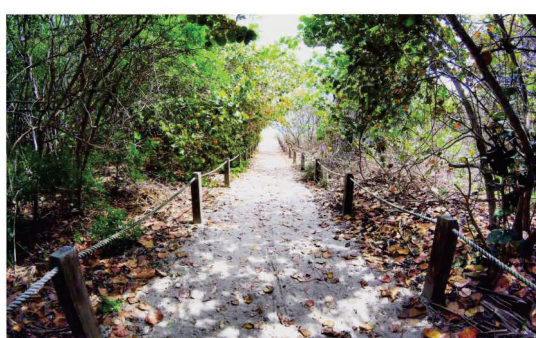


ACHIEVING  
OUR  
VISION  
2019



FORT PIERCE, FL  
THE SUNRISE CITY

*FORT PIERCE  
STRATEGIC PLAN*



# FORT PIERCE

## Strategic Plan 2019 Goals



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**G1** GOAL 1: Police Retention and Compensation



Responsibility: Police

Milestones		Status as of June 1, 2019
1. Complete compensation study	5/19	Completed.
2. Workshop: Study and Direction	5/19	Completed.
3. Prepare budget proposal	5/19	Completed.
4. Decision: Budget FY 20 Funding	9/19	



**G2** **GOAL 2: City – FPUA Strategy**



**Responsibility: City Manager**

<b>Milestones</b>		<b>Status as of June 1, 2019</b>
1. Establish a strategic vision	5/19	Completed.
2. Joint Meeting	6/19	Meeting scheduled for June 28, 2019.
3. Utility Coordination Meeting	Mthly	Ongoing.



**G3 GOAL 3: Road Conditions and Resurfacing Program**



**Responsibility: Engineering**

<b>Milestones</b>		<b>Status as of June 1, 2019</b>
1. Decision: Appointment of Oversight Committee	5/19	<ul style="list-style-type: none"> <li>• Two at large committee members to be selected by City Commission at the June 17, 2019 meeting. Start-up meeting to be held in July.</li> <li>• Roadway resurfacing to begin in November 2019.</li> <li>• First projects to utilize surtax proceeds will be 7<sup>th</sup> Street Reconstruction and Citrus Overpass Rehabilitation.</li> </ul>
2. Report: Oversight Committee	9/19	
3. Determine street projects	10/19	
4. Decision: Direction and Funding	11/19	
5. Initiate road projects	1/20	
6. Monitor income from ½ cent sales tax	Ongoing	



# FORT PIERCE

## Strategic Plan 2019 Goals

**G4 GOAL 4: St. Lucie County – FPUA – City Agreement on Water Utility**

**Responsibility: City Manager**

Milestones	Status as of June 1, 2019	
1. FPUA: Approval	5/19	Completed.
2. Board of County Commission: Approval	6/19	Completed.

**G5 GOAL 5: Code of Ordinance**



**Responsibility: City Attorney**

Milestones	Status as of June 1, 2019		
1. Land Development Code	In progress.		
A. Chapter 22 – Land Development Decision:			
a. Board of Adjustment			8/19
b. Historic Preservation			8/19
2. General Costs			
A. Evaluate Code of Ordinance with departments			10/19
B. Identify section priority			12/19
C. Re-write ordinance			TBD
D. Decision: Ordinance Revision			TBD



**G6** GOAL 6: Permitting Hub



Responsibility: Building Official

Milestones		Status as of June 1, 2019
1. Finalize plans	4/19	Completed.
2. Issue RFP	5/19	In progress.
3. Prepare recommendation	6/19	
4. Decision: Award Contract	7/19	
5. Construction	3/20	

