

Strategic Platform:

For those who appreciate independence and access, the historic City of Manassas enjoys a strategic location in Northern Virginia where historic charm combines with a new city spirit so you experience a sense of place, a sense of community and a sense of opportunity.

Vision:

A community that takes pride in our authentic history, livable neighborhoods, quality schools, healthy economy and outstanding quality of life

Values:

Customer Service: Our primary duty is to be accessible and responsible to the community that we serve. To that end we must maintain an organizational reputation for consistency, openness, transparency, understanding and active engagement with the stakeholders that we serve.

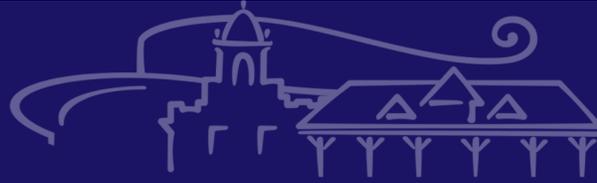
Honesty: We must demonstrate the highest standards of being true to what we say and do and standing up for our beliefs so that our public activities inspire confidence and trust in our government.

Respect: We honor diversity and individual rights in every interaction we have with another person. We look for balance between self, family, community and work.

Integrity: The courage to be true to yourself and your position. We value integrity in ourselves and others as we work every day with staff, residents and visitors.

Stewardship: We must be diligent to maintain an atmosphere where public resources are always used for the public good. Our organization constantly strives to provide the greatest possible efficiency and effectiveness in the delivery of public services.

Teamwork: It takes teamwork to create success. We work as a team that encourages trust, cooperation and a commitment to communications within the organization. We use our professional judgment to meet customer needs and exceed customer expectations through behaviors consistent with our values.



Council Strategic Priorities:

1. Community Investments

We will be a city that invests in our future to enhance the pride in our community.

2. Economic Development

We will be a City that supports and encourages business growth and entrepreneurial activity that brings opportunities to the community.

3. Education

We will be a city that partners with the Manassas City Public School System to provide an innovative, engaging, inspiring, and challenging learning environment for all students.

4. Housing & Redevelopment

We will be a city that promotes pride in our neighborhoods and encourages investment that shapes the character of the community.

5. Public Safety

We will be a city that provides a safe and secure environment for citizens, businesses, and visitors through proactive safety measures and emergency response.

6. Sustainable Government

We will be a city that delivers quality services and demonstrates strong fiscal stewardship and transparency through an efficient and responsible government.



Sense of Place:

Provide the services, amenities and programs that demonstrate our core values, strategic location, city spirit, charm and an authentic downtown experience.

Goal # 1 Enhance the City’s sense of place with well designed and maintained, conveniently located community facilities, programs, technology and spaces particularly as existing facilities age and require replacement or expansion.

Objectives:

1.1 Complete New Baldwin Elementary School

Actions:

- o Priority process plan review, permit issuance and inspections for January 2017 targeted opening. *(Community Development)*

1.2 Site and construction of Fire Station #21

Actions:

- o Actively searching for sites to locate this project and research existing architectural designs to save costs. *(Economic Development)*

1.3 Identify and Plan for Facility Improvements and Space Needs for Public Safety Headquarters
(MCPD Goal 4.Objective 1)

Actions:

- o Implement FY16 Facility Improvements *(MCPD 4.1.1 Strategy)*
- o Develop FY17 Facility Improvement Needs *(MCPD 4.1.2 Strategy)*
- o Develop FY18-FY20 Facility Improvement and Space Needs Plan *(MCPD 4.1.3 Strategy)*

1.4 Develop Master Plan for Parks and cultural facilities

- o Update parks inventory, hire consultant and engage community in Master Plan. *(Community Development)*



Goal #2 Enhance the City's sense of place by creating an attractive community that highlights our city spirit and charm.

