



#IamPSL



A SAFE



BEAUTIFUL



&
PROSPEROUS
CITY



FOR ALL
PEOPLE

STRATEGIC PLAN
FY 2019-FY2022



DRAFT | May 28, 2019



OUR VISION

Port St. Lucie has Great Neighborhoods;
excellent Educational Opportunities for lifelong learning;
a Diverse Local Economy and Employment options;
Convenient Transportation;
Unique Natural Resources including the St. Lucie River;
and Leisure Opportunities for an Active Lifestyle.

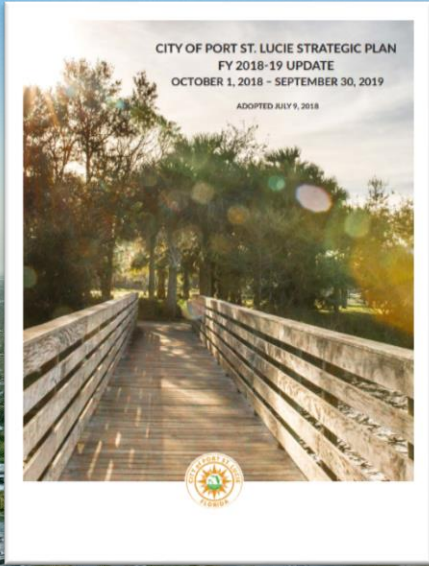
“Port St. Lucie is a Safe, Beautiful, and Prosperous City for All People –Your Hometown.”

OUR MISSION

To provide Exceptional Municipal Services that are Responsive to our Community while Planning for Smart and Balanced Growth that is managed in a Financially Responsible Manner.

