City of Savannah Strategic Plan

VISION SAVANNAH

Building Our Future Together

STARTING POINT

CITY COUNCIL 2020 VISIONING SESSION

January 13-14, 2020

DEVELOPING THE VISION SAVANNAH STRATEGIC PLAN

City Council Visioning Session

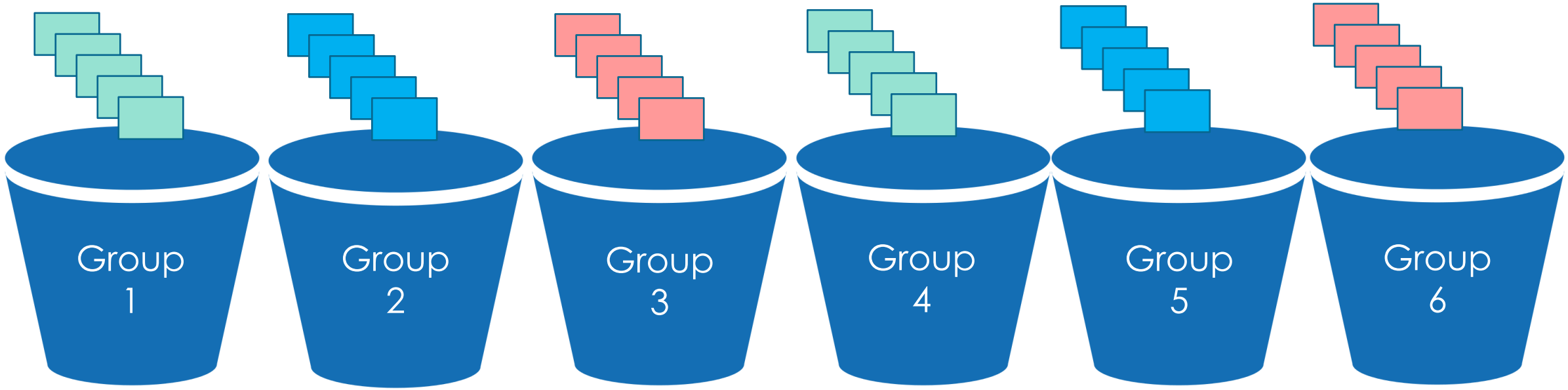
City Council's Vision Statements and Orientation Session feedback were transformed into an organized plan document with the following components:

Strategic Plan

1. **Priorities**
2. **Focus Areas**
3. **Outcome Statements**
4. **Performance Indicators**
5. **Strategies**

Step One: Strategic Plan Priorities

Sorting City Council vision statements into Major Categories



Step One: Strategic Plan Priorities

How does the past inform us? City Council Priorities (25 Years)

1996-2003 Floyd Adams (2003)	2004-2011 Otis Johnson, PhD (2011)	2012-2015 Edna Jackson (2015)	2016-2019 Eddie DeLoach (2019)
Public Safety	Public Safety	Public Safety	Public Safety
Neighborhood Blight Eradication	Neighborhood Vitality	Neighborhood Vitality	Neighborhood Revitalization
Poverty and Low Family Incomes	Economic Growth/ Poverty Reduction	Economic Growth/ Poverty Reduction	Economic Strength & Poverty Reduction
Housing & Homeownership	High Performing Government	High Performing Government	Good Government
Redevelopment Authority (Downtown)	Culture & Recreation	Culture & Recreation	Infrastructure
Downtown Quality of Life & Entertainment	Health & Environment	Health & Environment	
		Ambassadorship	

