



**CITY OF
TALLAHASSEE**

**FIVE-YEAR
STRATEGIC PLAN**





CITY OF TALLAHASSEE

OUR CITY. OUR FUTURE.

One Community Working Together.



Commissioner Jeremy Matlow Mayor Pro Tem Dianne Williams-Cox Mayor John E. Dailey Commissioner Elaine W. Bryant Commissioner Curtis Richardson

Tallahassee City Commission

OUR COMMUNITY celebrates its bicentennial in 2024, and the City Commission is proudly setting the groundwork that will guide the City of Tallahassee's operations to its 200th anniversary.

In January 2019, the Commission directed the development of a five-year strategic plan that would steer policy setting, budget decisions, and chart our progress toward achieving our collective aspirations for who we are as a community, while solidifying the City as the national leader in the delivery of public service.

The plan sets forth a framework to build a creative capital city that supports a strong community with vibrant neighborhoods and diverse, passionate people; that thrives as an innovative economic and educational hub; and that protects our natural resources. With a focus on Economic Development, Impact of Poverty, Organizational Effectiveness, Public Infrastructure, Public Safety, Public Trust, and Quality of Life, this plan underscores the Commission's commitment to Tallahassee residents by setting goals, objectives, and targets that will shape our community for future generations.

But we could not have done this alone. Thank you to the thousands of neighbors and residents who shared their priorities via the working group, in person at pop-up events and in-field surveys, the online survey, email, and public meetings. Your voices were pivotal in shaping the plan at every stage of development.

Your voices will ensure that, as this plan is set into action, the outcomes continue to align with the values of the community. The adoption and implementation of this plan will further the conversation about how we advance Tallahassee. Going forward, know that the doors of City Hall are always open, because this community's discourse is its greatest strength.



It is my honor and privilege to present the City of Tallahassee's Fiscal Year 2020-2024 Strategic Plan.

This plan – the first overarching plan of this magnitude in our organization's history – sets the foundation for our community's future as we move toward Tallahassee's 200th anniversary.

The City is a robust organization with a workforce of approximately 3,000 dedicated employees who are proud to call Tallahassee home. The City is the largest single provider of municipal services in our community, including police, fire, public transportation, electric, gas, water, parks, and more. Employees pride themselves on providing exceptional customer service, while also exploring ways to increase efficiencies and create a strong, vibrant community. This commitment to best-in-class service delivery has cultivated our world-class parks, best tasting drinking water, and led to our achievements as a two-time All America City, No. 1 Public Utility in the nation, and Best in Nation Gas Utility. Residents and visitors alike value our City's unique qualities that earn Tallahassee nationwide recognitions, including Most Livable City and one of the South's Best Cities. To build on our successes and ensure Tallahassee is the national leader in the delivery of public service, it is vital that we inspire our talent to be innovative and intentional in addressing existing and future challenges.

The strategic plan encompasses the City's revised mission, vision, and organizational values which better reflect

who we are as a community. Last updated two decades ago, these pillars were reviewed and revised in 2019 at the direction of the City Commission to reflect our community-focused and forward-thinking approach. Presented by a working group comprised of employees and residents, and adopted by the City Commission in April 2019, these statements serve as the plan's guiding principles. They are ambitious, as are we.

Within the pages of this comprehensive strategic plan, you will see the integration of more than 40 departmental plans, research, and citizen feedback. Each of the goals and objectives is the result of a collaborative effort designed to seize upon opportunities and meet the needs of our growing, diverse community.

Tallahassee has long been a place where every resident is encouraged to make an impact. As we strive to reach even greater heights, you can help make Tallahassee one of the premier cities in the nation by staying informed and engaged as this plan is implemented.

Fast forward to 2024, Tallahassee is the benchmark by which other governments measure their efforts as they reach for success. With an established culture rooted in transparency, trust, innovative problem solving, and community engagement, Tallahassee is the best city ever.

A handwritten signature in black ink, appearing to read "Reese Goad". The signature is fluid and cursive, with a prominent initial "R" and "G".

Reese Goad,
City Manager



EXECUTIVE SUMMARY

The City of Tallahassee was founded 195 years ago as Florida's capital city. Today, the City proudly serves a diverse community of nearly 200,000 neighbors in all facets of life, work, and recreation. Each day, a devoted workforce of approximately 3,000 people come together to ensure the needs of the community are met through municipal service. To guide this effort, the City Commission has adopted clear statements on why we exist, what we aspire to be, and how we work.

WHY
WE EXIST
WHAT
WE ASPIRE
TO BE
HOW
WE WORK

OUR MISSION

To be the national leader in the delivery of public service.

OUR VISION

A creative capital city that supports a strong community with vibrant neighborhoods; an innovative economic and educational hub serving diverse and passionate people, protecting our natural resources and preserving our unique character.

OUR VALUES

- Honor public trust through ethical behavior
- Provide exceptional citizen service
- Lead with integrity at every level
- Collaborate to reach common goals
- Invest in employee excellence
- Promote equity and celebrate diversity

OUR SERVICES

The City provides a full scope of municipal services, including electric, gas, potable water, wastewater and stormwater treatment, solid waste collection, law enforcement, fire protection and emergency medical response, public transportation, housing and human services, planning and growth management, aviation, and recreation. These core services impact the lives of all who live in and visit Tallahassee.

OUR FINANCIAL STANDING

In fiscal year 2020, the City will operate on a budget of approximately \$900 million. The City's operations are supported by sound fiscal stewardship, having achieved an "AA" bond rating. The citizens of Tallahassee enjoy quality public service with relatively low municipal costs when compared to similarly sized communities. For the past several years, the Commission has maintained the same millage rate of 4.1000, the lowest among cities with a population over 100,000 people.

OUR PRIORITIES

To achieve our vision, the City Commission has identified seven priority areas to guide service efforts over the next five years.



OBJECTIVES & PRIORITIES
at a glance!



ECONOMIC DEVELOPMENT

IMPACT ON POVERTY

ORGANIZATIONAL EFFECTIVENESS

PUBLIC INFRASTRUCTURE

PUBLIC SAFETY

PUBLIC TRUST

QUALITY OF LIFE

Economic Development To advance the City of Tallahassee as a competitive, innovative, and sustainable regional economic hub.		
OBJECTIVE 1A: ENHANCE AND MODERNIZE INFRASTRUCTURE TO ENABLE CAPACITY FOR GROWTH.		
1. Percent of households in city limits with broadband internet (25 Mbps) coverage.	99%	TARGETS
2. Number of brownfield areas assessed, remediated, or redeveloped within the South Monroe corridor.	20	
3. Number of electric vehicle (EV) charging stations installed in utility customers' homes.	500	
4. Miles of aging wastewater pipes upgraded annually.	5.5	
5. Complete construction of Customs Facility at Tallahassee International Airport by 2024.		
6. Invest \$25 million through 2024 in stormwater capacity enhancements to improve water quality, and mitigate flooding, in the urban service area.		
OBJECTIVE 1B: SOLICIT OPPORTUNITY FOR NEW AND EMERGING INDUSTRIES TO LOCATE IN TALLAHASSEE.		
1. Percent of employment in targeted industries.	60%	TARGETS
2. Number of jobs added to the economy annually.	2,500	
3. Gross Domestic Product of Tallahassee Metropolitan Statistical Area.	\$15 billion	
4. Rate of unemployment.	Below the State average	
5. Total annual exports from the Tallahassee Metropolitan Statistical Area.	\$350 million	
OBJECTIVE 1C: INCREASE TALLAHASSEE INTERNATIONAL AIRPORT'S ECONOMIC IMPACT ON THE REGION.		
1. Dollar value of Tallahassee International Airport's economic impact.	\$1 billion	TARGETS
2. Annual total passenger traffic (enplanements and deplanements).	One million	
3. Annual total cargo (enplaned and deplaned).	22 million pounds	
4. Acres of land leased near Tallahassee International Airport.	100	
Impact on Poverty To be a leading community partner that actively connects residents to resources that remove economic and social barriers.		
OBJECTIVE 2A: SUPPORT EDUCATION, TRAINING, AND JOB READINESS FOR TARGET POPULATIONS.		
1. Percent reduction of disconnected youth.	30%	TARGETS
2. Number of TFLA participants that have moved on to higher education, trade school, certification programs, or military over a five-year period.	500	
3. Number of TEMPO participants enrolled in a technical college or higher education institution over a five-year period.	150	
4. Number of TEMPO participants that have found employment paying a "fair" or "living wage" over a five-year period.	100	
5. Number of TEMPO participants completing a GED over a five-year period.	150	
6. Percent increase in teen program participation at the Palmer-Munroe Teen Center.	3% annually	
Initiatives		
<ol style="list-style-type: none"> Enhance partnerships with community reentry programs. Promote the City's Explore Program and Junior Cadet Program. Host annual job fair. Continue providing free bus passes to our area's K-12 students. 		

OBJECTIVE 2B: REHABILITATE AND ENHANCE THE EXISTING HOUSING INVENTORY TO REDUCE THE COST OF LIVING.		
1. Number of homes served annually by energy efficiency grants, audits, and rebates to improve affordability and reduce homeownership housing costs.	6,000	TARGETS
2. Number of homes rehabilitated and/or receiving emergency repair.	425	
Initiative		
<ol style="list-style-type: none"> Convert vacant student housing units into affordable housing units by working with Community Land Trust. 		
OBJECTIVE 2C: FACILITATE AND ENCOURAGE THE CONSTRUCTION OF AFFORDABLE HOUSING UNITS.		
1. Number of new affordable homes or rental units built through the Community Land Trust.	35	TARGETS
2. Number of new homes built as a result of inclusionary housing programs.	60	
3. Number of Habitat for Humanity homes built by City employees.	10	
4. Number of down payment assistance grants awarded, creating pathways to home ownership.	125	
5. Secure funding for Purpose Built Community and redevelopment of an additional 200 dwelling units at the Orange Avenue Housing Complex.		
Initiative		
<ol style="list-style-type: none"> Increase residential density within city limits. 		
OBJECTIVE 2D: SUPPORT COMMUNITY HEALTH AND WELLNESS INITIATIVES.		
1. Percent of residents living within 1 mile of a fresh food source.	100%	TARGETS
2. Create performance matrix to measure Return on Investment (ROI) for Community Human Service Partnership (CHSP) by 2024.		
Initiatives		
<ol style="list-style-type: none"> Leverage community resources to increase access to recreational facilities and programs. Cultivate partnerships to further the implementation of wellness programs. 		
Organizational Effectiveness To be an impact-focused workforce that is inclusive, pioneering, and technology-driven.		
OBJECTIVE 3A: ATTRACT, DEVELOP, AND SUPPORT THE BEST TALENT.		
1. Rate of total employee turnover.	6.5%	TARGETS
2. Median number of days to fill a position from advertisement to offer.	60	
3. Rate of employee satisfaction on annual Employee Engagement & Satisfaction surveys.	90%	
4. Identify City employees proficient in Spanish or American Sign Language.		
5. Grow employee participation in professional development programs by 10 percent by 2024.		
Initiatives		
<ol style="list-style-type: none"> Recruit employees from local educational and vocational training centers. Have a City workforce that is reflective of community's demographics. Develop and implement a City-wide Talent Development Plan. 		
OBJECTIVE 3B: LEVERAGE TECHNOLOGY TO DELIVER FASTER, MORE CONVENIENT SERVICES.		
1. Percent of payments received digitally.	80%	TARGETS
2. Implement online customer service and inquiry portal by 2022.		
Initiative		
<ol style="list-style-type: none"> Implement fully paperless internal services. 		

OBJECTIVE 3C		MAP, ANALYZE, AND IMPROVE ALL WORK PROCESSES.	
1.	Rate of availability for City fleet.	TARGETS	96%
2.	Percent of budget document receiving "Outstanding" ratings from the Government Financial Officers Association (GFOA).	TARGETS	25%
3.	Achieve Sterling designation for Human Resources by 2022.		
4.	Attain status as a "Top 100 Fleet."		
Initiatives			
1.	Map, analyze, and enhance all departments' procedures and processes.		
2.	Evaluate service departments based on the customers they serve.		
3.	Develop customer-centric service model within Procurement.		

OBJECTIVE 3D		MAINTAIN THE CITY'S STRONG FINANCIAL STANDING AND FISCAL STEWARDSHIP PRACTICES.	
1.	Percent of general employee pension funded.	TARGETS	90%
2.	Percent increase of annual grant awards.	TARGETS	5%
Initiatives			
1.	Maintain a fully funded deficiency fund, in accordance with City policy.		
2.	Maintain best-in-class municipal "AA" Bond rating.		

Public Infrastructure
 To be the leading publicly owned utility that supports a growing and progressive community.
 To be a city with an efficient public transit network supported by well-connected roads, sidewalks, transit amenities, and public transportation.

OBJECTIVE 4A		BE A LEADER IN UTILITY SERVICE DELIVERY.	
1.	Average customer outage response time for electric outages.	TARGETS	Less than 40 minutes
2.	Average customer outage response time for gas problems.	TARGETS	Less than 30 minutes
3.	Rate of availability for utility services (electric, gas, water, and sewer systems).	TARGETS	99%
4.	Dollars invested in sewer collection system upgrades.	TARGETS	\$61.3 million
5.	Annual utility customer satisfaction rating.	TARGETS	85%
6.	Provide electric and gas utility bills at or below the statewide average.		

OBJECTIVE 4B		BE A LEADER IN ENVIRONMENTAL STEWARDSHIP.	
1.	Percent of electric, hybrid electric, and CNG vehicles within inventory of City's Light Duty Fleet by 2024.	TARGETS	25%
2.	Tonnage of recyclables collected annually.	TARGETS	13,000 tons annually
		TARGETS	75% recycling participation rate
3.	Develop and adopt the City's Clean Energy Plan for 2050 by 2024.		
4.	Remain a Top 3 municipal leader in the prevention of sewer spills during the next five years.		
5.	Reduce the number of impaired water bodies.		
Initiatives			
1.	Continue the reduction of total greenhouse gas emissions for the City's electric utility.		
2.	Improve water quality by reducing harmful discharges.		

OBJECTIVE 4C		ENSURE SAFE AND CLEAN DRINKING WATER.	
1.	Win the "Best Tasting Drinking Water in Florida" award.	TARGETS	
2.	Complete construction of new water quality laboratory by 2021.	TARGETS	
3.	Invest \$44.9 million in the enhancement and maintenance of the potable water system over the next five years.	TARGETS	
4.	Secure funding to continue the TAPP program over the next five years.		
Initiative			
1.	Maintain best in class water quality.		

OBJECTIVE 4D		ENHANCE THE CITY'S NETWORK OF ROADS, BIKE LANES, AND SIDEWALKS.	
1.	Percent of City-maintained roads rated as "Good," "Very Good," or "Excellent."	TARGETS	70%
2.	Complete FAMU Way Extension Project by 2024.	TARGETS	
3.	Complete Weems road and mixed-use trail project by 2024.	TARGETS	
4.	Become a "Gold Standard" Biking Community by 2024.		
Initiative			
1.	Increase percentage of residents using alternative modes of transportation to/from work.		

OBJECTIVE 4E		ENSURE PUBLIC TRANSIT IS ACCESSIBLE, EFFICIENT, AND EQUITABLE.	
1.	Rate of on-time transit performance.	TARGETS	90%
2.	Complete construction of a multi-modal transportation hub at C.K. Steele Plaza by 2022.	TARGETS	
3.	Complete construction of the South City Transit Center by 2022.	TARGETS	

Public Safety
 To be a safe, resilient, and inclusive community.

OBJECTIVE 5A		IMPLEMENT PROACTIVE COMMUNITY-BASED SOLUTIONS TO ENHANCE PUBLIC SAFETY.	
1.	Number of neighborhoods participating in neighborhood watch programs.	TARGETS	45
2.	Number of community-oriented policing activities held annually.	TARGETS	35
3.	Number of Community Liaison Officers deployed.	TARGETS	15
Initiatives			
1.	Increase public and private partnerships for citizen maintained and installed camera technology.		
2.	Increase the number of neighborhoods participating in the Neighborhood Public Safety Initiative.		

OBJECTIVE 5B		CRIME PREVENTION THROUGH EFFECTIVE POLICING AND PUBLIC AWARENESS CAMPAIGNS.	
1.	Rate of annual success for all TEMPO participants.	TARGETS	10% or less recidivism
2.	Reduce vehicle burglaries through crime prevention and community partnerships to reduce the number of stolen firearms.	TARGETS	15%
3.	Reduce violent crimes by partnering with community leaders and other law enforcement agencies.	TARGETS	10%
Initiative			
1.	Enhance specialized knowledge needed to address cybercrime.		

OBJECTIVE 5C		TRAINING AND READINESS OF PUBLIC SAFETY EMPLOYEES.	
1.	Number of training hours per police officer annually.	TARGETS	30
2.	Number of emergency preparedness training hours conducted, including training and exercises.		600
Initiatives			
1. Increase annual community-oriented policing, sensitivity, fair and impartial policing, and de-escalation training for TPD officers.			

OBJECTIVE 5D		PROVIDE STATE OF THE ART TECHNOLOGY TO SUPPORT PUBLIC SAFETY INITIATIVES.	
1.	Percent of the City covered by ALS certified fire stations.	TARGET	100%
Initiatives			
1. Implementation of license plate reader (LPR) technology at strategic locations in the city to enhance traffic and public safety.			
2. Enhance City capabilities to proactively detect criminal activity.			

OBJECTIVE 5E		ENHANCE COMMUNITY PREPAREDNESS INITIATIVES.	
1.	Number of attendees at disaster preparedness events.	TARGETS	1,250
2.	Number of neighborhoods with PREP plans in-place.		5
3.	Number of active shooter training seminars annually.		25
4.	Facilitate annual table-top preparedness exercise for all response agencies.		
Initiatives			
1. Identify faith centers that will serve as potential recovery staging sites for distribution of water, meals, and emergency goods.			
2. Facilitate annual large-scale community preparedness scenario, integrating all response and medical agencies.			

OBJECTIVE 5F		CREATE MODERN FACILITIES TO SUPPORT COMMUNITY ENGAGEMENT AND BEST-IN-CLASS PUBLIC SAFETY.	
1.	Complete construction and begin operations at the new Public Safety Campus by 2024.	TARGET	
Initiatives			
1. Increase economic multiplier effect of police headquarters on the community and surrounding neighborhoods.			

Public Trust

To enhance public trust through ethical business practices and transparent governance.

OBJECTIVE 6A		INFUSE ETHICAL PRACTICES INTO DAILY OPERATIONS.	
1.	Rate of compliance for annual employee ethics training.	TARGETS	100%
2.	Rate of compliance for elected and appointed officials submitting financial disclosures with the State of Florida.		100%
3.	Adopt a No-Gift policy for all City employees by 2024.		

OBJECTIVE 6B		ENHANCE CITIZENS' ACCESS TO CITY GOVERNMENT OPERATIONS AND PUBLIC MEETINGS.	
1.	Implement digital town hall at City Commission meetings by 2021.	TARGET	
Initiatives			
1. Enhance online transparency portal for registered lobbyists, city vendors, and the City's budget.			
2. Regularly inform the public of progress toward achieving the targets within the 2024 Strategic Plan.			
3. Implement data-sharing with local law enforcement partners.			

Quality of Life

To be a creative and inclusive community with beautiful public spaces that protect and promote resources and culture.

OBJECTIVE 7A		MAINTAIN A SAFE, ACCESSIBLE, WELL-MAINTAINED NETWORK OF PARKS, RECREATIONAL FACILITIES, GREENWAYS, AND TRAILS.	
1.	Number of parks by 2024.	TARGETS	100
2.	Percent of residents living within a 10-minute walk of a park or open space.		100%
3.	Number of participants in City Parks and Recreation programs.		612,000
4.	Complete construction of Market District Park by 2024.		
5.	Complete construction of the second Senior Center by 2024.		
6.	Achieve CAPRA accreditation (Commission for Accreditation of Park and Recreation Agencies) from the National Recreation and Parks Association by 2024.		
Initiative			
1. Continue with the implementation of Greenways Master Plan projects.			

OBJECTIVE 7B		ENHANCE LIVABILITY AND PRESERVE THE UNIQUE CHARACTERISTICS OF NEIGHBORHOODS.	
1.	Number of neighborhoods with an established liaison.	TARGETS	225
2.	Number of sidewalk projects completed annually.		10
3.	Rate of voluntary compliance by property owners for code violations.		90%
4.	Percent of urban forest tree canopy coverage.		55%
5.	Achieve 30 consecutive years of "Tree City USA" status.		
Initiatives			
1. Facilitate neighborhood entry signage and placemaking.			

OBJECTIVE 7C		KEEP RESIDENTS AND VISITORS INFORMED ABOUT EVENTS AND ATTRACTIONS IN TALLAHASSEE.	
1.	Establish a Historic District / Museum Walk by 2024.	TARGET	
Initiatives			
1. Increase attendance at City-organized and City-sponsored festivals and cultural events year over year.			
2. Increase diversity and variety of City-sponsored events.			
3. Provide multiple platforms to inform citizens of local culture and City events.			

THE CITIZENS OF TALLAHASSEE



THE CITY COMMISSION



Members of the City Commission (L to R):
 Commissioner Curtis Richardson
 Mayor Pro Tem Dianne Williams-Cox
 Mayor John E. Dailey
 Commissioner Elaine W. Bryant
 Commissioner Jeremy Matlow

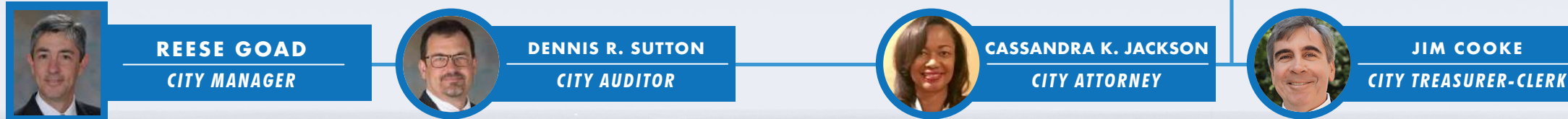




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PURPOSE OF THE STRATEGIC PLAN

Strategic Planning is a necessary step in fostering organizational change.

What is the purpose of the Strategic Plan?

This strategic plan sets the course for the City of Tallahassee to achieve a specific set of priorities, goals, and objectives by 2024. It does so within the context of the community's long-term Comprehensive Plan and shapes fiscal policy set forth within future annual budget documents.

Rather than simply preparing or adapting to the future, strategic planning focuses on channeling our resources to bridge the gap between present conditions and future goals.ⁱ The City of Tallahassee's 2020-2024 Strategic Plan is a management tool that helps the organization assess the current operating environment, anticipate changes, envision the future, and increase effectiveness. This plan also fosters our commitment to be the national leader in public service delivery by helping us achieve consensus on our objectives and how we measure progress.ⁱⁱ

Strategic planning for public service organizations is based on the notion that leaders must be effective strategists if their organizations are to recognize a future vision, fulfill their missions, and meet their communities' future needs. Effective strategies cope with changing circumstances and give leaders context for decision making.





Tallahassee will celebrate 200 years in 2024

Strategic planning is a crucial step in fostering organizational transformation and performance improvement. For many organizations, including local governments, strategic planning is considered a best practice. Professional organizations, such as the International City and County Management Association (ICMA) and the National League of Cities, strongly encourage local governments to create a strategic plan, with revisions set at the end of a five- or ten-year horizon.

The initiation of strategic planning is typically at the discretion of a local governing board. In some cases, the organization's strategy draws from separate departmental plans. Such is the case for the City of Tallahassee, with operations being guided by 44 departmental strategic plans.

The City of Tallahassee's 2020-2024 Strategic Plan focuses on seven priority areas and associated goals, objectives, and targets. The plan's five-year horizon will culminate in the City's bicentennial.

The aspirational nature of strategic plans requires extensive community engagement efforts; the voices of our residents, neighbors, and visitors must guide our progress. Community input enables local governments to more confidently develop meaningful goals, objectives, and performance indicators that move the community toward its vision. Citizens must be informed and given regular opportunities to provide meaningful input to ensure credibility and confidence in the leadership, management, and impact of the City's efforts.





COMMUNITY ENGAGEMENT

The community's input set the stage for the definition of goals and objectives.

Prioritizing Community Engagement

To develop a well-rounded strategic plan reflective of the people that the City serves, our process prioritizes community engagement. This is a commonly accepted best practice for municipal strategic plans by institutions such as ICMA, the Government Finance Officers Association (GFOA), and other leading public affairs and public policy organizations.

To achieve a robust, accessible, and extensive engagement effort, staff conducted 11 community pop-up events across the City, administered 2,469 in-person and online surveys, conducted a Commission Workshop

efforts over a seven-month period. The 11 pop-up events took place throughout spring and summer 2019, at a wide range of locations around the city, including community centers, farmers markets, and popular festivals (i.e., Kidsfest, Taste of Tallahassee, Chain of Parks Arts Festival, Pridefest, etc.). At these events, City employees shared the newly adopted mission, vision, and value statements with people and administered in-person surveys on handheld tablets. These interactions often led to longer discussions wherein people shared anecdotal feedback about the City's best services and areas for improvement. Below is a table of the community engagement activities held over the past seven months.



focused on the goals and potential targets, and presented draft plans online for public feedback. City staff accomplished these

Mission Vision Values Working Group

The Mission Vision Values Working Group was formed to review the City's existing mission, vision, and values statements. The working group consisted of community members and City employees from across the organization. Through a series of facilitated meetings, conversations with the public, and input from the City Commission, the group revised the statements, which were formally adopted by the City Commission at its April 24, 2019, meeting.

TIMELINE OF COMMUNITY ENGAGEMENT EFFORTS

ACTIVITY	DATE	LOCATION	HIGHLIGHTED COMMUNITY FEEDBACK
MVV Working Group Meetings (Total of 8)	7-Feb – 11-Apr	City Hall	Drafted new MVV statements
Community Pop-Up Event	21-Mar	Jack McLean Community Center	Interest in the “lead with integrity at every level” value
	23-Mar	Market Square Farmers Market	Encouragement for the new statements and hope that City employees will live up to the values.
		Frenchtown Farmers Market	
Tallahassee Downtown Farmers Market			
Handheld Field Survey	17-Apr	Taste of Tallahassee, Adams St	267 neighbors were engaged at events and asked for feedback. Several individuals mentioned it was hard to pick only 3 top performing areas.
	27-Apr	LeMoyne Chain of Parks Art Festival	
		Tallahassee Downtown Farmers Market	The strongest performing areas were: parks, trails, and other public spaces; electric and water services; and environmentally friendly. Areas of opportunity were: affordable housing, economic opportunities for all, and roads and sidewalks.
	Pridefest		
	4-May	Kidsfest	
	23-May	Southside Farmers Market	
20-Jun	Operation Safe Neighborhoods		
Online survey	17-June – 30 – June	Online – Talgov.com	Reflected in plan
Strategic Plan Workshop	4-Sep	Goodwood Museum	Reflected in targets
Online Feedback on Final Plan	4 Oct- 16 Oct	Online – Talgov.com	Reflected in plan

Conducting In-Person and Online Surveys

During spring and summer 2019, City residents provided input through a variety of channels, including in-person surveys on handheld tablets at seven community events. As residents took the survey, they were also provided information about the strategic planning effort and why their input was critical to the process. The survey listed ten key service areas of the City and asked respondents to select both the top and bottom three performing service areas.

