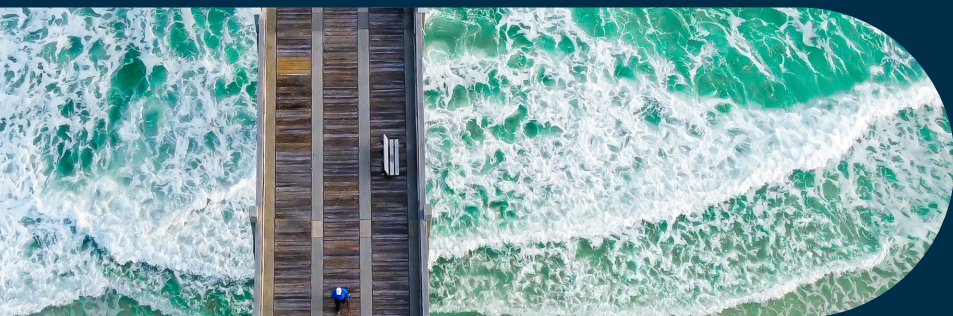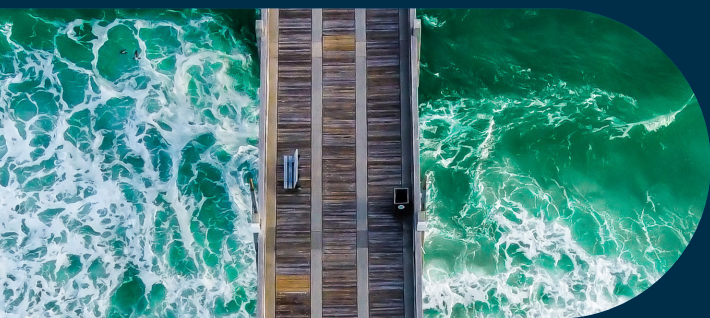2023

PENSACOLA
FLORIDA'S FIRST & FUTURE

MAYORAL TRANSITION
COMMITTEE REPORT

A robust community
conversation resulting in
an influx of innovative and
fresh ideas for making our
city better and stronger.

CONTENTS

LETTER FROM THE MAYOR

Mayor D.C. Reeves

Dear Citizens of Pensacola,

Thank you for this opportunity to be your mayor.

I firmly believe that the duty of this position is to not make Pensacola a wonderful place for a few people, or some people, or most people, but for all people.

A win in the primary election on August 23 gave me 13 additional weeks to get acclimated to the new position, staff and administration. But as important, it allowed us to start the process of creating a transition team early so that a report could be completed earlier than ever. That has been accomplished by this amazing group.

I want to thank all 29 transition team members for their commitment to Pensacola. I am fortunate to have some of Pensacola's brightest minds who were giving of their time and expertise to help this administration and this city. I also want to thank our transition team staff for their dedication to this report and for helping see this complex project across the finish line.

I want to give a special thank you to the chairman of this committee, Capt. Tim "Lucky" Kinsella. His leadership is world-class, we know, but I thank him equally for his promise to have this report tell your city administration not what it wants to hear, but what it needs to hear.

This position requires many things, but I believe one chief characteristic is coachability. We as an administration should be learning all the time. We won't always have all the answers, but it's our duty to you, the citizen, to work tirelessly to make sure that we have the knowledge, data and insight to make the best decision for this city.

To that end, I will use this report as a navigational tool. This will be a guide for this office and administration to have realistic ideas at its fingertips to take on some of the city's biggest issues. What we know in our city is that things change, and given the circumstances of our city's health, priorities often change. With this report, I will be ready to take on the challenges that each of these focus areas provide.

I've promised you that I will give you everything I have to make Pensacola reach its full potential. With the help of these people and this report, we have taken a big step in that direction today.

I'm excited for these next four years. Thank you, and God bless this place we call home.

Sincerely,
D.C. Reeves, Mayor

> " This will be a guide for this office and administration to have realistic ideas at its fingertips to take on some of the city's biggest issues.

CHAIRMAN'S EXECUTIVE SUMMARY

CAPT Timothy F. Kinsella, Jr., USN (Ret)

The City of Pensacola has made massive strides in the past twenty years towards becoming the vibrant, inclusive, and thriving city it is capable of being. We owe a debt of gratitude to the employees of City Hall and the previous city administrations who have laid a foundation of progress that will allow our current and future administrations to propel us towards the next level of success for our citizens and city.

It is important to first make clear what this report is not. It is not a panacea for any of the challenges Pensacola may face, nor is it a path to a quick solution to our problems. It is, however, a roadmap to be used as a guide in creating a strategic plan for our city. It lays out twelve focus areas that should be given due attention in order to forge a viable path forward that meets the needs of all our citizens. If this report is read and put on a virtual shelf until the next administration takes over, it will have been a monumental waste of time and resources. Six months from now, it is the committee's hope that this report will be dog-eared, marked with coffee stains and thumb prints, and scribbled all over with notes because it has been used as it was intended.

This report is, above all, an effort to assist Mayor Reeves and his team to develop a deliberate strategic plan that will chart a course for the future of Pensacola. As the mission statement of the Transition Committee states, the purpose of this report is "To provide the Mayor with forward-looking and achievable recommendations that will benefit the citizens of Pensacola and inform the Mayor's strategic plan." If our ultimate destination is to live in a city where all citizens reap the benefits of a successful community, then this report is a guide-map to assist the Mayor and his successors on their journey to get there.

As Mayor Reeves and I were discussing the best strategy for compiling a useful report, it was obvious from the very beginning that the credibility and veracity of our efforts would rely almost completely on the makeup of our committee. It was very important that we selected a group of people who were not beholden to any agenda, who were experts in their field, and were dedicated to furthering the success of our city for all citizens. I am extraordinarily grateful to each of the committee members for their insight and the dedication of their valuable time and resources. It is also important to recognize the input from City Hall employees and the input that resulted from hundreds of interactions with Pensacola citizens. Nothing in this report was written in a vacuum. Everything you read in these following pages considered inputs, ideas, concerns, and current efforts from sources throughout the community. As the committee members were compiling their reports, my guiding principles to them were designed to be simple:

- Be aspirational
- Be transparent
- Be realistic
- Be honest
- Be unafraid
- Be useful

These principles may seem obvious, but to omit any one of them, or worse, to do the opposite, would be detrimental to our objective and would not be in the best interests of our fellow citizens. Notice that the first of these is to be aspirational. To be aspirational means to look to the future, to always strive for improvement, to keep the past in perspective, yet focus our energies on where we want to be rather than how we got to where we are. The last principle, be useful, was a reminder that everything the committee recommends has to be rooted in pragmatic solutions that will be tangible and add value to the citizens of Pensacola.

There are some differences in this report when compared to the previous report from four years ago:

- The current report is broken up into twelve "Focus Areas" vice "Pillars", and were chosen based on critical issues the City is facing today. I chose to call them focus areas because it fits nicely into the purpose of the report to provide guidance in specific areas vital to the City's health and on which the Mayor should focus his strategic plan. Some current City challenges, such as homelessness, are not part of this report because there are existing efforts sanctioned by the City, such as the Homelessness Task Force, that the Mayor can lean on for expert guidance.

- Each Focus Area consists of at least two committee members vice just one, as was previously the case. While Sunshine Law requirements made this somewhat challenging, we felt the benefits of diversity of experience, thought, and ideas, far outweighed any administrative challenges that Sunshine may have brought. While Sunshine meant that members couldn't collaborate outside of a public forum, we found that this restriction actually worked to our advantage. In order to create opportunity for our committee members to collaborate outside of full committee meetings, many members opted to create additional publicly noticed meetings where the public and other committee members could attend and freely share ideas. Sunshine doesn't mean we can't collaborate, it just means we have to do it with full transparency.

- Each Focus Area is divided into three subheadings: Issue, Discussion, and Recommendation, with a maximum of three recommendations per Focus Area. The report has to be easily understandable and succinct in its in content in order for it to be usable and readable. This is intended to be a reference document to chart a course to a destination, it will be up to the Mayor and his staff to decide on the details of how we get there.

- Many of the Focus Areas have been changed to reflect the current needs of the City. For example, there is now a focus area on Military Affairs, which reflects the large role the Department of Defense plays in our local economy and culture. We chose Attainable Housing instead of affordable housing, because our housing crisis affects our population across the entire demographic spectrum. Attainable Housing not only affects our current citizens, but it also affect our ability to grow with purpose.

From an executive viewpoint, the following should be given consideration across each focus area: People, Key Performance Indicators, Finance, Persistence, and Collaboration. How does it affect our people, how will we measure progress, how will we pay for it, how long should we focus on it, and who else needs to be involved?

People. The needs of City Hall employees and the needs of our citizens must be met with equal determination, because nothing in this report can be implemented without the buy-in of the people who will have to see it through. Consider the following:

- **Create the environment for success.** Leadership is the art of creating an environment that allows the people and the organization to reach its fullest potential. The Mayor must give due consideration to creating an environment and culture that not only promotes a healthy and vibrant work atmosphere where everyone feels they have a voice in the future of their organization, but he must also create an environment that facilitates his vision for the future. Culture starts at the top, and requires all leaders in the organization to be held accountable to that culture. A large organization must work hard at not giving in to the typical bureaucratic response of "no" as the first answer. Instead, build a culture of "Yes," and a culture where instead of asking "why?" We ask "why not?".

- As was recommended in the previous transition report, it is vital that the City **create a set of core values, code of ethics, and a mission statement** that applies to all employees and guides their actions every day. Without values, an organization is soulless, and without a mission, it is directionless. When making difficult choices, any employee should be able to reference and be guided by the core values, code of ethics and mission statement.

- **Review City Hall's Organizational Structure.** Does the Mayor have the right people around him that can turn his vision into reality? Do the right people report to him directly vice through an intermediary? Does the Mayor have the ability to hold his supervisors accountable because he interacts with them regularly, or is his interaction with them done through an intermediary? A leader can not correct what they don't see. The Mayor will have many demands on his time, so cannot be expected to be the implementor of all strategy and policy. Any organization of this size should have a Chief of Staff or similar position as the executor of the principle's guidance. The Mayor should give consideration to bolstering his executive staff in order to give him the breathing room to lead with purpose and strategic forethought. Otherwise he will be always in crisis mode, fighting the "closest alligator to the canoe."

- **Invest in Human Capital.** A comprehensive review of pay structure and benefits is necessary. Currently, the average time for an employee to remain with City Hall is five years, and the most common reasons for leaving are lack of opportunity, culture, inadequate benefits, and inadequate pay. There is both an opportunity cost and a fiscal cost to such a high turnover rate. Investing in our people means an investment in our future. People will stay with an organization if they believe the organization has their best interests at heart, and City Hall can show this by investing in their professional development and benefits, and by creating a culture that values their contributions.

- **Review City Hall's on-boarding process for new employees.** The first 90 days of a new employee's time at any organization are critical to the success of their entire career at that organization. Investing in a robust orientation program followed by "career wellness checks" at the 30-60-90-180 days marks will ensure that employees have the tools necessary to achieve success in their new surroundings.

- **Employee feedback must be a priority.** In order for employees to feel empowered and valued, there must be an accountable process for their voice to be heard. Employee town halls with the Mayor are a good start towards hearing employee concerns and building trust from the top down. Consider developing an anonymous process for employee concerns that go directly and only to the Mayor. Employee feedback surveys are a useful tool for the Mayor to gauge the climate of the organization, but are useless if employees don't fee like their input is being taken seriously. Consider back-briefing employees on the results of the survey and the plan to improve.

- **Citizens must feel empowered to have a voice in the future of their City.** Every single citizen who writes a letter to the President of the United States will receive a reply from the department responsible for their concern. For example, if you were to write a letter to the President regarding public access to the Naval Aviation Museum on board NAS Pensacola, the Secretary of the Navy would be tasked with responding to your letter on behalf of the President. In other words, there is a system of accountability to ensure that each citizen is given due respect and attention for their concern. Currently, there is no system in place within City Hall to ensure that questions don't go unanswered. The 311 system is a good start regarding issues citizens may be having with City services, but it needs to reside in the right place within City Hall to be the most effective – it currently resides within the sanitation department. Consider moving the responsibility for 311 to a position that is directly responsible to the Mayor. There are many low-cost and effective systems in place that are being used by other Cities that Pensacola can adopt. Consider canvassing other cities to understand how they manage citizen engagement – San Diego is a good example of a user-friendly website and system. Consider creating an accountability system so that letters and emails to the Mayor will be answered by the appropriate department and not the Mayor alone. To ensure more citizen's concerns are heard, consider creating scheduled town-halls or meetings with community leaders, such as faith-based leaders, who are often the most trusted members of their community to ensure their people's voice is being heard.

Reliance on Key Performance Indicators to measure success. If we can't measure our success or failure adequately, we will never understand if our efforts are working. As the saying goes, the definition of insanity is to do the same thing over and over again and expect a different result. Metrics will help the City make informed choices based on accurate data to ensure we are putting our resources into the most effective solutions.

- Consider the Studer Community Institute's Dashboard as a starting point for **creating a City Dashboard with reference points from previous years**.

Finance. Almost everything in this report is only an idea until it is allocated funding. Just as people are critical to implementing a strategy, funding is critical to making it a reality.

- **Explore alternate funding sources, such as federal and state grants, and create a position who's sole responsibility is to seek out and apply for grants.**

- **Complete a comprehensive review of the City's budget.**

- **Look for cost-saving measures that complement the City's Strategic Plan.**

Persistent efforts in all focus areas. All of the recommendations require deliberate and long-term solutions to see them through. These areas in particular will require a persistent and deliberate long-term effort:

- **Create a Strategic Plan and Vision.** Currently, the City of Pensacola does not have a Strategic Plan – without a plan, there is nothing about which we can be deliberate or persistent. The absence of a plan or vision, by definition, means we are stagnant. An overarching Strategic Plan with attached metrics that goes far beyond a four-year electoral term gives the City a deliberate direction upon which we can gauge success. Each department will then, in turn, create their own strategic plan that is guided by the City's strategic vision. This will ensure that all departments within the City are moving in a coordinated direction towards the same end. Without a strategic plan and vision, we are just treading water, waiting for the next ship to come by upon which we can hitch a ride to an unknown destination. It is very important that this strategy be far-reaching in its timeline and be

independent of an electoral term or political candidate's length in office. The next transition team can then use the existing Strategic Plan as a starting point to redirect the City's course if necessary. As it stands now, each new Mayor and Transition Team is "reinventing the wheel", so to speak, instead of building on previous efforts.

- **Attainable Housing will take a long-term, coordinated approach.** There is no quick fix to the housing crisis we find ourselves in, but by dedicating appropriate long-term resources to the issue, we can create a deliberate strategy that will bring us closer to our goal of attainable housing for everyone. Give consideration to creating an Attainable Housing Task Force that will be charged with providing the Mayor credible suggestions towards easing our housing crisis. For example, the Task Force should canvass other communities who have had success in combating housing crises in their Cities, such as the Baltimore Urban Homesteading Program.

- **Progress across the Livability and Environmental spectrum is long-term, deliberate and multi-faceted.** To make our city more environmentally responsible and livable for all citizens will require a holistic and comprehensive approach that touches every facet of the long-term strategic plan. Consider looking at other, aspirational, cities with success in these areas and understand how we can mimic their success. Many cities have a position whose sole responsibility to ensure that environment and livability have a top-down approach to ensure that each department's efforts are coordinated and in line with the City's strategy.

- **Consistent and meaningful interaction with the City Council.** Just like our federal government, our city government has a legislative and executive branch. The City Council approves the budget and ordinances, while the Mayor proposes and enacts them. Neither can or should operate in a vacuum, acting independent of each other. There will always be differences of opinion and there will always be seemingly insurmountable obstacles to progress. However, a Mayor and City Council that works together and respects each other will have a much better chance of finding mutually agreeable solutions to tough challenges.

❝ Consider looking at other, aspirational, cities with success in these areas and understand how we can mimic their success."

Meaningful Collaboration is a force-multiplier. Consistent and meaningful collaboration with external agencies in both the public and private sectors across all focus areas will leverage expertise and resources that may not reside within City Hall.

- **Invite Greater Collaboration with our Military Community.** More than 40% of all jobs in the Pensacola area are defense related, with an impact of $7.8 Billion to our local economy. Almost every city with a large military presence has a robust military outreach program to ensure the City stays connected with the active and veteran military community. This includes a Military and Veteran Affairs Officer that is an employee of City Hall who can lead efforts to attract veterans to our area and ensure the community is doing its part to support the active duty community. Consider creating a page on the City's website that points veterans to local resources that can help them in their efforts to settle in Pensacola, and consider creating a position in the Mayor's office that will lead efforts to make Pensacola the most military and veteran friendly city in the nation.

- **Education requires a collaborative effort across the entire community.** The Mayor is the elected representative of the citizens of Pensacola. As such, he owes it to them to be a voice of concern if their education needs are not being met. An education system that does not meet the needs of its citizens means that it will not meet the needs of the many employers and employees that this City requires in order to grow and be prosperous. The Mayor must be willing to collaborate with other elected and appointed officials to ensure the needs of his citizens are being met.

- **All Elected Officials in Escambia County must work together.** True change rarely happens unilaterally. In order for our City to move forward, it will take collaboration between all of our elected officials within Escambia County. As the City progresses, so does the County, and vice versa. This is not easy, especially in today's fractured political environment, but imagine the progress that could be made if Escambia County Commissioners, School Board Members, Mayors, City Council members, and others could agree on simple strategies that could benefit the entire county if we moved in the same direction together. Education, public safety, infrastructure and housing are critical to our future, and it will take the combined effort of all of our elected officials, working together, to get it right. The Mayor is but a part of the greater political ecosystem that is Escambia County, but it has to start somewhere. Mayor Reeves has the vision, passion, and humility to facilitate a more cohesive operating environment within our community.

- **Seek out opportunities to collaborate with external entities that have shared agendas** and who can help further our City's strategic vision. For example, non-profit organizations such as NextOp that can help Pensacola become a destination for veterans, or Habitat for Humanity, who can help the administration better understand and find solutions to our housing crisis.

- **Consider creating a position for a Director of Economic Development** who's focus would be finding opportunities to collaborate with business, governmental, and non-governmental entities in a way that supports the City's Strategic Vision.

Pensacola is a city with unlimited potential, but to achieve that potential we must work together for a common vision of our future. As a prominent local community leader wrote in a recent newspaper column, a city that "has potential means it could win. It also means it is not currently winning." I have never been associated with a City who's citizen's are prouder of their community. People here believe in the future of their City, but belief will only take us so far. We have to continually work at it, we have to earn it, and it can only happen if we do it together. Our strength lies in our common belief that we are a community worth fighting for. There is far more that draws us together as Pensacolans than draws us apart – such as our children's future, our shared history, and our love of this great town. In this time of divisive politics, let us all focus on the common elements that bring us together and work as one towards making this an even better place to call home for all of Pensacola's citizens. It's time we stopped talking about our potential, and instead started realizing it.

I am extremely honored to have been asked by Mayor Reeves to lead this transition committee, and to help coordinate the efforts of its extraordinarily talented members. All of us are indebted to the hard work of the Committee staff members who dedicated their time and resources to ensure this report met our goal - Alex Smith, Gracie Price, Jordan Foley, Nicklas Echsner-Rasmussen, and Aimee Dumas were tireless in their efforts to help committee members wherever it was needed. I know I speak for all members of the transition team when I thank the employees of City Hall for their wonderful spirit of collaboration and transparency. We are fortunate indeed to have such a dedicated group of public servants working hard to make our City the best it can be. Thank you in particular to the City Clerk, Ms Ericka Burnett, and the Asst City Clerk, Ms. Robyn Tice, for helping us to set up so many public meetings, and for keeping me on point during our full committee meetings. And finally, thank you to Mayor Grover Robinson for leading our City through some very turbulent times.

Sincerely,
CAPT Timothy F. Kinsella, Jr., USN (Ret)

CITY HALL
222 WEST MAIN STREET

ATTAINABLE HOUSING

Shirley Henderson | Deputy Executive Director/Director of Social Services for the Area Housing Commission

OVERVIEW

Building community support and trust begin with clear and open communication that involves everyone from the highest elected officials to neighbors within the city. A fair and open planning and design process allows all interested parties to have a voice and builds a foundation of partnership and shared goals in the community before decisions are made and implemented. Providing adequate and attainable housing is known to improve the quality of life for residents. It also helps individuals to secure stable jobs, improve their health, and maintain their financial stability. The phrase attainable housing in my focus area refers to both **housing for sale and rental housing**, available in a **safe and decent environment** for **all individuals below 80% of median income**. The availability of decent housing that is located close to work opportunities and attainable for jobholders is essential to the community's economic health. All communities need essential service workers, including teachers, firefighters, police officers, municipal employees, health care workers, contractors, landscapers, and retail salespersons.

When we think of housing, we most often consider only factors related to building, and do not include key components, such as land availability, cost, developers, time, and support from those who coordinate the pre-development phases, such as planning and zoning, permits, inspections, and other pertinent issues. Policymakers and community leaders must understand the principles behind the production of attainable housing. Such understanding will lead to the creation of effective attainable rental and homeownership for individuals in our city. Housing **policies and programs should foster a climate that is fully supportive of development of attainable housing.**

Most families spend the **majority of their incomes on housing**. Higher-income families, however, tend to spend less on housing than poor or less wealthy households. As a result, the cost of housing consumes the majority of the household budget for low-income families. With this thought in mind, we must find creative methods to collaborate and address the ongoing housing issues throughout our city.

OBSERVATIONS

The Attainable Housing City of Pensacola Mayoral Transition Team held its first Town Hall meeting on October 25, 2022, from 5:00-7:00 pm., at Brownsville Community Center, 3200 West DeSoto Street. We had approximately twenty-five (25) interested citizens in attendance, and the platform entertained input from residents on Housing and other components pertinent to attainable housing. Discussions took place in break-out sessions of five (5) round-table groups, which shared ideas and concerns to facilitating housing needs. Discussions from the attendees centered around issues to build, including:

- Reasonable property prices available to build on.
- Renew programs for building attainable housing, that worked previously.
- Timing issues to build, such as permits and restrictions.
- More Housing Development opportunities for single families, multifamily, and creative new opportunities.
- Build better relationships for development with local small builders.
- More subsidy for builders, rentals, and homeowners.

On November 2, 2022, we held our second Town Hall meeting at East Pensacola Heights Club House, 3208 E. Cervantes Street, with approximately twenty (20) people in attendance. The focus was different from our October Town Hall meeting. It consisted of developers, contractors, representatives from non-profit organizations, and a realtor. The discussion was centered around the issues of permits, planning, timing issues, multifamily rental housing, and homeowner issues, including:

- Public and Private Partnerships to execute a solution and measure success.
- Collaborations of local and state government for funding opportunities.
- Comprehensive long-range plans for attainable rental housing.
- Positive results and changes for housing under the Community Reinvestment Act (CRA).
- Improvements for permitting, planning, and customer services within the city.

" With this thought in mind, we must find creative methods to collaborate and address the ongoing housing issues throughout our city. **"**

RECOMMENDATIONS

1 Partner with Escambia County Housing Finance Authority

Recommendation includes a partnership with the Escambia County Housing Finance Authority (ECHFA), local City, and County Government.

2 Explore attainable housing through Community Enterprise Investment Inc. partnership

Recommendation includes a partnership with Community Enterprise Investment, Inc., using City and County resources, to develop single family attainable homes. Make available surplus lots/property owned by the City of Pensacola available to non-profit affordable housing developers to construct affordable units on identified scattered sites (homeownership and rental) Utilize the services of Community Enterprise Investments, Inc. (CEII), to develop affordable units (homeownership and rental) throughout the city of Pensacola. CEII is the oldest and most experienced Community Housing Development Organization in the City of Pensacola and Escambia County.

- CEII has developed and/or partnered to develop over 1000 units of affordable housing since the 1980's.

- CEII can leverage additional funding/financing from regional and national banks, Federal Home Loan Bank of Atlanta, nationwide Community Financial Development Institutions (CDFIs), to bring additional resources that will aide in developing affordable housing.

- As a long time CHDO, several regional and national financial institutions routinely make investments in CEII to aid in their mission to expand affordable housing opportunities.

- CEII has existing capacity and infrastructure for the development of affordable housing.

3 Revisit 500 houses in five years proposition from Affordable Housing Task Force

Recommendation includes revisiting the proposed City of Pensacola Affordable Housing Task Force of 500 Houses in five years for Attainable Housing, Multifamily and Scattered sites. Partnerships should be implemented with banks for CRA Credit, Lending Institutions, Florida Community Loan Funds, Developers, Just Pensacola, local Community Housing Development Organizations (CHDO), Contractors, and other Financial Institutions for Mixed Income Developments.

ATTAINABLE HOUSING

Sam Young | President and CEO of Pensacola Habitat for Humanity

OVERVIEW

The City of Pensacola is experiencing a **critical shortage of affordable, attainable housing**. Too many of our residents are housing cost burdened The impacts are wide ranging, impacting both quality of life and the economic health of the city. While a full discussion of the underlying market forces, causes, and forecasts is beyond the scope of this report, a brief summary is provided below.

Pensacola MSA Median Household Income compared to Escambia County Median Home Prices

—— Median Household Income Pensacola MSA—HUD   —— Single Family Home Median Price by Year/Escambia County (Hass Center—UWFL)
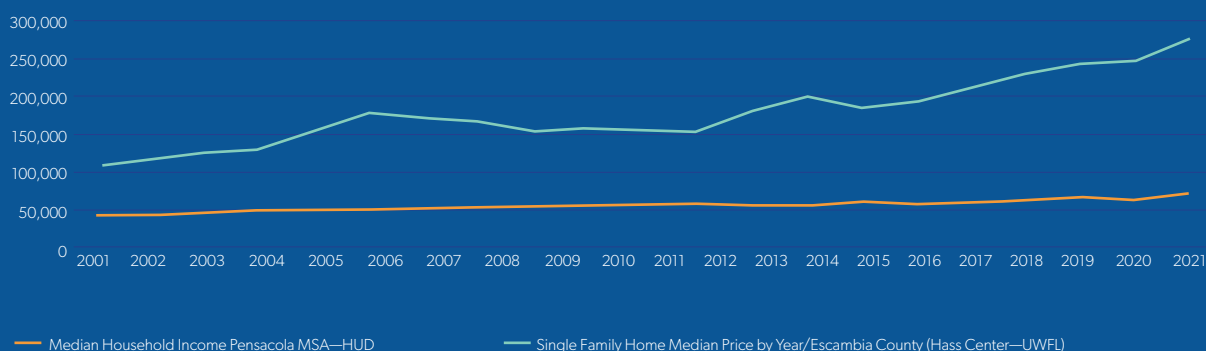
At the core of the crisis is the increasingly widening gap between income and the cost of housing. This gap is clearly depicted in the above chart.

