

PERFORMANCE REPORT 2024

Mayor and City Commission



Fort Pierce, Florida
January 2025



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SECTION 4



FORT PIERCE PERFORMANCE REPORT 2024 [Updated: 1/8/25]

A

**Performance Rating for
2024**

Performance Rating for 2024 Mayor and City Commissioners

6.5

Rationale for Rating

1. Mayor and City Commission working together even during turbulent times
2. Balanced, fiscally responsible budget
3. City employee salary adjustment – valuing our employees
4. New Human Resources Director
5. Continued progress on City infrastructure projects
6. Union agreement completed
7. Increased teamwork and collaboration under Acting City Manager
8. Teamwork and collaboration with FPUA and FPRA
9. Spike in crimes
10. Arrest of City Manager – negative media coverage
11. Minimal progress on major development projects – Fisherman’s Wharf and Kings Landing
12. Loss of Brightline Proposal

Performance Rating for 2024 Management Team

6.8

Rationale for Rating

1. Management Team came together, took down silos, worked on solutions to problems and made corrections - enhance level of trust among managers
2. Involved and hired new managers
3. Pulled back RFP – courage to take appropriate action
4. Purchasing and Procurement Ordinance and processes addressed and improved
5. Enhanced communications and openness among departments and managers
6. Re-defining the City organizational culture – our core values
7. Alignment of Mayor-City Commission and Management -
8. Stronger working relationship with FPUA and FPRA
9. Overcoming the chaos and setbacks earlier in the year
10. Continued technology upgrades through Tyler implementation
11. Working on too many projects -needing for a sharper focus and focus on City services
12. Community growth stressing and stretching City staff – lack of sufficient staffing and resources
13. Need to focus on Fort Pierces assets –our history and culture, our waterfronts and our historic downtown

B

Performance Report 2024

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 2039

Fort Pierce 2039 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 2029

SERVE OUR COMMUNITY



DEVELOP OUR COMMUNITY



ENGAGE OUR COMMUNITY



BEAUTIFY OUR COMMUNITY



ENJOY OUR COMMUNITY

City of Fort Pierce Policy Agenda 2024 Targets for Action

TOP PRIORITY

**City Beautification Strategy and Action Plan:
Goals/Outcomes, Best Practices, Report with Options, Direction, Funding and City Actions**

**Homeless/Unhoused Residents Strategy:
Goals/Outcomes, Community Problem Analysis and Impacts, Best Practices,
Service Needs, Report with Options, Direction and City Actions**

**Comprehensive Ordinance Review and Update:
Completion**

**City Services and Staffing Plan for Growth:
Direction and Funding**

**Major Road Improvement Strategy:
Outcomes, Report with Options and Funding Mechanism, Direction and City
Actions/Projects Priority**

**Street Lights:
Services Level, Direction, Funding and City Actions**

**Annexations Strategy and Action Plan:
Overall Direction and Decisions**

HIGH PRIORITY

**Housing Authority Property Maintenance/Condition:
Discussion with FPHA and Actions**

**Proactive City/Community Marketing Strategy Expansion:
Outcomes, Report with Options, Direction and City Actions**

**13th Street Improvements:
Direction and Funding**

**Orange Avenue Beautification Action Plan:
Actions 2024**

**Lincoln Park Corridor Redevelopment/Zoning Code Revision:
Update Report and Adoption**

**Five-Year Financial Plan:
Development (including Projections)**

**“One Fort Pierce” Community – Strengthening:
Next Steps**

**Housing Minimum Living Standards Program and Enforcement Tools:
Definition, Best Practices, Report with Options, Direction,
Community Information/Education and Initial Implementation**

City of Fort Pierce Management Agenda 2024 Targets for Action

TOP PRIORITY

**St. Lucie County:
Key Issues, Direction and City Actions**

**Port Development:
Re-Zoning Direction**

**Entrances/Gateways Plan:
Development and Adoption**

**City Marina Expansion:
Report with Options, Direction, Funding and City Actions**

**Law Enforcement Impact Fees:
Review, Refinement and Expenditure Direction (with St. Lucie County)**

**Management Succession Plan and Preparedness:
Update Report and Next Steps**

**Downtown Development Master Plan Implementation:
Direction and Funding**

**Indian Hills Clubhouse Facility/Pickleball Courts:
Report with Options, Direction and Funding Mechanism**

HIGH PRIORITY

**Traffic Signal Intersections Maintenance:
Report with Options, Direction and Actions**

**Comprehensive Plan Update:
Direction**

**Delaware Avenue Corridor Development:
Update Report, Direction and City Actions**

**Labor Negotiations and Contracts:
Approval**

**On-Demand Public Transportation:
Direction and City Actions**

**Seaplanes Facility and Service:
Permitting, Design and Construction**

**Little Jim Bait and Tackle Operations:
RFP and Direction**

**Animal Adoption Center Implementation:
Next Steps**

Management in Progress 2024

City of Fort Pierce

► Management in Progress 2024

- 1 1. Grants and Outside Funding Sources: Identification, Direction and City Actions
- 1 2. Cyber Security Training/Penetration Testing
- 1 3. Recycling Public Awareness/Education Campaign: Launch
- 1 4. GIS Initiatives: Project Maps
- 1 5. Police Strategic Plan: Annual Update
- 1 6. Parking Enforcement Software for Mobile Parking Enforcement: Implementation
- 1 7. Police Vehicles Replacement: Acquisition
[Patrol Vehicles Delivery: 2 from 2021 + 20 from 2022]
- 1 8. Supervisor Handbook: Completion
- 1 9. Police Leadership Program and Succession Plan: Report
- 1 10. Online Guide for Potential Developers: Development
- 1 11. Building Tyler/Intergov Software: Implementation
- 1 12. Condominium Inspector: Hired
- 1 13. Legal Office's Record-Keeping System Modernization: Completion
- 1 14. Tyler/Munis Energov for our Business Tax Receipt Processing: Completion
- 1 15. Records Management Handbook and Reference Guide: Development
- 1 16. Citywide Records File Plan: Development
- 1 17. Records Storage Consolidation: Completion
- 1 18. Records Room Inventory and File Plan: Development
- 1 19. Low-Cost Veterinary Clinic at the Shelter: Creation
- 1 20. Signage Ordinance Update: Completion **(City Commission Decision)**
- 1 21. ERP Phase II: Rollout, Licenses, Permits and Fees (of Electronic Record Processing System)
- 1 22. ERP Phase III: Rollout (Payroll, Human Resources/Time Keeping/Retirement) of Electronic Record Processing System
- 1 23. ERP Phase IV
- 1 24. Data Center Enhancements – Enterprise Wide
- 1 25. Call Center Builds – Enterprise Wide: Completion

