

CITY OF CHARLOTTESVILLE
"A World Class City"

Department of Neighborhood Development Services

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August 6, 2014

**TO: Charlottesville Planning Commission, Neighborhood Associations &
News Media**

Please Take Notice

A Work Session of the Charlottesville Planning Commission will be held on **Tuesday August 26, 2014 at 5:00 p.m. in the NDS Conference Room in City Hall (610 East Market Street).**

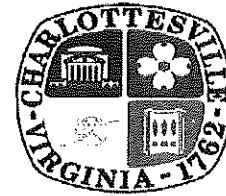
AGENDA

1. Capital Improvement Program
2. Strategic Plan Overview

cc: City Council
Maurice Jones
Aubrey Watts
Jim Tolbert
Neighborhood Planners
Melissa Thackston, Kathy McHugh
Mary Joy Scala
Craig Brown, Lisa Robertson

City of Charlottesville

MEMO



"A World Class City"
www.charlottesville.org

TO: Planning Commission
FROM: James E. Tolbert, AICP, Director J
DATE: July 30, 2014
SUBJECT: **CIP Process**

Attached is a memo to City Departments prepared by Ryan Davidson that addresses proposed changes to the annual Capital Improvements Process. For weeks a staff team has been looking for a way to streamline the process and more closely align the proposal with Comprehensive Plan and Council Strategic Plan priorities. We want to do a more thorough review of the projects that move forward to include a good look at life cycle and maintenance costs. To prepare that level of detailed information we need a realistic number of projects rather than a department by department wish list.

Also attached is a copy of the CIP adopted for Fiscal Year 2015. We have also included a copy of your letter to Council from last year.

At the meeting staff will briefly explain the process and then ask you for your general priority areas for the expenditure of funds. Please come prepared to tell us what you would like to see emphasized.

JET:sdp

Attachments

City of Charlottesville
City Manager's Office
MEMO



America's #1 City!

TO: City Departments
FROM: Capital Improvement Process Revision Team
CC:
DATE: July 30, 2014
SUBJECT: **Capital Improvement Program Request Process Revisions**

Since FY 2008 the Capital Improvement Program (CIP) request process for the City of Charlottesville has involved the use of Project Evaluation and Ranking Criteria. In recent years the difference between what scores highly in the criteria ranking process versus what actually gets funded in the 5 year CIP has become more pronounced. The City has also been looking in recent fiscal years to streamline overall City operations. In many cases this means asking departments to maintain the same level of service, or provide an increased level of service, with the same amount of, or in some cases less, resources placing a greater strain on the City departments. In order to alleviate some of this strain, when it's decided that an asset will be constructed or purchased, that decision should include an allocation of the resources (both people and funding) necessary to sustain the operations and maintenance of the investment.

Since October 2013, City Council, department heads and City staff, with help from outside consultants, have been working to bring together the City's strategic activities into one comprehensive three-year Strategic Plan that can be implemented and integrated into the City's operations and culture. On June 2, 2014 City Council adopted the [City of Charlottesville Strategic Plan](#). Starting in FY 2016, the Strategic Plan will be one of the drivers of the budget process when making those decisions about where resources should be allocated and spent.

The combination of the ongoing Strategic Planning effort (including the newly adopted Strategic Plan), with the growing divide between what scores highly in the ranking process versus what actually gets funding in the CIP, and the need to link the initial capital investment with the operational impacts in order to allow more informed funding decisions to be made, prompted staff to begin looking at the current CIP project request and review processes. A CIP Process Revision Committee was formed to look into making changes to the CIP request and review processes. This committee consisted of key staff from the Department of Public Works, Parks and Recreation, Neighborhood Development Services (NDS), Charlottesville Fire Department, and Budget and Performance Management. The efforts of this group created a CIP process that does away with the ranking criteria; is more efficient – spending more time and effort on a smaller number of submissions; is better integrated with the City's Strategic Planning efforts; and captures the true life cycle cost of the projects – including not only initial construction costs but also operational and replacement costs.

The CIP Request Process Revision Committee has recommended the following as the CIP request and review process moving forward.

FY 2016 – 2020 CIP Process and Timeline

Given the timing of when these CIP Process Revisions were made, the timeline for the FY 2016 – 2020 CIP process will be slightly more condensed than it will be in future fiscal years. Please note that not all the changes to the process have been finalized. Some timing may be subject to change, and you will be made aware of any changes to the below timeline.

FY 2016

- a. July 30th – Send out Preliminary Request Forms to Departments.
- b. August 8th – Preliminary Requests (the simple one pager) due to Budget Office.
- c. September 4th – City Manager and COO Review Meeting – establish priority projects for the upcoming year.
- d. September – Requested projects needing to go through final review will be communicated to the departments so they can begin filling out Final Request Forms.
- e. October – Final Request Forms, including full life cycle costing, due in mid-October.
- f. October/November – Budget Development Committee meets.
- g. November/December – FY2016 – 2020 Proposed CIP is presented to the Planning Commission for feedback and approval at November worksession and December public hearing.
- h. March – Final FY 2016 – 2020 Proposed CIP presented to Council as part of the FY 2016 Proposed Budget.

Note: While Council will only officially adopt the first year of the CIP, FY 2016, there will be an internal commitment to “lock in” the first two years of the CIP (FY2016 and FY 2017). This will hopefully result in a reduced workload for the FY 2017 submission cycle, and give more certainty for planning purpose in the second year of the CIP cycle.

FY 2017 – 2021 Process

- a. June – Send out Preliminary Request Forms to Departments.
- b. July – Preliminary Requests (the simple one pager) due to Budget Office.
 - i. For FY 2017 would only accept submissions for those projects already projected in FY2017 which need to be modified or any unexpected new projects for FY 2017.
 - ii. Accept submissions for Fiscal Year 2018-2021.
 - iii. In FY 2018 the process will resemble FY 2016 process, and will start over with a new 2 year “lock in”.
- c. Mid-July – City Manager and COO Review Meeting – establish priority projects for the upcoming year.
- d. September – Final Request Forms, including full life cycle costing, due in late September
- e. October/November – Budget Development Committee meets.
- f. November/December – FY2017 – 2021 Proposed CIP is presented to the Planning Commission for feedback and approval at November worksession and December public hearing.
- g. March – Final FY 2017 – 2021 Proposed CIP presented to Council as part of the FY 2017 Proposed Budget.

CIP Project Request Forms

There will be two separate types of request forms for the FY 2016, the Preliminary Request form (*Attachment I*) and the Final Request form (to be distributed later this week). The goal was to simplify the request forms as much as possible and still get all of the necessary project information needed to make funding decisions.

