

CITY OF SANFORD STRATEGIC PLAN STATUS REPORT

ACTION	LEAD	FY 1998/99 ACTIONS	FY99/00 ACTIONS	FY00/01 ACTIONS	COMPLETION STATUS
GOAL 1. EVERY NEIGHBORHOOD IN THE CITY IS A SAFE AND FRIENDLY PLACE TO LIVE AND RESIDENTS HAVE PRIDE IN THEIR HOMES AND NEIGHBORHOODS					
1 Community police service centers are established to provide a presence in the neighborhoods and act as a one-stop information service for social services, job training, sports and other community programs.	PD CD PLAN	13 th Street Center operational.	Evaluate locations for sub-stations. Addition of 3 CSO positions.	Evaluate District 2 substation (old library) Create Community Prep Centers Evaluate old library. Political leadership changes (Formal action to change)	Completed
2 Officers are assigned to community service areas for a minimum one-year period. This allows the officers to become familiar with and respond to each neighborhood's unique needs.	PD Plan	CSA's established.	Refine CSA based on crime statistics and calls for service.	Add CSA due to growth in the northwest area of the city. Make sure that meets work program.	½ Not funded FY 2000-01
3 Neighborhood watch and other neighborhood activities that prevent crime and rid neighborhoods of illegal activities are established by concerned residents and officers assigned to the neighborhood.	PD		Rejuvenate Neighborhood Watch Program, replace worn signs.	Better coordination through automation and a crime prevention specialist.	½
4 Take home vehicles and bicycle patrols provide added measure of security for	PD	Pilot project initiated.	Establish permanent	Full time bike unit and expansion of	½

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neighborhoods.			program policies.	take home vehicles. As resources will allow.	
5 The City in partnership with community leaders, schools, PAL, Parks Department and other groups, has a full compliment of programs designed to promote excellence in our youth.	PD RECREATION		Establish a youth officer per district.	Establish GREAT program (Gang Resistance Education and Training) in middle schools. Enhance Police Explorer Program, expand school resource officer program, evaluate scouting and other community youth programs.	½
6 The City's Crime Design for Neighborhoods Team provides each neighborhood with a plan to reduce transient crime.	PD		Research crime design program needs and options. \$211,000 street light maintenance budget.	Enhance PRC activities and (PTE) initiatives CSA officers work with residents, Code Enforcement, etc. Operations Knock-Knock provides valuable information to residents.	½
7 Public Safety services are state of the art and residents take advantage of special services and low insurance costs.	FIRE	Flu shots, fire prevention classes, bicycle safety	Training Officer funded. ISO ratings improve.	Union Activities. Increased co-op with Health Dept. for immunizations. Work towards minimum manning.	½

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		helmet program, early warning alert radios to ALF's, schools and nursing homes, Safe Place at Stations, CPR and customer survey programs established.	Use customer surveys to refine services. \$130,000 rescue vehicle added to fleet.		
8 Master Plans for the Goldsboro and Georgetown communities identify infrastructure and other community needs and improvements are funded each year through City and grant funds.	CD		\$35,000 for master plan development. \$50,000 for streetlights.	Present action plan to CC	½
9 The Front Porch program provides a catalyst for the community and City leaders to tap state and federal resources.	CD	Application transmitted.	Prepare and transmit Front Porch application.		Pending State approval
10 Hopper Academy is renovated and used extensively by the community for neighborhood functions, job training and cultural events.	CD	Renovations funded.	Develop comprehensive use program.		½
11 Georgetown becomes an integral part of the downtown economic development plan.	PLAN		Integrate into Downtown Master Planning project.	Use Downtown Master Plan to market proper ities.	Pending
12 Older 1950's subdivisions with inadequate or decaying infrastructure are improved through special assessment districts.	CLERK		Establish special assessment district process.		Pending

