

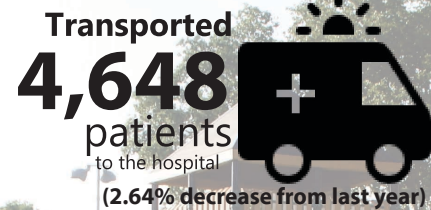
CITY OF  
**SANFORD**  
FLORIDA



**CITY MANAGER'S  
ANNUAL REPORT 2020**

# CITY BY THE NUMBERS

# City Manager's Statement



*Fiscal Year 2020 started out strong, built on a solid plan and a solid City budget; little did we know what an unprecedented year we would all find ourselves in due to the COVID-19 pandemic. Navigating through uncharted waters, with safety being number one, the City of Sanford managed well during a fiscal year filled with so many unknowns due to the pandemic. City employees worked together, providing non-stop service to our residents. Using innovation and technology to our benefit, the City provided a seamless user-friendly virtual experience for our customers and for employees. Virtual procedures are still offered throughout City departments today. City capital projects, services and programming continue to move forward, given the professional expertise of the City of Sanford employee family. Looking into Fiscal Year 2021, with safety measures in place, the future continues to be bright for the City of Sanford. We will get through this together.*

*This report includes a summary of Department accomplishments for Fiscal Year 2020 (October 1, 2019-September 30, 2020).*

*Thank you.  
Norton N. Bonaparte, Jr., ICMA-CM  
City Manager*



CITY OF **SANFORD** FLORIDA

## For Our Economy

The City of Sanford is a thriving community of over 60,000 residents and nearly 4,500 businesses of all sizes. Sanford has become much more than just a quaint, small city with historic charm. We work together with numerous local and regional partners continuously to promote the City, in order to attract new businesses, as well as to retain and grow those that are here. With the impact of the COVID-19 pandemic most of the year, many projects were delayed. Projects that were already under construction were completed or are still under construction. It's expected that over 2,000 new direct and indirect jobs will still be created. Over \$1 billion in residential and commercial investment is in review or under construction.

Due to the impact of COVID-19 on our downtown business community, we have seen a few restaurants, breweries and shops close their doors. Several of these have been able to open back up. The San Leon project on Sanford Avenue has broken ground and will be going vertical soon. The Mark Nation mixed-use project on 2nd Street is under construction again. The Henry's Depot Culinary Collective on First Street was completed. The three-block Heritage Park catalyst project in the heart of downtown is still moving forward. The developers are expected to go vertical in 2021, soon after Florida Power & Light finishes the electrical portion of the project. More unique eateries, craft breweries and another distillery are still being planned for the downtown area.

COVID-19 has a tremendous impact on our local economy, particularly our small businesses. The City of Sanford launched a Small Business Relief Grant (SBRG) program to assist in retaining local jobs and to assist in stabilizing the businesses that have been affected. The City Commission approved the SBRG program to provide a one-time grant to qualified businesses classified as non-essential, mandated to close and/or modify operations by Executive Order. The focus of the program was to support businesses that are reopening to rehire employees and to assist with the payment of back rent or mortgage payments. Top priority was given to businesses that met the criteria and had not received funding from other sources. The City has funded over 50 impacted businesses that qualified. Nearly \$500,000 has been allocated to assist the businesses in navigating through these uncertain times.

The City's overall mission involves much more than providing incentives to new expanding businesses. The City of Sanford offers a wide range of services that include, but not limited to, ongoing business retention efforts, business education, business connections, promoting available properties, transportation and natural assets.

Due to our excellent business climate, Sanford remains the northern "Gateway to Central Florida." Business and population growth continue to be steadily increasing, propelling the City into one of the highest property value appreciation trends in Seminole County. With property values increasing from 9-15%, Sanford is an excellent place to invest.



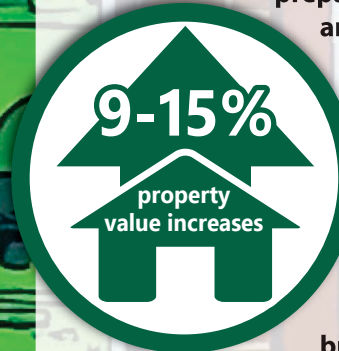
## For Our Business Community

The City of Sanford's Economic Development Advisory Board (EDAB) was established to solicit recommendations relative to economic development initiatives and strategies. The EDAB is charged with facilitating the creation of public-private partnerships, developing a base of stakeholder input for economic development activities, advising the City Manager on development incentives and programs, enhancing employment opportunities, surveying and assisting businesses, and promoting Sanford to new businesses.