- a. ***Preliminary Request Forms*** – Simple one page form for the initial meeting with City Manager in July/August. This form will be used by the City Manager and Budget Office Staff at the initial CIP meeting in mid-August to help narrow down the overall number of submissions to just those projects with a greater likelihood of receiving funding in the final proposed CIP.
- b. ***Final Request Form*** – Those projects selected in the initial mid-August meeting by the City Manager will be asked to fill out the Final Request form. This is a more detailed form that will include the projected construction costs, projected

operational costs, projected revenues, and a description of how the project aligns with the City's Strategic and Comprehensive Plans. These forms will be used by Budget Development Committee and possibly City Council for final determination of inclusion in the Proposed CIP and, if applicable, departmental operating budgets.

As was stated previously, this process improvement is not yet a finished product, and not all the changes to the process have been finalized. While some timing may be subject to change, any changes to the above timeline or process will be fully communicated to all departments.

If after going through this information, you have any questions or need clarification regarding the CIP request procedures, please email Ryan Davidson at davidson@charlottesville.org or call him at 970-3418. He will be happy to assist you.

Additional Supplemental Material

Attachment I – Preliminary Project Request Form

Attachment II – Preliminary Request Form Instructions

Attachment III – Sample Preliminary Request Form

City of Charlottesville
FY 2016 - 2020 Capital Improvement Program
Request Form Instructions

Preliminary Request Form

The information presented below will help guide you through the completion of the CIP Preliminary Request Form. The Preliminary Request form is a simple one page form for the initial meeting with City Manager in July/August. This form will be used by the City Manager and Budget Office Staff at the initial CIP meeting in mid-August to help narrow down the overall number of submissions to just those projects with a greater likelihood of receiving funding in the final proposed CIP.

CIP Project Application Explanation

(1) Project Name – For all new projects list the name of the project as you want it to appear in SAP. For existing projects please give the name of the project as it appears in SAP for the current and/or prior fiscal year(s).

(2) Requesting Department – List the name of the Department which is responsible for this project.

(3) Requested Project Funding – For all projects list the amount requested from the City for each fiscal year from FY 2016 through FY 2020. For any projects that were approved in Fiscal Year 2015, please list the amount appropriated in the Adopted CIP for FY 2015. The column titled Requested 5 Year Total will calculate automatically so please do not insert data in this cell.

(4) Project Description – Provide a brief (1 paragraph max) description of the project. This does not need to be detailed but please include a general description of the project; if the project is required by a legal mandate please indicate that fact; and if the proposed project leverages outside funding in any way please indicate that as well.

(5) Alignment with City's Strategic Plan – Please list the Adopted Strategic Plan Goal(s) with which this project request aligns. More information on the City of Charlottesville Strategic Plan can be found at the following link: www.charlottesville.org/strategicplan.

(6) Comprehensive Plan – In the highlighted space please provide a simple Yes or No answer to the question of whether the project conforms to the City of Charlottesville Comprehensive Plan. More information on the City of Charlottesville Comprehensive Plan can be found at the following link: www.charlottesville.org/index.aspx?page=3523.

(7) Operational Expenditures – In the highlighted space please provide a simple Yes or No answer to the question of whether the project would require changes, either increases or decreases, to operational expenditures and/or personnel numbers.

City of Charlottesville
 FY 2016 - 2020 Capital Improvement Program
Preliminary Request Form

(1) Project Name

(2) Requesting Department

(3) Requested Project Funding	Approved FY 15	Proposed FY 16	Projected FY 17	Projected FY 18	Projected FY 19	Projected FY 20	Requested 5 Year Total
							-

(4) Project Description

Provide a brief (1 paragraph max) description of the project. Include a general description of the project's scope, if the project is required by legal mandate indicate that fact, and if the proposed project leverages outside funding in any way please indicate that as well.

(5) Alignment with City's Strategic Plan www.charlottesville.org/strategicplan

List the Strategic Plan Goal(s) with which this request aligns.

(6) Does this project conform to the Comprehensive Plan? YES or NO

www.charlottesville.org/index.aspx?page=3523

(7) Would approval of this project require changes (increase or decrease) to operational expenditures and/or personnel? YES or NO

City of Charlottesville
 FY 2016 - 2020 Capital Improvement Program
Preliminary Request Form

SAMPLE

(1) Project Name Rivanna Grand Prix Circuit

(2) Requesting Department Parks and Recreation

(3) Requested Project Funding	Approved FY 15	Proposed FY 16	Projected FY 17	Projected FY 18	Projected FY 19	Projected FY 20	Requested 5 Year Total
	-	150,000	1,000,000	500,000	-	-	1,650,000

(4) Project Description

Provide a brief (1 paragraph max) description of the project. Include a general description of the project's scope, if the project is required by legal mandate indicate that fact, and if the proposed project leverages outside funding in any way please indicate that as well.

Construction of state of the art Grand Prix Go Kart Track along Rivanna River. Facility shall be open to the public, charge fees for riding karts, provide venue for national and international competition. Project is not legally mandated and project will leverage 30% of construction funding from US Karting Association.

(5) Alignment with City's Strategic Plan www.charlottesville.org/strategicplan

List the Strategic Plan Goal(s) with which this request aligns.

Goal 3.4 - Promote Diverse Cultural Tourism

(6) Does this project conform to the Comprehensive Plan? YES or NO

YES

www.charlottesville.org/index.aspx?page=3523

(7) Would approval of this project require changes (increase or decrease) to operational expenditures and/or personnel? YES or NO

YES

Please be aware that the departments will have the option to, and are encouraged to, work with the Planning Commission to create a joint Planning Commission/departmental submission for any projects that specifically meet one of the Comprehensive Plan priorities.

The current priorities identified by the Planning Commission are:

- Improve, expand, and enhance the park system, create and maintain pockets of open space in higher density zoning districts, create alternative active use opportunities in new and existing facilities or maintain and enhance natural areas for the variety of citizens within our community.
- Reduce single occupancy vehicle trips by expanding alternative modes of mobility;
- Increase and diversify affordable housing options;
- Improve the natural quality and ecology of streams, rivers and riparian zones;
- Promote vitality in Entrance Corridors through infrastructure improvements and enhancements.

