



CITY OF
SANFORD
FLORIDA

2026 Strategic Plan



Fiscal Year
2026-2030

Introduction

Strategic planning is about facing change, planning for it, and positioning the community to make the most of change. The City of Sanford developed the current plan to ensure that the organization's direction guides the development of programs, the delivery of services and provides focus for our planning and budgeting efforts. This plan goes into effect in October of 2025 and the implementation process will go through September of 2030.



A Message from the City Manager

Sanford is a vibrant City with a distinct culture and natural beauty, the employees who serve the City are dedicated to the continued preservation and improvement to the services our residents, customers, and visitors utilize.

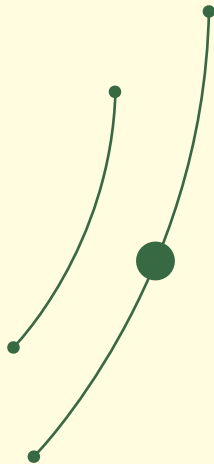
The following strategic plan was developed to help guide the City of Sanford over the next several years with a focused and purposeful approach. I would like to express my appreciation for the efforts made to finalize the plan presented, and also to all our employees who will see to it's implementation.

The City of Sanford will use our strategic plan to lead us to our newly established vision that our Community and Organization can support.

-N. Bonaparte

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Sanford 150 Years of History

In 2027 the City of Sanford celebrates it's 150th anniversary as a City and it's history that made it.

Sanford is located in Central Florida in Seminole County, one of the fastest growing counties in the nation and sits on the south shore of Lake Monroe at the head of the navigation on the St. John's River.

During the Seminole Wars of the 1830's, the area was the site of an U.S. Army post named Fort Mellon. As settlers moved into the area, the town of Mellonville was established. With the advent of commercial steamboat service, the town became a distribution point for goods essential for the growth of Central Florida.

In 1870, Henry Shelton Sanford purchased the land west of Mellonville. He planned a new city which he believed would become the transportation hub for all of southern Florida.

In 1877, the City of Sanford was incorporated and Mellonville was annexed six years later. Other Historic Neighborhoods such as Georgetown and Goldsboro also contribute to Sanford's History as these primarily African American Communities were established during the same period and later became apart of the Sanford of Today.

The city was a major citrus producer until freezes in the 1890. By the first decade of the 20th century, Sanford was one of the largest vegetable shipping centers in the United States, and received the nickname "Celery City" for the most successful crop.

On April 25, 1913, Seminole County was officially established with Sanford as the county seat. In the boom and bust years that followed, Sanford shared in the growth of Central Florida.

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The Sanford Commercial District was proclaimed a historic district and placed on the National Register in 1976.

Sanford, one of Central Florida's oldest incorporated cities, is home to brick lined streets, towering oaks, elegant store-fronts and large, nineteenth-century Victorian homes.



Sanford Moves Forward

As Sanford celebrates it's past, the City of Sanford staff recongize it is a City on the move. To properly serve the residents, businesses, and vistors of Sanford the organization looks to grow alongside the City.

