

# CITY OF FORT PIERCE

## CONFERENCE AGENDA

Strategic Planning Workshop - Friday, January 31, 2020 - 9:00 a.m.  
Fort Pierce River Walk Center, 600 N Indian River Drive, 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 - 9:00 am  
at Riverwalk**

**4. a.**

**Meeting Date:** 01/31/2020

**Re:**

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**SUBJECT:**

Strategic Planning Working Document

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**Attachments**

Initial Draft 2020-2025-2035

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**Form Review**

Form Started By: Linda Cox  
Final Approval Date: 01/24/2020

Started On: 01/24/2020 09:16 AM

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# **STRATEGIC PLANNING FOR THE CITY OF FORT PIERCE**

# 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”

# **FORT PIERCE VISION 2035**

3

# **Fort Pierce Vision 2035**

## **Fort Pierce 2035 is a Unique Coastal Florida City**

**Our WATERFRONTS, <sup>(1)</sup>**

**STRONG LOCAL ECONOMY, <sup>(2)</sup>**

**HISTORY, ARTS AND CULTURE, <sup>(3)</sup>**

**CHOICE OF DESIRABLE NEIGHBORHOODS, <sup>(4)</sup>**

**OPPORTUNITIES FOR FUN, <sup>(5)</sup>**

**COMMUNITY UNITY AND PRIDE <sup>(6)</sup>**

**WHAT MAKES US UNIQUE**

# ***Fort Pierce Vision 2035***

## **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

## 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

### **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

## 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"

# **CITY OF FORT PIERCE PLAN FOR 2020 – 2025**

# ***City of Fort Pierce*** ***Goals 2025***

**SERVE OUR COMMUNITY**



**DEVELOP OUR COMMUNITY**



**ENGAGE OUR COMMUNITY**



**BEAUTIFY OUR COMMUNITY**



**ENJOY OUR COMMUNITY**

# 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

### **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

**POLICY ACTIONS 2020**

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**MANAGEMENT ACTIONS 2020**

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**MANAGEMENT IN PROGRESS 2020**

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**MANAGEMENT IN PROGRESS 2020**

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**MAJOR PROJECTS 2020**

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**ON THE HORIZON 2021 – 2025**

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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

### **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

**POLICY ACTIONS 2020**

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**MANAGEMENT ACTIONS 2020**

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**FPUA 2020**

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**MANAGEMENT IN PROGRESS 2020**

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**MAJOR PROJECTS 2020**

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**ON THE HORIZON 2021 – 2025**

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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

### **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

**POLICY ACTIONS 2020**

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**MANAGEMENT ACTIONS 2020**

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- 2.

**MANAGEMENT IN PROGRESS 2020**

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**ON THE HORIZON 2021 – 2025**

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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

### **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

**POLICY ACTIONS 2020**

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**MANAGEMENT IN PROGRESS 2020**

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**MAJOR PROJECTS 2020**

**MANAGEMENT ACTIONS 2020**

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**ON THE HORIZON 2021 – 2025**

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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

### **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

**POLICY ACTIONS 2020**

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**MANAGEMENT ACTIONS 2020**

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**MANAGEMENT IN PROGRESS 2020**

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**MAJOR PROJECTS 2020**

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## **ON THE HORIZON 2021 – 2025**

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# **CITY OF FORT PIERCE ACTION AGENDA 2020**

# ***City of Fort Pierce Policy Agenda 2020***

**TOP PRIORITY**

# HIGH PRIORITY

# ***City of Fort Pierce Management Agenda 2020***

**TOP PRIORITY**

# HIGH PRIORITY

# ***City of Fort Pierce***

## ***Management in Progress 2020***





# ***City of Fort Pierce Major Projects 2020***



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c. Department Performance 2019

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# **SECTION 1**

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## **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/SUCCESSSES

### **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*

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

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 Mayor 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, Mayor and Commission 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 the Mayor and City Commission 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, Mayor and City Commission 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 Mayor and City Commission 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. Mayor and City Commission 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 Mayor 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 Mayor and City Commission 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 Mayor and Commission, 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 Mayor and City Commission 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 Mayor and City Commission 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 Mayor and Commission 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 Mayor and Commission 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 Mayor and Commission, 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, Mayor and Commission 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**

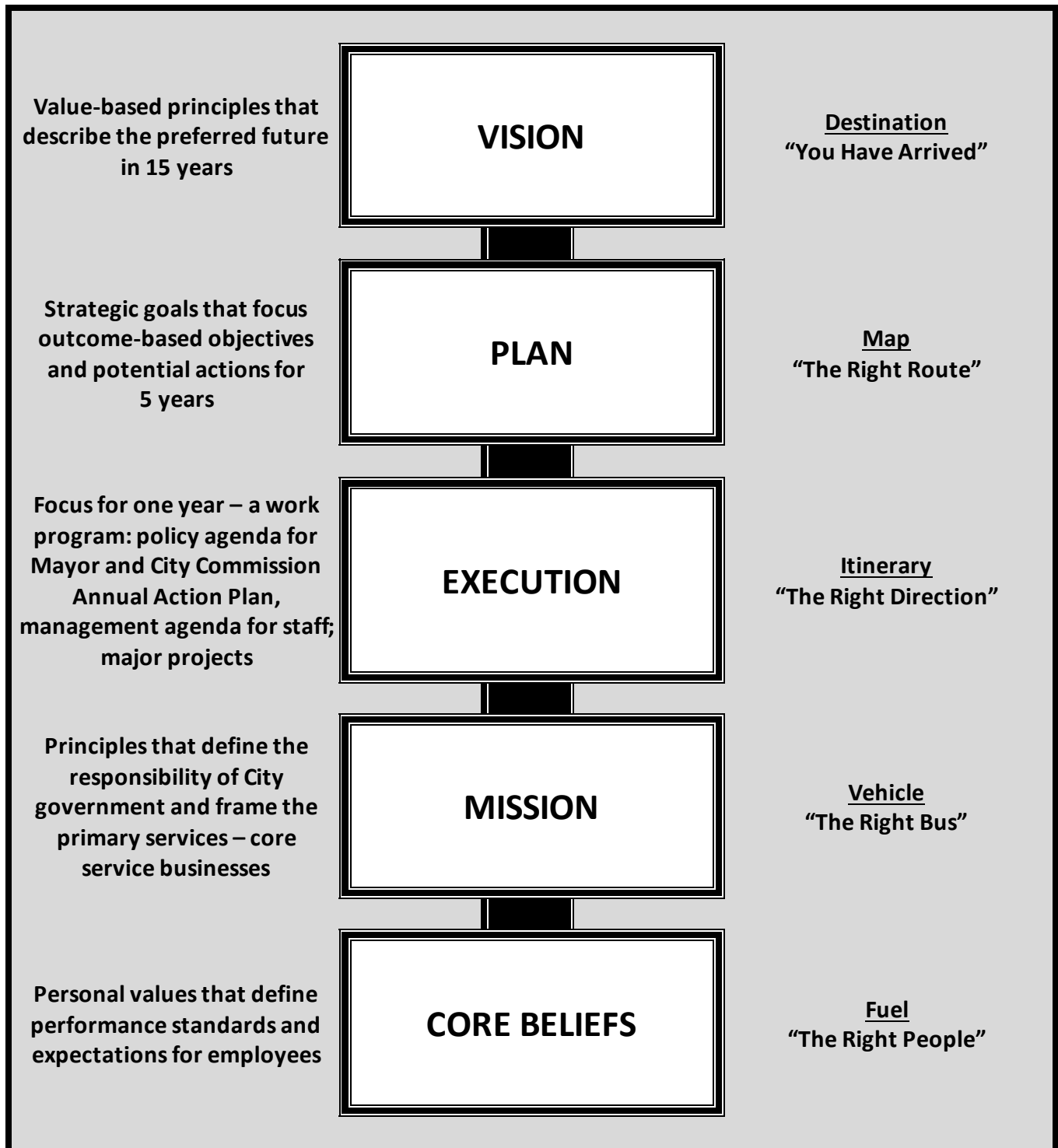
- Communicate “Our City Success” in terms that the average citizen will understand
- Use celebrations that create a positive memory – value that the city has added to people’s lives
- Recognize others who have contributed to the city’s success
- Remember people want to be associated with “winners”

# **SECTION 2**

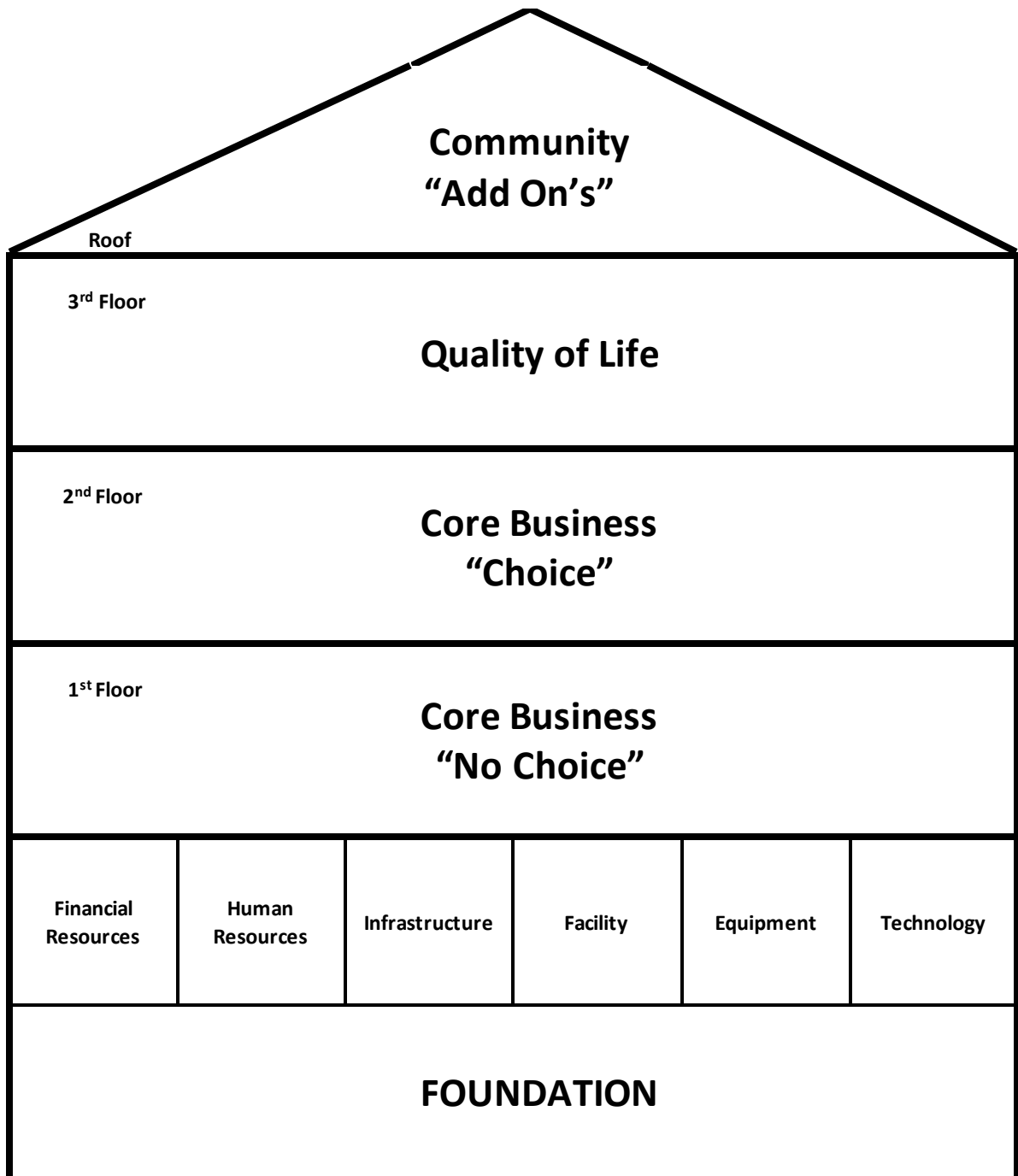
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## **STRATEGIC PLANNING MODEL FOR FORT PIERCE**

# STRATEGIC PLANNING MODEL



# 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

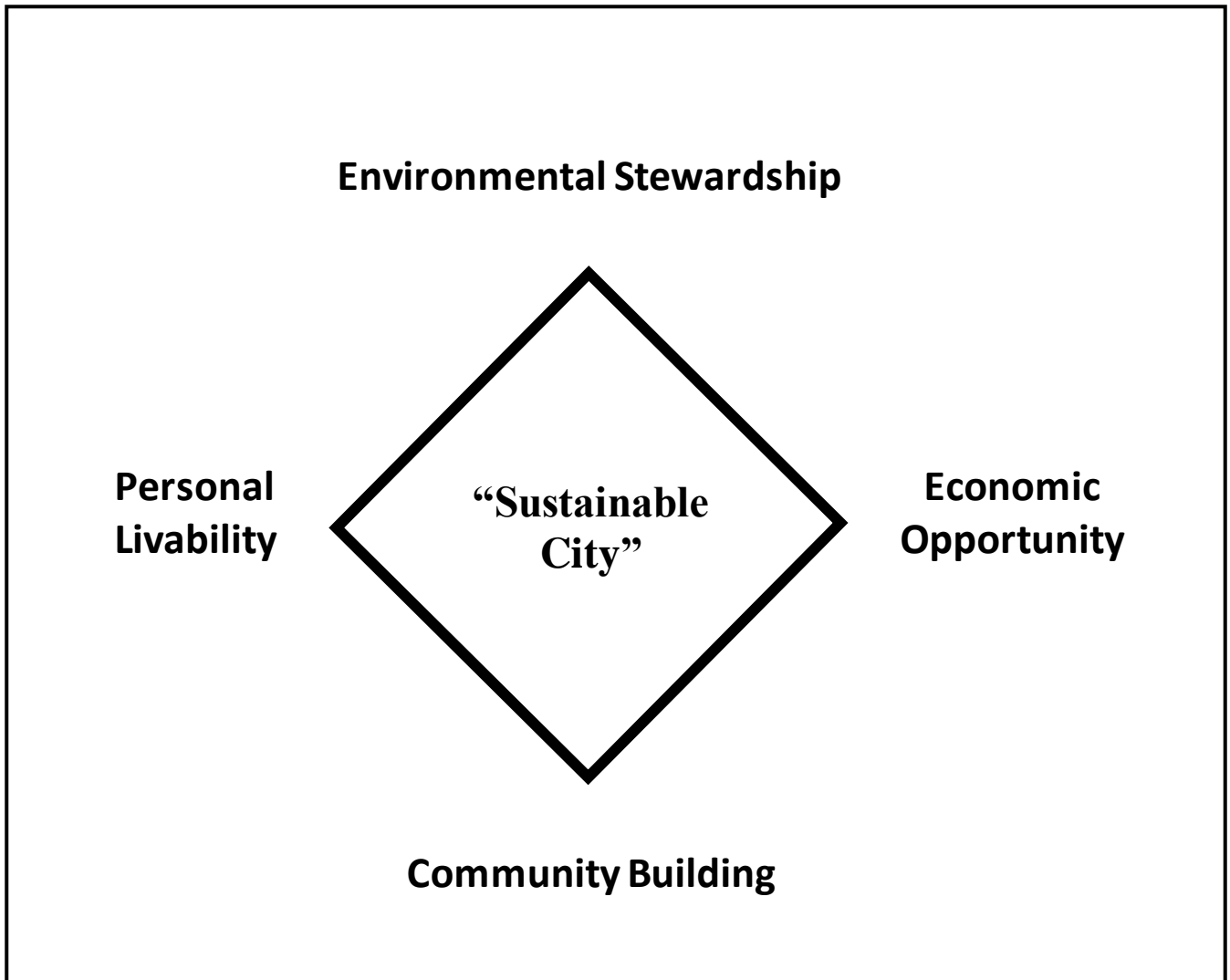
## **3rd FLOOR - QUALITY OF LIVING**

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 entrepreneurship
- 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 3**

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## **FORT PIERCE STRATEGIC PLAN 2019 – 2024 – 2034 ACTION AGENDA 2019**

# **FORT PIERCE VISION 2034**

# **Fort Pierce Vision 2034**

## **Fort Pierce 2034 is a Unique Coastal Florida City**

**Our WATERFRONTS, <sup>(1)</sup>**

**STRONG LOCAL ECONOMY, <sup>(2)</sup>**

**HISTORY, ARTS AND CULTURE, <sup>(3)</sup>**

**CHOICE OF DESIRABLE NEIGHBORHOODS, <sup>(4)</sup>**

**OPPORTUNITIES FOR FUN, <sup>(5)</sup>**

**COMMUNITY UNITY AND PRIDE <sup>(6)</sup>**

**WHAT MAKES US UNIQUE**

# ***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

## 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

### **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

## 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"

# **CITY OF FORT PIERCE PLAN FOR 2019 – 2024**

# ***City of Fort Pierce*** ***Goals 2024***

**SERVE OUR COMMUNITY**



**DEVELOP OUR COMMUNITY**



**ENGAGE OUR COMMUNITY**



**BEAUTIFY OUR COMMUNITY**



**ENJOY OUR COMMUNITY**

# 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

### **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

### **POLICY ACTIONS 2019**

1. Police Retention and Compensation Top Priority
2. City – FPUA Strategy Top Priority
3. Road Conditions and Resurfacing: Report, Top Priority
4. St. Lucie County – FPUA – City Agreement on Water Utility
5. Code of Ordinances