**Adopted Capital Improvement Program
FY 2015-2019**

	<u>Adopted FY14</u>	<u>Adopted FY15</u>	<u>Projected FY16</u>	<u>Projected FY17</u>	<u>Projected FY18</u>	<u>Projected FY19</u>	<u>5 Year Total</u>	<u>Notes</u>
Revenues								
Transfer from General Fund	4,467,500	4,599,086	4,696,500	4,743,465	4,790,900	4,838,809	23,668,760	
FY 2013 Year End Surplus	0	1,000,000	0	0	0	0	1,000,000	
Contribution from Albemarle County (CATEC)	57,500	60,000	120,000	81,500	75,000	170,000	506,500	Pending Adoption in County CIP program
Contribution from Albemarle County (Central Library)	90,000	230,500	340,000	75,000	0	0	645,500	Pending Adoption in County CIP program
Contribution from Schools (Small Cap Program)	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000	
PEG Fee Revenue	45,000	47,500	47,500	47,500	47,500	47,500	237,500	Adjusted in FY15-19 for amount of revenue actually being received.
CY 2014 Bond Issue	6,353,040	0	0	0	0	0	0	
CY 2015 Bond Issue	0	10,829,155	0	0	0	0	10,829,155	
CY 2016 Bond Issue	0	0	11,869,515	0	0	0	11,869,515	
CY 2017 Bond Issue	0	0	0	10,750,629	0	0	10,750,629	
CY 2018 Bond Issue	0	0	0	0	9,693,044	0	9,693,044	
CY 2019 Bond Issue	0	0	0	0	0	6,019,594	6,019,594	
TOTAL AVAILABLE REVENUES	\$11,213,040	\$16,966,241	\$17,273,515	\$15,898,094	\$14,806,444	\$11,275,903	\$76,220,197	
Expenditures								
BONDABLE PROJECTS								
EDUCATION								
<u>Project</u>	<u>Adopted FY14</u>	<u>Adopted FY15</u>	<u>Projected FY16</u>	<u>Projected FY17</u>	<u>Projected FY18</u>	<u>Projected FY19</u>	<u>5 Year Total</u>	<u>Notes</u>
Lump Sum to Schools (City Contribution)	1,045,491	1,045,491	1,045,491	1,045,491	1,045,491	1,045,491	5,227,455	
City Schools HVAC Replacement	475,000	475,000	475,000	475,000	475,000	475,000	2,375,000	
Charlottesville High School - Fire Suppression System	600,000	800,000	0	0	0	0	800,000	Added \$258,100 in FY15 to accommodate changes to cost estimate due to phasing approach.
Middle School Reconfiguration Design	0	0	0	0	0	750,000	750,000	
SUBTOTAL	2,120,491	2,320,491	1,520,491	1,520,491	1,520,491	2,270,491	\$9,152,455	
FACILITIES CAPITAL PROJECTS								
<u>Project</u>	<u>Adopted FY14</u>	<u>Adopted FY15</u>	<u>Projected FY16</u>	<u>Projected FY17</u>	<u>Projected FY18</u>	<u>Projected FY19</u>	<u>5 Year Total</u>	<u>Notes</u>
Lump Sum to Facilities Capital Projects	1,045,491	1,045,491	1,045,491	1,045,491	1,045,491	1,045,492	5,227,456	
City Facility HVAC Replacement	237,500	200,000	200,000	200,000	200,000	200,000	1,000,000	
City Solar PV Program	0	100,000	100,000	100,000	100,000	100,000	500,000	New project for FY15-19 CIP. Represents half scale model, original request was \$200K per year.
SUBTOTAL	\$1,282,991	\$1,345,491	\$1,345,491	\$1,345,491	\$1,345,491	\$1,345,492	\$6,727,456	
PUBLIC SAFETY AND JUSTICE								
<u>Project</u>	<u>Adopted FY14</u>	<u>Adopted FY15</u>	<u>Projected FY16</u>	<u>Projected FY17</u>	<u>Projected FY18</u>	<u>Projected FY19</u>	<u>5 Year Total</u>	<u>Notes</u>
Circuit Court Renovation	0	0	0	500,000	4,000,000	0	4,500,000	Moved funding out 1 year from original request. The initial funding in FY17 for planning.
Regional Police Firearms Range	0	400,034	0	0	0	0	400,034	Represents the remaining amount of the City share of the project
Police Mobile Radio Replacement	0	111,000	111,000	111,000	0	0	333,000	New project for FY15-19 CIP.
Police Mobile Video Recorder Replacement	0	450,000	0	0	0	0	450,000	New project for FY15-19 CIP.
Fire Portable Radio Replacement	125,000	125,000	0	0	0	0	125,000	

Replacement Fire Trucks	0	1,768,000	0	956,135	0	0	2,724,135	FY15 and FY17 requests were pushed out 2 years from original replacement schedule FY19 request was pushed out 1 year from original request to FY20.
800 MHz Radio System Upgrade (ECC)	0		2,196,275	2,196,275	0	0	4,392,550	Represents the City's portion of the cost for the 800 MHz radio system upgrade/replacement. Funding previously split over 3 years but based on timing now split over two years and added \$675,843 based on updated cost estimate.
ECC Computer Aided Dispatch (CAD) System	0	1,140,877	1,140,877	0	0	0	2,281,754	New project for FY15-19 CIP.
SUBTOTAL	\$125,000	\$3,994,911	\$3,448,152	\$3,763,410	\$4,000,000	\$0	\$15,206,473	
TRANSPORTATION AND ACCESS	Adopted	Adopted	Projected	Projected	Projected	Projected	5 Year	
Project	FY14	FY15	FY16	FY17	FY18	FY19	Total	Notes
Undergrounding Utilities	0	95,000	95,000	95,000	95,000	95,000	475,000	
New Sidewalks	285,000	285,000	285,000	285,000	285,000	285,000	1,425,000	
West Main Streetscape	0	750,000	750,000	750,000	0	0	2,250,000	
SIA Immediate Implementation	0	300,000	1,000,000	1,000,000	1,000,000	1,000,000	4,300,000	New project for FY15-19 CIP. Added \$1 million per year in FY16-19, as per memo from NDS as approximate amount to use as placeholder but is not approved in out years and to be reexamined in FY16-20 CIP process.
Small Area Plans	0	300,000	200,000	200,000	200,000	200,000	1,100,000	New project for FY15-19 CIP. Added \$200,000 per year in FY16-19, per March 27, 2014 Worksession discussion.
Street Milling and Paving	1,422,539	1,487,264	1,502,137	1,517,158	1,532,330	1,547,653	7,586,542	
Martha Jefferson Neighborhood Streetscaping	50,000	750,000	0	0	0	0	750,000	Increased funding by \$450K in FY15 to account for revised estimates - represents design only funds in FY14.
SUBTOTAL	\$1,757,539	\$3,967,264	\$3,832,137	\$3,847,158	\$3,112,330	\$3,127,653	\$17,886,542	
PARKS AND RECREATION	Adopted	Adopted	Projected	Projected	Projected	Projected	5 Year	
Project	FY14	FY15	FY16	FY17	FY18	FY19	Total	Notes
Azalea Park Renovations	375,000	0	0	0	0	0	0	
McIntire Park Master Plan Implementation	0	450,000	1,000,000	1,000,000	500,000	0	2,950,000	
Lee Park Retaining Wall	240,000	0	0	0	0	0	0	
Tonsler Park Master Plan Implementation	0	600,000	1,500,000	250,000	0	0	2,350,000	Added \$350K in FY15, \$750K in FY16, and \$250K in FY17.
Meadow Creek Valley Master Plan Implementation	0	150,000	150,000	0	0	0	300,000	New project for FY15-19 CIP.
SUBTOTAL	\$615,000	\$1,200,000	\$2,650,000	\$1,250,000	\$500,000	\$0	\$5,600,000	
STORMWATER INITIATIVES	Adopted	Adopted	Projected	Projected	Projected	Projected	5 Year	
Project	FY14	FY15	FY16	FY17	FY18	FY19	Total	
Stormwater Initiatives	600,000	0	0	0	0	0	0	Budget removed due to inclusion in the new Stormwater Utility.
SUBTOTAL	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	
TOTAL BONDABLE EXPENDITURES	\$6,501,021	\$12,828,157	\$12,796,271	\$11,726,550	\$10,478,312	\$6,743,636	\$54,572,926	