The same survey was posted online during the month of June at Talgov.com/2024. During that time, local media outlets covered the online survey while the City promoted it via news release and social media. By the time the survey closed at the end of June, a total of 2,469 online and in-person surveys had been collected. The most frequently cited service areas in the survey data are as follows:

STRENGTHS

- Parks, trails and other public spaces
- Electric and water services
- Recovery from natural disasters
- Environmentally friendly

OPPORTUNITIES

- Affordable housing
- Public safety
- Economic opportunities for all
- Roads and sidewalks





Our community believes the City’s best services are parks, trails, and other public spaces; electric and water services; and recovery from natural disasters. These areas represent services in which Tallahassee is already recognized as a national leader. The service areas most frequently cited as areas where opportunities exist and improvements can be made include affordable housing, public safety, and economic opportunities for all, and are aligned with the priority areas incorporated into this plan.

Purposive sampling was used to conduct the survey. This is a nonprobability sampling technique that uses elements or

Tallahassee has a “Gold Medal” Parks, Recreation, and Neighborhood Affairs department, one of the nation’s leading public utilities, and the ability to quickly recover from natural disasters.

characteristics in the population to obtain a representative participation. This technique differs from quota sampling as a weight was not assigned to any element or category. Like any nonprobability sampling technique, purposive sampling should be interpreted carefully and only within context. For this

reason, the results of this survey were used only to supplement official data (e.g. Census, HUD, etc.), as well as City of Tallahassee operational data and knowledge. The survey results also provided a snapshot of residents’ perception of the mentioned areas, which can be used to track trends.



Strategic Planning Workshop



In addition to the in-person and online survey, feedback was gathered through a Strategic Plan Workshop hosted at Goodwood Museum in September 2019. Commissioners, City leadership, and citizens gathered to discuss priority areas, five-year expectations, and progress of the plan. Commissioners participated in a facilitated discussion, building on each other's ideas to generate multifaceted solutions to our community's most complex issues. The activity involved a station for each priority area that asked for first impressions and input on where the City will be in five years. Commission comments were posted on the station boards for discussion. As the Commission navigated through each station, members of the public were given copies of the same exercise to share their own input. At the end of the activity, Commissioners and City leadership engaged in a group discussion about their comments and shared how they fit into the strategic plan.

This input has been incorporated into the strategic targets and initiatives herein.

The extensive input collected over the past seven months sets the stage for the definition of goals, objectives, and targets to meet the Commission's five-year vision and address priority areas of need. As we seek to achieve our mission, the City's top performing areas require targets to maintain high performance, while the City's challenge areas highlight specific needs that require meaningful targets to improve our performance over five years. At the end of this five-year strategic plan, the City will have demonstrated significant gains in all service areas. Progress will be measured by the objectives and metrics contained within the body of the strategic plan and, ultimately, the realization of our strategic vision.





MISSION, VISION, & VALUES

The working group connected to develop a proposed set of mission, vision, and value statements.

Updating the City's Mission, Vision and Values

As a first step in the City's strategic planning efforts, the City worked with the community to review and recommend updates to the mission, vision, and values statements. To accomplish this, a working group comprised of community members and employees was assembled

to review the existing mission, vision, and value statements. Our mission, vision, and values establish the purpose, aspirations, and principles that guide operations for the City. The members of the working group included the following:

- Linda Roberts; Tallahassee Senior Center Foundation
- Mikhail Scott; Legislative Assistant to House Minority Leader Kionne L. McGhee
- Stephanie Eldridge; Keller Williams Realty
- Talethia Edwards; Greater Bond Neighborhood Association
- Devan Leavins; Special Projects Administrator, City Planning Department
- Lizzy Kelley; Public Information Manager, City Communications Department
- Deputy Chief Eugene Sanders; Tallahassee Fire Department
- Officer Anitra Highland; Tallahassee Police Department
- Charles Brown; Revenue Administrator, City Office of Treasurer-Clerk
- Bobby Sparks; Superintendent, City Parks, Recreation & Neighborhood Affairs
- Dennis Sutton; Audit Manager, City Office of Auditor
- Ariel Prieto; Energy Auditor, City Customer Operations
- Sarah Roberts, Management Analyst, City Resource Management
- Chris Jones, Assistant Power Plant Manager, City of Tallahassee Utilities
- Amy Toman, Deputy City Attorney, City Attorney's Office

Note: The professional titles of working group members reflect the position at the time of the working group meetings, which took place from February through April 2019.



The working group convened eight times during February, March, and April 2019 to develop a proposed set of mission, vision, and values statements for City Commission consideration. Through a variety of facilitation exercises, group activities, and discussion, this group began to develop a new set of mission, vision, and values statements. At each

meeting, the group discussed what words or statements would accurately represent our community and inspire employees, while ensuring these statements were accessible and easy to remember. The working group had specific goals in mind for these organizational statements, including the desire to:

1 *reflect the group's consensus that Tallahassee, as both an organization and a community, wants to preserve its character — to be “uniquely Tallahassee” — while looking to the future*

2 *support our growing community, protecting our natural resources, and numerous City services*

3 *craft statements that are succinct, easy to recall, and inspiring for employees as well as citizens*

4 *craft action-oriented statements that reflect forward progress*



During this process, the working group brought the revised mission, vision, and values statements to the community to engage neighbors, build awareness of the City's strategic planning effort, and solicit feedback. Residents had the opportunity to review statements at four pop-up events. People told working group members they were happy to see the City modernizing the statements and asking for feedback from the community. In addition, several neighbors commended the inclusion of “integrity” and “ethics” into the organizational values statements.

The working group presented an initial draft of the new mission, vision, and values for consideration at the March 27, 2019, City Commission meeting. The Commission provided feedback to the working group, including:

- Make the statements succinct
- Make them easy to read and understand
- Emphasize the importance of neighborhoods' unique identities
- Place emphasis on ethics and integrity in the values statements

The working group convened two additional times to incorporate the Commission's feedback. On April 24, 2019, the City Commission formally adopted our strategic mission, vision, and values.



MISSION

To be the national leader in the delivery of public service.

Our mission is the statement that tells everyone why the City of Tallahassee, as an organization, exists. This statement guides everyday operations and seeks to inspire employees. The working group found it important to represent the City of Tallahassee services as best in class, second to none.



VISION

A creative capital city that supports a strong community with vibrant neighborhoods; an innovative economic and educational hub serving diverse and passionate people, protecting our natural resources and preserving our unique character.

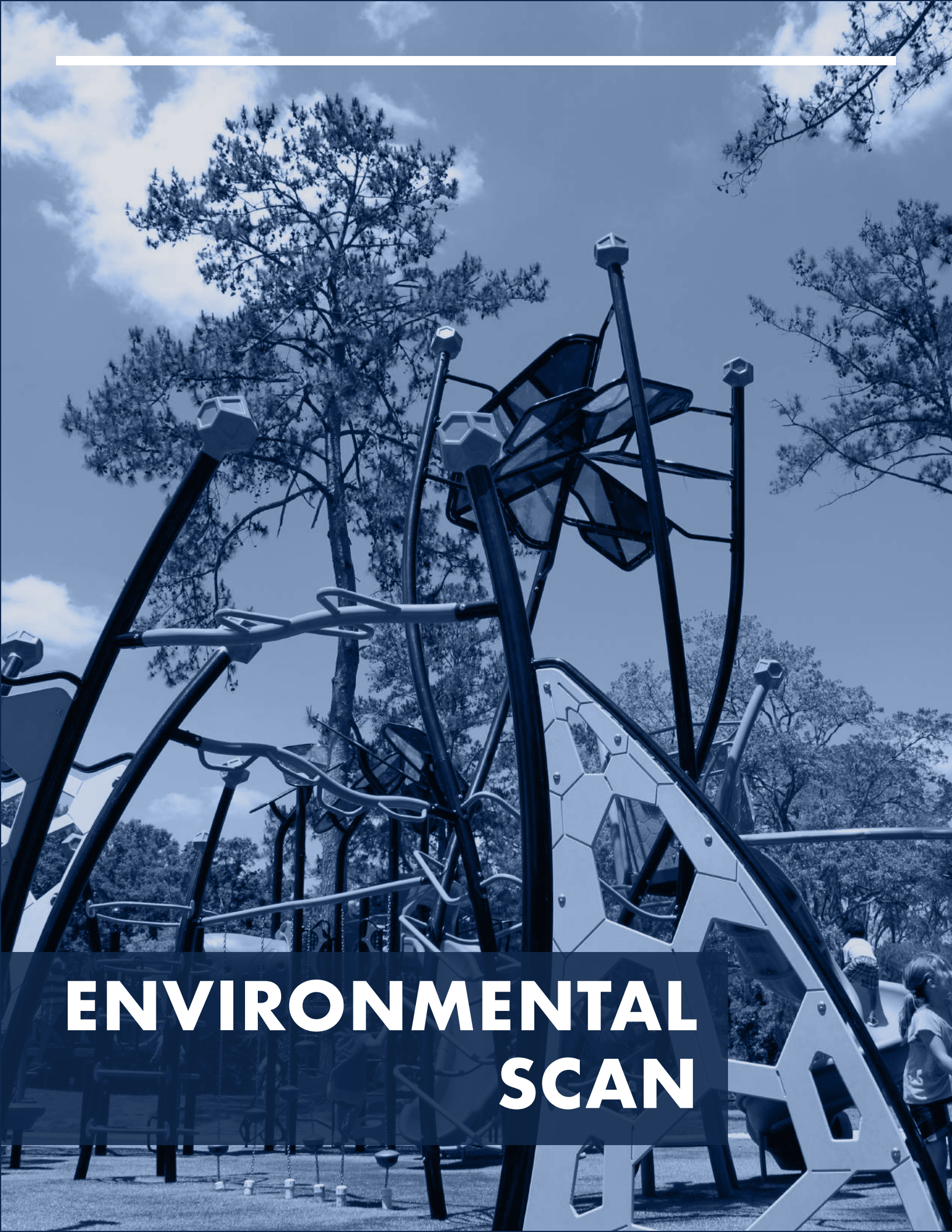
Our vision not only reflects what makes the City unique but propels the community forward. While considering what Tallahassee has to offer, group members considered our education institutions, magnetic lab, natural beauty, culture, and diversity. Additionally, our network of neighborhoods set us apart from any other community.



VALUES

- Honor public trust through ethical behavior
- Provide exceptional citizen service
- Lead with integrity at every level
- Collaborate to reach common goals
- Invest in employee excellence
- Promote equity and celebrate diversity

Our values are the beliefs and attitudes that the organization and staff are expected to embody.



ENVIRONMENTAL SCAN

Tallahassee residents enjoy a high quality of life.

The Environmental Scan: Laying the Foundation for the Strategic Plan

Our strategic plan has been developed through detailed consideration of the environment in which the City will serve our community in the present and near future. This assessment includes a review of organizational strengths, external trends facing local governments in general and the City of Tallahassee specifically, and potential opportunities to meet our vision for the City of Tallahassee by 2024. Analysis of internal and external factors that could potentially impact the achievement of our vision supports and informs the development of the

goals, objectives, and targets laid out in the plan.

This section presents our top performing strengths as a community, the external trends that could complement or disrupt the achievement of our vision, and opportunities to create the highest impact for our community. These strengths, trends, and opportunities are presented by the Commission's priority areas.

The following assessment includes:

- 1** A macro-level SWOT analysis of organizational strengths and weaknesses and potential community opportunities and threats in the context of each of the seven priority areas.
- 2** A review of political, economic, social, and technological factors that can impact the City's current and future service delivery.
- 3** Mapping these findings to the Commission's priority areas: Economic Development, Impact of Poverty, Organizational Effectiveness, Public Infrastructure, Public Safety, Public Trust, and Quality of Life.

ECONOMIC DEVELOPMENT

Strengths

By virtue of being Florida's capital city and a perennial seat of learning in the state, Tallahassee serves as an economic hub for a 13-county area covering north Florida and southern Georgia. The local economy is heavily influenced by public sector and education industries. The largest employers include the State of Florida, the City of Tallahassee, Leon County Schools, and three higher education institutions. Collectively, these entities employ 47 percent of our community's workforce. The finance, professional services, and information sectors employ another 18 percent of the population. This foundational economic base anchors Tallahassee as a regional economic hub and one of the most prosperous communities in Florida. For example, the median family income in Tallahassee is \$65,376. This is 6.4 percent higher than the state median of \$61,442. ⁱⁱⁱ

With a gross domestic product (GDP) of \$13.8 billion,^{iv} Tallahassee and the surrounding area has one of the fastest-growing economies in Florida.^v The city's population continues to expand by approximately 1,600 people per year and will surpass the 200,000 mark during the course of this five-year strategic plan. The economic development efforts of the City, in partnership with private, nonprofit, higher

education and other government entities, have increased entrepreneurialism, advanced local businesses, grown targeted industry sectors, and attracted both innovative talent and companies to our community.

During the general economic decline observed across the world in the late 2000s and early 2010s, Tallahassee saw a \$1.34 billion decline in real GDP output^{vi} and a peak unemployment rate of 8.4 percent.^{vii} These declines, however, were notably less than impacts seen in other communities in Florida and the United States. With this in mind, the City continues to work diligently to establish our community as a resilient, diversified economic hub for the entire region.

Another underlying strength of our local economy is an educated workforce and source of young talent. The presence of Florida A&M University, Florida State University, and Tallahassee Community College makes our city one of the most educated municipalities in the state. Approximately 47 percent of residents possess a bachelor's degree or higher – 68 percent higher than the average Florida community.^{viii} With a combined student body of approximately 65,000 students, Tallahassee hosts a pipeline of early career talent to potentially support local businesses and draw



new business to an increasingly diversified economy.

The presence of Lively Technical College (LTC) serves as a conduit for highly-skilled labor. Each year, more people are obtaining valuable skills in vocational fields like HVAC repair, automotive technology, aviation mechanics, medical administrative specialists, nursing, welding, and more. The presence of LTC functions as a community asset in mitigating the impact of national trends like automation and advances in artificial intelligence, which continue to displace skill-driven jobs in municipalities across the country.

As a growing community, the City has taken active measures to ensure the local business community flourishes, including eliminating the local business tax and a streamlined construction permitting process. The repeal of the City's business license tax in 2016 was estimated to save an estimated \$2 million annually across 12,000 businesses. Additionally, the City's Growth Management Department ensures that all permits submitted for single-family dwellings are reviewed and processed within four business days, supporting a 23 percent increase in single-family home construction and 90 percent for multi-family dwellings.^{ix}



Trends

STATE LANDSCAPE	NATIONAL LANDSCAPE	GLOBAL LANDSCAPE
<ul style="list-style-type: none"> No pay raises for state workers, impacting 23,000 employees in our community Job, wage, and population growth post-recession is concentrated in urban counties 	<ul style="list-style-type: none"> “College-centric” cities have seen nine percent average job growth from 2007-2017^x 98.5 percent of national job growth occurred in metropolitan counties from 2008-2017^{xi} Increasing automation and displacement of low-skill jobs^{xii} 	<ul style="list-style-type: none"> Potential impact of U.S. trade war on local exports and consumption Climate change will cause disruptions and environmental stressors

Opportunities

The Tallahassee International Airport holds great potential to drive the City’s economic development goals in the coming years. The total economic impact of the airport on the region has increased substantially and commercial air travel continues to grow each year. In 2018, the airport experienced a 10.4 percent increase in traffic. In the same year, a Florida Department of Transportation (FDOT) study found that the airport had a \$600 million economic impact. Several future projects will enhance the airport’s economic impact, including:

- A new international customs facility and establishment of a Foreign Trade Zone
- A new International Passenger Processing Facility
- Passenger terminal modernization and renovation
- Road widening along Capital Circle Southwest
- A new rental car facility and parking garage
- Runway reconstruction

These efforts, in conjunction with other regional economic development initiatives, will be a primary driver of growth over the next five years. The City’s goal is to increase the annual economic impact of the airport to \$1 billion by 2024.

Additionally, recent surveys of Florida businesses have found that one of the greatest

challenges for small businesses in the state is “workforce quality.”^{xiii} As the home of two nationally recognized universities that produce skilled graduates in over 100 fields, Tallahassee hosts a rich talent pool from which new and existing businesses can draw. This talent pipeline presents a key opportunity for driving business activity and diversifying our economy.

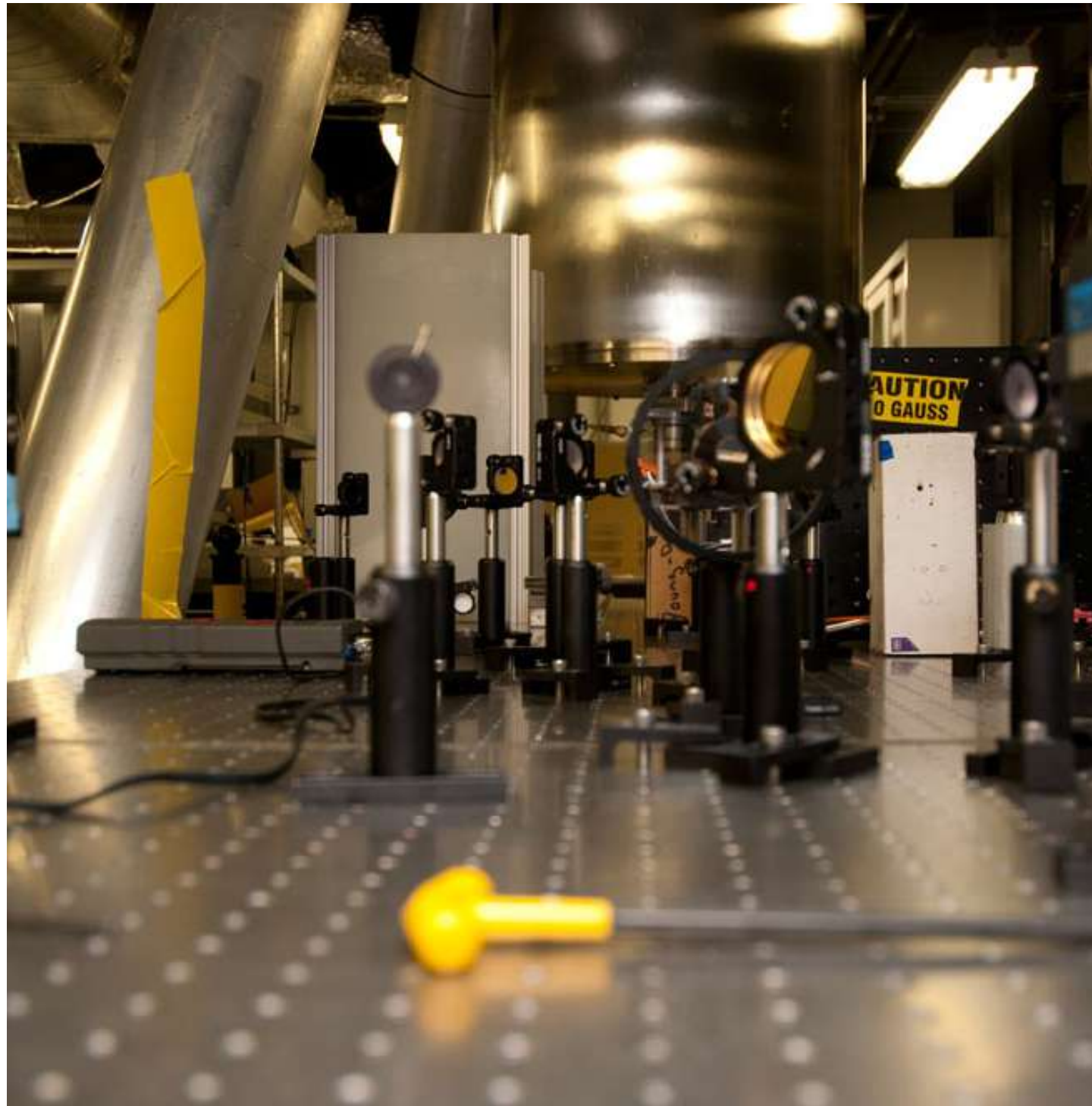
A 2019 study on the “Future of Work in America” highlighted the bright future of “college-centric, niche cities” such as



Tallahassee.^{xiv} From 2007 to 2017, college-centric communities experienced average net job growth of nine percent due to a local workforce with higher-than-average educational attainment. The same study also projected that college-centric towns may see 11 percent employment growth through 2029, due to the cultivation of well-educated talent

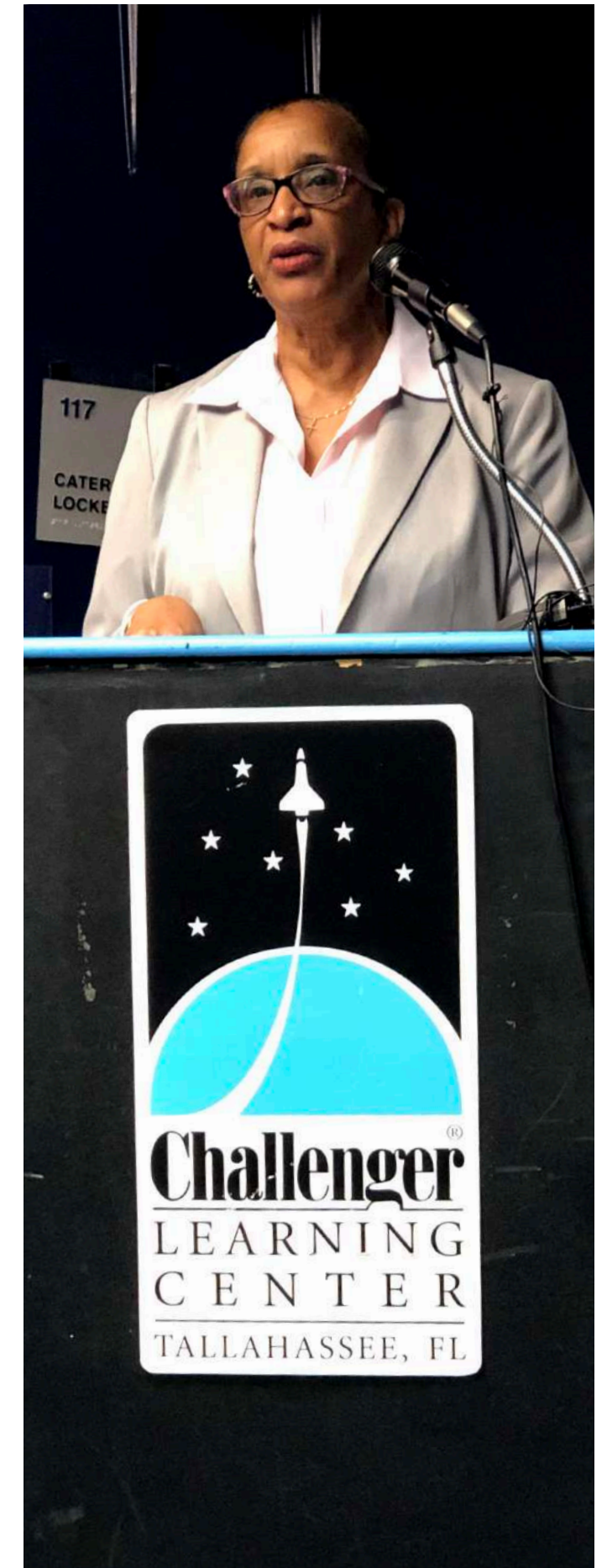
pools. By fully realizing and capitalizing on our strengths, the City of Tallahassee can continue to advance economic growth, diversify our local industries, and mitigate the impact of an economic slowdown.

Our city is home to the National High Magnetic Field Laboratory located at Florida



State University. The “Mag Lab” is the largest and highest-powered magnetics laboratory in the world. It hosts more than 2,000 scientists annually from across the globe. The Mag Lab can potentially incentivize progressive international magnetics companies to relocate in Tallahassee. New advanced manufacturing jobs can further diversify our economy, with the ultimate potential of making Tallahassee a national leader in the magnetics industry.

New advancements in telecommunications technology also present an opportunity for the City to drive economic development. The advent of 5G technology and Gigabit speed connectivity advance the promise of smart city technology and its associated economic impact. For our community, achievements in telecom tech could drive increased business productivity, workforce participation (remote work), and business relocation.^{xv}



IMPACT ON POVERTY

Rising economic inequality and the human impact of poverty continues to be a challenge that demands a collective community response. To this end, the City Commission has directed a renewed focus on positioning the City as a leading partner in the removal of social and economic barriers that foster inequality. The City supports multiple local programs and services to address nearly every influencing factor of poverty, including the education of disconnected youth, job training and readiness, health and wellness, and affordable housing.



Tallahassee is the 15th most educated City in the nation (Wallethub, 2019).

Strengths

To ensure our community is prepared for the projected influx of new jobs in our region, the City has developed and manages multiple job training and readiness programs, specifically targeting youth aged 16-24 and displaced adults. Our efforts include TEMPO, which is aimed at reaching disconnected youth; Build-up Tallahassee, which provides on-the-job training in high-demand skills; and the Tallahassee Future Leaders Academy (TFLA), which provides teens with mentorship, job readiness training, financial literacy education, and summer employment. In the next five years, the City will continue to pursue partnership opportunities to lessen the impact of poverty on our community.

Health and wellness are compounding influences that impact those living in poverty. There are direct links between health and individual productivity within the context of economic well-being.^{xvi} The City directly encourages healthy living through investments in its parks system, trails, and recreational programs, which have been recognized as among the best in the nation. Additionally, the City directly supports multiple health and human services organizations through the Community Human Services Partnership, direct grants, and annual sponsorships.



The City supports multiple local programs and services to address nearly every influencing factor of poverty.

The City also serves those experiencing the impact of poverty through direct funding for housing security and rehabilitation, as well as strategic partnerships to ensure adequate supply of housing in line with projected population growth and market

demand. No-cost energy audits, rebates for energy efficient appliances, and home repair grants and loans are just a few examples of our efforts to help lessen the impact of the cost of living and increase the quality of life for those in need.



