



# CITY OF SANFORD'S **STATE** OF THE **CITY**



Wednesday,  
November 16, 2022  
11:30 a.m.  
Sanford Civic Center



## Economic Development

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

- a. Business attraction
- b. Business retention
- c. Business expansion
- d. Workforce development efforts

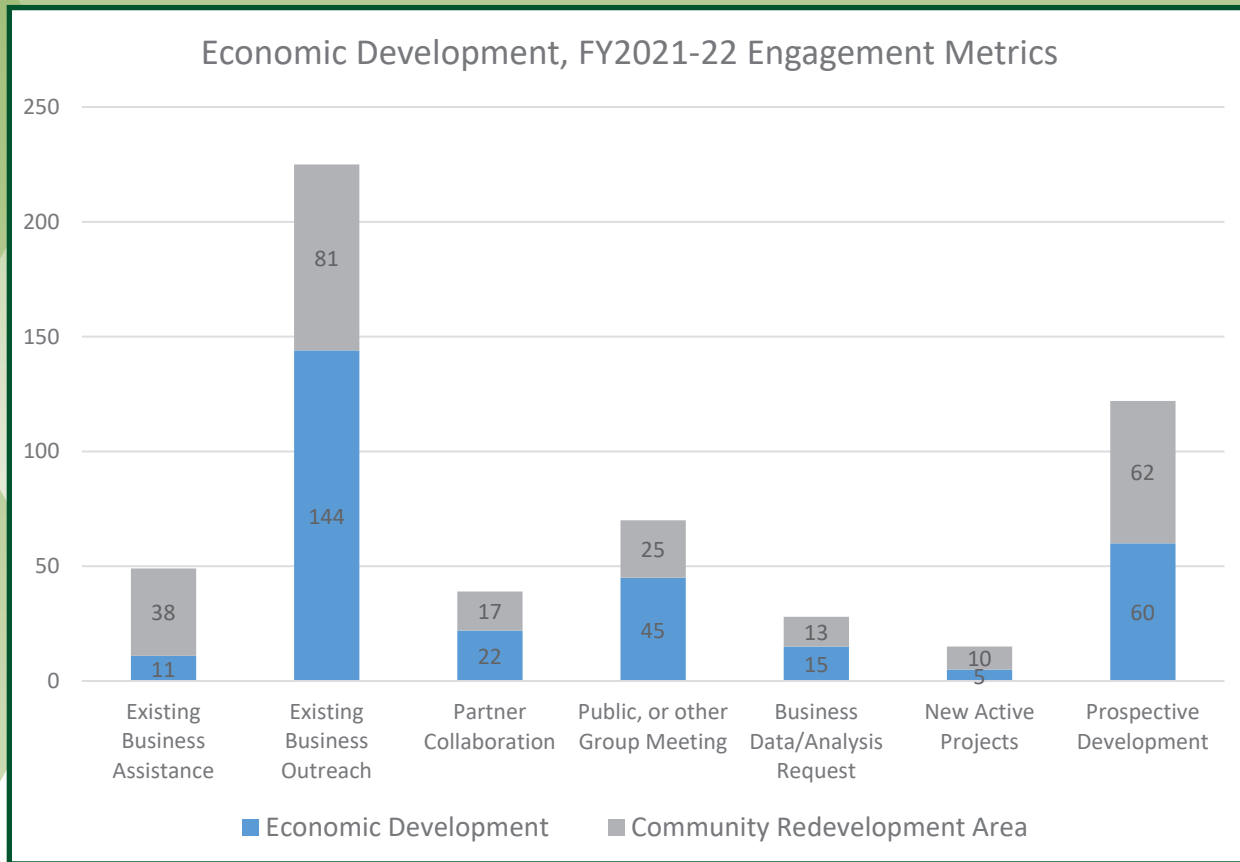
In order to effectively achieve these four tasks in a simultaneous fashion, the Department has implemented a set of engagement metrics, as follows:

City of Sanford, Economic Development Engagement Metrics FY2021-22	
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

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.



The quantity of engagements depicted in this chart exceeds our beginning of the year projections by almost 20%. 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.