NONBONDABLE PROJECTS									
	Adopted	Adopted	Projected	Projected	Projected	Projected	5 Year		
Project	FY14	FY15	FY16	FY17	FY18	FY19	Total	Notes	
ADA Improvements - City Schools	0						0		
School Small Capital Improvements Program	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000		
SUBTOTAL	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000		
ECONOMIC DEVELOPMENT									
Project	FY14	FY15	FY16	FY17	FY18	FY19	Total	Notes	
Economic Development (Strategic) Initiatives	150,000	150,000	150,000	150,000	150,000	150,000	750,000		
SUBTOTAL	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000		
NEIGHBORHOOD IMPROVEMENTS									
Project	FY14	FY15	FY16	FY17	FY18	FY19	Total	Notes	
Neighborhood CIP Funds	47,500	47,500	47,500	47,500	47,500	47,500	237,500		
SUBTOTAL	\$47,500	\$47,500	\$47,500	\$47,500	\$47,500	\$47,500	\$237,500		
TRANSPORTATION & ACCESS									
Project	FY14	FY15	FY16	FY17	FY18	FY19	Total	Notes	
Sidewalk Repair	203,587	400,000	404,000	408,040	412,120	416,241	2,040,401	Increased by approximately \$200K per year to provide for the repair and replacement of existing ADA ramps on streets scheduled for milling and paving.	
State Bridge and Highway Inspections	119,938	121,137	122,348	123,571	124,807	126,055	617,918		
Minor Bridge Repairs	191,900	200,000	202,000	204,020	206,060	208,121	1,020,201		
CAT Transit Bus Replacement Match	425,636	168,710	105,169	46,449	148,750	297,300	766,378	Budgeted adjusted to FY15-19 submission and amounts include funding for Hybrid buses and trolley packages.	
Intelligent Transportation System	95,000	95,000	95,000	95,000	95,000	95,000	475,000		
City Wide Traffic Improvements	95,000	95,000	95,000	95,000	95,000	95,000	475,000		
Citywide ADA Improvements - Sidewalks and Curbs	95,000	95,000	95,000	95,000	95,000	95,000	475,000		
Bicycle Infrastructure	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000		
Michie Drive Traffic Signal	300,000	0	0	0	0	0	0		
SUBTOTAL	\$1,726,061	\$1,374,847	\$1,318,517	\$1,267,080	\$1,376,737	\$1,532,717	\$6,869,898		
PARKS & RECREATION									
Project	FY14	FY15	FY16	FY17	FY18	FY19	Total	Notes	
Parks and Recreation Lump Sum Account	0	200,000	200,000	200,000	200,000	200,000	1,000,000	New project for FY15-19 CIP. Will take the place of Cemetery Renovation, ADA Rec. Facility compliance, Downtown Mall Repair fund, City/County Joint Parks, Parks Bridge Repairs, Rec. Facility Technology Modernization, Picnic Shelter Repairs/Renovations, and New Bridges Projects	
Parks and Schools Playground Renovations	101,794	102,812	103,840	104,878	105,927	106,986	524,443		
Trails and Greenway Development	76,346	77,109	77,880	78,659	79,446	80,240	393,334		
Urban Tree Preservation and Planting	25,914	23,994	50,407	50,911	51,420	51,934	228,666	Reduced FY15 by \$25,914 due to existing balance of over \$235K.	
Parkland Acquisition	95,000	95,000	95,000	95,000	95,000	95,000	475,000		
Public Art Fund	25,000	0	25,000	25,000	25,000	25,000	100,000	Removed in FY15 and existing balance will be used to cover the Art in Place contract.	
SUBTOTAL	\$424,054	\$498,915	\$552,127	\$554,448	\$556,793	\$559,160	\$2,721,443		

	Adopted	Adopted	Projected	Projected	Projected	Projected	5 Year	
STORMWATER INITIATIVES	FY14	FY15	FY16	FY17	FY18	FY19	Total	
Project								
Neighborhood Drainage Projects	166,250	125,000	125,000	125,000	125,000	125,000	625,000	Part of project funding is contained as part of the new Stormwater Utility. Fee option selected by Council includes \$50K in funding raising total project budget to \$175K per year an increase over FY13 and FY14
SUBTOTAL	\$166,250	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000	
TECHNOLOGY INFRASTRUCTURE	Adopted	Adopted	Projected	Projected	Projected	Projected	5 Year	
Project	FY14	FY15	FY16	FY17	FY18	FY19	Total	Notes
Communications Technology Account/Public Access	45,000	47,500	47,500	47,500	47,500	47,500	237,500	Funded through PEG Fees - increase represents amount of actual revenue received per the PEG Fee agreement.
SUBTOTAL	\$45,000	\$47,500	\$47,500	\$47,500	\$47,500	\$47,500	\$237,500	
OTHER GOVERNMENTAL COMMITMENTS	Adopted	Adopted	Projected	Projected	Projected	Projected	5 Year	
Project	FY14	FY15	FY16	FY17	FY18	FY19	Total	
Charlottesville Affordable Housing Fund	1,528,154	1,569,322	1,611,600	1,655,016	1,699,602	1,745,390	8,280,930	
Home Energy Conservation Grant Program	125,000	125,000	125,000	125,000	125,000	125,000	625,000	
Voting System Replacement	0	0	300,000	0	0	0	300,000	New project for FY15-19 CIP. Are to use existing funding for \$15K requested in FY15.
Tax Billing and Assessment System	300,000	0	0	0	0	0	0	
SUBTOTAL	\$1,953,154	\$1,694,322	\$2,036,600	\$1,780,016	\$1,824,602	\$1,870,390	\$9,205,930	
TOTAL NONBONDABLE EXPENDITURES	\$4,712,019	\$4,138,084	\$4,477,244	\$4,171,544	\$4,328,132	\$4,532,267	\$21,647,271	
TOTAL PROJECT EXPENDITURES	\$11,213,040	\$16,966,241	\$17,273,515	\$15,898,094	\$14,806,444	\$11,275,903	\$76,220,197	
Funding Gap	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

**CITY OF CHARLOTTESVILLE, VIRGINIA.
CITY COUNCIL AGENDA.**



Agenda Date:	June 2, 2014
Action Required:	Adopt City's Strategic Plan
Presenter:	Leslie Beauregard, Director, Budget and Performance Management
Staff Contacts:	Maurice Jones, City Manager Leslie Beauregard, Director, Budget and Performance Management
Title:	City of Charlottesville Strategic Plan

Background: Since October 2013, City Council, department heads and City staff, with help and expertise from [Zelos, Inc.](#), have been working to bring together the City's strategic activities into one comprehensive three-year Strategic Plan that can be implemented and integrated into the City's operations and culture.

