



**ST. LUCIE  
COUNTY**  
FLORIDA .

**2019**  
ANNUAL  
REPORT





# TABLE OF Contents

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A MESSAGE FROM THE COUNTY COMMISSION CHAIR	4
ADMINISTRATION	6
AIRPORT & SEAPORT	13
COUNTY ATTORNEY	15
COMMUNITY SERVICES	20
ENVIRONMENTAL RESOURCES	24
UF/IFAS ST. LUCIE COUNTY EXTENSION	30
FACILITIES	32
HUMAN RESOURCES	34
INFORMATION TECHNOLOGY	38
LIBRARY	40
MOSQUITO CONTROL SYSTEM & COASTAL MANAGEMENT SERVICES	42
OFFICE OF MANAGEMENT & BUDGET	45
PARKS & RECREATION	48
PLANNING & DEVELOPMENT SERVICES	58
PUBLIC SAFETY	64
PUBLIC UTILITIES	68
PUBLIC WORKS	70



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# A MESSAGE FROM THE County Commission Chair

Dear Residents, Business Owners and Visitors,

Hindsight is 20/20. As we enter a new decade, it's hard to image how far St. Lucie County has come in the past decade. While I've only had the pleasure of serving as a County Commissioner for the past three years, I've witnessed the tremendous struggles and accomplishments that St. Lucie County has experienced in the past 10 years. Through the leadership and hard work of this and previous Commissions, St. Lucie County has gone from having one of the highest foreclosure rates in the country to one of the fastest growing communities. Our unemployment rate has dropped from more than 15 percent down to approximately 3 percent.

While County Commissioners set the policies for your local government, it is the dedicated employees, countless volunteers and taxpayers that make St. Lucie County an amazing place to work, live and play. Our residents provide valuable feedback to the Board of County Commissioners through emails, phone calls, social media and by serving on boards and committees, helping us set the bar higher each year. Through collaborations with regional, state and federal agencies, St. Lucie County strives to provide a high-level of service and a better quality of life – all at an affordable cost.

Every day, St. Lucie County is investing in our community from the librarians that teach free technology training classes to the Veterans Services staff that help our servicemen claim the benefits that they deserve. The dedication of our employees shows through the dozens of regional, state and national awards that they've received this past year.

As we enter 2020, you don't need hindsight to see that the future looks great for St. Lucie County. This annual publication is a time capsule that documents the major accomplishments that the Board of County Commissioners' staff has completed over the past 12 months. I hope you'll take a few minutes to reflect on these highlights and continue to work with us in the coming year and decade to continue make St. Lucie County one of the best places to live, work and vacation in Florida.



Sincerely,

*Cathy Townsend*

**ST. LUCIE COUNTY COMMISSION CHAIR**

# ST. LUCIE COUNTY Administration

St. Lucie County Administration consists of Administration, Communications, Legislative Affairs, Tourism and the Research Park. Led by the County Administrator and two Deputy Administrators with a support staff of three, County Administration is responsible for seeing that the policies set forth by the Board of County Commissioners are carried out by the various county departments and divisions.

## HIGHLIGHTS

- ▶ County Administrator Howard Tipton was honored with the 2019 Richard Simmons Lifetime Achievement Award from the Florida City & County Managers Association.
- ▶ Completed Yellow and Green Belt Lean Six Sigma Certification from the Florida Benchmark Consortium for one staff member.
- ▶ Upgraded the Board of County Commissioners agenda software.
- ▶ Earned the 2019 “Spirit of Philanthropy Award” from the Association of Fundraising Professionals (AFP).
- ▶ Continued to encourage county employees to be involved in community giving.
  - Staff members raised more than \$109,000 for the United Way of St. Lucie County through employee giving contributions as well as the annual Dickerson Ultimate Drive Golf Tournament.
  - For two consecutive years, St. Lucie County employee-led teams have raised more than \$11,000 (each year) taking the first place fund-raising award for the Boys & Girls Club’s annual Chili Cook-off. In the 2019 event, St. Lucie County won first place in the Leaders Award (most money raised); Best Costume; Government Award; and second place in the Best Booth category. Best of all, the team took first place in the Challenge Category (best all-around score), raising \$12,665 for Boys and Girls Club and surpassing last year’s raised total.
  - St. Lucie County employees raised more than \$14,000 for Making Strides Against Breast Cancer and was recognized as the top fundraising team (and the greatest amount fundraised since 2014).
  - Additionally, hundreds of dollars and volunteer hours were donated to groups such as Carebag, Big Brothers/Big Sisters; St. Lucie County Education Foundation, Pritchard & Associates, Treasure Coast Food Bank, Fisher House, Special Olympics, Toys for Tots, Chamber of Commerce’s Young Floridian Scholarship Awards and more. Each month, St. Lucie County employees can wear jeans on Wednesdays and Fridays by making a charitable contribution.

## Communications

The Communications Division handles internal and external communications for all county departments/divisions under the St. Lucie County Board of County Commissioners. With a staff of four, the division produces and maintains all press releases, websites, social media accounts and SLCTV – the county’s government access channel (Comcast 28 / U-Verse 99).

### HIGHLIGHTS

- ▶ Responded to more than 289 public records requests – a 22 percent increase over last year.
- ▶ Experienced a 16 percent increase in website visits with more than 531,000 visitors a year.
- ▶ Continued to increase the county’s social media presence:
  - Facebook followers grew 40 percent compared to last year’s 11 percent;
  - Twitter expanded by 37 percent compared to last year’s 21 percent;
  - Instagram followers increased 61 percent compared to 38 percent the previous year.
- ▶ Completed Yellow and Green Belt Lean Six Sigma Certification from the Florida Benchmark Consortium for one staff member.
- ▶ Upgraded the master control hardware and software for SLCTV (Comcast 28/U-Verse 99).
- ▶ Added closed captioning to the live web stream of all Board of County Commission, Planning & Zoning and Code Compliance meetings.
- ▶ Partnered with the Children’s Services Council of St. Lucie County and the Chamber of Commerce to create a new monthly television show “All In.”
- ▶ Created a new weekly web video series with the Library staff called “Monday Music Minute” to promote the Freegal music database available to library card holders.

- ▶ Two staff members served as presenters at:
  - The National Association of Government Communicators Association's Communications School in Washington, DC.;
  - The Professional Development Workshop & Transit Safety and Operations Summit for the Florida Public Transportation Association and Florida Department of Transportation in Tampa;
  - Webinar for the Florida City & County Managers Association.
- ▶ The Communications staff won the following awards:
  - 2019 City-County Communications & Marketing Association (3CCMA) Savvy Awards - Award of Excellence - Communications/Marketing Plan - Amendment 14 (half-cent sales tax).
  - 2019 Florida Public Relations Association Golden Image Award of Distinction & Judge's Awards - Public Relations Programs Division; Special Events Category - Inaugural Treasure Coast Wine & Ale Trail Festival.
  - 2019 National Association of County Information Officers' (NACIO) Superior Award - Logo, Themes and Letterhead Category - 50K Skeeter Skoot.
  - 2019 Treasure Coast Chapter of the Florida Public Relations Association (FPRA) Image & Judges' Award: Public Affairs Campaign - Amendment 14 (half-cent sales tax). Joint award presented to St. Lucie County, Port St. Lucie and Fort Pierce.
  - 2019 Treasure Coast Chapter of the Florida Public Relations Association (FPRA) Judges' Award: Printed Tools of Public Relations' Poster Category - 50K Skeeter Skoot.
  - 2019 Association of Marketing and Communication Professionals' Gold Hermes Creative Award: Pro Bono Video Public Service Announcement (PSA) Category - Roundtable of St. Lucie County Video Grant PSA.
  - 2019 Association of Marketing and Communication Professionals' Honorable Mention Hermes Creative Award: Video Virtual Tour Category - Douglas M. Anderson Emergency Operations Center.
  - 2019 Association of Marketing and Communication Professionals' Honorable Mention Hermes Creative Award: Government Video Category - St. Lucie County Library Profile Series.
  - 2019 Treasure Coast American Advertising Federation Gold Addy Award: Political Campaign category - Amendment 14 (half-cent sales tax). Joint award presented to St. Lucie County, Port St. Lucie and Fort Pierce.
  - 2019 Treasure Coast American Advertising Federation Gold Addy Award: Out-of-Home & Ambient Media: Poster category - 50K Skeeter Skoot.
  - 2019 Treasure Coast American Advertising Federation Gold Addy Award: Sales & Marketing Collateral Materials category - Treasure Coast Wine & Ale Trail Festival.
  - 2019 Public Relations Society of America (PRSA) Palm Beach Chapter: Palm Award (First Place): Campaign - Public Affairs/Government Relations for Amendment 14 (half-cent sales tax). Joint award presented to St. Lucie County, Port St. Lucie and Fort Pierce.
  - 2019 AVA Awards - Association of Marketing and Communications Professionals (AMCP) - Gold Award - Educational Website (Half-Cent Sales Tax).

## Legislative Affairs

With a staff of two, the Division of Legislative Affairs is responsible for overseeing and coordinating the county's legislative advocacy program. The team is responsible for the annual state and federal legislative platforms in accordance with the strategic priorities and policy direction of the Board of County Commissioners. In addition to serving as a liaison between the county and the federal and state legislative delegations, the division also provides services for St. Lucie Public Schools and the City of Fort Pierce.

### HIGHLIGHTS

Successful in securing over \$97.2 million in state appropriations directly and indirectly to St. Lucie County.

- ▶ The Ardie R. Copas Veterans' Nursing Home received \$7,032,819 for the operations and staffing of the 120-bed nursing home under construction in Tradition. St. Lucie County was selected as the site for the seventh state veterans' nursing home following a unanimous vote at the Sept. 23, 2014 Cabinet Meeting. Since then, the county has been a partner with the Florida Department of Veteran's Affairs to ensure continued support of the project at the state and federal level.
- ▶ The Florida Department of Transportation Work Plan for St. Lucie County includes over \$70.5 million, these projects include, over \$5 million to the Treasure Coast International Airport for runway microsurfacing, airfield signage and lighting and the environmental study for the much needed runway extension. The Port of Fort Pierce received \$826,354 for the new master plan and rehabilitation on the south dock.
- ▶ The Taylor Creek Muck Removal Project received \$585,210 towards the elimination of muck sediments within the estuary in an effort to enhance the water quality in the Indian River Lagoon.
- ▶ Secured over \$3 million in Florida Water Quality grant funding for the following projects:
  - North Hutchinson Island Septic to Sewer Conversion Project received \$990,000.
  - Teague Hammock Preserve received \$1 million.
  - Becker Oxbow Restoration received \$700,000.
  - Melville Road Stormwater Improvements received \$1 million.
- ▶ The UF/IFAS secured \$540,000 in funding for its invasive plant and insect laboratory in Fort Pierce. Opened in 2004, the lab continues to help save the state millions of dollars annually in controlling invasive plants and insects.
- ▶ Beach and Inlet Management Projects through the Department of Environmental Protection received \$1,685,000 towards the renourishment of Fort Pierce Shore Protection Project and \$3,399,719 for the South St. Lucie County beach renourishment. As well as a total of \$74,146 provided for post construction monitoring.
- ▶ New Horizons of the Treasure Coast has received \$1,393,482 for community mental health services for our area and \$750,000 for their Community Action Teams (CAT).
- ▶ In partnership with Indian River State College, \$47,675,481 has been appropriated to the college, included in this allocation is \$4.1 million for the construction of their vocational building.
- ▶ Secured Congressional authorization via the Water Resources Development Act for the South St. Lucie County Beach Nourishment Project, making it eligible for future funding through the Army Corps of Engineers.
- ▶ Secured approval of the Fort Pierce Section 203 report which will make it eligible for the addition of t-groins and 50 years of federal participation in the project.

- ▶ Authorized six additional years of participation for the existing Fort Pierce project, extending its expiration to 2026.
- ▶ Opposed the Federal Administration's plan to allow offshore drilling off the coast of Florida.
  - The Bureau of Ocean Energy Management released a Draft Proposed Plan that included the State of Florida.
  - The County has a record of opposing offshore drilling that would negatively impact tourism, the fishing industry and the environment. The Secretary of the Interior Ryan Zinke promised to remove Florida from future drafts of the plan after a meeting with then Gov. Rick Scott.
- ▶ Secured \$3.5 million for Pre-Construction Engineering and Design for the C-23 and C-24 North Reservoirs.
- ▶ Secured language to limit FEMA de-obligations to three years after the closeout of a project, rather than the closeout of an entire disaster.



# Tourism

The St. Lucie County Tourism Division “Visit St. Lucie” is the county’s official destination marketing organization. The division is comprised of three full-time staff members that are responsible for the development, planning and implementation of all aspects of tourism-related work in coordination with the Board of County Commissioners and the Tourist Development Council’s (TDC) goals and objectives. The division develops, plans, organizes and oversees tourism marketing programs; develops and administers marketing strategies and programs, conducts market research; promotes county tourism assets, programs, events and resources and monitors and maintains the tourism budget.

The division is also focused on advancing county and community tourism advocacy and support, actively participating in membership events, maintaining communication and effective relationships with the media, public officials, partner municipalities, the local and state hospitality industry and the general public.

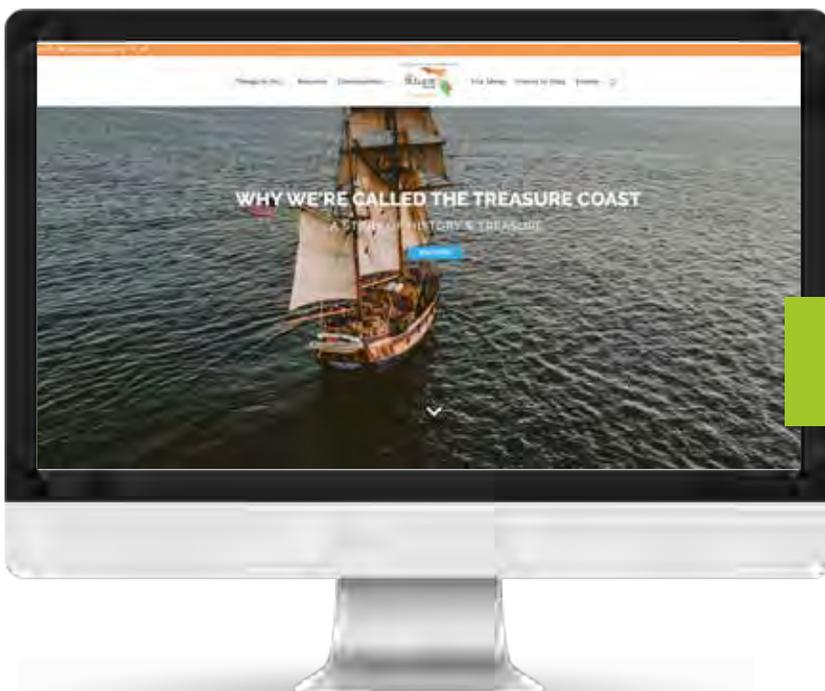


## HIGHLIGHTS

- ▶ Received more than \$200,000 in marketing grants to promote Visit St. Lucie and the Treasure Coast to potential travelers
  - ▶ Saved more than \$55,000 in operating funds through advertising co-op and partner programs
  - ▶ Partnered with Indian River County, Martin County and VISIT FLORIDA to launch the Treasure Coast destination brand to emerging markets
  - ▶ Recruited Mr. Met, the NY Mets’ official mascot, as Visit St. Lucie’s brand ambassador and redesigned and relaunched an ad campaign targeting Mets fans based in New York
  - ▶ Launched a local industry program engaging tourism related businesses & residents on the value of tourism
- Expanded Visit St. Lucie’s social media presence on its various channels through its performance on:
- Facebook:
    - 3,170 new likes, a 20 percent increase over 2018
    - 17 million impressions, a 900 percent increase over 2018
    - 207,000 engagements, a 95 percent increase over 2018
    - 118,000 video views
  - Instagram
    - 1,020 new followers
    - 21,342 engagements
  - Twitter
    - 341 new followers
    - 1,112 mentions
    - 628,000 impressions

▶ Digital and other marketing performance measures

- Email:
  - 51,000 opt-in subscribers
  - 24 percent average open rate
  - 26 percent click rate
- Website
  - 376,000 web visits, a 110 percent increase over 2018
  - 711,000 page views
  - 11,000 social sessions
  - 65 percent of web traffic was new visitors
- Fulfillment/Leads
  - Fulfilled 1,557 direct St. Lucie Travel Guide requests, a 50 percent increase over 2018
  - Distributed 25,000 St. Lucie Travel Guides throughout Florida and the continental US
- Public Relations
  - Hosted a record number of familiarization tours and press trips that generated millions of dollars of publicity value for St. Lucie as a



# Treasure Coast Research Park (TCERDA)

The TCERDA Division consists of two employees and a Board of Directors governs them. Tasked to design, build and operate a technology and education park that will capitalize on and expand St. Lucie County's economic development in the Treasure Coast Region.

## HIGHLIGHTS

### Projects:

- Developed a strategic plan to implement an effective marketing program and rebranding of the Treasure Coast Research Park to attract agriculture and food-related business.
- Completed a commercial kitchen (the Sunshine Kitchen) for emerging food entrepreneurs, where chefs, caterers, food truck operators and product manufacturers can hone their culinary skills. The facility is open 24 hours a day, 7 days a week.
- Launched a Facebook page to promote the Sunshine Kitchen as well as a comprehensive marketing plan for the facility.

### Events

- Collaborated with St. Lucie County Chambers of Commerce and held a Sunshine Kitchen Tasting Event that showcased the county's state-of-the-art food business incubator facility and their client's food products.
- Collaborated with Indian River State College and the St. Lucie County School District and held the first annual Sunshine Kitchen Culinary Cook-Off Scholarship Competition. The competition awarded two students scholarships to further their education at an accredited college.



# Air & Seaport

The Air & Seaport Department has a combined staff of nine and is responsible for the operation and development of Treasure Coast International Airport (TCIA) and the Port of Fort Pierce.