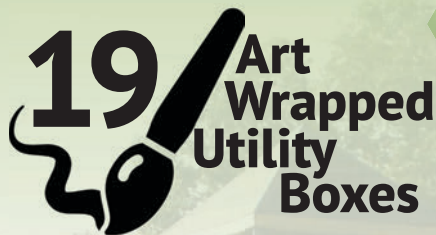
#### Strategic Initiatives:

- Partnered with both City and County Planning Departments and Economic Development to help formulate the East Lake Mary Boulevard Small Area Study.
- Worked to identify various parking solutions, including revenue streams, for Downtown Sanford.
- Engaged with Seminole Towne Center Mall owners on future options to help reinvigorate the mall.
- Coordinated with Chambers of Commerce to connect Sanford businesses with potential customers.
- Participated in the development review process on projects with onsite challenges.
- Partnered, advised and participated in land use policy matters with the Planning Department.
- Coordinated with the Airport on new active projects and prospect visits.
- Presented at the following:
  - Florida Economic Development Council Podcast
  - Various Chambers of Commerce talks
  - Florida Redevelopment Association
  - Central Florida Business Convention 2022
  - Several presentations to business leads

#### Community Redevelopment Agency (CRA)

- A total of 2 new construction projects
- A total of 1 Commercial Façade project
- A total of 4 Special event funding awarded
- A total of 4 City aesthetic improvements funded

# City At-A-Glance



Transported  
**5,022**  
patients  
to the hospital



Estimated  
total calls for service  
**89,023**



Hired  
and trained  
**10**  
new officers  
(during the 2021 calendar year)



OVER  
**\$906,000**  
SPENT ON  
RESURFACING



**18,521**  
tons  
Residential  
Solid Waste  
collected

**1,067**  
tons  
Residential  
Recycle collected





## Finance/IT Department

- Completed the Annual Comprehensive Financial Report with no audit comments.
- Received the Certificate of Achievement for Excellence in Financial Reporting.
- Received the Distinguished Budget Award for the 2022 Budget.
- Implemented first City Mobile app “Sanford Connects”.
- Implemented new City website.
- Implemented new work order and asset management system for Public Works, Utilities and Parks.
- Implemented new virtual infrastructure for IT core services.
- Establishing a cybersecurity aware workforce.



## 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 four and one half Full-Time Equivalents (FTES); this is 2-3 FTES less than when compared to other agencies via Performance Benchmarking studies.
- 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.
- The Human Resources/Risk Management Department has been the cornerstone for City staff COVID-19 mitigation, protocols and procedures since March 2020 to present. The past two plus years have been a challenge due to the COVID-19 virus. Accordingly, the Human Resources/Risk Management Department staff had a significant spike in Workers Compensation claims intake and administration, as well as a significant spike in Family Medical Leave applications and review. This continues, but fortunately to a lesser extent than the past two years. The workload and demands have increased significantly.
- For the same time period October 1 to July 31, for each of the fiscal years FY 19/20 and FY20/21 the City's Human Resources/Risk Management Department Staff performed the following with large increases in activity despite no additional staffing. 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	FY18/19	FY19/20	FY20/21	FY21/22
Job Postings Advertised for City Vacant Position	76	116	152	143
Employees Hired and In-Processed	68	42	93	82
Employees In-Processed with Benefits	57	38	85	73
Retirements Processed	15	13	22	14
Workers Compensation Processed*	39	57	92*	106*

\*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 Police Department

- Responded to 89,023 Calls for Service in 2021 (120,185 if you include canceled calls for service).
- 9.29% reduction in Part One Crimes.
- Increased Community Outreach by 12.63% for a total of 3,104 outreach events.
- Criminal Investigations Section investigated 1,857 cases.
- Conducted three separate hiring processes in 2021, which resulted in the hiring of ten new officers.
- Reaccredited by the Commission for Florida Law Enforcement Accreditation (CFA) for the sixth time since 2005.







## Sanford Fire Department

- Completed survey and concept study for new Fire Station 40.
- Replaced and placed in service the rescue at Fire Station 32 to include a "wash down ceremony".
- Completed wind retrofit to Fire Stations 32 & 38 to improve emergency preparedness which resulted in being awarded the Hazard Mitigation Grant.
- Implemented the Community Paramedicine Program.
- Trained monthly with Deltona, Deland, Orange City Fire Departments on Technical Rescue disciplines such as Rope, Confined Space, Trench, Structural Collapse and Vehicle Machinery.
- Trained 30 personnel in Incident Command System (ICS) 300.
- Obtained Fire Officer I certification for Lieutenants and Fire Officer II for Battalions department wide.
- Inspected all state mandated facilities and apartment complexes.
- Responded to 12,691 emergency calls for service; a 15% increase over last year.
- Transported 5,022 patients to the hospital; a 9% increase over last year.





# Public Works Department

## Public Works Administration

- Completed the Myrtle Avenue Streetscape project.
- Completed the State mandated 20 Year Stormwater Needs Analysis.
- Resurfaced Roads in Placid Lake, GroveView Village, 14th Street.
- Started Construction of the Marina Isle Restroom Facility.

## Streets Division

- Completed numerous work orders including: Tree work, Asphalt, Concrete, Bricks downtown, Alley maintenance, Right of way maintenance, Mowing, Trash pickup/litter control, and Cart path rehab on all 18 holes at Mayfair Golf Course.
- Hired on an employee specifically for trash detail around the City to help keep our City roads clean and free of debris.