An important take-away is the increasing percentage of family income dedicated to housing. **Affordable housing** is defined as allocating no more than **30% of gross household income** to the cost of housing (rent or mortgage principal, interest, taxes, insurance). Anything greater is considered housing cost burdened. It has been long reported that **out of the 10 most common jobs in Pensacola**, only **one pays enough to afford a two-bedroom apartment** at fair market rent. The situation is not getting better. According to Apartment List, **median monthly rent** in the Pensacola metro area has **increased 36%** from January 2020 to July 2022.

Home ownership is also becoming increasingly out of reach. Cost of land, supply chain disruption, increasing interest rates

and escalating cost of labor and material are all contributing to the unprecedented cost of home ownership. As national housing supply is estimated to be 3.8 million units short of demand, there is no expectation that pressure on prices will be relieved in the foreseeable future.

The burden of housing is impacting too many of our citizens. In the 2022 PYP-Quality of Life Survey, **58% of Pensacola** respondents ranked affordable housing as **"Poor"**, leading all listed categories. As discussed below, the pain is felt across all demographics.

Unfortunately, there is no single or simple solution. This crisis will require strong leadership, political will and bold action. No longer can we be impaired by the cost of the solution, as the cost of inaction will be felt for generations.

OBSERVATIONS

In addition to several full Transition Team meetings, my co-Chair, Shirley Henderson and I held two public forum meetings (one at Brownsville Community Center and one at the East Pensacola Heights Clubhouse). In Brownsville, we held roundtable discussions on subjects selected by attendees with facilitator readouts and follow-on group discussion. In East Pensacola Heights, we had open dialogue with attendees regarding a range of relevant issues.

I met with Marcie Whitaker and Meredith Reeves with the City of Pensacola Housing Department where I was briefed on resources available to assist city residents with rental and down payment assistance, current and anticipated funding streams, department staffing and areas of responsibility. We explored their recommendations to best address the housing needs of the community.

I attended two other focus area public forums. At the City Construction and Development forum we ascertained areas of overlap regarding potential changes in zoning and land-use regulations. At the Finance forum we explored potential new funding streams to support a city attainable housing initiative.

I met with JUST Pensacola to discuss their proposal for a City of Pensacola Affordable Rental Housing Trust Fund. I also met with Pete King, who represents the West Florida Defense Alliance, regarding the critical need for additional military housing.

I have studied the City of Pensacola Affordable Housing Task Force Report that was produced in 2020. It does an outstanding job of laying out the issues and makes a series of recommendations to address the crisis. Suffering the fate of so many reports, little progress has been made regarding executing the report's recommendations.

I have also spent considerable time investigating best practices. This included conversations with the Florida Housing Coalition, Florida Housing Finance Corporation, NeighborWorks America, Grounded Solutions Network, Habitat for Humanity International, and a comprehensive study of municipalities who have successfully implemented affordable/attainable housing strategies.

My study and meetings with the public, city officials and subject matter experts made clear that the affordable and attainable housing crisis stretches across virtually every demographic. Too many people, of all ages and circumstance, are being forced to choose between housing, food, and healthcare. An increasing percentage of our residents are becoming housing cost burdened, which is having a significant, negative impact on their quality of life.

It is clear there is not an exclusively market driven solution to this crisis. Private developers, without government support in the form of grants, low interest loans, tax abatements, tax credits or land donations, cannot generate a return necessary to attract capital to the required projects. Significant subsidy is required for any meaningful progress. These same economics apply to non-profit developers, an important producer of local affordable housing.

RECOMMENDATIONS

1 Appoint and empower an Attainable Housing Task Force Chair

The issues and challenges surrounding attainable housing are significant. While many ideas have been proposed, there has been no clear path to execution. Solutions are decidedly complex and will require a whole of community approach to achieve the desired outcome. The Chair will establish a Task Force bringing together stakeholders and experts from local and state government, private developers, Florida Housing Finance Corporation, vested non-profits, architects and engineers, banks, legal, and higher education. The Chair, working alongside the Task Force, would be charged to:

- Attract capital

- Recruit and vet partners

- Solicit and enlist technical experts regarding bonding, trust fund sourcing, land-use and development regulations and incentives

- Work with city officials and boards to change outdated zoning, code, and land use regulations to lower development costs and increase housing density

- Study the impact of short-term rentals on housing stock

- Identify and dedicate available city and public-use land for attainable housing

- Explore partnership land development opportunities with churches, schools, non-profits

- Partner with employers for employer sponsored housing subsidies and down payment assistance

- Recruit/incentivize landlords to increase acceptance of housing choice (section 8) vouchers

- Preserve existing affordable housing stock through physical and financial sustainability programs

- Identify existing buildings for adaptive reuse possibilities

- Explore New Market Tax Credit (NMTC), Capital Magnet Fund (CMF), Low Income Housing Tax Credit (LIHTC) opportunities

This task force/whole of community approach will allow for coordination and synchronization across the wide range of experts, constituents, and stakeholders necessary to affect the desired outcome. Without bold leadership and persistent oversight, we will continue along a fragmented path that, while well intended, does little to make the dramatic changes necessary in the attainable housing landscape.

2 Establish a Housing Trust Fund

JUST Pensacola has developed a well-researched plan for a Rental Housing Trust Fund. This could serve as a template for a city initiative that establishes a sustainable, leveraged source of capital to support development of permanent affordable/attainable housing. Many cities have taken bold action in establishing housing trust funds. Proven funding sources include:

- Local Option Sales Tax (LOST)
- Bond revenues
- Impact/linkage fees
- General fund
- Transfer tax
- Head/meal tax
- Department of Housing and Urban Development (HUD) funding
- Foundation grants
- Short term rental fees
- Tax Increment Financing (TIF)
- City transfer and recording fees
- Proceeds of sale of city owned land

A Housing Trust Fund would create a vehicle for injecting capital into the market in a measured, focused manner. As importantly, the trust fund will allow for capital leveraging resulting in housing investment 3-4 times the trust fund investment. Another important feature of the trust fund is its sustainability. Expenditures will be in the form of low interest loans or mortgages. Amortization of trust fund allocations will allow for fund replenishment over time and redeployed for additional projects supporting the city's long term attainable housing strategy.

3 Move city/public land into a Community Land Trust (CLT)

Every year a significant portion of current affordable housing stock is lost to the market. In fact, affordable home inventory is significantly deteriorating, as more attainable homes are lost to the market than are being added to inventory. Exasperating the situation, housing costs are increasing at a rate far outpacing wage and income growth.

Developing housing on CLT property simultaneously reduces the cost of housing and ensures that housing remains permanently affordable. A CLT is a private non-profit corporation that holds title to land and manages the ground leases on the properties for the benefit of the community. It serves to separate the underlying land from the home built on the property. When the home is sold, title to the home is transferred but the land remains in the CLT and, for a nominal fee, is leased to the new property owner. The underlying CLT lease contains a provision which ensures the property will remain affordable in perpetuity. In simple terms:

- A family or individual purchases a house that sits on land owned by the Community Land Trust.
- The purchase price is more affordable because the homeowner is only buying the house, not the land.
- The homeowners lease the land from the Community Land Trust in a long-term (often 99-year), renewable lease.
- The homeowners agree to sell the home at a restricted price to keep it affordable in perpetuity, but they can realize appreciation and equity based on a shared-equity formula built into the land lease.

There are currently over 225 Community Land trusts in the United States. It is a proven strategy which will allow, for the first time, guaranteed inventory growth and the sustainability of affordable housing stock. The CLT model is a very effective tool for families and individuals currently cost-burdened, providing them the opportunity for affordable, stable home ownership. The CLT model should not be thought of as a substitute to traditional fee-simple ownership, but as an important addition to the housing continuum.

" No longer can we be impaired by the cost of the solution, as the cost of inaction will be felt for generations."

CITIZEN ENGAGEMENT

Pastor Lonnie Wesley III | Pastor of Greater Little Rock Baptist Church

OVERVIEW

I was blessed to announce my involvement with this endeavor to the congregation that I serve as pastor. I had many things mentioned to me over the time period of my involvement, but only one person put those comments to paper. Nevertheless, the citizens who connect with me through **both in-person and online worship opportunities are mostly African-Americans**. Those who conversed with me were **between the ages of 40 and 85.**

OBSERVATIONS

I don't know the number of people who stopped me to mention their concerns for the mayor/the city. The number is too large to recall. I was stopped in a number of places; at church, at the park, during football games at SYSA, while walking in the neighborhood, just to name a few. Suffice it to say, the number of conversations I was stopped to have concerning issues of the city (and what these citizens would like to see), was numerous. While I regret these citizens declined to put these desires in writing, I could not dismiss anything that was conveyed. All of this led me to the following:

- The African-American community of Pensacola cares for this city.

- The African-American community of Pensacola wants to feel just as safe as non-African-American citizens of the city.

- The African-American community of Pensacola cares about affordable housing (based on one's income), and about the disappearing of African-American neighborhoods.

- The African-American community of Pensacola cares about homelessness and better jobs

- The African-American community of Pensacola cares about the youth/violence problem of the city, as well as fair hiring among leading/governmental jobs…i.e., representation/ being at "the table."

66 The African-American community of Pensacola wants to feel just as safe as non-African-American citizens of the city."

RECOMMENDATIONS

1 Diversity & Inclusivity

Have a racially diverse staff that is out front with the Mayor, and on issues. Don't let downtown Pensacola become a destination for only the rich

2 Honesty

Be honest, open, and fair to **ALL CITIZENS**, regardless of their side of town, or of their economic status

3 Recruit

Revamp/re-coordinate economic development opportunities to include for better recruitment and sustainability of better jobs (and job readiness)

CITIZEN ENGAGEMENT

Pastor C. Marcel Davis | Pastor of Adoration for a New Beginning

OVERVIEW

Local governments have a responsibility to engage their citizens in a robust and equitable manner to effectively carry out the key functions of government, such as crafting and implementing laws, budgets, plans, directives, and strategic visions.

Citizen engagement is core to every government's mission. The scope of this report is citizen engagement: t**he two-way interaction between citizens and governments**. The purpose is to engage and obtain feedback from a diverse population on this focus area.

The target audience is the City of Pensacola and Escambia County citizens. The target groups include healthcare professionals, first responders, minority business owners, faith-based organizations, social advocates, retired sports figures, educators, and administrators. All participants discussed the a**ccessibility of services, collaboration with decision-makers,** and how **transparency can empower citizens to engage** with municipal government to **influence positive change** and enhance government services.

> " The citizens in the target groups felt that their voices too often are not heard, and they are generally uninformed or unaware of opportunities or ways to engage with city government."

OBSERVATIONS

The committee conducted more than 200 interviews and met with neighborhood associations and various organizations and participated in transitional meetings.

A core set of questions to obtain feedback included:

- How can you better engage with the City of Pensacola?

- What can the City of Pensacola improve upon?

- Do you understand the city's form of government?

- Where would you like to see the City of Pensacola go?

Citizens and residents expect their governments to adapt to the ways in which companies interact with customers. They expect to be able to access services quickly, efficiently, and in any location that is convenient and accessible for them.

Citizens in this report overwhelmingly expressed the difficulty in understanding how to easily get access to city government information and operations to increase service delivery, to enhance project improvements and engage community members.

The citizens in the target groups felt that their voices too often are not heard, and they are generally uninformed or unaware of opportunities or ways to engage with city government. Sub-committee meetings, they said, occur during working hours which diminishes the opportunity for working citizens to participate.

In conclusion, an equitable, inclusive community engagement approach to public decisions ensures that all citizens, especially those most affected, most marginalized and who have historically been left out of these conversations, have a say in the decisions that affect their lives.

Inclusive citizen engagement results in processes, practices, and decisions that are most responsive to community priorities and create relationships that hold municipal governments accountable.

RECOMMENDATIONS

1 ## Accessibility

To leverage technology by creating an accessibility App that is coupled with the 311 initiative. The App will allow for a broader reach and increased engagement between the citizens and city officials.

2 ## Collaboration

To develop a City Ambassador Program that will build broader collaboration and produce a better understanding of government in a more efficient manner. This is a grassroots effort that can be coupled with modern technology.

3 ## Transparency

Empower citizens through streamlined, concise messaging. Communication campaigns will drive the mayor's vision and provide clear understanding of city programs, policies and procedures to enhance delivery of services. This will also increase engagement and collaboration.

CITIZEN ENGAGEMENT

Reverend Dr. Michael Hoffman | Rector of Christ Church

OVERVIEW

Citizen Engagement is the ability of the **citizens of Pensacola to engage with the City and the ability of the City to communicate and respond to the needs of its citizens**. How does a citizen find information and solutions for problems facing an individual, a neighborhood, or the entire community, and then navigate the City's administrative offices to find resolution? At the same time, how does the City both listen to and communicate with its citizens?

OBSERVATIONS

Two of Mayor Robinson's goals were to build up neighborhoods and to make city hall more accessible to its citizens. While progress was made in these two areas, more work is needed. In conversations with city staff (including Mayor Robinson and City Neighborhoods Administrator Lawrence Powell) and numerous citizens and community leaders, certain initiatives have borne fruit, but there remain challenges and opportunities to improve the way that people engage with the City.

One positive development has been coordination with the Council of Neighborhood Association Presidents of Pensacola (CNAPP) as an effective way for the City to hear the concerns of neighborhood communities and communicate with neighborhood leaders. Another advancement has been the implementation of the 311 Citizen Support phone line and app (Pensacola 311) as an easy and transparent way to communicate concerns and receive assistance from the City. Further, the work of the City Neighborhoods Department, with initiatives such as the Youth Council, Summer Intern Program, and the Neighborhood Challenge Grant has had a positive impact on citizen engagement.

Yet in my discussions with community leaders and citizens, it is still difficult to navigate city government. If you know the right person or know the right way to seek assistance, the process is smooth. However, if you do not, it can be a frustrating- sometimes infuriating- experience. Given that reporting a concern or issue is often a citizen's only direct contact with City Hall, a bad experience can leave a negative impression about the entire City structure and operation. Conversely, if we implement an efficient and responsive system, people contacting the City walk away with confidence that their government is concerned and effective in solving issues. This touch point is key in building trust in city government among the citizens of Pensacola.

> " If you know the right person or know the right way to seek assistance, the process is smooth. However, if you do not, it can be a frustrating- sometimes infuriating- experience."

RECOMMENDATIONS

1 Communication

There needs to be an intentional and organized plan for responding to citizen concerns with clear oversight by one department. Regardless of contact method with the City (e.g., calling city hall, emailing city staff, Pensacola 311, using the city website, written mail), how can citizens be directed to the right people/departments to address their concerns?

2 Streamline

Citizens reach out to the City in a variety of ways, and different means of communication can be fielded by different departments. To highlight the issue, consider Pensacola 311. The office responsible for fielding 311 calls has shifted over the past four years. Originally it was under the supervision of Neighborhoods. However, as the City Neighborhoods Director was assigned to several large city initiatives (e.g., the recent work addressing homelessness), responsibility for 311 calls bounced around before landing with Sanitation Services. At the same time, many people bypass Pensacola 311 all together and contact the mayor's office directly with concerns both big and small. The intentional, organized plan mentioned above would simplify and streamline the City's process of hearing and responding to the needs of its citizens.

3 Voices

Woodrow Wilson once said, "The ear of the leader must ring with the voices of the people." As Mayor-elect Reeves takes office, it is my recommendation that he create a plan for his administration to listen to the citizens of Pensacola actively and effectively. The mayor and his staff cannot possibly listen to every single citizen; however, it is crucial to hear the voices of the people.

An effective model would be to seek out individuals who represent or can speak to the needs of a larger group of people. For example, a listening session coffee with all city school principals, who can offer crucial information about the challenges facing their school neighborhoods and children. Or lunch with the leadership of city non-profits, who often hear accounts of challenges faced by vulnerable populations in the city. Pastors, first responders, realtors,

hospital administrators, small business owners, etc. all have first-hand experiences and observations through their own lines of work.

While a secondary outcome of these gatherings will be an opportunity for the City to share information with community leaders, the primary goal would be for city leaders to ask questions and listen, gaining invaluable perspectives from all areas of the community. Following these sessions, the City will need a plan to keep an open line of communication between participants and City Hall as solutions are implemented and new needs arise. This will again aid in building citizens' confidence in their government and make our city government stronger by recognizing and responding to their concerns.

CITIZEN ENGAGEMENT

Frency Moore | Community Outreach Coordinator for Studer Community Institute

OVERVIEW

Citizens play a critical role in **advocating and helping to make public institutions**, such as our city government, **more transparent and effective**. Public collaboration often leads to innovative solutions for complex challenges. Effective communication between government and its citizens also creates a sense of empowerment, improves public service, and promotes social inclusion.

Although "citizen engagement" can be defined as a very broad term, to better describe the purpose of this report, the question we aimed to answer has been identified: "How can the City best serve and communicate with its citizens and how can our citizens best interact with the City to ensure their voice is heard?"

OBSERVATIONS

The following recommendations were compiled during a combination of numerous in-person conversations, phone calls, emails, and one public hearing.

This report includes the knowledge and concerns of over 40 engaged citizens, such as local business owners, non-profit organizations, parents, young professionals, retirees, and members of religious organizations who live and/or conduct business within the city limits.

It is also important to note that this report was created in sync with the recommendations of the previous mayor's transition team.

During the discovery phase, in conversations with city residents, there was mention of other concerns outside of the scope of this citizen engagement report. Most concerns were in reference to homelessness, affordable housing, and the state of public education in our community.

RECOMMENDATIONS

1 Talk

Issue: Despite the exhaustive efforts of the Mayor's PIO team to disseminate information to the public, many citizens often report feeling uninformed about what's going on in the city.

Discussion: The Mayor's PIO team has established many avenues to communicate with the citizens such as weekly press conferences, social media pages, website, email listservs, etc. However, during the discovery phase, many citizens expressed that they were unaware of these tools.

Recommendation: When a citizen engages the city to report an issue, whether via social media, phone, email, or 311 call, staff/public official should follow up by asking three questions:

- Are you currently involved in a neighborhood association?

- Do you wish to subscribe to the city's listserv and receive emails and/or text messages with updates from the City?

- Have you downloaded the 311 app to your smart phone?

These three questions will prompt conversation and promote the education of our citizens. Engaging our citizens while responding to reported concerns in productive conversation and informing them of these resources will help minimize future communication issues/frustrations.

2 Listen

Issue: Citizens often express their frustration about the inability to effectively express their wishes/concerns and have their voices heard by public officials.

Discussion: Based on the recommendation of our previous Mayor's transition report, a neighborhood department has been established and many neighborhood associations have been activated. It is known that neighborhood associations promote stronger communities. Those associations, in theory, ensure easy communication between members of the neighborhood and public officials. Activating the neighborhood department was the City's attempt to establish a "listening ear" in the community; however, often the information shared at neighborhood association meetings is lost before reaching the Mayor.

Recommendation: The Mayor should assign a staff person from the Neighborhoods department to serve as an ex-officio member of CNAPP (Council of Neighborhood Association Presidents of Pensacola.) Said staff member will proactively facilitate the formation of new neighborhood associations across the entire City and attend existing association meetings regularly to support dialogue. Production of a monthly report with findings to the Mayor would allow issues to travel from residents to the Mayor in a format viably synthesized.

3 Collaborate

Issue: It was reported there are several pots of public funding available that are underutilized. For example, the Neighborhoods Challenge Grant and the Community Redevelopment Agency (CRA) property improvement programs (Residential, Commercial and Resiliency) regularly conclude annually with unutilized balances.

Discussion: There were extensive conversations on this topic during the discovery phase. Engaged citizens who were familiar with this publicly available funding and the benefits it can potentially offer to the residents and business owners were vocal about the importance of actively promoting the funds' availability.

Recommendation: The City and CRA should collaborate with non-profit organizations and service providers currently engaging target demographics to promote City programs to those who could potentially benefit. By building partnerships and collaborating with compatible community organizations, we can ensure all City services and funding programs are fully utilized.

CITY CONSTRUCTION & DEVELOPMENT

Tosh Belsinger | Vice President of Development at Catalyst Healthcare Real Estate

Commercial Real Estate Development & Construction

OVERVIEW

The growth trajectory of commercial real estate development and construction in the City of Pensacola has been significant over the past decade. To maintain and enhance this trajectory, the city must be proactive in growth promotion initiatives. The key focus areas of this report are:

- City Staff
- Planning & Zoning
- Master Planning Growth

OBSERVATIONS

City Staff
Staff meetings with department heads supporting city commercial real estate development and construction were extremely productive and confirmed staff's passion for their work and strong engagement in growth and improvement discussions. There were several common themes in these discussions that provided direction for the City Staff recommendation provided in this report.

Planning, Zoning & Permitting:
Private sector meetings and correspondence regarding commercial real estate development and construction revealed a significant demand for a forum focused on regular review and adjustment of planning, zoning, and permitting policies and procedures to support growth and eliminate hindrances to growth.

Master Planning Growth:
Private sector engagement and attending other Transition Team focus area meetings revealed a need for the city to a) strategize, organize, and communicate commercial real estate development growth opportunities within the city, and b) identify supplemental funding sources to support other Transition Team focus areas.

RECOMMENDATIONS

1 City Staff

Issue: The city does not regularly and formerly evaluate and address city staffing levels, departmental teaming culture, staff tools, staff ideas, and staff compensation.

Discussion: Met with 12 city staff members to discuss commercial real estate development and construction with a focus on: 1) success areas, 2) areas that need work, and 3) individual ideas that could help promote growth.

Recommendation: Create a City of Pensacola Staff Review Program with the following focus areas:

- Staffing Levels & Cross-Department Teaming > Annually review staffing levels and cross-department teaming with department heads to assure that: a) each team is staffed appropriately to support current and projected commercial real estate development growth, and b) departments are teaming as necessary to efficiently advance development and construction projects through the planning and permitting process. * Note – It is the opinion of most city staff members interviewed that a) departments are currently understaffed to address workload, and b) there is not enough cross-department teaming on project reviews.

- Staff Tools & Technology > Every 3 to 5 years perform a tools and technology review / audit to assure that staff is equipped with a tools and technology package that allows them to efficiently perform their work and effectively interact with the private sector. *Note – It is recommended to have annual collaborative staff / private sector meetings of all project portals (public sector review of the portals from the vantage point of the private sector submittal process, and private sector review of the portals from the vantage point of the public sector receipt of submittals).

- Staff Ideas > Hold an annual staff work session and a special City Council meeting where only city staff brings ideas, issues, and proposals to City Council for discussion and consideration. City staff has the unique opportunity of having hands on all projects within the city. The city should leverage this staff perspective.

- Staff Compensation > Set city staff compensation and benefits packages at levels where the city can retain and attract the most qualified talent.

2 Planning, Zoning & Permitting

Issue: The city does not utilize the private sector in a formal and proactive review of city planning, zoning, and permitting to identify: a) ways to best support development and construction growth, and b) rules and processes that are barriers to growth.

Discussion: Met and communicated with over 20 architects, developers, contractors, engineers, and real estate professionals in the city to identify key planning and zoning issues and listen to suggestions and potential solutions.

Recommendation: Create a new Planning, Zoning & Permitting Review Board consisting of 7 members (2 Developers, 2 Architects, 2 Contractors, and 1 Engineer) serving 2-year terms. Goals of the Planning, Zoning & Permitting Review Board are to: 1) review the City of Pensacola Land Development Code and make adjustment recommendations to City Council that promote growth and remove barriers to growth, 2) listen to public comments and suggestions regarding planning, zoning, and permitting and incorporate public comment into the board's regular analysis, and 3) Review Architectural Review Board policies and procedures and make adjustment recommendations to City Council. * Note – Begin City of Pensacola LDC review with review of CRA Overlay District Design Standards.

3 Master Planning Growth

Issue: There is not a comprehensive master plan for growth focused on commercial real estate development and construction within the city.

Discussion: Hosted 1 community meeting / input session, attended other Transition Team focus area community meetings / input sessions, met with 12 city staff members, and engaged over 20 architect, developers, contractors, engineers, and real estate professionals to discuss and identify growth promotion opportunities.

Recommendation: Create and regularly update a City of Pensacola Master Plan for Growth with the following focus areas:

- City / CRA Development Opportunities
  - Audit all City / CRA properties and a) categorize them as Sell, Lease, City Programming, PPP, etc., b) if Sell, Lease, or PPP list: identify opportunity timeline, RFP release date, desired use, and contact information, and c) if PPP, provide a partnership / engagement whitepaper for developers to follow.
  - Proactively communicate all PPP bond opportunities that can stimulate new growth projects.
  - Proactively communicate EDATE and other incentives to stimulate new growth projects.

- New Project Tax Revenue Re-Investment Plan > Create a formal pathway / earmark / set-aside plan for portions of tax revenues from new real estate development projects within the city to: a) seed infrastructure projects necessary to keep up with city growth, and b) seed focus areas within the city that need supplemental funding (ie. attainable housing, education, environment, and public safety).

CITY CONSTRUCTION & DEVELOPMENT

David Peaden | Executive Director of the Home Builders Association of West Florida

Residential Real Estate Development & Construction

OVERVIEW

The City Construction & Development category is an overview of processes in which Pensacola businesses/citizens interact with city government. It also evaluates **areas of improvement that streamlines a process** or how **citizens interact with city personnel**. Since the first Transition Team meeting, I have met with many citizens and have listened intently during public forums to gain a better understanding of the challenges and opportunities within the city.

OBSERVATIONS

Other Areas of that do not rise to the area of recommendations but should be noted:

- The city needs to determine its core missions in order to focus on its resources, a vision and mission statement, strategic priorities, as well as an accountability and compliance system.

- Land Acquisition management – review existing properties. Which should be sold versus maintained by the city? Hire a real-estate attorney to be assigned to the 30 percent derelict housing in the city. Once the owners are located, back taxes can be paid as well as code violations.

- The roles and the responsibilities of a mayor, council members, city manager and staff must be clearly articulated and understood.

- The city needs to look at implementing lean management processes. Too often staff is tied to processes that are overly cumbersome on the community. Sometimes city, state and federal laws require specific processes that are time consuming. In those instances, the process needs to be clearly defined so that the public understands the process.