## HIGHLIGHTS:

- ▶ Began construction of a state-of-the-art, 30,000-square-foot maintenance hangar and office at the Airport
- ▶ Completed a full rehabilitation of the Airport's entrance, entrance roadway and parking lot, including a new digital sign
- ▶ Completed demolition of an abandoned packing house at the Port to create vital space for new port operations

- ▶ Served as major shipping point for the delivery of humanitarian supplies to the Bahamas following Hurricane Dorian
- ▶ On Nov. 1, Derektor Fort Pierce commenced operations at the former Indian River Terminal, with the commitment to construct and operate the world's largest mobile hoist (shiplift)
- ▶ Construction projects at the Treasure Coast International Airport and Business Park totaled more than \$9 million including the entryway project, terminal parking and new Maintenance, Repair and Overhaul (MRO) hangar.
  - Welcomed PlusOne Air charter service to the TCIA campus with the renovation of 25,000-square-foot of hangar space and site plan approval for two new 12,000-square-foot hangars.
  - Adopted a Resolution designating the Port as a brownfield site, opening the door to apply for a Florida Department of Environmental Protection (FDEP) remediation and redevelopment funding.
  - In its 2019 Study, the Florida Department of Transportation found that the Airport's economic impact grew from \$155,820,000 in 2014 to \$509,649,000 in 2019.





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No Job Too Big.



# Attorney COUNTY

## MISSION STATEMENT

The mission of the County Attorney's Office is to provide the best legal representation and advice to the Board of County Commissioners and its staff, attend meetings of the Board and Board Advisory Committee meetings and various other meetings as directed and provide legal services to the several constitutional officers.

## ACCOMPLISHMENTS

- ▶ Represented the Board in all legal matters – F.S. 125; 119; 286.011
- ▶ Provided legal services to other constitutional officers – F.S. 125; 119; 286.011
- ▶ Provided acquisition services to the Board relating to all real property – FS. 125.35 – 125.42
- ▶ Developed, recommended and implemented policies and strategies in the areas of criminal justice and public safety.

## ACCOMPLISHMENTS

- ▶ Processed eight Ordinances; 291 Resolutions, 289 Public Records Requests; and four Tax Deed Overbid Claims

## PROPERTY ACQUISITIONS DIVISION

- ▶ Maintained original deeds and documents of properties acquired by the county for subdivisions, roads, easements, environmental lands and various projects that took place in the county.
- ▶ Reviewed Site Plans; processed Petitions for Abandonments; and reviewed Right-of-Way permits for utility providers.
- ▶ Prepared license agreements and reserved street names for the entire County for future developments.

## CRIMINAL JUSTICE DIVISION

In August 2005, the County Attorney's Office acquired the Criminal Justice Coordinator position. In 2019, the position was transitioned from Criminal Justice Coordinator to Criminal Justice Director. This position has been implementing priorities established by the Public Safety Coordinating Council and the county. Additionally, the Criminal Justice Director is responsible for implementing the criminal justice system assessment action plan and carrying out the County's directives, which includes but is not limited to, gathering data, implementing initiatives and coordinating task forces. Furthermore, this position identifies areas that need improvement and develops strategies that impact the criminal justice system. The St. Lucie County Pretrial program continued supervising defendants in Okeechobee County in 2019. As of October 2019, we completed our first full year of providing Pretrial services in Martin County. The Program continues to use GPS and enhanced supervision for release of medical cases from the jail (to reduce the cost to the County for ongoing treatment, surgical procedures and terminal defendants). The daily GPS cost per unit is \$3.35 (down from \$8.00 per day in 2007), which provides for a tremendous savings when an inmate could cost several thousand dollars a day for medical care. The Criminal Justice Division has 29 employees.

## PRE-TRIAL / GPS PROGRAM

### St. Lucie County

- ▶ Completed 13<sup>th</sup> full year of operation
- ▶ 950 total defendants supervised 24/7/365
- ▶ 2,753 field/residence checks conducted
- ▶ 69,359 jail bed days saved for a savings of \$4,970,266 based on the rate of \$71.66 per day per inmate

### Okeechobee County/GPS Program

- ▶ Completed 4<sup>th</sup> full year of operation
- ▶ 45 total defendants supervised 24/7/365
- ▶ 372 field/residence checks conducted
- ▶ 3,916 jail bed days saved for a savings of \$274,120 based on the rate of \$70 per day per inmate

### Martin County/GPS Program

- ▶ 211 defendants supervised 24/7/365.
- ▶ 628 field/residence checks conducted
- ▶ 4,972 jail beds days saved for a savings of \$527,032 based on the rate of \$106 per day per inmate
- ▶ \$512,000 in known medical cost savings through supervision of five defendants with known medical needs

### Overall Highlights

- ▶ Combined, the St. Lucie County Pretrial Program and supervised 1,206 defendants in 2019.
- ▶ Saved a combined total of \$6,963,910 in bed day's savings or 78,247 bed days.
- ▶ 3,753 field/residence checks.

The Pretrial Program provides supervision for GPS cases, house arrest, curfew and non-GPS cases. Supervision is conducted 24/7 to insure compliance with court orders and other issues. Field supervision and residence checks are routinely done. Exclusion zones (for those wearing a GPS device) are set up for cases that are ordered to stay away from victims to restrict contact with the victim. Assist in coordinating with the defendant, victim and law enforcement for the removal of personal items in cases coordinating with the defendant, victim and law enforcement for the removal of personal items in cases where a no contact order is in place. Provide information to the courts when a case is not in compliance with court ordered conditions and immediate incarceration will result if any threat to public safety (positive drug test, GPS violation, victim contact, etc.) with the assistance of law enforcement.



## ST. LUCIE DRUG SCREENING LAB

### Highlights

- ▶ Open to the public
- ▶ No appointment needed
- ▶ Operates on user fees; no taxpayer dollars used
- ▶ Drug test collections performed at all three sites totaling 33,351
  - Fort Pierce: 20,397
  - Lyngate: 5,412
  - Okeechobee: 7,542
- ▶ Individual drugs tests: 352,708
- ▶ DOT Certified & Drug Free Work Place Testing for area Businesses

On a daily basis, Lab staff collect and process drug tests for criminal defendants, Family Court cases, area businesses, DOT and the general public. Staff operates the chemical analyzer to run tests and disseminate results via online secure portal. Lab staff answer calls from the public regarding drugs, testing and treatment options. Testify in court when requested. Work closely with various court-based programs, agencies and treatment providers. Provide training to various agencies.

## CRIMINAL JUSTICE INFORMATION SYSTEMS

### Highlights

- ▶ Expanded functional components of the 19th Judicial Circuit Drug Court computer system to allow staff to more closely access the performance of the program and provide expanded data capture in support of that effort.
- ▶ We continue to support a growing user community as it relates to the 19th Judicial Circuit Attorney Calendaring computer system. We experienced a 12 percent increase in active user accounts which now number in excess of 11,000 user representing more than 5,000 law firms.
- ▶ We have expanded capabilities within the 19th Judicial Circuit Public Defenders Office LifeBuilders computer system providing enhanced reporting capabilities.
- ▶ Ongoing efforts continued in 2019 in keeping criminal justice computer applications at the forefront of technology. That effort applies to our direct support for the St. Lucie County Drug Screening Lab and Pretrial Program.



ST. LOUIS COUNTY  
COURTHOUSE



# Community SERVICES

## Housing Division

The Housing Division consists of three full time employees. Day to day duties include the administration and oversight of multiple federal and state funding sources. Staff performs the intake, review and eligibility determination of applicants, oversees the rehabilitation and construction of homes and creates housing opportunities for low to moderate income households.

- ▶ Secured a public/private partnership with Blue Sky Communities to construct a multifamily housing community on McNeil Road. This will add approximately 188 affordable units to the housing stock.
- ▶ Assisted eighteen (18) households with rehabilitation/reconstruction, eight (8) households with hurricane retrofits, two (2) households with purchase assistance and helped fund the construction of two (2) Habitat for Humanity Homes.
- ▶ Awarded \$194,000 from the Florida Division of Emergency Management for the Hurricane Loss Mitigation Program.

## Human Services Division

The Human Services Division consists of seven full time employees. Day-to-day activities include administration and management of local, state and federal grants, including State Mandates. Dedicated staff work with residents, primarily those with low income, to gain access to needed benefits that promote self-sufficiency. Staff also attend numerous outreach events to educate the community about available services.

### ACCOMPLISHMENTS

- ▶ Participated in the Annual Point In Time (PIT) count with the local Continuum of Care, Treasure Coast Homeless Services Council, which identified more than 708 homeless individuals living in St. Lucie County. With federal funding from HUD, Human Services provided Permanent Supportive Housing assistance to 60 chronically homeless, disabled households.
- ▶ Supported local partners in providing free volunteer income tax assistance to approximately 1,521 households, identifying more than \$1,609,109 in tax credits and providing opportunities for 111 volunteers, including students from Indian River State College.
- ▶ Assisted 11 households with minor auto repairs such as batteries, tires, water hoses, brakes, engine belts, etc., so that households can maintain employment, continue their education and/or attend ongoing medical appointments. Assisted 10 students with education supports for GED services, certification programs and/or higher education. Three students graduated with their GED, certification, AA/AS and/or BS.
- ▶ Provided services to more than 7,309 residents with accessing benefits through; case management, referral services and the use of public computers in the lobby, as well as WI-FI access. Assisted 14 St. Lucie County residents with employment support services that resulted in gainful employment and/or an increase in income. Human Services staff and clients provided 291.5 volunteer hours in the community.



## Transit Division

The County's Transit Division consists of three full time employees as well as part time professional consultants who plan and manage the contractual services provided by Community Transit. Community Transit consists of 80 employees that are tasked with operating the Treasure Coast Connector and the Demand Response Services. St. Lucie County Board of County Commissioners is the designated recipient of all federal and state funding and outsource the operational component of the transit system.

Regular daily responsibilities of the Transit Division include administration and management of local, state and federal grants including tabulating performance measures, grant management, program administration, preparing and submitting quarterly compliance reports; capital and operating vendor oversight, extensive community outreach and travel education services. In addition to the fiduciary and regulatory responsibilities, the Division leads future service planning and the development and implementation of new program initiatives to innovate the public transit system for the County.

### CAPITAL INVESTMENTS AND OPERATING ENHANCEMENTS

- ▶ Administered a grant funded budget totaling \$10 million, plus an additional \$2.6 million in MSTU; realizing more than \$7.6 million in transit expenditures in 2019. Secured additional \$300k in discretionary funding from Commission for the Transportation Disadvantaged via the Innovation Service Development Grant for two programs: Continue services via the innovative after-hours program, Direct Connect and develop a new customer centric program for dialysis patients.
- ▶ Achieved intergovernmental consensus for branding the existing bus shelters, installation of new bus stop amenities known as Simme-seats to enhance rider experience and awarded construction contract for the installation of two new bus shelters.
- ▶ In partnership with the County's contracted service provider, purchased two new forty foot buses to meet the county's growing demand for fixed route services and one, new paratransit bus. Total rolling stock expenses totaling \$1.3M.

### PROACTIVELY POSITIONING THE COUNTY IN THE COMPETITIVE MARKETPLACE

- ▶ Transit System continues to operate at the highest ridership levels in County history.
- ▶ The fixed route system has experienced an increase of 277 percent since the implementation of the fare-free pilot, thanks to the continued support of the Florida Department of Transportation Grant funding.
- ▶ Finalized the planning and development stages to implement a new on-demand pilot program, Microtransit in the City of Port St. Lucie to deliver non-traditional solutions.

### PRIORITIZED ACTIONS TO IMPROVE

Staff participated in nearly fifty public outreach events and collected over 500 surveys for the major update to the transit strategic plan or TDP.

- ▶ Developed a marketing campaign with the City of Port St. Lucie Communications Department for the new micro transit pilot program.

## Veterans Services Division

The Veteran Services Division operates two full-time offices; one in Port St. Lucie and one in Fort Pierce, with an office staff of eight full-time positions, one full-time grant funded position and five part-time medical transportation driver positions. Treasure Coast Veterans and their families are served with dignity and compassion; Veteran Services serves as their advocate to ensure they receive the care, support and recognition earned in service to our Nation. Claims are processed for compensation, pension, health care, education, burial, home loan guarantees, lost records, property tax exemptions and survivor benefits.

- ▶ Developing a Homeless Veteran program to provide much needed housing and recovery assistance to Treasure Coast area Veterans.
- ▶ Obtained \$216,448,000 in compensation, pension and other benefits for Treasure Coast Veterans, a \$3,585,000 increase over prior year benefits. Participated in, or conducted 362 community outreach events, a 75% increase over prior year.
- ▶ Operated the highly successful "Wheelchairs-4-Warriors" program supplying disabled Veterans and their spouses with 36 power wheelchairs, 12 electric scooters, 9 vehicle mounted chair lifts, 4 power assist recliners and regular wheelchairs, walkers, canes and other medical care devices.



# Environmental Resources

## DEPARTMENT



The Environmental Resources Department (ERD) preserves, protects and enhances the County's natural resources through sustainable land management practices, regulations, public education and community outreach. ERD's team of 20 staff contributed to a variety of important community efforts in 2019.

- ▶ In a partnership with the Conservation Alliance of St. Lucie, hosted a Community Resilience Planning Workshop designed for local government staff and elected officials. The workshop included a well-rounded line-up of speakers and spurred a commitment by all four jurisdictions to work collaboratively toward a community resilience plan and cultivating a resilient St. Lucie.

ERD's Guided Nature Program earned a Public Outreach and Engagement Award from the Treasure Coast Chapter of the Florida Association of Environmental Professionals (TCC-FAEP). With overwhelming support from our past program participants and local residents, the series was also voted as the 2019 "Best Eco-Tour" on the Treasure Coast by *Indian River Magazine*. Program volunteers donated 698.75 hours of service, which provided the county a savings of \$17,252 in costs.

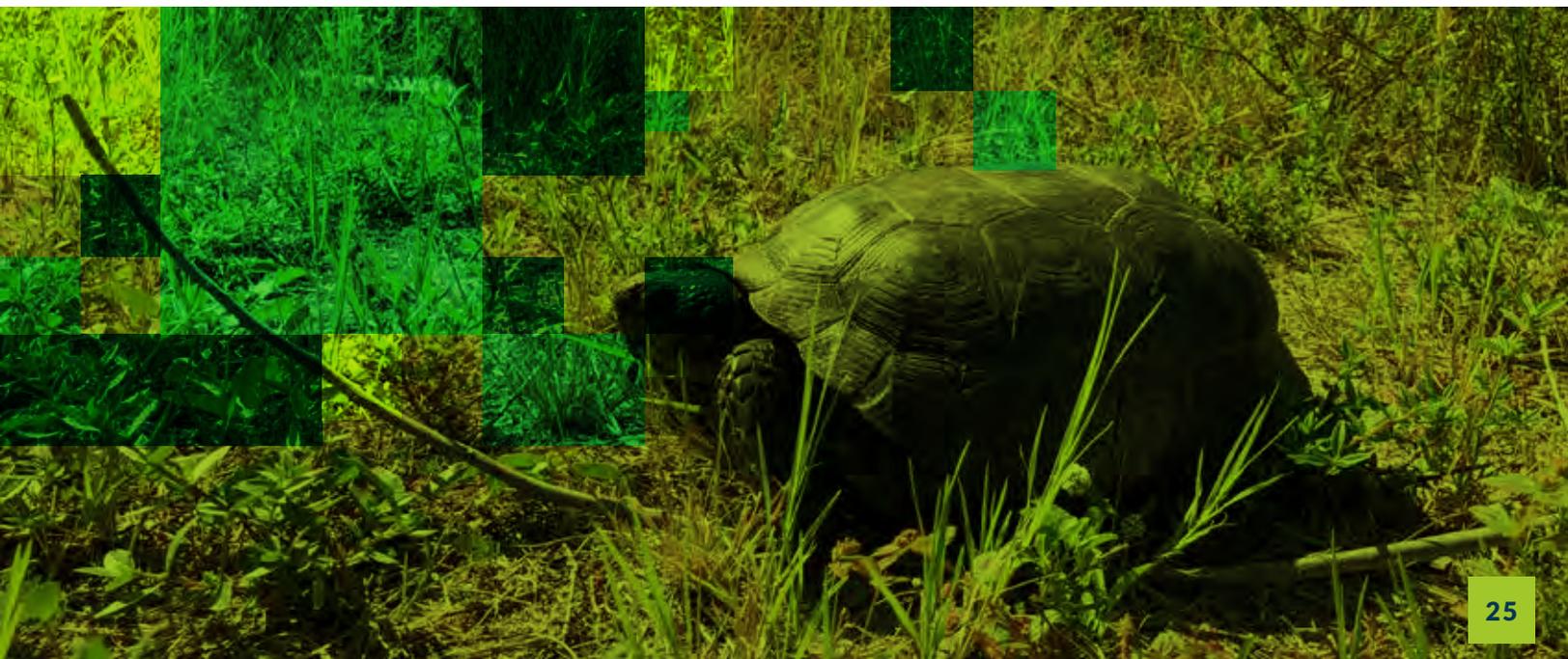
- ▶ Held at the Oxbow Eco-Center, the 15<sup>th</sup> Annual Earth Day Festival hosted more than 7,000 attendees, signifying the largest event to date.
- ▶ Continued to work as Village Keepers and participate as part of the Restoring the Village Team, working to improve and beautify the Lincoln Park area of Fort Pierce.
- ▶ Secured more than 10 grants, valued in excess of \$2.5 million in funds, to manage and restore habitat, develop the Greenways & Trails system throughout the county and develop an eco-aware citizenry of stewards safeguarding natural resources of St. Lucie County.

## Environmental Regulations Division

The Environmental Regulations Division ensures proposed development is compliant with the County's Comprehensive Plan and Land Development Code, as well as, compatible with the county's long-term vision. Regulations staff are responsible at a local level for identifying habitats of critical importance, assisting landowners and developers with avoidance and minimization of impacts to important natural resources and ensuring appropriate mitigation to compensate for any unavoidable impacts.