## Stormwater Division

- Cleaned 56,964 feet of pipe.
- Picked up 149 cubic yards of litter.
- Swept 6,094 lane miles to prevent pipe blockages.
- Removed 4,149 Lbs. of phosphorus and 6,471 Lbs. of nitrogen from City streets and Lake Monroe.
- Met all criteria and published annual National Pollution Discharge Elimination System (N.P.D.E.S.) Report to the State.

## Facility Maintenance

- Replaced the A/C units at the Dr. Velma H. Williams Community Center.
- Converted lights to LED at the Dr. Velma H. Williams Community Center, Jeff Triplett Community Center and Sanford Civic Center.
- Worked to Complete Sanford information Center Window rebuild project.
- Continue American Disability Acts (A.D.A) improvements on City buildings.

## Fleet Division

- Obtained new 6-piece Heavy Duty Mobile Column Truck Lift system.
- Replaced two aging Diesel Dispensers on the Fuel Island.
- Maintained a 100% completion rate for our regularly scheduled Preventative Maintenance program for all the City's vehicles and major equipment.

## Solid Waste Division

- Collected 18,521.21 tons of Residential Solid Waste.
- Collected 1,733.10 tons of Residential Yard Waste.
- Collected 1,067.78 tons of Residential Recycle.
- Hauled 22,596.84 tons of debris.
- Collected 20,266.44 tons of debris.



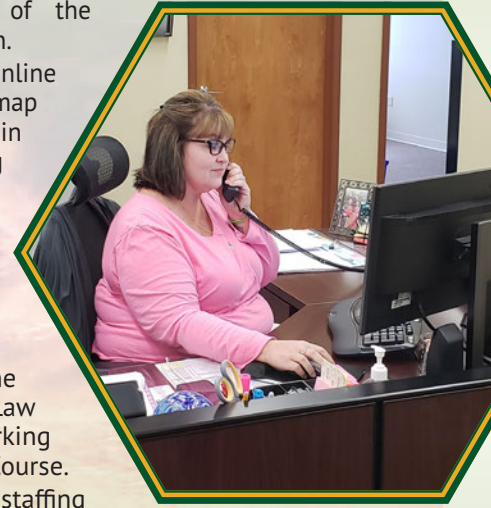
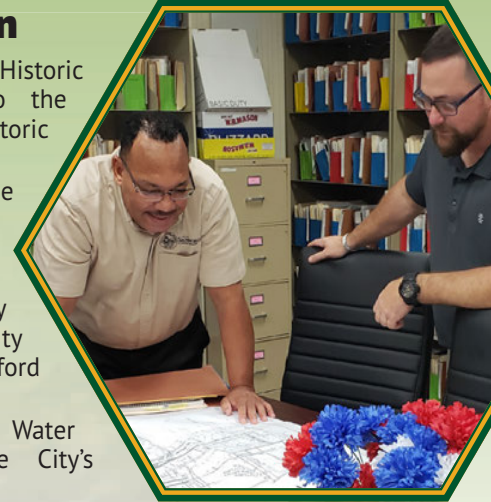




## Development Services

### Planning Division

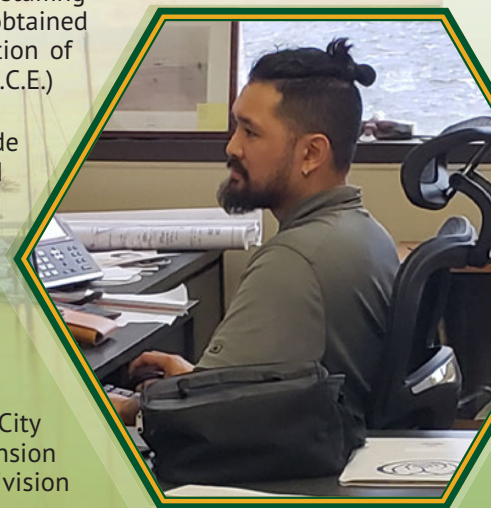
- Added the Georgetown Historic District in Sanford to the National Register of Historic Places.
- Participated in the creation of the Strategic Action Plan following the East Lake Mary Boulevard Corridor Study with Seminole County and the Orlando Sanford International Airport.
- Adopted the revised Water Supply Plan into the City's Comprehensive Plan.
- Achieved full staffing of the Sanford Planning Division.
- Developed a new online interactive Planning map to assist the community in understanding upcoming development.



### Code

#### Enforcement

- All Code Enforcement Officers completed the Florida Department of Law Enforcement (FDLE) Parking Enforcement Specialist Course.
- Achieved 100 percent staffing All Code Officers obtained Level 1 Florida Association of Code Enforcement (F.A.C.E.) Certification.
- Added 1 new Code Enforcement Nights and Weekends position.



### Building

#### Department

- Finalized Design of City Hall's Breezeway Expansion for new Building Division space.
- Fully staffed Building Division.



