

NOTICE

There will be a City of Port St. Lucie City Council/City Staff Retreat Meeting on July 20 and 21, 2016, starting at 8:30 a.m., at the PORT ST. LUCIE COMMUNITY CENTER, 2195 SE Airoso Boulevard, Port St. Lucie, Florida.

AGENDA

1. **MEETING CALLED TO ORDER**
2. **ROLL CALL**
3. **PUBLIC TO BE HEARD**
4. **SEE ATTACHED SCHEDULE**
5. **ADJOURN**

NOTICE: No stenographic record by a certified court reporter will be made of the foregoing meeting. Accordingly, any person who may seek to appeal any decision involving the matters noticed herein will be responsible for making a verbatim record of the testimony and evidence of said meeting upon which any appeal is to be based.

AS A COURTESY TO THE PEOPLE RECORDING THE MEETING, PLEASE TURN ALL CELL PHONE RINGERS TO SILENT.

**AGENDA
CITY COUNCIL STAFF RETREAT
JULY 20, 2016**

8:00 AM	-	8:30 AM	CONTINENTAL BREAKFAST
8:30 AM	-	9:00 AM	PERFORMANCE METRICS/COMMUNITY DASHBOARD (CITY MANAGER)
9:00 AM	-	9:20 AM	DEVELOPMENT & BUSINESS REVIEW (PLANNING, BUILDING & CITY MANAGER'S OFFICE)
9:20 AM	-	9:50 AM	TRAFFIC UNIT UPDATE (POLICE DEPT.)
9:50 AM	-	10:30 AM	ORGANIZATIONAL ASSESSMENT – NEIGHBORHOOD SERVICES DEPARTMENT (CITY MANAGER, CARMEN CAPEZZUTO & MIKE LUBECK)
10:30 AM	-	10:45 AM	BREAK
10:45 AM	-	11:20 AM	FEASIBILITY OF CAMPING AT MCCARTY RANCH PRESERVE (PARKS & RECREATION DEPT.)
11:20 AM	-	12:00 PM	RIVERWALK BOARDWALK EXTENSION & WML TRACT DEVELOPMENT (CRA)
12:00 PM	-	1:00 PM	LUNCH TO BE PROVIDED
1:00 PM	-	2:00 PM	UTILITY RATE STUDY (UTILITY SYSTEMS DEPT.)
2:00 PM	-	2:30 PM	DEBT SERVICE UPDATE (FINANCE DEPT.)
			CLOSING DISCUSSION (IF ANY)
			RECESS TO JULY 21, 2016, 8:30 AM

NOTE: IF PRESENTATION IS NOT COMPLETED IN THE TIME FRAME SPECIFIED, IT WILL EITHER BE EXTENDED OR THE NEXT PRESENTATION WILL BEGIN. ALL PRESENTERS SHOULD BE PREPARED TO PRESENT ON EITHER DAY.

**AGENDA
CITY COUNCIL STAFF RETREAT
JULY 21, 2016**

8:00 AM	-	8:30 AM	CONTINENTAL BREAKFAST
8:30 AM	-	9:10 AM	ST. LUCIE COUNTY SCHOOL BOARD
9:10 AM	-	10:30 AM	PROPOSED FY 2016-17 BUDGET AND ADOPTION OF MILLAGE RATE FOR TRIM NOTICE (OFFICE OF MANAGEMENT & BUDGET)
10:30 AM	-	10:45 AM	BREAK
10:45 AM	-	12:00 PM	CONTINUATION: PROPOSED FY 2016-17 BUDGET AND ADOPTION OF MILLAGE RATE FOR TRIM NOTICE (OFFICE OF MANAGEMENT & BUDGET)
			CLOSING REMARKS
12:00 PM			LUNCH TO BE PROVIDED
			ADJOURNMENT

NOTE: IF PRESENTATION IS NOT COMPLETED IN THE TIME FRAME SPECIFIED, IT WILL EITHER BE EXTENDED OR THE NEXT PRESENTATION WILL BEGIN. ALL PRESENTERS SHOULD BE PREPARED TO PRESENT ON EITHER DAY.

Building a Data Driven Organization

City of Port St. Lucie

July 20, 2016

Jeff Bremer
City Manager

CityofPSL.com



“Public Officials, both managerial and elected, need feedback to help improve their operations. To be useful, feedback should be regular, reliable, and quantifiable. Performance measurement is the term often applied to the collection and analysis of feedback on local government operations. Many local governments undertake performance measurement to improve service delivery. In addition, the practice of regularly measuring and reporting on performance measures has become increasingly widespread as citizens exert pressure on government to provide evidence of what they are getting for their money.”

From: *How Effective Are Your Community Services?* 3rd Edition. The Urban Institute ICMA.





City of Port St. Lucie: Strategic Plan

VISION 2030

PORT ST. LUCIE 2030
is the Safe, Beautiful, and Friendly City for All Ages.
has Great Neighborhoods
Top Quality Educational Opportunities for Lifelong Learning,
with a Diverse Local Economy and Jobs;
and Convenient Mobility Options;
and Leisure Opportunities for an Active Life Style.

PORT ST. LUCIE 2030
has Tradition; the St. Lucie River – a Natural Florida Experience; with a Vibrant City Center and U. S. 1; and St. Lucie West.

YOUR HOMETOWN

GOALS 2020

FINANCIALLY SOUND CITY, HIGH PERFORMANCE CITY ORGANIZATION

GROWING LOCAL ECONOMY

BALANCED AND RESPONSIBLE SUSTAINABLE GROWTH

IMPROVED MOBILITY WITHIN PORT ST. LUCIE

EXPANDED LEISURE ACTIVITIES

POLICY AGENDA 2015 – 2016

Top Priority

City Communications Program Upgrade
 Action Plan: Digital Domain, VGTL, Torrey Pines
 Crosstown Parkway
 Sidewalk Program: Projects and Funding
 City Economic Framework: Goals, Policies, Tool Kit
 Utility Relocation Bill Advocacy

High Priority

Community Report Card/Performance Metrics/Community Survey
 Tax Rate and Services FY 2015 – 2016
 City Center Development
 Riverwalk Plan: Extension
 McCarty Ranch Preserve
 Schools Strategy
 Stormwater/Water Quality Plan

MANAGEMENT AGENDA 2015 – 2016

Top Priority

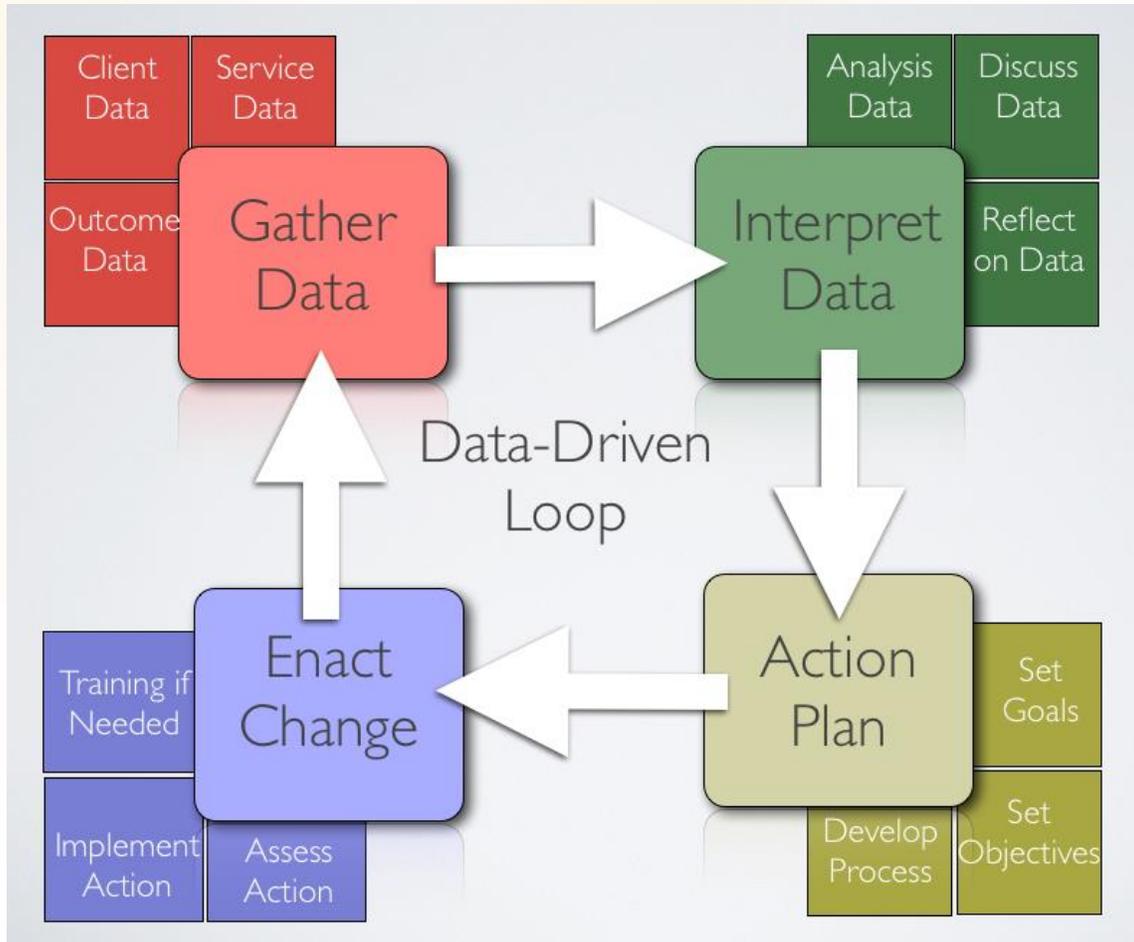
Citywide Technology Plan/Funding
 Neighborhood Area Plans: Next Steps
 Leisure Needs Analysis for 13 – 20
 Crosstown Parkway Linear Park

High Priority

Formalized Citywide Internship Program
 City Organization Assessment/Review: Phase II
 Land Development Regulations: Update
 Changing the Organization Culture
 City Career Academy: Development
 Countywide Radio Upgrade



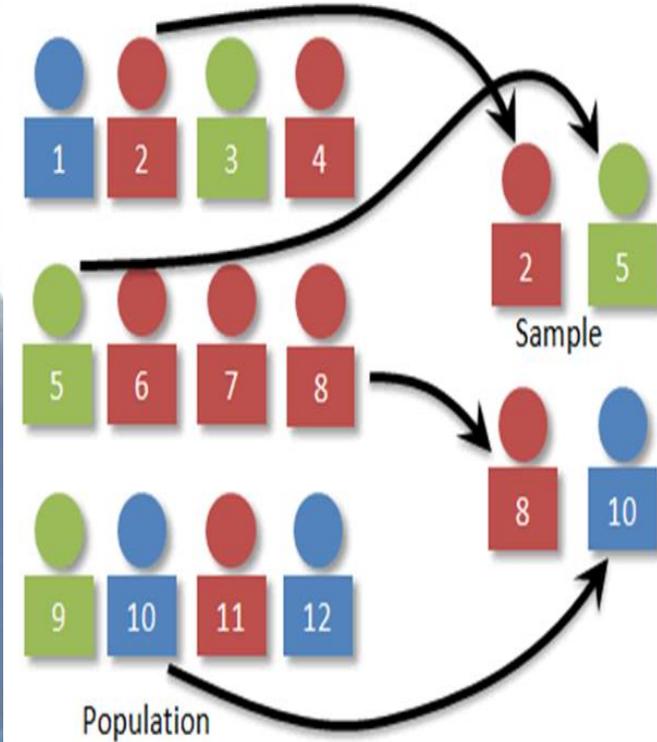
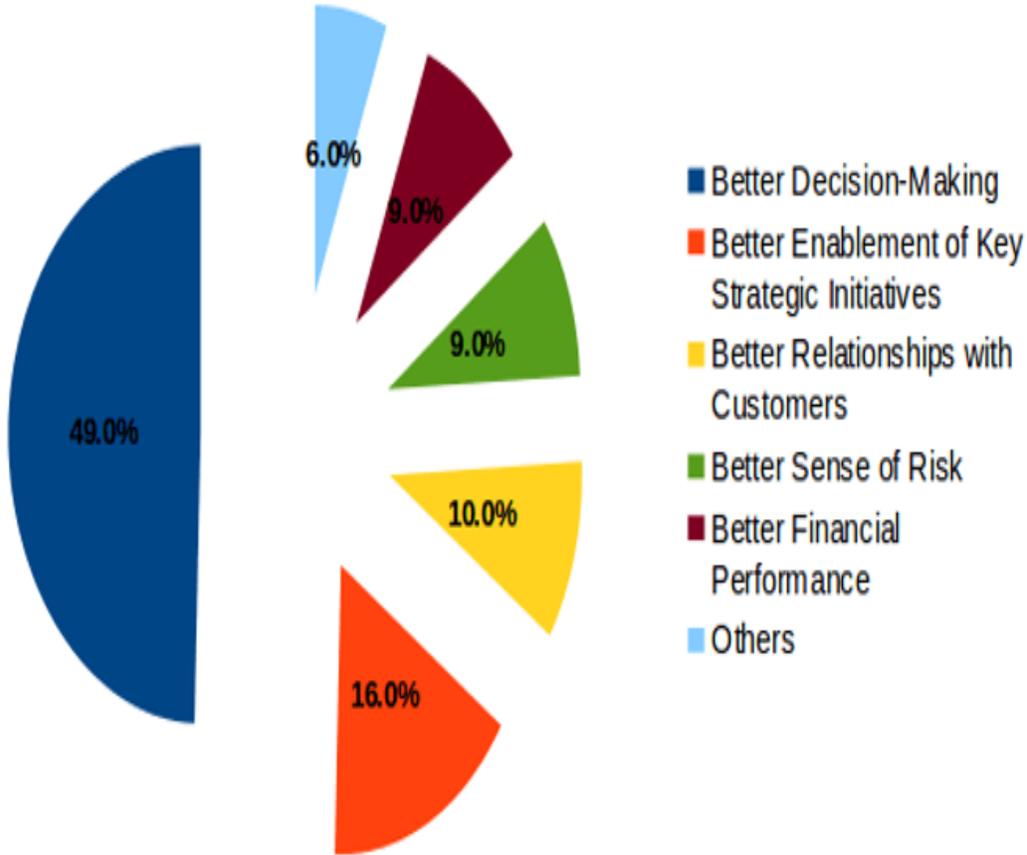
Metrixing: Data Driven Decisions



The adjective *data-driven* means that progress in an activity is **compelled by data**, rather than by intuition or personal experience. It is often labeled as business jargon for what scientists call **evidence-based decision making**.

Data driven decisions, strategic samplings, and how we get there.

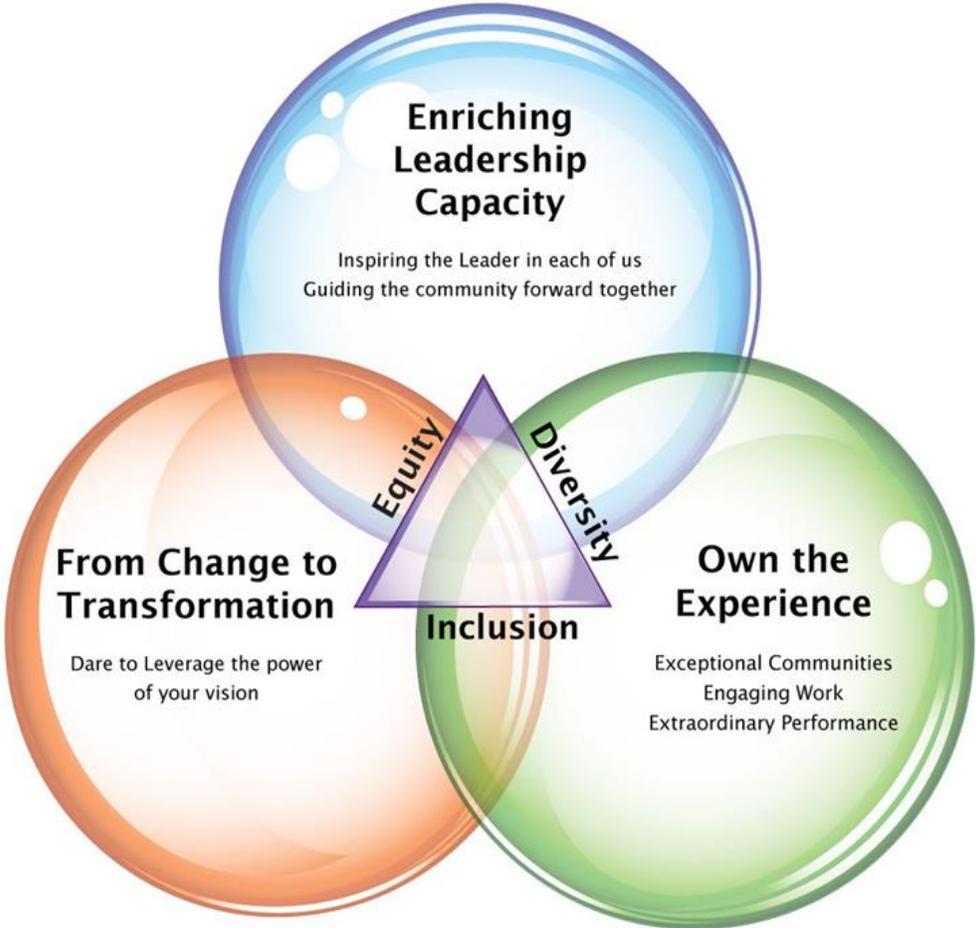
Why Analyze Your Data?



What Performance Measure Should NOT Look Like



What Performance Measurement Looks Like





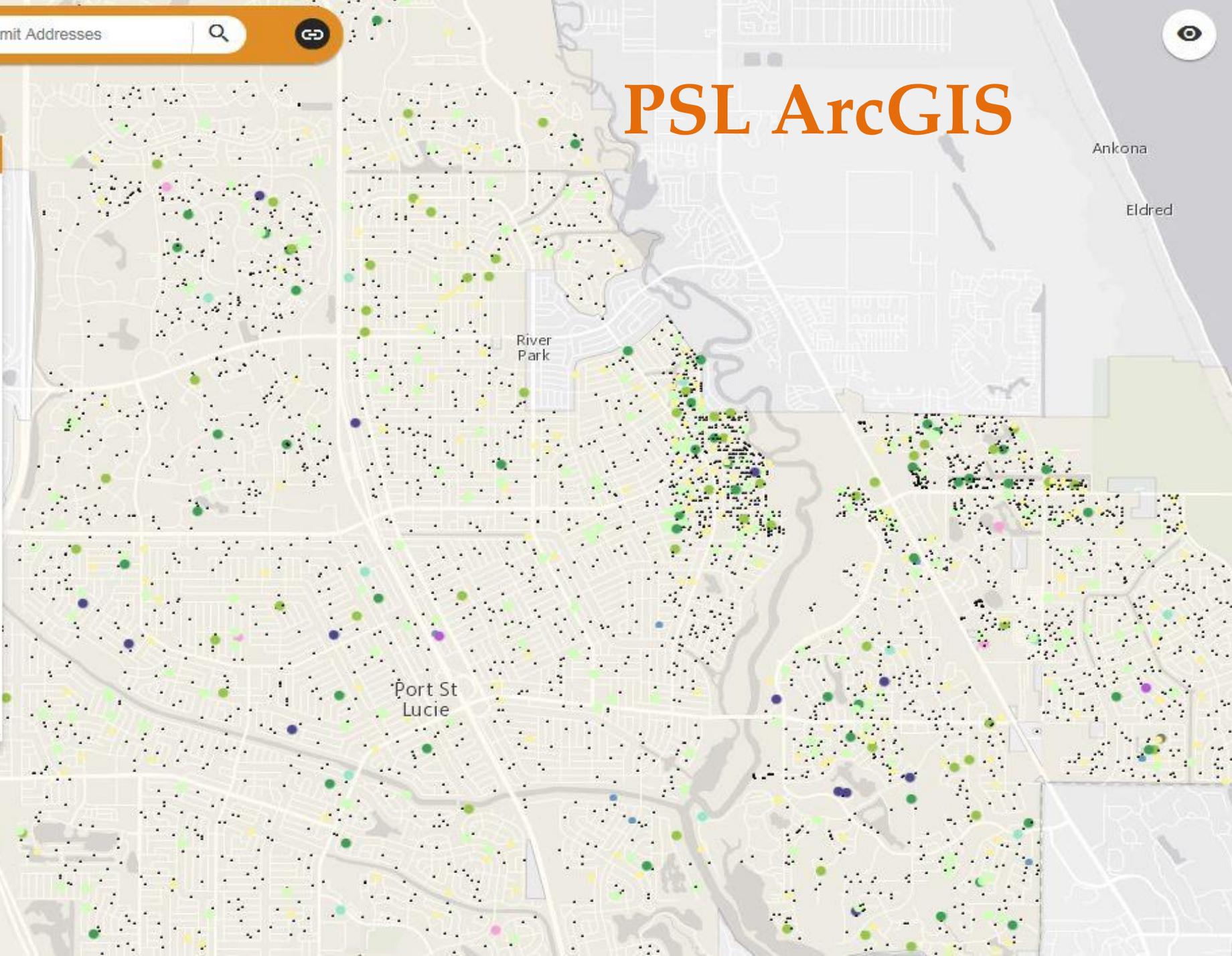
PSL ArcGIS



Layer List

Operational Layers

- Building Permit Density
- Building Permit Status
- City Limits





PERMIT SEARCH



Search Criteria

Address

Address (Street Name)

Applied Date (From) Applied Date (To)

Business Name

City Block City Lot

City Section

Comp Card #

Contractor Name

Master Permit QP Last Name

Permit# Status

Type

User



Add New Permit **Red fields denote permit on HOLD.**

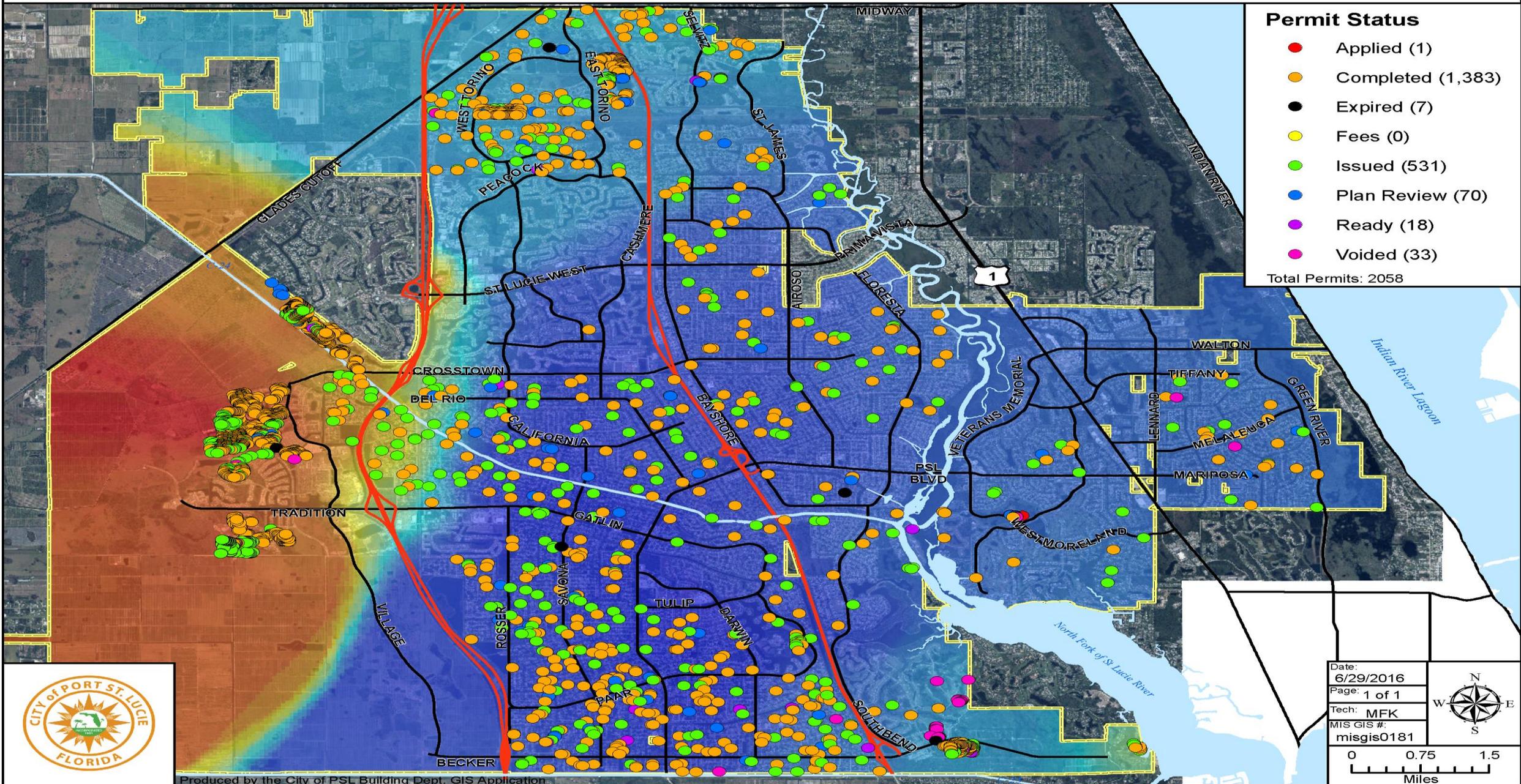
Green fields denote permit in ONLINE status.

