



CITY OF  
**SANFORD**  
FLORIDA

# **CITY MANAGER'S ANNUAL REPORT 2023**

FISCAL YEAR 2023  
October 1, 2022 - September 30, 2023

Over the past year the City of Sanford has seen an unprecedented amount of both residential and commercial development, and more is on the way.



City of Sanford employees continue to work tirelessly to address the various challenges and opportunities of a growing city. We are dedicated to providing our residents, businesses and guests with the highest level of public services. This reports highlights the accomplishments of our departments. I encourage you to read this report and learn what we have accomplished this past year. Please feel free to contact me with any questions, concerns or suggestions you may have regarding our City's services, programs and operations.

Sincerely,

Norton N. Bonaparte, Jr.  
 City Manager  
 407.688.5009  
 NBonaparte@Sanfordfl.gov

## Economic Development

The Economic Development Department actively engaged with businesses in pursuit of its overarching goals of:

- Business attraction
- Business retention
- Business expansion
- Workforce development efforts

In order to effectively achieve these four tasks in a simultaneous fashion, the Department had implemented for Fiscal Year 2022-23 a set of engagement metrics, as follows:

Through aggressive pursuit of these seven (7) activities, the Department has made solid gains in helping the City realize new commercial capital investment and job creation. Additionally, the Economic Development Department administers the Downtown Sanford Community Redevelopment Agency (CRA). The CRA saw a record number of inquiries on available space in Historic Downtown Sanford. Given the importance of maintaining a thriving downtown business footprint, the Department also records engagement activity that occurs within the Community Redevelopment Area.

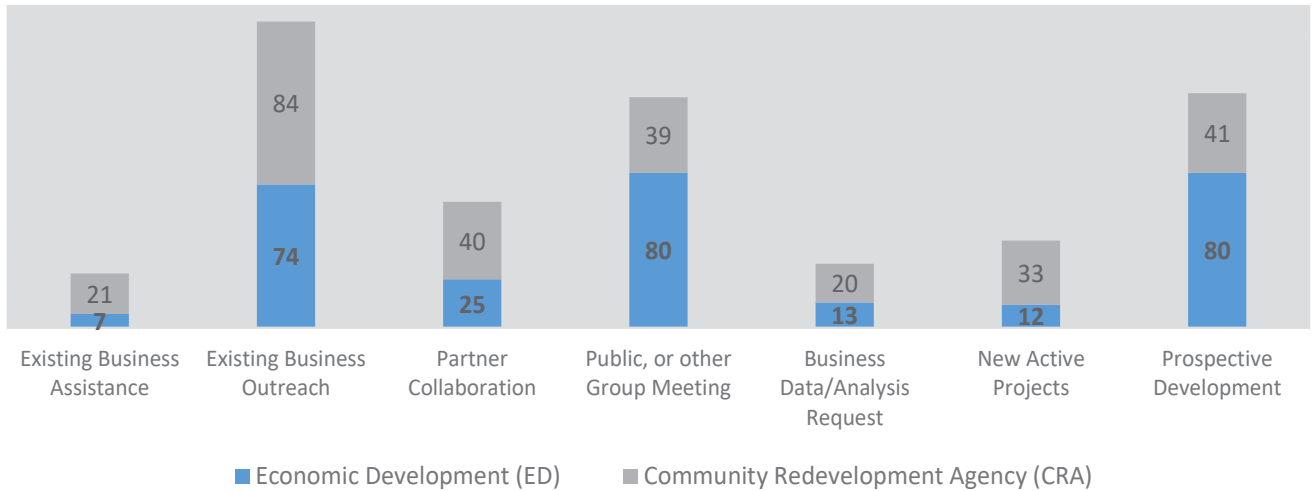
The following bar chart records these business engagements.

While the chart tracks quantity of engagements, it does not track an important service provided by Sanford's Economic Development Team ... strategic services that help maximize the quality of new growth. In collaboration with both internal and external partners, economic development staff have served in leadership roles for several strategic initiatives intended to help guide future growth throughout the City.