► **Management in Progress 2024 (Continued)**

- 1 26. In-House Mental Health Program for Police Department Employees: Development
- 1 27. Enterprise Fleet Contract
- 1 28. Public Works New Work Order System
- 1 29. New Medium- and Heavy-Duty Equipment: Acquisition
 - a. Order
 - b. Delivery
- 1 30. City Surplus Properties: Review Inventory and Sale Direction **(City Commission Decision)**
- 1 31. Leadership and Management Training Program: Completion
- 1 32. HR Records Scanning
- 1 33. Personnel Rules and Regulations Revision: Completion **(City Commission Decision)**
- 1 34. Police Staffing Study: Completion
- 1 35. Trump Trial Police Plan: Plan Development and MOU
- 2 36. Annual Job Fair 2024 and 2025
- 2 37. Business District Expansion **(City Commission Decision)**
- 2 38. Modular/Mobile Housing Code: Revision **(City Commission Decision)**
- 2 39. Transportation Concurrency Exemption Area **(City Commission Decision)**
- 2 40. Boarding House/Rooming House Regulations **(City Commission Decision)**
- 2 41. Affordable/Workforce Housing Code Incentives **(City Commission Decision)**
- 2 42. Old St. Anastasia Building Exterior Renovation Project: Completion
- 2 43. King's Landing Development: Monitoring Private Development
- 2 44. Fisherman's Wharf Development: Update
- 3 45. Community Policing Expansion: Annual Action Report
- 3 46. Youth Council
- 3 47. Outreach Vehicle "Classroom": Implementation
- 3 48. Unity in Our Community Event
- 4 49. Special Magistrate Services: RFP, Award Contract and Implementation
- 4 50. Nuisance Abatement Vendors: RFP, Direction and Implementation
- 4 51. Demolition Ordinance Revision: Direction and Actions
- 5 52. Crime Reduction Action Plan: Annual Report
- 5 53. SHIP Home Rehabilitations (4-6)
- 5 54. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase

► **Management in Progress 2024 (Continued)**

- 5 55. Sunrise Theatre Marketing: Expansion
- 5 56. Sunrise Theatre: Grants
- 5 57. SHIP/First Time Homebuyers Down Payment Assistance Program: Virtual Services
- 5 58. Sunrise Theatre Volunteer Program: Expansion
- 5 59. Marina Security: Cameras and Access Control
- 5 60. Annual Highwaymen Heritage Trail Art Show and Festival 2024
- 5 61. Police Streamline the Non-Essential Calls
- 5 62. Waterway Management Plan: Report
- 5 63. Multi-Purpose Inshore Vessel Purchase: Completion

Major Projects 2024

City of Fort Pierce

► Major Projects 2024

- 1 1. Fuel Island: Replacement: Completion
- 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
- 1 4. Public Works Compound Layout: Completion
- 1 5. Police Station Chiller Pipes: Completion
- 2 6. Island Reclamation Plant Relocation: Decommission
- 2 7. Septics to Sewers Program: Report and Direction
- 2 8. Street Resurfacing Projects 2024: Design and Construction
- 2 9. Ohio Avenue (US 1 to 11th Street) Roadway Improvements Project: Construction
- 2 10. 16th Street (Avenue K to Avenue I) – Stormwater Replacement
 - a. Design
 - b. City Commission Decision: Approval
 - c. Construction
- 2 11. Granada Street – Paving:
 - a. Design
 - b. City Commission Decision: Approval
 - c. Construction
- 2 12. Avenue D Streetscape (Indian River Drive to 29th Street):
 - a. Phase 1 Construction
 - b. Phase 2 Design and **City Commission Decision**
- 2 13. SUN Trail – Highwayman Trail Gap (Indian Hills Drive to Georgia Avenue)
 - a. Bid
 - b. **City Commission Decision Award**
 - c. Construction
- 2 14. Surfside Drainage/Resurfacing – Phase II and III
 - a. Bid
 - b. **City Commission Decision Award**
 - c. Construction

► **Major Projects 2024 (continued)**

- 2 15. Indian Hills Recreation Area Stormwater Facility Expansion – Phase III: Preliminary Engineering
- 2 16. Orange Avenue Beautification Project – FDOT: 13th to 33rd Street: Completion
- 2 17. SUN Trail – Historic Downtown Trail – Engineering Design
- 2 18. Little Jim Bait and Tackle – Septic to Sewer Conversion – Design and Construction
- 2 19. Indian River Drive (Marina Way to Seaway Drive) Design
- 2 20. 11th, Boston and Preston Reconstruction – Design
- 2 21. Surfside Drainage – Phase 4 – Design
- 2 22. Wendell Road (7th Street to 8th Street) – Design
- 2 23. Avenue Q (14th to 17th) – Drainage replacement – Construction
- 2 24. Seaplane Base – Design and Construction
- 4 25. Highwaymen Museum Development: Construction
- 5 26. Pinewood Recreation Facility Improvements: Completion and Parking
- 5 27. Fenn Park Reconstruction Project – Phase 2 and Parking Lot
- 5 28. Jaycee Park Connectivity Improvements
- 5 29. Savannah Recreation Trail Connectivity to Indian Hills Recreation Area
 - a. Design
 - b. Construction
- 5 30. Optimum Turf Health: Correct Mix
- 5 31. Fuel Dispensers and Management System: Replacement
- 5 32. Beach Volleyball at Jaycee Park: Installation
- 5 34. South Causeway Park Parking: Clean Up and Parking Spots
- 5 35. Indian Hills Golf Course Tee Box Project: Completion
- 5 36. Indian Hills Golf Course Cart Barn Upgrade: Completion
- 5 36. Indian Hills Golf Course In-House Sod Project: Completion
- 5 37. Indian Hills Golf Course Practice Range Netting Project: Completion
- 5 38. Two Pickleball Striping; Completion

City Successes for 2024

Mayor and City Commissioners

City of Fort Pierce

1. Mayor-City Commission Teamwork, Leadership and Collaboration
2. King's Landing – Phase 1: Progress
3. Working Relationship with FPUA – Collaboration on Major Issues, Intergovernmental Agreement Completed
4. Freebee Program: Implementation
5. Short-Term Rental Program and System
6. Police Labor Negotiation and Contract
7. Lincoln Park Progress and Ordinance Change
8. Parks Clean Up and Upgrades
9. Pet Adoption Center
10. Stable and Fiscally Responsible Budget
11. "Job Corridor" Project: Going Forward
12. Public Works Storm Response
13. Old, Historic Anastasia Building Exterior Improvements
14. Tyler Munis Program: Implementation
15. Working Relationship with St. Lucie County
16. Recent City Organization Changes and New Managers, including Human Resources

C

Department Performance 2024

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Administrative Services

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Comm: Construction of the FPTV Studi

Impacts: The studio enhances the City's ability to produce high-quality video content, improving public engagement, transparency, and outreach. It serves as a modern platform to showcase City initiatives, events, and services.

Success: Comm: Upgraded Equipment in the Commission Chambers

Impacts: Equipment upgrades ensure the City can keep pace with evolving technology, improving the quality of public meetings. These enhancements allow residents to access governance processes seamlessly, whether in person, online, or on television.

