Goal	Achieve . . .	By Doing . . .	Measured By . . .
Safe Community			
	Reduce crime	- Community outreach - Adequate resources - Personnel training - Community education	•
	Improve traffic safety	- Community education - Increase enforcement - Enhance street and sidewalk design	•
	Protect life and property	- Community education - Adequate resources - Personnel training - Code enforcement	•
Neighborhoods			
	Become the model multi-modal community in America	- Adopt complete streets policy and long term plans - Lighting and pedestrian safety - Parking - Funding - Community / Stakeholder buy in	•
	Provide adequate neighborhood infrastructure	- Improve sidewalks and accessibility - Storm water improvements - Safe roadways	•
	Maintain high quality parks, facilities, and open spaces	- Open space maintenance - Litter management - Homelessness	•
	Synchronize and coordinate needs of neighborhood associations	- Attend and participate in CNAPP monthly meetings - Attend and Participate in Neighborhood Association meetings - Be familiar with City/District Budgets and funded and unfunded neighborhood requirements	•
	Provide affordable housing	- Establish the Housing Task Force - Implement task force recommendations - Facilitate affordable housing production - Advance policies that keep housing affordable	•

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Goal	Achieve . . .	By Doing . . .	Measured By . . .
	Preserve historical culture	- Tree preservation - Building preservation - Community outreach	
	Provide quality programs and services	- Police ride along - Neighborhood clean up - PNC grants - Community Centers program - Athletics - Delete blight	
Economic Development			
	Enhanced connectivity and smart growth	- Public transportation facilities – Hashtag project - Waterways – Bruce beach, maritime day docks, A/E/Main St., W. Cervantes St. - Port (adopt and advance Port vision - Airport – expand facilities to meet demand - Complete streets	
	Safe, stable neighborhoods	- Policing (community policing, cameras) - Develop affordable housing and rehab programs / Housing task force - Job sustainability and job growth - Preserve historical and cultural assets - Revitalize neighborhoods - Blight removal - Support diversity and density - Streetscapes and trees	
	Resilient and growing local economy	- Support existing business and mixed use development - Attract new business - Create business friendly environment - Responsive local government - Create an ecosystem to support business growth - Create an attractive physical realm environment - Urban design standards - Infrastructure improvements	

Goal	Achieve . . .	By Doing . . .	Measured By . . .
	Fiscally sustainable and cooperative governments	• Increase public / private partnerships • Open communication between governments • Responsiveness of local governments • Encourage greater density and smart growth	•
Environment			
	Improve air quality	• Measure and reduce greenhouse gas emissions • Measure and increase urban tree canopy • LED lighting conversions • Fleet – alternative fuels, reducing emissions • Energy conservation	•
	Improve quality of area waterways	• Complete stormwater quality projects • Increase pervious surfaces • Increase native landscapes • Improve Stormwater pond maintenance	•
	Improve Land environmental quality	• Promote brownfield redevelopment • Increase native landscapes • Cooperate with regulatory agencies – superfund closure	•
Organizational Excellence			

Service	• Increase Resident Satisfaction
	• Increase Interdepartmental Satisfaction
	• More "one stop" solutions to residents because of interdepartmental cooperation
		• Maintain Enhanced services
		• Streamline communication process to residents
		• Increased transparency for citizens
		• Departmental Training
		   o process and technology evaluations
		   o standard operating procedures
		• Timely and informative responses and updates to the community
		• Opportunities to be informed and provide feedback
		• Adopting customer service mentality
		• Improve interdepartmental communication and efficiency
		• Better utilize technology to improve customer service
			•

Goal	Achieve . . .	By Doing . . .	Measured By . . .
People	• Increase Employee Engagement • Reduce Turnover	• Invest in training and development so that employees can grow • Professional development opportunities • Activate and implement HR manual • Improve hiring process • Improve communication • Improve recognition • Improve evaluation process and performance management • Maintain organizational stability • Succession planning • Classification study • Action plans for employee engagement survey • Maintain competitive salary and benefits.	•
Quality	• Increase On Time Project Completion	• Adopting achievable implementation and monitoring project protocols • Evaluate Vendors and take action as appropriate • Succession Planning and talent development • Designate project manager for each project • Project Dashboard available to all departments • Designate real estate property manager – across the organization	•
Finance	• Achieve Expense Budget • Improved long range financial plan	• Better Capital planning • Transparency – departments and citizens know what's in the budget • Provide formal budget training to staff • Anticipate and plan for budgetary needs • Promote savings incentive plan • Implement monthly expense monitoring protocols for Directors as well as at the department level	•

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Goal	Achieve . . .	By Doing . . .	Measured By . . .
Growth	• Revenue Budget •	• Promote the City's image • Incubate local talent • Foster economic growth • Utilize historical data to develop achievable and appropriate budget targets • Encouraging private sector investment in the City to grow revenue • Increase grant capability	•