

PERFORMANCE REPORT 2021

Mayor and City Commission



Fort Pierce, Florida
January 2022



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**Performance Rating for
2021**

Performance Rating for 2021 Mayor and City Commission

8.5

Rationale for Rating

1. Positive Police relationship with our Fort Pierce community
2. Strategic Plan and Action Agenda –Producing Results and Making a Better Fort Pierce Community
3. COVID pandemic response and organizational resiliency
4. Relations with the private sector
5. Mayor and City Commission civility and teamwork
6. Strong and sound City finances
7. Strong performance by each department
8. Economic development projects moving forward
9. Always expect more
10. City Manager and Departmental leadership and performance
11. Concern for our City employees – their stresses at work and at home
12. Progress on the waterfront

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Performance Rating for 2021 Management Team

8.0

Rationale for Rating

1. City teamwork and collaboration during COVID
2. New major developments: residential and commercial
3. Delivered on the Action Agenda 2021
4. Rich House open
5. Exciting major economic development project underway and need completion
6. Increased operational efficiencies with City processes – streamlining for better services
7. Overall financial strength of City government
8. Cooperation with other governmental agencies
9. Support, teamwork and leadership by the Mayor and City Commission
10. Improved site plans – more attractive architectural design and landscaping
11. Salary adjustments for City employees
12. City responsive to the needs of residents and our community
13. Increased costs and supply change issues from vehicles to golf balls
14. City employees are stressed and tired

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Performance Report 2021

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 2036**

Fort Pierce 2036 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 2026

SERVE OUR COMMUNITY



DEVELOP OUR COMMUNITY



ENGAGE OUR COMMUNITY



BEAUTIFY OUR COMMUNITY



ENJOY OUR COMMUNITY

City of Fort Pierce Policy Agenda 2021 Targets for Action

TOP PRIORITY

City Commission Districts/Re-Districting) and Compensation

Emergency Services Building/Emergency Operations Center:
Direction and City Actions

Parking Strategy:

Study Completion, Direction, Paid Parking and City Actions

Port Development: Update Report, Direction and City Actions

Means Court Redevelopment Strategy

Entrances/Gateways/Community Beautification Plan:
Direction and Funding

Code Enforcement/Compliance:

Performance Audit, Report with Findings and Options,
Direction and City Actions

HIGH PRIORITY

City Compensation Policy: Salary Study

New Alternative Revenue Sources: Report and Direction

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

Police Retention and Compensation

City Economic Incentives Policy: Review and Direction

Central Business District Boundary Extension West: Direction

**City of Fort Pierce
Management Agenda 2021
Targets for Action**

TOP PRIORITY

Animal Shelter and Control: Direction and City Actions

King's Landing Development: Site Plan

South Beach Overlay: Direction

Enterprise Resource Planning Software (ERP): Direction and Funding

Wave Garden Construction: Permitting and Groundbreaking

King's Landing Development: Site Plan

Lincoln Park Overlay District: Development

HIGH PRIORITY

City Surplus Properties: Review Inventory, Direction and City Actions

Road Conditions and Resurfacing Program

Community Policing Expansion: Actions 2021

Highwaymen Museum Development: Update Report and City Actions

Landscape Code: Revision

Wayfinding Signage: Upgraded Design

Seaplane/Shuffleboard Area: Direction and Actions

Management in Progress 2021

City of Fort Pierce

► Management in Progress 2021

- 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 Initiatives
- 1 6. Police Strategic Plan: Update
- 1 7. ACH Payments: Vendor Participation
- 1 8. Part-Time Parking Enforcement Officer for Downtown: Funding (Budget FY 2022)
- 1 9. Online Payment for All City Fees and Charges: Installation
- 1 10. Parking Enforcement Software for Mobile Parking Enforcement-RFP
- 1 11. Online Searchable Portal: Creation
- 1 12. Code Enforcement Two Part-Time Officers: Hiring
- 1 13. Retiree Portal
- 1 14. New Fuel Software: Implementation
- 1 15. CivicHR Applicant Tracking System
- 1 16. AnalyticsNOW: Launch
- 1 17. Recreation Center and Park Renaming: Conference; Decision
- 1 18. Police Vehicles Replacement: 20 Patrol Vehicles Mid-Year Funding
- 1 19. Street Signs: Installation and Maintenance: Contract Mid-Year Funding
- 1 20. Supervisor Handbook: Completion
- 1 21. Police FTO Program; Rebuild
- 1 22. Police Equipment Replacement: Funding (Mid-Year Budget)
- 1 23. Building Department Call Center: Implementation
- 1 24. Hurricane Manual and Rules and Education Program: Presentation and Implementation
- 1 25. City Comprehensive Capital Improvements/Community Investment Plan (5 – 10 Year): Development
- 1 26. Annual CDBG Reporting: Implementation