### **MANAGEMENT ACTIONS 2019**

1. Permitting Hub Top Priority
2. Impact Fees: Direction Top Priority
3. It Comprehensive Plan and Project Completion High Priority
4. Compensation for “Targeted” Positions High Priority

## MANAGEMENT IN PROGRESS 2019

1. ProjectDox: Building Department
2. Labor Negotiations and Contracts
  - a. Teamsters
  - b. PBA
  - c. IPUA
3. Migration to Cloud (Office 365)
4. Civil Service Appeal Board (CSAB) Election
5. Police Parking Lot Lights
6. Rich House: Open
7. City Attorney's Office: Staffing Assessment
8. Vehicle/Equipment Replacement Plan: Year 2
9. City Facilities Security: Video Surveillance
10. Marina Application to Cloud
11. Community Response Rules and Policy Manual
12. Citywide Payment Card Policy (online)
13. PAL Park Infrastructure and On Boarding
14. Parking Enforcement Software for Mobile Parking Enforcement
15. Paperless Purchase Order System
16. Click-2-Gov

## MANAGEMENT IN PROGRESS 2019

17. Online Searchable Portal: Development
18. Small Business Guide
19. Police Vehicle Replacement
20. Parking Counter in City Garage: Implementation
21. Public Works Work Order
22. Police Public Record Request: Process Improvements
23. Advanced Metering Infrastructure (AMI)
24. Comprehensive Employee Wellness Policy and Program
25. Deputy City Clerk: Certification
26. Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Upgrade
27. Indian Hills Golf Course: Marketing/Advertisement Enhancements

## **MAJOR PROJECTS 2019**

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

## **ON THE HORIZON 2020 – 2024**

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

## **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

### **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

### **POLICY ACTIONS 2019**

- 1. King Plant Redevelopment Project Top Priority
- 2. Passenger Rail Station Top Priority
- 3. Annexation Interlocal Service Boundary Agreements High Priority
- 4. Economic Development Action Plan and Incentive Policy High Priority
- 5. Development Consultant for City High Priority
- 6. 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) Top Priority
- 2. EAR/Comprehensive Plan: Update Top Priority
- 3. Development Review Task Force: Report and Policy Adoption High Priority
- 4. Seaplane Base and Service High Priority
- 5. CRA Plan: Update
- 6. Business Improvement District for Downtown: Creation

### **MANAGEMENT IN PROGRESS 2019**

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

## MAJOR PROJECTS 2019

1. Citrus Bridge Overpass: Design, Construction
2. Marina Square Sail Shade Structure
3. Melody Lane Seawall
4. Surfside Park Residential Street Drainage Improvements: Construction
5. City Parking Garage: Sealing
6. 7<sup>th</sup> Street Roadway Reconstruction (Wendell Road to 10<sup>th</sup> Street)
7. Ohio Avenue and U.S. 1 Signalization Upgrade
8. Pumpout System – Northside
9. Visitor Center: Parking Garage
10. 17<sup>th</sup> Street Reconstruction (Avenue “D” to Orange Avenue)
11. Avenue “B” ROW Designation

## ON THE HORIZON 2020 – 2024

1. Downtown Hotel/Mixed Use Development: RFP, Agreement
2. Land Development Code: Conditional Use Update
3. Infill Development Ordinance
4. Renewable Power Sources
5. Water Regionalization: Discussion and Referendum
6. Master Plan for Courthouse Relocation
7. 7<sup>th</sup> Street Neighborhood Infrastructure Upgrade: Direction and Funding (Wendell/10<sup>th</sup>)
8. Island Height Restrictions: Review/Direction
9. EDC: Collaboration with Fort Pierce/FPUA
10. Wastewater Treatment Plant Relocation (Collaboration with FPUA): Detailed Plans
11. Peacock Arts District Revitalization Boundary Expansion and City Actions
12. Sister City Relations with Bahamas
13. Business Improvement District (BID) for Downtown: Creation
14. Downtown Residential Development: Next Project
15. Port Authority: Discussion
16. Georgia Avenue Outfall: Nutrient Removal
17. Port Authority Development
18. South Beach Parking: Direction

## **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

# 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

### **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

### **POLICY ACTIONS 2019**

1. Neighborhood Revitalization and Engagement: High Priority  
Input Meetings
2. Community Events and Festivals  
Enhancements

### **MANAGEMENT ACTIONS 2019**

1. Community Policing Expansion Top Priority
2. Police Advisory Board: Report

### **MANAGEMENT IN PROGRESS 2019**

1. 3<sup>rd</sup> Unity in Our Community

### **ON THE HORIZON 2020 – 2024**

1. Boards/Committees Revision
2. Community Youth Outreach to Diverse Population
3. Community Outreach with Faith Community: Direction and City Actions
4. County Dialog and Issue Resolution
5. Police Youth Advisory Committee: Development
6. Neighborhood Identity and Pride Program
7. Marketing Program for Arts, Culture and Museums
8. Moore’s Creek Multi Cultural Festival: Foods and Arts Celebration

# 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

### **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

### **POLICY ACTIONS 2019**

1. Lincoln Park Revitalization Initiative
2. City Street Sweeping Program Privatization
3. Wayfinding Signage
4. Bond for Landscape Replacement

High Priority

### **MANAGEMENT ACTIONS 2019**

1. Entrances/Gateways Beautification Plan
2. Dumpster Solutions for Downtown
3. Mural Projects (3 – 4)

High Priority

### **MANAGEMENT IN PROGRESS 2019**

1. Downtown Lighting Report
2. Main Street: Annual Report

### **MAJOR PROJECTS 2019**

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

### **ON THE HORIZON 2020 – 2024**

1. Downtown Lighting: Assessment, Report, Direction and City Actions
2. Code Enforcement: Performance Assessment, Report, Direction and City Actions
3. Park Maintenance and Upgrade: Condition Assessment, Report, Direction, City Actions and Funding/Volunteers
4. Downtown Lighting: Assessment, Report, Direction and City Actions

# 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

### **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

### **POLICY ACTIONS 2019**

- 1. Sunrise Theatre Structure and Marketing 

Top Priority
--------------
- 2. Recreation Program Expansion 

Top Priority
--------------
- 3. Sunrise Center Garage Office Development 

High Priority
---------------
- 4. Historic St. Anastasia Building/Property Use
- 5. Edgartown Rebranding

### **MANAGEMENT ACTIONS 2019**

- 1. Crime Reduction Action Plan 

Top Priority
--------------
- 2. Trolley/Tram Service Direction 

High Priority
---------------
- 3. Porpoise Park Report and Direction

### **MANAGEMENT IN PROGRESS 2019**

- 1. Zora Neale Hurston Trail Festival Day: Participation
- 2. SHIP Home Rehabs (3)
- 3. SHIP 1<sup>st</sup> Time Homebuyers
- 4. Gangs Action Plan: Annual Update
- 5. Field Training Officer (FTO) Program: Revamp
- 6. 5<sup>th</sup> Annual Highwaymen Heritage Trail Art Show and Festival
- 7. Crabby’s Restaurant Opening
- 8. Allegany Franciscan Ministries Collaboration
- 9. Sunrise Theatre Corporate Sponsorships, Donors and Members Increase

### **MAJOR PROJECTS 2019**

- 1. Fenn Park Reconstruction: Design
- 2. MLK Dreamland Park: Construction
- 3. Indian Hills Golf Course Improvement Projects: Aeration of Fairway
- 4. Sunrise Theatre: Maintenance/New Roof Project
- 5. Moore’s Creek Boat Ramp Area Repairs
- 6. Sunrise Theatre Black Box Floor
- 7. Marina Fuel Dock/Dock Master Support Building

## **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

# **CITY OF FORT PIERCE ACTION AGENDA 2019**

# ***City of Fort Pierce Policy Agenda 2019***

## **TOP PRIORITY**

**Police Retention and Compensation**

**King Plant Redevelopment Project**

**Passenger Rail Station**

**City – FPUA Strategy**

**Road Conditions and Resurfacing Program**

**Sunrise Theatre Structure and Marketing**

**Recreation Program Expansion**

## **HIGH PRIORITY**

**Annexation: Interlocal Service Boundary Agreements**

**Economic Development Action Plan and Incentive Policy**

**Neighborhood Revitalization and Engagement**

**Development Consultant for the City**

**Sunrise Center Garage Office Development**

**Lincoln Park Revitalization Initiative**

# ***City of Fort Pierce Management Agenda 2019***

## **TOP PRIORITY**

**Port Development (with St. Lucie County)**

**Permitting Hub**

**Impact Fees: Direction**

**EAR/Comprehensive Plan Update**

**Community Policing Expansion**

**Crime Reduction Action Plan**

## **HIGH PRIORITY**

**IT Comprehensive Plan and Project Completion**

**Development Review Task Force Report and Policy Adoption**

**Entrances/Gateways Beautification Plan**

**Trolley/Tram Service Direction**

**Compensation for “Targeted” Positions**

**Seaplane Base and Service**

# ***City of Fort Pierce***

## ***Management in Progress 2019***

**ProjectDox: Building Department**

**Labor Negotiations and Contracts**

**Migration to Cloud (Office 365)**

**Civil Service Appeal Board (CSAB) Election**

**Police Parking Lot Lights**

**Rich House: Open**

**City Attorney's Office: Staffing Assessment**

**Vehicle/Equipment Replacement Plan: Year 2**

**City Facilities Security: Video Surveillance**

**Marina Application to Cloud**

**Community Response Rules and Policy Manual**

**Citywide Payment Card Policy (online)**

**PAL Park Infrastructure and On Boarding**

**Parking Enforcement Software for Mobile Parking Enforcement**  
**Paperless Purchase Order System**  
**Click-2-Gov**  
**Online Searchable Portal: Development**  
**Small Business Guide**  
**Police Vehicle Replacement**  
**Parking Counter in City Garage: Implementation**  
**Public Works Work Order**  
**Police Public Record Request: Process Improvements**  
**Advanced Metering Infrastructure (AMI)**  
**Comprehensive Employee Wellness Policy and Program**  
**Deputy City Clerk: Certification**  
**Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Upgrade**  
**Indian Hills Golf Course: Marketing/Advertisement Enhancements**  
**Television Commercial Campaign in Miami, Florida**  
**Business Retention and Expansion Program (BRE)**  
**National Events – National Firefighters Combat Challenge**  
**3<sup>rd</sup> Unity in Our Community**

**Downtown Lighting Report**  
**Main Street: Annual Report**  
**Zora Neale Hurston Trail Festival Day: Participation**  
**SHIP Home Rehabs (3)**  
**SHIP 1<sup>st</sup> Time Homebuyers**  
**Gangs Action Plan: Annual Update**  
**Field Training Officer (FTO) Program: Revamp**  
**5<sup>th</sup> Annual Highwaymen Heritage Trail Art Show and Festival**  
**Crabby's Restaurant Opening**  
**Allegany Franciscan Ministries Collaboration**  
**Sunrise Theatre Corporate Sponsorships, Donors and Members Increase**

# ***City of Fort Pierce Major Projects 2019***

**Police Carpet Replacement**

**City Facilities Access Control and Security Upgrade**

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

**Building Department Relocation/Buildout**

**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**

**Citrus Bridge Overpass: Design, Construction**

**Marina Square Sail Shade Structure**

**Melody Lane Seawall**

**Surfside Park Residential Street Drainage Improvements: Construction**

**City Parking Garage: Sealing**

**7<sup>th</sup> Street Roadway Reconstruction (Wendell Road to 10<sup>th</sup> Street)**

**Ohio Avenue and U.S. 1 Signalization Upgrade**

**Pumpout System – Northside**

**Visitor Center: Parking Garage**

**17<sup>th</sup> Street Reconstruction (Avenue “D” to Orange Avenue)**

**Avenue “B” ROW Designation**

**Banner Replacement (Citywide): Assessment, Plan**

**Islands: New Plantings**

**Fenn Park Reconstruction: Design**

**MLK Dreamland Park: Construction**

**Indian Hills Golf Course Improvement Projects: Aeration of Fairway**

**Sunrise Theatre: Maintenance/New Roof Project**

**Moore’s Creek Boat Ramp Area Repairs**

**Sunrise Theatre Black Box Floor**

**Marina Fuel Dock/Dock Master Support Building**

# **Policy Agenda 2019 City of Fort Pierce Targets for Action**

## **TOP PRIORITY**

**Police Retention and Compensation  
King Plant Redevelopment Project  
Passenger Rail Station  
City – FPUA Strategy  
Road Conditions and Resurfacing Program  
Sunrise Theatre Structure and Marketing  
Recreation Program Expansion**

## **HIGH PRIORITY**

**Annexation: Interlocal Service Boundary Agreements  
Economic Development Action Plan and Incentive Policy  
Neighborhood Revitalization and Engagement  
Development Consultant for the City  
Sunrise Center Garage Office Development  
Lincoln Park Revitalization Initiative**

# **Management Agenda 2019 City of Fort Pierce Targets for Action**

## **TOP PRIORITY**

**Port Development (with St. Lucie County)  
Permitting Hub  
Impact Fees: Direction  
EAR/Comprehensive Plan Update  
Community Policing Expansion  
Crime Reduction Action Plan**

## **HIGH PRIORITY**

**IT Comprehensive Plan and Project Completion  
Development Review Task Force Report and Policy Adoption  
Entrance/Gateways Beautification Plan  
Trolley/Tram Service Direction  
Compensation for "Targeted" Positions  
Seaplane Base and Service**

**Action Outlines 2019**  
**City of Fort Pierce**

**GOAL 1      SERVE OUR COMMUNITY**

**ACTION:      POLICE RETENTION AND COMPENSATION**

<b>PRIORITY</b>
<i>Policy – Top</i>

Key Issues

- Funding
- Millage Rate
- Equipment
- Recruitment in Competitive Environment

Activities/Milestones

1. Complete compensation study
2. Workshop: Study and Direction
3. Prepare budget proposal
4. Decision: Budget FY '20 Funding

Time

- 4/19  
4/19  
5/19  
9/19

Responsibility: Police Chief

**ACTION:      CITY – FPUA STRATEGY**

<b>PRIORITY</b>
<i>Policy – Top</i>

Key Issues

- Aligning Strategic Vision
- Business Friendly – Construction
- Coordinating Projects
- “Missing Links” for Utilities
- Meeting Attendance
- Meeting Agenda
- Neighborhood

Activities/Milestones

1. Establish a strategic vision
2. Joint Meeting
3. Utility Coordination Meeting

Time

- 5/19  
6/19  
Monthly

Responsibility: City Manager

**ACTION: ROAD CONDITIONS AND RESURFACING PROGRAM**

<b>PRIORITY</b>
<i>Policy – Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Funding for Resurfacing \$500,000</li> <li>• Project Priorities</li> </ul>	<ol style="list-style-type: none"> <li>1. Decision: Appointment of Oversight Committee</li> <li>2. Report: Oversight Committee</li> <li>3. Determine street project</li> <li>4. Decision: Direction and Funding</li> <li>5. Initiate road projects</li> <li>6. Monitor income from ½ cent sales tax</li> </ol>	<p>5/19</p> <p>9/19</p> <p>10/19</p> <p>11/19</p> <p>1/20</p> <p>Ongoing</p>

Responsibility: City Engineer

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

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> <li>1. FPUA: Approval</li> <li>2. County Commission: Approval</li> </ol>	<p>10/19</p> <p>TBD</p>

Responsibility: City Manager

**ACTION: CODE OF ORDINANCES**

<b>PRIORITY</b>
<i>Policy</i>

Key Issues

Activities/Milestones

Time

- |  |  |
|--|--|
| <p>A. Land Development Code</p> <ol style="list-style-type: none"> <li>1. Chapter 22 – Land Development</li> <li>2. Decision: Ordinances (3)</li> <li>3. Decision: Ordinance (1)</li> <li>4. Decision: Board of Adjustment/Historic Preservation</li> </ol> <p>B. General Costs</p> <ol style="list-style-type: none"> <li>1. Evaluate code of ordinance with departments</li> <li>2. Identify section priority</li> <li>3. Re-write ordinance</li> <li>4. Decision: Ordinance Revision</li> </ol> | <p>4/19</p> <p>4/19</p> <p>5/19</p><br><p>10/19</p> <p>12/19</p> <p>TBD</p> <p>TBD</p> |
|--|--|

Responsibility: City Attorney
-------------------------------

**ACTION: PERMITTING HUB**

<b>PRIORITY</b>
<i>Mgmt – Top</i>

Key Issues

Activities/Milestones

Time

- |  |  |  |
|--|--|--|
| <ul style="list-style-type: none"> <li>• Construction: \$1 million</li> <li>• Utility Costs</li> </ul> | <ol style="list-style-type: none"> <li>1. Finalize plans</li> <li>2. Issue RFP</li> <li>3. Prepare recommendation</li> <li>4. Decision: Award Contract</li> <li>5. Construction</li> </ol> | <p>3/19</p> <p>4/19</p> <p>6/19</p> <p>7/19</p> <p>8/19 – 3/20</p> |
|--|--|--|

Responsibility: Building Official
-----------------------------------

<b>ACTION: IMPACT FEES: DIRECTION</b>	<b>PRIORITY</b>	
	<i>Mgmt – Top</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Evaluate impact fees for targeted redevelopment areas	8/19
	2. Prepare report	9/19
	3. Decision: Direction	9/19
Responsibility: City Manager		