Strategic Plan

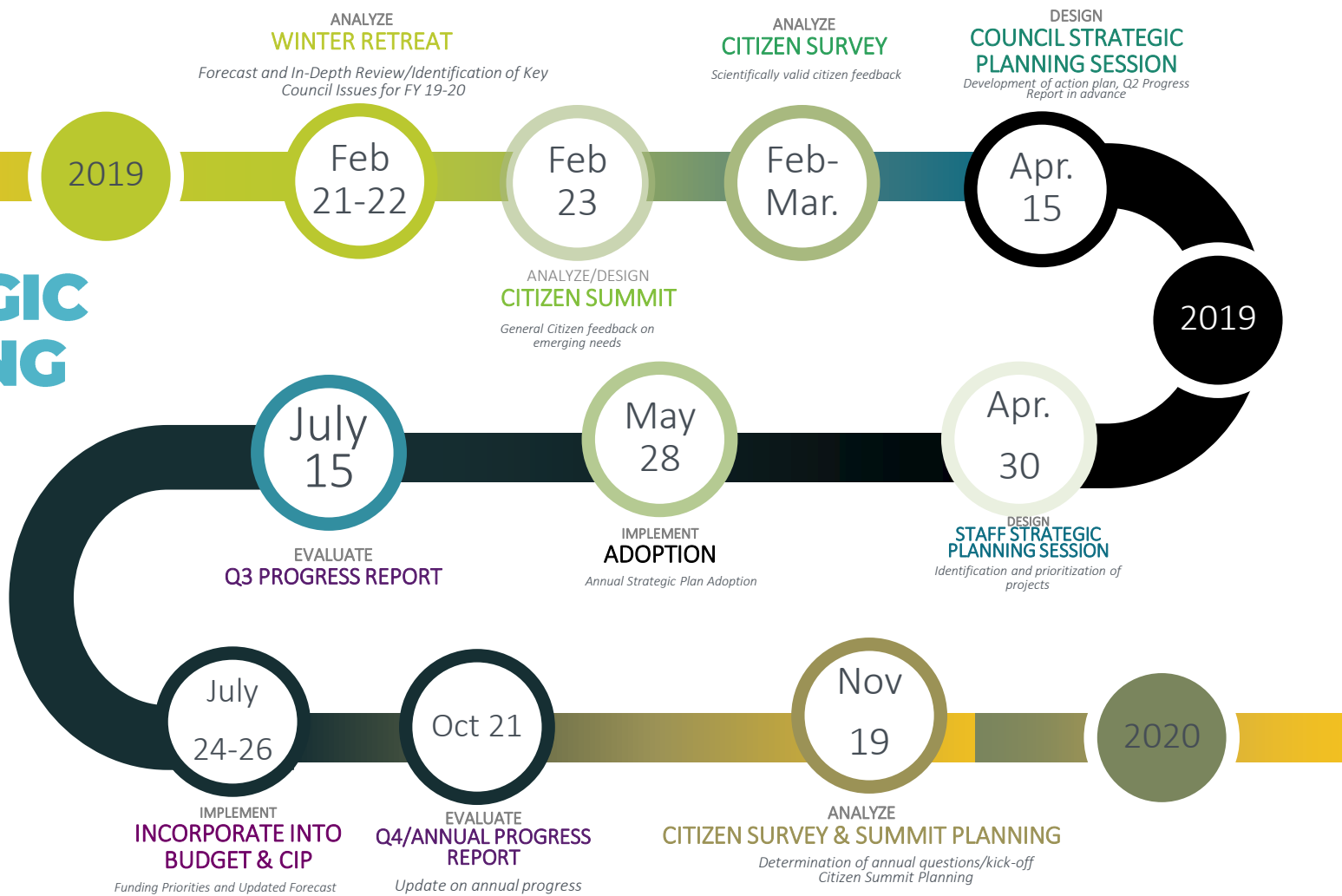




STRATEGIC PLANNING SYSTEM



STRATEGIC PLANNING SYSTEM



2019

ANALYZE WINTER RETREAT

Forecast and In-Depth Review/Identification of Key Council Issues for FY 19-20

Feb
21-22

Feb
23

ANALYZE CITIZEN SURVEY

Scientifically valid citizen feedback

Feb-
Mar.

DESIGN COUNCIL STRATEGIC PLANNING SESSION

Development of action plan, Q2 Progress Report in advance

Apr.
15

2019

ANALYZE/DESIGN CITIZEN SUMMIT

General Citizen feedback on emerging needs

July
15

May
28

Apr.
30

DESIGN STAFF STRATEGIC PLANNING SESSION

Identification and prioritization of projects

EVALUATE Q3 PROGRESS REPORT

IMPLEMENT ADOPTION

Annual Strategic Plan Adoption

2020

July
24-26

Oct 21

Nov
19

IMPLEMENT INCORPORATE INTO BUDGET & CIP

Funding Priorities and Updated Forecast

EVALUATE Q4/ANNUAL PROGRESS REPORT

Update on annual progress

ANALYZE CITIZEN SURVEY & SUMMIT PLANNING

Determination of annual questions/kick-off Citizen Summit Planning

ANALYZE

THE NCS™
The National Citizen Survey™



PSL CITIZENS TOLD US:

- Residents continue to enjoy a high quality of life, and safety is a key feature.
- Mobility continues to be a challenge.
- Residents applaud affordability and feel positively about the economy.
- While Port St. Lucie residents are more engaged with the community and feel more positively about the City government in 2019, they want more opportunities to participate.





CITIZEN
SUMMIT



LOVE
YOUR
CITY



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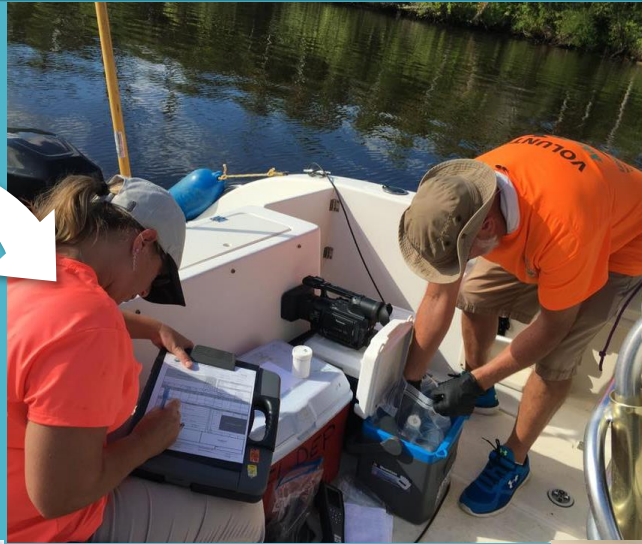
DESIGN

(Define, Ideate, Select)

STRATEGIC PLANNING SESSION



- GOALS
- STRATEGIC INITIATIVES
- PROJECTS



INTRODUCING PROJECT CHARTERS



GET
IT
DONE.

