

PERFORMANCE REPORT 2022

Mayor and City Commission



Fort Pierce, Florida
January 2023



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A

Performance Rating for 2022

Performance Rating for 2022 Mayor and City Commission

8.0

Rationale for Rating

1. Positive Working Relations between City and FPUA
2. City Government Listening to and Engaging our Community
3. Major Progress on Economic Development Initiatives
4. Strategic Planning Focus on Future and Delivering Results that Benefit our Community
5. Success of the One Fort Pierce Initiative
6. Jaycee Park and the All Abilities Playground
7. Affordable Housing Projects Approved Funding
8. City Investment in Information Technology Upgrades
9. Continued as a Safe Community with Lower Crime Rate
10. Road Projects Moving Forward
11. Union Contracts Approved
12. Disaster Recovery from Two Hurricanes
13. Mayor and City Commission Teamwork and Relationships
14. Always Room to Be Better

Performance Rating for 2022 Management Team

8.0

Rationale for Rating

1. City's response to two hurricanes
2. Teamwork between the City and FPUA
3. Strategic planning that focuses on the future
4. Active, alive Downtown
5. Economic development and business growth
6. Strong financial position
7. Partnering and engaging our community and community partners - taking care of each other
8. Growth and increasing demands for City services
9. Momentum on major development projects
10. Successes at Sunrise Theater, Marina and Golf Courses
11. Mayor and City Commission teamwork, trust in management, pride in Fort Pierce and leadership for the future
12. High quality of City services with limited staff – increase stress for City employees

B

Performance Report 2022

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 Vision 2037

Fort Pierce 2037 is a Unique Coastal Florida City

Our WATERFRONTS,

STRONG LOCAL ECONOMY,

HISTORY, ARTS AND CULTURE,

CHOICE OF DESIRABLE NEIGHBORHOODS,

OPPORTUNITIES for FUN,

COMMUNITY UNITY AND PRIDE

Makes Us Unique

Fort Pierce Goals 2027

SERVE OUR COMMUNITY



BEAUTIFY OUR COMMUNITY



DEVELOP OUR COMMUNITY



ENGAGE OUR COMMUNITY



ENJOY OUR COMMUNITY

City of Fort Pierce Policy Agenda 2022 Targets for Action

TOP PRIORITY

Police Retention and Compensation: Report, Direction and Funding

Parking Strategy: Study and Direction

Mental Health Strategy and City Actions: Direction and City Actions

City – FPUA Strategy: Key Issues and Joint Action Plan

Regional Homeless Strategy:
Goals/Outcomes, Community Problem Analysis and Development

Entrances/Gateways/Community Beautification Plan:
Definition, Direction and Funding

Island Reclamation Plant Relocation: Design

HIGH PRIORITY

Street Condition and Funding:
Direction, Funding Level and Projects for 2022

Downtown Development Master Plan: Development

Annexations Strategy/Interlocal Service Boundary Agreement: Direction
and City Next Steps

Sunrise Theatre Future: Update Report, Direction and City Actions

City Legislative Advocacy and Agenda:
Goals, Report, Advocacy Options, Direction and Funding

South Beach Overlay Plan: Development

13th Street Upgrade: Direction and Funding (North and South)

