



CITY OF  
**SANFORD**  
FLORIDA

**CITY MANAGER'S  
ANNUAL REPORT 2024**

FISCAL YEAR 2024  
October 1, 2023 - September 30, 2024



### A Year of Progress and Resilience

The past year has been marked by significant milestones and remarkable achievements. We have continued to build on our strong foundation, focusing on initiatives that enhance the quality of life for all Sanford residents. Despite challenges, our community's resilience and determination have shone through, driving us forward with renewed vigor.

I would like to extend my gratitude to our dedicated city employees for their hard work and commitment, and to our residents and business community for their continued trust and support.

Together, we have made significant strides, and together, we will continue to build a city that we are all proud to call home.

Thank you for taking the time to review this Annual Report. Your feedback and participation are invaluable as we strive to make Sanford a city of opportunity, innovation, and excellence.

Sincerely,

Norton N. Bonaparte, Jr.  
 City Manager  
 407.688.5009  
 norton.bonaparte@sanfordfl.gov

## Economic Development

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

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

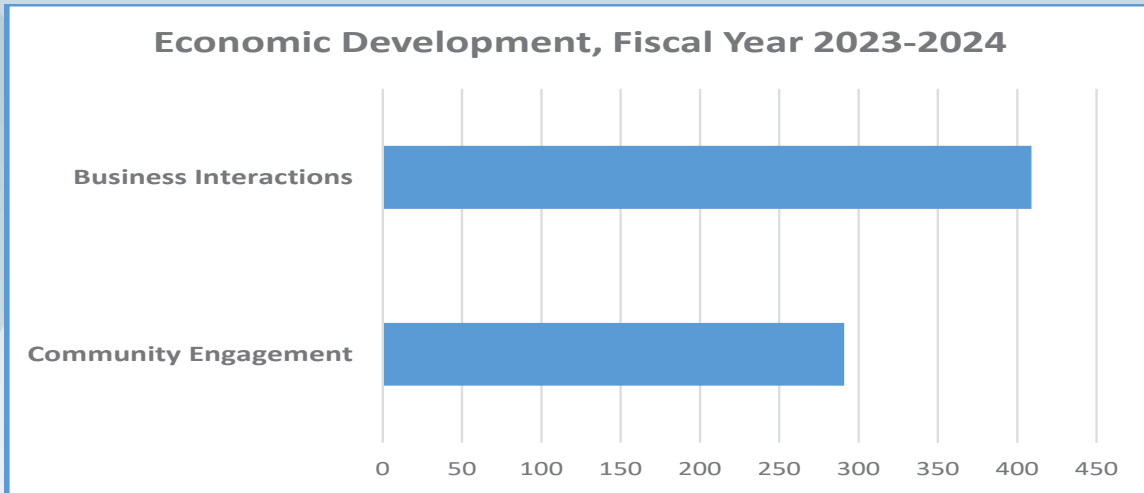
In order to effectively achieve these four tasks in a simultaneous fashion, the Department had implemented for Fiscal Year 2023-24 a set of engagement metrics, as follows:

### City of Sanford, Economic Development Engagement Metrics FY2023-24

Activity Code	Explanation
Community Engagement	Including, but not limited to, Public or Group Meetings; Conferences, Conventions, Seminars, Speaking Engagements, Development Redevelopment Projects, & Media Requests
Business Interactions	Including, but not limited to, New Business Attraction to the City, Business Retention, Business Expansions, Business Visitations, & Business Assistance
	New Business = This is a business locating to the City of Sanford. It may be well-established elsewhere, but it's considered a new business to the City.
	Existing Business = This is a business already located within the City limits of Sanford.
	Business Retentions and Expansions = These businesses are already located within the City limits of Sanford where efforts include, working with the businesses to retain them in the City limits or working with the businesses and their expansion needs.

Through aggressive pursuit of these two (2) wide encompassing 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 interactions and community engagements.