# Utilities

## Utilities Admin and Customer Service

- Added two new Customer Service Representatives and two Administrative positions.
- Began implementing the Departmental Strategic Plan.
- Secured a Florida Department of Environmental Protection (FDEP) grant of \$750,000 for manhole repairs and sewer lining.
- Managed the Citywide Unidirectional Flushing Program.
- Began Alternative Water Supply Pilot project.

## Water

- Replaced 10 fire hydrants & Repaired 20 Fire Hydrants.
- Repaired two major water line breaks.
- Made water distribution management improvements.

## Sewer

- Repaired over 125 sewer failures.
- Responded to 12,500 plus locate requests.
- Cleaned and degreased over 3,000 feet of force mains and 75,000 feet of sewer lines.
- Rehabilitated 25,000 feet of gravity sewer.
- Made vacuum system improvements.

## Plants

- Made treatment improvements to the Integrated Fixed Film Activated Sludge (IFAS) System.
- Installed generator for Seminole High School lift station.
- Performed security and maintenance improvements to the Twin Lakes Golf Course, Hidden Lakes Golf Course and Hidden Lakes Wellfield.
- Repaired main lines at the vacuum sewer lift station.





## Community Relations & Neighborhood Engagement

### Community Development Block Grant (CDBG)

- Allocated 524,967 in CDBG funding from the U.S. Department of Housing and Urban Development (HUD) for low-moderate income residents in the City of Sanford.

### Housing Activities

- Awarded two (2) reconstruction grants totaling \$600,000.

### Economic Development

- Awarded two (2) businesses in District Two for an Economic Development Façade Improvement Grant Program.

### CV-3 Housing Activities

- Awarded \$150,000 in grants for the Mortgage Assistance and Foreclosure Assistance (MA and FA) housing.
- Awarded 15 homeowners assistance with mortgage and homeowner's association arrears and fees.

### My Brother's Keeper (MBK) Initiative

- Sponsored four (4) activities for youth totaling \$8000.

### Homeless Initiatives

- Contributed funds to the Central Florida Commission on Homelessness totaling \$5000.

### Youth Employment and Leadership Development Academy(YELDA)

- Sponsored, in partnership with the Goldsboro Front Porch Council, 15 high school students for seven (7) weeks at 20 hours per week with employment and leadership training.

### Race, Equality, Equity, and Inclusion (REEI)

- Created the Race, Equality, Equity, and Inclusion Committee and contracted with the Peace and Justice Institute (PJI) of Valencia College to host three (3) community dialogues.
- Received approval from the City Commission to move forward with the list of recommendations presented by the committee on behalf of the Sanford community.

### Low Income Home Energy Assistance Program (LIHEAP)

- Allocated \$1,320,370 from the Department of Economic Opportunity and assisted 5,863 low-income households in Seminole County with home energy costs.

### Low Income Household Water Assistance Program (LIHWAP)

- Allocated \$1,286,526 in funding from the Consolidated Appropriations and the American Rescue Plan Act.
- Projected to assist 3,002 low-income households in Seminole County with drinking water and wastewater bills.

## Parks and Recreation

### Aquatic Center

- Taught the most swimming lessons in the City's Learn To Swim Program.
- Completed a comprehensive overhaul and rebuild of our entire pool liner and gutter system.



### Sanford Museum

- Received a State of Florida grant in the amount of \$40,000 to provide additional funding for updating the Past Perfect software used for cataloging.

### Community Centers

- Received a grant from Janey Roofing through the Orlando City Soccer Club for \$60,000.
- Partnered with Seminole State College to provide GED classes at the Dr. Velma H. Williams Westside Community Center.
- Received a \$3,000 donation from the Central Florida British Car Club for our youth mentoring programs.
- Opened a new playground for children 5 to 12 years old.

### Parks Division

- Rehabilitated restrooms in several City parks.
- Completed an art carving of a dead oak tree stump at the Sanford Civic Center in partnership with the City's Public Art Commission.
- Installed new ground cover in the landscape beds from Oak Avenue to Sanford Avenue.
- Installed new landscaping improvements at the gateway entrance to historic downtown.
- Adopted 12 new benches as part of the Adopt-A-Bench Program.
- Replaced one (1) mile of landscaping beds.
- Received the "Sterling Tree City USA" award from the Arbor Day Foundation.
- Started a new work order and asset management program called Lucy.

## City Clerk

- Received the Florida Certified Records Manager award on June 15, 2022.
- Proofread and prepared 547 Agenda Memos.
- In the process of scanning all documents in the Clerk's office including scanning and preserving minutes from the 1890's to current.
  - Worked closely with the Planning and Zoning Department relating to Annexations, Rezones, Comp Plan Amendments, Vacation of Right-of-Ways, Easements and Alleys, and Land Development Regulation changes.







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