- Delays in permitting, even thought the project meets City codes and ordinances, should be addressed. Demolition of a structure could take up to 120 days. Signage delays for tree removal. The current language specifies that tree notification signs must be in place 14 days prior to a permit being issued for removal.

- Internal processes need to be faster to help users of the system. The MGO software the city uses for permitting needs to be improved to prevent delays. For instance, once a comment is made in the system, the parties are not notified, and the project goes to the back of the line instead of staying on the forefront to get through the permitting process.

- More training for MGO should be held and incorporate customer feedback to make it better.

- The CRA provides services that are useful services such as the rehabilitation programs for residential and commercial structures. The city needs to get the word out about these and other useful CRA programs/services.

- The two Cultural Affairs positions that are housed in Planning & Zoning should be moved to another department that is more fitting for the job description.

- Cost should be a factor when writing new ordinances.

- Communication is key with all City departments. Some City departments are left out of the loop which causes delays and confusion.

- Inspections services should be accountable for items missed on plans. The costs of retrofitting after a job is 95 percent complete is extremely expensive. Perhaps take the engineers seal as a qualification for approval of building plans.

- Inspectors need to be trained on being consistent with enforcing the Florida Building Code.

RECOMMENDATIONS

1 Customer Service
(Building Inspections, Plans Review, Planning and Zoning, Engineering)

One main recurring theme is that the City needs to be effective, efficient and responsive to the users of the system.

- Office hours should be open to the public from 8 a.m. – 5 p.m. without designated times to interact with City personnel. Users of the system should not be viewed as an interruption of work and should be viewed as the reason for having work. Phone calls should be logged and returned. A live voice would be helpful to customers.

- A liaison should be hired to shepherd projects through the various departments who manage permitting. This individual should be authorized to make organizational and operational recommendations to City leadership to foster a customer service friendly culture.

- Permit response times should be published and tracked to create transparency internally within the department and externally to the public.

- To foster a culture focused on customer service, and create a rewards system for those who go above-and-beyond to help citizens.

- Employees should work with citizens on how to meet the intent of the code rather than just saying "No, you can't do that". To facilitate this effort, employees should be empowered to make decisions based upon the true intent of the code.

- Invest in QLess Software that would streamline the customer service experience. This software would keep track of every customer interaction with actionable insights and extensive statistics about employee performance.

2 Adequate Staffing of Various Departments
(Building Inspections, Plans Review, Planning and Zoning, Engineering)

A common theme in meeting with City personnel was the need for positions to be filled or created to assist with the overall workload.

- In most organizations there are some positions that are overly worked and some that add little value to the overall organization. Consider conducting desk side audits to determine workload compared to staffing. Often it is found that staffing in some areas can be reduced while an increase in staffing in other areas is needed.

- Hire only proven professionals for positions. Keep searching to find the right person for the job. Hire talent that has the capacity and skill set to take on additional

responsibilities and grow with the city. Ensure every new hire for key positions has an extremely strong skill set starting with strong interpersonnel skills.

- Funding has been pulled for positions and used in other areas of the city. Some departments share costs of an employee, but this leads to accountability issues in terms of what team leader is directly in charge of managing the employee.

3 City Volunteer Boards and Commissions

City Boards and Commissions provide a valuable service in terms of the governance of the City. Although each Board or Commission has its own set of rules and procedures, many times the people serving on the boards are well meaning but sometimes step outside their responsibilities. This puts applicants at a disadvantage by being held hostage to recommendations and changes to projects in order to gain approval.

- All Boards need training regarding their intent, purpose, and Sunshine law. Legal counsel should attend meetings to give a refresher on intent and purpose.

- If board members still choose to go outside of their role, they should be held accountable by a written warning by legal counsel, then removal if the board member continues to operate outside of the policies and procedures.

- Employees need to be empowered to make decisions without going through various boards for small items.

- Make Planning Board meetings quasi-judicial for development/plats.

EDUCATION

Rusty Branch | Vice President of Human Resources and Community Development for Innisfree Hotels

OVERVIEW

Educational outcomes and achievement are key to any community's viability as a quality place. A place families would seek to call home, where business would desire to establish or relocate operations and where citizens can feel a sense of pride and opportunity for their themselves and their children. And even though the City of Pensacola is not responsible for schools within the municipal limits, it does play a **major role in the environment in which children are raised and attend school**. It is in these "other" areas that this report is focused. It asks, how can the mayor's team and the City create an environment where schools and most importantly children and families can thrive? When a community's schools are thriving then **economic opportunities increases** for all members of the community, economic development becomes a **greater possibility** and the choice for residents to remain in the **community increases**.

> " When a community's schools are thriving then economic opportunities increases for all members of the community, economic development becomes a greater possibility and the choice for residents to remain in the community increases."

OBSERVATIONS

Over the last few months, I have met with well over 100 community members to discuss their thoughts about how the city could play a greater role in educational opportunities and outcomes. These meetings included parents of school age children from various economic statuses, non-profit leaders, healthcare leaders, educational leaders, and elected officials among others. Additionally, I spent time reviewing the 2019 "Mayor Robinson" transition plan section on education, Achieve Escambia's recommendations for that transition report, the Studer Community Institute's community dashboard, and the recent Escambia Children's Trust needs assessment. All these interactions and reports where valuable and resulted in better insights into the challenges our city faces in the realm of education as well as possible solutions. These meetings showed the need for greater communication between the city and other governmental agencies on the topic of educational outcomes. Yet, it was clear that many of the residents of the City Pensacola, first look to the city for answers to these questions. This presents both a unique opportunity and challenge for the mayor to be a leader on this topic.

The scope of this report only allows for a few formal recommendations, but there were some concerns that should be noted and addressed if possible. Those concerns included the general safety of some parts of the community. Many individuals spoke about the daily fear they and their children live with and the challenge that is to positive academic performance. Others expressed the lack of sidewalks, crosswalks and other infrastructure that would allow children to safely traverse between home and school. A final item that was mentioned on multiple occasions was the lack of a centralized repository for parents/caregivers to learn about educational program available to them. This would include Head Start/Voluntary Pre-K options, available after school programs, summer camps, etc. Multiple community members expressed a desire to see the city keep that information on their website for easy accessibility.

RECOMMENDATIONS

1 Share VPK resources with parents

Issue: The lack of Voluntary Pre-K opportunities within the city.

Discussion: The Escambia Children's Trust (ECT) needs assessment showed that only five counties in the State of Florida have lower VPK participation rates. Less than half of the VPK eligible children in Escambia County are enrolled in VPK which means these children are less likely to be kindergarten ready and that is a predictor of future educational challenges. After speaking with many in the community this appears to be the result layered of Human Resources & Community Engagement issues. This includes a reduction of early childhood educational professionals, lack of awareness by parents of existing options and the lack of physical space.

Recommendation: The Mayor nor the City can independently solve this issue. However, it does appear there are two things the city can do to help address this problem:

- Assist parents by posting and/or sharing VPK/HeadStart and other educational opportunities that are located within the city via already existing communications tools (email communications, social media, traditional mail).

- The city can work with programs such as Head Start and other child development non-profits to explore physical space owned by the city that could be used for these purposes. This could possibly include using community centers during the school calendar year for Head Start classrooms and affordably leasing any unused physical structures to non-profits who are providing early childhood educational programming.

2 Encourage volunteering for youth programs

Issue: Need for more volunteers in programs focused on child well-being outcomes.

Discussion: This was a recommendation in the 2019 Mayor's transition report. There isn't, however, anywhere I can find where this practice is tracked and/or promoted. City employees, especially those in Law Enforcement, Fire and other uniformed services are highly looked upon by the community, especially children and could play a powerful role in helping them achieve academically. There is a large need for volunteers in organizations that focuses on helping children improve their reading skills.

Recommendation: Create an active campaign within City Staff to promote volunteering in youth programs. This could include creating a paid volunteer hours program, goal setting a number of hours to be volunteered and tracking that success on the City website.

3 Provide childcare options to city staff

Issue: Employees of the City are having a difficult time securing childcare for their own children.

Discussion: This issue has been exasperated in recent months by the limited supply of childcare in our community and the rising costs. Some city staff such as police and fire work odd hours and thus require before or after school childcare options which are also limited. This lack of childcare options may result in employees seeking other professional opportunities outside of the city.

Recommendation: Work to secure dedicated childcare options for city staff. This could be through an agreement with existing childcare providers or by creating childcare opportunities through city resources. Use these childcare opportunities as a recruitment and retention tool.

EDUCATION

Dr. Kimberly Thomas | Principal of C. A. Weis Elementary School Employee

OVERVIEW

The area of focus for education was to investigate how the city government can partner with the school district to **help Pensacola's children reach their fullest potential**. Additionally, a follow-up question was posed as to how the city government can partner with Parks and Recreation to **increase educational opportunities within the community**.

OBSERVATIONS

Community Meetings and Input Sessions were hosted at the Escambia County Public School District Administration Office and four Parks and Recreation Centers-Fricker Center, Cobb Center, Woodland Heights, and Roger Scott Athletic Complex. A total of ten individuals attended these sessions and provided input on issues relating to education and parks and recreation. One theme that emerged after analyzing qualitative data was the importance of maintaining and building on the Youth Internship Summer Program. Currently, this program is hosted during the summer months, but there was a recommendation to carry this program on throughout the school year with hopes of retaining our youth in the community.

It was recommended that during the school year it would look differently, but the concept of allowing the youth to work after school in the programs at the centers or other city agencies would open up more opportunities for youth.

Another emerging theme was to increase Early Literacy by creating opportunities for children to attend child care at Park and Recreation Centers. During multiple sessions, community members spoke on the importance of Early Literacy and allowing families more options for children. The Parks and Recreation facilities were posed as an option to host families.

> " Another emerging theme was to increase Early Literacy by creating opportunities for children to attend child care at Park and Recreation Centers."

RECOMMENDATIONS

1 Provide childcare options to city staff

Issue: Employees of the City are having a difficult time securing childcare for their own children.

Discussion: This issue has been exasperated in recent months by the limited supply of childcare in our community and the rising costs. Some city staff such as police, fire, and some city staff work odd hours and thus require before or after school childcare options which are also limited. This lack of childcare options may result in employees seeking other professional opportunities outside of the city.

Recommendation: Work to secure dedicated childcare options for city staff. This could be through an agreement with existing childcare providers or by creating childcare opportunities through city resources. Use these childcare opportunities as a recruitment and retention tool.

2 Establish year-round youth programs

Issue: Providing more youth internship opportunities beyond the summer months.

Discussion: One theme that emerged after analyzing qualitative data was the importance of maintaining and building on the Youth Internship Summer Program. Currently, this program is hosted during the summer months, and it is in place within the city government structure. The Superintendent of Schools as well as the community expressed the need to continue youth engagement beyond the summer months.

Recommendation: The recommendation is to extend youth offerings beyond the summer months and into the school year to engage our youth with hopes of keeping them off the streets. During the school year it would look differently, and the concept of allowing the youth to work after school in the programs at the centers or other city agencies would open up more opportunities for youth.

3 Extend early child services to Parks & Recreation

Issue: Low early literacy rates amongst early learners entering school

Discussion: This issue was stated in all community meeting settings. The Superintendent and the community expressed a sincere sense of urgency to increase early literacy
childcare options.

Recommendation: The recommendation is to extend early child services into the Parks and Recreation facilities. It was suggested to meet with the Director of Parks of Recreation to determine if most of the facilities currently offer this form of childcare during the day and if not, what are the means of increasing these offerings.

EMPLOYEE ENGAGEMENT & CULTURE

Dr. Lusharon Wiley | Vice President of Corporate Culture for Innisfree Hotels

OVERVIEW

Employee engagement is critical to employee retention and the culture of an organization. When employees feel valued and heard, turnover is reduced, productivity is increased, and relationships within the organization flourish. **Employees can be an organization's best advocates**. Inconsistent practices, favoritism and ignoring employee concerns are the enemies of creating an ideal workplace. Soliciting ongoing feedback – and acting on the feedback – help create a **culture where team members feel safe and valued.**

> " Employees can be an organization's best advocates."

OBSERVATIONS

The Employee Engagement and Culture team set out to interview a cross section of employees from various departments to determine what is working well and where opportunities for improvement exist. The response to our request for meetings more than met our expectations. Interviews included department heads, managers, administrative assistants, assistant department heads and others. In addition to the community meetings, I met individually with twenty five employees, received four emailed forms, and had eight employees attend the Employee Engagement & Culture community forums. I also reviewed the Summary of Trends in Engagement Under Mayor Robinson and the Harris Poll Survey: As America Aims for Equity, Many Believe Systemic Racism Doesn't Exist (November 16, 2022).

Meeting with and interviewing City of Pensacola employees afforded me the opportunity to learn what they enjoy about their jobs, what their concerns are as well as to hear their recommendations for improvement. I learned a few things about the City along the way. The pride of City of Pensacola employees was impressive as was the number of employees who shared how much they like their jobs and enjoy the relationship they have with their colleagues. Employee commitment to the city, their strong commitment to their team and their willingness to work through problems are a good jumping off place for the new mayor and City Hall going forward.

While employees enjoy the work they do and the camaraderie with their teams, there are some concerns that need to be considered along with a commitment to seeking real solutions. Among the concerns expressed by team members were outdated equipment, work/life balance, inadequate staffing, lack of ability to make decisions independently – even when in a leadership position – and being viewed as expendable. While these issues consistently rose to the top as problematic, and should not be overlooked, I chose the three focus areas in the narrative below.

RECOMMENDATIONS

1 Consider competitive pay analysis

Issue: Pay and Benefits

Discussion: A consistent theme that surfaced within every department was that of noncompetitive/low pay. As a result of the low pay scale, a number of other concerns emerged including lack of ability to recruit well-qualified team members, high turnover, lack of promotion opportunities, and, uniquely, the 5-year mark being seen as a critical juncture where team members often decide to leave City employment. This inability to retain long term employees results in a lack of longevity and experience across many departments.

Recommendations:

- Conduct a comparative salary analysis of the pay of nearby cities, counties and similar-sized cities in other parts of the state.

- Consider reinstating step increases to ensure that employees are eligible to receive raises on a consistent basis. Step increases would be in addition to cost of living increases.

- Ask whether salary compression is an issue. Is there a difference in pay between long term employees and newer employees regardless of differences in their respective knowledge, skills, experience or abilities?

- Review the job duties of team members who may have been promoted or reclassified. Consider re-bidding the insurance carrier for the City. Review how often requests for proposals are sent out.

- When selecting an insurance carrier, ask whether there is room for negotiation?

- Look into the compression of salaries. Are long-term employees being compensated fairly?

- Implement special teams units, in appropriate departments, to allow for promotions and skills development.

2 Establish consistent accountability at every level

Issue: Accountability/procedures/processes

Discussion: The issue of lack of standardized policies and procedures, lack of structure and not following those procedures that are in place was perhaps the biggest complaint I encountered. Across almost every department, I heard statements that policies and procedures are unclear or nonexistent. Where there were policies in place, the polices were not followed or applied in a consistent manner. Lack of procedures and lack of adherence to procedures results in favoritism in promotions, manipulation of policies by upper level management, low morale, inconsistency in assignments, not following proper channels for promotions, and lack of transparency. In essence, policies that are in place can be interpreted "whichever way you want." In addition, many employees reported a lack of action by the Human Resources department whenever concerns were brought to their attention.

Recommendations: Review existing policies and procedures and implement/update outdated policies and procedures for every department.

Look into the processes/policies of the Human Resources Department and how the department responds to complaints. Ask, why is there a perceived lack of follow through by the Human Resources department. Ask, are there procedures in place by HR on how to respond to complaints? Is there the expectation that complaints are expected to be resolved at the departmental level? When does a complaint rise to the level of taking action? Are there any checks and balances in place to ensure that there is follow through on complaints?

Provide ongoing professional development and leadership training for supervisors and departmental leaders. Pay close attention to newly promoted employees. Provide coaching and mentorship to ensure that best practices are implemented and adhered to.

Establish job descriptions that are clear and consistent with the work that is being done.

Hire a City Ombudsperson – an ombudsperson is an independent official who receives, investigates and resolves complaints of unfair treatment made by employees and attempts to resolve them, usually through recommendations or mediation. This position would report directly to the Mayor.

3 Prioritize people and cultivate culture

Issue: Culture/sense of being valued

Discussion: While many employees stated that they enjoy their work and work together well with their team, many also expressed feeling unvalued and unheard. Among the concerns that arose were instances of verbal abuse, fear of retaliation, use of disrespectful language, not feeling safe to express their feelings and, no action being taken when issues were brought to the attention of supervisors and HR. Some employees spoke of being spoken to in a condescending manner. In addition to these, there is a lack of trust in some departments. The lack of trust extended to some employees expressing fear that a supervisor might take a picture of the Mayoral Transition Team sign in sheet at City Hall and use that as a means of retaliation!

Many employees stated that new ideas are not welcomed or encouraged. There is an adherence to doing things the way they have always been done. Lack of clear, concise and timely communication is also an ongoing concern. These actions – or lack of action – have contributed to low morale, not feeling safe to express their feelings for fear of retaliation and high turnover.

Recommendations:

Establish clear and timely procedures on how to communicate. Training should include how to manage a team, what it means to work as a team and how to handle conflict.

Provide professional training on effective communication for all employees. This might require hiring an outside organization to provide the training.

Hold departmental town hall meetings (this can be done via zoom). Doing so allows team members to connect with their department head and ensures that messaging is clear and consistent while minimizing the need for supervisors to interpret the message on behalf of the department head.

Implement a system for employees to make anonymous complaints. Investigate, review and resolve the complaints, when appropriate.

Start employee resource groups (ERG's). An employee resource group gives employees an opportunity to connect with like-minded people on a particular focus area. These groups can help with retention and can positively impact employee engagement and satisfaction. Examples of ERG's could include

- An employee recognition group

- A group on building positive culture
  - Have a speaker to discuss the topic
  - Do simple employee engagement exercises
  - Participate in team building exercises

- Establish an employee "think tank" to explore new and innovative ideas

" Provide ongoing professional development and leadership training for supervisors and departmental leaders."

EMPLOYEE ENGAGEMENT & CULTURE

Rachael Gillette | President of the Studer Community Institute

OVERVIEW

As D.C. Reeves comes into position of Mayor of Pensacola in 2023, **paying attention to employee wants and needs will be crucial** to the effective and safe operation of the City. 2023 and beyond presents an interesting state of affairs as organizations continue to compete for the hearts and loyalty of employees, who are still deciding how much of their lives to give to their jobs. According to McKinsey **72% of employees say it's important for them to feel part of a community at work**. Yet employees are having trouble connecting with their organizations. The Mayor has an opportunity to cast a new vision, not only for the residents of Pensacola, but importantly for the City employees, the team of people who will be doing the work on the ground to improve the quality of life for all residents. The Mayor needs their buy-in, support and trust and this is something he will need to earn by actions as well as words. **Approaching this team with a "WE" rather than "I" perspective will be important based on the feedback I have received**.

The City of Pensacola has conducted independent employee engagement surveys (EES) for the last four years, 2019-2022, under mayor Robinson, conducted by Sperduto Inc. This is an important step in building a culture of excellence as what gets measure gets improved. Gallup® defines employee engagement as the **involvement and enthusiasm of employees in their work and workplace**. Having an **engaged workforce is vital and in times of change** it's vital for employees to feel that their voice is being heard. Data from Gallup® shows the how much employee engagement can affect the operations and bottom line of any organization including a city.

81% Less Absenteeism	**64%** Reduction in Safety Incidents
43% Reduction in Turnover	**18%** Increase in Productivity
28% Reduction in Shrinkage *(theft)*	**23%** Increase in Profitability

Over those 4 years, employee engagement went up year on year overall. This is a credit to the leadership of Mayor Robinson and special credit must go to Mr. Ted Kircharr, Human Resource Director. Ted led the overhaul of the function on the HR department to focus not just on compliance but on people. Many improvements were made. The City as a whole went from **47% engagement** levels overall in 2019, putting them at the **39%tile nationally** to **60% engaged in 2022**, an increase in **13%tage points from 2022**, putting them in the **67%tile nationally**. However, in many departments proper rollouts of the report are not done, and no action has been taken on "Opportunities for Improvement." This needs to change. The EES is only as effective as the rollout and the steps taken to improve.

OBSERVATIONS

My colleague Dr. Lusharon Wiley and I held open three townhall meetings.

In addition, we conducted meetings separately from each other in accordance with Sunshine Laws. I held a number of 1:1 meeting in person, on the phone and via Zoom. This report contains the most important observations and my recommendations for change.

> " Over those 4 years, employee engagement went up year on year overall."

RECOMMENDATIONS

1 Implement "Open Door Policy", continued training, and review policies

Issue: Lack of Accountability and Unequal Treatment of Employees

Discussion: Over the course of my research, it has become clear that there is a lack of an accountability structure and process and where there is one, it is either not applied, or applied erratically with one person receiving one type of treatment such as reprimand, while another has no corrective action taken and "gets away with anything." It appears that sometime there is an issue with "Skill" and others with "Will" in holding people accountable.

In some departments, there are real concerns about the existence of a hostile work environment, incivility, bullying and even discriminatory practices, these include the Police Dept. and the Attorneys office amongst others. A number of people raised concerns, and there apparently have been cases of people resigning with no job to go to, because of the toxicity of the work environment. This must be a big concern to the city because it opens up the possibility of lawsuits.

Where there are unionized departments, the union has the ability to "grieve" a disciplinary action, so the sense is that leaders avoid action to avoid the grievance process.

Although there has been some training on "High-Middle-Low" performers, and leaders may know they have a low performer on the team, the feeling is that it is "better to have someone, rather than no-one" in the position and have to go through the hiring process. This results in higher performers being unhappy even to the point of leaving.

Each of these points have an effect on some of the highest "Employee Engagement Opportunities" under the latest report. Which are:

- The City is effective at retaining valuable employees
- Employees are treated fairly here

Recommendations:

- **Ombudsman**
  The Mayor should have a true "Open Door Policy" especially in the early stages of him taking office. He should also hire an Ombudsman to work as an independent oversight to provide individuals with a confidential avenue to address complaints.

- **Training**
  Leaders and employees today are often ill equipped to deal with the common problems of workplace bullying, incivility and unprofessional conduct. There is much blaming of others for problems, which I call "We/They" behavior. To make matters worse, organizations don't do a good job providing their leaders and employees with the strategies and skills they need to address disruptive behaviors. Therefore, most people do what's comfortable; they do nothing. The Mayor should look at training to equip leaders and employees with the skills and tools they need to cultivate a culture of professionalism and respect. Training is also needed when new systems are put in place. My observations were that new systems such as the "NEO" were decided on by management and the employees received little training on how to use it resulting in frustration and total pushback.

  It should be mandatory that employees should read The Great Employee Handbook by Quint Studer, including new employees who should be given paid time to reach it before they start work.

- **City Policies and Procedures**
  Conduct a thorough review of all policies and procedures city wide

2 Independent pay reviews

Issue: Pay and Benefits

Discussion: This issue came up multiple times. Although pay scales exist, application of them in each department are inconsistent. In addition, there is compression within departments, where new hires are paid at or close to the same rate as some who have been there longer.

Employee End of Year Reviews are completed, and employees scored. The scores determine whether an employee gets a bonus. I consistently heard that scores are changed by supervisors so that all employees get the required score to get the bonus, thus completely invalidating the review process.

Employees talked about the difficulty of being a working parent, especially on shifts with the lack of childcare facilities, as well as the cost. Often the burden falls on the mother. This is the case nationwide and the reason why many women are leaving the workplace and we are losing so much talent.

Recommendations:

- **Conduct independent pay review**

- **Review Benefits including Childcare.** The City needs to look at creative ways to help working parents, such as vouchers for day care, setting up a City of Pensacola day care for employees, and reviewing what other cities do to address this problem.

3 Rewards and recognition

Issue: Culture overall

Discussion: In the "Background" section of this report, I reviewed the EES and the rollouts. The EES should continue to happen. It is one of the best tools to measure the culture within an organization. My observations have led me to see that the City of Pensacola is many organizations rolled under one umbrella, however they operate independently of each other, will little to no cohesiveness. This must be changed to improve effectiveness and efficiency of the City.

The employees do not know and can't recite the mission, vision, values of the City so cannot feel driven or connected by the mission, and behavior is not driven by values. There is top-down "Command and Control" leadership. In some departments this has become toxic with employees feeling that they have little to no value.

The orientation process is inconsistent and concentrates on compliance issues.

Reward and Recognition is inconsistent and, in some departments, does not exist. Employees enjoy face to face time with the Mayor. It makes them feel special and included, but it's not happening. There was a Mayoral event each month where awards were given for service, employee of the month and so on. This is appreciated by employees. The Mayor also used to hold a picnic where families could attend along with employees, and this was highly valued and mentioned by many people I spoke to.

Recommendations:

- **Review Mission, Vision, Values of the City** and let employees have input.

- Improve Orientation.

- Focus on **interdepartmental collaboration with interdepartmental teams having face to face meetings** to reduce silos and improve communication – which is a huge issue at the City.

- Train on the importance of listening to employees, with new procedures such as **"rounding" and increase reward and recognition** to show gratitude and caring towards employees. **Increase face time with the Mayor**, **host more employee appreciation days, and increase all employee days with the Mayor and families.**

ENVIRONMENT

Kelly Hagen | Environmental Advocate and President of the
Council of Neighborhood Association Presidents of Pensacola (CNAPP)

OVERVIEW

First, how can Pensacola become a better steward of our natural resources and local environment? Second, how can our community and its leadership anticipate and best prepare for future environmental challenges?

To answer these questions we elicited community opinion via group meetings and through individual discussions. In addition we reviewed relevant City reports, and other publicly available documents.

We were encouraged to **be bold, aspirational and innovative, and to present strategies** that have a long term vision for the city, while also being mindful to keep the recommendations **realistic and attainable**, with **specific action plans and achievable goals**. My hope is that these recommendations are a reflection of the creative, engaged and resilient voices within our city.

OBSERVATIONS

During the short two month timeframe that we were given, I tried to connect with as many members of the community as possible. Outside of our group Transition Team meetings, Christian and I held a total of 9 publicly noticed meetings dedicated to discussions relating to our focus area of Environment. These meetings included a Town hall meeting, a meeting with the Council of Neighborhood Association Presidents of Pensacola, and seven meetings in which Christian and I were able to plan our strategy, report back to each other regularly, and discuss our findings. In addition we also had many meetings, separately, with members of City Staff, as well as many members of the community.

