



## Strategic Planning Update

City Council Work Session  
February 6, 2014  
City Space Meeting Room  
5:00 – 7:00PM

Activity	Who
Welcome and Introductions	Maurice/Leslie
Purpose of Today's Meeting/Review of Process Thus Far	Dale
Review Draft Strategic Plan/City Council Discussion and Questions <i>**Members of Plan Development Team to help present**</i>	Plan Development Team/Dale
Next Steps	Dale

**City of Charlottesville – Draft Strategic Plan  
As of January 30, 2014**

**MISSION**

To provide exceptional services that enhance quality of life in our community

**VALUES**

Creativity  
Leadership  
Trust  
Respect  
Service

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<b>VALUES DEFINITIONS</b>	
<b>Creativity</b>	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.
<b>Leadership</b>	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.
<b>Trust</b>	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.
<b>Respect</b>	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.
<b>Service</b>	We are accountable to the community for our work. 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.

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

<b>INTERNAL STAKEHOLDERS</b>	<b>SERVICES PROVIDED TO INTERNAL STAKEHOLDERS</b>
Employees/Staff and their Dependents City Council City Departments Retirees and their Dependents Boards and Commissions and Taskforces	Human Resources Financial Services Infrastructure -Facilities -Equipment -Information Technology Management Interdepartmental Technical Assistance

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**VISION**

To be one community filled with opportunity

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CRITICAL ISSUES

HOW WILL THE CITY ADDRESS...

- Public Safety?
- Workforce Development?
- Job Creation?
- Long range land use planning?
- Affordable Housing?
- Poverty and income inequality?
- Management of physical and natural infrastructure?
- Strengthening of regional and community partnerships?
- Recruitment and retention of quality employees?
- Financial Stability?

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**GOALS**

The City of Charlottesville will....

1. Foster strong connections
2. Be a safe and livable community
3. Enhance the self-sufficiency of its residents
4. Have a strong and diverse economy
5. Be a well-managed and successful organization



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GOAL	OBJECTIVES	INITIATIVES
Foster strong connections	<ul style="list-style-type: none"> <li>• Honor diversity</li> <li>• Increase cultural competence</li> <li>• Build collaborative partnerships</li> <li>• Promote community engagement</li> </ul>	

GOAL	OBJECTIVES	INITIATIVES
Be a safe and livable community	<ul style="list-style-type: none"> <li>• Provide an effective public safety system</li> <li>• Consider health in all policies and programs</li> <li>• Provide reliable infrastructure</li> <li>• Provide natural resources stewardship</li> <li>• Provide robust comprehensive planning</li> <li>• Provide a Safety net for families</li> </ul>	

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GOAL	OBJECTIVES	INITIATIVES
Enhance the self-sufficiency of its residents	<ul style="list-style-type: none"> <li>• Invest in affordable housing</li> <li>• Meet essential needs of individuals and families</li> <li>• Increase opportunities for education and workforce development</li> <li>• Attract employers requiring diverse skill levels</li> </ul>	

GOAL	OBJECTIVES	INITIATIVES
Have a strong and diverse economy	<ul style="list-style-type: none"> <li>• Develop our workforce</li> <li>• Maintain strong fiscal policies</li> <li>• Create diverse career ladder opportunities</li> <li>• Reduce unemployment barriers</li> <li>• Maintain a favorable community environment</li> <li>• Attract business</li> </ul>	

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GOAL	OBJECTIVES	INITIATIVES
Be a well-managed and successful organization	<ul style="list-style-type: none"><li>• Use resources wisely</li><li>• Promote strong financial management</li><li>• Maintain a quality workforce</li><li>• Continue strategic management efforts</li></ul>	