**G7** GOAL 7: Impact Fees: Direction

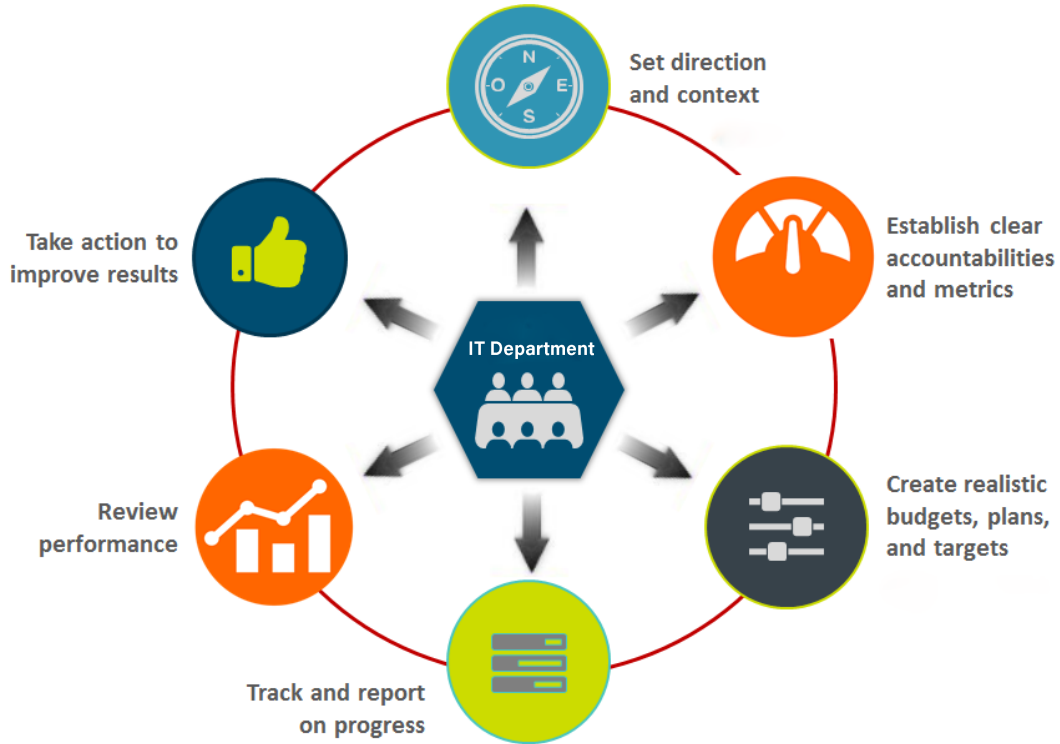
Responsibility: City Manager

Milestones		Status as of June 1, 2019
1. Evaluate impact fees for targeted redevelopment areas	8/19	In progress.
2. Prepare report	9/19	
3. Decision: Direction	9/19	