Neighborhood Identity and Branding: Direction and Funding

City of Fort Pierce Management Agenda 2022 Targets for Action

TOP PRIORITY

Wave Garden Construction: Permitting and Construction

King's Landing Development: Site Plan and Preparation

Fisherman's Wharf Development: Direction and Next Steps

American Rescue Program: Update and Project Direction

City Compensation Policy:
Salary Study for Critical Positions and Funding

Enterprise Resource Planning Software (ERP): Implementation

HIGH PRIORITY

Port Development: Re-Zoning

City Economic Incentives Policy: Review and Direction

Seaplanes: Facility and Service

Wayfinding Signage: Upgraded Design and Funding

Mobility Action Plan and Impact Fee: Direction

Community Policing Expansion: Actions 2022

Management in Progress 2022

City of Fort Pierce

► Management in Progress 2022

- 1 1. Department Head Training Program: Completion
- 1 2. HR Records Scanning
- 1 3. Cyber Security Training/Penetration Testing
- 1 4. Recycling Public Awareness/Education Campaign
- 1 5. GIS Initiative: City and FPUA
- 1 6. Police Strategic Plan: Annual Update
- 1 7. ACH Payments: Vendor Participation
- 1 8. Online Payment for All City Fees and Charges: Migration
- 1 9. Parking Enforcement Software for Mobile Parking
- 1 10. Online Searchable Portal for Ordinances, Resolutions and Minutes: Creation
- 1 11. New Fuel Software: Implementation
- 1 12. CivicHR Applicant Tracking System
- 1 13. Recreation Center and Park Renaming (Youth Council)
- 1 14. Police Vehicles Replacement: Acquisition: 20 Patrol Vehicles Delivery; 50 Vehicles Order
- 1 15. Supervisor Handbook: Completion
- 1 16. CivicHR Performance/Evaluations: Launch
- 1 17. Records Manager: Hiring
- 1 18. CivicHR Onboarding: Launch
- 1 19. Rich House 2: Development
- 1 20. Guide for Potential Developers: Development
- 1 21. Police Leadership Program and Succession Plan: Development
- 1 22. Animal Shelter and Control: Monitoring
- 1 23. Labor Negotiations and Contracts: Teamster
- 1 24. City Commission Districts/Re-Districting and Compensation
- 1 25. Growth Management Coordinator: Hiring
- 2 26. Recycling Campaign: Implementation

Number on far-left of column represents the associated GOAL number

► **Management in Progress 2022 (Continued)**

- 2 27. Main Street Fort Pierce: Annual Report
- 2 28. Code Enforcement/Compliance: Report
- 2 29. Highwaymen Museum Development: Update Report and Application for Improvement – Florida
- 3 30. Business Retention and Expansion Program (BRE): Assistance/ Education
- 3 31. Annual Job Fair 2022
- 3 32. 1st Floor Utilization Sunrise Center Use Direction/Tenant: Decision on Direction (MAYOR AND CITY COMMISSION)
- 3 33. Edgartown Code Revisions: Completion (MAYOR AND CITY COMMISSION)
- 4 34. Courageous Kids Program (COVID)
- 4 35. Boys and Girls Club Programs
- 4 36. Outreach Vehicle “Classroom”: Implementation (COVID)
- 4 37. City Marketing Program Development Direction
- 5 38. SHIP Home Rehabilitations
- 5 39. Allegany Franciscan Ministries Collaboration
- 5 40. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase
- 5 41. Sunrise Theatre Marketing: Expansion
- 5 42. Sunrise Theatre: Grants
- 5 43. Sunrise Theatre Foundation: Fund Raising Event (2)
- 5 44. SHIP/First Time Homebuyers Down Payment Assistance Program
- 5 45. Sunrise Theatre New Website: Development
- 5 46. Sunrise Theatre Volunteer Program: Expansion
- 5 47. Marina Security: Installation
- 5 48. Annual Highwaymen Heritage Trail Art Show and Festival 2023

Number on far-left of column represents the associated GOAL number

Major Projects 2022

City of Fort Pierce

► Major Projects 2022

- 1 1. Fuel Island: Repairs
- 1 2. City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall); CIP FY 2021 Funded and Implementation
- 1 3. Annual Road Resurfacing Projects
- 2 4. Annual Banner Replacement (Citywide) (150 Replacements)
- 3 5. Septics to Sewers Program: Report and Direction (with FPUA)
- 3 6. Street Resurfacing Projects: 2022
- 3 7. Georgia Avenue Outfall Nutrient Removal: Design; Construction
- 3 8. Beach Court (Easter Avenue to Florida Avenue) Stormwater Infrastructure Replacement: Design and Construction
- 3 9. Ohio Avenue (US 1 to Sunrise Boulevard) Roadway Improvements Project: Design; Construction
- 3 10. 8th Street (Avenue D to Avenue E) Street Improvements: Construction
- 3 11. Avenue B (8th Street to 13th Street) Street Improvements: Construction
- 5 12. Indian Hills Golf Course Projects: Final Site Plan for Clubhouse; Pickleball; Palm Tree Clean-Up
- 5 13. Fenn Park Reconstruction Project – Phase 2: Construction
- 5 14. Pickleball Courts at Jaycee Park: Construction
- 5 15. Porpoise Park: Construction
- 5 16. Jaycee Park Connectivity Improvements: Design
- 5 17. Savannah Recreation Trail Connectivity to Indian Hills Recreation Area: Design
- 5 18. Youth Recreation Programs Expansion
- 5 19. Community Broadband Access/Digital Divide: Report from FPUA