While the chart tracks 409 business interactions and 291 community 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:**

- 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. In fact, the mall is currently under contract by the Gilbane Development, a company that has been in business for over 150 years.
- Led the initiative to relinquish the Economic Development Tax Rebate Program.
- Through voluminous negotiation efforts, a deal was agreed upon where the City retained control of the Heritage Park Catalyst parcels.
- Close coordination with Chambers of Commerce to connect Sanford businesses with potential customers and foster partnerships with other organizations to increase visibility.
- Participated in the development review process on projects with onsite 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 CRA Visionaries Coalition Member
  - o Seminole Business Expo
  - o Citizens Academy
  - o Several presentations to business leads

**Community Redevelopment Agency (CRA)**

- One (1) CRA Commercial Redevelopment Grant
- Eight (8) CRA Special Event Grants
- Increased marketing efforts to promote the CRA
- Approved Projects:
  - o Civic Center Enhancements
  - o Museum Improvements
  - o Holiday Decorations
  - o Art Sculptures
  - o Pressure Wash Downtown Area Sidewalks
  - o Public Portion – Utility Connection
  - o Streetscape Plans for Key Downtown Roadways
  - o Veterans Memorial Park Historic Signage

Passengers checking in at Orlando Sanford International Airport.



Advent Health Well 65+ Grand Opening on Towne Center Boulevard

## Finance/IT Department

- Received the Certificate of Achievement for Excellence in Financial Reporting for the City's 2022 Annual Comprehensive Financial Report for the 34th consecutive year.
- Received the Distinguished Budget Award for the 2024 Budget.
- Facilitated in 10 employees gaining the Six Sigma Green Belt certification from the Florida Benchmarking Consortium.
- Created and issued the Citywide Employee Satisfaction Survey.
- Created a Community Survey Communication Campaign to be utilized in future fiscal years.
- Established a cybersecurity aware culture.
- Replaced aging Enterprise Resource Planning (ERP) server.
- Replaced aging network Firewalls.
- Trained department City website content editors.
- Replaced copier fleet citywide.
- Implemented new Commission Chamber video and streamlining solution.
- Implemented new Sensus Meter usage and billing data fees to the ERP system.
- Received Certification for the Florida Department of Law Enforcement (FDLE) Technical Audit.
- Started a citywide Succession Plan.
- Created Specific, Measurable, Achievable, Relevant, Time-Bound (S.M.A.R.T.) objectives with each department to collect and review each quarter.

## Human Resources/Risk Management Department

- Posted 101 Vacancy Announcements in FY24 compared to 149 in FY23 and 141 in FY22. This is a three year total of 391 Vacancy Announcements and an annual average of 130.33, the previous 3 year average was 94.3; the annual average for Fiscal Years (FY20, FY19 and FY18) is 121.66. Accordingly, the immediate past three years annual average of Vacancy Announcements is equal to 164% of the annual average of FY12, FY13 and FY14. These numbers are increasing without additional staffing since a reduction to four funded Human Resources/Risk Management (HR/RM) positions in 2008.
- Received 3329 Employment Applications in FY24 compared to 2,760 in FY23 and 2045 in FY22. This is a three year total of 8,134 Employment Applications and an annual average of 2,711.33; the annual average for Fiscal Years (FY12, FY13 and FY14) is 2,942. Accordingly, the immediate past three years annual average of Vacancy Announcements is equal to 110% of the annual average of FY12, FY13 and FY14. These numbers are increasing without additional staffing since a reduction to four funded HR/RM positions in 2008.
- Processed 71 Regular and Temporary New Hires in FY24 compared to 64 in FY17 and 64 in FY16. This is a three year total of 202 New Employees and an annual average of 67.3; the annual average for Fiscal Years (FY12, FY13 and FY14) is 51. Accordingly, the immediate past three years annual average of New Employees is equal to 132% of the annual average of FY12, FY13 and FY14. These numbers are increasing without additional staffing since a reduction to four funded HR/RM positions in 2008.
- Processed 25 Employee Employment Promotions in FY24 compared to 29 Employee Employment Promotions in FY17 and 30 in FY16. This is a three year total of 102 Employee Employment Promotions and an annual average of 34. Accordingly, in the past three years, nearly one-third of all Vacancy Announcements are filled via Employee Employment Promotions.
- Met with various departments multiple times to discuss/review personnel issues prior to the department taking action.
- Attended by staff, numerous educational training programs.
- Emphasis on cross-training in all areas of HR/RM; department now has more redundancy capabilities in the case of a long term staff absence or vacancy.
- Coordinated multiple Florida Retirement System training session conducted by Ernst and Young representative.
- Scheduled and coordinated numerous information sessions and on-site visits with new 457 plan vendor, Corebridge Financial.
- Maintained employee contributions to the Employee Health Insurance at the same level for sixteen years in a row.
- Conducted monthly New Employee Orientation sessions to include, not only a review of Benefits offered by the City, but also reviewed: Customer Service expectations and training, Active Shooter scenario video, and the City's policy in regards to Discrimination and All Forms of Harassment and the Code of Ethics.
- Coordinated multiple Diversity, Equity and Inclusion classes for all members of the City of Sanford Workforce.
- Conducted six Annual Benefits Open Enrollment informational sessions.
- Hosted one benefits Fair.