Objectives:

- 2.1 Develop plans to enhance landscaping, signage and regulations that support new development and redevelopment that is attractive and impressive

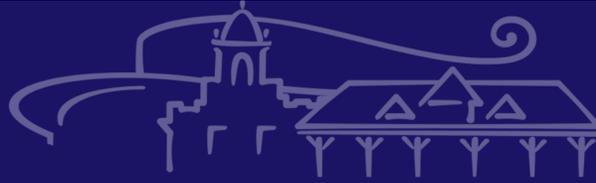
Actions:

- o Promote City of Manassas events through the use of Visual Message Boards, Social media, website and other web based platforms. *(Communications)*
- o Enhance code enforcement and update sign ordinance. *(Community Development)*
- o Work with new and existing businesses and commercial property owners to improve uses, façades, landscaping and the appearance of their property. *(Economic Development)*
- o Improve appearance of City streets and recreational areas by reducing the amount of trash left at the curb outside the collection period and develop more opportunities for businesses, residents and visitors to recycle. *(Public Works)*
- o New Refuse and Recycling contract will include new collection opportunities for businesses in Historic Downtown, an additional bulk collection in townhome communities and an on-call truck to remove bulk trash as part of Solid Waste Code enforcement. *(Public Works)*
- o Recycling collection will be introduced to support the delivery of recycling containers in recreational areas throughout the City. *(Public Works)*
- o Protect water quality in streams and wetlands. *(Public Works)*
- o Continue to develop and implement the Municipal Separate Storm Sewer System (MS4) Program Plans to control the discharge of pollutants from the City's storm sewer system. *(Public Works)*
- o Construct the Prince William Hospital regional stormwater management facility to address the developments that funded the City's stormwater management pro-rata share program in combination with expected future developments. *(Public Works)*
- o Develop a stream restoration plan for 18 miles of identified stream channels using standardized construction details to develop construction level plans and project priorities for the entire channel length. *(Public Works)*
- o Continue to maintain and inspect the existing stormwater management facilities to ensure functionality. *(Public Works)*

- 2.2 Redevelop Mathis Avenue Area

Actions:

- o Work with real estate brokers, property owners and businesses to redevelop or improve commercial property. *(Economic Development)*
- o Create an incentive package and redevelopment finance tools to provide resources for property owners, businesses and developers seeking to invest in redevelopment. *(Economic Development)*



2.3 Enhance the City’s gateway corridors so that there is a sense of arrival when visitors enter the City and when residents return home.



- o Installed new Virtual Message Boards and landscaping around five gateway areas leading into the City. *(Public Works)*

2.4 Continue to revitalize Grant Avenue and the Historic Downtown

Actions:

- o Engage firm(s) to conduct engineering study of Grant Ave. and develop concept plans for vehicular and pedestrian safety and amenity enhancements *(Community Dev. & Public Works)*
- o Engage and coordinate with HMI in its efforts to promote economic restructuring, promotions and design work through the Virginia Main Street Program. *(Economic Development)*
- o Develop new incentive programs and promote the existing ones to provide resources for property owners, businesses and developers seeking to make new investments. *(Economic Development)*

Goal #3 Enhance the city’s sense of place by increasing the ease of access of transportation in the city.

Objectives:

3.1 Enhance options for traveling towards the DC Metro regions (i.e. Route 28 and alternatives)

Actions:

- VDOT concluded works with a regional steering committee that identified the Centerville Road South Bound Left Turn Lanes as a short term spot improvement project on Liberia Avenue that will assist in reducing congestion on Route 28. This project funded for up to 20% design through remaining funding from VDOT’s short term study and this work is underway at VDOT. *(Public Works)*

3.2 Work with regional partners (i.e. NVTA, PRTC, VRE, PWC) to improve traffic congestion in and around the City of Manassas

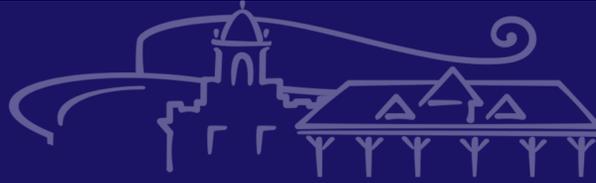
Actions:

- o Secured \$2.5 M in regional funding to study alternatives for a long term solution for traffic congestion on Route 28 from Manassas to I-66. This study will be co-managed with Prince William County. *(Public Works)*

3.3 Increase Pedestrian and Traffic Safety Awareness *(MCPD Goal 2.Objective 3)*

Actions:

- o Identify High Traffic Crash Locations *(MCPD 2.3.1 Strategy)*
- o Participate with Regional Partners In Enforcement Campaigns *(MCPD 2.3.2 Strategy)*
- o Continue Working with City Departments To Improve Pedestrian and Vehicle Safety *(MCPD 2.3.3 Strategy)*



3.4 Continue construction of Prince William Street Improvements

Actions:

- o Utility Relocation is currently underway. Placing electric lines underground is approximately 60% complete. Verizon and Comcast are also currently relocating their facilities. All but 4 property acquisitions purchase agreements have been signed and closings are in progress. Eminent domain may be necessary to acquire the remaining 4 parcels needed. *(Public Works)*
- o Design plans are 95% complete and this project should go to bid in Spring 2016. Construction will include water, sewer, and storm water improvements; new sidewalks; and a wider street. Once started, construction should last 18 months. *(Public Works)*

Goal #4 Enhance the city's sense of place by maintaining an open and transparent government.

Objectives:

4.1 Establish strong, transparent financial and budget practices

Maximize the efficient use of Funding Resources *(MCPD Goal 5, Objective 1)*

Actions:

- o Research New Funding Opportunities *(MCPD 5.1.1 Strategy)*
- o Review, Develop and Submit A Department Budget *(MCPD 5.1.2 Strategy)*

4.2 Adopt best practice recommendations for financial policies



- o New best practice financial policies were adopted in August 2015. *(Finance)*
- o Manage the Manassas Regional Airport operations without subsidies from the City of Manassas or Prince William County. *(Airport)*

4.3 Implementation of a new ERP system

Actions:

- o Awarded a contract to Tyler Technologies , Inc. for new ERP system to include Munis/EnerGov applications. Implementation to begin December 2015. *(Finance, IT)*

4.4 Enhance budget priority setting process to address community needs and wants.

Actions:

- o Access community based services to support program for eligible city residents by decreasing CSA expenditures year to year through community referrals *(Family Services)*
- o Maximize use of alternative funding sources for services *(Family Services)*



Sense of Community:

Create a safe and secure, and family friendly environment where citizens, businesses, and visitors want to live, work, play and experience the uniqueness of our neighborhoods and community

Goal #5 Enhance the city's sense of community by maintaining a safe and secure community with high citizens satisfaction on perceptions of safety

Objectives:

5.1 Use crime prevention strategies to reduce crime in the community

Actions:

Increase Citizen Education and Information Sharing (MCPD Goal 1.Objective 2)

- o Enhance and Update Information Available Through Social Media (MCPD 1.2.1 Strategy)
- o Continue Expansion of Police/Community Relations (MCPD 1.2.2 Strategy)

Increase Departmental and Community Interaction (MCPD Goal 1.Objective 3)

- o Develop A Coffee With A Cop Program (MCPD 1.3.1 Strategy)
- o Continue To Attend HOA Meetings and Community Events (MCPD 1.3.2 Strategy)
- o Explore Other Community Oriented Engagements (MCPD 1.3.3 Strategy)

Enhance Quality of Life (MCPD Goal 2.Objective 1)

- o Utilize Crime Analysis To Identify Trends (MCPD 2.1.1 Strategy)
- o Conduct Selective Enforcement Details In Problem Areas Identified By Neighborhood Team Leaders (2.1.2 Strategy)
- o Continue To Work With Other City Departments To Address Criminal And Non-Criminal Issues That Contribute To Reduced Quality of Life (MCPD 2.1.3 Strategy)