Number on far-left of column represents the associated GOAL number

Successes for 2022 Mayor and City Commission City of Fort Pierce

1. Mayor-City Commission teamwork and leadership
2. Street Paving/Rebuilding with Sidewalks Projects – significant progress on Avenue “B”, 8th Street, 17th Street, Ohio, etc.
3. Community Connectivity on Beautification Projects
4. “One Fort Pierce” Community – significant progress with Mayor and City Commissioners leadership
5. Major Development Project moving forward
6. Funding for Health Disparities
7. Fiscally Responsible Budget
8. Wastewater Treatment Plant Re-location: approved and financing in place
9. Seaport Development and Air Service – significant progress
10. FPUA Relations and Teamwork: Communications on Utility Bills, Rate Changes
11. Affordable Housing Project: City Funding for \$460,000
12. Reduced Racial Tension within Mayor-City Commissioners
13. King’s Landing Project: approval
14. Safer community – lower crime rate
15. Port Development – business opening and momentum

16. Animal Service takeover by the City
17. FPRA Funding for Projects
18. Jenkins Road Corridor Development – Residential and Commercial
19. Bent Creek Development Phase 2
20. Willow Creek Development
21. Police Programs for our Community Re-Instituted: Courageous Kid, Unity in the Community, RICH Program, New Community Center – Safe Place, Support for Special Olympics
22. Fallen Officer Statue and Park Development
23. Trail Development linked to Sun Trail
24. Means Court Development: Incubator Areas, Services for the Lincoln Park Community
25. Highwaymen Museum Improvements – grant funding \$480,000, aesthetic and security improvements
26. Fort Pierce Job Fair
27. Sunrise Theatre Report and Performances/Programs during the past year
28. ERP Implementation Phase 1 – Significant Progress
29. Public Works Performance, especially during and recovery from two major storm events with significant damage
30. Lawnwood Regional Medical Center Improvements: \$100 million investment, adding 100 beds, foundation for becoming Level 1 Trauma Center
31. Re-Districting and Elections
32. Juneteenth Celebration
33. New Businesses: Wawa, Aspen Dental, Aldi Grocery Store, Chipolte,
34. Porpoise Beach Access Improvements: Parking Lot and Decorative Wall

35. Orange Blossom Business Center – Improvements and Business
36. Short-term Rental Ordinance – revision
37. Playground for All Playground at Jaycee Park
38. New Cannon – Melody Lane
39. Recreational Services –football program, parent support
40. City Manager Project Tracking Report - implementation
41. Planning Director – hiring and new departmental leadership
42. Continued Success at Marina
43. Continued Success at Golf Course
44. CIP Process and Results
45. Annexations: Incremental and Common-Sense Actions
46. Civility in Governance
47. Oaks at Moore’s Creek – 15 affordable new homes
48. FPRA Redevelopment Specialists (2) for Project Management - hired

C

Department Performance 2022

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: Building

Please list your department's most important achievements that were completed during 2022 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Preparations and progress toward new software system****.

Impacts: Will better serve the public with streamlined process.

Success: Successfully managed to withstand the extreme demands of explosive growth and development****

Impacts: Excellent customer service maintained for both private citizens and community.

Success: Surviving and successfully navigating the stresses of a global pandemic.

Impacts: Successfully maintained services to the public.

Success: Surviving the impacts of the "Great Resignation."

Impacts: Staffing levels reduced by 25% while workload demand doubled.

Success: Spearheading Resiliency initiative for the City.

Impacts: Align the City's understanding of unrealized hazards with its ability to prepare and respond to the expanding array of hazards and challenges.

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: City Attorney's Office

Please list your department's most important achievements that were completed during 2022 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Incorporation of the Risk Management Department into the City Attorney's Office****

Impacts: Because the two departments no longer operate on parallel tracks, we can readily share information and work more efficiently to reduce liability for the City.

Success: Successful prosecution of civil forfeiture cases****

Impacts: The proceeds of civil forfeitures, which include vehicles and cash seized from persons arrested for felony offenses, are conveyed to the police department for use in enhancing public safety.

Success: Foreclosure lawsuits.

Impacts: Successful prosecution of these lawsuits allows nuisance properties that were being maintained by the City at the expense of taxpayers to be conveyed to third parties.

Success: Conveyance of the King's Landing parcels.

