

ACHIEVING OUR VISION 2020 FORT PIERCE STRATEGIC PLAN



FORT PIERCE

Strategic Plan 2020 Goals



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G1 GOAL 1: Police Retention and Compensation



Responsibility: Police

Milestones		May 1, 2020
1. Negotiate labor contract	4/20	Complete
2. Decision: Labor contract approval	5/20	Both unions have ratified the contracts and the contracts were approved by the City Commission at the May 4, 2020 meeting.
3. Prepare budget proposal	6/20	
4. Budget Workshop: Budget FY 2021	7/20	
5. Decision: Budget FY 2021 Funding for Police Salary Adjustments	9/20	



G2 GOAL 2: Animal Shelter and Control: Direction and City Actions



Responsibility: Community Response/Public Works

Milestones		May 1, 2020
1. Prepare interlocal agreement	3/20	Complete
2. Decision: Interlocal agreement	3/20	Complete
3. Decision: Funding for improvements	4/20	Complete
4. Receive improvements cost estimates	5/20	In progress
5. Complete improvements and office relocation	7/20	
6. Issue RFQ/RFP	7/20	
7. Negotiate a contract with operator	9/20	
8. Decision: Award contract for operations	10/20	

G3 GOAL 3: City – FPUA Strategy: Key Issues, Discussion



Responsibility: City Manager

Milestones	May 1, 2020	
1. Conduct strategic planning joint sessions	TBD	TBD
2. Continue City Manager – Director of Utilities meetings	Ongoing	
3. Continue development meetings	Ongoing	
4. Continue collaboration on capital improvement projects – surtax projects	Ongoing	
5. Work on economic development incentives – CRA Area incentives	Ongoing	

G4 GOAL 4: City Charter: Update

Responsibility: City Attorney/City Clerk

Milestones	May 1, 2020	
1. City Commission: Charter direction and parameters	8/20	No update at this time
2. Revise Charter	10/21	Some charter corrections were made as part of code rewrite



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G5 GOAL 5: New Alternative Revenue Sources

Responsibility: City Manager/Finance

Milestones		May 1, 2020
1. Complete research – other cities, “best practices”	7/20	In progress
2. Prepare report with options	7/20	
3. Budget Workshop: Revenue direction	7/20	

G6 GOAL 6: City Hall Maintenance: Direction and Funding



Responsibility: Public Works

Milestones		May 1, 2020
1. Review condition assessment and maintenance plan with cost estimates	7/20	In progress
2. Prepare report with options	7/20	
3. Prepare budget proposal	7/20	
4. Budget Workshop: Direction	7/20	
5. Decision: Budget FY 2021 funding for City Hall maintenance	9/20	
6. Issue RFP	11/20	
7. Decision: Award contract	1/21	



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G7 GOAL 7: Enterprise Resource Planning (ERP) Software: Direction and Funding

Responsibility: Information Technology

Milestones		May 1, 2020
1. Complete system audit	6/20	In progress
2. Determine overall direction and scope	7/20	
3. Develop budget proposal for funding	7/20	
4. Budget Workshop: Direction	7/20	
5. Decision: Budget FY 2021 funding for ERP software	9/20	
6. Select contractor	4/21	
7. Decision: Award contract	6/21	

G8 GOAL 8: Road Conditions and Resurfacing Program



Responsibility: Engineering

Milestones		May 1, 2020
1. CIP Quarterly Update	Ongoing	
2. Coordinate tree planting/streetscape with road projects	Ongoing	Coordination currently underway to include planting areas and street trees for the 17th Street project. (Orange Ave. to Avenue D)
3. Develop striping plan	6/20	Currently obtaining quotes for re-striping Avenue D
4. Decision: Award contract	6/20	Developing bid package for pavement markings
5. Budget Workshop: CIP FY 2021 streetscaping direction	7/20	
6. Decision: CIP Budget FY 2021 funding for streetscapes	9/20	



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Strategic Plan 2020 Goals

SERVING OUR COMMUNITY

G9 GOAL 9: Code of Ordinances Update

Responsibility: City Attorney/City Clerk

Milestones	May 1, 2020
1. Receive final proof	6/20 Code proof returned to Municode with departmental input
2. Decision: Code approval	7/20 Awaiting receipt from Municode