► **Management in Progress 2021 (Continued)**

- 1 27. CivichR Performance/Evaluations: Launch
- 1 28. Public Works Work Order System (Budget FY'22)
- 1 29. Records Management Position (Budget FY'22)
- 1 30. FPTV Mobile Unit: Funding (Budget FY'22)
- 1 31. Tyler Munis Electronic Plan Review; Implementation (Budget FY'22)
- 1 32. CivichR Onboarding: Launch
- 1 33. Police District and Zone Map
- 1 34. Rich House: Operational (COVID Impact)
- 1 35. Guide for Potential Developers: Development
- 1 36. Police Promotion Examinations (Litigation)
- 1 37. Police Leadership Program and Succession Plan: Development
- 2 38. Business Retention and Expansion Program (BRE): Assistance/Education
- 2 39. Annual Job Fair
- 2 40. Scooter Shared Program (Decision)
- 2 41. 1st Floor Utilization Sunrise Center: Use Direction/Tenant
- 3 42. Courageous Kids Program (COVID-19)
- 3 43. Police Youth Advisory Committee: Development (COVID-19)
- 3 44. Boys and Girls Club Programs
- 3 45. Unity in Our Community
- 3 46. Outreach Vehicle "Classroom"
- 3 47. ATV for SROs (Budget FY'22)
- 4 48. Recycling Campaign: Implementation
- 4 49. Main Street: Annual Report
- 5 50. Stage Lighting DMX Control: Repairs
- 5 51. Indian Hills Golf Course Projects: Site Plan for Clubhouse; Tee Boxes; Palm Tree Clean-Up
- 5 52. Harbor Master's Office Project
- 5 53. Fenn Park Reconstruction Project – Phase 2 – Budget FY 2022
- 5 54. Pickleball Courts at Jaycee Park (Budget FY'22)
- 5 55. Sunrise Center Backup Generator

Major Projects 2021

City of Fort Pierce

► Major Projects 2021

- 1 1. Dumpster Enclosure: Construction
- 1 2. Fuel Island: Repairs (Budget FY'22)
- 1 3. City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall); CIP FY 2021 Fund and Implementation (Budget FY'22)
- 2 4. Septics to Sewers Program: Report and Direction (with FPUA)
- 2 5. SUN Trail – Historic Downtown Trail: Design
- 2 6. Street Resurfacing Projects: 2021
- 2 7. 17th Street Reconstruction (Avenue D Orange Avenue): Construction
- 2 8. Georgia Avenue Outfall Nutrient Removal: Design
- 2 9. SUN Trail – Historic Highwayman Gap Trail: Design
- 2 10. Beach Court (Easter Avenue to Florida Avenue) Stormwater Infrastructure Replacement
- 2 11. Ohio Avenue (US 1 to Sunrise Boulevard) Roadway Improvements Project: Design; Construction
- 2 12. Moore's Creek Erosion Remediation: Initiate Construction
- 2 13. 8th Street (Avenue D to Avenue E) Street Improvements: Construction
- 2 14. Avenue B (8th Street to 13th Street) Street Improvements: Construction
- 2 15. 5th Street (Boston Avenue to Delaware Avenue) Street Improvements: Construction
- 4 16. Banner Replacement (Citywide) (150 Replacements) FY 2021 Budgeted
- 5 17. SHIP Home Rehabilitations
- 5 18. Allegany Franciscan Ministries Collaboration
- 5 19. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase
- 5 20. Intelligence Lead Policing Strategy: Development
- 5 21. Sunrise Theatre Marketing: Expansion
- 5 22. Sunrise Theatre: Grants
- 5 23. Sunrise Theatre Foundation: Fund Raising Event
- 5 24. SHIP/First Time Homebuyers Down Payment Assistance Program: Virtual Services

► **Major Projects 2021 (Continued)**

- 5 25. Sunrise Theatre Mobile Ordering System for Concessions
- 5 26. Sunrise Theatre New Website: Development
- 5 27. Sunrise Theatre Volunteer Program: Expansion
- 5 28. Marina Security: Assessment, Plan and Direction (Budget FY'22)
- 5 29. Annual Highwaymen Heritage Trail Art Show and Festival 2022