**City of Sanford, Economic Development Engagement Metrics FY2022-23**

| Activity Code                  | Explanation  |
|--------------------------------|--|
| Existing Business Assistance   | Existing business assistance involving a problem and follow-up                           |
| Existing Business Outreach     | Existing business outreach meeting or interview, including prospects                     |
| Partner Collaboration          | Meeting with Economic Development partners   |
| Public or other Group Meeting  | Public meetings, or other group meeting(s)   |
| Business Data/Analysis Request | Data and analysis request processed  |
| New Active Projects            | Meetings associated with new projects that develop into follow-up action or incentive    |
| Prospective Development        | Meetings with business and/or developer interested in developing or expanding in Sanford |

## Economic Development Department, Fiscal Year 2022-23



### Strategic Initiatives:

- The department worked with owners of buildings which sat vacant for many years, therefore, bringing a new vibrancy and energy to the Downtown area.
- The department has worked to identify various parking solutions, including revenue streams, for Downtown Sanford.
- Engaged with Seminole Towne Center Mall owners and potential owners on future options to help reinvigorate the mall.
- Close coordination with Chambers of Commerce to connect Sanford businesses with potential customers.
- Participated in the development review process on projects with on-site challenges.
- In close partnership with City Planning, advised and participated in land use policy matters.
- Close coordination with the Airport on new active projects and prospect visits.
- Presented at the following:
  - o Various Chambers of Commerce talks
  - o Sanford Rotary
  - o Florida Redevelopment Association
  - o FPL Florida First Sites – Co-Presenter with Orlando Sanford Airport Leadership and the Seminole County Economic Development team
  - o Seminole Business Expo
  - o Citizens Academy
  - o Several presentations to business leads

### Community Redevelopment Agency (CRA)

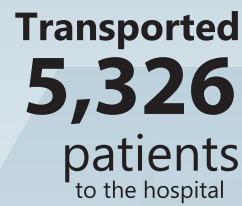
- 1 new construction project
- 2 Commercial Facade projects
- 2 Commercial Redevelopment projects
- 5 Special events awarded funding
- 3 City aesthetic improvements funded

FOXTAIL GRAND OPENING  
SEPTEMBER 6TH



3205 ST. JOHNS PARKWAY  
NEW INDUSTRIAL CENTER

# City At-A-Glance



## Finance/IT Department

- Completed the Comprehensive Annual Financial Report with no audit comments.
- Received the Certificate of achievement for Excellence in Financial Reporting.
- Received the Distinguished Budget Award for the 2023 Budget.
- Establishing a cybersecurity aware culture within IT team and employee workforce – ongoing.
- Established a dedicated team for the Digital Transformation project.
- Formed the new IT organization aligning to an IT Service Management methodology.
- Established Microsoft Government Cloud Community (GCC).
- Established new Enterprise Application tool set for modern applications.
- Implemented new Utility request for service application.
- Migrated City utility online payments service to cloud data center.
- Successfully passed the Florida Department of Law Enforcement (FDLE) technical audit.
- Implemented new Geographic Information System (GIS) boil water to display impacted area on City website.
- Implemented City Hall visitor system.
- Implemented network monitoring system.
- Started the use of the live interactive performance dashboards both for internal and external customers.
- Facilitated in 26 employees gaining the yellow belt certification.
- Participated in data collection for the Florida Benchmark Consortium.

## Human Resources/Risk Management Department

- The City's Human Resources/Risk Management Department has three divisions: Employment; Benefits/Wellness/Records Administration; and Risk Management.
- The City's Human Resources/Risk Management Department Staff currently have only five Full-Time Equivalents (FTEs); this is 2-3 FTEs less than when compared to other agencies via Performance Benchmarking studies.
- The Human Resources/Risk Management Department is a highly professional and complex department that quietly and unassumingly over-performs day in and day out.
- The City's Human Resources/Risk Management Department has a budget of over \$14,000,000. Accordingly the City's Human Resources/Risk Management Department staff averages administering \$3,100,000 per FTE per fiscal year; that is by far more than any other Department in the City.