Success: Comm: Redesign and Update of the City's Website (Ongoing)

Impacts: The website redesign focuses on accessibility, transparency, and user-friendliness. This update will make it easier for residents and businesses to interact with the City and access services, improving overall online engagement.

Success: Comm: Growth in Social Media Presence

Impacts: Comm: With an addition of 20,891 new followers across platforms, the City has successfully expanded its reach. This growth has enhanced real-time communication, event promotion, and response to public inquiries, fostering stronger engagement with the community.

Success: Comms: Growth in Website Users

Impacts: An increase of 30,000 website users demonstrates the community's growing reliance on the City's digital resources. This growth underscores the effectiveness of the website in meeting the needs of residents and supporting online services

Success: GIS: FPRA Impact Map - shows location of FPRA funded projects (i.e., paint grants, surplus property development, gateway signs, freebee boundary, charette, etc.).

Impacts: Impact analysis shows clusters as well as voids where assistance is missing. Helps FPRA with planning and analysis of the effectiveness of their programs.

Success: GIS: Hurricane Milton Debris Removal Map – Public facing app shows Solid Wastes post Hurricane Milton clean up schedule.

Impacts: It gives the community easy access to route schedules and pickup dates in their neighborhood. Thereby reducing the number of phone calls and inquiries to solid waste customer service line. Template and procedure established for future hurricanes.

Success: GIS: ESRI GIS Training Initiative – Developed for staff in key departments: Police, FPRA, Engineering, and Solid Waste. 9 staff members participated.

Impacts: Enhance and create GIS competence across departments to build a stronger GIS foundation within our organization and empower our staff with the necessary skills to leverage GIS technology for the benefit of their departments.

Success: GIS: Community Resource Map – Public facing app. Data mining leads to community resource mapping of family and children services, veteran services, youth programs, elderly care and food assistance sites. As well as schools, churches, transit, animal shelters, libraries, and emergency services such as fire and police stations.

Impacts: Public access to easy-to-use mapping application locating key services and community resources in our city.

Success: GIS: Waterways Recreation Map – public facing app. Data mining leads to mapping of beach parks, boat docks, fishing piers, boat tours, fishing boat charters, kayak rentals and more.

Impacts: Public access to on-the-water recreation sites and services for residents and visitors

Success: GIS: Streets Ownership/ Maintenance Web Map - Identifies ownership and maintenance of street segments and where interlocal agreements exist.

Impacts: Great interdepartmental resource for Planning, Building and Engineering to help identify and analyze roads for improvement.

Success: ERP: Tyler Human Resources Management Launch

Impacts: Organizational efficiency, centralized data management, improved collaboration and streamlined processes

Success: ERP: Tyler Enterprise Permitting & Licensing Launch

Impacts: Citizens and businesses can conveniently apply for permits or licenses, upload required documents and monitor their application status online at any time. Our enhanced system features streamlined processes, improved collaboration across departments, and standardized procedures for a more efficient and user-friendly experience

Success: ERP: Tyler Enterprise Asset Management Launch

Impacts: We can effectively track and manage assets, improving the reliability of physical assets and enhancing predictive maintenance capabilities. Designed to support both office and field operations, the maintenance module empowers us with intuitive online tools and mobile apps. Field workers can easily access their tasks, update progress, and manage work orders from anywhere, ensuring seamless and efficient operations.

Success: ERP: Decision Engine Launch

Impacts: Allows citizens and contractors to navigate local ordinances and regulations online and routes applicants to the correct information for their needs. By offering out citizens a simpler way to navigate through our unique permitting and licensing information, we can reduce incorrect submittals and increase available staff time.

Success: IT Ops Management: Tyler EAM app architecture and iPad Rollout

Impacts: All requested users have new iPads to access Tyler Enterprise Asset Management workorder app for new enhanced workflow.

Success: IT Ops Management: CLIO Manage Implementation

Impacts: Enhanced City Attorney's teams' ability to communicate effectively, keep government law cases, matters, and documents organized by adopting new tools.

Success: IT Ops Management: City Hall Parking Garage Infrastructure and Internet Addition

Impacts: Incorporated infrastructure and Internet Services for the Parking Garage Counter System Engineering\Ensign project.

Success: IT Ops Management: Local Technology Planning Team Advisory Board

Impacts: Active board participation in the Saint Lucie County LTPT aligns Fort Pierce in technological initiatives via the Florida Department of Economic Opportunity Office of Broadband. To ensure residents have digital tools to succeed and in accordance with FS section 288.9961(4)(b), the St. Lucie County Board of County Commissioners established Resolution 22-2233. The primary goal is to identify unserved and underserved areas and strategize for increasing the availability and accessibility of broadband internet services in St. Lucie County.

Success: IT Ops Management: Datto AV & EDR Adoption

Impacts: Consolidated systems further into Kaseya ecosystem for enhanced security solutions.

Success: IT Ops Management: Emergency Preparation

Impacts: Birthed an Emergency Response Plan for all remote sites for WAN and LAN management for improved workflows.

Success: IT Ops Management: Clearspan Ping

Impacts: Enhanced voice communications with the latest soft phone platform for city wide use. This increases citizens ability to contact personnel directly adding to the remote work initiative. This presets unified communications into our environment.

Success: IT Ops Management: Hunt Group Public Works

Impacts: Increased customer communications and sets stage for call center or full A-IVR system

Success: IT Ops Management: Security Marina

Impacts: Enhanced Enterprise class physical security for data center. Sets tone for Enterprise standard adoption.

Success: IT Ops Management: Tyler IG inspect, and IG Enforce architecture and ipad Rollout

Impacts: Code Officers can proactively manage cases via this app in real time. Inspectors can easily manage the daily inspection process from research and review to recorded comments, digital signatures, and printing capabilities. Enhances workflows to better service citizens.

Success: Ops Management: Endpoint naming nomenclature

Impacts: Ensures standardization for assets and satisfies compliance requirements for regulations.

Success: HR: Revamp Employee Service Award Program

Impacts: HR: Revamped the annual service award program which recognizes and thanks employees who have reached milestone years with the City. This restructure brought costs down to a predetermined amount and allowed for cost containment, created an option for employees to choose a gift of their liking based on years of service, and removed administrative burden from the HR department of sourcing gifts and getting them delivered to employees.

Success: HR: Negotiated Successor Agreements with Teamsters and PBA

Impacts: Successfully negotiated a new 3-year contract with the Police Department with all articles negotiated by October 1, 2024. All negotiated raises went into effect as of October 1, 2024, eliminating retroactive increases. Successfully negotiated a new 2-year contract with Teamsters Union with all articles negotiated by October 1, 2024. All negotiated raises went into effect as of October 1, 2024, eliminating retroactive increases.