Most of my community outreach and engagement came in the form of informal meetings over coffee, backyard gatherings, or phone calls squeezed in on my drive to work or while my son was napping. I met with a broad spectrum of people including local environmental advocates, environmental professionals and academics, neighbors, friends, coworkers, council members, and just about anyone who would talk to me. The feedback was broad and varied greatly over a range of topics including, but not limited to: tree protections, low impact development, recycling, stormwater, green infrastructure, noise pollution, sustainability projects, renewable energy, sea level rise, greenhouse gas emissions, community resilience, bioremediation, public/private partnerships, transportation, living shoreline, dark sky lighting, native plants, community education, outreach, public restrooms, water quality, notification, incentives, local/regional partnerships, grants, walkability/bikeability, updates to tree ordinance and land development code, flood plane management, erosion control,

edible landscaping/permaculture, expanded protection zones, habitat loss, impact fees for developers, long range/strategic planning, pilot projects, focus groups, tree planting protocol, checks and balances for developers and contractors, data collection, etc.

In sitting down to process all of the ideas, topics, information, strategies and recommendations based on my conversations, I realized that attempting to pick and choose which topics should demand priority did not feel like a comprehensive or holistic approach. I started to look for common threads. I began reviewing the report from the previous Transition Team, and specifically Christian Wagley's recommendations in the area of Environment. I also reviewed the Climate Mitigation and Adaptation Task Force Report and Recommendations. I made note of which recommendations had already been adopted/implemented, and which had not. I decided to focus of what was not being done, and why?

The next question I started asking was what all of the feedback had in common? I divided the feedback into two groups: feedback from the staff, and feedback from the public. While the recurring theme of the feedback between the two groups was quite different, it was easy to identify clear common threads within each group. It was this process of identifying the prevailing commonality in responses from each group that began to shape my thought process, inform my strategy, and lead me to settle on the three recommendations presented in this report.

RECOMMENDATIONS

1 Appoint a Chief Resilience Officer

Issue: The City's inability to effectively coordinate and implement action on sustainability and resilience.

Discussion: In my discussions with City Staff members, I prompted them by asking how they thought the city could be doing better from an environmental standpoint, what were the greatest hurdles to achieving progress/being effective, and if projects or initiatives had been put on the back burner or slipped through the cracks, why? The response was overwhelmingly the same: Poor communication between departments, lack of long-range planning, and the absence of an environmental department or environmental champion who has broad authority to achieve compliance and coordination across all departments.

As my outreach discussions continued it was brought to my attention that hiring a Chief Resilience Officer (CRO) would be the most effective first step to address the dysfunction and deficiency that the city staff had brought to my attention. As it turns out, the issues mentioned above are not unique to Pensacola, and CROs are brought on for the very purpose of breaking down silos within the city government, allowing for the collaborative and innovative nature necessary for city departments to integrate plans and policies to meet resilience goals.

In his book "Sustainability and Resilience Planning for Local Governments" Dr. Haris Alibašić, explains the importance of total department integration in the long-term resilience strategy. "Sustainability planning must be viewed as a dynamic, ever-changing, all-hands-on-deck approach to every level of organizational governance, employed and deployed with maximum resilience in mind," says Alibašić, Associate Professor and Public Administration Program Coordinator at the University of West Florida. Dr. Alibašić served as one of the

members of the Climate Mitigation and Adaptation Task Force for the City of Pensacola in 2018, and many of the strategies for resiliency laid out in his book are also reflected in the Task Force recommendations for the City.

When I spoke with Jim Murley, the CRO of Miami-Dade County since 2015 when the position was created, he emphasized that the CRO cannot be someone that is buried in the organization, and that in order to be effective the CRO should report directly to the Mayor. He stressed the importance of communication, both internal and external, and that clear and consistent messaging was of utmost importance, not only to ensure that the staff are on the same page, but also to gain support and participation from the public. Jim pointed out that the CRO can be a really good link to other local governments, counties, regional partners and, most importantly for us, the military. He said that because the Current administration is big on resilience, there is a lot of money and opportunity for local governments right now. According to Jim the Department of Defense, as well as the Corps of Engineers have national orders to come up with resilience plans, which includes working with local governments.

The job description of a CRO can vary depending on the needs of the municipality, but responsibilities can include a broad range of topics addressing environmental issues such as flooding, sea level rise, disaster response, water quality, heat stress, and green infrastructure, as well as socio-economic issues such as chronic poverty, safe and affordable housing, expanded transit and social inequity. Although it is a fairly new position, many cities in Florida now have a CRO. Jacksonville and St. Augustine both hired their CRO's last year.

Recommendation: Hire a Chief Resilience Officer at a very senior level position, with broad authority to work across all departments.

2 Partner with the private sector to tackle environmental concerns

Issue: Local advocates and environmental groups with great ideas for projects or strategies to improve our community, who long for a more collaborative relationship with the City, but feel discouraged as there is currently no platform to bring those ideas forward.

Discussion: In my conversations with both city staff, as well as members of the community, one of the questions that I asked was what the City could be doing to make environmental improvements in the short term? One of the recurring themes proposed was the idea of pilot projects. From the staff perspective, the idea of these small scale, creative strategies was favored, but the reality of moving forward on an idea like this was unlikely due to the lack of time and resources needed to plan ahead in this way. Local advocates echoed this idea and gave examples of these projects. While they were excited by the prospect of devising and implementing more innovative, unconventional ideas that could really move the needle on environmental improvements in the short term, they also felt that it was an idea unlikely to be supported by the City. The general tone from many members of the public was that of frustration and disappointment, in that the City has a wealth of resources and knowledge within the community, but do not have the desire or intention to capitalize on that asset. While the details of assembling a program of this nature are far too complex to address in this report, I wanted to specify some of the main points and principles that would guide the plan:

The purpose: To prioritize intergovernmental and community collaboration to achieve shared environmental goals. This program would aim to cultivate new partnerships with local groups in order to leverage knowledge and resources and invest in ideas that facilitate action, undertake innovative, nontraditional approaches to remediation, and make measurable improvements toward the city's goals of sustainability and resiliency.

As part of the criteria these projects would be scalable and able to be implemented city wide, if outcomes were considered effective and successful. This program could fund a broad range of environmental projects including, but not limited to: green infrastructure, stormwater projects, bioremediation strategies,

habitat restoration, Permaculture projects in green space, transportation strategies, sustainability and resiliency strategies, recycling projects, tree planting, education and outreach projects, etc.

Projects that meet the criteria would be ranked by a selection committee, ideally comprised of internal staff members, as well as external members, providing a broader range of expertise and technical assistance. Since the grants for these projects would be fairly small, implementation could be contracted out through a third party work development program such as OysterCorps, Franklin's Promise, or BoriCorps in order to work easier within the tight budget.

An important detail to highlight is the intent for this program to provide a truly collaborative and coordinated City-community partnership. The idea would be to have a co-development/complement agreement that would ensure the City's commitment to the partnership, as well as the organization's participation through the entirety of the project.

Another important aspect of this program would be to actively engage the public in order to gain support, and to cultivate a culture stewardship through education and inclusion. Once a group's project was chosen, part of the agreement could include education campaigns, workshops, and events that provide the public the opportunity to learn about the project, how it benefits to the community, and about ways they can get involved.

Funding for this type of program could come from a variety of places such as: RESTORE Act, CARES Act, Inflation Reduction Act, American Rescue Plan Act, Triumph Gulf Coast, Justice 40, Department of Environmental Protection, Department of Transportation, Community Redevelopment Agency, Tax Increment Financing, etc.

Recommendation: Create an Environmental Initiatives Pilot Project Program that provides a platform for local organizations/groups to partner with the City in a collaborative effort to bring forward innovative, environmental projects for trial on a small scale.

3 Streamline tree-planting process

Issue: The process of planting street trees is complex in that it requires extensive planning, and that planting and maintenance strategies to ensure survivability often times rely on a collaborative effort between the City and private citizens.

Discussion: When I was reviewing Christian Wagley's report from when he served Mayor Robinson's Transition Team, the recommendation to "Plant More Street Trees" stood out to me as a very important one that hadn't gained much traction in the past 4 years. We all know the importance of trees and the numerous offsets they provide in an urban environment: from stormwater mitigation, improved air quality and cooler streetscapes, to traffic calming, noise buffering and beautification. The benefits of trees are undeniable, and the public support for trees is broad, so why hasn't the City been able to implement this recommendation? After talking with several members of the community, as well as members from the City staff, it became clear that it was the great variability of many factors that made it such a difficult process.

Coordinating the effort to plant street trees requires consideration of the following: Where to put them? Who wants them? Which district? Which tree? Who will plant them? Who will water them? How will the City ensure that they are maintained long-term? These are difficult questions to answer, and moving forward can be especially challenging when you are spending taxpayers money on a plan that, to some extent, must rely on a collaborative effort between the City and private citizens. In this scenario, organizational strategy is demanding, and risk is inevitable, but that does not mean that finding a way forward isn't imperative. The East Pensacola Heights Neighborhood Association did a beautiful job of navigating these difficulties in assembling a truly impressive and coordinated plan, which was presented first to the Environmental Advisory Board, and then approved by City Council, resulting in a grant from the Tree Trust Fund which paid for 25 trees to be planted in their neighborhood in January of 2022. The City would do well to design a type of guide or template for citizens/Neighborhood Associations, borrowing from the strategies used in the East Pensacola Heights tree planting project, and encourage the culture of stewardship by making the process more streamlined and accessible.

The City Arborist, Kris Stultz identified the urgency for improved planting practices, and a long term pruning plan, in order to ensure survivability of city trees. According to Stultz, the average lifespan of an urban tree is between 30-35 years, and that poor planting and pruning practices are largely to blame. Stultz, who was hired in the spring of 2022, said that he has already observed suboptimal planting practice and lamented that many contractors have just been getting away with bad practice forever. Among other suggestions on how to improve overall tree survivability and maintenance strategies, Stultz suggested an improved method for vetting contractors, making sure that there is proper job oversight, as well as withholding a greater percentage of pay-out when the job is complete (15%-20%) to ensure compliance and more favorable outcomes for survivability.

Currently, the only money coming into the Tree Trust Fund comes from mitigation fees from tree removal permits, or fines from the illegal removal of trees. Essentially, the only way we gain money to plant trees, is by losing trees. Councilwoman Sherri Myers often made the argument that a great majority of the Tree Trust Fund dollars came from the trees lost in her district, and that the majority of funds were being spent outside of her district. I will not attempt to make an argument for which districts should receive more money to plant trees, but I will make the argument for alternative sources of revenue coming into the Tree Trust Fund, so that there is more money to spend and more freedom to spend it. These sources could include: a percentage of stormwater tax, LOST (trees are infrastructure), Bed Tax (a percentage for environmental projects?), grants and federal funds.

Other considerations: The City of Pensacola recently lost its Tree City USA designation, as the application has not been filed since 2020. We are currently spending $6 per capita on planting trees, which doesn't measure up great compared to other cities of similar size, such as St. Augustine which spent $11 per capita last year, and $21 per capita the year before that.

Recommendation: Plant more street trees! Create a strategic tree planting protocol that provides the citizens and the City with a clear direction on how to navigate this difficult process so that we can get more trees in the ground in the city right-of-ways, where they provide the greatest benefit to the community.

ENVIRONMENT

Christian Wagley | Coastal Organizer for Healthy Gulf

OVERVIEW

The Environment Focus Area team of Kelly Hagen and I investigated the full range of environmental issues facing Pensacola, with all of those issues fitting into one of **four categories: air pollution, water pollution, habitat loss and climate change**. We did this through a combination of meetings with city staff and community organizations, public meetings, personal observations and a review of various studies and reports. Through extensive deliberations between us, we settled on three recommendations each to bring forward to Mayor Reeves, with additional issues and recommendations discussed in the Observations section of the report. Kelly and I worked well together, and my work was made stronger and better by having Kelly's additional insights and knowledge.

OBSERVATIONS

Kelly and I worked diligently to meet with staff and members of the community, as well as to review various studies and reports, a collection of which is listed at the end of this section. We divided-up most of the meetings so that we met with different people and then reported back on what we found during our public meetings. We met together at seven public meetings at City Hall, a meeting of the Council of Neighborhood Association Presidents of Pensacola (CNAPP), and one evening meeting out at Cobb Center in the Eastside Neighborhood. I also met or corresponded with eight members of city staff, three staff members with the Emerald Coast Utilities Authority (ECUA), two staff members with the Florida Department of Environmental Protection (FDEP), three staff with the Florida Department of Health, five representatives of non-profit organizations and around three dozen local residents.

In the four years since I had the honor of serving on Mayor Grover Robinson's Transition Team, two of the biggest shifts I have seen on environmental issues are the growing awareness of climate change and the environmental justice issues that acknowledge the disproportionate impacts of pollution on low income and communities of color. My review confirmed what has long been known about the sources of environmental impacts—that most come from three sources—transportation, food production and buildings--mainly through the use of energy and land.

City regulations, policies, projects and internal operations have profound impacts on the environmental impact of local transportation systems and buildings. Pensacola's car-based transportation system is the city's largest source of negative environmental impacts to air and water. This fits with national trends in which transportation—mainly from automobiles—is the largest source of greenhouse gas emissions.

Climate change

Kelly and I agree that climate change is the biggest environmental issue facing Pensacola, and also a major economic and social issue as the combined impacts of extreme heat and humidity, stronger rain storms and tropical systems, and sea level rise challenge our community. It's also true that the challenge of climate change presents an opportunity, as the solutions to climate change will also bring us cleaner air and water and offer the chance to create a more equitable and financially strong community. Those solutions involve reducing the use of energy by buildings and transportation systems, transitioning them to renewable energy, and adaptation measures such as enhanced urban shade from trees and buildings, lighter-colored surfaces, and flood mitigation.

Water pollution

Recent City Council funded-reports have identified bacterial contamination issues along the city waterfront, which supplement long-term monitoring of many of these areas by the Florida Department of Health. These are fecal indicator bacteria that are fairly ubiquitous in waterways—especially after rain events, and in higher numbers can indicate the presence of pathogens that can make waterway users sick. The City staff is working well with ECUA and FDEP to sample and identify the sources of contamination.

I recommend that the City follow FDEP's Restoring Bacteria-Impaired Waters: A Toolkit to Help Local Stakeholders Identify and Eliminate Potential Pathogen Problems. This will include the identification of specific sources, as urban stormwater is well-known to potentially contain a range of fecal bacteria from pets, wildlife (birds and mammals), humans and even from resident microbial populations in stormwater pipes. The City should also provide regular updates to the public as progress is made, and consider enhancing its public notification of advisories.

The City should work with ECUA to implement a formal program that continues the initial work by ECUA to identify and require the repair of failing sewer laterals, with financial assistance offered to low income residents. These are the wastewater lines on private property that collect wastewater from a home or other structure and transmit it out to the ECUA system. These failing laterals add additional water to the system during rain events, and lead to overflows in which untreated wastewater backs-up.

During my fact-finding on this matter, a city staff person told me that birds were the main source of fecal contamination found in recent testing in the area west of City Hall. Once I received the test results from FDEP, and had a conversation with them in order to help me interpret the results, there is some truth in what the staff person told me but it is misleading and lacks context. While there were four locations where bacteria associated with birds were found, there was one location where multiple indicators of untreated human waste were detected. That's what led the City and ECUA to employ investigative techniques that located a broken sewer pipe that has since been repaired.

It is also significant that the artificial sweetener sucralose was present in all eight samples from that test event, indicating the presence of human waste. While the source is unknown, because ECUA sewer lines in these areas have been replaced in recent years, it is believed that failing sewer laterals on private property could be the source.

On water pollution prevention issues, the City has a highly-effective street sweeping program that keeps thousands of pounds of leaves and various pollutants from entering waterways. In order to improve effectiveness, I suggest that the City adjust its street sweeping schedule so that there is more frequent sweeping in areas of high debris.

The City should consider ending the grandfathering of redevelopment projects with existing impervious surface and residential projects that follow historic property lines, from stormwater requirements. Any requirements applied to more urban areas should allow for offsite (compensatory) treatment so that redevelopment can fit with the urban form.

Air pollution

Air quality is reported by the Florida DEP at: https://floridadep.gov/air/air-monitoring/content/escambia-county-air-monitoring. The Pensacola-area is in compliance with Federal standards, and continued improvements should come as the area transitions to renewable energy and less automobile use.

Wildlife habitat

For a city that is fully built-out, wildlife habitat must be looked at through more of a regional lens. There are only relatively small natural areas for primary wildlife habitat inside the city, and these areas are limited in their wildlife value due to their small size and inability to support prescribed fire.

The City's greatest contribution to preserving habitat for wildlife comes by smartly accommodating redevelopment inside the city, which helps to limit the development of the most ecologically valuable open spaces at the outer edges of the metro area. In addition, there is public support for more native plantings in City parks to support insects and birds, and these should be carefully tailored to the use of the park.

RECOMMENDATIONS

1 Expand form-based development standards

Issue: The environmental impact of Pensacola and all cities is largely determined by the physical arrangement of the buildings and streets. Areas shaped around people rather than cars tend to perform much better environmentally, while also offering many public health and fiscal benefits (as noted by the Strong Towns movement).

Discussion: For the past 70 years, Pensacola and most American communities have been built around cars, pushed to a large degree by municipal zoning codes that encourage and even mandate such development patterns. Car-dependent communities have been widely shown to consume more land, generate more stormwater runoff, use more energy and water and release more greenhouse gas emissions than communities that follow patterns of smart growth and offer transportation choices (U.S. Environmental Protection Agency https://www.epa.gov/smartgrowth/location-and-green-building).

Smart growth is that which reduces environmental impacts by mixing land uses, providing transportation choices and utilizing more compact development patterns, among other strategies. It stands in great contrast to the suburban development pattern that has dominated Pensacola and the nation since World War II, with new development occurring in more spread-out patterns and housing separated from the daily needs of residents.

In order to create neighborhoods designed for people, hundreds of communities across the nation—including Pensacola—are now using form-based development standards to either replace or to complement conventional zoning codes, resulting in more environmental and aesthetically-pleasing development. Form-based standards specify the scale and massing of new buildings, and typically require any car parking to be hidden inside or behind structures. They also sometimes require higher-quality features such as park space, outdoor seating areas, trees and other features. All of this together begins to make walking, bicycling and transit the easiest and most pleasant way to get around to daily activities, and giving residents choices in transportation can help to reduce the cost of living by reducing or eliminating the need for automobile use.

In early 2019, Pensacola added form based standards—often called the CRA overlay—to much of the City's Community Redevelopment Area. The quality of new development has improved in these areas as new buildings must be in character with the historic, people-friendly patterns in these neighborhoods. In addition to walkability, these standards facilitate more compact development where details matter more due to proximity. More compact development tends to create lower environmental impacts from building energy use and other measurables, while also reducing the costs of development per unit, further helping with attainable housing.

With the leadership of Mayor Reeves, the City Council could create new form based standards along commercial corridors like N. Davis Hwy. N. Ninth Ave. and Bayou Blvd., as well as in commercial areas likely to be redeveloped—such as the Cordova Mall area. This will ensure that the redevelopment of these areas takes place in a manner that reduces environmental impacts, builds a more fiscally-sound community, encourages healthy physical activity, creates a more attractive community and helps to reduce the cost of living for residents.

Recommendation: Expand form-based development standards into key commercial areas to guide redevelopment in more environmentally-friendly and attractive patterns

> " The city's greatest contribution to preserving habitat for wildlife comes through creating better habitat for people through various livability measures that better accommodate a growing urban population."

2 Set renewable energy goal for 2040

Issue: Climate change is the greatest environmental issue facing Pensacola, and mitigating it requires our city and the entire nation to reduce greenhouse gas emissions to net zero and rapidly transition to renewable energy. The transition to renewable energy will also dramatically reduce air and water pollution. While the Pensacola City Council has set a goal of 30% renewable energy for city operations by 2030, the lack of a 100% renewable energy or net zero greenhouse gas emissions goal leaves the city without a goal to strive for and puts Pensacola behind the ambitious cities that are elevating their public status by embracing the challenge. So far that is 11 cities in Florida and more than 180 cities, 10 counties, and eight states across the country, with most setting goals of net zero greenhouse gas emissions and 100% renewable energy in the 2040 – 2050 time range.

Discussion: While the transition to renewable energy is well underway, the City of Pensacola needs to accelerate that work in order to help Pensacola and the Gulf coast avoid the worst impacts of climate change. Climate change is already and will continue to be a drain on Pensacola's economy due to stronger storm events, rising seas and warmer temperatures that stress people and infrastructure.

Pensacola is currently making good progress on meeting the Council's initial 2030 goal. A solar feasibility study of city facilities has identified those where the installation of solar photovoltaic systems provides the greatest return on investment. Installing solar systems on those facilities, combined with renewable energy already in the electricity mix from Florida Power and Light, should allow Pensacola to meet the Council's 2030 goal, according to sustainability coordinator Mark Jackson.

Mayor Reeves could set a goal and move his administration toward 100% renewable energy for city operations, while the City Council endorsing the same goal would facilitate its implementation considering the Council's control of the City budget. Such a goal would help City staff with a specific target to plan and budget toward over the next two decades, and bring positive attention to Pensacola as a leading city on the Gulf coast.

One organization that could help Mayor Reeves with this issue is Climate Mayors—"a bipartisan network of more than 470 U.S. mayors demonstrating climate leadership through meaningful actions in their communities." Apalachicola is currently the only community between Tallahassee and New Orleans where a mayor has joined the initiative: https://climatemayors.org/

There are tremendous economic opportunities in this energy transition as a new workforce is built to weatherize buildings, install more efficient appliances and solar panels. These are jobs that cannot be outsourced to other countries or even other states, so Pensacola's embrace of energy conservation and renewable energy would keep monies in our community.

Market and regulatory issues along with Federal incentives are pushing the nation toward renewable energy and away from fossil fuels, but local action is needed to carry it forward. The recently-passed Inflation Reduction Act is the nation's largest single action to address climate change, allocating hundreds of billions of dollars through tax credits and rebates to reduce energy use and transition to renewable energy. The City should actively seek funds provided by the Act to assist its energy transition.

The Act provides billions of dollars dedicated specifically to incentivize the use of electricity—especially from renewable sources—and to move away from coal and natural gas (a potent greenhouse gas). As the Act funds the accelerated electrification of most of our nation's energy use for home appliances, buildings and transportation, the use of natural gas will decline.

While renewable natural gas (typically from landfills) may offer some environmental benefits, it does not exist in sufficient quantities to be a large part of the energy mix in the decades ahead. There is also research being done to determine whether hydrogen made from renewable energy could be used to replace natural gas in some applications.

In the Transition Team report for Mayor Grover Robinson nearly four years ago, I stated that the City will eventually need to phase-out its natural gas utility–Pensacola Energy. The update to that statement for 2022 is that while the use of natural gas will phase-out over the next 20 years or so, Pensacola Energy does not need to go away.

Pensacola Energy rates highly in customer service reviews—much higher than that of Florida Power and Light—while providing valuable revenue for city services in the amount of $8 million per year. It also provides the local control that is more responsive to citizens than that of private monopoly utilities. A part of moving Pensacola to renewable energy could be commissioning a study to investigate the feasibility of the City starting its own electric utility, which would help to determine whether the delivery of electricity rather than natural gas could allow Pensacola Energy to continue to provide its highly-rated services to residents of Pensacola.

It's also worth mentioning that the City's Housing Department could also play a special role in helping energy conservation and renewable energy make it beyond city government and into the community. Much of the Federal funding coming to communities for energy conservation and renewable energy is focused on helping low income residents the most, and the Housing Department could help to promote or even implement some of these programs.

Recommendation: Set a goal for 100% renewable energy and net-zero greenhouse gas emissions by 2040 for City operations.

③ Empower a sustainability plan

Issue: While the City Council and Mayor Robinson have taken various actions to move Pensacola forward on environmental issues, the lack of a formal plan for doing so limits the success of these efforts.

Discussion: Moving an entire municipal government toward a more environmentally friendly city, as with any kind of institutional shift, can meet with difficulty and even resistance. We are fortunate to have highly professional, dedicated and capable City staff. But multiple City staff report a lack of communication and a lack of clear strategy on environmental issues among departments.

Right now there is one staff person specifically responsible for environmental sustainability, with shared responsibilities across the entire organizational chart of the City. The sustainability coordinator and other staff have laid an excellent foundation for a sustainability plan through such recent projects as a greenhouse gas emissions inventory, solar feasibility study and vulnerability index, among other projects.

But without a formal plan with specific goals, measurables and targets to help guide actions, it is nearly impossible to have a coordinated and effective program. Other cities that are out in front on such efforts have plans that are empowered by the mayor, with staff held accountable on meeting goals and progress reported annually to the community. A good example is the plan from the City of Orlando: https://www.orlando.gov/Our-Government/Departments-Offices/Executive-Offices/CAO/Sustainability-Resilience/2017-Municipal-Operations-Sustainability-Plan#section-1

As part of his administrative duties, Mayor Reeves can direct the creation of such a plan by city staff and with community input, elevate it to a high priority and make certain that it is implemented by staff.

Recommendation: Create and empower a sustainability plan to guide the city's performance on the full range of environmental issues, including water, air and climate.

Measurables
The following indicators should be put on a dashboard (along with already-compiled measurables such as % renewable energy, greenhouse gas emissions and tree canopy cover) to track improvements in environmental health.

Vehicle miles traveled (VMT) per capita
Reported annually (decrease)
Automobiles are the largest single source of pollution, with impacts on both air and water. The Florida Department of Transportation collects VMT for State roads that traverse the City of Pensacola, and publishes tabulations of VMT by County.

Bacteria counts in waterways
Reported weekly (decrease)
The Florida Department of Health in Escambia County conducts weekly sampling of fecal bacteria (Enterococci) levels in surface waters at Sanders Beach, Bayview Park and Bruce Beach. Advisories warning against water contact are issued when unhealthy levels are found.

Miles of sidewalks and bicycle facilities
The Public Works Department can track and report progress on expanding the bike and pedestrian network.