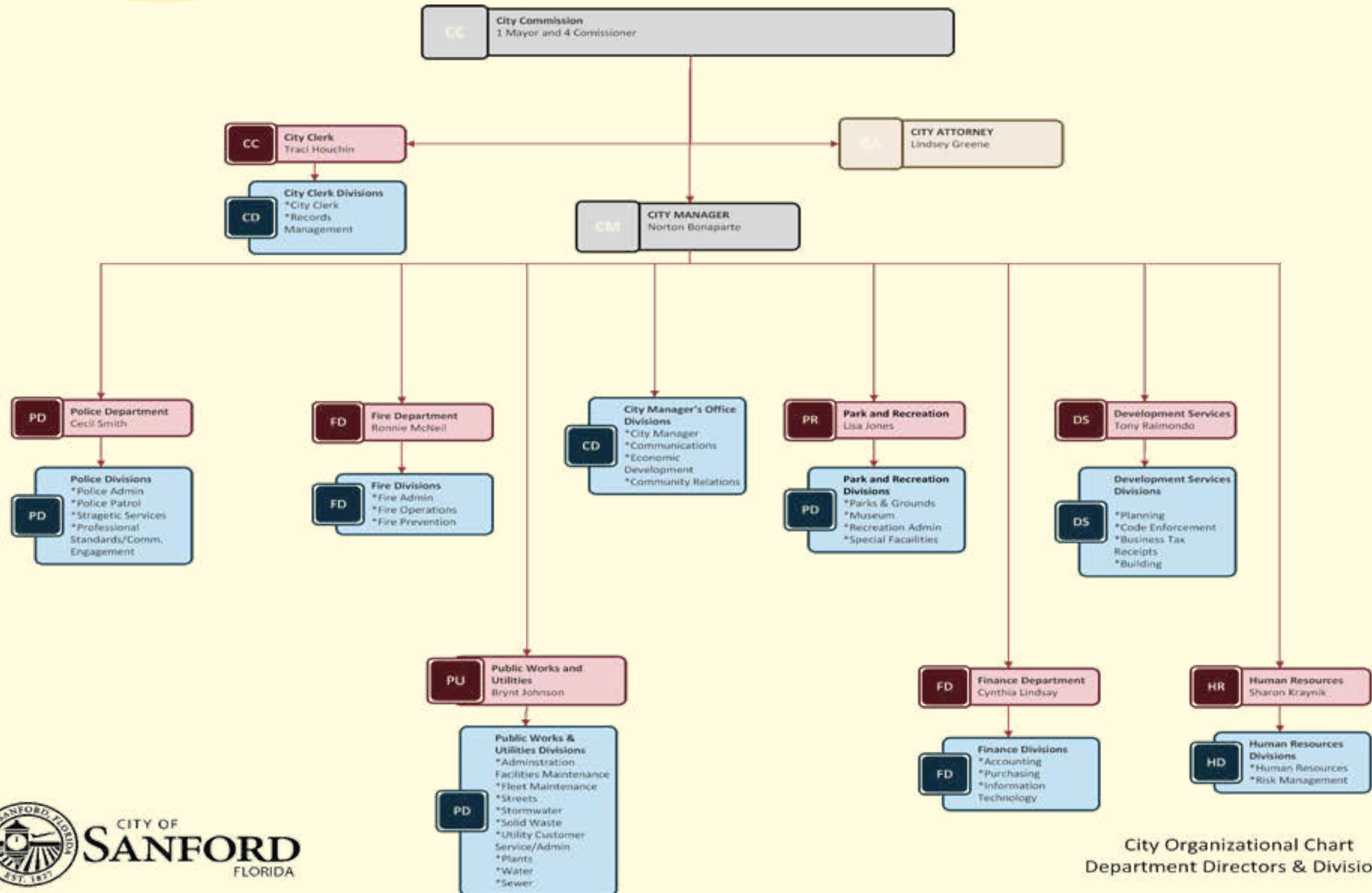
The goal of strategic planning is to have the stakeholders work collectively to identify the purpose and direction for the organization, identify the issues and trends that may inhibit that vision, assess the resources and capabilities of the organization, and then develop an action plan to put the vision into effect.

This why the City created a new strategic plan, to help bring focus and unity across the City's various departments to provide exceptional services that continue to make Sanford a choice destination.



Organizational Chart

Each one of the Departments and their staff contribute to making the strategic plan a successful plan.



City By Numbers

The following the are highlighted overview of the City to provide insight into what a year at the City can and has looked like.



Serving over
65,000 Residents



Over 3 Million
Website Visits.



22,930 Total
Responded to Fire
Calls



616 Employees
Providing Services



985 Purchase
Orders Processed



31 Art
Installations



680 Fleet Assets
Maintained



29 City Parks
Maintained



344 Crime Prevention
or Community
Education Events



2,959 MG of Water
Produced



16,542 Total
Building Inspections
Conducted



5,252 Average
Number of
Customer Service
Calls Monthly

Strategic Sanford

The strategic plan is the start of a strategically aligned City; the vision, mission, values, priorities and goals are all key elements toward successful alignment.

A Vision Statement provides a concise and future oriented (long term) guide that highlights what achieving the desired future state of the City of Sanford means.

A Mission Statement is how employees pursue the vision and outline what they do, how, and for whom. The mission demonstrates the City's purpose and role within the the community.

