boat Ramp: Rebuild

Marina Fuel Dock/Dock Master Support Building

Sunrise Theatre Black Box Floor

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STRATEGIC PLANNING FOR THE CITY OF FORT PIERCE

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Strategic Planning Model for the City of Fort Pierce

Value-based principles that describe the preferred future in 15 years	**VISION**	**Destination** **"You Have Arrived"**
Strategic goals that focus outcome-base objectives and potential actions for 5 years	**PLAN**	**Map** **"The Right Route"**
Focus for one year – a work program: policy agenda for Mayor and Commission, management agenda for staff; major projects	**EXECUTION**	**Itinerary** **"The Right Direction"**
Principles that define the responsibility of city government and frame the primary services – core service businesses	**MISSION**	**Vehicle** **"The Right Bus"**
Personal values that define performance standards and expectations for employees	**CORE BELIEFS**	**Fuel** **"The Right People"**

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FORT PIERCE
VISION 2033

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Fort Pierce Vision 2033

Fort Pierce 2033 is a Unique Coastal Florida City

Our WATERFRONTS, (1)

STRONG LOCAL ECONOMY, (2)

HISTORY, ARTS AND CULTURE, (3)

CHOICE OF DESIRABLE NEIGHBORHOODS, (4)

OPPORTUNITIES FOR FUN, (5)

COMMUNITY UNITY AND PRIDE (6)

WHAT MAKES US UNIQUE

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Fort Pierce Vision 2033

PRINCIPLE 1

WATERFRONTS

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

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PRINCIPLE 2

STRONG LOCAL ECONOMY

▶ Means

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

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PRINCIPLE 3

HISTORY, ARTS AND CULTURE

▶ Means

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

PRINCIPLE 4

CHOICE OF DESIRABLE NEIGHBORHOODS

▶ Means

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

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PRINCIPLE 5

OPPORTUNITIES FOR FUN

▶ Means

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

PRINCIPLE 6

COMMUNITY UNITY AND PRIDE

▶ Means

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

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CITY OF FORT PIERCE
PLAN for 2018 – 2023

City of Fort Pierce
Goals 2023

DEVELOP OUR COMMUNITY

ENGAGE OUR COMMUNITY

SERVE OUR COMMUNITY

BEAUTIFY OUR COMMUNITY

ENJOY OUR COMMUNITY

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GOAL 1
DEVELOP OUR COMMUNITY

OBJECTIVES

1. Have well maintained streets and public areas
2. Have an active, sustainable Port of Fort Pierce serving as an economic driver
3. Have additional quality job opportunities for residents
4. Relocate Wastewater Treatment Plant and replace with housing, mixed use development or hotel
5. Have a City reputation as “business friendly”
6. Expand the local economy
7. Expand tourism
8. Have City policies and incentives for development and redevelopment

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

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SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Attracting new businesses to Fort Pierce that create sustainable jobs
2. Increasing multi-modal transportation in Fort Pierce
3. Tapping the development of the Port of Fort Pierce
4. Job skills for Port development and businesses
5. City's aging infrastructure and facilities
6. Funding and performance accountability for economic development activities
7. Continuing the momentum in the downtown area and the surrounding neighborhoods
8. Attracting developers and residents to Fort Pierce

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Developing an image as a "business friendly" community and City
2. Preserving the view of waterfront
3. Creating a world-class tourist destination for residents and visitors
4. Tapping the full potential of Fort Pierce's water assets
5. Consistency with County decisions for areas to be annexed
6. Working with the property owners, businesses and residents
7. Defining the City's role and incentives
8. Marketing waterfront assets
9. Maintaining and expanding public access to water
10. Attracting appropriate businesses to locate on or near the water
11. Increasing investments from St. Lucie County, City of Port St. Lucie

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POLICY ACTIONS 2018

1.	Annexation: Interlocal Service Boundary Agreement (ISBA)	Top Priority
2.	Port Development: Next Steps (St. Lucie County)	Top Priority
3.	Street Resurfacing: Service Level and Funding	Top Priority
4.	Seaplane Base and Service: Direction and City Action	Top Priority
5.	Force FPUA: Wastewater Treatment Plant Relocation	High Priority
6.	Orange Avenue Corridor Beautification Plan	High Priority
7.	Neighborhood Infrastructure Upgrade Plan Project Priority and Funding	

MANAGEMENT ACTIONS 2018

1.	Downtown Hotel/Mixed Development: RFP, Agreement	Top Priority
2.	Dredging Marina and Channel	Top Priority
3.	EAR/Comprehensive Plan	Top Priority
4.	Expanded Bahamas Relations Strategy	Top Priority
5.	Tiki Bar: Direction and City Actions	Top Priority
6.	Peacock Arts District Revitalization Plan	High Priority
7.	Development Review Task Force: Report and Implementation	High Priority
8.	CRA Plan: Update	High Priority

MANAGEMENT IN PROGRESS 2018

1. Little Jim's Lease:
    - Commission Direction
    - Commission Decision
2. Community Rating System (CRS): Coordinator
3. FEMA Regulations for Flood Insurance: Public Education
4. Small Business Assistance Program and Services
5. Business Retention and Expansion Program (BRE)

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MAJOR PROJECTS 2018

1. North 2nd Street Road Improvements
2. Avalon Avenue Drainage Improvements
3. City Parking Garage: Sealing
4. Day Docks
5. Canal Armoring
    a. Virginia Avenue Outfall Canal
    b. Mayflower (Virginia to Edwards)
6. Fisherman's Wharf
    a. Road Reconstruction
    b. Seawall Reconstruction
    c. Marina Dredging
7. Citrus Bridge Overpass: Major Maintenance
8. Surfside Park Residential Street Drainage Improvements
9. Melody Lane Seawall
10. Street Striping Project
11. Ohio Avenue and U.S. 1 Signalization: Upgrade
12. Pumpout System – Northside
13. Georgia Avenue Outfall: Nutrient Removal
14. Downtown Restroom
15. 7th Street Roadway Reconstruction (Wendell Road to 10th Street)
16. 17th Street Reconstruction (Avenue "D" to Orange Avenue)

ON THE HORIZON 2019 – 2023

1. Port Authority: Development
2. Small Business Assistance Program and Services: Funding
3. Utility Capacity for Growth: Report and Direction
4. Little Jim's Lease: RFP
5. South Beach Parking: Direction
6. Downtown Development: Report and Future City Actions
7. Downtown Parking: Status and Direction, Events on Top Floor
8. Energy Conservation Program – Community: Report with Options, Goals, Direction and City Actions
9. Dirt Road Policy: Land Acquisition Direction and Funding
10. Retail Development Strategy: Goals, Report with Options and Direction
11. Grocery Store Attraction in Downtown
12. Avenue B: Rename (at King Plant)
13. Paid Parking: Study and Direction
14. Commercial Air Service
15. Short Term Rental Regulations

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ON THE HORIZON 2019 – 2023

(Continued)

16. Fort Pierce Redevelopment Agency: Surplus Land Disposition
17. Citrus Bridge Overpass
18. West of U.S. 1 Redevelopment: Vision and Strategy
19. Homeless Transition Housing
20. Edwards Road Corridor Strategy
21. Tourism Development Strategy
22. Incentives for Residential Upgrades
23. Incentives for Vacant Land Development
24. Indian River Terminal Purchase
25. Downtown Restrooms: Direction
26. Downtown Study: Update
27. Downtown Public Assets Clean Up and Maintenance Funding
28. Economic Development: Position
39. Special Area Plan: Taylor Creek Update
30. Tri – Rail Service to Jupiter
31. Land Development Code: Conditional Use Update
32. Street Striping Program
33. Stormwater Retrofit Projects

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Goal 2
ENGAGE OUR COMMUNITY

OBJECTIVES

1. Have a well-informed community through proactive City communications
2. Have civility in the governance process
3. Have strong community policing – police know the community and the community know and trust the police
4. Have a reputation as an inclusive community with everyone feeling welcome and part of the community
5. Have City government providing the leadership to create community partnerships to expand community resources
6. Seek feedback from the community and use the information to implement improvements

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

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SHORT TERM CHALLENGES AND OPPORTUNITIES

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

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Diverse population of Fort Pierce
2. Developing common goals and vision for Fort Pierce that become the community's rallying point
3. Capturing Fort Pierce “alumni”
4. Residents and businesses believing that the City is responsible for everything and solving all problems
5. Expanding and enhancing current community events
5. Mobility and transportation options for residents

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POLICY ACTIONS 2018

1. Community Police: Definition, Best Practices, Report with Options, Direction — High Priority
2. Community Youth Outreach to Diverse Population: Direction
3. Community Unity Strategy and Action Plan

MANAGEMENT ACTIONS 2018

1. Citizen Advisory Board for Police: Direction, Resolution — Top Priority
2. Youth Council: Report with Recommendations

MANAGEMENT IN PROGRESS 2018

1. Restoring the Village Program

ON THE HORIZON 2019 – 2023

1. School Enhancement Strategy
2. Community Events: Inventory, Evaluation Report, Direction
3. Boards/Committees Revision
4. City Electronic Communications Policy
5. Ethics Policy Direction
6. Police Youth Advisory Committee: Development
7. Neighborhood Identity and Pride Program
8. Marketing Program for Arts, Culture and Museums
9. Backus Museum Expansion
10. Moore's Creek Multi Cultural Festival: Foods and Arts Celebration

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Goal 3
SERVE OUR COMMUNITY

OBJECTIVES

1. Have a financially responsible City government
2. Have a City organization that is responsive, responsible/accountable, results oriented, focused on the Fort Pierce community
3. Streamline City policies, regulations, processes and procedures
4. Have adequate resources to support defined City services and levels of service
5. Listen to and understand the needs and messages from the community
6. Maintain a top quality City workforce dedicated to serving the Fort Pierce community
7. Develop and fund City capital/equipment replacement

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

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SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Aging City infrastructure and facilities requiring significant maintenance and replacement
2. Deferred capital and equipment investment now requiring significant funding
3. Willingness to raise taxes and fees
4. Limited revenue sources for cities
5. Increasing costs of capital projects
6. Rising costs of healthcare, pensions, materials and energy
7. Actions by Federal and State governments: impacting revenues, unfunded mandates and regulations, fewer grants and earmarked projects
8. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Retaining a quality City workforce
2. City staffing and the capacity to provide services
3. Streamlining City processes – more customer friendly
4. Outdated information technology needing significant investment
5. Increasing demands for City services
6. Opportunity to expand resources through partnerships and grants
7. Communicating with residents on City finances and services
8. Rebuilding the City organization from the recession

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POLICY ACTIONS 2018

1. Stormwater Management Utility Fee: Comparative Analysis and Increase — Top Priority
2. City – FPUA Strategy: Key Issues and Direction — Top Priority
3. Emergency Operations Center: Direction — High Priority
4. Small Public Transit Vehicle/Tram: Evaluation Report with Options, Direction and Funding — High Priority
5. City Employee Compensation: Restructure and Funding — High Priority
6. City Services and Staffing Level: Evaluation Report and Funding
7. Infrastructure Investment Surtax: Public Awareness and Election

MANAGEMENT ACTIONS 2018

1. Code of Ordinances: Update — Top Priority
2. "Permitting Hub" for Development/Permitting — Top Priority
3. Civil Service Appeal Process — High Priority
4. Information Technology Master Plan and Implementation — High Priority
5. Spending Limit for City Manager: Report and Direction

MANAGEMENT IN PROGRESS 2018

1. Purchasing Policy: Revision
2. Labor Contracts (3)
3. GolfTrac Cloud: IHGC Funding
4. Financial Policies and Procedures Manual
5. Police Promotion Examinations
6. Legal Secretary/Paralegal: Hiring
7. Sunrise Theatre Succession Plan

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MANAGEMENT IN PROGRESS 2018

8. ProjectDox: Building Department
9. T2 Parking Enforcement Software for Mobile Parking Enforcement
10. Paperless Purchase Order System
11. Click-2-Gov
12. Citywide Payment Card Policy (Online)
13. Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Maintenance and Upgrade
14. Paperless Payroll Process: Electronic Stubs and Forms
15. Online Searchable Portable: Development
16. Comprehensive Employee Wellness Policy and Program
17. Police Minority Recruitment Program/Advancement: Revision
18. Vehicle Equipment Replacement Plan: Implementation

MAJOR PROJECTS 2018

1. City Facilities Access Control and Security Upgrade
2. Fuel Island Canopy
3. Gasoline and Diesel Fuel Tank Replacement
4. City Hall: Water Roofing
5. City Hall: Possible Covered Walkway for Pedestrian Connection Between Parking Garage and City Hall

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ON THE HORIZON 2019 – 2023

1. St. Lucie County: Key Issues and Direction
2. City Owned Property: Sales of High Value Properties
3. Recreation Division: Creation and Funding
4. Vesting Period: Problem Analysis/Financial Impact Report with Options and Direction
5. Capital Outlay Plan (5 year) and Funding Mechanism
6. Code of Ordinance/Charter Modernization: Approach and Fund
7. Wastewater Services Regionalization Expansion
8. Information Technology: Upgrade Plan and Funding
9. Impact Fees: Update
10. Purchasing Ordinance: Review Procurement
11. Vehicle Equipment Replacement: Plan and Funding
12. New Alternative Revenues: Study and Direction
13. Comprehensive Analysis of Fee Schedules
14. Enterprise Funds: Evaluation and Direction
15. Debt Reduction Policy and Plan
16. MSTU: Evaluation and Direction
17. City Hall: Seal/Paint

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Goal 4
BEAUTIFY OUR COMMUNITY

OBJECTIVES

1. Have attractive entrances and gateways: I-95
2. Have well maintained parks and park venues
3. Have attractive major corridors: Orange Avenue, U. S. 1
4. Have attractive signage and wayfinding signs, including mobile app
5. Reduce the visual blight in the City
6. Have well maintained streetscapes
7. Maintain beaches and waterfront

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

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Reputation and appearance of Fort Pierce, particularly Orange Avenue
2. Funding of city capital projects
3. Funding for code compliance, law enforcement and public works
4. Initial image/impression as you leave I-95
5. Irresponsible property owners who avoid complying with the City Code of Ordinances
6. Consistent application of the Code of Ordinances – application support in light of community pressure
7. High percentage of rental housing and incentives for tenants
8. Unattractive major corridors
9. Vacant land, buildings and homes

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Addressing blighted structures
2. Engaging and educating the community on the importance – beautification
3. Defining the City's role
4. Ability to afford compliance or beautification project
5. Improving the entire City with a unified vision
6. Different property maintenance standards among residents

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POLICY ACTIONS 2018

1. Dumpster Solutions for Downtown — Top Priority
2. Entrances/Gateways Beautification: Plan and Funding — High Priority
3. Infill Redevelopment

MANAGEMENT ACTIONS 2018

1. Clean and Safe Community Initiative — Top Priority
2. Lincoln Park Revitalization Initiative
3. Mural Projects (4)

MANAGEMENT IN PROGRESS 2018

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

MAJOR PROJECTS 2018

1. Banner Replacement (Citywide)

ON THE HORIZON 2019 – 2023

1. Habitat for Humanity Partnership: Direction
2. Infill Redevelopment: Direction

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Goal 5
ENJOY OUR COMMUNITY

OBJECTIVES

1. Value the arts and culture as a community asset
2. Have top quality public schools partnering with the City
3. Have a variety of recreational programs and activities responsive to the Fort Pierce community
4. Have a reputation as a safe community for all
5. Have strong community events with active participation by residents
6. Have effective public transportation
7. Reduce the crime rate through community policing

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

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SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Reduced homeless population
2. Continuing to respond proactively to gangs and drugs
3. Expanding neighborhood watch and community programs to increase residents investments in safety and safe community
4. Continuing to enhance the quality of public schools
5. Funding for parks and recreation
6. Tapping the arts and cultural heritage and traditions of Fort Pierce
7. Having strong community events and festivals that involve the residents
8. Addressing mental health issues with the County and community partners
9. Reinforcing trust in Police Department

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Continuing the success and expanding community use of the Golf Course
2. Expanded community use of the Sunrise Theatre through revised programming
3. Expanding night life and entertainment opportunities
4. Developing “personal” relationships in the community – individual residents
5. Balancing recreation sports and competitive sports
6. More activities at the beach and/or the waterfront
7. Changing leisure and recreational trends
8. Defining the City’s role in recreation and the relationship to community organizations
9. Modernizing parks and their venues