Success: HR: Processed all Non-Bargaining Employee Increases

Impacts: Successfully instituted a 5% raise for all non-bargaining employees on time by October 1, 2024, eliminating retroactive increases. In addition, completed the final roll out of the compensation study. All employees were compensated for proper years of service within their job classification.

Success: HR: Onboarding

Impacts: Tyler Munis now up and running. Tyler is cleaned up and ERP system is online. HR has working relationships with Payroll and Benefits.

Success: HR: Offboarding

Impacts: Created a new process which includes HR, IT, Benefits and Pension areas to ensure that all parties are aware of exiting employees and all badges and devices are returned to the City.

Success: HR: Reorganized and Fully Staffed HR Team

Impacts: Evaluated the proper structure of the HR department and successfully recruited four (\$) new team members. The HR department is now fully staffed with employees who have the appropriate experience and skills to govern the HR department and provide mentorship and legal guidance to senior management, managers and staff.

Success: HR: Implemented a Revamped FMLA Process

Impacts: Implemented FMLA tracking and processing. Successfully kept FMLA in-house thereby saving the agency money. This allows us to interface with our own team members.

Success: HR: Re-Established HR Processes

Impacts: We have rebuilt 80% of the HR processes including new hire workflow, onboarding and offboarding.

Success: HR Files Scanned

Impacts: Staff has scanned all active employee files into the document management system (Filebound)

Success: HR: Miscellaneous

Impacts: Processed and handled multiple citizen complaints. Re-established exit interviews and trend tracking. Completed several department and employee investigations. Completed sexual harassment training for HR staff. Completed Interviewing 101 for Public Works hiring managers. Job Fair participation in multiple local career fairs. Term List and new hire list 2024 to Finance to assist with 1095-C. Created employee training and development calendar for 2025.

Success: LS: Transitioning new team

Impacts: Feedback & Improvement

Success: LS: Cheer & Football

Impacts: Skill Development

Success: LS: Karate Program

Impacts: Skills Development

Success: LS: Permit (projected 2025)

Impacts: Safety & Security

Success: ILS: interactive Focus Groups

Impacts: Feedback & Improvement

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Community Response/Animal Services

Please list your department's most important achievements that were completed during 2024 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 Adoptions/Transports Efforts

Impacts: 385 Adoptions/ 269 Transports = 654 FPAAC Animals in forever homes

Success: New Partnership with Best Friends Network

Impacts: Paid roundtables for staff and volunteers, expanding rescue partnerships, pursuing grant opportunities, and offering extended teaching programs for animal services to benefit our community.

Success: Assisting with building a 501(c)(3) to support the FPAAC efforts and clinic initiatives.

Impacts: The 501(c)(3) has currently raised over \$30,000 to assist with medical emergencies, shelter needs, and clinic supplies

Success: Establishing a pet food pantry for our community.

Impacts: The FPAAC Pet Food Pantry has provided crucial support to community members who are struggling to feed their pets during difficult times. Rather than surrendering their pets due to financial hardship, they can visit the center to receive a bag of food, helping to keep pets in their homes.

Success: The Home-to-Home program, implemented by the Fort Pierce Adoption Center.

Impacts: Home to Home is designed to keep animals out of the shelter system while facilitating adoptions according to the owner's wishes. This innovative program allows pet owners to rehome their animals directly to new families, reducing the strain on shelter resources and minimizing the stress that animals experience in a shelter environment. The program operates with a clear process and set of guidelines to ensure successful and responsible transitions for the pets. We are excited to introduce this initiative to our community and are committed to its prompt implementation. With a running list of participants already established, we look forward to the positive impact this program will have on our town, providing a compassionate and efficient solution for pet rehoming.

Success: Connecting with PawBoost

Impacts: More exposure for our animals, increasing their chances of finding forever homes. connecting us to a national audience, it helps match pets, especially those with special needs or older pets, with suitable adopters beyond our community .PawBoost also supports responsible adoption and reduces shelter populations by streamlining the process and providing valuable resources.

Success: In 2024, we have significantly increased our participation in community events, including the Petco Mega Adoption event, low-cost vaccination clinics in partnership with Tri-County Animal Hospital, Friday Fest events, MARCC Academy (Community Outreach), the IRSC Relax and Recharge collaboration, the Main Street Christmas Parade, and adoption events at the City Marina.

Impacts: These efforts have had a profound impact on our mission. By actively engaging with the community, we have not only increased pet adoptions but also strengthened relationships with donors and sponsors. Each event provides an opportunity to raise awareness about responsible pet ownership, share valuable educational resources, and connect citizens with essential services. These collaborations enhance our visibility, inspire community support, and ensure that we are effectively meeting the needs of both animals and residents. The success of these events demonstrates the importance of maintaining a strong presence in the community and our commitment to improving the lives of animals and their families.

Success: The restructuring of Animal Control and the Fort Pierce Adoption Center into the unified Animal Services division is underway. This division focuses on community outreach, public education, and supporting citizens with pet-related needs. Initiatives include a pet pantry to help families keep their pets, low-cost rabies clinics, and partnerships with organizations like the Treasure Coast Food Bank to provide resources for both pets and households.

Impacts: This restructuring highlights the need for close communication between the two divisions. For instance, after a dog was found running at large and impounded, an Animal Control Officer quickly canvassed the area and located the owner within hours, demonstrating the importance of seamless coordination.

Success: In January 2025, we will have four Animal Control Officers, enabling us to provide much-needed coverage seven days a week.

Impacts: Expanding to seven-day coverage is essential for ensuring the safety and well-being of both animals and the community. This enhanced availability allows for quicker response times to urgent situations, such as stray or injured animals, and ensures consistent enforcement of animal-related ordinances. It also supports more proactive community engagement, including education and assistance initiatives, while addressing animal control concerns in a timely manner. Seven-day coverage reflects our commitment to providing comprehensive and reliable services to the citizens and animals in our community.

Success: Currently evaluating Chapter 6.

Impacts: This initiative aims to align Animal Services practices with the regulations of Saint Lucie County and the City of Port St. Lucie, creating greater consistency across jurisdictions in animal-related ordinances and enforcement. Harmonizing these regulations will streamline processes for citizens and agencies, reduce confusion over compliance requirements, and ensure a unified approach to animal control and welfare. It will also foster collaboration between municipalities, enhance resource-sharing, and improve service delivery for the community and its animals.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Building

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Building Department prepared for Tyler Software implementation/training

Impacts: Seamless, more efficient handling of permit processing.

Success: Hiring and retainage of Building Department staff.

Impacts: Retains comprehensive knowledge for department, better customer service.

Success: Almost paperless in operations and records; moving toward electronic only

Impacts: Quicker and more efficient services for customer.

Success: Training new staff.

Impacts: Improved professionalism and customer service.

Success: Implementation of new Florida Building Code requirements

Impacts: Improved safety and protection of the public

Success: Successful launch of Tyler Software without major outages or impacts to the public.

Impacts: Efficient service for the public.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: City Attorney's Office

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: The hiring of two new Assistant City Attorneys.