## Human Resources/Risk Management Department

- Continued the City's Health Reimbursement Account incentive requirements to include an acceptable Body Mass Index (BMI) or acceptable waistline, and acceptable glucose levels in an effort promote a healthy lifestyle and reduce health insurance claims dollars paid by the employee and the City.
- Began a revision of the citywide electronic Employee Performance Evaluation platform.
- Prepared and distributed for the ninth year Affordable Care Act required IRS 1095-C and 1094-C forms.
- Continued the Employee Service Awards Recognition and Luncheon for Years of Service.
- Led teaching and discussion on sixteen chapters in regards to Effective Supervisory Training classes for City employees.
- Coordinated the Take you Daughters and Sons to Work Day.
- Held a successful Cancer Awareness Week event in October 2023.
- Coordinated and administered one Wellness Walk.
- Coordinated and administered the City Employee Wellness Bowling night.
- Hosted multiple monthly Lunch and Learns on health and wellness topics, financial wellness, and Safety.
- Continued promotion of the current Wellness Log program to encourage a healthy and wellness lifestyle.
- Maintained benefits and programs to the City's health insurance program; no benefits or coverages reduced.
- Maintained current life insurance rates with Florida Combined Life.
- Continued the City of Sanford initiated quarterly Seminole County City/County Human Resources Directors/Managers round table meetings.
- Continued partnership with City of Lake Mary's CareHere Health and Wellness Center.
- Continued the new hire pre-employment examination at the Wellness Center. Cost Savings to the City.
- Continued the Workers Compensation injury treatments at the Wellness Center. Cost Savings to the City.
- Continued the post-accident drug screening at the Wellness Center. Cost Savings to the City.
- Continued high utilization at the Wellness Center.
- Scheduled multiple blood drives at City Hall.
- Calculated and issued co-payment reimbursement checks to eligible health insurance members.
- Personally met with all employees that received medical attention from work related injury.
- Reviewed all Accident/Incident Reports for corrective action or training opportunities.
- Recovered \$754,190.44 for the 2024 Calendar year for workers compensation.
- Recovered \$105,221.24 in Property and Liability from others due to their damage to City property and vehicles.
- Celebrated the Eighteenth Annual Safety Incentive Program.
- Conducted or coordinated multiple Safety and Risk Management meetings and training sessions.
- Renewed the Florida league of Insurance property and casualty insurance for FY25.
- Instrumental in the repair or replacement of multiple items of exercise and wellness equipment in the City Hall Wellness Room.
- Coordinated multiple on-site membership drives with Sam's Club.
- Preparation of four budgets for FY2025 maintained by four staff members including:
  - o Operations
  - o Health and Wellness Center
  - o Property and Liability Insurance
  - o Health Insurance





