

## **STRATEGIC PLAN TASK STATUS REPORT**

**DECEMBER 2001**

*In 1999, the City Commission held a Strategic Planning Session and adopted four Goals for the City:*

**GOAL 1. EVERY NEIGHBORHOOD IN THE CITY IS A SAFE AND FRIENDLY PLACE TO LIVE AND RESIDENTS HAVE PRIDE IN THEIR HOMES AND NEIGHBORHOODS.**

**GOAL 2. THE CITY'S SCHOOLS AND BUSINESSES PROVIDE OUR RESIDENTS WITH THE OPPORTUNITY TO SUCCEED IN LIFE.**

**GOAL 3. THE CITY'S UNIQUE ASSETS ARE UNPARALLELED AND ENJOYED BY RESIDENTS AND VISITORS ALIKE.**

**GOAL 4. CITY GOVERNMENT AT ALL LEVELS HAS THE VISION AND LEADERSHIP TO BE SUCCESSFUL.**

*To make real progress toward meeting these goals, the City identified over 140 actions to implement. To-date, 117 or 84% of these actions have been completed.*

*In the spring of 2001, the City Commission held a second Strategic Planning Session. During this session, additional tasks and goals were identified:*

**GOAL 5. REDEVELOP U.S. 17-92 TO ENHANCE THE VISUAL APPEARANCE AND MAINTAIN VIBRANT BUSINESSES.**

**GOAL 6. INITIATE MARKETING, IMAGE BUILDING AND PUBLIC RELATIONS CAMPAIGN TO BOOST THE CITY'S IMAGE AS A DESTINATION PLACE AND VIBRANT PLACE OF COMMERCE.**

*This Status Report provides information on the status of these goals and actions. Please note that some of the new actions will require the completion of ongoing projects (e.g., Riverwalk, Conference Center, 13<sup>th</sup> Street improvements etc.) so that adequate staff resources can be assigned to the projects.*

**GOAL 1. EVERY NEIGHBORHOOD IN THE CITY IS A SAFE AND FRIENDLY PLACE TO LIVE AND RESIDENTS HAVE PRIDE IN THEIR HOMES AND NEIGHBORHOODS**

**1999 STRATEGIC PLAN COMPLETED PROJECTS**

13 <sup>TH</sup> Street Community Station	Emergency Mgt. Plan	Hopper Academy completion
Goldsboro Street Lights	Addition of 3 CSO's	CDBG next yr. Projects
Revised CSA's	Police Department website	Sidewalk repair plan
Code Compliance Zones	SPD building renovations	Youth Officer (SRO at all schools)
Street Paving	Bike Patrols	Front Porch
Operation Knock Knock	Goldsboro and Georgetown Master	City-wide Youth Officer
Boys and Girls Club	Plans	FY 2001/2002 CDBG projects
floor,ac,sound system	Early warning system radios	Bicycle helmet program
	Mainstreet Façade Grants	

**1999 STRATEGIC PLAN REMAINING TASKS**

Downtown Street Lighting	\$110,000 funded for Main Street, waiting for downtown consultant design. Voters did not approve special assessment district.
Downtown Community Station	Interlocal agreement with County adopted. Repair underway with Main Street move in December and PD move in early 2002.
Law Enforcement Center Building	Commission worksession 8/13/01 with direction to proceed with Farmer's Market piece. Legislative request for \$250,000 for site clean up. Developing joint redevelopment plans with the State. Renovation plans and funding decisions in February 2002.
Fire Station #2 relocation	Airport Blvd. Site under contract, design/build package ready. Contractor selection in Spring 2002.
Mill Creek Improvements	Close out and transfer of property to the City in February 2002.
Mulberry Ave. Paving	Bid award February 2002.
Bus stop improvements	Lynx bus stops funded but waiting consultant recommendations for placement downtown. City approved 20/20 Media to place shelters at all locations throughout the City. No shelters have been approved/located to date.