Impacts: This brings quality legal representation to the City and improves responsiveness to all City departments' legal needs.

Success: Acquisition of case management software.

Impacts: This resource allows for a professional filing system and the tracking of legal and risk management cases. The software provides the streamlining of legal document preparation and will greatly increase the Office's ability to respond to the legal needs of the City in a timely and efficient manner.

Success: Entry of 16 Risk Protection Orders.

Impacts: The City Attorney's Office, on behalf of the Fort Pierce Police Department, filed and obtained Risk Protection Orders against 16 individuals in the City that posed a significant danger of causing personal injury to themselves or others by having a firearm or any ammunition in their custody or control or by purchasing, possessing, or receiving a firearm or any ammunition. The protection provided to the community by this is incalculable.

Success: Forfeiture of \$112,425 in US Currency.

Impacts: The City Attorney's Office successfully obtained the award of \$112,425 in US Currency to the Fort Pierce Police Department under the Florida Contraband Forfeiture Act. These funds are permitted to be used in a variety of ways to keep the community safe, to include school resource officer, crime prevention, safe neighborhood, and drug abuse education and prevention programs, providing additional equipment or expertise to the police department, purchasing automated external defibrillators for use in law enforcement vehicles, and providing matching funds to obtain federal grants.

Success: Formal Requests for Legal Services (RLS).

Impacts: As of December 5, 2024, the City Attorney's Office has received 443 formal Requests for Legal Services, with only 10 outstanding. As a matter of perspective, as of the same date in recent previous years, the total number of Requests for Legal Services received in 2023 was 329 and in 2022 was 287. In 2023, the yearly total of Requests for Legal Services received was only 363. In 2022, the yearly total of Requests for Legal Services received was only 305. The formal Requests for Legal Services range from providing legal opinions on questions from City employees to drafting and reviewing contracts, to drafting and reviewing Ordinances and Resolutions. This number does not take into account the numerous untracked services provided by the City Attorney's Office: attendance at board meetings, special magistrate hearings, informal requests for legal services through in person requests, phone calls, and emails, etc.

Success: Successful appeal to the Fourth District Court of Appeals (DCA).

Impacts: Assistant City Attorney Andrea Duenas successfully appealed an adverse ruling from the Circuit Court related to quashing a subpoena for testimony by the Chief of Police pursuant to the Apex Doctrine to the Fourth DCA. This Doctrine serves to protect the high-ranking members of an organization from unnecessary involvement in litigation testimony and depositions, thus saving valuable time, resources, and money for the City. The ruling from the Fourth DCA was extremely important in protecting law enforcement agency heads from the unnecessary utilization of their time and energy, allowing them to instead focus on protecting the community.

Success: Utilization of Agenda Quick for Subpoenas Duces Tecum.

Impacts: Through cooperation with and the assistance of the City Clerk's Office, the City Attorney's Office was able to establish a process by which Subpoenas Duces Tecum are served to the City Attorney's Office, entered into the Agenda Quick system, and tasked out to the appropriate staff member to provide responsive materials. This system is now also used by City Attorney's Office and the Risk Management Division to obtain necessary materials needed in litigation to defend the City. This process allows for the proper tracking and responding to a Subpoena Duces Tecum served on the City, protects the City from legal liability for improper responses to a Subpoena Duces Tecum, and allows for timely production of materials needed to protect and defend the City in litigation.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: City Clerk

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Went live with the new ERP Tyler system.

Impacts: The new online system has transformed the processing of certificates of use and professional licenses. It allows staff to track application progress in real-time and streamlines workflows between the City Clerk's office and the Building Department, improving both data transparency and accuracy. Additionally, the system enables staff to generate detailed reports and access comprehensive data, further enhancing efficiency and decision-making.

Success: Switched from Business Tax Receipts to Certificate of Use.

Impacts: Removed the requirement for multiple business tax receipts at a single location. Business locations serving as a place of business for one or more licensed professionals now need only one certificate of use. This also eliminated the threat of legislation that may have pre-empted our ability to regulate the location and activities of businesses.

Success: Eliminated business tax receipts for vacation and short-term rentals.

Impacts: Short-term and vacation rentals now only need to complete a single online application.

Success: Staff has continued earning and working towards industry certifications.

Impacts: Continues to provide promotional opportunities and credibility of staff competency.

Success: Delegated additional City Clerk responsibilities to staff.

Impacts: Staff is more knowledgeable of the department's overall responsibilities and duties.

Success: Completed the inventory and reboxing of historical records stored at the Public Works Compound Building Z.

Impacts: We now have a comprehensive inventory, including date ranges, that will assist with fulfilling public records requests, as well as with retention and destruction requirements.

Success: All public records requests are now submitted through the online portal.

Impacts: Centralizing all public records requests in one area ensures they are handled in a timely and consistent manner, while also maintaining a complete history of all requests

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: City Manager

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Implementation of the Planner App for project and task tracking

Impacts: Provides an efficient platform to track projects, tasks and assignments. Use has been expanded to allow department heads and elected officials to see the assignment and progress of all tasks.

Success: Established Department Head meetings twice a month.

Impacts: Assisting with better communication among department heads with project updates shared with each other

Success: Conducted Ethics Training for all staff working with purchasing and/or procurement projects.

Impacts: Provided a greater understanding and top of mind awareness for staff with regard to the laws, rules, pitfalls and expectations surrounding government purchasing and RFPs.

Success: EDC Annual Funding Agreement with Jobs Corridor project

Impacts: Memorialized annual funding agreement with deliverables and the addition of the jobs corridor planning project to include increased funding.

Success: Retaining a Professional Grant Writer

Impacts: Assisting the City of Fort Pierce in grant research and identification, development of grant proposals, increased capacity building support, managing grant reporting, and an advancing strategic initiative aligned with the City's mission.

Success: Interlocal Funding Agreement with St. Lucie County for Homeless Services

Impacts: Established a mechanism for the City to provide funding to St. Lucie County in support of services for our unsheltered population, including staffing and operational costs at the Housing HUB, and to expand services by developing a Women’s Facility.

Success: City of Fort Pierce Youth Award Recognition Program

Impacts: The inaugural program recognized three young people for outstanding achievement in a variety of areas including academics, community service, humanitarian, innovation, and athletics.

Success: Continuing Services Contracts for Miscellaneous Professional Services

Impacts: The award of 12 contracts establishes a strong foundation for the City to manage resources efficiently while ensuring high-quality and reliable services from licensed professional consultants. These contracts cover a range of areas, including Architectural, Environmental Services, Facilities Engineering (MEP and Structural), Hydrogeology, Landscape Architecture, and Urban Planning.

Success: Completed Interlocal Agreement with St. Lucie County regarding annexation of Airport and TCERDA Property

Impacts: The City and County have agreed that the City will not annex airport property and the County will release the deferment in annexation of the TCERDA property.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Community Response – Code Enforcement

Please list your department’s most important achievements that were completed during 2024 under “Success.” Under “Impacts”, please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Tyler Munis – new program implementation

Impacts: Easier access to information by the public.