City Successes for 2021

Mayor and City Commission Perspective

City of Fort Pierce

1. Mayor and City Commission Teamwork and Leadership
2. Crime Reduction: Safer Community for All
3. Short Term Rental Registration Program
4. Means Court Center
5. Warehouse Development
6. Island Water Reclamation Facility Relocation: Progress
7. FPUA New Board and Director
8. Fishermen's Wharf Development: Progress
9. Kings Landing Project: Progress
10. Parking Plan
11. Election Reform: Living in Fort Pierce
12. Humane Society and Animal Control
13. Strategic Plan and Action Agenda Tracking System and Reporting
14. New City Attorney
15. Seaplane Project: Progress
16. Pop Warner National Championship

17. Rich House Community Center for All Ages
18. Surplus Property Sale
19. Racial Equity City Response
20. Police-Community Relationship Strengthened
21. Recognition: “Best Place to Work”
22. Annexation Strategy and Actions
23. One Fort Pierce Attitude Growing
24. See-Click-Fix Program
25. Transparent City Government
26. Youth Council
27. Expanded Recreation Programs
28. Fort Pierce Inlet 100th Anniversary
29. 1715 Cannon Cured
30. Mobility Plan Underway
31. Downtown Business Alliance
32. Response to COVID Pandemic: Community and City Government
33. Wave Development: Progress
34. King’s Highway Corridor Development
35. KOA Development
36. Infill Development Projects
37. Home Prices Increasing

38. Communications with our Fort Pierce Community: Increased

39. Surtax Street Improvements

40. Lincoln Theater Project

41. ERP Software

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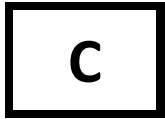
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Department Performance 2021

DEPARTMENTAL SUCCESSES 2021

Fort Pierce, Florida

February 2022

DEPARTMENT: Building

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Occupying new Building Department location
Impacts: Superior environment for conducting meetings along with expanded public service capabilities.

Success: Hiring/Cross-training team members
Impacts: Will successfully accommodate the extreme demands of the construction boom.

Success: Implementation of the Developmental Permit Compliance Review Process (DPCR)
Impacts: Compliance with State Statutes, additional workload

Success: Acquisition of new two-way radios
Impacts: Facilitates communication during emergency events

Success: Updating department's vehicle fleet
Impacts: Increased safety for employees

Success: Hiring Records Management Specialist
Impacts: Streamlining records management

Success: Acquisition of laptop computers for all staff.

Impacts: Enables staff to work remotely during disasters /emergencies.

DEPARTMENTAL SUCCESSES 2021

Fort Pierce, Florida

February 2022

DEPARTMENT: City Clerk

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: On-line renewal of business tax receipts greatly reduced the amount of foot traffic into our office.

Impacts: Businesses were able to pay on-line and did so more timely. Also allowed staff more time to make reminder phone calls for those unrenewed.

Success: Implemented short term and vacation rental registration ordinance.

Impacts: Created a funding source for improved code enforcement efforts.

Success: Secured a vendor to provide for on-line registration of short term and vacation rentals that works in conjunction with identifying properties that are out of compliance.

Impacts: Streamlined the registration process and provided better access and ability to identify short term and vacation rental properties

Success: Developed an on-line portal and software application for all public records requests

Impacts: Improved the ability to track and respond to requests, particularly those requiring records from multiple departments.

DEPARTMENTAL SUCCESSES 2021

Fort Pierce, Florida

February 2022

DEPARTMENT: City Manager

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Disposition of Surplus Property

Impacts: Properties back on tax roll, less maintenance cost for City, new infill residential development, improve housing stock in urban core.

Success: Launched Redevelopment Incentive Program

Impacts: Successfully launched the Commercial Façade Grant Program and Interior Uplift Grant Program. Both programs will assist businesses within the urban core of our city improve their exterior façades making our corridors more visually appealing and improve outdated building systems to activate empty storefronts.

Success: Fisherman's Wharf

Impacts: Solicited proposals for the redevelopment of Fisherman's Wharf, evaluated the proposals, held public meetings, and successfully negotiated a purchase agreement for \$5 Million. The community will benefit by retaining public access to the waterfront while diversifying the uses in the underutilized Port district, creating new jobs and activity. In addition, the infusion of \$5M will assist the FPRA with future redevelopment projects to benefit the community.

Success: King's Landing

Impacts: Secured land development approvals from Historic Preservation Board and Planning Board for the redevelopment of Fisherman's Wharf. This impacts the community by moving forward with the disposition of the former H.D. King Plant Site. This development will transform the Downtown and be a catalyst for future development in the City of Fort Pierce.

Success: Retail Market Study by Colliers International

Impacts: Utilized Colliers International to complete a Comprehensive Market and Retail Feasibility Study to conduct market research, develop and implement a retail recruitment plan. The demographic and psychographic information provided in the study helps the City with business recruitment and retention beyond the outdated Census data that did not tell the whole story of our market.