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13 Long-standing neighborhood drainage problems are systematically addressed through a multi-year improvements program.	PW	2 nd Street drainage.	\$850,000 for 1 st Street and Pump Branch drainage. \$2 million Mill Creek improvements. Develop priority list of localized problems. \$75,000 available to start improvements.	Priority list established	½
14 The City has an aggressive program for paving unpaved streets, resurfacing paved streets, installing sidewalks where needed, and sidewalk repair.	PW	Pavement and sidewalk management program started.	\$1.8 million pavement improvements. \$75,000 for 1 st year sidewalk program.	Sidewalk plan completed?	¾
15 Historic houses are renovated and attract families from all over the country. Private investment is stimulated through public programs such as systematic sidewalk repair, code enforcement, zoning code updates and streetscape improvements.	PW PARKS PLAN	Zone code enforcement established.	Addition of 1 Code Inspector. Assess special lighting district possibilities. City Hall and 1 st Street holiday lighting is funded. \$10,000 for planting trees in the ROW.	Construct Mellonville sidewalk.	½

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16 The undeveloped areas in the eastern portion of the City are identified and planned for upscale housing developments.	PLAN		Update Joint Planning Agreement with the County.	Coordinate special area studies with county.	Pending
17 Vacant and re-developable properties and 2 nd floor storefront properties in the Downtown area are zoned and marketed for town homes and garden apartments to provide elderly and urban housing opportunities convenient to shopping and leisure activities.	CD PLAN	Plumbing Code revised. Done	Update building codes. State mandated. FI Bldg code will require city codes to be compliant by 2001. Have created historic structure code and implemented those measures when dealing with permits in the Historic District Downtown Master Plan Project.	Will need to implement new city codes amendments to be State compliant while retaining our ability to work with our citizens and apply historic code considerations. Master properties per Master Plan	½
GOAL 2. THE CITY'S SCHOOLS AND BUSINESSES PROVIDE OUR RESIDENTS WITH THE OPPORTUNITY TO SUCCEED IN LFE.					
18 The City is an active partner with the School system and Community College in the areas of drug prevention, job training, athletics and community sports.	PD PARKS	DARE and school resource officers coordinate programs.	DARE and school resource officers coordinate programs.	Enhance DARE and SRO efforts through dual certification. Enhance P.D> recruitment efforts.	Completed
19 City and School Board leaders identify a long-term solution to improve the test scores of students and to maintain magnet schools	SCSB		Hold regular meetings with SCSB.		Pending

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within the City.					
20 The City's schools are viewed by existing residents and new residents as being safe, attractive places of learning and the quality of education and special programs attract students and families from all over the country.	PW PLAN CD CD PLAN	Done	Repair/Removal of dilapidated buildings. Coordinate with SCSB on entrance sign. Install sidewalks. Clearing all old cases and preparing current list for condemnation consideration.	P/W Academy. S/W addit around school Proactive Code Enforcement capabilities should identify dilapidated structures in all neighborhoods throughout the city. Rank 16 th St. (Goldsboro) sidewalk on MetroPlan	
21 Our schools and community college develop a labor pool sufficient to attract new businesses and industries to our City and assist in training City employees to meet the challenges of the next century.	MGR HR		Coordinate with County and SCC to establish an incubator within the City. Staff tracks the usage of schools, colleges, Universities, and service academics of employees.		

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22 The City is active in training residents for City careers in law enforcement, fire rescue and public works.	PW PD UTILITY PW	Public Works Academy established.	Establish a more aggressive recruitment program.	Establish a more aggressive recruitment and training program 12 employees attending Academy Courses	½
23 The increased tax base allows the City's families to enjoy first rate City services at a reduced tax rate.	MGR	Millage rate reduced to 6.87.	Millage rate reduced to 6.79.		½
24 New job opportunities for our residents mean higher paying jobs and the ability to employ our children right here at home.	PLAN		Track job formation and identify target industries.	Track development on PD map/data. -N. SR 46 Traffic circulation - Downtown street lights	Pending
25 High quality infill development and renovated buildings along 17-92 provide job opportunities and promote high occupancy rates.	PLAN		Work with CRA to identify redevelopment areas within the City. Update codes to promote redevelopment and to attract target businesses.		½
26 High quality development at new interchanges along the GreeneWay showcases the City and attracts other businesses.	PLAN		Identify properties and expedite development approvals.	St. John's Parkway. Jewett Land Development Projects	¼