In addition to ongoing infrastructure investments, attractive incentive packages and a very positive economic environment for investing, the City of Sanford continues to assist its businesses with workforce matters. The City continues to assume an important role in job creation and working with our partners to navigate the uncertainty of the current labor market. Those industries working to develop a more prepared workforce, including government and education, require stronger partnerships and collaboration to create more effective initiatives. The City of Sanford is proud to be an active participant in these partnerships to direct needed resources toward developing our citizens to meet immediate job needs and preparing our students for those future job opportunities.

We are experiencing a growth in industrial buildings more than we have seen in many years. North Port Commerce Park, built by Scannell Development, has seen several buildings completed and occupied such as, Home Depot distribution and Xylem Pumps. Hundreds of new jobs are being created. Ganesh International on Upsala Rd. will be building four new buildings for prospective businesses. Fastenal has acquired land adjacent to the Orlando Sanford International Airport to build their statewide warehouse/distribution center in the near future. Over 140,000 square feet of new industrial space and 400,000 square feet of commercial space are being constructed. A new hotel has been built and several more are being planned.

With the major expansion taking place at the Orlando Sanford International Airport, the new Riverwalk Trail and Roadway Project taking place along the St. Johns River, SunRail, Interstate 4 expansion, the proposed development within the City's Transportation Oriented Development Zone and the major new North Port Commerce Park, Sanford will continue to be the northern "Gateway To Central Florida!"



## POLICE DEPARTMENT

**Estimated** total Part I Crimes were 2,917.  
**Conducted** 3,533 Community Outreach events throughout the 2019 calendar year. These included walk and talks, community meetings and events, business contacts, community requested events, crime prevention surveys, community education, and agency sponsored community events.

**Deployed** the Community Activities Trailer a total of 30 times.



## FIRE DEPARTMENT

**Implemented** post-fire gross decontamination program and policy to reduce the carcinogenic risk to firefighters.

**Began** phase one implementation of the fire ground personnel accountability program through the radio system. This enables incident commanders to locate personnel on scenes using GPS coordinates on their portable radios.

**Improved** security at Fire Stations 32 and 38 with camera installations.

**Replaced** the command vehicle and all the components of the City of Sanford command center.

**Implemented** a medical reporting software called Twiage to enable crews to provide the hospital, patient's information timely and efficiently.

**10,882** emergency incident responses.

**4,648** emergency medical transports to area hospitals (2.64% decrease from last year).



## DEVELOPMENT SERVICES

### PLANNING

**The City of Sanford won a Department of Economic Opportunity Grant in 2020** for the purpose of writing a new Element of the Comprehensive Plan entitled, "Resilience." The purpose is to identify the stressors of the City and identify the goals, objectives and policies to become resilient toward those stressors.

**Issued** 30 Site Development Permits.

**Issued** 18 Annexations.

**Issued** 357 Historic Certificates of Appropriateness.

### BUILDING

**Issued** 2,375 Residential Building Permits.

**Issued** 582 Commercial Building Permits.

### CODE ENFORCEMENT

**Investigated** 1,403 Code Complaints.

## PUBLIC WORKS

### STORMWATER

**Performed** routine maintenance, including inlet construction, repairs and erosion issues.

**Cleaned** 37,000 feet of pipe throughout the City.

**Removed** 6,500 cubic yards of litter by street sweepers.

**Eliminated** 4,100 lbs. of phosphorus and 6,000 lbs. of nitrogen that could have ended up in Lake Monroe by using our Street Sweeper across 6,024 lane miles of City roadways.

**Mowed** 283 acres.

### STREETS DIVISION

**Completed** 323 tree trimming work orders throughout the City.

**Removed** 60 dead, dying or fallen trees from City Right of Ways.

**Completed** 129 asphalt projects.

**Maintained** our City lots and Right of Way mowing schedule.

**Performed** 79 Asphalt/pothole repairs on City roads.

**Completed** 120 work orders at Mayfair Country Club.

**Continued** maintenance on 180 miles of roads (pot hole repairs, road cut repairs), 122 miles of sidewalk and 17.6 miles of alley way repairs.

### FACILITIES MAINTENANCE

**Installed** 4 new A/C units in the Mellonville Sports Complex Building.

**Installed** new automatic doors at the Civic Center.

**Upgraded** more City street lights to LED lights.

**Installed** and hooked up new power service for temporary trailers at the Mayfair Country Club.

**Converted** City Hall parking lot lights to LED lights.

**Fabricated** and installed numerous sneeze guards throughout City Hall and other City buildings, as a result of COVID-19.