Trends

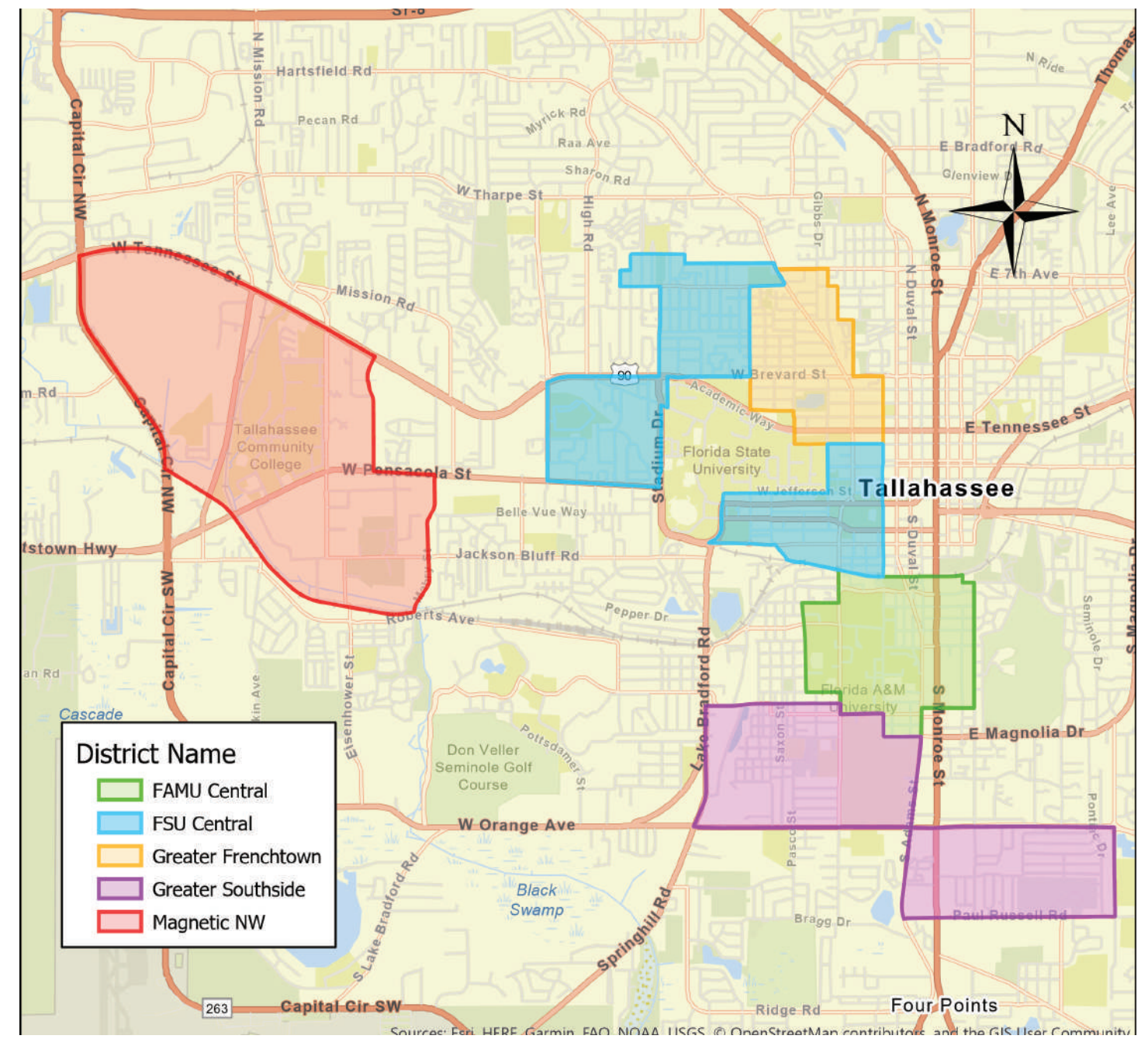
STATE LANDSCAPE	NATIONAL LANDSCAPE	GLOBAL LANDSCAPE
<ul style="list-style-type: none"> • Low unemployment rate, 3.5 percent • Increased urbanization • Erosion of Home Rule (e.g., potential ban of inclusionary housing ordinances) • Higher demand for smaller, affordable, rental units ^{xvii} 	<ul style="list-style-type: none"> • High GDP • Increasing wealth concentration in high income households. (Federal Reserve, 2019) ^{xviii} • Rise in temporary / contract jobs • Automation of jobs • Urban gardens / farms 	<ul style="list-style-type: none"> • Artificial Intelligence • Climate Change • Global Terrorism & Civil Unrest



Opportunities

Intergovernmental economic development efforts, such as site selection, land-use planning, and securing incentives to attract new industries, suggests growth opportunities for our community. Targeted investments in areas where poverty is most concentrated could also have an impact. This can be achieved through continued investments in South City, the Greater Frenchtown / Southside Redevelopment Area, and Opportunity Zones:

OPPORTUNITY ZONE DISTRICTS IN THE CITY OF TALLAHASSEE



Ensuring the wellbeing of individuals in our community is essential to breaking the cycle of poverty. Wellbeing encompasses access to healthcare, nutritious meals, and physical activity, among many other elements. Although the City is not a direct provider of health care or the primary funding source of health facilities, we are committed to supporting community health and wellness initiatives that offer our residents a healthier life, such as year-round recreational activities at City parks and community centers. The City's high-quality drinking water also ensures residents remain healthy. Additionally, farmers markets and community gardens continue to provide fresh food options to key areas within our community.



ORGANIZATIONAL EFFECTIVENESS

Strengths

Every day, our team of nearly 3,000 public servants work to deliver reliable municipal services, including utilities, public safety, and recreational facilities. The quality of City services is demonstrated by earning numerous prestigious recognitions, including:

- *Top 100 “Best-Run Cities” in the Country*^{xix} (Wallet Hub)
- *Florida Governor’s Sterling Sustained Excellence Award* (Florida Sterling Council)
- *Commercial Service Airport of the Year* (Florida Department of Transportation)
- *Distinguished Budget Presentation Award* (Government Finance Officers Award)
- *Safety Management Excellence Award*^{xx} (American Public Gas Association)



Efficient, responsive, and well-managed internal services are essential to help the City fulfill its mission. These internal services include:

- Talent management services (recruiting, hiring, professional development, retention, evaluation, etc.)
- Technology infrastructure, solutions, tools, and support
- Budget management and reporting
- Facilities maintenance, renovation, and expansion
- Financial services (accounting, procurement, grants management, etc.); the ongoing management, maintenance, and operation of the City’s fleet of vehicles



Trends

STATE LANDSCAPE	NATIONAL LANDSCAPE	GLOBAL LANDSCAPE
<ul style="list-style-type: none"> • Erosion of Home Rule • Public records laws • Public meetings laws • Aging population 	<ul style="list-style-type: none"> • Political uncertainty • Cybersecurity threats • Job displacement 	<ul style="list-style-type: none"> • Artificial intelligence • Cybersecurity threats • Blockchain technology

Opportunities

Continued population growth in the near term will increase demand for the full scope of City services. At the same time, our organization faces waves of retirement, particularly in senior positions in areas of the City with specialized or technical services, such as law enforcement, utilities, engineering, finance, and administration. As the City continues to create a greater impact in our community, we must look for efficient ways to achieve more. Mapping our business processes to identify opportunities for enhancing service and eliminating redundancy will be a critical step.

“To be the national leader in the delivery of public service”

comparable experience from the services we provide. Additionally, throughout the country, multiple industries face exposure to the impact of automation. As routine and predictable physical tasks become automated, jobs and employment in some fields (e.g., production, transportation, office administration) will be impacted more significantly than others (e.g., social services, professional care, customer service). These shifts highlight the importance of identifying future needs and managing our talent pipeline, while remaining one of the best places to work in our community. This plan presents strategic talent development initiatives and targets that will guide our efforts to attract and retain the top professionals.

In 2024, the City of Tallahassee will be 200 years old.

Advances in technology will continue to transform the way we serve our community. As connectivity, smart environments, and augmented intelligence change the lives of residents, our community will expect a

PUBLIC INFRASTRUCTURE

A foundational pillar of our thriving community is the City's sound public infrastructure. Our leading-class utilities deliver potable water, natural gas, and electricity to residents; treat wastewater and stormwater to protect and preserve our regional resources; facilitate mobility of neighbors and visitors; and foster economic growth. Although we face many common challenges, such as aging infrastructure and high maintenance costs, the City is continually recognized nationally for high-quality services.

Utilities



Strengths

The City is consistently recognized as a national leader of public utilities. City Utilities received the Governor's Sterling Award in 2015 and the Governor's Sterling Sustained Excellence Award in 2018. Tallahassee is the only utility – public or private – in the State of Florida to ever receive both recognitions. The City was also twice named a "Utility of the Future, Today" by four national associations: The Water Environment Federation, the National Association of Clean Water Energy, the Water Research Foundation and the National Water Reuse Association. These awards celebrate the achievements of our innovative water utility that provides resilient, value-added services to our community.

The Electric Utility is the fourth largest municipal utility in Florida and the 26th largest in the United States.

The outstanding work performed by the City's electric and gas utility was recognized by the American Public Power Association as a diamond-level "Reliable Public Provider." Most recently, the City's gas utility was recognized as the best in the nation having received the 2019 Public Gas Achievement Award – the highest recognition earned by one deserving utility provider out of over 1,000 publicly-owned natural gas systems nationwide – by the American Public Gas Association.

Our potable water also regularly receives high marks for its quality. The City's drinking water has been named the "Best Tasting" in the state multiple times over the past few years. This is due in large part to Tallahassee's location above the Floridan Aquifer (Aquifer), one of the world's largest freshwater sources. Ensuring the Aquifer and its associated water bodies remain free of harmful nutrients shapes our water utility's operations.

Environmental stewardship drives our approach to investment in resilient and effective public infrastructure. Tallahassee residents have historically prioritized consideration of our natural resources when studying the future of our utility systems, including the impact on our surrounding ecosystem. This has resulted in significant investments including the City's wastewater treatment facilities that reduce harmful impacts to regional water bodies. Additionally, the development of a Clean Energy Plan will further guide the City toward its horizon for using 100 percent renewable energy by 2050. This strategy will complement the Clean Energy Plan and allow the City to map this transition while performing reliably and at an affordable cost.

City of Tallahassee was the first municipality to implement smart meters.



Trends

STATE LANDSCAPE	NATIONAL LANDSCAPE	GLOBAL LANDSCAPE
<ul style="list-style-type: none"> • Statewide water shortages • Recyclable wastewater • Recyclable solids • Emergence of green economy 	<ul style="list-style-type: none"> • Aging infrastructure • Internet of Things (IoT) • Water conservation • Energy conservation 	<ul style="list-style-type: none"> • Climate change • Water scarcity • Desalination • Rainwater harvesting

Opportunities

The City's public infrastructure priorities will meet several external challenges. As our community prioritizes environmental stewardship, costs to improve and transition infrastructure could increase significantly. Cost increases could be compounded by changes to the overall economy. Economic downturns and the continued erosion of Home Rule may temporarily reduce the City's flexibility to consider alternative operational solutions (e.g., fees, taxes, etc.) for future services. Sustained population growth may also present a challenge for utility infrastructure. As our population exceeds 200,000 residents, demand for and expansion of our utility infrastructure could be necessary, and the impact of our growing community on our natural environment will remain a focus of public conversation.

Our residents prioritize environmental stewardship and want to see that priority reflected in the City's services. Opportunities in this area include infrastructure enhancements to further protect the natural environment, as well as progress toward the full implementation of the City's Clean Energy Plan. Public engagement in this area will both build the credibility and trust in our organization, while identifying challenges related to external trends (e.g., climate change, population growth, etc.).



Sidewalks, Roadways, and Public Transit

At the core of every thriving community is sound public infrastructure.

Strengths

Our mobility infrastructure is extensive throughout the city, requiring continual refurbishing and planning for future needs. The City maintains 650 miles of streets and more than 500 miles of sidewalks that connect our neighborhoods and public places. Our teams also manage the daily operation

of 356 signalized intersections, 1,133 parking meters, and 2,391 parking spaces, as well as 37,963 street and area lights critical for drivers, riders, cyclists, and pedestrians. Our mass transit service, StarMetro, is the leading provider of public transportation in the region.



Trends

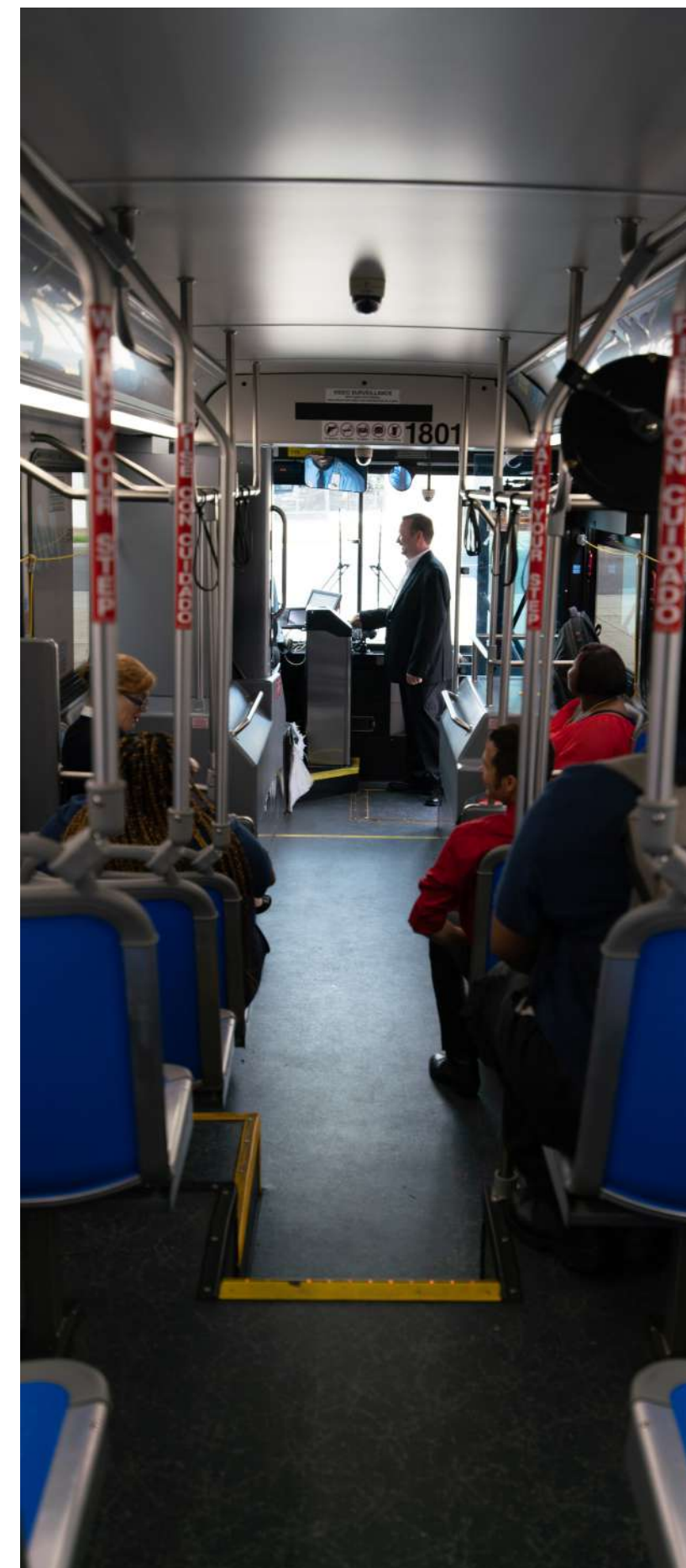
STATE LANDSCAPE	NATIONAL LANDSCAPE	GLOBAL LANDSCAPE
<ul style="list-style-type: none"> • Emergence of green economy • Micromobility 	<ul style="list-style-type: none"> • Aging infrastructure • Internet of Things (IoT) • Micromobility • Clean energy • Pedestrian-prioritized streets 	<ul style="list-style-type: none"> • Climate change • Autonomous vehicles • Changing freight management • Smart city

Opportunities

Sidewalks are a major priority for our community. In spring 2019, the City Commission set an annual target of adding 10 new sidewalks per year. Meeting this need will require innovative approaches for addressing the high capital costs associated with new sidewalks, while ensuring our community is connected safely, in a way that enhances a neighborhood's sense of place.

StarMetro provides more than three million rides annually across its 18 service routes. Many of the bus stops are exposed to the elements, presenting challenges for those waiting for service. The planned addition of 150 bus benches and route changes are key opportunities to address these challenges while improving on-time performance and rider satisfaction.

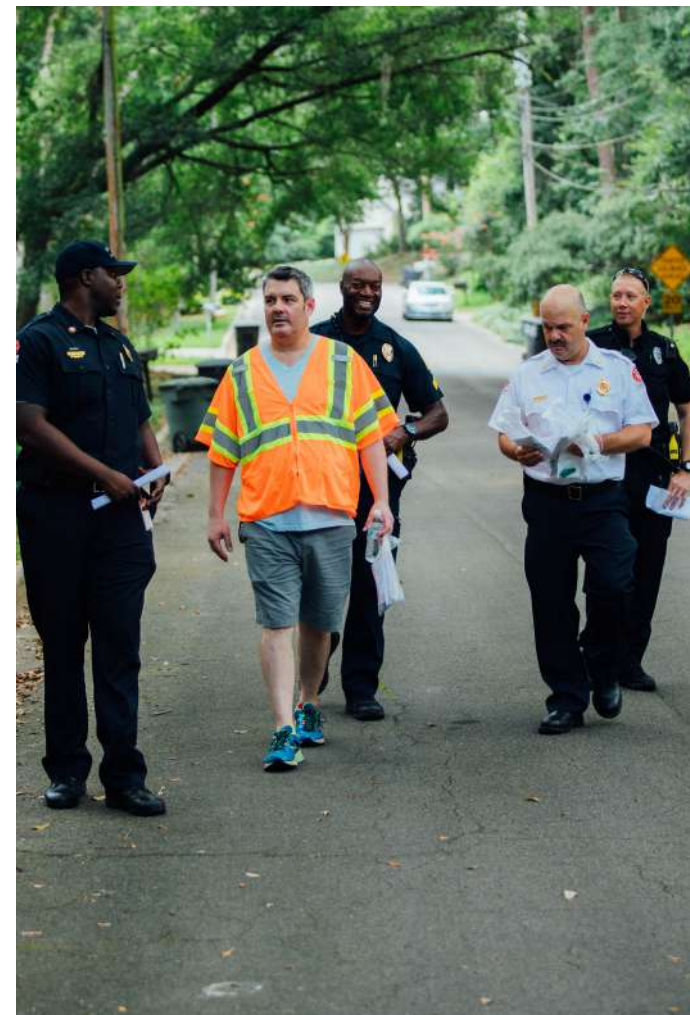
Multiple external trends could impact the City's efforts to meet community needs in the coming years. Population growth should drive an overall demand for transportation amenities. Additionally, the impact of climate change and ongoing resiliency efforts could increase the need to retrofit existing amenities and construct new, more costly facilities to address issues.



PUBLIC SAFETY

The City of Tallahassee is committed to ensuring the safety and wellbeing of our residents through innovative and proactive law enforcement practices, comprehensive emergency preparedness and response efforts, nationally recognized fire prevention and safety programs, and effective emergency medical services.

By engaging in community-based policing techniques that value citizen engagement and leverage technology, our community experienced a five-year low in violent crime (see more below). The City is also committed to ensuring community preparedness for natural disasters by fostering a culture of resilience both within and outside the organization. Fire prevention and safety efforts are also critical to overall public safety and have direct links to resiliency and emergency medical response.



Strengths

Our community continues to make positive strides. The most recent crime data from the Florida Department of Law Enforcement (FDLE) Uniform Crime Report (UCR) shows an overall decrease in our community's crime rate. From 2017-2018, crime was reduced by 7.6 percent, with violent crime decreasing by 6.6 percent and property crime decreasing 7.8 percent. This reflects a five-year low in our community's crime rate and is the second-lowest rate experienced in our community in 20 years. This is the third consecutive year there has been a reduction in violent crime.

This progress is the result of the City's concerted effort to apply community policing strategies. Community policing is an approach aimed at building stronger connections between residents and law enforcement

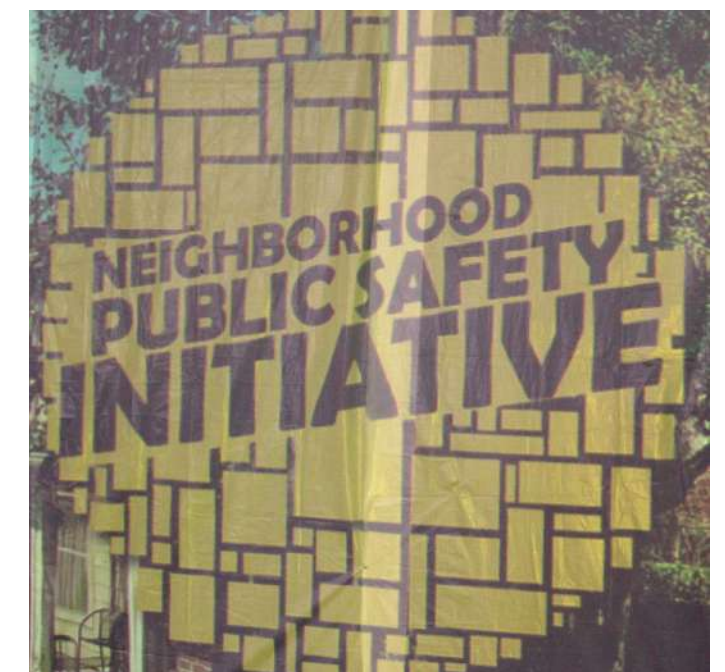
officers and seeking collaborative solutions to community issues from minor infractions to systemic problems. To address these issues, the Tallahassee Police Department supports numerous community-centered programs. For example, Operation Safe Neighborhoods promotes public safety by organizing community walks through Tallahassee's neighborhoods each summer, and our TEMPO program provides education and employment options for disconnected youth.

In addition to addressing crime, the City recognizes that efforts to combat short-term shocks and chronic stressors in our community are needed to keep our community safe. In recent years, the City has experienced increased exposure to climate hazards, such as stronger and more frequent hurricanes, tornadoes, and extreme heat. Meanwhile, persistent stresses such as aging infrastructure, cyber-terrorism, and poverty also pose unique challenges to our safety and overall quality of life. In response to these threats, the City has developed a Community Resilience Plan that identifies opportunities to build our community's resilience immediately and long-term.

Each year, in the months before hurricane season, our Neighborhood Affairs team leads multiple Neighborhood Plan for Readiness and Emergency Preparedness (PREP) workshops for residents. This helps citizens learn how to build a disaster preparedness kit and provides resources they can use before and after a storm. The City also hosts community events in which citizens are invited to learn how to prepare for a disaster, connect with area

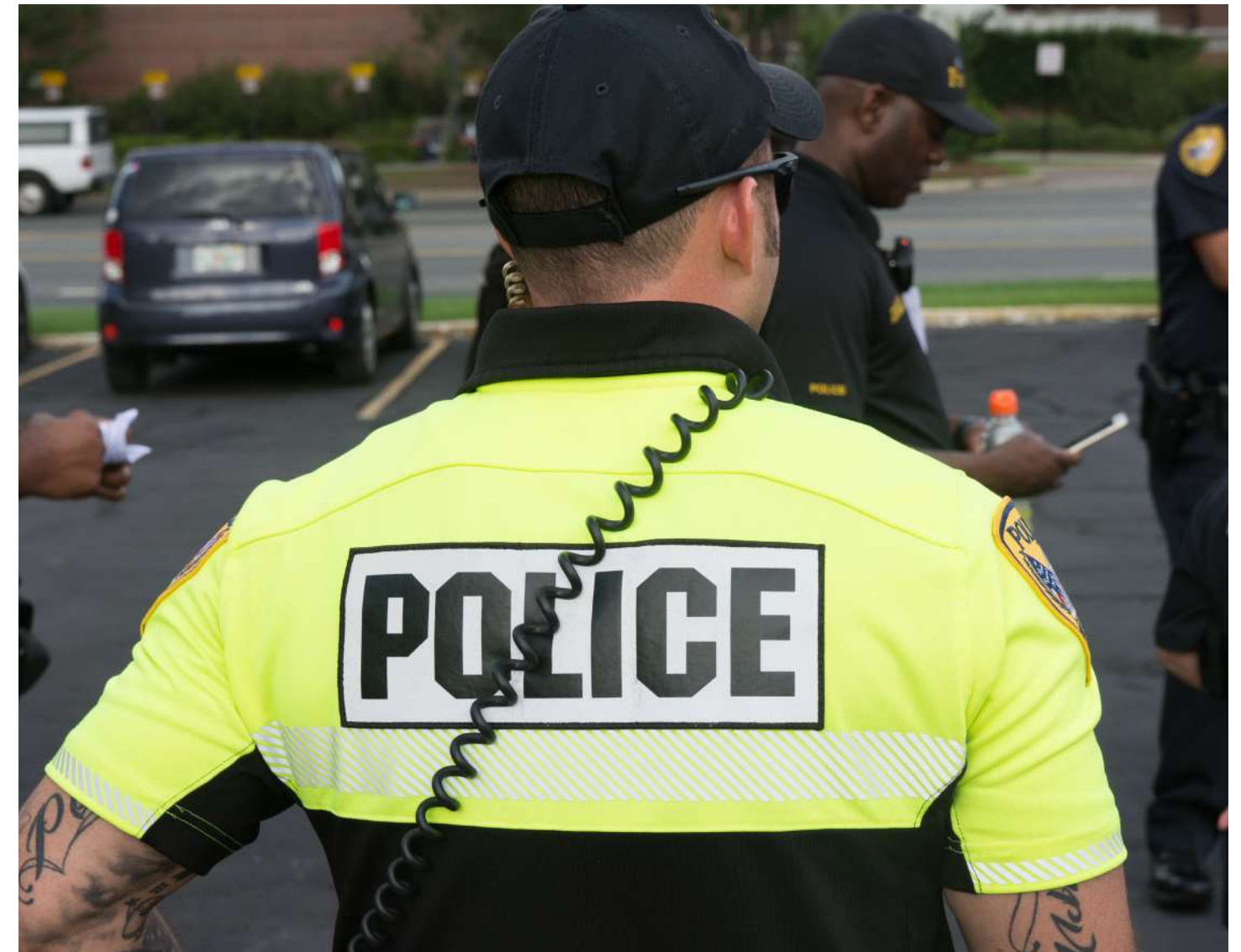
response agencies, and collect supplies.