Strengthen Crime Prevention Initiatives (MCPD Goal 2.Objective 2)

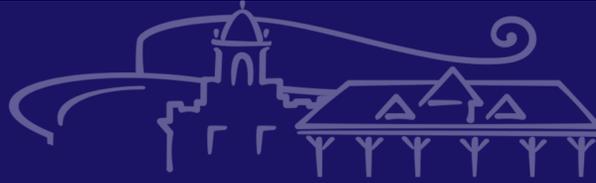
- o Maintain Current Crime Prevention Programs (MCPD 2.2.1 Strategy)
- o Increase Nuisance Abatement Reporting and Actions (MCPD 2.2.2 Strategy)
- o Conduct Targeted/Specific Patrols Based Off "Hot Spot" Policing (2.2.3 Strategy)

Identify and Utilize Technology for Public Safety (MCPD Goal 4.Objective 2)

- o Research and Develop A Body Worn Camera Program for Deployment (MCPD 4.2.1 Strategy)
- o Research, Plan and Implement Online Incident Reporting (MCPD 4.2.2 Strategy)
- o Identify Current and Future Technologies and Plan for Future Costs (MCPD 4.2.3 Strategy)

Utilize Data Analysis to Maximize Customer Service (MCPD Goal 4.Objective 3)

- o Ensure Effective Deployment Of Resources (MCPD 4.3.1 Strategy)
- o Continue Selective Enforcement Efforts Based On Crime Trends (MCPD 4.3.2 Strategy)
- o Utilize Technology To Collect Accurate Speeding Data To Determine Traffic Enforcement Needs (MCPD 4.3.3 Strategy)



5.2 Enhance public safety facilities for response times and staffing

Actions:

- o Conduct periodic audits of the Computer Aided Dispatch (CAD) system to ensure staff accuracy levels and improve public safety. *(MCPD)*
- o Actively seeking site for Fire & Rescue Station 21 *(Fire & Rescue)*
- o Implemented new computer aided dispatch in conjunction with Prince William County and Manassas Park. *(Fire & Rescue)*



5.3 Adhere to accreditation standards for Police and Fire & Rescue

Actions:

Foster Organizational Excellence *(MCPD Goal 5.Objective 2)*

- o Maintain CALEA Accreditation *(MCPD 5.2.1 Strategy)*
- o Participate In Executive Leadership Modules *(MCPD 5.2.2 Strategy)*
- o Explore a New Promotional Process *(MCPD 5.2.3 Strategy)*
- o Received Agency of Excellence certification from the Virginia Office of EMS Standards of Excellence Program (one of the first six to be so designated) *(Fire & Rescue)*
- o City of Manassas Fire & Rescue Department is a registered agency of the Center for Public Safety Excellence. *(Fire & Rescue)*



5.4 Reducing the risk of solid waste and hazardous materials on City streets and entering waterways by increasing citizen participation through:

Actions:

- o Providing information on refuse and recycling through public outreach activities *(Public Works)*
- o Regular household hazardous waste, eWaste and shredding events *(Public Works)*
- o Adopt a Street and Adopt a Stream programs *(Public Works)*
- o Courtesy Truck program *(Public Works)*
- o Developing good habits and interest in keeping Manassas beautiful through events and classroom presentations for young citizens in City of Manassas schools. *(Public Works)*

Goal #6 Enhance the city's sense of community by developing programs and amenities that will enhance arts, culture and recreation opportunities through partnerships to provide residents and guests an authentic City of Manassas experience:

Objectives:

6.1 Enhance Liberia Plantation

Actions:

- o Complete interior restoration of the first floor, preserve upper floor bedroom Civil War graffiti, prepare site for restrooms and restore front landscape. *(Community Development)*
- o Added sidewalk improvements funded by state Revenue Sharing dollars to the overall plan for the enhancement of the Liberia Plantation. *(Public Works)*

6.2 Enhance recreational opportunities through safe, fiscally sustainable operation of parks and pools

Actions:

- o Initiate budget review and analysis of parks, cultural and recreational activities and operations as part of master plan. *(Community Development)*

6.3 Enhance cultural opportunities by creating unique and enjoyable visitor experiences at the



Manassas Museum system

Actions:

- o Renovate lobby, hallway and store in January, 2016 and initiate planning for new “immersion room” experience to open in 2017 if fundraising is successful. *(Community Development)*

6.4 Provide direction for the future of library services for City residents

- o Working with Prince William County and Manassas Park to determine the future of Library Services in our area. Arranged agreement not to share cost of building new libraries in other locations not in the City. *(City Manager)*

6.5 Develop Parks and Recreation Master plans (including Dean & Stonewall Parks)

Actions:

- o Update parks inventory, hire consultant and engage community in needs assessment; scope Dean Park master plan incorporating Jennie Dean School. *(Community Development)*
- o Utilize and promote the Arts and Tourism District in Historic Downtown. *(Economic Dev.)*
- o Continue to work with stakeholders to promote public and private art projects and events throughout Downtown. *(Community Development)*

Goal #7 Enhance the city’s sense of community by developing the quality and uniqueness of our neighborhoods.

Objective:

7.1 Develop a comprehensive housing and redevelopment program

Actions:

- o Completed a windshield survey of the trailer parks as a pilot process for other neighborhoods to identify systemic issues in neighborhoods; drafted grant application for the Virginia Department of Community Development and Housing to engage a consultant to assist in developing a comprehensive program. *(Community Development)*

7.2 Complete Zoning Ordinance Review process

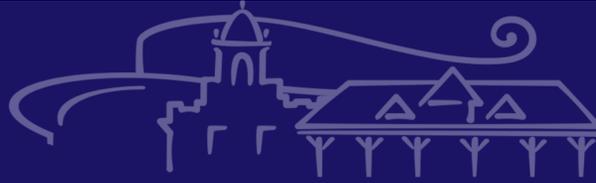
Actions:

- o Completed Phase 1 of the Zoning Ordinance, initiate an update of the Historic Overlay District Parking and Airport Zoning. *(Community Development)*

7.3 Enhance Code Enforcement

Actions:

- o Adopt and implement new goal of disposing of a case (abatement, abatement plan approved or move to City Attorney for prosecution) within 45 days of initial Investigation. *(Community Development)*
- o Improve local access to neighborhoods and increase safety through restricted parking areas which allow local citizens to park closer to their homes reducing the number of non-residential vehicles in residential areas. *(Public Works)*



7.4 Revitalize older Neighborhoods

Actions:

- o Submit neighborhood study grant to the Virginia Department of Community Development and Housing to support engaging consultant assistance; prepare spot blight plan for blighted properties in GTS; Completed HOA training on grant funding opportunities and submissions. *(Community Development)*

Goal #8 Enhance the city's sense of community by creating an organizational climate that promotes excellence in customer service and models our core values.

Objectives:

8.1 Maintaining competitive pay and benefit programs

Actions:

- o Conduct an Analysis of Market Relationships and Internal Equity Issues for Targeted Positions on an Annual Basis *(Human Resources)*

8.2 Develop employee recognition program

Actions:

- o Annual Employee Recognition and Service & Safety Awards Program *(Human Resources)*
- o Publicize Employee Achievements and Acknowledgements on the City's Manassas@Work Intranet. *(Human Resources)*
- o Complete employee work session on goal setting for enhanced performance evaluation; continue supervisor training *(Community Development)*
- o Recognize Employee Excellence *(Human Resources and MCPD Goal 3.Objective 1)*
- o Develop A Peer Review Committee *(MCPD 3.1.1 Strategy)*
- o Develop A Plan For Employee Recognition *(MCPD 3.1.2 Strategy)*
- o Promote Ethical & Professional Behavior Among All Employees *(MCPD Goal 3.Objective 3)*
- o Provide Specific Ethical Training Modules *(MCPD 3.3.1 Strategy)*
- o Continue Participation With George Mason University's Master Of Public Administration Cohort Program *(MCPD 3.3.2 Strategy)*
- o Fire and Rescue Staff participated in the Virginia Fire Officer Academy and the Northern Virginia Leadership Development Institute *(Fire & Rescue)*