STRONG
PROJECT
MANAGEMENT &
TRAINING



GOAL 1: Safe, Clean & Beautiful

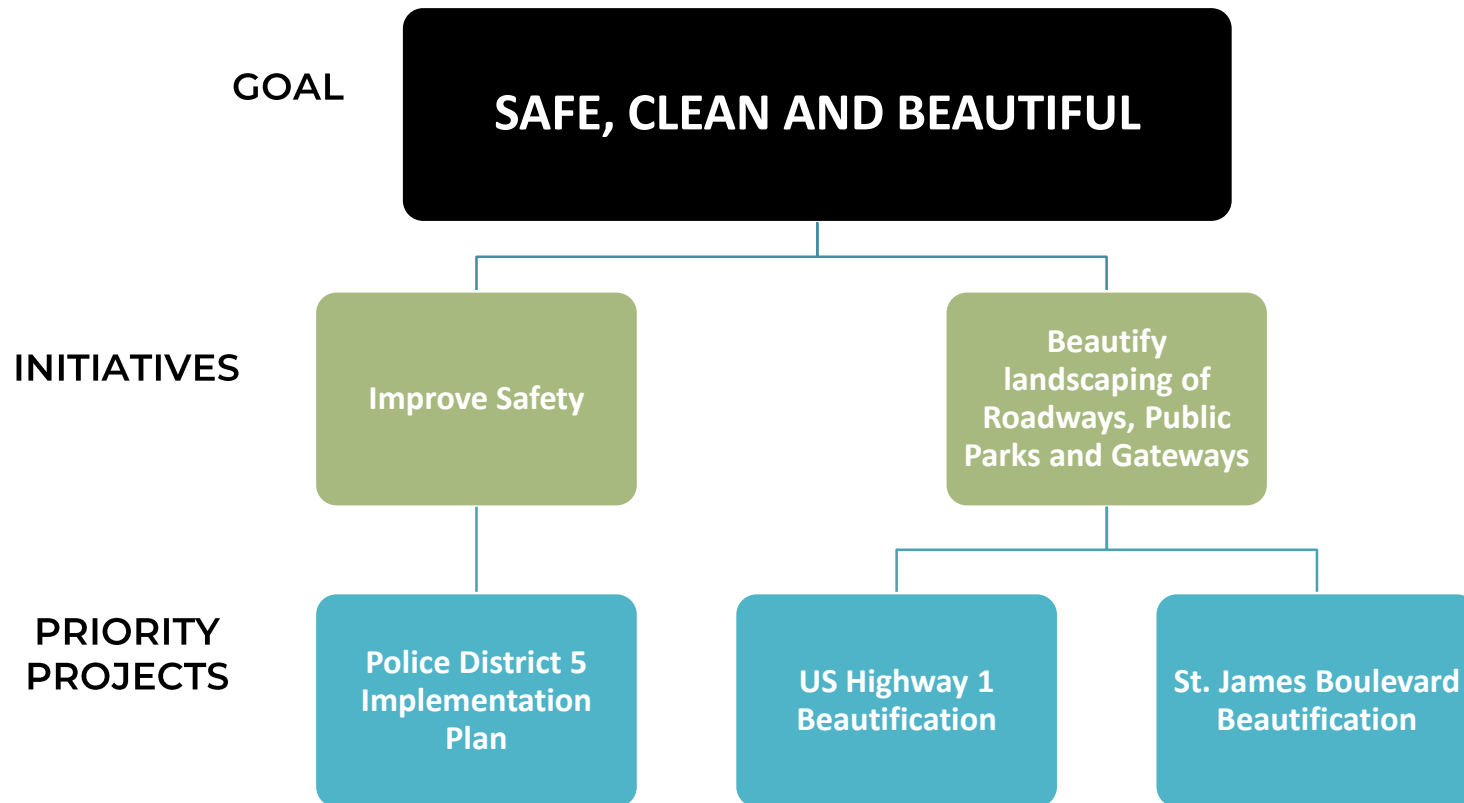
FLORIDA'S
SAFEST LARGE CITY

- **Safety** was a top priority of residents in the Citizen Survey and Summit
- The **population of Western Port St. Lucie is growing rapidly**, and a new policing district is needed to keep pace with growth.
- Resident **satisfaction with overall appearance** continues to grow, and this year's priorities will address the **beautification of two gateways** to the City.