Success: Hired two new Special Magistrates

Impacts: Expanded hearing dates / Fresh perspectives

Success: Updated Nuisance Abatement code / process

Impacts: Major re-write and update to the codes, simplified the codes cited, implemented a new process which may increase compliance

Success: Updated lien release code / process

Impacts: Clarified the lien reduction and release process, expanded the approval levels for releasing liens

Success: Update the Rules of Procedure for the Special Magistrate

Impacts: Provides clarity to the Special Magistrate hearing process

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Engineering

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: 2024 Street Resurfacing

Impacts: Completed 5.8 miles of milling and street resurfacing throughout the city. Pedestrian and ADA improvements were also completed during this construction project.

Success: Ohio Avenue (US 1 to 11th Street) Reconstruction

Impacts: Complete roadway reconstruction including utilities replacement, storm drainage facilities, sidewalks, curb and gutter, pavement, street lighting and limited landscaping.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Finance

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Successfully implemented the payroll and pension modules of the new ERP system

Impacts: Benefit to the City is the new system allows useful reporting and analysis tools, and transparency to employees and retirees. Benefit to residents include the ease of retrieval for public records requests.

Success: Successfully reported financial 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: Designed processes for new payment intake method associated with the new EPL module to ensure collection are received and recorded properly Also started with implementation of new cash processing module on new ERP system.

Impacts: Benefits the City by ensuring proper controls are in place regarding cash intake. Allows departments to see payments in the system for real time information. Impacts citizens by providing a convenient and transparent method of payment.

Success: Assisted in obtaining and presenting information relating t retirement benefit changes

Impacts: Benefits the City and citizens by allowing extra DROP time for transition planning.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Finance - Purchasing Division

Please list your department's most important achievements that were completed during 2024 under "Success."
Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Worked with Legal Department on Procurement Code Rewrite is in draft form, awaiting approval

Impacts: Adapt to legal changes affecting local government and address the evolution of public procurement in relation to technology use.

Success: Segregation of duties within the department

Impacts: Allows for greater efficiencies and quicker task completion

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Indian Hills Golf Course

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: We had one of our best fiscal years in a long time!

Impacts: We are getting one step closer to being self-sufficient.

Success: With the improved conditions, we were in excess of 7,000 rounds and over \$300,000 gross revenue better than the prior year!

Impacts: As our conditions continue to improve, and our revenues increase, we will be an excellent asset for the city.

Success: We completed several large sod projects this past summer.

Impacts: By increasing some of our smaller tee complexes by 100%, we will be able to maintain better conditions as our rounds increase.

Success: With the help of our "turf doctor", we are getting the turf grass healthier every day.

Impacts: Healthier turf grass, not only looks better aesthetically, but helps to keep the weeds suppressed.

Success: Practice Range Netting was replaced.

Impacts: The new netting not only looks better visually, but also provides safety for motorists.

Success: At a minimal expense, we refurbished the previously unused "Fertigation System".

Impacts: This system allows us to "spoon feed" the golf course on a daily basis during the cooler, winter months.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Grants Division

Please list your department's most important achievements that were completed during 2024 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-boarding of new staff in the department.

Impacts: An opportunity to provide a fresh approach and perspective to the Grants Division.

Success: The removal of barriers to entry for stakeholders.

Impacts: The Grants Division has initiated efforts to directly engage with neighboring program administrators. We have initiated monthly meetings with colleagues and plan to expand opportunities to meet with additional stakeholders to ensure that our partnerships in the community are successful.

Success: Direct engagement with the residents of Fort Pierce.

Impacts: Our programs and partnerships including, but not limited to the following (Job Fairs, Fort Pierce Community Garden, Lincoln Park Expo, Highwayman Festival, First-time Home-buyer workshops, Housing Workshops, Lincoln Park Mainstreet and Fort Pierce Mainstreet, Florida Rural Legal Services, In the Image of Christ, Mustard Seed Ministries, IRSC Small Business Development Center, First Methodist Church of Fort Pierce, St. Lucie County), enable us to communicate and engage directly with the residents of Fort Pierce.

Success: Alignment with committees and boards that fall within the purview of the Grants Division.

Impacts: Successful implementation and submission of required reports and activities required for the positive promotion of economic development activities.

Success: Old St. Anastasia Exterior Restoration

- Impacts:**
- **Historic Preservation:** Restoring historic sites like the Old St. Anastasia School is essential for preserving our community's heritage and character.
 - **Improved Appeal:** A well-maintained and aesthetically pleasing environment helps to foster a sense of pride and community, and it encourages investment in the area. It also signals to potential businesses and residents that Fort Pierce is a welcoming and vibrant place to live and work. Old St. Anastasia School sits on a prominent corner of Orange Avenue and 10th Street, regarded as a gateway to our Peacock Arts District.
 - **Protection of Investment:** By securing the building envelope, the FPRA is safeguarding its investment in the property.
 - **Community Engagement:** The exterior improvement project created excitement in the community which we will leverage for the next phase of the project which is community engagement and master plan.

Success: Monthly FPRA Programs and Activities Summary

Impacts: In an effort to keep residents informed of FPRA programs, projects and initiatives, the City now emails our monthly report to all subscribers.

Success: Impact Fee Moratorium Extension

Impacts: In 2024, we experienced the highest amount of new construction building permits in the urban infill and redevelopment area since the program was initially established in 2020. This program is aiding in reducing upfront costs and encouraging development in the urban core of our community.

Success: FPRA Grant Programs

- Impacts:**
- **Beautification:** Improvements to exterior appearance of buildings enhance the visual appeal of neighborhoods and commercial corridors making them more attractive to residents and visitors. These grant programs encourage investment in our aging urban core.
 - **Community Pride:** Our grant programs have created a sense of pride among residents and property owners.
 - **Inspiration:** Visible improvements can inspire neighboring property owners to make similar enhancements, leading to widespread revitalization efforts.
 - **Community Engagement:** Our staff engages with residents and property owners throughout the redevelopment area through advertising the grant programs and assisting with the application and implementation processes.

Success: Special Off-Duty Details in Redevelopment Area

Impacts: The Fort Pierce Police Department's off-duty details located at Jetty Park, Downtown, and North 25th Street enhance safety and security, boost public perception, and promote community engagement in key areas of the redevelopment area. These details enable officers to build rapport with local residents and visitors and quickly respond to emergencies or suspicious behavior. By creating a welcoming atmosphere, the FPRA's commitment to safety can stimulate economic growth and contribute to a more vibrant community.