Our Vision

"The City of Sanford strives to be a community focused City that delivers exceptional service, safeguards our local natural resources and drives sustainable growth while ensuring a high quality of life for all who live, work, and play here."

Our Mission

"The City of Sanford employees are dedicated to the delivery of a high standard of service through responsible stewardship of all resources while cultivating a supportive and engaging environment where all can thrive while celebrating its history, nature, and culture."



Sanford VALUES

Values provides the basics principles for an organization that set the groundwork for their actions and decisions. Sanford employees have operated with core values for decades, but it was considered an important element to the new strategic plan to revamp these values in a memorable and current way. Revisiting the values that will help staff act towards the shared vision.

The City of Sanford's values are the core ideals that it endeavors to incorporate in all aspects of the services provided, and it invites all employees to "C.A.R.E about Sanford".

-  **Community Focused**
Providing the best services to internal and external customers.
-  **Accountable**
Acting with integrity both on and off the job.
-  **Resilient**
Making choices that look toward the future, that will improve performance and sustainability.
-  **Environmentally Responsible**
Preserving the various historic and natural resources.



Priorities and Goals

Strategic Priorities

Priorities help give focus to the work the City does and connects everyone under the same mission.

The strategic plan helps demonstrate how each role in the City contributes to the City achieving its goals and moving toward the City's shared vision.

Strategic Goals

The nine (9) goals help give an overall direction to these priorities while also defining them, taking these priorities from abstract to actionable.

Each Department has their own defined goals and key performance indicators that work to achieve one or more of these goals. Those details are outlined in the City of Sanford's Strategic Implementation Plan.

High Performing and Competent Government

Goal 1.1 Recruit and maintain a quality workforce who are equipped with the proper tools and practices needed to provide effective and efficient service.

Goal 1.2 Providing services with a level of excellence to the community that demonstrate a customer focus approach.

Goal 1.3 Ensuring communication flows properly and effectively both internally and externally for understanding and transparency.

Community Safety and Wellbeing

Goal 2.1 Promoting innovative ways to support the safety of our community, including its natural and built environment.

Goal 2.2 Supporting the wellbeing of our community by exploring opportunities that focus on a high quality of life.



Preparing for Future/ Sustainability

Goal 3.1 Addressing the changes that come from growth within the City and the surrounding region and having a proactive approach to adapt to the needs of those who live, work, and play here.

Goal 3.2. Evaluation of the programs and services provided to different members of the community that offer support in ways that promote the City's Mission.

Functional and Updated Infrastructure

Goal 4.1 To address the growth within the city by effectively constructing, maintaining, and improving, public infrastructure that will provide the community with high quality service.

Financial Stewardship

Goal 5.1 To optimize resource and asset utilization while ensuring the City's operations are financially responsible, transparent, and accountable.

The City of Sanford identified the priorities and their related goals that continue to uphold the City's Mission while working toward its Vision.



Our

Approach

An introduction to Implementation

The implementation process of the strategic plan is a supporting guide that details executing strategies and Department outlines each year.

This allows all the Departments to take the strategic process step by step over the next five years and ensure their is efficient allocation and utilization of resources to support these efforts.