### HIGHLIGHTS

- ▶ Reviewed 146 site plan/land use/zoning applications, compared to 89 in 2018, a 64 percent increase.
- ▶ Completed preliminary surveys for the development of a Countywide Habitat Conservation Plan for the Florida Scrub Jay (HCP). The HCP will benefit scrub-jays by taking a holistic approach to address habitat requirements for this federally-listed species. It will also provide substantial economic benefits, permitting time and environmental compliance costs.
- ▶ Completed process mapping for new online permitting database system aimed at enhancing customer service.
- ▶ Provided the expedited review of a targeted economic development project, Pursuit Boats, while ensuring long-term ecologically sustainable development via the dedication of a 42-acre preserve to the county for the perpetual protection of the federally listed Florida scrub jay population in the region.
- ▶ Achieved Florida Benchmark Consortium Yellow Belt Certification for all Regulations team members. Served on numerous boards/committees, including: Florida Local Environmental Agencies (Wetlands Committee Chair), the Bicycle Pedestrian Advisory Committee (Vice Chair), Florida Exotic Pest Plant Council (Secretary), St. Lucie County Sea Turtle Working Group and University of Florida's Medical Entomology Laboratory Stakeholder Board.
- ▶ Assisted other county departments (including Airport, Public Works, Emergency Operations and Administration) by providing more than 200 hours of subject matter expertise /environmental consulting services saving the county in excess of \$200,000 in outside consulting fees. Projects included the MRO Hangar landscape plan, Emergency Operations Center landscaping, Harmony Heights stormwater project gopher tortoise and scrub jay surveys, Paradise Park stormwater project gopher tortoise survey, Road and Bridge and Savannas Campground gopher tortoise relocations and Fairwinds golf course wetland delineation.



## Environmental Education & Community Outreach Division

The Environmental Education & Community Outreach Division (EECO) cultivates knowledge, nurtures a sense of wonder and inspires stewardship for the natural world through education, artistic expression, collaboration, volunteerism and celebration. This mission is accomplished through science-based educational programs, lectures, workshops, trainings, community events and stewardship opportunities that reached more than 55,500 residents and visitors in 2019. With a major focus on water resources, EECO conducted 214 programs reaching nearly 6,000 youth and adults and totaling more than 18,300 participant hours. The Education and Outreach Division, operated from the Oxbow Eco-Center, had a major year of growth thanks in part to three grants received that aided in enhancing the skills-based volunteer program, creating a “For the Love of Florida” lecture series and launching the St. Lucie Water Champions initiative. Partnerships and collaborations were critical in expanding our reach into the community to more than 55,000 residents and visitors.

### Enlightening Growing Young Minds

- ▶ The Oxbow Eco-Center youth programs combine experiential and project-based learning to enhance the environmental education experience. EECO educators employ the latest strategies and techniques that resonate with and capture young minds such as role-play, discovery learning and integration of the arts. The result is engaging programming that meets or exceeds state standards, supports STEM/STEAM education, creates memorable experiences and positive connections to the natural world and inspires creative thinking.
- ▶ The Oxbow hosted 156 youth programs, including school field trips and classroom programs, the Riverlution Program, Parents’ Night Out, spring and summer camps and a Homeschool Hopper Series that collaborated with seven other environmental organizations for a weekly immersion experience.
- ▶ Created the Nature Educators Alliance of the Treasure Coast (NEATC), bringing together 60-plus environmental educators and their organizations in an alliance to collaborate, share resources and create a strategic approach to education and citizen engagement.

### Engaging Adult Learners

The Oxbow Eco-Center supports life-long learning with opportunities for residents to participate in lectures, train-the-trainer workshops, citizen science and certification classes throughout the year. A total of 2,055 adults took part in 58 programs in 2019, including the Florida Master Naturalist certification course and the Microplastics Citizen Science project. In addition, EECO launched the St. Lucie Water Champions Initiative in 2019 that provided training for residents to increase their knowledge of water issues and take individual and collective action to enhance water quality in our lagoon and river. The course includes basic and advanced training, a stewardship opportunity and numerous organizations, experts and partners to bring this high quality program to residents.

### Celebrating Community

EECO hosted four public events in 2019, including the annual Earth Day Festival, Procession of the Species, Wine at the Moon and the new Osprey Trail Run. In addition, the Oxbow contributed and took part in other events throughout the county, including: Keep PSL Beautiful, Indian River Lagoon Science Fest, Litter Symposium, Friday Fest, Manatee Center’s Nature Fest, Firefighter Challenge, Wildland Fire Expo and Treasure Coast Homeschool Education Open House.

### Giving Back and Paying Forward

The EECO Volunteer and Stewardship Program grew significantly in 2019. 547 volunteers (increase of 71 percent) gave 11,000 hours (increase of 42 percent). Volunteers included alternative spring break students from University of Wisconsin, University of Missouri and Middlebury College who participated in service based learning projects such as natural resource management, eco-art and event planning. Locally, Indian River State College, Kieser University and Florida Atlantic University students participated in a lagoon clean up and turned the debris into large-scale art pieces for the Earth Day Festival.



## Tying the Pieces Together Through Collaboration

The work that we do in environmental education and community outreach aligns and enhances a number of efforts throughout the Treasure Coast that support youth, the elderly, people with special challenges and a healthy citizenry. By partnering with over five dozen community organizations and agencies, the Oxbow Eco-Center is much more than a nature center. It is a center that ties together art, science, literacy, health and well-being, stewardship and an overall sense of connectedness and cohesion within our community.

### HIGHLIGHTS

- ▶ Welcomed 35,000 visitors to the Oxbow Eco-Center
- ▶ Provided educational programs to 5,824 adults and youth
- ▶ Enlisted 547 volunteers to serve in meaningful positions
- ▶ Saved the county \$242,347 through volunteer services
- ▶ Collaborated with more than 60 community partners



## Natural Resources & Land Management Division

The Natural Resources and Land Management division oversees the county's 11,700-acre preserve system. Responsibilities include land management, acquisition, stewardship, planning & habitat restoration, resource protection, nature programming and maintenance of the County's passive recreation opportunities found within the preserves. The division also facilitates many regional conservation/passive public access programs including the Environmentally Significant Land (ESL) Acquisition Bond program and the County's Greenways and Trails Program.

Services include invasive species management, prescribed fire, wildlife management, restoration, trail and property maintenance, amenity development and site improvements, as well as providing public safety and educational opportunities within the preserves. The division relies heavily on inter-agency partnerships, grant funding, sharing resources and volunteer support to achieve the Department's mission.

### HIGHLIGHTS

- ▶ Received \$2.4 million in Competitive Funding Assistance & Grants Related Projects
- ▶ Restored 2,900 acres of the Preserves with Land Management Services
- ▶ Managed 2,700 acres of the Preserves, the Airport and the Port for Invasive Species
- ▶ Enhanced 93 acres with prescribed fire
- ▶ Saved \$21,600 with Citizen Engagement Projects
- ▶ Provided 132 Guided Nature Programs for the public
- ▶ Engaged 1,400 residents and visitors through Nature Programs on county preserves
- ▶ Maintained 11,700 acres and more than 42 miles of trail
- ▶ Partnered with the Emergency Operations Center for a prescribed fire notifications option through the Alert St. Lucie App.

**Invasive Species:** Since 2015, St. Lucie County has benefited from \$2.3 million in competitive funding assistance from the Florida Fish and Wildlife Conservation Commission Uplands Invasive Plant Management Section (FWC IPMS) for invasive plant control. The proceeds have maintained more than 13,000 acres of the county's preserve system, saving the county money and resources by eradicating invasive species such as Brazilian pepper and Old World climbing fern. This funding extends resources to the Treasure Coast International Airport and saves the county thousands of dollars annually by treating invasive plants within the established conservation easements.

**Listed Species:** The division continues to collaborate with Bok Tower Gardens on a volunteer-based restoration project in Fort Pierce that benefits the endangered Lakela's Mint (*Dicerandra immaculate*). Since 2018, monthly volunteer workdays focused on removing invasive/nuisance species negatively affecting the County's mint population. On this restoration project alone, the

**Indian River Lagoon:** The Indian River Lagoon License Plate Grant funded further habitat restoration at Wesley's Island, in the port of Fort Pierce and a second grant from the St. Lucie River Issues Team funded enhancements at DJ Wilcox Preserve, which will now filter run-off nutrients from adjacent roadways prior to reaching the Lagoon. Both grants totaled more than \$75,000.

**Watershed Restoration:** With assistance from Florida Fish and Wildlife, St. Lucie County completed the design and permitting of two premiere restoration projects: Teague Hammock Preserve and Richard E. Becker Preserve. Both projects focus on improving water quality and habitat within the watershed of the St. Lucie Estuary. The Florida Department of Environmental Protection has committed \$1.7 million for construction in 2020 through a water quality initiative. All funding to date has been through State assistance, without local match.

**Greenways & Trails:** Efforts continue to construct the East Coast Greenway (ECG) in St. Lucie County. The ECG is a 3,000-mile multiuse trail that connects people to place from Maine to Key West. Grants awarded from the Florida

Department of Transportation's (FDOT) SUN Trail Network program will yield \$10-20 million in greenway infrastructure over the next 10 years. In total, there are five segments within St. Lucie County in various stages of development. The goal is to complete nearly 18 miles by 2030. Design is underway for 13 miles of trail in the Savannas Preserve State Park and construction will commence at Indian Hills Recreation Area in 2020. This year, FDOT has committed an additional \$3 million for the construction of the overpass between Savanna Recreation Area and Indian Hills Recreation Area. Construction is set for 2025 to allow time for design and permitting.

**Public Access Improvements:** Through a \$50,000 grant from the Florida Inland Navigation District, ERD is working with Kimley-Horn to design, engineer and permit a 60-foot observation tower at Walton Scrub Preserve. The observation tower will provide a trailside destination and provide exceptional views of the Indian River Lagoon and Savannas Preserve State Park.

**Land Acquisition:** St. Lucie County was awarded \$264,236 through a grant for the acquisition of Zorc parcels along the North Fork of the St. Lucie River. The Zorc parcels make up a 20-acre addition to the Captain Hammond's Hammock preserve and was acquired to protect an additional 1,600 feet of shoreline along the river. Proceeds from the Florida Department of Environmental Protection's Florida Communities Trust (FCT) grant will assist in future acquisition projects.

**Events:** This past year, the division hosted over 50 events with over 2,000 participants. The majority of the events were held at the Ecoheritage House at Richard E. Becker Preserve. To date, nearly 700 visitors attended workshops, public meetings and retreats on-site. The Ecoheritage House has quickly become a gathering place for local organizations and non-profits to meet and share ideas. The division also kicked-off the inaugural Wildland Fire Expo, held at the George LeStrange Preserve. Over 1,400 visitors attended the event to celebrate Prescribed Fire Awareness Week. The event highlighted live fire and equipment demonstrations, partner agencies and the ecological benefits of prescribed fire in St. Lucie County.



UF/IFAS St. Lucie County Extension's mission is to disseminate research-based knowledge in agriculture and human and natural resources to sustain and enhance the quality of life of all residents in St. Lucie County. Outreach education and training is provided through Community Resource Development, 4-H, Natural Resources, Commercial Fruit and Vegetable Production, Urban and Commercial Horticulture and Sea Grant. The Extension team consists of six Extension faculty, one Education Outreach Coordinator, two 4-H program assistants, two Food and Nutrition program specialists, a Senior Office Operation Specialist, Facility Maintenance Technician and a Part-Time Senior Staff Assistant.

## HIGHLIGHTS

- ▶ St. Lucie County Urban Horticulture and Master Gardener volunteer programming efforts resulted in a combined estimated water savings of more than 1.8 million gallons of water annually, based on Extension clients' reported behavior change. This was the most documented water savings of any county in the state.
- ▶ Together with St. Lucie County Community Services, began implementing the Credit Score Improvement Grant in St. Lucie, Martin and Okeechobee counties, which offers workshops to learn about spending plans and credit management to local citizens.
- ▶ Worked with the North South Institute's Small Farm and Business Incubator Program, Ed Skvarch and Carol Roberts taught 13 veterans how to create a business plan and introduced basic business skills like record keeping, site planning, taxation, reading financial statements, product pricing and risk management.
- ▶ Obtained grant funding from the Florida Cattle Enhancement Board for "Release strategy optimization of classical biological control agents for Brazilian peppertree in Florida."
- ▶ Educated 3,517 community youth through our 4-H farm and 4-H mobile farm program.
- ▶ Served as scientific partner to Centennial High School for A Day in the Life, an Indian River Lagoon-wide program that teaches students how to collect scientific data on the health of the Indian River Lagoon (IRL). This annual event involved 39 schools and 40 scientific partner organizations to collect data on 35 locations along the IRL in 2019. In other events, educated more than 200 youth on habitat restoration and monitoring.

## AWARDS

- ▶ UF/IFAS Extension St. Lucie County Master Gardener Volunteers award winners at Inaugural Florida-Friendly™ Landscaping Program State Award Ceremony
  - Dale Galiano - Florida-Friendly™ Landscaping Volunteer Educator of the Year
  - Maggie Cook - Outstanding Florida-Friendly™ Landscaping Photo - Before & After
- ▶ 2019 National Association of County Agricultural Agents Communication Award National Finalist: Bound Book. Skvarch, E.
- ▶ Florida Association of Extension 4-H Agents Higher Degree Award
- ▶ Florida Association of Extension 4H Agents Communication Award Video Program





# Facilities

## DEPARTMENT

Facilities Division is committed to meeting the needs of all county-owned and supported facilities in an effort to pro-actively plan for a safe, efficient and economical environment for all citizens, employees and visitors. Staffed by 80 full and part-time employees, the department continuously provides superior customer service to sustain a safe and healthy environment. St. Lucie County's 165 buildings are kept clean, in good repair and structurally sound because of the efforts of this hard working crew.

The Facilities Department is comprised of three critical divisions: The Capital Division, Building Maintenance Division and Logistics Division. Each of these provides a strategic role to support more than 800 BOCC employees, five Constitutional Officers, the Florida Department of Health, the State Attorney's office of the 19<sup>th</sup> Judicial Circuit, the elected County Judges and Circuit Judges, administrative offices of the 19<sup>th</sup> Judicial Circuit and various other court related agencies in the 19<sup>th</sup> Judicial Circuit. Additionally, the Capital Division provides county-wide services and support for all light-fleet vehicles to include; replacement, fueling, maintenance and administrative support for more than 300 vehicles operated by the county staff and other associated agencies.

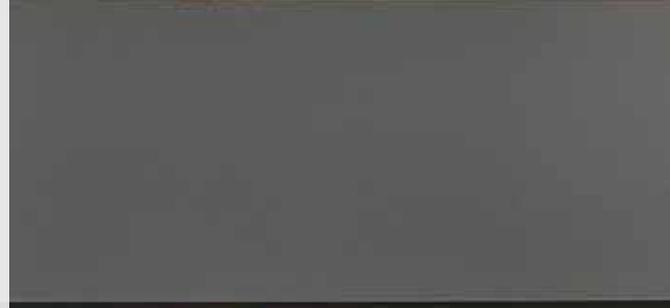
## HIGHLIGHTS

### Efficiency & Sustainability Upgrades for Operational Performance

- ▶ Replaced 30 inefficient light fleet vehicles with more energy efficient vehicles for county operations.
- ▶ Upgraded the fuel dispensing systems for reliability and performance.
- ▶ Completed the Rock Road Jail Water Plant bypass (connection to Municipal water)
- ▶ Installed security improvements at the Downtown Court Complex
- ▶ Planned replacement of HVAC systems to provide more energy efficient cooling
- ▶ Instituted a reduction in footprint for county facilities – assisting in the consolidating and reorganization of departments to reduce square footage.
- ▶ Centralized the county's utility billing to the Energy Service Analyst, creating hundreds of efficiency hours provided back to the individual Departments collectively.
- ▶ Implemented a pilot project to determine feasibility of Alternate workspace and alternate scheduling for workforce.
- ▶ Reorganization within Facilities to expand, identify main leaders and offer a succession plan to develop the future leaders of St. Lucie County.

### Special Projects

- ▶ Renovated the St. Lucie County Board Remodeled the Susan Broom Kilmer Library (2nd Floor renovations)
- ▶ Consolidated and renovated the Pretrial program in the downtown court complex for continuity of program operations
- ▶ Replaced Rock Road Jail kitchen floor
- ▶ Programmed and prepared an Emergency Animal Shelter to house the county's animals while St. Lucie County transitions to a new provider.
- ▶ Continued succession planning to include mentoring, training and recruitment at all levels with programs such as LEAP.
- ▶ Continued to make Americans with Disabilities Act (ADA) improvements in county facilities where renovations occur.





# Human RESOURCES

St. Lucie County's Human Resources Department is a trusted foundation which provides ethical, strategic and highly skilled services customized to each phase of every employee's journey. We attract, develop and retain a high performing and diverse workforce, promoting a healthy, productive and fulfilling work culture.

## HIGHLIGHTS

### Employee Recognition, Process Improvements & Hosted Events

- ▶ The Human Resources Department hosted its first annual Volunteer Ice Cream Social Event on July 25. This event was to honor our St. Lucie County Volunteers who have devoted countless hours of service to the county. Their dedication, time and passion are what make each of them so amazing and inspiring.
- ▶ For the 4<sup>th</sup> year in a row, the St. Lucie County Board of County Commissioners was named a "Best Place to Work" site by the St. Lucie County Human Resource Association in the Large Employer Category by demonstrating good growth percentages, low employee turnover, excellent employee development opportunities, high promotion percentages and beneficial insurance packages/retirement plans.
- ▶ St. Lucie County celebrated employees on Oct. 29 at the Annual Longevity Awards Ceremony. Employees were recognized for their continued commitment and service to St. Lucie County, ranging between 5 and 35 years of service. We continue to be amazed by the increasingly impressive milestones of our dedicated employees, with a total of 1370 years of service being honored at this ceremony.
- ▶ St. Lucie County's Student Perks Program was recognized at the Florida Association of Counties (FAC) Annual Conference in Orange County on June 13. The program was awarded a County Government Best Practices Award among seven counties honored during the FAC Celebration Dinner. In continued partnership with St. Lucie Public Schools, the Board of County Commissioners created a weekly coffee cart program, giving students the opportunity to run a coffee shop inside the County Administration Complex, offering real-world work experience and providing much needed snacks and coffee to county employees. "The Best Practices Award" is a great way to highlight local initiatives and innovative solutions that counties are employing to increase efficiencies in service. This program has lots of traction in St. Lucie County as Student Perks successfully celebrated the opening of its second kiosk in Port St. Lucie's City Hall and a third location to open in early 2020 inside Fort Pierce City Hall.
- ▶ Human Resources successfully implemented a county-wide paperless payroll software change that complements our existing electronic evaluation and employee file software.