**G8** GOAL 8: IT Comprehensive Plan and Project Completion

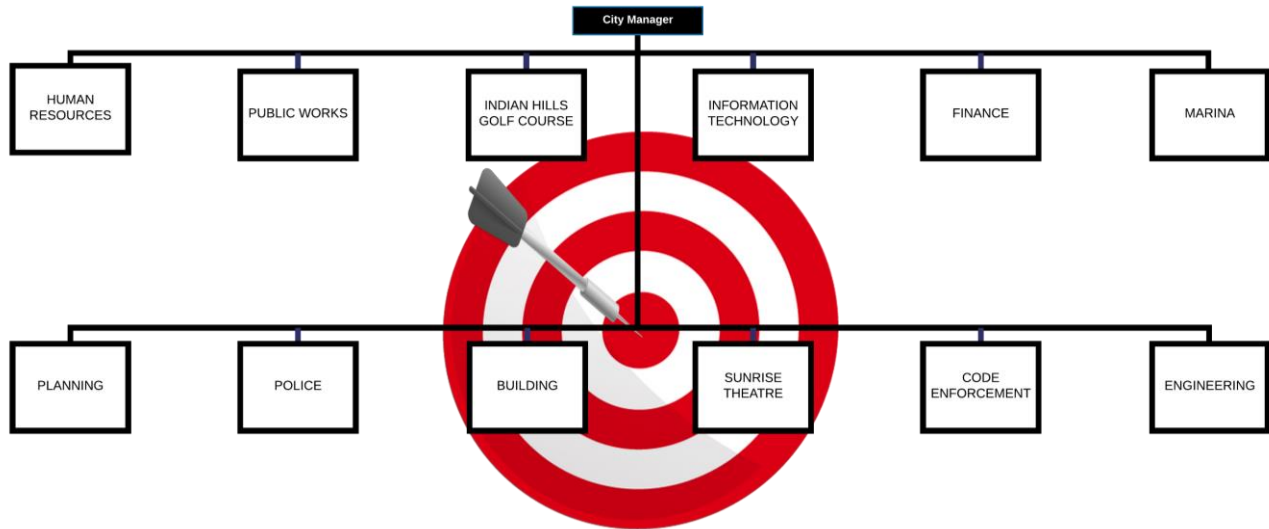
Responsibility: IT Manager



Milestones	Status as of June 1, 2019	
1. Complete email	7/19	In progress.
2. Complete wiring/hardware	7/19	On track, no change.
3. Complete parking garage	7/19	On track, no change.
5. Decision: Budget FY 20 – Annual	9/19	In progress.
6. Develop Comprehensive IT Master Plan	10/19	Ongoing.
4. Complete security updates for Phase 2	10/19	Revised completion date due to additional updates.
7. Complete Click-to-Gov	1/20	
8. Complete File Bound	1/20	
9. Meet with Departments	Ongoing	



**G9** GOAL 9: Recruitment and Retention



Responsibility: Human Resources Manager/All Departments

Milestones		Status as of June 1, 2019
1. Develop budget proposal	6/19	In progress. HR worked with Building and Public Works departments to identify their critical shortage positions, i.e. Building Inspector/Investigators and Mechanics, respectively. Also, assisted with creating new salary structures.
2. Decision: Budget FY 20 Funding	9/19	
3. Identify "targeted positions"	Ongoing	



**G1 GOAL 1: King Plant Redevelopment Project**



**Responsibility: City Manager**

Milestones		Status as of June 1, 2019
1. Review bids	5/19	Completed.
2. Prepare recommendations	6/19	Completed.
3. FPRA Board: Direction	6/19	FPRA Board completed evaluation and ranking of proposals received in response to RFP No. 2019-003 and directed staff to enter into contractual negotiations with Audubon Development.
4. Negotiate agreement	11/19	
5. FPRA Board: Agreement Approval	1/20	



#### **G2** GOAL 2: Passenger Rail Station



**Responsibility: City Manager**

Milestones	Status as of June 1, 2019
1. FPRA: submit proposal	Completed.
2. Monitor status	Ongoing.

#### **G3** GOAL 3: Annexation Interlocal Service Boundary Agreements

**Responsibility: Planning Director**

Milestones	Status as of June 1, 2019
1. Finalize draft agreement	6/19 In progress. Reviewing ISBA with City Attorney. Will meet with St. Lucie County to discuss issues then finalize draft agreement.
2. Decision: Direction	7/19
3. Submit to St. Lucie County	8/19
4. County Decision: Direction	10/19



#### **G4** GOAL 4: Economic Development Action Plan and Incentive Policy



**Responsibility: City Manager**

Milestones		Status as of June 1, 2019
1. Complete plan/policy	7/19	In progress.
2. Presentation/Decision: Direction	7/19	
3. Prepare budget proposal	7/19	
4. Decision: Budget FY 20 Funding	9/19	

#### **G5** GOAL 5: Development Consultant for City

**Responsibility: Planning Director**

Milestones		Status as of June 1, 2019
1. Define scope of work	6/19	Completed. A consultant, S&ME, Inc. was hired to complete work on the EAR amendment, CRA Plan update and the Planning review of any proposals for the former HD King site.
2. Develop budget proposal	7/19	
3. Decision: Budget FY 20 Funding	9/19	



**G6** GOAL 6: Sports Tourism Strategy and Action Plan (with TDC)



Responsibility: Golf Course Manager/Public Works Director

Milestones		Status as of June 1, 2019
1. Meet with TDC	7/19	On track.
2. Identify funding source for plan development	10/19	
3. Decision: Direction	1/20	