G10 GOAL 10: IT Comprehensive Plan and Project Completion



Responsibility: Information Technology

Milestones	May 1, 2020
1. Complete comprehensive plan	7/20 In progress
2. Develop budget proposal	7/20
3. Budget Workshop: Budget FY 2021 direction	7/20
4. Decision: Budget FY 2021 funding for IT upgrades	9/20



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Strategic Plan 2020 Goals

SERVING OUR COMMUNITY

G11 GOAL 11: Impact Fees: Direction

Responsibility: City Manager

Milestones		May 1, 2020
1. Decision: Impact fees	3/20	Complete

G12 GOAL 12: Compensation for Targeted Positions

Responsibility: Human Resources

Milestones		May 1, 2020
1. Identify critical positions		Ongoing
2. Determine adjustments		Ongoing

G13 GOAL 13: City Facilities Master Plan



Responsibility: Public Works

Milestones		May 1, 2020
1. Savannah Road Complex		
A. Complete condition assessment and plan with costs	11/20	
B. Prepare report with costs and options	12/20	
2. Police Station		
A. Complete condition assessment and plan with costs	11/20	
B. Prepare report with costs and options	12/20	



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SERVING OUR COMMUNITY

G14 GOAL 14: Emergency Operations Center: State Funding

Responsibility: City Manager

Milestones		May 1, 2020
1. Initiate facility design	7/20	In progress
2. Complete design	4/21	

G15 GOAL 15: Labor Negotiations and Contract

Responsibility: Human Resources

Milestones		May 1, 2020
1. Teamsters		
A. Negotiate labor contract	6/20	On schedule
B. Decision: Contract approval	9/20	On schedule
2. PBA		
A. Negotiate labor contract	4/20	Complete
B. Decision: Contract approval	5/20	Complete. Scheduled for Commission approval.

G16 GOAL 16: Golf Course “Mini” Clubhouse Funding and Construction

Responsibility: Indian Hills Golf Course

Milestones		May 1, 2020
1. Submit options and costs	4/20	Complete
2. Decision: Direction and funding	6/20	On hold
3. Complete internal modification	12/20	
4. Open “mini” clubhouse – dining and events facility	1/21	

G17 GOAL 17: Fleet “Right Sizing”: Report and Direction

Responsibility: Public Works

Milestones		May 1, 2020
1. Place order for vehicles	4/20	In progress
2. Receive vehicles	9/20	
3. Review heavy/medium trucks – annual	12/20	



G1 GOAL 1: Downtown Parking: Report and Direction



Responsibility: City Manager

Milestones		May 1, 2020
1. Evaluate parking conditions and needs – Parking Committee	4/20	Complete
2. Commission: Report and Direction	4/20	Complete. Recommendation provided to City Commission requesting update to 2016 Parking Study.

G2 GOAL 2: Sports Tourism Strategy and Action Plan

Responsibility: Public Works

Milestones		May 1, 2020
1. Finalize report	6/20	In progress. Scheduled for presentation at June 8, 2020 Conference Agenda meeting.
2. Commission: Report and Direction	6/20	



G3 GOAL 3: Retail/Entertainment/Restaurant Attraction Strategy



Responsibility: City Manager

Milestones		May 1, 2020
1. Select consultant	4/20	Complete
2. FPRA: Award contract	5/20	Recommendation scheduled for FPRA Board consideration at May 26, 2020 meeting.
3. Receive consultant report	10/20	
4. FPRA: Presentation	10/20	