**Assisted** with the duct-cleaning project at City Hall.

**Renovated** the City Manager's conference room.



**Installed** door and window in the new Community Development Block Grant (CDBG) office at City Hall.

**Installed** new ADA ramp at the Dr. Velma H. Williams Resource Center.

### SOLID WASTE

**Collected** 2,545 tons of Residential yard waste.

**Collected** 232 tons of debris through Community Cleanup.

**Collected** 1,224 tons of Residential recycling materials.

**Collected** 30,724 tons of debris from local residents and businesses.

**Collected** 22,702 tons of debris from business Front Load Collection.

### ADMINISTRATION

**Continued** to make progress on Riverwalk Phase III - \$15M

**Continued** the Park Avenue Stormwater Park - \$1.6M

**Added** 15 new Traffic Speed Tables - \$45K

**Completed** design of the upcoming Myrtle Avenue Streetscape - \$3M

**Designed** and permitted Elm Avenue Stormwater Improvements - \$600K

**Responded** to over 1,000 Utility Locate Requests.

### FLEET DIVISION

**Completed** 2,500+ Repair orders - average 208 per month.

**Completed** 750 Preventative Maintenance items - average 63 per month / 3.75 per day.

**Completed** 875 Oil changes - average 73 per month / 5 per day.

**75** Road services - average 6 per month.

**\$120,000** parts in stock - 2,500 different parts used.



## PARKS & RECREATION

**Hosted** the Vietnam Traveling Memorial Wall bringing 10,000 visitors to Ft. Meillon Park.

**Installed** over \$581,000 in equipment and amenities throughout our parks and open spaces.

**Organized** leagues for both youth and adult athletics including flag football leagues playing at the Tim Raines Sports Park. In total, over 1000 participants enjoyed leisure time in City softball, baseball, basketball, flag football and volleyball programs.

**Administered** approximately 100 special events held throughout the City.

**Produced** special events for Baseball Opening Day, Halloween, Veterans Day and Christmas.

**Recognized** and memorialized the careers of the first City of Sanford African-American Firefighter and Police Chief at the annual Arbor Day celebration.

**Catalogued**, at the Sanford Museum, over two-thousand pieces of memorabilia from Naval Air Station Sanford. Also completing reorganization of exhibits and artifacts.

**Safely** held the annual Summer Camp program and began a free after school program for children in kindergarden through middle school.

**Parks** and pavilion rentals totaled 527 during fiscal year 2020.



## CITY CLERK'S DEPARTMENT

Records Manager retired and a new one hired.

**Implemented** virtual meetings during the pandemic. Virtual City Commission meetings were held in April and May.

City Clerk obtained Master Municipal Clerk (MMC) certification.

Two Commissioners were re-elected during the 2020 Primary Election.

The City will have one Charter Amendment on the ballot during the 2020 General Election.

October begins new agenda management software training for the department. Hope to implement in January 2021.

## FINANCE DEPARTMENT

**Completed** the 2021 Budget process with the City Commission's adoption of a \$139,555,952 million budget.

**Recipient** of the Distinguished Budget Award by the Government Finance Officers Association for the 2020 City budget.

**Completed** the 2019 Comprehensive Annual Financial Report (CAFR) and received a clean audit opinion.

**Completed** the successful completion of a technical audit conducted by the Florida Department of Law Enforcement required every three years. The audit confirms the security and integrity of the criminal justice information used by the Sanford Police Department.

**Completed** the successful implementation of a robust backup and recovery system. The new system strengthens the City's capability to recover from cybersecurity attacks such as ransomware.

**Implemented** solutions for employees to work virtually during the Coronavirus pandemic. Before the pandemic the City did not have a teleworking environment established for communications and many processes. A new communications platform was implemented that enabled employees to work virtually (at home) during the shutdown period. A new phone system and collaboration tool was introduced for employees to better communicate while working virtually. Several manual-paper based processes were transformed to electronic format, accessible online. Examples include, the online application submission of several board positions, Automated Clearing House (ACH) payments and electronic purchase orders (ePO). Also a self-monitoring form was developed for employees to report their status anytime, anywhere, and from any device.

**Implemented** a new phone system that meets the demands of a virtual workforce and customer demands. The new phone system provides much needed flexibility that is faster, simpler, and more cost effective to maintain.

**Established** a more cybersecurity aware workforce. An awareness and training effort has significantly reduced potential cybersecurity issues by educating the City's workforce. Every employee must remain diligent to identify potential threats that could compromise City electronic resources. IT continuously executes industry best practices to minimize our odds of being the next victim.