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POLICY ACTIONS 2018

1. Sunrise Theatre: Comprehensive Evaluation, Report with Options and Direction — Top Priority
2. Homeless Resource Center: Concept, Partners/County and Locations — High Priority
3. Historic St. Anastasia Building/Property Use: Conversion to Heritage and Cultural Center
4. Porpoise Park: Report with Options and Direction

MANAGEMENT ACTIONS 2018

1. Recreation Division: Direction — High Priority
2. Shuffle Board Court: Direction — High Priority
3. Historic Preservation Report
4. Gangs Action Plan: Update

MANAGEMENT IN PROGRESS 2018

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

MAJOR PROJECTS 2018

1. Public Day/"Dingy" Dock
2. Indian Hills Golf Course Improvements Projects
3. Sunrise Theatre: Maintenance Project
4. MLK Dreamland Park: Construction (Memorial/Improvement)
5. Moore's Creek Boat Ramp Area Repairs
6. Fenn Park: Play Set
7. Fisherman's Wharf Boat Ramp: Rebuild

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ON THE HORIZON 2019 – 2023

1. Youth Recreation Program: Needs Assessment, Report with Options, and Direction
2. Public-Private Partnership Lincoln Theater: Agreement
3. Shuffle Board Court: Relocation Report with Options and Direction
4. Arts and Culture Strategic Plan: Development
5. Mobile Parking Enforcement Program
6. Neighborhood Watch/Citizen Patrol: Expansion
7. Old Fort Park Project: Sidewalk Connectivity
8. Public Access to Waterfront: Land Development Regulations LDR Changes
9. Transit Link: Downtown and Beach
10. PAL Park: Outside Basketball Courts
11. Pinewood Recreation Facility Improvement
12. Police Athletic League (PAL) Park: Restrooms
13. Savannah Recreation Trail Connectivity to Indian Hills Recreation Area Trail
14. Jaycee Park Connectivity Improvements

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CITY OF FORT PIERCE
ACTION AGENDA 2018

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City of Fort Pierce
Policy Agenda 2018

TOP PRIORITY

Annexation: Interlocal Service Boundary Agreement (ISBA)

Port Development: Next Steps (St. Lucie County)

Stormwater Management Utility Fee: Comparative Analysis and Increase

Dumpster Solutions for Downtown

Street Resurfacing: Service Level and Funding

Seaplane Base and Service: Direction and City Action

City – FPUA Strategy: Key Issues and Direction

Sunrise Theatre: Comprehensive Evaluation, Report with Options and Direction

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HIGH PRIORITY

Small Public Transit Vehicle/Tram: Evaluation Report with Options, Direction and Funding

Emergency Operations Center: Direction

Homeless Resource Center: Concept, Partners/County and Locations

Force FPUA: Wastewater Treatment Plant Relocation

Orange Avenue Corridor Beautification Plan

Community Policing: Definition, Best Practices, Report with Options, Direction

City Employee Compensation: Restructure and Funding

Entrances/Gateways Beautification: Plan and Funding

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City of Fort Pierce
Management Agenda 2018

TOP PRIORITY

Downtown Hotel/Mixed Development: RFP, Agreement

Dredging Marina and Channel

EAR/Comprehensive Plan

“Permitting Hub” for Development/Permitting

Expanded Bahamas Relations Strategy

Tiki Bar: Direction and City Actions

Citizen Advisory Board for Police: Direction, Resolution

Clean and Safe Community Initiative

Code of Ordinances: Update

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HIGH PRIORITY

Peacock Arts District Revitalization Plan

Recreation Division: Direction

Shuffle Board Court: Direction

Development Review Task Force: Report and Implementation

CRA Plan: Update

Civil Service Appeal Process

Information Technology Master Plan and Implementation

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City of Fort Pierce
Management in Progress 2018

Little Jim's Lease: Commission Direction, Commission Decision

Community Rating System (CRS): Coordinator

FEMA Regulations for Flood Insurance: Public Education

Small Business Assistance Program and Services

Business Retention and Expansion Program (BRE)

Restoring the Village Program

Purchasing Policy: Revision

Labor Contracts (3)

GolfTrac Cloud: IHGC Funding

Financial Policies and Procedures Manual

Police Promotion Examinations

Legal Secretary/Paralegal: Hiring

Sunrise Theatre Succession Plan

ProjectDox: Building Department

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T2 Parking Enforcement Software for Mobile Parking Enforcement

Paperless Purchase Order System

Click-2-Gov

Citywide Payment Card Policy (Online)

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

Paperless Payroll Process: Electronic Stubs and Forms

Online Searchable Portal: Development

Comprehensive Employee Wellness Policy and Program

Police Minority Recruitment Program/Advancement: Revision

Vehicle Equipment Replacement Plan: Implementation

Main Streets Annual/Activity Report

Tag and Tow of Non-Operable Vehicles

New Animal Control Comcate Program

Long Term Contract for Golf Course Maintenance

Field Training Officer (FTO) Program: Revamp

Zora Neale Huston Trail Festival Day

SHIP Home Rehabs (30)

SHIP 1st Time Homebuyers

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City of Fort Pierce
Major Projects 2018

North 2nd Street Road Improvements

Avalon Avenue Drainage Improvements

City Parking Garage: Sealing

Day Docks

Canal Armoring: Virginia Avenue Outfall Canal, Mayflower

Fisherman's Wharf Projects

Citrus Bridge Overpass: Major Maintenance

Surfside Park Residential Street Drainage Improvements

Melody Lane Seawall

Street Striping Project

Ohio Avenue and U.S. 1 Signalization: Upgrade

Pumpout System – Northside

Georgia Avenue Outfall: Nutrient Removal

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Downtown Restroom

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

17th Street Reconstruction (Avenue "D" to Orange Avenue)

City Facilities Access Control and Security Upgrade

Fuel Island Canopy

Gasoline and Diesel Fuel Tank Replacement

City Hall: Waterproofing

City Hall: Possible Covered Walkway for Pedestrian Connection Between Parking Garage and City Hall

Banner Replacement (Citywide)

Public Day/"Dingy" Dock

Indian Hills Golf Course Improvements Projects

Sunrise Theater: Maintenance Project

MLK Dreamland Park: Construction (Memorial/Improvement)

Moore's Creek Boat Ramp Area Repairs

Fenn Park: Play Set

Fisherman's Wharf Boat Ramp: Rebuild

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City of Fort Pierce
Action Outlines 2018

GOAL 1 DEVELOP OUR COMMUNITY

ACTION: ANNEXATION: INTERLOCAL SERVICE BOUNDARY AGREEMENT (ISBA)

PRIORITY
Policy – Top

Key Issues	*Activities/Milestones*	*Time*
+ Paradise Park	1. Receive Response from St. Lucie	4/18
+ Sheraton Plaza	2. Negotiate ISBA Agreement	4/19
+ Western	3. Commission Decision: Individual Parcel	TBD
* Funding		
• Service Level		
• Staffing		
• County Coordination		

Responsibility: Planning

ACTION: PORT DEVELOPMENT: NEXT STEPS [St. Lucie County/City of Ft. Pierce]

PRIORITY
Policy – Top

Key Issues

- Coordination with St. Lucie County
- Funding from Port Council/FDOT

Activities/Milestones	*Time*
A. Operations of Mega Yacht Service	
1. Finalize RFP for Operations of Mega Yacht Service Center	5/18
2. Issue RFP	5/18
3. Receive RFP responses	9/18
4. Evaluate responses	11/18
5. Select Operator	11/18
B. Port Master Plan: Update (St. Lucie County)	
1. Select Consultant	6/18
2. Complete Update	2019
C. Stormwater Master Plan for Port Area (City of Ft. Pierce)	
1. Application for Grant Assistance	3/18
2. Receive notification	8/18
3. Select consultant	11/18
4. Complete Master Plan	6/19

Responsibility: City Manager

ACTION: STREET RESURFACING: SERVICE LEVEL AND FUNDING

PRIORITY
Policy – Top

Key Issues

- Street Identification
- Proposals
- Additional Funding
- Current: $300,000
- FPUA Plans for Repair/Replacement Coordination

Activities/Milestones	*Time*
1. Identify streets	4/18
2. Obtain proposal for resurfacing	5/18
3. Prepare report	5/18
4. Commission Decision: Notice to Proceed	5/18
5. Develop budget proposal	6/18
6. Construction: Resurfacing Projects	7/18
7. Commission Budget FY ’19 – ’20	9/18

Responsibility: Engineering

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ACTION: SEAPLANE BASE AND SERVICE: DIRECTION AND CITY ACTION

PRIORITY
Policy – Top

Key Issues

- Location
- Zoning
- Funding
- Permitting
- Water Airport
- Private Businesses
- Fire District
- Safety Concerns

Activities/Milestones	*Time*
1. Identify location	5/18
2. Initiate zoning change	5/18
3. Commission Decision Zoning	9/18
4. Apply permits: FAA, South Florida Water Management District	5/18
5. Pursue grants	5/18
6. Receive permit	4/19
7. Communicate action and status to private businesses	Ongoing

Responsibility: City Manager

ACTION: FORCE FPUA: WASTEWATER TREATMENT PLANT RELOCATION

PRIORITY
Policy – High

Key Issues

- Relocation
- Funding
- Utility Services Agreement(s)
- Lack of FPUA Action
- Regionalization of Utilities: Water and Wastewater

Activities/Milestones	*Time*
1. Present conceptual plan – Commission – FPUA – St. Lucie County	4/18
2. Commission Decision: Policy and Plan Adoption	8/18
3. Negotiate FPUA and St. Lucie County	TBD

Responsibility: City Manager

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ACTION: ORANGE AVENUE CORRIDOR BEAUTIFICATION PLAN

PRIORITY
Policy – High

Key Issues

- Scope
- FDOT
- Funding
- Utilities
- ROW
- TPO

Activities/Milestones	*Time*
1. Define "Complete" Streets and Project – Scope	6/18
2. Commission Conference Agenda: Presentation and Direction	10/18

Responsibility: Planning

ACTION: NEIGHBORHOOD INFRASTRUCTURE UPGRADE PLAN PROJECT PRIORITY AND FUNDING

PRIORITY
Policy

Key Issues

- Project Scope
- Project Priority

* Funding

Activities/Milestones	*Time*
1. Review CIP	5/18
2. Prepare report	5/18
3. Commission Conference Agenda: Project	6/18
4. Commission Decision: CIP '19 – '20 Adoption	7/18

Responsibility: Engineering

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ACTION: DOWNTOWN HOTEL/MIXED DEVELOPMENT: RFP, AGREEMENT

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
• Development Agreement • Compatibility with CRA/City Plan	1. Receive bids	3/18
	2. Presentation to Evaluate Committee	4/18
	3. Complete evaluation, develop recommendations	6/18
	4. Commission Decision: Select Developer	6/18
	5. Negotiate development agreement	10/18
	6. Commission Decision: Development Agreement	10/18

Responsibility: City Manager

ACTION: DREDGING MARINA AND CHANNEL

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
	1. Analyze proposal	3/18
	2. Commission Decision: Award Contract	4/18
	3. Complete dredging	5/18 – 7/18

Responsibility: City Marina

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ACTION: EAR/COMPREHENSIVE PLAN

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
	1. Solicit consultation, issue RFP	5/18
	2. Select consultant	6/18
	3. Commission Decision: Award Contract	6/18
	4. Complete EAR/Comprehensive Plan	11/18
	5. Commission: Initial Approval	12/18
	6. State Review and Response	2/19
	7. Commission Decision: Final Adoption	3/19

Responsibility: Planning

ACTION: EXPANDED BAHAMAS RELATIONS STRATEGY

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
• City Festival(s)	1. Meet Consul General	5/18
	2. Develop Sister City Partnership – Grand Bahamas Island	8/18
	3. Commission Decision: Sister City Agreement	9/18

Responsibility: City Manager

ACTION TIKI BAR: DIRECTION AND CITY ACTIONS

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
	1. Receive RFP	3/18
	2. Evaluate proposal	4/18
	3. Commission Decision: Award Contract/Lease	5/18

Responsibility: City Clerk

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ACTION: PEACOCK ARTS DISTRICT REVITALIZATION PLAN

PRIORITY
Mgmt – High

Key Issues

- Project
- Funding
- Boundary Extension

Activities/Milestones	*Time*
1. Commission Conference Agenda: Presentation and Direction	5/18
2. Develop Overlay District	5/18
3. Commission Decision: Overlay District	9/18

Responsibility: City Manager

ACTION: DEVELOPMENT REVIEW TASK FORCE: REPORT AND IMPLEMENTATION

PRIORITY
Mgmt – High

Key Issues

- FPUA Issues
- Ordinance Changes
- Relations to City Charter Changes

Activities/Milestones	*Time*
1. Complete report (Chamber of Commerce)	6/18
2. Commission Presentation: Recommendations and Direction	7/18
3. Review/revise ordinance	10/18
4. Commission Decision: Ordinance Changes	11/18

Responsibility: City Clerk

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ACTION: CRA PLAN: UPDATE

PRIORITY
Mgmt – High

Key Issues	*Activities/Milestones*	*Time*
	1. Issue RFP/RFQ	5/18
	2. Receive response	6/18
	3. Evaluate and select consultant	8/18
	4. FPRA Board: Award Contract	9/18
	5. Presentation: CRA Advisory Committee – Input	12/18
	6. Develop Plan Update	4/19

Responsibility: Planning

▶ Management in Progress 2018

	TIME
1. Little Jim's Lease:	
• Commission Direction	4/18
• Commission Decision	10/18
2. Community Rating System (CRS): Coordinator	4/18
3. FEMA Regulations for Flood Insurance: Public Education	7/18
4. Small Business Assistance Program and Services	9/18
5. Business Retention and Expansion Program (BRE)	Ongoing

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▶ Major Projects 2018

		TIME
1.	North 2nd Street Road Improvements	4/18
2.	Avalon Avenue Drainage Improvements	6/18
3.	City Parking Garage: Sealing	7/18
4.	Day Docks	9/18
5.	Canal Armoring	
	a. Virginia Avenue Outfall Canal	10/18
	b. Mayflower (Virginia to Edwards)	5/19
6.	Fisherman's Wharf	10/18 – 10/19
	a. Road Reconstruction	
	b. Seawall Reconstruction	
	c. Marina Dredging	
7.	Citrus Bridge Overpass: Major Maintenance	11/18
8.	Surfside Park Residential Street Drainage Improvements	12/18
9.	Melody Lane Seawall	12/18
10.	Street Striping Project	12/18
11.	Ohio Avenue and U.S. 1 Signalization: Upgrade	3/19
12.	Pumpout System – Northside	3/19
13.	Georgia Avenue Outfall: Nutrient Removal	5/19
14.	Downtown Restroom	5/19
15.	7th Street Roadway Reconstruction (Wendell Road to 10th Street)	7/19
16.	17th Street Reconstruction (Avenue "D" to Orange Avenue)	12/19

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GOAL 2 ENGAGE OUR COMMUNITY

ACTION: COMMUNITY POLICING: DEFINITION, BEST PRACTICES, REPORT WITH OPTIONS, DIRECTION

PRIORITY
Policy – High

Key Issues	*Activities/Milestones*	*Time*
	1. Commission Conference Agenda: Report and Direction	8/18

Responsibility: Police

ACTION: COMMUNITY YOUTH OUTREACH TO DIVERSE POPULATION: DIRECTION

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
• Youth Outreach	1. Commission Conference Agenda: Presentation and Direction	8/18

Responsibility: Police

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ACTION: COMMUNITY UNITY STRATEGY AND ACTION PLAN

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
	1. Conduct "Community" event	7/18
	2. Enhancements:	
	a. Easter Parade	4/18
	b. Praise in the Park	5/18
	c. Impact Awards Show	8/18
	d. Fishing Tournament	6/18
	e. Golf with Pros	5/18
	f. Summer Camps (Sunrise Theatre)	6/18 – 8/18

Responsibility: Information Technology

ACTION: CITIZEN ADVISORY BOARD FOR POLICE: DIRECTION, RESOLUTION

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
• Purposes	1. City Manager: Review	5/18
• Membership	2. Commission Conference Agenda: Direction	5/18
• Processes	3. Commission Decision: Resolution	6/18