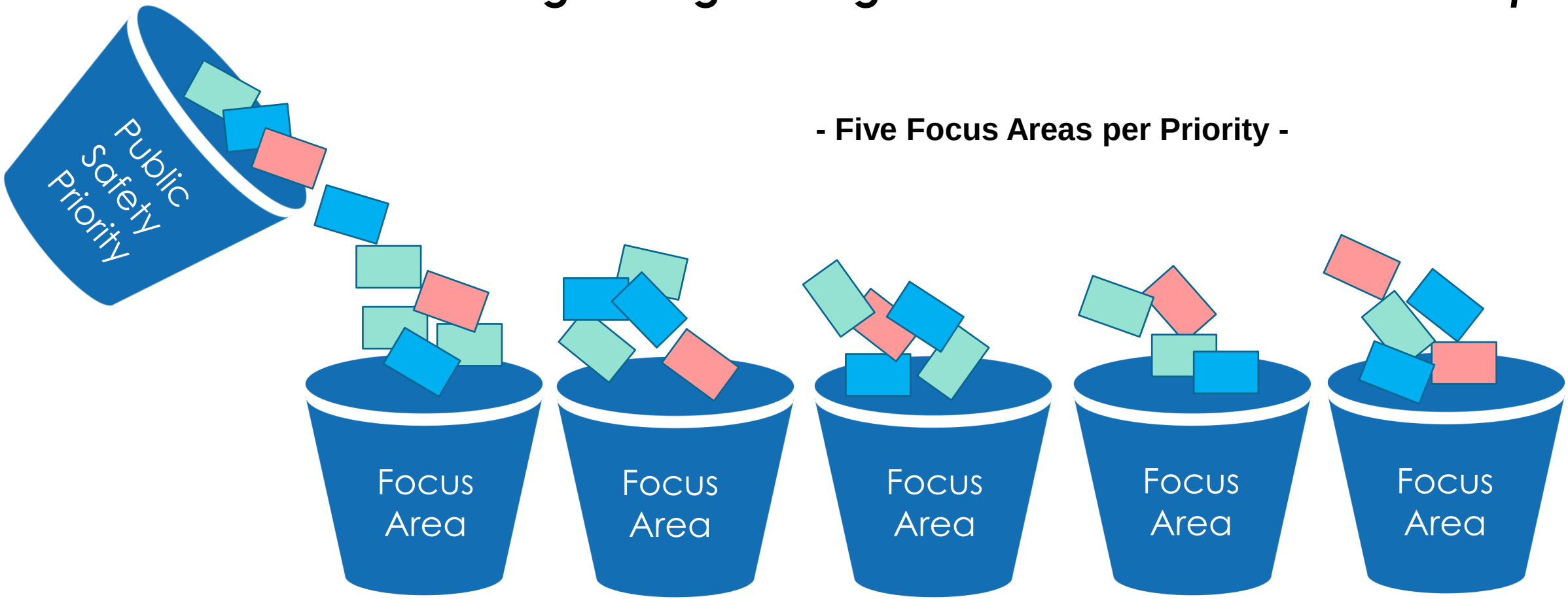
Step One:

Proposed VISION SAVANNAH Priorities

1996-2003 Floyd Adams (2003)	2004-2011 Otis Johnson, PhD (2011)	2012-2015 Edna Jackson (2015)	2016-2019 Eddie DeLoach (2019)	2020-2023 Van Johnson, II Proposed
Public Safety	Public Safety	Public Safety	Public Safety	**Public Safety**
Neighborhood Blight Eradication	Neighborhood Vitality	Neighborhood Vitality	Neighborhood Revitalization	**Vibrant Neighborhoods**
Poverty and Low Family Incomes	Economic Growth/ Poverty Reduction	Economic Growth/ Poverty Reduction	Economic Strength & Poverty Reduction	**Economic Strength & Poverty Reduction**
Housing & Homeownership	High Performing Government	High Performing Government	Good Government	**Good Government**
Redevelopment Authority (Downtown)	Culture & Recreation	Culture & Recreation	Infrastructure	**Infrastructure**
Downtown Quality of Life & Entertainment	Health & Environment	Health & Environment		**Health & Environment**
		Ambassadorship		