The City also provides preventative fire and emergency response services across a 702 square mile area in Tallahassee and the surrounding area, responding to over 27,000 incidents annually. These incidents include more than 1,100 vehicle rescues, 1,500 fire calls that impact structure, vehicle, brush fires each year. Our fire personnel interact with more than 2,500 local organizations to provide fire safety awareness and education, and offer free installation of smoke detectors for elderly and low-income citizens. Since 2012, the City has seen a 58 percent increase in the number of calls for medical assistance. Our paramedics are certified to administer Advanced Life Support services, which leads to higher levels of pre-hospital care and improved incident outcomes. In 2019, the Commission provided direction to expand Advanced Life Support service coverage in our area from 56 percent to 72 percent, to serve a total of 160,000 residents in the Tallahassee area.



Trends

STATE LANDSCAPE	NATIONAL LANDSCAPE	GLOBAL LANDSCAPE
<ul style="list-style-type: none"> • Growing, diversifying population • Increased urbanization • Decriminalization of marijuana • Impact of climate change 	<ul style="list-style-type: none"> • Reduced public trust • Artificial Intelligence & Predictive Policing • Domestic Terrorism & Civil Unrest • Mass shooting incidents • Uncertainty around marijuana regulation 	<ul style="list-style-type: none"> • Artificial Intelligence • Climate Change • Global Terrorism & Civil Unrest



Opportunities

Our community consistently places public safety investment as a top priority. As our community continues to grow, the City's efforts to address pressing public safety needs will require flexibility, diverse perspectives, and innovative approaches. Our overarching commitment to restoring and maintaining public trust in law enforcement presents an important opportunity. As we look to make a considerable investment in a new police headquarters and public safety campus, the integration of technology could offer both cost-saving opportunities and the ability to

engage our community in new and innovative ways.

Our residents continue to provide high ratings on our response and recovery efforts for natural disasters. The City will anticipate response to natural disasters on a more frequent basis, providing ongoing opportunities to improve and sharpen our resiliency, emergency preparedness, and response efforts. This will require both a focus on emergency response and preparedness programs.

PUBLIC TRUST

Our business is public service. The effectiveness of any organization begins with its credibility among the community it serves. We must demonstrate that we honor the public's trust through ethical behavior to earn residents' confidence in our stewardship of community resources. Transparency, accountability, accessibility, and openness are the means to build the trust, credibility, and confidence of our community necessary to be the national leader in public service delivery.



Strengths

The City Commission has taken multiple actions to enhance citizen access and opportunities to share feedback.

- 1 Multiple City Commission meetings are now held outside of City Hall to encourage public engagement.
- 2 Awareness of public hearings has been expanded through increased notice and mailing for certain site plan reviews, re-zonings, and sale of City property.
- 3 Citizens have more opportunities for public input during City Commission meetings and the 30-minute public input time limit has been eliminated.
- 4 New organizational values have been adopted, including “honor the public trust through ethical behavior” and “lead with integrity at every level,” placing the priority of public trust at the forefront of our values.
- 5 Any interested party can access a current list of lobbyists and City vendors from the homepage of Talgov.com.

Additionally, the City builds and maintains credibility and confidence through results and impact. We have a strong reputation for high-performance. This is a result of sound policymaking by the City Commission, effective leadership and management within our organization, and the dedication to service and professionalism of City employees.



Trends

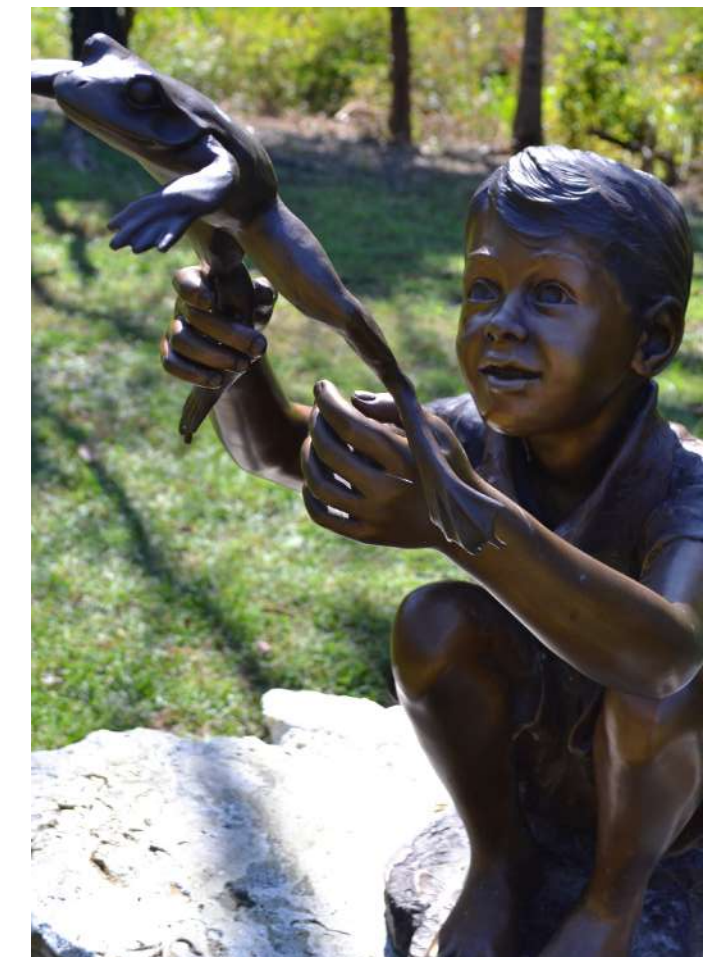
STATE LANDSCAPE	NATIONAL LANDSCAPE	GLOBAL LANDSCAPE
<ul style="list-style-type: none"> • Legislative and Executive action on transparency • National leader in open government laws for records and meetings 	<ul style="list-style-type: none"> • Increased public discourse • Only 17 percent of Americans today say they trust the federal government^{xxi} 	<ul style="list-style-type: none"> • Public discourse and activism • Virtual citizen engagement

Opportunities

Earning and maintaining the confidence of those we serve requires an ongoing and continuous effort. Beyond achieving high marks on the quality and impact of our services, the City will take into account evolving conversations on public trust and ethical governance in our own community, as well as state and national trends. The public discourse regarding ethics and transparency occurs at every level of government. In Florida, financial disclosure policies, the adoption of “Sunshine Laws,” and online portals with information on public salaries, vendors, and lobbyists have enhanced transparency.

Our City will continue to advance efforts to build the trust of those we serve. In the near term, the Commission will consider a comprehensive list of recommendations related to gifts, financial reporting, campaign contributions, and other points of feedback from residents, alongside a list of recommendations from the Independent Ethics Board. The direction of our City

Commission will set the stage for the achievement of the goals and objectives for the Public Trust priority area laid out in this plan.



QUALITY OF LIFE

Strengths

Our neighbors' health, wellbeing, comfort, and general happiness collectively remains a key priority area. The City maintains strong financial stability, which sustains nationally recognized, quality services for our citizens and enhances the vibrancy and vitality of our neighborhoods. Our ongoing quality of life efforts include sustainability and environmental stewardship programs, enabling housing options for every income level, connecting residents to services, and continual community engagement.

Located within driving distance of the Gulf of Mexico and several national and state forests, our natural environment is a source of local

pride. Tallahassee's most distinctive, visible characteristic is its urban forest. In 2018, the City adopted our Urban Forest Master Plan, establishing the long-term vision and strategy for maintaining and improving our urban tree canopy as Tallahassee continues to grow. The American Lung Association listed Tallahassee as having some of the nation's best air quality.

xii

Tallahassee also sits on top of the Floridan aquifer system, offering residents the cleanest and best-tasting drinking water in the entire state. To preserve this precious resource, our community leads the nation in municipal efforts to treat wastewater and stormwater.



Our strategic investments in water treatment not only enhance the quality of life for Tallahassee residents, but also protect the water quality of our regional neighbors in the Panhandle.

Our city is nationally recognized for our parks, trails, recreational programming, and green spaces, having achieved "Gold Medal" status from the National Recreation and Park Association in 2004. The City maintains 3,455 acres of greenspace across 88 parks and facilities and over 70 miles of trails. The City also takes a lead role in implementing neighborhood-centric efforts that allow neighborhoods to identify concerns, strategies, and solutions to enhance residents' quality of life. The City facilitated the development of the Greater Bond Neighborhood First Plan in 2018, and hosts numerous PREP workshops and community meetings each year to strengthen disaster preparedness across the community.

Our efforts to enhance the provision of human services are channeled through the Community Human Services Partnership (CHSP), where the City contributes over \$2.1 million annually. Additionally, the City provides over \$1 million in direct grants to non-profit organizations that improve the quality of life for residents through human services, arts and culture, and environmental protection and preservation.

In recent years, the City has also made affordable housing a strategic area of focus,

providing and encouraging affordable housing development through multiple programs. In 2018, the City Commission approved an Inclusionary Housing Agreement that will result in the construction of 62 new affordable homes. As the demand for labor increases in the coming years, the availability of affordable housing will be essential to continued economic growth.

Tallahassee hosts and sponsors numerous community events throughout the year that draw city residents and visitors from across Florida and the Southeast region. Some notable examples include the Red Hills International Horse Trials, Springtime Tallahassee, Word of South, Chain of Parks Arts Festival, Celebrate America, Kids Fest, Tallahassee PRIDEFEST, Greek Food Festival, Experience Asia, and Winter Festival. The City teams with many local organizations to enhance the accessibility, safety, and quality of events.



Trends

STATE LANDSCAPE	NATIONAL LANDSCAPE	GLOBAL LANDSCAPE
<ul style="list-style-type: none"> • Growing and diverse population • Increased urbanization • Environmental challenges: pollution, water quality 	<ul style="list-style-type: none"> • Smart City technology • Aging infrastructure • Continued retirement of the Baby Boomer generation 	<ul style="list-style-type: none"> • Internet of Things (IoT) • Climate change • Growing and diverse population



Opportunities

The Commission has made significant investments in new sidewalks to improve mobility, connectivity, beautification, and safety, which collectively increase the quality of life in those areas. Additionally, our ongoing and proactive sidewalk repair program will continue to address trip hazards and maintain our nearly 500 miles of sidewalks.

Supplementing this strategic plan are several master plans that aim to enhance the overall quality of life in Tallahassee. For example, the Greenways Master Plan consists of 32 projects that, when completed, will link our city via a network of trails and pathways; this will enhance our multimodal transit network while allowing residents to enjoy the natural beauty of our city.

As Tallahassee continues to see growth and urban infill in the coming years, the City has committed to preserving our urban tree canopy and status as a Tree City USA. Our canopy makes us uniquely Tallahassee. Preservation of this asset – balanced with advancing our economic development targets – will set our city apart as a growing, innovative community committed to preserving its character.

As in all municipalities across the state, the impending retirement of the Baby Boomer generation will continue to pressure the

City to consider new ways to serve this growing demographic. The Tallahassee Senior Center is one of only 11 centers across Florida to earn accreditation from the National Institute of Senior Centers (NISC). Additionally, the Commission has directed staff to begin the process of site selection, design, and construction for a second, state-of-the-art senior center. By opening the doors of a second senior center within the next five years, Tallahassee will reinforce its national reputation as a retiree-friendly community that promotes active living, aging in place, and social fitness for mature adults.





FRAMEWORK & METHODOLOGY

The Framework of the 2024 Strategic Plan

This plan incorporates best practice strategic planning frameworks from the nation's leading business and research institutions. These frameworks are comprised of key tasks used in various strategic planning approaches. These steps include:

- 1 Identifying and informing stakeholders
- 2 Engaging stakeholders
- 3 Forming a visioning task force
- 4 Performing an environmental scan
- 5 Developing goals, objectives, and strategies
- 6 Aligning the plan with resources
- 7 Development of implementation and evaluation plan



The graphic below depicts multiple model strategic planning processes, color coded to indicate common steps across each approach.

University of Minnesota ¹	ICMA ²	Harvard Business Review ³	The University of North Carolina at Chapel Hill ⁴
Initiate and agree on a strategic planning process	Vision for the community in the future	Recognize your dependencies, i.e. your key stakeholders	Creating a vision
Identify organizational mandates	Mission statement for the local government entity	Identify your "target customer"	Agreeing on key issues: This includes deciding on which issues are critical to realizing the vision and what specific goals will help realize it
Clarify organizational mission and values	Environmental scan and conclusions about what the unplanned future will be like	Work out what your organization wants from each key stakeholder group for your organization to prosper	Develop program strategies
Assess the external and internal environments to identify strengths, weaknesses, opportunities and threats	Complete list of community's strengths and weaknesses as well as its opportunities and threats (SWOT)	Identify what these stakeholder groups want from you	Developing budgets
Identify the strategic issues facing the organization	Goals for the time frame identified	Deciding on what your organization's positions will be on the identified strategic factors for each key stakeholder group - Strategy design.	Implementing
Formulate strategies to manage the issues	Measurable objectives for each goal	Continuous improvement	Evaluating
Review and adopt the strategic plan or plans	Tactics to be used to address each objective		
Establish an effective organizational vision	Implantation plan that includes time lines and group or individual assessment		
Develop an effective implementation process	Description of plan's relationship to the local government budget and available human resources		
Reassess strategies and the strategic planning process	Contingency plan that prepares as much as possible for the unexpected		
	Schedule for performance assessment, periodic reviews and replanning		

- 1. University of Minnesota**
Bryson, John M., Strategic Planning for Public and Nonprofit Organizations, 4th Ed., (San Francisco: Jossey Bass, 2011).
- 2. ICMA**
Gordon, Gerald, Strategic Planning for Local Government, 2nd edition, 2005, International City County Management Association.
- 3. Harvard Business Review**
Kenny, Graham, "6 steps to make your strategic plan really strategic," August 7, 2018, Harvard Business Review.
- 4. The University of North Carolina at Chapel Hill**
Jenne, Kurt, "From Vision to Reality: Effective Planning by the Governing Board," Popular Government 54:1, 1988: 1-7.



CITY OF
TALLAHASSEE

Identify and Inform Stakeholders

Engage Stakeholders

Form a Visioning Task Force

Perform an Environmental Scan

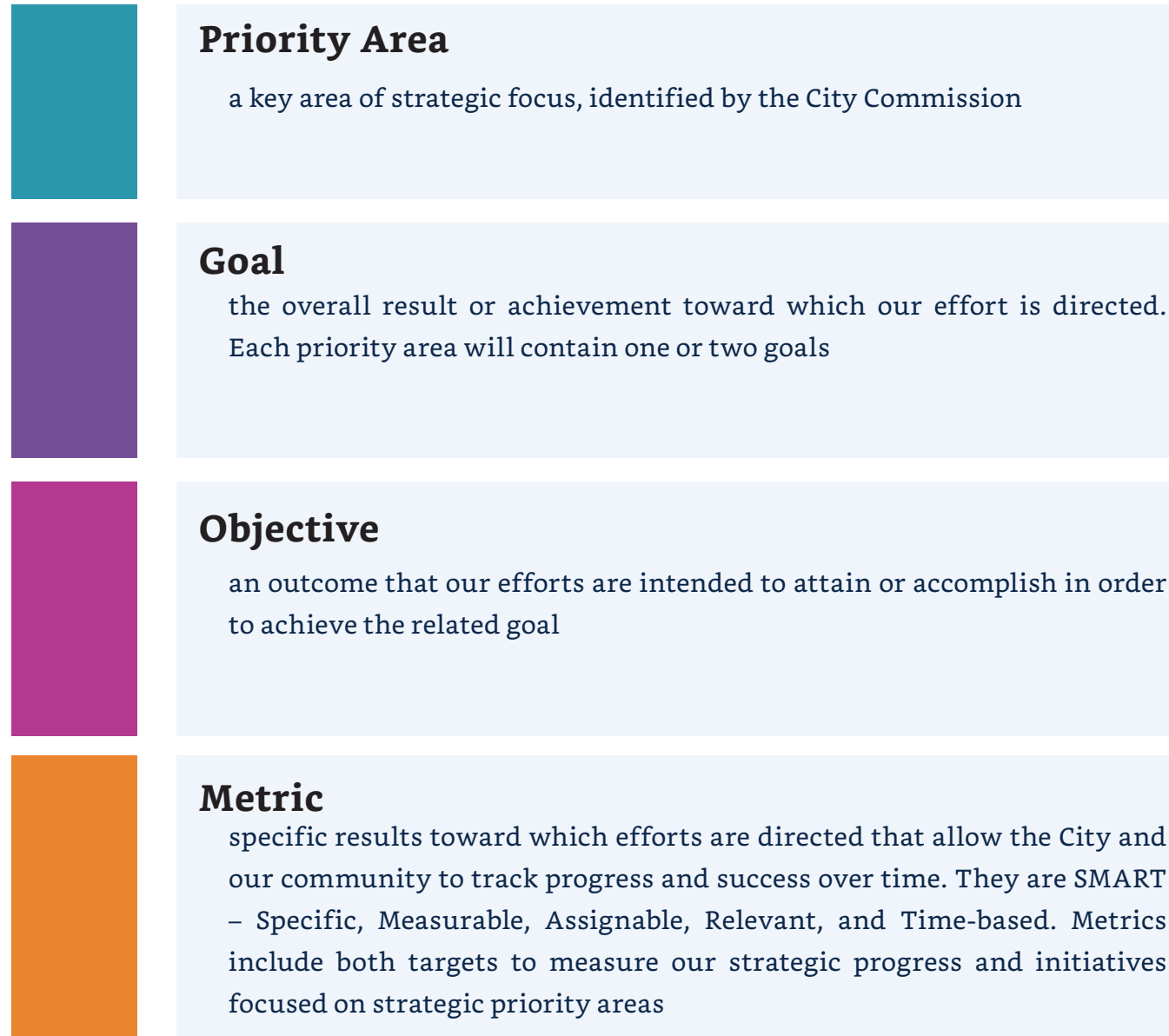
Develop Goals, Objectives & Strategies

Align Plan with Resources

Implementation & Evaluation Plan

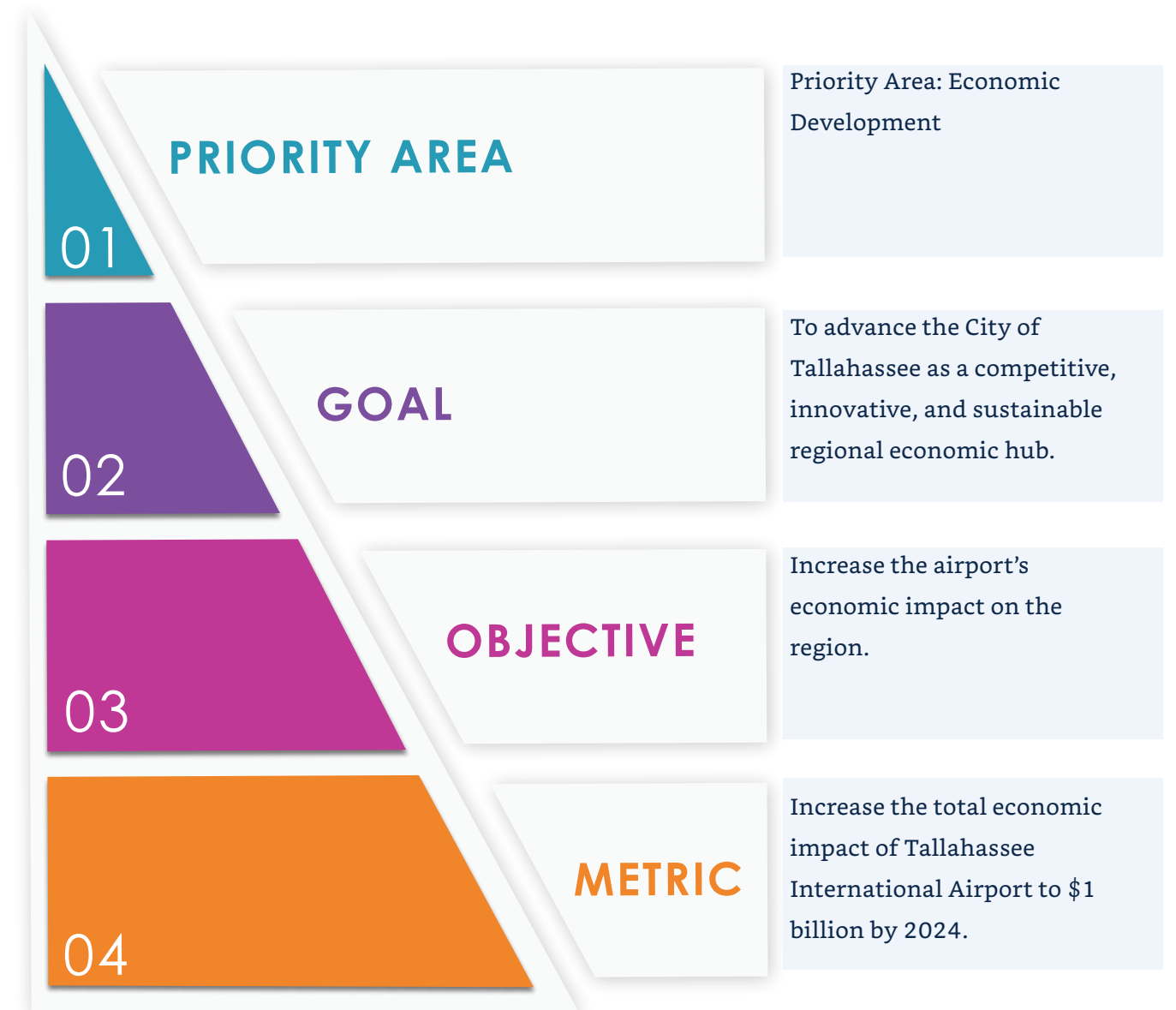
This plan is based on a four-tiered framework to organize the City’s strategic direction over the next five years, ranging from high-level priority areas to the specific five-year metrics,

that will be used to track our progress toward our bicentennial year. The four tiers of this plan are:



This plan sets direction across our entire organization, focused on achieving our vision and addressing our community’s priority areas of impact. Achieving these metrics will require coordination across our departments and with numerous stakeholders within our community. This plan does not outline the operational tactics to achieve each target.

These details are established and refined as a part of the strategic documents and processes within each department. Teams will have the flexibility to develop and adjust operational strategies to remain responsive to ongoing needs while remaining well positioned to reach the targets set in this plan.



The above image illustrates the hierarchy of our framework, using the Economic Development priority area as an example. The goal, is “to advance the City of Tallahassee as a competitive, innovative, and sustainable economic hub.” This goal has multiple objectives tied to it, including “increase the airport’s economic impact on the region.” The City will track progress of this objective by measuring the airport’s economic impact each year and setting a five-year target of achieving a \$1 billion regional economic impact by 2024.

All of this plan’s metrics and objectives contained within feed into the goals mapped to each of our priority areas to ensure the City delivers upon this plan. The specific metrics that are tied to each objective are benchmarks for the public to monitor progress and hold the City accountable; they are also management tools for City leadership to deliver strategic results for the community’s most pressing priorities.



THE 2020-2024 STRATEGIC PLAN





ECONOMIC DEVELOPMENT

OUR GOAL

To advance the City of Tallahassee as a competitive, innovative, and sustainable regional economic hub.

OBJECTIVE 1A:

ENHANCE AND MODERNIZE INFRASTRUCTURE TO ENABLE CAPACITY FOR GROWTH.

5-Year Targets

1. Percent of households in city limits with broadband internet (25 Mbps) coverage. **Target: 99%**
2. Number of brownfield areas assessed, remediated, or redeveloped within the South Monroe corridor. **Target: 20**
3. Number of electric vehicle (EV) charging stations installed in utility customers' homes. **Target: 500**
4. Miles of aging wastewater pipes upgraded annually. **Target: 5.5**
5. Complete construction of Customs Facility at Tallahassee International Airport by 2024.
6. Invest \$25 million through 2024 in stormwater capacity enhancements to improve water quality, and mitigate flooding, in the urban service area.



Enhancing and modernizing infrastructure will enable capacity for growth and help sustain the City's existing businesses. It will also attract new business ventures to the City from outside the region. Specific infrastructure enhancements to foster private sector growth include improvements to telecommunications connectivity, brownfield redevelopment, road capacity enhancements, stormwater drainage upgrades, and enhancements to the Tallahassee International Airport. These investments will allow greater ease of movement for goods and services, more reliable connectivity, opportunities for development, and reduced risk of disruption due to natural disasters.



OBJECTIVE 1B:

SOLICIT OPPORTUNITY FOR NEW AND EMERGING INDUSTRIES TO LOCATE IN TALLAHASSEE.

5-Year Targets

1. Percent of employment in targeted industries. **Target: 60%**
2. Number of jobs added to the economy annually. **Target: 2,500**
3. Gross Domestic Product of Tallahassee Metropolitan Statistical Area. **Target: \$15 billion**
4. Rate of unemployment. **Target: Below the State average**
5. Total annual exports from the Tallahassee Metropolitan Statistical Area. **Target: \$350 million**

Approximately 47 percent of all employment in Tallahassee is concentrated within the education and public sectors. As a result, the City seeks to diversify our local economy by soliciting opportunities for new and emerging industries. We will meet this objective by increasing employment in targeted industries, growing the economy by 2,500 jobs annually, and increasing our total economic output to \$15 billion. We seek to foster the region's strong track record of low unemployment by supporting initiatives that keep unemployment rates below the state average over the next five years.



OBJECTIVE 1C:

INCREASE TALLAHASSEE INTERNATIONAL AIRPORT'S ECONOMIC IMPACT ON THE REGION.

5-Year Targets

1. Dollar value of Tallahassee International Airport's economic impact. **Target: \$1 billion**
2. Annual total passenger traffic (enplanements and deplanements). **Target: one million**
3. Annual total cargo (enplaned and deplaned). **Target: 22 million pounds**
4. Acres of land leased near Tallahassee International Airport. **Target: 100**



Tallahassee International Airport is one of our most strategic economic development assets. A 2018 FDOT study estimates Tallahassee International Airport's regional economic impact at \$600 million annually. The airport has experienced yearly increases in ridership and commercial freight volume. As the largest provider of air service in the region, we aim to increase our airport's regional economic impact to \$1 billion annually. This

transformational target will be achieved through continuous capital investments at the airport to increase passenger traffic, air freight volume, and exports to international customers, as well as development of land adjacent to the airport. Reaching these targets will position Tallahassee as a competitive, innovative regional economic hub.





IMPACT ON POVERTY

OUR GOAL

To be a leading community partner that actively connects residents to resources that remove economic and social barriers.