Impacts: The City fulfilled its contractual obligation to convey the property. The conveyance paved the way for construction of a potentially transformational project to begin.

Success: Risk Protection orders.

Impacts: Risk Protection Orders protect the public by prohibiting persons found by a judge to be a danger to themselves or others from possessing firearms or ammunition for up to one year.

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: City Clerk

Please list your department's most important achievements that were completed during 2022 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Hired Records Management Coordinator****

Impacts: Enabled the City to dispose of records that had met or exceeded retention. Allows the City Clerk's Office to assist other departments in the identification, categorization and potential disposition of records that have been long overlooked with this dedicated individual. We more than doubled the volume of annual records disposition in a six-month window.

Success: Created the Records Management Committee****

Impacts: This is a group of representatives from each department that will work with the Records Management Coordinate to further develop our program.

Success: Continue to see vast improvements in our renewal process with the on-line system.

Impacts: Customers appreciate not having to travel to city hall.

Success: Revised Deputy City Clerk position descriptions into steps to clarify progression upon achieving certain certifications.

Impacts: Hopefully this will assist with retention and clarify future potential.

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: City Manager

Please list your department's most important achievements that were completed during 2022 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Initiated FPRA Project-Based Budget****

Impacts: The Project-Based Budget outlines redevelopment projects and initiatives slated for FY2023 in accordance with the FPRA Redevelopment Plan to strategically guide redevelopment efforts.

Success: The City of Fort Pierce was awarded an African American Historical and Culture grant of approximately \$484,000 to renovate the Jackie L. Canyon Building to house the first-ever museum dedicated to the Original Florida Hall of Fame Highwaymen, Inc. The project was ranked 4th out of 150 requests submitted to the Department of State. In December, a general contractor was selected to oversee the project, which is expected to be completed by the summer****

Impacts: This project is long-awaited and needed. It will be devoted to the legacy of the Florida Highwaymen and will recognize the resilience of these, now, well-known and well-loved local artists and those who continue to follow in their footsteps.

Success: In less than a year, Incubate Neighborhood Center, (INC) located in the Means Court Center, has initiated a new movement in Lincoln Park built upon a vision to create a better future, one step, one entrepreneur, and one future homeowner at a time. The success INC has accomplished has attracted the attention of individuals, companies and other organizations wanting to contribute funds, technical assistance, or provide mentorship to enable INC to continue achieving its goal to revitalize distressed communities of color****

Impacts: This project has the capability of transforming lives and as a result Lincoln Park, and the City of fort Pierce. The positive impacts are as numerous as our minds can imagine.

Success: Downtown Master Plan
Impacts: Comprehensive and current vision for the Downtown that incorporates all previous plans while taking into consideration new developments underway. The City is in prime position to capitalize on 21st century development trends and revitalize the Downtown. This newly accepted Downtown Master Plan seeks to foster sustainable growth while preserving and enhancing the City's unique character.

Success: King's Landing
Impacts: Conveyed property to developer for mixed-use development that will become catalyst for future development in the downtown and transform our community.

Success: Fisherman's Wharf
Impacts: Executed a development agreement with the highest ranked proposer, Pierce 1 Marina, to develop a now \$75-Million mixed-use project including a state-of-the-art automated dry stack boat storage facility, restaurants, water taxi, marina, residential and retail. Fisherman's Wharf is located at the southern end of the Port and only a quarter mile from the former King Plant site, acts as a buffer between the working port area and historic downtown Fort Pierce. It is currently underutilized and represents a significant opportunity to create a destination waterfront development in the Fort Pierce Redevelopment Area.

Success: Awarded \$2.7 million state infrastructure grant from DEO
Impacts: The improvements to critical infrastructure include water, wastewater, electric, fiber, natural gas, roadway, and sidewalk improvements. The infrastructure upgrades will stimulate more than \$72.7 million of private investment along Indian River Drive, where the city's power plant was once sited.

Success: Hiring of key staff in CMO
Impacts: City Manager's Office hired two Redevelopment Specialists and reclassified a position into a Redevelopment Assist to manage the growing number of projects in our redevelopment area.

Success: FPRA Grant Program
Impacts: Awarded 4 commercial façade grants to beautiful the Redevelopment Area.