Yellow fields denote permit in WEB TO PLAN REVIEW status. Blue fields denote permit in WEB – PLAN REVIEW TO PERMITTING status.

Permit#	Applied Date	Type	Status	Address	Section	User	Notes	Attach
1617815	7/14/2016	WI	Plan Review	128 NW DOREEN ST	27	mschurmann		
1617814	7/14/2016	WH	Issued	5402 NW EMBLEM ST	43	amcgann		
1617813	7/14/2016	IR	Completed	333 SW LOG DR	34	dackerman		
1617812	7/14/2016	AI	Completed	333 SW LOG DR	34	dackerman		

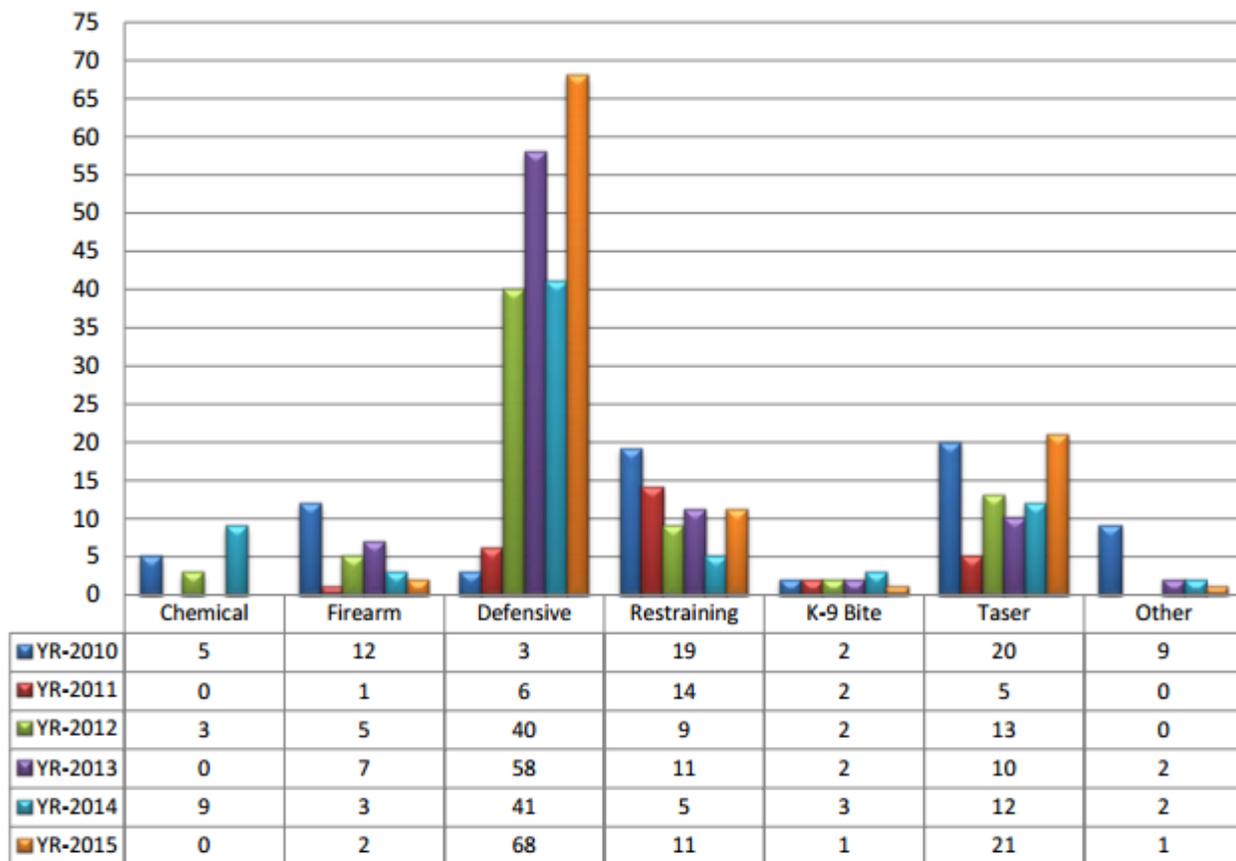
Proposed Standards PSL Bldg.	2013	2014	2015
# Customers Assisted at Counter	27,417	30,798	36,470
% Customers Assisted at Counter W/I 30-45 minutes	27,417	30,798	36,470
Total Online VS. In Office New Permit Apps	0	0	15%
Single Family Permits Issued	551	524	811
Multi Family Permits Issued	33	29	34
Commercial Permits Issued	204	246	258
MIS and Sub Permits Issued	10,476	11,970	13,853
CO's Issued	904	1,244	1,541
# of SFR Applications W/I 10 Biz Days	551	524	811
% Permits Processed W/I 1 Biz Day	6,728	7,752	9,542
% Residential Permits Processed W/I 10 Biz Days	6,728	7,752	9,542
Average Staff Time it Takes to Review Plans	3 weeks	3 weeks	3 weeks
Plans Reviewed and Approved		7,638	7,900
# Inspections Performed	29,103	42,853	51,870
# Requested Inspections W/I 24hrs of Date Requested	29,103	42,853	51,870
% of Same Day Inspections Completed Same Day	100%	100%	100%
# Inspections Completed W/I the Day After the Request	29,103	42,853	51,870
# of Inspections Per Day Per FTE Inspector	14	18	23

Single Family Residence Permits Applied for between 11/4/2013 and 6/29/2016



Police Department

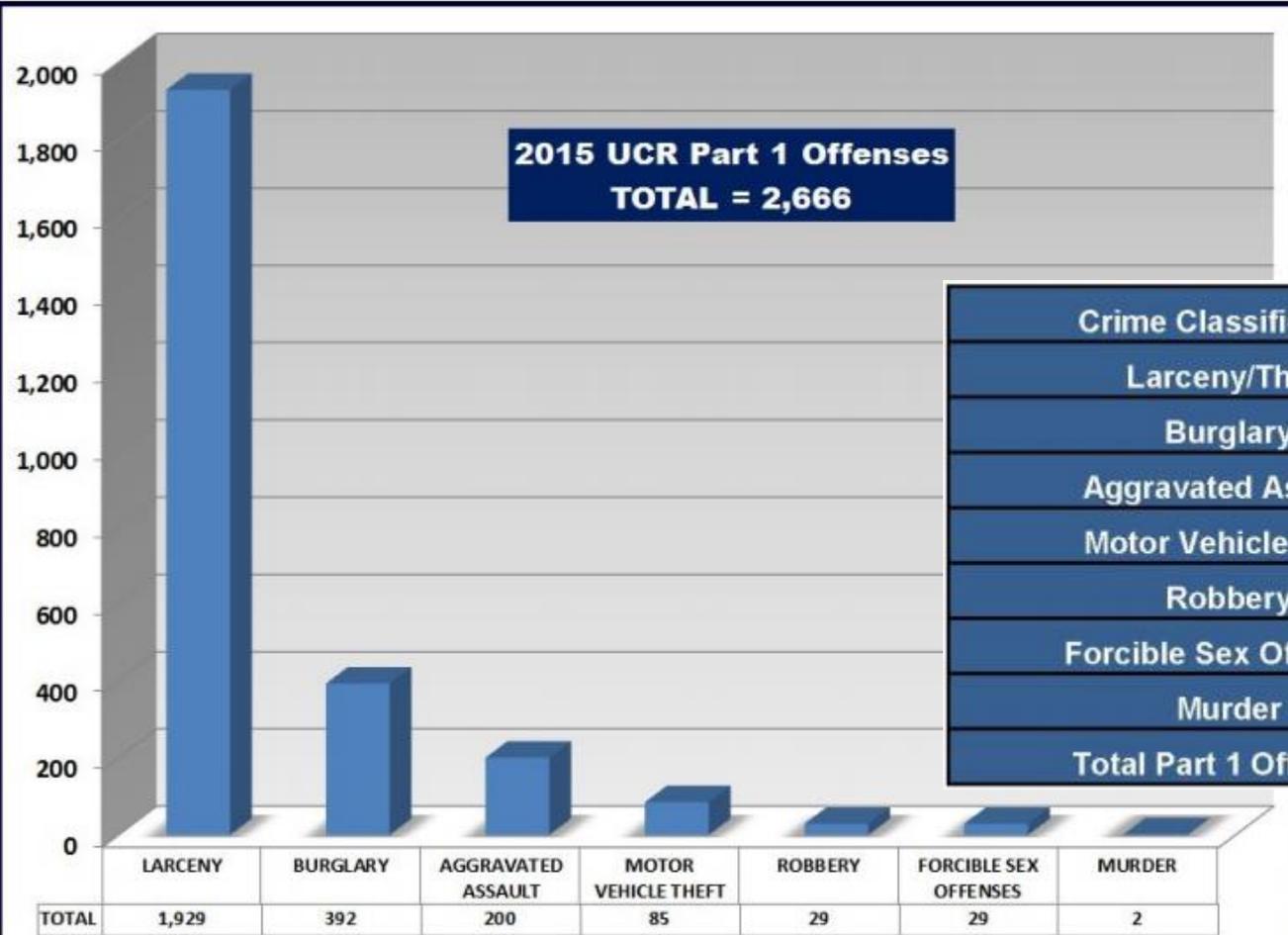
Type of Response - Six Year Comparison



2015 Top Traffic Accident Intersections/Locations		Reported Incidents
Intersections/Locations		
S.W. Port St. Lucie Boulevard / S.W. Bayshore Boulevard		53
S.W. Port St. Lucie Boulevard / S.E. Westmoreland Boulevard		41
S.W. Port St. Lucie Boulevard / S.E. Floresta Drive		39
S.W. Port St. Lucie Boulevard / S.W. Gatlin Boulevard		39
S.W. Bayshore Boulevard / S.W. Port St. Lucie Boulevard		31
S.E. Port St. Lucie Boulevard / S.E. Veterans Memorial Parkway		29
S. U.S. Highway 1 / S.E. Lennard Road		28
S.W. Gatlin Boulevard / S.W. Port St. Lucie Boulevard		27
N.W. St. Lucie West Boulevard / S.W. California Boulevard		25
N.W. St. Lucie West Boulevard / N.W. Peacock Boulevard		25
S. U.S. Highway 1 / S.E. Lennard Road		21
S.W. Gatlin Boulevard / Interstate 95 Highway		20
S. U.S. Highway 1 / S.E. Port St. Lucie Boulevard		19
N.W. St. Lucie West Boulevard / Interstate 95 Highway		18
S.W. Crosstown Parkway / S.W. Bayshore Boulevard		18
S.W. Gatlin Boulevard / S.W. Savona Boulevard		18
S.W. Port St. Lucie Boulevard / S.W. Cameo Boulevard		18
Total Incidents Reported		469



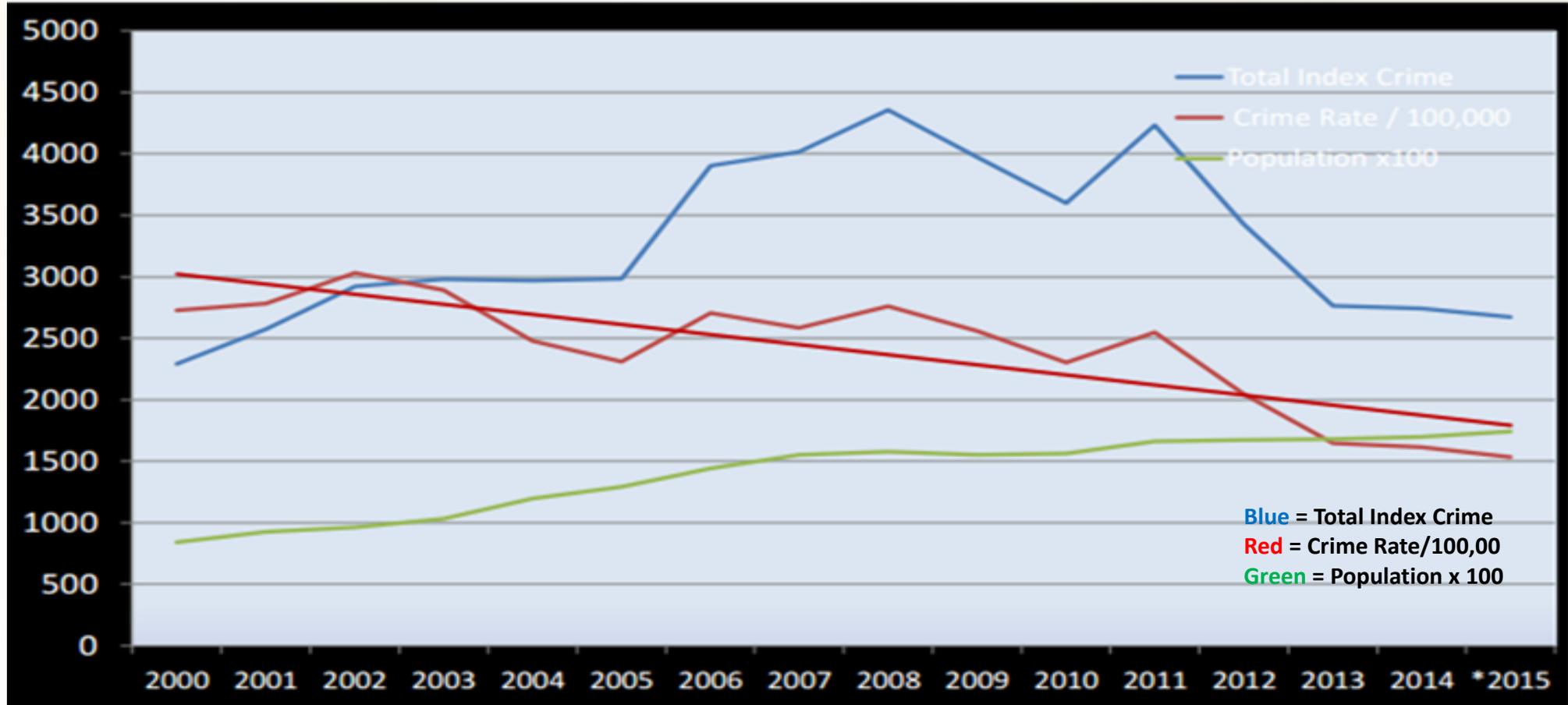
Police Department



Crime Classification	2014	2015	Change	% Change
Larceny/Theft	1,896	1,929	-33	2%
Burglary	551	392	159	-41%
Aggravated Assault	170	200	-30	15%
Motor Vehicle Theft	91	85	6	-7%
Robbery	37	29	8	-28%
Forcible Sex Offenses	30	29	1	-3%
Murder	6	2	4	-200%
Total Part 1 Offenses	2,781	2,666	115	-4%



Police Department



Source: FDLE Crime Statistics

*2015 – Unverified, Preliminary Information

CityofPSL.com



Utilities: Customer Communication June 2016

Compliments and Complaints		<u>Number</u>
Field Operations	Compliments	9
	Complaints	0
Customer Service	Compliments	2
	Complaints	0
		<hr/>
		11

Incoming Calls - Requests for Service		<u>Number</u>
High Priority - Regular Hours		1,588
High Priority - Nights & Weekends		761
* Miscellaneous		729
E-Mail Correspondence		473
**Customer Service		7,348
total		<hr/>
		10,899

Payments and Deposits via Telephone		
Payments		1,253
Deposits		107
		<hr/>
		1,360

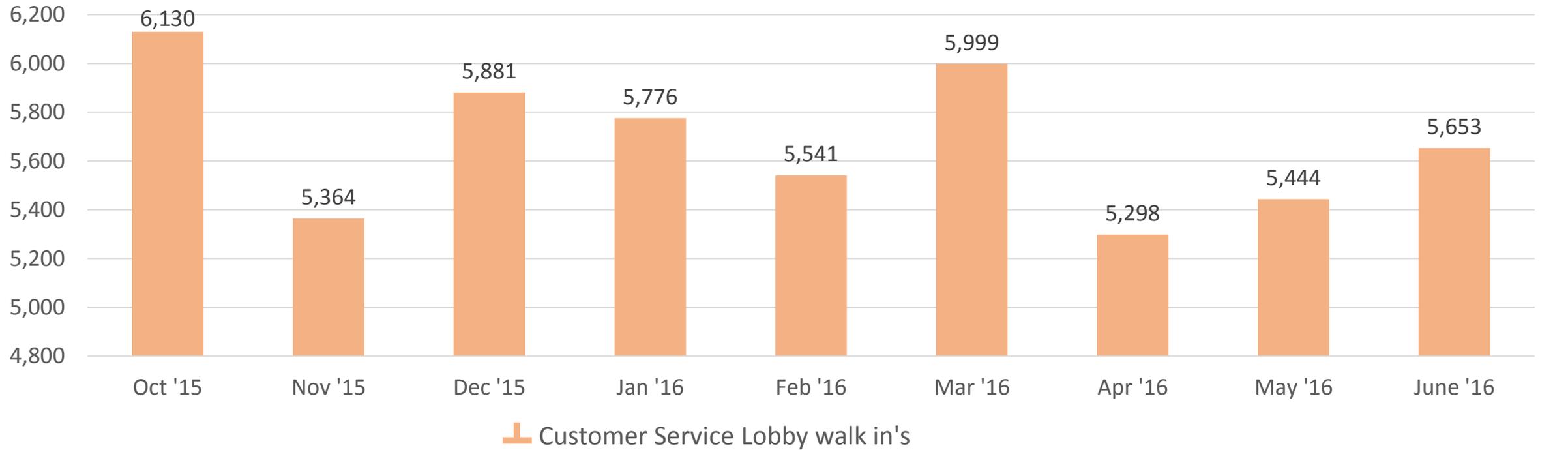
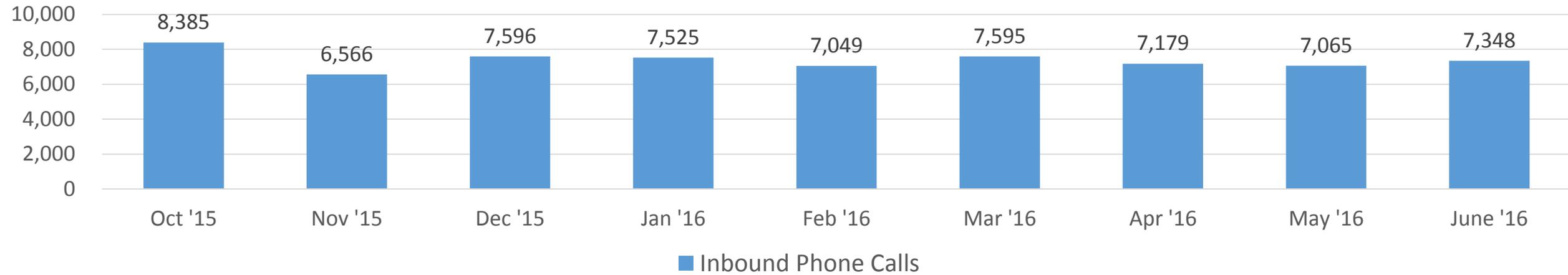
Public Contact		
Visitors/Customers in City Hall Lobby		5,653
Lien Search Requests		
*** For 10 Year Loans		344
		<hr/>
		5,997

Billing Information		
Payments Received for Usage		\$5,188,584
Water & Sewer 10-Year Loan Payments		\$114,372
Non Sufficient Funds (71 Customers)		\$12,231

Work Orders		
Turn ons, Shut offs, Rereads etc.		5,884



Utility Customer Service Statistics

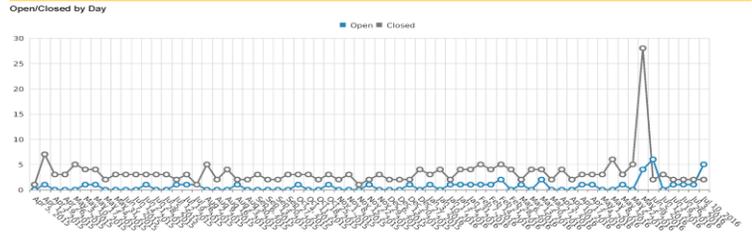


Utilities: Operations June 2016

	<u>Number</u>
Residential Installations: May 2016 Totals. June Figures unavailable.	
Water Meters	137
Sewer Grinder Systems	85
Average Potable Water Produced per day:	
Prineville/Ogden	7.960 MGD
JEA	8.150 MGD
Total	16.110 MGD
Average Wastewater Treated per day:	
Westport WWTP	4.395 MGD
Glades WWTP	4.728 MGD
Total	9.123 MGD

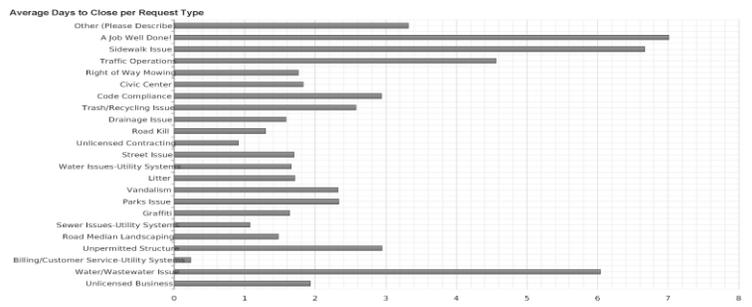
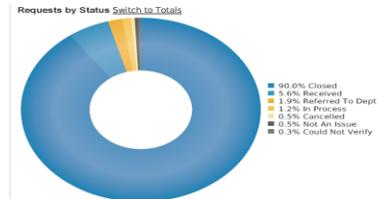
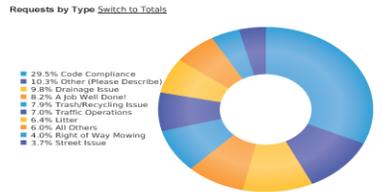
	<u>Number</u>
Internal Work Orders	
Water Facilities Maintenance	259
Wastewater Facilities Maintenance	97
Lift Station Maintenance	1,084
Inflow & Infiltration Prevention Sites	14
Electricians	179
Instrumentation	123
Total	1,756
Laboratory	
# of Analysis Performed (Detail provided next page.)	930
Underground Facilities Located:	
Miles of Right-of-Way Marked	29
Number of Locate Tickets Completed	1,201





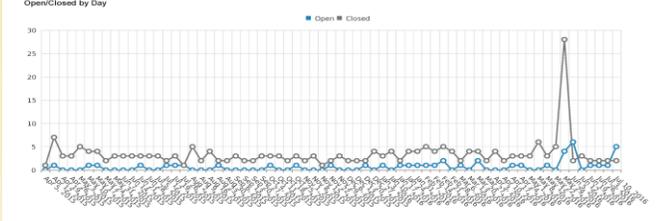
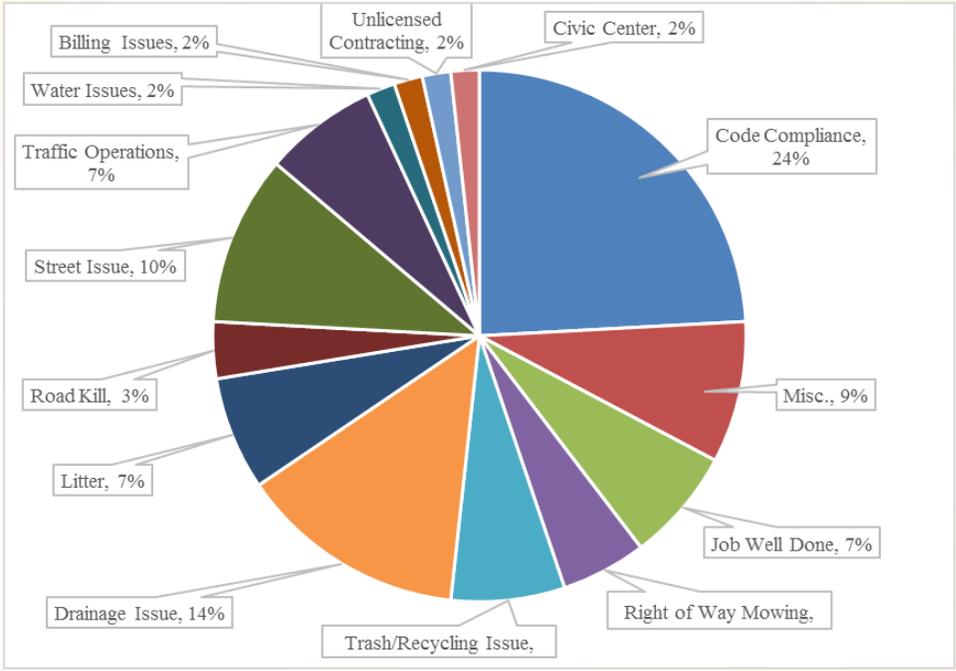
Statistics