## Employee Relations & Training

- ▶ St. Lucie County successfully completed the 3rd year of IGNITE Leadership graduated 13 participants in December, which includes three leaders from local municipalities. IGNITE Leadership program fosters leadership development for current and future leaders through dynamic presentations, interactions and activities to face the public sector challenges of the 21st century. IGNITE Leadership received the 2019 National Association of Counties (NACo) Achievement Award in the “Personnel Management, Employment and Training” category.
- ▶ St. Lucie County successfully completed the 3rd year of SPARK Mentoring, graduating 16 mentees in January 2020. This program received the 2018 HR.Com “Best Mentoring Program” Excellence Award. SPARK Mentoring is designed to train and mentor high potential employees for future leadership roles as part of our succession planning.
- ▶ Indian River State College (IRSC) continues to be an excellent partner with St. Lucie County in providing a variety of training sessions through **LEAP** Leadership Excellence Through Action and Practice.
- ▶ St. Lucie County hosted the 3rd annual Live2Lead Leadership Development Seminar in collaboration with The John Maxwell Company to enhance personal growth for both our emerging leaders and senior management.

## Risk Management

### CARE HERE-EMPLOYEE HEALTH CLINIC

- ▶ In 2019, the St. Lucie County Sheriff’s Department and Fire District joined the County CareHere Employee Clinic program.
- ▶ CareHere expanded its walk-in hours prior to 8 a.m. and after 5 p.m. The facility is available seven days a week to better accommodate our employees and their family’s needs.
- ▶ The Fort Pierce CareHere location was given a much-needed remodel to better enhance our overall customer experience.

### HEALTH & WELLNESS

- ▶ St. Lucie County employees collaborated with the Sheriff’s Office to host our 2019 Annual Health, Wellness and Safety Fair. Approximately 90 vendors participated and more than 600 employees attended from the following agencies: St. Lucie County BOCC, Property Appraiser, Tax Collector, Clerk of Courts and Sheriff’s Department.
- ▶ Staff continued efforts to promote healthier living, through our “CareHere Connect 2.0” initiative.
  - 114 “Plans of Care” were assigned and monitored by a Health Care Coach.
  - 459 total patients were contacted by CareHere to promote healthier living.

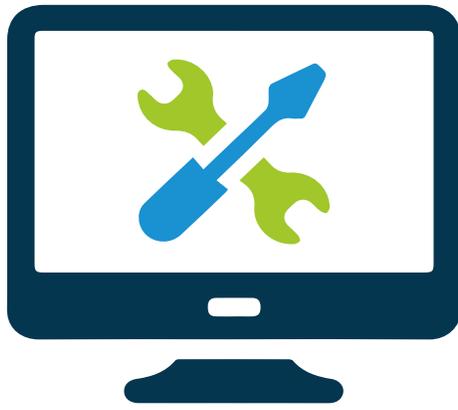
### SAFETY AWARENESS

Risk Management conducted more than 1,650 safety-training hours in 2019 resulting in:

- Fewer Vehicle Accident Claims and Workplace Injuries.
- Lowering our Workers’ Compensation Modifier Rate from 1.01 to an all-time low of 0.85.
- For the 2nd consecutive year, St. Lucie County received the “Award of Excellence for Worker Safety & Motor Fleet Safety” from the Safety Council of Palm Beach.







# Information TECHNOLOGY

The St. Lucie County Information Technology (IT) department provides centralized systems, network and applications services to county departments. We are responsible for delivering technology needs that align with the county's business strategies. IT operates the county Help Desk and enterprise network infrastructure, including the installation, maintenance and repair of mobile devices, desktop computers, peripheral equipment and digital security. IT supports applications such as enterprise resource planning system (ERP), Public Safety computer aided dispatch (CAD) and records management system (RMS) and other department specific applications. With 34 full-time employees, the department supports all St. Lucie County employees in addition to constitutional offices, outside agencies and internet customers.

The IT department prides itself on being a business partner that enables St. Lucie County government to provide its many services in a secure, reliable and efficient manner

## HIGHLIGHTS

- ▶ Answered 7,374 support calls.
- ▶ Closed approximately 12,000 work orders.
- ▶ Migrated all email boxes to Office 365.
- ▶ Upgraded overall network infrastructure by deployment of new switches and wireless points.
- ▶ Improved network security by deployment of new firewalls and new anti-virus software.
- ▶ Upgraded the county's Financial System (ERP).
- ▶ Standardized the Chart of Account .
- ▶ County-wide deployment of the Payroll Change Form workflow.



# Library

## SERVICES

In May, 1954 when the first St. Lucie County Library was opened in downtown Fort Pierce, no one could have imagined that in just over 64 years, our system would grow to encompass six branches, plus a thriving joint use Pruitt Campus Library in St. Lucie West. At present, the county has 111,900 square feet of public library space; the Port St. Lucie Branch (1971), the Lakewood Park Branch (1989), the Zora Neale Hurston Branch (1991, enlarged and renovated in 2011), the Morningside Branch (1993), Kilmer Branch (1999), the Paula A. Lewis Branch (2017) and since 1995, a Joint Use Library with IRSC at SLW.

Every day, libraries help people to read, learn, discover, relax and connect with information, people and ideas. The St. Lucie County Library System is constantly evolving to meet the changing needs of the community that we serve. In 2019, 732,872 in-person visitors and 385,295 virtual visitors used our branch libraries as place to imagine, create, learn, enjoy and engage with community. That is more than 100,000 more visitors than in 2018. At the close of 2019, the Library Services Division had 66 staff (63 FTEs) and was open to the public, five days per week for a total of 16,167 hours per year.

### HIGHLIGHTS

- ▶ Spearheaded the county's Chili Cook-off Team and raised more than \$12,000 for the Boys & Girls Clubs of the Treasure Coast
- ▶ Renovated and refurbished the 2<sup>nd</sup> floor of the Kilmer (Fort Pierce) Branch
- ▶ Debuted the Library's mobile computer lab and offered hands on instruction at all branches
- ▶ 43,442 residents received some sort of technology or digital instruction
- ▶ Developed a "Lost Arts" program, teaching sewing, crochet and knitting
- ▶ Inaugurated a Chill Time Library Activities program for young adults with developmental disabilities
- ▶ More than 36,000 people of all ages attended one of our special library programs
- ▶ Circulated 392 Book-Group-Kits, which served almost 4,000 Community Book Club members.
- ▶ Sent over 3,000 books or movies to homebound residents unable to get to a branch library
- ▶ During the summer months, offered free lunch/snack on a walk-in basis to any youth under 18 who wanted it.
- ▶ 182,773 residents have library cards
- ▶ Circulated 955,189 items including 117,755 eBooks and eAudiobooks
- ▶ 103 volunteers doing myriad library tasks for 5,785 hours





# Mosquito CONTROL & Coastal MANAGEMENT

Protection from Mother Nature is the primary mission of the Mosquito Control & Coastal Management Services Department. Whether preventing the spread of dangerous mosquito-borne diseases or bolstering beachfronts against raging seas, the department strives to protect public health and the county's oceanfront shores and structures. During 2019, the department achieved successes across many fronts, while passing another test of our resiliency that came in the form of Hurricane Dorian.

For the third time in four years, a passing hurricane caused erosion of earthen berms that shield the county's Mosquito Impoundments, which are largely man-made wetlands stretching 22 miles along the Indian River Lagoon. These salt-water mangrove forests – more than 4,400 acres of which are managed by the department -- are artificially flooded seasonally as part of the Department's Rotational Impoundment Management (RIM) plan to reduce mosquito activity through natural means, reducing the Department's reliance on chemicals.

In September, 10 of the county's 24 impoundments experienced erosion from storm surge as Hurricane Dorian roared by the coast, causing nearly \$800,000 in damage. Repairs have already been completed.

Beaches also took a beating, especially along Fort Pierce Beach where ongoing erosion continues to be precarious. While some of the cause is weather-driven, the primary culprit is currents influenced by the adjacent Fort Pierce Inlet. At the end of the year, the Department's Coastal Management Services division

was finalizing plans to renourish the beach in early 2020 and to build a large sand trap in the inlet that will collect material to be redirected onto the sand-starved Fort Pierce Beach.

In addition, the Coastal Management Services division helped in 2019 to develop a major, long-range plan to rebuild besieged beaches along South Hutchinson Island. That features the ongoing challenge of determining an equitable cost share for public and private properties at a time when sea level rise and persistent storms are creating additional threats to the structural integrity of the island and areas of the mainland.

The Inspection Division, which conducts surveillance, research and mosquito prevention and control, boosted efforts during the year to address the growing threat from mosquito-carried diseases. Growing numbers of viruses worldwide and the ease of transmission through international travel are creating new and significant challenges for the mosquito control industry. Despite these threats, no mosquito-borne disease transmission was reported in St. Lucie County during 2019. The number of nuisance mosquitoes was also kept to reasonable levels.

The Mosquito Control & Coastal Management Services Department, which is funded through two special taxing districts (Erosion and Mosquito), is comprised of 40 full- and part-time employees who work in four divisions: Coastal Management, Administration, Inspections and Impoundments.



## HIGHLIGHTS

- ▶ Erosion grant awards totaling approximately \$6.5 million from the State of Florida for the federal South County Beach Project, pending grant execution.
- ▶ An additional award of approximately \$1.7 million from the State of Florida for the Fort Pierce Shore Protection Project.
- ▶ Progress made toward a new 50-year plan through which the federal government will continue sharing the cost of the Fort Pierce Shore Protection Project.
- ▶ Continued streamlining of operations, including a major update of every job description under Mosquito Control.
- ▶ Record numbers of residents and schoolchildren involved in community outreach devoted to mosquito-prevention education.
- ▶ The successful running of the 2<sup>nd</sup> Annual St. Lucie Skeeter Skoot 50K/100K Ultra, presented by the Treasure Coast Sports Commission and hosted by Mosquito Control on six of its impoundments.
- ▶ Renovation of the Inspection Building, providing up-to-date workstations and a research lab for the Inspection Division.



# OFFICE OF Management & Budget

The Office of Management & Budget is comprised of three divisions: Budget, Purchasing, and Innovation and Performance Management. The department's mission is to support county management in achieving its mission by providing timely and accurate financial reporting, planning and grants management; by developing and coordinating the county's performance management process and providing purchasing services to all county departments.

## Budget

The Budget Division is comprised of six positions that oversee the preparation, monitoring, and amending of the County's annual budget. Budget staff prepares financial analyses, reviews financing options, and provides budget information to County departments, the Board of County Commissioners, and the public.

### 2019 ACCOMPLISHMENTS

- ▶ Continued efforts to ensure the County reduce its reliance on fund balance reserves and ensure the County does not become reliant on unreserved and undesignated fund balance to fund on-going future operating costs
- ▶ Prepared quarterly reports to the Board reflecting budget to actual activity and the status of major capital projects

## Innovation & Performance Management

The Innovation & Performance Management is comprised of three positions that oversee organizational performance management, including benchmarks, measures, and performance optimization. Staff also oversees the monitoring of grants countywide.

### 2019 ACCOMPLISHMENTS

- ▶ Continued to develop Community Dashboard Monthly Briefing Reports with Administration utilizing performance management software
- ▶ Continued on-going training of Lean Six Sigma Yellow Belt Certification for 34 employees and Green Belt Certification for 19 employees.
- ▶ Continue implementation of performance measure process countywide
- ▶ Conducted a Citizen Survey, which will be utilized in the development of a full Strategic Plan

## Purchasing

The Purchasing Division is comprised of four staff members that are involved in the purchase or contract for all supplies, materials, equipment and contractual services required by any County department. Purchasing Staff prepares, monitors, and manages all bid, request for proposals and request for qualification documents.

### 2019 ACCOMPLISHMENTS:

- ▶ Updates to the County's Purchasing Policy implementing changes resulting from internal audits related to purchasing cards, purchasing processes, contract management, and asset management

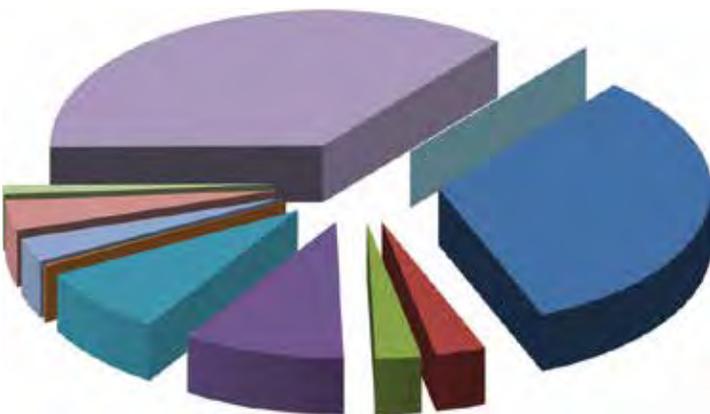
WHERE THE MONEY COMES FROM

TOTAL OF ALL FUNDS

**\$587,539,740**

FISCAL YEAR 2019-2020

- Est. Beginning Balances
- Proceeds From Loans/Bonds
- Interfund Transfers - In
- Miscellaneous Revenues
- Fines & Forfeits
- Charges For Services
- Intergovernmental Revenues
- Licenses And Permits
- Other Taxes & Fees
- Ad Valorem
- Other



*\*Revenues are reduced by \$14,336,097 to reflect an allowance for uncollectible amounts.*

**Fund Balance:** \$217,764,124 - represents the excess of fund assets over liabilities from the previous year.

**Ad Valorem Tax:** \$196,909,388 - property taxes from real estate.

**Charges for Services:** \$48,101,073 - funds generated from fees and/or services provided through the County.

**Other Taxes & Fees:** \$17,952,716 - include local option fuel tax, infrastructure sales tax, local communication service tax, tourist development tax & local business tax.

**Intergovernmental Revenues:** \$57,820,094 - these are revenues that are received from federal, state and other local governmental sources.

**Licenses & Permits:** \$16,417,417 - these revenues are derived from the issuance of local licenses and permits.

**Fines and Forfeits:** \$1,016,221 - includes moneys received from fines and penalties for the commission of statutory offenses, violation of lawful administrative rules and regulations, or for neglect of duty.

**Interfund Transfers-In:** \$21,834,211 - represent transfers in from one County fund to another.

**Miscellaneous Revenues/Other:** \$17,425,953/\$351,000 - interest and reimbursements account for the majority of miscellaneous revenues.

**Proceeds from Loans/Bonds:** \$6,283,640 - revenues from loans & bonds, which will be used to finance projects.

**Estimated Ending Balance:** \$114,419,968 - the excess of fund assets over liabilities from the current year.

**Transfers to Constitutional Officers:** \$102,305,132 – Transfers to the Clerk of Circuit Court, Sheriff, Property Appraiser, Tax Collector and the Supervisor of Elections.

**Capital Outlay:** \$98,738,103 – Includes the purchase of land, improvements to land and buildings.

**General Government:** \$55,219,291 – Services provided by the County for the benefit of the public and general governmental body as a whole.

**Physical Environment:** \$50,611,179 – Function performed by the County to achieve a satisfactory living environment for the community as a whole.

**Transportation:** \$40,917,759 – Expenditures for developing and improving the safe and adequate flow of vehicles, travelers and pedestrians.

**Public Safety:** \$26,197,312 – Services provided by the County for the safety and security of the public.

**Culture and Recreation:** \$22,532,203 – Expenditures to provide residents opportunities and facilities for cultural, recreational and educational programs.

**Debt Service:** \$22,461,901 – Principal, Interest & Fees for debt service purposes.

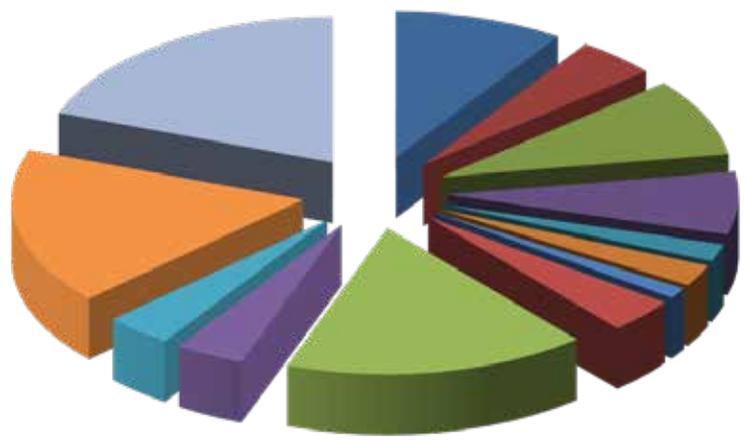
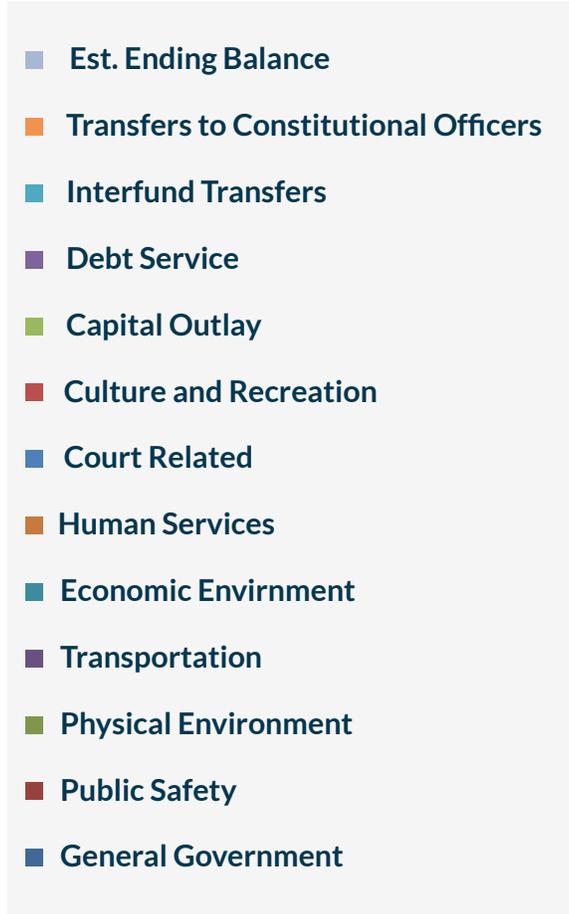
**Interfund Transfers** \$21,834,211 – Transfers from one County fund to another.