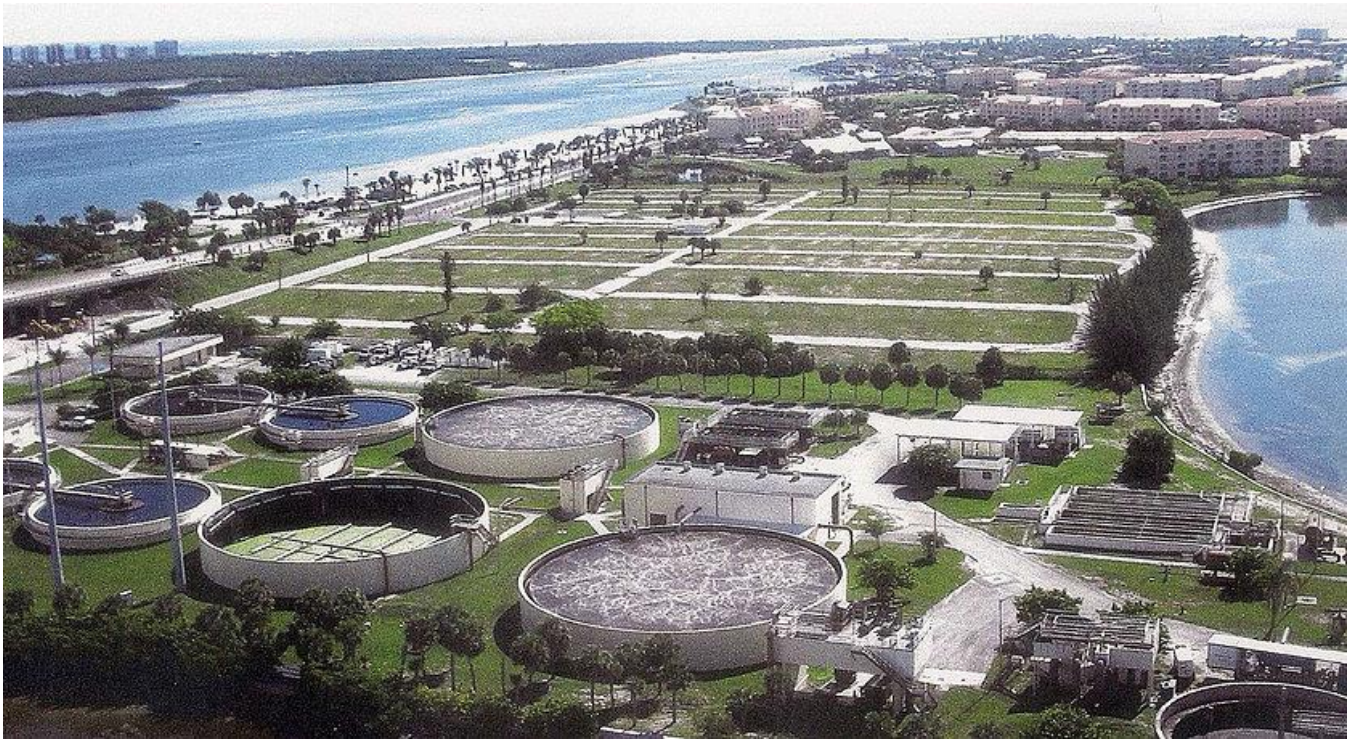
G4 GOAL 4: Vacation Rentals/Short-Term Rentals: Problems and Impacts

Responsibility: Building

Milestones		May 1, 2020
1. Rewrite City policy – Code requirements for short-term rentals	4/20	Policy has been written and is in review.
2. Report: Update	6/20	
3. Refine public information including website	8/20	



G5 GOAL 5: Wastewater Treatment Plant Relocation (with FPUA)



Responsibility: City Manager

Milestones	May 1, 2020
1. Review findings feasibility study	5/20 In progress
2. Decision: FPUA – St. Lucie County	8/20
3. Explore mitigation grants	Ongoing



G6 GOAL 6: Avenue D Revitalization: Report and Actions



Responsibility: Finance

Milestones		May 1, 2020
1. Prepare report	7/20	In progress
2. Presentation: Report	8/20	

G7 GOAL 7: Courthouse Relocation Master Plan: Collaboration with St. Lucie County

Responsibility: City Manager

Milestones		May 1, 2020
1. Continue communications	Ongoing	
2. City Manager: Update	7/20	



G8 GOAL 8: King’s Landing Development



Responsibility: City Manager

Milestones		May 1, 2020
1. Complete development – Text	7/20	In progress
2. Decision: Text amendment	7/20	In progress
3. Decision: Zoning/Future land use/ROW	7/20	In progress
4. Decision: Site plan approval	10/20	
5. Decision: Convey property	2/21	