<b>ACTION: IT COMPREHENSIVE PLAN AND PROJECT COMPLETION</b>	<b>PRIORITY</b>	
	<i>Mgmt – High</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• \$200,000 Annually	1. Complete email	4/19
• Project Priority	2. Complete wiring/hardware	5/19
• Useful Life	3. Complete Parking Garage	7/19
• Other Governments	4. Complete Security Upgrades – Phase 2	7/19
	5. Decision: Budget FY '20 – Annual	9/19
	6. Develop Comprehensive IT Master Plan	10/19
	7. Complete Click-to-Gov	1/20
	8. Complete File Bound	1/20
	9. Meet with Departments	Ongoing
Responsibility: IT Director		

**ACTION: COMPENSATION FOR “TARGETED” POSITIONS**

PRIORITY
Mgmt – High

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Targeted Position	1. Presentation: Building Awareness	4/19
• Funding Sources	2. Develop budget proposal	6/19
• Working with Union	3. Decision: Budget FY '20 Funding	9/19
• Citywide Problem	4. Identify “Targeted” Positions	Ongoing

Responsibility: Human Resources Director/All Departments
---

► **Management in Progress 2019**

		TIME
1. ProjectDox: Building Department	IT	4/19
2. Labor Negotiations and Contracts	HR	
a. Teamsters		5/19
b. PBA		5/19
c. IUPA		5/19
3. Migration to Cloud (Office 365)	City Clerk	5/19
4. Civil Service Appeal Board (CSAB) Election	HR	5/19
5. Police Parking Lot Lights	Police	6/19
6. Rich House: Open	Police	6/19
7. City Attorney’s Office: Staffing Assessment	CA	7/19
8. Vehicle/Equipment Replacement Plan: Year 2	Finance	7/19
9. City Facilities Security: Video Surveillance	IT	7/19
10. Marina Application to Cloud	IT	7/19
11. Community Response Rules and Policy Manual	Comm. Response	9/19
12. Citywide Payment Card Policy (online)	IT	10/19
13. PAL Park Infrastructure and On Boarding	IT	10/19
14. Parking Enforcement Software for Mobile Parking Enforcement	IT	1/20
15. Paperless Purchases Order System	IT	1/20
16. Click-2-Gov	IT	1/20
17. Online Searchable Portal: Development	IT	1/20
18. Small Business Guide	City Clerk	1/20

► **Management in Progress 2019**

		TIME
19. Police Vehicle Replacement	Police	2/20
20. Parking Counter in City Garage: Implementation	Comm. Response	3/20
21. Public Works Work Order	IT	3/20
22. Police Public Record Request: Process Improvements	Police	3/20
23. Advanced Metering Infrastructure (AMI)	FPUA	3/20
24. Comprehensive Employee Wellness Policy and Program	City Manager	10/20
25. Deputy City Clerk: Certification	City Clerk	2021
26. Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Upgrade	IT	Ongoing
27. Indian Hills Golf Course: Marketing/Advertisement Enhancements	Golf	Ongoing

► **Major Projects 2019**

		TIME
1. Police Carpet Replacement	Police	6/19
2. City Facilities Access Control and Security Upgrade	PW	3/20
3. City Hall: Covered Walkway for Pedestrians (Parking Garage and City Hall)	PW	3/20
4. Building Department Relocation/Buildout	Bldg	3/20
5. WRF Backup Generator	FPUA	
6. Underground Conversions	FPUA	
7. Natural Gas Loop Project	FPUA	
8. Avenue "M" Water/Wastewater Restoration	FPUA	
9. Orange Avenue Forcemain	FPUA	
10. Savannah Road Re-pump Facility	FPUA	
11. Electric Pole Replacement	FPUA	
12. Di Giorgio Industrial Area Wastewater Infrastructure Project	FPUA	

**GOAL 2 DEVELOP OUR COMMUNITY**

**ACTION: KING PLANT REDEVELOPMENT PROJECT**

**PRIORITY**

*Policy – Top*

Key Issues

- Agreement

Activities/Milestones

- |                                   |       |
|-----------------------------------|-------|
| 1. Review bids                    | 7/19  |
| 2. Prepare recommendations        | 7/19  |
| 3. FPRA Board: Direction          | 8/19  |
| 4. Negotiate agreement            | 11/19 |
| 5. FPRA Board: Agreement Approval | 1/20  |

Time

Responsibility: City Manager

**ACTION: PASSENGER RAIL STATION**

**PRIORITY**

*Policy – Top*

Key Issues

Activities/Milestones

- |                          |         |
|--------------------------|---------|
| 1. FPRA: Submit Proposal | 4/19    |
| 2. Monitor status        | Ongoing |

Time

Responsibility: City Manager

**ACTION: ANNEXATION INTERLOCAL SERVICE BOUNDARY AGREEMENTS**

<b>PRIORITY</b>
<i>Policy – High</i>

Key Issues

- Agreement

Activities/Milestones

1. Finalize draft agreement
2. Decision: Direction
3. Submit to St. Lucie County
4. County Decision: Direction

Time

- 5/19  
6/19  
7/19  
9/19

Responsibility: Planning Director

**ACTION: ECONOMIC DEVELOPMENT ACTION PLAN AND INCENTIVE POLICY**

<b>PRIORITY</b>
<i>Policy – High</i>

Key Issues

- Incentives
- E.D. Policy

Activities/Milestones

1. Complete plan/policy
2. Presentation/Decision: Direction
3. Prepare budget proposal
4. Decision: Budget FY '20 Funding

Time

- 5/19  
6/19  
7/19  
9/19

Responsibility: City Manager

**ACTION: DEVELOPMENT CONSULTANT FOR CITY**

<b>PRIORITY</b>
<i>Policy – High</i>

Key Issues

- Scope
- Funding

Activities/Milestones

1. Define scope of work
2. Develop budget proposal
3. Decision: Budget FY '20 Funding

Time

- 6/19  
7/19  
9/19

Responsibility: Planning Director

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

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Goals</li> <li>• Focus Areas</li> </ul>	<ol style="list-style-type: none"> <li>1. Meet with TDC</li> <li>2. Identify funding source for plan development</li> <li>3. Decision: Direction</li> </ol>	<p>7/19</p> <p>10/19</p> <p>1/20</p>

Responsibility: Finance Director/Public Works
---

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

<b>PRIORITY</b>
<i>Mgmt – Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Developer</li> <li>• Development Agreement</li> </ul>	<ol style="list-style-type: none"> <li>1. Monitor County owned land lease</li> <li>2. Develop strategy for Fisherman’s Wharf Area</li> <li>3. FPRA: Concept Presentation and Direction</li> <li>4. Issue RFP for Developer</li> <li>5. Negotiate agreement</li> <li>6. FPRA Decision: Development Agreement</li> </ol>	<p>TBD</p> <p>7/19</p> <p>7/19</p> <p>10/19</p> <p>3/20</p> <p>6/20</p>

Responsibility: City Manager/Planning Director
--

<b>ACTION: EAR/COMPREHENSIVE PLAN UPDATE</b>	<b>PRIORITY</b>										
	<i>Mgmt – Top</i>										
<u>Key Issues</u>	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Activities/Milestones</u></th> <th style="text-align: left;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td>1. Initiate update</td> <td>3/19</td> </tr> <tr> <td>2. Decision: Initial Approval</td> <td>7/19</td> </tr> <tr> <td>3. Submit State Review and Comments</td> <td>8/19</td> </tr> <tr> <td>4. Decision: Update Adoption</td> <td>9/19</td> </tr> </tbody> </table>	<u>Activities/Milestones</u>	<u>Time</u>	1. Initiate update	3/19	2. Decision: Initial Approval	7/19	3. Submit State Review and Comments	8/19	4. Decision: Update Adoption	9/19
<u>Activities/Milestones</u>	<u>Time</u>										
1. Initiate update	3/19										
2. Decision: Initial Approval	7/19										
3. Submit State Review and Comments	8/19										
4. Decision: Update Adoption	9/19										
Responsibility: Planning Director											

<b>ACTION: DEVELOPMENT REVIEW TASK FORCE REPORT AND POLICY ADOPTION</b>	<b>PRIORITY</b>								
	<i>Mgmt – High</i>								
<u>Key Issues</u>	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Activities/Milestones</u></th> <th style="text-align: left;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td>1. Decision: Land Use – Permitted Site Plan Administrative Approval</td> <td>4/19</td> </tr> <tr> <td>2. Revise Chapter 18 – Subdivision of Land</td> <td>7/19</td> </tr> <tr> <td>3. Decision: Subdivision of Land</td> <td>8/19</td> </tr> </tbody> </table>	<u>Activities/Milestones</u>	<u>Time</u>	1. Decision: Land Use – Permitted Site Plan Administrative Approval	4/19	2. Revise Chapter 18 – Subdivision of Land	7/19	3. Decision: Subdivision of Land	8/19
<u>Activities/Milestones</u>	<u>Time</u>								
1. Decision: Land Use – Permitted Site Plan Administrative Approval	4/19								
2. Revise Chapter 18 – Subdivision of Land	7/19								
3. Decision: Subdivision of Land	8/19								
Responsibility: Planning Director									

<b>ACTION: SEAPLANE BASE AND SERVICE</b>	<b>PRIORITY</b>												
	<i>Mgmt – High</i>												
<u>Key Issues</u>	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Activities/Milestones</u></th> <th style="text-align: left;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td>1. Receive proposal</td> <td>4/19</td> </tr> <tr> <td>2. Clean up shuffle board area</td> <td>5/19</td> </tr> <tr> <td>3. Decision: Direction and Funding</td> <td>5/19</td> </tr> <tr> <td>4. Complete application</td> <td>9/19</td> </tr> <tr> <td>5. Receive permits/licenses</td> <td>9/20</td> </tr> </tbody> </table>	<u>Activities/Milestones</u>	<u>Time</u>	1. Receive proposal	4/19	2. Clean up shuffle board area	5/19	3. Decision: Direction and Funding	5/19	4. Complete application	9/19	5. Receive permits/licenses	9/20
<u>Activities/Milestones</u>	<u>Time</u>												
1. Receive proposal	4/19												
2. Clean up shuffle board area	5/19												
3. Decision: Direction and Funding	5/19												
4. Complete application	9/19												
5. Receive permits/licenses	9/20												
Responsibility: City Engineer													

<b>ACTION: CRA PLAN: UPDATE</b>		<b>PRIORITY</b>
		Mgmt
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Finalize scope of service	4/19
	2. Initiate update	5/19
	3. Complete update	12/19
	4. FPRA: Approval	1/20
Responsibility: Planning Director		

<b>ACTION: BUSINESS IMPROVEMENT DISTRICT FOR DOWNTOWN CREATION</b>		<b>PRIORITY</b>
		Mgmt
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Prepare presentation	6/19
	2. Presentation: Direction	6/19
Responsibility: City Manager		

<b>► Management in Progress 2019</b>		<b>TIME</b>
1. Television Commercial Campaign in Miami, Florida	CM	5/19
2. Business Retention and Expansion Program (BRE)	MIP	5/19
3. National Events – National Firefighters Combat Challenge	CM	Ongoing

► **Major Projects 2019**

		TIME
1.	Avenue "B" ROW Designation	Eng Completed
2.	Citrus Bridge Overpass: Design Construction	Eng 6/19 12/19
3.	Marina Square Sail Shade Structure	PW 7/19
4.	Melody Lane Seawall	Eng 9/19
5.	Surfside Park Residential Street Drainage Improvements: Construction	Eng 10/19
6.	City Parking Garage: Sealing	Eng 12/19
7.	7 <sup>th</sup> Street Roadway Reconstruction (Wendell Road to 10 <sup>th</sup> Street)	Eng 12/19
8.	Ohio Avenue and U.S. 1 Signalization Upgrade	Eng 1/20
9.	Pumpout System – Northside	Marina 3/20
10.	Visitor Center: Parking Garage	PW 7/20
	17 <sup>th</sup> Street Reconstruction (Avenue "D" to Orange Avenue)	Eng 9/20

**GOAL 3      ENGAGE OUR COMMUNITY**

<b>ACTION:</b>	<b>NEIGHBORHOOD REVITALIZATION AND ENGAGEMENT: INPUT MEETINGS</b>	<table border="1" style="margin: auto;"> <tr><td style="text-align: center;"><b>PRIORITY</b></td></tr> <tr><td style="text-align: center;"><i>Policy – High</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy – High</i>
<b>PRIORITY</b>				
<i>Policy – High</i>				
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>		
	<ol style="list-style-type: none"> <li>1. Lincoln Park Community Meeting</li> <li>2. Edgartown Community Meeting</li> </ol>	<p style="text-align: center;">4/19</p> <p style="text-align: center;">12/19</p>		
<table border="1" style="margin: auto;"> <tr> <td style="padding: 5px;">Responsibility: Finance Director</td> </tr> </table>			Responsibility: Finance Director	
Responsibility: Finance Director				

<b>ACTION:</b>	<b>COMMUNITY EVENTS AND FESTIVALS ENHANCEMENTS</b>	<table border="1" style="margin: auto;"> <tr><td style="text-align: center;"><b>PRIORITY</b></td></tr> <tr><td style="text-align: center;"><i>Policy</i></td></tr> </table>	<b>PRIORITY</b>	<i>Policy</i>
<b>PRIORITY</b>				
<i>Policy</i>				
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>		
<ul style="list-style-type: none"> <li>• Activity</li> <li>• Partners</li> <li>• Calendar</li> <li>• Tourism Potential</li> <li>• Competing Events</li> <li>• Private vs. Public Event</li> <li>• Permitting</li> </ul>	<ol style="list-style-type: none"> <li>1. Complete event inventory</li> <li>2. Identify enhancements and resources/costs/partners</li> <li>3. Finalize report</li> <li>4. Decision: Presentation and Future Direction</li> </ol>	<p style="text-align: center;">8/19</p> <p style="text-align: center;">10/19</p> <p style="text-align: center;">10/19</p> <p style="text-align: center;">10/19</p>		
<table border="1" style="margin: auto;"> <tr> <td style="padding: 5px;">Responsibility: Public Works Director</td> </tr> </table>			Responsibility: Public Works Director	
Responsibility: Public Works Director				

<b>ACTION: COMMUNITY POLICING EXPANSION</b>		<b>PRIORITY</b>
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Initiate Quarterly Update Report	7/19
	2. Prepare report	3/20
	3. Decision: Presentation and Direction	3/20
Responsibility: Police Chief		

<b>ACTION: POLICE ADVISORY BOARD: REPORT</b>		<b>PRIORITY</b>
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Frequency of Report</li> <li>• Communications</li> </ul>	1. Board report	4/19
Responsibility: Police Chief		

<b>► Management in Progress 2019</b>		<b>TIME</b>
1. 3 <sup>rd</sup> Unity in Our Community	Police	7/19

**GOAL 4 BEAUTIFY OUR COMMUNITY**

**ACTION: LINCOLN PARK REVITALIZATION INITIATIVE**

**PRIORITY**

*Policy*

Key Issues

Activities/Milestones

Time

- |                          |      |
|--------------------------|------|
| 1. Prepare Annual Report | 1/20 |
| 2. Report                | 1/20 |

Responsibility: Finance Director

**ACTION: CITY STREET SWEEPING PROGRAM PRIVATIZATION**

**PRIORITY**

*Policy*

Key Issues

Activities/Milestones

Time

- |  |  |                         |
|--|--|-------------------------|
| <ul style="list-style-type: none"> <li>• Funding: Stormwater Utility</li> <li>• Service Level</li> <li>• Contract Scope</li> </ul> | <ol style="list-style-type: none"> <li>1. Prepare report with recommendations</li> <li>2. Decision: Direction, Contract Award</li> </ol> | <p>6/19</p> <p>7/19</p> |
|--|--|-------------------------|

Responsibility: City Engineer

**ACTION: WAYFINDING SIGNAGE**

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Color</li> <li>• Design</li> <li>• Location</li> <li>• Funding</li> </ul>	<ol style="list-style-type: none"> <li>1. Finalize colors</li> <li>2. Prepare budget proposal</li> <li>3. Decision: Budget FY '20 Funding</li> <li>4. Replace Downtown sign</li> </ol>	<p>5/19 7/19 9/19 3/20</p>

Responsibility: Public Works Director

**ACTION: BOND FOR LANDSCAPE REPLACEMENT**

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Appearance</li> <li>• Private Property</li> <li>• Level to Enforcement</li> <li>• Bond</li> <li>• Development Requirements</li> </ul>	<ol style="list-style-type: none"> <li>1. Prepare paper: problems, development requirements, bond inventory and enforcement options</li> <li>2. Develop action plan</li> </ol>	<p>6/19 7/19</p>

Responsibility: City Manager

**ACTION: ENTRANCES/GATEWAYS BEAUTIFICATION PLAN**

PRIORITY
<i>Mgmt – High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Scope</li> <li>• Funding</li> </ul>	<ol style="list-style-type: none"> <li>1. Define scope and cost</li> <li>2. Prepare budget proposal</li> <li>3. Decision: Budget FY '20 Funding</li> </ol>	<p>6/19 7/19 9/19</p>

Responsibility: Public Works Director

**ACTION: DUMPSTER SOLUTIONS FOR DOWNTOWN**

PRIORITY
Mgmt

Key Issues

- \$1 million
- Line of Credit

Activities/Milestones

- |  |       |
|--|-------|
| 1. Prepare bid documents                   | 7/19  |
| 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 |

Time

Responsibility: Public Works Director

**ACTION: MURAL PROJECTS (3 – 4)**

PRIORITY
Mgmt

Key Issues

- Location
- Design

Activities/Milestones

- |                            |      |
|----------------------------|------|
| 1. Complete mural projects | 3/20 |
|----------------------------|------|