Responsibility: Police

ACTION: YOUTH COUNCIL: REPORT WITH RECOMMENDATIONS

PRIORITY
Mgmt

Key Issues	*Activities/Milestones*	*Time*
	1. Commission Decision: Acceptance of Recommendations	3/18

Responsibility: City Manager

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▶ Management in Progress 2018

	TIME
1. Restoring the Village Program	Ongoing

GOAL 3 SERVE OUR COMMUNITY

ACTION: STORMWATER MANAGEMENT UTILITY FEE: COMPARATIVE ANALYSIS AND INCREASE

PRIORITY
Policy – Top

Key Issues

- Fee
- Projects
- Aging Infrastructure

Activities/Milestones	*Time*
1. Review needs/market analysis	5/18
2. Develop report	5/18
3. Commission Decision: Fee	6/18
4. Send to St. Lucie County	6/18

Responsibility: Engineering

ACTION: CITY – FPUA STRATEGY: KEY ISSUES AND DIRECTION

PRIORITY
Policy – Top

Key Issues

- Communications
- Coordination of Projects
- Utility Agreements
- Economic Development
- Capital Projects

Activities/Milestones	*Time*
1. Meeting between City Commission and FPUA Board: Identify Issues, Discuss Issues, Direction	5/18
2. Participate in City's Strategic Planning Process	2/19

Responsibility: City Clerk

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ACTION: EMERGENCY OPERATIONS CENTER: DIRECTION

PRIORITY
Policy – High

Key Issues

- Concept
- Funding
- Location

Activities/Milestones	*Time*
1. Develop conceptual design, costs and location	5/18
2. City Manager: Review	6/18
3. Identify funding sources/partners	10/18
4. Commission Decision: Approval	11/18

Responsibility: Police

ACTION: SMALL PUBLIC TRANSIT VEHICLE/TRAM: EVALUATION REPORT WITH OPTIONS, DIRECTION AND FUNDING

PRIORITY
Policy – High

Key Issues

- Funding

Activities/Milestones	*Time*
1. Review/revise report	5/18
2. Commission Conference Agenda: Direction	5/18
3. Commission Decision: Approval	6/18
4. Obtain tram	9/18
5. Service initiated	10/18

Responsibility: Public Works

ACTION: CITY EMPLOYEE COMPENSATION: RESTRUCTURE AND FUNDING

PRIORITY
Policy – High

Key Issues

Activities/Milestones	*Time*
1. Analyze Study	5/18
2. Complete report with recommendations	6/18
3. Incorporate in budget proposal	6/18
4. Commission Decision: Budget ’19 – ’20	9/18

Responsibility: Human Resources

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

PRIORITY
Policy

Key Issues

- Service
- Service Level
- Funding
- Performance Measures

Activities/Milestones	*Time*
1. Review City organization – services and staffing needs	5/18
2. Develop budget proposal	6/18
3. Commission Decision: Budget FY '19 – '20	9/18

Responsibility: City Manager

ACTION: INFRASTRUCTURE INVESTMENT SURTAX: PUBLIC AWARENESS AND ELECTION

PRIORITY
Policy

Key Issues

Activities/Milestones	*Time*
1. Commission Decision: Resolution of Support	3/18
2. Public Education	5/18 – 11/18
3. Election	11/18

Responsibility: City Manager

ACTION: CODE OF ORDINANCES: UPDATE

PRIORITY
Mgmt – Top

Key Issues

Activities/Milestones	*Time*
1. Identify options and approach for update	9/18
2. Commission Workshop: Direction and Funding	10/18

Responsibility: City Attorney

ACTION: "PERMITTING HUB" SHOP FOR DEVELOPMENT/PERMITTING

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
* Funding	1. Develop "Permitting Hub" – Design and Costs	6/18
	2. City Manager: Review	7/18
	3. Commission Conference Agenda: Direction	8/18
	4. Implement ProjectDox	9/18
	5. Commission Decision: Budget FY '19 – '20	9/18

Responsibility: Building

ACTION: CIVIL SERVICE APPEAL PROCESS

PRIORITY
Mgmt – High

Key Issues	*Activities/Milestones*	*Time*
	1. Finalize report	4/18
	2. Commission Decision: Process Ratification	6/18

Responsibility: Human Resources

ACTION: INFORMATION TECHNOLOGY MASTER PLAN AND IMPLEMENTATION

PRIORITY
Mgmt – High

Key Issues	*Activities/Milestones*	*Time*
	1. Develop plan	6/18
	2. Prepare budget proposal	6/18
	3. Commission Decision: Budget FY '19 – '20	9/18

Responsibility: Information Technology

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ACTION: SPENDING LIMIT FOR CITY MANAGER: REPORT AND DIRECTION

PRIORITY
Mgmt

Key Issues	*Activities/Milestones*	*Time*
	1. Commission Decision: City Manager's Spending Limit	5/18

Responsibility: Finance

▶ Management in Progress 2018

		TIME
1.	Purchasing Policy: Revision	3/18
2.	Labor Contracts (3)	
	• PBA	4/18
	• IUPA	5/18
	• Teamster	6/18
3.	GolfTrac Cloud: IHGC Funding	4/18
4.	Financial Policies and Procedures Manual	4/18
5.	Police Promotion Examinations	5/18
6.	Legal Secretary/Paralegal: Hiring	5/18
7.	Sunrise Theatre Succession Plan	6/18
8.	ProjectDox: Building Department	7/18
9.	T2 Parking Enforcement Software for Mobile Parking Enforcement	8/18
10.	Paperless Purchase Order System	8/18
11.	Click-2-Gov	8/18
12.	Citywide Payment Card Policy (Online)	8/18
13.	Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Maintenance and Upgrade	8/18
14.	Paperless Payroll Process: Electronic Stubs and Forms	8/18
15.	Online Searchable Portal: Development	8/18
16.	Comprehensive Employee Wellness Policy and Program	9/18
17.	Police Minority Recruitment Program/Advancement: Revision	TBD
18.	Vehicle Equipment Replacement Plan: Implementation	Ongoing

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▶ Major Projects 2018

		TIME
1.	City Facilities Access Control and Security Upgrade	7/18
2.	Fuel Island Canopy	9/18
3.	Gasoline and Diesel Fuel Tank Replacement	9/18
4.	City Hall: Waterproofing	12/18
5.	City Hall: Possible Covered Walkway for Pedestrian Connection Between Parking Garage and City Hall	12/18

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GOAL 4 BEAUTIFY OUR COMMUNITY

ACTION: DUMPSTER SOLUTIONS FOR DOWNTOWN

PRIORITY
Policy – Top

Key Issues

- Direction
- Funding (Solid Waste)
- Fleet
- Partners

Activities/Milestones	*Time*
1. Commission Conference Agenda: Direction	4/18
2. Order equipment	6/18
3. Receive equipment	10/18
4. Operational: In ground	1/19

Responsibility: Public Works

ACTION: ENTRANCES/GATEWAYS BEAUTIFICATION: PLAN AND FUNDING

PRIORITY
Policy – High

Key Issues

- Funding
- Consultant – Landscape Design

Activities/Milestones	*Time*
1. Commission Conference Agenda: Direction and Funding	4/18
2. Develop budget proposal	6/18
3. Commission Decision: Budget FY ’19 – ’20	9/18

Responsibility: Public Works

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ACTION: INFILL REDEVELOPMENT

PRIORITY
Policy

Key Issues	*Activities/Milestones*	*Time*
	1. Evaluate options/ownership	4/18
	2. Prepare report	4/18
	3. Commission Conference Agenda: Report and Direction	5/18

Responsibility: Building

ACTION: CLEAN AND SAFE COMMUNITY INITIATIVE

PRIORITY
Mgmt – Top

Key Issues	*Activities/Milestones*	*Time*
	A. Demolition	3/18
	1. Commission Decision: Approval (3)	4/18
	2. Title Search	5/18
	3. Demolition Permit	5/18
	4. Demolition (3)	6/18
	B. Board Up	
	1. Complete Administrative Process	4/18
	2. Clear Boarding	4/18

Responsibility: Code Compliance

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ACTION: LINCOLN PARK REVITALIZATION INITIATIVE

PRIORITY
Mgmt

Key Issues	*Activities/Milestones*	*Time*
• Funding	1. Complete streetscape project – including signage	5/18
	2. Commission Conference Agenda Presentation: Update Report	5/18
	3. Historic Lincoln Theater: MOU	5/18

Responsibility: Finance

ACTION: MURAL PROJECTS (4)

PRIORITY
Mgmt

Key Issues	*Activities/Milestones*	*Time*
	1. 464 North 9th Street	11/18
	2. Sunrise Boulevard/Georgia	11/18
	3. 510 Orange Avenue	11/18
	4. 13th Street/Avenue D	11/18

Responsibility: Finance

▶ Management in Progress 2018

	TIME
1. Main Streets Annual/Activity Report	7/18
2. Tag and Tow of Non-Operable Vehicles	Ongoing

▶ Major Projects 2018

	TIME
1. Banner Replacement (Citywide)	Ongoing

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GOAL 5 ENJOY OUR COMMUNITY

ACTION: SUNRISE THEATRE: COMPREHENSIVE EVALUATION, REPORT WITH OPTIONS AND DIRECTION

PRIORITY
Policy – Top

Key Issues

- Purpose
- Programming
- Operation
- Succession Plan

Activities/Milestones	*Time*
1. Complete report	6/18
2. Commission Conference Agenda: Report and Direction	6/18
3. Prepare budget proposal	6/18
4. Commission Decision: Budget FY ’19 – ’20	9/18

Responsibility: City Manager

ACTION: HOMELESS RESOURCE CENTER: CONCEPT, PARTNERS/COUNTY AND LOCATIONS

PRIORITY
Policy – High

Key Issues

- Partners
- Shared Vision
- Veterans Services
- St. Lucie County

Activities/Milestones	*Time*
1. Determine location	5/18
2. Commission Decision: Direction	6/18
3. Identify funding sources	10/18
4. Complete improvements	1/19
5. Open Homeless Resource Center	1/19

Responsibility: City Manager

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ACTION: HISTORIC ST. ANASTASIA BUILDING/PROPERTY USE: CONVERSION TO HERITAGE AND CULTURAL CENTER

PRIORITY
Policy

Key Issues

- Funding
- Design

Activities/Milestones	*Time*
1. Issue RFP	3/18
2. Select architect	4/18
3. Commission Decision: Award Contract – Architecture	5/18
4. Complete architecture	9/18
5. Seek funding	TBD

Responsibility: Finance

ACTION: PORPOISE PARK: REPORT WITH OPTIONS AND DIRECTION

PRIORITY
Policy

Key Issues

Activities/Milestones	*Time*
1. Complete report	10/18
2. Commission Conference Agenda: Report and Direction	11/18

Responsibility: Public Works

ACTION: RECREATION DIVISION: DIRECTION

PRIORITY
Mgmt – High

Key Issues

- Staff
- Funding

Activities/Milestones	*Time*
1. Prepare budget proposal	6/18
2. Commission Decision: Budget FY ’19 – ’20	9/18

Responsibility: Public Works

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ACTION: SHUFFLE BOARD COURT: DIRECTION

PRIORITY
Mgmt – High

Key Issues

- Relocation
- Funding
- Use

Activities/Milestones	*Time*
1. Prepare report on alternative uses	7/18
2. Commission Conference Agenda: Report and Direction	8/18
3. Develop budget proposal	8/18
4. Commission Decision: Budget FY ’19 – ’20	9/18

Responsibility: Public Works

ACTION: HISTORIC PRESERVATION REPORT

PRIORITY
Mgmt

Key Issues

Activities/Milestones	*Time*
1. Identify historic districts/properties	9/18
2. Prepare plan	9/18
3. Commission Conference Agenda: Report and Direction	10/18

Responsibility: Planning

ACTION: GANGS ACTION PLAN: UPDATE

PRIORITY
Mgmt

Key Issues

Activities/Milestones	*Time*
1. Commission Report	7/18

Responsibility: Police

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▶ Management in Progress 2018

		TIME
1.	New Animal Control Comcate Program	3/18
2.	Long Term Contract for Golf Course Maintenance	9/18
3.	Field Training Officer (FTO) Program: Revamp	10/18
4.	Zora Neale Huston Trail Festival Day	4/19
5.	SHIP Home Rehabs (30)	6/19
6.	SHIP 1st Time Homebuyers	Ongoing

▶ Major Projects 2018

		TIME
1.	Public Day/"Dingy" Dock	9/18
2.	Indian Hills Golf Course Improvements Projects	11/18
3.	Sunrise Theatre: Maintenance Project	12/18
4.	MLK Dreamland Park: Construction (Memorial/Improvement)	12/18
5.	Moore's Creek Boat Ramp Area Repairs	2/19
6.	Fenn Park: Play Set	3/19
7.	Fisherman's Wharf Boat Ramp: Rebuild	TBD

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Policy Calendar 2018

MONTH

MARCH 2018

1. Decision: Youth Council Report Acceptance of Recommendations

2. Decision: Infrastructure Investment Surtax Resolution of Support

3. Decision: Spending Limit for City Manager

4. Decision: Demolitions (3)

5. Decision: Little Jim's Lease Direction

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MONTH

APRIL 2018

1. Decision: Award Contract for Dredging Marina and Channel

2. Decision: PBA Labor Contract Appeal

3. Decision: Little Jim's Lease Direction

4. Conference Agenda: Entrances/Gateways Beautification Plan and Funding

5. Conference Agenda: Dumpster Solutions for Downtown

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MONTH

MAY 2018

1. Decision: Street Resurfacing – Notice to Proceed

2. Decision: Tiki Bar Award Contract/Lease

3. Decision: Labor Contracts
    a. IUPA
    b. Teamster

4. Decision: Award Architectural Contract for Historic St. Anastasia Building/ Property Use

5. Decision: Spending Limit for City Manager

6. Conference Agenda: Peacock Arts District Revitalization Plan Presentation and Direction

7. Conference Agenda: Citizen Advisory Board for Police

8. Conference Agenda: Joint Meeting with FPUA Board

9. Conference Agenda: Small Public Transit Vehicle/Tram Direction

10. Conference Agenda: Infill Redevelopment

11. Presentation: Lincoln Park Revitalization Initiative Update Report

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MONTH

JUNE 2018

1. Decision: Developer Selection for Downtown Hotel

2. Decision: Award Contract for EAR/Comprehensive Plan Consultant

3. Decision: Citizen Police Advisory Board Resolution

4. Decision: Stormwater Management Utility Fee

5. Decision: Purchase Small Public Transit Vehicle/Tram

6. Decision: Civil Service Appeal Process Ratification

7. Decision: Homeless Resource Center Direction

8. Conference Agenda: Neighborhood Infrastructure Upgrade Project Review, Project Priority and Funding

9. Workshop: Sunrise Theater Comprehensive Report and Direction

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MONTH

JULY 2018

1. Decision: CIP FY ’19 – ’20 Adoption Funding for Neighborhood Infrastructure Projects

2. Report: Gangs Action Plan Update

3. Presentation: Development Review Task Force Report and Direction

MONTH

AUGUST 2018

1. Decision: Wastewater Treatment Plant Relocation – Policy and Plan Adoption

2. Conference Agenda: Community Youth Outreach Diverse Population Presentation and Direction

3. Conference Agenda: Community Policing Report and Direction

4. Conference Agenda: “Permitting Hub” for Development/Permitting Direction

5. Conference Agenda: Shuffle Board Court Report and Direction

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MONTH

SEPTEMBER 2018

1. Budget FY ’19 – ‘20 Decision: Funding for:
    a. Street Resurfacing: Additional Funding
    b. City Employee Compensation
    c. City Services and Staffing Level
    d. “Permitting Hub” for Development/Permitting
    e. Information Technology Master Plan: Implementation
    f. Entrances/Gateways Beautification Landscape Design
    g. Sunrise Theatre
    h. Recreation Division
    i. Shuffle Board