OBJECTIVE 2A:

SUPPORT EDUCATION, TRAINING, AND JOB READINESS FOR TARGET POPULATIONS.

5-Year Targets

1. Percent reduction of disconnected youth. **Target: 30%**
2. Number of TFLA participants that have moved on to higher education, trade school, certification programs, or military over a five-year period. **Target: 500**
3. Number of TEMPO participants enrolled in a technical college or higher education institution over a five-year period. **Target: 150**
4. Number of TEMPO participants that have found employment paying a “fair” or “living wage” over a five-year period. **Target: 100**
5. Number of TEMPO participants completing a GED over a five-year period. **Target: 150**
6. Percent increase in teen program participation at the Palmer-Munroe Teen Center. **Target: 3% annually**

Initiatives

1. Enhance partnerships with community reentry programs.
2. Promote the City’s Explore Program and Junior Cadet Program.
3. Host annual job fair.
4. Continue providing free bus passes to our area’s K-12 students.



Education, training, and job readiness are essential tools for our unemployed residents to secure work, which ultimately provides financial stability. We recognize that the best chance of breaking out of the cycle of poverty is through educational attainment or specialized training. In our community, 7.3 percent of youth are disconnected –

meaning they are out of school or work.^{xxiii} Our efforts to serve disconnected and at-risk youth populations provide Tallahassee’s next generation with a path to gainful engagement and the dignity of work through education.





OBJECTIVE 2B:

REHABILITATE AND ENHANCE THE EXISTING HOUSING INVENTORY TO REDUCE THE COST OF LIVING.

5-Year Targets

1. Number of homes served annually by energy efficiency grants, audits, and rebates to improve affordability and reduce homeownership housing costs. **Target: 6,000**
2. Number of homes rehabilitated and/or receiving emergency repair. **Target: 425**

Initiative

1. Convert vacant student housing units into affordable housing units by working with Community Land Trust.

In FY2018, we provided 1,841 energy efficiency grants, loans, and rebates to citizens. We are proud to assist citizens with costs needed to create efficiencies in their homes and address cost-prohibitive system repairs. These costs can be a material financial burden to many families. Home rehabilitation programs for

our existing housing inventory will provide a measure of protection to safeguard families that would otherwise be displaced due to infrastructure failures or their inability to afford repairs or upgrades.



OBJECTIVE 2C:

FACILITATE AND ENCOURAGE THE CONSTRUCTION OF AFFORDABLE HOUSING UNITS.

5-Year Targets

1. Number of new affordable homes or rental units built through the Community Land Trust. **Target: 35**
2. Number of new homes built as a result of inclusionary housing programs. **Target: 60**
3. Number of Habitat for Humanity homes built by City employees. **Target: 10**
4. Number of down payment assistance grants awarded, creating pathways to home ownership. **Target: 125**
5. Secure funding for Purpose Built Community and redevelopment of an additional 200 dwelling units at the Orange Avenue Housing Complex.

Initiative

1. Increase residential density within city limits.



While our ability to influence the market price of housing is limited, the City is committed to using all available approaches to increase in affordable housing. Our partnerships with community organizations will be a critical part of our efforts to enable the construction of new homes. We also seek to create pathways to home ownership by providing down payment assistance to qualifying families.

OBJECTIVE 2D:

SUPPORT COMMUNITY HEALTH AND WELLNESS INITIATIVES.

5-Year Targets

1. Percent of residents living within 1 mile of a fresh food source. **Target: 100%**
2. Create performance matrix to measure Return on Investment (ROI) for Community Human Service Partnership (CHSP) by 2024.

Initiatives

1. Leverage community resources to increase access to recreational facilities and programs.
2. Cultivate partnerships to further the implementation of wellness programs.



Poor health and poverty often go hand-in-hand. To break the cycle of poverty, individual health and wellbeing must be a priority for community leaders. Our citizens' wellbeing includes accessibility to health care, nutritious meals, and outlets for physical activity. Although the City of Tallahassee is not a health care provider or a primary source of funding for health facilities, we are committed to partnering on initiatives

that enhance the health and wellness of our residents. This includes increasing the number of vendors at neighborhood farmers markets, partnering with the private sector to enhance accessibility to fresh food, and continuing our support for the Community Human Service Partnership (CHSP), with a strategic focus on measuring, understanding, and articulating the impact of these important sponsorships.





ORGANIZATIONAL EFFECTIVENESS

OUR GOAL

To be an impact-focused workforce that is inclusive, pioneering, and technology-driven.

OBJECTIVE 3A:

ATTRACT, DEVELOP, AND SUPPORT THE BEST TALENT.

5-Year Targets

1. Rate of total employee turnover. **Target: 6.5%**
2. Median number of days to fill a position from advertisement to offer. **Target: 60**
3. Rate of employee satisfaction on annual Employee Engagement & Satisfaction surveys. **Target: 90%**
4. Identify City employees proficient in Spanish or American Sign Language.
5. Grow employee participation in professional development programs by 10 percent by 2024.

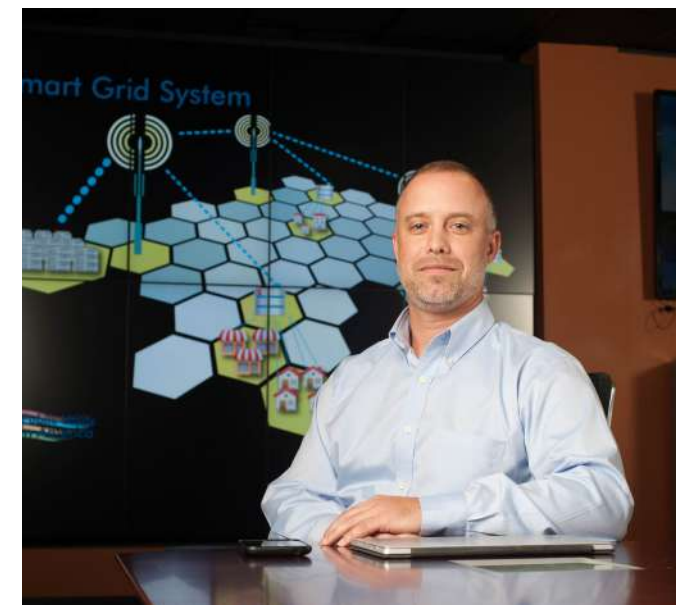
Initiatives

1. Recruit employees from local educational and vocational training centers.
2. Have a City workforce that is reflective of community's demographics.
3. Develop and implement a City-wide Talent Development Plan.



We strive to be the best public-sector employer in the nation. To attract and recruit top talent, the City must be able to design and implement a proactive, responsive hiring process. Our strategic target of 60 days to fill a position will ensure we are able to engage competitive talent in an effective way to meet this objective. Additionally, we will

implement strategic initiatives to gauge individual participation in professional development programs and the attainment of targeted certifications to ensure our talent development efforts are effective and aligned with our goal to become an impact-driven, pioneering workforce.



OBJECTIVE 3B:

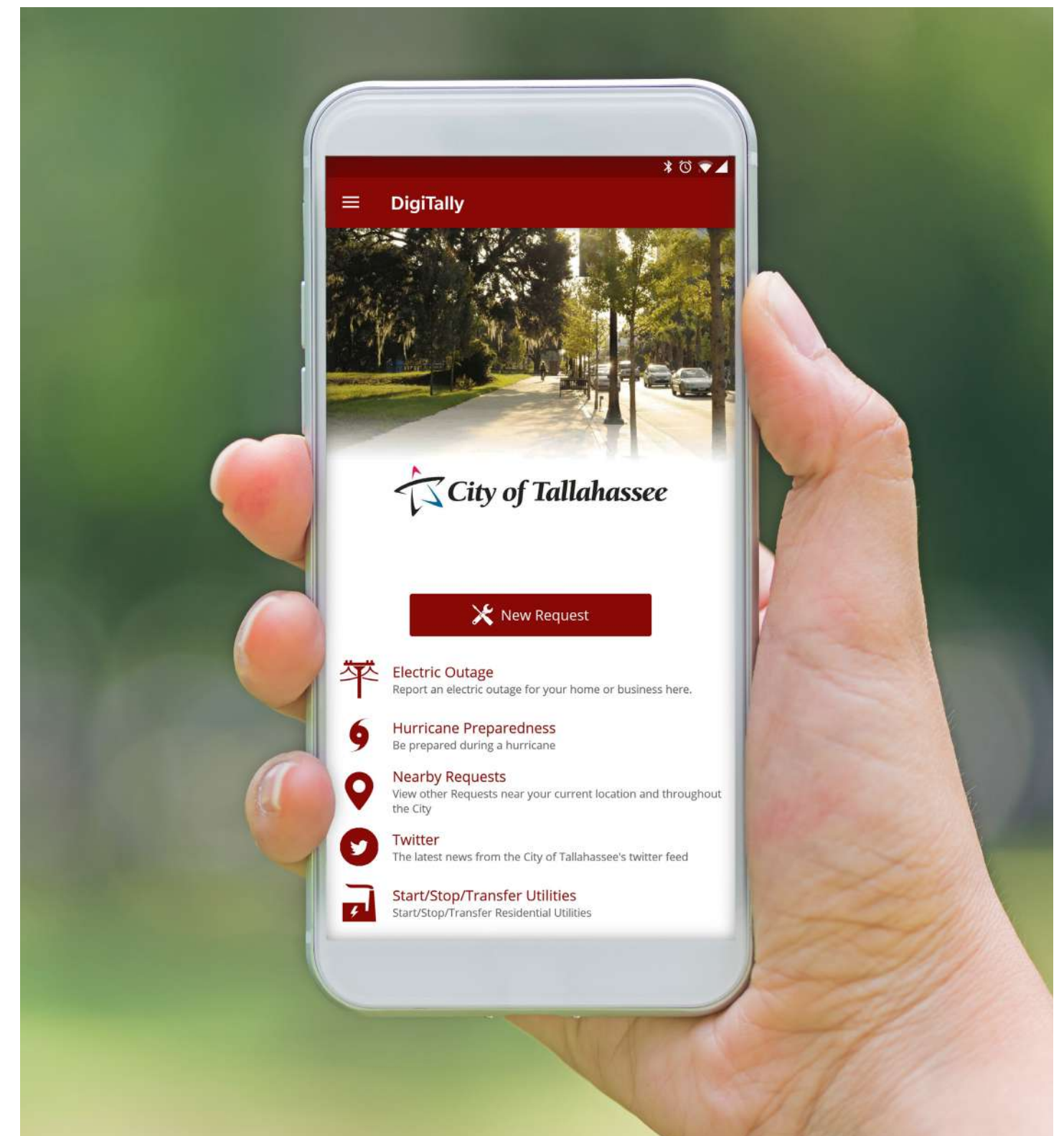
LEVERAGE TECHNOLOGY TO DELIVER FASTER, MORE CONVENIENT SERVICES.

5-Year Targets

1. Percent of payments received digitally. **Target: 80%**
2. Implement online customer service and inquiry portal by 2022.

Initiative

1. Implement fully paperless internal services.



As we seek to lead by example and further increase our customer service ratings, the City will offer new solutions and approaches to doing business. By going digital, we anticipate increases in customer satisfaction ratings

due to convenience, as well as improved and tailored engagement through smart platforms. By 2022, the City will target 80 percent of all payment transactions done electronically.

OBJECTIVE 3C:

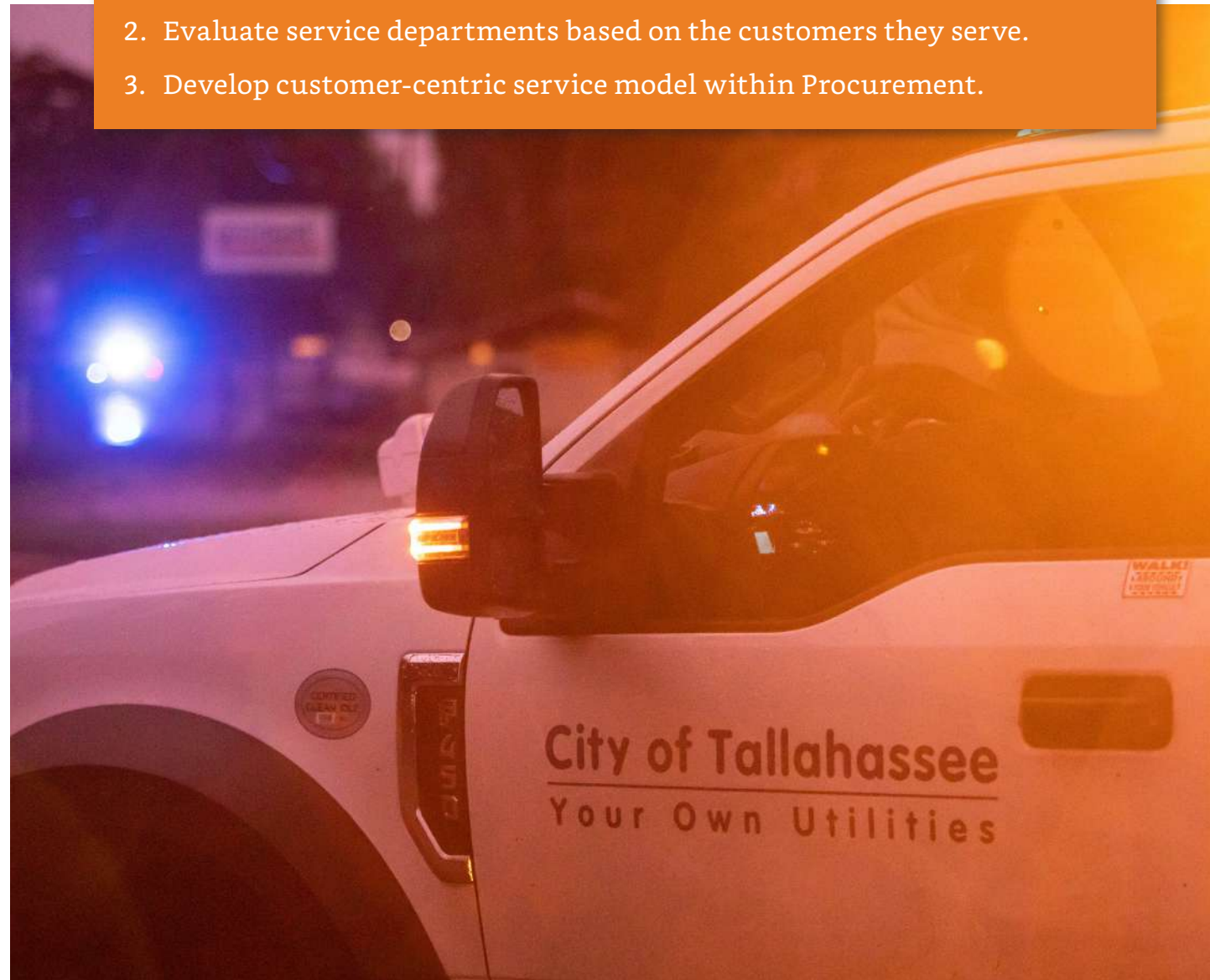
MAP, ANALYZE, AND IMPROVE ALL WORK PROCESSES.

5-Year Targets

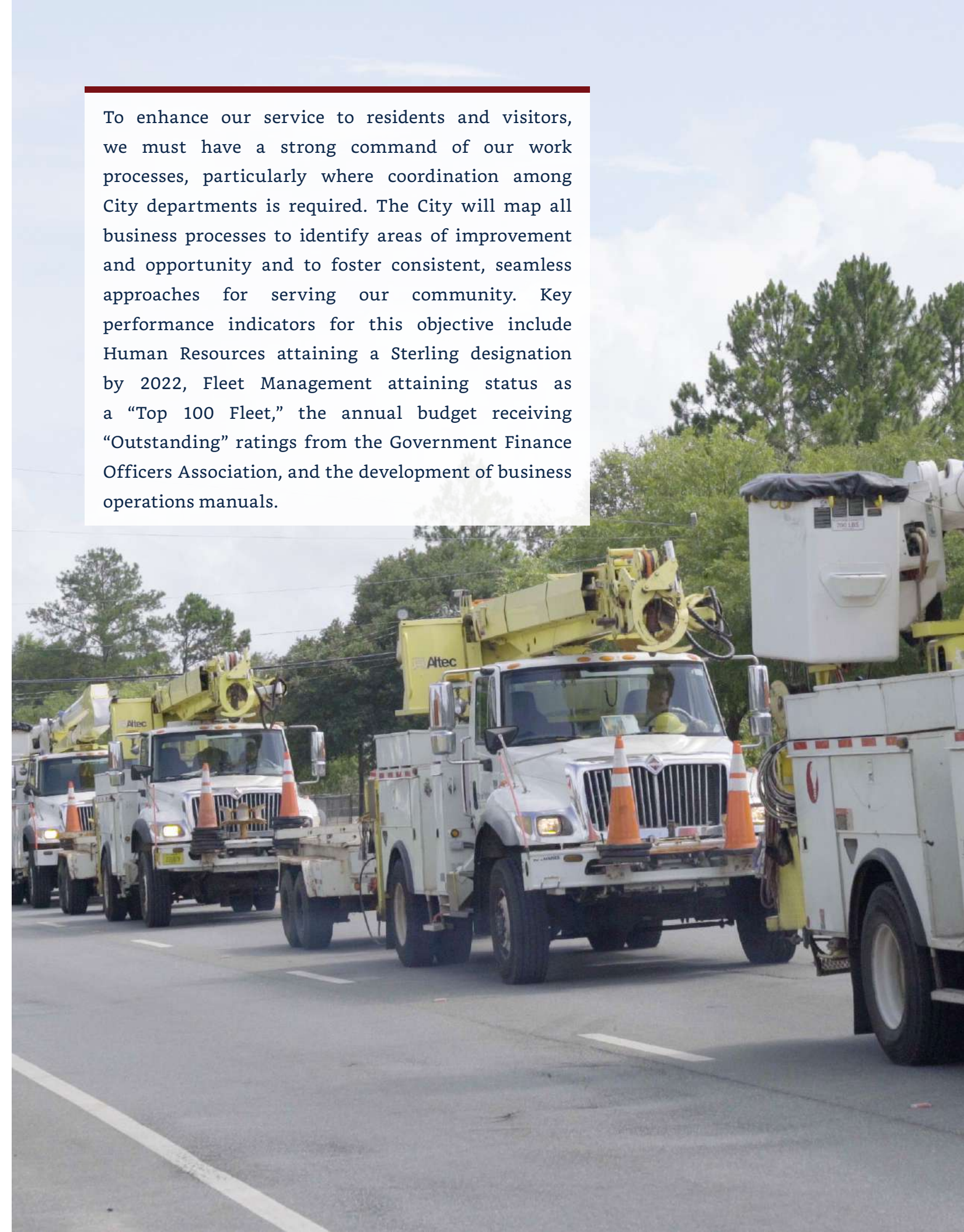
1. Rate of availability for City fleet. Target: 96%
2. Percent of budget document receiving "Outstanding" ratings from the Government Financial Officers Association (GFOA). Target: 25%
3. Achieve Sterling designation for Human Resources by 2022.
4. Attain status as a "Top 100 Fleet."

Initiatives

1. Map, analyze, and enhance all departments' procedures and processes.
2. Evaluate service departments based on the customers they serve.
3. Develop customer-centric service model within Procurement.



To enhance our service to residents and visitors, we must have a strong command of our work processes, particularly where coordination among City departments is required. The City will map all business processes to identify areas of improvement and opportunity and to foster consistent, seamless approaches for serving our community. Key performance indicators for this objective include Human Resources attaining a Sterling designation by 2022, Fleet Management attaining status as a "Top 100 Fleet," the annual budget receiving "Outstanding" ratings from the Government Finance Officers Association, and the development of business operations manuals.



OBJECTIVE 3D:

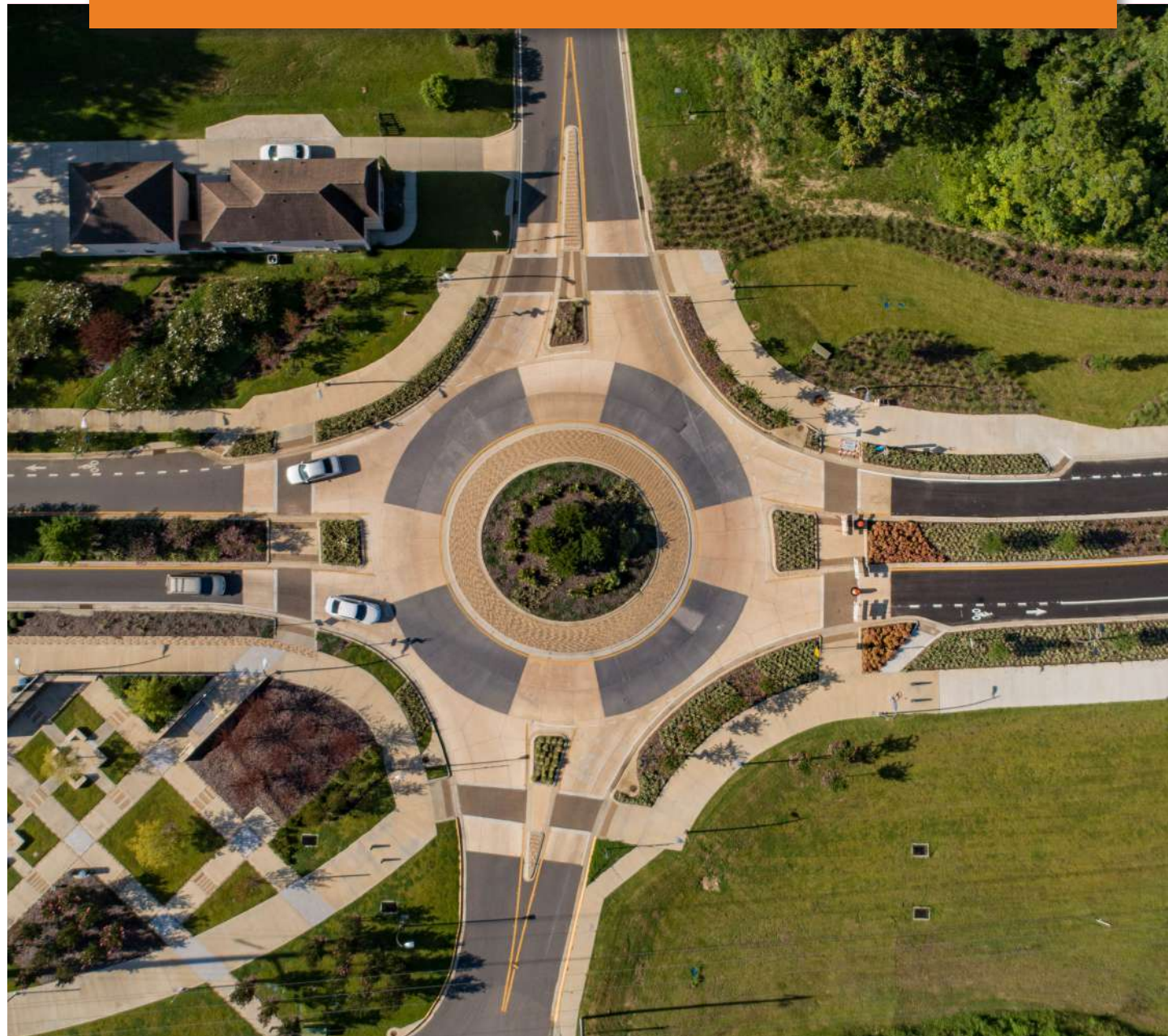
MAINTAIN THE CITY'S STRONG FINANCIAL STANDING AND FISCAL STEWARDSHIP PRACTICES.

5-Year Targets

1. Percent of general employee pension funded. **Target: 90%**
2. Percent increase of annual grant awards. **Target: 5%**

Initiatives

1. Maintain a fully funded deficiency fund, in accordance with City policy.
2. Maintain best-in-class municipal "AA" Bond rating.



To maintain our strong financial standing and model leading fiscal stewardship, we will remain committed to our transparent budget process and prioritize the financial health of the organization to ensure the effectiveness of our organization and future of the City. This plan's targets ensure we will fund the general pension fund at least 90 percent. In case of a natural disaster or catastrophic event, the City is also committed to maintaining a fully funded deficiency fund. Further, we will set as a strategic initiative the maintenance of our

best-in-class municipal bond rating of "AA." The City has been awarded the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award for over 30 years, which signifies adherence to best practices and budget documents of the highest quality. Over the next five years, the City aims not only to keep that Distinguished Budget Presentation Award but to go one step further by achieving "Outstanding" ratings on at least 25 percent of its budget document when reviewed the GFOA.





PUBLIC INFRASTRUCTURE

OUR GOAL

To be the leading publicly owned utility that supports a growing and progressive community.

To be a city with an efficient public transit network supported by well-connected roads, sidewalks, transit amenities, and public transportation.

OBJECTIVE 4A:

BE A LEADER IN UTILITY SERVICE DELIVERY.

5-Year Targets

1. Average customer outage response time for electric outages. **Target: Less than 40 minutes**
2. Average customer outage response time for gas problems. **Target: Less than 30 minutes**
3. Rate of availability for utility services (electric, gas, water, and sewer systems). **Target: 99%**
4. Dollars invested in sewer collection system upgrades. **Target: \$61.3 million**
5. Annual utility customer satisfaction rating. **Target: 85%**
6. Provide Electric and Gas utility bills at or below the statewide average during the next five years.

The City provides essential services, (including potable water, electricity, and gas), for local homes and businesses, as well as the treatment of wastewater and stormwater to minimize our impact on our environment and nearby communities. As we grow, the City must ensure that we continue to provide a high level of service with the least number of disruptions.

The City's electric and gas utilities are consistently recognized among the nation's leading public utilities. Our residents expect a high degree of service, reliability, and responsiveness. The strategic targets developed to meet this objective are aimed at enhancing our resident's satisfaction rating and maintaining our status as a leading

public utility. This will be evident in the overall response time to outages and maintaining 99 percent availability for all our utility services. Additionally, we will modernize our infrastructure over the coming years rough \$61 million in investments in sewer line repair and replacement. As a nationally recognized utility, we model our reputation as good stewards of the community's resources. This includes the attainment of 85 percent customer satisfaction ratings for all utility services, and providing electric and gas at costs below the statewide average.



OBJECTIVE 4B:

BE A LEADER IN ENVIRONMENTAL STEWARDSHIP.