Time

Responsibility: Finance Director

**► Management in Progress 2019**

1. Downtown Lighting Report
2. Main Street: Annual Report

Public Works  
Finance

TIME
12/19
1/20

**► Major Projects 2019**

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

Marina  
MP

TIME
7/19
8/19
12/19

**GOAL 5 ENJOY OUR COMMUNITY**

**ACTION: SUNRISE THEATRE STRUCTURE AND MARKETING**

**PRIORITY**

*Policy – Top*

Key Issues

Activities/Milestones

Time

- |                                   |      |
|-----------------------------------|------|
| 1. Complete operational analysis  | 4/19 |
| 2. Finalize report                | 4/19 |
| 3. Report: Information            | 5/19 |
| 4. Management Decision: Direction | 6/19 |

Responsibility: City Manager

**ACTION: RECREATION PROGRAM EXPANSION**

**PRIORITY**

*Policy – Top*

Key Issues

Activities/Milestones

Time

- |                                    |      |
|------------------------------------|------|
| 1. Complete review of activities   | 5/19 |
| 2. Presentation: Report Direction  | 5/19 |
| 3. Prepare budget proposal         | 7/19 |
| 4. Decision: Budget FY '20 Funding | 9/19 |

Responsibility: Public Works Director

<b>ACTION: SUNRISE CENTER GARAGE OFFICE DEVELOPMENT</b>	<b>PRIORITY</b>										
	<i>Policy – High</i>										
<u>Key Issues</u>	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Activities/Milestones</u></th> <th style="text-align: left;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td>1. Complete 1<sup>st</sup> Floor Visitor</td> <td>4/20</td> </tr> <tr> <td>2. Complete 3<sup>rd</sup> Floor – Permitting;</td> <td>4/20</td> </tr> <tr> <td>3. 2<sup>nd</sup> Floor – Guardian Ad Litem</td> <td>2021</td> </tr> <tr> <td>4. 4<sup>th</sup> Floor – Conference Center</td> <td>2021</td> </tr> </tbody> </table>	<u>Activities/Milestones</u>	<u>Time</u>	1. Complete 1 <sup>st</sup> Floor Visitor	4/20	2. Complete 3 <sup>rd</sup> Floor – Permitting;	4/20	3. 2 <sup>nd</sup> Floor – Guardian Ad Litem	2021	4. 4 <sup>th</sup> Floor – Conference Center	2021
<u>Activities/Milestones</u>	<u>Time</u>										
1. Complete 1 <sup>st</sup> Floor Visitor	4/20										
2. Complete 3 <sup>rd</sup> Floor – Permitting;	4/20										
3. 2 <sup>nd</sup> Floor – Guardian Ad Litem	2021										
4. 4 <sup>th</sup> Floor – Conference Center	2021										
Responsibility: Public Works Director											

<b>ACTION: HISTORIC ST. ANASTASIA BUILDING/PROPERTY USE</b>	<b>PRIORITY</b>						
	<i>Policy</i>						
<u>Key Issues</u>	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Activities/Milestones</u></th> <th style="text-align: left;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td>1. FPRA Board: Decision on Direction, Benchmarks</td> <td>4/19</td> </tr> <tr> <td>2. Complete negotiation</td> <td>8/19</td> </tr> </tbody> </table>	<u>Activities/Milestones</u>	<u>Time</u>	1. FPRA Board: Decision on Direction, Benchmarks	4/19	2. Complete negotiation	8/19
<u>Activities/Milestones</u>	<u>Time</u>						
1. FPRA Board: Decision on Direction, Benchmarks	4/19						
2. Complete negotiation	8/19						
Responsibility: Planning Director							

<b>ACTION: EDGARTOWN REBRANDING</b>	<b>PRIORITY</b>										
	<i>Policy</i>										
<u>Key Issues</u>	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Activities/Milestones</u></th> <th style="text-align: left;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td>1. Community meeting</td> <td>12/19</td> </tr> <tr> <td>2. Develop action plan</td> <td>4/20</td> </tr> <tr> <td>3. Prepare budget proposal</td> <td>7/20</td> </tr> <tr> <td>4. Decision: Budget FY '21 Funding</td> <td>9/20</td> </tr> </tbody> </table>	<u>Activities/Milestones</u>	<u>Time</u>	1. Community meeting	12/19	2. Develop action plan	4/20	3. Prepare budget proposal	7/20	4. Decision: Budget FY '21 Funding	9/20
<u>Activities/Milestones</u>	<u>Time</u>										
1. Community meeting	12/19										
2. Develop action plan	4/20										
3. Prepare budget proposal	7/20										
4. Decision: Budget FY '21 Funding	9/20										
Responsibility: Planning Director											

<b>ACTION: CRIME REDUCTION ACTION PLAN</b>	<b>PRIORITY</b>								
	<i>Mgmt – Top</i>								
<u>Key Issues</u>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;"><u>Activities/Milestones</u></td> <td style="width: 30%;"><u>Time</u></td> </tr> <tr> <td>1. Decision: Direction</td> <td style="text-align: center;">4/19</td> </tr> <tr> <td>2. Prepare budget proposal</td> <td style="text-align: center;">7/19</td> </tr> <tr> <td>3. Decision: Budget FY '20 Funding</td> <td style="text-align: center;">9/19</td> </tr> </table>	<u>Activities/Milestones</u>	<u>Time</u>	1. Decision: Direction	4/19	2. Prepare budget proposal	7/19	3. Decision: Budget FY '20 Funding	9/19
<u>Activities/Milestones</u>	<u>Time</u>								
1. Decision: Direction	4/19								
2. Prepare budget proposal	7/19								
3. Decision: Budget FY '20 Funding	9/19								
Responsibility: Police Chief									

<b>ACTION: TROLLEY/TRAM SERVICE DIRECTION</b>	<b>PRIORITY</b>						
	<i>Mgmt – High</i>						
<u>Key Issues</u>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;"><u>Activities/Milestones</u></td> <td style="width: 30%;"><u>Time</u></td> </tr> <tr> <td>1. Complete – report</td> <td style="text-align: center;">7/19</td> </tr> <tr> <td>2. Report: Discussion, Direction</td> <td style="text-align: center;">7/19</td> </tr> </table>	<u>Activities/Milestones</u>	<u>Time</u>	1. Complete – report	7/19	2. Report: Discussion, Direction	7/19
<u>Activities/Milestones</u>	<u>Time</u>						
1. Complete – report	7/19						
2. Report: Discussion, Direction	7/19						
Responsibility: Public Works Director							

<b>ACTION: PORPOISE PARK REPORT AND DIRECTION</b>	<b>PRIORITY</b>										
	<i>Mgmt</i>										
<u>Key Issues</u>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;"><u>Activities/Milestones</u></td> <td style="width: 30%;"><u>Time</u></td> </tr> <tr> <td> <ul style="list-style-type: none"> <li>• \$200,000 – \$300,000</li> </ul> </td> <td></td> </tr> <tr> <td>1. Define scope</td> <td style="text-align: center;">6/19</td> </tr> <tr> <td>2. Prepare budget proposal</td> <td style="text-align: center;">7/19</td> </tr> <tr> <td>3. Decision: Budget FY '20 Funding</td> <td style="text-align: center;">9/19</td> </tr> </table>	<u>Activities/Milestones</u>	<u>Time</u>	<ul style="list-style-type: none"> <li>• \$200,000 – \$300,000</li> </ul>		1. Define scope	6/19	2. Prepare budget proposal	7/19	3. Decision: Budget FY '20 Funding	9/19
<u>Activities/Milestones</u>	<u>Time</u>										
<ul style="list-style-type: none"> <li>• \$200,000 – \$300,000</li> </ul>											
1. Define scope	6/19										
2. Prepare budget proposal	7/19										
3. Decision: Budget FY '20 Funding	9/19										
Responsibility: City Engineer											

► **Management in Progress 2019**

			TIME
1.	Zora Neale Hurston Trail Festival Day: Participation	Finance	4/19
2.	SHIP Home Rehabs (3)	Finance	8/19
3.	SHIP 1 <sup>st</sup> Time Homebuyers	Finance	8/19
4.	Gangs Action Plan: Annual Update	Police	12/19
5.	Field Training Officer (FTO) Program: Revamp	Police	12/19
6.	5 <sup>th</sup> Annual Highwaymen Heritage Trail Art Show and Festival	Finance	2/20
7.	Crabby's Restaurant Opening	Marina	3/20
8.	Allegany Franciscan Ministries Collaboration	Finance	Ongoing 2023
9.	Sunrise Theatre Corporate Sponsorships, Donors and Members Increase	Sunrise	Ongoing

► **Major Projects 2019**

			TIME
1.	Fenn Park Reconstruction: Design	Public Works	5/19
2.	MLK Dreamland Park: Construction	Engineer	6/19
3.	Indian Hills Golf Course Improvement Projects: Aeration of Fairway	Golf	9/19
4.	Sunrise Theatre: Maintenance/New Roof Project	Sunrise	10/19
5.	Moore's Creek Boat Ramp Area Repairs	Engineer	10/19
6.	Sunrise Theatre Black Box Floor	Sunrise	10/19
7.	Marina Fuel Dock/Dock Master Support Building	Marina	3/20

**Policy Calendar 2019**  
**City of Fort Pierce**

## MONTH

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APRIL 2019

1. Decision: Chapter 22 – Land Development Code (3) Ordinance Amendments
2. Decision: Chapter 22 – Land Development Code (1) Ordinance Amendment
3. Presentation: Compensation for “Targeted” Positions Overview
4. FPRA: Rail Station Proposal
5. Decision: Land Use Permitted Site Plan Administrative Approval
6. Lincoln Park Community Meeting
7. Report: Police Advisory Board
8. FPRA Decision: Historic St. Anastasia Building Direction

## MONTH

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MAY 2019

1. Decision: Oversight Committee Appointments
2. Decision: Seaplane Direction

## MONTH

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JUNE 2019

1. Joint Meeting: FPUA Board
2. Decision: Chapter 22 – Land Development Code Ordinances on Board of Adjustment and Historic Preservation
3. Decision: Annexation Interlocal Service Boundary Draft Agreement
4. Presentation/Decision: Economic Development Action Plan and Incentive Policy
5. Presentation: Business Improvement District

## MONTH

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JULY 2019

1. Decision: Award Contract for Permitting Hub Construction
2. FPRA: Presentation and Direction on Port Development
3. Decision: Initial Approval of EAR/Comprehensive Plan Update
4. Decision: Award Contract for Street Sweeping
5. Report: Trolley/Tram Service

## MONTH

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AUGUST 2019

1. FPRA Direction: King Plant
2. Decision: Subdivision of Land

## MONTH

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SEPTEMBER 2019

1. Decision: Budget FY '20 Funding for:
  - a. Police Retention and Compensation
  - b. Compensation for "Targeted" Positions
  - c. IT Upgrade Project
  - d. Development Consultant
  - e. Economic Development Incentives
  - f. Wayfinding Signage
  - g. Entrances/Gateways Beautification
  - h. Recreation Program Expansion
  - i. Porpoise Park
  - j. Crime Reduction Action Plan
2. Report: Oversight Committee on Road Conditions and Resurfacing
3. Decision: Impact Fees Direction
4. Decision: EAR/Comprehensive Plan Update Adoption
5. Quarterly Report: Community Policing Update
6. Decision: Award Contract for Underground Dumpsters

## MONTH

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OCTOBER 2019

1. Presentation/Decision: Community Events and Festivals Enhancements

## MONTH

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NOVEMBER 2019

1. Decision: Road Resurfacing Projects Funding

## MONTH

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DECEMBER 2019

1. Edgartown Community Meeting

## MONTH

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JANUARY 2020

1. FPRA Decision: King Plant Agreement
2. Decision: Sports Tourism
3. FPRA: CRA Plan Update Approval
4. Report: Lincoln Park Revitalization Initiative

**MONTH**

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**FEBRUARY 2020**

**MONTH**

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MARCH 2020

# **SECTION 4**

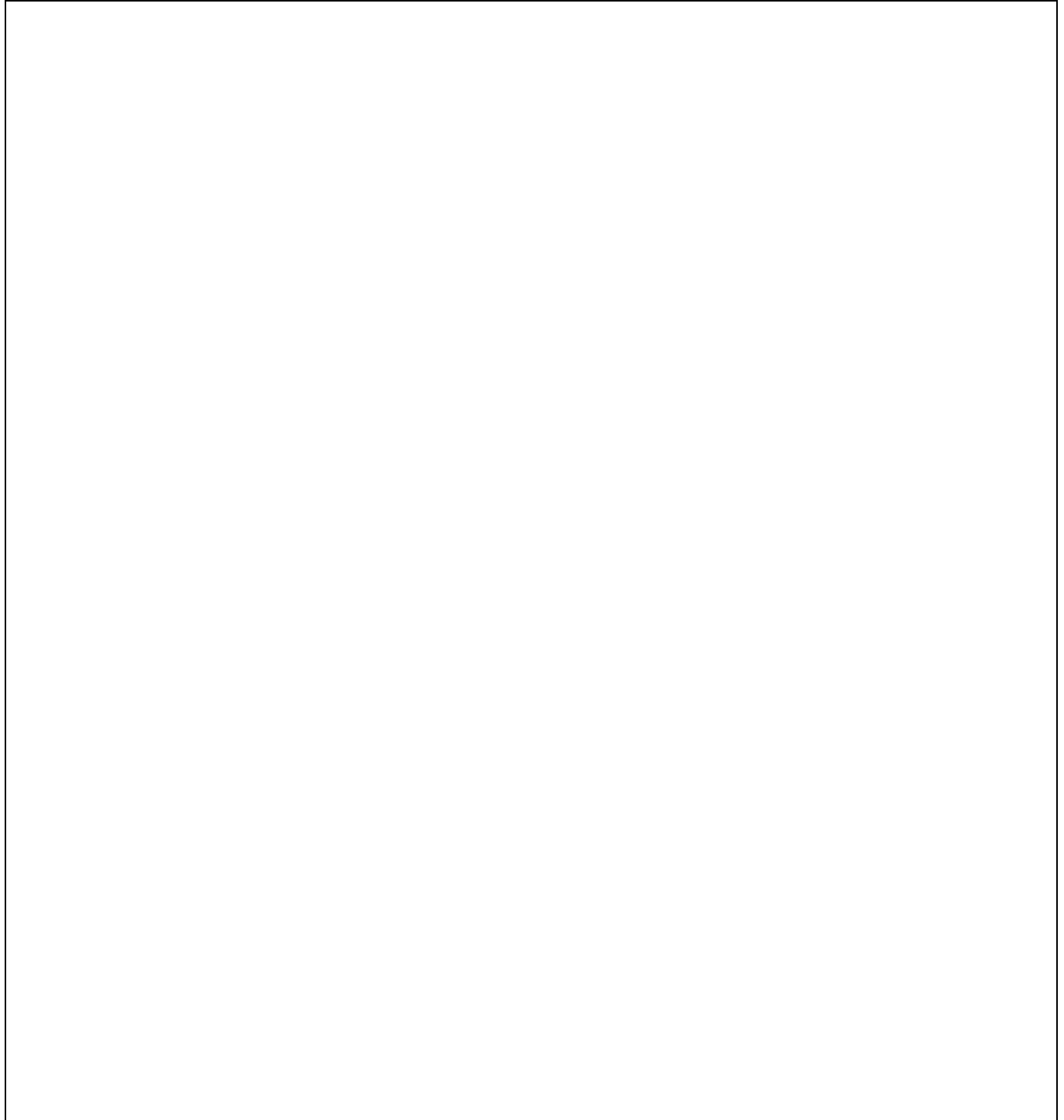
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## **PERFORMANCE REPORT 2019**

**A**

**Performance Rating for  
2019**

# Performance Rating for 2019



**B**

# **Performance Report 2019**

# 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 MEANS 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 Policy Agenda 2019 Targets for Action

## TOP PRIORITY

Police Retention and Compensation  
King Plant Redevelopment Project  
Passenger Rail Station  
City – FPUA Strategy  
Road Conditions and Resurfacing Program  
Sunrise Theatre Structure and Marketing  
Recreation Program Expansion

## HIGH PRIORITY

Annexation: Interlocal Service Boundary Agreements  
Economic Development Action Plan and Incentive Policy  
Neighborhood Revitalization and Engagement  
Development Consultant for the City  
Sunrise Center Garage Office Development  
Lincoln Park Revitalization Initiative

# City of Fort Pierce Management Agenda 2019 Targets for Action

## TOP PRIORITY

Port Development (with St. Lucie County)  
Permitting Hub  
Impact Fees: Direction  
EAR/Comprehensive Plan Update  
Community Policing Expansion  
Crime Reduction Action Plan

## HIGH PRIORITY

IT Comprehensive Plan and Project Completion  
Development Review Task Force Report and Policy Adoption  
Entrances/Gateways Beautification Plan  
Trolley/Tram Service Direction  
Compensation for "Targeted" Positions  
Sea Plane Base and Service

# Fort Pierce Management in Progress 2019

1. ProjectDox: Building Department
2. Labor Negotiations and Contracts
3. Migration to Cloud (Office 365)
4. Civil Service Appeal Board (CSAB) Election
5. Police Parking Lot Lights
6. Rich House: Open
7. City Attorney's Office: Staffing Assessment
8. Vehicle/Equipment Replacement Plan: Year 2
9. City Facilities Security: Video Surveillance
10. Marina Application to Cloud
11. Community Response Rules and Policy Manual
12. Citywide Payment Card Policy (online)
13. PAL Park Infrastructure and On Boarding
14. Parking Enforcement Software for Mobile Parking Enforcement
15. Paperless Purchases Order System
16. Click-2-Gov
17. Online Searchable Portal: Development
18. Small Business Guide
19. Police Vehicle Replacement
20. Parking Counter in City Garage: Implementation
21. Public Works Work Order
22. Police Public Record Request: Process Improvements