**GOAL 1. EVERY NEIGHBORHOOD IN THE CITY IS A SAFE AND FRIENDLY PLACE TO LIVE AND RESIDENTS HAVE PRIDE IN THEIR HOMES AND NEIGHBORHOODS**

**2001 ADDITIONAL TASKS**

*The goal to make " Every neighborhood in the City is a safe and friendly place to live..."was expanded during the 2001 strategic planning to include the following tasks:*

*Take positive action to improve the Goldsboro and Georgetown areas.*

*Revitalize and preserve existing neighborhoods to foster neighborhood pride and character and to maintain property values.*

*Increase Citywide code enforcement.*

**STATUS OF ADDITIONAL TASKS**

***Take positive action to improve the Goldsboro and Georgetown areas.*** Discussion focused on the need for infrastructure, housing, safety, demolition and code enforcement. Success in redevelopment will depend on designating a staff liaison for each neighborhood, focusing on the Front Porch as a model and relying on the residents themselves to participate and maintain their neighborhoods.

*Improvement plans (master plans) have been developed by community leaders and approved by the City Commission.*

*The community leaders involved in the master planning process should continue to be involved in the process and we should seek out additional participants.*

*Infrastructure projects include:*

*13<sup>th</sup> St. façade grant \$150,000 to be completed by March 2002.*

*Strawberry Ave water and sewer \$147,000 to be completed by January 2002.*

*2001/2002 CDBG projects include:*

*Westside Community Center playground \$35,000*

*Bentley-Wilson Park improvements \$45,000*

*Strawberry Ave. water improvements Phase II \$39,085*

*Ribbon curbs in Goldsboro \$106,000*

*Goldsboro sidewalks \$100,000*

*Support of the Front Porch program ongoing. Secured: \$50,000 in Keep Orlando Beautiful grants.*

*The grant writer position is vacant as part of frozen positions.*

*Georgetown clean up occurred in October, Goldsboro clean up will be scheduled for the Spring of 2002.*

*Additional Street lighting approved in December.*

***Revitalize and preserve existing neighborhoods to foster neighborhood pride and character and to maintain property values.***  
*Discussion focused on, attractive entranceways, proper street lighting, appropriate signage throughout the neighborhood, litter, park rehabilitation and active neighborhood watch programs.*

*Assign a staff liaison for each community to deliver measurable results and research the Glenda Hood approach (No action to date due to current project workload (new development review, land development code changes, Riverwalk and Downtown Master Plan, Farmers market project etc.)*

*Commission to provide a list of what needs to be done in each neighborhood in each Commission District and provide names of potential neighborhood coordinator-leaders.*

*City Manager to develop a road map for Commission approval. Will bring in other City experts (e.g., Tampa Director for Neighborhood Services) in for a worksession in Spring 2002 to identify key elements, process etc.*

***Increase Citywide code enforcement.***

*2 existing code enforcement officers and additional position approved in December.*

*Violations of schedule S ordinance revisions completed in October 2001.*

**GOAL 2. THE CITY'S SCHOOLS AND BUSINESSES PROVIDE OUR RESIDENTS WITH THE OPPORTUNITY TO SUCCEED IN LIFE.**

**1999 STRATEGIC PLAN COMPLETED PROJECTS**

<i>Jobs Incentive Fund Awards</i>	<i>West Side utility lines</i>	<i>Downtown Master development plan</i>
<i>New treatment Plant funded</i>	<i>Conference center feasibility study</i>	<i>Rand Yard utility construction</i>
<i>Conference Center Referendum</i>	<i>OSA DR</i>	<i>East Area land use update</i>
<i>Corporate Service Awards</i>	<i>OSA ILS</i>	<i>1 cent sales tax/road referendum update</i>
<i>Public Works Academy</i>	<i>City-wide contributing building renovation incentive program</i>	<i>Conference Center RFQ/RFP</i>
<i>Revised Plumbing Code</i>		<i>Foreign Trade Zone</i>
<i>East Side Treatment Plant Acq.</i>		

**1999 STRATEGIC PLAN REMAINING TASKS**

<i>Rand Yard Area road options</i>	<i>60% Plans complete. Improvements funded in 2<sup>nd</sup> generation 1-cent sales tax program. Construction schedule will be developed by Feb 2002.</i>
<i>East side treatment plant construction Airport Utility Improvements</i>	<i>Under design, bid openings in 1/2002, construction completion 12/2003.</i>
<i>Small business incubator</i>	<i>City has \$40,000 earmarked for incubator as Airport. Facility under preliminary design.</i>
<i>Greenway Interchange development plans</i>	<i>No action to date.</i>
<i>Hotel/Conference Center</i>	<i>Feasibility, costs and funding analysis due January 31, 2002.</i>