A Strategic Plan:

- Identifies strategic priorities for an organization
- Establishes measurable goals and objectives
- Defines initiatives (activities) to achieve the desired outcome
- Clarifies desired future state and how to achieve it

This process is the natural progression of the *P.3.: Plan, Perform, Perfect* initiative that staff began in 2008, which started to look at performance measures, data and department scorecards.

The strategic planning project has been a five-step, multi-month process to arrive at the product that will be adopted tonight.

Step I: Project Initiation

October/November.

- Project kick-off meeting
- Creation of project plan
- Meeting with City Council
- ***Deliverables: Project plan and next steps with City Council***

Step II: Study and Analysis

October/December.

- Review of existing information and data provided by City
- Identification of key issues
- Recommendations on how best to proceed
- ***Deliverable: Summary Assessment Report***

Step III: Creation of Strategic Plan

January/May.

- Facilitated session with Lead Team
- Facilitated sessions with Plan Development Team (cross-departmental team of City staff)
- Facilitated session with City Council
- Facilitated sessions with Lead Team and Plan Development Team
- *Deliverable: Draft Strategic Plan*

Step IV: City Council Approval of Plan

May/June.

- Guidance on Draft Strategic Plan presentation to Council
- Attendance at Council meeting where draft plan is presented
- *Deliverable: Council-Approved Strategic Plan*

Step V: Implementation

Begin in June.

- Prioritize and fund initiatives
- Finalize intermediate and operational measures
- Align department scorecards/plans to City Strategic Plan
- Develop reporting format (ClearPoint)
- F.Y. 2016 budget development and planning
- Plan Council Retreat for late summer/early fall
- *Deliverable – Implementation Team positioned for success*

Discussion:

The City's strategic and supplemental information is attached for the most detail. Below is a summary of the plan at the very highest level:

Vision

To be one community filled with opportunity

Mission

To provide services and facilities that promote an excellent quality of life for everyone in our community

Organizational Values

Creativity
Leadership
Trust
Respect
Excellence

Goals and Objectives

Goal 1: Enhance the self-sufficiency of our residents

- 1.1 Promote education and training
- 1.2 Reduce employment barriers
- 1.3 Increase affordable housing options
- 1.4 Enhance financial health
- 1.5 Improve college/career readiness of students

Goal 2: Be a safe, equitable, thriving and beautiful community

- 2.1. Provide an effective and equitable public safety system
- 2.2. Consider health in all policies and programs
- 2.3. Provide reliable and high quality infrastructure
- 2.4. Ensure families and individuals are safe and stable
- 2.5. Provide natural and historic resources stewardship
- 2.6. Engage in robust and context-sensitive urban planning

Goal 3: Have a strong diversified economy

- 3.1. Develop a quality workforce
- 3.2. Attract and cultivate a variety of new businesses
- 3.3. Grow and retain viable businesses
- 3.4. Promote diverse cultural tourism

Goal 4: Be a well-managed and successful organization

- 4.1. Align resources with City's Strategic Plan
- 4.2. Maintain strong fiscal policies
- 4.3. Recruit and cultivate quality employees
- 4.4. Continue strategic management efforts

Goal 5: Foster Strong Connections

- 5.1. Respect and nourish diversity
- 5.2. Build collaborative partnerships
- 5.3. Promote community engagement


Community Engagement: In building the strategic plan, Zelos, Inc. and staff studied over 50 existing strategic documents, which were incorporated into this plan and helped us arrive at a list of critical issues. Many of these documents and studies included citizen feedback components, in addition to the more traditional feedback methods such as budget surveys, the 2012 Citizen Satisfaction Survey (a second one will be conducted in fall 2014), Town Hall meetings, etc. Because the process used information that the City is fortunate to have already had, which considered a large amount of public input, we did not need to revisit seeking further responses. In doing so, this process was much more cost-effective and timely.

Three years from now when the City goes through this process again in order to revisit and renew the Strategic Plan, community input will again be critical. At that time, we can evaluate where we are with the plan and the extent to which the community and the organization have embraced the plan. We may then determine whether it is worth making some investment to gain additional community input through focus groups, meetings, etc. However, we will not be without input in the meantime, as the City is always getting feedback on various processes that can be considered and included. The document is a living one, and feedback will be critical. For example, staff will provide Strategic Plan updates at Town Hall meetings, which will continue this fall. This will be one effective strategy to seek ongoing community input.

Another important aspect of the community is of course employees, who seem to be excited about the new plan. The City Manager and the Office of Budget and Performance Management are hosting a series of employee informational sessions. These are designed to initiate employee engagement,

encourage employees to learn more about the plan, get employees interested in the Strategic Plan, and help them understand their role in the implementation of the plan, which are all key components to the plan’s success. So far, there has been a very good turnout, with more than 130 employees participating in the first two sessions; three more are planned. We anticipate that word will spread, and the remaining sessions will be equally as successful.

Alignment with City Council’s Vision: The chart below illustrates how all five goals align with City Council’s Vision areas in a multitude of ways.



		City of Charlottesville Strategic Plan Goals				
		Enhance the self-sufficiency of our residents	Be a safe, equitable, thriving and beautiful community	Have a strong diversified economy	Be a well-managed and successful organization	Foster strong connections
City Council 2025 Vision Statements	ECONOMIC SUSTAINABILITY	•	•	•		•
	A CENTER FOR LIFELONG LEARNING	•			•	•
	QUALITY HOUSING OPPORTUNITIES FOR ALL	•			•	•
	C'VILLE ARTS AND CULTURE		•	•		•
	A GREEN CITY		•		•	•
	AMERICA'S HEALTHIEST CITY	•	•			•
	A CONNECTED COMMUNITY	•	•	•		•
	COMMUNITY OF MUTUAL RESPECT	•	•		•	•
	SMART, CITIZEN-FOCUSED GOVERNMENT				•	•

Budgetary Impact: The Strategic Plan of course has an impact on the budget and budget process. The Implementation Team will present to Council on those initiatives that can be accomplished in the next fiscal year, which ones are funded, and which ones require additional resources. Starting in F.Y. 16, the Strategic Plan will be one of the drivers of the budget process when making decisions about where resources should be allocated and spent.

Recommendation: Adopt City’s Strategic Plan.