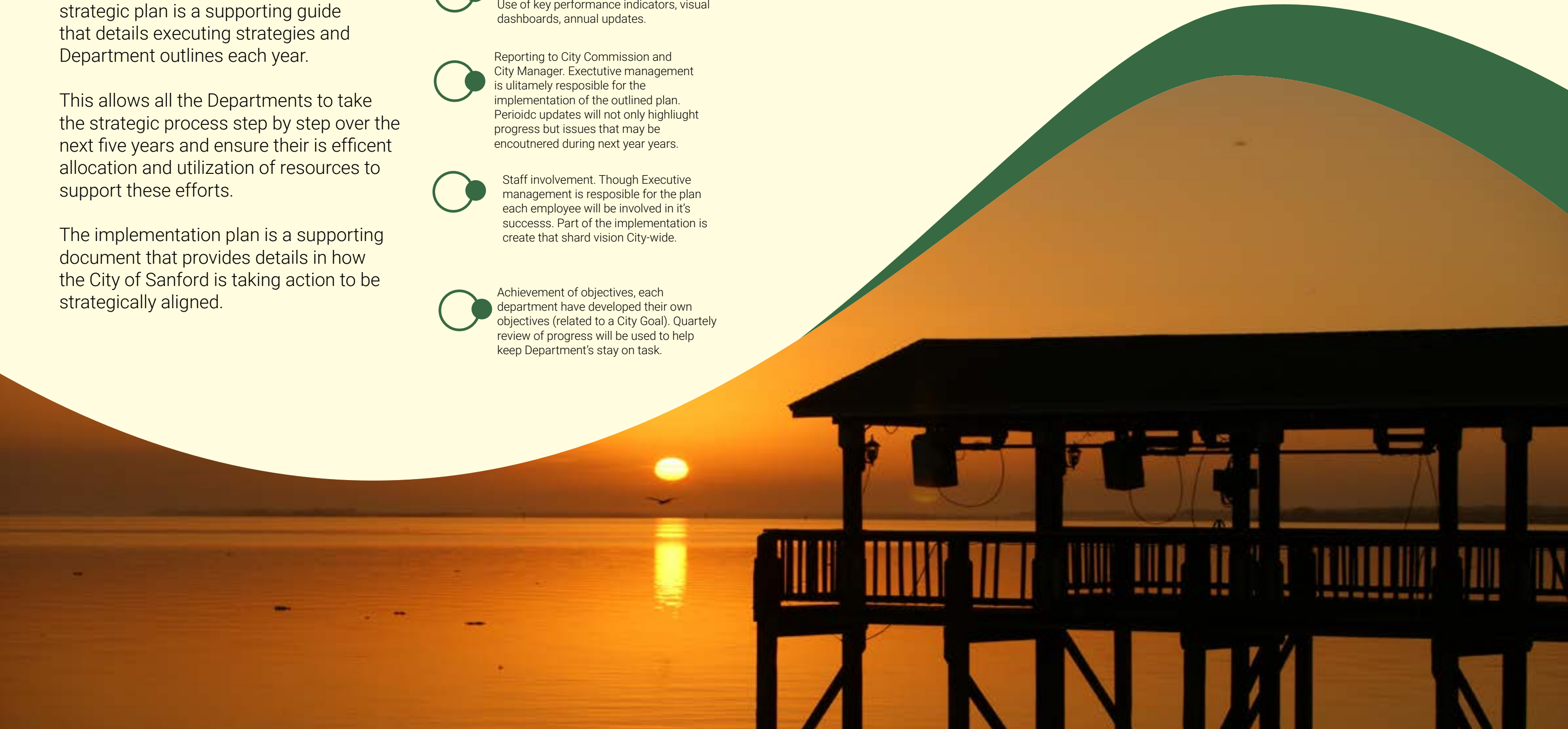
The implementation plan is a supporting document that provides details in how the City of Sanford is taking action to be strategically aligned.

- Utilizing performance measurement tools. Use of key performance indicators, visual dashboards, annual updates.
- Reporting to City Commission and City Manager. Executive management is ultimately responsible for the implementation of the outlined plan. Periodic updates will not only highlight progress but issues that may be encountered during next year years.
- Staff involvement. Though Executive management is responsible for the plan each employee will be involved in it's successs. Part of the implementation is create that shared vision City-wide.
- Achievement of objectives, each department have developed their own objectives (related to a City Goal). Quarterly review of progress will be used to help keep Department's stay on task.

Communication

Communication is a key component to not only a successful strategic plan but a successful City. The City intends to provide a more focus approach to areas that of communication that supports the strategic plan. Enhanced communication as an initiative City-wide ensures Departments, Divisions, and all employees are together towards the Vision and Mission of the City.

A review will be conducted annually where each Department will provide updates on their implementation process and progress made toward their goals. Fiscal Year 2026 is the first year of the updated strategic plan, as each year of the strategic plan progresses the status of each goal will be updated to reflect the status as of the end of the previous fiscal year. These reviews are meant to provide perspective, transparency, and a general overview for the Department's leadership, Commission, and the public.



Sanford Grows with it's Community

The Sanford Community continues to look toward the future, and the City of Sanford is here to grow along side the. This plan was created to with the input of key stakeholders to help guide the City of Sanford as orginzaiton over the next 5 years.