### ACCOMPLISHMENTS

- In Fiscal Year 22/23, the City, despite this being one of the most restrictive and challenging labor markets witnessed in many years, hired more employees than any prior Fiscal Year in recorded City history. 119 new employees were hired; the previous record was 93 in Fiscal Year 20/21.
- The department initiated and in collaboration with City staff, developed a New Hire Incentive as a recruitment tool. This incentive is separate and distinct from Sanford Police Department's incentive which is State of Florida funded. This New Hire Incentive has been extremely successful; 26 new employees have enjoyed this benefit with the City paying \$52,296 since it was launched in March 2023. Another \$52,296 is obligated to these 26 new employees as they received one-half the incentive when hired, the other half after six months employed with the City.
- With the Human Resource/Risk Management staff taking the lead and in collaboration with City staff developed a Commercial Driver License (CDL) Incentive as a recruitment tool. A recipient of this one incentive receives from \$1,500 to \$2,000, depending on the type of CDL the employee maintains. Currently, 84 City employees have enjoyed this incentive.
- The City, led by the Human Resources/Risk Management Department, is near completion of its first Pay and Classification since 2016. The purpose of the Study is to provide accurate job descriptions for the work employees perform and reward them with a competitive salary.

For each of the fiscal years FY19/20, FY20/21, FY21/22 and FY22/23 the City's Human Resources/Risk Management Department Staff performed the following increases in activity despite no additional staffing. Mid-FY22/23, one part-time position was revised to one full-time position. . This has been hard work, and at times daunting. The below demonstrates the effort and commitment of the City's Human Resources/Risk Management Department Staff:

| Accomplishments                                  | FY19/20 | FY20/21 | FY21/22 | FY22/23 (YTD) |
|--|---------|---------|---------|---------------|
| Job Postings Advertised for City Vacant Position | 116     | 152     | 143     | 137           |
| Employees Hired and In-Processed                 | 43      | 93      | 82      | 117           |
| Employees In-Processed with Benefits             | 43      | 93      | 82      | 117           |
| Retirements Processed                            | 13      | 22      | 14      | 4             |
| Workers Compensation Processed*                  | 57      | 92*     | 106*    | 45            |

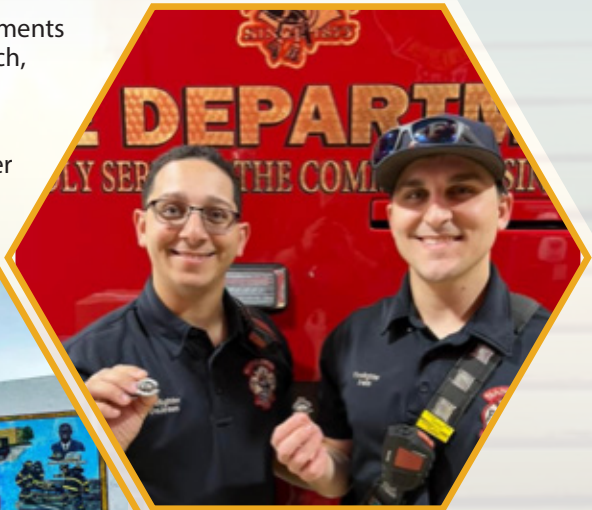
\*Increase primarily due to COVID-19

- Lastly, due to the manner in which the Human Resources/Risk Management Department has structured the City's insurance program, both Liability and Workers Compensation, as well as the aggressive efforts of the Human Resources/Risk Management Department Risk Management staff, the City has recovered in excess of \$8,900,000 of taxpayer money over the last nine years (FY14-22).



## Sanford Fire Department

- Celebrated 150 years of service to the community
- Worked on design plans for Fire Station 40
- Hired 12 new firefighters
- Worked through Hurricane Ian, Nicole, and Idalia
- Expansion to the Community Paramedicine Program
- Trained monthly with Deltona, Deland and Orange City Fire Departments on Technical Rescue disciplines such as Rope, Confined Space, Trench, Structural Collapse and Vehicle Machinery Rescue
- Inspected all state mandated facilities and apartment complexes
- Responded to 13,327 emergency calls for service; a 5% increase over last year
- Transported 5,326 patients to the hospital; a 6% increase over last year



## Sanford Police Department

- Responded to 85,018 Calls for Service in 2022 (117,715 if you include canceled calls for service)
- Reduced City-Wide traffic crashes by 1.13%
- Increased Community Outreach by 22.42% for a total of 3,800 outreach events
- Our Criminal Investigations Section investigated 1,889 cases
- Conducted three separate hiring processes in 2022, which resulted in the hiring of 10 new officers and 1 Community Service Officer