**Human Services:** \$13,990,960 – Expenditures with the purpose of promoting the general health and wellbeing of the community as a whole.

**Economic Environment:** \$11,306,458 – Expenditures for developing and improving the living conditions of residents.

**Court Related:** \$7,005,263 – Includes Court Administration, Public Defender, State Attorney, Guardian Ad Litem

WHERE THE MONEY GOES  
**TOTAL OF ALL FUNDS**  
**\$587,539,740**  
**FISCAL YEAR 2019-2020**





# Recreation & Parks



Fairwinds Golf Course, Parks & Special Facilities and Regional Parks & Stadiums. The Department's mission is to enhance the quality of life in St. Lucie County by providing excellent customer service while building a strong community with memorable, positive, professional experiences for our employees, citizens and visitors to our parks, recreational facilities, athletic fields, public buildings and event venues

## FAIRWINDS GOLF COURSE

Fairwinds Golf Course is an award winning 18-hole, Jim Fazio-designed course, earning 4 ½ out of 5 stars on Golf Digest's Recommended Places to Play. Far removed from any residential area, this challenging course winds through 200-acres of Florida's undisturbed natural flora and fauna. It is not uncommon to see alligators, wild hogs, sandhill cranes and even an occasional bald eagle. Fairwinds is unique in that it was constructed on the site of the old St. Lucie County Landfill. On this reclaimed land now sits this championship track of rolling fairways, lakes and well-bunkered greens with five sets of tees playing from 5,000 to 6,800 yards. Although designed as a Championship Course, the recent construction of the new forward tees makes it fun for players of all ages and abilities to learn to play the game and compete.

## GOLF OPERATIONS

2019 was another strong year for Fairwinds Golf Course with both revenue and rounds up for the fiscal year. The golf course met its objectives to expand programs for all users and improve course conditions resulting in a 4 percent increase in club revenue from the previous year. The club hosted 47,121 rounds of golf and generated \$1,611,484 enabling the Golf Course Maintenance Team to maintain the turf at a high level and make some significant improvements. Much of our financial success at Fairwinds is due to the services of over 25 trained volunteers who work as cart attendants, rangers, starters and pro-shop assistants. The volunteers on average work over 400 hours weekly in season and 250 during the summer. This has resulted in a saving of \$192,000 in our annual budget.

## HIGHLIGHTS

- ▶ Partnered with the United Way for their annual fundraising golf tournament raising in excess of \$40,000.
- ▶ Fairwinds' Player Advantage Program continued strong growth with over 900 Cards sold, generating over \$58,000. This wildly popular program, allows golfers to earn free rounds as they spend.
- ▶ Continued the PGA of America's "Play it Forward Initiative." The popularity of the front set of tees is on the rise and resulted in the expansion of 3 more teeing areas this past summer.
- ▶ Launched an afterschool program with the Lincoln Park Community Center offering free golf instruction to 24 children from Fort Pierce on a weekly basis.
- ▶ Over 110 special athletes came to Fairwinds for the Special Olympics Regional Golf Games from neighboring counties, competing in various skills competitions with Fairwinds PGA Golf Professionals, who donated over 60 hours of instructional time.
- ▶ Fairwinds is the home course for Lincoln Park Academy, John Carroll High School and Fort Pierce Westwood High School, while also hosting The Al Griffith High School Championship and hosted another record-setting field for the Florida Junior Golf Tour for age groups 9 to 10 and 11 to 12.
- ▶ Women's golf opportunities have grown significantly with the weekly "Ladies Only" clinics increasing by over 15 percent and expansion of The Fairwinds Women's Golf Association to more than 80 members.
- ▶ Hosted both the Bi-County, Twin-County and Challenge Cup ladies events which provides a competitive platform for St. Lucie County residents.
- ▶ Continued PGA HOPE with 22 veterans (Helping Our Patriots Everywhere) with the South Florida PGA Foundation, bringing golf to veterans with disabilities to enhance their physical, mental, social and emotional well-being. Through PGA HOPE the SFPGA Foundation has made a meaningful impact on the lives of America's military veterans.
- ▶ Embarked on a program with the Veteran's Court, resulting in the hiring of a qualified graduate of the program at the golf course.

## GOLF COURSE MAINTENANCE

Maintaining a golf course built on the site of a former landfill presents a unique set of challenges for any greenkeeper. The maintenance department of Fairwinds Golf Course is faced with those residual effects as well as extensive wear and tear from carts due to its popularity and the volume of play.

## HIGHLIGHTS

- ▶ Expanded the practice tee, removal of exotic vegetation, re-contouring bunkers and playability.
- ▶ Prepared for the busy winter season with all tees and fairways aggressively verticut greens aerified three times.
- ▶ Removed thick brush and invasive species, aggressive weed control in the fairways, laser-leveled and regrassed tees and treated turf to control mole crickets and fire ants.

## FOOD & BEVERAGE

Our new food and beverage partners at the "Rusty Putter" restaurant completed the finishing touches on their renovations and provided a greatly improved level of service. Their efforts have enhanced the public image of the entire club. Over the course of the year numerous weddings and private functions have been conducted along with many charitable events. These events have raised awareness of Fairwinds Golf Course to many new residents, visitors and guests of St. Lucie County.

## PARKS & SPECIAL FACILITIES

The Parks and Special Facilities Division had a successful year. This division is comprised of parks grounds maintenance, parks trades maintenance, five boat launching sites, three public swimming pools, six unique special facilities, two venues, twelve oceanfront parks and four facilities on the Indian River Lagoon. It is staffed by 71 employees and is responsible for maintenance of over 1,520 acres of property. The Division oversees the operation and programming at community parks, numerous special facilities and venues. Special facilities include the Savannas Recreation Area and Campground, County pools, neighborhood parks, Aquarium and History Center. This Division provides two venues which generate revenue through rental: the St. Lucie County Fairgrounds and the Havert L. Fenn Center. Throughout the year, these venues host a variety of events including the St. Lucie County Fair, Citrus Show, wrestling exhibitions, concerts, trade shows, rodeos, equestrian competitions and graduations. Parks and Special Facilities is uniquely responsible for the removal of derelict vessels along our waterways and the maintenance of marine navigation aids. There is much history and beauty throughout St. Lucie County parks and park preserves which are easily accessible to residents and visitors. On any given day, you can experience the wild side of our county by hiking in our parks and park preserves, go horseback riding and swimming at our beaches, visit the Navy SEAL Museum or Regional History Center and be rewarded by the beauty and importance of the Indian River Lagoon at the St. Lucie County Aquarium.

### Trades

In the past year, the Parks Trades Crew accomplished their mission to meet the health and safety needs of our residents and visitors to our facilities by maintaining, repairing and improving our parks, playgrounds, beaches, boat ramps, waterways, trails and other recreational facilities. The Trades Crew consists of eight dedicated employees skilled in electrical, mechanical, plumbing, carpentry and irrigation. This crew focuses on parks maintenance needs and they carry out their mission providing new construction, preventative maintenance and rapid repairs at our many park locations to keep them safe, secure and open for use.

### HIGHLIGHTS

- ▶ Completed 722 work orders and all emergency work orders within the 24-hour performance standard.
- ▶ Mets Stadium: Established electrical and plumbing for temporary maintenance offices, lighting and electric panels for minor league area, grounds and maintenance shop and resolved drainage issues in stadium seating areas and dugouts.
- ▶ Built new ADA Accessible precast concrete public restroom at Waveland Beach, removed old restroom and renovated beach access and public shower area.

### Grounds Crew

The Parks Grounds Crew accomplished all it set out to do over the course of the year. Through the efforts of the 26 employees dedicated to this area, staff were able to achieve their mission to maintain and enhance the natural environment of our parks, beaches, grounds and trees around all County buildings. They have continued to take advantage of training opportunities to learn about removal of invasive species and ornamental horticulture. By improving their own performance they have been able to enrich the quality of life of our residents and visitors. The Grounds Crew consistently strives to implement best maintenance practices with visible results providing visitors and residents safe and enjoyable environments where they can recreate.

### HIGHLIGHTS

- ▶ Replaced exercise trail equipment and resurfaced basketball court at the Lakewood Neighborhood Park.
- ▶ Expanded the grounds maintenance schedule to include new Tax Collector's building in Tradition and Temporary Animal Shelter properties in Fort Pierce.
- ▶ Completed Phase I of the Frederick Douglas Park landscape project, Phase I of Stan Blum Boat Ramp pavilion project and Phase I of Museum Pointe Park butterfly garden.



## Havert L. Fenn Center - Venues

The Havert L. Fenn Center was constructed in 2008 as a Special Needs Shelter, but this facility provides more to the community than that single function. When it is not activated as a Special Needs Shelter, the 64,000-square-foot facility and its five employees serve the residents of St. Lucie County by supporting and hosting numerous events organized by various community, government, business and private entities. The versatility of the center is enhanced by the exceptional customer service and professional assistance provided by the facility to both residents and visitors alike. The revenue generated through the efforts of these employees helps to offset the cost to maintain the facility and keep it in constant readiness should a disaster strike. The achievement of these goals have had a positive impact on the local economy and the quality of life and well-being for our residents.

### HIGHLIGHTS

- ▶ Increased total event revenue by \$18,468 which was an increase of 9 percent over the previous year.
- ▶ Improved total occupancy rate by 19 percent over the previous year by hosting 316 of events.
- ▶ Executed four new food and beverage pilot program agreements improving customer service at the Fenn Center and several Parks facilities.
- ▶ Increased total number of events by 30 which was an increase of 10 percent from the previous year.

## Aquatics

The St Lucie County Aquatic's Program had another successful year with increases in swim lessons, scholarships and an eight-week extension to the swim season. The mission of the County Aquatics Program is to provide health, safety, education and enjoyment through efficient, competent and professional services at our three pools during the season, and drowning prevention programs during the school year. The Aquatics Program is proud to offer public swimming for all ages at our three pools located at Ravenswood, Lincoln Park and Lakewood Park, as well as swimming lessons, aquatic training programs, scholarships and drowning prevention awareness to local students and the community.

### HIGHLIGHTS

- ▶ Increased the number of swimming lessons taught at Lincoln Park Pool by 160 percent, Lakewood Park Pool by 35.4 percent and increased overall number of swimming lessons taught at all pools by 2.5 percent over the previous year.
- ▶ Successfully extended the operating season at Ravenswood Pool by eight weeks, through Oct. 27.
- ▶ Augmented the number of swimming lessons through scholarships by 18.9 percent over the previous year and expanded the American Red Cross Centennial Campaign scholarships to include 149 swimming lesson participants, five Lifeguards and six water safety instructors.
- ▶ Installed new splash pad features at Lakewood Park Pool.



## Aquarium – Special Facilities

The St. Lucie County Aquarium surpassed their attendance and revenue goals from the previous year. The facility features the Smithsonian Marine Ecosystems Exhibit and is managed through a partnership with the St. Lucie County Board of County Commissioners and the Smithsonian Marine Station in Fort Pierce. The Aquarium offers a variety of aquarium displays and a touch tank provided and staffed by the Smithsonian. These displays accurately reflect the habitats and species found in the Indian River Lagoon and surrounding coastal waters. Individuals and groups of all ages are welcome. Educational programs are offered to school and camp groups. St. Lucie County has one full and two part-time employees on site who are responsible for the maintenance of the facility, management of the admissions to the Aquarium and operation of the gift shop at the facility.

## HIGHLIGHTS

- ▶ Exceeded the total revenue collected by 4.4 percent over the previous year and increased the number of visitors by 33 percent over the previous year
- ▶ Parks Trades Crew installed a new upgraded building generator and fenced enclosure to protect the Aquarium marine life in the event of a power outage.



## St. Lucie County Regional History Center – Special Facilities

The St. Lucie County Regional History Center in partnership with St. Lucie County offers a variety of exhibits, displays and artifacts which depict the rich history of St. Lucie County from the time of the Ais Tribe and Spanish conquistadors through modern day. Visitors of all ages are welcome to take self-guided tours which offer a unique glimpse into the history and foundation of our community. Educational tours are provided by volunteers of the St Lucie County Historical Society for individuals and groups of all ages. St. Lucie County provides maintenance for the History Center and curatorial and maintenance support to the historic Gardner House. The County also sells dual entry tickets at the Aquarium to promote and increase visitation to the History Center. Through dual ticket sales at the Aquarium and History Center revenue increased by 22.3 percent.

### ACCOMPLISHMENTS

- ▶ Increased the number of visitors by 9.8 percent and increased attendance revenue by 22.6 percent over the previous year.
- ▶ Installed new ADA compliant concrete entrance and porch replacing deteriorated wood decking

## Fairgrounds - Venues

The 250-acre St Lucie County Fairgrounds, Equestrian & Event Center had a successful year, exceeding its revenue goals and attracting a more diverse base of customers than in previous years. In doing so, they once again met their mission to serve the residents of St. Lucie County and surrounding counties by promoting and supporting creative arts, industrial, agricultural, educational and recreational opportunities. The staff of four are responsible for maintenance of the grounds, buildings and all customer needs related to hosting numerous equestrian events, 4-H shows and quality entertainment for the residents of the Treasure Coast. The county has an excellent relationship with the Fair Association and works closely with them each year in preparation for the St Lucie County Fair. The Fairgrounds serves as the staging area for emergency response teams in the event of a disaster utilizing unimproved areas for parking and staging of vehicles and equipment. FP&L began working with the County last year to improve those unpaved areas. By accomplishing these mutual goals the image of the Fairgrounds as well as St. Lucie County has been enhanced, we have accomplished an important public safety goal and our local economy has benefited by the County hosting such events, adding to the overall quality of life of our residents.

### HIGHLIGHTS

- ▶ Increased revenue by \$22,394 with the addition of new events and customer retention.
- ▶ Replaced fire control panel for the fire sprinkler pump room and fire suppression system in the Livestock Arena
- ▶ Completed emergency water bypass design, allowing tanks to be filled in an emergency from the County Utilities water lines and replaced chemical pumps in the Reverse Osmosis Plant.
- ▶ Entered into agreement with FPL for improvements to Emergency Staging Area parking.



## Savannas Recreational Area Savannas Recreation Area and Campground

The mission of the one part-time and three full time employees at the 230-acre Savannas Recreation Area is to provide camping, passive and active recreational opportunities for the residents and visitors to St. Lucie County in a unique natural setting. These activities include RV and tent camping, pavilion rentals, kayaking, fishing, pickle ball and hiking as well as environmental education and historic reenactments. This facility has consistently exceeded revenue and attendance goals over the past few years and continues to expand to meet the growing public need for camping and recreational opportunities.

### HIGHLIGHTS

- ▶ Exceeded anticipated revenue by \$71,379 and experienced proceeds in excess of operating and salary expenditures by \$91,385.
- ▶ Installed nine new full-service RV camp sites, upgraded electrical outlets to 50 amp outlets on nine additional campsites and refurbished, graded and stabilized 19 existing campsites.
- ▶ Replaced the old playground equipment and installed a new Pickle Ball Court.
- ▶ Removed and replaced an old storage building improved customer access to recreational items.

## REGIONAL PARKS AND STADIUMS

The Regional Parks and Stadiums Division has had another very successful year. The staff is comprised of a diverse team of 61 full time, part time and seasonal employees with a broad range of skills and talents. Through their hard work and effort, staff have once again provided our residents with accessible, safe, clean, professionally groomed and visually appealing recreational environments. They have achieved their goal to enhance the quality of life for all of our residents and have been good stewards of all the facilities under their control. The Regional Parks & Stadiums Division manages and maintains the County sports complexes, regional parks, playgrounds, basketball, tennis/pickle ball courts, skate park, bocce, stadiums and athletic fields at ten locations. The most significant of these is the county-owned-and-operated Clover Park (formerly First Data Field) which serves as the Spring Training site for the New York Mets and the home of the Grapefruit League's St. Lucie Mets. This location is also maintained by the county as the year-round rehabilitation facility for the entire Mets organization. Division responsibilities include preparation of all properties for use by the St. Lucie County School District for High School Athletic programs, numerous youth sport providers, tournament organizers and opportunities for the public to take part in active recreation activities including tennis, pickle ball, softball, soccer, skateboarding and bocce at numerous locations. In addition to maintenance functions this division also manages the scheduling of these high demand facilities for thousands of individuals, youth sports providers and not for profit organizations. They accommodate public rentals of these facilities along with park pavilions, mobile stage and portable bleachers for special events. This Division serves the community directly at the Lincoln Park Community Center and the Walton Community Center providing high-quality youth and adult programming to its participants. The Regional Parks and Stadiums Division has been very successful partnering with the Treasure Coast Sports Commission and our Tourism Office to bring events and athletes to St Lucie County from across the nation.

The division accomplished its mission of maintaining the county athletic fields, playgrounds and open spaces at the highest standard of playability, environmental quality and safety for use by all of our student athletes, adults and the community. A dedicated staff of 30 employees is responsible for more than 400 acres of grounds, athletic fields and recreation sites and are dedicated to meeting the requirements of High Schools, NCAA and Major League Baseball (MLB) standards. The facilities are diverse, serving many segments of our county and on any given day are prepared to accommodate football, baseball, soccer, softball, rugby, track and field and many other activities to meet the need for passive and active recreation.