Success: Economic Development Website – www.ChooseFortPierce.com

Impacts: The website, [choosefortpierce.com](http://www.choosefortpierce.com), features interactive mapping tools, incentive information and is a hub for economic plans, studies, and reports. Economic Development has been identified as a high priority in the City’s strategic plan. This new site is part of an ongoing commitment to ensure that resources to support the Fort Pierce community and economy are readily available.

Success: Successful start of the Diversity, Equity, and Inclusion journey.

Impacts: We are committed to fostering, cultivating, and preserving a culture of diversity, equity, and inclusion. We understand that growing a diverse and more inclusive environment creates a sense of belonging among employees. When employees feel included, they’re more engaged, which has a ripple effect on team morale and retention. Employees tend to have better mental and physical health and take less leave for health issues.

Success: Youth Council

Impacts: The members of the youth council began eager to make an impact, but unsure how. We encouraged them to participate in the FLC’s 2021 Video Competition. Coaching them through the process and allowing them to freely brainstorm various topics that were near and dear to each of the members, allowed them to clarify their vision and purpose for the 21-22 year. Among these ideas are a Learning Series to alert the youth of resources available to them for free or a reduced cost. Additionally, they have since come up with other projects they hope will impact the youth and the community as a whole. Furthermore, they are making necessary arrangements to attend the Youth Council Legislative Days Conference in February 2022. This will enable them to see the larger impact they can have beyond just their schools and community. They are excited to speak with Legislators and discuss issues that are plaguing the youth, see a mock legislative session, visit the Capitol, as well as visit various college campuses, thereby broadening their view of how they are able to aid change.

Success: Executed Development Agreement for Oaks at Moore's Creek Phase II

Impacts: The construction of the 15 single-family, affordable workforce housing development will improve the available housing stock on the Historic Lincoln Park District.

Success: 2016 Walker Parking Study Update

Impacts: Implementation of the parking study recommendations has enabled the City to take a more comprehensive look at the current parking inventory, the impact of proposed development and developing solutions to address the increased demand.

Success: Means Court Multi-Service Community Hub Lease and Improvement Agreement

Impacts: The FPRA and Incubate Neighborhood Center (INC) executed an agreement that enables INC to move forward with implementing improvements to the Means Court Center that will complement the host of proposed services to be offered, including a business and kitchen incubator, improved access to resources and opportunity, and counseling for first-time home buyers

Success: City of Fort Pierce Florida Highwaymen Museum Grant

Impacts: The FPRA/City of Fort Pierce submitted a grant for approximately \$500,000 to retrofit the Jackie Canyon Building to create a top-notch museum to house and display valuable Highwaymen works of art and artifacts. This project is part of the vision to revitalize the Avenue D corridor.

DEPARTMENTAL SUCCESSES 2021

Fort Pierce, Florida

February 2022

DEPARTMENT: Community Response

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Short Term / Vacation Rental Program – new ordinance
Impacts: Established a standard set of rules that apply to everyone. Eliminated the Conditional Use process. Enforcement guidelines clear.

Success: Short Term / Vacation Rental Program – enforcement software
Impacts: Contracted with Host Compliance/Granicus for their monitoring program, which does all the hard work and provides a list of non-compliant properties for the STR/VR Coordinator to address.

Success: Short Term / Vacation Rental Program – new employee
Impacts: Hired a new employee (PT) to enforce the new program, which provides a single point of contact.

Success: Increased Parking Enforcement
Impacts: Encourages compliance with parking ordinances. Increased revenue to the City. Increases safety by regulating parking locations.

Success: Increased Clean & Safe Community Initiative activities
Impacts: Increase lot clearings and demolition activity provides for a safer community.

Success: Office relocation
Impacts: Improved department morale, provided better workspace. No leaks when it rains.

Success: Transferred temporary animal shelter to Sunrise Humane Society
Impacts: Lets Animal Control return to doing just animal control. Adoptions have resumed. Benefits the residents and animals.

DEPARTMENTAL SUCCESSES 2021

Fort Pierce, Florida

February 2022

DEPARTMENT: Engineering

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: 17th Street Revitalization – Construction Completion

Impacts: Successful project that improved the drainage infrastructure, reconstructed a failing roadway section, enhanced pedestrian connectivity, and improved the overall aesthetic appearance of the neighborhood. Improvements were accomplished utilizing 44% of the total project cost from federal grant funds.

Success: SUN Trail – Indian Hills Recreation Area

Impacts: Completion of the Shared-Use Nonmotorized (SUN) Trail segment through the Indian Hills Recreation Area will be celebrated with a ribbon cutting ceremony on January 13, 2022. This 12-foot-wide concrete trail is part of the vision of the East Coast Greenway, a 3000-mile trail system, linking communities along the eastern seaboard from Maine to Key West. The completion of this trail will provide improved user access and trail connectivity along with stabilizing the surface to reduce erosion through the Indian Hills Recreation Area.