Published resources that were part of my Transition Team review, and that can help to inform the Reeves administration include:

New Climate Maps Show a Transformed United States, ProPublica, 2020 https://projects.propublica.org/climate-migration/

Baseline Greenhouse Gas Inventory, City of Pensacola https://www.cityofpensacola.com/3347/Baseline-Greenhouse-Gas-Inventory

Sea Level Rise Vulnerability Assessment, City of Pensacola https://www.cityofpensacola.com/3346/Vulnerability-Assessment

Climate Action Recommendations: A Blueprint for Addressing Climate Change at the Municipal Level, City of Pensacola Climate Mitigation and Adaptation Task Force, 2018 https://www.cityofpensacola.com/DocumentCenter/View/15491/Climate-Mitigation-and-Adaptation-Task-Force-Report-PDF

A USER GUIDE TO THE BIPARTISAN INFRASTRUCTURE LAW (BIL), Blue Green Alliance https://www.bluegreenalliance.org/site/a-user-guide-to-the-bipartisan-infrastructure-law-bil/

A USER GUIDE TO THE INFLATION REDUCTION ACT, Blue Green Alliance https://www.bluegreenalliance.org/site/a-user-guide-to-the-inflation-reduction-act/

Justice40: A WHOLE-OF-GOVERNMENT INITIATIVE, The White House https://www.whitehouse.gov/environmentaljustice/justice40/

The 2020 Utility Energy Efficiency Scorecard, American Council for an Energy Efficient Economy https://www.aceee.org/research-report/u2004

Restoring Bacteria-Impaired Waters: A Toolkit to Help Local Stakeholders Identify and Eliminate Potential Pathogen Problems, Water Quality Restoration Program Division of Environmental Assessment and Restoration Florida Department of Environmental Protection Version 3.0, August 2018 https://floridadep.gov/sites/default/files/Restoring_Bacteria-Impaired_Waters_Toolkit_082018.pdf

Identifying Stormwater Sources of Microbial Contamination at Bruce Beach, Pensacola, FL Barbara Albrecht, Joseph Moss and Jane M. Caffrey, Center for Environmental Diagnostics and Bioremediation, University of West Florida, July 29, 2022

Pensacola Bay Paddling Trail Bacterial Study Barbara Albrecht and Jane M. Caffrey Center for Environmental Diagnostics and Bioremediation, University of West Florida, September 30, 20\22

Stormwater Master Plan City of Pensacola, July 2019 https://www.cityofpensacola.com/DocumentCenter/View/22087/Stormwater-Master-Plan---City-of-Pensacola-July-2019-Final

Escambia County Surface Water Quality Public Data Portal, Escambia County https://myescambia.com/our-services/natural-resources-management/water-quality-land-management/surface-water-quality-monitoring/water-quality-data

Water Quality Assessments, TMDLs and BMAPS, Florida Department of Environmental Protection https://fdep.maps.arcgis.com/home/webmap/viewer.html?useExisting=1

Florida Water Quality Status Map, Florida Department of Environmental Protection https://protectingfloridatogether.gov/water-quality-status-dashboard

Yale Journal Identifies Products and Activities with Greatest Environmental Impact https://www.greenbiz.com/article/yale-journal-identifies-products-and-activities-greatest-environmental-impact

FINANCE

Whitney Lucas, General Manager at Gilmore

OVERVIEW

The finance focus area was tasked with evaluating the financial stability of the city while assessing current operations to bring forth recommendations for fiscal opportunities. It should be noted that while other focus areas may have a financial component to their recommendations, **our specific charge was to evaluate the city's overall financial position** identifying potential fiscal opportunities along the way, and the forthcoming recommendations are being presented accordingly.

OBSERVATIONS

When looking at the list of focus areas on which the team is concentrating, finance is easily identified as one of the few focus areas that reaches across all others. Without the funding available to bring a set of recommendations to fruition, they will continue to simply remain well intentioned proposals. To create actionable suggestions for growth and development in any focus area, **we must first ensure that the city's overall financial health is intact.** In order to assess the City of Pensacola's financial stability, several years of comprehensive city budgets were reviewed in addition to the Financial Condition Assessments for both 2020 and 2021. Meetings were held with Kerrith Fiddler, City Administrator, Amy Miller, Deputy City Administrator, David Forte, Deputy City Administrator and Amy Lovoy, City of Pensacola Finance Director. Additionally, a number of City Department Directors were consulted and two finance specific public input sessions were hosted at City Hall. While citizen participation in the Finance public input sessions was limited, we had the pleasure of attending sessions for other focus areas where there was active engagement by the public. Although not specifically centered on city finance, the dialogue between the citizenry and transition team members allowed some insight into the challenges that plague city residents in all facets of their professional and personal lives.

With a research and development timeline of only 8 weeks, those assigned to the finance focus area separated the analysis into two distinct categories with one individual focusing on the city's financial stability and another focusing on potential fiscal opportunities on which the city could capitalize. While there may be some overlap regarding research, methodology, and even recommendations, **it was determined that in order to provide an adequate amount of time to this two-pronged assignment a divide and conquer method must be employed.**

RECOMMENDATIONS

1 Consider new financial management software

Issue: The City of Pensacola's current financial management software is quickly approaching end-of-life status and will soon no longer be supported by the manufacturer.

Discussion: The City of Pensacola's Financial Services department is currently utilizing Eden Systems, owned by Tyler Technologies, Inc., as its financial management platform. It has been announced that this system will no longer be supported effective late 2026. The system is dated in design and functionality and the manufacturer, who acquired the original system creator in 2003, has chosen to sunset the application. A modernized financial management system with an incorporated fixed asset management module would allow the financial services department to realize efficiencies in both daily workflow and long-term forecasting and planning. Response times regarding the production of requested reports and information for both internal and external stakeholders would be decreased thus leading to a more cohesive and transparent financial services department. Due to the age and fragility of the current system, the city does not process regular vendor payments via electronic ACH transfers.[1] They instead issue paper checks, which add to both the time and expense of processing. An updated financial management system would allow for the city's vendors, most of which are local businesses, to receive payment for services rendered in a more efficient manner. The incorporation of a fixed asset management module or application will assist the city in maintaining an up-to-date list of its assets including their condition and estimated lifespan. This would allow for the creation and implementation of a data driven capital asset replacement plan for the City of Pensacola.

Recommendation: It is recommended that the city advertise a request for proposal (RFP) so that potential solutions can be evaluated by subject matter experts and end users of the replacement application. Development of a detailed and clear scope of work for the solicitation should be completed in the immediate future so that the solicitation can be released as soon as possible. The evaluation and subsequent implementation of software of this magnitude will require time, yet it must be completed before the sunset of the application that is currently being utilized.

[1] The city does direct deposit employee paychecks and the Section 8 housing payments, but they do not use ACH to make electronic payments to vendors.

2 Identify new projects within Westside CRA

Issue: There is not currently an active plan in place to facilitate a replacement project for the city's Westside CRA (Community Redevelopment Agency) acquisition and redevelopment funding.

Discussion: A recurring theme that arose in almost every encounter during this 8-week research period was the need for more/ better planning. Establishing plans does not mean that the city can't adjust as priorities or circumstances change, but in order to adjust course we must first know where we are headed. In looking for potential fiscal opportunities within the city, the funding available for acquisition and redevelopment within the Westside CRA stood out. On the surface it appears that bonds were issued both in 2017 and 2019 to facilitate acquisition and redevelopment across the city's 3 CRA districts (Urban Core, Eastside and Westside) with little movement made in the way of expensing the funds for the Westside district. Consultation with CRA staff revealed that while there was a project in the works for the Westside district that would have utilized the available funding, it never came to fruition.

Recommendation: An alternative project should be identified so that bond funding can be expensed in accordance with the parameters of issuance. With the availability of attainable housing at the forefront of much of the transition team group conversations, it only seems fitting to highlight a potential fiscal opportunity in the way of available funds specifically earmarked for acquisition and redevelopment. While there are restrictions and parameters to the available funding, the Community Redevelopment Agency should work with CRA staff and city leadership to identify potential projects within the Westside CRA that would specifically fall under acquisition and redevelopment.

" To create actionable suggestions for growth and development in any focus area, we must first ensure that the city's overall financial health is intact."

3 Create a unified grant administration process

Issue: The City of Pensacola does not currently have a unified grant application or administration process that is facilitated by a dedicated grant professional. Each department is responsible for their own application and management, all of which typically fall to individuals with other primary job responsibilities.

Discussion: After much discussion with various members of city staff from across several departments, it appears that the current method of operation regarding grant creation, submission and administration/reporting is to have the various departments of the city delegate the additional job duties to someone internally. When grant writing is delegated to an employee with other responsibilities, the task must compete for the employee's attention and focus. This may lead to fewer successful applications as grant efforts benefit from consistency. Compliance reporting and program evaluation of grant related endeavors by an employee who falls within the implementing department's chain of command often results in assessments that include the potential bias of the programs administering personnel. A thorough and complete program examination by a dedicated grant professional would result in utilization of grant funding in the most appropriate manner and will ensure that the city does not continue with programs that aren't meeting the desired outcomes of the initial grant proposal. Although a siloed approach to grant writing will initially produce the factual contents of a proposal with far more ease, there are true benefits to establishing a unified methodology. By allowing

a dedicated grant professional to focus solely on the grant procurement and administration process, you open the door for a collaborative effort to occur. This individual will be able to spend dedicated time with various subject matter experts to gain a collective understanding and knowledge of the issue at hand. A designated grant professional will be able to allocate the time necessary to connect with complementary government agencies, city departments or non-profits to produce the best possible outcomes. This set up will result in proposal diversification across the board. Obtaining insight from various individuals will provide well-rounded and fully developed grant proposals which will increase the city's chances of procurement and effective administration of grant funds.

Recommendations: The city should add a dedicated grant professional to their staffing matrix. This grant professional would be responsible for the writing, submission, and administration oversight for grant funded opportunities within the city. This individual should not be too far removed from the Mayor's office as it will be important for them to actively pursue funding opportunities that align with the Mayor's priorities for the city. While the addition of an full time employee will initially have an impact on the city's general fund, a dedicated grant professional will provide increased funding opportunities for the city that will eventually lead to the financial independence that is necessary to introduce new programs and initiatives.

FINANCE

Amber McClure, Consultant for Governmental Financial Officers

OVERVIEW

The Finance Focus Area has been charged with providing a review of the City's financial standing and future fiscal opportunities. A government's financial standing, or fiscal health, refers to its ability to provide services at the level and quality that are essential to the safety, livability, and vitality of the community. A fiscal opportunity can be any opportunity to improve the financial position including **but not limited to generating revenue, reducing expenses or expenditures, implementing process efficiencies which ultimately increases transparency and reduces operational costs or waste.** The intent of this report is to provide a high-level review of the financial position and fiscal opportunities in order to provide actionable recommendations to dig deeper where such recommendations align with the Mayor's strategic vision. This report does not address all strengths in financial management practices that are working well and should continue to be managed nor does this report discuss every opportunity or threat the City may have. The focus is on the City's greatest strengths, weaknesses and threats.

There are many resources available to governments in assuring fiscal health. The Governmental Accounting Standards Board (GASB) sets standards through Generally Accepted Accounting Principles (GAAP) to assure accountability, transparency and long-term stability. The Government Finance Officer's Association (GFOA) provides resources to governments in a five-pillar framework for improving a government's fiscal health. The Florida Auditor General requires, as part of the annual audit, an annual financial condition assessment for the purposes of analyzing five-year financial ratio trends to assess the government's health and benchmark to similar governments across the state. **The common thread in all is strong fiscal policy setting and maintaining a structurally balanced budget.**

OBSERVATIONS

In the recent weeks, the Finance co-chairs have had the opportunity to meet with City staff at varying levels including administration, directors, managers and employees, vendors, City Council representatives and dozens of members of the public. During this research process, various City of Pensacola reports were analyzed including Annual Budgets, Annual Comprehensive Financial Reports (ACFR), Capital Improvement Plan, Financial Condition Assessment. In addition, the GFOA's Elected Officials' Guides on Understanding the Fiscal Health of Your Community and Managing Your Community's Assets: Capital Planning & Debt, GFOA's Best Practice recommendation: Achieving a Strategically Balanced Budget, the Auditor General's resource library, Generally Accepted Accounting Principles (GAAP), Florida Statutes, Government Finance Review and other government's ACFRs and Adopted Budgets were reviewed, analyzed and incorporated into the report.

Change in General Fund Balance
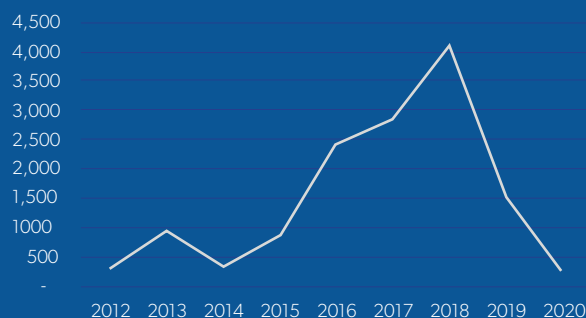
General Fund
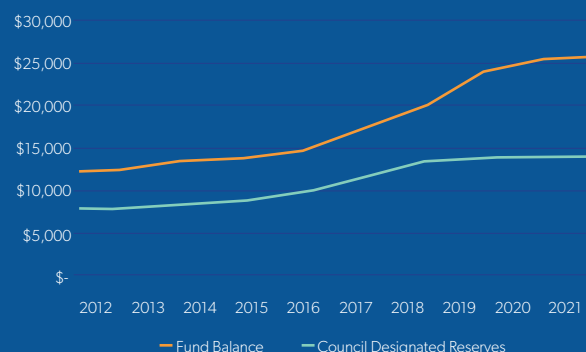
RECOMMENDATIONS

1 Eliminate draw-downs in General Fund budget

Issue: It is not good practice to continue appropriating fund balance in order to balance the budget

Discussion: The Florida Auditor General's Financial Condition Assessment is used to determine if the government is in a deteriorating financial condition. The City of Pensacola is not in a deteriorating financial condition and this will continue so long as the City maintains a structurally balanced budget. As stated by the GFOA, "a true structurally balanced budget is one that supports financial sustainability for multiple years into the future". The GFOA recommends "that governments adopt rigorous policies, for all operating funds, aimed at achieving and maintaining a structurally balanced budget. The policy should include parameters for achieving and maintaining structural balance where recurring revenues are equal to recurring expenditures in the adopted budget."

The City of Pensacola has strong fiscal policies as published in the Annual Budget. In accordance with GASB Statement No 54, the City adopted a Fund Balance Policy for Governmental Funds which establishes a fund balance reserve to stabilize the government in economic downturns, natural disasters or any other unforeseen challenging time. The City's policy calls for a minimum reserve of 20% of the annual adopted appropriations (expenditure budget) of the General Fund. The GFOA recommends no less than two months (16.7%) of regular general fund operating expenditures; however, the GFOA also recommends a higher reserve as determined appropriate by leadership and elected officials for communities with greater volatility or natural disaster risk. This is the reason for the City of Pensacola's higher than recommended reserve level. The City's Council Reserve of $14 million is currently at 21.4% of the General Fund Appropriations of $65.6 million.

In addition, the City adopted a Financial Planning and Administration Policy which serves as a policy guide for all financial operations. The policy limits the amount of fund balance that can be used to balance the budget annually to no more than three percent of revenues. In addition, the policy requires that ongoing expenditures may only be funded with ongoing revenues. A good measure of compliance with this is an analysis of the General Fund. The City has appropriated part of fund balance in recent years. While the amount appropriated has been within the allowed limit, it is not good practice to continue appropriating fund balance in order to balance the budget. Page 56 is a visual depiction of the change in General Fund fund balance and the General Fund total fund balance and council reserve.

Recommendation: It is recommended the General Fund budget be scrutinized to determine why this draw down has been required in recent years and adjust the budget accordingly to eliminate the need to draw down.

2 Establish capital management and funding structure

Issue: The Capital Improvement Plan is obsolete, is not comprehensive and is not sufficient to fund the needs of the City

Discussion: As Yogi Berra once said, "If you don't know where you're going, you'll end up someplace else."

One of governments primary purposes is also governments greatest liability and threat – the capital infrastructure of a City including but not limited to roads, sidewalks, stormwater basin, police vehicles, fire trucks, fire stations and park and recreation facilities. A master plan, or strategic plan, sets priorities for a government's spending and operational focus and extends 10 years or longer. The Capital Improvement Plan (CIP), as defined by the GFOA, can be distinguished from master planning as a shorter-term plan that implements the capital improvements (roads, drainage, public safety buildings and equipment, etc.) that the master plan dictates.

The City has a CIP presented in the Adopted Budget as required by Florida Statute; however, after discussion with City leaders, it became apparent the plan is obsolete, is not comprehensive and is not sufficient to fund the needs of the City. The City's CIP is funded by three primary revenue sources – the Local Option Gas Tax ($1.4 million annually), the Local Option Sales Tax ($9.6 million annually) and the Stormwater Utility Fees ($3 million annually). This provides for $14 million of capital funding before debt service of $3.1 million. The City's annual depreciation expense is $14.7 million. While depreciation is not directly related to the actual costs of maintaining and replacing existing infrastructure and equipment, there is consideration in the industry that annualized depreciation represents the government's current responsibility for future liability of existing assets.

③ Maximize potential of fiscal opportunities

Issue: The City isn't utilizing revenue generating and expense saving fiscal opportunities to their fullest potential

Discussion: During the various meetings and conversations, the findings became repetitive in nature in that there are many opportunities in revenue increasing to consider or pursue such as grant writing, increases in existing tax bases, new assessments or user fee increases to balance the budget or fund a new initiative. This is normal in any organization, especially of the size and complexity of a government. Even once a revenue is set, just like a budget, it must be analyzed and measured against increasing costs and demands to ensure sufficiency.

There are grant opportunities and new revenue opportunities to consider; however, the strategic plan and political focus are also a factor. For example, at a high level, with a population of 54,312 and an annual General Fund budget of $65,585,800, it costs $1,208 per resident to provide General Fund related services; however, the City collects $399 per resident in property taxes. This means other revenue sources must be pursued in order to mitigate the need for an increase in ad valorem taxes if services should continue at their current level.

Additionally, it appears that the current method of operation regarding grant creation, submission and administration/reporting is to have the various departments of the city delegate the additional job duties to someone internally. When grant writing is delegated to an employee with other responsibilities, the task must compete for the employee's attention and focus. This may lead to fewer successful applications as grant efforts benefit from consistency. Compliance reporting and program evaluation of grant related endeavors by an employee who falls within the implementing department's chain of command often results in assessments that include the potential bias of the programs administering personnel.

A thorough and complete program examination by a dedicated grant professional would result in utilization of grant funding in the most appropriate manner and will ensure that the city does not continue with programs that aren't meeting the desired outcomes of the initial grant proposal. Although a siloed approach to grant writing will initially produce the factual contents of a proposal with far more ease, there are true benefits to establishing a unified methodology. By allowing a dedicated grant professional to focus solely on the grant procurement and administration process, the door is open for a collaborative effort to occur. This individual will be able to spend dedicated time with various subject matter experts to gain a collective understanding and knowledge of the issue at hand. A designated grant professional will be able to allocate the time necessary to connect with complementary government agencies, city departments or non-profits to produce the best possible outcomes. This set up will result in proposal diversification across the board. Obtaining insight from various individuals will provide well-rounded and fully developed grant proposals which will increase the city's chances of procurement and effective administration of grant funds.

Recommendations: Expense saving opportunities were discussed by many staff members especially as it relates to technology. In order to effectively seek and recognize the benefits of revenue growth ans expense saving strategies, the following are recommendations for consideration.

- There should be a dedicated resources to the execution of the grant award activities. If departments aren't able to accomplish grant funded activities in the award timeline, the award dollars are irrelevant. For this to be successful, they must also coordinate the execution of the grant activities with the respective department(s) prior to obligating the funds.

- Assess the political will and analyze benefit vs impact of tax levies, assessments and other charges. Also, perform an analysis of all user-fee based programs to determine if those programs are aligned with the strategic vision and if aligned, analyze sufficiency of user charges in relation to taxpayer subsidy.

- Analyze business processes to determine if efficiencies and more effective approaches such as digitization can be incorporated. As stated by the June 2022 Government Finance Review article: Digitizing Municipal Processes, it's not "about slapping another IT solution on top of an old one…when implemented properly, technological solutions can provide not only more efficiency, but also more effectiveness in achieving business objectives."

- Quality staff is necessary to effectively manage and support the City operations and to implement and manage the recommendations of this transition team. While there are highly qualified staff already working hard every day to serve our great citizens, many are under compensated or are not able to complete their assigned tasks efficiently or effectively. It is recommend comprehensive recruitment and retention strategies be designed and implemented including performing compensation studies to determine if pay is competitive with respective markets (for example, fire and police with neighboring counties and cities, Pensacola International Airport against similar size airports, etc.)

" The common thread in all
is strong fiscal policy setting
and maintaining a structurally
balanced budget."

LIVABILITY

Carolyn Grawi, Executive Director of the Center for Independent Living

OVERVIEW

How do we make Pensacola City more livable for all its citizens? **A livable city includes equitable access to the necessities of life** that gives all citizens equal opportunity to participate in the civic, economic, and cultural life of the city. Livable community publications were reviewed from across the country and two particularly stood out. One from Seattle that looked at 8 domains and a Livability rating from the AARP…Pensacola presently rates 50 on their scale. What needs to happen to change this rating? When we are observing all the focus areas of transition, they each have distinct impacts on livability and the experience residents will have in the Pensacola community. Primary impacts are seen from attaining affordable accessible housing and maintaining public safety services, while these two areas are covered in greater depth by others on the transition team, it is critical to understand that to have a livable community both are crucial. It is also important to understand that **livability isn't something that you just snap your fingers and you have**—it is an area that has to be pursued, maintained and sustained with many areas being focused for the long haul.

> " A livable city includes equitable access to the necessities of life…"

OBSERVATIONS

For the scope of work, I was in attendance at two meetings held in sunshine with Livability Colleague Brian Spencer with a total of 25 attendees, plus attendance at a Public Safety Colleagues Meeting with 12 attendees, a CNAAP Meeting with Mayor Elect DC Reeves and Environmental Colleagues with about 15 attendees, a meeting with Strategic Planning Colleagues with 4 attendees and heard from JUST Pensacola, shared information in a disability newsletter to close to 3000 people, shared with Jewish Community, shared with Junior League General Membership, shared with the SPARK Minority Leadership Board, shared with Impact 100 Members and shared with other non-profits through United Way Area Agency Directors Association, and shared with the 25 + attendees at the three Active Transportation Meetings held by the City of Pensacola. At all points I encouraged persons to make public comments or to submit items online through City of Pensacola website. I met directly with Amy Miller and David Forte from city staff, and received some forwarded emails from mayor elect staff

and individuals spoke with me in the community and at meetings. Many issues were raised frequently, and some issues were raised that were issues specific to other transition team sections. Very clearly stated though were issues of concern regarding attainable, affordable, accessible, housing, smart growth, the need for greater priority for more infrastructure in conjunction with matters of public safety and meeting service needs and well-being of the community. **In the following three recommendations the surface and depth are merely scratched. There is much more that can be written, researched, borrowed and accomplished.** Throughout the future development, livability, maintenance and sustainability of Pensacola, I see that items multi-modal access, diversified planning zones and equitable recreation choices are critical to have universal design standards, with the ADA as the minimum and highly recommend citizen involvement and community partnership to enhance outcomes for all of us.

1 Prioritize city accessibility

Issue: Need to have all programs, projects, activities, events, inspections, permits for businesses and the City itself to meet guidelines for Livability, basics and ordinances for traffic, walkability, rights of way, noise ordinances, water quality and access to venues, facilities, parks, sidewalks, etc to follow requirements, codes and laws. This means that every space needs to meet Universal Design Standards and at a minimum the ADA standards. The City of Pensacola needs to have an official ADA Coordinator leading how all aspects of integration through the community are inclusive and comprehensive from prebuild to pop up to ongoing events and meetings. (This goes back to requirements since 1992. The City of Pensacola is spotty in this area. There are several members of the staff team who are working on their one part but there is not clarity on who to go to when information is needed or wanted.) There is no one who is the ADA Coordinator for the City who knows this role inside and out, who is the go-to person. One community member specifically requested having captions available for city meetings and programs and has not received that service and doesn't know how to obtain it and could not follow the transition team content that was being shared.

Recommendation: Hire an ADA Coordinator, have a team that reports to that person, have a person in EVERY department that is responsible for each department meeting with the ADA Coordinator when there are questions and customer service goals to continuously strengthen inclusion and access of the city. All event planning, all accommodation requests, all city plans, all construction plans, all ADA concerns for all titles of the ADA would go through that person. Have this person and staff participate in Statewide and Nationwide supportive learning opportunities that occur via webinar and when possible, in person (yearly there are national conferences to continue ongoing learning and locally training the trainer can be brought in house), to further strengthen the abilities and servant leadership across the team. St. Petersburg Florida has done a fine job of integrating their ADA Coordinator in with their City departments and their Community as an example.

2 Assess the city's livability and set goals

Issue: Pensacola needs formal guiding principle of livability. Is it okay that so many are homeless in our community? Is it okay that our police, fire fighters, EMS, human services workers, nurses, and teachers are working two or three jobs to make ends meet and many aren't living in the city (true of both city staff and non-city staff who work in the city)? Is it okay that we don't have enough staff even if we get a grant to run new/additional city programs that could house more people with disabilities? While these questions are not just rhetorical, they also have many impacts on other aspects of livability. Age-Friendly Seattle focuses on eight domains of livability that cities can address to better serve the needs of older people. Defined by the World Health Organization, the domains were adopted by the AARP Network of Age-Friendly Communities. The City of Seattle joined the network in 2016, committing to a five-year process of planning and implementing improvements. The Seattle Mayor and Council formalized this commitment in March 2017 with unanimous passage of their Resolution 31739. These eight domains could easily be adopted by the City of Pensacola too as they don't just serve older people, they are applicable for everyone, especially with the addition of education. From birth to death everyone is aging. The eight domains are Housing, Transportation, Outdoor Spaces & Buildings, Social Participation, Respect & Social Inclusion, Civic Participation & Employment (& Education), Community & Health Services, Communication & Information. The AARP rates and measures cities each year and individuals can rate the city for themselves by entering information into the provided chart by AARP that provides an entering from 0 to 100 from red to green. Currently AARP has the City of Pensacola rated at 50 or yellow.

Discussion: This would involve a commitment from the Mayor, City Council, Administrators, and all of us to do our part. Look at the domains and see where you fit in and what actions you can take and what parts your departments, your businesses, your neighborhoods, your families can be part of making a difference to continue to strengthen and improve the livability of Pensacola. Many areas are interconnected, some are also being addressed by other areas of the transition team and we all need to work together. We are **BETTER TOGETHER.**

We need to work on this each year for the next four years so that the City of Pensacola rating of livability will rise up. The more vibrant, the more responsive and the more connected we are, the more patient, motivated, caring, invested and open to difference of ideas we will become and the more livable our community will become.