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27 Updated building codes promote the renovation of commercial buildings and occupation of 2 nd floors by business and residents.	PLAN CD CD	Done	Update storm water codes and building codes. Implemented measures found in Historic Structures Code.	Implement Master Plan rec's New Fl. Bldg Code restricts local codes Will need to monitor and work with citizens to accommodate Historic District and encourage commercial use.	Obstacles
28 The Downtown Community Redevelopment Agency master plan acts as a catalyst for redevelopment and new development through infrastructure improvements, parcel accumulation, zoning and marketing parcels.	PLAN		Infrastructure and other improvement needs identified through master planning effort.	Implement related infrastructure rec's in Master Plan	½
29 The City's land use and zoning codes promote a mix of uses including office, hotels, condominiums, pedestrian malls and other urban uses along the Lakefront.	PLAN		Refine codes if needed.	Adopt revised zoning procedures.	½
30 County buildings are renovated along with pedestrian, parking and streetscape improvements	PARKS		Addition of Grounds staff to maintain 1 st and 2 nd Streets and other properties. Coordinate with County to identify improvements,	Fort Mellon Lake/ 17-92	Pending 1/3

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	PLAN		<p>improvements for North 46 Area.</p> <p>North 46 Traffic Plan.</p> <p>Coordinate with FDOT on interchange and 46 median landscaping.</p>	<p>Contractor started construction.</p> <p>Design private R-O-W and begin west of St. John's Parkway.</p> <p>W & S Lines under design.</p>	
33 Airport commerce park, domestic terminal, foreign trade zone and global marketing promote economic uses, create jobs and provide air transportation for resident and businesses.	OSA	<p>Cargo Facility built.</p> <p>\$6 million for Terminal expansion secured.</p> <p>General aviation runway, Taxiway Bravo, Sunjet Aviation and Cargo</p>	<p>Foreign Trade Zone application completion.</p> <p>PanAm flights start.</p> <p>ILS system completion.</p> <p>Finalize DRI and Business Park plan.</p> <p>Provide comprehensive</p>		½

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		Facility and Parking lot completed.	business services. Construction of terminal expansion.		
34 The renovated, state-of-the-art CSX and Amtrak facilities move goods for local businesses, bring visitors with their tourist dollars into our City and connect to public transit systems for resident convenience.	PLAN		Coordinate with CSX and Amtrak on plans, facilitate improvements needed and identify transit connections to Downtown.	Continue same plus coordinate other projects in N. SR 45	1/2
GOAL 3. THE CITY'S UNIQUE ASSETS ARE UNPARALLELED AND ENJOYED BY RESIDENTS AND VISITORS ALIKE.					
35 The City's well-maintained neighborhood parks offer the most convenient recreation for families and boost property values.	PARKS	\$93,000 Coastline Park improvements. Toughy Park Completion.	\$99,500 for parks and grounds improvements. \$22,000 upgrade of Memorial Park.		1/3
36 The City's community parks offer the broadest range of leisure services including baseball complexes, soccer fields, soapbox derby races and watersport activities.	PLAN PW PARKS		\$111,500 for pool management. New programs include youth soccer, painting and ceramics, adult flag football and monthly health programs.	Expand Hooranian Park land; work with county	1/4

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37 The system of linear open spaces, trails and boat ramps connect the City's parks, broadening their use and enjoyment.	PARKS		\$80,000 boat ramp improvement at marina.		Pending
38 All our roads, from neighborhood streets to major collectors, are landscaped and well – lighted.	PW	Routine cleaning of Main St.	\$10,000 Main St. lighting. \$211,000 for street lighting throughout City.	History, Post, Lighting	1/10
39 Every major interchange entrance into the City is a gateway; landscaping and signage let visitors know the pride we have in our City and attract visitors to our many destination points.	PLAN		Coordinate SR46 Gateway Standards with the County. Upgrade City entrance signs including Chamber of Commerce signs.		¼
40 The City is a strong regional partner with transit agencies and public transit is available from every neighborhood to work and leisure activities. Our sidewalks, bus stops and bicycle trails are well maintained and accessible.	PLAN PW PARKS		Start discussions with LYNX regarding bus stops.		¼
41 The municipal Golf Course and Cemetery contribute to the City's open space character through well-maintained landscaping and renovated buildings.	PARKS	Rehabilitation of gazebo.	\$10,000 for rehabilitation of brick building.		½
42 The Memorial Baseball Stadium maintains that old time charm but hosts major national, international events.	PARKS		\$115,000 City funds, \$50,000 County funds secured.		¼