### Clover Park Stadium (formerly First Data Field)

This facility is the corner stone of this Division's sports facilities and serves as the Spring Training site of the New York Mets and the home of the St. Lucie Mets. This division is comprised of 16 employees and maintains the playing fields and structures at the facility to Major League Baseball standards. Stadium inspections and repairs are done on a continuous basis and capital improvements are done annually after each spring training season in preparation for the next. The complex is currently undergoing a \$57 million renovation which began in February 2019 and will be ready for use in time for Spring Training in February 2020, with final completion anticipated in June 2020.

## HIGHLIGHTS

- ▶ Accomplished major construction milestones in the \$57 million renovation of the Spring Training Facility at Clover Park (formerly First Data Field). Staff worked in concert with contractor Barton Malow, Sterling Facilities Services and Hoar Project Management, on the seating, railings, elevator, County office space and pole barn to ensure that those project elements are completed on schedule.
- ▶ Verified design of new pump irrigation station and permitting for Clover Park, South County Stadium and the South County Sports Complex system.

## ANNUAL REVENUE GOALS

Revenues are generated from various sporting activities, high school ticket sales, athletic field use, open air concerts, festivals, special events, pavilion and equipment rentals and the annual rent from the New York Mets for use of our stadium. The division met its revenue goals for the year and over \$2,350,000 in revenue was generated and was put back into the County budget to maintain the facilities, equipment and Clover Park (formerly First Data Field) for the coming year.

## PROGRAM HIGHLIGHTS

- ▶ Collaborated with the St. Lucie County School Board in hosting 28 football games, 49 soccer games, 6 track meets and coordinated with Treasure Coast Sports Commission to conduct Gaelic Football Games.
- ▶ Administered youth and adult tournaments for baseball, soccer, flag football and kickball for 10 organized user groups.
- ▶ Worked together with the St. Lucie County Schools Marching Band Showcase.
- ▶ Assisted the “Role Models” Skateboard Program in providing a free event.
- ▶ Enabled NFL Albert Wilson to conduct a “Youth Skills Camp”

## HIGHLIGHTS

- ▶ St. Lucie County School Board sporting events generated approximately \$139,198 in revenue from 382 games and practices.
- ▶ User fees from rentals of equipment and Facility Use Agreements generated \$167,320.
- ▶ The Florida Baseball School program (aka Vinnie Ball) had another positive season bringing more than 100 college and high schools teams, coaches, families and friends to St. Lucie County from all over the US and Canada. The economic impact of this program was \$4,410,000 to our region as a direct result of teams and families staying and playing here. From mid-February to mid-April, they played 721 games and practices on County fields and generated \$32,862 through user fees.
- ▶ Expanded the Yard Sale program at John B. Parks Regional Park by 200 percent since its inception. This year there were 672 vendor booths reserved and a total of \$12,305 in revenue generated.
- ▶ Granted over \$2,000 in fee waivers by the County Commission for “not-for-profit” organization events and fund raisers, such as the Martin Luther King Commemorative Festival, Whole Heart Ministries Revival, Early Learning Fun Fair, Gene Lofton Walkathon and Girls on the Run 5K, Sheraton Plaza Community Day, Marching Band Showcase, Triumph Church, Sunrise City Lifestyles skate card fees and the Line to Jesus.

## RENOVATIONS & CAPITAL PROJECTS HIGHLIGHTS

Upgrades made to baseball fields, tennis courts and basketball courts including new fencing for baseball fields at Lawnwood, Elks Park and Lakewood Park Regional Park.

- ▶ Facilitated ADA design for Walton Community Center and commenced implementation phase for additional parking at the St. Lucie County Aquarium and History Center.
- ▶ Improved Lakewood Park Regional Park and John B. Parks Sports Complex traffic protection at multipurpose fields, with new asphalt, a concrete drive-through and sidewalk connections for ADA access.

## Lincoln Park Community Center and Walton Community Center

The Lincoln Park Community Center is staffed by six full-time, part-time and seasonal employees. The mission of Lincoln Park Community Center is to provide youth-oriented programming that promotes year-round educational and social opportunities, recreational activities and community involvement of adults and children. The center promotes the Kids at Hope philosophy – that all children are capable of success. Without exception, the staff at Lincoln Park Community Center are committed to bring out the talents, skills and intelligence that exist in all children. The Walton Community Center provides opportunities for a variety of community groups to utilize the space throughout the year.

### HIGHLIGHTS

- ▶ Summer Camp 2019 was a great success. Received \$42,950 in grant funding from Children's Services Council of St. Lucie County providing tuition-free summer camp to 87 participants.
- ▶ Increased educational instruction to improve the academic skills of summer camp participants to meet a program goal of the camp and collaborated with SORE Labs to provide STEM Lab experience as well.
- ▶ Collaborated in providing educational enhancement opportunities for participants through a STEM (Science, Technology, Engineering and Math) Weekend and a STREAM (Science, Technology, Recreation, Engineering, Arts and Mathematics) at the Center.
- ▶ Restored the traditional Juneteenth Uncrowned Queens and Kings Ceremony and collaborated with community leaders on the Juneteenth Unity & Peace Walk and Fun-Day.
- ▶ Sponsored children who participated in the KAH Mentor Program and the Preventing Crime in the Community Conference in Tampa, as well as the Youth Symposium and Speak up Speak out Session at City Hall in Fort Pierce.
- ▶ Collaborated with Fairwinds Golf Course to provide a free golf program for youth at the Community Center and Fairwinds Golf Course.
- ▶ Completed design phase for ADA improvements for access and restrooms at Walton Community Center.





# Planning Development SERVICES

Planning and Development Services provides professional guidance for development in unincorporated St. Lucie County. With a staff of 48 employees, the department provides building permit review to ensure compliance with the Florida Building Code, development review and public engagement for larger or more complex development processes, economic development concierge services for both small and large businesses and code enforcement services to ensure our community continues to strive toward the county's adopted goals, standards and long-range vision to Build a Strong Community.

In 2019, the department saw a record number of site plan applications, as well as an increase in the number of economic development projects from our local employers and relocating companies. The Department is continuing to adapt and streamline the building and site plan review processes to handle increased development activity for the coming year and implement an online permitting system.

## Building and Code Regulations Division

### BUILDING PERMIT AND REVENUE DATA

Building activity in 2019 showed a decline of 15.1 percent over 2018. Valuations are down 2.2 percent compared to 2018. While permit activity declined in 2019, total permits were on par with what the county experienced in 2017. Permitting activity continues its increase since the low mark in 2010 of 4,400 permits to 9,859 in 2019. This is an overall increase of 124.07 percent.

Permit Activity	2018	2019	%+/-
Total Permits	11607	9859	-15.1%
Total Revenue	\$3,248,182	\$2,793,849	-14%
491 Reserve	\$3,695,087	\$4,058,293	9.8%
Valuations	\$235,308,187	\$230,046,229	-2.2%

Building Department  
**2019 ACCOMPLISHMENTS**

**LEVEL OF SERVICE AND EFFICIENCY**

- ▶ Trained plan reviewers and building inspectors on FEMA flood standards
- ▶ Trained plan reviewers on flood elevation certificates
- ▶ Improved the elevation certificate process
- ▶ Initiated scanning historical permits
- ▶ Implemented process improvement with the creation of an elevation affidavit
- ▶ Improved service by increasing permit types allowed as over the counter
- ▶ Two staff members earned their Lean Six Sigma Yellow Belt Certifications
- ▶ Improved the divisions level service with the creation of a Plans Examiner of the Day.
- ▶ One staff member graduated from the SPARK mentoring program.
- ▶ Customer Service Surveys: Achieved 98 percent positive feedback.
- ▶ Continued to assist with the implementation of the new EnerGov Land Management System



Code Enforcement  
**2019 ACCOMPLISHMENTS**

**CODE COMPLIANCE**

Code Enforcement processed 2,135 cases in 2019, resulting in 1,315 Notices of Violation. The overall number of violations referred to the Code Enforcement Board continued to decrease in 2019 as staff has placed an emphasis on public education and outreach.

<b>Caseload Activity</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Total Number of Cases	2949	3467	2135
Notices of Violations Issued	1882	2236	1315
Cases Referred to CEB	281	180	135
Cases Abated	1248	1784	987
Cases Carried over	353	272	193

## EDUCATIONAL OUTREACH

Collaborated with IFAS Extension and Ecological Associates, Inc. to bring awareness to the effect lighting has on the sea turtles. A total of 3.4 miles of beach within unincorporated St. Lucie County and 126 properties were surveyed for lighting violations. Twenty-five properties were cited for lighting violations. A total of 16 meetings were conducted along Hutchinson Island for public education purposes. The quantity of sea turtle nests found in the unincorporated area has greatly increased since 2017.



## INNOVATIONS

- ▶ Promoted 3<sup>rd</sup> Annual Lien Amnesty Program. There were 28 participants and the county collected \$20,047.50. The amount reduced the outstanding liens by \$200,475.00.
- ▶ Four (4) code officers received their certification in Environmental Noise Measurement.

## COLLABORATION

- ▶ Continued coordination with the City of Port St. Lucie Code Enforcement in the River Park / Prima Vista area
- ▶ Continued the “Eviction Piles” program, established in 2018, continues to be a success in collaboration with Waste Pro to help keep St. Lucie County beautiful
- ▶ Collaborated with Veterans Affairs and Vietnam Veterans of America to build a handicap ramp for a 94-year-old widow of a Seaman Second Class of the United States Navy.

Sea Turtle Nests	2017	2018	2019
Loggerhead	1730	2078	2619
Green	354	66	593
Leatherback	27	30	29

## Economic Development Division

Understanding that bringing high-paying jobs to the county improves the quality of life of its residents, St. Lucie County continued to invest in Economic Development in 2019. The newly formed Economic Development Division works with public and private partners to attract qualified businesses, build a skilled workforce and create high-paying/quality jobs for County residents in a variety of industries. The division includes the Economic Development Manager position created in 2018, plus an Economic Development Project Coordinator and the Business Navigator. Working in four key areas, the division supports businesses of all sizes throughout the County.

**Small Business** – Assisting new small businesses and supporting the retention and expansion of existing businesses continues to be an important area of the Economic Development Division’s activity. Special alternative criteria for **Locally Owned and Operated Small Business** make it easier for these companies to qualify for the County’s financial incentives.

**Targeted Industries** – The St. Lucie County Targeted Industries List recognizes seven broad industry categories, including Manufacturing, Clean Energy and Information Industries for their ability to create high-wage jobs for St. Lucie County residents. Businesses in these categories, as well as others recognized by the Board of County Commissioners, are able to improve the quality of life within the community by creating new high wage jobs. These businesses are eligible for expedited site plan review and permitting and may be eligible for financial incentives.

**In 2019, the County partnered with the following Targeted industry companies:**

- ▶ **ABC Home Medical Supply Company II** – Headquarters: 100 new jobs/7,500 sq. ft. of building space (Expanding Business)
- ▶ **American Concrete Industries (ACI)** – Manufacturing: 15 new jobs/15,000 sq. ft. of building space (Expanding Business)
- ▶ **Concrete Impressions** – Manufacturing: 15 new jobs/18 acres (New Business)
- ▶ **Convey Health Solutions** – Professional Services: 150 new jobs/65,000 sq. ft. of building space (Expanding Business)
- ▶ **Hypower** – Professional Services: 50 new jobs/2,000 sq. ft. of building space (New Business)
- ▶ **Lawnwood Regional Medical Center** – Life Sciences: 30 new jobs/12,000 sq. ft. of building space (Expanding Business)
- ▶ **Martin Health Systems** – Life Sciences: 150 new jobs/45,000 sq. ft. of building space/\$30,000,000 capital investment (Expanding Business)
- ▶ **Natalie’s Orchid Island Juice Company** – Manufacturing: 50 new jobs/105,000 sq. ft. of building space (Expanding Business)
- ▶ **Oculus Surgical** – Manufacturing: 50 new jobs/50,000 sq. ft. of building space (Expanding Business)
- ▶ **Phoenix Metal Products** – Manufacturing: 8,200 sq. ft. of building space/\$18,500,000 capital investment (Expanding Business)
- ▶ **PB Holdco, LLC** – Manufacturing: 200 new jobs/181,800 sq. ft. of building space/\$18,500,000 capital investment (Expanding Business)
- ▶ **PlusOne Air** – Aviation: 20 new jobs/14,600 sq. ft. of building space (New Business)
- ▶ **Precast Specialties II** – Manufacturing: 25 new jobs/14,000 sq. ft. of building space (Expanding Business)
- ▶ **The Porch Factory** – Manufacturing: four new jobs/7,500 sq. ft. of building space (Expanding Business)

**Outreach** – The division provides a Business Navigator to guide companies through the regulations and processes related to land use, building construction and business licensing. This service is available to all businesses regardless of size or industry. The Business Navigator meets one-on-one with business owners, makes presentations at community and business meetings and works to educate the business community about the county’s land development process.

**Incentives** – St. Lucie County created incentive programs to encourage qualified targeted industry projects to relocate or expand in the County. Incentives include Job Growth Investment Grants (JGIG), Ad Valorem Tax Exemption and Impact Fee Mitigation. Additionally, through the JGIG program, the County provides the required 20 percent match to Qualified Targeted Industry (QTI) projects that are eligible to receive tax refunds from the State.

### HIGHLIGHTS

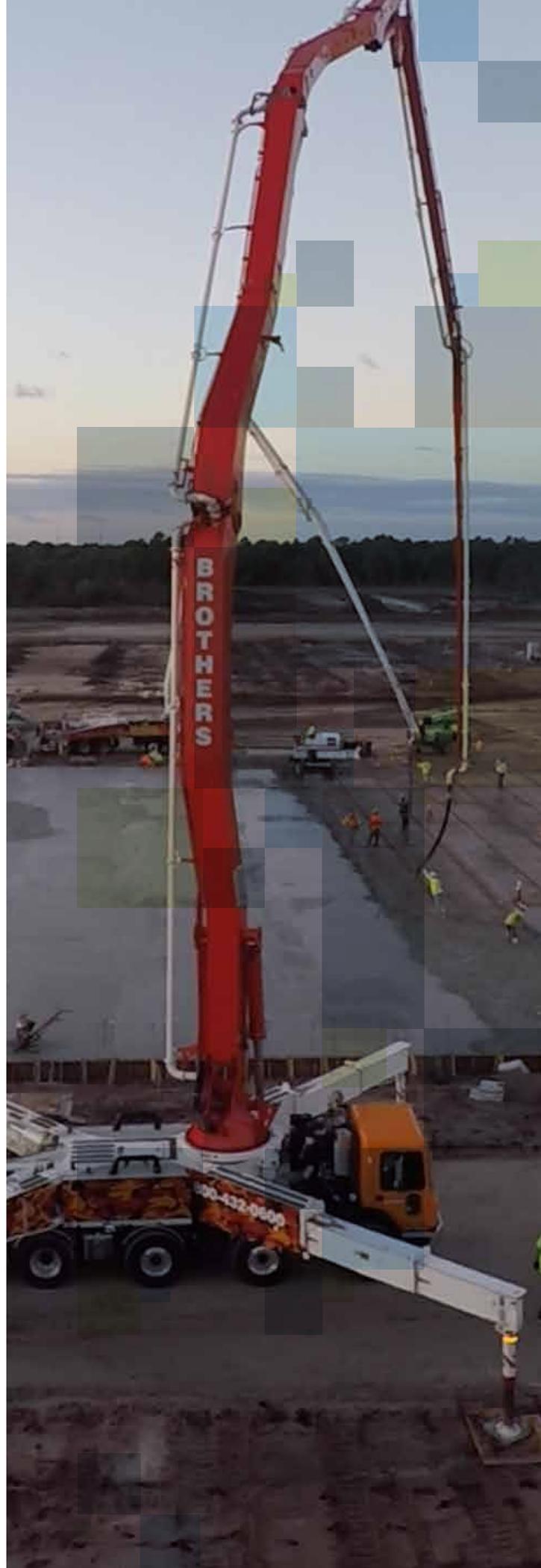
- ▶ **ABC Medical** – QTI: \$2,375 & JGIG: \$7,125  
Total \$9,500 – 15 new jobs
- ▶ **Builders First Source** – Ad Valorem Tax Abatement
- ▶ **Expert Shutters** – Ad Valorem Tax Abatement
- ▶ **Maverick Boats** – QTI 12,500.00 & JGIG \$28,000– 50 new jobs
- ▶ **Pursuit Boats (S2 Yachts)** - JGIG: \$12,375
- ▶ **PB Holdco (Malibu)** – Impact Fee Mitigation: \$141,910

## Planning Division

The Planning Division oversees current and long range planning functions within unincorporated St. Lucie County. This includes all site plan applications, conditional use permits, zoning and future land use amendments. The Division coordinates with the other members of the Development Review Committee (DRC), which is composed of various public reviewing agencies such as Engineering, Public Works, Building & Code Regulations, Property Acquisitions, Utilities, School Board, Health Department, Fire District and the Sheriff's Office. Through the DRC process, the Planning Division endeavors to support predictable land use planning patterns and aesthetically pleasing development, while achieving and maintaining the desired level of service expected by the patrons of St. Lucie County.

### HIGHLIGHTS

- ▶ **Road Impact Fee Ordinance Revisions:** Revised Road Impact Fees were adopted to align fee levels proportionate to the need created by new development.
- ▶ **Publix @ Indrio Commons:** Publix Supermarkets, Inc., received Major Site Plan approval to construct a 48,387 sq. ft. grocery store and 6,000 sq. ft. of ancillary retail within the Towns, Villages & Countryside Overlay Zone.
- ▶ **Solar Energy Expansion:** Florida Power & Light achieved Site Plan approval for a 74.5 MW Photovoltaic Solar Center, to accompany the two existing solar energy facilities present in St. Lucie County
- ▶ **Treasure Coast International Airport Conditional Use Modifications:** The Treasure Coast International Airport (TCIA) Conditional Use / Layout Plan was modified to encompass a 17,500 sq. ft., two-story, aviation classroom building for Aviator College, a 62,400 sq. ft. Maintenance, Repair and Overhaul (MRO) hangar facility for Aviation Management & Repairs and expanded hangar designs and solar panel canopies for Fort Pierce Air Center – West Hangars.
- ▶ **Amazon Last-Mile Delivery Station:** DBV1 Delivery Station received site plan adjustments to repurpose the former Bee Electronics facility, located within the Kings Highway Industrial Park, to operate a 60,329 sq. ft. last-mile delivery operation for Amazon.