Total Reports Created	643
Total Reports Open	66
Total Reports Closed	577
Average Reports Created per Day	1.395
Average Reports Closed per Day	1.252
Average Time to Close	3.194 Days
Fastest Closed Request Type	Water/Wastewater Issue (1.174 Days)
Slowest Closed Request Type	A Job Well Done! (89.969 Days)
Most Common Request Type	Code Compliance
Least Common Request Type	Unlicensed Contracting



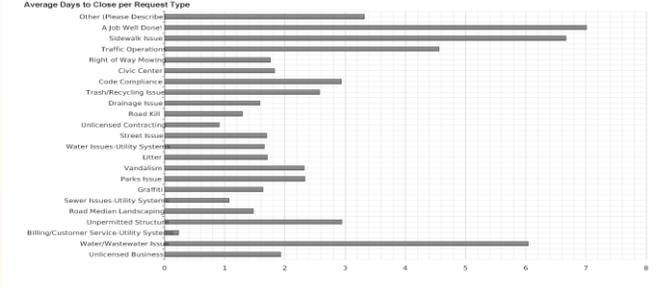
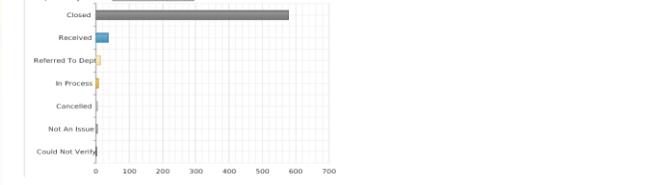
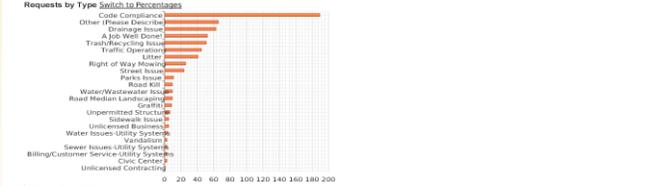
Access PSL

June 2016

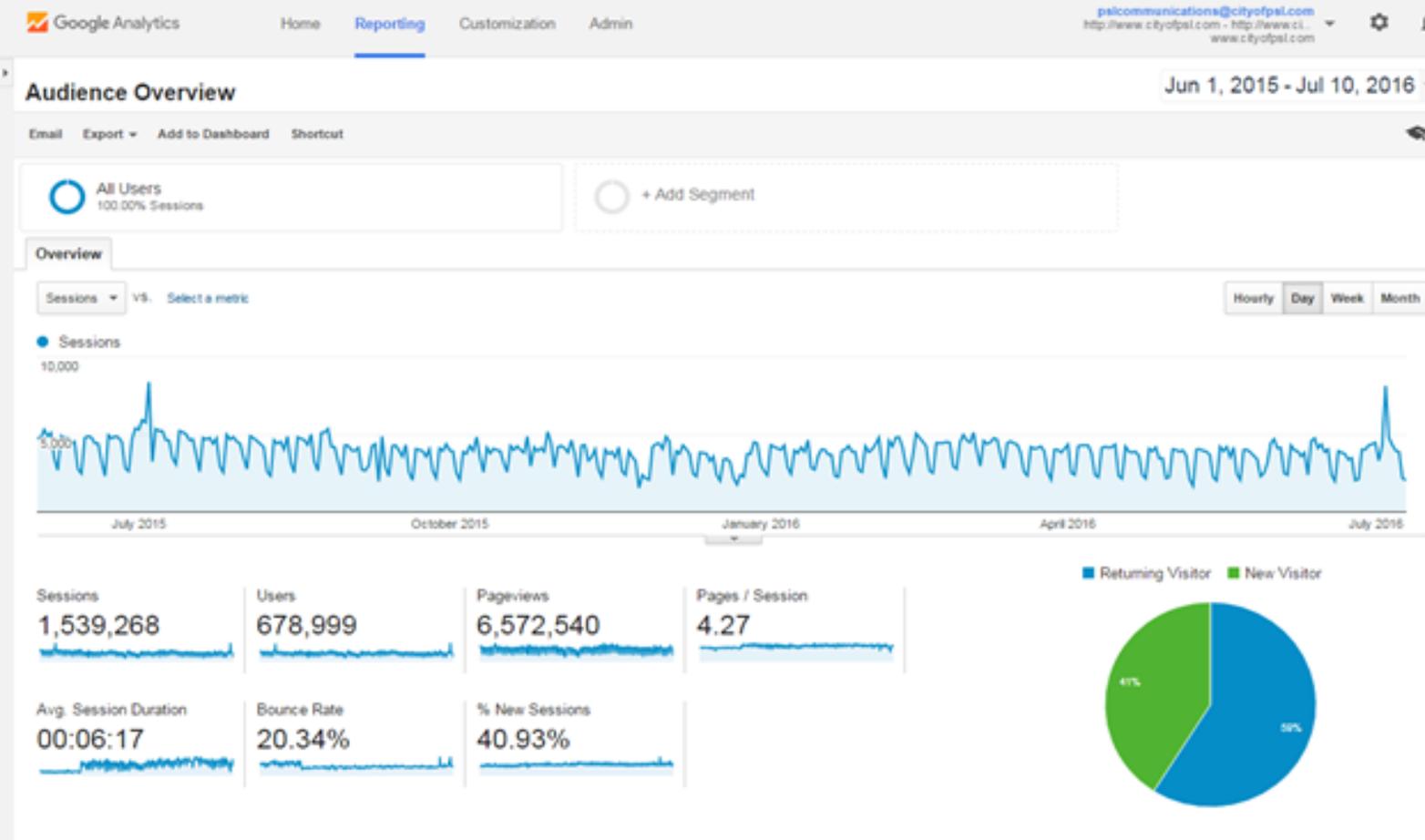


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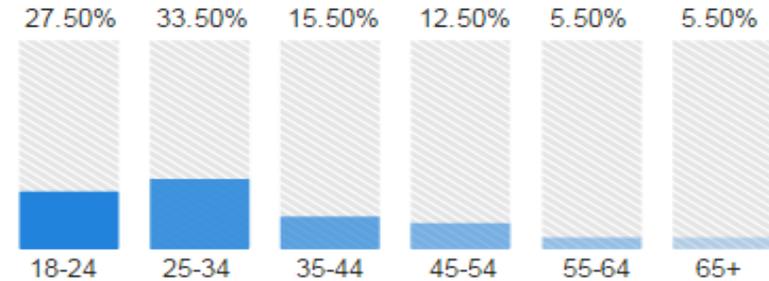


PSL Website



Age

100% of total sessions



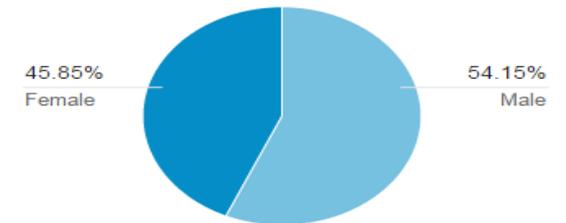
Interest Category

100% of total sessions



Gender

100% of total sessions



PSL Facebook

Actions on Page

June 13 - July 10

13

Total Actions on Page ▼7%

People

June 13 - July 10

Women 25-34

Largest Audience (19%)

Mobile Devices

Most Common Device (71%)

Page Views

June 13 - July 10

1,946

Total Page Views ▼10%

Page Likes

June 13 - July 10

206

Page Likes ▼35%

Reach

June 13 - July 10

72,696

People Reached ▲35%

19,986

Post Engagement ▼45%

Videos

June 13 - July 10

118

Total Video Views ▼86%

Pages to Watch

Compare the performance of your Page and posts with similar Pages on Facebook.

[Add Pages](#) ■ Reactions, Comments & Shares

Page	Total Page Likes	From Last Week	Posts This Week	Engagement This Week
1 City of Coral Springs, Flo...	9.5K	▲3.1%	12	3.3K
2 Sunrise, Florida	8.1K	▲0.1%	9	347
3 City of Palm Bay - Gover...	5.4K	▲0.1%	93	169
YOU City of Port St. Lucie	4.5K	▲1%	38	774
5 Cape Coral City Governm...	4.3K	▲0.2%	5	33



PSL Facebook

Your 5 Most Recent Posts

Published	Post	Type	Targeting	Reach	Engagement
07/11/2016 4:23 pm	There are 13 new travel-related cases today with three in Broward,			166	6 2
07/10/2016 11:34 am	Port St. Lucie Welcomes Christ Fellowship. #CFPSL			1.8K	431 64
07/08/2016 5:37 pm	Thank you to all who joined us to meet the City Attorney candidate			632	69 8
07/08/2016 3:18 pm	Florida Power & Light will be conducting preventative maintenance			1.6K	31 0
07/08/2016 12:34 pm	CIVIC CENTER INTERACTIVE FOUNTAIN IS TEMPORARILY OUT			1.9K	187 33

Post Reach

The number of people your posts were served to.



Your Fans | People Reached | People Engaged

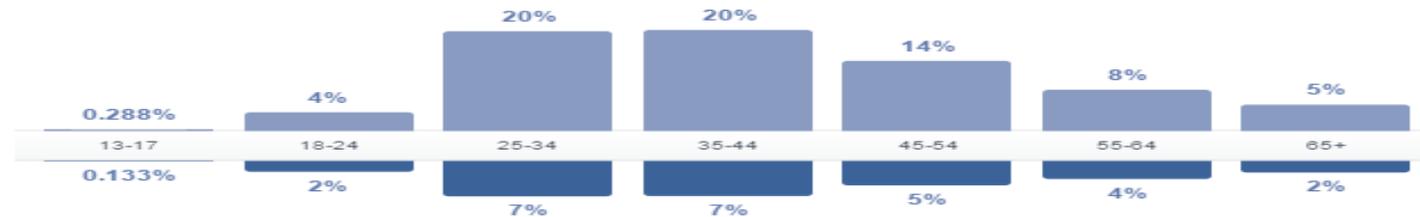
The people who like your Page

Women

72%
Your Fans

Men

27%
Your Fans



Coming Soon.....Clerk's Office



Public Records (FOIA) Management System

Features:

- Comprehensive Web Citizen Portal
- Reduce Requests
- Streamline Public Records Service Requests
- Improve the Process
- Keep Data Secure



Latest Addition: CM's Office

City 311

Concerns

Security ▾

Log off

Concerns Listing

Searchable Fields: Department, Title, and Status

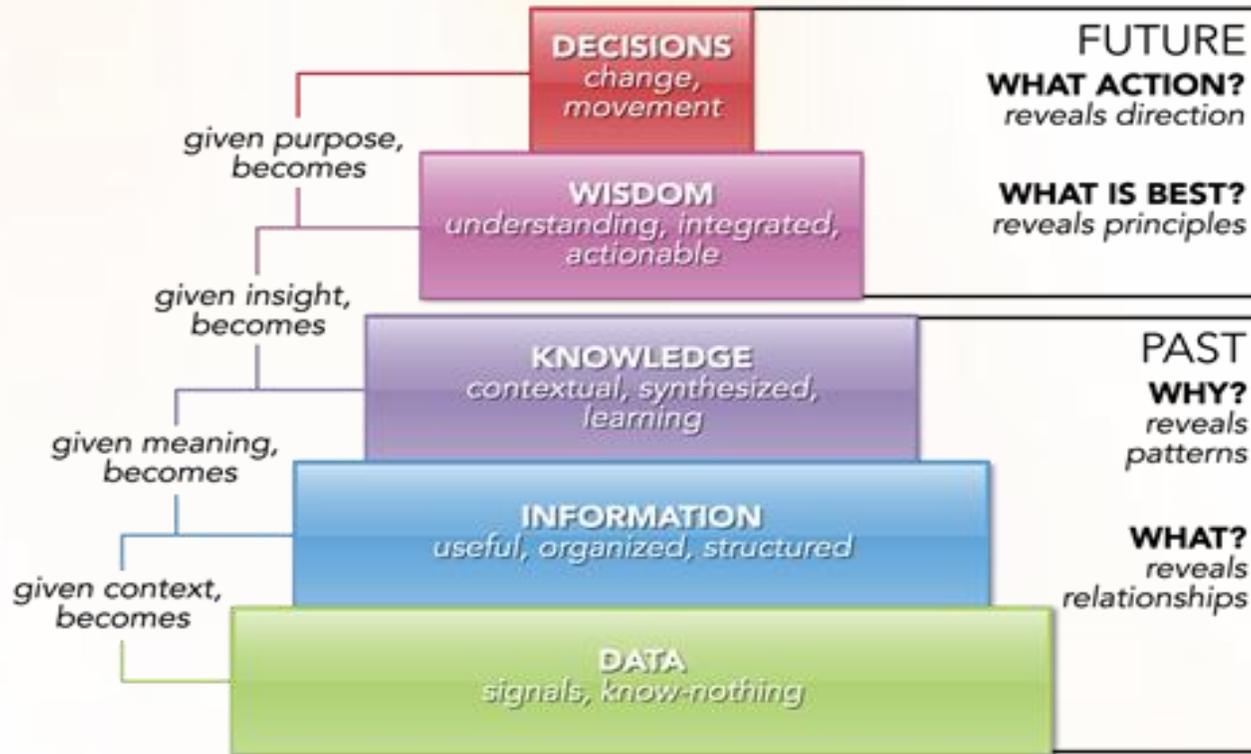
Case #	Date Received	Title	Department	Status	Create New
167	05/05/16	Fence on Roulette	Building	Referred To Dept	Edit Details
168	05/06/16		Parks & Recreation	Closed	Edit Details
169	05/11/16		Parks & Recreation	Closed	Edit Details
170	05/11/16	Civic Center. Insurance requirement complaints.	Parks & Recreation	Closed	Edit Details
171	05/11/16	City Center Brochure.	Planning & Zoning	Referred To Dept	Edit Details
172	05/11/16		MIS	Closed	Edit Details
173	05/18/16		Parks & Recreation	Closed	Edit Details
174	05/25/16		Finance	Closed	Edit Details
175	05/24/16	Resident concern Jon Albright Letter	Public Works	Closed	Edit Details
178	06/06/16	Fence Regulations	Building	In Progress	Edit Details
179	06/06/16	Tulip Blvd	City Manager	Referred To Dept	Edit Details
180	06/06/16	intersection of Lake Charles & SLW	Public Works	In Progress	Edit Details

Page 1 of 1

1



What Does a Data Driven Organization Look Like?



 **CITY OF PORT ST. LUCIE**
Procurement Management Department

July 11, 2016

To: Mayor and City Council

From: Jeff Bremer, City Manager

Re: Update on City Community Report Card/Performance Metrics/Community Survey

Pursuit to the City's Strategic Plan, Goal #1, Action 2, City Staff is in the process of seeking the tools that emphasize performance results and accountability. The mission for the City is to become a data driven organization. As identified in Part 3 of the Trilogy of Transparency, these tools are to provide the framework for the flow of information requests, referred to as the "hourglass" for transparency for our citizens. However, the most important goal is to provide a data driven culture that provides the knowledge base for strategic decisions for the organization. As stated within Part 3 of the Trilogy of Transparency, "In a data driven organization it will be critical that information flows through a central point so that there is ease of tracking and for benchmarking."

Pursuit to this quest, the Procurement Management Department (PMD) issued a Request for Proposal on April 4, 2016. The purpose of the proposal was to procure the services of a Consultant to assist the City in determining the key performance indicators (KPI) and purchase software that would extract the data in real time and display the information in a public friendly format. The proposal was broadcast to one thousand three hundred and forty nine (1,349) suppliers with sixteen (16) requesting documents. The City received six (6) proposals on May 10, 2016.

The three evaluation committee members, following the City's Request for Proposal process, are ready to proceed to the next step in the process. This step is to present to City Council a recommendation for award and request approval to start negotiations with the selected firm. However, this action has not been taken due to lack of a funding source and also, the consideration of strategic personnel changes, including City Council. The funds are not currently appropriated for this project. Funding for startup costs could come from the General Fund's contingency. Future annual costs will need to fit within the annual revenue projections.

121 S.W. Port St. Lucie Boulevard
Port St. Lucie, FL 34984-5099

  2015 Award Winner

(772) 871-5223 Fax (772) 871-7337



London

51.51 N, 0.13 W

Tue 12 Jul @ 13:19:05

Go to Map - Go to Grid - Change City

WEATHER STATION (CASA TEAM) 7

STATION	WIND SPEED	WIND GUSTS	DIRECTION	TEMPERATURE	HUMIDITY	RAIN TODAY	PRESSURE	FORECAST
CASA Office: Bloomsbury W1	6.0 mph	21.0 mph	W →	16.0 °C	86%	19.6 mm	1010.57 mbar	Cloudy
EM Weather: Walthamstow	0.0 mph	0.0 mph	N ↓	0.0 °C	0%	0.0 mm	0.0 mbar	Sunny
SJG Weather: Pinner HA5	2.0 mph	13.0 mph	W →	16.0 °C	89%	0.0 mm	1006.47 mbar	Hazy

WEATHER (METAR) 1531

London City Airport

Mostly cloudy
Light rain showers
NW at 10 mph
15 C

TRAFFIC CAMERAS (TFL) 6

Goresbrook East



TUBE LINE STATUS (TFL) 10

Bakerloo	Severe Delays more
Central	Good Service
Circle	Good Service
District	Good Service
H & C	Good Service
Jubilee	Good Service
Metropolitan	Good Service
Northern	Good Service
Piccadilly	Good Service
Victoria	Severe Delays more
W & C	Good Service
Overground	Minor Delays more
DLR	Good Service
DLR	Good Service

LONDON CYCLE HIRE (TFL) 8

0.6 % Stations Full
5.8 % Stations Empty

7921 Bikes Available
371 Bikes or Docks Faulty

Available Bikes (last 24h)



IN SERVICE (TFL) 7

7490 London buses

431 Underground trains

BICYCLES (LBH) 2430

Data unavailable

AIR POLLUTION (DEFRA) 630

µg/m ³ TIME AVGD	OZONE	NO ₂	SO ₂	PM _{2.5}	PM ₁₀
Bloomsbury	23	56	13	6	12
Marylebone Rd	?	78	14	12	22
N Kensington	34	31	5	6	14

STOCKS (YAHOO) 1

FTSE 100 Index
6680.69
-2.17 (-0.03%)

TRAFFIC CAMERAS (TWO AT RANDOM) (TFL) 5

A40(M) Paddington Slip

Commercial Rd/Albert Gardens

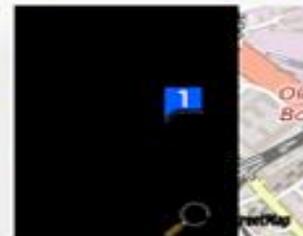


BBC LONDON NEWS (BBC) 136

Sir Geoff Hurst's 1966 England World Cup final shirt goes unsold
RMT claims strike-hit Southern rail 'out of control'
Metropolitan Police sex abuse corruption inquiries expanded
Commuter hell

OPENSTREETMAP UPDATES (OSM) 332

added a few addresses near Morville Street in London E3
deleted way
fixed ways
added indoor
Created a attraction
Update bus route 6.
Added South Dock Marina office hours
Various changes made to Lambeth area



ELECTRICITY (N.GRID)

MOOD (LSE MAPPINESS) 6

TWITTER TRENDS FOR LONDON 82



KCStat is a data driven approach to improve city services. You can monitor

KCStat focuses on monitoring the City's progress toward its [Five-Year Citywide Business Plan](#). The plan is organized around six goal statements adopted by the Mayor objectives. Clicking on a tile tells you the full story for that topic area and the objectives within it. The visualizations on this site automatically update to reflect the most recent data. Each month, on the first Tuesday from 9-11:30 a.m., the Mayor and City Manager moderate a KCStat meeting on one of the goal areas, during which City officials present progress reports. If you have any questions or comments about the dashboard, please share them with us via email at kcstat@kcmo.org or on Twitter [@kcmo](https://twitter.com/kcmo).

Customer Service



Finance and Governance



Infrastructure and Transportation



Infrastructure and Transportation



Neighborhoods and Healthy Communities



Planning, Zoning, and Economic Development



Public Safety



EXAMPLES

Dashboard

Your weekly guide to what's going on in Detroit city government

[SIGN UP FOR DASHBOARD UPDATES](#)



WHAT WE DID LAST WEEK

For the week of
JUNE 27 - JULY 3



52

new LED streetlights installed

GOAL
500



528

tons of illegal dumping removed

GOAL
500



130

blighted structures removed

GOAL
100



0

vacant homes posted with legal notices

GOAL
50



N/A

nuisance suits filed

GOAL
50



N/A

vacant home renovation owner agreements

GOAL
15



8:23

avg EMS priority response time (min/sec)

GOAL
12:00 thru July



16:36

police response time

GOAL
18:00



low **197** high **197**

bus pullout a.m.

GOAL
188



low **233** high **233**

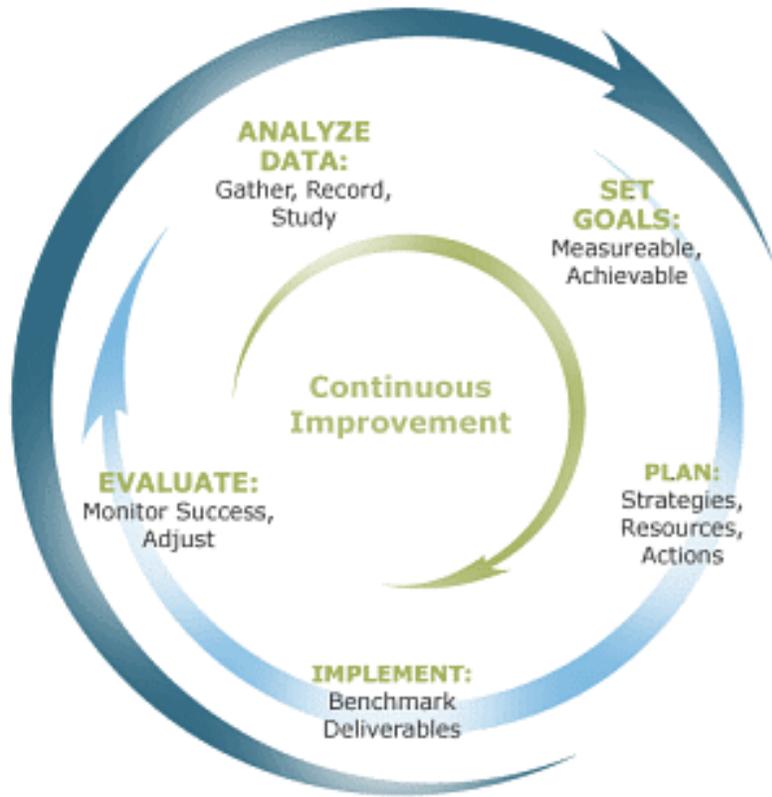
bus pullout p.m.

GOAL
228



Transparency

The Improvement Life Cycle



Success of any Performance Management program is dependent upon linkages throughout the Organization

PSL's "Dream" Website.....



