

City of Pensacola
Consolidated Goals

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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	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	•

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	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 ○ process and technology evaluations ○ 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	•

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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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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	•