Recommendation: What the City Council and the mayor can do to address this issue is to **INVEST** energy in the process and look at what Seattle has done. See how the AARP model measures and forecast tool of the residents and age friendly models that we look at within and from outside to the inside. Have this be an easy check in benchmark to see how our community is progressing. This already exists as low hanging fruit that can be adapted and adopted for our community to buy into, and we have already been measured by AARP from others looking from outside to Pensacola. (AARP Policy Institute has surveyed many cities including Pensacola in 2015 and compared it to 2022 and looked at the following criteria and (also broke it down into smaller categories): Housing, Neighborhood, Transportation, Environment, Engagement, Opportunity.) Now Pensacola would be able to shine and share the things they do well for livability and other areas that they are striving and working to improve upon. Longer term livability could continue to be monitored and tweaked in a strategic plan. Being rated 50 and yellow puts Pensacola at the top half of cities, however we still have room to strive for continued growth toward 100 and toward green! Furthermore, in January 2023, AARP's next Livability Challenge Grant Opportunity will open.

Information reviewed from and further detail can be gained in the Seattle Plan: https://www.seattle.gov/age-friendly (11/21/22)

AARP Livability Index https://livabilityindex.aarp.org/search/Pensacola,%20Florida,%20United%20States

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3 Increase accessibility of information through communication

Issue: Keep Communication Open, Engaged and Involved at All Levels of the Team and the Community.

Discussion: The Mayor, City Council, Departments, Community Centers, Activities, Meetings, Updates, social media, Website, City wide Calendar, postings, press releases, keep the community engaged and informed. Have the community involved along the way in all steps so they feel they are making the decisions with the city to move Pensacola's Livability Forward.

Recommendation: Keep the weekly Mayoral Press Conference, bring updates on projects for community input, allow for student participation, have ways for city to partner with nonprofits, have city and neighborhoods engage with community events and invite participants the other direction too. If you aren't getting participation, ask why… ex no buses downtown after 6:00 pm, persons without vehicles cannot even engage in civic participation of City Council Meetings or Gallery Night if they do not have any means to pay for transportation beyond ECAT. Revisiting opportunities for additional buses to be advertised, sponsored by the city and available for key activities. As well, allow for public comment and participation at meetings on teams or zoom so that the public can participate and provide their input from where they can attend at the time of an event or meeting. Further have public sessions of departments available out in community for question and answer so community can interact with members of various departments out at their community centers perhaps quarterly alternating afternoons and evenings.

Additionally, the Mayor, City Council, and City Departments can work collectively to communicate with city residents and businesses across community, county, state, and federal lines to assist in barrier removal to increase communication to facilitate stronger bonds of partnership for the betterment of the whole. Sometimes that is being a listening ear, sometimes that is being an advocate, sometimes it is being a trainer, and sometimes it is assisting to call out a bad apple when one is seen. This will pursue trust, show respect and value for the community and for policy.

"...livability isn't something that you just snap your fingers and you have it..."

LIVABILITY

Brian Spencer, Founding Principal SMP Architecture

OVERVIEW

The scope of Livability included physical framework, environmental health, social and economic vitality, community stability, supportive services, and the preservation of our heritage and historic built legacy.

Utilizing a City of Seattle 2017 template for measuring livability, participants in public input workshops were asked to prioritize and comment on the following eight (8) domains of Livability: Respect & Social Inclusion, Communication & Information, Housing, Social Participation, Civic Participation & Employment,

Community Support & Health Services, Outdoor Spaces & Buildings, and Transportation. Although the Seattle template was initially developed to address the needs of an aging citizenry, Mayor D.C. Reeves' Transition Team Livability Co-Chairs felt that the Age Friendly Seattle visioning exercise for each domain was an appropriate framework for eliciting commentary from 20+ participants that attended two public meetings. Please note that additional comments and inquiries, outside advertised public meetings and independent of the formatted eight (8) domains, were received via access to the City's online portal.

RECOMMENDATIONS

1 Question status quo on transportation infrastructure

Issue: Transportation infrastructure disproportionately favors and promotes reliance on conventional vehicles. This pattern conflicts with sharing of or the distinction of transportation corridors that are intended for high speed vehicular traffic vs. non-vehicular movement (e.g. pedestrians, cyclists, joggers). The high value of a network of universally accessible, well designed, well maintained, safe (including nighttime illumination) walkable routes for family members and our aging population cannot be underestimated.

The role of the City's Engineering and Construction Services is to provide design, technical, and logistical support for departments, enterprises, and public right of ways within the City of Pensacola. Measurement of success appears to place high marks for the limited scope of maintenance and compliance with city codes. Mayor Reeves should task Engineering and Construction Services to expand their focus to include more context-sensitive design solutions for making appropriately scaled public right-of-ways social and economically vibrant places. This will help prevent displacement of investment from existing neighborhoods. In order to accomplish this task, the Mayor must ensure that city employees most responsible for authoring transportation solutions, as well as members of City Council, are educated and exposed to viable transformative alternatives in lieu of accepting status quo.

2 Diversify development locations of public services

Issue: Development for Commercial, Health Services, and Civic activities are becoming more concentrated and isolated vs. being disbursed in neighborhoods and throughout the City's seven (7) districts. Schools are sized larger for economic efficiency at the expense of locating them within closer proximity to the student bodies they serve. This development trend imposes significant barriers to the creation of prosperous vibrant places. "Federal, state, and local rules dictate much of where and what can be built, including requirements for zoning, financing, and building codes, infrastructure …" (CNU: Congress For The New Urbanism). Lack of close proximity to a variety of uses is essentially a barrier to access for people of all incomes and creates a social and economic imbalance.

Mayor Reeves should champion the diversification of neighborhoods in order to broaden the range of compatible building uses/occupancy classifications. Accomplishing this goal will require identifying and securing the services of talented, creative Planners who can coordinate this effort with the City's Planning & Zoning Division. Proposed solutions should be presented individually to members of City Council as well as citizens and the development sector. Case studies will provide evidence that isolated modifications to the City Land Development Code (LDC) will be less effective than augmenting same modifications to the LDC (via Change of Ordinance) with economic incentives.

3 Create quality consistency in parks and recreational facilities

Issue: Citizens' experiences at City Parks and Recreational Facilities must be consistently excellent regardless of location and scale. The visibly deferred maintenance and degradation of city owned Parks and Recreation infrastructure is a consistent criticism that is negatively affecting the assessment of quality of life for Pensacola's citizens. While the number of parks (93) is impressive for a city of our limited size, the quality of upkeep and confidence in the safety associated with the parks/park infrastructure is waning.

Increased funding and vigilant oversight are necessary for ensuring an uptick in the quality of a park user's experience. Measurable acceptable standards for physical conditions including barrier free accessibility, cleanliness, and safe crime deterrent design must be a minimum standard vs. a measure of excellence. Generous budget allocations for non-essential services are often identified as the low-hanging fruit "ripe" for removal during budget workshops, however, if this Mayor's Administration is going to promote the benefit of living with the jurisdictional boundaries of Pensacola, Mayor Reeves must stand firm and galvanize the public and Council's support for prioritizing Parks and Recreational Facilities.

MEASURABLE PERFORMANCE

Dr. Justin Davis, Professor of Business Administration at UWF

OVERVIEW

The Measurable Performance Focus Area was tasked with identifying specific metrics that could be tracked in each of **14 City departments** for the purposes of increased efficiency and transparency. We began by trying to gain a full understanding of each **department being analyzed**, the **current performance** metrics that are already being tracked for each, and **additional data** that has been consistently gathered. Following this initial analysis, we sought to identify peer and aspirant cities that might provide us with ideas or benchmarks that could aid in our endeavor. We found a wide variety of data that similar-sized cities are currently tracking. This ranged from very sophisticated systems in some municipalities while many comparable cities have few identifiable measures of performance whatsoever.

After meeting with the **City Administrator and Deputy City Administrators** to get initial insights we proceeded to meet individually with each Department Head and other personnel.

These meetings focused on information gathering, such as **department-specific goals**, understanding how these department heads have **previously measured performance** in their departments, etc.

These meetings revealed wide ranges of volume and types of data being currently gathered. In many cases, the data already being gathered already represent valuable, quantitative data that aligns with the goals that we understand to be most relevant. In several cases, the discussions with department heads helped reveal new opportunities for data collection and tracking that could be implemented going forward to more effectively measure performance. In all cases, we found the **department heads to be candid, transparent, and helpful, willfully sharing their expertise and knowledge to help pinpoint optimal indicators for performance measurement.**

> " The discussions with department heads helped reveal new opportunities for data collection..."

RECOMMENDATIONS

We offer two different sets of recommendations as a result of our review and analysis. Our first set of recommendations consists of quantifiable metrics, which we urge tracking, for each of the 14 City departments. These metrics, by department, reflect the most concise, meaningful, and impactable areas of measurement per our judgment. As a whole, we recommend their prominence in any 'dashboard' or similar-type visible platform by which to communicate the performance of the City and the challenges confronting it. These suggested measures of performance, by department, are provided and discussed below.

Our second set of recommendations is more general in nature. We believe these will help support and highlight the department success metrics going forward. We recommend the following:

1 Addition of a Measurable Performance Dashboard

There is currently minimal visibility of the performance of City departments available to the citizens. The implementation of a concise measurable performance dashboard on the City of Pensacola website would provide a valuable information source for both administrative officials as well as the general public to track the effectiveness and challenges of various City services.

2 Annual Review of Performance Indicators

Given the dynamic growth of the Pensacola region, changing technology, and process innovations, we recommend annual review of the suggested performance indicators (initially provided in Appendix A). This periodic review should be done in consultation with department heads to ensure data being collected and metrics being assessed remain optimal.

3 Direct data reporting from City department heads

Based on discussions with various department heads, we also recommend that the results of data on the Measurable Performance indicators be reported directly from the city department heads to city officials to ensure these important metrics remain at the forefront of each leader's mind. In addition, while all metrics suggested are based on data that would be accessible to the public, direct reporting would also allow for additional sensitive information that is restricted from public presentation (by state or federal law) to be presented and discussed.

MEASURES OF SUCCESS

Pensacola Police Department

1. **Response Time** – This is a measure of the quickness of the department to respond to incidents.

   - Measured as the number of minutes from notification of instance to arrival on scene.

2. **Crime Prevention** – This is a measure of the effectiveness of crime prevention initiatives.

   - Measured by reported Violent Crime Rate

   - Measured by reported Non-Violent Crime Rate

3. **Traffic Safety** – This is a measure of the quality of traffic safety.

   - Measured as number of Injury Accidents and Traffic Stop data

4. **Tracking of Types of Calls Received** – This is a reporting of the types of reported incidents, including changes over time/location.

   - Assessed by the percentage of calls responded to in various categories (i.e., Domestic disturbance, homeless, etc.). Reported categories to be identified by the department head.

MEASURES OF SUCCESS (CONT)

🏛 Pensacola Fire Department

1. **Response Time** – This is a measure of the quickness of the department to respond to incidents.

   - Measured as the time taken from when the fire truck leaves the station to arrival at scene of call.

2. **Turnout Time** – This is a measure of internal efficiency and preparedness.

   - Measured as the time taken from the sound of the bell to the departure of the fire truck.

3. **Community Risk Reduction** (Commercial) – This is a measure of the activities carried out by the Fire Department to ensure compliance at commercial properties

   - Measured as the percentage of new constructions and remodeled buildings being inspected by a Fire Marshall.

4. **Community Risk Reduction** (Residential) – This is a measure of the activities carried out by the Fire Department to educate and equip citizens.

   - Measured by the reporting of residential smoke alarm installations, total number of citizens completing fire extinguisher training, and total number of events/ demonstrations targeting public education.

5. **Employee Risk Reduction** – This is a measure of the department's ability to ensure all employees are trained and prepared for their position. This preparedness has a direct impact on both the individual employee as well as on things such as business insurance premiums (as a result of the fire department rating).

   - Measured as the percentage of fire department employees fulfilling all required annual training.

6. **Retention** – This is a measure of the ability to retain talent over time.

   - Measured as the percentage of fire department employees who were working as of January 1st of the current year that are still employed as of December 31st of the same year.

🏠 Housing Department

1. **Home Purchasing Assistance** – This is a measure of the quantity of citizens who have received home purchasing assistance services throughout the year.

   - Measured as total number of home buyers assisted

2. **Dollars Leveraged** – This is a measure of the ability of the department to utilize leverage for meeting citizen needs.

   - Measured in total dollars

3. **Total Clients Served** – This is a measure of the impact on citizens across all department services offered.

   - Measured as total number of clients served for all department services

👥 Human Resources

1. **Employee Engagement** – This is a measure of the quality of the relationship between an organization and its employees, including the connection employees feel with the work they do, their fellow employees, and other parts of the organization.

   - Measured using the national percentile ranking comparison

2. **Stability Index** – This is a measure of employee retention, representing the degree of change, or stability, of the workforce.

   - Measured as the number of individual employees who remained employed from Jan. 1st to Dec. 31st ÷ Number of employees on January 1st × 100

3. **Turnover Rate** – This is an overall measure of employee replacements over the year. Turnover can be the result of termination, retirement, resignation, etc. As such, the interpretation of this metric should be considered relative to the description of types of turnover provided by the department head.

   - Measured as the number of separations (not including retirements) from Jan. 1st – Dec. 31st ÷ Average number of employees from Jan. 1st – Dec. 31st.

Innovation & Technology

1. **Network Stability** – This is a measure of network maintenance effectiveness.

   - Measured as the percentage of up time for the network.

   - Measured as number of incidents reported.

2. **Phone Stability** – This is a measure of phone maintenance effectiveness.

   - Measured as the percentage of up time for phones.

   - Measured as number of incidents reported.

3. **Help Desk Response Time** – This is a measure of operational efficiency.

   - Measured as the average time to response.

4. **Customer Satisfaction** – This is a measure of how well the department is meeting the needs of all clients served.

   - Measured as customer satisfaction with IT services.

*Additional sensitive data should be reported directly to city leaders, including data on cyber security and results of external vulnerability testing.

Public Works & Facilities

1. **Permitting Review** – This is a measure of the efficiency of the department in responding to permit requests.

   - Measured as time to review permits, plans, etc.

2. **Infrastructure Maintenance** – This is a measure of the effectiveness of the department in meeting the infrastructure maintenance needs of the city.

   - Measured as total number of street lights repaired

   - Measured as the total number of sidewalks repaired (in feet)

3. **Infrastructure Maintenance** – This is a measure of the efficiency of the department in meeting the infrastructure maintenance needs of the city

   - Measured as total days from awareness of street light issues to completion of repair

   - Measured as total days from awareness of sidewalk issues to completion of repair

4. **Growth vs. Maintenance** – This is a measure of the amount of resources being spent on growth (new) infrastructure vs. maintenance (repairs)

   - Measure of total feet of new sidewalks constructed vs. total feet of sidewalks repaired

Development Services

1. **Residential Building Permit Efficiency** – This is a measure of response time for residential permit requests.

   - Measured as plan review response time from receipt of permit to when comments are issued.

2. **Commercial Building Permit Efficiency** – This is a measure of response for commercial permit requests.

   - Measured as plan review response time from receipt of permit to when comments are issued – moderated by size of commercial project.

3. **Inspection Efficiency** – This is a measure of department efficiency in providing inspections.

   - Measured as the percentage of inspections completed within 24 hours of request.

4. **Zoning**

   - **Inquiry Response Efficiency**
     Measured as percentage of inquiries responded to within 24 hours.

   - **Application Processing Efficiency**
     Measured as number of days before applications are placed on the next available agenda.

MEASURABLE PERFORMANCE

Dr. Kevin Krieger, Professor of Finance at UWF

OVERVIEW

The measurable performance Focus Area was tasked with providing explicit recommendations for relevant, transparent, trackable metrics that might be used to consider the performance of various operational areas on which the City has an opportunity to impact. To this end, the co-chairs separately considered each of the 14 departments over which the Mayor's office provides oversight and guidance. After familiarizing themselves with the tasks of the various City departments and considering the metrics tracked in peer and aspirant communities, the Focus Area members met with full-time City management staff and department heads to consider recommendations. This collaboration has yielded specific recommendations on items which might be measured and reported in order to consider the opportunities and challenges of the City. The Focus Area's recommendations are provided at the departmental level in order to encourage focused implementation.

IN REGARDS TO

Sanitation Services and Fleet Management

After study and consultation the team recommends collection, emphasized publication, and ongoing monitoring of data in the following areas:

- Total waste tonnage collected and segmented by type (garbage, yard trash, bulk, recycling, and special projects) with trend. We also encourage extra emphasis on the recycling tonnage
  - This measure demonstrates the utility of sanitation services for citizens as well as the cost effectiveness and environmental impact of recycling services.

- Code enforcement calls with segmentation by type (overgrowth, abandoned property, etc.) with trend
  - This measure demonstrates the ongoing commitment to promptly addressing safety, aesthetics, and quality of life for citizens.

- Number of vehicles serviced and segmented by type (breakdown vs. maintenance) with reporting for median times of services of each time remove vehicles from service.
  - This measure demonstrates the efficiency of fleet management in maintaining the vehicle fleet's ability to operate. We recommend an emphasis on median time so as to lessen the impact of open vendor invoices that delay workorder closure.

Notes:

Study of peer and aspirant communities, as well as our conversations with administrators yielded a few additional insights prompting these additional remarks:

- Capital budgeting should be mindful that two of six garbage trucks and all five recycling trucks are nearing (or have surpassed) time for replacement.

- Investment in leasable dumpsters, then overseen by Sanitation Services, could provide an eventual source of profit for the City and provide lower prices and more service options for citizens who might not need to utilize private companies for some waste needs.

IN REGARDS TO

Financial Services

After study and consultation the Focus Area recommends collection, emphasized publication, and ongoing monitoring of data in the following areas:

- **General fund performance (revenue less expenses) with trend**
  - Tracking budget surplus (deficit) provides feedback regarding the developing fiscal situation of the City and demonstrates some evidence of the accuracy of budgets/forecasts.

- **Audit findings and TRIM ('Truth in Millage') violations with trend**
  - The State of Florida carefully monitors whether millage is correctly applied for tax collection purposes, and auditors report major concerns/findings regarding the oversight and organization of financial information. Limiting such occurrences speaks to the efficiency and trustworthiness of the City's financial information.

- **Accumulated depreciation as a % of capital assets**
  - The relative level of depreciation speaks to upcoming needs for major capital investments for replacement of infrastructure.

Notes:

Study of peer and aspirant communities, as well as our conversations with administrators yielded a few additional insights prompting these additional remarks:

- Poor recent investment performance (widespread amongst practically all municipalities) might cause particular strain on City finances.

- In particular, obligations to subsidize shortfalls to pension plans, in the wake of the underperforming assets which those plans rely upon, present a substantial challenge.

Pensacola Energy

After study and consultation the Focus Area recommends collection, emphasized publication, and ongoing monitoring of data in the following areas:

- **Number of total hook-ups (customers) along with trend.**
  - As revenue-side metrics are driven by the number of customers, tracking the customer base is particularly important in noting the outreach and utilization of service. As a considerable portion of customers are seasonal, in particular those that (re)connect services in autumn and winter, the 'year to year change' levels are of interest as demonstrative of growth.

- **The percentage of unaccounted for gas, along with its recent trend, as reported with the U.S. Department of Transportation.**
  - The fraction of 'unaccounted for' gas provides a measure for the efficiency/waste of raw product. This also provides environmental impact information as unaccounted for gas' is likely lost into the environment.

- **Additionally, Pensacola Energy collects metrics regarding the number of various types of service calls completed and the wait times of customers contacting the department by telephone. A current, readily available metric such as 'average telephone hold time' might serve as a useful measure of customer engagement. If more thorough customer satisfaction data were available, such data might be a preferable substitute.**

Study of peer and aspirant communities, as well as our conversations with administrators yielded a few additional insights prompting these additional remarks:

- Pensacola Energy has been generally successful in completing hook-up/reconnection services within 1-2 weeks of engagement with customers; however, to allow for uncertainties, customers are usually quoted a longer potential time for connection, and the department is of mixed opinion about publishing recent results for hook-up times in order to reassure customers.

- Base rates for product have not changed since 2012. Increases seen by customers are indicative of raw product price increases alone.

- Certain pipelines that go to rural parts of Pensacola Energy's coverage area effectively have no 'backup' or 'workaround' so that any disruptions to the sole source of product would take increased time to address. Tracking and lessening this exposure with some contingency is a long-term goal.

Parking Department

After study and consultation the Focus Area recommends collection, emphasized publication, and ongoing monitoring of data in the following areas:

- Single session revenue, with trend
  - Customer revenue for parking and paying 'meter' fees provides feedback on the pricing and popularity of parking alternatives.

- Permit revenue, with trend
  - Regular employee/visitor parking provides feedback on the pricing and popularity of bulk parking alternatives.

- Citation revenue, with trend
  - Violation-based income provides feedback on the level of offenses occurring which occupy otherwise available spaces for parking. This is potentially useful in deciding on policy for future fine levels for various violations.

Notes:

Study of peer and aspirant communities, as well as our conversations with administrators yielded a few additional insights prompting these additional remarks:

- Low rates and limited free parking time for expedient stops lag market rates in similar communities. While pushback would be expected from increased market rates, business traffic and revenue might improve if the decision were made for more metered hours and higher rates.

- Most vandalism and more serious crime occurring in parking structures have occurred during free parking hours where there is little, if any police and/or parking monitoring presence.

- Vacant, sometimes untidy private lots have been kept as vacant as their land is valuable for private use as parking given the current framework of City parking.

Port of Pensacola

After study and consultation the Focus Area recommends collection, emphasized publication, and ongoing monitoring of data in the following areas:

- Vessel tonnage (cargo, measured in tons), with recent trend, moved through the port.
  - Movement of cargo represents port productivity and is the primary indicator of efficiency and revenue for ports, like Pensacola's, which do not handle cruise ships or many containers.

- Vessel-days in port, with recent trend, by ships in the port.
  - Dockage fees, as well as the opportunity to generate revenue by performing maintenance and overhaul, add to the solvency and independence of the port.

- Occupancy rates, with recent trend, noting the portion of land available for lease and/or warehouse space that is occupied and generating income.
  - Higher occupancy generates revenue, but some vacant warehouse space is generally desirable for temporary cargo use.

Notes:

Study of peer and aspirant communities, as well as our conversations with administrators yielded a few additional insights prompting these additional remarks:

- Subjectively, some pushback continues regarding the port's location and impact from citizens with environmental and beautification concerns; thus, it is important to explain the history, advantages, and economic impact regarding jobs, etc., provided by the port.

- Recent opportunities have arisen to lock longer-term leases in for port clients, and those have been rejected for the sake of nimbleness. Whether such prioritization should continue is an open question.

- The port has been self-sustaining, taking on no long-term debt, nor withdrawing from the general fund in years.

Pensacola International Airport

After study and consultation the Focus Area recommends collection, emphasized publication, and ongoing monitoring of data in the following areas:

- **Fiscal-Year Enplanements, particularly as compared to recent fiscal years**
  - Raw enplanements drive revenue and profitability directly and speak to customer choices and satisfaction with the airport.

- **Customer Experience 'Net Promoter Score' with trend, including comparison to industry averages**
  - Net promoter score evidences customer satisfaction level and thereby aids in forecasting likely repeat business.

- **Percentage of passengers departing/arriving nonstop to/from final destination**
  - Ability to connect quickly with destinations demonstrates commitment to convenience and efficiency for customers and is likely linked to increased future revenue and profitability.

- **Economic value of airport (measured annually) with trend**
  - Economic value demonstrates the footprint of employment and utility provided by the airport.

Notes:

Study of peer and aspirant communities, as well as our conversations with administrators yielded a few additional insights prompting these additional remarks:

- Current level of passengers linked to final destinations nonstop are ~80%, and a focus of the airport is finding new, sought-after routes while acknowledging the seasonal needs of the customer base.

- Advocating for the airport's impact and profitability for airlines, etc., is an important role for City government, particularly given competition with nearby airports such as Mobile and Valparaiso.

- Tight labor markets and inflation/pay concerns have challenged staffing at the airport which can impact customer choices, experiences, and retention.

Parks and Recreation

After study and consultation the Focus Area recommends collection, emphasized publication, and ongoing monitoring of data in the following areas:

- **Percentage of the (currently 94) parks/recreation areas having undergone thorough inspection in the last quarter, with trend**
  - Typically, officials at least cursorily examine each facility weekly. Thorough, consistent monitoring, at least quarterly, might serve to address most pressing issues that might otherwise escape attention and later require more expensive remedies (leaks/mold, animal/insect infestation, vandalism, etc.)

- **Percentage of maintenance costs that are outsourced vs. addressed internally, with trend.**
  - The large footprint of parkland requiring attention necessitates outsourcing some services; however, long-term cost effectiveness might be balanced with increasing internal workforce in some areas.

- **Ongoing ADA compliance of facilities, measured annually.**
  - To promote inclusion and opportunity for all citizens, those facilities designed to comply with full ADA accessibility might be monitored for such continual accessibility.

Notes:

Study of peer and aspirant communities, as well as our conversations with administrators yielded a few additional insights prompting these additional remarks:

- A full needs/preferences assessment of the community might help direct strategic emphasis areas for Parks and Recreation.

- It may be helpful to more fully communicate with citizens that some facilities may see greater concentration of irrigation, recreational equipment, etc., and such facilities are intended to be uniformly spaced throughout the community so that all citizens have reasonable proximity to such areas, in addition to the simpler, more natural, and more plentiful smaller parks.

- Publicizing the locations and details of ADA-accessible facilities and opportunities might allow for more use of such assets for a more diverse community benefit.

MILITARY AFFAIRS

Jason Bortz, Public Affairs Officer for Naval Air Station Pensacola

OVERVIEW

The focus area was Military Relations. The City of Pensacola and the military have had a long and strong relationship since the Naval Yard was first constructed here in 1826. The city and the military presence here have both changed since then, but the relationship has continued to evolve. Our focus is to not just maintain that strong partnership between the city and the military, but to continue to look for areas of improvement for all stakeholders.