Success: FPRA Project Impact Map

Impacts: The FPRA Impact Map in GIS has allowed stakeholders to visualize projects, making it easy to understand the geographic distribution and scope of redevelopment efforts. It also offers staff a way to analyze trends and evaluate project effectiveness; this may include identifying any overlap or where services may be lacking. The map also promotes transparency with the community by allowing citizens to see where and how funds are spent.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Fort Pierce City Marina

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Implement waterway code enforcement staff and purchasing a waterway vessel.

Impacts: Enforce City of Fort Pierce ordinances.

Success: Maintain high slip capacity

Impacts: Strong revenues

Success: Finish contract, for commission approval for marina expansion plans, dredging, dock replacement

Impacts: Financial, add addition slips needed in the local area. upgrade marina facilities.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Planning

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: AMENDMENT TO ZONING DEFINITIONS

Impacts: CLARIFY APPLICABILITY OF CODE AND PROVIDE CONSISTENCY IN INTERPRETATION

Success: AMENDMENT TO ZONING USE TABLE

Impacts: ALLOW IMPLEMENTATION OF ASSOCIATED AMENDED ZONING USES AND ALIGN WITH ZONING CODE DEFINITIONS

Success: ADOPTION OF INNOVATIVE COMMUNITY DEVELOPMENT REGULATIONS

Impacts: ALLOW DEVELOPMENT OF SMALL LOTS IN ESTABLISHED COMMUNITIES

Success: AMENDMENT OF ZONING DESIGN CODE

Impacts: CLARIFICATION OF SCOPE AND APPLICATION OF STANDARDS

Success: ADOPTION OF FORT PIERCE ARCHITECTURAL DESIGN STANDARDS

Impacts: CONSISTENCY AND REGULATION OF ARCHITECTURAL AND SITE DESIGN

Success: AMENDMENT OF PLANNED DEVELOPMENT PROCESS

Impacts: SET REQUIREMENT AND PARAMETERS FOR PD APPLICATION AND PROCESS

Success: AMENDMENT TO THE LANDSCAPE BOND CODE

Impacts: REMOVE PROCESS FOR SUBMITTAL AND RELEASE OF LANDSCAPE BOND

Success: AMENDMENT TO THE THRESHOLDS FOR MINOR/MAJOR SITE PLAN

Impacts: ALLOW SMALLER DEVELOPMENT SITE PLANS TO BE APPROVED ADMINISTRATELY

Success: AMEND FENCING CODE

Impacts: ALLOW TALLER FENCING ADJACENT RAILROAD FOR SAFETY PURPOSES

Success: CITY INITIATED ANNEXATION OF 7 PROPERTIES

Impacts: INCREASE TAX BASE AND CONSOLIDATE CITY LIMITS

Success: PROCESSING 'LIVE LOCAL' DEVELOPMENT

Impacts: IMPLEMENTING ADMINISTRATIVE PROCESS IN ACCORDANCE WITH STATE STATUTE

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Police

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: RICH House Program Expansion

Impacts: Our Resource In Community Hope House (RICH House) was able to enhance its services to the community for 2024 by expanded service hours to 8:00 am to 9:00 pm (when required). This allowed services to be provided to their adult clients after work. It also allowed before and after school services to their youth clients. Officers and civilian staff provided youth enrichment by assisting students in completing homework and research assignments. With a targeted focus on academics, youth also received daily assistance with math concepts and reviewed math problems. Based on age and reading levels, youth read for about 30 to 45 minutes, especially if they did not have homework assignments or completed them early. Youth at the R.I.C.H. House received mentoring on issues related to peer pressure, goal setting, self-esteem, and managing emotions. They also participated in team building activities and discussed community problems and possible solutions.

Success: 6th Annual "Unity in Our Community"

Impacts: The Fort Pierce Police Department hosted the 6th Annual "Unity in Our Community" Event on Wednesday, July 17, 2024 from 10:00 a.m. to 1:00 p.m. at the Fort Pierce Recreation Center located at 903 S. 21st Street in Fort Pierce. It is the largest of the many Community Engagement events the Department manages. Our mission for "Unity" was to connect the community with resources that will empower them to have a more successful life. This FREE community event included a multi-agency resource fair, 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.

Success: Ratified Union Contracts

Impacts: The City of Fort Pierce and the Coastal Florida Police Benevolent Association successfully reached a bargaining agreement that included improved salaries for police officers, sergeants, and lieutenants. The increased demand for law enforcement officers nationwide, combined with fewer persons entering the law enforcement field, has created a more competitive atmosphere for the recruitment and retention of police officers.

Success: Indian River State College Grant

Impacts: The Police Department was awarded \$95,444.00 as a sub-recipient through Indian River State College (IRSC). IRSC was awarded a \$4M grant for their Blackburn Educational Building through the Florida Department of Economic Opportunity, Capital Projects Funds (CPF) Multi-Purpose Community Facilities Program (MPCF). This grant was written with proposals from the Police Department and the Fort Pierce Utilities Authority, both of which will be sub-recipients of the award. The Police Department submitted a proposal to purchase and have approximately twenty security cameras installed in the area of the Blackburn Educational Building to improve public safety, reduce crime, enhance law enforcement effectiveness, and foster community engagement. The Fort Pierce Utilities Authority has agreed to install the cameras

Success: IRSC Sub-Station

Impacts: In partnership with Indian River State College (IRSC), the Police Department established a police substation at IRSC's Massey Campus on Virginia Avenue. The substation will provide office space for both officers and supervisors. This location will enable the Police Department to better serve residents and businesses in the rapidly growing, south-west portion of the City.

Success: Promotions

Impacts: On February 29, 2024, the Police Department promoted thirteen sworn members to new ranks. This included two captains, four lieutenants, and seven sergeants. The captains' promotions were new positions and will assist the department with increased oversight and strategic planning for the Community Policing and Administrative Services Bureaus. This was the largest promotional ceremony in the history of the Police Department.

Success: Expanded CSU

Impacts: Our Crime Suppression Unit (CSU) was expanded to include additional personnel with advance specialized training. The Police Department combined two squads within the CSU and assigned specially trained Quick Response Force (QRF) officers from Road Patrol to CSU. This expansion has created a team that is more effective at investigating and preventing gun violence and narcotic distribution. To date, this resulted in the recovery of 12 firearms. Additionally, 2 pounds of cannabis, 46.6 grams of crack cocaine, 18.7 grams of cocaine, 2-5 grams of MDMA, 87 grams of MDPV, and 28.2 grams of Fentanyl have been seized and taken off the streets.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Public Works

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: 36th consecutive year being named Tree City USA

Impacts: Cleaner and more beautiful city

Success: Increased volunteer efforts through Keep Fort Pierce Beautiful and quarterly cleanups

Impacts: Community and pride

Success: Launch of public education campaign against littering

Impacts: Increase community pride

Success: Renew the Adopt A Road program

Impacts: Community pride and creating a more beautiful city

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Fort Pierce Redevelopment Agency (CM)

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Peacock Arts District Mural Program

- Impacts:**
- **Cultural Enrichment:** Enhance the artistic character of the PAD by showcasing diverse artistic expressions through murals.
 - **Economic Development:** Attract visitors to the district, boosting local businesses and promoting economic revitalization.
 - **Public Art Accessibility:** Create accessible public art installations that reflect the community.

