

City of Pensacola  
Consolidated Goals

Goal	Achieve . . .	By Doing . . .	Measured By . . .
<b>Safe Community</b>			
	Reduce crime	<ul style="list-style-type: none"> <li>• Community outreach</li> <li>• Adequate resources</li> <li>• Personnel training</li> <li>• Community education</li> </ul>	•
	Improve traffic safety	<ul style="list-style-type: none"> <li>• Community education</li> <li>• Increase enforcement</li> <li>• Enhance street and sidewalk design</li> </ul>	•
	Protect life and property	<ul style="list-style-type: none"> <li>• Community education</li> <li>• Adequate resources</li> <li>• Personnel training</li> <li>• Code enforcement</li> </ul>	•
<b>Neighborhoods</b>			
	Become the model multi-modal community in America	<ul style="list-style-type: none"> <li>• Adopt complete streets policy and long term plans</li> <li>• Lighting and pedestrian safety</li> <li>• Parking</li> <li>• Funding</li> <li>• Community / Stakeholder buy in</li> </ul>	•
	Provide adequate neighborhood infrastructure	<ul style="list-style-type: none"> <li>• Improve sidewalks and accessibility</li> <li>• Storm water improvements</li> <li>• Safe roadways</li> </ul>	•
	Maintain high quality parks, facilities, and open spaces	<ul style="list-style-type: none"> <li>• Open space maintenance</li> <li>• Litter management</li> <li>• Homelessness</li> </ul>	•
	Synchronize and coordinate needs of neighborhood associations	<ul style="list-style-type: none"> <li>• Attend and participate in CNAPP monthly meetings</li> <li>• Attend and Participate in Neighborhood Association meetings</li> <li>• Be familiar with City/District Budgets and funded and unfunded neighborhood requirements</li> </ul>	•
	Provide affordable housing	<ul style="list-style-type: none"> <li>• Establish the Housing Task Force</li> <li>• Implement task force recommendations</li> <li>• Facilitate affordable housing production</li> <li>• Advance policies that keep housing affordable</li> </ul>	•

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	Preserve historical culture	<ul style="list-style-type: none"> <li>• Tree preservation</li> <li>• Building preservation</li> <li>• Community outreach</li> </ul>	•
	Provide quality programs and services	<ul style="list-style-type: none"> <li>• Police ride along</li> <li>• Neighborhood clean up</li> <li>• PNC grants</li> <li>• Community Centers program</li> <li>• Athletics</li> <li>• Delete blight</li> </ul>	•
<b>Economic Development</b>			
	Enhanced connectivity and smart growth	<ul style="list-style-type: none"> <li>• Public transportation facilities – Hashtag project</li> <li>• Waterways – Bruce beach, maritime day docks, A/E/Main St., W. Cervantes St.</li> <li>• Port (adopt and advance Port vision</li> <li>• Airport – expand facilities to meet demand</li> <li>• Complete streets</li> </ul>	•
	Safe, stable neighborhoods	<ul style="list-style-type: none"> <li>• Policing (community policing, cameras)</li> <li>• Develop affordable housing and rehab programs / Housing task force</li> <li>• Job sustainability and job growth</li> <li>• Preserve historical and cultural assets</li> <li>• Revitalize neighborhoods</li> <li>• Blight removal</li> <li>• Support diversity and density</li> <li>• Streetscapes and trees</li> </ul>	•
	Resilient and growing local economy	<ul style="list-style-type: none"> <li>• Support existing business and mixed use development</li> <li>• Attract new business</li> <li>• Create business friendly environment</li> <li>• Responsive local government</li> <li>• Create an ecosystem to support business growth</li> <li>• Create an attractive physical realm environment</li> <li>• Urban design standards</li> <li>• Infrastructure improvements</li> </ul>	•

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	Fiscally sustainable and cooperative governments	<ul style="list-style-type: none"> <li>• Increase public / private partnerships</li> <li>• Open communication between governments</li> <li>• Responsiveness of local governments</li> <li>• Encourage greater density and smart growth</li> </ul>	•
<b>Environment</b>			
	Improve air quality	<ul style="list-style-type: none"> <li>• Measure and reduce greenhouse gas emissions</li> <li>• Measure and increase urban tree canopy</li> <li>• LED lighting conversions</li> <li>• Fleet – alternative fuels, reducing emissions</li> <li>• Energy conservation</li> </ul>	•
	Improve quality of area waterways	<ul style="list-style-type: none"> <li>• Complete stormwater quality projects</li> <li>• Increase pervious surfaces</li> <li>• Increase native landscapes</li> <li>• Improve Stormwater pond maintenance</li> </ul>	•
	Improve Land environmental quality	<ul style="list-style-type: none"> <li>• Promote brownfield redevelopment</li> <li>• Increase native landscapes</li> <li>• Cooperate with regulatory agencies – superfund closure</li> </ul>	•
<b>Organizational Excellence</b>			
<b>Service</b>	<ul style="list-style-type: none"> <li>• Increase Resident Satisfaction</li> <li>• Increase Interdepartmental Satisfaction</li> <li>• More “one stop” solutions to residents because of interdepartmental cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain Enhanced services</li> <li>• Streamline communication process to residents</li> <li>• Increased transparency for citizens</li> <li>• Departmental Training <ul style="list-style-type: none"> <li>○ process and technology evaluations</li> <li>○ standard operating procedures</li> </ul> </li> <li>• Timely and informative responses and updates to the community</li> <li>• Opportunities to be informed and provide feedback</li> <li>• Adopting customer service mentality</li> <li>• Improve interdepartmental communication and efficiency</li> <li>• Better utilize technology to improve customer service</li> </ul>	•

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<b>People</b>	<ul style="list-style-type: none"> <li>• Increase Employee Engagement</li> <li>• Reduce Turnover</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in training and development so that employees can grow</li> <li>• Professional development opportunities</li> <li>• Activate and implement HR manual</li> <li>• Improve hiring process</li> <li>• Improve communication</li> <li>• Improve recognition</li> <li>• Improve evaluation process and performance management</li> <li>• Maintain organizational stability</li> <li>• Succession planning</li> <li>• Classification study</li> <li>• Action plans for employee engagement survey</li> <li>• Maintain competitive salary and benefits.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Quality</b>	<ul style="list-style-type: none"> <li>• Increase On Time Project Completion</li> </ul>	<ul style="list-style-type: none"> <li>• Adopting achievable implementation and monitoring project protocols</li> <li>• Evaluate Vendors and take action as appropriate</li> <li>• Succession Planning and talent development</li> <li>• Designate project manager for each project</li> <li>• Project Dashboard available to all departments</li> <li>• Designate real estate property manager – across the organization</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Achieve Expense Budget</li> <li>• Improved long range financial plan</li> </ul>	<ul style="list-style-type: none"> <li>• Better Capital planning</li> <li>• Transparency – departments and citizens know what's in the budget</li> <li>• Provide formal budget training to staff</li> <li>• Anticipate and plan for budgetary needs</li> <li>• Promote savings incentive plan</li> <li>• Implement monthly expense monitoring protocols for Directors as well as at the department level</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

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<b>Growth</b>	<ul style="list-style-type: none"> <li>• Revenue Budget</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Promote the City's image</li> <li>• Incubate local talent</li> <li>• Foster economic growth</li> <li>• Utilize historical data to develop achievable and appropriate budget targets</li> <li>• Encouraging private sector investment in the City to grow revenue</li> <li>• Increase grant capability</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>