OBSERVATIONS

The Military Relations committee was comprised of CAPT Cliff Collins, Chief of Staff, Navy Education Training Command (NETC); Jason Bortz, Public Affairs Officer, Naval Air Station (NAS) Pensacola; Shawn Dominguez, local business leader and prior Executive Officer of NAS Pensacola; and Jason Crawford, Partner One in a Row Ventures.

The committee held two public meetings to discuss the needs of the military and local Veterans. The first meeting was held on Nov. 18, 2022, and included military leaders from NAS Pensacola, members of the West Florida Defense Alliance (WFDA) and any members of the public that participated. Total attendance was

approximately 30 individuals. Common topics and issues that were presented to the committee included affordable housing for active duty military, education standards for schools in close proximity of NAS Pensacola and Intergovernmental Support Agreements (IGSA). The second meeting was held on Dec. 1 and was only attended by three members of the public and a reporter with WEAR-TV.

In addition, the members of the committee spoke to individuals on their own to garnish input from personnel on NAS Pensacola and local Veterans.

RECOMMENDATIONS

1 Hire a Military Relations Professional

Issue: Full-time Military Relations Professional that works for the City of Pensacola

Discussion: The City of Pensacola and surrounding communities have a large Veterans population that includes active duty service members, military retirees, Veterans and their families. Department of Defense jobs alone count for 40% of the jobs in Escambia County and the total economic impact from the military in Escambia County totals $6.7 billion. With a large Veterans population comes Veterans programs that focus on education, housing, health care and careers. These programs are run by various local and national entities. Having someone working for the City of Pensacola to serve as the voice for Veterans would improve current conditions for Veterans and entice more Veterans to locate to the Pensacola area. This person can also assist Veterans with finding resources to assist through the cornucopia of resources available.

Recommendation: Create and hire a Military Relations Professional to serve the Veterans of Pensacola.

2 Expand local veterans healthcare

Issue: Health care for Veterans

Discussion: Pensacola has large and growing Veterans population. Many Veterans receive care from the Department of Veterans Affairs, which has a clinic in Pensacola. However, that clinic only provides basic care and Veterans who need more extensive care including Surgeries must often travel to Biloxi, MS, to be seen at a VA hospital. Naval Hospital Pensacola has been decreasing the services they offer over the last several years. The facilities have modern surgical suites that are no longer being utilized as the hospital transitions to become a clinic. Pensacola should have a VA hospital to support the Veterans in the area and Naval Hospital Pensacola has the resources to allow this or the VA should consider building a new hospital for the VA. Better health care for Veterans will also entice more Veterans to relocate to Pensacola and provide better care to the Veterans that live here.

Recommendation: Encourage the Department of Veterans Affairs to provide a hospital in Pensacola to expand the care available to Veterans.

MILITARY AFFAIRS

Jason Crawford, Managing Partner at One in a Row Ventures

OVERVIEW

40% of Pensacola area population are retired or prior service **Military presence brings $7.8B of economic impact to the area**

- How do we engage with the military to improve Pensacola as a great place for their mission?

- How do we attract veterans to come here, work here, and grow families here?

- How do we create better employment for military veterans?

- How do we improve our standing as a military friendly city?

National / Local Stats

- Over 19 million veterans currently living in the U.S. & Pensacola is one of the largest concentration of prior-service and active duty in the country.

- Every year more than 250,000 military members transition out of service. 80% won't have a job lined up.

- The unemployment rate of military spouses is four times greater than the national average.

- Unemployment rate fallen to 3.9% vs. 4.8%

- Homelessness still big problem with over 37,000

Reports and rankings of military friendly cities

- Pensacola is not ranked as a Best City after Military Service

- Top Cities include an office of Military/Veterans Affairs and the Mayor's office is actively advocating for keys to success such as K-12 education, public safety, attainable and affordable housing, and outdoor recreation.

- Top cities show strong collaboration with the veteran organizations and display a strong sense of community.

Key Success Factors

- Education – key factor in being an attractive military community

- Housing – accessible and affordable housing for active duty and veterans

- Childcare & Youth Programs – creates strong community for military families

- Infrastructure – transportation, beautification, and investments in core infrastructure

- Mission protection & expansion – producing results that support the DOD's needs

- Base access for citizens to Barrancas, Lighthouse, and museum

- Increase the veteran resources (federal, state, local, community, & non-profit) to include medical, chaplaincy, and commissary, PX, fuel, etc.

RECOMMENDATIONS

1 Create an office of military affairs staffed with liaison and support personnel.

Issue: The City of Pensacola has an enormous strength in our military resources, and we must organize to exploit our strengths and tell our story.

Discussion: Cities with strong results showed an organized effort at the local government level to engage and deliver results for the military & veteran communities.

Recommendation: Become highly involved, understand the issues deeply, and build political capital needed to take meaningful actions that will produce results.

2 Engage to Change & Improve Key Issues and Needs

Issue: Many of our keys to success, such as education, housing, & infrastructure, are outside of the city limits and their solutions will come from other entities such as: the Escambia County School Board, Escambia County government, DOD, Federal Government, and the State of Florida.

Discussion: The Mayor's office is a key advocate for the greater success of the Pensacola MSA. We need the Mayor's office taking clear positions, building consensus, and delivering key outcomes that improve the "Key Success Factors."

Recommendation: The Mayor should clearly identify the top 3-5 issue that need to be addressed as part of a Plan to improve our "Key Success Factors."

3 Strengthen community bond with veterans

Issue: Drive esprit de corps to build the pride, fellowship, and loyalty of the community.

- Build a feeling of pride, fellowship, and common loyalty that is known to all military and veterans. Don't leave it up to the community organizations. The Mayor's Office can activate the community, raise awareness, and bolster the efforts of other groups.

- Research shows that service members now, more than ever before, are looking for a strong community of veterans, lower crime rates, a lower cost of living and easily accessible outdoor activities[1].

Examples include:

- Use City resources to make the Pensacola Veteran's Day Parade the Best in the Nation! Make it a MUST ATTEND annual celebration of the military community.

- Invest in the infrastructure to support the Veterans Memorial Park of Pensacola

- Hire Pensacola Veterans & Military Spouses – create a system to push resumes of veterans & military spouses looking for jobs in Pensacola to hiring managers. Research shows that the Pensacola area is home to the top industries and jobs that veterans are looking for including health care, public administration, and education[2].

Research:

1   Best Cities After Service – Navy Federal & Operation Homefront https://www.navyfederal.org/resources/articles/news/best-cities-after-service.html
2   Best Careers After Military Service – Navy Federal https://www.navyfederal.org/resources/articles/news/2019-best-careers-after-service.html
3   Best and Worse Cities for Veterans – WalletHub https://wallethub.com/edu/best-and-worst-cities-for-veterans/8156

MILITARY AFFAIRS

Capt. Cliff Collins, Chief of Staff for Naval Education and Training Command

OVERVIEW

The focus area highlights the **relationship between the Mayor and senior military leaders** and addresses resources available for military members who transition and make Pensacola their home.

OBSERVATIONS

The scope of work entailed looking at San Diego, California, Norfolk, Virginia, and Newport, Rhode Island, as hybrid models to understand how they partner with the military. San Diego and Norfolk are similar because they are in a high concentration area for the military, and Rhode Island was more comparable to Pensacola. I had several conversations with members from the Mayor's office of each of these locations to discuss best practices that yielded a return on investment for both the Mayor and the military community. However, most of these areas have a longstanding relationship with the local installations and some of the models discussed, in my view, did not translate well for Pensacola.

RECOMMENDATIONS

1 Foster strong partnerships with local military leaders

Issue: Forge a partnership between the Mayor of Pensacola and the Commander, Naval Education and Training Command (NETC) and the Commanding Officer, Naval Air Station (NAS), Pensacola to build a strong civilian/military relationship

Recommendation: A strong civilian/military partnership where local issues that impact both communities can be addressed for resolution can have a significant positive impact in the out years. The group should meet quarterly to discuss topics and roadmaps for resolving community concerns, no more than three issues.

2 Mayoral welcome to veterans

Issue: Several military members retire and make Pensacola their home. The transition from military to civilian life creates tension, confusion, and family stress after serving 20-plus years in the military. Having the Mayor welcome members into the community and provide comments on jobs and veteran's resources could yield a good return on investment. The desired end-state is for the video to be on the Mayor's webpage.

Recommendation: The great city of Pensacola becomes the home to many military members, some of who arrive in town without ever seeing Pensacola. A recorded message from the Mayor that acknowledges the members' service to our country, plus a commentary that provides insight into available jobs and recourse available to help them as they transition from the military to be part of the Pensacola community.

3 Acknowledge international military students

Issue: Establish an enduring relationship by acknowledging international students by signing a Proclamation upon graduation in honor of the member, call it Proclamation Day.

Recommendation: With the large volume of international students that attend training under the Naval Education and Training umbrella, there's a significant return on investment to the City of Pensacola to acknowledge students by having the Mayor sign a Proclamation Day certificate. The unit's commanding officer can present the certificate to the student, and the Mayor could partake in the ceremony on rare occasions. The return on investment would extend internationally and build an enduring relationship with that student in Pensacola for their lifetime.

MILITARY AFFAIRS

Shawn Dominguez, President of Dominguez Design-Build Inc.

OVERVIEW

As a member of the military affairs focus group, I approached this effort and developed recommendations with three goals in mind:

1. **Promote greater understanding and cooperation between the civilian and military communities.**

2. **Enhance the quality of life for military personnel and their families in our community.**

3. **Support and preserve the long-term sustainability of the local military bases that surround the Pensacola area.**

OBSERVATIONS

The military affairs focus group met with the public formally two times. In addition, there were several one-on-one discussions that took place throughout the two-month research effort. My individual research consisted of phone interviews with the central points of contact for military affairs in other military centric cities. The goal was to develop an understanding of how other cities **are supporting the local military community** and develop a framework for implementing a similar position here for the City of Pensacola. In addition, I searched the websites of some of the larger military communities to see some of the resources that each city or county provides their military populations and compare them to what the City of Pensacola is doing.
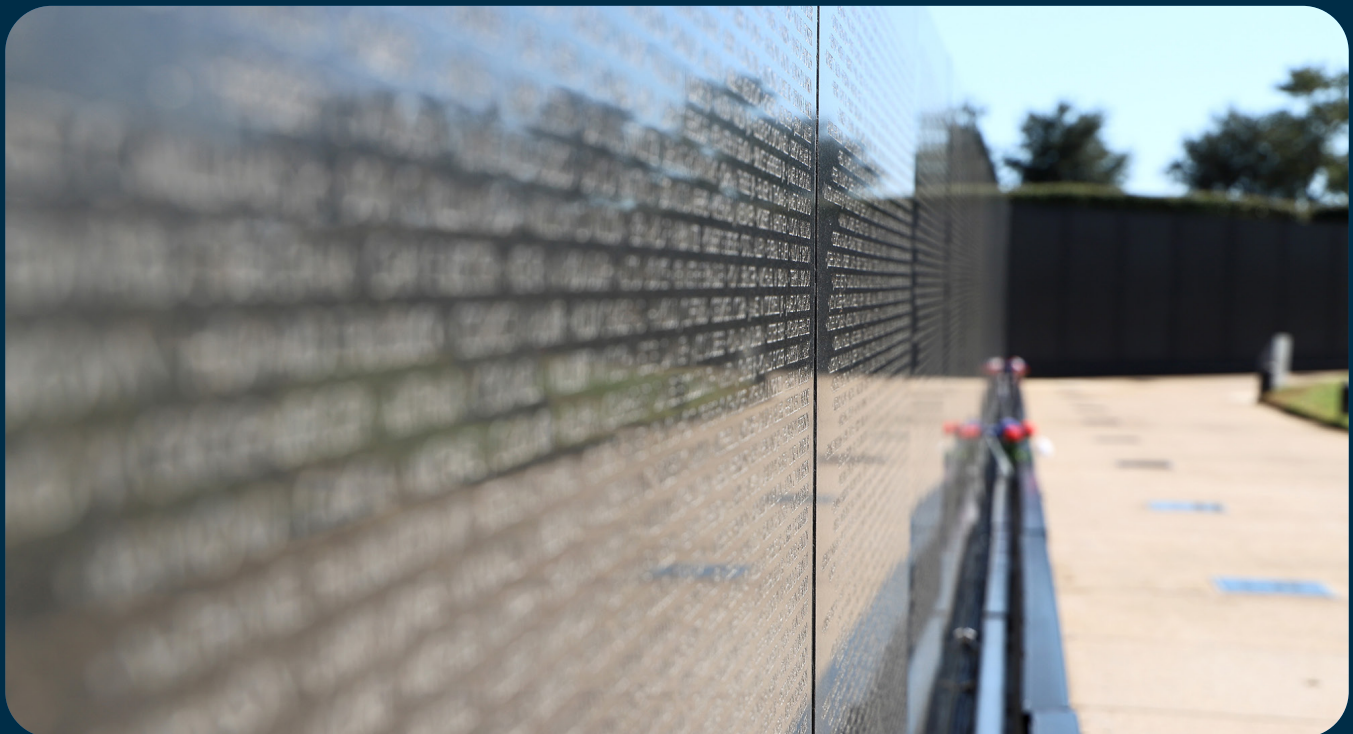
> " There is a gap in the Pensacola's ability to capitalize on various partnerships with the military because there is no one individual who is tasked and held accountable for administering them."

RECOMMENDATIONS

1 Create a director position for veterans affairs

Issue: The City of Pensacola lacks a central coordinating point of contact for military affairs.

Discussion: There are a significant number of organizations that are dedicated to supporting the local military community, such as the Military Affairs Committee, UWF Military & Veteran's Resource Center, Navy League, Disabled American Veterans, etc. All have good intentions but lack coordination with each other and with the city. This creates stovepipes of information and lack of awareness with the efforts of each amongst our military and civilian community. Each base has an established Community Planning Liaison Officer (CPLO) who handles the issues that are of importance to the base, the City of Pensacola should have a formal position also. Department of Defense jobs alone count for 40% of the jobs in Escambia County and the total economic impact from the military in Escambia County totals $6.7 billion.

There is a gap in the Pensacola's ability to capitalize on various partnerships with the military because there is no one individual who is tasked and held accountable for administering them. Other cities such as Los Angeles and Norfolk have created local partnerships with the military that not only help active duty and veteran populations but also to leverage capabilities and resources to reduce costs or risks. Some of the success stories from previous cities include;

Generate Military Awareness

- Highlight the economic impact of our military community
- Fleet Week events
- Tours of the military bases for key city council and county commissioners
- Public proclamation and celebration for each of the various service birthdays

Military partnerships

- Microsoft systems academy
  - 16 week program, free for veteran's
- Reduced/Free tuition at Community colleges for veteran's
- Elizabeth Doyle foundation
- Reserve/National Guard Veteran's employment with the police department

Advocate for local Base resiliency

- Florida defense support task force
  - Emerald coast regional council
- Defense infrastructure grant program
  - Santa rosa county- easement purchases for NASWF
- Defense reinvestment grant
  - Pensacola chamber – WFDA

Advocate for military member's and veterans

- Strengthen veteran's preference
- Enhance benefits to encourage military retiring here
- Business license, tax and fee waivers
- Publish military and veterans resource guide

Recommendation: The City of Pensacola create a formal Director of Military and Veteran's Affairs position to provide cross functional coordination with all veteran's groups as well as regional base leadership. In addition, assign as a collateral duty, designating one position within each City of Pensacola administrative office, to act as a liaison with the Director of Military Affairs to facilitate handling of local military issues. This person would be the primary point of contact to assist the director in breaking down any military related barriers in their administrative functional area.

RECOMMENDATIONS

2 Establish a military and veteran advisory council

Issue: Unlike other Military centric cities, the City of Pensacola lacks a formal Military and Veteran Advisory Council whose purpose is to advise, consult, and provide public outreach for the Pensacola City Council regarding issues important to active-duty service members, veterans, and family members.

Discussion: There is an assumption that bases such as NAS Pensacola that provide significant financial support to the local community will always exist here. Although Base Realignment and Closure is not a current process, that doesn't mean in the future, bases such as NAS Pensacola, and NAS Whiting Field will not be considered. It is imperative that the City provide better coordination with military regional leadership on efforts such as key infrastructure projects, community planning and zoning efforts and other issues to ensure local base sustainability and resiliency. It is also imperative that each member of the City Council understand the economic impact that each local base provides and be advocates for supporting these bases within their districts as well as advocating base support to external legislative bodies.

The newly formed Council's main purpose would consist of being an information resource to the City Council on issues related to military, veterans, and family members in the City of Pensacola as well as Escambia County. Typical membership could consist of nine members within the local community with one being a military spouse. The council would meet quarterly to address the City of Pensacola's current policies and procedures and identify new opportunities and efforts for the City to further improve the lives of their veteran and military communities.

Recommendation: Establish a Military and Veteran Advisory Council that meets on a regular basis. Membership would consist of representation from each service branch as well as representatives of individuals with military experience, such as a military spouse, a veteran caregiver, a transitioning active duty member and veteran business owner.

3 Highlight importance of veterans affairs through executive direction

Issue: The City of Pensacola reaffirm its support for the local military community.

Discussion: The City of Pensacola is proud of the active duty and former service members that live and work here in our community. The City is dedicated to improving the quality of life for our service members, educating the community on veteran's needs and contribution to this community and developing ways to strengthen existing services while pursuing new programs and opportunities. This reaffirmation will be in the form of a Mayor's Executive Directive within 90 days of taking office that details some specific initiatives that the City is committed to with the goal of improving the lives of our service member's. Some initiatives that could be included in this formal directive are;

1. **Establishment of a Director of Military and Veteran's affairs position.**

2. **Commitment to strengthen military employment efforts such as Veteran's Preference.**

3. **Each city department be assigned a military liaison as one stop shopping for any military related issues occurring in that department.**

4. **Establishment of a group similar to the Military and Veteran Advisory Council discussed previously.**

5. **In coordination with the Escambia County Veteran's Service Officer (VSO), announcement of a new workforce development program.**

6. **Working with the UWF Veteran's Resource Center, the development and distribution of a new Resource Guide (See San Diego's) to highlight the programs and points of contact for the benefits and programs available to our veterans.**

Recommendation: Within 90 days of taking office, issue an Executive Directive highlighting key initiatives designed to highlight the importance of our active duty service member's and veterans to the City of Pensacola.

PUBLIC SAFETY

Aaron Watson | Managing Attorney at the Watson Firm, PLLC

OVERVIEW

The Public Safety Team consisted of Chief Deputy Tommy Lyter and Aaron Watson, Esq. The team set out to absorb input from city staff and member of the public concerning public safety. Over several weeks, the Public Safety Team hosted several public input sessions, **seeking information from city staff and members of the public**. Additionally, due to **Sunshine Law**, Lyter and Watson met individually with city leaders, city employees, union leaders, and public members to obtain information and recommendations. This report will discuss the common themes from each meeting and provide observations and recommendations concerning each theme. For brevity and to avoid duplicative reporting, Chief Deputy Lyter's report will address the common themes discussed among city staff, and Watson will address common themes from members of the public. I have reviewed Chief Deputy Lyter's report and the observations and recommendations accurately reflect the common themes discussed during my meetings public safety officials. The **common themes discussed** during public safety meetings were as follows:

- Gun violence

- Funding for safety equipment (L.O.S.T. Funds)

- Staffing levels in the fire and police departments

- Competitive pay and benefits for firefighters and police officers

- Recruitment, retention, and turnover of firefighters and police officers

OBSERVATIONS

Issue: Gun Violence in Pensacola

Discussion: Although 2021 crime statistics show that the overall crime rate trended down in Escambia County in 2021, the public's perception is that gun violence has increased. See, www.pnj.com/story/news/crime/2022/12/06/escambia-crime-rate-trends-downward-but-rapes-assaults-increased/6969313100. This is because Pensacola has seen some attention-grabbing crimes this year such as the Bellview Ballpark shooting where a young man was killed, and another injured, by two masked gunmen during a youth football game. Additionally, on July 1, 2022, Ladarius "L.D." Clardy, a star athlete, college student, and Pensacola native, was murdered after more than fifty (50) rounds were fired at his vehicle while visiting from college. Both shootings sent shockwaves throughout the city of Pensacola and Escambia County. Both shootings involved young black men. As noted by Americanprogress.org on June 20, 2022:

> " Gun violence disproportionately impacts racial and ethnic minorities and is highly concentrated in a relatively small number of neighborhoods that have been historically under-resourced and racially segregated. This is due to a combination of weak gun laws; systemic racial inequities, including unequal access to safe housing and adequate educational and employment opportunities; and a history of disinvestment in public infrastructure and services in the communicates most affected by gun violence."
>
> See, https://www.americanprogress.org/article/gun-violence-disproportionately-and-overwhelmingly-hurts-communities-of-color/

On October 18, 2022, I attended the Gun Violence Roundtable hosted by the Escambia County Sheriff's Office at the Brownsville Community Center in Pensacola. As noted by Escambia County Sheriff, Chip Simmons, "…most of the homicides [this year] were black men killing black men in poor neighborhoods."

https://www.pnj.com/story/news/crime/2022/10/19/escambia-county-florida-has-25-homicides-2022-sheriff-chip-simmons-calls-for-solutions/10479590002/

RECOMMENDATIONS

1 Community-based violence intervention

Nearly every successful non-violence initiative requires the partnership of civic and community-based organizations to succeed. To combat gun violence in Pensacola, the city must invest in community-based violence intervention (CVI) initiatives and policies to address the root causes of gun violence. CVI relies on neighborhood outreach workers and violence interrupters, people with the lived experience and local credibility necessary to build relationships with those most at risk in the cycle of violent harm. Community Violence Intervention (CVI) programs have been shown to reduce violence by as much as 60%. See, https://www. americanprogress.org/article/community-based-violence-interventions-proven-strategies-to-reduce-violent-crime. On September 14, 2022, the U.S. Department of Justice published a five-part webinar series on CVI. See, https://bjatta.bja. ojp.gov/content/community-violence-intervention-cvi. The webinar discusses the stages of planning and implementation of CVI strategies in communities.

The city must identify and partner with "Trusted Messengers" and grassroots organizations that are already working to combat gun violence in the Pensacola community. Trusted Messengers are people with the lived experience and local credibility necessary to build relationships with those most at risk in the cycle of violent harm. For example, Sheriff Chip Simmons recently issued a Community Engagement award to a Trusted Messenger, Mr. Hasaan Hills. Mr. Hills is the founder of Youths Left Behind Corp. Mr. Hills possesses the lived experience and local credibility to build relationships with those at risk in the cycle of gun violence. To give some background, Mr. Hills was arrested years ago for cocaine and marijuana distribution. He was found guilty and sentenced to life in prison. After serving twenty (20) years in prison, President Obama commuted his sentence to thirty (30) years. Subsequently, his sentence was reduced again by then-President Trump. Mr. Hills was released from prison on February 5, 2021. Mr. Hills' lived experience must be told to the youths in our city. Although Mr. Hills has worked to share his message, he can reach more communities with the backing of the city.

Utilizing funds from his paycheck, Mr. Hills personally mentors over twenty youths weekly through his nonprofit. See, https://www.pnj.com/story/news/local/2022/08/28/ ex-pensacola-drug-dealer-starts-youth-left-behind-corps-help-kids-hassan-hills-chip-simmons-sheriff/10349760002. The City of Pensacola must identify trusted messengers like Mr. Hills and establish an effective CVI program by partnering with them. Once these Trusted Messengers are identified, the city must provide resources, collaborate with them, and support each Trusted Messenger. Patrick Sharkey, a Princeton sociologist, concluded that in any city with 100,000 people, "every new organization formed to confront violence and build stronger neighborhoods led to about a 1% drop in violent crime and murder." See, Sharkey, P. (2018). Uneasy peace: The great crime decline, the renewal of city life, and the next war on violence. WW Norton & Company.

There is no one solution for building safer communities and reducing gun violence. This report attempts to list some answers to this complex problem. However, by implementing CVI strategies in Pensacola, the city will take the necessary steps toward tackling this problem.

Similar to cities like Philadelphia and North Charleston, Pensacola may consider investing financial resources into local grassroots nonprofit organizations that aim to reduce gun violence. See, https://www.live5news.com/2022/12/09/ nonprofits-awarded-12-million-reduce-gun-violence-north-charleston. See also https://www.phila.gov/2020-01-06-city-awards-1m-to-grassroots-programs-to-reduce-gun-violence.

Finally, on September 20, 2022, The U.S. Justice Department Awarded $100 Million to Reduce Community Violence under its Community Violence Intervention (CVI) and Prevention Initiative. The cities of Tampa, Jacksonville, and Leon County (Tallahassee) were awarded millions to support their efforts to reduce gun violence. Upon establishing a CVI program in Pensacola, the city should seek similar funding to combat gun violence in Pensacola. See, https://www.justice. gov/opa/pr/justice-department-awards-100-million-reduce-community-violence.

"Decades of research have established that violence is spatially concentrated within America, disproportionately occurring within a select set of high-poverty disinvested neighborhoods—and within these neighborhoods, a select set of streets. Although community interventions such as CVI programs effectively treat the symptoms of gun violence, they do not transform the neighborhood conditions that create it. By enhancing economic opportunity and reducing inequality within neighborhoods, cities can significantly reduce crime. For instance, evidence shows that youth workforce development and employment programs, including summer jobs programs, can reduce youth involvement in violence by as much as 35% or 45%." See, https://www.brookings.edu/research/ want-to-reduce-violence-invest-in-place. Once a CVI program is established in Pensacola, the program administrators can identify neighborhoods and streets that need intervention. CVI participants may also make recommendations concerning programming and investments in Pensacola neighborhoods and streets.

An effective gun violence prevention plan must include a combination of law enforcement strategies (including adequate funding for gun violence initiatives), environmental improvements, youth programs, and assisting victims of gun violence. Consider the following article discussing city planning and budgeting for gun violence reduction in the city of Philadelphia. See, https://whyy.org/articles/philly-budget-gun-violence-prevention-policing-youth-safe-havens-environmental-improvements.

PUBLIC SAFETY

Tommi Lyter | Chief Deputy for the Escambia County Sheriff's Office

OVERVIEW

The **police department was founded in 1821 by General Andrew Jackson** when he appointed a town constable to keep order within the city, making it one of the oldest law enforcement agencies in the state of Florida.

Today, the Pensacola Police Department employs **216 employees**, including **162 sworn police personnel**. This department is budgeted at **$21 million;** and answers over **77,000 calls** for service each year.

The department is divided into **four separate divisions: the Uniformed Patrol Division,The Community Outreach Division, The Criminal Investigations Division, and the Administrative Division**. The Chief of Police, Eric Randall, leads the department along with a Deputy Chief of Police and 4 division Captains.