23. Advanced Metering Infrastructure (AMI)
24. Comprehensive Employee Wellness Policy and Program
25. Deputy City Clerk: Certification
26. Wide Area Network (WAN)/Local Area Network (LAN) Infrastructure Upgrade
27. Indian Hills Golf Course: Marketing/Advertisement Enhancements
28. Television Commercial Campaign in Miami, Florida
29. Business Retention and Expansion Program (BRE)
30. National Events – National Firefighters Combat Challenge
31. 3<sup>rd</sup> Unity in Our Community
32. Downtown Lighting Report
33. Main Street: Annual Report
34. Zora Neale Hurston Trail Festival Day: Participation
35. SHIP Home Rehabs (3)
36. SHIP 1<sup>st</sup> Time Homebuyers
37. Gangs Action Plan: Annual Update
38. Field Training Officer (FTO) Program: Revamp
39. 5<sup>th</sup> Annual Highwaymen Heritage Trail Art Show and Festival
40. Crabby's Restaurant Opening
41. Allegany Franciscan Ministries Collaboration
42. Sunrise Theatre Corporate Sponsorships, Donors and Members Increase

# Fort Pierce Major Projects 2019

1. Police Carpet Replacement
2. City Facilities Access Control and Security Upgrade
3. City Hall: Covered Walkway for Pedestrians (Parking Garage and City Hall)
4. Building Department Relocation/Buildout
5. WRF Backup Generator
6. Underground Conversions
7. Natural Gas Loop Project
8. Avenue "M" Water/Wastewater Restoration
9. Orange Avenue Forcemain
10. Savannah Road Re-pump Facility
11. Electric Pole Replacement
12. Di Giorgio Industrial Area Wastewater Infrastructure Project
13. Citrus Bridge Overpass: Design, Construction
14. Marina Square Sail Shade Structure
15. Melody Lane Seawall
16. Surfside Park Residential Street Drainage Improvements: Construction
17. City Parking Garage: Sealing
18. 7<sup>th</sup> Street Roadway Reconstruction (Wendell Road to 10<sup>th</sup> Street)
19. Ohio Avenue and U.S. 1 Signalization Upgrade
20. Pumpout System – Northside
21. Visitor Center: Parking Garage
22. 17<sup>th</sup> Street Reconstruction (Avenue "D" to Orange Avenue)

23. Avenue "B" ROW Designation
24. Banner Replacement (Citywide): Assessment, Plan
25. Islands: New Plantings
26. Fenn Park Reconstruction: Design
27. MLK Dreamland Park: Construction
28. Indian Hills Golf Course Improvement Projects: Aeration of Fairway
29. Sunrise Theatre: Maintenance/New Roof Project
30. Moore's Creek Boat Ramp Area Repairs
31. Sunrise Theatre Black Box Floor
32. Marina Fuel Dock/Dock Master Support Building

# City Successes for 2019

## Mayor and City Commission

1. King Plant Development Project: RFP and Developer selection
2. Port Development and Economic Expansion/Business Development
3. Marina Full Occupancy and Restaurant Development
4. Annexations: Moving forward
5. Economic Development Action Plan: Moving forward, infill commercial businesses
6. Sunrise Theater Renewed Direction and Programming
7. Golf Course Enhancements
8. Trolley Service
9. Gander Mountain/Camper World
10. Orchid Island Expansion – specialty juice company
11. Longwood Medical Center/Mental Health Services Expansion: \$100 million investment
12. North Publix Development: major store
13. Street Improvement Project: better roads for the community
14. Fort Pierce as a Destination – Tourism Development: TDC performing well, attracting national events/tournaments

15. Scenic Highway Designation
16. Boards and Commissions Re-organization
17. Code/Ordinances Update
18. Western Corridor Development
19. Developer Interests in Fort Pierce and Increased Private Investment
20. Stability in Planning Department
21. Police Engagement in the Fort Pierce Community
22. Strategic Plan/Action Agenda 2019 Implementation – producing results to create a better Fort Pierce community

**GOAL 1      SERVE OUR COMMUNITY**

**ACHIEVEMENTS 2019**

**MEANS TO RESIDENTS**

1.

+

**GOAL 2      DEVELOP OUR COMMUNITY**

**ACHIEVEMENTS 2019**

**MEANS TO RESIDENTS**

1.

+

**GOAL 3      ENGAGE OUR COMMUNITY**

**ACHIEVEMENTS 2019**

**MEANS TO RESIDENTS**

1.

+

**GOAL 4      BEAUTIFY OUR COMMUNITY**

**ACHIEVEMENTS 2019**

**MEANS TO RESIDENTS**

1.

+

**GOAL 5      ENJOY OUR COMMUNITY**

**ACHIEVEMENTS 2019**

**MEANS TO RESIDENTS**

1.

+

**Other City Successes for 2019**  
**City of Fort Pierce**

C

## Department Performance 2019

# DEPARTMENTAL SUCCESSES FY 2019

## Fort Pierce, Florida

January 2020

### DEPARTMENT: Building

Please list your department's most important achievements that were completed during FY 2019 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Cross-training/Internship of certain Building Dept. employees

**Impacts:** Increased flexibility; better serves the public while keeping staff to a minimum.

**Success:** Hiring of plumbing, electrical, and 1 & 2-family residential inspectors.

**Impacts:** Allows us to better serve the public.

**Success:** Buildout of new office space underway.

**Impacts:** Provides Building Dept. with needed space; decreases foot-traffic within City Hall; creates available space in City Hall for expansion of other departments.

**Success:** Updated ordinances involving Building Department examining boards; updated floodplain ordinance.

**Impacts:** Simplifies/streamlines department functions.

**Success:** Certificates of Occupancy: 92 single-family homes; 4 apartment buildings; 13 commercial properties; 25 mobile homes

**Impacts:** Healthy growth of neighborhoods, more rooftops; attracts new corporate vendors.

**Success:** Improved customer service feedback

**Impacts:** Better service for the public; improved morale.

**Success:** Purchase of new vehicles for department

**Impacts:** Improves safety and reliability of vehicles; enables retiring of older vehicles

# DEPARTMENTAL SUCCESSES FY 2019

## Fort Pierce, Florida

January 2020

### DEPARTMENT: City Clerk

Please list your department's most important achievements that were completed during FY 2019 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 were quite successful without a backlog. Staff was also able to make phone calls to all those unrenewed which minimized the number of businesses that had to be turned over to Code Enforcement.

**Impacts:** Code enforcement had a much shorter list to work with this year.

**Success:** Public record requests were answered in a timely fashion with the assistance and commitment of departments.

**Impacts:** Requestors received their information timely without lawsuits or challenges.

**Success:** Fully staffed with qualified individuals committed to provide 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, both current and historical, is progressing well.

**Impacts:** Information is easy to locate, fully searchable, and saves valuable filing space. It is also available to other departments.

# DEPARTMENTAL SUCCESSES FY 2019

## Fort Pierce, Florida

January 2020

### DEPARTMENT: Community Response

Please list your department's most important achievements that were completed during FY 2019 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Almost fully staffed

**Impacts:** Provides consistency in both enforcement and in communication. Citizens like having a name / designated code officer to speak with about issues.

**Success:** Worked with SLC and PSL to address the conditions at the animal shelter while under management of the Humane Society of SLC.

**Impacts:** Provides the community with a unified vision for the care of our animals.

**Success:** Took possession of the Animal Shelter at Savannah Road

**Impacts:** Once it is rehabilitated, will provide a safe environment for the animals of both the City and County.

**Success:** Changed how delinquent BTRs are addressed

**Impacts:** The number of businesses with delinquent BTRs are a fraction of the number from previous years. (And we made Linda Cox very happy...)

# DEPARTMENTAL SUCCESSES FY 2019

## Fort Pierce, Florida

January 2020

### DEPARTMENT: Engineering

Please list your department's most important achievements that were completed during FY 2019 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Surfside Neighborhood Drainage Improvements

**Impacts:** Design and construction of drainage improvements for Bayshore Drive and Rio Vista Drive, eliminating ponding water in the roadways and roadside swales. Project provided valley gutters for drainage, replacement of all driveways within the right-of-way, and resurfacing of all streets.

**Success:** Melody Lane Seawall Replacement

**Impacts:** This project replaced a section of seawall that was damaged by Hurricane Irma; securing the waterfront and upland infrastructure from future damage.

**Success:** Moore's Creek Boat Ramp Replacement

**Impacts:** Restoration of damage caused by storms dating back to 2011. The project provided new ramp docks and a staging dock, completely rehabilitating the facility. This project restored needed boat ramps for our citizens.

**Success:** Successful Increase of Stormwater Utility Fees

**Impacts:** The Engineering Department initiated the successful increase of SMU fees, increasing the annual income of the utility by approximately \$775,000. Increase funding will be utilized to pursue additional state and federal grant programs for water quality projects proposed in the City.

**Success:** Ohio Avenue Realignment

**Impacts:** A safety improvement project at the intersection of US 1 and Ohio Avenue, realigning an offset intersection providing for safer turning movements and increased traffic volume capacity.

**Success:** South 7<sup>th</sup> Street Reconstruction

**Impacts:** Complete reconstruction of roadway including drainage improvements, utility replacement, undergrounding of overhead utilities, and sidewalk.

**Success:** Establishment of the Infrastructure Surtax Citizen Oversight Committee

**Impacts:** The Engineering Department was charged with overseeing the creation of the Citizen Oversight Committee, to ensure the voters of St. Lucie County that all proceeds from the recently adopted ½ cent increase to the sales tax is expended in accordance with the passed referendum. These funds are utilized for infrastructure projects to help improve roads, build more sidewalks and support water quality projects throughout the City.

# DEPARTMENTAL SUCCESSES FY 2019

## Fort Pierce, Florida

January 2020

### DEPARTMENT: Finance Department

Please list your department's most important achievements that were completed during FY 2019 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 for Excellence in Financial Reporting for the 30<sup>th</sup> year

**Impacts:** Pride and sense accomplishment for the department, City staff and citizens.

**Success:** Refunded Debt

**Impacts:** Decreased City's debt obligations without extending the maturity dates; saving the City money.

**Success:** Completed Milliman Software Installation and Full Launch

**Impacts:** Allows employees access to pension information and gives them the ability to run calculations themselves.

**Success:** Streamline/Update of SHIP Rehabilitation Program Policies and Procedures

**Impacts:** Clarified explanation of rehabilitation program allows for the responsible distribution of SHIP funding, while ensuring compliance with SHIP guidelines.

**Success:** Division Reorganization

**Impacts:** The reorganization of the Division has proven to allow for the timely consideration and handling of all of the Division's responsibilities.

**Success:** Purchasing Manual Completion

**Impacts:**

**Success:** Successful intergovernmental partnerships

**Impacts:** Ensures alignment and allows for the leverage of CDBG funding to allow for alignment and focus on common goals.

**Success:** Local Foods, Local Places Partner Community Designation

**Impacts:** The grant opportunities presented with this opportunity can allow the City and its partner organizations to specifically address food desert concerns in Lincoln Park.

# DEPARTMENTAL SUCCESSES FY 2019

## Fort Pierce, Florida

January 2020

### DEPARTMENT: Human Resources

Please list your department's most important achievements that were completed during FY 2019 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** New CSAB - Completed a new Civil Service Appeals Board by election and appointment.

**Impacts:** There are five current CSAB Board members and six alternative CSAB board members.

**Success:** Police Promotions – Assisted the Police Department with the promotional process for officers and sergeants.

**Impacts:** The Police Chief has the effective promotional tools to use as needed.

**Success:** PBA Union– Successfully negotiated the 2018-2019 contract with the sergeants' and lieutenants' unions.

**Impacts:** Union members received a their raises and a new contract is in place.

**Success:** Teamsters Union – Successfully navigated through an impasse, and negotiated with the teamsters union for their 2019-2020 contract.

**Impacts:** Union members received their raises and a new contract is in place.

**Success:** IUPA Union – Successfully negotiated the 2018-2019 contract with the police officers' union.

**Impacts:** The officers received their annual raise.

**Success:** Successful New Employee Orientations (twice annually)

**Impacts:**

**Success:** Successful Employee Awards Programs

**Impacts:** Employees with 5, 10, 15, 20, 25 and 30 years were honored – 47 employees this year

# DEPARTMENTAL SUCCESSES FY 2019

## Fort Pierce, Florida

January 2020

### DEPARTMENT: Indian Hills Golf Course

Please list your department's most important achievements that were completed during FY 2019 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Increased Golf Revenue by \$44,000 and Total Revenue by \$77,000 over previous year.

**Impacts:** We're getting much closer to a break even facility financially.

**Success:** Golf Course is cleaner and neater than ever before.

**Impacts:** Better initial presentation to customers.

**Success:** Health of ALL turf grass has improved dramatically.

**Impacts:** Allows us to be more playable during the winter months.

**Success:** Restructured or advertising dollars to reach new customers.

**Impacts:** We are now able to quantify our ROI more easily.

**Success:** The new golf cart fleet lease has been fantastic.

**Impacts:** It has improved our initial appearance dramatically.

# DEPARTMENTAL SUCCESSES FY 2019

## Fort Pierce, Florida

January 2020

### DEPARTMENT: Information Technology

Please list your department's most important achievements that were completed during FY 2019 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** FPTV: Stabilization of FPTV; enhancement of FPTV content and services, Closed Captioning System and ADA compliance

**Impacts:** Creates a much more visually pleasing viewing experience, keep residents in the know of upcoming city's events. Being within compliance of ADA laws.

**Success:** Completion of Wide Area Network (WAN)/local Area Network (LAN) Infrastructure Maintenance and Upgrade

**Impacts:** Network Stability

**Success:** Completion of Security Upgrades (application and infrastructure)

**Impacts:** Safe environment for city staff

**Success:** Completion of Security expansion (garage)

**Impacts:** Safe environment for city staff and citizens

**Success:** Completion of IBM Notes to O365 migration

**Impacts:** Enhanced security, effortless collaboration, cost savings, better productivity

**Success:** Implementation of Square Credit Card processing at the Sunrise Theatre for concessions

**Impacts:** Accountability and the ability to accept credit card payments from citizens.

**DEPARTMENTAL SUCCESSES FY 2019**  
**Fort Pierce, Florida**  
**January 2020**

**DEPARTMENT:** City Marina

Please list your department's most important achievements that were completed during FY 2019 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Day dingy docks

**Impacts:** Increased public access by water - Free

# DEPARTMENTAL SUCCESSES FY 2019

## Fort Pierce, Florida

January 2020

### DEPARTMENT: Planning Department

Please list your department's most important achievements that were completed during FY 2019 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Transmittal of the City of Fort Pierce EAR

**Impacts:** In compliance with the State Department of Economic Opportunity. Able to process Future Land Use Map amendments.

**Success:** Adoption of Annexation Ordinance for 27 properties

**Impacts:** Tightening up the City boundaries, able to provide better public services, gained more residents and increasing the City's tax base

**Success:** Staff initiated FLUM, Rezoning and text amendment for Kings Landing

**Impacts:** Provide land use and regulations to allow for the development. Amending comp plan and zoning text that is more relevant to downtown development and will spur additional redevelopment activities.

**Success:** Updated Use Table auto repair, marine uses, and arcades

**Impacts:** Amendments allow for proper regulation of these uses.

**Success:** Development Approvals of anchor stores, including: Publix, Starbucks, Dairy Queen WAWA and Camping World

**Impacts:** Economic Development, job creation, increased tax base

**Success:** Leadership St. Lucie County – Vennis graduated and Rebeca was accepted

**Impacts:** Employee Leadership Skills Recognition and Employee Networking

**Success:** New single-family development approval – Neills Farms

**Impacts:** New housing options, new contemporary development

**Success:** Approved Homewood Suites Hotel

**Impacts:** Economic Development, Catering to Visitors

**Success:** Edgartown, Downtown and Lincoln Park neighborhood meetings

**Impacts:** Community Engagement

**Success:** Establishment of Avenue D Corridor Study Area working group

**Impacts:** Building stronger coordination with County staff and Lincoln Park Mainstreet and New Vision for the area

# DEPARTMENTAL SUCCESSES FY 2019

## Fort Pierce, Florida

January 2020

### DEPARTMENT: Police Department

Please list your department's most important achievements that were completed during FY 2019 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** The Fort Pierce Police Department (FPPD), District 1 and District 2, continue to utilize a collaborative approach in their mission to reduce crime, handle calls for service and self-initiated enforcement activities. The patrol divisions have been an integral part community enrichment projects; ventures such as Courageous Kids, Community Involved Programs, and "Front Porch roll-calls". These officers have proven their dedication and continued efforts. On average, the patrol districts are handling over approximately 70,000 calls a year. Sometimes overwhelmed with adverse conditions, these officers continue to exemplify dedication, unity and self-sacrifice.

**Impacts:** FPPD officers continue their effort in improving the overall reduction in violent crimes, handling a generous number of calls-for-service, and enhancing police and community services. Their overall influence has been an essential part in the continued progress of making Fort Pierce a viable city. District 1 and 2, will continue to be the forerunners of setting the tenor for public safety and the protection of the laws and ordinances of our city and state. FPPD conducted almost one thousand front porch roll calls in 2019.

