

Strategic Plan Objective	Strategic Plan Target	Department Ownership
<b>Objective 1.1 - Enhance and Modernize Infrastructure to Enable Capacity for Growth</b>	Target 1.1.1 - Dollars invested in the wastewater system to ensure operational integrity and support planned growth Target 1.1.2 - Dollars invested in stormwater enhancements to improve water quality, and mitigate flooding Target 1.1.3 - Number of brownfield area properties assessed, remediated, or redeveloped within the City Limits Target 1.1.4 - Number of properties annexed into the City Target 1.1.5 - Number of electric vehicle (EV) charging stations installed in utility customers' homes Target 1.1.6 - Enhance the city's infrastructure and amenities to attract investment, tourism, and new residents	Underground Utilities & Public Infrastructure Underground Utilities & Public Infrastructure Environmental Services Resource Management Growth Management Communications
<b>Objective 1.2 - Drive Economic Diversification and Growth in Tallahassee by Attracting and Expanding Diverse Industries</b>	Target 1.2.1 - Number of jobs added to the economy Target 1.2.2 - Grow annual household income at a rate higher than the state average Target 1.2.3 - Total exports from the Tallahassee Metropolitan Statistical Area Target 1.2.4 - Square feet of new commercial space permitted Target 1.2.5 - Increase the number of new commercial permits issued in the Southside Target 1.2.6 - Foster the creation of new jobs within the City by attracting businesses in targeted industries and supporting the expansion of existing businesses through coordinated efforts and strategic marketing initiatives Target 1.2.7 - Attract new businesses and residents to the City by implementing comprehensive marketing initiatives that highlight the quality of life, business opportunities, and economic advantages	PLACE PLACE PLACE Growth Management Growth Management PLACE Communications
<b>Objective 1.3 - Increase Tallahassee International Airport's Economic Impact on the Region</b>	Target 1.3.1 - Dollar value of Tallahassee International Airport's economic impact Target 1.3.2 - Total passenger traffic at Tallahassee International Airport Target 1.3.3 - Total cargo moved through Tallahassee International Airport Target 1.3.4 - Additional Acres of land leased near Tallahassee International Airport Target 1.3.5 - Dollars invested in infrastructure improvements at Tallahassee International Airport Target 1.3.6 - Secure additional cargo carrier at Tallahassee International Airport Target 1.3.7 - Establish a fully operational Foreign Trade Zone	Aviation Aviation Aviation Aviation Aviation Aviation Aviation
<b>Objective 1.4 - Stimulate New Residential Development</b>	Target 1.4.1 - Average time to process a permit for new home construction Target 1.4.2 - Increase residential units within City limits Target 1.4.3 - Increase residential units in the Southside Target 1.4.4 - Adopt and implement smart growth principles to guide residential development, emphasizing walkable neighborhoods, access to amenities, and efficient land use	Growth Management Growth Management Growth Management Multiple Departments (PLACE, Growth Management, PRNA)
<b>Objective 2.1 - Support Education, Training, And Job Readiness For Target Populations</b>	Target 2.1.1 - Percentage of TFLA participants that have moved on to higher education, trade school, certification programs, or military over a five-year period Target 2.1.2 - Continue providing free bus passes to K-12 students Target 2.1.3 - Enhance partnerships with community reentry programs Target 2.1.4 - Promote the City's Explorer Program and Junior Cadet Program	Housing & Community Resilience StarMetro Golf Police
<b>Objective 2.2 - Increase Housing Affordability by Facilitating New Construction and Rehabilitating Existing Homes</b>	Target 2.2.1 - Number of homes served by energy efficiency grants, audits, and rebates to improve housing affordability Target 2.2.2 - Number of homes repaired, rehabilitated, or reconstructed Target 2.2.3 - Number of homes and businesses in the Southside improved through City programs	Customer Operations Housing & Community Resilience Housing & Community Resilience

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	Target 2.2.4 - Number of down payment assistance grants awarded, creating pathways to homeownership Target 2.2.5 - Streamline permitting processes and zoning regulations to incentivize and expedite the development of new single-family and multi-family housing development	Housing & Community Resilience  Growth Management