5-Year Targets

1. Percent of electric, hybrid electric, and CNG vehicles within inventory of City's Light Duty Fleet by 2024.
Target: 25%
2. Tonnage of recyclables collected annually:
 - **Target: 13,000 tons annually**
 - **Target: 75% recycling participation rate**
3. Develop and adopt the City's Clean Energy Plan for 2050 by 2024.
4. Remain a Top 3 municipal leader in the prevention of sewer spills during the next five years.
5. Reduce the number of impaired water bodies.

Initiatives

1. Continue the reduction of total greenhouse gas emissions for the City's electric utility.
2. Improve water quality by reducing harmful discharges.

Our community is situated on a unique natural resource, and our residents place environmental stewardship as a top priority. We work continually to deliver utility services in a way that enhances our environment. This includes limiting harmful runoff into regional water bodies, reducing carbon emissions, and exceeding the mandates of state and federal environmental regulations.

The City has cut greenhouse gas emissions in half while expanding the number of residents served over the past few decades. We will

continue to reduce greenhouse gas emissions at a rate that exceeds the targets established in the Paris Accord and Kyoto Protocol. Finally, we will also begin the conversion of our vehicle fleet to electric, targeting 25 percent converted by 2024. All these efforts will complement the development and adoption of our first Clean Energy Plan for 2050.



OBJECTIVE 4C:

ENSURE SAFE AND CLEAN DRINKING WATER.

5-Year Targets

1. Win the “Best Tasting Drinking Water in Florida” award.
2. Complete construction of new water quality laboratory by 2021
3. Invest \$44.9 million in the enhancement and maintenance of the potable water system over the next five years.
4. Secure funding to continue the TAPP program over the next five years.

Initiative

1. Maintain best in class water quality.

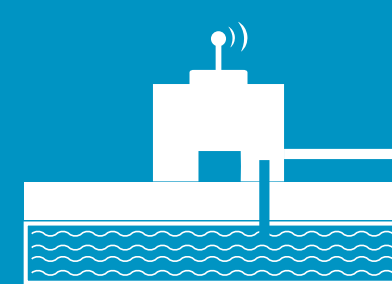
Our city is located on top of the Upper Floridan Aquifer system. While our location provides the City with direct access to clean water, we must remain vigilant to ensure our drinking water is delivered safely for consumption.

To maintain our ability to deliver safe, clean drinking water far into the future, the City will complete construction of a new water laboratory and invest annually in water delivery infrastructure. Additionally, we will



invest in strategic programs like Think About Personal Pollution (TAPP) to educate residents on ways that small behavioral changes in their home and yard practices can help protect our local lakes and streams. By achieving these targets, the City can guarantee that the source of its pristine drinking water remains sustainable for future generations.

Tallahassee's Water Cycle



1. Well House

Water is pumped from the Floridan aquifer at one of 27 water well / treatment plants throughout the City. Once treated, it flows directly into the water distribution system for delivery to customers. These wells and treatment plants are operated and maintained by Florida DEP Licensed Water Treatment Plant Operators.



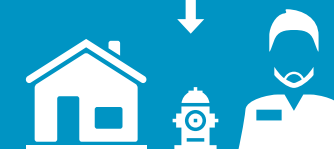
2. Elevated Water Tank

Eight elevated water storage tanks provide adequate water volume to meet peak customer demands and fire protection. The height of water in the tanks controls the water system pressure in the distribution system. Also, the City leases space on top of the water tanks to cellular telephone networks for mounting network antennas. These leases help improve cell phone signals in our city without new antenna tower construction.



3. Monitoring Supply & Distribution

Licensed City staff also provide constant (24/7) monitoring of the water supply and distribution system. This is possible through the use of a Supervisory Control and Data Acquisition (SCADA) system that provides continuous data to monitor and control the water supply wells and elevated storage tanks. In an emergency, wells and tanks can be shut down and isolated from the water distribution system within seconds of discovering a problem.



4. Collecting Water Samples

Licensed water distribution system operators routinely collect water samples from various locations throughout the City. These samples are then analyzed in our laboratory to ensure the drinking water is safe for consumption.



5. Analyzing Water Samples

The City operates a laboratory for analyzing water samples to ensure the water we provide our customers meets all EPA drinking water standards. The laboratory is certified by the Florida Department of Health and National Environmental Laboratory Accreditation Program.



6. Maintaining Infrastructure

The City employs licensed utility technicians that perform routine maintenance and emergency repairs to the water distribution system. New construction is supervised by City construction inspectors to ensure both state and local construction regulations are followed.

OBJECTIVE 4D:

ENHANCE THE CITY'S NETWORK OF ROADS, BIKE LANES, AND SIDEWALKS.

5-Year Targets

1. Percent of City-maintained roads rated as "Good," "Very Good," or "Excellent." **Target: 70%**
2. Complete FAMU Way Extension Project by 2024.
3. Complete Weems road and mixed-use trail project by 2024.
4. Become a "Gold Standard" Biking Community by 2024.

Initiative

1. Increase percentage of residents using alternative modes of transportation to/from work.



The City of Tallahassee has a long-standing commitment to providing an efficient transportation network for drivers, pedestrians, and cyclists. Upholding this commitment requires continuous benchmarking of our transportation amenities based upon best-in-class standards. We re-surface 10 percent of our roads annually, which will help achieve our target of 70 percent of our roads rated as "Good," "Very Good," or "Excellent." Additional strategic initiatives like the FAMU Way Extension and the Weems Road projects build upon our current network of roads in areas of essential need.

We aspire to be a "Gold Standard" biking community by 2024 through continued efforts to repair our sidewalk trip hazards and increase bike lanes and driver safety initiatives. These targets will ensure that our community is pedestrian and bicycle friendly, with an efficient, well-maintained network of roads, lanes, and sidewalks.

OBJECTIVE 4E:

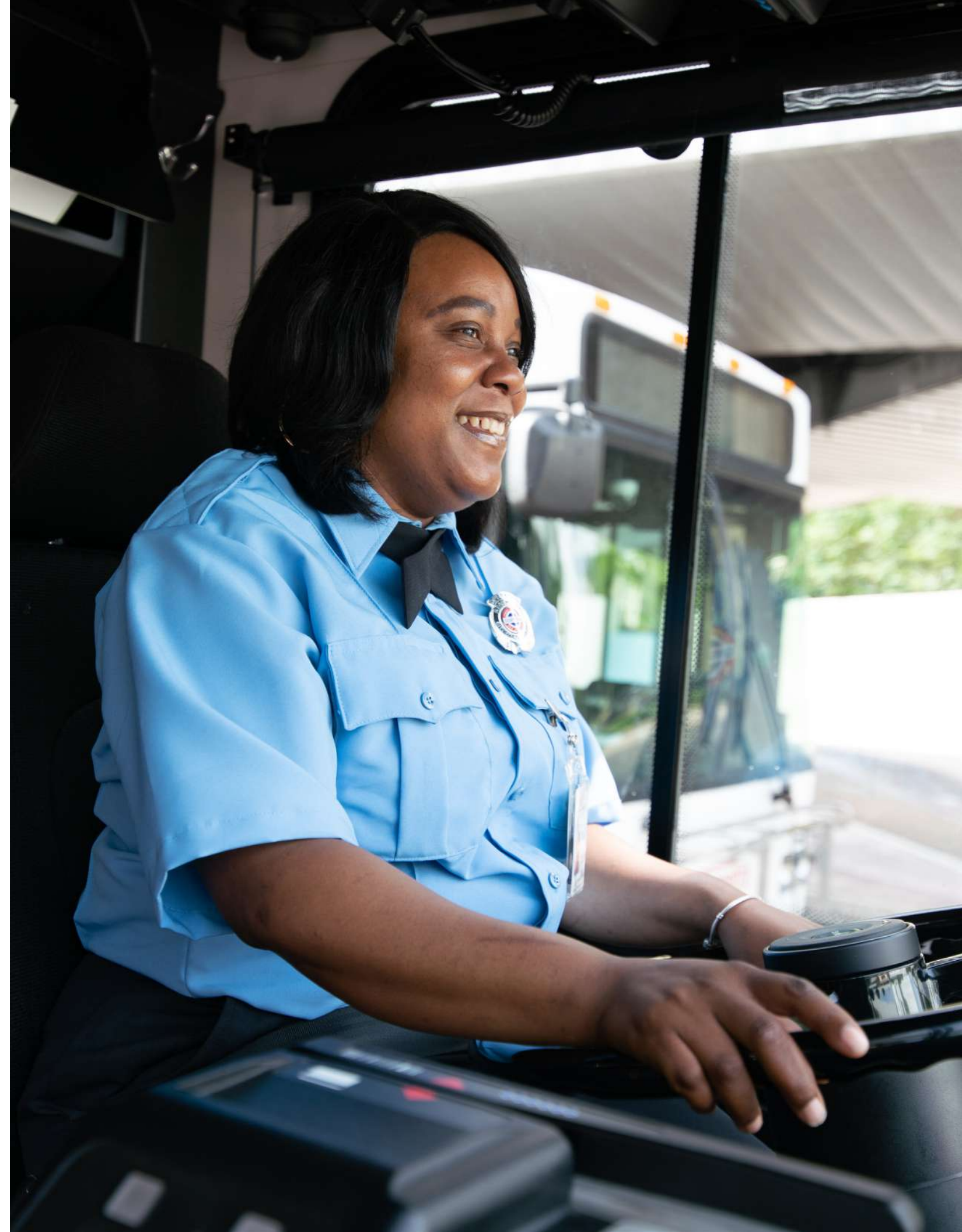
ENSURE PUBLIC TRANSIT IS ACCESSIBLE, EFFICIENT, AND EQUITABLE.

5-Year Targets

1. Rate of on-time transit performance. **Target: 90%**
2. Complete construction of a multi-modal transportation hub at C.K. Steele Plaza by 2022.
3. Complete construction of the South City Transit Center by 2022.

The City is the leading provider of public transportation in the region, functioning as a social safety net for residents who lack personal transportation. These services have a compounding impact on other strategic priorities (e.g., economic development, impact of poverty, quality of life). The City will begin

construction of a transit center in South City and renovate C.K. Steele Plaza by 2022 to expand access to those residents we serve. Additionally, by 2024, the City will provide on-schedule service at a minimum of 90 percent of the time.





PUBLIC SAFETY

OUR GOAL

To be a safe, resilient, and inclusive community.



OBJECTIVE 5A:

IMPLEMENT PROACTIVE COMMUNITY-BASED SOLUTIONS TO ENHANCE PUBLIC SAFETY.

5-Year Targets

1. Number of neighborhoods participating in neighborhood watch programs. **Target: 45**
2. Number of community-oriented policing activities held annually. **Target: 35**
3. Number of Community Liaison Officers deployed. **Target: 15**

Initiatives

1. Increase public and private partnerships for citizen maintained and installed camera technology.
2. Increase the number of neighborhoods participating in the Neighborhood Public Safety Initiative.



Our public safety initiatives are centered on proactive, community-based policing. Tallahassee has experienced a sustained decrease in property and violent crime in recent years. This is due to the commitment of the City's police to develop stronger, more meaningful engagement with our citizens. Over the next five years, we will sustain this positive trend by partnering with neighborhoods in multiple ways. We will increase the number of neighborhoods that participate in the Neighborhood Public Safety Initiative and neighborhood watch programs. The City will continue offering regular community policing events to engage with citizens, provide personal defense training, and host informational campaigns to reduce the frequency of easily preventable property crimes. Through expansion of our Community Liaison efforts, the City will continue the strides made toward putting our community at the center of our public safety efforts.



OBJECTIVE 5B:

CRIME PREVENTION THROUGH EFFECTIVE POLICING AND PUBLIC AWARENESS CAMPAIGNS.

5-Year Targets

1. Rate of annual success for all TEMPO participants. **Target: 10% or less recidivism**
2. Reduce vehicle burglaries through crime prevention and community partnerships to reduce the number of stolen firearms. **Target: 15%**
3. Reduce violent crimes by partnering with community leaders and other law enforcement agencies. **Target: 10%**

Initiative

1. Enhance specialized knowledge needed to address cybercrime.



The City’s proactive approach to crime includes public safety programs that complement our law enforcement efforts. By engaging disconnected youth and reconnecting our young residents into education and employment opportunities, we can create a significant preventative impact on recidivism into criminal activity.

Additionally, our community partnerships with neighborhood leaders and local law enforcement organizations are critical to create a reduction in vehicle burglaries and violent crimes, which our citizens have prioritized as a key area to make improvements.

OBJECTIVE 5C:

TRAINING AND READINESS OF PUBLIC SAFETY EMPLOYEES.

5-Year Targets

- 1. Number of training hours per police officer annually. **Target: 30**
- 2. Number of emergency preparedness training hours conducted, including training and exercises. **Target: 600**

Initiative

- 1. Increase annual community-oriented policing, sensitivity, fair and impartial policing, and de-escalation training for TPD officers.



The City is committed to ensuring a high degree of professionalism throughout our public safety services, which reinforces our aim to build trust in the community and decrease the likelihood of dangerous interactions between first responders and citizens. While the City’s officers are required to meet annual training requirements for accreditation, we will place a strategic

emphasis on de-escalation techniques, approaches, and solutions that defuse tense situations and reduce the likelihood for use of force when responding to a call. These initiatives will both enhance the effectiveness of our public safety service and potentially set a national standard for other communities to follow.



OBJECTIVE 5D:

PROVIDE STATE OF THE ART TECHNOLOGY TO SUPPORT PUBLIC SAFETY INITIATIVES.

5-Year Target

1. Percent of the City covered by Advanced Life-Saving (ALS) certified fire stations. **Target: 100%**

Initiatives

- 1. Implementation of license plate reader (LPR) technology at strategic locations in the city to enhance traffic and public safety.
- 2. Enhance City capabilities to proactively detect criminal activity.

Advances in technology will continue to transform the way we serve our community. As new tech changes the lives of our residents, our community will expect comparable service from the City. Our targets to meet this objective ensure that we will make the necessary investments to address priority

public safety needs in smarter, more effective, and efficient ways. The City will establish initiatives to implement new technologies, such as Advanced Life-Saving equipment throughout our community and license plate reader technology in strategic locations.



OBJECTIVE 5E:

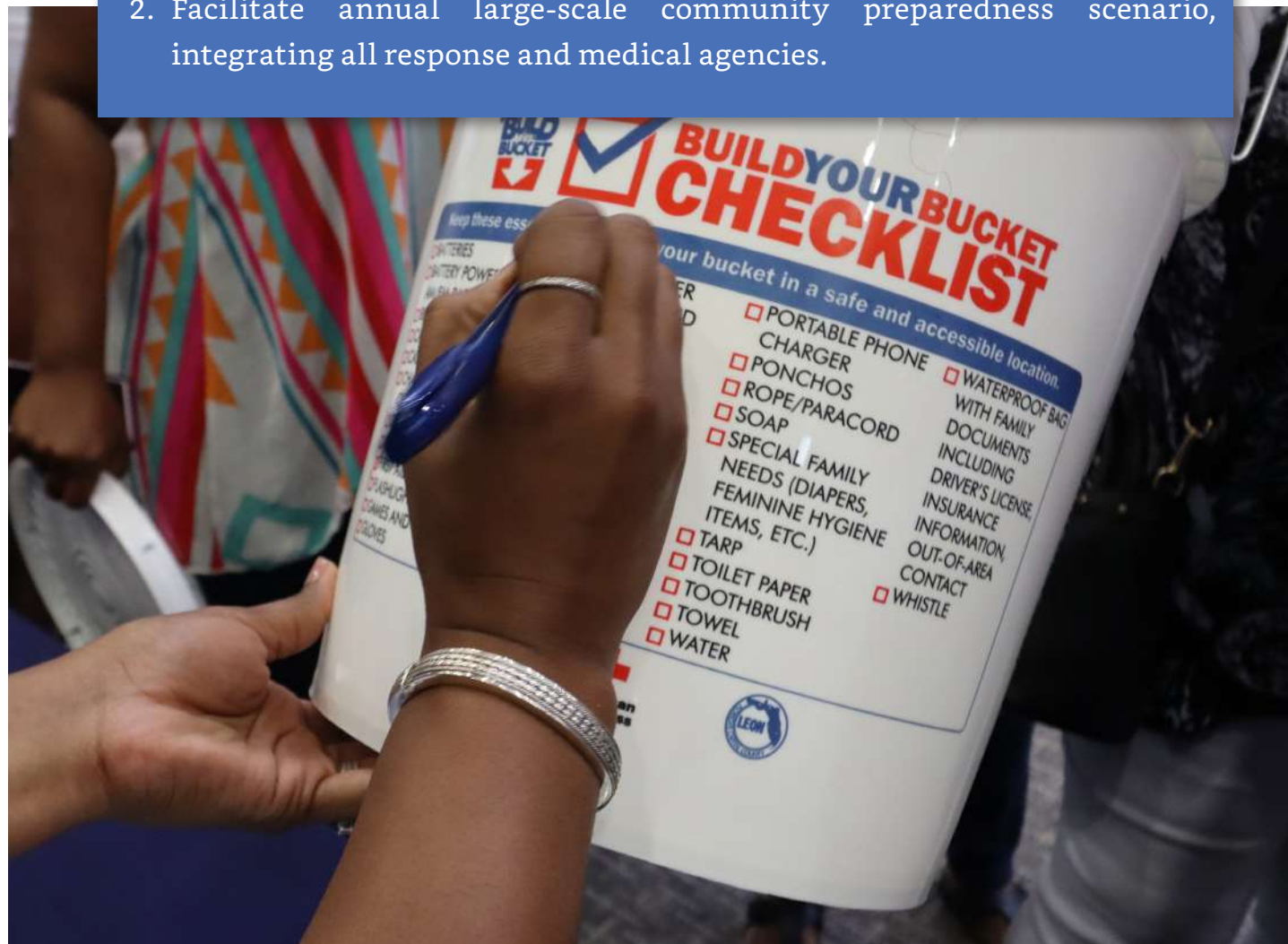
ENHANCE COMMUNITY PREPAREDNESS INITIATIVES.

5-Year Targets

1. Number of attendees at disaster preparedness events.
Target: 1,250
2. Number of neighborhoods with PREP plans in-place.
Target: 5
3. Number of active shooter training seminars annually.
Target: 25
4. Facilitate annual table-top preparedness exercise for all response agencies.

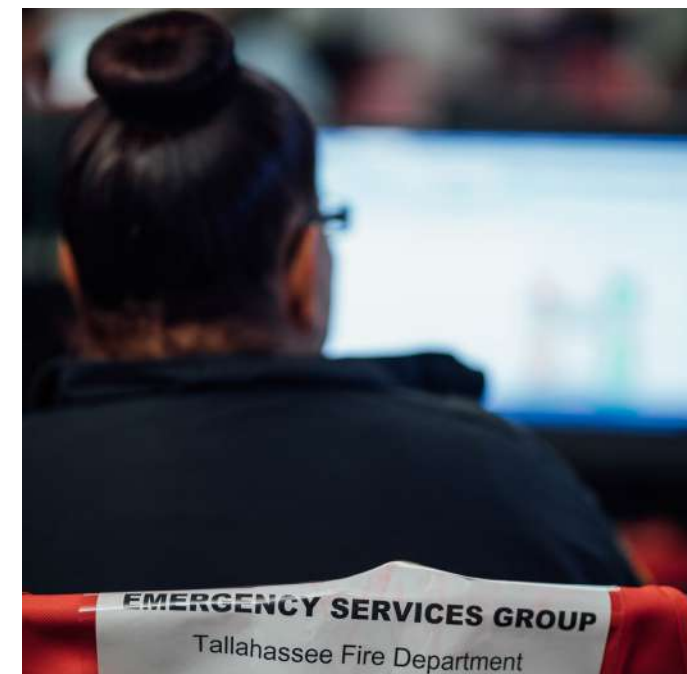
Initiatives

1. Identify faith centers that will serve as potential recovery staging sites for distribution of water, meals, and emergency goods.
2. Facilitate annual large-scale community preparedness scenario, integrating all response and medical agencies.



Modern municipalities contend with various types of public safety incidents that disrupt our community and increase the need for an agile response. To ensure we are adequately prepared for these potential disruptions, the City will focus on a number of initiatives. These include establishing a network of faith-based centers that can serve as additional staging sites during times of emergency. Additionally,

we will facilitate large-scale community preparedness exercises on a regular basis to ensure our community is prepared to meet a sudden incident with a coordinated response. The targets set here for number of trainings and participation will focus the City on meeting this objective over the next five years.



OBJECTIVE 5F:

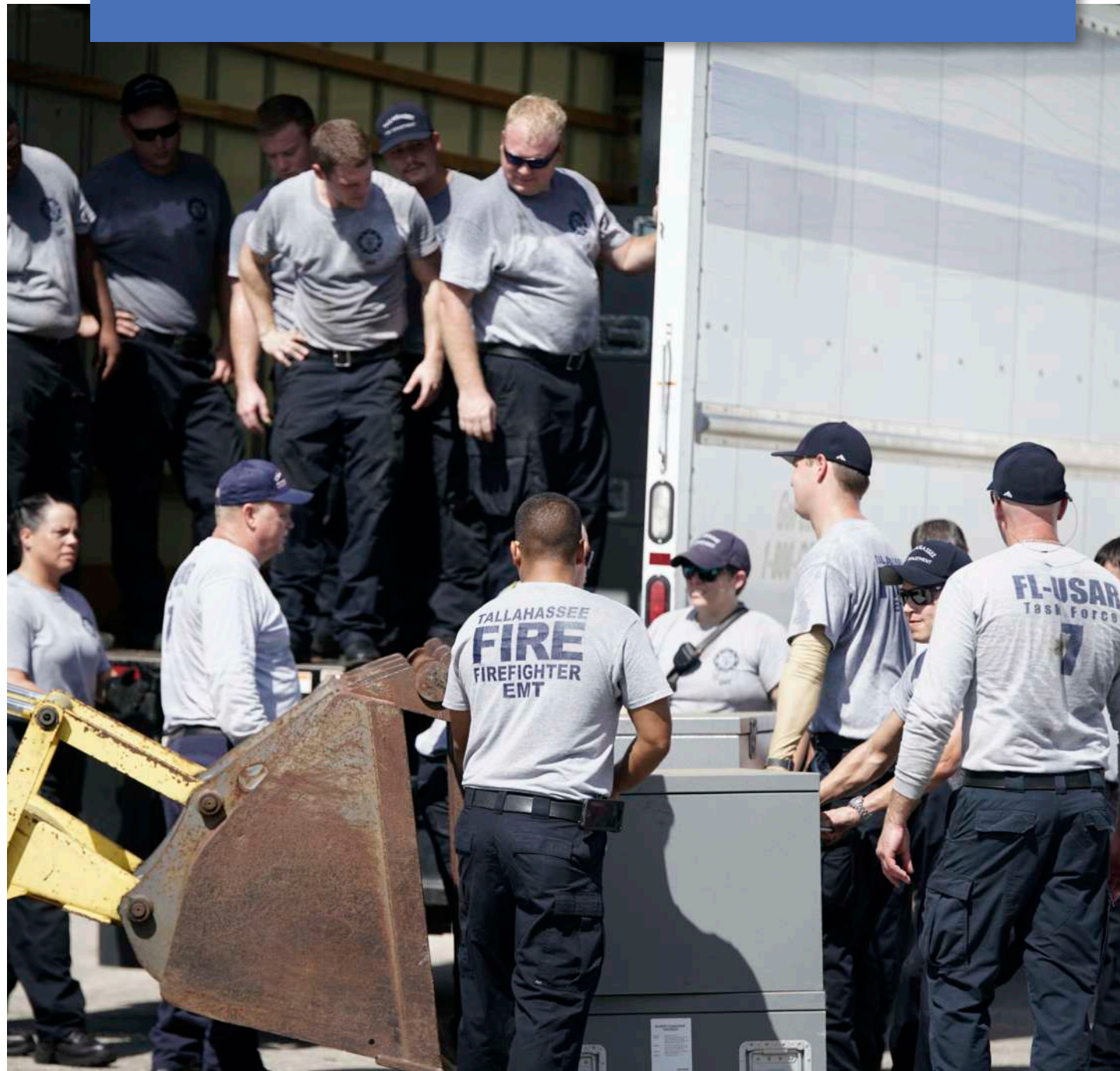
CREATE MODERN FACILITIES TO SUPPORT COMMUNITY ENGAGEMENT AND BEST-IN-CLASS PUBLIC SAFETY.

5-Year Target

- 1. Complete construction and begin operations at the new Public Safety Campus by 2024.

Initiative

- 1. Increase economic multiplier effect of police headquarters on the community and surrounding neighborhoods.



Our future investment in modern facilities is a strategic opportunity to ensure our City’s community engagement and public safety efforts are effectively located and better positioned to serve our residents. Special initiatives to meet this objective will include the completion of a new, modern public safety campus that provides state-of-the-art training space for law enforcement, as well as a public space in which community partners can interact with the law enforcement community. The City also anticipates this project will produce a significant economic impact for our community, which will complement other priority areas in this plan.