Success: Oaks at Moore’s Creek Phase II continued to progress in reaching the milestones associated with 15-unit affordable, workforce residential development. The City Commission allocated funds for the project infrastructure construction and earmarked funds from the American Rescue Plan Act to assist qualified first-time homebuyers with down payment assistance. Staff has worked closely with the developers, Florida Housing Coalition, and local organizations in preparing potential homebuyers for home ownership. In December 2022, a contractor was selected to complete the installation of the infrastructure. It is projected that construction on the first three homes will begin in March 2023.
Impacts: Fifteen (15) families are closer to owning their own homes resulting in a sense of place, pride, healthier families, better educational outcomes, and increased tax revenue for the city.

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: Community Response

Please list your department's most important achievements that were completed during 2022 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Successful transfer of the Animal Shelter ****
Impacts: Better care for the animals, more fiscally responsible
Success: Re-wrote Parking Ordinance****
Impacts: Addresses missing or clarifies existing parking rules, provides clearer enforcement
Success: Re-wrote condemnation/demolition rules of procedure
Impacts: Addressed issues found with prior procedure / current laws, etc.
Success: Re-wrote Special Magistrate rules of procedure
Impacts: Addressed issues found with prior procedure / current laws, etc.
Success: Implemented Foreclosure Process
Impacts: Provides an alternative to demolition / properties cleared of encumbrances / in hands of potential developers.
Success: Reorganized staff / deleted "assignment" positions
Impacts: Allows for assignments to be moved from one Code Officer to another without the hiring procedure.

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: Engineering

Please list your department's most important achievements that were completed during 2022 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: 2022 Street Resurfacing****

Impacts: Resurfacing and pavement markings for 2.72 miles of city streets. Providing a safe and comfortable road surface at an economical cost is a major goal of the City of Fort Pierce.

Success: Avenue D Streetscape (29th Street to Indian River Drive) – DESIGN PHASE****

Impacts: From 29th Street to US 1, Avenue D will be resurfaced. New signage and enhanced crosswalks will be installed to improve safety. From US 1 to Indian River Drive, Avenue D will be completely reconstructed and will provide new sidewalks, stamped asphalt crosswalks, landscaping, overhead utilities will be moved underground, and upgraded drainage infrastructure will be provided.

Success: Ohio Avenue (US1 to 11th Street) – DESIGN PHASE****

Impacts: A joint project by the City and Fort Pierce Utilities Authority primarily for the replacement of utilities. The project will entail water and sewer main replacement, drainage improvements, sidewalk replacement, limited landscaping, street lights and roadway construction.

Success: 8th Street (Avenue D to Avenue E) Reconstruction****

Impacts: Completion of a total reconstruction project that replaced drainage, utilities, roadway and sidewalks.

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: Finance

Please list your department's most important achievements that were completed during 2022 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Implemented phase 1 of new electronic record processing system roll out, which includes Accounts Payable and Purchasing****
Impacts: Benefits the City with electronic storage and routing of invoices. Allows staff to respond to vendors regarding payment of invoices and allows grant staff access to copies of checks and invoice for reimbursement purposes. Electronic storage of records indirectly benefits residents who may request a copy of a check or invoice.

Success: Implemented the Rapid Rehousing Program ****
Impacts: This past year proved to be challenging for many people that are renting homes. Many faced homelessness or could no longer afford rent due to the rising rent and cost of living. The Rapid Rehousing program was able to assist 50 households in curving homeless within the City.

Success: Provided community education on doing business with the city****
Impacts: Helped business owners understand how to do business with the City and provides potential employment opportunities for local residence.

Success: Implemented retiree self-service portal, which allows retired employees to access their benefits payment information.
Impacts: Benefits to the City and residents are a reduction in costs relating to office supplies and mailing; annually approximately 6,000 retirement benefit remittances were mailed.

Success: Implemented positive pay feature with banking vendor to reduce check fraud.
Impacts: Benefits to the City and residents includes no wasted staff time involved in trying to recover funds from check fraud.

Success: Successfully report final information including budgets to all regulatory agencies.
Impacts: Benefits to the City and residents includes confidence in knowing that tax payor money is properly being reported.

Success: Small Business Technical Assistance
Impacts: Many businesses struggled to get back to normalcy post-pandemic. Small businesses were greatly impacted by lack of advertising coverage, Supply chain issues, and back log of supplies. The small business grant and technical assistance program was able to allow the local businesses to gain more knowledge and expertise in marketing/advertising, learn how to create a solid business plan despite the economy, and utilize grant funds for business improvements. A total of 35 businesses were assisted through this program.