**GOAL 3. THE CITY'S UNIQUE ASSETS ARE UNPARALLELED AND ENJOYED BY RESIDENTS AND VISITORS ALIKE.**

**1999 STRATEGIC PLAN COMPLETED PROJECTS**

<i>Dale Aquatic Center</i>	<i>SR 46 Gateway Standards</i>	<i>Academy Manor Improvements</i>
<i>Regular Downtown Cleaning schedule</i>	<i>Aerial midge control, Volusia contract</i>	<i>Starke Park improvements</i>
<i>Holiday Lighting</i>	<i>Cemetery Gazebo renovated</i>	<i>Newsrack ordinance</i>
<i>Zoo utilities</i>	<i>Boat Ramp restroom facilities</i>	<i>Parkway ordinance</i>
<i>2<sup>nd</sup> Street drainage/landscaping</i>	<i>St. Johns Parkway</i>	<i>OSA general runway</i>
<i>Ritz Theater matching funds</i>	<i>Memorial Statue</i>	<i>OSA firefighting facility</i>
<i>Tooghey Park improvements</i>	<i>Reclaimed water expansion</i>	<i>Taxiway Bravo</i>
<i>Wynwood Park improvements</i>	<i>1792 Gateway project</i>	<i>Parking lot B</i>
<i>Red Barber Park improvements</i>	<i>Youth soccer,ceramics,flag football</i>	<i>SHS entrance sign</i>
<i>Coastline Park Improvements</i>	<i>New Boat Ramp</i>	<i>Cemetery Building renovation</i>
<i>Jenkins Park Impvts.</i>	<i>Pinehurst Park Impvts.</i>	<i>Chase Park improvements</i>
<i>Heritage Festival, Golden Age Games and Christmas Parade support</i>	<i>Downtown Planters</i>	<i>Seminole High entrance sign</i>
<i>Old Library Bldg. Usage</i>	<i>Paws Park</i>	<i>OSA runway, Fire Facility, Parking Lot B</i>
	<i>Memorial Stadium</i>	<i>OSA terminal expansion</i>
		<i>OSA ILS</i>

**1999 STRATEGIC PLAN REMAINING TASKS**

<i>Riverwalk, Memorial Park and Fort Mellon Park improvements</i>	<i>Final design and cost estimates in February 2001. Begin construction Spring/Summer 2002.</i>
<i>Rejuvenate brick streets</i>	<i>Pilot project completed on Magnolia and 9th Street. Estimated cost per mile is \$500,000.</i>
<i>46 median landscaping</i>	<i>\$25,000 budgeted for design, grants to be researched.</i>
<i>Building Maintenance fund</i>	<i>To be completed as part of the Public Works 5-year budget Spring 2002.</i>
<i>Upgrade all entrance signs</i>	<i>Signage plan to be developed as apart of the City marketing strategy.</i>

**GOAL 4. CITY GOVERNMENT AT ALL LEVELS HAS THE VISION AND LEADERSHIP TO BE SUCCESSFUL.**

**1999 STRATEGIC PLAN COMPLETED PROJECTS**

<i>Outsource solid waste</i>	<i>1 cent sales tax roads</i>	<i>Purchasing policy/contract management</i>
<i>Outsource Communications</i>	<i>Reorganized CD, Finance and Police Departments</i>	<i>Records management</i>
<i>Outsource portions of Traffic Control</i>	<i>Legislative Program</i>	<i>Bottom line budget document</i>
<i>Outsourcing Pavement and Sidewalk</i>	<i>Annual Employee Luncheon</i>	<i>Revised agenda system</i>
<i>Outsource towing</i>	<i>Supervisor training</i>	<i>Fire and Police Referendum</i>
<i>Outsourcing towing services</i>	<i>Education reimbursement program</i>	<i>Citizen request/complaint tracking</i>
<i>Performance Based evaluations</i>	<i>City-wide training program</i>	<i>Interlocal Agreement management</i>
<i>Market based pay and class Plan</i>	<i>Personnel Rules and Regulations</i>	<i>Paint Public Works vehicles</i>
<i>Co-location of Fire and Building Plans Review</i>	<i>Parks and Recreation 5-year Plan</i>	<i>Reserve fund</i>
<i>Utility Business Plan</i>	<i>Telecommunications management</i>	<i>Mobile terminals police vehicles</i>
<i>Civil Service rules</i>	<i>Paint Police vehicles</i>	
<i>Annual Citizens Report</i>		