- Community
- Business
- Visitors
- Government
- Environment

- City Highlights
- Most Requested
- Hot Topics
- News Releases



Serve on a City board or commission
July 12, 2016
From the Library and Early Education Commission to the Downtown Parking Board, there's bound to be a board or commission that matches your interests. [Make a difference in our community, and apply today!](#)

1 of 5 

City Calendar [View Meetings](#)

Mon, Jun. 27 - Sat, Jul. 30
Library Card Design Contest

July 2016						
Su	M	Tu	W	Th	F	Sa
	26	27	28	29	30	01
02	03	04	05	06	07	08
09	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	01	02	03	04	05
06						

[View All](#)

-  **City News**
Latest News Releases, Memos & More
-  **Civcenter TV**
Meetings and Special Features
-  **Customer Service**
City Services at Your Fingertips
-  **Election**
2016
-  **Ending Homelessness**
-  **Open Data**
Making Government Accessible

Development Review

City Council Summer Retreat

July 20 and 21, 2016

By CMO and Building B Departments



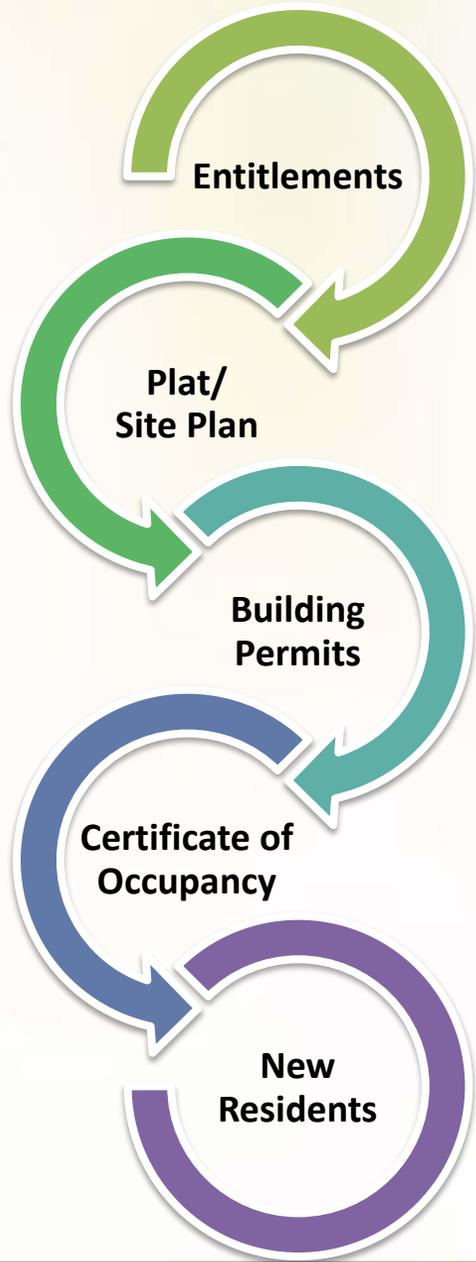
Let's Review

- Our Team and Cycles
- Past Trends
- Current Counts
- Projections



The Team





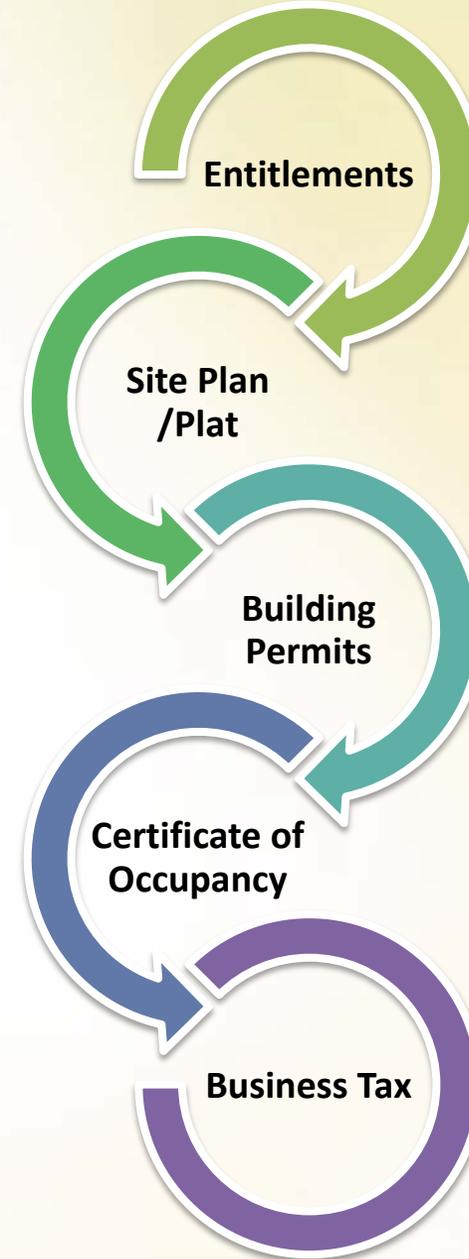
Residential Development Cycle



CityofPSL.com



Business Development Cycle







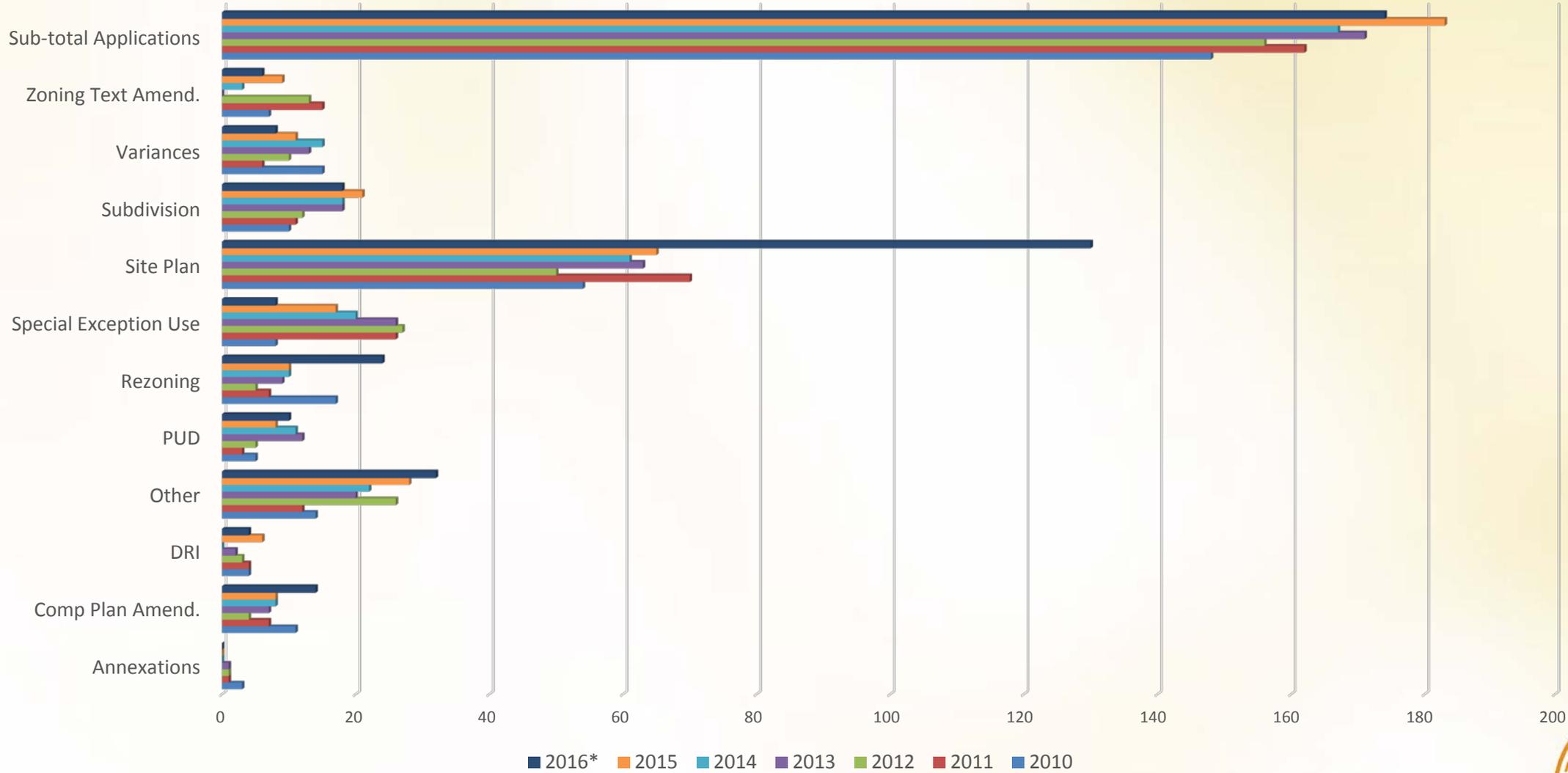
CityofPSL.com



P&Z Applications



P&Z Application By Type





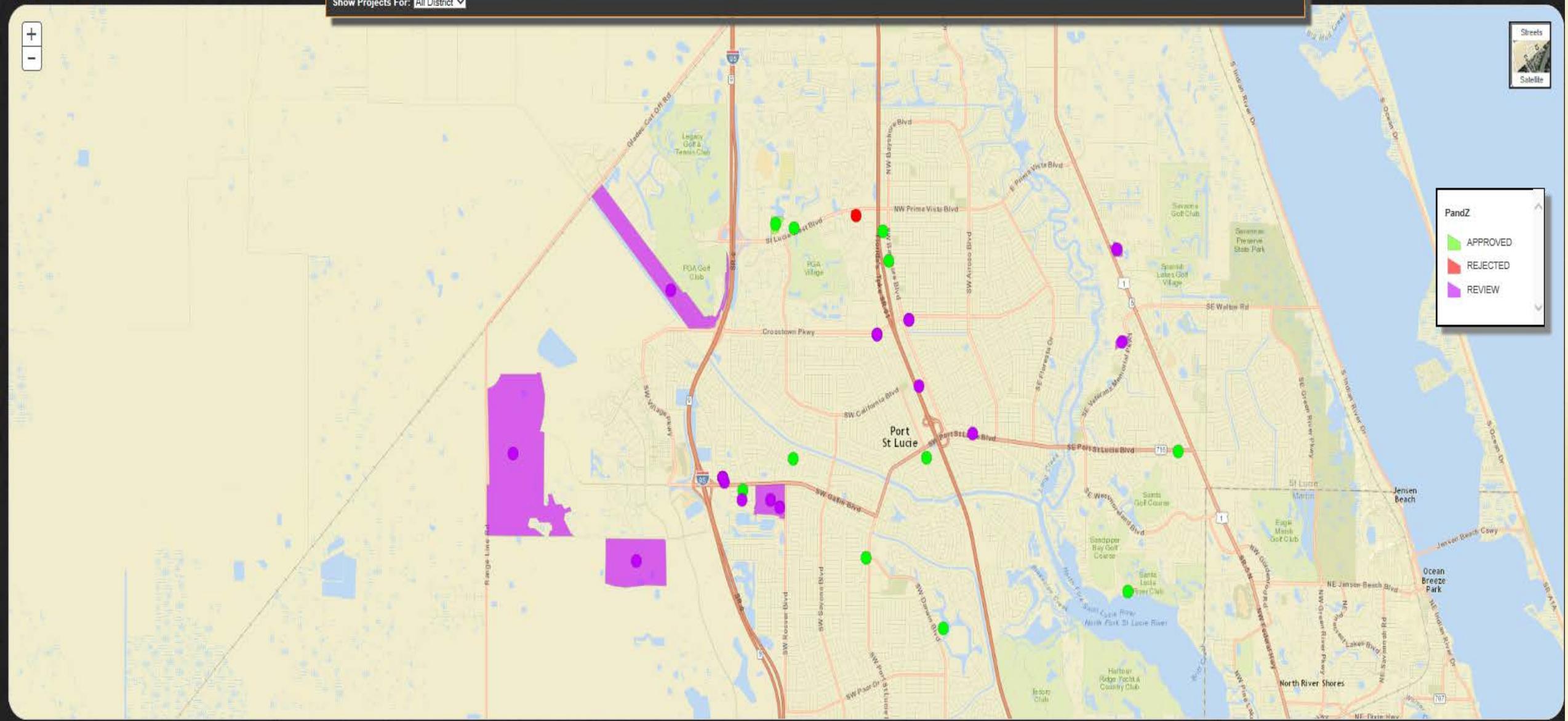
Select Base Map: Projects Zoning Future Land Use Buildings Parcels Council Districts

Show Projects For: **All District**



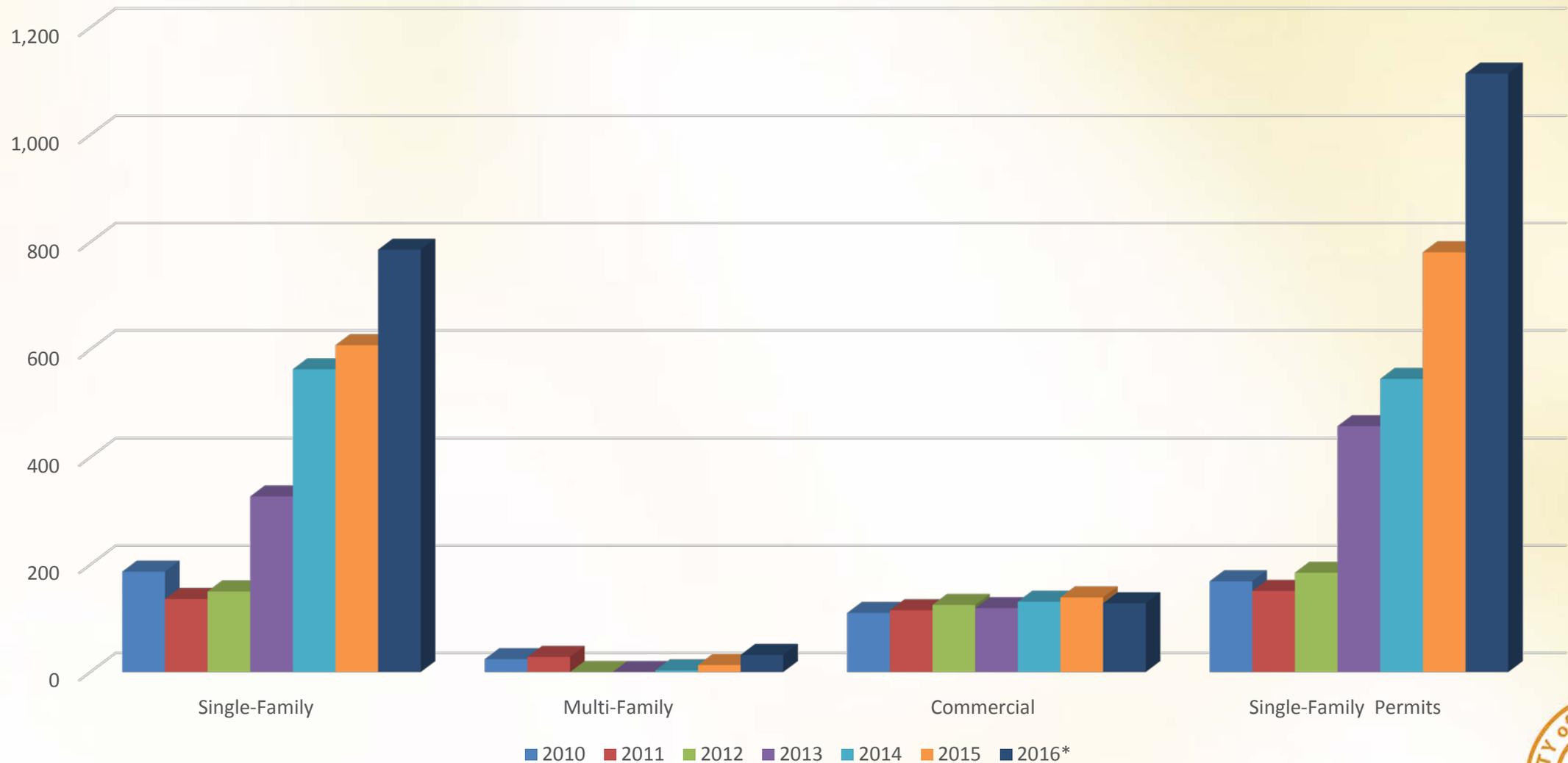
PandZ

- APPROVED
- REJECTED
- REVIEW

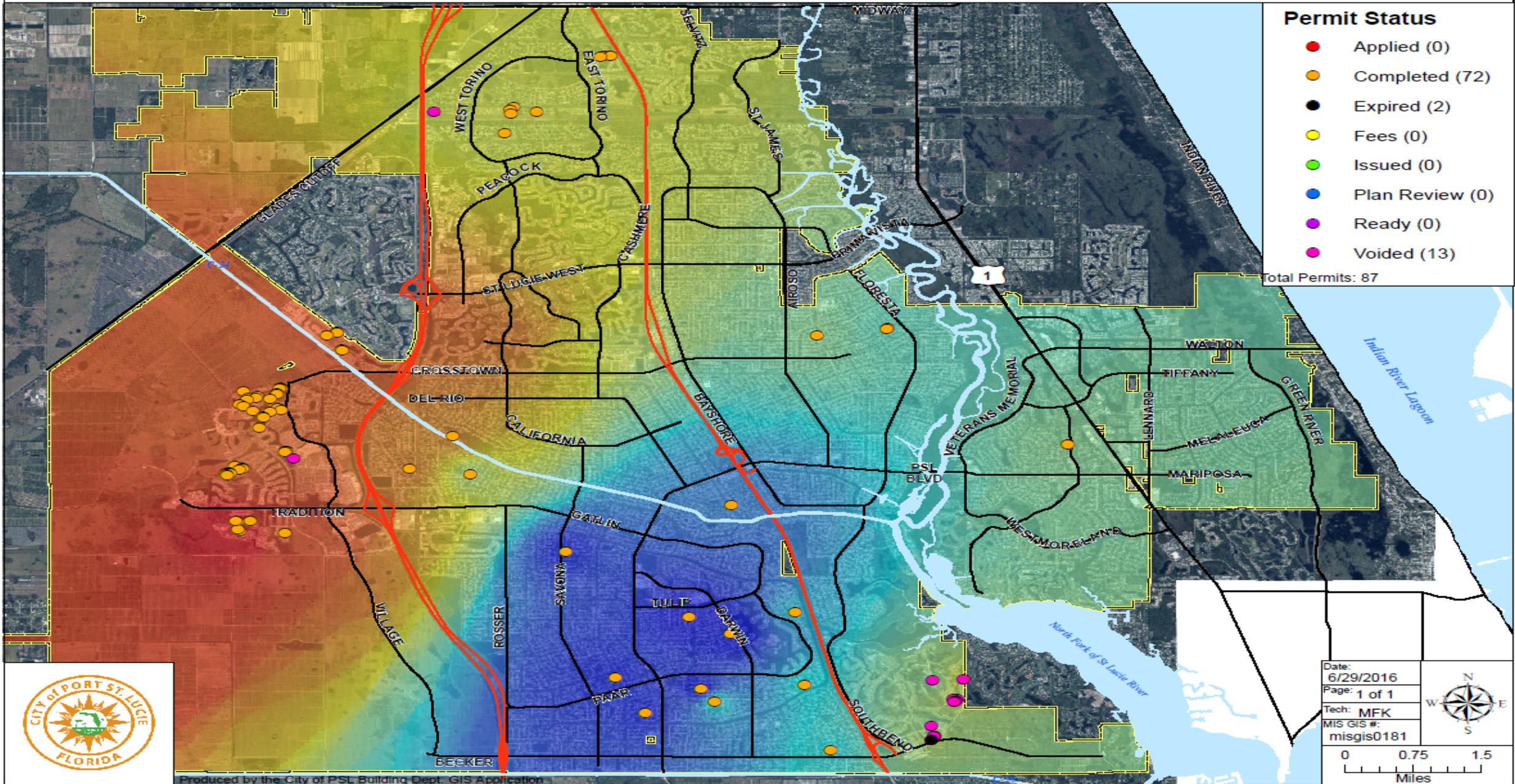


Current Projects	Project Name	Parcel	Address	Status	Council District
P16-016	SLW-Services District	332670100030000	St. Lucie West Blvd	APPROVED	2
P16-033	SLW-Walmart	332680000010003	1675 NW ST LUCIE WEST BLVD	APPROVED	2
P16-038	Sang, Jasmine	342052003330009	2450 SW GATLINE BLVD	APPROVED	1
P15-032	Gatlin Commons-Large Scale	431450400180008	SW GATLIN BLVD	REVIEW	3
P16-010	City of PSL-Crosstown Pkwy Parking - Janette Ave - Small Scale	333560100130007	Janette Ave	REVIEW	1

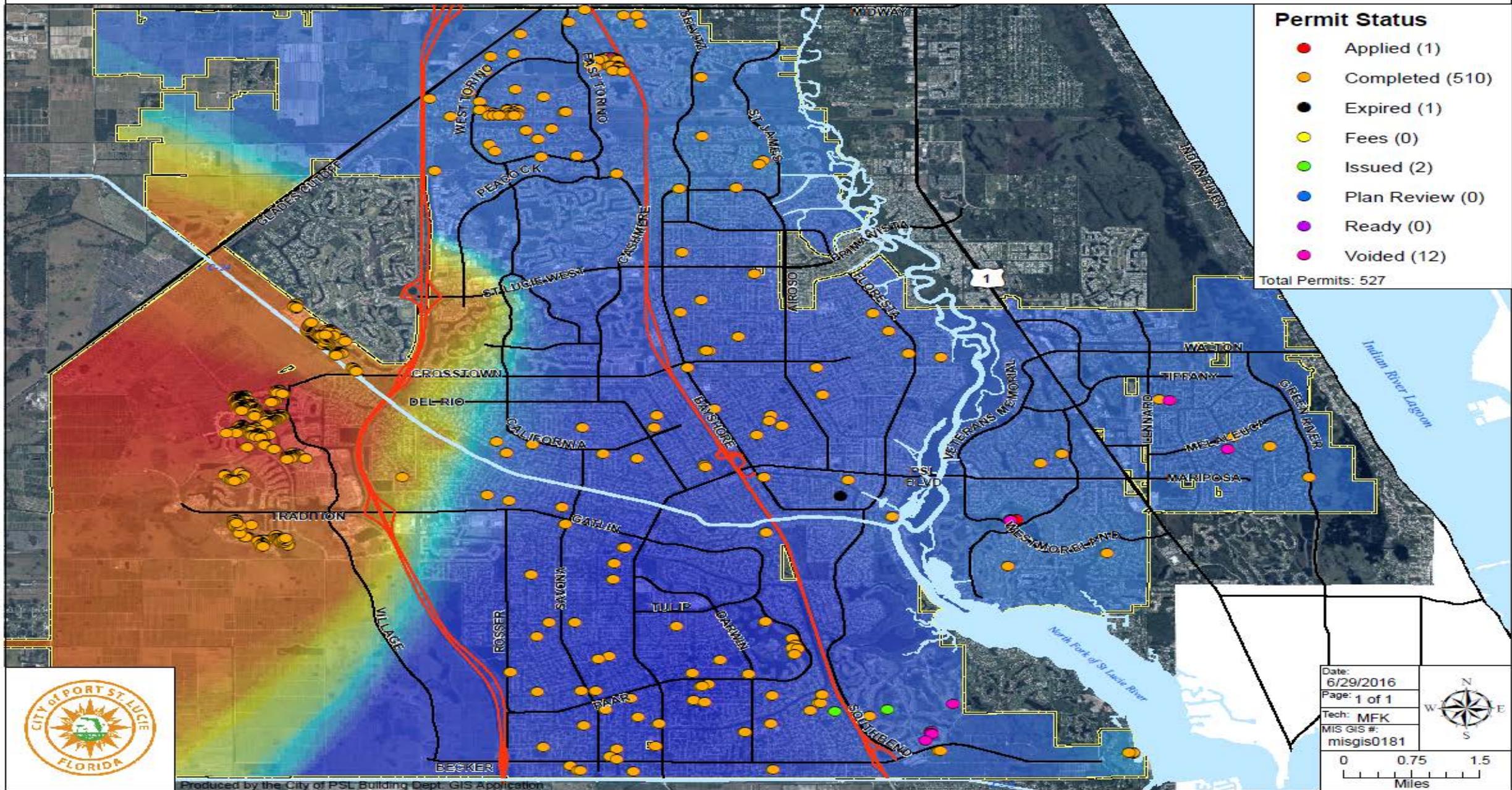
Certificates of Occupancy & Permits



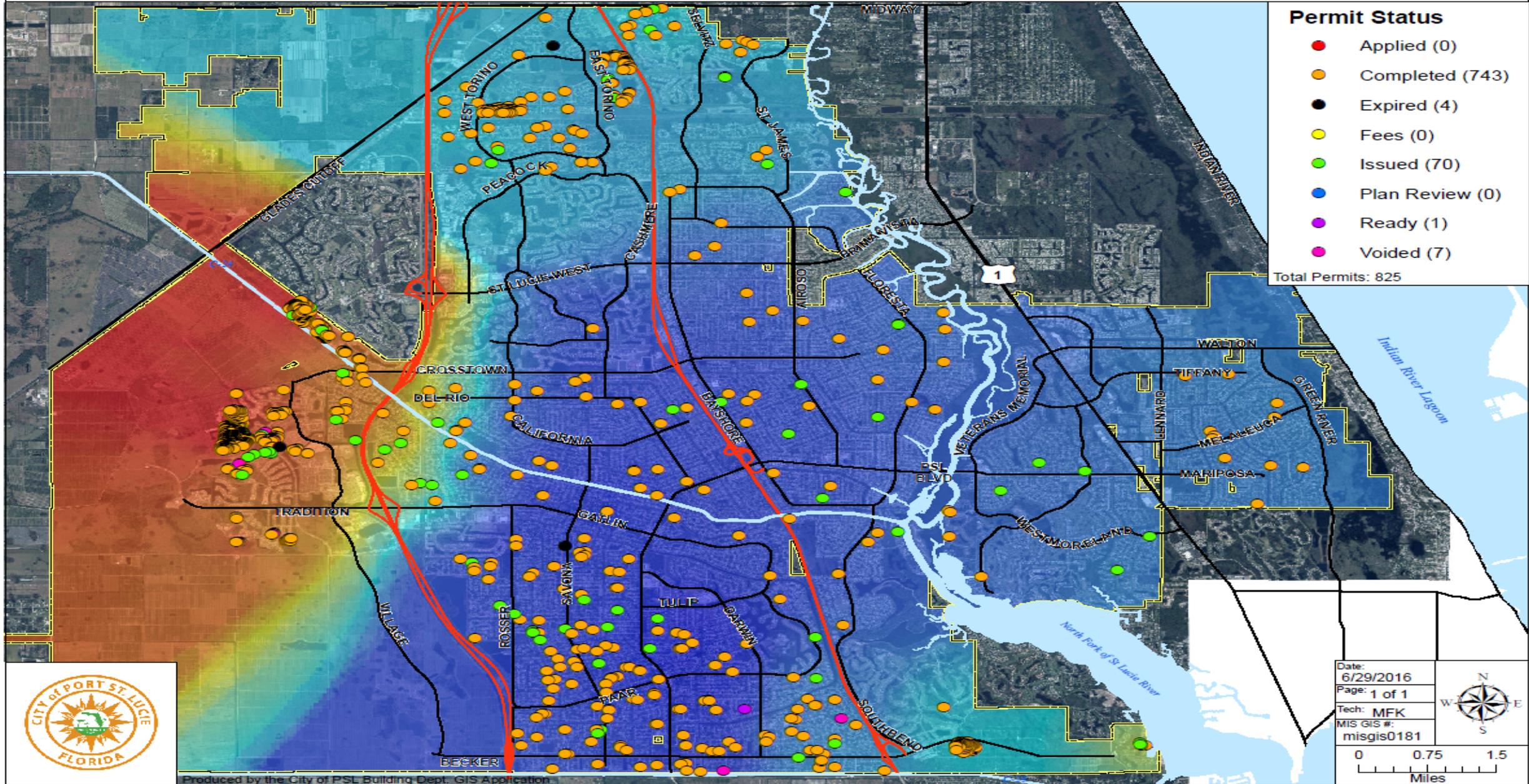
Single Family Residence Permits Applied for between 11/4/2013 and 12/31/2013