Success: Increased media coverage
Impacts: While the public is aware of the programs by the Grants Division, media coverage ensured that accurate information was disbursed through social media, press releases, and local news coverage. Partnerships with various community organizations also increased getting the information about the City's resources to the community.

Success: Housing Workshops
Impacts: In addition to media coverage, the division implemented monthly housing workshops for the public to come to a town-ball type of forum to ask questions about the programs and gain more information about our partnering organizations. There have been over 600 registrants with on average of 50 people in attendance of our in-person and virtual workshops.

Success: Implement of Phase I of Tyler
Impacts: Automation of information for the city and electronic storage of records and streamlines the processes

DEPARTMENTAL SUCCESSES FY 2022

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

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: Indian Hills Golf Course

Please list your department's most important achievements that were completed during 2022 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Retaining the help of a "Turf Doctor" for our turf issues****

Impacts: The greens are in excellent condition and health now.

Success: With maintenance under our control, we are the ones reaping the incentives****

Impacts: We have and will continue to receive free and promotional products from our vendors.

Success: By providing a fun and welcoming environment, we have created a strong customer base****

Impacts: We have created regular and repeat customers.

Success: We have added a few golf groups that will play on a year-round basis****

Impacts: Will fill our tee sheet in the winter months and will provide steady revenue through summer.

Success: By Reassuming the maintenance operation, we now have complete control of where our funds are being spent.

Impacts: This will allow us to obtain the best product we can for our residents and guests.

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: Information Technology Department

Please list your department's most important achievements that were completed during 2022 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Approval of additional staffing****

Impacts: Helps add key professionals to areas needed.

Success: ERP Migration Project – completion of phase I – launched Tyler - Munis on October 1, 2022****

Impacts: This impacts all things financial for the city. With the successful launch of Tyler Munis, several processes that center around procurement, accounts payable, budget, etc. are electronic processes.

Success: Deployment of City's GIS Hub web page

Impacts: Provide public & internal access to interactive web maps, ability to download GIS data.

Success: Desktop Communicator – completion of deployment to critical departments

Impacts: Critical departments are outfitted with the Desktop Communicator soft phone application. This provides internal and external enhancements to the City's voice communications required for continued operations.

Success: Ricoh Multifunction printer replacements - Enterprise

Impacts: Upgrades to the current leases completed throughout the Enterprise. Surveys conducted focused on cutting costs with services, support, supplies, usage, etc. Over the next few years with these upgrades. Providing faster, reliable resources for staff and its Citizens alike.

Success: DX-Fleet Cutover – Final phase

Impacts: The cutover from the old Phoenix Fuel system (modem) to the DX-Fleet (cloud based) is complete. Provides immediate monitoring of the fuel controller. Advanced reporting for more staff. Gives the Finance and Management teams insight concerning fuel consumption to make informed decisions.

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: Fort Pierce City Marina

Please list your department's most important achievements that were completed during 2022 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Rated the top marina on the Treasure Coast****
Impacts: Positive perception on Fort Pierce

Success: Hurricane resiliency, water quality improvement due to marina island design****
Impacts: Financial

Success: Maintaining a high level of occupancy with demand exceeding dock space
Impacts: Financial, local economic impact

Success: Inshore fisheries stronger due to island habitat
Impacts: Fish population increase

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: Planning

Please list your department’s most important achievements that were completed during 2022 under “Success.” Under “Impacts”, please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Supporting and Encouraging Economic Development****

Impacts: Planning applications for more than 2.4m sq.ft. of Industrial/Warehouse and more than 460,000 sq.ft. of Commercial floorspace have been processed and approved. Once built the projects will offer job opportunities and contribute to the tax base of the city.

Success: Supporting the supply of Residential units****

Impacts: Over 380 acres of land has been approved for Residential Development, promoting an increase in supply of workforce and market rate housing.

Success: Implementation of the recommendations of St. Lucie Chamber (Plat Process)

Impacts: Streamlined process, greater efficiency for Boards, Staff, and applicants.

Success: Establishing and refining internal Planning Department processes

Impacts: Increased consistency and efficiency.

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: Police

Please list your department’s most important achievements that were completed during 2022 under “Success.” Under “Impacts”, please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Crime Reduction****

Impacts: The Fort Pierce Police Department is dedicated to reducing crime and creating a safe environment for our citizens, businesses, and visitors. Patrol Officers, Detectives, Crime Prevention Officers, School Resource Officers, Crime Analyst, and our Support (Civilian) Staff all work together to employ the most up to date and effective crime reduction strategies on a daily basis.