## GIS division

The Division is tasked with overseeing all GIS-related activities for the County, including the storage and maintenance of spatial data on the GIS server and sharing GIS assets with all county departments, other municipalities and the public. The division provides assistance through the creation of static and web maps for County Departments, including Planning and Development Services, Property Acquisitions, Community Services, Engineering, Mosquito Control and others.

### HIGHLIGHTS

- ▶ Completed the review and feedback phases of the 2020 Local Update of Census Addresses (LUCA), the 2019 Census Boundary and Annexation Survey (BAS) and the 2020 Census New Construction programs. These programs help ensure that the US Census Bureau has the best possible locational information available to perform an accurate 2020 census count next April.
- ▶ Completed the system design and network foundational requirements for the 2020 rollout of the St. Lucie County Geohub. The Geohub is a centralized location for all county spatial data, maps, apps and more. This site will provide an area for staff to better engage with the community on County projects and allow staff and the public to visualize the county's spatial data collection in an interactive web mapping environment. Implementation and further development of the St. Lucie County Geohub will help set the stage for smart community technology implementation and provide expanded data access for data driven decision making in the community.
- ▶ Developed numerous field data collection applications and dashboards in the areas of public works, water and sewer utilities, public safety and transportation.
- ▶ Developed a county-wide spatial data portal for emergency management activation events. This portal provides a centralized space for data collection and GIS web application hosting for all Local, State and Federal government staff that participate in our Emergency Operations Center (EOC) during activation. The EOC was activated in September in response to an approaching Category 5 Hurricane Dorian. Fortunately for the county, Dorian passed by with a much smaller impact than expected but, nevertheless, it was necessary to prepare for the worst case scenario. GIS staff developed and implemented a damage assessment mobile application for post storm field data collection that would continue to operate without Wi-Fi or cell service connections to the internet. Although damage in St. Lucie County was minimal, GIS staff was able to obtain proof of concept for the data collection application by assisting the Bahamas in post-Dorian recovery efforts. The Bahamas unfortunately received the full force of hurricane Dorian. Many areas were badly damaged and left with no electricity nor internet connection. GIS staff collected damage assessment data in the field on Grand Bahama and Abaco Island, then posted the data to the County's Emergency Management Portal once an internet connection was later obtained.
- ▶ Assisted the Community Services Department by provided mapping assistance and locational analysis for newly proposed bus shelters, bus stops, simmie seats, bike share racks, fire stations and schools.
- ▶ Worked with the St. Lucie County Health Department in their efforts to promote public access to physical activity through the creation of a multi-layer interactive map indicating bike and transit routes, with distance and directions from bus stops to neighborhood and community parks.
- ▶ Participated in the 2019 Summer of Success Student Intern Program. After providing some basic GIS training, our intern provided invaluable support to the team by assisting with day-to-day tasks and engaging in short-term projects.
- ▶ Assisted the St. Lucie County School District by creating web-based map for identifying future school sites within School Capacity Planning Areas (SCPA) by analyzing TCRPM Zones (Treasure Coast Regional Planning Model) zones and census data.



# Public SAFETY

## Public Safety Administration

The Public Safety Department is a comprehensive provider of Public Safety Services. It consists of six divisions: 911 Public Safety Communications, Emergency Management, Animal Safety, Marine Safety/Ocean Rescue, Radiological Planning and Preparedness and the 800 MHz Radio with a mission to provide the resources necessary to protect from man-made, natural disasters and emergencies for residents and visitors of St. Lucie County. Our roles and responsibilities range from public relations, public education to emergency response, planning, preparation, recover and mitigation. We aim to provide the best Public Safety Service through the most advanced technology and by equipping our personnel with the training, tools and equipment to do so.

### FEMA Appeals

Staff worked with other departments within St. Lucie County and with FEMA/FDEM representatives in responding to and justifying inquiries on appeals submitted from Hurricanes Frances, Jeanne and Wilma, yielding to the following obligation of funds to St. Lucie:

Hurricane Frances (2004):	\$16,167,498
Hurricane Jeanne (2004):	\$26,968,271
Hurricane Wilma (2005):	<u>\$ 4,472,863</u>
<b>TOTAL</b>	<b>\$47,608,632</b>

### Reimbursements from Hurricanes Matthew, Irma and Dorian

Staff worked with FEMA/ FDEM representatives on managing reimbursement documentation and project submission for the successful reimbursement of costs incurred during Hurricanes Matthew (2016), Irma (2017) and Dorian (2019).

### Temporary Animal Shelter

Staff worked with the City of Fort Pierce and City of Port St. Lucie to form an inter-local agreement to create a temporary animal shelter after the three jurisdictions determined to terminate their relationship with the Humane Society of St. Lucie County.

### Additional Staff Personnel

The Public Safety Department added a much needed staff position, Emergency Management Planning position to assist with the appeal process on our Project Worksheets (PW), which total 532 projects, totaling over \$73,000,000 in funding.

# Emergency Management

Emergency Management (EM) personnel staff consists of four: An Emergency Operations Manager, an EM assistant, an EM Safety Planner and a custodial staff member. Staff conduct preparedness, response, recovery and mitigation projects and program tasks. The following are outcomes within the EM Division:

## Emergency Operations Center (EOC) Preparations and Response Actions

- ▶ Audiovisual upgrades and enhancements of the EOC's Operations Room were made to include the following:
  - Analog to digital.
  - Standard definition to full 1080 HD and 4K capabilities.
  - Video and audio teleconferencing between the Operations Room and outside agencies.
  - Addition of two 75-inch monitors for video teleconferences.
  - New laser projectors and larger display screens
  - Installed USB cameras and video capabilities to the director's office
- ▶ Acquisition of a credentialing and badging software.
- ▶ Implementation of Winlink2000 within 800 MHz Radio System. This program allows for emails to be sent within the 800 MHz system as part of redundancy communications.
- ▶ Over \$1500 expensed on Community Emergency Response Team (CERT) gear for local CERTs in Homeowners' Associations.
- ▶ Activation of the EOC for the passing of Hurricane Dorian (Category 5): August 31 (Level 2 – Partial Activation); September 2 (Level 1 – Full Activation); September 3 (Level 2 – Partial Activation); September 4 (Demobilized to Level 3 – Monitoring). A total of \$9,703,253 of countywide expenses reported by St. Lucie County and EOC partners for the preparation of Dorian's impact and damages reported to State and FEMA.

## Plan Development

- ▶ Exercise and implementation a Recovery Plan which delineates processes to follow in the aftermath of a disaster.
- ▶ Completion of a Flood Hazard Specific Plan that delineates operational functions to activate should a flooding incident impact the county.

## Local Mitigation Strategy (LMS) Working Group

The purpose is to seek out mitigation projects and funding opportunities that will benefit all partners. Several projects were submitted for Hazard Mitigation Grant Program (HMGP) funding from Hurricanes Matthew, Irma and Michael. Outcomes are as follow:

- ▶ **Hurricane Matthew:** City of Fort Pierce obtained \$856,198 in Hurricane Matthew HMGP funding for a 17<sup>th</sup> Street Roadway Reconstruction project valued at \$1.5 million to increase storm water infrastructure.
- ▶ **Hurricane Irma:** The following mitigation projects are being reviewed by State for FEMA's approval of HMGP funding allocated to St. Lucie for \$5,924,578.46.
- ▶ **City of Port St. Lucie EM – Hardening** communications between the Port St. Lucie EOC, Police Department, James E. Anderson Water Treatment Plant, St. Lucie County Sheriff's Office, St. Lucie County Fire District and St. Lucie County EOC valued at \$1,437,935.
  - **City of Port St. Lucie Utilities –** Generator for City Hall valued at \$750,000.
  - **City of Port St. Lucie Public Works –** Low Pressure Grinder Electrical Panel Replacements valued at \$1,000,000.
  - **St. Lucie County Public Works –** Lakewood Park Storm Water Improvements valued at \$2,500,000.
  - **St. Lucie County School District –** School District Office Flood Proofing valued at \$2,600,000.

- ▶ **Hurricane Michael:** St. Lucie County qualified for Tier 3 HMGP funding. Two (2) projects were submitted by the St. Lucie County Fire District:
  - Fire Station Bay Door Improvements valued at \$34,500.
  - Fire Station 1 Emergency Generator valued at \$55,000.

### Community Rating System (CRS) Verification

**Audit** - Emergency Management staff worked with other county departments in providing documentation for the Verification Audit in March, 2019, that supports the County's CRS Class 6 rating. A CRS Class 6 rating means that homeowners living in unincorporated areas can receive up to 20 percent discount for their flood insurance.

### Trainings and Exercises

- ▶ 2019 Statewide Hurricane Exercise conducted on May 8. The exercise focused on testing the Recovery DRAFT Plan of the Comprehensive Emergency Management Plan (CEMP).
- ▶ Continue to provide advanced Incident Command System (ICS) and EM Training

### Public Outreach

Conducted 17 disaster preparedness presentations to various homeowner's associations, community groups and non-profit organizations to raise awareness of community hazards and how to prepare for and respond to emergencies.

### Radiological Division

The mission of St Lucie County Radiological Emergency Preparedness Program is to provide an industry-leading, collaborative mechanism for emergency management and preparedness/response stakeholders related to the St. Lucie Plant to ensure the safety and welfare of the public and response agencies through hazard specific best practices in the areas of planning, equipment, training, exercise, operations and regulatory compliance. Two staff members prepare, plan, coordinate and train in the event there is an incident at the Florida Power & Light power plant.

### Exercises Conducted with Regional, State and County partners

- ▶ Two Internal Ingestion Pathway Tabletop Exercises (new)
- ▶ Four Quarterly Florida Power & Light Drills
- ▶ Practice Ingestions Pathway Exercise for the Farley Plant (new)
- ▶ Cobalt Magnet 2019 Exercise at Kennedy Space Center (new)
- ▶ Public Information Officer Tabletop Exercise with the School Board (new)

### Alert St. Lucie

- ▶ Outreach conducted at the Public Safety Day in First Data Field on April 27 and the 13<sup>th</sup> Annual Hurricane Preparedness Expo on June 1
- ▶ At the beginning of the year, the Special Needs registration is being done online through the Alert St Lucie system.

### Outreach and Partnerships with Community Based Organizations

- ▶ Multiple training on the Special Needs Registry (due to the new Alert St. Lucie System)
- ▶ Presentations to Nursing Homes, Assisted Living Facilities for Comprehensive Emergency Management Plan (CEMP) criteria (due to the new generator legislative requirements)

### Other Accomplishments

Acquired new Comprehensive Emergency Management (CEMP) software to manage our CEMP program

# Animal Safety

With a staff of five, the Animal Safety Division is responsible for enforcing the county ordinances and state statutes pertaining to animals. The personnel staff consists of one coordinator and four full-time officers.

- ▶ Improved the pet license renewal process - issued a total of 1,853 pet licenses compared to 438 pet licenses sold last fiscal year
- ▶ 166 cat/dog spay/neuter procedures were completed through the newly developed Outreach Spay/Neuter Program (161 additional cat/dog spay/neuter procedures were completed through the existing program) 327 cats/dogs were spayed/neutered in the county compared to 197 from last year.
- ▶ Developed new resources to hand out to County residents with educational information regarding:
  - Tethering ordinance changes
  - Requirements for proper outdoor enclosures for dogs
  - Summer Safety for pets
  - FEMA Hurricane Preparedness brochures - Plan Ahead handout (what to do when planning to evacuate with your pet during a disaster and what to do/plan for when using the County's Pet Friendly Shelter
  - Animal Safety Coloring Books with crayons for kids
  - Pet Emergency Alert Stickers for homes to alert the Fire Department of animals within the home in the event of a fire when the owners are not home
  - Pet First Aid booklets which give pet owners basic first aid tips to help their pets until veterinary medical attention can be provided

## New Beginnings

The St. Lucie County Animal Safety Division, along with the Animal Safety Division for City of Fort Pierce and the City of Port St Lucie ended their contract with the Humane Society of St. Lucie County and opened a Temporary Animal Shelter.

- ▶ Worked with the county's Facility Department to modify a warehouse in Industrial Park to use as our new shelter.
- ▶ A total of 96 - 6'x6' kennels were purchased and built to accommodate the dog population.
- ▶ Additionally, the division's pet friendly shelter's wire crate supplies were also made available to accommodate the cat population and small dog population if needed.
- ▶ Volunteer's Richard Farkas and Shauna Baur took on the outdoor fencing project to build 10 exercise pens at the Temporary Animal Shelter. Worked with Home Depot to obtain reduced pricing for the fencing project.
- ▶ Received a donation of more than 150,000 pounds of high quality pet food, toys, treats and cat litter from a generous donor who wished to remain anonymous.
- ▶ St. Vincent De Paul Thrift Shop located in Indian River County assisted with donations of sheets, towels and bedding.

The Humane Society of the Treasure Coast also assisted with donations of bedding, pet food and supplies.

## 911 – Central Communications

Our 911 Communications Center is a consolidated 911 Communications Center, whose primary responsibility is to field, prioritize and dispatch 911 calls from the community. Staffed 24 hours a day, seven days a week, 365 days a year with a team of three Managers, four Communications Supervisors and 56 Telecommunicators that ensures that all 911 calls are answered in a timely manner and dispatched to the appropriate law enforcement agencies and fire department. The annual call volume is approximately 500,000 calls for service.

- ▶ Staffed fully during the potential impact of Hurricane Dorian in the 911 Center and assisted with the Public Information Lines (PIL). Gathered data for recovery efforts after the storm.
- ▶ Recruited, hired and trained 10 new employees
- ▶ Upgraded the computers at each 911 position



## Utilities Division

Established in 1994, St. Lucie County Utilities (SLCU) provides water, wastewater and reclaimed water to the unincorporated areas of St. Lucie County. Service areas include North and South Hutchinson Islands, Lakewood Park, Indian River Estates and the Treasure Coast International Airport and Business Park.

With a staff of 10, as well as contractor Inframark, St. Lucie County Utilities provides service via two water treatment plants and five wastewater treatment facilities to an estimated population of 35,000. The Waste Water Treatment Plants on North and South Hutchinson Islands are complete Reclamation facilities which means 100 percent of the waste water is treated to standard and redistributed back to the residents as irrigation water reducing negative environmental impacts.

### HIGHLIGHTS

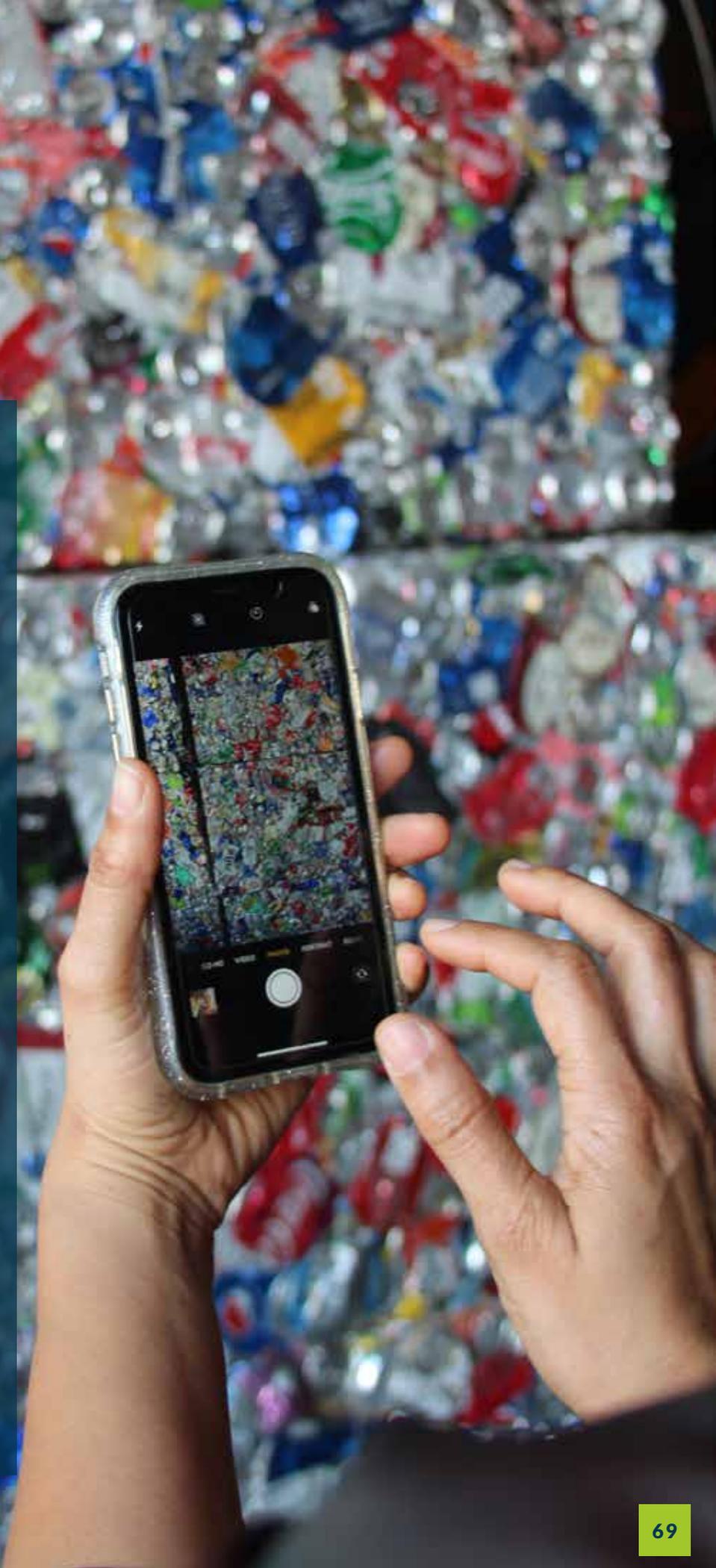
- ▶ Created the Lakewood Park Pilot Program as an incentive for up to 142 residential units to connect to the potable water service. To date, 60 properties have connected and have begun receiving service which is double the number of anticipated hook ups.
- ▶ Replaced and enhanced the water clarifier at the South Hutchinson Island WWTP which is projected to extend the life, reduce repair cost and improve efficiency of the treatment process for the plant.
- ▶ Improved the process in which customers are notified of water outages, maintenance and any important updates that affect the Utility service provided by SLCU.
- ▶ Enhanced phone system by implementing a que calling system to minimize wait times, utilize technology to create virtual waiting rooms, streamline communication between customers and staff, improve staff conditions, utilize real-time metrics and data, anticipate customer needs and even reduce costs.