Single Family Residence Permits Applied for between 1/1/2014 and 12/31/2014



Single Family Residence Permits Applied for between 1/1/2015 and 12/31/2015

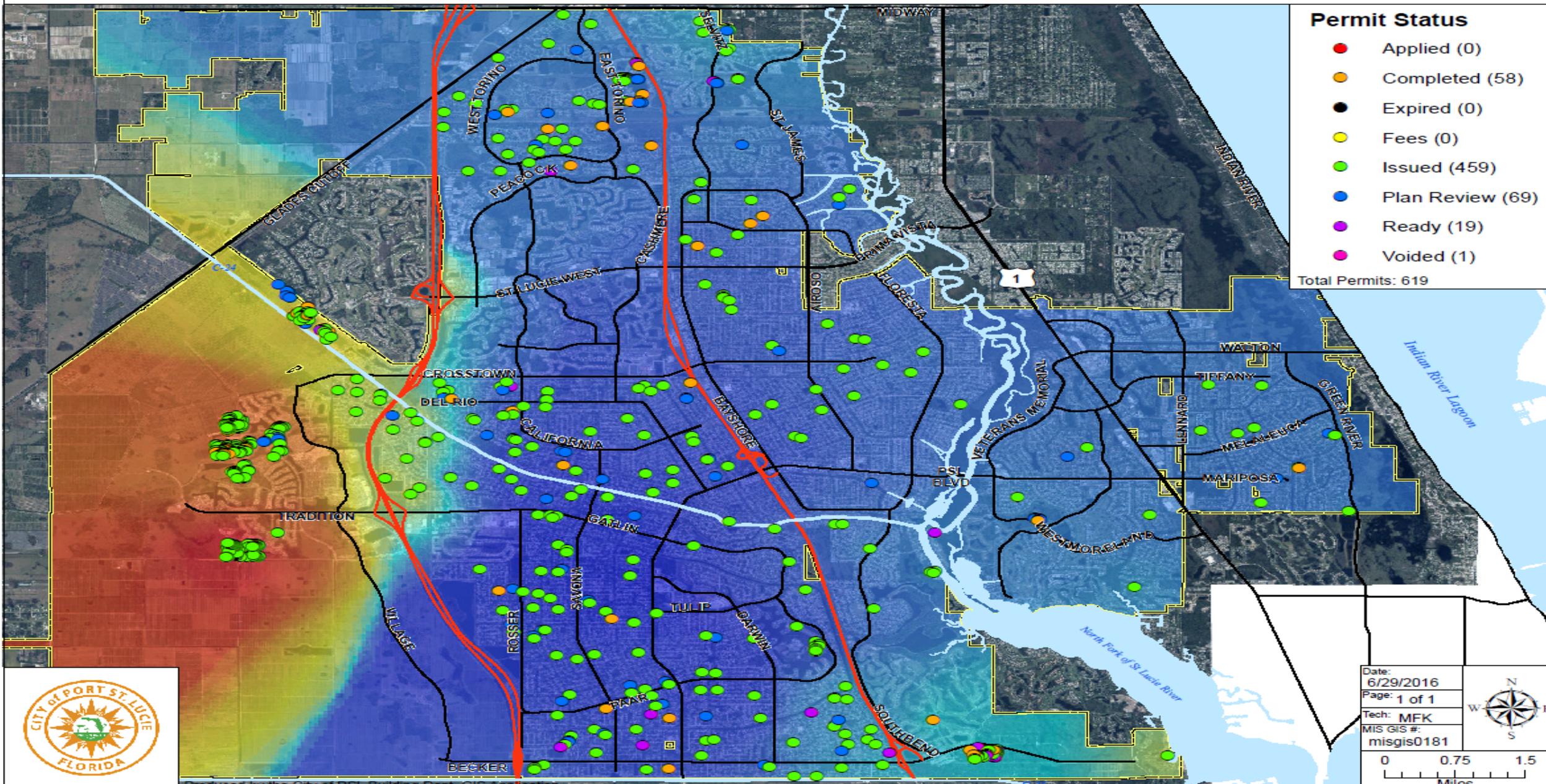


Single Family Residence Permits Applied for between 1/1/2016 and 6/29/2016

Permit Status

- Applied (0)
- Completed (58)
- Expired (0)
- Fees (0)
- Issued (459)
- Plan Review (69)
- Ready (19)
- Voided (1)

Total Permits: 619

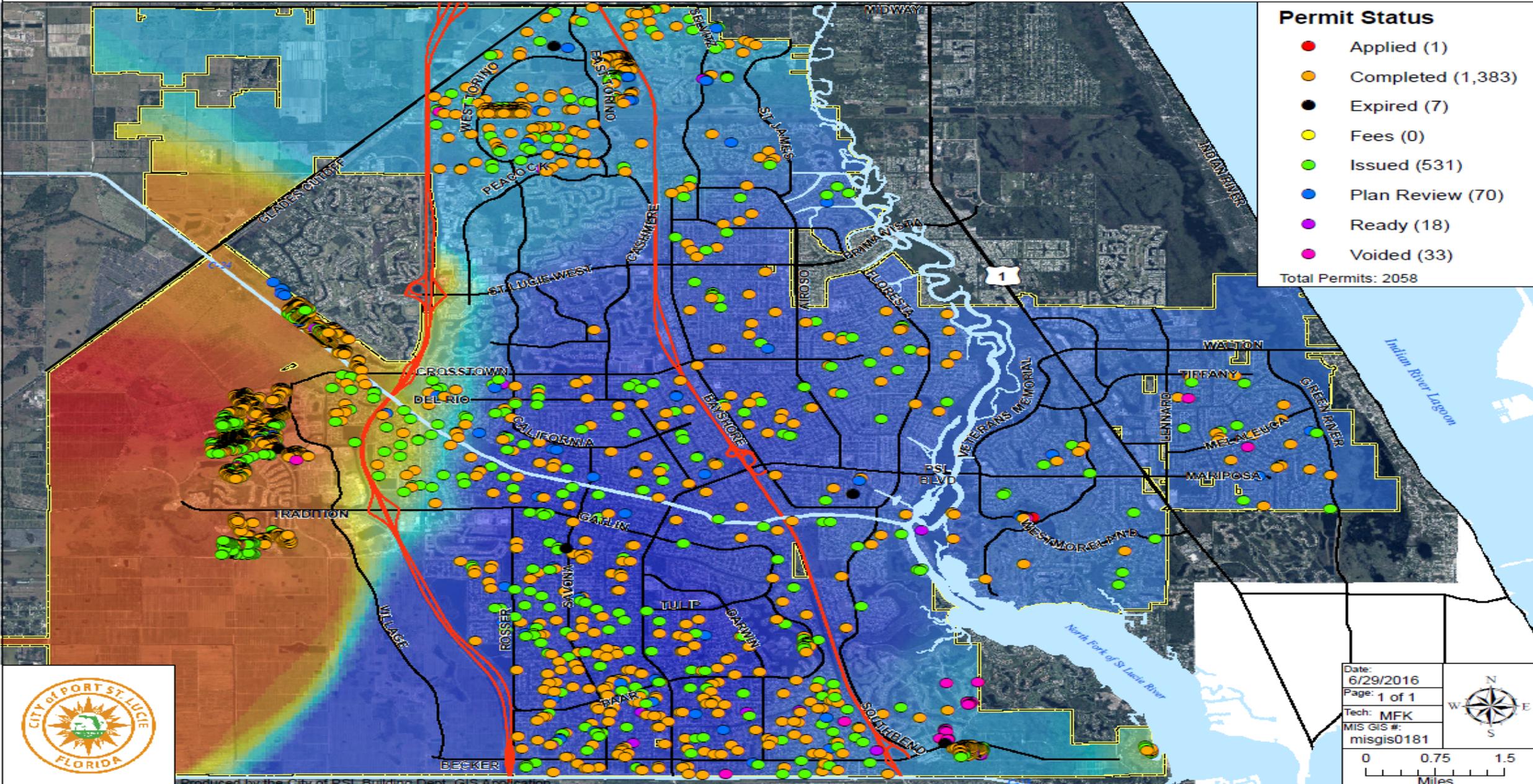


Date:	6/29/2016
Page:	1 of 1
Tech:	MFK
MIS GIS #:	misgis0181

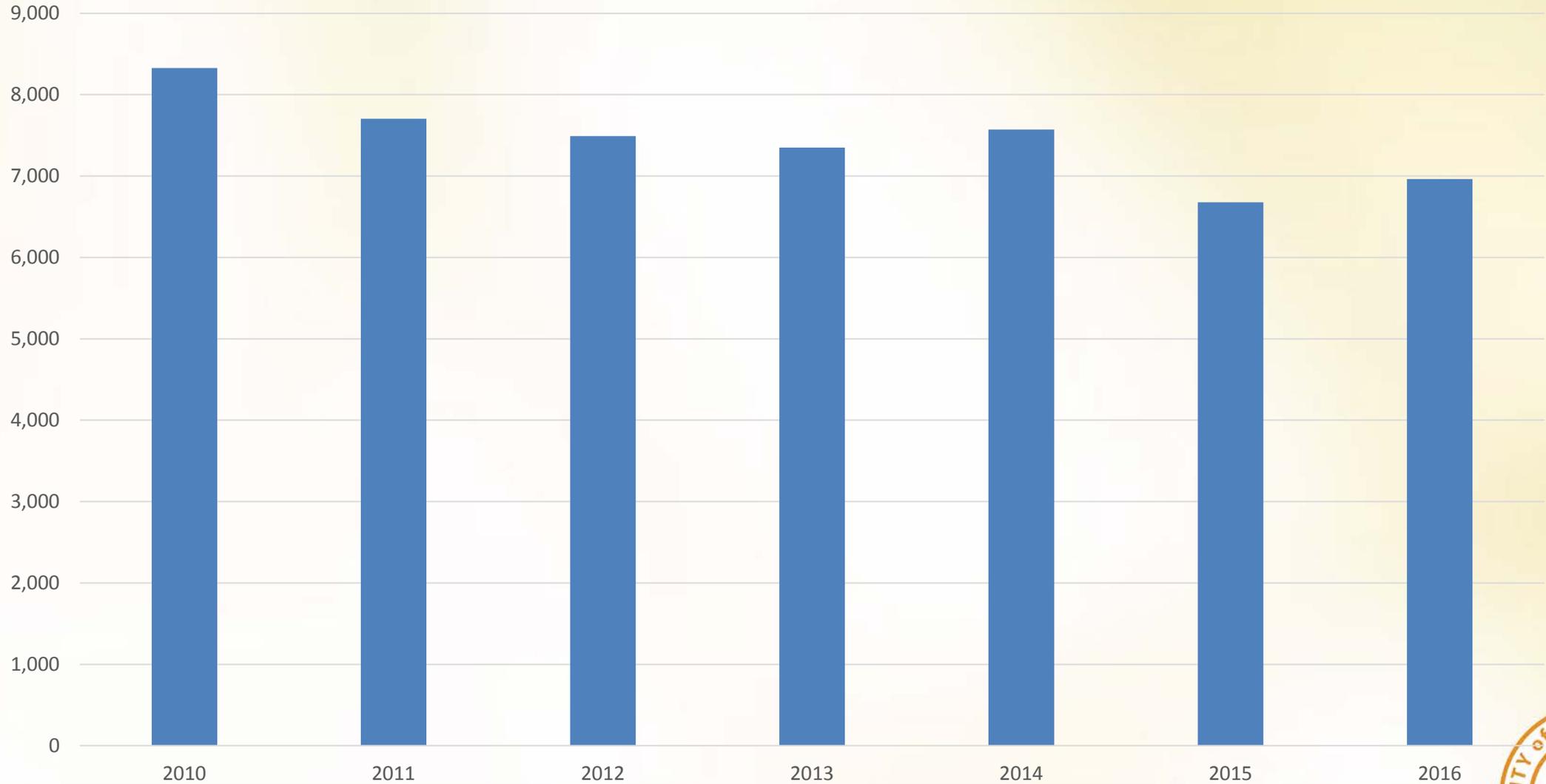
0 0.75 1.5
Miles



Single Family Residence Permits Applied for between 11/4/2013 and 6/29/2016

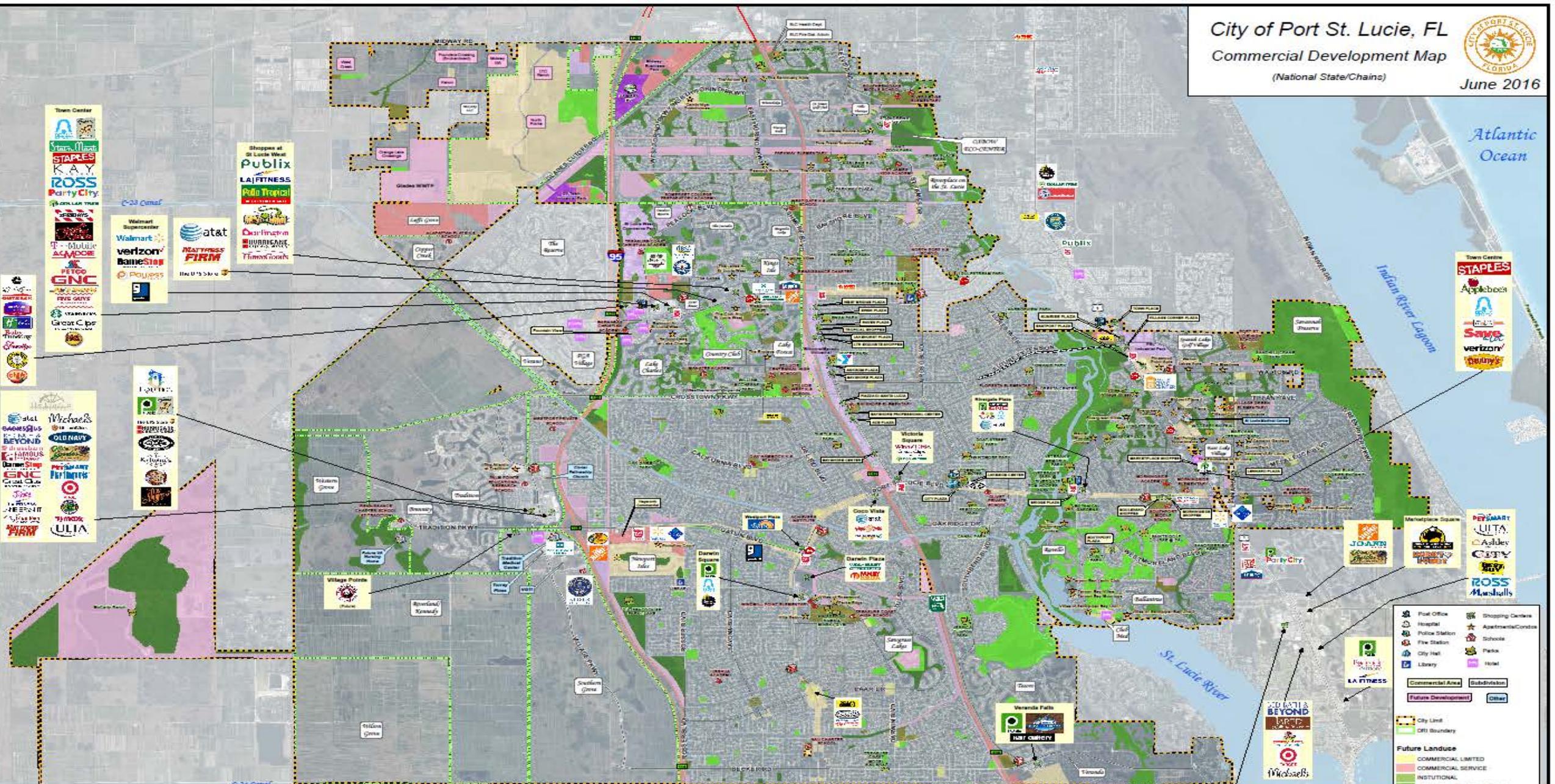


Number of Active Businesses





Atlantic Ocean
 Indian River Lagoon



Town Center

- Walmart Supercenter
- Verizon
- Home Depot
- Publix
- LA Fitness
- Radio Tropical
- Car Wash
- Wendy's
- Subway
- Timothy's
- AT&T
- Marriott Firm
- Home Depot
- Walmart
- Verizon
- Home Depot
- Publix
- LA Fitness
- Radio Tropical
- Car Wash
- Wendy's
- Subway
- Timothy's

Town Center

- STAPLES
- Applebee's
- Verizon
- Sears
- Home Depot
- Publix
- LA Fitness
- Radio Tropical
- Car Wash
- Wendy's
- Subway
- Timothy's

Legend

- Post Office
- Hospital
- Police Station
- Fire Station
- City Hall
- Library
- Shopping Centers
- Apartment/Condo
- Schools
- Parks
- Hotel
- Commercial Area
- Subdivision
- Future Development
- Other

Future Land Use

- COMMERCIAL LIMITED
- COMMERCIAL SERVICE
- INSTITUTIONAL
- CONSERVATION OPEN SPACE
- PRESERVATION OPEN SPACE
- RECREATION OPEN SPACE
- RESIDENTIAL - OFFICE - INSTITUTIONAL
- RESIDENTIAL - OFFICE - INSTITUTIONAL
- UTILITY
- HEAVY INDUSTRIAL
- LIGHT INDUSTRIAL

Future Land Use Legend

- Walmart
- Home Depot
- Verizon
- Publix
- LA Fitness
- Radio Tropical
- Car Wash
- Wendy's
- Subway
- Timothy's
- AT&T
- Marriott Firm
- Home Depot
- Walmart
- Verizon
- Home Depot
- Publix
- LA Fitness
- Radio Tropical
- Car Wash
- Wendy's
- Subway
- Timothy's