**G7** GOAL 7: Port Development: Next Steps (with St. Lucie County)



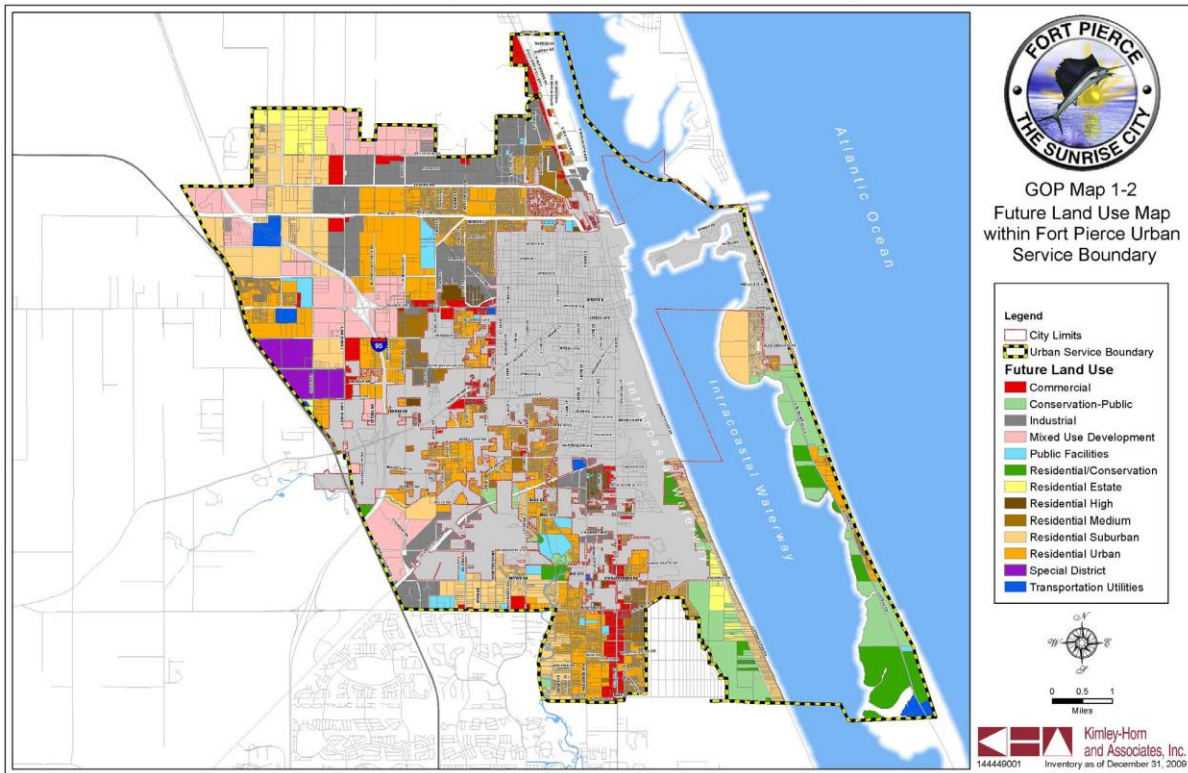
Responsibility: City Manager

Milestones		Status as of June 1, 2019
1. Monitor County owned land lease	5/19	Completed.
2. Develop strategy for Fisherman's Wharf Area	7/19	In progress.
3. FPRA: Concept Presentation and Direction	7/19	
4. Issue RFP for Developer	10/19	
5. Negotiate agreement	3/20	
6. FPRA Decision: Development Agreement	6/20	



### G8 GOAL 8: EAR/Comprehensive Plan Update

GOP Map 1-2 - Proposed Future Land Use within Fort Pierce Urban Service Boundary



City of Fort Pierce Comprehensive Plan  
Goals, Objectives, and Policies

Page 1-20

Future Land Use Element  
February 2011

**Responsibility: Planning Director**

Milestones		Status as of June 1, 2019
1. Initiate update	3/19	First draft of EAR amendment completed.
2. Decision: Initial Approval	7/19	
3. Submit state review and comments	8/19	
4. Decision: Update Adoption	9/19	