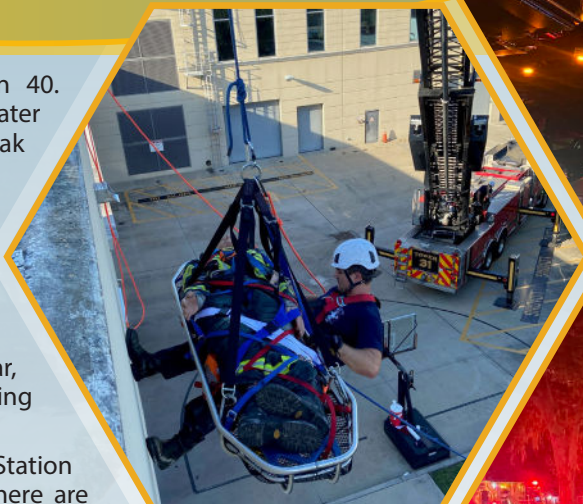
## Sanford Police Department

- Responded to 74,128 Calls for Service in 2023 (108,590 if you include canceled calls for service).
- Reduced City-Wide traffic crashes by 1.85%.
- Completed a total of 2,189 Community Outreach events agency-wide.
- Investigated 1,914 cases.
- Conducted seven separate hiring processes in 2023, which resulted in the hiring of 30 new officers and/or cadets and one Community Service Officer.



## Sanford Fire Department

- Worked on design plans for Fire Station 40. Waiting on the permit from St. Johns River Water Management District (SJRWMD) to break ground.
- Hired 15 new firefighters.
- Hired a logistics coordinator to help administrative staff to distribute some of the responsibilities. They coordinate the vehicle maintenance and repairs, bunker gear cleaning, repair, and ordering new gear, equipment ordering and repair, uniform sizing and ordering.
- We have added an additional rescue out of Station 31 to help cover some of the call load. There are approximately 2500-3200 calls that we have to get the surrounding departments to come in to cover for the city. We are working to be able to cover all our calls for service within the city.
- Continued the growth to 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 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.



## City Clerk

- Appointed to the Central Florida Zoo, Board of Directors.
- Attended the Florida League of Cities (FLC) Legislative Action Days with the Mayors Youth Council (MYC).
- Graduated from the City's Leadership Class.
- Hosted Council of Local Governments (CALNO).
- Assisted with Community Clean Up.
- Participated in the Office Copier/Printer/Scanner/Fax - Replacement solution.
- Attended Florida Records Management Association (FRMA).
- Attended the Summer Florida Association of City Clerks (FACC) Conference.
- Participated in FLC Panel with City Manager and HR Director.
- Attended the Seminole County Chamber State of Schools.
- Worked Senator Marco Rubio's office to secure mobile office space.
- Produced 51 agendas and 47 sets of minutes.
- Attended three FLC Committee meetings for Municipal Administration.



## Development Services

### Planning Division

- Continued to update the Land Development Regulations.
- Worked with the county modifications to the City of Sanford/ Seminole County Joint Planning Agreement.
- Improved permitting software, to improve communication between departments and with applicants.
- Continued to encourage staff participation in educational opportunities.

### Code Enforcement

- Code Enforcement Supervisor completed Level 2 Florida Association of Code Enforcement (FACE) certification.
- Conducted a yearly Code Enforcement Training Academy in-house.
- Expanded our community engagement program designed to educate the public about Code Enforcement activities.
- All officers certified in Level 1 completed Level 2 FACE certification.
- All officers completed the Florida Department of Law Enforcement's Parking Enforcement Specialist Course.

### Building Department

- Completed Building Record Scanning Project.
- Evaluated Central Square Permitting Software for implementation.
- Completed Bidding Process and started Construction of Breezeway Expansion Program.
- Created the Permitting Manager position.
- Modified Permitting Guidelines to reflect new Florida Building Code Requirements.
- Completed revision of Florida Building Code Chapter 1/Local Ordinance for new Florida Building Code.