Port St. Lucie Police Department Traffic Unit

Summer Retreat
July 2016



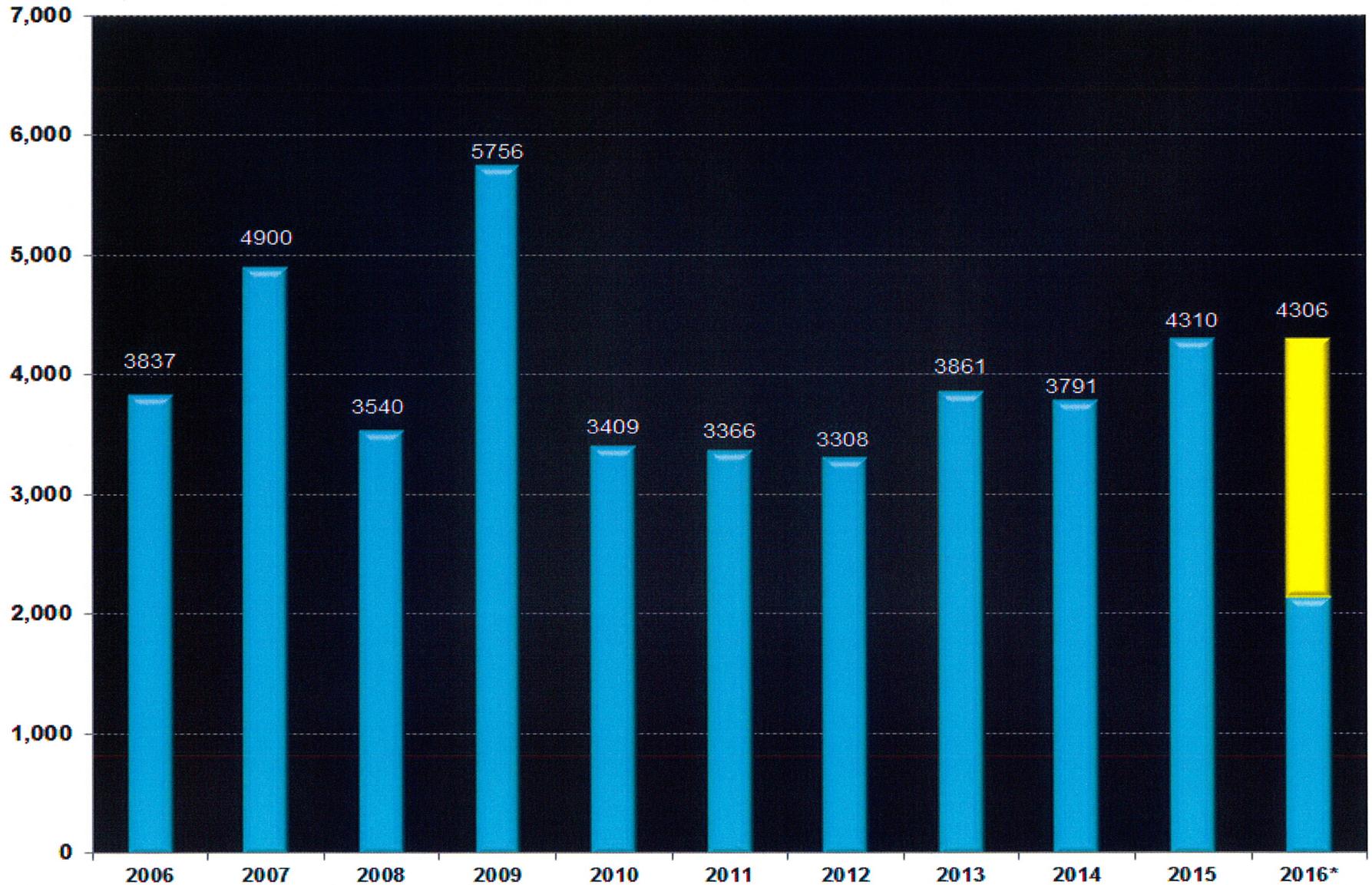
CityofPSL.com



Citywide Traffic Crashes

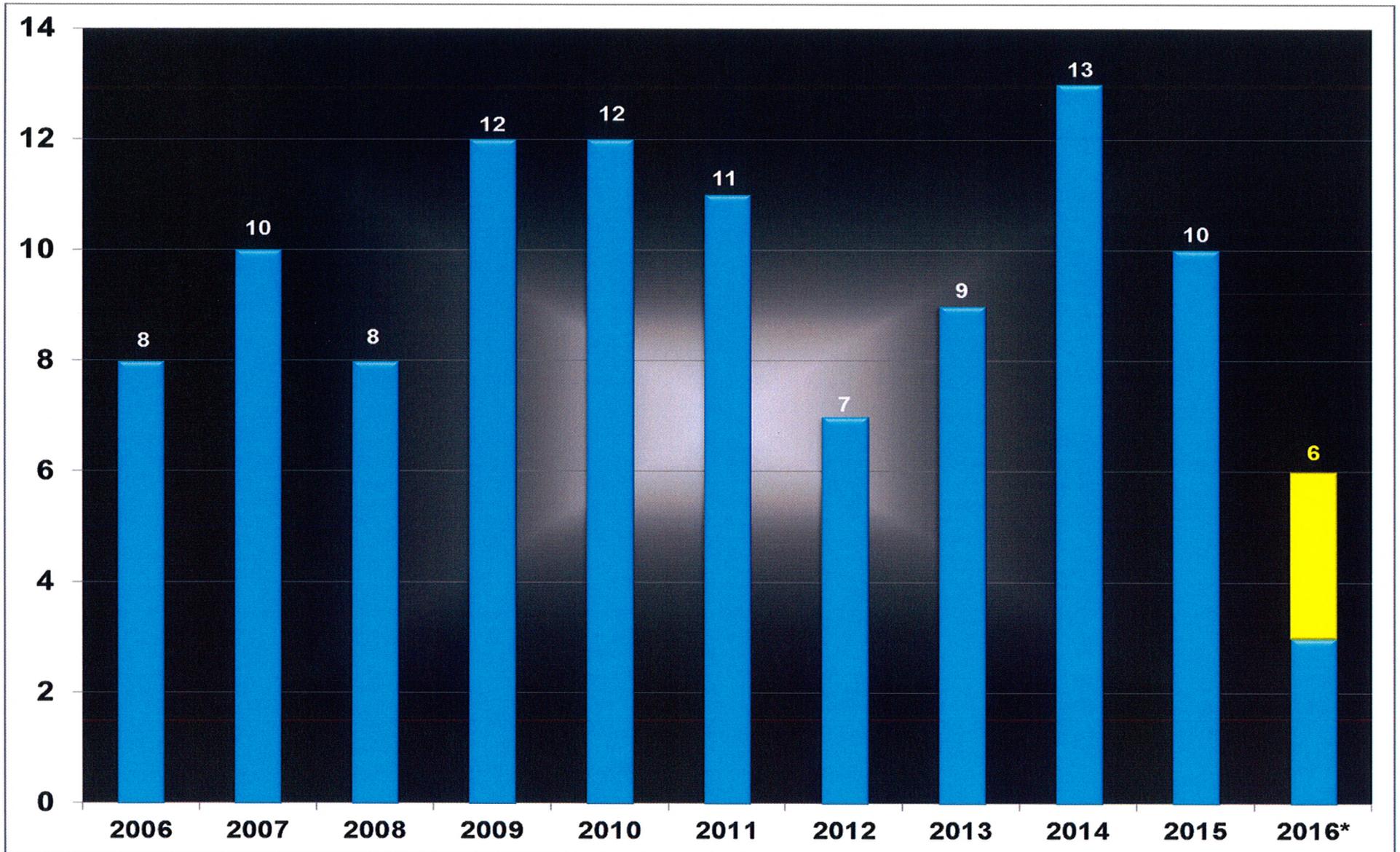
2006 through 2016*

Prepared by the Crime & Intelligence Analysis Unit, 7/12/16
Source: OSSl RMS



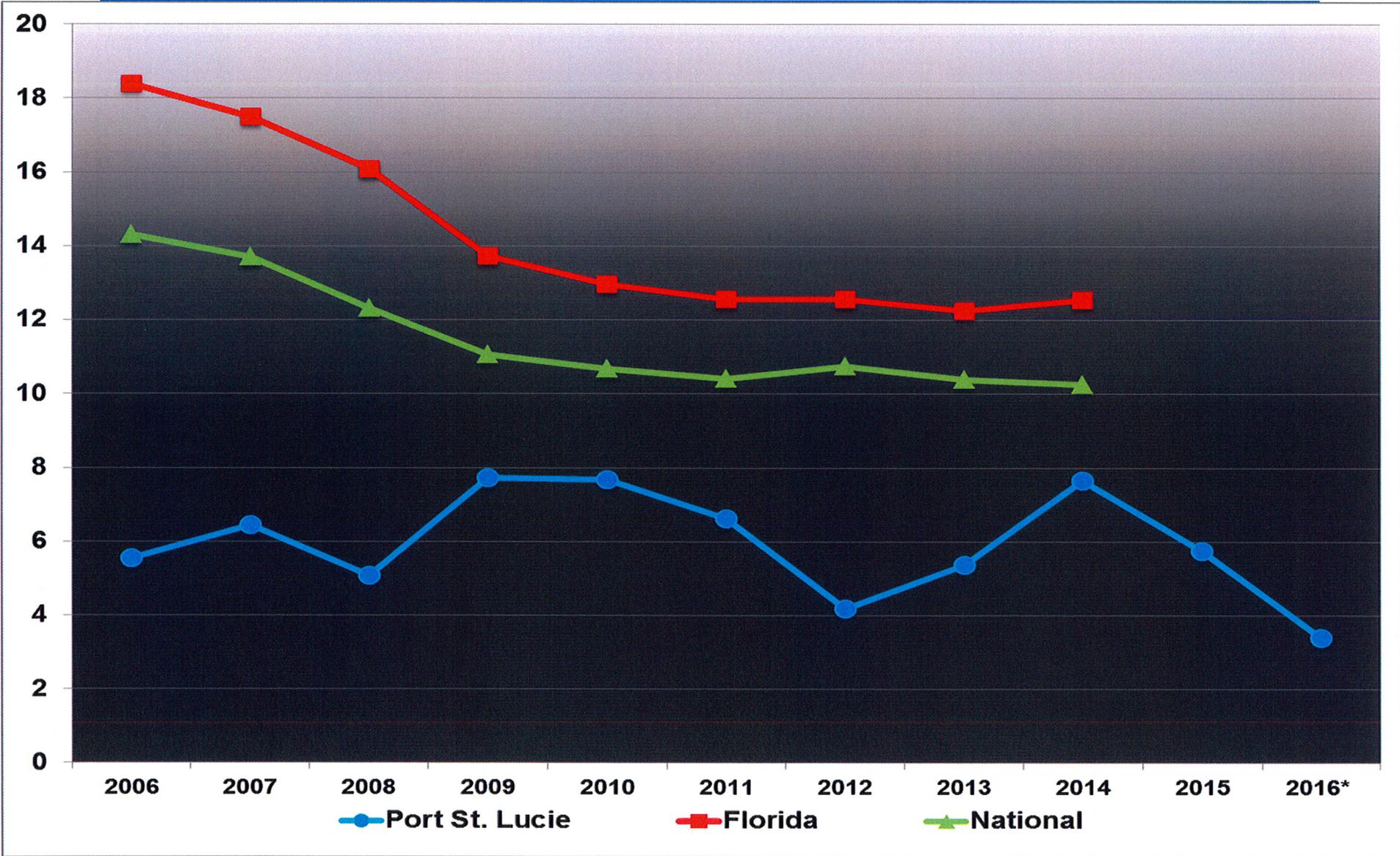
Citywide Traffic Crash Fatalities

2006 through 2016*



Traffic Crash Fatalities Per 100,000

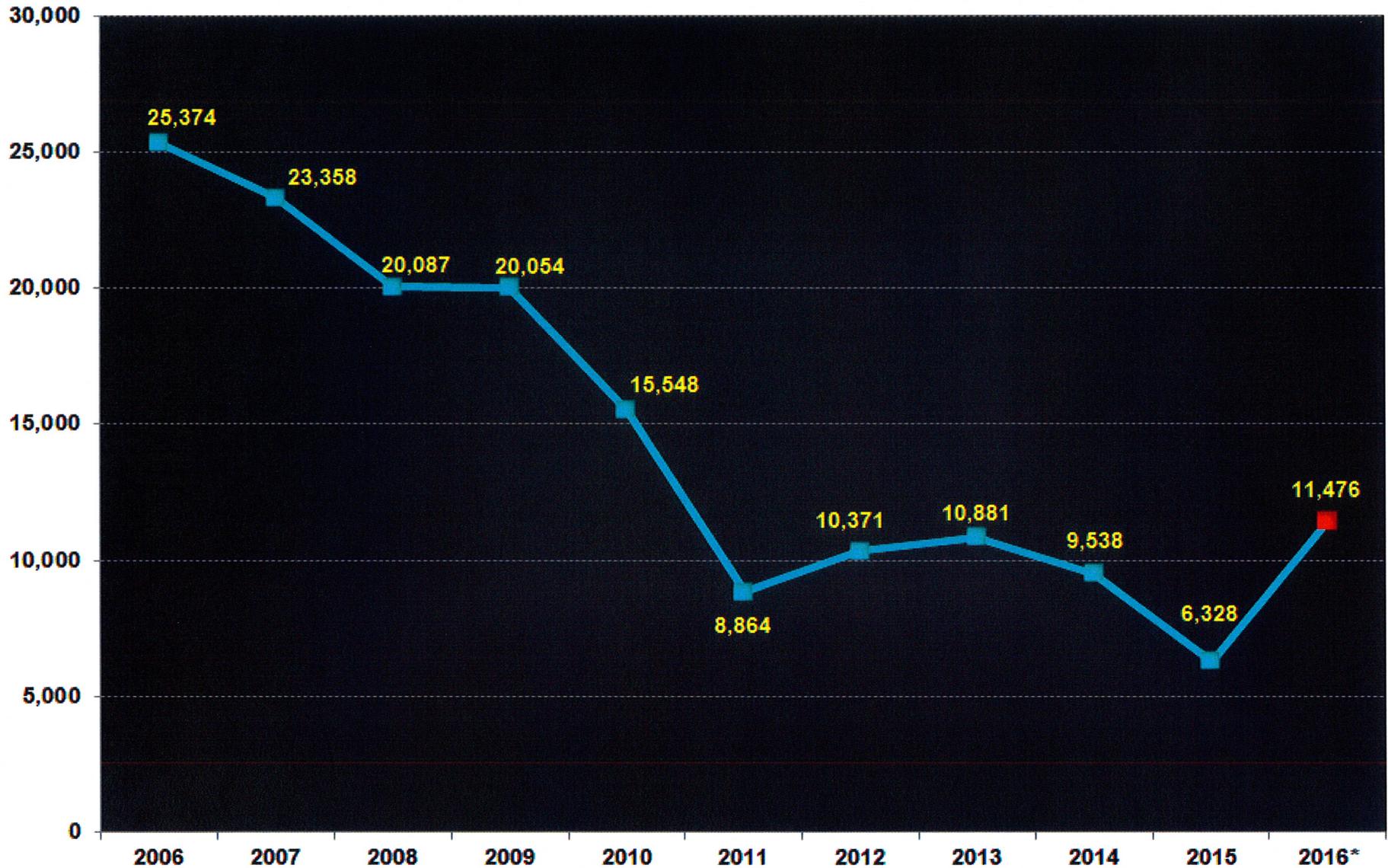
2006 through 2016*



Citywide Traffic Citations

2006 through 2016*

Prepared by the Crime & Intelligence Analysis Unit, 7/12/16
Source: OSS1 RMS



Citywide Court / Traffic Fines

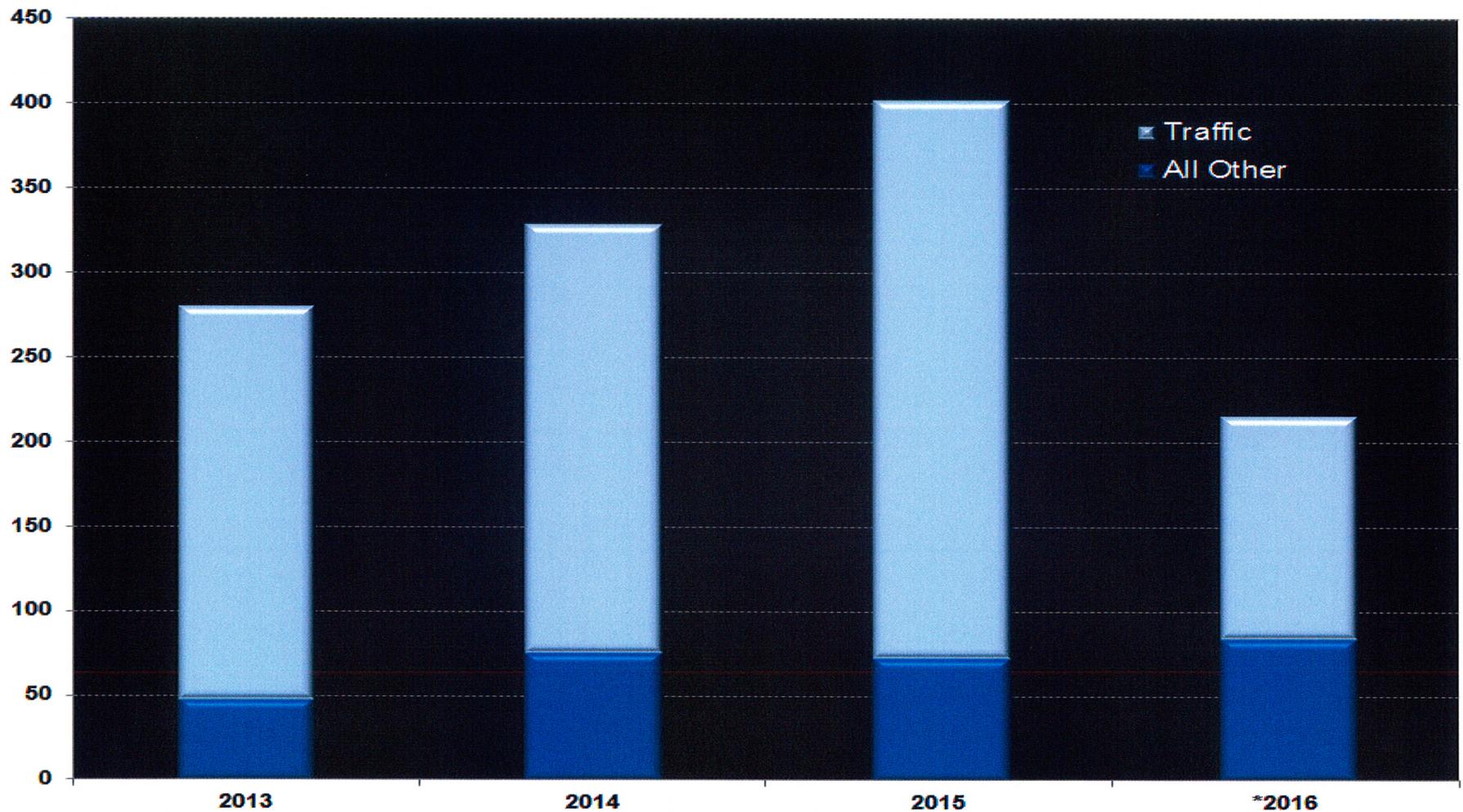
October 2015 through May 2016

Source: OSSI RMS



Residential Requests for Service: Analysis

January 1, 2013 through June 30, 2016*



Questions or Concerns?



INCORPORATED

CityofPSL.com





Neighborhood Services Department

City Council Summer Retreat
July 20-21, 2016

CityofPSL.com



Strategic Plan Relevance

Port St. Lucie Vision 2030
 ...is the Safe; Beautiful *and*
 Friendly City for All Ages.

has Great Neighborhoods!

High Priority!
City Organization
Assessment/Review: Phase II

City of Port St. Lucie: Strategic Plan	
<p>VISION 2030</p> <p>PORT ST. LUCIE 2030 <i>is the Safe, Beautiful, and Friendly City for All Ages.</i> <i>Has Great Neighborhoods,</i> <i>Top Quality Educational Opportunities</i> <i>for Lifelong Learning,</i> <i>with a Diverse Local Economy and Jobs,</i> <i>and Convenient Mobility Options,</i> <i>and Leisure Opportunities for an</i> <i>Active Life Style.</i></p> <p>PORT ST. LUCIE 2030 <i>Has Traditions, the St. Lucie River – a Natural</i> <i>Florida Experience, with a Vibrant City Center</i> <i>and U.S. 1, and St. Lucie West.</i> YOUR HOMETOWN</p>	<p>GOALS 2020</p> <p>FINANCIALLY SOUND CITY, HIGH PERFORMANCE CITY ORGANIZATION</p> <p>GROWING LOCAL ECONOMY</p> <p>BALANCED AND RESPONSIBLE SUSTAINABLE GROWTH</p> <p>IMPROVED MOBILITY WITHIN PORT ST. LUCIE</p> <p>EXPANDED LEISURE ACTIVITIES</p>
<p>POLICY AGENDA 2015 - 2016</p> <p><i>Top Priority</i></p> <p>City Communications Program Upgrade Action Plan: Digital Domain, VGIT, Torrey Pines Courthouse Parkway Sidewalk Program: Projects and Funding City Economic Framework: Goals, Policies, Tool Kit Utility Relocation Bill Advocacy</p> <p><i>High Priority</i></p> <p>Community Report Card Performance Metrics/Community Survey Tax Rate and Services FY 2015 - 2016 City Center Development Everswalk Plan: Extension McCarty Beach Preserve Schools Strategy Stormwater/Water Quality Plan</p>	<p>MANAGEMENT AGENDA 2015 - 2016</p> <p><i>Top Priority</i></p> <p>Citywide Technology Plan/Funding Neighborhood Area Plan: Next Steps Leisure Needs Analysis for 15 - 20 Courthouse Parkway Linear Park</p> <p><i>High Priority</i></p> <p>Formalized Citywide Internship Program City Organization Assessment/Review: Phase II Land Development Regulations: Update Changing the Organization Culture City Center Academy: Development Courthouse Radio Upgrade</p>

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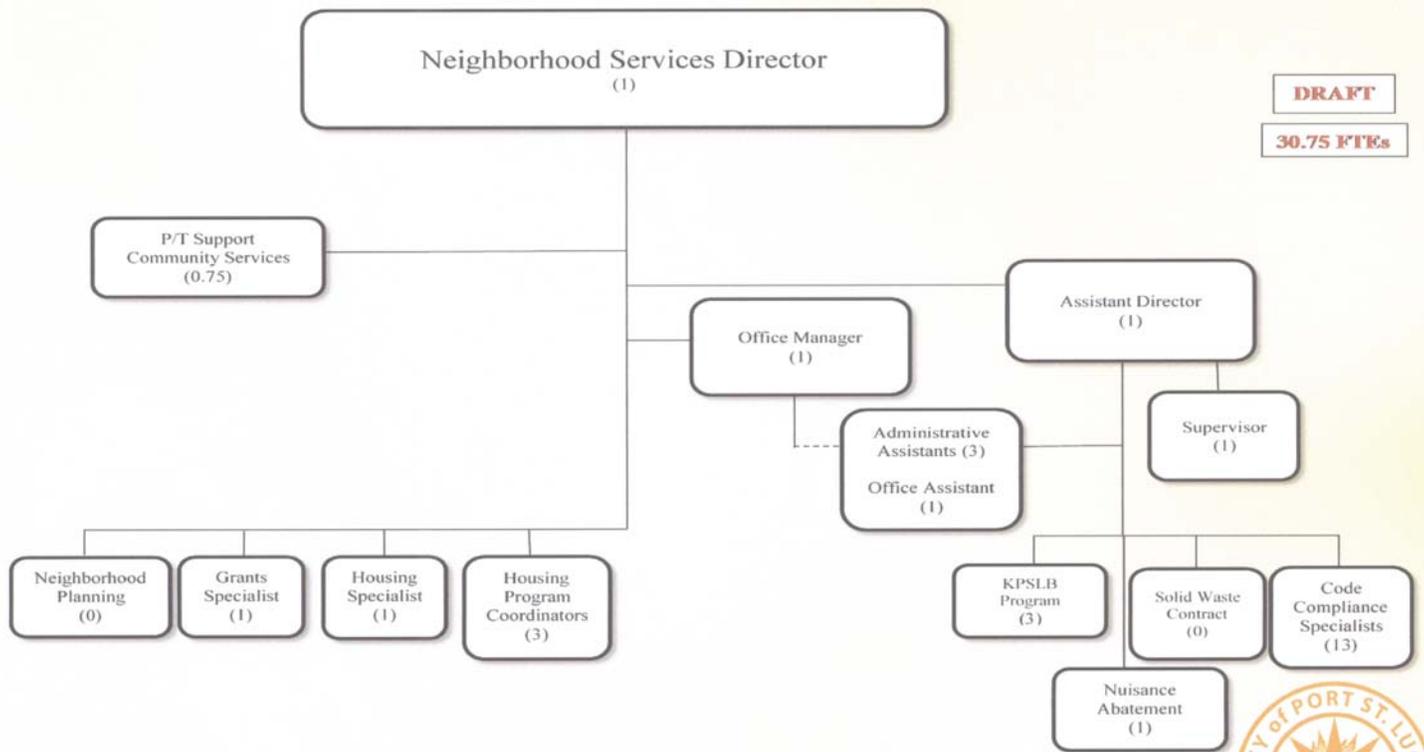


CityofPSL.com

New Structure



Organizational Chart



DRAFT
30.75 FTEs



What We Don't Want!



CityofPSL.com



Code Compliance



Department Goals

- Proactive vs. Reactive
- Increase Education
- Reduce Blight
- Improve Neighborhoods
- Increase Citizen Involvement

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Affordable Housing



Department Goals

- Improve service delivery
- Increase staff effectiveness
- Revitalize low income areas
- Provide assistance to lower income citizens
- Increase support services to PSL Veterans

CityofPSL.com



Neighborhood Planning

SW Neighborhood Park
Coming Soon!



Department Goals

- Learn citizens' needs and wants
 - Civic Associations, Speaking Engagements, City University
- Foster public/private & citizen relationships
- Secure grants for projects
- Manage improvement projects

CityofPSL.com



Why Neighborhood Services?

- Centralize
 - One stop!
 - Neighborhood programs and services
- Solution Oriented
 - Maximize resources
- Educate
 - Community involvement
 - Volunteers



Similar Municipal Structures

Florida Cities (Top 10)

- City of Jacksonville (1)
- City of Miami (2)
- City of Tampa (3)
- City of St. Petersburg (5)
- City of Cape Coral (10)



Recommendation

Proposed Implementation (0-45 days)

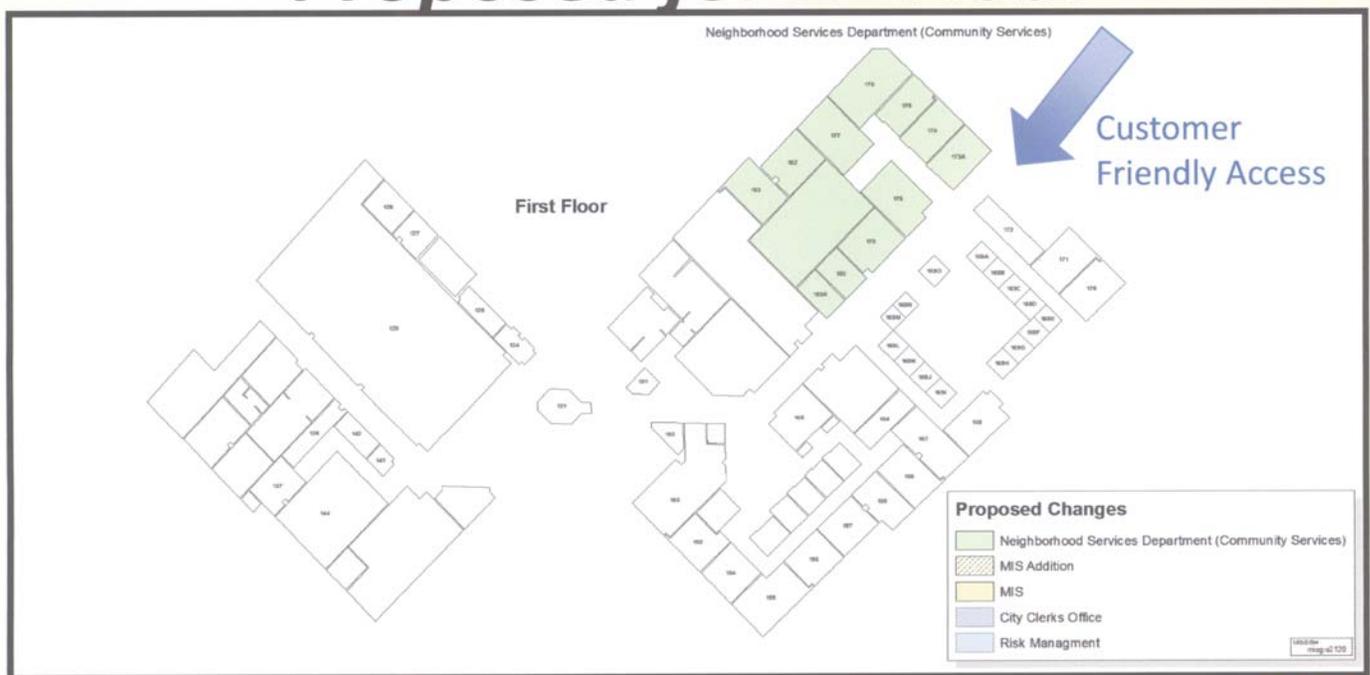
- Budget analysis & consolidation
- Assess appropriate office locations
- Strategic plan review
- Preliminary SWOT Analysis
- Council progress update

Proposed Implementation (46-90 days)

- Gap Analysis
- Relocate offices
- New website/outreach
- Updated ordinance structure
- Begin operations on or before October 1, 2016



Department Relocation *Proposed for 1st Floor*



CityofPSL.com



Department Relocation *Proposed for 2nd Floor*



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Department Relocation *Proposed for 3rd Floor*



CityofPSL.com



THE FUTURE IS OURS TO CREATE.