<b>Objective 3.1 - Attract, Develop, and Support the Best Talent</b>	Target 3.1.1 - Rate of total employee turnover Target 3.1.2 - Improve recruitment processes to accelerate the hiring timeline  Target 3.1.3 - Have a City workforce that is reflective of community's demographics Target 3.1.4 - Modernize the City's professional development program to align with the City's business needs Target 3.1.5 - Provide for a healthy and engaged workforce	Human Resources Human Resources  Diversity & Inclusion Diversity & Inclusion Human Resources
<b>Objective 3.2 - Leverage Technology and Process Improvements to Deliver Faster, More Convenient Services</b>	Target 3.2.1 - Percent of payments received digitally Target 3.2.2 - Reduce energy consumption in municipal buildings Target 3.2.3 - Rate of availability for City fleet Target 3.2.4 - Enhance the City's cybersecurity Target 3.2.5 - Improve the efficiency of all City operations and processes	Customer Operations Facilities Fleet Technology & Innovation Multiple Departments (All Departments)
<b>Objective 3.3 - Maintain the City's Strong Financial Standing and Fiscal Stewardship Practices</b>	Target 3.3.1 - Percent of general employee pension funded Target 3.3.2 - Total grant dollars awarded  Target 3.3.3 - Percent increase of contracts awarded to local and diverse suppliers Target 3.3.4 - Percent of budget document receiving 'Outstanding' ratings from the Government Financial Officers Association (GFOA) Target 3.3.5 - Maximize vehicle and equipment utilization Target 3.3.6 - Maintain a fully funded deficiency fund in accordance with City policy Target 3.3.7 - Maintain best-in-class municipal Bond rating Target 3.3.8 - Strategically engage in legislative affairs to secure state and federal funding	Resource Management Grants & Enterprise Resources  Procurement Resource Management Fleet Resource Management Resource Management Strategic Innovation
<b>Objective 4.1 - Be a Leader in Utility Service Delivery</b>	Target 4.1.1 - Provide electric and gas utility bills at or below the statewide average Target 4.1.2 - Utility customer satisfaction rating Target 4.1.3 - Dollars invested in sewer collection system enhancements and maintenance Target 4.1.4 - Dollars invested in infrastructure upgrades in the Southside Action Plan area Target 4.1.5 - Average customer outage response time for electric outages Target 4.1.6 - Average customer outage response time for gas problems Target 4.1.7 - Rate of availability for utility services Target 4.1.8 - Expand the City's power generating capacity to enable clean energy goals Target 4.1.9 - Provide water and sewer service to unserved properties within the Southside Triangle Project area	Electric & Gas Utility Customer Operations  Underground Utilities & Public Infrastructure  Multiple Departments (UUPI, E&G) Electric & Gas Utility Electric & Gas Utility Multiple Departments (E&G, UUPI) Electric & Gas Utility Underground Utilities & Public Infrastructure
<b>Objective 4.2 - Be a Leader in Environmental Stewardship</b>	Target 4.2.1 - Increase the amount of renewable energy on the City's system Target 4.2.2 - Increase the percentage of electric, hybrid electric, and CNG vehicles within the inventory of the City's light-duty fleet Target 4.2.3 - Enable the reduction of energy consumption community-wide Target 4.2.4 - Recycling participation rate by volume Target 4.2.5 - Number of residents participating in the cash for trash program Target 4.2.6 - Number of high-risk trees addressed Target 4.2.7 - Percent of gravity wastewater collection system inspected	Electric & Gas Utility Fleet Electric & Gas Utility Community Beautification & Waste Management Community Beautification & Waste Management Community Beautification & Waste Management Underground Utilities & Public Infrastructure

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	Target 4.2.8 - Construct electric charging infrastructure to enhance the adoption of an all-electric City fleet Target 4.2.9 - Reduce nutrient concentrations discharging from the City's stormwater system to meet or surpass regulatory limits	StarMetro Underground Utilities & Public Infrastructure
<b>Objective 4.3 - Ensure Safe and Clean Drinking Water</b>	Target 4.3.1 - Dollars invested in the enhancement and maintenance of the potable water system Target 4.3.2 - Maintain best in class drinking water quality Target 4.3.3 - Secure funding to continue the TAPP program	Underground Utilities & Public Infrastructure Underground Utilities & Public Infrastructure Underground Utilities & Public Infrastructure