2019-2020 PRIORITIES



Safe, Clean & Beautiful:

Key Project Deliverables & Milestones

POLICE DISTRICT 5 IMPLEMENTATION PLAN

DELIVERABLES: 24 patrol police officers, 6 Sergeants, and 1 Lieutenant are planned to be hired over the next five years to minimally staff a new district

MILESTONES: The District will be built by incrementally adding patrol zones to existing districts:

- **FY 19/20:** Add 6 patrol officers and vehicles, uniforms, computer, weapons and equipment
- **FY 20/21:** Add 4 patrol officers and vehicles, uniforms, computer, weapons and equipment
- **FY 21/22:** Add 5 patrol officers and vehicles, uniforms, computer, weapons and equipment
- **FY 22/23:** Add 6 Sergeants, 1 Lieutenant and vehicles, uniforms, computer, weapons and equipment

US HIGHWAY 1 BEAUTIFICATION FROM ST. LUCIE COUNTY TO MARTIN COUNTY LINES

DELIVERABLES: Phase 1 & 2 Beautification project is fully designed. Phase 1 is funded at \$1.5 million and additional funding is required to construct Phase 2.

MILESTONES:

- **Funding plan for Phase 2** to be developed by 9/2019

ST. JAMES BLVD. BEAUTIFICATION FROM AIROSO BLVD. TO ST. LUCIE COUNTY LINE

DELIVERABLES: Interlocal agreement, design and construction of beautification project.

MILESTONES:

- Interlocal agreement: 9/2019
- Design: 7/2020*
- Construction: 4/2021*

*pending agreement/funding

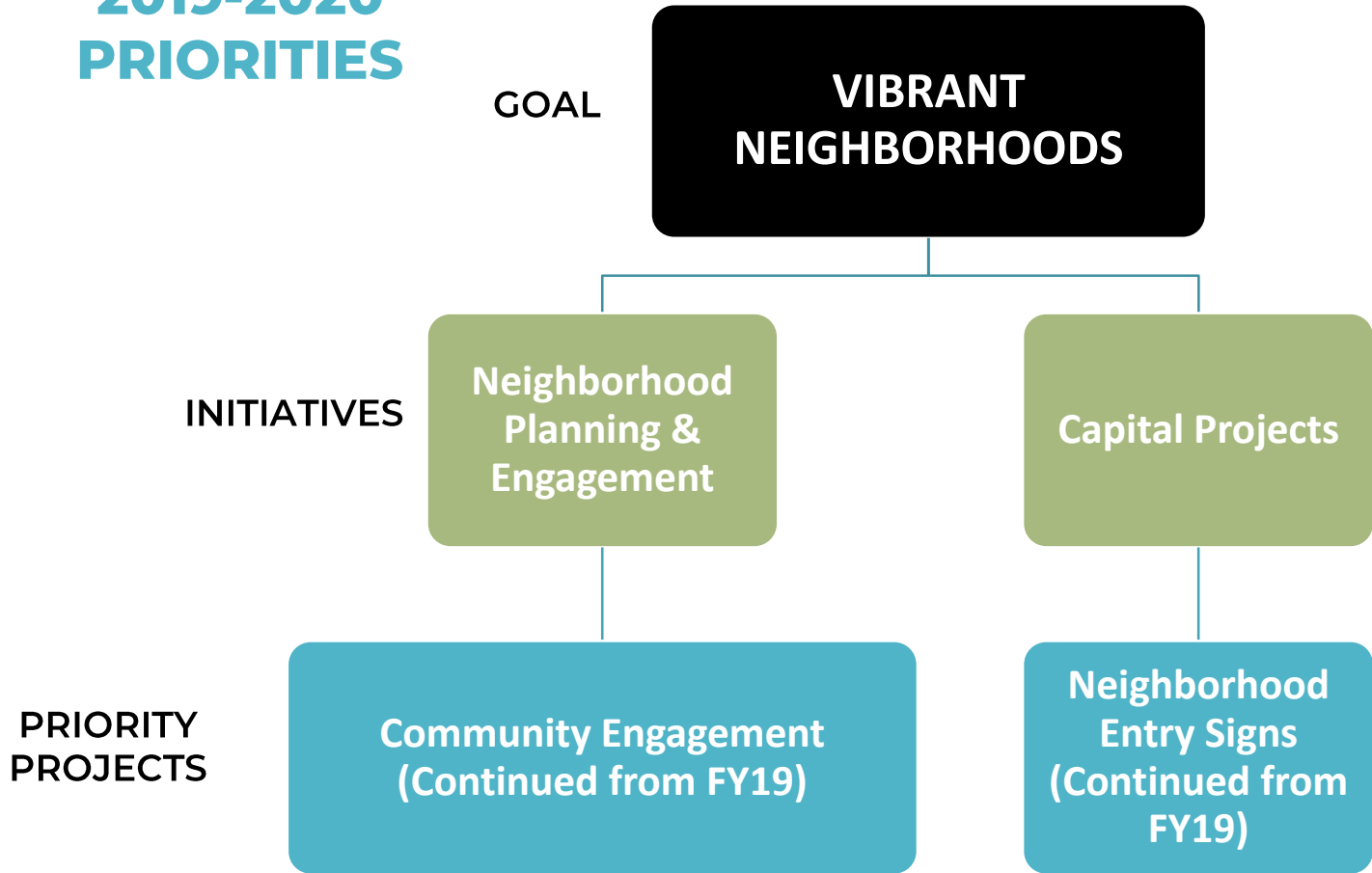


GOAL 2: Vibrant Neighborhoods

- This is the **second year of a two-year strategic priority** to install neighborhood entry signs and form neighborhood groups through the NICE program.
- **Resident satisfaction** with their neighborhoods as a place to live **remained steady**, and **feelings of safety increased**
- The NICE program can assist in **increasing opportunities to participate in community matters**, a need of residents this year.



2019-2020 PRIORITIES



Vibrant Neighborhoods: Key Project Deliverables & Milestones

COMMUNITY ENGAGEMENT

DELIVERABLES: Promotion of the formation of Civic Associations/Neighborhood Focus Groups

MILESTONES: Neighborhoods to be engaged over a two-year period in determining neighborhood priorities through the Neighborhood Improvement and Community Engagement (N.I.C.E.) program.

NEIGHBORHOOD ENTRY SIGNS

DELIVERABLES: Neighborhood Entry signs for 27 neighborhoods.

MILESTONES: Signs for 27 neighborhoods are scheduled to be installed by March 2020 (2-year priority, continued from FY19)

GOAL 3: Quality Education for All Residents

- **Resident satisfaction with K-12 education increased** in 2019 to 58%, rating it positively as compared to 46% in 2018 and 31% in 2009, but ratings are lower than national benchmarks.
- **Almost all** community members **showed support** for the career technical academy in this year's Citizen Survey.
- School grades and third-grade reading scores continue to rise. **68%** of Elementary and K-8 schools in Port St. Lucie **are rated "A" or "B."**

SOMERSET CAREER TECHNICAL ACADEMY



2019-2020 PRIORITIES



GOAL

**Quality Education for All
Residents**

INITIATIVES

**Partner with St.
Lucie Public
Schools**

**Career Technical
Academy**

PRIORITY
PROJECTS

**School Safety
Partnership**

**Lease land for a
Public Charter
School (carryover
from FY 19)**

Quality Education for All Residents

Key Project Deliverables & Milestones

SCHOOL SAFETY PARTNERSHIP

DELIVERABLES: Request a partnership with the School District to address school safety

MILESTONE: June 2019

CAREER TECHNICAL ACADEMY

DELIVERABLES: Lease Agreement for public charter school

MILESTONES:

- April 30, 2019 St. Lucie Public Schools grants tentative charter approval to Somerset Career Academy, Port St. Lucie
- Summer 2019 - pending charter from St. Lucie Public Schools