G9 GOAL 9: Major Project Development (Midway): Direction and City Actions

Responsibility: Planning

Milestones		May 1, 2020
1. Receive pre-plan – rezoning, traffic study	8/20	In progress
2. Determine utility provider	TBD	



G10 GOAL 10: Fisherman’s Wharf Development



Responsibility: City Manager

Milestones		May 1, 2020
1. Issue RFQ/P	TBD	
2. Receive RFQ/P	TBD	
3. Evaluate responses	TBD	
4. FPRA: Qualifications	TBD	
5. Receive proposal	TBD	
6. Evaluate responses	TBD	
7. FPRA: Decision	TBD	



G11 GOAL 11: Economic Development Incentive Program



Responsibility: City Manager

Milestones	May 1, 2020
1. Develop parameters: CRA Advisory Committee	Complete. Funds reallocated to COVID- 19 Recovery Plan

G12 GOAL 12: EAR/Comprehensive Plan: Update

Responsibility: Planning

Milestones	May 1, 2020
1. Decision: EAR adoption	3/20 Complete
2. State Appeals	6/20 Complete

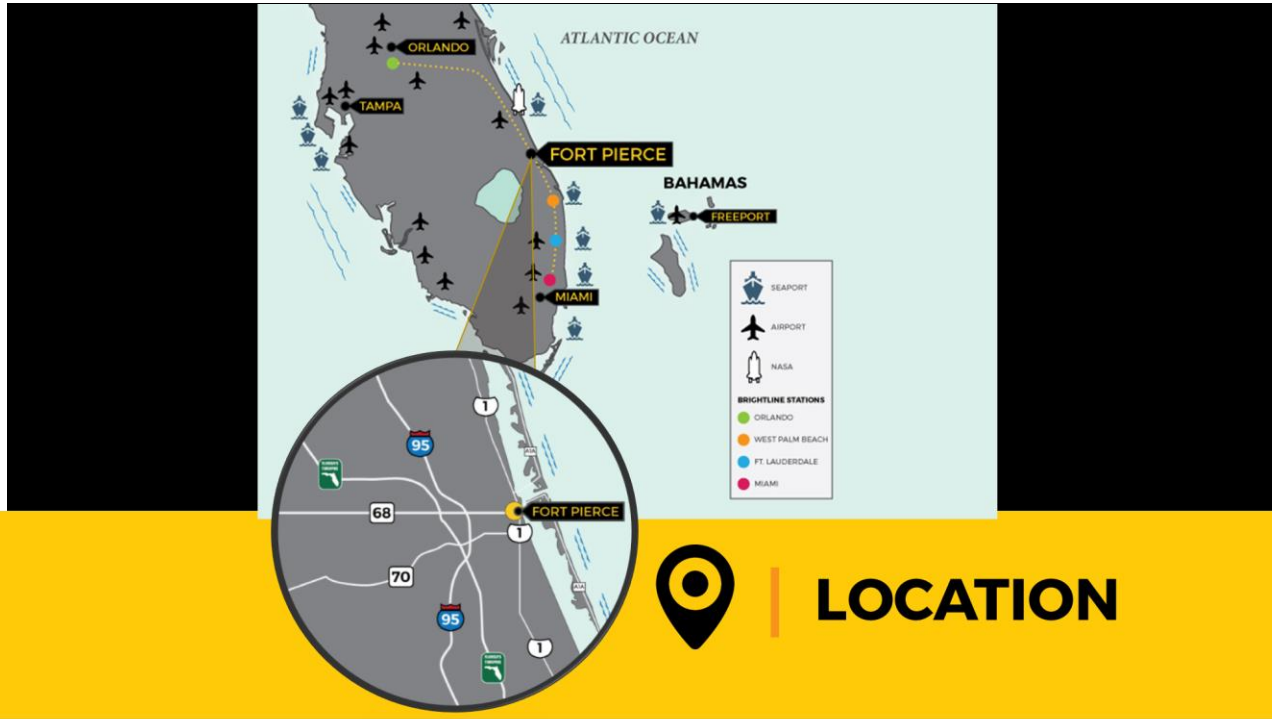


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Strategic Plan 2020 Goals

DEVELOPING OUR COMMUNITY

G13 GOAL 13: Passenger Rail Station: Advocacy



LOCATION

Responsibility: City Manager

Milestones	May 1, 2020
1. Continue communications	Ongoing
2. Briefing: Report update	12/20