## City Clerk

- November 8, 2022 – The City Clerk's office worked at the Supervisor of Elections Office opening and verifying ballots for both, the Primary Election and the General Election.
- January 18, 2023 – The Records Manager hosted a 4-hour Ethics and Sunshine Law Training with the Assistant City Attorney.
- January 30, 2023 – The City Clerk and the Assistant City Attorney submitted an article to FLC with surrounding open meetings.
- April 24, 2023 – Municipal Clerk's Week, Proclamation to the City Clerk and Deputy City Clerk.
- July 24, 2023 - Deputy City Clerk received her Certified Municipal Certificate (CMC.)
- August 10, 2023 – The City Clerk's office volunteered at the Annual Florida League of Cities (FLC) Conference for the Florida Association of City Clerks.
- September 8, 2023 - The City Clerk was selected to serve on the FLC Legislative Policy Committee for Municipal Administration.
- September 20, 2023 – The Records Manager hosted a 4-hour Ethics and Sunshine Law Training with the Assistant City Attorney.



# Public Works Department

## Public Works Administration

- Completed Construction on the Marina Isle Restroom Facility
- Started Construction on the Georgetown Drainage and Roadway Improvement Project
- Completed Design Phase of Three Major Roadway Projects and Two Major Stormwater Projects
- Resurfaced 12.4 lanes Miles of Asphalt, Constructed 3500 Feet of New Sidewalk, Numerous Sidewalk, Curb and Concrete Repairs
- Inspectors Responded to over 1500 Locate Requests and over 100 Right of Way Permits and Inspections

## Streets Division

- Completed Hurricane Ian & Nicole Clean Up
- Completed Brick Paver Reconstruction in Paulucci Park
- Tree Trimming
- Tree Removals
- Asphalt work pot holes, road crossings
- Concrete work Sidewalk & Curb
- ROW mowing

## Stormwater Division

- Drainage Construction-New and Repairs
- Street Sweeping
- Cleaning/Maintenance of Drainage Structures
- Clean up Debris from Hurricane Ian

## Facility Maintenance

- Replace bad electric cabinets on Seminole Boulevard
- Ordered Replacement Light Emitting Diode (LED) street light heads on Historic Goldsboro Boulevard from 17/92 to William Clark Boulevard
- Add LED lighting to parking areas on Sanford Avenue and 3rd Street
- Put up new support cable for the string lighting on 1st Street
- Replace the overhead string lighting on 1st Street from Sanford Avenue to Oak Avenue
- Work with Florida Power and Light (FPL) on replacing High-pressure sodium flood light to LED floodlights in various spots around town
- Assist Parks Department with running new electric feed at the Cemetery
- Repaint the mast arm at 20th Street and Sanford Avenue
- Continue the LED Hybrid project with FPL
- Install flood lighting for the new Groveview sign

## Solid Waste Division

### RESIDENTIAL SOLID WASTE

22,230.28 tons of Residential Solid Waste was collected during October 2022 through September 2023 from approximately 15,181 City of Sanford homes.

### RESIDENTIAL YARD WASTE

1,952.02 tons of Residential Yard Waste was collected during October 2022 through September 2023 from approximately 15,181 City of Sanford homes.

### RESIDENTIAL RECYCLE

1,398.43 tons of Residential Recycle was collected during October 2022 through September 2023 from approximately 15,181 City of Sanford homes.

### COMMUNITY CLEAN UP

173.05 tons of debris was collected during the October 2022 and April 2023 Community Clean Up events from City of Sanford homes.

### ROLL OFF COLLECTION

5,040 Hauls and 29,862.53 tons of debris was completed and collected during October 2022 through September 2023 from residential homes and commercial businesses within the City of Sanford.

### FRONT LOAD COLLECTION

22,837.57 tons of debris was collected during October 2022 through September 2023 from commercial businesses within the City of Sanford.