2. Decision: Zoning Changes for Seaplane Base

3. Decision: Overlay District for Peacock Arts District

4. Decision: Sister City Agreement with Grand Bahamas Island

5. FPRA: Award Contract for CRA Plan: Update

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MONTH

OCTOBER 2018

1. Decision: Downtown Hotel Development Agreement

2. Decision: Little Jim's Lease

3. Conference Agenda: Orange Avenue Corridor Beautification Plan Presentation and Direction

4. Workshop: Code of Ordinances Update Direction and Funding

5. Presentation and Direction: Historic Preservation Report and Direction

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MONTH

NOVEMBER 2018

1. Decision: Development Ordinance Changes

2. Decision: Emergency Operations Center

3. Presentation and Direction: Porpoise Park Report and Direction

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MONTH

DECEMBER 2018

1. Decision: EAR/Comprehensive Plan Initial Approval

MONTH

JANUARY 2019

MONTH

FEBRUARY 2019

SECTION 5

PERFORMANCE REPORT 2018
FOR
CITY OF FORT PIERCE
[Updated: 1/26/19]

Importance of the Performance Report

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

1. LEADERSHIP WITH INTENTIONS

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

2. CONNECTION WITH CUSTOMER'S LIVES

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

3. CAPTURE OTHERS' ATTENTION

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

4. CELEBRATE - CREATE A MEMORY

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

5. PERSONAL CONTACT WITH A TAILORED MESSAGE

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

City of Fort Pierce
Vision 2033

Fort Pierce 2033 is a Unique Coastal Florida City

Our WATERFRONTS,

STRONG LOCAL ECONOMY,

HISTORY, ARTS AND CULTURE,

CHOICE OF DESIRABLE NEIGHBORHOODS,

OPPORTUNITIES for FUN,

COMMUNITY UNITY AND PRIDE

Makes Us Unique

Fort Pierce
Goals 2023

DEVELOP OUR COMMUNITY

ENGAGE OUR COMMUNITY

SERVE OUR COMMUNITY

BEAUTIFY OUR COMMUNITY

ENJOY OUR COMMUNITY

City of Fort Pierce
Policy Agenda 2018
Targets for Action

TOP PRIORITY

√→Annexation: Interlocal Service Boundary Agreement (ISBA)

★→Port Development: Next Steps (St. Lucie County)

√→Stormwater Management Utility Fee: Comparative Analysis and Increase

√→Dumpster Solutions for Downtown

★↔Street Resurfacing: Service Level and Funding

√→Seaplane Base and Service: Direction and City Action

★↔City – FPUA Strategy: Key Issues and Direction

√→Sunrise Theatre: Comprehensive Evaluation, Report with Options and Direction

★= Completed or Achieved Milestones √ = Significant Progress → = Continue to 2019

HIGH PRIORITY

★Small Public Transit Vehicle/Tram: Evaluation Report with Options, Direction and Funding

√→Emergency Operations Center: Direction

★Homeless Resource Center: Concept, Partners/County and Locations

√→Force FPUA: Wastewater Treatment Plant Relocation

★Orange Avenue Corridor Beautification Plan

★→Community Policing: Definition, Best Practices, Report with Options, Direction

√→City Employee Compensation: Restructure and Funding

√→Entrances/Gateways Beautification: Plan and Funding

★= Completed or Achieved Milestones √ = Significant Progress → = Continue to 2019

City of Fort Pierce
Management Agenda 2018
Targets for Action

TOP PRIORITY

√→Downtown Hotel/Mixed Development: RFP, Agreement

★Dredging Marina and Channel

★→EAR/Comprehensive Plan

√→ "Permitting Hub" for Development/Permitting

★Expanded Bahamas Relations Strategy

★Tiki Bar: Direction and City Actions

★Citizen Advisory Board for Police: Direction, Resolution

★Clean and Safe Community Initiative

√→Code of Ordinances: Update

★= Completed or Achieved Milestones √ = Significant Progress → = Continue to 2019

HIGH PRIORITY

★→Peacock Arts District Revitalization Plan

★Recreation Division: Direction

√→Shuffle Board Court: Direction

√→Development Review Task Force: Report and Implementation

√→CRA Plan: Update

★Civil Service Appeal Process

√→Information Technology Master Plan and Implementation

★= Completed or Achieved Milestones √ = Significant Progress → = Continue to 2019

Fort Pierce
Management in Progress 2018

★	1.	Little Jim's Lease: Commission Direction, Commission Decision
★	2.	Community Rating System (CRS): Coordinator
★	3.	FEMA Regulations for Flood Insurance: Public Education
★	4.	Small Business Assistance Program and Services
√→	5.	Business Retention and Expansion Program (BRE)
★	6.	Purchasing Policy: Revision
★→	7.	Labor Contracts (3)
★	8.	GolfTrac Cloud: IHGC Funding
★	9.	Financial Policies and Procedures Manual
★	10.	Police Promotion Examinations
→	11.	Legal Secretary/Paralegal: Hiring
★→	12.	Sunrise Theatre Succession Plan
√→	13.	ProjectDox: Building Department
√→	14.	T2 Parking Enforcement Software for Mobile Parking Enforcement
√→	15.	Paperless Purchase Order System
√→	16.	Click-2-Gov
√→	17.	Citywide Payment Card Policy (Online)
√→	18.	Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Maintenance and Upgrade
★	19.	Paperless Payroll Process: Electronic Stubs and Forms
√→	20.	Online Searchable Portal: Development
√→	21.	Comprehensive Employee Wellness Policy and Program

★= Completed or Achieved Milestones √ = Significant Progress → = Continue to 2019

★ 23. Police Minority Recruitment Program/Advancement: Revision

★→ 24. Vehicle Equipment Replacement Plan: Implementation

√→ 25. Main Streets Annual/Activity Report

★ 26. New Animal Control Comcate Program

★ 27. Long Term Contract for Golf Course Maintenance

√→ 28. Field Training Officer (FTO) Program: Revamp

√→ 29. Zora Neale Huston Trail Festival Day

√→ 30. SHIP Home Rehabs (30)

√→ 31. SHIP 1st Time Homebuyers

★= Completed or Achieved Milestones √ = Significant Progress → = Continue to 2019

Fort Pierce
Major Projects 2018

★	1.	North 2nd Street Road Improvements
★	2.	Avalon Avenue Drainage Improvements
√→	3.	City Parking Garage: Sealing
★	4.	Day Docks
★	5.	Canal Armoring: Virginia Avenue Outfall Canal, Mayflower
√→	6.	Fisherman's Wharf Projects
√→	7.	Citrus Bridge Overpass: Major Maintenance
√→	8.	Surfside Park Residential Street Drainage Improvements
√→	9.	Melody Lane Seawall
√→	10.	Street Striping Project
√→	11.	Ohio Avenue and U.S. 1 Signalization: Upgrade
√→	12.	Pumpout System – Northside
√→	13.	Georgia Avenue Outfall: Nutrient Removal
★	14.	Downtown Restroom
√→	15.	7th Street Roadway Reconstruction (Wendell Road to 10th Street)
√→	16.	17th Street Reconstruction (Avenue "D" to Orange Avenue)
√→	17.	City Facilities Access Control and Security Upgrade
★	18.	Gasoline and Diesel Fuel Tank Replacement
√→	19.	City Hall: Waterproofing
√→	20.	City Hall: Possible Covered Walkway for Pedestrian Connection Between Parking Garage and City Hall

★= Completed or Achieved Milestones √ = Significant Progress → = Continue to 2019

√→ 21. Banner Replacement (Citywide)

★ 23. Public Day/"Dingy" Dock

√→ 24. Indian Hills Golf Course Improvements Projects

√→ 25. Sunrise Theatre: Maintenance Project

√→ 26. MLK Dreamland Park: Construction (Memorial/Improvement)

√→ 27. Moore's Creek Boat Ramp Area Repairs

√→ 28. Fenn Park: Play Set

√→ 29. Fisherman's Wharf Boat Ramp: Rebuild

★= Completed or Achieved Milestones √ = Significant Progress → = Continue to 2019

City of Fort Pierce
Other City Successes 2018

1. Youth Council
2. City Electronic Communications Policy
3. Backus Museum: Expansion
4. Infrastructure Investment Surtax
5. Historic Preservation Report
6. Vesting Period: Direction
7. Capital Outlay 5 year Plan
8. Vehicle Equipment Replacement Plan
9. Gang Action Plan: Report

City of Fort Pierce
City Successes for 2018
Mayor and City Commission Perspective

1. Sales Surtax Initiative for Street Resurfacing: Passage, Resources to Improve Infrastructure, Priority of Residents, Visible Results, Community Confidence, Message to Community

2. Okeechobee/Jenkins Corner Development: WaWa, Camper World, Gander Mountain, Chick-fil-A, Starbucks – High Profile Corner, Business Investment, Business Friendly Processes, Traveler Choices

3. Celebration Point Residential Development: Permit Approval, Direction and. Commitment – Housing Rebounding, Mixed Housing – Townhomes, Mixed Use; Inspections Getting Done

4. Port Development: New Director, County Land Ownership, Mega-Yacht Businesses (2)

5. Crabby's Dockside Waterfront Restaurant: Lease Finalize, Submitting Permits, Addressing Flood Issues, RFP Process, Commission Decision, Improved Appearance, Open 3/20

6. Peacock Arts District: Creation, Pots Painted, Neighborhood Meeting, Community Embraced Concept

7. Orange Avenue Revitalization: Anytime Fitness Business Development, First Investment, Community Use, Active Membership, Owner Purchased Building, Better Parking, Community Destination

8. King Power Plant: Turned Down Proposal, Issued New RFQ

9. Brightline Station: At the Table, One of Two Finalists

10. Development Review Task Force: Creation, Interviewed Department, Quality Report, Implementing to Streamline Processes

11. Body Cameras for All Police Officers: Implementation, Assisted in Investigation, Use by County Attorney; 1st to have Automatic Camera when Gun is Drawn

12. Indian Hills Golf Course: New Director, Improved Course Condition and Positive Experience for Golfers, Visibly Improved, Playing 4 Hours

13. CSI Operations 1st Year: Implementation, Addressed Issues

14. Mural Program: Continuation, 3 Completed, Working with Businesses and Artists

15. Arts and Culture Board: Creation

16. City Recreation Department: Creation, 500 Youths Involved, Football Championship (2), Cheerleader Awards, 60 – 70 Volunteers Involved, Partnering with County for Teens – Kickoff February and March, Community Organization Offering "Free" Programs, 1st Tee Program

17. City Marina: Full Occupancy, Increased Rates and Revenues, Covering Costs, Additional Private Marinas (2)

18. Police Advisory Board: Implementation, In Training Current – Understanding for Police Operations and Management, Community Engagement, Addressing Rumors

19. Anastasia School: RFP for Rehabilitation, Potential for Corridor Development

20. Annexation: Identification of Areas and Process Initiated, Cooperative Approach

21. Blighted Buildings/Homes: Foreclosure (1); Identifying Potential Foreclosures

22. Lincoln Park: Allegheny Franciscan Missionary Partnership, Business Start Ups, Youth Outreach, Summer Camp, Funding of City Employees

23. Boards/Commissions Procedural Clean Up, Use of Special Magistrate, Redefining Roles and Responsibilities, Greater Accountability

24. Cleaner Community Efforts – Community Engagement and Ownership, Sense of Community Pride, 2400 Hours of Volunteer – South Beach Association, Citizens Supporting by Reporting

25. Stronger Working Partnership with the Schools: Higher Graduation Rate, City Involved in Schools

26. Stronger Working Partnership and Communications with St. Lucie County: Shared Services, Regular Joint Meetings among Staff

27. See-Click-Fix Program: Implementation, More Reporting

28. New City Attorney: Selection

29. Community Policing: Moving Forward, Expanding Community Engagement, Changing the Police Culture, Halloween Activities, Parents Coming Out, Open the Rich House – Safe Place, Senior Program

30. State Amendment 1 Defeat: Mayor Leadership in Community

31. U. S. 1 Redevelopment: Building Improvements, WaWa Commitment, Dairy Queen Commitment, Enterprise Relocation, Future Volkswagen Dealer

32. Police Department Stabilization

33. FPUA District 1 Representative

34. Police-Community relations and communications

GOAL 1 DEVELOP OUR COMMUNITY

ACHIEVEMENTS 2018	VALUE TO RESIDENTS
1.	+

GOAL 2 ENGAGE OUR COMMUNITY

ACHIEVEMENTS 2018	VALUE TO RESIDENTS
1.	+

GOAL 3 SERVE OUR COMMUNITY

ACHIEVEMENTS 2018	VALUE TO RESIDENTS
1.	+

GOAL 4 BEAUTIFY OUR COMMUNITY

ACHIEVEMENTS 2018	VALUE TO RESIDENTS
1.	+

GOAL 5 ENJOY OUR COMMUNITY

ACHIEVEMENTS 2018	VALUE TO RESIDENTS
1.	+

Departmental Successes
City of Ft Pierce
2018

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: Building

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Updated staffing, job descriptions and training
Impacts:	Efficiency and morale improved.

Success:	Update Contractor Ordinances
Impacts:	Updated fee schedules, rules and regulations and Board member rules.

Success:	Interlocal Agreement with St. Lucie County
Impacts:	Provides access to inspection services to provide better service to public.

Success:	Internship/Cross Training Program
Impacts:	Education ensuring more inspection capabilities in the future, and potential advancement of current City employees. Application to State – Approval

Success:	Implementation of Temporary Use Agreements
Impacts:	Enables businesses within the City to use facilities while complying with requirements.

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: City Clerk

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	BTR Renewals and Contractor Licensing Renewals successful with minimal backlog.
Impacts:	Means businesses and contractors received their updated information very timely.

Success:	Public record requests were answered in a timely fashion with the assistance and commitment of all departments.
Impacts:	Requestors able to receive their information without delay; thus avoiding lawsuits or challenges.

Success:	Fully staffed with qualified individuals committed to providing the best possible customer service.
Impacts:	Customers are provided timely, competent service to meet all of their needs.

Success:	Scanning of all documents in the City Clerk's Office and that which is approved by the City Commission.
Impacts:	Information is easy to locate, searchable, and saves valuable filing space.

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: City Manager's Office

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Website Redesign
Impacts:	The site, www.cityoffortpierce.com, was built with the user in mind and features improved navigation that will help visitors surf Fort Pierce with greater ease. The new design was created using analytics that place the top-visited pages prominently on the home page. Major upgrades include: a revamped navigation structure allowing users to quickly and easily access the information they're seeking; a responsive design, optimized for viewing on any device to fit a growing mobile audience; a cleaner design to make it easier to read and find information quickly; embedded social media widgets to stay up-to-date on the latest posts without signing in; and a heavy focus on photos that showcase beautiful points of interest in Fort Pierce.

Success:	Consistent Branding and Identity
Impacts:	The City of Fort Pierce unveiled an updated brand identity that has united the City and all its departments into one consistent look and feel. The new visual identity promotes a uniform identity to the general public, our citizens, and supports the City of Fort Pierce reputation as the Sunrise City, a city on the rise.

Success:	Social Media Presence
Impacts:	Reached goal of exceeding 25,000 Facebook likes in 2018. The City's page currently has 26,404 followers and growing every day. Digital citizens are all over social media, we must be there to connect with them. Not only are people getting their news from social media, but social media is the news. The City uses social media to combat the negative perception of Fort Pierce and share information with our residents and visitors. The city's social media policy was also updated in 2018.

Success:	Community Engagement Events/Campaigns
Impacts:	The City Manager's Office hosted several community engagement events in 2018 including: Photo contest, City Government Week Scavenger Hunt, Citizens Academy, City of Lights, Half Cent Sales Tax Education, FortMade and Blessing of the Fleet. Many of our community engagement events received recognition from local and state media.

Success:	Community Input Meetings and Surveys
Impacts:	The City Manager's Office hosted several community input meetings and pop-ups to garner input from our citizens on a variety of issues including: 13th Street Renaming, Peacock Arts District Vision, King Plant Redevelopment, Half Cent Sales Tax Community Meetings, and future of the Sunrise Theatre. Understanding our community's desires is of the utmost importance to our office. The City Manager's Office also conducting the following online surveys: King Plant, PAD, Dog-Friendly Beaches, Sunrise Theatre, and Website Redesign.

Success:	Sunrise Spotlight Talk Show
Impacts:	In partnership with the St. Lucie County Chamber of Commerce, the City of Fort Pierce launched it's first-ever monthly TV talk show called Sunrise Spotlight. Hosted by the City Manager, the Sunrise City Spotlight is an informational public access talk show highlighting current happenings, special events and news in the City of Fort Pierce. This show is another way to spread all of the positive news to our community.