Alternatives: Council may choose to delay adoption, but that will delay implementation and the opportunity to use the plan as part of the F.Y. 16 budget process. Staff needs time during the summer to begin this work.

Attachments: City of Charlottesville Strategic Plan and Supplemental Information; Resolution to Adopt Strategic Plan for 2014-2017



History of City of Charlottesville Strategic Planning

Original Strategic Plan:

Process started '05, adopted '07

- Developed strategies for each **Council Vision Statement** focus area
- Document lists initiative, goal, action plan/schedule, and status for each strategy
- Document has not been updated since August 2007

P3: Plan, Perform, Perfect

Developed in '08-'09

- A performance measurement and management system through which we can measure our progress towards goals and objectives
- Provides foundation to develop a citywide strategic plan
- Develops department strategic plans and scorecards
- Means to report measures and data



Current Strategic Plan *City of Charlottesville Strategic Plan*

Began '13, approval '14

- Will align P3 efforts, Council vision and other city planning documents into a comprehensive and implementable three year plan
- Identifies “internal/external stakeholders” and “critical issues”
- includes Mission, Values, Vision, and Goals
- Includes objectives, initiatives and measures for each of five goals
- Aligns department scorecards and measures with strategic plan

2007 Comprehensive Plan

Process started '05, adopted '07

- Guides the physical growth of the City for the next 25 years
- Identified community values, needs and resources

Council Priorities

City Council Priorities 2012-2014

Developed February '12

- Fiscal year budgets developed to fund initiatives that align with Council Priorities

City Council Vision 2025

Eight original vision areas developed in '07, with an additional one added in '11

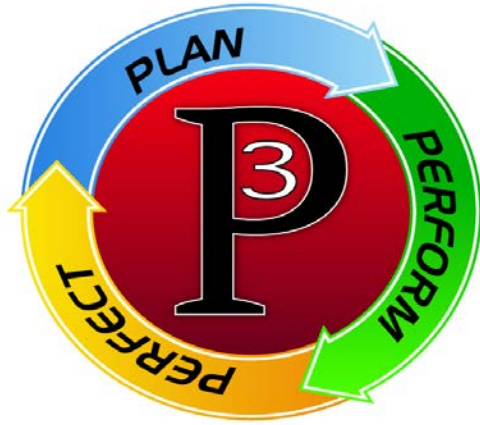
- Serves as a guide for Council discussion
- Creates direction for future Councils, staff and decision-makers
- Serves as a guide to strategic plans that will achieve this vision

2013 Comprehensive Plan

Process started '11, adopted '13

- Continues implementation of the vision established in 2001 with focus on refining Land Use policies
- Establishes a concise, relevant document accessible to all

'05 '06 '07 '08 '09 '10 '11 '12 '13 '14



City of Charlottesville Strategic Plan Goals

		City of Charlottesville Strategic Plan Goals				
		<i>Enhance the self-sufficiency of our residents</i>	<i>Be a safe, equitable, thriving and beautiful community</i>	<i>Have a strong diversified economy</i>	<i>Be a well-managed and successful organization</i>	<i>Foster strong connections</i>
City Council 2025 Vision Statements	ECONOMIC SUSTAINABILITY	●	●	●		●
	A CENTER FOR LIFELONG LEARNING	●			●	●
	QUALITY HOUSING OPPORTUNITIES FOR ALL	●			●	●
	C'VILLE ARTS AND CULTURE		●	●		●
	A GREEN CITY		●		●	●
	AMERICA'S HEALTHIEST CITY	●	●			●
	A CONNECTED COMMUNITY	●	●	●		●
	COMMUNITY OF MUTUAL RESPECT	●	●		●	●
	SMART, CITIZEN-FOCUSED GOVERNMENT				●	●

CHARLOTTESVILLE CITY COUNCIL VISION - 2025

Charlottesville: A Great Place to Live for All of Our Citizens

- A leader in innovation, environmental sustainability, social and economic justice, and healthy race relations
- Flexible and progressive in anticipating and responding to the needs of our Citizens
- Cultural and creative capital of Central Virginia
- United community that treasures diversity

Economic Sustainability

Our community has an effective workforce development system that leverages the resources of the University of Virginia, Piedmont Virginia Community College, and our excellent schools to provide ongoing training and educational opportunities to our residents. We have a business-friendly environment in which employers provide well-paying, career-ladder jobs and residents have access to small business opportunities. The Downtown Mall, as the economic hub of the region, features arts and entertainment, shopping, dining, cultural events, and a vibrant City Market. The City has facilitated significant mixed and infill development within the City.

A Center for Lifelong Learning

In Charlottesville, the strength of our education is measured not by the achievements of our best students, but by the successes of all our students. Here, an affordable, quality education is cherished as a fundamental right, and the community, City schools, Piedmont Virginia Community College and the University of Virginia work together to create an environment in which all students and indeed all citizens have the opportunity to reach their full potential.

Quality Housing Opportunities for All

Our neighborhoods retain a core historic fabric while offering housing that is affordable and attainable for people of all income levels, racial backgrounds, life stages, and abilities. Our neighborhoods feature a variety of housing types, including higher density, pedestrian and transit-oriented housing at employment and cultural centers. We have revitalized public housing neighborhoods that include a mixture of income and housing types with enhanced community amenities. Our housing stock is connected with recreation facilities, parks, trails, and services.

C'ville Arts and Culture

Our community has world-class performing, visual, and literary arts reflective of the unique character, culture, and diversity of Charlottesville. Charlottesville cherishes and builds programming around the evolving research and interpretation of our historic heritage and resources. Through City partnerships and promotion of festivals, venues, and events, all have an opportunity to be a part of this thriving arts, cultural, and entertainment scene.

A Green City

Charlottesville citizens live in a community with a vibrant urban forest, tree-lined streets, and lush green neighborhoods. We have an extensive natural trail system, along with healthy rivers and streams. We have clean air and water, we emphasize recycling and reuse, and we minimize storm-water runoff. Our homes and buildings are sustainably designed and energy efficient.

America's Healthiest City

All residents have access to high-quality health care services. We have a community-wide commitment to personal fitness and wellness, and all residents enjoy our outstanding recreational facilities, walking

trails, and safe routes to schools. We have a strong support system in place. Our emergency response system is among the nation's best.

A Connected Community

The City of Charlottesville is part of a comprehensive, regional transportation system that enables citizens of all ages and incomes to easily navigate our community. An efficient and convenient transit system supports mixed use development along our commercial corridors, while bike and pedestrian trail systems, sidewalks, and crosswalks enhance our residential neighborhoods. A regional network of connector roads helps to ensure that residential neighborhood streets remain safe and are not overburdened with cut-through traffic.

Community of Mutual Respect

In all endeavors, the city of Charlottesville is committed to racial and cultural diversity, inclusion, racial reconciliation, economic justice, and equity. As a result, every citizen is respected. Interactions among city leaders, city employees and the public are respectful, unbiased, and without prejudice.