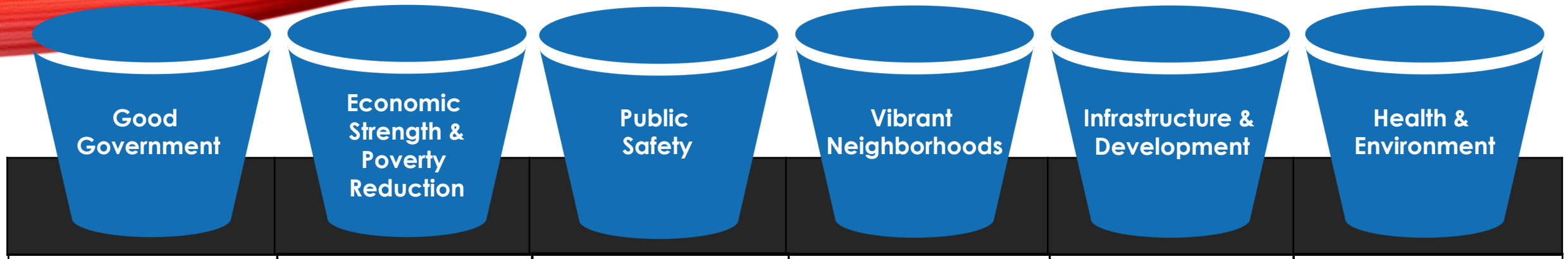
Step Two: Developing Focus Areas

Organizing Strategic Plan Priorities into Sub-Groups



- Five Focus Areas per Priority -

Step Two:
Proposed VISION SAVANNAH Focus Areas



Good Government	Economic Strength & Poverty Reduction	Public Safety	Vibrant Neighborhoods	Infrastructure & Development	Health & Environment
Fiscal Responsibility	Business & Job Creation	Readiness	Housing	Planning & Zoning	Sustainability & Resilience
Municipal Workforce Development	Resilient, Diversified Economy	Response	Property Maintenance	Development Services	Water Resources Management
High Performance Government	Workforce Readiness	Disaster & Critical Incident Management	Community Development	Public Land & Facilities	Storm Water Management
Technology	Commercial Reinvestment	Partnerships	Culture & Recreation	Public Infrastructure	Solid Waste Management
Open & Inclusive Government	Inclusive Economic Growth	Education & Prevention	Neighborhood Livability	Mobility & Connectivity	Public Education & Engagement

Step Three:

Developing Outcome Statements & Performance Indicators

"**Outcome Statements**"
help to guide our work

"**Performance Indicators**"
help to measure our progress

GOOD GOVERNMENT

Focus Areas	Outcome Statements	Performance Indicators
Fiscal Responsibility	Sound fiscal policy, planning, management and control of public funds and resources.	**Fiscal Responsibility** Bond ratings, fund balances, diverse revenue sources, per person co
Municipal Workforce Development	A hi com emp com rew	**Municip** ent
High Performing Government	A results-oriented organization with the tools and resources to efficiently and	**rming Government** nal performance dashboards (baseline and targets), savings,
Technology		es achieved from technology enhancements
Open and Inclusive Government	An accessible, transparent and inclusive organization where citizens participate in city government through open community conversations.	**nd Inclusive Government** Multiple communication channels, participation rates, 311 Call Center data, open records requests, accessible communication materials **Qualitative** Citywide Citizen Survey, internal and external customer feedback, bond ratings, government accessibility, customer service enhancements

FISCAL RESPONSIBILITY
Sound fiscal policy, planning, management and control of public funds and resources.

FISCAL RESPONSIBILITY
Bond ratings, fund balances, diverse revenue sources, per person cost of government, risk assessment

OPEN AND INCLUSIVE GOVERNMENT
An accessible, transparent and inclusive organization where citizens participate in city government through open community conversations.

OPEN AND INCLUSIVE GOVERNMENT
Multiple communication channels, participation rates, 311 Call Center data, open records requests, accessible communication materials

PUBLIC SAFETY

Focus Areas	Outcome Statements	Performance Indicators
Readiness	A well-equipped, well-trained Public Safety workforce with the necessary personnel, plans and partnerships to effectively meet community needs.	**Readiness** Workforce Data - vacancies, professional development hours, attrition rates **Response** Number of calls for service, call response times (from time of dispatch to arrival), types of services provided, total annual fire unit responses **Incident Data** Crime types, number of crimes, clearance rates, cases by crime type; number of deaths/casualties; turnout time, travel time, first due engine response time, ERF response time **Enforcement** Number and type of warnings, tickets, search warrants and arrests **Education and Prevention** Fire safety education events; smoke detector installation, home fire safety survey, digital neighborhood watch, crime prevention newsletter, Neighborhood Resource Officers, Seniors and Law Enforcement Together program **Qualitative** Citywide Citizen Survey, community engagement, community relations
Response	Timely deployment of public safety resources to effectively respond to incidents and achieve desired outcomes.	
Disaster and Critical Incident Management	Planning, training, partnering and committing resources to ensure collaboration with stake holders to prevent, respond to, and recover from critical incidents.	
Partnerships	Effective public/private partnerships and alliances with local, state and federal agencies that aid and support local efforts to address public safety needs.	
Education and Prevention	Proactive community risk reduction strategies that promote positive community relations and information sharing to reduce crime, fire, and other hazards.	