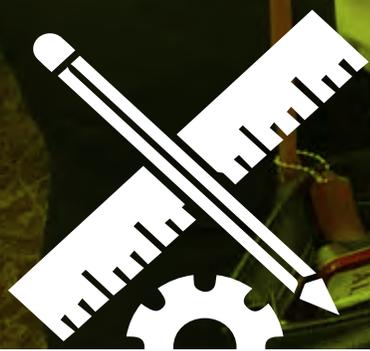
## Solid Waste Division

St. Lucie County's Solid Waste Division serves the residents of St. Lucie County by operating the Landfill and the Baling and Recycling Facility in an efficient, safe and cost effective manner. With a staff of 119, the division manages the contracts for the collection and processing of solid waste and recyclable materials for residential and commercial establishments in the unincorporated county and develops programs necessary to facilitate an integrated and sustainable solid waste management program. The Single Stream Recycling Facility now processes all the recyclables collected in Martin, Indian River and St. Lucie Counties and sells the commodities both domestically and internationally.

### HIGHLIGHTS

- ▶ Completed construction of Cell 4 to allow for an additional disposal capacity
- ▶ Added a process to shred garbage prior to baling, resulting in smaller, heavier bales to increase the life of the landfill
- ▶ Added a second shift to process inbound recyclable material, including 11 new county positions
- ▶ Launched a pilot program for collecting plastic bags and wrap in coordination with the WRAP campaign





# PUBLIC Works

The Public Works Department consists of the following divisions and/or functions: Public Works Administration, Artificial Reef Program, Engineering Division, Road and Bridge Division and Water Quality Division.

## Administration

Public Work Administration provides support to the various Public Works Divisions and to the general public.

- ▶ Played a key role in developing a list of needed infrastructure improvements for the proposed half-cent sales tax and attended numerous community presentations.

## Artificial Reef Program

- ▶ Deployed the 55-meter freighter, MV Voici Bernadette
- ▶ Accepted the \$60,000 Florida Wildlife Commission grant (FWC19-045) to deploy a 1,500-ton secondary concrete reef on the Fort Pierce Sport Fishing Club artificial reef site
- ▶ Completed construction of the Indian Hills Stormwater Treatment Area oyster reef
- ▶ Hosted conference on biodegradable oyster reef modules produced by Sandbar Oyster Company.
- ▶ Worked with volunteers, the City of Fort Pierce and the Florida Fish and Wildlife Conservation Commission to clean Moore's Creek of exotic vegetation.
- ▶ Located two possible areas for the Fort Pierce Inlet snorkel trail.
- ▶ Initiated study of seagrass mitigation bank in Moore's Creek/Indian River Lagoon area.
- ▶ Continued Permitting for South Causeway Observation Platform/Fishing Pier.

## Engineering

The Engineering Division is responsible for the planning, design, permitting and construction of various transportation infrastructure projects, including but not limited to roadways, bridges, stormwater, pedestrian facilities, traffic signals and associated improvements. The Engineering Division develops and manages long and short term capital improvements projects for the County and works closely in coordination with the Florida Department of Transportation (FDOT) and the St. Lucie County Transportation Organization (TPO) on regional transportation projects.

Additionally, the Engineering Division is responsible for inspecting construction activities within the county right-of-way and private land development for conformance with the project construction plans and specifications.

The Survey Section provides surveying and guidance to various county Departments. The county Surveyor is responsible for establishing protocol for surveying and mapping, including establishing the standards for the County and ensure compliance with all state, federal and local laws and codes.

Additionally, the Engineering Division is responsible for the following:

- ▶ Bridge Maintenance Program
- ▶ Traffic Engineering Reviews
- ▶ Development of an Inspection and Culvert Database Program
- ▶ County Fiber Optic Communication Project/Program
- ▶ Municipal Service Benefit Unit (MSBU) Program
- ▶ Right-of-Way Permits / Communications Ordinance Permits
- ▶ Maintenance of Traffic Permits
- ▶ Road Closure Permits
- ▶ Mining Permits
- ▶ Moving Permits
- ▶ Roadway Improvement Agreements
- ▶ Subdivision Improvement Agreements
- ▶ License Agreements

In 2019, the Engineering Division continued to focus on infrastructure deficiencies created by Hurricane Irma. Design plans for repairs or replacement of bridges and culverts were completed and are in the process of being advertised for construction or are in construction. The Half Cent Infrastructure Sales Tax Initiative was the primary focus of the Engineering Division. Approximately \$1,600,000 of the Sales Tax proceeds was allocated to the Engineering Division in addition to the approximately \$5,000,000 in Capital Improvement Projects. In addition to the responsibilities listed above, the Engineering Division has continued to make progress on more than 50 Capital Improvement and Sales Tax Initiative projects. A brief overview of various 2019 construction projects is provided below for reference.

### **PRIMA VISTA RESURFACING AND CULVERT REPLACEMENT**

This project includes the removal and replacement of the storm drainage trunkline and two cross drain pipes on Prima Vista Boulevard between U.S. 1 and Banyan Drive, the milling and resurfacing of Prima Vista Boulevard from U.S. 1 to Airoso Boulevard and improvements to pedestrian curb ramps and signals to meet ADA requirements. The project started Oct. 1 with the removal and replacement of the drainage pipes. The construction of curb ramps and signal upgrades are on going. Milling and resurfacing is expected to begin in early 2020.

### **KINGS HIGHWAY AND INDRIO ROAD INTERSECTION IMPROVEMENTS**

Final closeout is ongoing for the widening of the intersection from the existing two-lane roadway to a four-lane divided roadway. The project includes the construction of dedicated left and right turn lanes. In addition to the added travel lanes, project work includes a 12-foot shared use path and a six-foot-wide sidewalk throughout. Drainage improvements to the project include new stormwater ponds, relocation of approximately 1,900 feet of the FPFWCD Canal 4 and the installation of approximately 1,300 feet of new box culvert.

## EDWARDS ROAD

This project is a design-build project that includes the reconstruction of Edwards Road from Oleander Avenue to US 1. The reconstruction includes roadway, curb and gutter, drainage and utilities. The existing typical section of the roadway will remain the same. The County has received emergency funding from FHWA and will be responsible for the remaining costs. The project will be administered under the FDOT LAP program. The design of the conceptual plans and the development of the Request for Proposal (RFP) documents for the selection of the design-build team are currently on going. The project is scheduled to go out for RFP in Spring 2020.

## MIDWAY ROAD CULVERT REPLACEMENTS

- ▶ Midway Road at Shinn Road
- ▶ Midway Road east of Shinn Road
- ▶ Midway Road at North St Lucie River Water Control District (NSLRWCD) Canal 92
- ▶ Midway Road at North St Lucie River Water Control District (NSLRWCD) Canal 93

The replacement of failing cross drains on Midway Road for the four locations have been completed. The culvert replacements were initiated from a Midway Road Culvert Study completed in 2014. The study identified the need for the removal and replacement of various existing cross drains along Midway Road between Okeechobee Road and I-95.

## PEACOCK ROAD AT NSLRWCD CANAL 78

Dual 72" corrugated metal culverts on Peacock Road just north of Canal C24 Road have failed due to flooding from Hurricane Irma. Peacock Road was closed to through traffic on Oct. 25, 2017. The project has been awarded and construction work is expected to begin in early 2020.

## RUSSO ROAD AT FPFWCD CANAL 6 (EMERSON ROAD)

The existing 48" and 36" corrugated metal pipe culverts located within FPFWCD Canal 6 will be replaced with a 60" corrugated aluminum pipe culvert. The proposed pipe will be extended and the slope and banks armored with riprap rubble. The project has been awarded and construction work is expected to begin in early 2020.

Other county projects the Engineering Division worked on this year include the following:

- ▶ Design of the Replacement of Gordy Road Bridge
- ▶ Design of Sidewalks on Oleander Avenue from South Market Street to Midway Road
- ▶ River Hammock Municipal Services Benefit Unit (MSBU)
- ▶ Sabal Creek Municipal Services Benefit Unit (MSBU)

External projects the Engineering Division has been involved on this year include the following:

- ▶ FDOT Construction of Midway Road from U.S. 1 to 25<sup>th</sup> Street
- ▶ FDOT Design and Permitting of Midway Road from Glades Cut-Off Road to Selvitz Road
- ▶ FDOT North A1A Bridge over the Intercoastal, includes Old Dixie Highway and Juanita Avenue
- ▶ FDOT Master ATMS Project – Fiber Communications to Traffic Signals and a Traffic Monitoring Center
- ▶ FDOT Construction of Indrio Road from I-95 to Emerson Avenue
- ▶ FDOT Construction of King's Highway from Okeechobee Road to the I-95 Overpass
- ▶ FDOT Design of King's Highway from the I-95 Overpass to St. Lucie Boulevard

## Road and Bridge

The Road and Bridge Division is responsible for maintenance and repair of county roadways and drainage facilities. The Maintenance Section is responsible for maintenance of paved, chip sealed, asphalt milled and dirt roads. Road maintenance includes right-of-way mowing, surface patching, shoulder repair and grading of dirt roads. The Drainage Sections is responsible for maintenance and repair of roadside swales, ditches and underground drainage facilities. The traffic section is responsible for designing new traffic signals; maintenance, repair and operation of existing traffic signals; fabrication and installation of regulatory, warning and street signs; pavement striping and marking; and performing traffic counts and studies.

Road & Bridge numbers for 2019 were:

- ▶ Milled seven roads with recycled asphalt millings totaling one mile;
- ▶ Resurfaced 12 roads totaling seven miles;
- ▶ Fabricated and installed 4,000 roadway signs;
- ▶ Rehabilitated traffic signals at two intersections;
- ▶ Replaced pavement markings and striping on six roads totaling 34 miles.



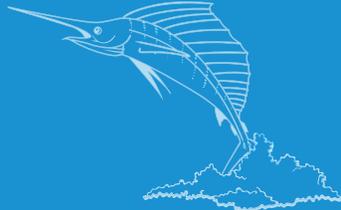
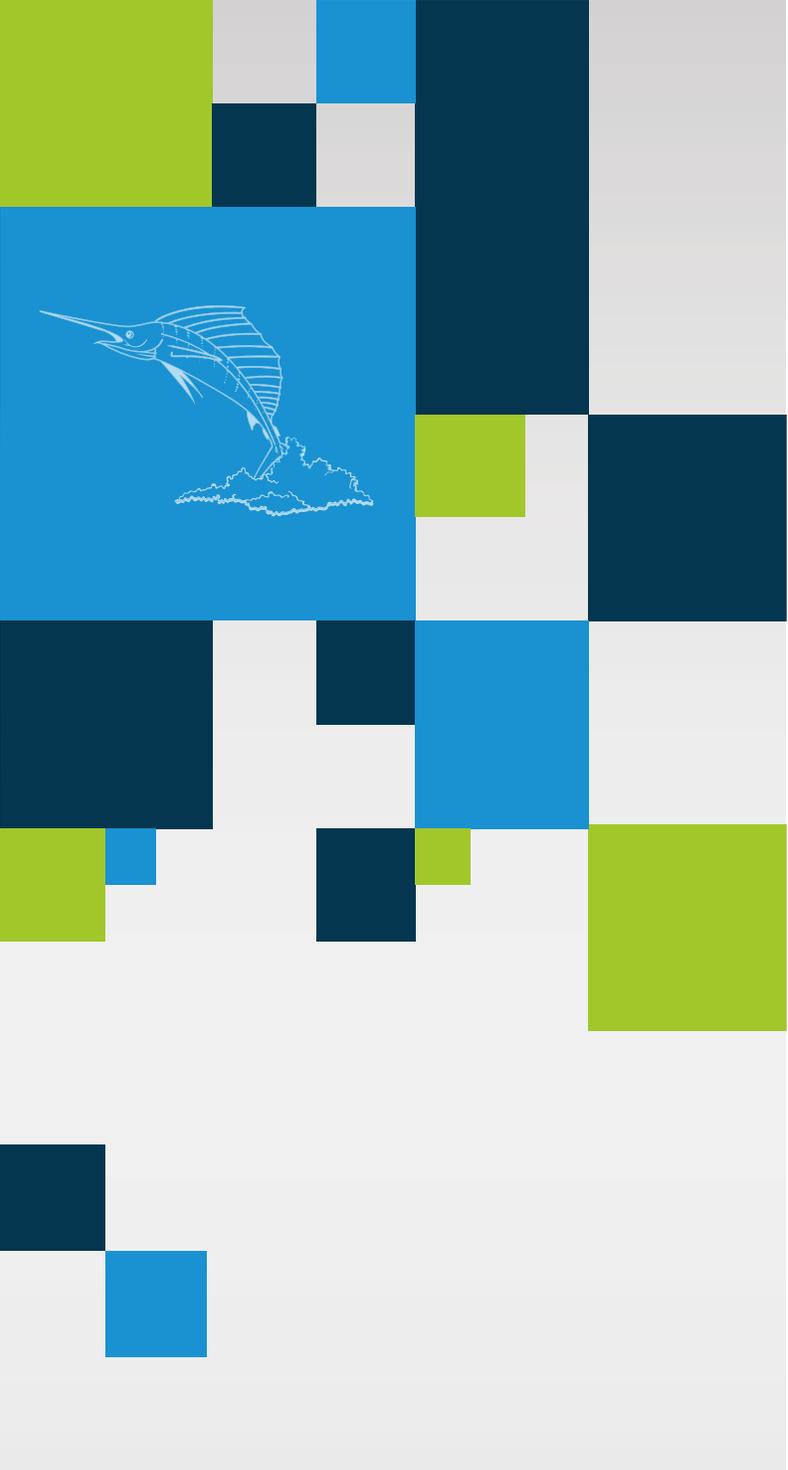
## Water Quality

The Water Quality Division has a core responsibility to manage the county's comprehensive stormwater program, a unique and diverse function in the Public Works Department that bridges the operational, capital and regulatory sectors.

### HIGHLIGHTS

- ▶ **Started construction of the Paradise Park System Phase 4 (Final Phase) Stormwater Retrofit project. This was the first capital project to use Infrastructure Sales Tax proceeds from the November 2018 referendum.** The final phase of Paradise Park will improve the area bounded by Woodward Drive to the north, Juanita Ave to the south, North 21<sup>st</sup> Street to the east and North 25<sup>th</sup> Street to the west. This drainage basin is approximately 30 acres in size. The Paradise Park subdivision was built in the 1960s with little attention toward preventing debris, sediment and contaminants such as oil, grease and fertilizers from draining into adjacent canals and the nearby Indian River Lagoon (IRL). The retrofit project creates seven interconnected dry detention ponds and grassed roadside swales as well as an outfall to Taylor Creek. Roadway paving and improved concrete driveways will be constructed to meet current County codes and reduce sedimentation into the stormwater stream. The \$1,750,000 project broke ground in April and is expected to be fully constructed by March 2020.
- ▶ **Funded by the Infrastructure Sales Tax proceeds, drainage work on the San Lucie Plaza Basin 2B Stormwater Retrofit Project was completed.** Located south of St. Lucie Boulevard and west of Taylor Creek, the project included grassed swales and piping systems to connect to the previously constructed 0.83-acre, dry-detention pond and paving of Niagara Avenue, Seneca Avenue and Hugo Road. In-house value engineering and County crew construction reduced costs from \$1.1 million to under \$800,000. Concrete driveway aprons were bid and will be constructed in 2020.
- ▶ **Construction commenced on the Harmony Heights Phase 1 North Stormwater retrofit project.** The project area encompasses 41<sup>st</sup> Street, 42<sup>nd</sup> Street and 43<sup>rd</sup> Street, north of Juanita Avenue to FPFWCD Canal #1 to the north. The in-house Water Quality Division crew started working on the project in September 2019. Six dry-detention ponds and grassed swales are proposed for water quality improvement. Paved roadways and concrete driveways will be installed after drainage work is completed.
- ▶ **Design efforts continue on the Melville Road Phase 1 Water Quality project.** This residential neighborhood is located in historic White City, between US1 and Oleander Avenue, south of Midway Road. Construction of a water quality treatment train in a 14-acre parcel will provide flood protection and reduce the nutrient loading to the North Fork of the St. Lucie River. In addition, native plantings in littoral areas will create habitat for endangered and threatened species. This project was the recipient of a \$1,000,000 grant from Florida's State Water Quality Assistance Grant (SWAG) program.
- ▶ **Continued to track, comment on and advocate for key water quality issues.** The division's staff continues to participate and advise on key water quality issues affecting the County's water resources. Staff was involved with the proposed biosolids rule revisions, the blue green algae task force recommendations, the triennial review of state water quality standards, the Lake Okeechobee Systems Operational Manual (LOSOM) and the State's five-year BMAP update for the St. Lucie River. Staff provides updates to the Indian River Lagoon NEP, 16-County coalition, Rivers Coalition and other groups. Staff also actively participates in discussions for key Everglades Restoration projects such as the Indian River Lagoon – South, including the C23/24 reservoirs and STA, the EAA reservoir and the Lake Okeechobee Watershed Restoration Project.





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