## Public Art

- Wrapped 19 Utility Boxes with Art.
- Designated Artisan Square in Historic Downtown Sanford.
- Procured 15 Public Art Sculptures.
- Mayors Gallery Exhibit at City Hall and Opening Reception in partnership with Seminole State College Center for Fine & Performing Arts.



- Installed 3 murals on public facilities.
- Created the Employee Art Gallery "After Hours" Exhibit at City Hall.





## Public Works Department

- Installed three new stationary emergency generators at three lift stations that did not previously have any onsite emergency power systems onsite.
- Removed a high amount of accumulated material from two of the four Integrated Fixed-film Activated Sludge (IFAS) Biological Treatment Basins at the North Water Reclamation Facility.
- Started downtown lift station project which entails removing three businesses from the Vacuum Sewer System, by installing new lift stations for two of the businesses and connecting Tuffy's directly to the gravity sewer system. To date, Tuffy's work has been completed with materials pending to complete the remaining two.
- Demolished the old Main Water Plant and restored the area.
- Replaced the City Hall roof.
- Georgetown phase 1 is 80% completed (see pictures).
- The Utility Building was demolished and the new buildings construction has started.
- The city-wide water meter replacement project is in full swing with over 100 meters getting changed out daily.



## Community Relations & Neighborhood Engagement

### Community Development Block Grant

- Awarded \$526,606 in Community Development Block Grant funding for Fiscal Year 2023-2024.
- Completed the Public Service program and awarded two non-profit agencies. Aspire Health Partners and Bentley Education & Development Center split our annual allocation of \$78,991. Aspire assisted two residents with their Mental Health Treatment Program and Bentley Education continued with mentoring, tutoring, and family support services.
- Completed year one of our two-year Public Facility program and awarded two non-profit agencies. United Medical & Social Services and Rescue Outreach Mission both received \$99,409. United Medical was able to acquire a property located at 1109 French Ave. Once completed this will be a brand new free clinic located in the Historic Goldsboro Area. Rescue Outreach was able to make major upgrades to their facility.
- Completed year one of our two-year Economic Development Program. Virginia Miller of Helping Others in Need Ministries was awarded \$195,000. CDBG funding was used toward exterior/ interior construction, computers, classroom supplies, and landscaping. The facility opened to the public in May 2024.
- Completed 21 housing repairs for our Safety Home Repair program that consisted of exterior painting, pressure washing, fence repair, tree trimming, window replacement, exterior door replacement, and septic tank replacement.
- Completed 4 housing repairs for our Minor Home Repair Program that consisted of HVAC, Roof Replacement, Plumbing Repair, Electrical Repair, and ADA Compliance.
- Hosted a street clean-up on Historic Goldsboro Boulevard in Goldsboro and beautification project at Hopper Academy in Georgetown in recognition of Community Development week.

### My Brother's Keeper

- MBK program served 80 young boys and young men of color in the schools and community for the calendar year.
- MBK students had 100% participation in program activities and school attendance was up by 90% compared to last year.
- MBK students' behavior improved by a decrease of referrals.
- MBK students were exposed to many opportunities such as, college tours in state and out of state, trade programs, NBA and college football and basketball games, NASCAR Coke Zero 400 race, city and county government and much more.
- All MBK participants were exposed to several cultural experiences such as civil rights tours in Savannah and Atlanta GA, walked across the Edmund Pettus Bridge in Selma, Alabama, visited slave quarters and a plantation in Jacksonville and visited the Harry T. & Harriette V. Moore Cultural Complex, Inc. Several students had the opportunity to fly in a plane which they may never be afforded the opportunity.
- MBK students participated in a series of workshop on resilient and mental health.
- Hosted an annual Boys to Men Social with over 125 guests in attendance.
- Hosted a teen summit with over 100 youth and teens in attendance.

### Race, Equality, Equity, and Inclusion


- Held two community dialogues in partnership with the Sanford Museum and the Peace and Justice Institute. 180 guests were in attendance.
- Toured the Harry T. & Harriette V. Moore Cultural Complex, Inc. in Mims, FL.
- Toured the Sanford Museum.