**1999 STRATEGIC PLAN REMAINING TASKS**

<i>Property Management</i>	<i>All leases monitored. Property sales and national developer solicitation will be completed in Spring 2002.</i>
<i>Risk Management Plan</i>	<i>Final Draft to Commission in January 2002.</i>
<i>Vehicle Management Plan</i>	<i>Final draft to Commission in January 2002</i>
<i>Customer Service training</i>	<i>Public Works developed customer service/performance plan for their Department. Police Department standards and performance evaluation system complete. Consultant retained to develop performance standards for all other departments.</i>
<i>5-year budget</i>	<i>10-year Utility Business Plan and Parks and Rec. plan complete. All other Directors developing a 5-year budget with presentation to Commission during FY 2002/2003 budget worksessions.</i>
<i>Utility debt restructuring</i>	<i>Defease 1992 revenue bonds on 9/2002 and implement new rate structure starting 1/2002.</i>
<i>Annexation of enclaves</i>	<i>Referendum required. Options to the Commission in Spring 2002.</i>

## **GOAL 5. REDEVELOPMENT OF U.S. 17-92 TO ENHANCE VISUAL APPEARANCE AND MAINTAIN VIBRANT BUSINESS**

*During the 2001 session, the Commission identified the redevelopment of this corridor as a top priority for the City. The Commission discussed the need to improve the visual quality of this corridor as a major "gateway" to Sanford, to develop designs and improvement plans to maintain the hometown look, promote stores serving local neighborhoods, rehabilitate parking lots and give this corridor a community theme.*

### **STATUS OF TASKS**

*Mast arm signal improvements are scheduled for installation in June 2002 at the following locations (1<sup>st</sup>, 3<sup>d</sup>, 13<sup>th</sup>, 15<sup>th</sup>, 25<sup>th</sup> and 27<sup>th</sup> Streets). The 13<sup>th</sup> Street mast arms will have entrance signage. The 1<sup>st</sup> Street/17-92 intersection includes stamped concrete and mast arms with entrance signage.*

*The consulting firm of Gladding Jackson is developing a design standards only (landscaping, setbacks etc.) for this corridor as part of the U.S. 17-92 CRA redevelopment efforts.*

*The City is participating in MetroPlans' Walkable Communities workshop, focusing on French Ave between 20<sup>th</sup> and 13<sup>th</sup> Streets. This program will develop strategies for calming traffic and improve pedestrian safety.*

*To redevelop this corridor, specific properties for redevelopment need to be identified along with incentives and other improvements (e.g., removal of center turn lanes replaced with landscaped medians, additional lighting, signage etc.). Consultant scope of work to be developed Summer 2002.*

*Farmers' Market site redevelopment options to be presented to Commission in February 2002.*

## **GOAL 6. MARKETING, IMAGE BUILDING AND PUBLIC RELATIONS CAMPAIGN TO BOOST THE CITY'S IMAGE AS A DESTINATION PLACE AND VIBRANT PLACE OF COMMERCE.**

*During the 2001 session, the Commission had various views on the need for a marketing and image campaign. City Manager to research who is doing public relations currently, what is involved in image campaigns and what benefits are derived. It was noted that the City has provided \$10,000 to the Sanford Advertising Coop. Ideas included information pieces in utility bills.*

### **STATUS OF TASKS**

*City Manager is researching other City case studies and current efforts (e.g., Main Street, COC, City web sites, UHRA website etc.). Recommendations will be provided in the Spring of 2002 after the feasibility and financing of the Conference Center project is completed.*