ECONOMIC STRENGTH & POVERTY REDUCTION

Focus Areas	Outcome Statements	Performance Indicators
Business and Job Creation	Services and incentives that support business development and sustainability and lead to living-wage jobs for work-ready individuals.	**Business and Job Creation** Number of new businesses, types of businesses, number/type of jobs **Resilient, Diversified Economy** Economic sector types, growth and revenues **Workforce Readiness** Education, support programs, employment data (jobs, wages) poverty rate **Commercial Reinvestment** Investment and development activity in economically distressed areas **Inclusive Economic Growth** Business participation - local, small, disadvantaged, total percentage achieved, dollar value **Qualitative** Local, regional and national partnerships, economic policies, programs and incentives, customer service enhancements, customer service ratings
Resilient, Diversified Economy	Partnerships, plans and incentives that encourage economic growth and support a diverse mix of economic sectors that strengthen and sustain the local economy.	
Workforce Readiness	Coordination with local and regional partners to foster a local labor force that is educated, trained, and has the skills to meet current and future workforce needs.	
Commercial Reinvestment	Programs and incentives that support and encourage reinvestment and redevelopment in underutilized, economically distressed areas of the city.	
Inclusive Economic Growth	Sustained economic growth that is inclusive of all people and communities, helping to increase economic opportunities for businesses and individuals.	

VIBRANT NEIGHBORHOODS

Focus Areas	Outcome Statements	Performance Indicators
Housing	Housing for all Savannah residents regardless of financial or other circumstances.	**Housing** Housing retained, improved, constructed and/or purchased; households assisted; abandoned property acquired, sold or leased for housing renovation and redevelopment; public funds and incentives invested; private investment leveraged; actions taken to reduce construction costs **Property Maintenance** Code compliance data - violation types, locations, citations issued, revenue collected, liens filed, compliance rates **Community Development** Total programs offered, persons assisted, partnerships, grants, leadership training, neighborhood meetings, associations certified, participants, participant outcomes; resident/community-led projects, youth involvement, participant and community outcomes **Culture and Recreation** Total programs offered, number of participants, participant outcomes, partnerships, distance to cultural amenities, distance to recreation amenities, revenue, grants **Neighborhood Livability** Neighborhood Livability Ratings, neighborhood enhancements **Qualitative** Neighborhood Livability Ratings, quality programs and facilities ratings, community pride survey (Citywide Citizen Survey), community engagement activities, customer service enhancements and ratings
Property Maintenance	Ongoing care, cleanliness and maintenance of public and private property in compliance with City code.	
Community Development	Programs and partnerships that expand available resources, improve individual and family well-being, strengthen social connectivity, and increase personal responsibility for the community.	
Culture and Recreation	Policies, programs and partnerships that value and preserve community assets, enrich the quality of life, and expand access to cultural and recreational opportunities regardless of income or ability.	
Neighborhood Livability	Policies, plans, partnerships and physical improvements that enhance neighborhood livability and help to achieve and sustain a high quality of life in Savannah neighborhoods.	