8.4 Ensure Dispositions Regarding Complaints of Integrity or Ethical Violations are Received Positively by Staff *(MCPD 3.3.3 Strategy)*

8.5 Create internal staff survey

- o Worked with a group of city staff from different departments to create and initiate a survey on internal city services. *(City Clerk)*





Sense of Opportunity:

Support the growth of individuals and businesses by providing opportunities for residents to live, work, learn and thrive in a City that values independence and access

Goal #9 Enhance the city's sense of opportunity by promoting the economic growth of businesses in Manassas.

Objectives:

9.1 Develop a comprehensive Economic Development Program

Actions:

- o Adopt an economic development strategic plan. *(Economic Development)*
- o Retain and recruit existing and new economic development opportunities and expansions in the Community. *(Economic Development)*

9.2 Provide reliable, consistent customer service that meets published review times and communicates code requirements clearly and simply.

Actions:

- o Implemented web portal for permit application, inspection requests and project status tracking. *(Community Development)*

9.3 Streamline the commercial development process to support an enhanced economic development program

Actions:

- o Implement Expedited Commercial Plan Review Program for fast tracking small tenant fit-outs and other commercial plans. *(Community Development)*

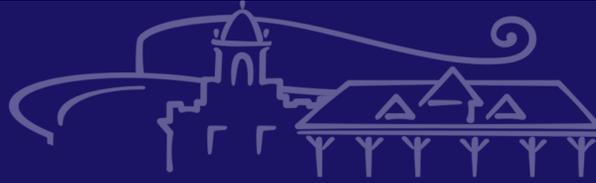
9.4 Market the Community and Tourism to define the City to both internal and external audiences

- o Promote the City of Manassas as a business and tourist destination through the use of advertising, social media platforms and other mediums. *(Communications & Economic Development)*

9.5 Explore redevelopment and revitalization opportunities

Actions:

- o Complete staff work sessions on identifying potential properties for redevelopment and revitalization. *(Community Development/Economic Development)*



Goal #10 Enhance the city’s sense of opportunity by providing quality educational services.

Objectives:

10.1 Improve Student achievement

Actions:

- o Promote and maintain educational placement of youth enrolled in the Intensive Supervision Program by maintaining the identified # of youth who remain enrolled for the full school year at 80%. *(Family Services)*

10.2 Improve communications and community engagement

Actions:



- o Assisted schools with retaining AmeriCorp VISTA volunteer at Haydon Elementary school to continue Parent Network; continued schools/business partnership on soft skills training. *(Community Development)*

10.3 Demonstrate sound fiscal management and communicate results

Actions:

- o Provide periodic updates to Council on school finances. *(City Manager)*

10.4 Develop a multi-year facilities plan

Actions:

- o Maintain City/Schools Capital Improvement Plans within formal guidelines. *(City Manager)*

10.5 Improve administrative and instructional technology

Actions:

Strengthen collaborative partnerships with MCPS *(MCPD Goal 1.Objective1)*

- o Update School Violence Plan *(MCPD 1.1.1 Strategy)*
- o Continue Involvement With City School Programs *(MCPD 1.1.2 Strategy)*
- o Expand and Improve Police/Youth Programs *(1.1.3 Strategy)*

Goal #11 Enhance the city’s sense of opportunity by creating employment opportunities within the city.