Success: Freebee Micromobility Expansion

- Impacts:**
- **Improved Connectivity:** Connect neighborhoods, making it easier for residents to access essential services and employment opportunities.
 - **Economic Boost:** By driving activity to local businesses, on-demand services can increase traffic and customer base, thereby boosting the local economy.
 - **Tourism:** Help tourists explore the area more easily, encouraging them to visit various attractions and stay longer.
 - **Traffic and Parking Congestion:** By offering a convenient alternative to personal car use, these services can reduce the number of vehicles on the road, alleviating traffic congestion. This also reduces the demand for parking spaces, particularly in high-demand areas.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: Sunrise Theatre

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: During our 23-24 Season, our ticket sales increased by 43% compared to the previous season.

Impacts: The increase in ticket sales was strongly due to a diverse lineup of acts throughout the 23-24 season. Having a range of events including comedians, music of every genre, tribute acts, and community events, brings new people to the Downtown Fort Pierce area. Each event has the opportunity of selling about 1200 tickets to patrons, which means inviting those ticket buyers also patronize our Downtown restaurants, stores, and bars.

Success: During our 23-24 Season, our membership sales increased by 40% compared to the previous season.

Impacts: We had 152 more memberships purchased during the 23-24 Season, compared to the 22-23 Season. The increase in membership means an increase in donations and financial contributions from Fort Pierce residents that value the Sunrise Theatre as an institution within our city. Our members are more likely to frequent our Theatre than other visitors, and therefore contribute to the growing economy of Downtown.

Success: Growing partnership with the Sunrise Theatre Foundation that has resulted in two major projects being completed within the 23-24 fiscal year.

Impacts: The Sunrise Theatre Foundation completed the "Stairway to Heaven", an installation of middle handrails to the stairs in the Sunrise Theatre lobby. This installation gives our patrons a safer path of egress when entering or exiting the building. The Foundation also donated a high-end projector to the Sunrise Theatre. This allows us to offer our artists and renters high quality projections for their events. Our community partners, like local dance companies, especially benefit from this new projector. This also allows for a better viewing experience for our Summertime Movie Showings – a free event that we offer to the community on Sundays during the Summer.

Success: Transition from Missoula Children’s Theatre Program to StageFright Academy Camp Program

Impacts: During the 23-24 season, we partnered with a Fort Pierce Small Business, StageFright Academy, to produce an in-house summer camp. Previously, we hired Missoula Children’s Theatre to produce 3 one-week camp programs. Missoula allowed children to put on a small play at the end of a one-week camp, while StageFright Academy’s camp offered campers multiple workshops that were theatre focused. This provided an educational aspect to our camp that was not previously there before, allowing the children participating to foster a love of Theatre. StageFright Academy also employed 10+ local camp counselors during the summer, while Missoula employed out of state Theatre professionals.

Success: Updated ticketing platform from ChoiceCRM to Tixly

Impacts: With the update of our ticketing platform, we are able to have a better understanding of our patrons and demographics to better market to them. The buy flow process of purchasing tickets has been simplified. With this new platform, we are also able to give more information to our patrons about our seating and its limitations. This is very helpful for any members of the community with physical disabilities in finding the best seating accommodation. Tixly also allows us to communicate with our patrons without a third-party email platform, which has really streamlined being able to give our ticket buyers pertinent information about upcoming events.

Success: Updated Website

Impacts: Sunrise Theatre website was updated to be more user friendly for ticket buyers, members, and donors. We also have the capability to spotlight upcoming events, rentals, etc. in new ways to increase sales.

Success: New Marketing Strategies

Impacts: The Sunrise Theatre has increased its focuses on digital marketing in an effort to reach a younger audience. This includes increased Facebook, YouTube, and Google ads that target specific demographics for specific events.

Success: New Volunteer Incentives and Retention Initiatives

Impacts: With an increase in volunteers, we were able to build a fourth “Team” of volunteers to staff our events. We have added new incentives for volunteers such as a yearly volunteer gift, name tags that showcase the years each volunteer has serviced our theatre, a Volunteer of the month, increased raffle prizes at the Annual Volunteer Holiday Party, updated Volunteer website, and an increase of events eligible for complimentary tickets for volunteers.

Success: Hiring From Within

Impacts: After three of our department heads retired, we replaced all three positions with employees/volunteers that have been with the Theatre for years. By hiring from within, and promoting loyal employees, we are cultivating a better working culture within the Sunrise Theatre which leads to higher productivity and more creative ideas.

Success: New Sound and Light Equipment Rental

Impacts: While the renting of these items was not planned and needed to be done in order to be operational, the updated equipment allows the Sunrise Theatre to produce higher quality events. We are able to raise the prices for rentals, as well as copromoted events. When advancing shows, our costs are lower on a per event basis due to the equipment that has been rented. We will no longer need to rent state-of-the-art equipment on a per show basis. This will also provide our patrons and community with higher quality events.

DEPARTMENTAL SUCCESSES 2024

Fort Pierce, Florida

January 2025

DEPARTMENT: FPUA

Please list your department's most important achievements that were completed during 2024 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Developed New DART Program to manage days of cash on hand, power cost adjustment, rate stabilization fund and emergency fund targets to mitigate spikes in natural gas cost, emergency projects and bond requirements

Impacts: This program will assist management to mitigate short term adjustments to maintain days of cash on-hand required per bond covenant. (e.g. 2022 PCA and gas spikes). This will avoid single month PCA adjustments as experienced in July 2022

Success: New Mainland WRF has been completed to 50% completion with initial operation expected by 4th quarter of 2025

Impacts: Construction timeline is on schedule and allow to decommissioning of existing island plant by the end of 2027

Success: \$70 M in grant funding for new wastewater plant, cyber security, electric grid resiliency, and seagrass restoration

Impacts: These grants will reduce the future borrowing needs for project completion of the Mainland WRF, and grid resiliency. These grants will impact generations of FPUA customers

Success: FPUA Fiber has expanded to three communities: Lincoln Park, Airport Industrial Park, and Downtown area to include free wifi.

Impacts: Growth of fiber has expanded access to more of city of fort pierce proper and will continue to grow to a full city-wide utility and provide additional revenue to FPUA and the City

Success: New Gas Gate station and 14 miles of new gas main to serve northern St. Lucie County

Impacts: Growth of the gas has expanded to the northern St. Lucie County

Success: Developed new low-pressure grinder station program to expand lower cost solution for utility sewer services. This program includes a new department for a turnkey solution to expeditious permitting and construction

Impacts: Demonstrates FPUA's commitment to expand sewer services to the city of fort pierce and surrounding areas to continue to expand COFP city limits and impact to the local water ways by reducing septic systems and their impact to groundwater quality