## HUMAN RESOURCES/RISK MANAGEMENT

**Continues** to serve the citizens of Sanford with a small, very dynamic staff, smaller than most governmental agencies in Florida. In two recent independent studies (studies not accomplished or initiated by the City of Sanford Human Resources Risk Management staff), the City of Sanford's Human Resources/Risk Management staff continues to perform more work with less staff members than its peers who were polled. Although one of the smallest staffed agencies in the City, it is responsible for a budget in excess of \$10,000,000.

The number of insured members under the City's Medical Insurance has risen considerably since December 2012 from 699 members to 906 members in October 2020. This a 30% increase in insureds under this plan.

**Completed** the construction of the employee electronic annual Performance Evaluation program and began training for that program in September 2019. Nearly 50 group training sessions were conducted between that time and January 2020. The goal of this new electronic Performance Evaluation program is to transition, at least in part, to an employee merit pay program.

**Posted** a near record 114 job openings.

**Continues** its aggressive approach to recover dollars from City property damages by others; the City recovered or was reimbursed in the last six years in excess of \$2,600,000 in this area.

Due to the structure of the City's Health insurance program, the City was reimbursed by its health insurance carrier and Blue Cross Blue Shield, \$432,530 in FY 19/20 and in excess of \$3,131,000 in the last six years.

In a recent Equal Employment Opportunity (EEO) report it was determined the City has a diverse work force:

Hispanic = 14.6% African American = 25.4% White = 57.6% All Other = 2.4%

### COVID-19

COVID-19 presented significant challenges:

New protocols for the City employees: washing hands more often and for 20 seconds, wearing face masks, using hand sanitizer, and keeping a six foot distance when around others.

Understanding aspects of the Federal government's Cares Act for the new emergency pays. For example, the Emergency Family Leave Act (EFML) for the care of children due to school closures, the Emergency Paid Sick Leave Act (EPSL) and how these intertwined with each other and which circumstances paid 66 2/3% of regular pay and which circumstance paid 100%.

Conducted multiple training classes, with social distancing in February and March so employees could understand the new normal we all found ourselves in.

In the training with the employees in February and March, a pay scenario spreadsheet was shared with 30 different possible pay scenarios, depending on the circumstance as to what pay code should be used for any given circumstance or the aforementioned special leave, the City created for the employees to help mitigate the COVID-19 exposure.

When hand sanitizer was hard to find in normal markets, and the new markets were quoting anywhere from \$1.00 to \$3.00 per ounce, or \$128 to \$384 per gallon, City staff persevered and was able to purchase a bulk amount of hand sanitizer for all City departments for only \$20 per gallon. This will last the City well into 2021, if not 2022. Huge cost savings!

City staff, in an effort to have employees keep hand sanitizer on their person at all times, purchased in excess of 1,000 refillable plastic bottles in which the employees can refill from the bulk hand sanitizer purchase.

Due to City staff's diligence, and when others could not find face masks, staff procured 3,000 masks, and since have received another 7,000 masks.

In coordination with the Public Works/Utilities and Development Services Departments, a plan was developed to purchase, manufacture and install plexi-glass as a cough and sneeze safety barrier throughout City Hall.

As a result of the aggressive actions to purchase the hand sanitizer and masks, the City received a \$6,000 Safety Grant from its insurance carrier, Florida Municipal Trust of the Florida League of Cities.

Produced and distributed an 18 page Frequently Asked Questions (FAQ) document for all City employees. The FAQ included subjects such as: symptoms of COVID-19, personal hygiene and social distancing guidelines, how to reduce exposure to COVID-19, when to apply the EPSL and EFML, known testing sites, interaction between employees and the City's health insurance carrier and Wellness Center, summary of the CARES Act, teleworking, telehealth, and many more subjects.

An already small staff now taking time from their normal work to address the COVID-19 matter and administer the new EPSL and EFML.

After City facilities were closed to the public for several weeks and employees began working from home in order to mitigate COVID-19 exposure, City staff from several Departments developed, published and distributed to employees the *Sanford Operational Activities Relaunch* (SOAR) document to provide guidance as employees prepared for their return to the workplace and the eventual re-opening of City facilities to the public.

The City developed its own special paid leave plan in addition to the employees sick, vacation and PTO time in order to encourage employees to mitigate COVID-19 exposure if the employee was to self-isolate because they were symptomatic or exposed to someone who tested positive for COVID-19.

Worked with staff from other Departments in an effort to mitigate COVID-19 exposure, developing a single point of entry plan for City Hall which is expected to be implemented by the end of calendar year 2020.



## COMMUNITY RELATIONS & NEIGHBORHOOD ENGAGEMENT

### Community Development Block Grant (CDBG)

The U.S. Department of Housing and Urban Development (HUD) allocated \$478,255 in CDBG funding to the City of Sanford.