Success: 2021 Street Resurfacing

Impacts: Resurfacing and pavement markings for 2.35 miles of city streets. Providing a safe, comfortable, and economical road surface is a major goal of the City of Fort Pierce. Utilization of the countywide ½ cent surtax has enabled the city to reduce the number of "POOR" rated streets from the city's inventor. This years resurfacing focused on the Lincoln Park Neighborhood.

Success: 8th Street (Avenue D to Avenue E) Reconstruction – Design Phase

Impacts: Administration of the engineering design contract for the reconstruction of this failing section of roadway. Design has been completed and project has been advertised for construction services. This project will replace aging infrastructure, add pedestrian connectivity, and improve the overall aesthetics.

Success: Avenue B (8th Street to 13th Street) Reconstruction – Design Phase

Impacts: Administration of the engineering design contract for the reconstruction of this failing section of roadway. Design has been completed and project has been advertised for construction services. This project will replace aging infrastructure, add pedestrian connectivity, and improve the overall aesthetics.

DEPARTMENTAL SUCCESSES 2021

Fort Pierce, Florida

February 2022

DEPARTMENT: Finance

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Maintained the division's work output, in spite of staff challenges

Impacts: Though challenging, the level of service was not compromised and what was needed for the citizens, customers and staff was provided.

Success: Continued to Refund Debt

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

Success: Worked with IT to upgrade the online payment processing for various services, using Paymentus and Square.

Impacts: Gives citizens the convenience of paying charges without making a trip to City Hall and decreases employee time commitment to the task.

Success: Worked with IT on the purchase of a new ERP system

Impacts: Streamline the City's processes and provides for a more efficient service platform for our customers.

Success: Maintained Planning Division's work output, in spite of challenges

Impacts: Though challenging, the department was able to provide what was needed for the citizens, customers and staff.

Success: Maintained E-Bidding (electronic submission) for competitive solicitations via DemandStar.
Impacts: Continue to provide a contactless means for receiving bid submissions

Success: Maintained the division's work output, in spite of staff challenges
Impacts: Though challenging, the level of service was not compromised and what was needed for the citizens, customers and staff was provided.

Success: Held the Annual World Changers Housing Rehab Event
Impacts: 14 homes were painted and small repairs, such as fence repair was completed

Success: Awarded 23K in Public Service Grants
Impacts: We were able to assist five of the City's NGOs in carrying out their mission: Habitat for Humanity (provided 5k to provide landscape services for affordable homes built-helped two families) Treasure Coast Food Bank (provided 5k for summer feeding program benefitting LMI communities;) St. Mark Educational Center (5K contributed to fund GED program which graduated six adults with a high school diploma); Treasure Coast Elite (provided 5K to send 15 youth on college informational tours); Police Athletic League (provided 3K to fund summer camp program for 20 youth under the age of 18).

Success: Awarded 1500 to Pink Rose Foundation for Back-to-School Supply Drive
Impacts: Over 300 participants were provided new school supplies.

Success: Helped revitalized parts of the community through Paint-our-Town program.
Impacts: This year we painted 4 homes as part of our neighborhood revitalization Annual Action Plan goals.

Success: Recipient of the Closing the Gap Technical Assistance Grant
Impacts: Low-Income, Minority residents forced to rent rather than own homes will benefit from the technical assistance and data collection performed by the Florida Housing Coalition Initiative- Closing the Gap initiative as the initiative is geared towards creating paths towards homeownership.

Success: Recipient of the Department of State’s Recreational Trails Grant for 78K
Impacts: This grant allows the city to install outdoor fitness equipment in the Lincoln Park area. This initiative will assist in promoting fitness and health in an area plagued with a variety of comorbidity illnesses

Success: Applied and submitted grant to create Highwaymen Museum
Impacts: Although we have been awarded yet, the applying for this grant has moved us closer to realizing our mission to establish a Highwaymen Museum, an endeavor that will impact the entire city, especially our most economically distressed community of Lincoln Park.

Success: Despite COVID-19's continuation, we completed five housing rehabilitation projects through SHIP program. Recipients were awarded a total of 177K in housing rehabilitation.
Impacts: Five low-income residents were able to remain in their homes due to the City replacing roofs, installing new A/C units, fixing underground plumbing issues, installing new kitchen cabinets to replace deteriorating, non-functioning, critical housing structures.