Smart, Citizen-Focused Government

The delivery of quality services is at the heart of Charlottesville's social compact with its citizens. Charlottesville's approach to customer service ensures that we have safe neighborhoods, strong schools, and a clean environment. We continually work to employ the optimal means of delivering services, and our decisions are informed at every stage by effective communication and active citizen involvement. Citizens feel listened to and are easily able to find an appropriate forum to respectfully express their concerns.



City of Charlottesville Strategic Plan



MISSION
To provide services and facilities that promote an excellent quality of life for everyone in our community.

VALUES
Creativity
Leadership
Trust
Respect
Excellence



City of Charlottesville Strategic Plan



VALUES DEFINITIONS	
Creativity	We value innovation in the pursuit of excellence. We are a solution-oriented, problem solving organization. We share ideas and use collaborative strategies to achieve efficient, effective, community-focused results.
Leadership	We lead with commitment, dedication, and the pursuit of sustainability. We balance the needs and interests of all in our decision making. We clearly communicate our vision and goals throughout the organization. We foster an organizational culture that encourages strategic thinking, initiative and strong performance.
Trust	We are accountable to the community for our work. We act ethically and build public trust at all times. We foster open, honest, and direct communication. We are committed to effective stewardship of the City's natural resources and community assets. We perform our duties with attention to fairness, consistency, laws, and policies.
Respect	We appreciate differences and seek diverse input in our public processes. We are inclusive within the organization and in the community. We promote diversity and equity and are mindful of the culture and history of our organization, the City and our community.
Excellence	We provide excellent services. We are responsive to requests and seek to implement the most effective approaches to our work. We follow best practices, and we measure the outcomes of our performance. We provide accurate and timely delivery of services.



City of Charlottesville Strategic Plan



STAKEHOLDERS	SERVICES PROVIDED TO STAKEHOLDERS
<p>Residents Community members Visitors Business and industry Community organizations Other government entities Educational and other institutions</p>	<p>Public Safety Infrastructure and Transportation Healthy Families and Community Services* Community Development Economic Development Municipal Administration</p> <p><i>*Includes Health Services, Social Services, Human Services, Human Rights and Recreation and Cultural Services</i></p>



City of Charlottesville Strategic Plan



INTERNAL STAKEHOLDERS	SERVICES PROVIDED TO INTERNAL STAKEHOLDERS
City Council Employees/Staff and their Dependents City Departments Retirees and their Dependents Boards and Commissions and Taskforces	Leadership and Management Human Resources Services Financial Services Infrastructure <ul style="list-style-type: none">-Facilities (includes construction and maintenance)-Equipment-Information Technology Interdepartmental Technical Assistance (includes legal services)



City of Charlottesville Strategic Plan



VISION

To be one community filled with opportunity.



CRITICAL ISSUES

HOW WILL THE CITY ADDRESS...

- Public Safety?
- Workforce Development?
- Job Creation?
- Long-range land use planning and community design?
- Range of Affordable Housing options?
- Social and income inequality?
- Physical and natural infrastructure management?
- Strengthening regional and community partnerships?
- Recruiting and retaining quality employees?
- Financial Stability?



City of Charlottesville Strategic Plan



GOALS

As the City of Charlottesville, we will....

1. Enhance the self-sufficiency of our residents
2. Be a safe, equitable, thriving and beautiful community
3. Have a strong and diversified economy
4. Be a well-managed and successful organization
5. Foster strong connections



City of Charlottesville Strategic Plan



GOAL	OUTCOME MEASURES	OBJECTIVES	INITIATIVES
<p>1. Enhance the self-sufficiency of our residents</p>	<ul style="list-style-type: none"> a) % of families paying more than 30% of income for housing b) % of students graduating with professional certification or college matriculation c) % of students eligible for free and reduced lunch at school d) % of city population with GED or high school diploma e) % growth of affordable housing stock at all levels f) % of residents living below 200% of poverty 	<ul style="list-style-type: none"> 1.1 Promote education and training 1.2 Reduce employment barriers 1.3 Increase affordable housing options 1.4 Enhance financial health 1.5 Improve college/ career readiness of students 	<ul style="list-style-type: none"> a) Support vocational education workforce development plans b) Implement <i>Growing Opportunities</i> report recommendations c) Develop targeted employment strategies d) Create and implement a peer network as recommended in the Task Force report e) Partner with developers and incentivize affordable property growth (help housing by providing money, reduced timing for plan review, reduced fees) f) Engage with community partners to provide services that curb homelessness and navigate citizens to housing g) Research and develop financial literacy initiative with partners h) Coordinate programs to assure basic needs are met i) Implement SIA/Small Area Plans as it pertains to connecting City residents with employment opportunities for these areas. j) Identify and implement strategies to promote cradle to college supports for children



City of Charlottesville Strategic Plan



GOAL	OUTCOME MEASURES	OBJECTIVES	INITIATIVES
<p>2. Be a safe, equitable, thriving and beautiful community</p>	<ul style="list-style-type: none"> a) % of residents who feel safe in their neighborhoods during day and nighttime hours b) % of residents satisfied with management of natural resources c) % of residents satisfied with overall appearance of City d) % of residents satisfied with health and wellness options e) % of residents satisfied with access to various transportation modes (transit, pedestrian, auto, etc.) f) % of residents rating Charlottesville as a good or great place to live g) % of residents satisfied with public safety services h) % of residents 	<ul style="list-style-type: none"> 2.1. Provide an effective and equitable public safety system 2.2. Consider health in all policies and programs 2.3. Provide reliable and high quality infrastructure 2.4. Ensure families and individuals are safe and stable 2.5. Provide natural and historic resources stewardship 2.6. Engage in robust and context sensitive urban planning 	<ul style="list-style-type: none"> a) Evaluate and address changing public safety needs and issues b) Conduct public education efforts (e.g., gas safety, fire safety, seat belts, child safety seats, smoke alarms) c) Continue school safety efforts d) Engage in the <i>Move 2 Health</i> initiative e) Identify and implement strategies to increase access to healthy food sources and supplies f) Implement <i>M.A.P.P. to Health</i> recommendations g) Complete multimodal plan h) Expand multimodal transportation i) Implement outcomes of <i>Infrastructure Condition Assessments</i> j) Improve permanency for children in child welfare system k) Ensure short term basic needs of families are met l) Develop green infrastructure plan m) Develop <i>Water Resources Master Plan</i> n) Enhance energy efficiency and renewables to achieve emission reductions and community resiliency o) Enhance water conservation program p) Prioritize <i>Comprehensive Plan</i> recommendations q) Create an implementation schedule for the <i>Comprehensive Plan</i> r) Create a plan for prioritizing and implementing proposed investments and strategies in small area plans s) Update the zoning ordinance as needed to complement the City's design guidelines and support context sensitivity t) Complete and begin implementation of the Code and Regulatory Audit u) Complete West Main improvements