**Success:** The Crime Suppression Unit (CSU), a multi-strategic unit, is responsible for investigating a multitude of criminal initiatives. The success and effort of this unit has been invaluable and with the assistance of our federal partners numerous violent gang members have been identified and arrested. In 2019, CSU was instrumental in identifying the structure and networks of numerous criminal initiatives that result in approximately 36 court authorize search warrants, over 400 arrests and 60 firearms seized. CSU have conducted numerous short and long term investigations, which have resulted in the arrests of violent felon offenders and gang members. Also, with the assistance and collaboration of FPPD-CSU, St. Lucie County Sheriff's Department, and Alcohol Tobacco Firearms and Explosives (ATF), have been instrumental in conducting long term successful multi-jurisdictional investigations.

**Impacts:** In 2020, CSU continues to reveal the essence of their mission to illuminate or eradicate violent gang activity. Five (5) days into this New Year, CSU has seized more than seven (7) semiautomatic and automatic weapons were seized and arrested six (6) individuals responsible for varying offenses. These proactive investigative measures have resulted in altering the frequency of violent attacks in Fort Pierce. However, FPPD will continue our tenacious effort to eradicate or eliminate violent gang activity.

**Success:** FPPD is dedicated and committed to our most valued resource; our children of Fort Pierce. Every Tuesday, volunteers from the Police Department and the Fort Pierce Community have dedicated their time and talent in mentoring our children. This enthusiasm has extended to the officers commitment and mentoring in our local elementary schools and high schools. The achievement can be witnessed as the youth and police officers interact at First Step Park and beyond. Each year, the Chief Diane Hobley-Burney's vision "*Unity and the Community working together to make a better community*" these words are now becoming a reality.

Additionally, the police department now has School Resource Officers assigned to two public schools within the City. Those schools are C.A. Moore Elementary and Dan McCarty Middle School.

**Impacts:** Recently, a teacher from the St. Lucie Public School asked what the Fort Pierce Police Department was doing to alter the mindset of children that once spoke ill of the police. She said, "The children now sing the officers praises and will defend them if they hear anyone saying anything bad about the police." The definition of impact: "*having a strong effect on someone or something,*"

**Success:** The police department instituted a Police Citizen’s Advisory Committee, which meets the second Thursday of each month.

**Impacts:** The Police Citizen’s Advisory Committee is a group of community members who meet to learn more about the processes that affect the police department and how the police department works to protect the community. By creating a comprehensive model of sharing information, transparency and public trust are created along with a conduit to bring in new ideas.

# DEPARTMENTAL SUCCESSES FY 2019

## Fort Pierce, Florida

January 2020

### DEPARTMENT: Public Works

Please list your department's most important achievements that were completed during FY 2019 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 electric tram route downtown and in the PAD

**Impacts:** Financially Sound City Providing Excellent Services

**Success:** Expanded/enhanced holiday decorations and exhibits

**Impacts:** Community Unity and Pride

**Success:** Implementation of a FDOC Work Squad

**Impacts:** Financially Sound City Providing Excellent Services

**Success:** Award winning Football and Cheer program

**Impacts:** Community Unity and Pride

**Success:** Summer Jam children's camp

**Impacts:** Community Unity and Pride

**Success:** New members of the leadership Team

**Impacts:** Financially Sound City Providing Excellent Services

**Success:** Installation of sail shade structure at Marina Square

**Impacts:** Financially Sound City Providing Excellent Services

**Success:** Public Works Open House

**Impacts:** Community Unity and Pride

# DEPARTMENTAL SUCCESSES FY 2019

## Fort Pierce, Florida

January 2020

### DEPARTMENT: Sunrise Theatre

Please list your department's most important achievements that were completed during FY 2019 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Providing more timely information to the public by more rapidly responding at the information desk

**Impacts:** This should result in fewer complaint calls to the City and give residents a better idea of what the Sunrise Theatre has to offer

**Success:** Compiling a list of complexes/groups to promote group sales

**Impacts:** Shows that the City is interested in providing show information to all areas of the incorporated area and providing the citizen with discounts for some of the shows offered

**Success:** Presenting a cheerful, knowledgeable attitude when working with the public

**Impacts:** Positivity reflected by employees permeates throughout patrons experience

**Success:** Increasing rentals in the Main Theatre and the Black Box

**Impacts:** Provides more revenue to the City and increases community awareness in shows

**Success:** Completed an assessment of the technical areas of the facility

**Impacts:** End effect will be budget savings after issues are corrected

**Success:** Completed an assessment of the facility operations

**Impacts:** End effect will be a better operation of the physical plant and a saving (efficiency)

**Success:** Introduced Family Adventure Series

**Impacts:** As part of an ongoing effort to increase programming diversification this series addresses concerns that were brought forth at the Community Input meeting in June 2019.

**Success:** Implementation of the Square to accept credit cards

**Impacts:** Increased revenue at concessions/bar by approximately 10 – 15%.

**Success:** Reclassified the Box Office Clerk position to a more appropriate Assistant Box Office , House Manager / Education Coordinator position

**Impacts:** The ability to work more closely with the school system to coordinate and expand educational efforts and will afford additional supervision of box office and front of house operations in the absence of the box office manager.

**Success:** Working closer and more effectively with the ST Advisory Board

**Impacts:** Gives the Sunrise additional resources and support within the community and added expertise in areas beneficial to staff.

# **SECTION 5**

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**FORT PIERCE – ARE YOU READY FOR...**

# A

## Are You Ready for Societal Changes?

### ► Short Term Trends and Reality – Long Term Future for your Community

#### 1. How We Live...

- a. Decline in homeownership
- b. Less value in owning a home – more mobile population
- c. Myth of “Tiny Homes” – development and abandoned, just “too small” to live in
- d. Grandparents moving to live near grandchildren
- e. No desire for home or landscape maintenance
- f. Increasing demand for smaller, high quality homes – less square footage
- g. Declining market from larger, expensive homes
- h. Expanding need for workforce housing
- i. Expanding need for quality affordable housing
- j. Stigma of “MF” and “those people” – neighborhood resistance to multi-family housing
- k. Aging “baby boomers” needing senior housing: independent living, assisted living, memory care and end of life

#### 2. How We Move...

- a. Exploding use of shared ride – Uber, Lyft, and others – they are here
- b. Personal or shared ride, rental electric scooters supplied Bird, Lime, Bolt, Razor, Skip, Spin (Ford Motor Company) – they are here
- c. Electric vehicles – they are here and needing public charging stations
- d. Autonomous vehicles – they are coming
- e. Desire for more walkable communities – walk to parks and shopping
- f. No desire for commute – increase opportunities to work from home
- g. Subscription cars – they are here at some auto dealers
- h. Uncertain direction and funding for public transportation

### **3. How We Shop...**

- a. Death of the Mall – vacant buildings, reuse of space, demolition and new development
- b. Shopping from the “Couch” or anywhere and anytime – convenient and easy delivery and return
- c. Need for distribution buildings strategically located in a region
- d. Daily deliveries in neighborhoods
- e. Deliver by Uber and drones – delivery without a person
- f. Shopping for everything – luxury to daily necessities
- g. Need for small, specialty retail shops
- h. Fast – next day delivery with PRIME

### **4. How We Eat...**

- a. More families and individuals going out to eat – our lives are too busy with activities
- b. Increasing opportunities to do online grocery shopping – pick up or delivery
- c. Daily shopping for fresh produce and meats
- d. Expanding opportunities for farm to table – Farmers’ Markets to restaurants
- e. Houses without kitchens
- f. Increasing demand for “upscale” fast foods – Panera, Chipotle, etc.
- g. Greater demand for prepared foods, especially from Whole Foods and Trader Joe’s
- h. Growing free or reduced school lunches – many times hidden in the community

### **5. How we Recreate...**

- a. Increasing demand for specialty parks – dog/pet parks, skate park, etc.
- b. Playground for all abilities
- c. Greater demand for programs, services and facilities to support a healthy lifestyle and personal wellness
- d. Pools being replaced by splash pads
- e. Emerging sports – pickleball, lacrosse
- f. Rise of “professional” amateur youth sports and competition for athletic spaces – fields and indoor
- g. Desire/demand for “turf” fields over grass
- h. Expanding demand for adult/senior sports
- i. Increasing competition for game and practice fields
- j. Increasing desire for community events and festivals and competition for both indoor and outdoor spaces

## **6. How We Create An Equitable Community**

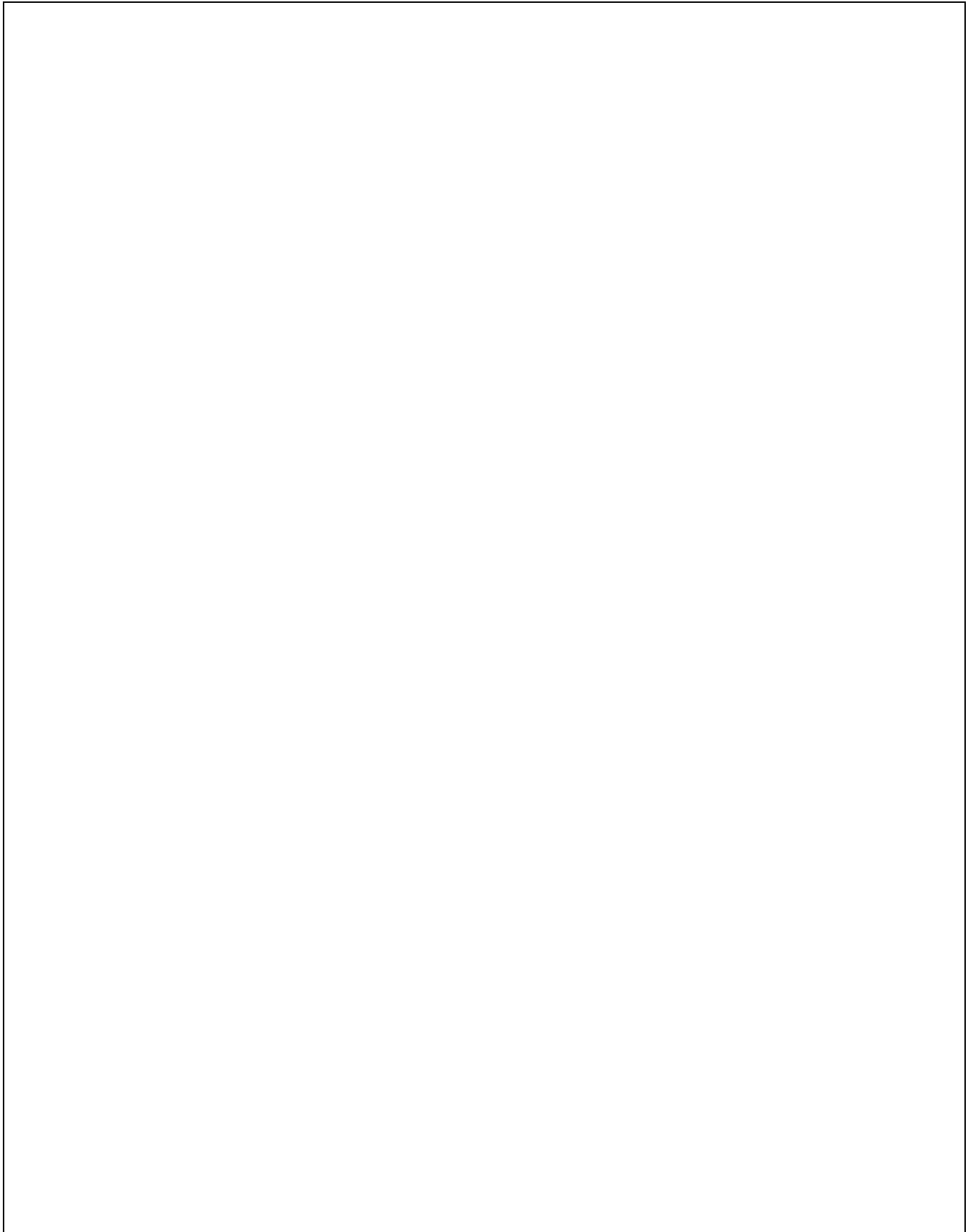
- a. Growing wealth disparity – property rates increasing in many communities
- b. Difficult issue to define and the role of local governments
- c. Difficulty in identifying the root causes
- d. Increasing visible and practiced racism
- e. Growing community diversity – many different cultures, languages and traditions
- f. Access to and increasing costs of education and vocational training
- g. Changing personal attitudes and stereotypes
- h. Increasing political bifurcation – nationally and within a community
- i. Less funding sources and donation level to community non-profit organizations
- j. Neighbors do not know neighbors
- k. Growing number of residents do not have the income to own/rent a home, to pay for services, to buy food, to have transportation

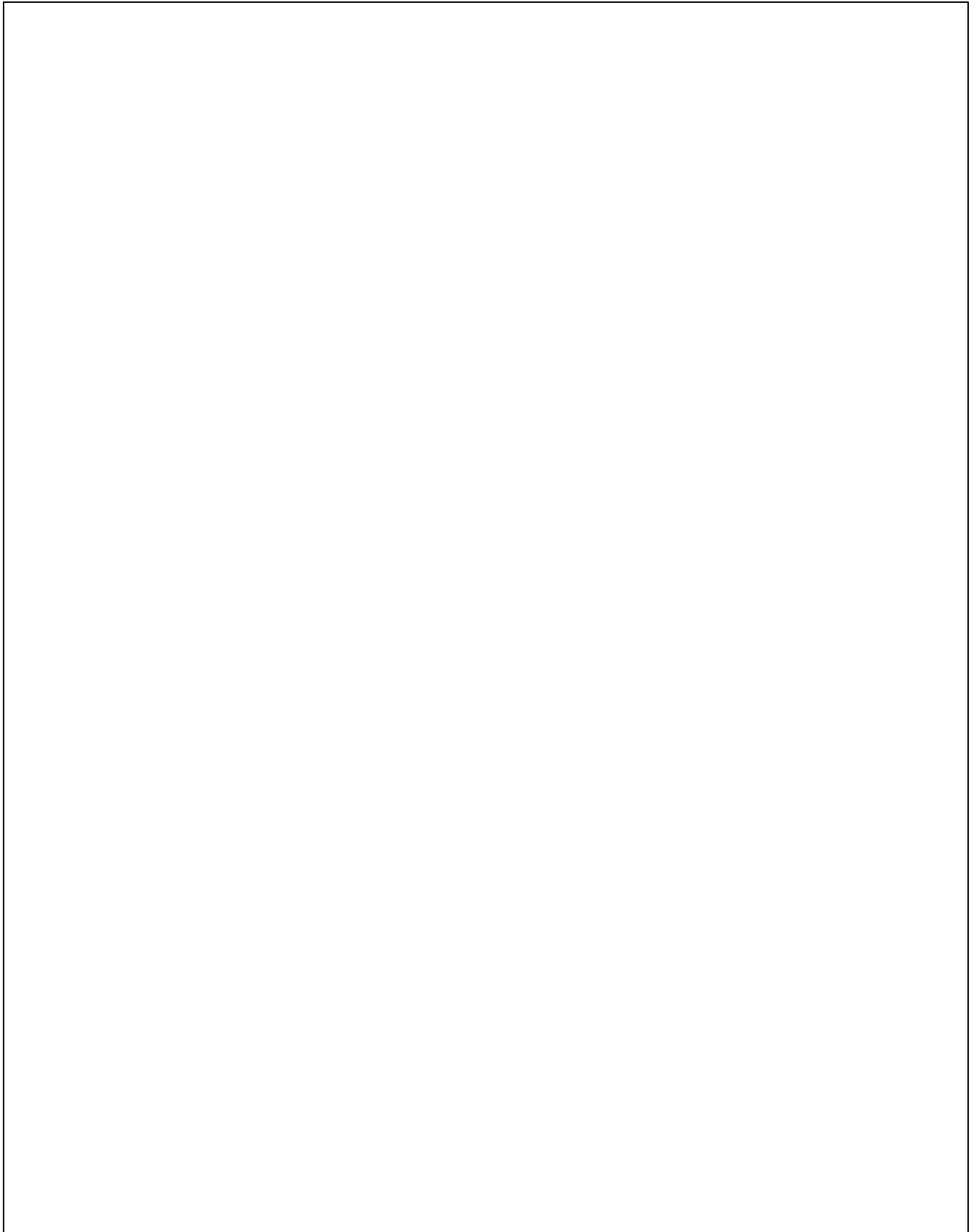
### **FUNDAMENTAL QUESTION: DO WE HAVE THE:**