Success: Held First-Time Homebuyer’s Seminar
Impacts: 15 potential homeowners were provided in-depth information regarding the process for purchasing a home. These individuals, current renters, are now following the steps to purchase homes in the city, which will contribute to the city’s tax base.

Success: Revived and Held Community Garden Party
Impacts: The City’s Community Garden was revived, and garden plots were issued to an additional nine residents, bringing the total of residents owning garden plots to 20. These families are growing their own food/fresh produce, which has been a part of the goal of our Local Foods, Local Places initiative.

Success: Contributed 25K to facilitate summer youth work program
Impacts: Over 15 LMI youth were able to earn summer income due to the city assisting the local Boys and Girls Club. These programs in turn allowed LMI workers to have childcare in order to work.

<p>Success: New Local Housing Plan that included five additional affordable housing strategies was Created</p>
<p>Impacts: The city is now able to facilitate a variety of affordable housing options through the inclusion of additional housing strategies such as: demolition/rebuild, rental assistance, funding assistance to non- and for-profit affordable housing builders. These new initiatives will spur the growth of housing and assist several hundred LMI residents in securing stable housing via the availability of various housing development strategies.</p>

<p>Success: Initiated Membership in Treasure Coast Homelessness Council</p>
<p>Impacts: Becoming a member of the TCHC will allow the city to apply for funding to assist homeless individuals with housing stability options. This success will positively impact the City's homeless population</p>

<p>Success: Satisfied five mortgage liens / Awarded 13 New Homebuyers Grant/ Five Rehabs</p>
<p>Impacts: The Department satisfied five home liens, which in three cases provided additional income (individuals repaying the city for remaining time on SHIP liens). In other cases, we were able to close out mortgage liens for individuals who sold their homes during the current sellers' market. These transactions impacted the city as home values increased.</p> <p>The Department also awarded 13 families with down payment assistance (150K in awards—some individuals are still in the process of finding homes). This assistance will have a profoundly impact the city in bringing in additional revenues and assisting more residents in becoming homeowners. We also approved five housing rehabilitation requests and have thus far awarded 57K of the 250K that will be dispensed.</p>

DEPARTMENTAL SUCCESSES 2021

Fort Pierce, Florida

February 2022

DEPARTMENT: Human Resources

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: City of Fort Pierce made the St. Lucie County's Best Places to Work list
Impacts: Gives City employees a renewed sense of commitment and pride and allows the City to be highlighted in the public eye.

Success: Effectively bargained the agreement between the City and the Teamsters union
Impacts: Better contract and raises implemented.

Success: Revised the HR compensation pay scale up 21%
Impacts: This prepares the City to be more competitive with salaries and also prepares us for the minimum wage increase to \$15 per hour.

Success: Successful Employee Awards Program
Impacts: Fifty-six employees were honored for serving 5, 10, 15, 20, 25 or 30 years to the City

Success: Recruited and hired / onboarded 39 new employees
Impacts: Brought new talent to the City

DEPARTMENTAL SUCCESSES 2021

Fort Pierce, Florida

February 2022

DEPARTMENT: Indian Hills Golf Course

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Our largest success for 2021 is that we have reassumed full control of the golf maintenance operation.

Impacts: This will allow us to understand and control where every dollar is being spent.

Success: We continue to improve the course conditions and its safety.

Impacts: This has allowed our regular customers to see the annual improvement of the conditions.

Success: We consistently hear that we have the friendliest golf staff in the area.

Impacts: With an ever-growing local population, we have been able to turn NEW customers into REGULAR customers.

Success: We certainly aren't at a break even yet, but every year we have gotten closer.

Impacts: Having better control of our expenses will allow us to bridge the gap between our revenues and expenses.

Success: We have compiled a great staff!

Impacts: Now we are finally in a position where everyone is pushing the same direction.

DEPARTMENTAL SUCCESSES 2021

Fort Pierce, Florida

February 2022

DEPARTMENT: Information Technology

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Creation & Deployment of the City's GIS Hub web page

Impacts: Public & internal access to GIS web maps, PDF files & open data GIS shapefiles.

Success: Interactive web maps for in field data collection

Impacts: Provides the City of Ft. Pierce departments the ability to collect data while in the field (Building Dept. collects information for damage assessment purposes, Public Works collects asset inventory etc.).

Success: Implementation of Paymentus

Impacts: Sets foundation for having a single unified payment solution.

Success: Implementation of AnalyticsNOW

Impacts: Allows users to perform in depth queries and reports on system data.

Success: Implementation of ESS Pension

Impacts: Allows retirees to see pension data and perform what if scenarios decreasing direct calls to Finance staff.

Success: AT&T - HVS National Migration
Impacts: Complete control over our HVS Enterprise, migrating from the State of Florida to the National platform. Cost savings, provides more tools to assist with supporting VoIP services within the enterprise.