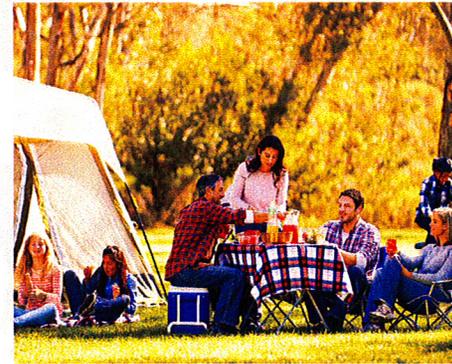
CityofPSL.com

McCarty Ranch Preserve

Primitive Camping vs. Full-Service Campground

Presented by: Brad Keen, Assistant Director, Parks & Recreation

City Council Summer Retreat
July 20 & 21, 2016



12525 Range Line Rd., Port St. Lucie, FL 34987 - www.cityofpsl.com/parks-recreation

CityofPSL.com



Strategic Plan Link:

Goal 5- Expanded Leisure Activities, Policy Action 2015-2016:

“Open the McCarty Ranch Preserve for expanded outdoor activities: camping...”

March 2016 Council Retreat Overview:

- Staff presented four common camping options
- Consensus of Council- Further explore a **full-service campground**
 - Reach out to corporate offices
 - Explore RFP or LOI to determine interest in potential investors
 - Research cost to have direct roadway connection to the Preserve



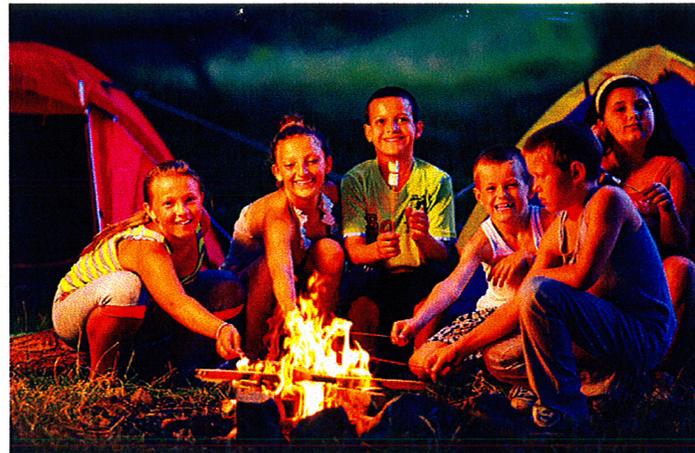
Primitive Camping



- New local experience for residents, visitors, tourists
- PSL Vision 2030: Creates new leisure opportunities for an active lifestyle
- Minimal to low capital investment for development
- Minimal hardened infrastructure required
- Minimal staffing required
- Use controlled by permit
- Minimal to low impact on natural environment



- Initially limited to organized/supervised youth groups
- Minimal revenue generated
- Availability impacted by adverse weather conditions



Primitive Camping

Initial Project Elements

- Survey/define selected camping area
- Layout/design
- Clear several small “camping pods”
- Construct several “community” potable water spigots
- Clear larger common area; construct a center fire pit with outdoor seating
- Eradicate existing invasive exotic vegetation
- Construct and/or repair fencing around camping area
- Construct large group pavilion with picnic tables
- Miscellaneous furnishings (fire rings, trash cans, tables, lantern posts, etc.)



Primitive Camping

Estimated Budget

- No funds proposed in **FY 2016-2017** operating and capital budgets
- Estimate to develop primitive camping area: **\$300,000 - \$400,000**
- Proposed addition of one FTE: **\$47,500**



Total estimated cost: \$347,500 –\$447,500



Boy Scouts of America

2016 Klondike Derby
McCarty Ranch Preserve



*“The Klondike Derby was a **success** and staff cannot thank you and the Parks Department for your **amazing support**.”*

BSA was “**amazed at the fire pit**.” They also thought they’d only see one set of bleachers, but there were three available to them, which “*helped make the campfire **program a success**...*”



*“Please pass on our **thanks** to your staff, the Utilities Department and the City Manager for the use of McCarty Ranch....”*

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Full-Service Campground

Feasibility Report

Proposed campground site of 100 acres

- Campground development (estimate) based on 150 RV sites:
 - Campground including common amenities, on-site utilities, building and site work= **\$6,451,500**
 - Probable construction cost for off site utilities= **\$2,266,000**
 - Probable construction cost to extend Discovery Way= **\$4,728,498**
 - Estimated staffing & operating budget= **\$1,025,656**

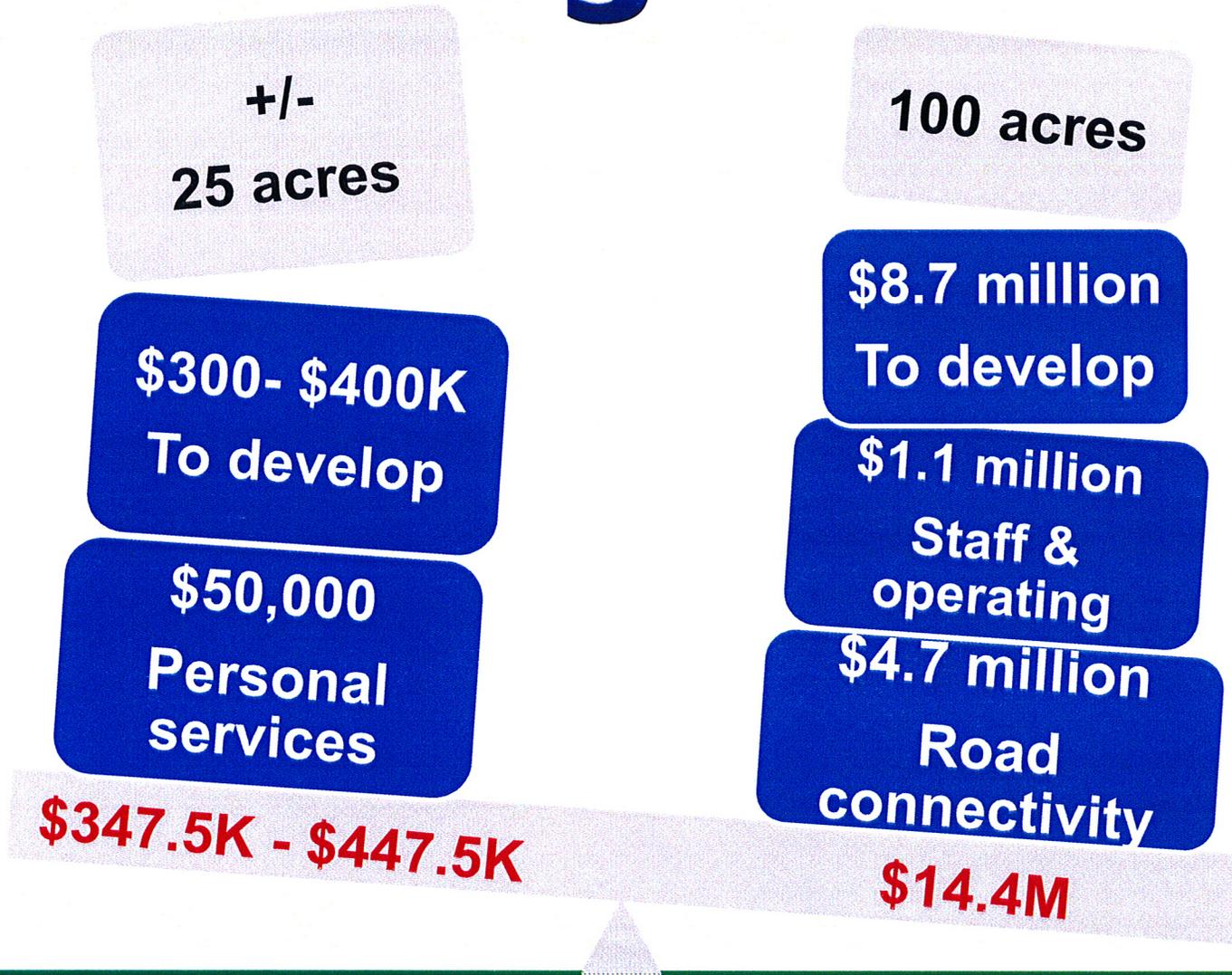


Total estimated cost: \$14,471,654

Primitive Camping



Full-Service Campground



Other Direction/Discussion



CityofPSL.com





Riverwalk Boardwalk Westmoreland Park

City Council Summer Retreat

July 20 and 21, 2016

Bridget Kean, CRA Director

Project History



Strategic Plan

- Principal J: St. Lucie River – a Natural Florida Experience
 1. Blue Water Trails for kayaking, paddle boarding and canoeing
 2. Variety of restaurants with dockage from a fish camp to casual dining on the River
 3. Boardwalk along the River connecting various destinations, including Westmoreland
 4. Preservation and celebration of St. Lucie River's history and heritage
 5. Link to the Botanical Garden and their activities
 6. Preservation of surrounding areas



Aerial Photograph



Public Charrette March 13, 2015



Illustrative Master Site Plan



AIA
Treasure Coast

CityofPSL.com



Existing Two-Story Peacock House



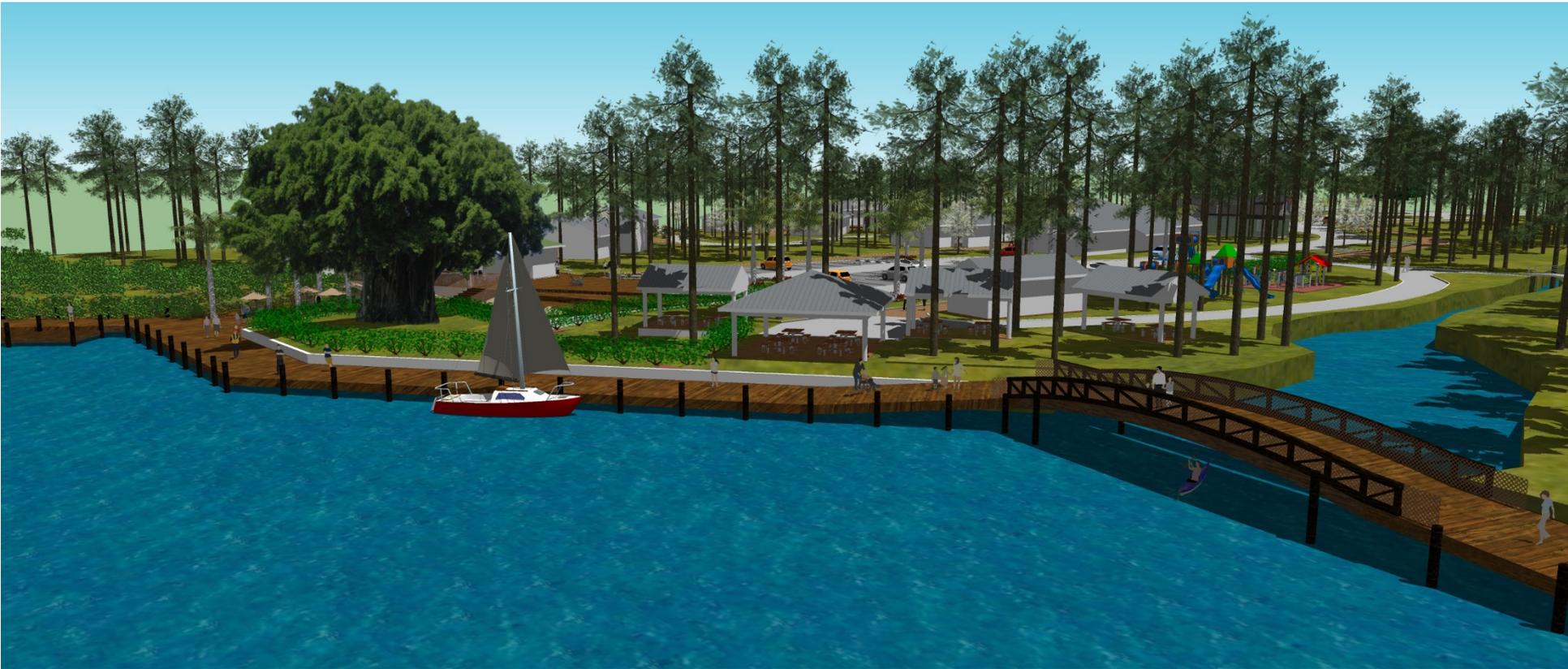
Peacock Lodge



Peacock House at Entry Road



View of the Boardwalk / Bridge



View of Riverwalk Deck & Restaurant



Tasks to Date

- Conceptual Plan approved Oct. 26, 2015
- \$250,000 Local Initiative Grant
 - FY 2016-17
- \$350,000 Special Category Matching Grant
 - FY 2016-18
- RFP issued for Design, Engineering, Site Plan Work
 - Tentatively sch. August 22, 2016 City Council meeting



Pre-Design Estimate of Probable Construction Costs

- Riverwalk Boardwalk – **\$2.5 million**
- Westmoreland Middle Parcel - **\$2.0 to \$2.4 million**
- Westmoreland Conservation Tract - **\$500,000**



CITY OF PORT ST. LUCIE
GENERAL FUND CAPITAL IMPROVEMENT BUDGET - #301
FIVE YEAR PROJECTIONS
FY 2016-17

2016-2017 2017-2018 2018-2019 2019-2020 2020-2021
 ----- ----- ----- -----

REVENUES:

Budgeted Cash Carryforward - Savings from prior year	\$ 390,071	\$ 2,893,071	\$ 1,246,071	\$ 1,996,071	\$ 246,071
Grant-Local Initiative Grant	250,000	-	-	-	-
Grant-Local Recreational Trails Program (potential)	-	-	150,000	-	-
Grant - FIND (potential)	-	350,000	-	-	-
Grant - Special Category - Historic	-	350,000	-	-	-
Fund Transfers - Conservation Trust Fund	-	-	500,000	-	-
Fund Transfers - Parks Impact Fees Fund (potential)	2,000,000	600,000	600,000	650,000	-
Fund Transfer- SAD Fund #150	250,000	-	-	-	-
Interest Income	3,000	3,000	-	-	-
Totals	\$ 2,893,071	\$ 4,196,071	\$ 2,496,071	\$ 2,646,071	\$ 246,071

EXPENDITURES:

GENERAL GOVERNMENT - 301-1900

Walk through Scanners with Baggage roller & hand wand	\$ -	\$ -	\$ -	\$ -	\$ -
Totals	\$ -	\$ -	\$ -	\$ -	\$ -

PARK & RECREATION (CRA) 301-7210

Riverwalk - historic home relocation	\$ -	\$ 450,000	\$ -	\$ -	\$ -
Riverwalk Project - construction - boardwalk	-	2,500,000	-	-	-
Riverwalk Project - conservation tract improvements	-	-	500,000	-	-
Riverwalk Project - Westmoreland - middle parcel impr.	-	-	-	2,400,000	-
Totals	\$ -	\$ 2,950,000	\$ 500,000	\$ 2,400,000	\$ -

GENERAL CIP FUND TOTALS

	\$ -	\$ 2,950,000	\$ 500,000	\$ 2,400,000	\$ -
Fund Transfer to 001 -	-	-	-	-	-
	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency for Future Years	\$ 2,893,071	\$ 1,246,071	\$ 1,996,071	\$ 246,071	\$ 246,071
SURPLUS<DEFICIT>	\$ -	\$ -	\$ -	\$ -	\$ -



Port St. Lucie Utility Systems Update on Rate Study



City Council Retreat - July 20-21, 2016

CityofPSL.com



Today's Agenda

- The Birth of Port St. Lucie's Utility Systems
- Action Plan for owning & operating the Utility
- Funding the Action Plan
- Affect of the Action Plan on Customer Rates
- Today's Utility
- Moving Forward – A Look at Rates and Fees

CityofPSL.com



PSL Utility Systems - How Did It Begin?

April 7, 1990

The Palm Beach Post

April 7, 1990

Final Edition

10 1990

GDC, POCKETS EMPTY, FILES FOR CHAPTER 11

WILLIAM HOWARD,
Palm Beach Post Staff Writer

General Development Corp., the beleaguered Miami company that developed Port St. Lucie and eight other Florida communities, filed for Chapter 11 bankruptcy protection Friday.

inflated prices. Brown, Ehrling and six other GDC marketing executives and managers have left the company, and a major investor is seeking to remove several members of the company's board of directors, including former Gov. Reubin Askew.

special taxing districts -- alternatives city officials proposed when GDC pleaded guilty to fraud charges March 22.

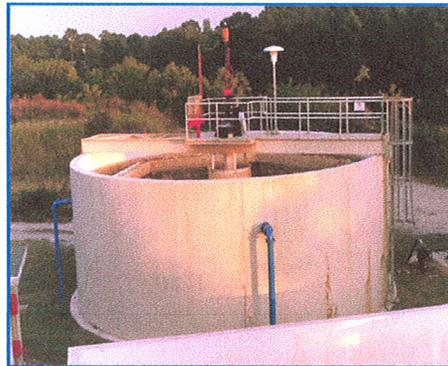
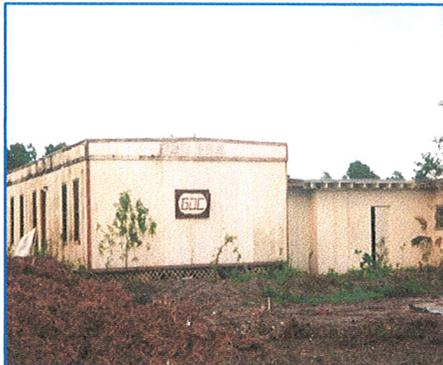
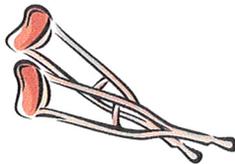
GDC needs about \$400 million to pay for roads, sewer systems and other facilities at its nine Florida communities over the next 12 years.



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3

GDC / GDU Era Systems and Facilities Were Crippled and Needed First Aid



4

After the GDC/GDU Bankruptcy Filing

- St. Lucie County acquired the Utility from GDU under the "quick take" legal process.

1990 – 1994 the City's utility was under St. Lucie County's Management

- County did not have a vision for the City's future
 - Utility limped along with:
 - Inadequate well capacities
 - Inadequate treatment capacity
 - Inadequate storage capacity
- Utility was not able to stay ahead of water demands during record breaking water demands May 1992

The County did not invest in the much needed first aid



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Tuesday, May 5, 1992

The Palm Beach Post

WATER CUT OFF FOR 10,000 IN PORT ST. LUCIE

AND B.J. AGNEW
Palm Beach Post Staff Writers

Record water demand over the weekend depleted supplies for greater Port St. Lucie, forcing utility officials to shut off water Monday for thousands of residents.

As customers without have to hours at

Unblamed and a washing. Nine ac because

"People who have worked here for years and years haven't seen a demand like this," said Daniel Sneed, facilities operations manager for St. Lucie County Utilities.

Some effects of the shortage:

- Visitors to the Club Med resort complained that water only dribbled out of faucets and that toilets wouldn't flush.
- The Savanna Club, a retirement community that buys its water from the utility, and then distributes it to its 1,200 residents, told residents to boil water "until things get back to normal," and Phil Gerard, resident director.
- Toilets wouldn't flush at Port St. Lucie High School and Village Green Elementary School.

today because of the water shortage. They are: Bayshore, Merringdale, Port St. Lucie, Parkway, Village Green and Wickham Park elementary schools; and Port St. Lucie High School.

Down Manacrossmore was forced to fill empty milk jugs at a water dispenser in front of the Darwin Square supermarket after the water at her Southwest Bedford Road home was turned off Monday.

Couther by, most may not doesn't in day we," he

need a in week, shutting down sections of the city's service and asking people to cut back on water use Monday night would allow the three main storage tanks to refill by early this morning. The amount Sneed needed to replenish the utility's water reserves depends on how much resident's conserve, Sneed said.

The utility's three storage tanks combined hold about 2.4 million gallons of water. The utility has 15,000 connections that provide water for about 40,000 people, Sneed said.

The utility pumped about 1.2 million gallons of water to consumers between 5 p.m. and 9 p.m. Sunday.

Western Port St. Lucie residents lined up 10 deep Monday night to buy bottled water from the Publix on Port St. Lucie Boulevard west of the airport.

and, depleting storage tanks. St. Lucie Utilities couldn't replenish the supplies fast enough.

• WHO: About 40,000 people lost water pressure Monday. About 10,000 were without water Monday afternoon. Buildings that use well water were not affected.

• THE SHUTDOWN: The utility shut down service to five areas to maintain pressure for the hospital and to build water reserves.

• BOIL-WATER ORDER: Customers whose water was shut off should boil their drinking and cooking water for 48 hours after service resumes. The heat from boiling kills bacteria that could get into the water system.

• WHAT'S NEXT: If the tanks filled up Monday night and this morning, service could be back to normal today.

Note: The Utility only served about 17,000 customers in 1992

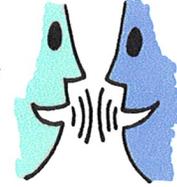
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6

City's Response To That Headline

- City opened a dialogue with St. Lucie County regarding the transfer of the Utility to the City
- Transfer negotiations lasted nearly two years
 - Transfer became official: [September 30, 1994](#)



Customer base upon transfer:

17,228 Water connections

10,800 Sewer connections

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City's Plan for the Utility

- City's Action Plan included
 - Adoption of a Water & Sewer Master Plan that called for:
 - Wellfield expansion – with Floridan Wells
 - Additional water treatment, repump & storage facilities
 - New and expanded wastewater treatment facilities
 - Extending water/sewer lines throughout the City with assessments being levied



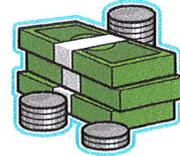
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8

System Improvements Were Bond Financed

<u>Bond</u>	<u>Purpose</u>
\$ 63,750,000	Utility Acquisition & Settlement
\$150,775,000	Water & Sewer SADs / USA's <i>The potential for new customers and the much needed system improvements required massive CIP projects</i>
\$ 14,794,106	Wellfield expansion – with Floridan Wells
\$152,810,771	Additional water treatment, repump, and storage facilities (including large mains)
<u>\$204,077,985</u>	New & expanded wastewater treatment facilities (including large mains and relocation of 2 wastewater treatment plants)
\$586,207,862	Total (note: balance owed \$402,327,933)



Periodic Rate Increases Have Assured Ability to Make Bond Debt Payments & Operate System

	Block 1 Water rate per 1,000 gallons	Increase per 1,000 gallons	
1994	\$2.37 (St. Lucie County)		1994 Bond included:
1994	\$2.55	+ 7.5%	• Acquisition of Utility
1995	\$2.60	+ 2%	• Urgent System Upgrades
1997	\$2.74	+ 6%	1997 Bond projects included:
2001	\$2.85	+ 4%	• Prineville RO Water Plant
2002	\$2.94	+ 3%	• WP Water Storage & Repump
2003	\$3.03	+ 3%	2001 Bond projects included:
2004	\$3.08	+ 1.5%	• JEA RO Plant design & const.
2005	\$3.17	+ 3%	• NPWWTP expansion 1-2.5 mgd
			• WPWWTP expansion 2-4 mgd
			2003 Bond projects included:
			• Glades WWTP design & const.
			2005 Bond projects included:
			• JEA RO expansion 6-20 mgd

Periodic Rate Increases Have Assured the Ability to Make Bond Debt Payments

	Block 1 Water rate per 1,000 gallons	Increase per 1,000 gallons
2006	\$3.22	+ 1.5%
2007	\$3.26	+ 1.5%
2008	\$3.36	+ 3%
2010	\$3.46	+ 3%
2011	\$3.57	+ 3%
2012	\$3.67	+ 3%
2013	\$3.78	+ 3%
2014	\$3.89	+ 3%

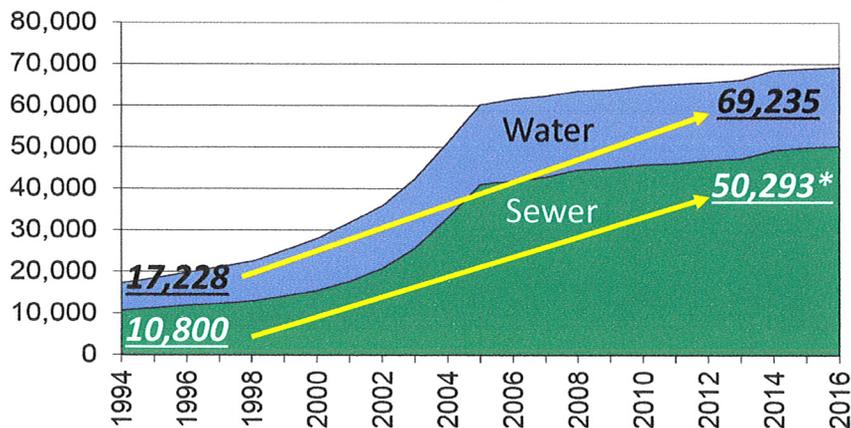
NOTE: The Utility experienced explosive growth between 2000-2008 as the customer base grew from **27,992** up to **62,500**

The increases have been required to ensure debt payments could be made, and to provide operating funds needed to maintain the growing system

11

Where is the Utility Today?