PUBLIC TRUST

OUR GOAL

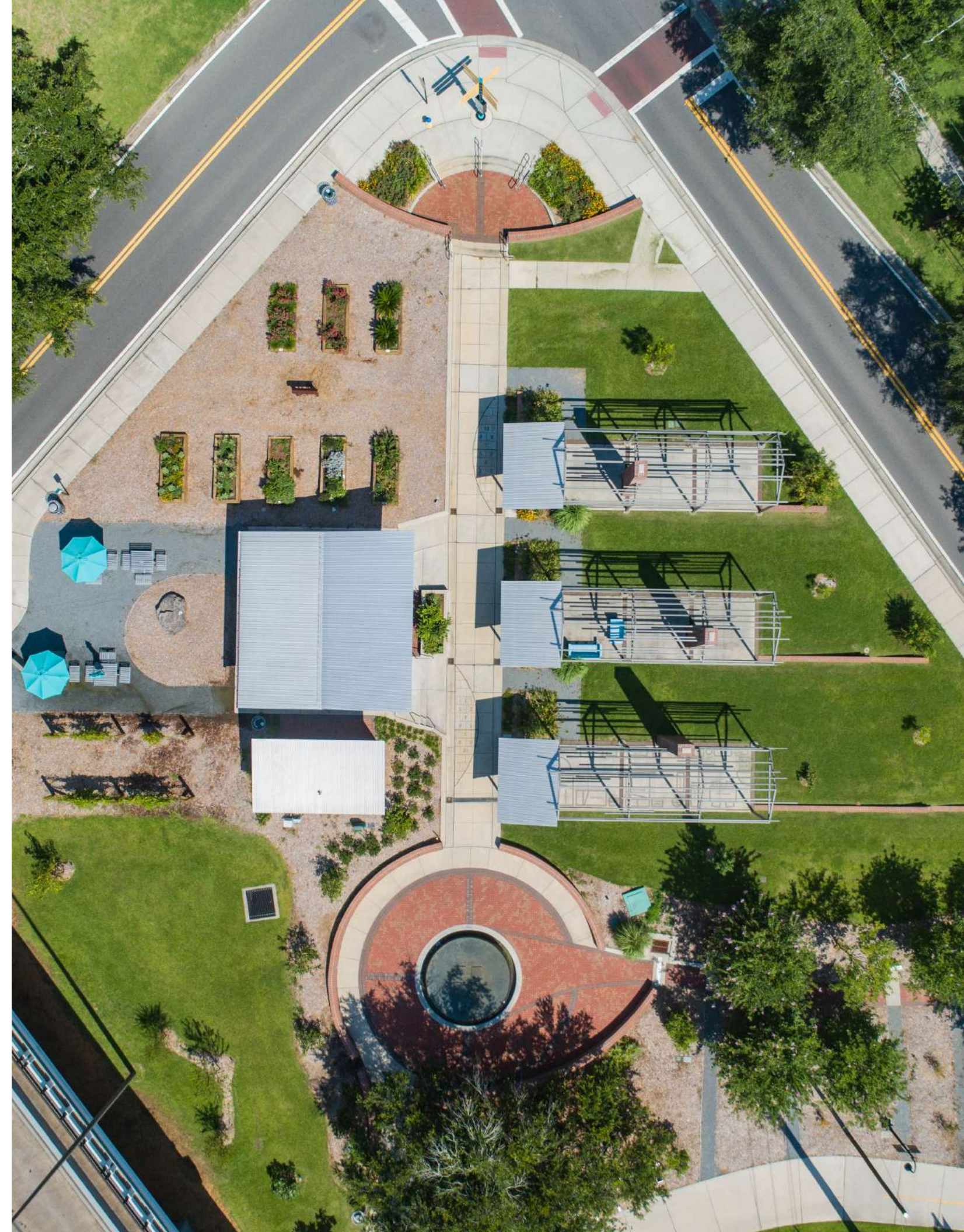
To enhance public trust through ethical business practices and transparent governance.

OBJECTIVE 6A:

INFUSE ETHICAL PRACTICES INTO DAILY OPERATIONS.

5-Year Targets

1. Rate of compliance for annual employee ethics training.
Target: 100%
2. Rate of compliance for elected and appointed officials submitting financial disclosures with the State of Florida.
Target: 100%
3. Adopt a No-Gift policy for all City employees by 2024.



OBJECTIVE 6B:

ENHANCE CITIZENS' ACCESS TO CITY GOVERNMENT OPERATIONS AND PUBLIC MEETINGS.

5-Year Target

- 1. Implement digital town hall at City Commission meetings by 2021.

Initiatives

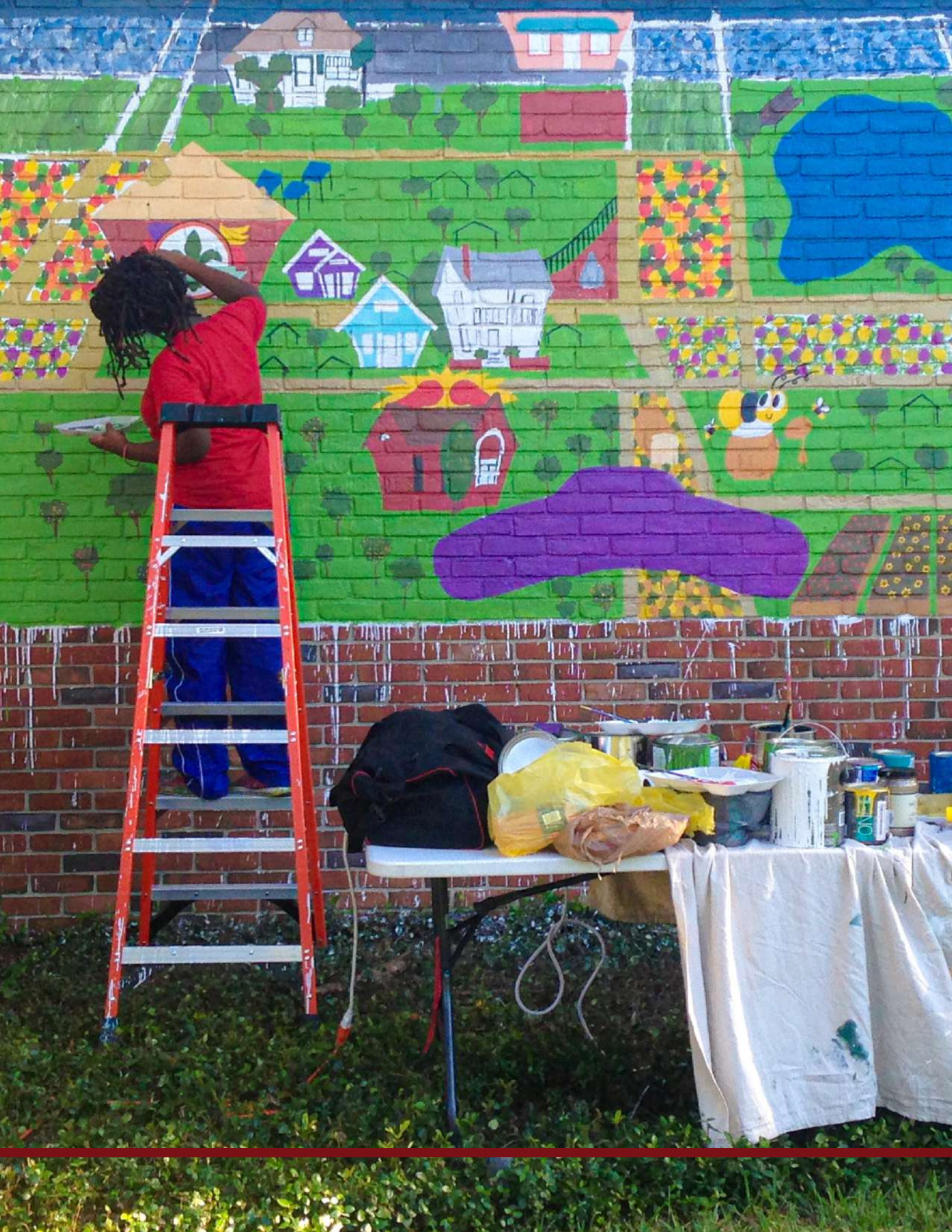
- 1. Enhance online transparency portal for registered lobbyists, city vendors, and the City's budget.
- 2. Regularly inform the public of progress toward achieving the targets within the 2024 Strategic Plan.
- 3. Implement data-sharing with local law enforcement partners.



Public trust is the foundation of effective governance. City employees are committed to demonstrating that we are credible stewards of the community's resources through high-quality services and the transparency, access, and ethics-focused initiatives designed

to meet our strategic goal. Over the next five years, targets and initiatives will be continually measured and highlighted to demonstrate the City's commitment to being the nation's leader in public service delivery.





QUALITY OF LIFE

OUR GOAL

To be a creative and inclusive community with beautiful public spaces that protect and promote resources and culture.

OBJECTIVE 7A:

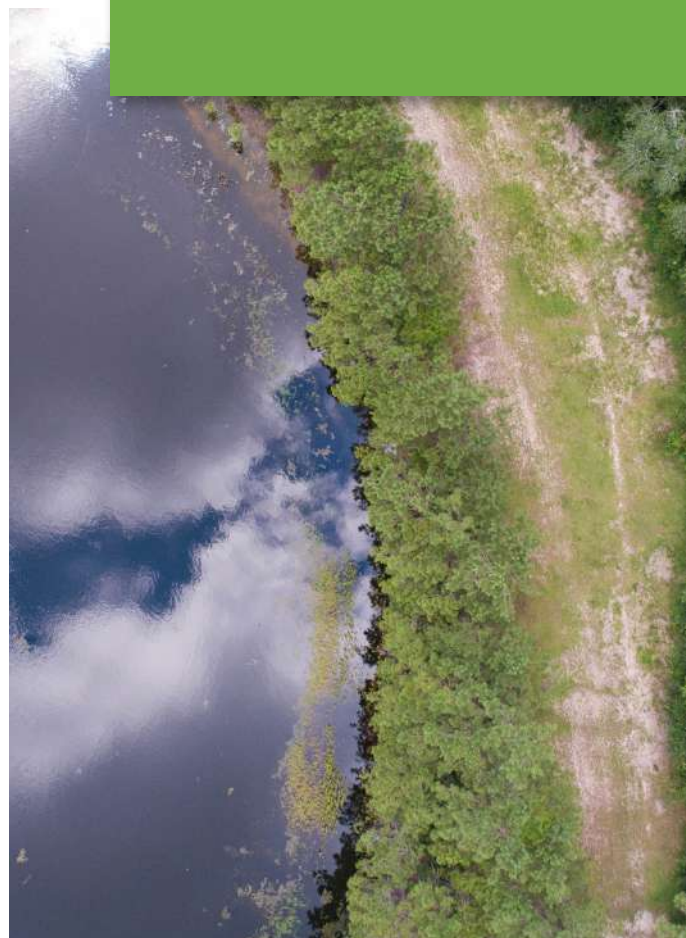
MAINTAIN A SAFE, ACCESSIBLE, WELL-MAINTAINED NETWORK OF PARKS, RECREATIONAL FACILITIES, GREENWAYS, AND TRAILS.

5-Year Targets

1. Number of parks by 2024. **Target: 100 parks**
2. Percent of residents living within a 10-minute walk of a park or open space. **Target: 100%**
3. Number of participants in City Parks and Recreation programs. **Target: 612,000 total instances of participation**
4. Complete construction of Market District Park by 2024.
5. Complete construction of the second Senior Center by 2024.
6. Achieve CAPRA accreditation (Commission for Accreditation of Park and Recreation Agencies) from the National Recreation and Parks Association by 2024.

Initiative

1. Continue with the implementation of Greenways Master Plan projects.



Our residents rank “parks, greenways, and other public spaces” among the highest-rated services the City provides. To ensure residents enjoy the best possible quality of life, the City will prioritize this unique amenity by maintaining an accessible, well-maintained network of parks, recreational facilities, greenways, and trails. We will meet this objective by ensuring that all of our residents live within a 10-minute walk of a park or open space. To ensure public access and vibrant participation in our parks and recreation programs and facilities, we will offer online registration for all recreational programming and increase youth participation in after-school programs.

To complement our objective to enhance our network of parks, greenways, and trails, we have identified several strategic initiatives. These include continuing the implementation of the Greenways Master Plan projects, the completion and activation of the Market District Park, the construction of a second Senior Center, and achieving accreditation from the Commission for Accreditation of Park and Recreation Agencies (CAPRA) for the City’s Parks, Recreation, and Neighborhood Affairs Department.

OBJECTIVE 7B:

ENHANCE LIVABILITY AND PRESERVE THE UNIQUE CHARACTERISTICS OF NEIGHBORHOODS.

5-Year Targets

1. Number of neighborhoods with an established liaison. **Target: 225**
2. Number of sidewalk projects completed annually. **Target: 10**
3. Rate of voluntary compliance by property owners for code violations. **Target: 90%**
4. Percent of urban forest tree canopy coverage. **Target: 55%**
5. Achieve 30 consecutive years of “Tree City USA” status.

Initiative

1. Facilitate neighborhood entry signage and placemaking.



Tallahassee is a community with beautiful public spaces. The City will enhance livability and preserve the unique characteristics of our neighborhoods through formal recognition of neighborhoods, a robust network of neighborhood liaisons, and the facilitation of neighborhood entry signage to foster a unique sense of place. We will also complete 50 new sidewalks that will improve walkability and pedestrian safety. Additionally, our tree canopy is one of our community’s most distinct and prized attributes. To ensure an overall tree canopy coverage of 55 percent and maintain our status as “Tree City USA,” we will balance the preservation of this attribute as our community grows.



OBJECTIVE 7C:

KEEP RESIDENTS AND VISITORS INFORMED ABOUT EVENTS AND ATTRACTIONS IN TALLAHASSEE.

5-Year Targets

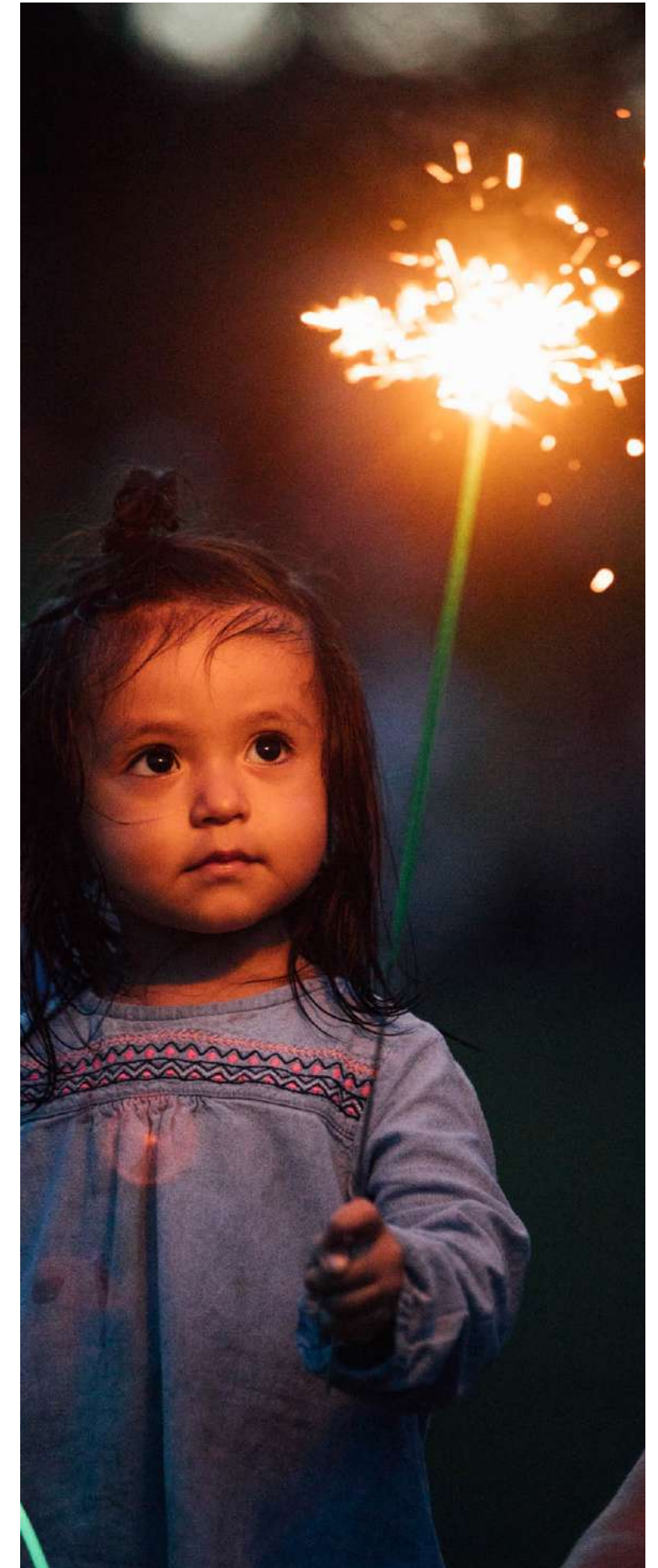
1. Establish a Historic District / Museum Walk by 2024.

Initiatives

1. Increase attendance at City-organized and City-sponsored festivals and cultural events year over year.
2. Increase diversity and variety of City-sponsored events.
3. Provide multiple platforms to inform citizens of local culture and City events.



The City hosts and sponsors a variety of cultural festivals and events throughout the year. We keep residents and visitors informed about events and attractions in Tallahassee that showcase our unique character, culture, and community. Over the next five years, we will work to drive attendance at citywide festivals and cultural events, expand the variety of entertainment options, and continue robust outreach to neighbors and visitors. To achieve this objective, the City will establish a “Historic District Museum Walk” in the downtown area that showcases our local character and history, while providing multiple platforms to inform citizens of and drive attendance at local culture offerings and City events.



Synthesis of Existing Strategic Documents

Tallahassee-Leon County Comprehensive Plan



During the late 20th century, the Florida Legislature passed a series of growth management laws to address population growth. Beginning in 1985, local governments were required to establish comprehensive plans related to land-use regulation and planning. These plans included capital improvement projects such as the construction of public facilities and transportation networks, environmental conservation, housing policy, and intergovernmental coordination.

The City of Tallahassee and Leon County Government first developed a joint comprehensive plan in 1981. In response to Chapter 163, Florida Statutes, the Comprehensive Plan was rewritten in 1990 to conform with state law. Because the Comprehensive Plan is intended to be a dynamic document, it can be amended on an annual basis.

Annual Budget

The City is also required to adopt an annual budget under Chapter 166, Florida Statutes. The annual budget allocates financial resources for the City's initiatives, programs, and services. During the year in which the budget is effective, the Commission has the discretion to make changes to, or "amend" funding levels in any area. In addition to funding decisions, the budget also includes a five-year capital improvement plan (CIP). The CIP allocates funding for large-scale infrastructure projects on the year in which the budget is adopted, and forecasts costs for the remaining four years. Many of these projects are often already identified within the Comprehensive Plan and the Strategic Plan.

APPENDICES

HOW DOES THE STRATEGIC PLAN FIT INTO THE COMPREHENSIVE PLAN AND ANNUAL BUDGET?



The graphic illustrates how the Strategic Plan complements the Tallahassee-Leon County Comprehensive Plan and the Annual Budget document, and includes a time horizon for each plan.

Existing Strategic Documents

The City of Tallahassee has developed numerous strategy documents through extensive stakeholder engagement and technical analysis. These plans have guided the implementation of actions to address many of the community's priorities over the years. Many of these plans were developed by various departments according to function and expertise. Altogether, each supports the City Commission's broad priorities: economic development, impact on poverty, organizational effectiveness, public infrastructure, public safety, public trust, and quality of life. A summary of these strategic documents is listed in alphabetical order below.

Master Plans: *These plans provide broad, long-term strategic direction that guides the growth and sustainability of the city.*

Bicycle and Pedestrian Master Plan (2008) – The Bicycle and Pedestrian Master Plan (BPMP) was developed by the Tallahassee - Leon County Planning Department. The goal of the BPMP is to make traveling as a bicyclist or pedestrian safer and easier within Tallahassee and Leon County. The plan provides strategies for enhanced connectivity to other transportation systems, reduce vehicle conflicts, promote a healthier mode choice, and provide equity for transportation disadvantaged populations. The Plan is currently being updated through the Capital Regional Transportation Planning Agency.

Canopy Roads Management Plan (2018) – The Canopy Roads Citizen Advisory Committee (CRCC) developed the first Canopy Roads Management Plan (CRMP) in 1992. The Plan identified strategies to preserving and enhancing our community's signature canopy road system. The canopy roads system has grown to include a total of 78 miles of designated and protected canopy roads along eight officially designated roadway segments. The CRCC has been working throughout 2018 to update the CRMP. The updated CRMP was approved by the City Commission on March 27, 2019.

Capital Improvement Plan (FY 2018-2022) - It outlines an investment plan for major capital projects such as infrastructure improvements, large equipment acquisitions, and technology enhancements.

Comprehensive Plan (2018) – The Comprehensive Plan summarizes the City of Tallahassee’s (and Leon County’s) overarching public policy in terms of land use, transportation, utilities, recreation, housing, environmental conservation, and intergovernmental coordination.

Community Resilience Plan (2019) - In collaboration with various agencies and partners, the City Commission adopted its first ever Community Resilience Plan. The plan includes a comprehensive assessment of risks and vulnerability to climate, social, and economic shocks and stresses. Four overarching goals represent the pillars of a resilient Tallahassee: Public Safety and Culture of Preparedness, Hazard Mitigation and Climate Adaptation, Equity and Social Cohesion, and Planning and Integration.

Connection 2040 Regional Mobility Plan (2015) – Connections 2040 RMP is the long-range transportation plan for the region that addresses road, bike, pedestrian, transit, airport, freight and other transportation opportunities in the four-county area: Gadsden, Jefferson, Leon, and Wakulla.

Economic Development Strategic Plan (2016) – Developed by the Office of Economic Vitality and funded by the Penny Sales Tax, the Economic Development Strategic Plan presents a coordinated course of action across all local assets and resources to facilitate the development, attraction and cultivation of innovative businesses and associated job creation to position the economy for sustained, directed growth raising the quality of living for the citizens of Tallahassee-Leon County.

Greenprint (2015) – Greenprint is the city’s environmental sustainability plan. It outlines coordinated, multi-stakeholder action across eight broad areas: Leadership, Education and Community Outreach, Health, Economics, Natural Resources Energy, Solid Waste, Land Development and Mobility.

Greenways Master Plan (2015) – The Tallahassee-Leon County Greenways Master Plan is the overall guiding document for the planning, acquisition, development, and management of the local parks, trail and green space network. The City incorporates the objectives of the Greenways Master Plan in its long-range land use, leisure, conservation, and transportation planning activities where applicable, and reflects the presence of greenway features and design in permitting activities.

Housing Consolidated Plan and Annual Action Plan (2018) – The Consolidated Plan identifies

the City’s overall housing and community development needs, and outlines a strategy to address those needs. The Annual Action Plan describes actions, activities and programs to address priority needs and specific objectives. The plan focuses specifically on the housing and community development needs of low- and moderate-income persons, as defined by the U.S. Department of Housing and Urban Development (HUD). This plan is required by HUD and must be developed by local governments in order to receive funding under the following programs: Community Development Block Grant (CDBG); HOME Investments Partnerships Program Grant (HOME); and Emergency Solutions Grant (ESG).

Local Mitigation Strategy (2017) – The Tallahassee-Leon County Local Mitigation Strategy (LMS) is a countywide comprehensive hazard mitigation plan developed by the Planning Department to make our community safer and more resistant to natural and other types of hazards. The LMS identifies and analyzes hazards faced by the community, and proposes a series of mitigation initiatives, including objectives, programs, or specific projects that are intended to reduce potential impacts. This plan also ensures the community’s eligibility for federal and state assistance. The LMS is prepared and updated with guidance from a steering committee composed of selected local, state, and regional government agencies, local colleges and universities, the Red Cross, the business community, and neighborhood representatives.

Post Disaster Redevelopment Plan (2012) – In order to better prepare for the aftermath of a major or catastrophic natural or other disaster, the Leon County Post-Disaster Redevelopment Plan (PDRP) was developed in 2011-2012 by the Tallahassee-Leon County Planning Department, with assistance from the Apalachee Regional Planning Council. The Tallahassee City Commission and the Leon County Board of County Commissioners adopted the PDRP in 2012. The PDRP, is intended to provide a framework for intermediate (i.e., post-90 days) and long-term recovery and mitigation after a natural disaster. The PDRP is coordinated with the Tallahassee-Leon County Comprehensive Plan, the Leon County Comprehensive Emergency Management Plan, and the Local Mitigation Strategy. Based on these other plans and with additional input provided by various community stakeholders, the PDRP recommends strategies, policies, and roles and responsibilities for implementing long-term recovery and redevelopment of the community after a disaster.

The PDRP addresses sustainable land use patterns, housing repair and reconstruction, business resumption and economic redevelopment, infrastructure restoration, financial considerations, and short- and long-term recovery and redevelopment actions, as well as

other long-term recovery issues identified by the community.

SHIP Local Housing Assistance Plan (2016) – The Local Housing Assistance Plan provides a summary of the housing strategies the City will fund with State Housing Initiatives Partnership (SHIP) money for state fiscal years 2016-2017 through 2018-2019. SHIP funds are used for home purchase, home preservation, disaster assistance, and new construction for ownership and rental.

Urban Forest Master Plan (2018) – The City Commission approved the Urban Forest Master Plan in December 2018. Recognizing that Tallahassee, given its 55 percent canopy coverage, could be characterized as the Tree Capital of World, the Plan provides a guide to ensure long term preservation and sustainability of this natural asset.

Neighborhood & Placemaking Plans: Placemaking invites citizens and government to work together in making vital public destinations that promote our health, happiness, well-being, and civic pride. These ‘sector’ plans recognize the importance of unique geographic areas that make up the fabric of our City, develops a strategy to strengthen and protect them, and plans for services and opportunities that promote the stability and health of these areas. All of these plans required extensive public involvement which included neighborhoods, businesses, and local and state agencies.

Apalachee Ridge Neighborhood Renaissance Plan (2001) – This neighborhood plan outlines the vision and aspirations of the residents of Apalachee Ridge Estates to revitalize their neighborhood and improve the quality of life in our neighborhood and bridge the gap that separates the communities and the institutions in southeast Tallahassee.

Capital Cascade Sector Plan (2005) – Completed in partial fulfillment of Blueprint 2000 and Beyond Report and the Comprehensive Plan, this plan sets a vision of how the Cascade Trail project links with and enhances surrounding neighborhoods and creates economic incentives for desired revitalization.

Downtown Community Redevelopment Plan (2004) – The Downtown CRA Plan identifies key issues to address and informs how funds are to be invested within the Downtown CRA district.

Frenchtown Placemaking Plan (2018) – The Frenchtown Plan was developed in 2018, at the request of the Frenchtown Community in response to concerns over the scale and pace of redevelopment occurring in the neighborhood, as well as to continue the momentum of positive changes that had already been occurring such as Better Block, Heritage Fest, Art Walk, Frenchtown Market, etc. Goals and priorities in the Frenchtown Plan include development of a pattern book for future redevelopment, pedestrian improvements, addressing nuisance issues, encouraging opportunities for small local businesses to move in, and preserving the history of the neighborhood. Completed items to date include implementation of wayfinding signage (with more to come), addition of bike lanes along Macomb Street, development of memorial plaza concepts to be located at Macomb and Virginia Street, creation of Frenchtown working group, and a draft development of the Frenchtown pattern book.

Frenchtown/Southside Community Redevelopment Plan (2000) – The original Frenchtown Southside Redevelopment Plan was developed in 2000, with leadership from residents of the newly proposed Frenchtown Southside CRA District. The Redevelopment Plan was updated in 2018.

Greater Bond Neighborhood First Plan (2018) - This first resident-led plan completed through the Neighborhood Public Safety Initiative addresses the neighborhood’s top priorities and concerns: Community Beautification, Economic Development and Resident Empowerment, Land Use, and Neighborhood Safety & Crime Prevention Education. The plan identifies strategies and action items to address residents’ concerns.