Success: Agenda Quick - Public Records Requests
Impacts: Allows public to easily request information while enhancing the workflow of such requests for City staff.

Success: Metro-E Swap to Fiber
Impacts: Improved network connectivity and stability.

Success: PW Work Order System Cloud Implementation
Impacts: Provides maximum uptime and availability of the application.

Success: LED Marquee (network)
Impacts: Provides constant updated communications to the public along the one of our main corridors.

Success: Building call center
Impacts: Enhanced customer service via direct call routing.

Success: See Click Fix promotion
Impacts: PSAs w/ elected official to promote use and increased adoption of the service.

Success: Overall increase in FPTV productions
Impacts: Information internally and externally is now more readily available to our viewers.

Success: Produced multiple “Community Engagement” events.
Impacts: Help improve communication between the City and residents.

Success: Produced COVID 19 PSAs
Impacts: Inform residents of where they can acquire vaccine and related information and resources.

Success: Produced Flood Awareness and Flood Insurance PSA’s
Impacts: Remind and inform residents of flood risks.

Success: Selection of new ERP solution – Tyler Technologies (Munis & EnerGov)
Impacts: The City will lower the total cost of ownership and improve the functionality for the enterprise and our citizens by acquiring a new ERP solution.

DEPARTMENTAL SUCCESSES 2021
Fort Pierce, Florida
February 2022

DEPARTMENT: Fort Pierce City Marina

Please list your department's most important achievements that were completed during 2021 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 revenues
Impacts: Financial

Success: Fire and light pedestal replacement on the floating dock
Impacts: Type Here

Success: Created a visitor check in location
Impacts: Separating the customer from the employee

DEPARTMENTAL SUCCESSES 2021

Fort Pierce, Florida

February 2022

DEPARTMENT: Planning

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Drafted Port of Fort Pierce Land Development Regulations and associated Future Land Use Map and Text amendments

Impacts: Since 1999, the FLUM and Zoning Maps for the Port have been inconsistent and land unable to be developed under the current zoning district regulations. This change provides consistency; the process enabled working together with the property owners for the betterment of the use of their property. To the community, this change comes with a positive economic impact.

Success: Initiated the analysis of the CBD FLU and C-4 zoning to provide consistency with the land use and zoning in the downtown and expand the downtown area.

Impacts: Determining a base line of level of service for the current and expanded Central Business District and provide an understanding to property owners and potential developers of what is permitted and what can be sustained in the downtown.

Success: Willow Lakes Phase 1 site plan approval (pending)

Impacts: This project is a game changer for the City as a local and international tourism draw.

Success: Approval of the Crossroads Industrial Park consisting of over 1 million square feet of warehouse development with the preservation set aside

Impacts: Employment opportunities, architectural design elements desirable from the two highways, natural habitat preservation

Success: New residential development consisting of a variety of housing types.
Impacts: Ability to accommodate new residents at different demographic characteristics

Success: King's Landing approval (pending)
Impacts: A game changer for the downtown. Economic and employment opportunities and furthering the destination of the downtown with a hotel, residential and restaurant uses

Success: A mobility plan for the FPRA. (pending approval of a revised scope of work)
Impacts: Creates a plan with the focus on alternative mobility options. Addresses the failing level of service on specific and critical roadways in the CRA area.

Success: Employed the TCRPC to assist in the relocation of the Wastewater Treatment Plant.
Impacts: Improved use of prime waterfront publicly owned real estate for economic impact. Removes the potential for negative environmental impacts of this highly intense industrial use on our fragile barrier island.

Success: Began the review of new residential development along our interior waterways for the potential of creating greenway linkages to connect new and existing residential development.
Impacts: Will foster alternative modes of transportation; restore the littoral areas of our waterways to improve water quality.

DEPARTMENTAL SUCCESSES 2021

Fort Pierce, Florida

February 2022

DEPARTMENT: Fort Pierce Police

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Project Safe Neighborhoods Grant

Impacts: The Fort Pierce Police Department was awarded \$70,000 by the United States Department of Justice's Project Safe Neighborhoods Program. The Project Safe Neighborhoods Program (PSN) is designed to create and foster safer neighborhoods by funding efforts to address criminal gangs and felonious possession and use of firearms. The success of the program requires coordination, cooperation, and partnership between state, local, and federal law enforcement agencies. Fort Pierce was one of six cities in Florida to be awarded the grant. These monies are being used to increase patrol and investigative activities in areas of Fort Pierce most affected by gang violence.