### Public Services Grants

Three Grants Totaling \$71,738.00:

ASPIRE Partners - \$30,000

Glorious Hands Inc. - \$26,919

Kids Christian Academy - \$14,819

### Housing

#### Redevelopment and Revitalization

The Interlocal Agreement with Seminole County to manage the City's Housing program terminated September 30, 2019. The City redesigned the program, hired new staff and reopened the program in March of 2020.

#### Neighborhood Stabilization Program (NSP)

**Assisted** four low-income households with affordable housing.

#### Economic Development

Two grants totaling \$40,200:

Historic Goldsboro Boulevard Economic Development Façade Improvement Program assisting one business - \$18,000.

Goldsboro Farmers Market - \$22,200.

#### Affordable Housing for Low Income

**Partnered** with Habitat for Humanity of Seminole County and Apopka to complete two homes in Sanford.

**Partnered** with Seminole County Community Services Department for the Annual Homeownership Fair.

#### Goldsboro Choice Neighborhood Grant Initiative

**Held** three meetings of the Public Safety Committee focusing on the Sanford Police Department's citizen complaint process.

#### My Brother's Keeper Initiative

**Partnered** with the Dr. Velma H. Williams Westside Community Center Mentoring Program to sponsor 100+ local high school students to attend a private viewing of the *Harriet Tubman* Movie, followed by a panel discussion.

**Partnered** with the Dr. Velma H. Williams Westside Community Center Mentoring Program to sponsor "Boys to Men Social Gathering" for 150+ young men and adult males.

#### Homeless Initiatives

**Contributed** \$5,000 to Central Florida Commission on Homelessness.

#### Homeless Information Card

**Partnered** with five downtown restaurants to provide 500 hot meals through the Rescue Outreach Mission, the Picnic Project, Central Baptist Church and Action Church.

**Partnered** with two restaurants to provide 100 hot meals every Saturday for eight weeks through the Rescue Outreach Mission.

#### Youth Employment and Leadership Development Academy

**Canceled** due to COVID-19.

#### Low Income Home Energy Assistance Program

**Assisted** 1,470 low-income households in paying for energy heating and cooling cost - \$1,071,470.



**Responded** to over 8,000 locate requests.

**Maintained** 560 hydrants throughout the City.

### SEWER

**Repaired** 80 sewer lines.

**Responded** to over 8,000 locate tickets.

**Cleaned** 3,000 linear feet of force mains.

**Cleaned** 292,000 linear feet of gravity mains.

**Cleaned** 900,000 linear feet of sewer lines.

**Completed** 40 sewer and water disconnects for demolition.

**Rebuilt** 115 vacuum pits and 10 buffer tanks to vacuum sewer system downtown.

**Completed** 35 Point Repairs on sewer collection system.

### WATER & WASTEWATER PLANTS

**Rebuilt** main Water Plant High Service Pump #1.

**Rehabilitated** Golf Course Portable Water Well #1.

**Placed** new Biosolids Thermoer Reactor and Solar Dryer in the Sanford North Water Reclamation Facility.

**Installed** new generator and fence at Sanford Central Park Lift Station.

**Renovated** the interior of the Mellonville Elevated Tank.

**Bid** out and began construction of the new Sunland Lift Station.

**Replaced** fencing at all Golf Course Potable Water Wells.

**Bid** out construction of the new Main Water Plant.

**Began** abandonment of six out-of-service wells in Florida Department of Transportation (FDOT) right of way.

**Produced** 2.4 billion gallons of water.



## UTILITIES DIVISION

### ADMINISTRATION-MANAGEMENT

**Managed** Financial Forecast Project.

**Created** and implemented a Strategic Plan across the Department.

**Secured** a Florida Department of Environmental Protection (FDEP) grant of \$750,000 for nutrient reduction sewer work.

**Prepared** the Identity Theft Annual Report.

**Granted** Good Neighbor Utility Fund Assistance quarterly.

**Department** was Safety Incentive Eligible and presented the Annual Safety and Appreciation Luncheon.

**Staffed** Billing Coordinator position.

**Implemented** Citizens Academy presentations and bus tours.

**Studied** alternative water supply.

**Implemented** a Utility Bill Payment and Department Awareness Campaign.

**Implemented** COVID-19 Work from Home Plan.

### ADMINISTRATION - ENGINEERING

**Reviewed** 566 plans.

**Performed** 106 utility site reviews.

### UTILITY INSPECTIONS

**Performed** 454 Cross Connection inspections to safeguard the drinking water system.



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