INFRASTRUCTURE & DEVELOPMENT

Focus Areas	Outcome Statements	Performance Indicators
Planning and Zoning	Development, coordination and administration of plans and zoning code to promote public health and safety and to protect and preserve local assets, resources, and the quality of life while guiding future growth.	**Planning and Zoning** Public input opportunities and participation rates; zoning information requests; amendments; re-zonings; plan reviews; business location applications; short term vacation rental applications **Development Services** Development plan reviews, permits, inspections, construction value **Public Facilities/Infrastructure** Capital projects in pre-design, design, construction and/or completed; inspections; preventive maintenance, maintenance, service requests and response rates; buildings renovated; facilities meeting standard; elevator downtime **Mobility and Connectivity** Distance to transit stops; percent of neighborhoods connected to walking/biking infrastructure (trails, routes, sidewalks, lanes); safety improvements **Qualitative** Citywide Citizen Survey; facilities and infrastructure assessments/ratings; safety standards and regulatory compliance; plan development and implementation; customer service enhancements and ratings
Development Services	Effective and efficient review, permitting and inspection of new construction to ensure public health, safety, and welfare will be protected through the enforcement of federal, state, and local laws.	
Mobility and Connectivity	Planning and development that manages and improves transportation systems, expands multi-modal travel options, enhances mobility and neighborhood connectivity, and prepares the City for future advancements in transportation.	
Public Land and Facilities	Responsible and efficient planning, engineering, design, construction, management, and maintenance of City land, buildings, and facilities as well as acquisition and disposition of City real property.	
Public Infrastructure	Responsible and efficient planning, engineering, design, construction, management and maintenance of rights-of-way, public roads, bridges, sidewalks, lighting, water, sewer, storm water, communications and related structural systems.	

HEALTH & ENVIRONMENT

Focus Areas	Outcome Statements	Performance Indicators
Sustainability and Resilience	Programs and initiatives that encourage the responsible use and conservation of City resources as well as promote the care and protection of public land, natural resources and the environment for future generations.	**Sustainability and Resilience** Recycling data, carbon reductions, energy savings and consumption, grants, community projects, internal process improvement, external partnerships and collaborations **Water Services** Usage, sales, service calls, processing, revenues, costs, improvements, groundwater usage reduction, storm water pump availability measured by online percentage, water and wastewater treatment compliance; technology improvements **Solid Waste Management** Collections, recycling, litter, service requests, revenues, costs, tonnage, curb miles swept, missed collections; technology improvements (enhanced collection route management) **Public Education and Engagement** Grants, neighborhood cleanup events, adopt-a-spot program data, participation, community education events **Qualitative** Citywide Citizen Survey, neighborhood cleanliness ratings, public outreach, education and engagement activities, surveys, water quality and drinking water (trust) rating; quality of life and community health indicators; safety standards, regulatory compliance, customer service ratings
Water Resources Management	Responsible planning, development, distribution, treatment, and management of water resources to reasonably meet demands while also protecting water resources for the future.	
Storm Water Management	Reliable and efficient planning, development and maintenance of storm water systems to reduce flooding.	
Solid Waste Management	Reliable and efficient management, collection, reclamation, recycling and disposal of residential and commercial solid waste.	
Public Education and Engagement	An informed citizenry actively and responsibly engaged in individual and community stewardship efforts to improve, protect and sustain the environment.	

Step Four: Plan Strategies

Putting It All Together in an Organized Plan Document

GOOD GOVERNMENT

Performance Indicators

FOCUS AREAS

Fiscal Responsibility	Sound fiscal
Municipal Workforce Development	A highly skil
High Performing Government	A results-ori
Technology	Continuous
Open and Inclusive Government	An accessibl

City of Savannah

PUBLIC SAFETY

FOCUS AREAS

Readiness	A well-equip
Response	Timely deplo
Disaster and Critical Incident Management	Planning, tra
Partnerships	Effective pub
Education and Prevention	Proactive co

City of Savannah

ECONOMIC S

FOCUS AREAS

Business and Job Creation	Services and
Resilient, Diversified Economy	Partnerships,
Workforce Readiness	Coordination
Commercial Reinvestment	Programs and
Inclusive Economic Growth	Sustained eco

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AND

HEALTH AND ENVIRONMENT

Performance Indicators

FOCUS AREAS

Sustainability and Resilience	Programs and initiatives that encourage the responsible use and conservation of City resources as well as promote the care and protection of public land, natural resources and the environment for future generations.
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Solid Waste Management	Reliable and efficient management, collection, reclamation, recycling and disposal of residential and commercial solid waste.
Public Education and Engagement	An informed citizenry actively and responsibly engaged in individual and community stewardship efforts to improve, protect and sustain the environment.