### G9 GOAL 9: Development Review Task Force Report and Police Adoption

**Responsibility: Planning Director**

Milestones		Status as of June 1, 2019
1. Decision: Land Use – Permitted Site Plan Administrative Approval	4/19	Completed. Text amendment for minor and major site plan reviews was completed and approved by the City Commission in May of 2019.
2. Revise Chapter 18 – Subdivision of Land	7/19	
3. Decision: Subdivision of Land	8/19	



**G10** GOAL 10: Seaplane Base and Service



Responsibility: City Engineer

Milestones		Status as of June 1, 2019
1. Clean up shuffle board area	6/19	Completed.
2. Complete application	9/19	<ul style="list-style-type: none"> <li>Funding approved for Avcon, Inc. to proceed with licensing application for the establishment of a sea lane and seaplane base.</li> <li>Consultant to begin work with input meeting to be scheduled for July 2019.</li> </ul>
3. Receive permits/licenses	9/20	

**G11** GOAL 11: CRA Plan: Update

Responsibility: City Manager

Milestones		Status as of June 1, 2019
1. Finalize scope of service	4/19	Completed.
2. Initiate update	5/19	Completed.
3. Complete update	12/19	In progress.
4. FPRA: Approval	1/20	



**G12** GOAL 12: Business Improvement District for Downtown



Responsibility: City Manager

Milestones		Status as of June 1, 2019
1. Prepare presentation	6/19	In progress.
2. Presentation: Direction	9/19	



**G1** GOAL 1: Neighborhood Revitalization and Engagement: Input Meetings



Responsibility: Finance Director

Milestones		Status as of June 1, 2019
1. Lincoln Park Community Meeting	4/19	Completed.
2. Edgartown Community Meeting	12/19	



**G2** GOAL 2: Community Events and Festivals Enhancements



Responsibility: Public Works Director

Milestones		Status as of June 1, 2019
1. Complete event inventory	8/19	In progress.
2. Identify enhancements and resources/costs/partners	10/19	
3. Finalize report	10/19	
4. Decision: Presentation and Future Direction	10/19	

**G3** GOAL 3: Community Policing



Responsibility: Police Chief

Milestones		Status as of June 1, 2019
1. Initiate quarterly update report	7/19	A comprehensive overview on Police Strategies was presented at the May 13, 2019 Conference Agenda meeting. Community Policing was a segment in the presentation. The quarterly report is being designed.
2. Prepare report	3/20	
3. Decision: Presentation and Direction	3/20	

**G4** GOAL 4: Police Advisory Board: Report

Responsibility: Police Chief

Milestones		Status as of June 1, 2019
1. Board report	5/19	The Board report was discussed by the Community Advisory Committee members at the June 13, 2019 meeting.



**G1** GOAL 1: Lincoln Park Revitalization Initiative



Responsibility: Finance Director

Milestones		Status as of June 1, 2019
1. Prepare annual report	1/20	On track.
2. Present Report to FPRA Board	1/20	

**G2** GOAL 2: City Street Sweeping Program Privatization

Responsibility: City Engineer

Milestones		Status as of June 1, 2019
1. Prepare report with recommendations	6/19	Currently reviewing a “piggyback” contract from other municipalities. Anticipate request for award at second commission meeting of July.
2. Decision: Direction, Contract Award	7/19	



**G3** GOAL 3: Wayfinding Signage



Responsibility: Public Works Director

Milestones		Status as of June 1, 2019
1. Finalize colors	5/19	Completed.
2. Prepare budget proposal	7/19	
3. Decision: Budget FY 20 Funding	9/19	
4. Replace downtown signage	3/20	

**G4** GOAL 4: Bond for Landscape Replacement

Responsibility: City Manager

Milestones		Status as of June 1, 2019
1. Review development requirements, bond inventory and enforcement options	8/19	In progress.
2. Develop action plan	9/19	