<b>Objective 4.4 - Enhance the City's Network of Roads, Bike Lanes, and Sidewalks</b>	Target 4.4.1 - Percent of City-maintained roads rated as "Good" or better Target 4.4.2 - Percent of sidewalk network inspected annually Target 4.4.3 - Improve transportation safety	Underground Utilities & Public Infrastructure Underground Utilities & Public Infrastructure Underground Utilities & Public Infrastructure
<b>Objective 4.5 - Ensure Public Transit is Accessible, Efficient, and Equitable</b>	Target 4.5.1 - Rate of on-time transit performance Target 4.5.2 - Complete construction of the Southside Transit Center Target 4.5.3 - Percent of City-owned and maintained signals that are Connected Vehicle and Automated Vehicle ready Target 4.5.4 - Enhance public transit amenities	StarMetro StarMetro Underground Utilities & Public Infrastructure StarMetro
<b>Objective 5.1 - Implement Proactive Community-Based Solutions to Enhance Public Safety</b>	Target 5.1.1 - Number of neighborhoods participating in neighborhood watch programs Target 5.1.2 - Number of neighborhoods, apartment complexes, or businesses that share LPR or camera technology with public safety partners Target 5.1.3 - Expand public education activities to improve community safety Target 5.1.4 - Ongoing community-oriented policing, sensitivity, fair and impartial policing, and de-escalation trainings for officers	Police Police Fire Police
<b>Objective 5.2 - Prevent Crime Through Effective Policing and Public Awareness Campaigns</b>	Target 5.2.1 - Reduce vehicle burglaries through crime prevention and community partnerships to reduce the number of stolen firearms Target 5.2.2 - Reduce violent crime by partnering with community leaders and other law enforcement agencies Target 5.2.3 - Number of calls responded to by the TEAM unit Target 5.2.4 - Rate of homicides cleared by arrest and exceptional means Target 5.2.5 - Increase the number of submissions to and leads generated from the National Integrated Ballistic Information Network (NIBIN) portal	Police Police Police Police Police
<b>Objective 5.3 - Enhance Training and Readiness of Public Safety Employees</b>	Target 5.3.1 - Increase the number of sworn officers per capita Target 5.3.2 - Number of training hours per police officer Target 5.3.3 - Number of emergency preparedness training hours	Police Police Fire
<b>Objective 5.4 - Provide State-of-the-Art Technology and Facilities to Support Public Safety Initiatives</b>	Target 5.4.1 - Increase the number of school zones with automatic speed detection systems Target 5.4.2 - Number of stolen vehicles recovered through license plate readers Target 5.4.3 - Complete construction of the new Public Safety Campus Target 5.4.4 - Enhance City capabilities to proactively detect criminal activity Target 5.4.5 - Increase utilization of Unmanned Aerial Systems technology	Police Police Police Police Police
<b>Objective 5.5 - Enhance Community Preparedness Initiatives</b>	Target 5.5.1 - Number of attendees at disaster preparedness events (PREP events) Target 5.5.2 - Number of neighborhoods with PREP plans in place or in development Target 5.5.3 - Number of active shooter training seminars annually Target 5.5.4 - Facilitate preparedness exercises for response and recovery partners and stakeholders Target 5.5.5 - Reduce structure fires and suppression calls	Parks, Recreation & Neighborhood Affairs Parks, Recreation & Neighborhood Affairs Police Fire Fire

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	<p>Target 5.5.6 - Invest in fire protection and preparedness to help lower insurance costs for homes and businesses by achieving an ISO (Insurance Services Office) rating of 80.99 or higher (Class 2)</p> <p>Target 5.5.7 - Identify faith centers and resilience hubs that will serve as potential recovery staging sites for distribution of water, meals, and emergency goods</p> <p>Target 5.5.8 - Provide mechanisms for residents to provide feedback on emergency preparedness efforts to ensure continuous refinements of communication strategies and community readiness</p> <p>Target 5.5.9 - Through comprehensive campaigns, inform residents and businesses about the importance of personal preparation and the various communications channels where they can obtain information before, during, and after disasters</p>	<p>Fire</p> <p>Parks, Recreation &amp; Neighborhood Affairs</p> <p>Communications</p> <p>Communications</p>