Quantitative

Sustainability and Resilience

Recycling data, carbon reductions, energy savings and consumption, grants, community projects, internal process improvement, external partnerships and collaborations

Water Services

Usage, sales, service calls, processing, revenues, costs, infrastructure improvements, groundwater usage reduction, storm water pump availability measured by online percentage, water and wastewater treatment compliance; technology improvements (enhanced utility usage monitoring)

Solid Waste Management

Collections, recycling, litter, service requests, revenues, costs, tonnage, curb miles swept, missed collections; technology improvements (enhanced collection route management)

Public Education and Engagement

Grants sought/approved, neighborhood cleanup events, adopt-a-spot program data, participation, community education events

Qualitative

Citywide Citizen Survey, neighborhood cleanliness ratings, public outreach, education and engagement activities, resident learning surveys, water quality and residents drinking water (trust) rating; quality of life and community health indicators; safety standards and regulatory compliance (preventing excursions to the environment by employees/equipment), customer service enhancements and ratings

City of Savannah 21 Vision Savannah Plan

Step Four:

Plan Strategies

Pulling It All Together in an organized Plan Document

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City Council Vision Statements and Orientation Session Feedback

PRIORITY: Vibrant Neighborhoods

Community Development		Timeframe	
1.	Develop and strengthen the capacity of neighborhood associations and non-profits (501c3).	Q1 Q4	2020 2020
2.	Consider hiring a grant writer to focus specifically on recreation and community services.	Q4	2020
3.	Increase the City's funding levels for its social and cultural grant programs and simplify the grant application process.	Q4	2020
4.	Recruit partners and implement programs that advance individual and family well-being, address neighborhood issues and focus on community improvement.	Q4	2020

Neighborhood Livability		Timeframe	
1.	Create and administer a citywide Neighborhood Livability Index which assesses/rates physical and socio-economic neighborhood conditions, such as litter, sidewalks, housing recreation, crime, Census data, etc.	Q2	2021
2.	Develop a Community Benefit Agreement Strategy.	Q3	2020
3.	Improve neighborhood livability through planned physical enhancements in neighborhoods.	Ongoing	

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Staff Strategy and Timeframe Recommendations

Final Step: City Council Champions

"Champions List"
Captures top strategies each Council member selected to champion

Championed strategies are organized under Major Priority and Focus Area

Vision Savannah Plan – City Council Champions

Good Government		Champion
Fiscal Responsibility	Present an extended City Council workshop to review the 2020 adopted budget.	Gibson-Carter
	Review the City's prior real estate transactions, including policies, metrics, procedures and legal requirements used to surplus/dispose of property.	Gibson-Carter, Leggett
	Review and prepare for Local Option Sales Tax (LOST) negotiations.	Palumbo
Municipal Workforce Development	Successfully manage the City Manager hiring process, including: securing a search firm, developing a job description, defining the candidate search/interview process, city manager selection and onboarding/orientation.	Johnson, Gibson-Carter
High Performing Government	Review the City Council Ethics Policy.	Johnson, Purtee
	Request proposals for a new Lobbyist.	Blakely
Open & Inclusive Government	Recruit citizens through an open application process and complete the appointment process to fill open seats on boards, commissions and authorities.	Johnson, Blakely
	Promote 2020 Census participation.	Johnson
	Review City Council meeting times to improve participation.	Johnson
	Form an advisory committee for "Savannah 2033".	Palumbo

Public Safety		Champion
Readiness	Explore funding strategies to achieve staffing levels of at least 2.5 Police Officers per 1,000 residents.	Palumbo
Response	Improve responsiveness to sex crimes (i.e. bar bystander program).	Gibson-Carter
Partnerships	Reinstitute the Savannah Impact Program (SIP), a program for high-risk ex-offenders on probation who receive substance abuse counseling, work training/experience and other support services.	Johnson
Education & Prevention	Work with State legislators to advocate for the destruction of confiscated weapons.	Wilder-Bryan
	Develop a comprehensive plan to expand public safety cameras citywide.	Wilder-Bryan

Proposed Next Steps

July 7-20

Two-Week City Council Review Period

(Review draft plan & submit proposed changes to City staff to compile)

July 21-23

Regular City Council Meeting

(Provide summary of comments to City Council; further Council discussion, if needed)

July 27-Aug 10

Two-Week Public Review Period

(Post Draft Plan to website; send to community, faith, business groups; submit public comments online)

Aug 13

Regular City Council Meeting

(Public Hearing & Plan Adoption)

Other: **a. Staff Assignments & Internal Benchmarks**
b. Identify Budgetary Impacts & Recommendations
c. Develop Performance Reporting Structure

Thank you for your time and consideration.