Market District Placemaking Plan (2011) – The Market District Plan was created with the goal and vision of creating an identity of the area as a shopping and entertainment destination. The goals of the plan include branding, wayfinding, encouraging visitors to park once and then walk, and major improvements to the regional stormwater facility along Maclay Boulevard and Maclay Commerce. Items completed to date include development of a wayfinding and district marker signage plan, Paint the Pavement event and creation of a working group to help guide the priorities of the plan. Work completed to date for the

market district pond include acquisition of real estate, coordination with TMH, initial infrastructure improvements and preliminary grading work, conceptual design and staff who are currently soliciting a design team for the final design.

Midtown Placemaking Plan (2011) – The Midtown Action Plan was formed in partnership with neighborhood leaders and the local business community of Midtown. Priorities identified in the plan by the working group included addressing parking issues, pedestrian improvements, local events for midtown, and encouraging redevelopment/adaptive reuse of existing empty buildings. Items of the Workplan completed to date include 5th Avenue plaza improvements, sidewalk and crosswalk improvements along Gadsden Street and Thomasville Road, wayfinding signage development, creation and support of Taloofa Fest, pedestrian improvements with each redevelopment projects such as Redwire, and the processing of the midtown parking garage RFP.

Monroe-Adams Corridor Placemaking Plan (2011) – The Monroe-Adams Corridor Action plan goals were developed by a stakeholder working group to identify opportunities and implement improvements along the South Adams and South Monroe corridor, such as streetscape improvements, facade improvements, public murals, sidewalks, and redevelopment projects. Projects completed to date include Palmer Avenue and Magnolia Drive streetscape improvements, and private redevelopment and investment in the corridors such as Happy Motoring, Proof Brewery relocation, Graphiteria, and Big Bend Cares. Several additional projects are also currently in the planning and design phase.

Oak Ridge Sector Plan (2005) – The Oak Ridge Sector Plan is unlike the other sector planning areas in that about 70 percent of the Oak Ridge Sector lies outside city limits. The City areas consist of several irregular portions that are connected to the rest of the City outside the Oak Ridge Sector boundary. The Oak Ridge Sector Plan was produced from the various interests of the neighborhoods to clarify a set of common goals and aspirations for the community.



Providence Neighborhood Renaissance Plan (2003) – This is a citizen-developed plan that lists the strategies the neighborhood will undertake singularly or in conjunction with its partners to address various issues, including general policy endorsements, awareness and educational programs, and capital investments.

South Monroe Sector Plan (2004) – Using the principles of sustainability, this plan balances economic prosperity, equity, and ecological integrity into the South Monroe Street planning process.

West Pensacola Sector Plan (2004) – This sector plan directs high density commercial infill buffered against residential neighborhoods in this highly urbanized area, comprised of a mixture of university properties, university-related retail and services, student rental housing, large apartment units, stable older neighborhoods, and several government owned properties. Tallahassee Community College and Florida State University bookend the sector.

Southern Strategy (2016) – In 1998, policies for the Southern Strategy Area were adopted into the Comprehensive Plan. This strategy was established to encourage a growth pattern in the southern part of the City, as well as adjacent portions of the unincorporated area, as a counterbalance to the rapid growth pattern in the northern and eastern areas of the community. The Southern Strategy Area covers about 17½ square miles, or nearly 11 percent of the area inside the Urban Service Area boundary. The Comprehensive Plan requires the Planning Department to prepare the State of the Southern Strategy Report every three years.

Infrastructure/Capital Improvement Programs: *These plans are dynamic, short and long-range programs reflecting community priorities for physical improvements that require significant financial investment and coordinated implementation.*

Blueprint 2000 – Blueprint 2000 was developed by the Economic and Environmental Consensus Committee (EECC), a group of citizens representing a broad spectrum of the community, including business, environmental, and neighborhood interests. Blueprint administers projects funded by the one cent sales tax collected in Leon County. The Blueprint 2000 program is based on a concept of holistic infrastructure planning where

individual projects are intentionally planned to capitalize on a multiuse purpose. Only one of the programmed Tier 1 improvements (Capital Circle Southwest) could not be funded in the current program. Thus, Capital Circle Southwest was prioritized as the number one priority in the Blueprint 2020 program. Funding for the Blueprint 2000 program concludes in December 2019.

Blueprint 2020 – In November 2014, voters again approved the extension of the penny sales tax that begins in January 2020, and extends through December 2039. Approved projects include community enhancement districts improvements, greenway, sidewalk, and roadway connectivity projects, major community gateway projects, quality of life improvements, and regional mobility projects. It is estimated that revenues for this program will exceed \$756 million over the twenty-year period. The Blueprint Intergovernmental Agency (IA) that consists of all City and County Commissioners has prioritized the projects and directed staff to secure bonding in the amount of \$100 million in 2022, which will advance many of these projects earlier than originally anticipated. Additionally, the City will receive an estimated \$75 million (as part of the 10 percent share) and the Commission has approved the following projects to be funded through the program: Redevelopment of the C.K. Steele Plaza, renovations for the Governor’s Walk (Adams Street from the Governor’s Mansion to City Hall), complete FAMU Way (Monroe to Martin Luther King, Jr.), construction of an East/Northeast senior center and recreation center, enhancement of the Forest Meadows tennis facility, funding for the City’s road repaving program, construction of a Northwest Park, and funding the City’s approved sidewalk priorities.

Sewer Over Septic Connection (2018) – This program manages the State of Florida/Northwest Water Management District grant assistance that helps residents cover costs to switch from septic sewer systems to the City’s sewer system.

Sidewalk Priority Projects (2016) – The Underground Utilities & Public Infrastructure department developed a sidewalk prioritization program for City Commission direction and approval. All sidewalk improvement projects are ranked according to roadside safety and access, safe routes to schools and pedestrian demand. The current prioritized list of projects is estimated to cost an estimated \$109 million. The sidewalk list is updated yearly. Additional projects are added based on input and concerns received from the public. The City will receive \$25 million through the Blueprint 2020 program annual allocations (\$1,250,000) between 2020 and 2039, to complete projects on the priority project list.

Transportation Improvement Plan (2018) – The Transportation Improvement Plan (TIP) is

approved through the Capital Regional Transportation Planning Agency (CRTPA). The TIP is a prioritized listing of all significant transportation projects, such as roadway capacity projects, sidewalks, mass transit, mixed use trails, and airport projects that are consistent with the City and the region’s long range transportation plan. City, County, Blueprint and CRTPA staff have worked extensively to ensure that the local transportation plans are consistent with and adopted within the TIP.

Utilities & Service Plans: The City of Tallahassee is a full-service municipality providing critical utilities, infrastructure and public safety services that go beyond our City boundaries. The following plans represent the strategic vision and direction of key service areas.

Aviation Master Plan (2016) – The Aviation Master Plan is a comprehensive, long-term strategy guiding the operations, growth, and viability of the regional airport. The plan also satisfies the Federal Aviation Administration’s statutes and is both a physical and financial plan for use in guiding local decisions relating to the airport facilities and properties and their potential improvement. The Plan is currently undergoing revisions that should be completed in 2019.

Electric Utility 10 Year Site Plan (2018) – The Electric Utility’s 10 Year Site Plan forecasts the energy demand for the Urban Service Area, and outlines the plan for energy generation, distribution, and system reliability.

Fire Service Strategic Plan (2016) – This strategic plan focuses attention on those elements of TFD’s operation that are critical to achieving its vision and accomplishing its mission. The Plan serves as a compass to guide the Department’s efforts and keep it moving toward a successful future.

Police Service Strategic Plan (2016) – The TPD Strategic Plan puts forth the vision of Community Oriented Policing that enhances traditional law enforcement service delivery with public safety outreach and engagement programming. The Plan prioritizes an operational focus on emerging and evolving threats, while striking a balance with public safety and constitutional liberties.

Sewer Master Plan (2015) – The 2035 Master Sewer Plan was updated by the City

Commission in March 2016. The Sewer Master Plan provides an update to the City's existing Sewer Trunk System Model to include conceptual future piping, infrastructure, and projected wastewater flows through the year 2035. The report also includes hydraulic and capacity analysis observations and recommended improvements for a 20-year Capital Improvements Program (CIP). Overall, the Plan identifies a need for \$38 million of capacity and operational improvements and new sewer (to unsewered areas) through 2035. Most of the improvements identified in the 2035 Master Sewer Plan Update are driven by growth. The City monitors growth and adjusts the CIP schedules and timing of projects based on need, economic feasibility, and available funding.

Transit Development Plan (2018) –The TDP is StarMetro's planning, development, and operational guidance document, based on a ten-year planning horizon. A TDP or an annual update is used in developing the Florida Department of Transportation (FDOT) Five-Year Work Program, the Transportation Improvement Program, and the Department's Program and Resource Plan. The StarMetro TDP is developed in alignment with the Connections 2040 Regional Mobility Plan (RMP) approved by the Capital Region Transportation Planning Agency (CRTPA).

Underground Utilities & Public Infrastructure Strategic Business Plan (2017) – The City's UUPI Department's Strategic Business Plan is continually and systematically identifying short- and long-term goals to improve delivery of water, stormwater, and wastewater and gas (recently aligned within the Electric Department) utility for customers. UUPI provides potable water to approximately 84,000 customers, wastewater collection and treatment service for approximately 72,000 customers, natural gas to 31,000 customers, and operates and maintains over 3,500 miles of water, sewer, gas and stormwater pipes, 6,730 fire hydrants, over 650 miles of roadways, and 500 miles of sidewalks.

Water Master Plan (2015) – The Water Master Plan was updated by the City Commission in January 2016. The Water Master Plan identifies water supply and system improvements necessary to meet projected water demands through the year 2035 and includes updates to the City's hydraulic water system model. The Plan identifies a detailed Capital Improvements Plan (CIP) schedule consisting of approximately \$47 million of improvements through 2035, intended as a budget planning tool. Community growth drives most of the improvements identified in the 2015 Water Master Plan Update. The City monitors growth and adjusts the CIP schedules and timing of projects based on need, economic feasibility, and available funding.

Significant Development Policies: *These policy and land use development tools play a strategic role in the urban form and growth patterns.*

Inclusionary Housing Ordinance (2008) – The Tallahassee City Commission passed Ordinance No. 04-O-90AA in 2005, requiring new developments in certain areas of the city with 50 housing units or more, to sell 10 percent of their units at an affordable price. The sales price range is set by the ordinance. Developers are allowed to pay a fee instead of building the units where the money collected is used to build future affordable housing units.

Multimodal Transportation District Plan (2018) – The MMTD was created through adoption of an amendment to the Comprehensive Plan and allows mitigation fees from development to go toward transit, bicycle, and pedestrian projects rather than road widening. The goal is to facilitate the use of multiple modes of transportation, leading to a reduction in automobile use and vehicle miles traveled.

City Designated Brownfields (2000) – The City Brownfields program provides economic incentives and lender/cleanup liability protections to entice development in blighted areas. In addition to protecting the public health and environment, cleaning up and reinvesting in these properties increases our tax base, facilitates job growth and removes development pressures on undeveloped open land. The City of Tallahassee (City) continues to have one of the most successful brownfields programs, not only in the State of Florida, but also in the southeastern United States. Since 2008, the City has received over \$2 million in federal brownfields grant funding to assist interested parties in assessment and remediation of brownfield sites. In March of 2000, the City designated the Gaines Street Corridor (GSC). This local designation provided the necessary catalyst to spur redevelopment and voluntary cleanup in an underutilized area within the heart of the City. Building on the successful revitalization of the GSC, in April of 2016 the City designated the South Monroe Street Corridor Brownfields Area (SoMo).

Appendix B: Glossary of Terms

Aviation – The Aviation Department operates the Tallahassee International Airport. The Aviation Department consists of six divisions: The Executive Division; Airport Properties and Development Division; Finance and Administration Division; Facilities Management Division; Operations Division and Capital Programs & Environmental Compliance Division

Budget – An estimate of the City’s revenues and expenditures for a set period of time, typically a fiscal year.

City Attorney – An appointed official who provides legal advice and represents the City government and on all legal matters.

City Auditor – An appointed official that actively reviews practices and makes recommendations to ensure effectiveness, efficiency, and compliance.

City Commission – An elected legislative body that sets policy to govern the City.

City Manager – An appointed official that serves as the Chief Executive Officer for the City government. A professionally trained administrator who directs daily operations.

City Treasurer-Clerk – An appointed official responsible for collecting, safeguarding, and investing all City revenues and maintaining all public records, ordinances, and resolutions

Communications – Directs media relations, public information, engagement programs, and digital communications including the City’s website, social media, and television station. Communications is responsible for creating and implementing marketing programs, including storm preparation efforts.

Community Beautification & Waste Management – Community Beautification and Waste Management provides garbage, trash, and recycling services to 67,500 customers, both residential and commercial. In addition, the department is responsible for maintaining 13,500 acres of medians and rights-of-ways along major roadways within the City.

Community Housing & Human Services – The City’s Community Housing and Human Services Department connects residents to housing services such as grant opportunities, and human services including case management services for persons affected by HIV/AIDS, support services for persons with disabilities, emergency shelter for families with children, and health services for the elderly, among others.

Community Services - The Community Services Department manages the TEMPO program, the Tallahassee Future Leaders Academy, and serves in a lead capacity on issues related to Homelessness.

Customer Operations – It is the City’s centralized customer assistance hub. It serves as the point of contact for all utility customers; provides essential assistance during and after storms; and provides energy efficiency grants, loans, and rebates to citizens.

Electric Utility –The Electric Utility serves over 123,000 customers in a 221-square mile service territory. It is the fourth largest municipality in Florida, and the 27th largest of over 2,000 municipal systems in the United States. The utility is comprised of six major divisions: Administration, Power Delivery, Generation, System Operations, System Compliance, and System Integrated Planning.

Environmental Services & Facilities – Comprised of the Environmental Regulatory Compliance Division (ERC) and the Centralized Facilities Management Division (CFM). ERC assists City facilities and operations with achieving and maintaining compliance with all federal, state and local environmental laws, rules and ordinances. CFM manages the citywide Centralized Facilities Management program which oversees and provides HVAC repair and maintenance, project management, architectural, and engineering design services for all aspects of construction, renovation, repair and maintenance of City facilities, buildings and their related structures. Management program which oversees and provides HVAC repair and maintenance, project management, architectural, and engineering design services for all aspects of construction, renovation, repair and maintenance of City facilities, buildings and their related structures.

Executive Services – The Executive Services includes the City Manager’s Office, consisting of the City Manager, Deputy City Manager, and two Assistant City Managers. At the direction of the City Manager, the Deputy City Manager and Assistant City Managers are responsible for managing several departments and ensuring that City Commission priorities are being addressed within their respective areas of responsibility.

Financial Services - The Financial Services Department is responsible for financial reporting, accounting services, payroll, purchasing services, accounts management, grants, and enterprise resource planning.

Fleet - The Fleet Management Department facilitates the acquisition, disposal, maintenance, repair, and fuel consumption needs for all the city's vehicles, construction equipment, and StarMetro buses.

Growth Management – The Growth Management Department is responsible for development review services such as site planning, environmental permitting, building permitting, inspections and code enforcement to ensure that developments meet the requirements of the State of Florida Building Code as well as our local community standards.

Human Resources and Workforce Development – The Human Resources & Workforce Development Department is responsible for the development, implementation, and administration of all human resource systems, programs, policies and procedures, as well as managing and coordinating organizational initiatives that impact City employees.

Office of Economic Vitality (OEV) – The Office of Economic Vitality is a City-County agency that provides assistance to established businesses and prospective investors in navigating requirements. It serves as a one-stop-shop to address the community's economic development needs.

Office of Diversity and Inclusion - The Office of Diversity and Inclusion focuses on workforce diversity, recruitment, and professional development.

Parks, Recreation & Neighborhood Affairs – The Parks, Recreation & Neighborhood Affairs Department provides recreational opportunities residents, serves as a liaison for neighborhood associations, and operates the Animal Service Center. It is comprised of nine major areas: administration, parks, recreation, athletics, special events, tennis, animal services and control, senior services and neighborhood affairs.

Planning, Land Management and Community Development (PLACE) – PLACE is a City / County joint department responsible for Land Management and Community Enhancement. It oversees planning functions including Comprehensive Planning, Land Use/Zoning, and Urban Design; the Office of Economic Vitality economic development programs; and Blueprint infrastructure projects.

Real Estate – Real Estate Management provides real-estate services for all city departments and is responsible for the acquisition of all real estate for capital improvement projects such as roads, stormwater facilities, and utilities (like electric, gas, water and sewer). Real Estate oversees the contractual agreements of all City owned and leased properties.

Resource Management - The Resource Management Department is responsible for the development of the annual operating budget and the 5-year Capital Improvement Plan.

StarMetro – StarMetro is the transit system for the City of Tallahassee. It operates 12 weekday cross-town routes. StarMetro also provides demand response (para-transit) transportation to senior, disabled and low-income residents. StarMetro is comprised of five divisions: Administration, General Transit Operations, Para-transit Operations, Planning, and Maintenance.

Strategic Innovation – Strategic innovation supports cross-departmental initiatives such as the City's five-year strategic plan, policy analyses, and process improvement projects. Strategic Innovation strives to improve overall organizational performance through consultation on management best practices.

Sustainability and Community Preservation (SCP) - The SCP department provides services that protect our natural and built environment, promote public health and safety, and support a thriving economy. The department brings together the City's environmental stewardship, climate adaptation, community resilience, hazard mitigation and code enforcement functions.

Tallahassee Fire Department – The Tallahassee Fire Department (TFD) is charged with the responsibility of protecting lives, property, and the environment from hazardous conditions that threaten our community.

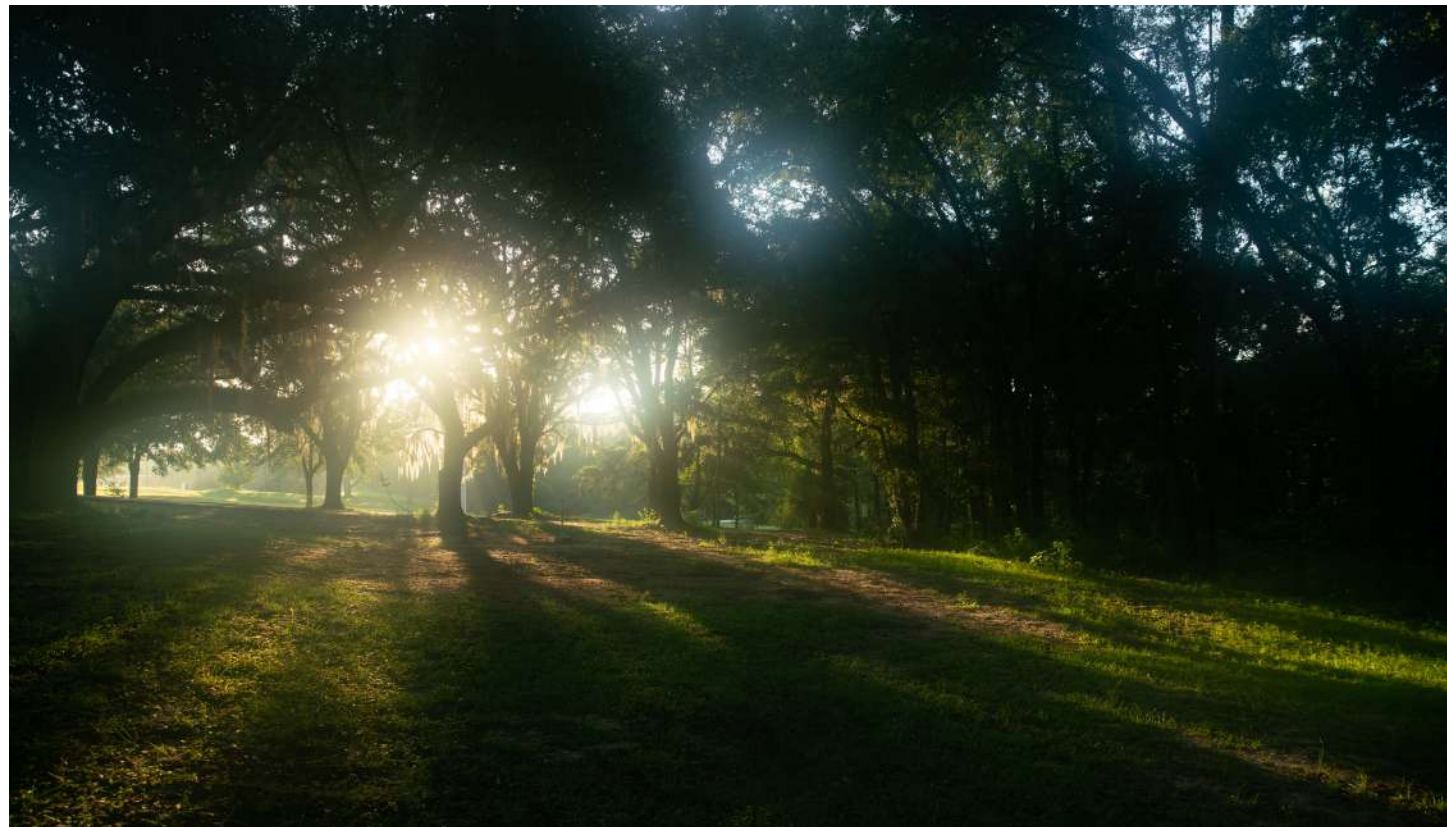
Tallahassee Police Department – The police department is a nationally accredited agency that works in partnership with the community and other City departments to provide services that offer a safe environment for residents.

Technology & Innovation (T&I)– T&I provides technology-related support to all City departments.

Underground Utilities and Public Infrastructure (UUPI) – UUPI is responsible for the production and distribution of potable water, collection and treatment of wastewater and stormwater, as well as construction and maintenance of roads, sidewalks, and underground infrastructure.

ACRONYMS

ACS	American Community Survey
ALS	Advanced Life Support
CESC	Connecting Everyone with Second Chances
COPPS	Community Oriented Policing Philosophy
CRS	Community Rating System
FMEA	Florida Municipal Electric Association
HRWD	Human Resources and Workforce Development
NFIP	National Flood Insurance Program
PLACE	Planning, Land Management, and Community Development
PRNA	Parks, Recreation, Neighborhood Affairs
OEV	Office of Economic Vitality
TAPP	Think About Personal Pollution
TEMPO	Tallahassee Engaged in Meaningful Productivity for Opportunity
T&I	Technology and Innovation
TFLA	Tallahassee Future Leaders Academy
TFD	Tallahassee Fire Department
TPD	Tallahassee Police Department
UUPI	Underground Utilities and Public Infrastructure



WHAT CAN YOU DO?

The City of Tallahassee knows that informed and engaged residents are instrumental in creating a strong, vibrant community. Whether you prefer to connect online or meet face-to-face, the City provides a variety of ways that you can get information and get involved.

Talgov.com

Talgov.com is the City's official website. It provides volumes of information about every service that the City provides.

Digital Subscriptions

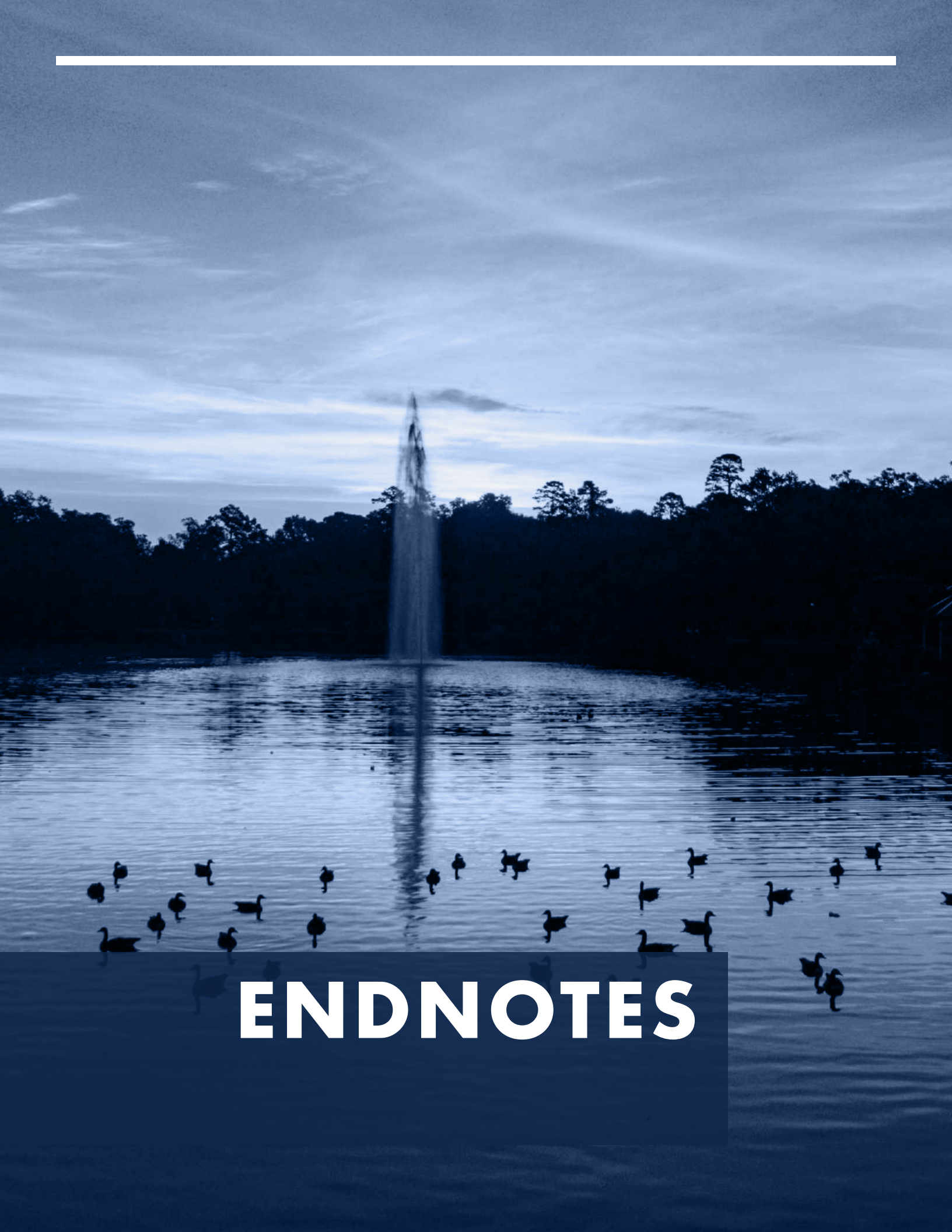
Through the City's email subscription service, you can receive information about selected topics, from general news and meeting agendas to park updates and growth management reports.

Attend a City Commission Meeting

City Commission meetings occur roughly twice a month at City Hall. If you are not able to come to the meeting, it is streamed live on the homepage of Talgov.com, the City's Facebook page and WCOT.



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