**G5** GOAL 5: Entrances/Gateways Beautification Plan



Responsibility: Public Works Director

Milestones		Status as of June 1, 2019
1. Define scope and cost	6/19	In progress.
2. Prepare budget proposal	7/19	
3. Decision: Budget FY 20 Funding	9/19	



# FORT PIERCE

## Strategic Plan 2019 Goals

### BEAUTIFYING OUR COMMUNITY

#### G6 GOAL 6: Dumpster Solutions for Downtown

Responsibility: Public Works Director

Milestones		Status as of June 1, 2019
1. Prepare bid documents	7/19	In progress.
2. Prepare recommendations	8/19	
3. Decision: Contract Award	9/19	
4. Secure line of credit for underground	12/19	
5. Installation underground	12/20	

#### G7 GOAL 7: Mural Projects



Responsibility: Finance Director

Milestones		Status as of June 1, 2019
1. Complete 3 to 4 mural projects	3/20	On track.



**G1** GOAL 1: Sunrise Theatre Structure and Marketing



Responsibility: City Manager

Milestones	Status as of June 1, 2019	
1. Complete operational analysis	5/19	Completed.
2. Finalize report	5/19	Completed.
3. Report: Information	5/19	Completed.
4. Management Decision:	6/19	Sharon Engle has been appointed Sunrise Theatre Director at the conclusion of an exhaustive process. Her tasks shall include the incorporation of diverse programming, enhanced marketing, improved customer service and financial solvency without additional contributions from the General Fund.

**G2** GOAL 2: Recreation Program Expansion

Responsibility: Public Works Director

Milestones	Status as of June 1, 2019	
1. Complete review of activities	5/19	In progress.
2. Presentation: Report Direction	7/19	On track.
3. Prepare budget proposal	7/19	
4. Decision: Budget FY 20 Funding	9/19	



**G3** GOAL 3: Sunrise Center Development



Responsibility: Public Works Director

Milestones		Status as of June 1, 2019
1. Complete 1 <sup>st</sup> Floor Visitor	4/20	In progress.
2. Complete 3 <sup>rd</sup> Floor – Permitting Hub	4/20	
3. 2 <sup>nd</sup> Floor – Guardian ad Litem	2021	
4. 4 <sup>th</sup> Floor – Conference Center	2021	

**G4** GOAL 4: Historic St. Anastasia Building/Property Use

Responsibility: City Manager

Milestones		Status as of June 1, 2019
1. FPRA Board: Decision	5/19	Completed.
2. Complete negotiation	8/19	In progress.



**G5** GOAL 5: Edgartown Rebranding



Responsibility: Planning Director

Milestones		Status as of June 1, 2019
1. Community meeting	12/19	Planning staff will be touring and documenting the Edgartown area, noting all structures and vacant areas, and their conditions/issues during the months of June and July.
2. Develop action plan	4/20	
3. Prepare budget proposal	7/20	
4. Decision: Budget FY 21 Funding	9/20	



**G6** GOAL 6: Crime Reduction Action Plan



Responsibility: Police Chief

Milestones		Status as of June 1, 2019
1. Prepare budget proposal	7/19	The Police Department's Crime Reduction Action Plan was discussed at the May 13, 2019 Conference Agenda meeting. The Plan includes a community engagement effort, equipping all officers with smartphones to assist in investigations and five K9 dogs.
2. Decision: Budget FY 20 Funding	9/19	



**G7** GOAL 7: Trolley/Tram Service Direction



Responsibility: Public Works Director

Milestones		Status as of June 1, 2019
1. Complete report	7/19	In progress.
2. Report: Discussion, Direction	9/19	

**G8** GOAL 8: Porpoise Park Report and Direction

Responsibility: City Engineer

Milestones		Status as of June 1, 2019
1. Define scope	6/19	In progress. Preliminary layout to being July 2019.
2. Prepare budget proposal	7/19	
3. Decision: Budget FY 20 Funding	9/19	





## **Mission Statement**

*To provide community leadership, quality public service, and a safe environment for all citizens, by an empowered team of employees motivated by pride in themselves and their work.*

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