Using our Crime Statistics for 2021, our efforts resulted in 14.3 % decrease in violent (murder, rape, robbery, and aggravated assault) crimes and 7.2 % in non-violent (burglary, larceny, and motor vehicle thefts) crimes combined compared to the same period in 2020.

Success: Flock Safety ****

Impacts: In May 2022 with the approval of the City Commission, the Department entered in to a two-year, \$146,000.00, contract with Flock Safety to install and maintain 26 Automatic License Plate Readers (ALPRs). Once permitting approval was complete in November, Flock has installed 25 of the 26 cameras. One camera is still in the approval process.

The cameras capture vehicle details and allow investigators to search by vehicle make, color, type, license plate, state of the license plate, missing plate, covered plate, paper plate, and unique vehicle details like roof racks, bumper stickers. Officers also receive real time alerts for Amber Alerts, wanted fugitives, crime vehicles, stolen vehicles, sanctioned drivers and expired registrations. Since the beginning of November 2022, our officers have logged 46 apprehensions from alerts on the Flock system.

Success: Courageous Kids****

Impacts: The Fort Pierce Police Department's Courageous Kids Program started back in September 2022. The program had been suspended due to Covid 19.

The Program is designed to build relationships with our youth through talking, spending time, mentoring, reading, and playing games with them. The Officers are in their uniforms to show that we do much more than arrest people. The exchange between the Officers and the youth is rewarding for all. Many parents, who attend with their children, and volunteers have been a significant part of the Program's success.

The weekly gatherings are held on every Tuesdays, from 4:30 to 6:30 in Lincoln Park at First Step Park, Avenue G and 31st Street. At the end all of the attendees receive a nutritious meal.

There is an average of 90 attendees each Tuesday.

Success: Beatification of The Fort Pierce Police Department and the Willie B. Ellis Substation****

Impacts: The Department received a much-needed remodeling with the removal of wallpaper and carpet that had been in place since 1988. With new vinyl floors and paint, it has caused a more pleasant environment and working conditions. The Willie B. Ellis Substation is in the process of being remodeled.

Success: 4th Annual Unity in Our Community

Impacts: The Fort Pierce Police Department hosted the 4th Annual Unity in Our Community Event on Wednesday, July 6, 2022 from 10 a.m. to 2 p.m. at the Fort Pierce Recreation Center located at 903 S. 21st Street in Fort Pierce. It is our largest of many Community Engagement events of the Department.

Our mission for the Event was to connect the community with resources that will empower them to have a more successful life. This was a FREE community event and included a multi-agency resource fair in the gymnasium. In addition, we provided free food, a demonstration by the Fort Pierce Police Department's K-9 Unit, bounce houses, popcorn, snow cones, balloons, face painting, a DJ, and an entertainment lineup of local artists and performers.

There were approximately 1500 attendees.

Success: RICH House South Grand Opening

Impacts: On July 6, 2022, a long-awaited vision came to pass with the grand opening of the Resource in Community Hope (RICH) House South located at the Fort Pierce Recreation Center, 903 S. 21st Street in Fort Pierce.

The RICH house is a beacon of hope for all ages in the community where seniors, adults, youth, and children can receive specific help. Whether it's anger management, dealing with bullying for the youth, or technical and computer assistance support for elders, there is something offered for everyone.

RICH House South provides services for the diverse demographics for that area while RICH House North, located at 2304 Avenue I, provide services to predominately the Lincoln Park area.

The RICH Houses are part of the Fort Pierce Police Department's community outreach. It is the intent of the RICH house to accelerate, grow, and sustain the quality of life for all.

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: Public Works

Please list your department's most important achievements that were completed during 2022 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Award winning football and cheer programs****
Impacts: Community Unity and Pride

Success: Jaycee Park Playground Community Build****
Impacts: Community Unity and Pride

Success: Full year of "Lunch and Learn" and "Quarterly Community Cleanups"****
Impacts: Community Unity and Pride

Success: Restored the City after impacts of two hurricanes with inhouse forces.
Impacts: Financially Sound City Providing Excellent Services

Success: 34 th year being named Tree City UA.
Impacts: Safer and More Beautiful City

Success: Purchased nine new solid waste collection vehicles.
Impacts: Financially Sound City Providing Excellent Services

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: Sunrise Theatre

Please list your department's most important achievements that were completed during 2022 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Hired new technical director/facilities manager****

Impacts: Oversight of all technical aspects of the theatre as well as maintenance of the facility. Issues get addressed quickly and performances run smooth.