## Utilities

### Utilities Admin and Customer Service

- Customer Service has gone completely digital including applications being filled out online and tracked by performance measures in finance
- Completion of the Unidirectional Flushing Program (UDF) as part of its ongoing efforts to improve water quality within the distribution system by removing sediments
- Awarded a \$2.9 million grant from FDEP for nutrient reduction
- Mass meter exchange project planning and launch continues
- SR 46 water main replacement project continues
- 1,4 Dioxane updates and review ongoing
- Distribution of the utility services guide
- Water quality flyer distribution to customers
- Relocation project for Raw Water Main Hidden Lakes Well
- Awarded a \$6.255 million facilities grant for water treatment planning for PFAS and 1,4 dioxane treatment
- Water modeling will begin for Water Master Plan
- SR 46 force main project continues
- 3rd street water main project continues
- SR 46 water main project continues
- Consumptive use permitting is ongoing

### Water Plants

- Replaced Palmetto Lift Station piping, valves, & pump elbows.
- Took delivery of Transfer By-pass pump
- Refurbished Plantation Lakes Lift Station valves, fittings, & piping
- Refurbished 24th Place Lift Station valves, fittings, & piping
- Refurbished Park Ridge Lift Station valves, fittings, & piping
- Completed the Vacuum Receiving Station
- Upgraded 16 Portable Generators with pintle hooks
- Completed Main Water Plant Improvements
- Rehab of Lift Stations:
  - o Fort Mellon
  - o South Water Resource Center Master Lift Station
  - o Palmetto
  - o Grove view
- Started construction of North Water Reclamation Facility Tertiary Filtration System
- Replaced Oregon Well # 2 pump, motor, & piping
- Replaced Hidden Lakes # 12 pump, motor, & piping
- Replaced Twin Lakes # 3 pump, motor, & piping
- Refurbished exterior of Lift Stations-Painting, stucco, fencing, & slabs

### Sewer

- Repaired more the 50 gravity sewer failures
- Responded to over 13,000 locate requests
- 20,000 linear feet of gravity sewer mains were rehabilitated
- Some tested over 30,000 linear feet of gravity sewer main
- Replaced over 300 valves and controller in the vacuum system
- Repaired 5 major breaks on the vacuum system
- Installed 4 new isolation valves in the vacuum system
- Installed 9 telemetry devices for monitoring vacuum system performance
- Installed 8 smart manhole covers over gravity sewers and will monitor them to identify source of inflow and investigate/remediate any issues

### Water

- Replaced 3 fire hydrants & Repaired 32 fire hydrants
- Repaired 3 major reclaim breaks
- Installed over 1,000 new Sensus meters
- Installed 5 new system valves

## Development Services

- Implemented Lobby Guard
- Contracted for physical security of City Hall
- Mr. Raimondo completed Level 3 training through the Florida Association of Code Enforcement.
- Mrs. Adkins graduated from Leadership Seminole.
- Proposed an incentive plan for city administrative staff

## Code Enforcement

- Conducted an in-house Code Academy for all Code Enforcement staff members
- All officers completed FDLE's Parking Enforcement Course.
- Developed a community outreach program for Alive After Five
- Demolished two structures
- Ms. Covin was nominated and accepted for the state-wide training committee for the Florida Association of Code Enforcement.

## Community Relations & Neighborhood Engagement

### Community Development Block Grant

- Awarded \$527,636 in Community Development Block Grant funding for Fiscal Year 2022-2023.
- Assisted 18 low and moderate income households with repairs under the Minor Home Repair program. Homeowners were awarded a grant for up to two trades, electrical, Heating, Ventilation, and Air Conditioning (HVAC), plumbing, roof replacement or Americans with Disabilities Act (ADA) modifications.
- Reconstructed two three bedroom two bath homes in District 2
- Introduced a new grant program, Safety Home Repair Program, to low and moderate income homeowners in the City of Sanford. Program repairs include one of the following trades, water heater, windows, doors, septic tank, ADA security (fences, trees), trip hazards or exterior painting.
- Awarded a Public Facilities grant to United Medical Social Services, a free clinic that provides medical, dental, and mental health services to low and moderate income persons.
- Awarded a Public Facilities grant to Rescue Outreach Mission of Central Florida, a temporary shelter that provides housing and job placement services.
- Awarded a Public Services grant to Bentley Education & Development for tutoring services for low and moderate income students between Kindergarten and 8th grade, General Education Diploma (GED) tutoring and family counseling.
- Awarded a Public Services Grant to Aspire Health Partners for drug and wellness services for adults with sever and persistent chronic mental illness and reoccurring substance abuse orders.
- Awarded \$526,606 in Community Development Block Grant funding for Fiscal Year 2023-2024.