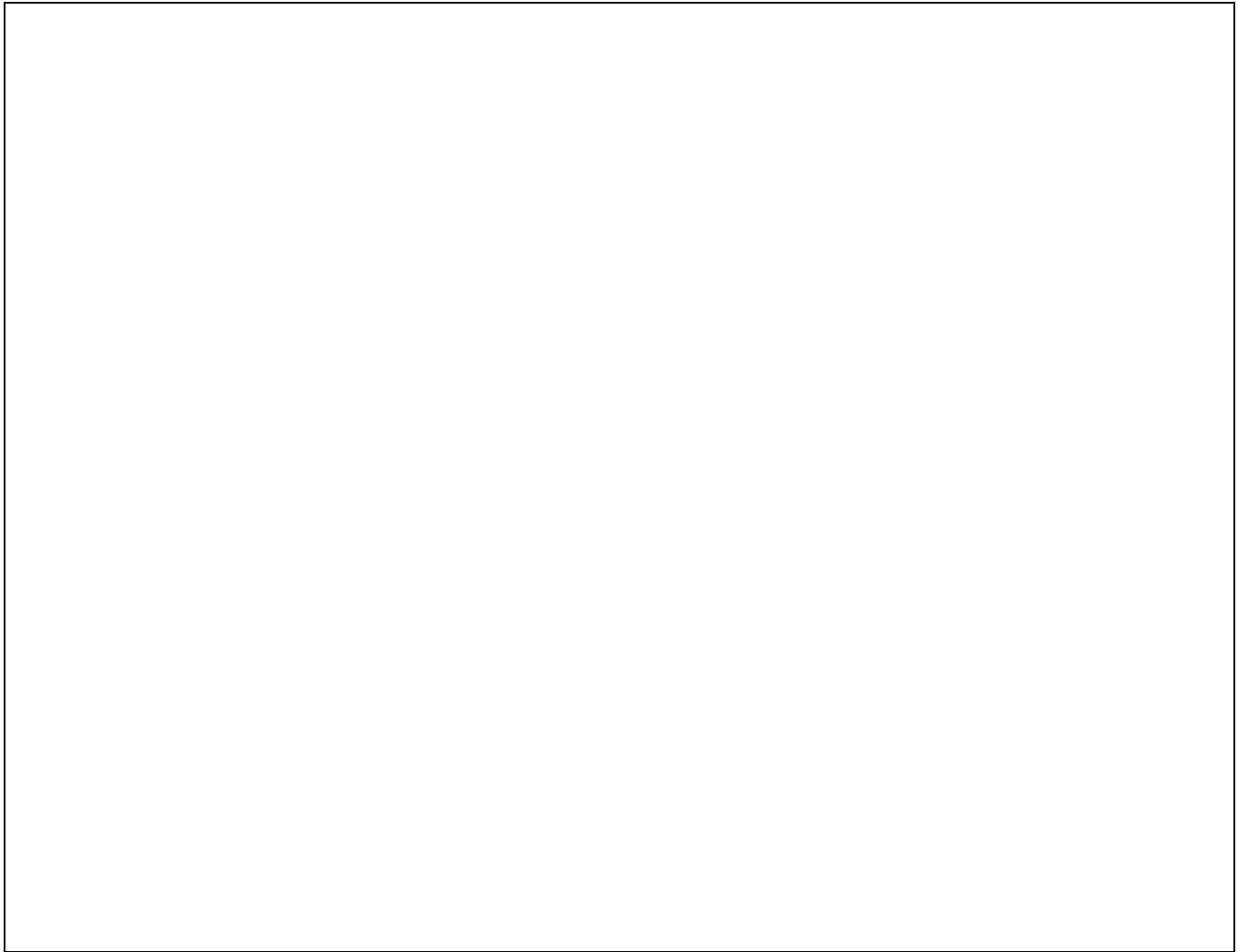
- **COURAGE TO HAVE A COMMUNITY DIALOG...**
- **COURAGE TO EMPOWER THE COMMUNITY...**
- **COURAGE TO MAKE DIFFICULT DECISIONS THAT BENEFIT AND ADD VALUE TO THE COMMUNITY...**
- **COURAGE TO MAKE CHANGES...**

**B**

## **Are You Ready for Community Changes?**







# **SECTION 6**

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## **LOOKING TO FORT PIERCE'S FUTURE**

**City of Fort Pierce  
My Legacy...**

# Fort Pierce Vision 2035

**City of Fort Pierce**  
**Success in 2025 means...**

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**Actions Ideas for 2020  
Mayor and City Commission  
City of Fort Pierce**

1.

# Strengths – Weaknesses Threats – Opportunities City of Fort Pierce

## ► Strengths

2. Location
3. History
4. Community diversity
5. Downtown momentum
6. Sunrise Theater momentum
7. Port and potential economic development and quality job
8. World class beaches and waterways
9. Lagoon - safe and clean
10. Marina
11. Inlet and quick access to the Atlantic Ocean and Gulf Stream
12. Quality City services
13. Increased tourism
14. Golf course improved

► **Strengths**

15. Financially sound City Government with low debt
16. Sharing our community's treasures with tourists
17. Excellent City management and employees compassion and dedicated to serving the Fort Pierce community
18. Reputation: good place to have a business
19. Crime prevention activities
20. Working with St. Lucie County and potential future partnerships
21. Efficient, cost effective City services
22. Strategic planning for the future and producing results that create a better future
23. Naval Seal Museum
24. Arts and culture tradition and activities
25. City listens to the community
26. City government responsive to the community
27. Access to quality water
28. High morale of City management and employees
29. Indian River State College
30. Center for yacht maintenance
31. Peacock Arts District
32. Fishing

## ► Areas for Improvement

1. Improving neighborhoods
2. Relations with Fort Pierce Utilities
3. Presence of drugs
4. Number of shootings and shots fired
5. Revenues and funding sources for major projects and programs
6. Residents expressing the feeling “I cannot make a difference”
7. Inconsistent information from City government to the community
8. More inclusive community events
9. Connecting with the youth
10. Showcasing Fort Pierce – our City and our Community
11. Overcoming Fort Pierce’s past – negative stigma of crime
12. Community resistance to change
13. Challenge of balancing personal property right and community benefits
14. High poverty level – north and northwest
15. Need of more shopping opportunities in Fort Pierce
16. Continue to upgrade the condition of City streets
17. Preparing for sea level rise and climate change

► **Threats to Fort Pierce’s Future**

1. Actions by the State of Florida
2. Fort Pierce Utilities
3. Split within the Fort Pierce community
4. Outside developers with private agenda, demands and “bullying” behaviors
5. Personal agendas and politics over governance
6. Uncontrolled or unmanaged growth
7. Police turnover
8. Growing homeless population
9. Impact of climate change on water quality, sand, flooding and major storm events
10. Merging Police and Sheriff
11. CRA debt

## ► Opportunities for the Future

1. Downtown
2. Sunrise Theater
3. Marina
4. Port
5. Neighborhood Revitalization
6. Airport
7. Corridor Revitalization
8. Seaplane Services
9. Annexations
10. Tourism Development
11. Youth
12. Educational System Enhancement
13. Enhancing Mobility – alternative modes of movement within Fort Pierce and to Fort Pierce
14. Business Infill in Blighted Areas
15. Opportunity Zone – U. S. 1
16. Historic City and Community
17. Grants and Outside Funding Sources
18. Courthouse Relocation

# **Actions for 2020**

## **Mayor and City Commission**

### **City of Fort Pierce**

1. Neighborhood Revitalization Strategy: Outcomes, Direction and City Action
2. Seaplane Base and Service: Next Steps, Land Zone
3. Sunrise Theater: Next Steps
4. Restaurant Development: Open
5. Kings Landing Development Project: Next Steps
6. Annexation Policy: Direction and City Actions
7. Port Development: Next Steps and City Actions
8. Climate Change Strategy: Problem Analysis, Outcomes, Report with Options, Direction and City Actions
9. Fort Pierce Utilities: Outcomes, Key Issues and City Actions
10. Community Policing Enhancement: Report with Current Activities Assessment and Recommendations for New Initiatives, Direction and Funding
11. Parking Garage Commercial Development: City Actions
12. Comprehensive Tourism Development Strategy: Performance Assessment, Report with Enhancements, Direction and City Actions

13. Community Beautification Strategy: Outcomes, Report with Current Activities Assessment and Recommendations for New Initiatives, Direction and Funding
14. Proactive Communications Strategy: Outcomes, Report with Options and Recommendations, Direction and City Actions
15. Street Improvements Program: Service Level, Projects, Project Priorities, Direction and Funding Level
16. Impact Fees – Guidelines for Waiver and Use of Revenues: Direction
17. Fishermen’s Walk Development: Next Steps
18. Shuffleboard Area: Direction and City Actions
19. Recreational Programming Expansion: Report with Options and Direction
20. Sports Fields Additional: Report with Options, Direction and Funding Mechanism
21. Economic Development Action Plan: Next Steps
22. Hotel Development: Direction and City Actions
23. Downtown Business Development: Outcomes, Direction and City Actions
24. Naval Seal Museum Marketing Expansion: Direction and City Actions
25. Okeechobee Corridor Development: Outcomes, Direction and City Actions
26. Vacation Rentals/Short Term Rentals: Problem Analysis, Report with Findings and City Options, Direction and City Actions
27. Rail Station for Fort Pierce: Status, Direction and City Actions
28. CRA – Blight Reduction Action Plan: Evaluation Report, Direction and City Actions

29. Avenue “D” Revitalization: Outcomes, Report with Options, Direction, City Actions and Funding Sources
30. Orange Avenue Revitalization: Outcomes, Report with Options, Direction, City Actions and Funding Sources
31. South 7th Street Revitalization: Direction
32. Police Compensation and Retention: Evaluation Report with Options and Recommendations, Direction and Funding
33. Crime Reduction Action Plan: Report with Options and Recommendations, Direction and City Actions
34. Absentee Landlords: Problem Analysis, Report with Findings and Options, Direction and City Actions
35. Police-Community Relationship Building: Outcomes, Working with Youth, Report with Options, Direction and City Actions
36. Youth Strategy: Needs Assessment; Report with Findings; Best Practices and Options; Direction and City Actions
37. Non-profit Organizations: Performance Evaluations, Report with Findings and Options, Direction and City Actions
38. Airport Development: Report with Options, Direction and City Actions
39. Downtown Parking: Update Report with Recommendations, Direction and City Actions
40. Animal Control: Report with Options and Recommendations, Direction, City Actions and Funding
41. Marketing to Millennials: Outcomes, Direction and Funding
42. Scooters: Direction and City Actions

43. Homeless Strategy: Outcomes; Problem Analysis; Report with Findings, Best Practices, and Options; Direction; Partners, City Actions and Funding [including the need for a shelter]
44. Climate Change and Flooding: Report, Direction and City Actions
45. Opportunity Zone: Direction and City Actions
46. Ridge Property Development: Direction
47. Major Project Development [Midway]: Direction and City Actions
48. Sport Tourism Strategy: Outcomes, Partners, Report with Options, Direction and City Actions
49. Educational Enhancement Strategy: Outcomes, Partners, Report with Options, Direction and City Actions
50. Yachts Maintenance Business Development: Next Steps and City Actions
51. Debt Reduction/Elimination Strategy: Goal, Report with Options, Direction and City Actions
52. Septics to Sewers Program: Goals, Partner with Utilities, Report with Options, Direction and City Actions
53. Property Maintenance Code/Ordinance: Evaluation; Report with Findings, Best Practices, and Options, Direction and City Actions
54. Seaway Drive Traffic Resolution: Report, Direction and City Actions
55. Beach Parking: Problem Analysis, Report with Findings and Options, Direction and City Actions
56. City Charter Update: Completion

57. Census 2020 Complete Count: Implementation
58. City Comprehensive Capital Improvement/Community Investment Plan: Framework. Projects, Costs, Revenues, and 5-10 year Plan
59. Community Events/Festivals: Evaluation, Report with Findings and Options, Direction, City Role/Actions and Funding
60. Grants Position: Goal, Direction and Funding
61. Courthouse Relocation: Report, Direction and City Actions
62. Interservice Boundary Agreement: Direction
63. Wastewater Treatment Plant Removal: Next Steps
64. Complete Street Policy and Ordinance: Direction
65. Connecting Downtown to Neighborhoods: Report with Options, Direction and City Actions
66. City Facilities Master Plan: Future Needs, Condition/Security Assessment, Report with Options, Direction, Major Projects [short term] and Funding Mechanism
  - City Hall
  - Savannah Road Compound
  - Parking
67. Contract for Maintenance: Report with Options, Direction and City Actions
68. ADA Compliance: Plan Update, Projects and Funding
69. Tax Rate Reduction Strategy: Goal, Report, Direction and City Actions
70. City Facilities/Parks Security: Assessment Report with Options, Direction, Projects and Funding

71. Succession Planning and Program: Update and Next Steps
72. Compensation – Selected Positions: Review, Direction and Funding
73. Single Family Home Reinvestment Program: Report with Best Practices and Options, Direction, City Actions and Funding
74. Vacant Properties Strategy: Inventory, Report with Findings and Options, Direction and City Actions
75. Code Enforcement Policy and Enforcement/Compliance: Evaluation, Report with Findings and Options, Direction and City Actions
76. Fishermen’s Wharf Development: Next Steps and City Actions

# Top "10" Priorities for 2020

## EXECUTIVE PERSPECTIVE

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

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

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2020

### DEPARTMENT: Building

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

- Updating of permitting and public self-service software.
- Hiring and retention of inspectors
- Sea level rise (preparedness)
- Hurricane intensity preparedness
- IT empowerment; cyber security and rising costs to obtain and maintain software
- Vacation rentals in accordance with Florida Building Code
- Toxic algae blooms
- Affordable housing; funding for land trust
- Attraction of new businesses
- Aging infrastructure: Streets, bridges, drainage
- Exorbitant cost of connections to fire mains
- Attracting Virgin train company
- Port development
- Airport utilization

**MANAGEMENT IN PROGRESS FY 2020**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
**January 2020**

**DEPARTMENT:** Building

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

- 1 Online permitting software
- 2 Buildout of new Building Department location
- 3 Hiring and training staff
- 4 Short-term rental (transient) clarification
- 5 Upgraded phone system
- 6 Updating of Click-to-Gov online permitting system
- 7 Electronic plan review – Decision whether or not to proceed with Project Dox
- 8 Cross-training/internships of department employees

**INITIATIVES FY 2020:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2020**

**DEPARTMENT: Building**

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Please list issues or projects that you would like for the city to address this FY 2020.

- 1 Non-stop phone activity
- 2 Public's inaccessibility to self-serve web-sites (Click-to-Gov)
- 3 IT functionality
- 4 Vacation rental (transient) demand vs. compliance with Florida Building Code.
5. Hiring and retention of qualified employees
- 6 Community Land Trust; affordable area housing
- 7 Orange Blossom Business Center flood mitigation project
- 8 Ft. Pierce Marina redevelopment
- 9 Deterioration of dock flotation devices
- 10 Revision to Nuisance Abatement Program and adding restrictions for on-going construction

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2020

**DEPARTMENT:** City Clerk

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

- Retaining qualified employees as the economy improves.
- Ongoing training needs.

**MANAGEMENT IN PROGRESS FY 2020**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
January 2020

**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 City Clerk to achieve Graduate Certificate in Local Government Management program
- 5 Continue to identify efficiencies and improvements in processes

**INITIATIVES FY 2020:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2020**

**DEPARTMENT:** City Clerk

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Please list issues or projects that you would like for the city to address this FY 2020.

- 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.
- 5 Creation of a new position dedicated to facilitating our records management program and providing assistance to all departments to transition their records from paper to opti-view
- 6 Identify a tickler/calendar system which can be utilized city-wide

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2020

### DEPARTMENT: Community Response

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

- Providing staffing and services that are in proportion to the growth of the City as a whole and more localized in the I-95/Turnpike District and Downtown
- Maintain momentum of new business coming to the City and spreading outside of the I-95/Turnpike District and the Downtown.
- Parking! How to stop people from parking on the grass and right of ways.
- Annexation Plan – providing a level of service

**MANAGEMENT IN PROGRESS FY 2020**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
January 2020

**DEPARTMENT: Community Response**

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

- 1 Training and Education – Have a very “young” staff with 5 of the 12 being on the job less than 2 years, plus 1 promotion to Supervisor.
- 2 Foreclosures – parcels identified. Need to move forward with Legal.
- 3 Records retention – ongoing
- 4 TNVR – ongoing
- 5 CSI – did not meet 2019 goals. Need to increase activity.
- 6 Ordinance re-write
- 7 Developing a new animal shelter at the Savannah Road facility.
- 8 Working with SLC and PSL Animal Control to create unified ordinances.
- 9 RFP for an animal shelter operator

**INITIATIVES FY 2020:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2020**

**DEPARTMENT: Community Response**

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Please list issues or projects that you would like for the city to address this FY 2020.

- 1     Parking Enforcement Software – this was previously in the plan but tabled due to staffing levels and time constraints. With staffing stabilized, it is time to bring back.
- 2     New RFP for animal registration third-party operator.
- 3     Add a 2<sup>nd</sup> part-time parking enforcement officer for Downtown.
- 4     Expand CSI criteria to allow for more programs to be addressed by the funding.

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2020

**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
- Retention and replacement of quality employees

**MANAGEMENT IN PROGRESS FY 2020**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
January 2020

**DEPARTMENT:** Engineering

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

- 1 17<sup>th</sup> Street Reconstruction – (Orange Avenue to Avenue D)
- 2 Citrus Avenue Bridge Repairs
- 3 Moore’s Creek Erosion Remediation
- 4 Street Resurfacing - 2020
- 5 Parking Garage Repairs
- 6 Intracoastal Waterway Maintenance Dredging
- 7 Indian Hills Recreation Area – Bike Path / Trail

**INITIATIVES FY 2020:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2020**

**DEPARTMENT:** Engineering

Please list issues or projects that you would like for the city to address this FY 2020.

- 1 Privatization of city's street sweeping program
- 2 Squaring off of city's boundaries by annexation

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2020

### DEPARTMENT: Finance Department

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 continually changing which requires staff to regularly expand their expertise and skills.
- Lack of funding for updating equipment and software.
- Grant Funding – Focusing on available grant opportunities for affordable housing, arts, parks, roads, children and waterway conservation/preservation projects.
- Non-profit partnerships – Supporting local non-profits through CDBG funding will allow for the increased capacity of local organizations to meet the needs of our citizens.