Fire services were established in 1810 when Pensacola received two fire engines and fifty leather buckets. A formal **volunteer firefighting brigade was formed in 1821** and a career **Pensacola Fire Department has served since January 1, 1898**.

The Pensacola Fire Department provides a wide range of services and programs designed to protect the lives and property of the citizens and visitors to the city of Pensacola. Today, the department employs **134 employees; 124 of which are certified fire fighters**.

The department is budgeted at almost **$12 million** and answers over **7,500 dispatched calls each yea**r. In order to provide the quickest response time possible, the fire department has 6 fire stations situated throughout the city. They provide community risk reduction through construction plans review, inspections, and public education and emergency services including fire suppression, emergency medical, and technical rescue services.

OBSERVATIONS

Local Option Sales Tax (LOST)

LOST dollar funding is not sufficient to maintain a reasonable replacement cycle for public safety equipment. All police and fire department vehicles are purchased using LOST dollars. The LOST dollar allocations remain the same year after year, but the cost of replacement vehicles increases each year, almost 25% more per vehicle. Ideally, a police cruiser should be replaced after 10 years/ 100,000 miles to maintain a safe operating fleet. Public safety vehicles are used for high speed pursuits, high speed responses and city driving. Most police agencies in the US use the 10-year/100,000-mile replacement cycle.

RECOMMENDATIONS

1 Staffing

During the economic crisis starting in 2008, the City of Pensacola was forced to downsize its workforce.

Over the course of the next few years, the fire department lost 27 positions and were forced to shut down all its rescue trucks and reduce staffing levels. The police department lost 12 positions and were forced to shut down the street crimes unit, and most of its community services division. Additionally, they were tasked with taking over all police operations at the airport.

During this same time frame, the population of the City of Pensacola increased and the number of tourists visiting Pensacola skyrocketed.

The addition of the Maritime Park, Minor League Baseball, Gallery Nights, emergence of Palafox Street as a viable destination, and many more attractions have increased the demands on police and fire services while staffing levels have remained stagnant.

FIRE:
Ninety percent of all fire department calls are rescue related. Historically those calls were handled by a well equipped and staffed rescue truck. This allowed the fire department to quickly respond and treat injured citizens while leaving tanker/ladder trucks available for larger calls. Today, calls are handled by three firefighters and a large fire apparatus. The larger fire trucks cost over $550,000 with a very high maintenance schedule. This does not leave much in reserve for additional calls.

In November 2000 a Pensacola Firefighter was killed in the line of duty while fighting a house fire. During the subsequent investigation conducted by the National Institute for Occupational Safety and Health (NIOSH) 7 recommendations

were made, one of which was, "The minimum acceptable staffing levels for companies responding in high-risk areas should be 5 for each engine company and 6 for each ladder company." Additionally, the report stated," The minimum acceptable fire company staffing level should be 4 members."

Today, 22 years later, staffing levels for a city fire company remains at only 3 personnel.

POLICE:
Staffing levels at the police department are at the lowest levels in over a decade.

The increase in gun violence and the added demands placed on the Pensacola Police Department today justify an increase in staffing levels. In 2021, the Pensacola Police Department partnered with the University of West Florida's Department of Criminology and Criminal Justice to conduct a staffing analysis to determine minimum staffing levels.

The study used Computer Added Dispatch (CAD) and a national "Workload Model" to assess the staffing needs for patrol operations. The first recommendation is to increase staffing levels in the Uniform Patrol Division by 11 officers. The second recommendation is to increase the number of dispatchers and other support personnel to supplement the Division.

This study only looked at the Uniform Patrol Division. The Pensacola Police Department is not able to effectively respond to problem areas or to respond to an increase in gun violence. Currently, the agency uses forced overtime to make up the gap in personnel.

Recommendation: I recommend an updated staffing study for the police department to include all divisions and a staffing study for the fire department to include all fire stations and divisions.

2 Pay/Benefits

Currently, both the Police and Fire Departments are the among the lowest paid departments in the three-county area and suffer from wage compression.

For example, a newly hired firefighter with the City of Pensacola only makes $12.00 per hour while a 5-year veteran makes less than $15.00 per hour, and a 20-year veteran makes less than $19.00 per hour.

The Police Department doesn't fair much better when compared to surrounding agencies. A newly hired officer starts at just $21.51 per hour while a 5-year veteran makes approximately $25.00 per hour and a 20-year veteran makes less than $30.00 per hour.

Pay for surrounding agencies is higher and most agencies typically respond to fewer calls for service.

Civilian employees not covered by union representation are paid at a much lower rate and have significantly lower pension benefits.

Recommendation: I recommend a comprehensive pay study for all public safety positions and recommend a designated pay scale.

3 Retention

Both agencies are losing veteran employees at an astounding rate. Over two thirds of the police force have less than 6 years of service. Those that are more senior officers are generally tasked with advanced positions in the Major Crimes Division, Narcotics Unit, Traffic Unit, K-9 Unit, etc… leaving the junior officers to complete the core mission of the police department; uniform patrol.

Part of the issue is the shear call volume and responsibility that is associated with providing public safety in the city of Pensacola and is exacerbated by the lack of specialized units and promotional opportunities that are available.

Most agencies provide the opportunity to advance through the ranks or serve in specialized units; however, staffing issues have forced both departments to shut down those opportunities.

Increased staffing will allow the fire department to staff rescue trucks, a high angle rescue team, and an Advanced Life Support

"light rescue" team. The police department could then staff a street crimes unit, fully staff a narcotics unit, and a community outreach/neighborhood services unit.

The Fire Department pension plan is one of the highest funded in the state of Florida with a 97.8% funding ratio, but pays out some of the lowest benefits for its retirees. The maximum paid benefit is only 75% of base pay, keeping in mind the low pay for senior fire fighters.

Recommendations: I recommend that the city of Pensacola work with the fire union to increase pension benefits.

- Increased staffing and competitive pay will help reduce retention issues at the police and fire departments.

- Adding pay increases at 5-year increments to the pay scale will help retain veteran employees at both departments.

4 Traffic Crashes

The largest threat to public safety in the city of Pensacola is traffic crashes.

Most traffic crashes that result in injuries are T-bone crashes that occur at intersections. The issue is that most major intersections within the city limits are not designed to allow traffic enforcement. For example, in order for a law enforcement officer to write a citation for running a red light the officer must be in position to see the light turn red, see the vehicle cross the stop line, and then be able to get out into traffic in order to stop the vehicle. This is simply not possible at most major intersections within the city limits. Responding to traffic crashes is a major drain on public safety resources.

Recommendation: I recommend that the City of Pensacola install traffic cameras at those intersections with high crash totals, but are designed in a way that does not allow easy enforcement. Any revenue generated from these cameras could be used to offset LOST funding, provide overtime funding for traffic enforcement and support public safety initiatives in the city.

THE SANCTUARY
SAM NETTLES - ARTIST

"THE SANCTUARY" IS BOTH A SHELTER AND A MEMORIAL. THE ARMS AND HANDS FORM A SHELTER AND REPRESENT PROTECTION, OUR GIFT TO OUR CHILDREN. THE SHELTER ALSO FORMS A MEMORIAL IN WHICH RESIDES A SACRED SPIRITUALISM THAT IS UNIVERSAL AND PRIMAL.

IN THE FAMILY GROUPING, THE CHILD COMPLETES THE CIRCLE, MAKING THE COUPLE A FAMILY. THE PARENTS FOCUS ON THEIR CHILD AND IN TURN, THE CHILD FOCUSES ITS LOVE AND TRUST ON THE PARENTS. THIS SIMPLE EXCHANGE IS ONE OF THE ESSENTIAL TRUTHS OF LIFE. WE ALL LOVE OUR CHILDREN AND WANT TO PROTECT THEM.

LET US HOPE THAT WE CAN BEGIN TO TRY TO UNDERSTAND AND APPRECIATE THAT WHICH WE MEMORIALIZE - THE FAMILIES, PARENTS, AND FRIENDS OF LOST AND MISSING CHILDREN.

STRATEGIC PLANNING

Julie Sheppard | Executive Vice President and Chief Legal Counsel at the Institute for Human & Machine Cognition (IHMC)

OVERVIEW

The charge of the strategic planning group was to envision the **best version of Pensacola 5, 10 or 15 years from today** and identify what we want to strive towards to be the best version of Pensacola in the future.

OBSERVATIONS

In the course of this review, meetings were held with city staff, including the city and deputy city administrators, elected officials, residents of the city and individuals with businesses in the city. Input was also received from citizens attending publicly noticed transition team meetings and public comment submitted via the transition team website. This review also included reviewing City of Pensacola strategic plans, including where applicable business enterprise unit plans including the Port of Pensacola, the Pensacola International Airport, and Pensacola Energy. The review also included a review of strategic plans from select cities in Florida and other states with similar demographics and opportunities.

In addition, a review was conducted of numerous plans developed for Pensacola by outside consultants including Urban Design Institute/Ray Gindroz (2004), Speck/DPZ Master Plan 2019, and the SCAPE Waterfront Plan 2019. Also included in this review were the Quality of Life Studies that began in 2007 and have continued to date and the Five Year Strategic Plan completed by VisionFirst Advisors for the FloridaWest Development Alliance (2022).

Additional Observations for Success in Long-Term Strategic Planning Initiatives

- Develop a long-term strategic plan that includes adequate staffing and funding for prioritization and implementation of our city's strategic needs.

- Insure buy in and continued support for one unified long range citywide Strategic Plan that includes the Office of the Mayor, City Council, City boards and commissions, City departments and City enterprises and where applicable, County support. Hold all city staff accountable.

- Provide opportunities for appropriate representation, communication and commitment from all city residents in the development and adoption of a long-range strategic plan.

- With buy in and support from Council, employ seasoned professionals to identify and develop feasible plans for long-term growth and development strategies in specific targeted areas.

- Annually review and revise the long-range strategic plan to acknowledge success, address shortcomings and readdress staffing and resources as needed for successful implementation.

RECOMMENDATIONS

1 Prioritize the Development of the Waterfront from the 3 Mile Bridge to the West Side and secure large undeveloped parcels in the downtown center for future planning.

Over the next 10 years, prioritize and connect the City via the waterfront corridor and transform the waterfront into an everyday destination for all residents including families and older citizens, visitors, and small businesses. This connectivity should include creating destinations that are safe, inclusive, diverse and encourage frequent use.

An ideal strategic plan involving the waterfront would incorporate and bootstrap the preservation, protection and enhancement of the Pensacola Historic District and America's first settlement and pay tribute to the history of the military experience and contribution to Pensacola as the home of Naval Aviation.

Take action now to preserve large undeveloped downtown tracts for future strategic growth and development planning including the undeveloped areas of the Port, the Tech Park property, the former ECUA site, the remaining parcels at Maritime Park, the Bay Center property and the large piece of real estate property to be vacated by Baptist Hospital. Securing these properties now allow for future opportunities to secure grant funding and private investments for future workforce housing, business and retail development, and public-private partnerships.

Develop and maintain a diverse select team of knowledgeable council members, city staff, and private sector partners committed to the sustained long-term development of the waterfront. Engage necessary city resources including media, grant writers, environmental advisors and planners to assist and shepherd the successful implementation of the waterfront plan to the public.

Develop timelines and metrics for successful implementation of connected waterfront development.

Celebrate success with community events and invites to all city residents to participate and utilize shared waterfront amenities. Invite nontraditional leaders to take part in celebrations. Utilize social media tools to broadcast success and build momentum for future phases of development.

2 Develop a citywide economic development model that aligns business recruitment, retention and expansion, innovation and entrepreneurship with a measurable strategic growth plan that fits the economic makeup of Pensacola.

Prioritize economic development that utilizes and builds upon existing educational career academies graduates, higher education workforce degree production, and existing and retiring military assets.

Partner with local military organizations to retain retiring talent in the Northwest Florida region through Skill bridge programs, higher education degrees and certifications and other veteran resources.

Utilize and expand on existing programs that foster innovation, entrepreneurship and venture capital funding.

Develop marketing and communication strategies to attract and target talent from other regions.

Develop round table business partnerships with employers in Pensacola to understand and address challenges and opportunities to expand local job creation, support new job growth initiatives and assist with trailing spouse opportunities.

Celebrate and communicate success through press releases, ribbon cuttings and award programs.

3 Strategically work to improve quality of life in the community for all city residents over the next five to ten years.

Prioritize public safety, clean environments, access to quality education and healthcare, positive economic conditions, job opportunities and advancements, attainable housing and transportation, recreational facilities and diversity of cultural displays, programming and entertainment.

Use measurable goals to demonstrate a city that continually strives to be welcoming and embraces a sense of community, a shared vision and clear understanding of future plans for growth and economic development, and effective, competent government and community leadership.

Hold periodic round table meetings with community leaders from all city sectors, ages and walks of life to meet with the Mayor and city administrators to innovate ideas for continuous improvements in the quality of life measures for city residents.

Update strategic priorities as needed to stay current with environmental issues, neighborhood challenges, health disparities and changes in economic circumstances.

Consider utilizing a Citywide dashboard to communicate and evaluate success and continuing challenges for transparency and ease of access.

* Special thanks to Alex Smith, Jordan Foley, Gracie Price and the transition team staff for their assistance, meeting scheduling and document retrieval.

STRATEGIC PLANNING

Angela Kyle | Business Development and Strategy Advisor and Daughter of Local Historian, Ora Wills

OVERVIEW

Great cities are not the products of happenstance. They are the manifestations of collective will and considered intention.

Strategic planning is the exercise of placing bets on the future. With high quality insight, data, and metrics, **cities can improve their odds of success** for the near, medium, and long terms, but the most mission-critical element to the process is the input of engaged city residents empowered to contribute their ideas and ambitions to the process.

The Covid-19 pandemic up-ended the norms of how we work, live and play spurring cities around the world to **reconsider and reinvent the norms of economic development, urban planning and design** while innovating at the intersection of health and housing, and centering equity and sustainability as core values.

> " Strategic planning is an opportunity to get residents to buy in to the vision of who it is that we want to be." —Mayor Michael O'Connor *Frederick, MD.*

OBSERVATIONS

While the Transition Team process encouraged deep investigation of 11 subject matter areas, the compressed time frame, and structure of the committee did not afford the opportunity to synthesize these recommendations into a more holistic strategic vision, roadmap and timeline.

Feedback from the Citizen Engagement team underscored the reality that the current climate in Pensacola reflects deep divisions among racial and socio-economic lines, with respondents feeling disenfranchised by lack of access to affordable housing and economic opportunities. While the City of Pensacola has prospered in recent years as evidenced by the growth and development of a vibrant downtown and an influx of new residents flocking to a hospitable climate for remote working and year-round coastal living, the returns have not been equitably distributed, and long-term residents are under threat of displacement.

Against this backdrop, the Reeves administration has an opportunity and an obligation to leverage the energy and optimism of the Mayoral transition to set a new tone, establish a new vision, and build a legacy of community-engaged visioning and data-driven strategic goal-setting.

With a focus on understanding how other cities conduct the process of long-term planning, I reviewed the planning processes of two peer sets of cities.

The first peer set was provided by Transition Team staff reflecting internal research previously conducted by the team.

Peer Set #1:

Asheville, NC	Lexington, MA
Charleston, SC	New London, CT
Colorado Springs, CO	Omaha, NE
Frederick, MD	Portland, ME
Huntsville, AL	Savannah, GA

The second peer set was based on a comparative research report profiling the Best Small Cities in America with a focus on quantifying livability.

Peer Set #2 included 10 cities in the 99th percentile of the survey:

Lancaster, PA	Melrose, MA
Carmel, IN	Zionsville, IN
Fair Lawn, NJ	Needham, MA
Lexington, MA	Portland, ME
Brentwood, TN	Westfield, IN

KEY TAKEAWAYS

- Cities are looking out on a 10-30 year long-term planning horizon with a number of plans aligned to the key milestone dates of the Paris Accord 2030 or 2050.

- These long-term plans take into account population growth trends and best, base and worst-case scenarios as well as exogenous drivers of macro-economic development and structural shifts in the economy and the workforce.

- City plans reviewed reflect a mix of large-scale vision plans to more focused issue oriented plans such as the City of Charleston's Climate Adaptation & Resilience plan. 1 Comparative study of 1,300 U.S. cities with populations between 25,000 and 100,000 based on 43 key indicators of livability. For our sample, we selected cities with population sizes between 25,000 and 100,000 and considered only the "city proper" in each case, excluding cities in the surrounding metro area. Cities were compared across five key dimensions: 1) Affordability, 2) Economic Health, 3) Education & Health, 4) Quality of Life and 5) Safety.

- Cities employed a range of creative tactics to catalyze broad citizen engagement – from the creation of a dynamic "brand identity" for the planning effort, to the creation of dedicated digital platforms, consumer-facing marketing tactics, influencer campaigns, and people-friendly engagement tactics such as dedicated outreach events, or events integrated into other popular activities to broaden accessibility.

- The concept of a static planning document that sits on a shelf is no longer the norm, with cities embracing digital tools and platforms to develop dynamic measurement systems for real-time tracking of KPI's.

- Long-term planning efforts require an investment of time and resources. Most planning efforts take at least a full calendar year.

City Hall Interviews

In addition, I interviewed the City Administrator and his Deputies to gain an understanding of how the City has conducted strategic planning exercises in the past. Key insights from this discussion revealed that while various City departments have produced plans in the past and that City Enterprises have their own stand-alone plan, there is no one holistic long-term strategic plan defining a future roadmap or informing priorities for the City.

Public Meetings

My co-lead Julie Sheppard and I hosted two public meetings. The first focused on presenting insights and findings from the external peer city review. **Some key observations and concerns that arose were:**

- How to reconcile the many existing plans with a new planning effort

- The trade-off for the new administration to "hit the ground running" vs getting stuck in "planning paralysis"

- The level of resources – time, financial, and staff support required to support a strategic planning effort

- The feasibility of catalyzing deep citizen engagement in a planning process

The second was an open dialogue inviting attendees to share their perspectives on the City's strategic priorities.

The discussion, which included attendees from JUST Pensacola, the Transition Team Livability committee, and McCray &

Associates, focused predominantly on housing. Some key discussion points were:

- How to incentivize more affordable rental housing

- How to address the asymmetry in permitting processes between the County and the City

- How to build capacity in the City's housing sector – internally (within City Hall) and externally (with housing developers)

- How to address gentrification in Pensacola's historically Africa-American neighborhoods

- How to unlock additional strategic funding from Triumph Gulf Coast

RECOMMENDATIONS

1 Hit the ground running with short-term wins

Issue: How Might We Balance Legacy Plans with Near-Term Urgency? The new administration is inheriting a fragmented batch of departmental and enterprise plans as well as a large number of legacy land use plans at varying stages of implementation. With no clear over-arching vision to serve as a North Star and no defined long-term goals it will be difficult to rationalize a comprehensive action plan either internally or externally. Nonetheless, City residents' collective expectation is that the administration hit the ground running.

Discussion: Feedback from the public as well as City leaders clearly underscored the desire for the rigor of a planning process, balanced with the caution against getting stuck in "analysis paralysis".

Recommendation: As an immediate step, the new Administration needs to leverage the work of the Transition Team to identify no more than five key short-term initiatives under the umbrella of the Economic Prosperity Task Force – an initiative that can flex to encompass housing and economic development. Simultaneously the Administration needs to signal the intent to undertake a longer-term Strategic Visioning process both as a catalyst for public engagement as well as a pivot point for embedding a new discipline of planning and measurement within City Hall as a hallmark of the Reeves administration.

2 Lock arms with local leaders

Issue: How Might We Bring a Coalition of Partners Along on the Journey? A long-term planning exercise touches an ecosystem of local and regional players, not just the City of Pensacola. In order for this process to be successful the new Administration needs to lock arms with a network of local partners, identify key institutional stakeholders and form a Coalition to drive the implementation of the Strategic Visioning process.

Discussion: In a review of peer cities and their plan development processes, the majority of plans credited a local network of organizations – private, public, and philanthropic, that supported plan development as well as a professional consultant or team of consultants that played an overarching coordinating and facilitating role. Recommendation: Socialize the concept of a long-term strategic plan and municipal performance dashboard among the backbone organizations in the City to encourage the formation of a coalition of actors who can support the process, drive awareness, enable community engagement, and provide complementary resources. Recommended backbone organizations would include, but not be limited to:

- Studer Community
- NAS Pensacola
- Navy Federal
- University of West Florida
- Pensacola State College
- IHMC
- JUST Pensacola – engagement partner

3 Creative and inclusive consulting

Issue: How Might We Design an Inclusive Citywide Process that Everyone Wants to Be Part of? Developing a long-term Strategic Vision for Pensacola hinges on the ability to design an inclusive engagement process with an ambition of touching all Pensacola residents.

Discussion: Pensacola citizens are no strangers to planning exercises, workshops and charettes, and throughout the Transition Team process several stakeholders expressed wariness about residents' level of "Planning Fatigue." The opportunity for the Administration is to break the mold of conventional engagement by taking engagement activations out into the community and centering segments of the population historically under-represented in planning processes – intentionally including youth, the elderly and tapping into the resources of faith-based networks and organizations are all tactics to diversify the voices that shape the City's future.

Recommendation: With engagement as a core priority, the Administration should take initial steps to identify a consulting team with a strong track record in creative and inclusive participatory planning, and the ability to design and implement a broad suite of tactics from digital and event engagement, surveys, focus groups, and more at scale to touch a Citywide audience. By the end of January 2023, the City should draft and issue an RFQ (Request for Qualifications) to invite consultants with strong track records in visioning, planning, community engagement, stakeholder engagement and decision support to present their credentials, case examples, and references to the City. Following a review of qualifications, the goal will be to invite no more than 5 teams to participate in a future RFP process.

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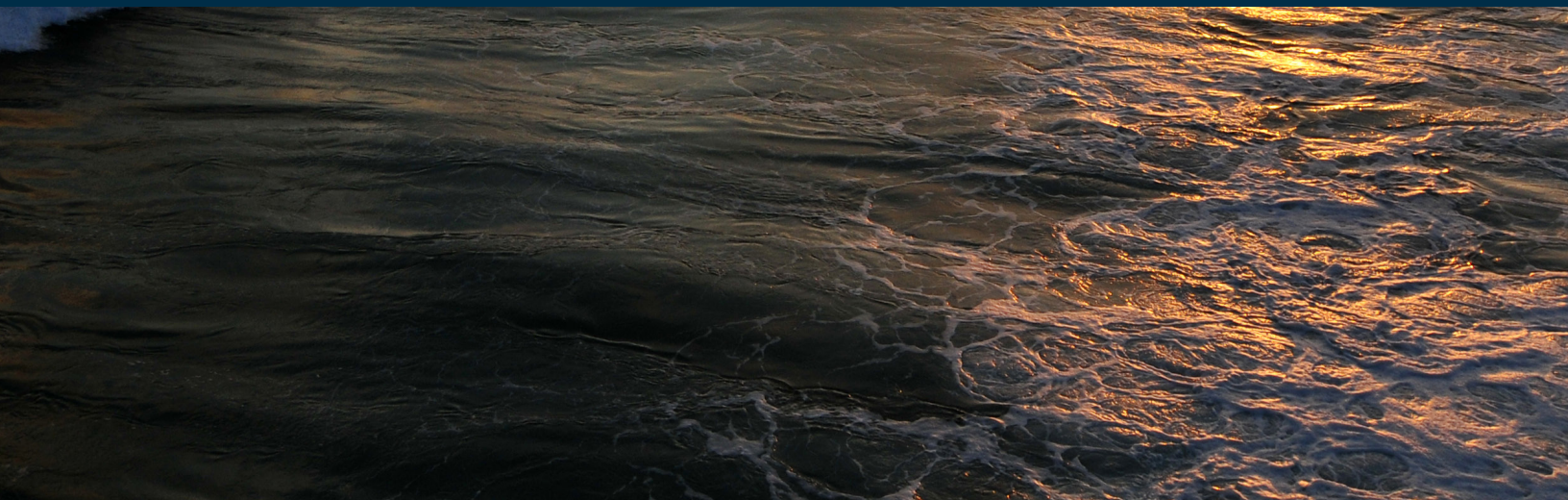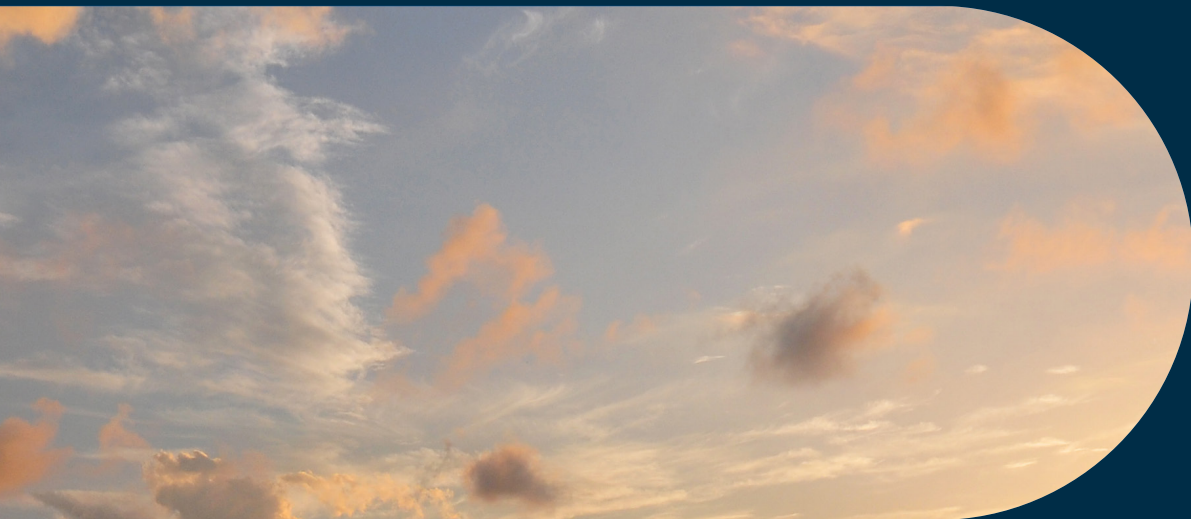County Sheriff's Office
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General Manager at Gilmore
Finance

> " I'm excited for these next four years. Thank you, and God bless this place we call home."

—D.C. Reeves, Mayor

THE CITY OF PENSACOLA

1698 1895
1821 1913

1931 2010

FLORIDA