G14 GOAL 14: Opportunity Zone: Direction and Actions

Responsibility: City Manager

Milestones	May 1, 2020
1. Determine impacts on local policies and incentives	8/20
2. Decision: Boundaries	1/21



G15 GOAL 15: CRA Plan: Update



Responsibility: City Manager

Milestones		May 1, 2020
1. Receive draft plan with budget	3/20	Complete
2. CRA Advisory Committee review	6/20	
3. Finalize plan document	8/20	
4. Decision: Plan Adoption	10/20	



G1 GOAL 1: Neighborhood Identity, Revitalization and Engagement



Responsibility: Planning

Milestones		May 1, 2020
1. Follow up meeting: Edgartown	7/20	
2. Develop strategy (draft neighborhood identity and engagement)	10/20	
3. Conference Agenda: Report	1/21	

G2 GOAL 2: Non-Profit Organizations: Performance Evaluation

Responsibility: Finance

Milestones		May 1, 2020
1. Send notification to recipients of performance report due date	5/20	In progress
2. Receive report – performance, goals and 2021 activities	7/20	
3. Prepare for budgets – goals and budget requests	7/20	
4. Workshop: Budget FY 2021	7/20	
5. Decision: Budget FY 2021 funding	9/20	



G3 GOAL 3: Community Events and Festivals: Evaluation and Direction



Responsibility: Public Works

	Milestones		May 1, 2020
1.	Conference Agenda: Report	6/20	In progress
2.	Prepare report on fee schedule	7/20	
3.	Decision: Fee schedule	7/20	



G4 GOAL 4: Community Policing Expansion: Actions 2020



Roll call at Chester A Moore Elementary School

Responsibility: Police

Milestones		May 1, 2020	
1. Prepare budget proposal for Special Police Officers	6/20	In progress	
2. Budget Workshop: Budget FY 2021	7/20		
3. Decision: Budget FY 2021 funding for Special Police Officers	9/20		
4. Continue School Resource Officers	Ongoing		
5. Front Porch roll calls	Ongoing		
6. Program Activities: nursing homes and in schools	Ongoing		
7. Expand Explorers program	Ongoing		



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ENGAGING OUR COMMUNITY

G5 GOAL 5: Youth Council and Strategy: Needs Assessment

Responsibility: City Manager

Milestones		May 1, 2020
1. First Meeting	3/20	Complete
2. Presentation: Update report	11/20	
3. Participate in Florida League of Cities	8/20	

G6 GOAL 6: Census 2020: Complete Count



Responsibility: Planning

Milestones		May 1, 2020
1. Create collateral	4/20	Complete
2. Post Video of Mayor on Social Media	5/20	Complete
3. Distribute Flyers in FPUA Mailers	6/20	In progress



G1 GOAL 1: Proactive Code Enforcement Policy and Compliance



Responsibility: Community Response

Milestones		May 1, 2020
1. Revise policy and procedure	4/20	Complete
2. Proactive Report: Update	8/20	

G2 GOAL 2: Property Maintenance Code/Ordinance Evaluation, Report and Direction

Responsibility: Community Response

Milestones		May 1, 2020
1. Contact property owner – deed in lieu of OngoingOn hold foreclosure (clusters 10-12 identified)		
2. Update Report: Actions and impacts	8/20	



G3 GOAL 3: Vacant Properties Strategy: Inventory



Responsibility: Finance

Milestones		May 1, 2020
1. Create Community Land Trust Board	6/20	On hold
2. Develop budget proposal	6/20	On hold
3. Budget Workshop: Budget FY 2021	7/20	
4. Decision: Budget FY 2021 funding	9/20	
5. Identify/review properties	10/20	
6. FPRA/City Decision: Direction	10/20	

G4 GOAL 4: Nuisance Abatement Program: Criminal Revision

Responsibility: City Attorney

Milestones		May 1, 2020
1. Briefing law and process (criminal)	6/20	

G5 GOAL 5: Dumpster Solutions for Downtown

Responsibility: Public Works

Milestones		May 1, 2020
1. Define scope	4/20	Complete
2. Issue RFP	7/20	In progress
3. Evaluate responses	7/20	
4. Decision: Award contract	8/20	
5. Complete enclosures (5)	12/20	