Success: Continue to Increase rental performances on main stage****

Impacts: More activity and diversity - contributes to the bottom line with no risk

Success: Completed new website

Impacts: Easier to navigate, an updated fresh appearance, mobile optimization.

Success: Completed a 10-year Capital Improvement Plan

Impacts: Will allow us to proceed with capital plans, needs, & repairs, and prepare financially.

Success: Received \$150K Cultural Affairs Grant

Impacts: Adds funding to our budget for marketing purposes

Success: Awarded Number 1 Concert destination on the Treasure Coast

Impacts: Positive perception for Fort Pierce

DEPARTMENTAL SUCCESSES 2022

Fort Pierce, Florida

January 2023

DEPARTMENT: FPUA

Please list your department’s most important achievements that were completed during 2022 under “Success.” Under “Impacts”, please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Purchased Power Cost Mitigation****

Impacts: Despite the unforeseen volatility in the early part of 2022, FPUA leadership team worked closely with FMPA staff to lock in prices for 2022, 2023 and 2024 to bring stability to our rate payers. For 2022, staff was able to lock in prices to help control the Power Cost Adjustment (PCA) and slightly reduce after the spike in June & July for the remainder of the year. For 2023 & 2024, staff was able to lock in prices for 75% and 50% respectively with the ultimate goal to provide delivered power of less than \$100 MWh to include a large portion of the PCA. This was a major accomplishment to bring success as it required the approval of 13 cities to accomplish this task due.

Success: Public Affairs & Sustainability Department****

Impacts: Creation of this department is a major step towards improving communications with our community and employees, while also building internal capacity to generate millions of dollars of revenue through grants and appropriations.

This group has been very public-facing in 2022, strategically coordinating leadership presentations and/or presenting directly at townhall meetings, board meetings for FPUA board, city commission, county commission, and many other governmental agencies to highlight our major priorities, including the relocation of the wastewater plant.

This group has been very active in the 3rd and 4th quarter of 2022 with general public outreach, working toward improved and proactive engagement for storm awareness and social media presence on all FPUA matters. They began sending monthly e-newsletters to all FPUA customers, revamped a quarterly Directors Debrief publication, developed a website and videos for the WRF relocation, and secured the FMPA Building Communities award for the FY2022 year.

This group also tracks, proposes, and manages grant projects for all of FPUA. This is the first time in FPUA's history that we are establishing a dedicated grants group and building in-house capacity to pursue multi-million-dollar grants and appropriations for all of our utility services. In less than one year, the team has submitted grant proposals for over \$42,000,000, working collaboratively with utility engineers to ensure technically sound proposals and staff buy-in. Over \$33,000,000 of those proposals were for WRF Relocation funding.

This team is also cultivating relationships with our local and national legislators and granting agencies. With guidance from newly-contracted state and federal lobbyists, this team has held meetings and tours with Congressman Brian Mast, Representative Dana Trabulsy, Agency heads for the South Florida Water Management District, and has tours scheduled for our designated state senators as well as representatives for Senators Marco Rubio and Rick Scott. They are in the process of developing multi-million-dollar appropriations requests for the delegates' consideration (WRF relocation).

Success: 2022 Series Bond for construction of new wastewater plant and utility system expansion and improvements
Impacts: Relocation of existing wastewater plant will allow for the development of existing site for new tax revenue. System expansion includes the expansion of waste, wastewater, gas and fiber utilities to help grow the customer base and the city limits of Fort Pierce. Improvements include the accelerated schedule for Advanced Metering Infrastructure deployment. This project will provide customers with instant access to consumption data for all utility service. Additionally, this project will reduce operation and maintenance cost to rate payers.

Success: New Mainland Wastewater Plant Design
Impacts: Advertised and selected design build contractor for the new mainland wastewater plant AND contractors for the conveyance system to reroute flows to the Milestones for 30% & 60% design completed within 2022. The 90% milestone expected to be completed in January 2023. After bond closing, early work packages were identified and ordered to reduce supply chain issues. Groundbreaking is scheduled for February 2023