### Low-Income Home Energy Assistance Program


- From July 1, 2023 to September 1, 2024 the Low-Income Home Energy Assistance Program helped 1,680 households with Home Energy and Crisis Energy.
- The Low-Income Home Energy Assistance Program hosted an outreach event at the Dr. Velma H. Williams Westside Community Center to educate families on vital topics such as energy conservation, energy saving practices, and sustainability. Approximately 30 families received appointments for LIEAP services.



# City At-A-Glance

 **15** Procured  
Public Art  
Sculptures

**19** Art  
Wrapped  
Utility  
Boxes



Transported  
**5,326**  
patients  
to the hospital



 Responded  
to  
**13,327**  
emergency  
incidents

 Investigated  
**1,914**  
cases

Estimated  
total calls for service  
**74,128**



Hired  
and trained  
**30**  
new officers  
(during the 2023 calendar year)

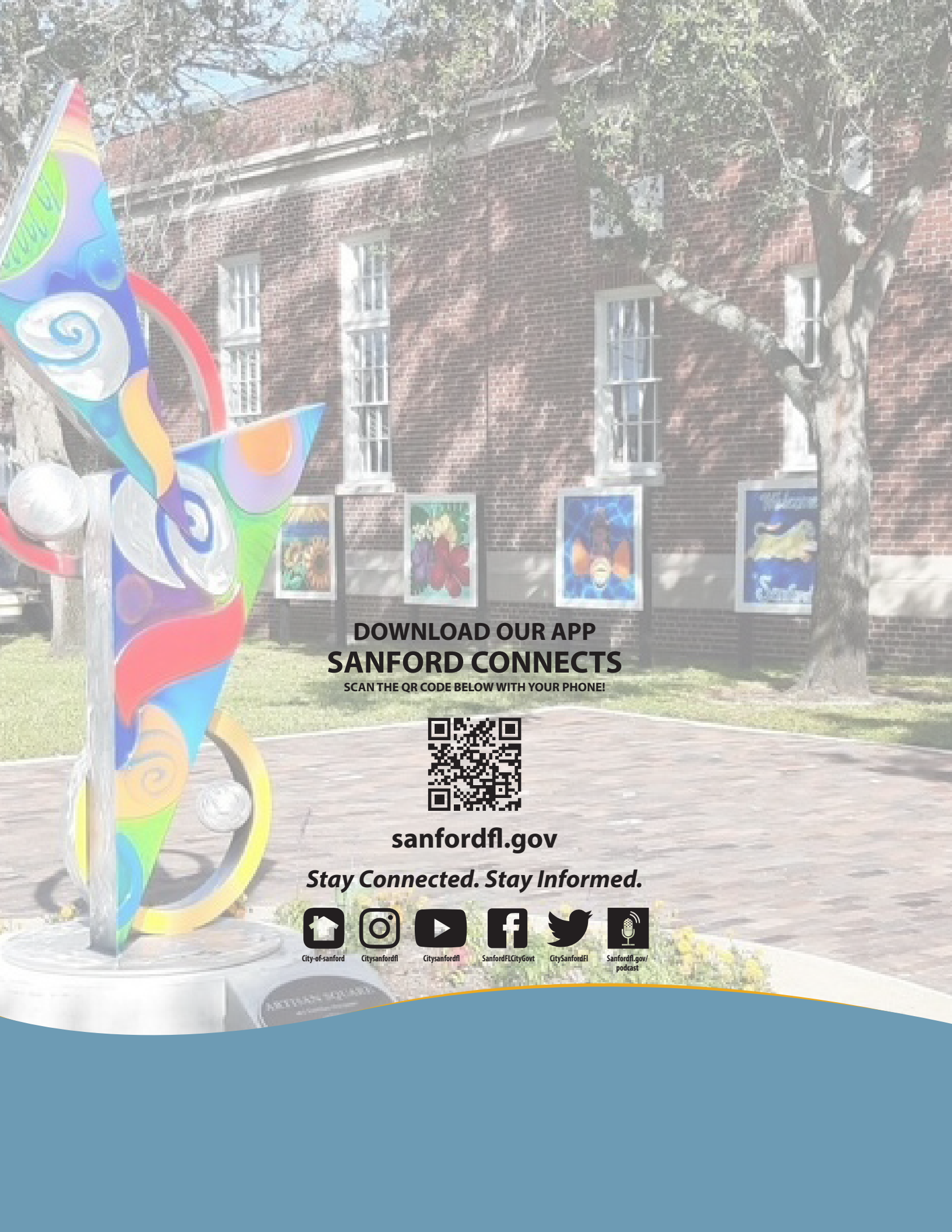
## Parks and Recreation

- Registered all youth programs at full capacity with waiting lists during the fiscal year.
- Integrated high school students into the Westside Community Center Senior program through technology classes promoting knowledge and understanding between youth and seniors.
- The Westside Community Center Mentoring and Senior program participants experienced a Civil Rights Tour of Salem, Montgomery and Birmingham, Alabama in partnership with My Brothers Keeper (MBK).
- The Jeff Triplett Community Center registered a record number of participants in Camps and Afterschool programs.
- Expanded the number of swim lessons taught by staff at the Larry A. Dale Aquatic Center.
- Added additional sponsorships in youth programs to allow for additional amenities and keep the program costs the lowest in the county.
- Implemented new club programs for children in the Afterschool program offering Arts, STEM, Athletic and Music programs to name a few.
- Instituted a monthly Parents Night Out Program at the Jeff Triplett Community Center.
- Provided teen programming to assist law enforcement with at-risk youth in our community.