<b>Objective 6.1 - Infuse Ethical Practices into Daily Operations</b>	<p>Target 6.1.1 - Rate of compliance for annual employee ethics training</p> <p>Target 6.1.2 - Rate of compliance for elected and appointed officials submitting financial disclosures with the State of Florida</p> <p>Target 6.1.3 - Ensure that all financial reports are accurate, timely, and comply with relevant accounting standards</p>	<p>Human Resources</p> <p>Treasurer-Clerk</p> <p>Financial Services</p>
<b>Objective 6.2 - Enhance Citizens' Access to City Government Operations and Public Meetings</b>	<p>Target 6.2.1 - Produce and distribute a Year in Review that outlines the progress made toward Strategic Plan priorities using data from the online dashboard</p> <p>Target 6.2.2 - Regularly inform the public of progress towards achieving the targets within the Strategic Plan</p> <p>Target 6.2.3 - Continue data-sharing efforts with local law enforcement partners</p> <p>Target 6.2.4 - Promote public awareness and understanding of the City's initiatives, services and programs through targeted campaigns consisting of paid, earned, owned, and shared methods of communication</p> <p>Target 6.2.5 - Collaborate with community groups and local organizations to leverage existing networks to amplify the reach of engagement opportunities</p> <p>Target 6.2.6 - Enrich the City's digital presence utilizing online platforms including websites and social media to make information easily accessible to residents</p>	<p>Communications</p> <p>Strategic Innovation</p> <p>Police</p> <p>Communications</p> <p>Communications</p> <p>Communications</p>
<b>Objective 7.1 - Maintain a Safe, Accessible, Well-Maintained Network of Parks, Recreational Facilities, Greenways, and Trails</b>	<p>Target 7.1.1 - Percent of residents living within a 10-minute walk to a park or open space</p> <p>Target 7.1.2 - Number of participants in Parks and Recreation programs</p> <p>Target 7.1.3 - Number of new trees planted</p> <p>Target 7.1.4 - Complete construction of the Second Senior Center and expand service offerings to seniors</p> <p>Target 7.1.5 - Continue the implementation of Greenways Master Plan projects</p> <p>Target 7.1.6 - Leverage grants and federal funding sources to repair and renovate parks and facilities</p>	<p>Parks, Recreation &amp; Neighborhood Affairs</p> <p>Parks, Recreation &amp; Neighborhood Affairs</p> <p>Community Beautification &amp; Waste Management, Parks, Recreation &amp; Neighborhood Affairs</p> <p>Parks, Recreation &amp; Neighborhood Affairs</p> <p>PLACE</p> <p>Parks, Recreation &amp; Neighborhood Affairs</p>
<b>Objective 7.2 - Enhance Livability and Preserve the Unique Characteristics of Neighborhoods</b>	<p>Target 7.2.1 - Number of listed neighborhoods with updated current contact information</p> <p>Target 7.2.2 - Number of neighborhoods with updated current contact information in the Southside</p> <p>Target 7.2.3 - Number of Southside beautification projects completed</p> <p>Target 7.2.4 - Linear feet of new sidewalk infrastructure completed</p> <p>Target 7.2.5 - Rate of voluntary compliance by property owners for code violations</p> <p>Target 7.2.6 - Achieve 35 consecutive years of "Tree City USA" status</p> <p>Target 7.2.7 - Facilitate citizen-led improvement projects in the Southside</p> <p>Target 7.2.8 - Facilitate neighborhood entry signage and placemaking projects</p>	<p>Parks, Recreation &amp; Neighborhood Affairs</p> <p>Parks, Recreation &amp; Neighborhood Affairs</p> <p>Multiple Departments (UUPI, PRNA)</p> <p>Underground Utilities &amp; Public Infrastructure</p> <p>Housing &amp; Community Resilience</p> <p>Community Beautification &amp; Waste Management</p> <p>Multiple Departments (Parks, Recreation, and Neighborhood Affairs)</p> <p>Parks, Recreation &amp; Neighborhood Affairs</p>

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<b>Objective 7.3 - Keep Residents and Visitors Informed About Events and Attractions in Tallahassee</b>	Target 7.3.1 - Increase the number of visitors at the Riley House	Parks, Recreation & Neighborhood Affairs
	Target 7.3.2 - Increase Senior Games participation	Parks, Recreation & Neighborhood Affairs
	Target 7.3.3 - Promote attendance at City-organized and City-sponsored festivals and cultural events	Communications
	Target 7.3.4 - Establish partnerships with local schools and colleges to promote golf as a recreational and educational activity	Golf
	Target 7.3.5 - Produce creative content spotlighting City-organized and City-sponsored festivals and cultural events	Communications