Success:	Enhanced Digital and Print Publications
Impacts:	The City Manager's Office successfully created, designed and distributed the following publications in 2018 in an effort to expand communication with our community: City of Fort Pierce Annual Report & Calendar, Economic Development Community Snapshot, Sunrise Spectrum (monthly City Manager's Report), Legislative Priorities and Strategic Plan Updates.

Success:	Improved Business Engagement & Retention
Impacts:	The establishment and participation in the Downtown Business Alliance, South Beach Business Group and Lincoln Park Business Expo has yielded positive results and has enhanced the communication between the City of Fort Pierce and our business community. Additionally, Business Climate Visits and profiling local businesses through the "FortMade" campaign has greatly improved our business engagement.

Success:	OptiView Electronic Filing System
Impacts:	Utilizing an electronic filing system has greatly increased our productivity, efficiency and organization.

Success:	Collaboration with City and County Partners
Impacts:	Amplified collaboration and coordination with our City and County partners on various projects (including: Half Cent Sales Tax Education, Port of Fort Pierce, Tourism, SLCTV, Economic Development, and more) has proven to be extremely beneficial to our organization. We are truly stronger together.

Success:	Non-Bargaining Employee Incentive Program
Impacts:	The purpose of the Employee Incentive Program is to encourage and motivate employees to achieve personal and professional goals that maximize city services and programs and reward them for their efforts.

Success:	National Accolades
Impacts:	In 2018, City of Fort Pierce was named: Top 20 Most Beautiful Main Streets by Reader's Digest No. 9 Most Affordable Beach Town by Smart Asset Most Charming Small Town by Touropia National accolades like these are a direct result of hard work by our employees and are reflection of our changing perception.

Success:	Employee Volunteer Program
Impacts:	The City of Fort Pierce recognizes the value of volunteerism and encourages employees to become involved in volunteering and offering their support to programs that positively impact the quality of life within our community. For this reason, this volunteer program allows employees to give back by volunteering and are compensated with administrative time off.

Success:	First Annual Employee Conference
Impacts:	The first annual employee conference provided an opportunity to educate employees on their benefits and ensured that all employees were updated on the strategic vision of the City of Fort Pierce.

Success:	Quarterly Management Team Meetings (Strategic Plan)
Impacts:	Hosting quarterly management team meetings has been crucial to keeping the Strategic Plan tasks updated and department heads aligned.

Success:	Economic Development Outreach
Impacts:	The City Manager's Office has represented our community professionally, positively and vibrantly at various ED events. We've made connections with many property managers, realtors and site selectors that we will remain in contact with throughout our economic development recruitment initiatives.

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: Community Response

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Promoted employee to Code Compliance Supervisor/Hire Code Officer
Impacts:	Adds an additional level of management for overseeing the department. Staff has an additional person to go to for guidance and assistance. The Department Manager will be freed up from overseeing the daily activities to address more department wide issues. Increases efficiency and productivity

Success:	Initiated the CSI (Clean & Safe Initiative)
Impacts:	The program was developed to begin addressing nuisance and blighted conditions through securing vacant structures and demolition of unsafe buildings.

Success:	Completed (settled) our initial foreclosure action.
Impacts:	While the foreclosure did not finalize, the owner was required to pay a substantial fine and restarted their activities to finish the redevelopment of a commercial property.

* Success: TMDR Program: Implementation, Community Involvement

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: Engineering

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	2018 Street Resurfacing Program
Impacts:	Successful resurfacing of 1.84 miles of city streets at a project cost of $388,849. Providing structural integrity and a safe, comfortable riding surface at an economical price was the successful impact of this project.

Success:	Virginia Avenue Outfall Canal Restoration
Impacts:	This canal was damaged as a result of Hurricane Irma. Engineering applied for a restoration grant through the Natural Resources Conservation Service (NRCS) and received $1.44 million towards the total project cost of $1.86 million. Restoration of the canal bottom and banks was accomplished by regrading and lining with natural rock rubble.

Success:	Mayflower Canal Restoration
Impacts:	This canal was damaged as a result of Hurricane Irma. Engineering applied for a restoration grant through the Natural Resources Conservation Service (NRCS) and received $2.40 million towards the total project cost of $3.08 million. Restoration of the canal bottom and banks was accomplished by regrading and lining with natural rock rubble.

Success:	Successful approval of ½ cent Surtax
Impacts:	The Engineering Department assisted with the public education element of this successful campaign. The approval of the ½ Surtax is expected to provide the City of Fort Pierce with approximately $1.8 million annually to be used for better roads, more sidewalks and cleaner rivers.

Success:	17th Street Drainage Improvements
Impacts:	The Engineering Department was successful in obtaining a FEMA grant funding 75% of the project costs. Drainage improvements along with revitalization of this corridor which connects numerous businesses, public school facilities, churches and residential homes is supported by residents, business leaders and local government.

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

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

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

Success:	Received GFOA Award of Excellence for Financial Reporting for 29th Year
Impacts:	Pride and sense of accomplishment for the department, City staff and citizens.

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

Success:	State Housing Initiatives Partnership (SHIP) Program:
Impacts:	Provided new income qualified home buyers down payment and closing cost assistance Completed home rehabilitations for income qualified homeowners

Success:	Weatherization Program - Collaboration with Fort Pierce Utilities Authority
Impacts:	Completed home rehabilitations to income-qualified homeowners

Success:	Small Business Development
Impacts:	Held Small Business Educational Workshops Provided grants to small businesses participating in educational workshops for advertising, signage, equipment purchases, etc.

Success:	4th Annual Summer Jam Summer Camp
Impacts:	Collaborated with Treasure Coast Food Bank and utilized grant award from Children's Services Commission of St. Lucie County to provided free 8-week Summer Jam Summer Camp for 50 youth from very low income neighborhood. Created summer jobs through this program.

Success:	Collaborated with Indian River State College and Career Source Research Coast
Impacts:	Promote free job training opportunities to families of Summer Jam camp attendees

Success:	2nd Minority Business Expo
Impacts:	Utilized Visit Florida grant to provide Minority Business Expo for minority businesses across the Treasure Coast

Success:	Held 3rd Annual City of Fort Pierce Job Fair
Impacts:	More than 100 employers participated with 800+ Job Seekers

Success:	Provided the 3rd Annual Highwaymen Heritage Trail Art Show and Festival
Impacts:	A creative place making and economic development project to spur cultural heritage tourism, investment and the creation of jobs in lower income neighborhood.

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: Indian Hills Golf Course

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Cleaned up Clubhouse, Golf Carts, Cart Staging Area, Golf Shop and Patio
Impacts:	Changed the first impression of the whole facility

Success:	Regained much of the customer base that had left for various reasons
Impacts:	Huge increase in rounds over the previous year

Success:	Work on an early Lease renewal of new Golf Cart Fleet
Impacts:	Saved between $5,000-$10,000 in repairs

Success:	Signed a 3 year extension with IGM for Golf Course Maintenance
Impacts:	Continue the momentum we have gained in improving the course.

Success:	Changed Advertising structure for better coverage
Impacts:	Saved the course in excess of $11,000

Success:	Increased sales across the board in all categories.
Impacts:	Increase of revenue for bottom line

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: Human Resources

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Effectively administrated collective bargaining agreement between the city and the International Union of Police Associations (IUPA).
Impacts:	The police union contract was ratified and the rank and file received their negotiated raise, with a step plan.

Success:	Effectively administrated collective bargaining agreement between the city and the Police Benevolent Association (PBA) .
Impacts:	The sergeants' and lieutenants' contract was ratified and they received their negotiated raise, with a step plan.

Success:	Effectively administrated collective bargaining agreement between the city and the Teamsters Union.
Impacts:	Better contract, and Raises implemented.

Success:	Revised the city of Fort Pierce Rules and Regulations
Impacts:	Updated rules and regs and all employees were given a copy.

Success:	Revised the Civil Service Appeals Board Rules
Impacts:	Streamlines and simplifies the appeals process.

Success:	Recognized Employees with the 2018 Employee Service Awards Breakfast
Impacts:	5, 10, 15, 20, 25 Year employees were honored.

Success:	Two Employee Orientation sessions
Impacts:	Approximately 35 new employees in the City.

Success:	Started a Quarterly Newsletter
Impacts:	Employees accomplishments were featured.

Success:	Initiated the Indian River State college – COFP Internship Program
Impacts:	Introduces students to the work force and introduces potential employees.

Success:	Department Head Training
Impacts:	Managers and Supervisors gain knowledge about other departments.

Success:	Initiated the Non-Bargaining Certification Program
Impacts:	Non –bargaining employees are eligible to receive up to 10% increase for certifications.

Success:	Drafted a City Pet, Animal and Service Animal Policy
Impacts:	Will allow service animals to be on City Property, while protecting employees with allergies or zoophobia.

Success:	Police Promotional Exam - Oversaw and instituted the Sergeants and Lieutenants Promotional Exam Process.
Impacts:	Four officers were promoted to Sergeant and one Sergeant was promoted to Lieutenant in accordance with the Collective Bargaining Agreement.

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: Information Technology

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	IHGC upgrades.
Impacts:	Significantly reduced admin overhead and maximized uptime of services. New services are also now available to clients/citizens.

Success:	MyFloridaNet (MFN) migration
Impacts:	Improved connectivity, throughput and reliability of network. Also builds the foundation for advanced services to become again key to the public.

Success:	Mobile carrier migration
Impacts:	Significantly improved mobile voice reliability, reduced cost placed all calls on higher priority spectrum.

Success:	River Walk upgrades/Golf Course Upgrades
Impacts:	Provides service for online reservation of Parks and Facilitates

Success:	Sunrise electronic transaction implementation.
Impacts:	Provided ability to accept credit cards for concessions.

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: Fort Pierce City Marina

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Marina popularity from boaters utilizing the facility for overnight, weekly, monthly, and annual dockage. Continuing public use of the facility for local events around the City Marina.
Impacts:	Positive Economic impact infusion to downtown, City of Ft Pierce, local boatyards and marine business

Success:	Completion of the dingy day docks
Impacts:	Allow access to the downtown by smaller boat, free of charge for the day to transients and local residents

Success:	Completion of dredging of the floating docks and City Marina channel.
Impacts:	Allowing for deeper draft vessels to safely navigate to and from the City Marina

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: Planning

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Completed two tax credit sales
Impacts:	Allowed City to pay balance on the revolving loan fund

Success:	Solicited for and awarded a continuing services contract for Planning Consultants
Impacts:	Assist staff with projects

Success:	Issued RFP for St. Anastasia
Impacts:	Due back in FY 2019

Success:	Worked with Growth Management Task Force to develop review of planning processes and recommendations
Impacts:	Implementing changes to streamline development

Success:	Reviewed a record number of development applications
Impacts:	Positive fiscal growth

Success:	Assisted in several public meetings – like the Gateways/Beautification, HD King Pop Up events, Peacock Arts District
Impacts:	Type Here

Success:	Conducted several board trainings on Short Term Rentals
Impacts:	Better informed boards

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: Police

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts," please explain what the benefits to the city and a resident were as a result of each achievement.

Success:	In 2018, the Fort Pierce Police Department (FPPD) continued our focus on service to our community. FPPD responded to 37,988 calls for service and actively self-initiated or investigated an additional 33,144 calls.
Impacts:	This proactive approach has continued the decline in overall crime reported in Fort Pierce.

Success:	The police department has committed to accountability and transparency. This year we successfully deployed the "body worn camera system." We are the first law enforcement agency, in the Treasure Coast, to successfully deploy and actively use the "body worn cameras system."
Impacts:	The body worn camera system (BWC) has ensured that our officers continue to represent this agency with a sense of professionalism and responsibility. The added benefits of the BWC has been it being instrumental as a crime-fighting tool.

Success:	Our Crime Suppression Unit continues to set the bar for long and short term strategical criminal and gang investigations. They have been instrumental in our success in disrupting and dismantling violent gangs and habitual felony offenders
Impacts:	This year the FPPD has seized 145 firearms, apprehended 1,810 criminal violators, executed 19 search warrants and seized large quantities of narcotics.

Success:	During this year's weather-related threats, FPPD activated all police and some civilian personnel to prepare and respond to specialized assignments. This also called for our agency to collaborate with other city and county entities to ensure the safety and protection of our citizens.
Impacts:	During and after the storms, the city of Fort Pierce remained safe and quickly recovered from the aftermath of the storm.

Success:	The "Courageous Kids" program, school interaction/mentoring and Unity in the Community play important roles in bringing the community and police department together.
Impacts:	As we continue to expand these programs, with the assistance of our community partners and volunteers; we continue to fortify a relationship with our youth and adult community.

* Community Engagement/Community Unity Event

* Federal Government Programs

* Crime Reduction/Detectives Teamwork – Homicide with Arrests (in Miami)

* Efficiency – Cross Training/Backup Capacity

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: Public Works

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Implementation of in house recreation activities, over 400 kids participated first year
Impacts:	Community Unity and Pride

Success:	Creation of a resource hub for community outreach organizations
Impacts:	Community Unity and Pride

Success:	Purchased 15 passenger electric tram to enhance connectivity downtown and the PAD
Impacts:	Financially Sound City Providing Excellent Services

Success:	Additional boat trailer parking at Jaycee Park
Impacts:	Safer and More Beautiful City

Success:	Phase I Fenn Park Reconstruction Design – Installed split rail fence around the perimeter
Impacts:	Community Unity and Pride, 1st Special Event Permit Issued

Success:	Completion of Public Restroom Downtown
Impacts:	Safer and More Beautiful City

Success:	Fuel Tank Replacements at the Public Works Compound
Impacts:	Financially Sound City Providing Excellent Services

Success:	Installation of swings along Moore's Creek and the River Walk
Impacts:	Community Unity and Pride

DEPARTMENTAL SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

DEPARTMENT: Sunrise Theatre

Please list your department's most important achievements that were completed during FY 2018 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Successful Implementation of a new ticketing system.
Impacts:	With the existing ticketing system becoming obsolete the theatre was forced to purchase a new browser based, CRM, ticketing system. The previous system used basic processes to sell tickets, while the new system allows for better customer relations management (CRM). This allows us to interact with our customers better, and also allows us to get better information with regards to marketing.

Success:	Accelerated the Season Announcement and On Sale to Members
Impacts:	By announcing the coming season two months earlier than normal and putting tickets on sale to members one month earlier it generated positive feedback in the community and spurred ticket sales and memberships.

Success:	Increased Our Social Media Advertising Efforts i.e, FB, Instagram, TCPalm, iHeart Radio
Impacts:	As technology continues to evolve and with media formats changing it is important to find a balance between social media and standard advertising practices. By increasing our social media campaigns, not only are we stretching our advertising dollars, we are reaching a new audience and expanding our base.

Success:	Implementation of Weekly Staff Meetings – Teamwork
Impacts:	The weekly meetings have given staff a sense of ownership that has been missing in the past several years. Staff is accountable for their departments and are more aware of other departments struggles, successes and needs, creating more of a team environment and raising morale and productivity.