- In addition to regular programming the Department produced multiple special events including Baseball Opening Day, Easter Eggstravaganza, Memorial Day Ceremony, Star Spangled Sanford, Fang-tastic Fest, Veterans Day Ceremony, Light Up Sanford, Holiday Parade of Lights and two Santa in the Square events.
- Received a Trail Town designation from the Florida Department of Environmental Protection Office of Greenways and Trails.
- Completed rehab of Lee P. Moore Park; which included tennis courts, pickleball courts, paving and restriping parking lot, windscreen, fencing, and added bleachers.
- Began the design phase of Lake Carola.
- Completion of the parks tree survey. The new program will assist in determining park's most hazardous trees for removal.
- Finished repairs to playground equipment at Ft. Mellon Park.
- Completed install of new 5-12 yr old playground and rehab of the 2-5 yr old playground in Groveview Park.
- Acquired a new Burial Search program to assist in locating loved ones in the Sanford Municipal Cemetery.
- Created a mascot, Peter Parks to help promote Parks and City activities.
- Refreshed mulch in Paw Park
- Replaced several/multiple unsafe or dying trees throughout the City parks and maintenance areas.
- Pressure washed RiverWalk Trail along Lake Monroe.
- Replaced 54 picnic tables in Ft. Mellon Park.
- Replaced 35 City benches and 30 trash receptacles.
- Added screens and exhaust fans in Ft. Mellon Park bathrooms.
- Replaced Toro Spray Master for fertilization, weed and insect control of our parks and maintenance facilities.
- Purchased interlocking ground cover to protect grass areas at Hwy 17-92 and 1st Street.
- Installed a new neighborhood sign in Washington Oaks.
- Replaced the swings in James Dunn Park.
- Created a new flag drop box at the Sanford Municipal Cemetery.
- Had another successful year partnering with Seminole Audubon putting and monitoring the Purple Martins at the Sanford Marina.
- Partnered with Utilities and gave away 125 trees and 15 miniature butterfly gardens at the Sanford Lowes Waterwise event.
- Replaced the shade fabric on the shade structure at McKibbin Park.
- Assisted with 36 special events to include Veterans Day, Memorial Day, 4th of July, Spooky Hallow, Christmas in the Square and annual Christmas Parade.









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