GOAL 4: DIVERSE ECONOMY & EMPLOYMENT OPPORTUNITIES

- The **economy** was identified as a **priority for the community** in the coming two years in the 2019 citizen's survey. Scores for Port St. Lucie as a place to visit and economic development increased from 2018 to 2019. Although **assessments of vibrant downtown/commercial area were lower** than the national benchmarks, marks for **overall quality of business and services** and **shopping opportunities** were **positive**.
- Evaluations of Port St. Lucie as a place to work were below-average; yet, employment opportunities received marks similar to comparison communities nationwide.
- The approximate 1,145 acres located within the **Southern Grove** Development of Regional Impact, south of Tradition Parkway, north of Becker Road, west of Interstate 95 and east of Village Parkway, provides an unparalleled opportunity for the growth of jobs, industry and to provide a stronger commercial center.
- The **City Center** site has the potential to serve as an entertainment and cultural hub for the residents, visitors and businesses of the City of Port St. Lucie

2019-2020 PRIORITIES



GOAL

**Diverse Economy &
Employment
Opportunities**

INITIATIVES

**Facilitate Buildout of
Southern Grove**

City Center

PRIORITY
PROJECTS

Sale of Florida Center for
Biosciences

Sale of City Owned Land in
the Tradition Jobs Corridor

Fully leverage partnership
with Cleveland Clinic

Create a
convention/entertainment
district

Diverse Economy & Employment Opportunities

Key Project Deliverables & Milestones

SALE OF FLORIDA CENTER FOR BIOSCIENCES

DELIVERABLES: Sale of the Florida Center for Biosciences

MILESTONES: Ongoing as viable offers are received.

FULLY LEVERAGE PARTNERSHIP WITH CLEVELAND CLINIC

DELIVERABLES: Recommended strategy/partnerships to fully leverage partnership.

MILESTONES: Recommendations to City Council by October 2019.

SALE OF CITY OWNED PARCELS IN SOUTHERN GROVE JOBS CORRIDOR

DELIVERABLES: Facilitate land sales under the Development Management Agreement with Tambone Companies for sale of 84 acres. Closing on 9.75 acres with Oculus in July 2019; Contract for execution with Publix; Contract for execution with Accel. Complete Master Plan for remaining parcels to support sales and development goals for remaining parcels.

MILESTONES

- Ongoing: Sale of City parcels
- March 2020 : Review of Master Plan to include proposed uses, development plan, priority projects, funding strategy and staff recommendation to Council.

Diverse Economy & Employment Opportunities

Key Project Deliverables & Milestones

CITY CENTER REIMAGINED: CREATE A CONVENTION/ENTERTAINMENT DISTRICT

DELIVERABLES/KEY MILESTONES:

- Proposed Action Plan for City Center Reimagined, City Council Review: September 2019
- Finalize Cost Benefit Analysis: January 2020
- Review of Master Plan; to include proposed uses, development plan, priority projects, funding strategy and staff recommendation to Council: June 2020
- Evaluate and provide recommended amendments to CRA Agreement: July 2020



GOAL 5: HIGH QUALITY INFRASTRUCTURE & FACILITIES

- Residents' **scores for travel** around Port St. Lucie **tended to be lower** than the national averages, including evaluations for the availability of paths and walking trails and most modes of travel (by foot, public transit and bicycle). Compared to other communities, fewer residents reported they had used alternative modes (public transit, carpooling, walking or biking) in place of driving alone.
- Moreover, when asked to **identify a desired service not currently offered by the City**, **half of residents** stated they would like the City to provide a service related to **mobility**. These assessments show an **area of opportunity** for Port St. Lucie regarding overall ease of travel and **alternate forms of transportation**.

2019-2020 PRIORITIES



GOAL
High Quality
Infrastructure &
Facilities

INITIATIVES

Roadways

**Water
Quality**

**Other
Infrastructure**

**PRIORITY
PROJECTS**

Accelerate and
Redesign Port St.
Lucie Boulevard
South

McCarty Ranch
Water Quality
Project

Septic to
Sewer
Conversion

Bus Shelter Art
Project

Multi-modal
Street
Improvements

High Quality Infrastructure & Facilities

Key Project Deliverables & Milestones

ACCELERATE AND REDESIGN PSL BLVD. SOUTH

DELIVERABLES/MILESTONES:

PORT ST. LUCIE BOULEVARD SOUTH – SEGMENT 1 (Becker Road to Paar Drive):

- **Deliverable/Milestone:** Presentation of a plan including the process, costs, timeline to revise the typical section and expedite the design/construction of the roadway to City Council.
- Construction currently scheduled for 6/30/2029. Working to accelerate schedule with FDOT. Presenting options to Council at Summer Retreat.

