

City of Pensacola – Strategic Plan

Mission

We desire the highest quality of life for all our citizens

We do that by:

- Providing cost effective municipal services, including public safety, infrastructure, and public amenities
- Working together with the community to create a healthy environment and growing economy

Values

Transparency	Service Orientation	Accountability	Inclusivity	Collaborate for Impact	Sustainability Mindset
We exist to serve the people and the people should have visibility into what we're doing, and why.	We are in service of the people. As a result we strive to: <ul style="list-style-type: none"> • Provide a good service experience • Listen to citizens • Find ways for citizens to make a contribution to solutions. 	We use the people's money and we should be able to demonstrate where it went and what we got for it.	We need to be mindful of all of our citizens' unique circumstances We strive to distribute resources equitably for the benefit of all our citizens	We work together with intergovernmental and private partners on things that benefit the community but are not the core mission of City Government	We need to think for the long term and ensure that we take actions that can be sustained and supported over time

Priority Areas

Prioritization Criteria

- Alignment with Core Mission
- Feasibility
- Reach across the Community
- Partnership Possibilities

Organizational Excellence

COMPLETE

- Create mission, vision, values
- Establish organizational structure
- Conduct employee engagement survey
- Fully staff City attorney's office

IN PROGRESS

- Create city-wide dashboard with measurable goals
- Invest in training and development of employees
- Commit to succession planning
- Implement performance-based pay system
- Create HR manual
- Implement competitive pay class system
- Maintain financial sustainability

Crime and Safety

- Maintain a safe community
- Ensure adequate staffing based on call volume
- Provide adequate funding for vehicle and equipment needs

Neighborhoods

- Improve neighborhood infrastructure (Lighting, stormwater management, walkability)
- Implement complete streets concept
- Adopt neighborhood focused approach or structure
- Maintain high quality parks and open spaces
- Honor historical culture

Economic Development

- Increase affordable housing inventory
- Target development zones including West Cervantes, 9th Avenue
- Enhance public access to waterfront
- Maintain momentum on downtown redevelopment
- Collaborate with private sector to build a more resilient economy

Environment

- Complete strategic stormwater quality projects
- Collaborate with supportive agencies to stem the spread of exotic/invasive species and restore natural habitats
- Protect and restore surface water quality within the bays and bayous
- Work with the appropriate agencies to preserve and protect air quality