SUCCESSES FY 2018
Fort Pierce, Florida
January 2019

NAME: Fort Pierce Utilities Authority

Please list the most important achievements that were completed during FY 2018 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success:	Completed 2017 reorganization and staffing
Impacts:	Full staffing required for growth initiatives

Success:	Improved relationship with the City including joint strategic planning session
Impacts:	Critical for identifying and prioritizing key projects

Success:	Improved relationship with the EDC
Impacts:	Critical for economic growth and development

Success:	Held successful strategic planning session for the first time in 5 years
Impacts:	Critical for prioritizing growth projects

Success:	Started meaningful dialogue with the County on Water/Wastewater issues
Impacts:	Critical for regionalization issues including relocation of WRF

Success:	Increased funding for WEOP
Impacts:	Grass roots program for helping customers reduce their energy consumption

Success:	Voted one of the best places to work in St. Lucie County
Impacts:	Good recruiting tool to bring best people to work at FPUA

Success:	Instituted merit pay system for employees
Impacts:	Good for employee morale and incentivizing employees

Success:	Electrical Reliability Improvements at Lawnwood Hospital
Impacts:	Critical for Trauma Room rating at the hospital

Success:	Electrical System Reliability
Impacts:	Replacement of 200 poles, installation of automated field devices, increased tree trimming. Increased reliability and improved customer service

Success:	Gravity main line funding increase with subsequent increase in feet of gravity main lined
Impacts:	Less deterioration of City/county roadways and reduction in amount of groundwater needed to be processed by the WRF

Success:	Creation of a water/wastewater expansion project
Impacts:	Expansion of water/wastewater service territory and opportunity for annexation by the City

Success:	Increase the potable water system's firm capacity to 23 million gallons per day
Impacts:	Additional firm capacity needed to support future growth

Success:	Completed asset purchase agreement with FPL for $2.4M
Impacts:	This money serves as "seed" money to start AMI

SECTION 6

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

My Legacy
Mayor and City Commission
City of Fort Pierce

Linda Hudson: Mayor

1. **Safest City on the Treasure Coast**
2. **Diverse Economy with well Paying Jobs**
3. **Smart City using Technology**

Rufus Alexander: City Commissioner

1. **Build Infrastructure specifically Roads**
2. **Bring City together**
3. **No Homeless – Building/Have Housing available**

Tom Perona: City Commissioner

1. **Infill Development**
2. **Seamless City – Inclusive for all Cultures and Lifestyles**
3. **Positive Image of Fort Pierce**
4. **Reorganization of Utilities: Plan and Buy In**

Jeremiah Johnson: City Commissioner

1. **Annexation: Square Boundary to turnpike**
2. **Attractive Community**
3. **WRO Relocation**
4. **EOC**
5. **Main Street: #1 in US**
6. **East Bridge: Mixed Use Development**

Nick Mimms: City Manager

1. **Positive Image and Impression**
2. **Involvement of Entire Community**
3. **Economic Development with Viable Businesses**
4. **Neighborhood Sustainability**

John Tompeck: EPUA Director

1. **20% Renewable Power**
2. **Regional Water**
3. **WRF Relocation**
4. **AMI in Place**

Actions for 2019
City of Fort Pierce

Linda Hudson: Mayor

1. **Partnership with EPUA**
2. **Water Regionalization**
3. **King Power Plant Development**

Rufus Alexander: City Commissioner

1. **Road Projects – Better Quality Roads**
2. **Port Development**
3. **Tourism Development**

Tom Perona: City Commissioner

1. **Follow through on "Successes/Action Agenda"**
2. **King Plant, Development on Orange Development**
3. **Commission District: Discussion**

Jeremiah Johnson: City Commissioner

1. **EDC Funding**
2. **Impact Fees Reduction in Downtown**
3. **Increased Tourism**
4. **Master Plan for Courts Complex**

Nick Mimms: City Manager

1. **King Plant Site: Development Agreement: for Hotel, Station, Mixed Use**
2. **Sunrise Theatre: Structure, Market Artist Program**
3. **Economic Incentive: Downtown, Peacock, Lincoln**

John Tompeck: EPUA Director

1. **Water Regionalization: Preparation for Referendum**
2. **WRF: Detailed Plan for Relocation**
3. **Wastewater Plant: Expansion**
4. **$25,000 for EDC (Annually)**

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. **Relation s 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 [Sample Oaks, Hibiscus Park & Oakland Park], Crossroads, Edgartown, South Beach, 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. 17th Street Reconstruction – (Orange Avenue to Avenue D)
2. 7th Street Reconstruction – (Wendell Road to 10th 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. 4th 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	Work order 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.

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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 7th 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).

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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.

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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 that 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 6th 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

SECTION 7

STRATEGIC DISCUSSION ON CRITICAL ISSUES

City of Fort Pierce
Topics for Strategic Discussion

▶ Topics	PRIORITY
1. Downtown	
2. North Neighborhoods/Edgartown Neighborhood	
3. FPUA	
4. Partnering with St. Lucie County	
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SECTION 8

CITY OF FORT PIERCE
PLAN 2019 – 2024

City of Fort Pierce
Goals 2024

SERVE OUR COMMUNITY

DEVELOP OUR COMMUNITY

ENGAGE OUR COMMUNITY

BEAUTIFY OUR COMMUNITY

ENJOY OUR COMMUNITY

City of Fort Pierce
Goals 2024 Worksheet

	IMPORTANCE	
	Personal*	Team
1. SERVE OUR COMMUNITY	6	1
2. DEVELOP OUR COMMUNITY	7	2
3. ENGAGE OUR COMMUNITY	13	3
4. BEAUTIFY OUR COMMUNITY	15	4
5. ENJOY OUR COMMUNITY	19	5

*** The City Commission 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 SERVE OUR COMMUNITY

▶ Objectives		PRIORITY
Objective 1	Have a financially responsible City government	
Objective 2	Have a City organization that is responsive, responsible/accountable, results oriented, focused on the Fort Pierce community	
Objective 3	Streamline City policies, regulations, processes and procedures	
Objective 4	Have adequate resources to support defined City services and levels of service	
Objective 5	Listen to and understand the needs and messages from the community	
Objective 6	Maintain a top quality City workforce dedicated to serving the Fort Pierce community	
Objective 7	Develop and fund City capital/equipment replacement	
Objective 8		
Objective 9		
Objective 10		

GOAL 1 SERVE OUR COMMUNITY

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

▶ Challenges and Opportunities	PRIORITY
1. Aging City infrastructure and facilities requiring significant maintenance and replacement	4
2. Streamlining City processes – more customer friendly	4
3. Limited revenue sources for cities	3
4. Increasing costs of capital projects and operations	3
5. City staffing and the capacity to provide services	3
6. Outdated information technology needing significant investment	3
7. Deferred capital and equipment investment now requiring significant funding	2
8. Willingness to raise taxes and fees	2
9. Rising costs of healthcare, pensions, materials and energy	2
10. Actions by Federal and State governments: impacting revenues, unfunded mandates and regulations, fewer grants and earmarked projects	2

GOAL 1 SERVE OUR COMMUNITY

▶ Challenges and Opportunities	PRIORITY
11. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority	2
12. Retaining a quality City workforce	1
13. Increasing demands for City services	1
14. Opportunity to expand resources through partnerships and grants	1
15. Rebuilding the City organization from the recession	1
16. Lack of local vendor participation	1
17.	
18.	
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GOAL 1 SERVE OUR COMMUNITY

▶ Actions 2019			PRIORITY
	1. City – FPUA Strategy: Key Issues and Direction	Mgmt M/CC 2018	5
	2. Charter/Code of Ordinances: Update	Mgmt 2018	5
	3. Police Retention and Compensation: Study, Direction and Funding	M/CC	5
	4. St. Lucie County – FPUA – City Agreement on Water Utility: Completion	Mgmt OTH	3
	5. Road Conditions and Resurfacing: Report, Direction and Funding (including Oversight Committee	M/CC	3
	6. Compensation for "Targeted Positions"	Mgmt M/CC 2018	Mgmt
	7. Permitting Hub for Development/Permitting	Mgmt 2018	Mgmt
**	8. IT Comprehensive Plan, Project Completion and Funding	Mgmt 2018	Mgmt

** Management Priority

GOAL 1 SERVE OUR COMMUNITY

▶ Actions 2019			PRIORITY	
	9. Purchasing Ordinance: Revision/Update	Mgmt OTH	Mgmt	
**	10. Emergency Management/Disaster Plan: Update (including Cold Weather Shelter)	Mgmt M/CC	Mgmt	
	11. FPUA Charter: Review and Revision	M/CC	2	
	12. Emergency Operations Center: Funding	Mgmt 2018	1	
	13. Enterprise Funds: Evaluation and Direction	Mgmt OTH	1	
	14.			
	15.			
	16.			

GOAL 1 SERVE OUR COMMUNITY

▶ **Management in Progress 2019**		TIME
1. Labor Negotiations and Contracts a. Teamsters b. PBA c. IPUA	MIP	
2. City Attorney's Office: Staffing Assessment	MIP	
3. ProjectDox: Building Department	MIP	
4. Parking Enforcement Software for Mobile Parking Enforcement	MIP	
5. Paperless Purchases Order System	MIP	
6. Click-2-Gov	MIP	
7. Citywide Payment Card Policy (online)	MIP	
8. Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Upgrade	MIP	

GOAL 1 SERVE OUR COMMUNITY

▶ **Management in Progress 2019**		**TIME**
9. Paperless Payroll Process: Electronic Stub and Forms	MIP	
10. Online Searchable Portal: Development	MIP	
11. Comprehensive Employee Wellness Policy and Program	MIP	
12. Vehicle/Equipment Replacement Plan: Year 2	MIP	
13. Building Department Cross Training and Internship Program Approval	Bldg	
14. Deputy City Clerk: Certification	City Clerk	
15. Small Business Guide	City Clerk	
16. Opti View: Update	City Clerk	

GOAL 1 SERVE OUR COMMUNITY

▶ **Management in Progress 2019**		TIME
17. City Facilities Security: Video Surveillance	City Clerk	
18. Migration to Cloud (Office 365)	City Clerk	
19. Credit Cards Online	City Clerk	
20. Community Response Rules and Policy Manual	Comm. Response	
21. Parking Counter in City Garage	Comm. Response	
22. One Solution Upgrade (from Naviline)	Comm. Response	
23. Indian Hills Golf Course: Marketing/Advertisement Enhancements	Golf	
24. CSAB Election	HR	

GOAL 1 SERVE OUR COMMUNITY

▶ **Management in Progress 2019**		TIME
25. IT Security Upgrade	IT	
26. PAL Park Infrastructure and On Boarding	IT	
27. Sunrise Theatre Integration and Services	IT	
28. Marina Application to Cloud	IT	
29. Public Works Work Order	IT	
30. Police Vehicle Replacement	Police	
31. Police Grants a. Secure Gate: Station/Substation b. Camera System c. Parking Lot Lights	Police	
32. Rich House: Open	Police	

GOAL 1 SERVE OUR COMMUNITY

▶ **Management in Progress 2019**		TIME
33. Police Public Record Request: Process Improvements	Police	
34. Advanced Metering Infrastructure (AMI)	FPUA	
35.		
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GOAL 1 SERVE OUR COMMUNITY

▶ **Major Projects 2019**		TIME
1. City Facilities Access Control and Security Upgrade	MP	
2. City Hall Waterproofing	MP	
3. City Hall: Covered Walkway for Pedestrians (Parking Garage and City Hall)	MP	
4. Building Department Relocation/Buildout	Bldg	
5. Police Carpet Replacement	Police	
6. WRF Backup Generator	FPUA	
7. Underground Conversions	FPUA	
8. Natural Gas Loop Project	FPUA	

GOAL 1 SERVE OUR COMMUNITY

▶ **Major Projects 2019**		TIME
9. Avenue "M" Water/Wastewater Restoration	FPUA	
10. Orange Avenue Forcemain	FPUA	
11. Savannah Road Re-pump Facility	FPUA	
12. Electric Pole Replacement	FPUA	
13. Di Giorgio Industrial Area Wastewater Infrastructure Project	FPUA	
14.		
15.		
16.		

GOAL 1 SERVE OUR COMMUNITY

▶ **On the Horizon 2020 – 2024**		**TIME**
1. City Owned Property: Sale of High Value Property	OTH	
2. Wastewater Services Regionalization Expansion	OTH	
3. Impact Fees: Update	OTH	
4. New Alternative Revenues: Study and Direction	OTH	
5. Debt Reduction Policy and Plan	OTH	
6. City Hall: Seal/Paint	OTH	
7.		
8.		

GOAL 2 DEVELOP OUR COMMUNITY

▶ Objectives		PRIORITY
Objective 1	Have well maintained streets and public areas	5
Objective 2	Have an active, sustainable Port of Fort Pierce serving as an economic driver	5
Objective 3	Expand the local economy	5
Objective 4	Develop Brightline Station and surrounding area development	5
Objective 5	Have City policies and incentives for development and redevelopment	4
Objective 6	Have additional quality job opportunities for residents	3
Objective 7	Have a City reputation as “business friendly”	2
Objective 8	Relocate Wastewater Treatment Plant and replace with housing, mixed use development or hotel	1
Objective 9	Expand tourism	0
Objective 10		

GOAL 2 DEVELOP OUR COMMUNITY

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

▶ Challenges and Opportunities	PRIORITY
1. Attracting new businesses to Fort Pierce that create sustainable jobs	4
2. Continuing the momentum in the downtown area and the surrounding neighborhoods	4
3. Creating a world-class tourist destination for residents and visitors	4
4. Changing business attitudes toward investing in Fort Pierce	4
5. Tapping the development of the Port of Fort Pierce	3
6. City's aging infrastructure and facilities	3
7. Attracting developers and residents to Fort Pierce	3
8. Increasing multi-modal transportation in Fort Pierce	2
9. Tapping the full potential of Fort Pierce's water assets	2
10. Consistency with County decisions for areas to be annexed	2

GOAL 2 DEVELOP OUR COMMUNITY

▶ Challenges and Opportunities	PRIORITY
11. Working with the property owners, businesses and residents	2
12. Job skills for Port development and businesses	1
13. Maintaining and expanding public access to water	1
14. State of Florida legislation and Governor's Office	1
15. Retail development impacted by demographic and image	1
16. Balancing full time residents and tourist/businesses	1
17. Potential future economic recession	1
18. Preserving the view of waterfront	0
19. Amount of impact fees	0
20.	

GOAL 2 DEVELOP OUR COMMUNITY

▶ Actions 2019			PRIORITY
**	1. Annexation: Interlocal Service Boundary Agreement a. Interlocal Service Boundary Agreement with St. Lucie Property b. Agreements on Commercial Corridors Execution	Mgmt M/CC 2018	5
**	2. King Plant Redevelopment Project: Development Agreement	Mgmt M/CC	5
	3. Downtown Hotel/Mixed Use Development: RFP, Agreement	Mgmt M/CC 2018	4
**	4. Passenger Rail Station: Development	Mgmt M/CC	4
	5. Development Consultant for City: Definition, Scope of Work, Direction and Funding	M/CC	4
	6. Economic Development Action Plan/Incentive Policy a. Downtown b. Peacock Arts District c. Lincoln Park	Mgmt	4
	7. Sports Tourism Strategy and Action Plan (with TDC)	M/CC	3
	8. Port Development: Next Steps (with St. Lucie County) • Site Development Plan • Street Policy: Direction	Mgmt M/CC 2018	Mgmt

** Management Priority

GOAL 2 DEVELOP OUR COMMUNITY

▶ Actions 2019			PRIORITY
	9. EAR/Comprehensive Plan: Update	Mgmt 2018	Mgmt
	10. Development Review Task Force: Report and Policy Adoption	Mgmt M/CC 2018	Mgmt
	11. CRA Plan: Update	Mgmt 2018	Mgmt
	12. Land Development Code: Conditional Use Update	Mgmt OTH	Mgmt
**	13. Infill Development Ordinance	Mgmt	Mgmt
	14. Renewable Power Sources		FPUA
	15. Water Regionalization: Discussion and Referendum	M/C	2
	16. Master Plan for Courthouse Relocation	M/CC	2

GOAL 2 DEVELOP OUR COMMUNITY

▶ Actions 2019			PRIORITY
	17. Seaplane Base and Service: Direction and City Actions • Permitting • Application to FAA	Mgmt M/CC 2018	1
	18. 7th Street Neighborhood Infrastructure Upgrade: Direction and Funding (Wendell/10th)	Mgmt 2018	1
	19. Island Height Restrictions: Review/Direction	M/CC	1
**	20. EDC: Collaboration with Fort Pierce/FPUA • Call Fort Pierce First FPUA $25,000	Mgmt	1
	21. Wastewater Treatment Plant Relocation (Collaboration with FPUA): Detailed Plans	Mgmt M/CC 2018	0
	22. Peacock Arts District Revitalization Boundary Expansion and City Actions	Mgmt M/CC 2018	0
	23. Sister City Relations with Bahamas	M/CC	0
	24. Business Improvement District (BID) for Downtown: Creation	M/CC	0

GOAL 2 DEVELOP OUR COMMUNITY

▶ Actions 2019		PRIORITY
25. Downtown Residential Development: Next Project	M/CC	0
26. Port Authority: Discussion		0
27.		
28.		
29.		
30.		
31.		
32.		