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, and crime analyst all work together to employ the most up to date and effective crime reduction strategies on a daily basis. Using our mid-term crime statistics, our efforts resulted in 7.7% decrease in violent and non-violent crimes combined compared to the same period in 2020. This also resulted in a 3.5% reduction in citizen-generated calls for service.

Success: New Tasers, Body Worn Cameras, Vehicle Cameras

Impacts: Through relief monies provided by the American Rescue Plan, the Fort Pierce Police Department was able to purchase new equipment including 130 Tasers, 130 Body Worn Cameras, and camera systems for 65 new vehicles from Axon. The new Tasers and Body Worn Cameras have integrated technology that allows supervisors and command staff to closely monitor critical incidents in real time. This allows for improved operational command and control, along with improved officer safety. Additionally, the new vehicle camera systems have license plate reading technology that will help officers gather vehicle information more quickly and improve officer safety,

Success: RICH House Opening

Impacts: On July 29, 2021, a long-awaited vision came to pass with the grand opening of the Resource In Community Hope house (RICH house) located at 2304 Avenue I. The RICH house is a beacon of hope for all ages in the community. It was the vision of Chief Hobbey-Burney over six years ago to establish a place 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. The Fort Pierce Housing Authority donated a building to the Police Department to use for community outreach. It is the intent of the RICH house to accelerate, grow, and sustain the community's livability for all.

Success: New Vehicles

Impacts: For almost a decade, only a small portion of the Fort Pierce Police Department's fleet of vehicles were replaced with new vehicles. This resulted in the majority of the fleet being in need of replacement, which has taken several years to rectify. For 2021, the Fort Pierce Police Department was able to secure a lease to add an additional fifty-six new vehicles to its fleet. This will allow the department to finally remove the remaining approximately 20-year-old Crown Victoria model patrol cars from use. These new vehicles were leased on a five-year lease and will be replaced at the end of the lease. By using leased vehicles on staggered contracts, a sustainable life cycle is created for our fleet, which results in a safer and more reliable fleet of vehicles.

Success: Building Security

Impacts: Previously, the main police station and Willie B. Ellis substation were both plagued by failing door security systems along with parking lot security gates that were inoperable or unreliable. During the first phase of correcting these security issues the exterior and interior door lock systems for both buildings were replaced including hardware and software. During the second phase, completed in 2021, gates and software were replaced at both buildings. These upgraded security features greatly enhance our ability to control ingress and egress inside our parking lots and buildings while providing a more secure environment for our employees and our buildings and infrastructure.

DEPARTMENTAL SUCCESSES 2021

Fort Pierce, Florida

February 2022

DEPARTMENT: Public Works

Please list your department's most important achievements that were completed during 2021 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: National Championship winning Pop Warner 14U Football Team.

Impacts: Community Unity and Pride

Success: Managed to provide all services to the community without interruption due to COVID

Impacts: Financially Sound City Providing Excellent Services

Success: Completed City Hall facility envelope repairs

Impacts: Safer and More Beautiful City

Success: 50% reduction in incidents and accidents over the previous year due to routine safety meetings and training

Impacts: Safer and More Beautiful City

Success: Rentals at the River Walk Center have returned to pre-pandemic levels

Impacts: Financially Sound City Providing Excellent Services

Success: Reestablished Adopt-a-Road program and added Adopt-a-Park

Impacts: Safer and More Beautiful City

Success: Added a litter crew to address litter on major thoroughfares
Impacts: Safer and More Beautiful City

Success: Launched Quarterly Lunch and Learn
Impacts: Community Unity and Pride

Success: Launched Quarterly Community Cleanups
Impacts: Safer and More Beautiful City

DEPARTMENTAL SUCCESSES 2021

Fort Pierce, Florida

February 2022

DEPARTMENT: Sunrise Theatre

Please list your department's most important achievements that were completed during 2021 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 \$1.6 Million Shuttered Venues Operator Grant

Impacts: Allows the Sunrise to remain open and cover costs associated with the impacts of Covid-19.

Success: Signed 12 month consulting agreement with Professional Facilities Management (PFM)

Impacts: Will provide assistance in all areas of Venue operations analyzing current procedures and offering ways of streamlining. They will also assist with their buying power and their ability to "block book" access to higher profile artists that may be out of our reach. Assist the Sunrise Theatre Foundation Board with

Success: Navigated through the Covid-19 shutdown implementing safety procedures & protocols

Impacts: Was able to have performances at 50% capacity

Success: Reopened with 2021/22 season shows and 100% capacity for attendees

Impacts: Have had a few sold-out and near sold-out shows and generating activity for downtown.

Success: Filled Box Office Manager position/added part time staff

Impacts: Relieved existing staff from having to handle box office related duties. Box Office hours and phone lines increased. Better customer service for the public.