### My Brother's Keeper

- Sponsored the City of Sanford Jr. Magic Youth Basketball league for kids ages 5-14. The sponsorship served 191 kids.
- Hosted a round table conversation "Fathers Let's Talk". 19 fathers from various backgrounds participated in the event.
- Hosted a round table conversation 'Let's Eat and Chop it up'. 22 youth participated in the event.
- Sponsored in partnership with other organizations, the Annual Boys II Men Social, an empowerment event for young boys of color. 135 people participated in the event and 96 of the participants were school age boys of color.

### Race, Equality, Equity, and Inclusion

- Held two community dialogues in partnership with the Peace and Justice Institute and the Sanford Police Department. 190 registrants were in attendance.
- Published July 20, 2023 by WMFE, Sanford Speaks events encourage residents, police to come together to heal trauma.
- Participated in the Dr. Martin Luther King Jr. Parade in Historic Goldsboro.
- Featured on the front page of the January 18-21 Sanford Herald for their participation in the Dr. Martin Luther King Jr. parade in Historic Goldsboro.
- Committee members were featured on the front page of the July 2-4, 2023 Sanford Herald, Race, Equality, Equity, & Inclusion Advisory Committee seeks public input.
- Attended the 3rd Annual Race Amity Day in Ft. Mellon Park.

### Low-Income Home Energy Assistance Program

- Received \$1,320,370 in Low-Income Home Energy Assistance funding for program year 2023.
- Assisted approximately 4,170 households with payment for their electric bill.
- Implemented new Interactive Voice Response, IVR, software to streamline appointment scheduling and intake for customers in need of assistance with paying their energy bill.
- Assisted 276 eligible households with payment of their water bill in Seminole County.



## Planning Division

- Updated the City's Land Development Regulations
- Revised parking regulations in the downtown area and commercial districts
- Adopted regulations for the recently established Georgetown Historic District
- Solicited illustrated design guidelines to accompany historic district regulations

## Building Department

- Facilitating the implementation of Central Square technology to replace Citizenserve
- Finalized the plans for the Breezeway Expansion project
- Improved Plan review time
- Increased staff training time
- Revised Florida Building Code Chapter 1 and the local ordinance for the anticipated release of the new Building Code

## Parks and Recreation

- Sanford was proud to partner with Seminole County and to host the Annual Veteran's Appreciation Luncheon at the Civic Center. The guest speakers were both veterans of World War II.
- Working with representatives of GAI Consultants to compile scope of services on the proposed Lake Carola project. Part of this project would be to install seawall panels in order to reinforce the shoreline after years of erosion.
- Expanded programming at the After School Program to include "Wednesday Clubs." These include gardening, cooking, Spanish lessons and many more.
- Westside Mentoring program continues to grow and now includes additional college tours as well as visits to Trade Schools.
- Production of a Museum Virtual Tour is being edited for release in late fall.
- Parks Division team leaders have successfully completed Maintenance of Traffic training.
- Collaborated with the Orlando Magic and Advent Health to refurbish the basketball court at Lee P. Moore Park. This program is the first of its kind in Seminole County.
- Repaved and striped the parking lot at Jeff Triplett Community Center.
- Installed a ticket booth and security cameras at the Ft. Mellon Splash Pad.
- A new gate has been installed at Lee P. Moore Park to assist in keeping the park in better order.
- The Senior Center coordinated with Mobile Access to provide a fresh food distribution program twice per month.
- Parks division continues to work with the Assistant City Manager on special projects such as the Marina and Mayfair Clubhouse.
- Participation has increased in all youth and adult athletic programs, to include additional play on evenings at Pinehurst Park.
- Derby Track at Mike Kirby Park continues to lead the USA in rally races for Soap Box Derby, with nearly 500 and going strong!



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