G6 GOAL 6: Lincoln Park Revitalization Initiative



Responsibility: Finance

Milestones	May 1, 2020
1. Means Court	
A. Prepare report: plan, recommendations	3/20 Complete
B. FPRA: Direction and funding	5/20 Scheduled for FPRA Board meeting 5/26/2020.
2. Overall Concept	
A. Develop concept plan	7/20
B. Conference: Concept plan and direction	8/20



BEAUTIFYING OUR COMMUNITY

G7 GOAL 7: Wayfinding Signage: Upgraded Design

Responsibility: Public Works

Milestones		May 1, 2020
1. Prepare budget proposal	6/20	In progress
2. Budget Workshop: Budget FY 2021	7/20	
3. Decision: Budget FY 2021 funding	7/20	

G8 GOAL 8: Street Sweeping Program Privatization

Responsibility: Engineering

Milestones		May 1, 2020
1. Prepare RFP	6/20	Preparing bid documents for June advertisement
2. Evaluate responses	7/20	
3. Decision: Award contract	8/20	
4. Implement program	9/20	

G9 GOAL 9: Indian Hills Wetlands Creation – Water Quality Phase 2

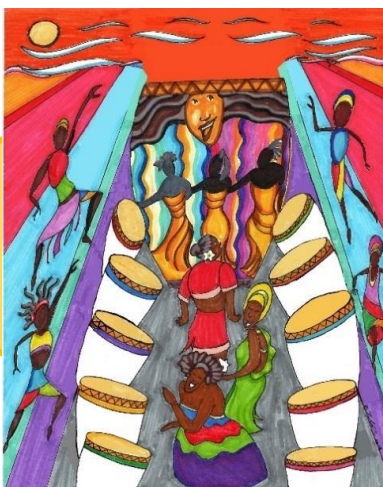
Responsibility: Engineering

Milestones		May 1, 2020
1. Continue negotiation with FDOT – water quality project	Ongoing	FDOT currently doing preliminary survey work on US 1 and outfall locations
2. Complete preliminary design	9/20	

G10 GOAL 10: Mural Projects

Responsibility: Finance

Milestones		May 1, 2020
1. Complete two (2) murals	9/20	In progress



The Caribbean Rhythm and Drum mural is the creative design of Ronald Minnis completed on November 12, 2019. This mural is 10 x 20 feet and located at 725 Orange Ave in the Septentrion Market located in downtown Fort Pierce.



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Strategic Plan 2020 Goals

ENJOYING OUR COMMUNITY

G1 GOAL 1: Homeless Strategy: Report, Community Education and Actions

Responsibility: City Manager

Milestones		May 1, 2020
1. Identify additional resources for homeless – Treasure Coast Homeless Services Coalition	Ongoing	
2. Work with Salvation Army for centralized feeding area	6/20	In progress

G2 GOAL 2: Beach Volleyball: Report and Direction



Responsibility: Public Works

Milestones		May 1, 2020
1. Commission: Sports Tourism	6/20	Scheduled for presentation to City Commission at June 8, 2020 Conference Agenda meeting.



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Strategic Plan 2020 Goals

ENJOYING OUR COMMUNITY

G3 GOAL 3: eSports Strategy: Report and Direction

Responsibility: City Manager (Youth Council)

Milestones		May 1, 2020
1. Research best practices and experiences with other cities	9/20	
2. Prepare report (Youth Council)	11/20	
3. Commission: Presentation and direction	11/20	

G4 GOAL 4: Seaplane/Shuffleboard Area: Direction and Actions



Responsibility: Engineering

Milestones		May 1, 2020
1. Secure permits: FDOT	6/20	Application submitted to FDOT last week of April 2020.
2. Decision: seaplane/shuffleboard court	7/20	
3. Budget Workshop: Budget FY 2021	7/20	
4. Remove shuffleboard court	8/20	
5. Decision: Budget FY 2021 funding	9/20	