Objectives:

11.1 Market and develop Manassas Gateway

Actions:

- o Secure the permits and approvals necessary to enable the Master Developer to begin construction. *(Economic Development)*
- o Develop a marketing plan and materials in conjunction with the Master Developer. *(Economic Development)*
- o Finalize the contracts and agreements with a hotel developer. *(Economic Development)*



11.2 Enhance business opportunities at the Manassas Regional Airport

Actions:

- o Work with staff and the Airport Commission to identify the needs and opportunities. *(Economic Development)*
- o Conduct an existing business call program targeted to companies located at the airport. *(Economic Development)*
- o Report annually to the Airport Commission on economic development activities and programs. *(Economic Development)*

11.3 Redevelop the existing GMBL ball fields

Actions:

- o Develop a plan for the relocation of the existing fields. *(Economic Development)*
- o Undertake a master planning process to identify potential highest and best uses for the property. *(Economic Development)*

Goal #12 Enhance the city’s sense of opportunity through employee development and professional training.

Objectives:

12.1 Develop specific programs to improve employee retention and training so that employees will have opportunities to take on new roles and responsibilities in the organization.

Actions:

Promote Employee Physical and Mental Wellness *(MCPD Goal 3.Objective 2)*

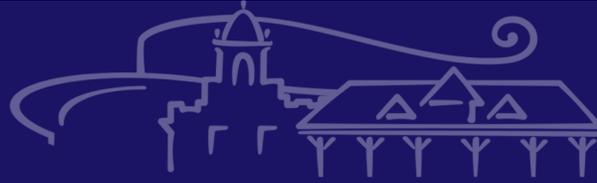
- o Actively Promote And Encourage Continued Participation In Lawfit *(MCPD 3.2.1 Strategy)*
- o Utilize Resources For Training On Fitness, Nutrition, Health and Wellness *(MCPD 3.2.2 Strategy)*
- o Ensure Information Regarding Mental Health Services Is Readily Available To All Employees *(MCPD 3.2.3 Strategy)*
- o Research The Feasibility Of A Public Safety Peer Support Group *(MCPD 3.2.4 Strategy)*
- o Fire and Rescue adopted a physical fitness program and have three staff becoming certified to be peer physical fitness trainers. *(Fire & Rescue)*
- o Fire and Rescue has partnered with Prince William County Fire and Rescue in a peer support critical incident stress response team. *(Fire & Rescue)*



Expand Recruitment Measures *(MCPD Goal 3.Objective 4)*

- o Utilize Social Media To Attract And Recruit Appropriate Staffing Needs *(MCPD 3.4.1 Strategy)*
- o Expand Sources Of Recruitment To Identify A Diverse, Qualified Pool Of Applicants *(MCPD 3.4.2 Strategy)*
- o Expand Current Recruitment Practices *(MCPD 3.4.3 Strategy)*
- o Conduct A Salary And Benefits Study To Remain Competitive And Attract The Most Qualified Applicants *(MCPD 3.4.4 Strategy)*
- o Offer Semi-Annual Financial Sponsorship in George Mason University’s Master of Public Administration Northern Virginia Public Service Fellows Program. *(Human Resources)*
- o Financially Sponsor Staff in Leadership Prince William. *(Human Resources)*
- o Establish Performance Management Advisory Committee. *(Human Resources)*
- o Define Performance Management and Develop Plan for Implementation. *(Human Resources)*

12.2 Develop retention program



Actions:

Broaden Professional Development for All Staff (*MCPD Goal 5.Objective 3*)

- o Develop A New Career Path Policy For Staff (*MCPD 5.3.1 Strategy*)
- o Expand Professional Memberships (*MCPD 5.3.2 Strategy*)
- o Develop More Organized And Detailed Core Training And Supervisory Training Programs For All Staff (*MCPD 5.3.3 Strategy*)
- o Conduct Detailed Analysis of the City of Manassas' Compensation Structure. (*Human Resources*)
- o Establish Benefits Advisory Group. (*Human Resources*)
- o Conduct Detailed Analysis of City Benefits. (*Human Resources*)

12.3 Provide for succession planning

Actions:

- o Develop Succession Planning Model and Plan for Implementation (*Human Resources*)
- o Develop a Workforce Strategic Plan (*Human Resources*)
- o Hired a Deputy City Manager (*City Manager*)