PORT ST. LUCIE BOULEVARD SOUTH – SEGMENT 2 (Paar Drive to Darwin Boulevard):

- May 10, 2019 – Staff met with FDOT to request use of the revised typical section and discuss potential ways to expedite the design and construction.
- July 25/26, 2019 – Staff to present findings from FDOT Meeting to City Council at the Summer Retreat. After the meeting, staff will update the project charter, as appropriate, per Council direction.

High Quality Infrastructure & Facilities

Key Project Deliverables & Milestones

BUS SHELTER/PUBLIC ART IMPROVEMENTS

DELIVERABLES/MILESTONES:

- Public Art Improvements for 7 existing bus shelters and potential future shelters
- May 31, 2019 - Prepare Call to Artists for existing bus shelter public art
- August 19, 2019 - Review submittals with PAAB
- September 23, 2019 – Provide PAAB’s recommendation to City Council
- October 11, 2019 - Finalize contracts with selected artists and begin work

MULTI-MODAL STREET IMPROVEMENTS

DELIVERABLES/ KEY MILESTONES

- Development of a Multi-Modal Street Improvements Plan (includes incorporating beautification plan, street section plan)
- Presentation to Council on project approach: November 2019
- Adoption by City Council (finalizing final plan by staff, presentation to Council and adoption): August 2020

High Quality Infrastructure & Facilities

Key Project Deliverables & Milestones

MCCARTY RANCH WATER QUALITY PROJECT

DELIVERABLES: Completion of all seven phases of the water quality restoration project

MILESTONES (contingent on funding):

- 2019: Area 1 online
- 2020: Area 2 online
- 2021: Area 3 online
- 2022: Area 4 online
- 2023 Area 5 online
- 2024: Area 6 online
- 2025: Area 7 online

SEPTIC TO SEWER

DELIVERABLES: Reduce the number of septic tanks properties near water bodies leading to the river, pending City Council Policy, in support of clean rivers. Provide policy recommendations to the City Council.

INITIAL MILESTONES: Policy recommendations to be provided to the City Council at the Summer Retreat.

SALES TAX PROJECTS: Previously Prioritized

- St. Lucie West
- Sidewalks
- Repaving
- Traffic Signal Coordination
- Floresta
- U.S. Improvements
- Torino Roundabouts



YOUR HALF-CENT SALES TAX AT WORK

THANK YOU
VOTERS!



BETTER **ROADS**,
MORE **SIDEWALKS**,
AND **CLEANER RIVERS**.



- 71% of City residents rate parks as excellent or good.
- A Ten Year Master Plan for the next decade in Parks development is currently underway and is scheduled for adoption by the City Council in July.

GOAL 6: CULTURE, NATURE & FUN ACTIVITIES

2019-2020 PRIORITIES



GOAL

CULTURE, NATURE & FUN ACTIVITIES

INITIATIVES

**Riverwalk and
Westmoreland
Park**

Parks Facilities

PRIORITY
PROJECTS

**Riverwalk
Master Plan**

**Torino and/or
Tradition
Regional Park**

Culture, Nature & Fun Activities

Key Project Deliverables & Milestones

RIVERWALK MASTER PLAN

DELIVERABLES/MILESTONES:

- A cohesive Master Plan for the Riverwalk that will encompass what is currently known as Riverwalk North and Riverwalk South has been proposed in the draft Ten Year Parks Master Plan, scheduled for adoption by Council in July 2019.