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Strategic Plan 2020 Goals

ENJOYING OUR COMMUNITY

G5 GOAL 5: Crime Reduction Action Plan

Responsibility: Police

Milestones		May 1, 2020
1. Work with Sheriff's Office	Ongoing	
2. Prepare budget proposal – community cameras	6/20	In progress
3. Rejuvenate "Fleet Watch" training crime watch	7/20	
4. Budget Workshop: Budget FY 2021 direction	7/20	
5. Decision: Budget FY 2021 funding for community cameras	6/20	

G6 GOAL 6: Youth Recreation Programs Expansion

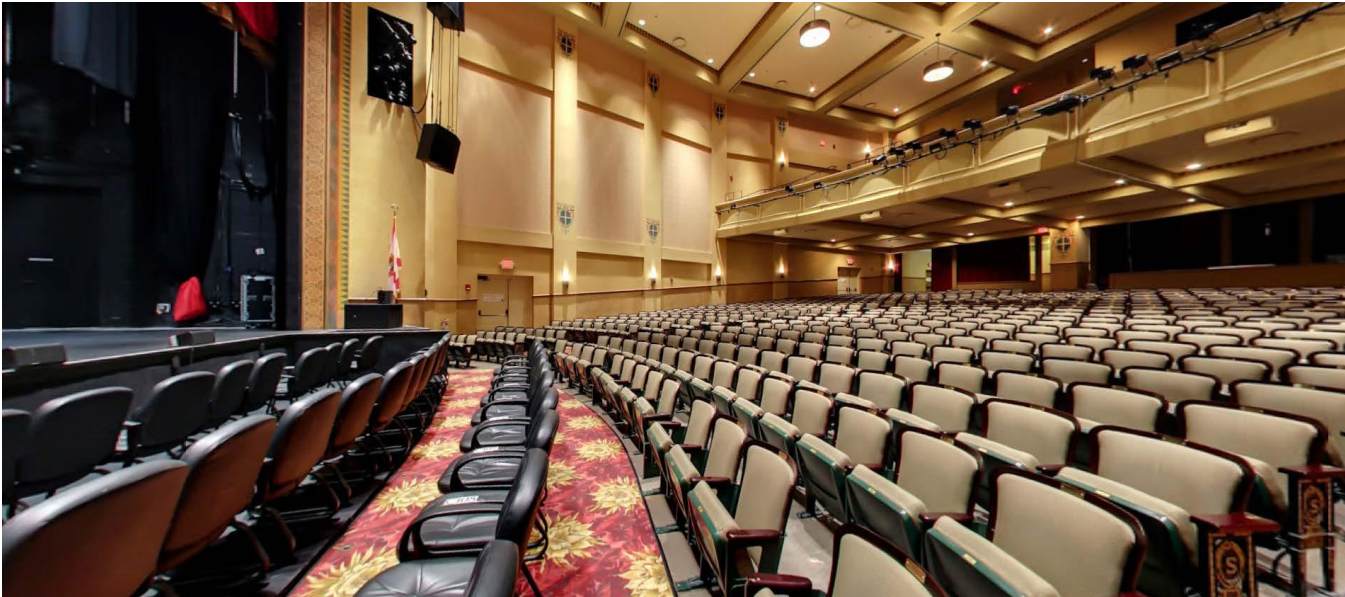


Responsibility: Public Works

Milestones		May 1, 2020
1. Work with high schools – golf instruction/"fun"	Ongoing	
2. Hire part-time employee	6/20	On hold
3. Expand summer class – theatre	6/20	On hold
4. Establish computer lab at Recreation Center	7/20	
5. Pursue soccer program	9/20	



G7 GOAL 7: Sunrise Theatre: Next Steps



Responsibility: Sunrise Theatre

Milestones		May 1, 2020
1. Expand summer camp program	6/20	On hold
2. Complete organization restructure	10/20	
3. Complete projects on Major Projects list	12/20	

G8 GOAL 8: Porpoise Park Report and Direction

Responsibility: Engineering

Milestones		May 1, 2020
1. Develop CIP budget proposal	5/20	Preliminary plans and proposed budget to be completed by June 1.
2. Develop plan	7/20	In progress
3. Budget Workshop: CIP FY 2021 direction	7/20	
4. Decision: CIP FY 2021 funding (park impact)	9/20	





MISSION STATEMENT

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

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