GOAL 2 DEVELOP OUR COMMUNITY

▶ **Management in Progress 2019**		TIME
1. Business Retention and Expansion Program (BRE)	MIP	
2. Television Commercial Campaign in Miami, Florida	CM	
3. Citywide Marketing Plan	CM	
4. National Events – National Firefighters Combat Challenge	CM	
5.		
6.		
7.		
8.		

GOAL 2 DEVELOP OUR COMMUNITY

▶ **Major Projects 2019**		TIME
1. City Parking Garage: Sealing	MP	
2. Fisherman's Wharf a. Road Reconstruction b. Seawall Reconstruction c. Marina Dredging	MP	
3. Citrus Bridge Overpass: Design/Construction	MP	
4. Surfside Park Residential Street Drainage Improvements: Construction	MP	
5. Melody Lane Seawall	MP	
6. Street Striping Project	MP	
7. Ohio Avenue and U.S. 1 Signalization Upgrade	MP	
8. Pumpout System – Northside	MP	

GOAL 2 DEVELOP OUR COMMUNITY

▶ **Major Projects 2019**		TIME
9. 7th Street Roadway Reconstruction (Wendell Road to 10th Street)	MP	
10. 17th Street Reconstruction (Avenue "D" to Orange Avenue)	MP	
11. Avenue "B" ROW Designation	OTH	
12. Downtown Public Assets Cleanup/Maintenance	OTH	
13. Ohio Avenue Realignment	Engr	
14. Visitor Center: Parking Garage	PW	
15. Marina Square Sail Shade Structure	PW	
16.		

GOAL 2 DEVELOP OUR COMMUNITY

▶ On the Horizon 2020 – 2024		TIME
1. Georgia Avenue Outfall: Nutrient Removal	OTH	
2. Port Authority Development	OTH	
3. South Beach Parking: Direction	OTH	
4. Downtown Development: Report	OTH	
5. Community Energy Conservation Program	OTH	
6. Dirt Road Policy	OTH	
7. Retail Development Strategy and City Action	OTH	
8. Fort Pierce Redevelopment Agency: Surplus Land Disposition	OTH	

GOAL 2 DEVELOP OUR COMMUNITY

▶ **On the Horizon 2020 – 2024**		TIME
9. Homeless Transition Housing	OTH	
10. Incentives for Vacant Land Development	OTH	
11. City Economic Development Position	OTH	
12. Tri-Rail Service to Jupiter	OTH	
13.		
14.		
15.		
16.		

GOAL 3 ENGAGE OUR COMMUNITY

▶ Objectives		PRIORITY
Objective 1	Have a well-informed community through proactive City communications	
Objective 2	Have civility in the governance process	
Objective 3	Have strong community policing – police know the community and the community know and trust the police	
Objective 4	Have a reputation as an inclusive community with everyone feeling welcome and part of the community	
Objective 5	Have City government providing the leadership to create community partnerships to expand community resources	
Objective 6	Seek feedback from the community and use the information to implement improvements	
Objective 7		
Objective 8		
Objective 9		
Objective 10		

GOAL 3 ENGAGE OUR COMMUNITY

▶ **Means to Residents**	**PRIORITY**
1. Feeling welcome in the City of Fort Pierce	
2. Opportunities to contribute to the community	
3. People working together for community benefit	
4. Community benefit over personal benefit or gain	
5. Individuals with different cultures or backgrounds are respected	
6. Opportunities to shape Fort Pierce's future	
7.	
8.	
9.	
10.	

GOAL 3 ENGAGE OUR COMMUNITY

▶ Challenges and Opportunities	PRIORITY
1. Commissioner districts and representation	4
2. Developing and sustaining common goals and vision for Fort Pierce that become the community's rallying point	4
3. Getting residents to become engaged in neighborhood and community organizations	4
4. Tapping the potential of citizen academy and movie event – opportunity to interact with departments	4
5. Developing future community leaders and City employees	3
6. Expanding and enhancing current community events	3
7. Helping residents understand the City policies, programs and service	3
8. Expanding community wide youth programs to develop community pride	1
9. Moving beyond past history of a racially/socioeconomic divided community	1
10. Diverse population of Fort Pierce	1

GOAL 3 ENGAGE OUR COMMUNITY

▶ Challenges and Opportunities	PRIORITY
11. Residents and businesses believing that the City is responsible for everything and solving all problems	1
12. Overcoming resident apathy	1
13. Looking to the whole community	0
14. Overcoming differences among neighborhoods	0
15.	
16.	
17.	
18.	
19.	
20.	

GOAL 3 ENGAGE OUR COMMUNITY

▶ Actions 2019		PRIORITY
1. Neighborhood Revitalization and Engagement: Input Meetings	Mgmt	4
2. Boards/Committees Revision	Mgmt OTH	3
3. Community Events and Festivals Enhancements: Inventory, Report with Options and Direction	M/CC	3
4. Community Policing: Expansion and Report	Mgmt M/CC 2018	Mgmt
5. Community Youth Outreach to Diverse Population	Mgmt 2018	Mgmt
6. Police Advisory Board: Report	M/CC	Mgmt
7. Older Development Regulations: Revised Ordinances (from Growth Management Task Force)	Mgmt	Mgmt
8. Community Outreach with Faith Community: Direction and City Actions	M/CC	2

GOAL 3 ENGAGE OUR COMMUNITY

▶ **Actions 2019**		**PRIORITY**
9. County Dialog and Issue Resolution	M/CC	1
10.		
11.		
12.		
13.		
14.		
15.		
16.		

GOAL 3 ENGAGE OUR COMMUNITY

▶ **Management in Progress 2019**		TIME
1. 3rd Unity in Our Community	Police	
2.		
3.		
4.		
5.		
6.		
7.		
8.		

GOAL 3 ENGAGE OUR COMMUNITY

▶ **Major Projects 2019**	TIME
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

GOAL 3 ENGAGE OUR COMMUNITY

▶ **On the Horizon 2020 – 2024**		TIME
1. Police Youth Advisory Committee: Development	OTH	
2. Neighborhood Identity and Pride Program	OTH	
3. Marketing Program for Arts, Culture and Museums	OTH	
4. Moore's Creek Multi Cultural Festival: Foods and Arts Celebration	OTH	
5.		
6.		
7.		
8.		

GOAL 4 BEAUTIFY OUR COMMUNITY

▶ Objectives		PRIORITY
Objective 1	Have attractive entrances and gateways: I-95	
Objective 2	Have well maintained parks and park venues	
Objective 3	Have attractive major corridors: Orange Avenue, U. S. 1	
Objective 4	Have attractive signage and wayfinding signs, including mobile app	
Objective 5	Reduce the visual blight in the City	
Objective 6	Have well maintained streetscapes	
Objective 7	Maintain waterfront	
Objective 8		
Objective 9		
Objective 10		

GOAL 4 BEAUTIFY OUR COMMUNITY

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

GOAL 4 BEAUTIFY OUR COMMUNITY

▶ Challenges and Opportunities	PRIORITY
1. Reputation and appearance of Fort Pierce	4
2. Funding of city capital projects	4
3. Irresponsible property owners who avoid complying with the City Code of Ordinances	4
4. Absentee property owners/homeowners not maintaining property	4
5. Initial image/impression as you leave I-95	3
6. Vacant land, buildings and homes	3
7. Maintaining a beautiful community after landscaping project is completed	3
8. High percentage of rental housing	2
9. Unattractive major corridors	2
10. Using bonds to replace dead landscaping	2

GOAL 4 BEAUTIFY OUR COMMUNITY

▶ Challenges and Opportunities	PRIORITY
11. Funding for code compliance, law enforcement and public works	1
12. Continuing consistent application of the Code of Ordinances – application support in light of community pressure	1
13. Engaging and educating the community on the importance – beautification	1
14. Ability to afford compliance or beautification project	1
15. Improving the entire City with a unified vision	1
16. Different property maintenance standards among residents	1
17. Tapping the arts/artists resources in the community landscaping	1
18.	
19.	
20.	

GOAL 4 BEAUTIFY OUR COMMUNITY

▶ Actions 2019		PRIORITY
1. Code Enforcement: Performance Assessment, Report, Direction and City Actions	M/CC	4
2. Park Maintenance and Upgrade: Condition Assessment, Report, Direction, City Actions and Funding/Volunteers	M/CC	4
3. Wayfinding Signage: Report and Direction (Signs/Apps)	M/CC	4
4. Lincoln Park Revitalization Initiative: Annual Report	Mgmt M/CC 2018	3
5. Bond for Landscape Replacement: Direction and Enforcement	Mgmt 2018	3
6. City Street Sweeping Program Privatization: Report and Direction	Mgmt	3
7. Dumpster Solutions for Downtown	Mgmt 2018	Mgmt
8. Entrance/Gateways Beautification: Plan and Funding (Low Cost Option)	Mgmt M/CC 2018	Mgmt

GOAL 4 BEAUTIFY OUR COMMUNITY

▶ **Actions 2019**		**PRIORITY**
9. Mural Projects (3 – 4)	Mgmt M/CC 2018	Mgmt
10. Downtown Lighting: Assessment, Report, Direction and City Actions	M/CC	1
11.		
12.		
13.		
14.		
15.		
16.		

GOAL 4 BEAUTIFY OUR COMMUNITY

▶ **Management in Progress 2019**		TIME
1. Main Street: Annual Report	MIP	
2. Clean and Safe Initiative: Amendments and Cases	Comm. Response	
3.		
4.		
5.		
6.		
7.		
8.		

GOAL 4 BEAUTIFY OUR COMMUNITY

▶ **Major Projects 2019**		TIME
1. Banner Replacement (Citywide)	MP	
2. Islands: New Plantings	Marina	
3.		
4.		
5.		
6.		
7.		
8.		

GOAL 4 BEAUTIFY OUR COMMUNITY

▶ On the Horizon 2020 – 2024	TIME
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

GOAL 5 ENJOY OUR COMMUNITY

▶ Objectives		PRIORITY
Objective 1	Value the arts and culture as a community asset	
Objective 2	Have top quality public schools partnering with the City	
Objective 3	Have a variety of recreational programs and activities responsive to the Fort Pierce community	
Objective 4	Have a reputation as a safe community for all	
Objective 5	Have strong community events with active participation by residents	
Objective 6	Have effective public transportation	
Objective 7	Reduce the crime rate through community policing	
Objective 8		
Objective 9		
Objective 10		

GOAL 5 ENJOY OUR COMMUNITY

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

GOAL 5 ENJOY OUR COMMUNITY

▶ Challenges and Opportunities	PRIORITY
1. Expanding neighborhood watch and community programs to increase residents investments in safety and safe community	4
2. Reducing the homeless population	3
3. Continuing to enhance the quality of public schools	3
4. Funding for parks and recreation	3
5. Having strong community events and festivals that involve the residents	3
6. Addressing mental health issues with the County and community partners	3
7. Expanding night life and entertainment opportunities	3
8. More activities at the beach and/or the waterfront	3
9. Continuing to respond proactively to gangs and drugs	2
10. Modernizing parks and their venues	2

GOAL 5 ENJOY OUR COMMUNITY

▶ Challenges and Opportunities	PRIORITY
11. Tapping the arts and cultural heritage and traditions of Fort Pierce	1
12. Continuing the success and expanding regional use of the Golf Course	1
13. Expanded community use of the Sunrise Theatre through revised programming	1
14. Changing leisure and recreational trends	1
15. Expanding and more aggressively handling panhandling in the community	1
16. Difference in generational expectations and activities	1
17. Respecting public property and landscaping	1
18. Balancing recreation sports and competitive sports	0
19.	
20.	

GOAL 5 ENJOY OUR COMMUNITY

▶ Actions 2019		PRIORITY
1. Sunrise Theatre: Structure, Marketing, Program	Mgmt M/CC 2018	4
2. Historic St. Anastasia Building/Property Use: St. Lucie Historic Museum Relocation, Renovation Contract	Mgmt M/CC 2018	4
3. Sunrise Center Garage Office Development: Status and Direction	M/CC	4
4. Edgartown Rebranding: Direction (including Street Name Changes)	M/CC	3
5. Recreation Program Expansion: Assessment, Report, Direction and Funding	M/CC	3
6. Porpoise Park: Report and Direction	Mgmt M/CC 2018	Mgmt
7. Trolley/Tram Service: Report and Direction • Downtown • South Beach	M/CC	Mgmt
8. Crime Reduction Action Plan: Specific Actions (Downtown – Visible Police Presence)	M/CC	Mgmt

GOAL 5 ENJOY OUR COMMUNITY

▶ Actions 2019		PRIORITY
9. Arts and Culture Strategic Plan Implementation	Mgmt OTH	1
10. Charter School (s): Best Practices, Report and Direction	M/CC	1
11. Swimming Program for Youths: Report, Partner Direction and City Actions	M/CC	1
12. Gymnasium Expanded Hours: Report and Direction	M/CC	1
13. Downtown Hours Regulations: Review and Refinement	M/CC	1
14. Housing Upgrade Program: Best Practices, Report and Direction	M/CC	1
15.		
16.		

GOAL 5 ENJOY OUR COMMUNITY

▶ **Management in Progress 2019**		TIME
1. Gangs Action Plan: Annual Update	2018	
2. Field Training Officer (FTO) Program: Revamp	MIP	
3. Zora Neale Huston Trail Festival Day	MIP	
4. SHIP Home Rehabs (20)	MIP	
5. SHIP 1st Time Homebuyers	MIP	
6. Trolley Saturday Route: Pilot	OTH	
7. 4th Annual Highwaymen Heritage Trail Art Show and Festival	Fin	
8. Allegany Franciscan Ministries Collaboration	Fin	

GOAL 5 ENJOY OUR COMMUNITY

▶ **Management in Progress 2019**		TIME
9. Crabby's Restaurant Opening	Marina	
10. Sunrise Theatre Corporate Sponsorships, Donors and Members Increase	Sunrise	
11.		
12.		
13.		
14.		
15.		
16.		

GOAL 5 ENJOY OUR COMMUNITY

▶ Major Projects 2019

			TIME
1.	Indian Hills Golf Course Improvement Projects	MP	
2.	Sunrise Theatre: Maintenance/New Roof Project	MP	
3.	MLK Dreamland Park: Construction	MP	
4.	Moore's Creek Boat Ramp Area Repairs	MP	
5.	Fenn Park: Play Set	MP	
6.	Fisherman's Wharf Boat Ramp: Rebuild	MP	
7.	Marina Fuel Dock/Dock Master Support Building	Marina	
8.	Sunrise Theatre Black Box Floor	Sunrise	

GOAL 5 ENJOY OUR COMMUNITY

▶ **On the Horizon 2020 – 2024**		**TIME**
1. Neighborhood Watch/Citizen Patrol: Expansion	OTH	
2. Old Fort Park Sidewalk Connectivity	OTH	
3. Pinewood Recreation Facility Improvement	OTH	
4. Savannah Recreation Trail Connectivity to Indian Hills Recreation Area	OTH	
5. Jaycee Park Connectivity Improvements	OTH	
6. Additional Parking Garage for Downtown: Report and Direction	M/CC	
7.		
8.		

SECTION 9

ACTION AGENDA
2019

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.

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.

