



# ***Savannah Forward: Strategic Plan***

**Council Workshop – August 17, 2017**

## **Vision:**

Savannah, an extraordinary place to live, learn and prosper

## **Mission:**

The mission of the City of Savannah is to provide exceptional public services to residents, businesses and guests so they may experience a safe, healthy and thriving community.

# Priority: Public Safety

Public Safety is achieved when City Government and the Community work together to create a City where people feel safe in their neighborhoods and where the crime rate is low. On any given day, the public's safety is of primary importance in the minds of City leaders as they put policies in place, allocate resources and work to provide protection and enforcement for Savannah's residents, businesses and guests. Operationally, keeping the public safe presents an ever-changing set of challenges. The following represent the most essential strategic results in Public Safety:

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1. By 2021, 95% of all Priority 1 calls will be responded to within seven minutes or less.
2. By 2022, residents will experience a reduction in Part 1 violent crimes from 1,121 to 817. (27% reduction; 1,121 is the average of years 2015 and 2016)
3. By 2025, 75% of residents will report that they feel safe in their neighborhoods.
4. By 2023, Savannahians making 911 calls for an emergency medical incident will receive first responder or higher level services within five minutes or less, at least 90% of the time.
5. By 2025, the Fire Rescue Department shall provide an advanced life support (ALS) response within eight minutes, at least 90% of the time.

# Priority: Infrastructure

Savannah's future safety and prosperity depends on safe and sound infrastructure, including access to the internet. Flooding is a part of life along coastal regions but the City of Savannah is committed to protecting residential and business structures and streets from its devastating impacts. Our City's streets, sidewalks and facilities are a reflection of who we are and the pride we take in our community. They are also essential to helping residents travel to and from educational and employment opportunities. The City is committed to making these essential investments over time as follows:

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6. By 2022, Savannah streets will be on a 20-year resurfacing rotation.
7. By 2025, 60% of high traffic roadways and streets, including routes to schools, in Savannah will have sidewalks on at least one side of the road.
8. By 2025, the City of Savannah will reduce by 25% structure flooding resulting from a 25-year rain event (8 inches of rain within a 24-hour period).
9. By 2025, the City of Savannah will experience a 5% reduction in street flooding resulting from a 25-year rain event. (4.9" inches of rain within a 2-hour period).
10. By 2023, 50% of City facilities will meet or exceed City or applicable agency established standards.
11. By 2020, right of way work that takes place in the City of Savannah will include a requirement to install internet communications conduit.

# Priority: Neighborhood Revitalization

Savannahians live in neighborhoods, where much of their lives are spent. We raise our families, our children play there and when possible we work there. So it is essential that the City focus on key neighborhood issues such as quality, affordable housing, recreational facilities and programs, as well as the challenges of poverty and blight. Streets, sidewalks and trails connect our neighborhoods, creating a sense that we are 'One City'. The vision is that 'Savannah is an extraordinary place to live, learn and prosper'. The City is committed to that vision and will work to achieve the following results to further enhance that as a reality:

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12. By 2022, the City of Savannah, working in partnership with our neighborhood associations and residents will re-establish and preserve vibrant, livable, sustainable neighborhoods where Savannahians live with pride.
13. By 2019, the City of Savannah will meet or exceed its own standards for maintaining City-owned properties. (i.e.: streets, sidewalks, trails, etc.)

# Priority: Neighborhood Revitalization (pg. 2)

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14. By 2023, the residents of Savannah will experience improved and safe multi-modal mobility and neighborhood connectivity as evidenced by the following:
    - I. Work with CAT to fill public transportation service gaps within the City to ensure that all neighborhoods are within  $\frac{1}{4}$  mile of a transit stop
    - II. 75% of neighborhoods are connected to walking and biking infrastructure (i.e.: trails, routes, sidewalks, lanes)
    - III. 75% of pedestrians shall feel safe walking along and through streets and intersections in the City
  15. By 2021, 75% of Savannah residents and youth will have access to well-maintained playing fields, facilities and recreational programs within  $\frac{3}{4}$  mile of their neighborhoods.
  16. By 2025, the City of Savannah will provide 2,800 households (approximately 350 per year) with access to improved housing.

## Priority: Economic Strength and Poverty Reduction

The City of Savannah is committed to doing its part to raise our residents out of poverty; prepare youth and adults to participate in the economy, and be self-sufficient; line our commercial corridors with viable, appropriate business and create a resilient, balanced economy for all. The following Strategic Results will be the City's primary focus for this key Priority:

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17. The City will lead a multi-jurisdictional, integrated, multi-year initiative to lift Savannahians out of poverty and break the inter-generational cycle of poverty and crime:
  - I. By 2021, the poverty rate will be reduced by 1% every four years until Savannah's poverty rate is at or below the state-wide level.
  - II. By 2025, there will be a 20% reduction in the number of Savannahians experiencing food insecurity.
18. By 2022, Savannah will complete an assessment of its commercial corridors.
19. By 2022, 50% of Savannah youth will receive soft skills and work readiness training.
20. By 2022, 15% of unemployed and underemployed Savannah adults will complete soft skills and workforce training.

## Priority: Economic Strength and Poverty Reduction (pg. 2)

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21. By 2022, 25% of graduates from City and partner workforce training programs will secure employment in living wage jobs. (one individual)
22. By 2025, Savannah will have a resilient economy, diversified among the following (or new identified sectors):
  - o Military
  - o Tourism
  - o Manufacturing
  - o Health
  - o Education
  - o Film
  - o High Tech
  - o Aerospace
  - o Financial Services



# Priority: Good Government

The mission of the City of Savannah is to provide exceptional public services to residents, businesses and guests so they may experience a safe, healthy and thriving community. A Government that is committed to analyze and improve its own performance, and inform taxpayers of services they are receiving for their money in terms of results, is the essence of accountability and transparency. The City of Savannah is committed to creating a culture focused on results for customers and will achieve the following to ensure the community receives exceptional public services:

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23. By 2020, residents will have access to an online dashboard to obtain information on the City's performance in regards to implementation of the Strategic Plan's priorities, goal strategies, action items and performance measures.
  24. The City's organizational culture will be recognized as customer-focused, responsive and proactive through the following:
    - I. By 2019, Savannah residents will have an opportunity to participate in a regularly scheduled, statistically, valid customer survey.
  25. By the end of 2020, 100% of the City budget will be attached to measurable results developed in Department Strategic Business Plans.

# Priority: Good Government

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26. By 2023, City government will be consciously committed to efficient government operations as evidenced by:
    - I. 15% of City's vehicle fleet will be powered by alternative fuels or hybrid technology.
    - II. 30% of City facilities will be certified per the Energy STAR Program.
  27. By 2021, Savannah City employees will be recognized and acknowledged as a high performing organization as evidenced by:
    - I. 100% of employee performance will be aligned to performance measures in their Department Strategic Business Plans
    - II. 100% of employee classifications will be considered competitive with benchmarked communities
  28. Beginning in 2018, the City of Savannah will review and update its Code of Ordinances every five years.
  29. By 2030, Savannah will obtain a AAA Bond Rating.