**MANAGEMENT IN PROGRESS FY 2020**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
**January 2020**

**DEPARTMENT: Finance Department**

---

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 review department workflows and develop and or upgrade systems, applications and processes to achieve greater efficiencies within the department and organization.
- 3 Work with IT to implement online payments for all City fees and charges.
- 4 SHIP / 2017/18 Rehabilitation Program Project completion
- 5 SHIP / First Time Home Buyer Down Payment Assistance Program – expected July 2020
- 6 Economic Development - Community Land Trust / Infill Development / Affordable Housing – Grant research
- 7 Neighborhood Revitalization - Lincoln Park Revitalization Initiative
- 8 CDBG Reporting – 5 year Consolidated Plan 2021-2026

**INITIATIVES FY 2020:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2020**

**DEPARTMENT: Finance Department**

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Please list issues or projects that you would like for the city to address this FY 2020.

- 1 Paperless payroll process (i.e. direct deposit, electronic stubs and forms).
- 2 Work with IT to implement paperless PO process
- 3 Increase vendor participation with ACH payments.
- 4 Continue to develop clear and resourceful financial materials to effectively present to Commission, staff and the public.
- 5 ERP System Audit
- 6 Upgrade ERP System
- 7 Streamline department processes to save time and money.
- 8 Public Services - Public Service Grant Opportunity opens January 6, 2020
- 9 Economic Development - 5<sup>th</sup> Annual Job Fair – January 2020
- 10 Neighborhood Revitalization - 5<sup>th</sup> Annual Highwaymen Heritage Trail Art Show & Festival – February 15, 2020
- 11 Neighborhood Revitalization - World Changers Week - July 2020
- 12 Economic Development - Lincoln Park Business Expo – September 2020

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2020

**DEPARTMENT:** Human Resources

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

- Scanning all current employee HR files as well as former employee HR files.
- Establishing and funding salaries that are competitive with the surrounding areas.

**MANAGEMENT IN PROGRESS FY 2020**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
January 2020

**DEPARTMENT:** Human Resources

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

- 1     Completing a new Supervisor Handbook
- 2     Revising the City's Rules and Regulations
- 3     Facilitating Interdepartmental Training Opportunities

**INITIATIVES FY 2020:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2020**

**DEPARTMENT:** Human Resources

Please list issues or projects that you would like for the city to address this FY 2020.

- 1     Completing Department Head Training
- 2     Revising Rules and Regs
- 3     Conducting CSAB Hearings
- 4     Promotions and Interviews
- 5     Negotiations with Unions
- 6     Union Impasse

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2020

### DEPARTMENT: Indian Hills Golf Course

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

- Our largest major challenge is the fact that we do not have any type of structure that can accommodate golfers after their round in an air conditioned environment or outings.

**MANAGEMENT IN PROGRESS FY 2020**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
January 2020

**DEPARTMENT:** Indian Hills Golf Course

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

- 1 I'm working on a "Plan B" for a temporary structure that we can use as a dining room/clubhouse that will buy us 10 years at a very low cost annually.

**INITIATIVES FY 2020:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2020**

**DEPARTMENT: Indian Hills Golf Course**

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Please list issues or projects that you would like for the city to address this FY 2020.

- 1 We will continued to treat for insects in fairways and on tee complexes.
- 2 We will continue to fertilize to improve the overall turf health.
- 3 Weeds will be decreased as turf improves.
- 4 Bunkers will be addressed to correct the proper sand levels.
- 5 Cart fleet has had all oil levels topped off and is on a weekly pressure washing schedule.
- 6 We installed new carpet tiles in the main section of the Golf Shop.
- 7 The exterior of the building will be painted for a fresh, clean appearance.

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2020

### DEPARTMENT: Information Technology

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

- Accountability and the ability to accept credit card payments from citizens.
- IT Department: Staffing and space needs.
- IT Department: Emerging technology training/ compliance
- Ensuring that standards are upheld to minimize cyberattacks that are activated/enabled by end users.
- City of Fort Pierce: Digital Divide.
- City of Fort Pierce: Pro-actively communicating to city residents the importance of this new growth in order to keep citizens "In the know".

**MANAGEMENT IN PROGRESS FY 2020**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
January 2020

**DEPARTMENT: Information Technology**

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

- 1 FPTV: Creating City News show to market the City's efforts of making Fort Pierce an attractive area for businesses, tourists, and new residents over the next 5 years.
- 2 Telecommunications Audit/Cost Analysis
- 3 Click2Gov Launch for BP, OL and ESS.
- 4 Launch of CentralSquare University.
- 5 Launch of NaviLine H5.
- 6 Migration of Optiview to FileBound, cloud-launching a true paperless initiative.
- 7 Recreation Building infrastructure.
- 8 Sunrise Theatre integration and services.
- 9 Auditing
- 10 Upgrading city's fuel system.

**INITIATIVES FY 2020:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2020**

**DEPARTMENT: Information Technology**

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Please list issues or projects that you would like for the city to address this FY 2020.

- 1 Work with Commissioners and Department Heads to provide the IT department with information that we can then get out on FPTV27, social media, Youtube, etc. to help blanket the entire City with everything we're involved with to improve the lives of our residents.
- 2 WIFI in public places initiative.
- 3 Audit of CentralSquare application processes to include HR and Finance departments.
- 4 Complete mobility of FPTV
- 5 Analyzing current VOIP system to determine what unified communications can be implemented with our infrastructure. Upgrade softphones to add to our security layers as well as ensure future proofing the overall system.
- 6 Selectron to Cloud launch.

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2020

**DEPARTMENT:** City Marina

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

- Parking
- Excessive Public Use
- Demand from boaters request for use of dockage

**MANAGEMENT IN PROGRESS FY 2020**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
January 2020

**DEPARTMENT:** City Marina

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

- 1 Building of Crabby's Restaurant on site
- 2 Building of Marina Fuel Support facility
- 3 Renovate Marina entrance way Plaza for greater public use
- 4 Relocation/replacement of old fuel lines
- 5 Replacement and additional pump out locations
- 6 Build two additional public restrooms in Fuel Support facility.

**INITIATIVES FY 2020:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2020**

**DEPARTMENT:** City Marina

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Please list issues or projects that you would like for the city to address this FY 2020.

- 1     Parking
- 2     Pump Out capabilities Northside Marina
- 3     Interior Restroom facilities need to be renovated
- 4     Island maintenance, adding oyster shell to top for bird habitat
- 5     Replace top side boards on wooden docks

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2020

### DEPARTMENT: Planning Department

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

- Interpreting the law governing Vacation Rentals
- Staff Time – Staff on Duty is very time consuming and limits the time that should be spent for proper current planning (visiting sites) and comprehensive planning. Possibly new policy should be to have established hours for public rather than 8-5 Monday through Friday
- Landscape Code and Sign Code needs to be rewritten
- Applicants are seeking approval of not desirable development types in our targeted areas (Lincoln Park and the PAD) while planning staff is developing design guidelines and master plans. Consideration for a moratorium for 6 months while staff gets the Overlays and Master Plans completed.
- Loss of Historic Homes and no funding to protect them
- Illegal temporary signage along major corridors

**MANAGEMENT IN PROGRESS FY 2020**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
**January 2020**

**DEPARTMENT: Planning Department**

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

- 1 Reestablishing role of Historic Preservation Officer – *More field work required – Will require removing time spent as the Planner of the Day (POD).*
- 2 Reinstitution penalty for non-compliance with maintenance of historic structures to recreate the historic structure trust fund – *Will require community involvement and education.*
- 3 Adhering to the code requirements for site plan and design review approval. *Will require educating our applicants and may get some push back.*
- 4 Revising sign code and landscape code. *Will take time and/or money and require educating our public and may also get push back.*
- 5 Lincoln Park Corridor Overlay. *Will require community meetings and education to public, Planning Board and City Commission.*
- 6 PAD Corridor Overlay. *Will require community meetings and education to public, Planning Board and City Commission.*
- 7 Extending CBD and possible rezoning to C4 on certain properties. *Will require Future Land Use Map Amendment (FLUMA) and rezoning. Longer process due to state review.*
- 8 King’s Landing – FLUMA, rezoning and abandonment. *Will require FLUMA and rezoning. Longer process due to state review.*
- 9 The Port zoning designations - *Rezoning and or text amendments required.*

- 10 CRA Master Plan – *Through the coordination with consultant, will require additional public meetings and adoption of the master plan.*
- 11 Code amendment - *Board of Adjustments (BOA) sunset and move responsibilities to Planning Board*

**INITIATIVES FY 2020:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2020**

**DEPARTMENT: Planning Department**

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Please list issues or projects that you would like for the city to address this FY 2020.

- 1 Extension of the CBD into Lincoln Park and the PAD – future conference agenda item
- 2 Edgartown branding and LDR revisions
- 3 New application process and updated fee schedule –future conference agenda item
- 4 EAR adoption – one more CC meeting
- 5 BOA responsibilities to move under the Planning Board- future conference agenda item
- 6 Redesign of Planning department to encompass former Grants Administration offices and secured area for reception area, including printer, office supplies and files.

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2020

### DEPARTMENT: Police Department

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

- The development of a comprehensive benefits package that will be competitive with the surrounding law enforcement agencies.
- The development of a Retention Initiative that will assist the police department in retaining its employees (both sworn and civilian staff).
- The development of a comprehensive budget by first conducting a true needs assessment of the police department. Secondly, developing a budget that mirrors the projected growth of the City.
- The development of a sustainable Capital Budget for the police department that mirrors the projected growth of the City.
- Incorporate a Life Cycle program for our major Capital items such as vehicles, computers, and other technological equipment.
- The development of a strategic plan to renovate key components of the police department: security hardware and software at both the main station and substation, carpet and other fabric based products, and wall paper at the main station.
- Design and build a training site for the police department. The department has difficulty in locating areas to train. We have utilized training locations at the Indian River State College and St. Lucie County Sheriff's Office. However, the department is subject to those agencies' schedules, which leads to cancelled training or minimal time spent on train. The police department would benefit from a training location owned and operated by our agency. This would include classrooms, driving pad, shooting range, and mock up neighborhood.

**MANAGEMENT IN PROGRESS FY 2020**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
**January 2020**

**DEPARTMENT: Police Department**

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

- 1 The development of a new Promotional Examination program that will assist the police department in promoting a diverse supervisory, management, and leadership team.
- 2 The development of a Leadership program and Succession plan for the police department's leaders of tomorrow.
- 3 Negotiating the Coastal Florida Police Benevolent Association (PBA), Officers', Sergeants' and Lieutenants' contract.
- 4 Revamping the police department's Field Officer Training (FTO) program, making it a web-based program that is easy to use, monitor, and store key training documents.
- 5 The development of a comprehensive Intelligence Lead Policing strategy that incorporates the entire police department.
- 6 The police department is working through the VOCA Grant to provide additional resources that will enable the police department to expand its Victim Advocate program. The police department is also working with the VOCA Grant to provide additional training to officers in relation to investigations. This training will be geared toward victim related crimes. The target will be to reduce victimization within the City of Fort Pierce.
- 7 The Fort Pierce Housing Authority donated a building, located at 2304 Avenue I, to the Police Department to use for community outreach. The "RICH House" as it will be named, stands for Resources In Community Hope. Some of the community services that will be provided include after school educational support for students and parents, victim outreach, and crime reduction programs.

**INITIATIVES FY 2020:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2020**

**DEPARTMENT: Police Department**

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Please list issues or projects that you would like for the city to address this FY 2020.

- 1 Complete a Staffing Study to analyze, evaluate, and provide recommendations on the current and future staffing needs of the police department.
- 2 Complete an evaluation and update the police department's current District and Zone map to ensure that the best possible response times and services to our citizens.
- 3 Create a Team of Department Heads that go out into the field to evaluate future annexation proposals to ensure there is a true assessment of these annexation proposals and their potential impact on the City's existing resources, manpower and budget.
- 4 The police department has a limited amount of Mobile Field Force equipment. This equipment is old and out dated and in desperate need of replacement. The protective gear needed would cost the City approximately \$100,000.00.

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2020

### 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
- Maintenance of newly annexed areas
- Budget constraints
- Increasing recycling participation
- Illegal dumping and litter

**MANAGEMENT IN PROGRESS FY 2020**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
January 2020

**DEPARTMENT: Public Works**

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

- 1 Creation of an outdoor fitness station
- 2 Expand recreation and resource opportunities
- 3 Phase II Fenn Park reconstruction
- 4 Creation of a visitor center in the first-floor retail space of parking garage
- 5 Dumpster enclosure construction downtown
- 6 New work order system for the PWD
- 7 Enhanced training opportunities
- 8 Fuel island maintenance and repairs
- 9 Animal shelter major repairs and maintenance

**INITIATIVES FY 2020:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2020**

**DEPARTMENT:** Public Works

Please list issues or projects that you would like for the city to address this FY 2020.

- 1 Continued professional development and team building
- 2 Streamline activities to improve efficiencies.
- 3 Implement a public awareness/education campaign on recycling

# MAJOR CHALLENGES

## Fort Pierce, Florida

January 2020

### DEPARTMENT: Sunrise Theatre

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

- Securing a train depot/station as this would provide easier accessibility to the theatre for out of town patrons thus providing more income to the city ultimately increasing city revenue
- Finalizing the Hotel in the downtown area to provide a location for both entertainers and patrons to stay at during shows
- Keeping up with the downtown infrastructure as the city expands
- KEEPING PACE WITH TECHNOLOGY IN TECH & OPERATIONS
- SKILLED LABOR SKILL SETS
- KEEPING PACE WITH NEIGHBORING SIMILAR FACILITIES(Competitive)
- Ability to get larger events into the facility
- Public Relations and general perceptions
- Maintaining the historical features of the building

**MANAGEMENT IN PROGRESS FY 2020**  
**PROJECTS AND ISSUES**  
**Fort Pierce, Florida**  
**January 2020**

**DEPARTMENT: Sunrise Theatre**

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

- 1 Group Sales initiatives such as working closely with Seminole Brighton Casino in an effort to expand our reach and increase sponsorship dollars.  
New Sunrise Deck. An exclusive lounge offering a VIP Experience
- 2 Form revisions to streamline processes of rentals.
- 3 Identifying and structuring departmental responsibilities to increase productivity
- 4 Reducing traditional marketing efforts such as print and radio advertising and moving towards a digital and social media approach.
- 5 Increasing co-promotes based on the consultants recommendations which increases the activity level while decreasing financial risk.
- 6 Work with ST Foundation to become more involved and more effective in raising funds.
- 7 Work with the City's grant specialist on identifying and applying for appropriate grants and other available funding
- 8 Repairing the Stage Lighting DMX Control
- 9 Repairing the Stage Lighting Follow Spots
- 10 Painting Exterior Hand Rails
- 11 Stage Rigging Inspection
- 12 Assessing Audio System and Backline Gear for efficiency

**INITIATIVES FY 2020:  
SHORT-TERM ISSUES AND PROJECTS  
Fort Pierce, Florida  
January 2020**

**DEPARTMENT:** Sunrise Theatre

Please list issues or projects that you would like for the city to address this FY 2020.

- 1 Increase Trolley/Tram service
- 2 Entertainment Tax on Food & Beverage (restaurants) in downtown
- 3 Continue efforts to decrease transient efforts by providing alternative solutions
- 4 Continue efforts to be business friendly when attracting new downtown businesses

# **SECTION 7**

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## **FORT PIERCE VISION 2035**

**City of Fort Pierce  
Vision 2035**

**Fort Pierce 2035 is a Unique Coastal Florida City**

**Our WATERFRONTS, <sup>(1)</sup>**

**STRONG LOCAL ECONOMY, <sup>(2)</sup>**

**HISTORY, ARTS AND CULTURE, <sup>(3)</sup>**

**CHOICE OF DESIRABLE NEIGHBORHOODS, <sup>(4)</sup>**

**OPPORTUNITIES for FUN, <sup>(5)</sup>**

**COMMUNITY UNITY AND PRIDE <sup>(6)</sup>**

**Makes Us Unique**

**Vision 2035**  
**Guiding Principles**

**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
- 10.

**PRIORITY**

**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

**PRIORITY**

**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
- 8.
- 9.
- 10.

**PRIORITY**

**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
- 10.

**PRIORITY**

**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
- 10.

**PRIORITY**

**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"
- 10.

**PRIORITY**

# **SECTION 8**

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## **STRATEGIC DISCUSSION ON CRITICAL ISSUES**

# City of Fort Pierce

## Topics for Strategic Discussion

► **Topics**

1. Relations with Utilities
  
2. Neighborhood Revitalization [east of U.S. 1]
  
3. Tourism Development
  
4. Showcasing the City and Community
  
- 5.
  
- 6.
  
- 7.
  
- 8.
  
- 9.
  
- 10.

PRIORITY

## Critical Issue:

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### PROBLEM ANALYSIS

### DESIRED OUTCOMES

### STRATEGIC ACTIONS

## Critical Issue:

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### PROBLEM ANALYSIS

### DESIRED OUTCOMES

### STRATEGIC ACTIONS

## Critical Issue:

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### PROBLEM ANALYSIS

### DESIRED OUTCOMES

### STRATEGIC ACTIONS

## Critical Issue:

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### PROBLEM ANALYSIS

### DESIRED OUTCOMES

### STRATEGIC ACTIONS

## Critical Issue:

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### PROBLEM ANALYSIS

### DESIRED OUTCOMES

### STRATEGIC ACTIONS

## Critical Issue:

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### PROBLEM ANALYSIS

### DESIRED OUTCOMES

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### PROBLEM ANALYSIS

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### PROBLEM ANALYSIS

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### PROBLEM ANALYSIS

### DESIRED OUTCOMES

### STRATEGIC ACTIONS

## Critical Issue:

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### PROBLEM ANALYSIS

### DESIRED OUTCOMES

### STRATEGIC ACTIONS