Customers as of May 31, 2016



* Includes 7,021 septic systems taken out of service and another 20,935 septic systems that never had to be installed



12

Where is the Utility Today?

- Strategic Planning is based on a 50 to a 100-year window
- State-of-the-art water and wastewater facilities with ample Treatment Plant Capacity
- In-house Nationally Certified Lab (NELAC)
 - Assisted FDEP with recent microbial water quality testing
- PSLUSD is one only four public utilities in Florida with FDEP delegation to be self permitting



McCarty Ranch Future Cyclic Surface Water Facilities



13

The Utility Systems Department is and always will be . . .

“Connected To The Community”

The Utility must continue to:

- Be good stewards of the community’s water resources
- Maintain a state-of-the-art system
- Provide exceptional service to customers
- Continue to plan for smart and balanced growth
- Ensure the Utility’s bond debt is paid
- Charge fair and equitable rates and fees

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Water, Wastewater and Reclaimed Water Rate Study

Prepared and Presented by:

Raftelis Financial Consultants, Inc.

Marco H. (Mike) Rocca, CMC



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MSRB REGISTERED
**MUNICIPAL
ADVISOR**

RFC is a Registered Municipal Advisor with the MSRB and SEC under the Dodd-Frank Act and is fully qualified and capable of providing advice related to all aspects of utility financial and capital planning, including the size, timing, and terms of future debt issues. Any opinions, information or recommendations included in this presentation, related to the size, timing, and terms of a future debt issue may be relied upon only for its intended purpose. This information is not intended as a recommendation to undertake a specific course of action related to the issuance of debt, or to indicate that a particular set of assumptions for the size, timing and terms of issuing debt will be available at the time debt is actually issued.



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Water, Wastewater and Reclaimed Water Rate Study

Purpose of Rate Study:

- Revenue Sufficiency
- Equitable Cost Recovery
- Creditworthiness
- Fund Capital Improvements

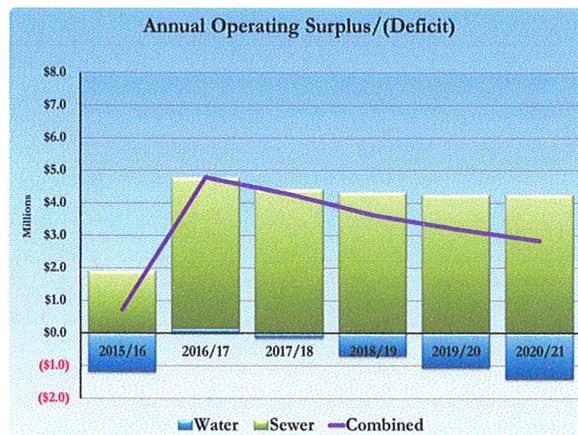
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Findings and Conclusions

Major Issue – need to correct wastewater subsidizing water



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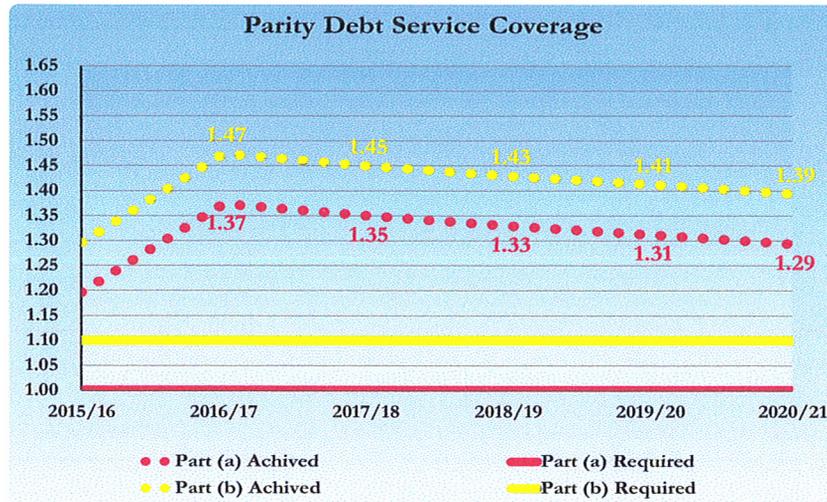


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Findings and Conclusions

No rate adjustments does not work

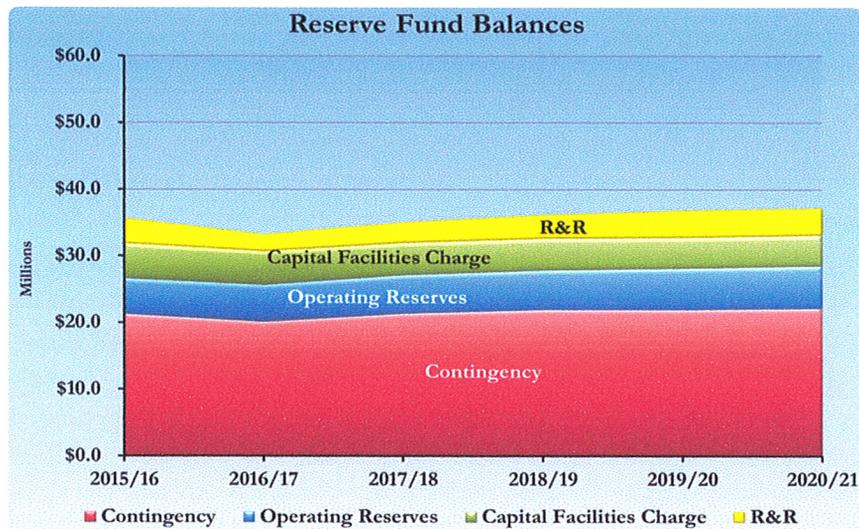
Declining Coverage



19

Findings and Conclusions

Insufficient Reserves



20

Findings and Conclusions

How to Fix

	Current	2016/17	2017/18	2018/19	2019/20	2020/21
Rate Adjustments						
Water	N/A	6.00%	1.50%	1.50%	1.50%	1.50%
Wastewater	N/A	-4.00%	1.50%	1.50%	1.50%	1.50%
Reclaimed Water	N/A	3.00%	3.00%	3.00%	3.00%	3.00%
Typical 5,000 gal/month Bill						
Water	\$29.20	\$31.00	\$31.51	\$32.03	\$32.55	\$33.07
Wastewater	51.41	49.39	50.15	50.91	51.73	52.55
Total Bill	\$80.61	\$80.39	\$81.66	\$82.94	\$84.28	\$85.62
\$ Increase	\$0.00	(\$0.22)	\$1.27	\$1.28	\$1.34	\$1.34
% Increase	0.00%	-0.27%	1.58%	1.57%	1.62%	1.59%



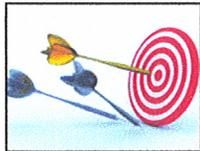
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Findings and Conclusions

- ✓ Proposed 2016 refunding is the major reason for low adjustments
- ✓ Sufficient Revenue
- ✓ Disparity Fixed

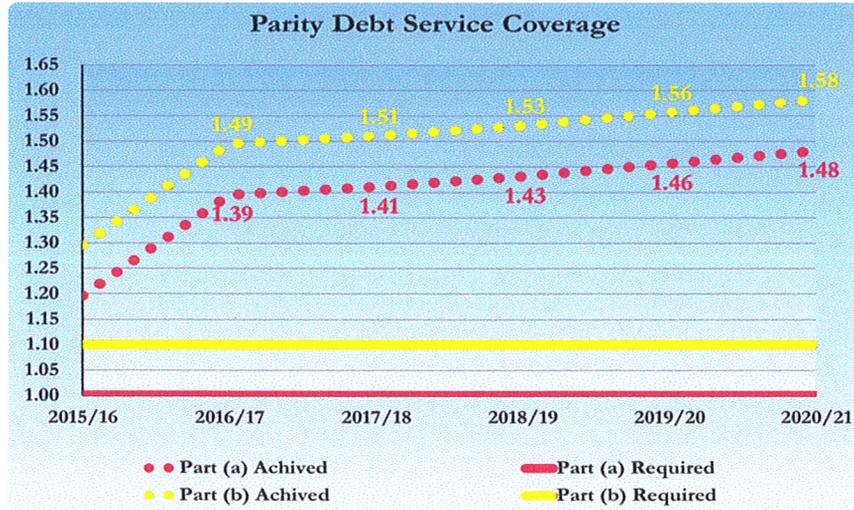


22

Findings and Conclusions

- Forecast Works

Inclining Coverage

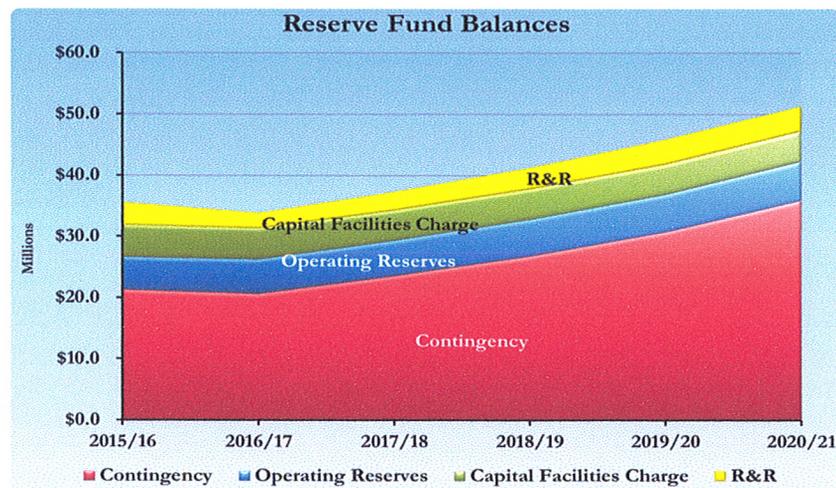


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Findings and Conclusions

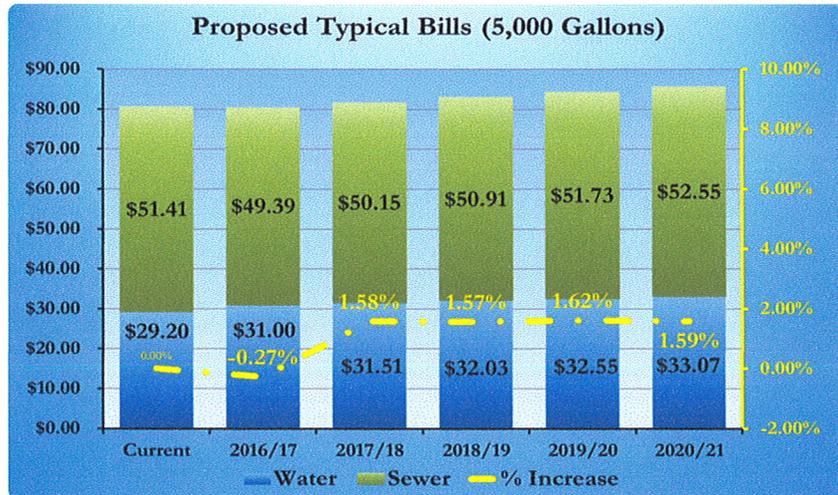
- Forecast Works

Sufficient Reserves



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Findings and Conclusions

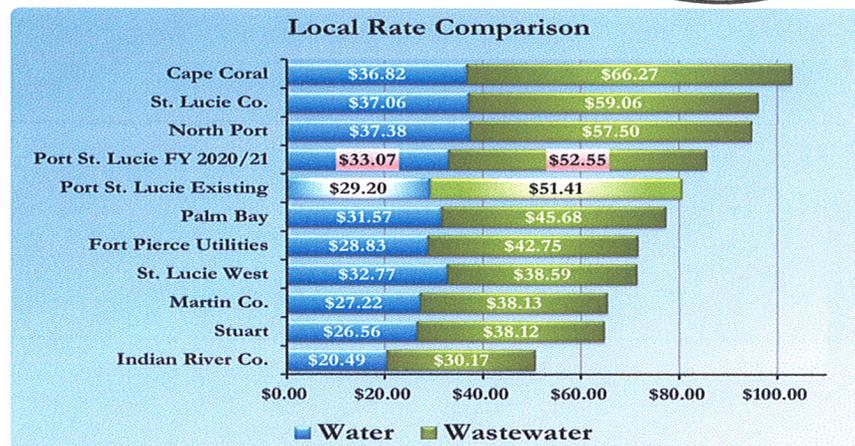
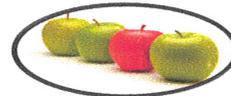


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Findings and Conclusions



Note: For illustrative purposes only – utilities differ on how they are capitalized, configured and operated.

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Capital Facility Charge (CFC) Update

- ✓ CFCs recover a portion of the costs for Treatment Plant and Major Transmission Line Capacity
- ✓ CFCs need to be in compliance with common law and state statutes
- ✓ Primarily charged to new connections

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Capital Facility Charge (CFC) Update

- ✓ USA areas only pay Treatment Plant portion
- ✓ CFCs can be less but cannot be more than amounts supported by study
- ✓ Amounts not recovered from CFCs will have to be recovered from user rates

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Capital Facility Charge (CFC) Update

	LOS	Plant	Line	Total
Water				
Updated	250 gpd/ERC	\$1,360.00	\$700.00	\$2,060.00
Existing	250 gpd/ERC	1,257.00	535.00	1,792.00
Amount Difference		\$103.00	\$165.00	\$268.00
Percent Difference		8%	31%	15%
Wastewater				
Updated	250 gpd/ERC	\$2,080.00	\$350.00	\$2,430.00
Existing	250 gpd/ERC	2,131.00	197.00	2,328.00
Amount Difference		-\$51.00	\$153.00	\$102.00
Percent Difference		-2%	78%	4%
Total				
Updated	250 gpd/ERC	\$3,440.00	\$1,050.00	\$4,490.00
Existing	250 gpd/ERC	3,388.00	732.00	4,120.00
Amount Difference		\$52.00	\$318.00	\$370.00
Percent Difference		2%	43%	9%

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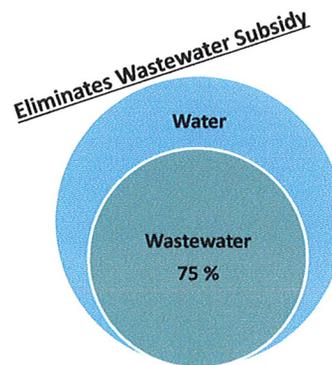


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Recommendations For Water, Wastewater & Reclaimed Water

- Adopt FY 2016/17 adjustments effective Oct 1, 2016

	2016/17
Rate Adjustments	
Water	6.00%
Sewer	-4.00%
Typical Bill Amount	
Water	\$31.00
Sewer	\$49.39
Total	\$80.39
Amt Increase	(\$0.22)
Typical Bill % Adjustment	
Water Only	6.16%
Sewer	-3.93%
Water & Sewer	-0.27%



- Review revenue sufficiency annually and adjust as needed

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Recommendations For Capital Facility Charges

➤ **Adopt by Oct 1, 2016 to be effective Jan 1, 2017**

	LOS	Plant	Line	Total
Water	250 gpd/ERC	\$1,360.00	\$700.00	\$2,060.00
Wastewater	250 gpd/ERC	2,080.00	350.00	2,430.00
Total		\$3,440.00	\$1,050.00	\$4,490.00
Reclaimed Water	1,000 gpd/EIC	\$560.00	N/A	\$560.00

➤ **Difference**

Updated	250 gpd/ERC	\$3,440.00	\$1,050.00	\$4,490.00
Existing	250 gpd/ERC	3,388.00	732.00	4,120.00
Amount Difference		\$52.00	\$318.00	\$370.00
Percent Difference		2%	43%	9%



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Questions?



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Debt Review
City of Port St. Lucie
Finance Department
City Council Retreat
July 20, 2016

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Strategic Plan

- Strategic Plan Goal – a financially sound City
- Maintain a fiscally responsible level of debt



Debt Review

- Debt policy adopted October 2014
 - Debt must be approved by Council
 - Debt proceeds used for major capital projects
 - Debt refundings
- Major reasons for debt issuance
 - Water and sewer system
 - Explosive population growth
 - Road expansion
 - Stormwater infrastructure
 - City buildings



Debt Policy

DEBT REFUNDINGS

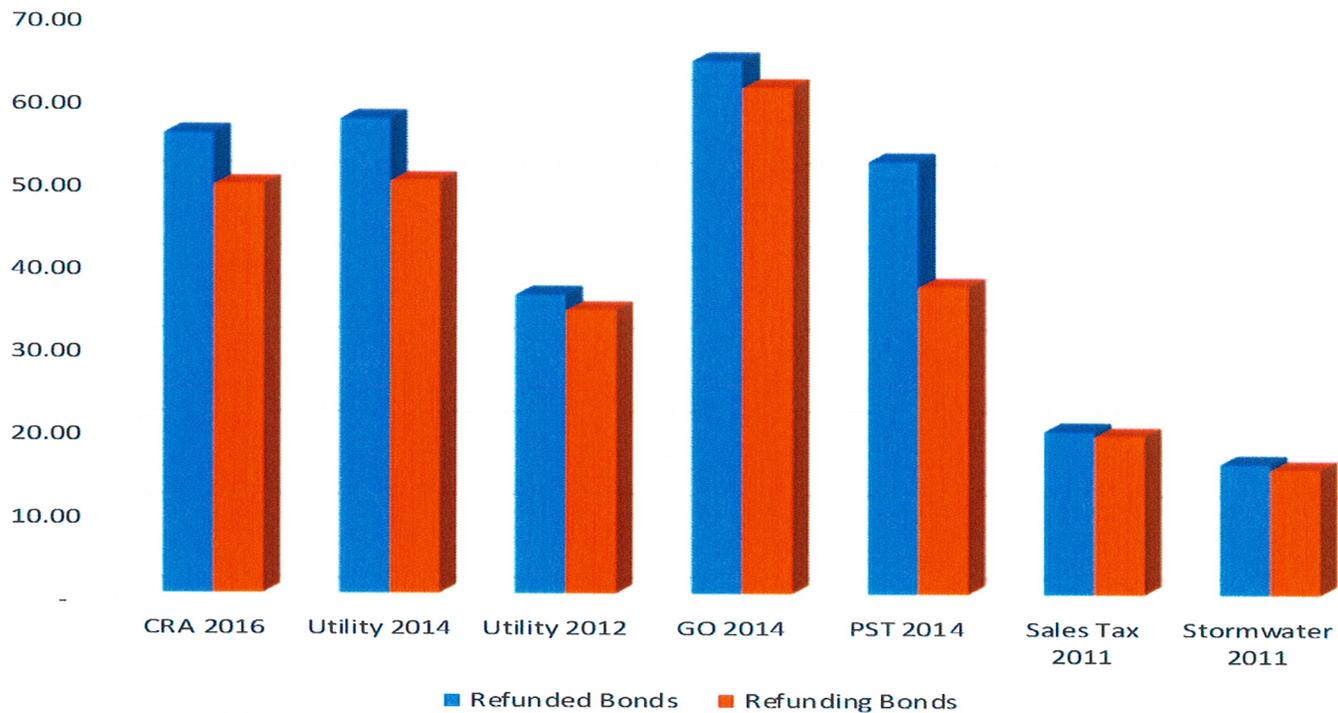
The City's staff and the financial advisor shall monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt. As a general rule, the present value savings of a particular refunding should exceed:

- For Current Refundings - 3% of the refunded maturities and at least \$200,000 present value savings.
- For Advance Refundings – 5% of the refunded maturities and at least \$400,000 present value savings.

There may be compelling public policy objectives to move forward with refundings that do not exceed these savings guidelines, such as eliminating restrictive bond covenants or providing additional financial flexibility.



Debt Refundings Last Five Years (in millions)



Total future savings - \$35 million

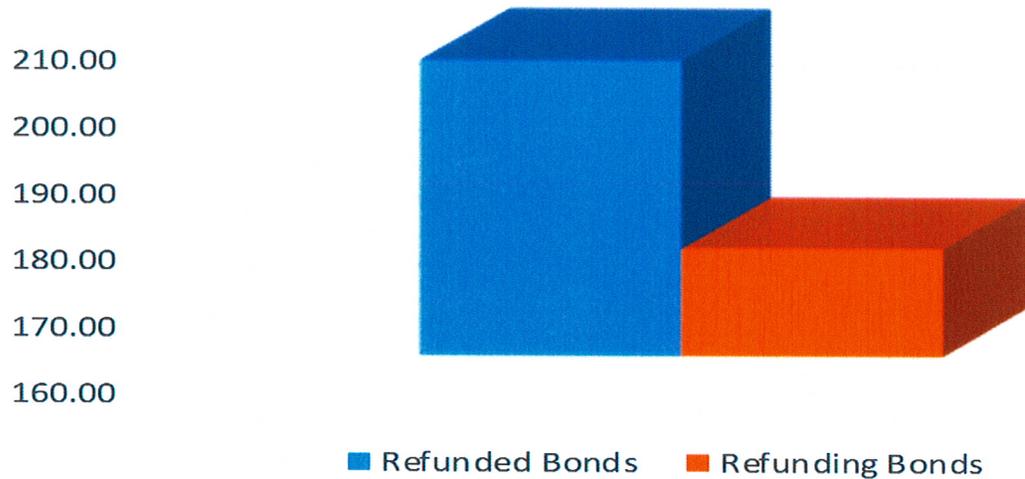
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Debt Refundings Last Five Years

(in millions)

Principal Reduction



Total principal reduction - \$28.2 million

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**CHANGES IN LONG TERM DEBT
FISCAL YEAR 2015-2016**

Principal Balance 10/1/2015		\$ 882,087,934
Plus:		
VGTI Bonds		\$ 56,940,000
Less:		
Additional Principal Payments		26,990,000
Scheduled Principal Payments		23,625,704
Principal Balance 9/30/2016		\$ 888,412,230

Note: This schedule excludes interest.



Debt Refundings on The Horizon Estimated Savings

Public Service Tax Refunding Bonds, Series 2016

Refunded Bonds		Refunding Bonds		Cash Flow
Principal	Interest	Principal	Interest	Savings
35,680,000.00	10,564,201.00	32,405,000.00	10,555,534.00	3,283,667.00

Utility Refunding Revenue Bonds, Series 2016

Refunded Bonds		Refunding Bonds		Cash Flow
Principal	Interest	Principal	Interest	Savings
225,497,230.00	167,816,258.00	215,550,000.00	133,533,761.00	44,229,727.00

Special Assessment Refunding Revenue Bonds, Series 2016

Refunded Bonds		Refunding Bonds		Cash Flow
Principal	Interest	Principal	Interest	Savings
129,440,000.00	101,378,833.00	125,850,000.00	84,712,243.00	20,256,590.00



**ESTIMATED CHANGES IN LONG TERM DEBT
FISCAL YEAR 2015-2016**

Principal Balance 10/1/2015	\$ 882,087,934
Plus:	
VGTI Bonds	\$ 56,940,000
CRA Refunding Bonds	38,260,000
Utility Refunding Bonds	215,550,000
Special Assessment Refunding Bonds	125,850,000
Less:	
Additional Principal Payments	26,990,000
CRA Bonds	43,825,000
Utility Bonds	225,497,230
Special Assessment Bonds	129,440,000
Scheduled Principal Payments	23,625,704
Principal Balance 9/30/2016	\$ 869,310,000
Note: This schedule excludes interest.	



Call Dates for Outstanding Bonds

Bond Issue	Balance 9/30/2016	Call Date
2005 GO Bonds-1st installment	10,985,000.00	Callable July 1, 2015
2006 GO Bonds-2nd installment	26,715,000.00	Callable July 1, 2016
2008A City Center SAD Refunding Bonds	27,290,000.00	Callable July 1, 2018
2010 OHSUV-VGTI Bonds	55,810,000.00	Callable May 1, 2020
2011 Sales Tax Refunding bonds	12,360,000.00	Callable September 1, 2021
2014 GO Bonds & Refunding Bonds	70,860,000.00	Callable July 1, 2023
2014 Public Service Tax Bonds	19,775,000.00	Callable September 1, 2024
2008 Sales Tax Refunding Bonds	1,855,000.00	Non-callable
2010A&B Stormwater Revenue Bonds	36,000,000.00	Callable May 1, 2020
2011 Stormwater Refunding Revenue Bonds	8,085,000.00	Callable May 1, 2021
2012 Utility Refunding Revenue Bonds	21,375,000.00	Callable September 1, 2022
2014 Utility Refunding Revenue Bonds	29,585,000.00	Callable September 1, 2023
2007 Utility Refunding & Improvement Rev Bonds	98,200,000.00	Non-callable



Questions?

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