Policy Agenda 2019
City of Fort Pierce
Targets for Action

TOP PRIORITY

HIGH PRIORITY

Policy Agenda 2019
City of Fort Pierce

▶ Targets for Action

	PRIORITY	PRIORITY	
	PRIORITY	TOP	HIGH
1. City – FPUA Strategy: Key Issues and Direction			
2. Charter/Code of Ordinances: Update			
3. Police Retention and Compensation: Study, Direction and Funding			
4. St. Lucie County – FPUA – City Agreement on Water Utility: Completion			
5. Road Conditions and Resurfacing: Report, Direction and Funding (including Oversight Committee)			
6. Annexation: Interlocal Service Boundary Agreement a. Interlocal Service Boundary Agreement with St. Lucie Property b. Agreements on Commercial Corridors Execution			
7. King Plant Redevelopment Project: Development Agreement			
8. Downtown Hotel/Mixed Use Development: RFP, Agreement			

Policy Agenda 2019
City of Fort Pierce

▶ Targets for Action

	PRIORITY	PRIORITY	
	PRIORITY	TOP	HIGH
9. Passenger Rail Station: Development			
10. Development Consultant for City: Definition, Scope of Work, Direction and Funding			
11. Economic Development Action Plan/Incentive Policy a. Downtown b. Peacock Arts District c. Lincoln Park			
12. Sports Tourism Strategy and Action Plan (with TDC)			
13. Neighborhood Revitalization and Engagement: Input Meetings			
14. Boards/Committees Revision			
15. Community Events and Festivals Enhancements: Inventory, Report with Options and Direction			
16. Code Enforcement: Performance Assessment, Report, Direction and City Actions			

Policy Agenda 2019
City of Fort Pierce

▶ Targets for Action

	PRIORITY	PRIORITY	
	PRIORITY	TOP	HIGH
17. Park Maintenance and Upgrade: Condition Assessment, Report, Direction, City Actions and Funding/Volunteers			
18. Wayfinding Signage: Report and Direction (Signs/Apps)			
19. Lincoln Park Revitalization Initiative: Annual Report			
20. Bond for Landscape Replacement: Direction and Enforcement			
21. City Street Sweeping Program Privatization: Report and Direction			
22. Sunrise Theatre: Structure, Marketing, Program			
23. Historic St. Anastasia Building/Property Use: St. Lucie Historic Museum Relocation, Renovation Contract			
24. Sunrise Center Garage Office Development: Status and Direction			

Policy Agenda 2019
City of Fort Pierce

▶ Targets for Action

	PRIORITY	PRIORITY	
	PRIORITY	TOP	HIGH
25. Edgartown Rebranding: Direction (including Street Name Changes)			
26. Recreation Program Expansion: Assessment, Report, Direction and Funding			
27.			
28.			
29.			
30.			
31.			
32.			

Management Agenda 2019
City of Fort Pierce
Targets for Action

TOP PRIORITY

HIGH PRIORITY

Management Agenda 2019
City of Fort Pierce

▶ Targets for Action

	PRIORITY	PRIORITY	
	PRIORITY	TOP	HIGH
1. Compensation for "Targeted Positions"			
2. Permitting Hub for Development/Permitting			
3. IT Comprehensive Plan, Project Completion and Funding			
4. Purchasing Ordinance: Revision/Update			
5. Emergency Management/Disaster Plan: Update (including Cold Weather Shelter)			
6. Port Development: Next Steps (with St. Lucie County) • Site Development Plan • Street Policy: Direction			
7. EAR/Comprehensive Plan: Update			
8. Development Review Task Force: Report and Policy Adoption			

Management Agenda 2019
City of Fort Pierce

▶ Targets for Action

	PRIORITY	PRIORITY	
	PRIORITY	TOP	HIGH
9. CRA Plan: Update			
10. Land Development Code: Conditional Use Update			
11. Infill Development Ordinance			
12. Community Policing: Expansion and Report			
13. Community Youth Outreach to Diverse Population			
14. Police Advisory Board: Report			
15. Older Development Regulations: Revised Ordinances (from Growth Management Task Force)			
16. Dumpster Solutions for Downtown			

Management Agenda 2019
City of Fort Pierce

▶ Targets for Action

	PRIORITY	PRIORITY	
	PRIORITY	TOP	HIGH
17. Entrance/Gateways Beautification: Plan and Funding (Low Cost Option)			
18. Mural Projects (3 – 4)			
19. Porpoise Park: Report and Direction			
20. Trolley/Tram Service: Report and Direction • Downtown • South Beach			
21. Crime Reduction Action Plan: Specific Actions (Downtown – Visible Police Presence)			
22.			
23.			
24.			

Action Outlines 2019
City of Fort Pierce

GOAL 1 SERVE OUR COMMUNITY

ACTION: CITY – FPUA STRATEGY: KEY ISSUES AND DIRECTION

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: CHARTER/CODE OF ORDINANCES: UPDATE

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: POLICE RETENTION AND COMPENSATION: STUDY, DIRECTION AND FUNDING

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: ST. LUCIE COUNTY – FPUA – CITY AGREEMENT ON WATER UTILITY: COMPLETION

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: ROAD CONDITIONS AND RESURFACING: REPORT, DIRECTION AND FUNDING (INCLUDING OVERSIGHT COMMITTEE)

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: COMPENSATION FOR "TARGETED POSITIONS"

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: PERMITTING HUB FOR DEVELOPMENT/PERMITTING

PRIORITY
Mgmt

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: IT COMPREHENSIVE PLAN, PROJECT COMPLETION AND FUNDING

PRIORITY
Mgmt

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: PURCHASING ORDINANCE: REVISION/UPDATE

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: EMERGENCY MANAGEMENT/DISASTER PLAN: UPDATE (INCLUDING COLD WEATHER SHELTER)

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

▶ **Management in Progress 2019**		**TIME**
1. Labor Negotiations and Contracts a. Teamsters b. PBA c. IPUA	MIP	
2. City Attorney's Office: Staffing Assessment	MIP	
3. ProjectDox: Building Department	MIP	
4. Parking Enforcement Software for Mobile Parking Enforcement	MIP	
5. Paperless Purchases Order System	MIP	
6. Click-2-Gov	MIP	
7. Citywide Payment Card Policy (online)	MIP	
8. Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Upgrade	MIP	

▶ **Management in Progress 2019**		TIME
9. Paperless Payroll Process: Electronic Stub and Forms	MIP	
10. Online Searchable Portal: Development	MIP	
11. Comprehensive Employee Wellness Policy and Program	MIP	
12. Vehicle/Equipment Replacement Plan: Year 2	MIP	
13. Building Department Cross Training and Internship Program Approval	Bldg	
14. Deputy City Clerk: Certification	City Clerk	
15. Small Business Guide	City Clerk	
16. Opti View: Update	City Clerk	

▶ **Management in Progress 2019**		**TIME**
17. City Facilities Security: Video Surveillance	City Clerk	
18. Migration to Cloud (Office 365)	City Clerk	
19. Credit Cards Online	City Clerk	
20. Community Response Rules and Policy Manual	Comm. Response	
21. Parking Counter in City Garage	Comm. Response	
22. One Solution Upgrade (from Naviline)	Comm. Response	
23. Indian Hills Golf Course: Marketing/Advertisement Enhancements	Golf	
24. CSAB Election	HR	

▶ **Management in Progress 2019**		**TIME**
25. IT Security Upgrade	IT	
26. PAL Park Infrastructure and On Boarding	IT	
27. Sunrise Theatre Integration and Services	IT	
28. Marina Application to Cloud	IT	
29. Public Works Work Order	IT	
30. Police Vehicle Replacement	Police	
31. Police Grants a. Secure Gate: Station/Substation b. Camera System c. Parking Lot Lights	Police	
32. Rich House: Open	Police	

▶ **Management in Progress 2019**		TIME
33. Police Public Record Request: Process Improvements	Police	
34. Advanced Metering Infrastructure (AMI)	FPUA	
35.		
36.		
37.		
38.		
39.		
40.		

▶ **Major Projects 2019**		**TIME**
1. City Facilities Access Control and Security Upgrade	MP	
2. City Hall Waterproofing	MP	
3. City Hall: Covered Walkway for Pedestrians (Parking Garage and City Hall)	MP	
4. Building Department Relocation/Buildout	Bldg	
5. Police Carpet Replacement	Police	
6. WRF Backup Generator	FPUA	
7. Underground Conversions	FPUA	
8. Natural Gas Loop Project	FPUA	

▶ **Major Projects 2019**		**TIME**
9. Avenue “M” Water/Wastewater Restoration	FPUA	
10. Orange Avenue Forcemain	FPUA	
11. Savannah Road Re-pump Facility	FPUA	
12. Electric Pole Replacement	FPUA	
13. Di Giorgio Industrial Area Wastewater Infrastructure Project	FPUA	
14.		
15.		
16.		

GOAL 2 DEVELOP OUR COMMUNITY

ACTION: ANNEXATION: INTERLOCAL SERVICE BOUNDARY AGREEMENT

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: KING PLANT REDEVELOPMENT PROJECT: DEVELOPMENT AGREEMENT

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: DOWNTOWN HOTEL/MIXED USE DEVELOPMENT: RFP, AGREEMENT

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: PASSENGER RAIL STATION: DEVELOPMENT

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: DEVELOPMENT CONSULTANT FOR CITY: DEFINITION, SCOPE OF WORK, DIRECTION AND FUNDING

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: ECONOMIC DEVELOPMENT ACTION PLAN/INCENTIVE POLICY

A. DOWNTOWN
B. PEACOCK ARTS DISTRICT
C. LINCOLN PARK

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: SPORTS TOURISM STRATEGY AND ACTION PLAN (WITH TDC)

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: PORT DEVELOPMENT: NEXT STEPS (WITH ST. LUCIE COUNTY)

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: EAR/COMPREHENSIVE PLAN: UPDATE

PRIORITY
Mgmt

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: DEVELOPMENT REVIEW TASK FORCE: REPORT AND POLICY ADOPTION

PRIORITY
Mgmt

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: CRA PLAN: UPDATE

PRIORITY
Mgmt

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: LAND DEVELOPMENT CODE: CONDITIONAL USE UPDATE

PRIORITY
Mgmt

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: INFILL DEVELOPMENT ORDINANCE

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

▶ **Management in Progress 2019**		**TIME**
1. Business Retention and Expansion Program (BRE)	MIP	
2. Television Commercial Campaign in Miami, Florida	CM	
3. Citywide Marketing Plan	CM	
4. National Events – National Firefighters Combat Challenge	CM	
5.		
6.		
7.		
8.		

▶ **Major Projects 2019**		**TIME**
1. City Parking Garage: Sealing	MP	
2. Fisherman's Wharf a. Road Reconstruction b. Seawall Reconstruction c. Marina Dredging	MP	
3. Citrus Bridge Overpass: Design/Construction	MP	
4. Surfside Park Residential Street Drainage Improvements: Construction	MP	
5. Melody Lane Seawall	MP	
6. Street Striping Project	MP	
7. Ohio Avenue and U.S. 1 Signalization Upgrade	MP	
8. Pumpout System – Northside	MP	

▶ **Major Projects 2019**		**TIME**
9. 7th Street Roadway Reconstruction (Wendell Road to 10th Street)	MP	
10. 17th Street Reconstruction (Avenue "D" to Orange Avenue)	MP	
11. Avenue "B" ROW Designation	OTH	
12. Downtown Public Assets Cleanup/Maintenance	OTH	
13. Ohio Avenue Realignment	Engr	
14. Visitor Center: Parking Garage	PW	
15. Marina Square Sail Shade Structure	PW	
16.		

GOAL 3 ENGAGE OUR COMMUNITY

ACTION: NEIGHBORHOOD REVITALIZATION AND ENGAGEMENT: INPUT MEETINGS

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: BOARDS/COMMITTEES REVISION

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: COMMUNITY EVENTS AND FESTIVALS ENHANCEMENTS: INVENTORY, REPORT WITH OPTIONS AND DIRECTION

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: COMMUNITY POLICING: EXPANSION AND REPORT

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: COMMUNITY YOUTH OUTREACH TO DIVERSE POPULATION

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: POLICE ADVISORY BOARD: REPORT

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: OLDER DEVELOPMENT REGULATIONS: REVISED ORDINANCES (FROM GROWTH MANAGEMENT TASK FORCE)

PRIORITY
Mgmt

Key Issues	*Activities/Milestones*	*Time*

Responsibility:

▶ **Management in Progress 2019**		**TIME**
1. 3rd Unity in Our Community	Police	
2.		
3.		
4.		
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7.		
8.		

▶ **Major Projects 2019**	**TIME**
1.	
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8.	

GOAL 4 BEAUTIFY OUR COMMUNITY

ACTION: CODE ENFORCEMENT: PERFORMANCE ASSESSMENT, REPORT, DIRECTION AND CITY ACTIONS

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: PARK MAINTENANCE AND UPGRADE: CONDITION ASSESSMENT, REPORT, DIRECTION, CITY ACTIONS AND FUNDING/VOLUNTEERS

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: WAYFINDING SIGNAGE: REPORT AND DIRECTION (SIGNS/APPS)

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: LINCOLN PARK REVITALIZATION INITIATIVE: ANNUAL REPORT

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: BOND FOR LANDSCAPE REPLACEMENT: DIRECTION AND ENFORCEMENT

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: CITY STREET SWEEPING PROGRAM PRIVATIZATION: REPORT AND DIRECTION

PRIORITY
Policy

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: Dumpster Solutions for Downtown

PRIORITY
Mgmt

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: Entrance/Gateways Beautification: Plan and Funding (Low Cost Option)

PRIORITY
Mgmt

Key Issues *Activities/Milestones* *Time*

Responsibility:

ACTION: Mural Projects (3 – 4)

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

▶ **Management in Progress 2019**		**TIME**
1. Main Street: Annual Report	MIP	
2. Clean and Safe Initiative: Amendments and Cases	Comm. Response	
3.		
4.		
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8.		

▶ **Major Projects 2019**		**TIME**
1. Banner Replacement (Citywide)	MP	
2. Islands: New Plantings	Marina	
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4.		
5.		
6.		
7.		
8.		

GOAL 5 ENJOY OUR COMMUNITY

ACTION: SUNRISE THEATRE: STRUCTURE, MARKETING, PROGRAM

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: HISTORIC ST. ANASTASIA BUILDING/PROPERTY USE: ST. LUCIE HISTORIC MUSEUM RELOCATION, RENOVATION CONTRACT

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: SUNRISE CENTER GARAGE OFFICE DEVELOPMENT: STATUS AND DIRECTION

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: EDGARTOWN REBRANDING: DIRECTION (INCLUDING STREET NAME CHANGES)

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: RECREATION PROGRAM EXPANSION: ASSESSMENT, REPORT, DIRECTION AND FUNDING

PRIORITY
Policy

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: PORPOISE PARK: REPORT AND DIRECTION

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: TROLLEY/TRAM SERVICE: REPORT AND DIRECTION

- **DOWNTOWN**
- **SOUTH BEACH**

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

ACTION: CRIME REDUCTION ACTION PLAN: SPECIFIC ACTIONS (DOWNTOWN – VISIBLE POLICE PRESENCE)

PRIORITY
Mgmt

Key Issues | *Activities/Milestones* | *Time*

Responsibility:

▶ Management in Progress 2019

			TIME
1.	Gangs Action Plan: Annual Update	2018	
2.	Field Training Officer (FTO) Program: Revamp	MIP	
3.	Zora Neale Huston Trail Festival Day	MIP	
4.	SHIP Home Rehabs (20)	MIP	
5.	SHIP 1st Time Homebuyers	MIP	
6.	Trolley Saturday Route: Pilot	OTH	
7.	4th Annual Highwaymen Heritage Trail Art Show and Festival	Fin	
8.	Allegany Franciscan Ministries Collaboration	Fin	

▶ **Management in Progress 2019**		TIME
9. Crabby's Restaurant Opening	Marina	
10. Sunrise Theatre Corporate Sponsorships, Donors and Members Increase	Sunrise	
11.		
12.		
13.		
14.		
15.		
16.		

▶ Major Projects 2019

			TIME
1.	Indian Hills Golf Course Improvement Projects	MP	
2.	Sunrise Theatre: Maintenance/New Roof Project	MP	
3.	MLK Dreamland Park: Construction	MP	
4.	Moore's Creek Boat Ramp Area Repairs	MP	
5.	Fenn Park: Play Set	MP	
6.	Fisherman's Wharf Boat Ramp: Rebuild	MP	
7.	Marina Fuel Dock/Dock Master Support Building	Marina	
8.	Sunrise Theatre Black Box Floor	Sunrise	

Policy Calendar 2019
City of Fort Pierce

FEBRUARY 2019

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MARCH 2018

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APRIL 2019

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MAY 2019

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JUNE 2019

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JULY 2019

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AUGUST 2019

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SEPTEMBER 2019

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OCTOBER 2018

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NOVEMBER 2018

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DECEMBER 2018

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JANUARY 2020

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SECTION 10

GOVERNANCE REFINEMENTS

City of Fort Pierce
Mayor and City Commission
Governance Topics

1. Problems with Charter Officers: Process

2. Listening to and Engagement of Whole Community [including Community Youth]

3. Commission Presence and Event Participation

4. Personal Agenda over Best for the Community

5. Commission Re-districting: Preparation for the 2020 Census

6. Commission Presenting a Unified Voice to the Community

7. City Commission – Finding and Developing the Next Generation of Community Leaders

8. City Manager Delegation to Departments