TORINO/TRADITION REGIONAL PARK

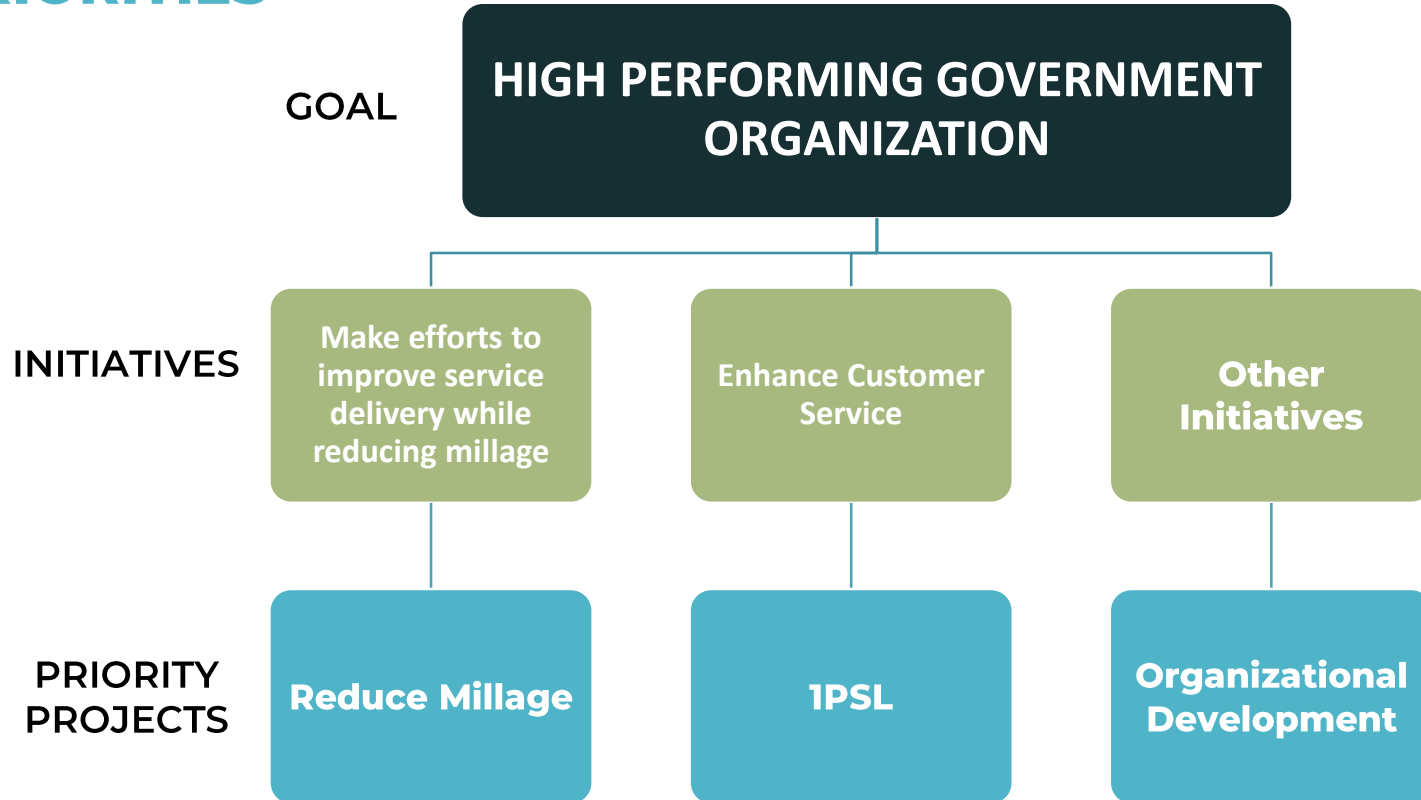
DELIVERABLES/MILESTONES:

- A Regional Park and Sports Complex in Torino and/or Tradition has been proposed in the draft Ten Year Parks Master Plan, scheduled for final adoption by Council in July 2019.



GOAL 7: HIGH PERFORMING GOVERNMENT ORGANIZATION

2019-2020 PRIORITIES



High Performing Government Organization

Key Project Deliverables & Milestones

REDUCE MILLAGE

DELIVERABLES: A budget will be developed for FY 2019-20 which limits spending to allow for a decrease in the overall millage rate of the City.

MILESTONES: Budget will be developed by June 27, 2019.

1PSL

DELIVERABLES: Streamlined customer service system.

KEY MILESTONES:

September 30, 2019: Public Launch

ORGANIZATIONAL DEVELOPMENT

DELIVERABLES: Include leadership and project management training, succession planning, employee development (including improved training, a stronger employee communication process, re-imagined employee performance reviews, a value-based recognition program, new on-boarding process and more).

MILESTONES: Organizational Development Strategic Plan by Winter Retreat 2020, other milestones outlined in charter.



DISCUSSION/QUESTIONS

STAFF RECOMMENDATION:

Move that the Council adopt the FY2020 Strategic Plan Top Priority Projects.