City of Charlottesville Strategic Plan



	<p>satisfied with management of historical resources</p> <ul style="list-style-type: none">i) % of residents who indicate the City is a welcoming place for allj) % of residents who report on interacting on a regular basis with people from different cultures		<ul style="list-style-type: none">v) Create plan to redevelop CRHA property (Work with CRHA to support operations and identify pathway to redevelopment)w) Ensure that services and programs promote equity and inclusion
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City of Charlottesville Strategic Plan



GOAL	OUTCOME MEASURES	OBJECTIVES	INITIATIVES
<p>3. Have a strong diversified economy</p>	<ul style="list-style-type: none"> a) % change in number of businesses b) % change in median household income c) % growth in jobs d) % change in unemployment rate e) % change in business gross receipts f) % change in tax delinquency rate g) % change in business health rating (OED survey) h) Commercial occupancy and vacancy rates i) Business satisfaction rating 	<ul style="list-style-type: none"> 3.1. Develop a quality workforce 3.2. Attract and cultivate a variety of new businesses 3.3. Grow and retain viable businesses 3.4. Promote diverse cultural tourism 	<ul style="list-style-type: none"> a) Prepare residents for employment in high demand industries through workforce development programs b) Establish downtown satellite workforce center c) Develop and implement a marketing strategy that promotes City as premier business location d) Identify local incentives to attract business and maximize capital investment in City e) Identify new business prospects with Central Partnership for Economic Development f) Continue to partner with community business development stakeholders g) Enhance Business Visitation Program h) Provide relevant training opportunities for startup and existing City businesses i) Administer biennial survey of City businesses to assess overall health of local economy j) Implement initiatives in <i>Growing Opportunities</i> report k) Develop and implement business services process plan l) Enhance heritage and cultural tourism efforts m) Identify opportunities for public/private partnerships to provide infrastructure that supports tourism industry n) Implement initiatives in Target Industry Report o) Determine what types of conventions the City could accommodate p) Conduct an annual business survey



City of Charlottesville Strategic Plan



GOAL	OUTCOME MEASURES	OBJECTIVES	INITIATIVES
<p>4. Be a well-managed and successful organization</p>	<p>a) % change in citizen satisfaction rating b) % change in employee satisfaction rating c) Bond rating d) Council responsiveness rating</p>	<p>4.1. Align resources with City's strategic plan 4.2. Maintain strong fiscal policies 4.3. Recruit and cultivate quality employees 4.4. Continue strategic management efforts</p>	<p>a) Revisit departmental plans and align with City's strategic plan b) Create tools and strategies needed to obtain performance measurement data c) Develop quarterly reports (financial, measures, etc.) d) Develop and conduct employee engagement survey e) Conduct bi-annual (every 2 years) employee survey f) Develop strategies to address issues identified in the employee survey g) Assess current training opportunities and training space needs for the City as a whole and individual departments h) Evaluate City's pay plan and evaluate/establish performance plan/system (funding for evaluation in F.Y. 15) i) Administer National Citizen Survey to measure citizen satisfaction with City services (Fall 2014) j) Develop an Innovation Team to address process improvement city-wide k) Map out career development plan for employees l) Create inventory of departments who do stakeholder surveys and how the results are being used m) Evaluate recommendations of Blue Ribbon Commission on sustainable school funding n) Conduct an annual self-evaluation of City Council</p>



City of Charlottesville Strategic Plan



GOAL	OUTCOME MEASURES	OBJECTIVES	INITIATIVES
5. Foster strong connections	<ul style="list-style-type: none"> a) % of residents who indicate they are connected to the City of Charlottesville b) % of residents who indicate the City fosters an environment where diversity is nurtured and respected c) % change in efficiency and effectiveness that can be linked to partnerships d) % of residents who indicate their opinions matter to the City 	<ul style="list-style-type: none"> 5.1. Respect and nourish diversity 5.2. Build collaborative partnerships 5.3. Promote community engagement 	<ul style="list-style-type: none"> a) Partner with schools and local service providers to identify changing population trends, challenges and opportunities b) Evaluate recommendations of Blue Ribbon Commission on sustainable school funding c) Partner with community service providers and businesses to educate/train/employ youth and adults preparing for the workforce d) Inventory and evaluate existing partnerships, identify gaps, and develop plan to maximize efficacy and efficiency e) Evaluate community engagement tools and develop recommendations for improving effectiveness (including development of a community engagement guide) f) Share information and best practices with peer agencies and organizations g) Partner with community organizations to promote arts and culture in the City



REPORTING

Outcome measures

Presented with plan to Council

Senior Mgmt
A few key outcome measures

Intermediate measures

Already reporting some at www.charlottesville.org/measuresup. Will work with departments to finalize these.

Middle Mgmt
Outcome plus Intermediate measures of interest

Operational measures

Already reporting some at www.charlottesville.org/measuresup. Will work with departments to finalize these.

Supervisors/Managers
Operational plus Intermediate measures of Interest

Employee measures

A Strategic Plan initiative is to evaluate a new performance plan for employees. These will be developed at that time.



Outcome measures - Citywide Aligned with Goals

Goal: Be a safe, thriving and beautiful community

Outcome Measure: % of residents who feel safe in their neighborhoods

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Intermediate Measures – Dept. level Aligned with Objectives

Examples of Intermediate Measures:

1. Reported type of crime by neighborhood
2. # of violent and disorder related calls in targeted neighborhoods
3. # property crimes by neighborhood
4. # of gun related violent crimes

Operational Measures– Division level Aligned with Dept. level measures

Examples of Operational Measures:

1. Police - # of community relations initiatives
2. Police - # of problem solving projects
3. Police - # of crime prevention and education related programs

Employee measures

These measures would be related directly back to an employee's job and how it aligns with the goal going up the pyramid and would be ultimately a part of his/her performance review.

RESOLUTION
APPROVING THE CITY OF CHARLOTTESVILLE
STRATEGIC PLAN for 2014-2017

WHEREAS, the City of Charlottesville's City Council, department heads, and staff have been working to organize the City's strategic activities into one comprehensive three-year Strategic Plan; and

WHEREAS, City staff has conducted a careful and comprehensive analysis of the City's existing strategic documents, citizen input and feedback, and data; and

WHEREAS, the development of a vibrant and robust Strategic Plan is the natural progression of the *P3: Plan, Perform, Perfect* initiative that staff began in 2008; and

WHEREAS, City staff and City Council seeks to align the City's Strategic Plan goals with the City Council 2025 Vision Statement; and

NOW, THEREFORE, BE IT RESOLVED by the City Council of Charlottesville, Virginia, that the City of Charlottesville Strategic Plan for 2014-2017 is hereby approved and adopted on this 2nd day of June, 2014.