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			<p>Apply for State grants and lobby for inclusion in agency budgets.</p> <p>Assess the ability to complete all improvements through low interest loan.</p>		
<p>43 The lakefront is accessible and used extensively by residents and tourists. Renovated Fort Mellon Park, midge control, seawall rehabilitation, marina improvements, additional fishing piers and construction of the 4 -mile Riverwalk along Lake Monroe ensure the continued use and success of this resource.</p>	PW PLAN	<p>Seawall outfall repairs initiated.</p> <p>Marina paving completed.</p>	<p>\$118,000 midge control, aerial spraying contract, Volusia County interlocal agreement for services and secure State agency funding.</p> <p>Coordinate Riverwalk final design.</p> <p>Seek seawall funding through SJRWMD.</p> <p>\$80,000 boat ramp replacement.</p>	<p>Repairs completed.</p> <p>Develop seawall financing plan. Participate in America Heritage River Program.</p>	¼
<p>44 The Central Florida Zoo is a unique experience for residents and visitors.</p>	UTILITY		<p>\$175,000 for utility line to the Zoo. Budgeted and designed Bid</p>	Evaluating Sewer Service to Zoo.	Completed

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			opening 7/10/00		
45 The Historic District is enhanced through rejuvenation of brick streets and the addition of cultural arts. The Ritz Theater is renovated and stimulates a range of galleries and opera houses and other leisure activities downtown.	PW HR		Do a pilot project to rejuvenate old brick streets.	Pilot	¼
GOAL 4. CITY GOVERNMENT, AT ALL LEVELS, HAS THE VISION AND LEADERSHIP TO LISTEN TO RESIDENTS NEEDS AND MAKE THE DECISIONS AND COMMITMENT NECESSARY TO MEET THOSE NEEDS.					¾
46 All employees are customer friendly; finding ways to streamline processes and think out of the box to provide needed services.	ALL PW HR		City-wide customer service training.	Operation "Knock-Knock" continues. Continue Training Staff Training Collect programs from other public employers in the area of becoming more customer focused. 1. Identify City of Sanford philosophy regarding employee leadership and principles. 2. Initiate a quality	

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				input effort to provide quality service.	
47 Each year, City government surprises it's residents with it's ability to communicate with residents about their needs and find ways to delivery more and better services at a lower cost.	ALL		Annual report to citizens. Town Meetings.	Enhance P.D. website, actively seek additional grants.	½
48 The City's elected officials demonstrate strong leadership by being forward-thinking and getting community leaders and residents involved in important initiatives.	MAYOR COMMISSION		Continue strategic planning.		½
49 The City demonstrates a business approach to service delivery by benchmarking and continuously competing with the private sector for service delivery.	ALL	Solid Waste services contracted for.	Communication services contracted through SO. Towing Services contracted with private provider. Fuel services and portions of traffic control contract with County. Evaluate other services based on benefit to cost analysis and impact on service	S/W Reconstruction Contract.	¼

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50 The City demonstrates a business approach to service delivery by aligning work programs and budgets to strategic goals, preparing department business plans and financing techniques.	ALL	\$4.2 million loan to expedite storm water projects.	Utility Business Plan. Develop 5 year projected budget. Restructure and refinance debt. Risk Management program.	Implementing Utility Business Plan Accommodation Staff begins tracking claims trends; cost of injuries; settled past claims. Safety Committee.	¼
51 The City's tax base is expanded by promoting economic uses and upscale housing in the City's expansion areas, public property management and annexing existing enclaves.	MGR		Develop options for annexation of enclaves and initiate the process.		Pending
52 Modern personnel programs such as performance-based evaluations, empowerment and reward systems promote teamwork and excellence in service delivery.	HR	Performance systems in place. Training for all supervised employees. Revised educational reimbursement policy.	Supervisory training program. Performance appraisal module- Interviewing techniques. Staff has collected and is reviewing PTO policies from other Public sector employers. Evaluate PTO.	Management Retreat . Regular Staff Meetings. Develop more formalized program. Modular Pay Plan. Employee receive pay and moderate increases when certain skill or educational levels are met .	¼

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		Recruitment and applicant selection process.		Performance skills criteria are met.	
53 Extensive use of volunteers and leveraging other government and community agencies provide needed services at a reduced cost to residents.	ALL		Track all current services provided and hold appreciation events.	Separate Poject to become a modern organization.	¼
54 Find full time grant search and writer activity. Consultant or in-house.					