

March 22, 2011

The regular meeting of the Council of the City of Martinsville, Virginia, was held on March 22, 2011, in Council Chambers, Municipal Building, at 7:30 PM, with Mayor Kim Adkins presiding. Council Members present included: Mayor Adkins, Vice Mayor Kimble Reynolds, Gene Teague, Mark Stroud, Sr., and Danny Turner. Staff present included: Clarence Monday, City Manager, Eric Monday, Brenda Prillaman, Mike Rogers, Ruth Easley, Donna Odell, and Kathy Vernon.

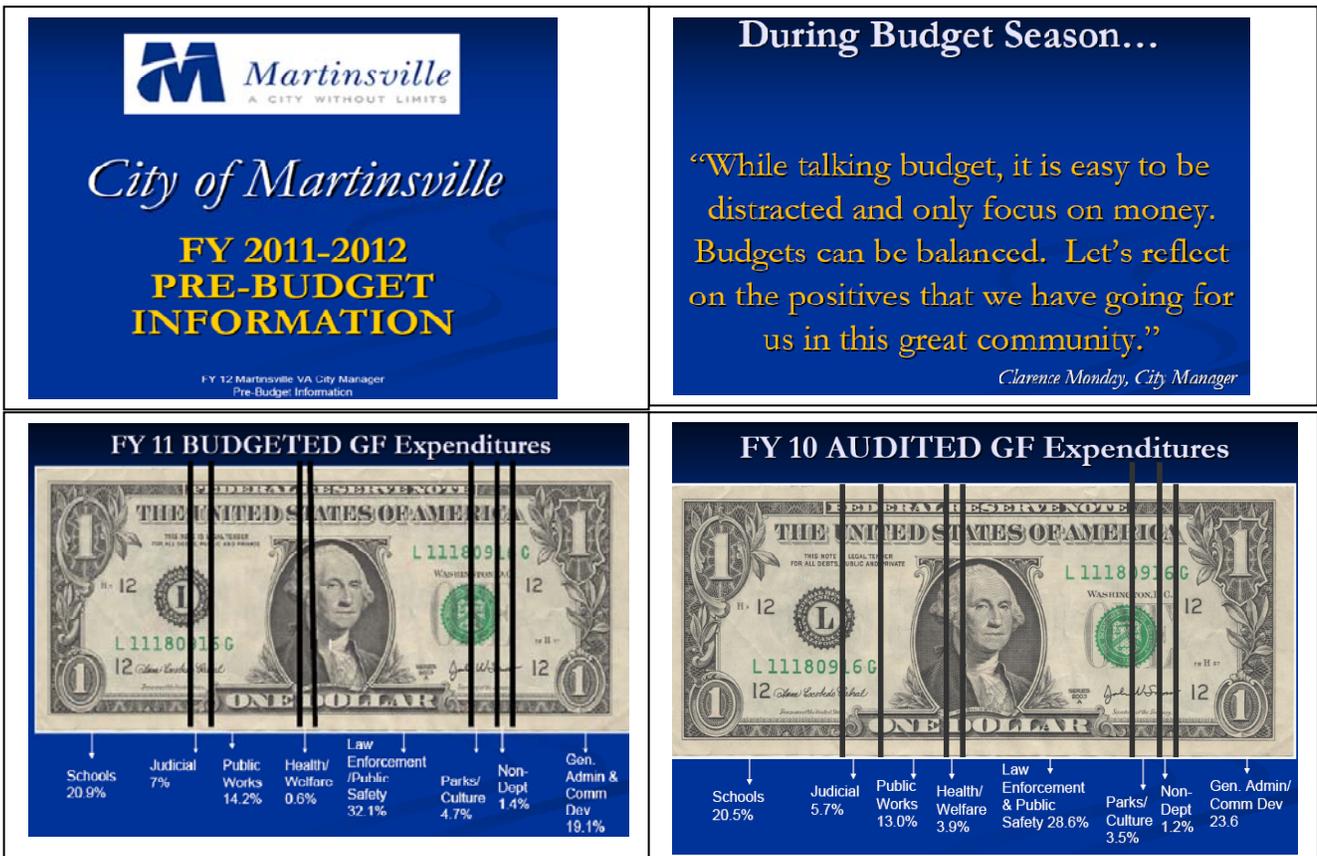
Following the invocation by Vice Mayor Kimble Reynolds and Pledge to the American Flag, the Mayor welcomed everyone to the meeting.

On a motion by Gene Teague, seconded by Danny Turner, Council approved with a 5-0 vote, the minutes of the March 8, 2011 meeting.

Mayor Adkins presented a proclamation recognizing Child Abuse Prevention Awareness Month for the Martinsville Exchange Club.

Human Resources Director, Donna Odell, briefed Council on the success of the 2011 City of Martinsville Government Academy and publicly acknowledged Kathy Vernon, H R Specialist, for the work she did on this project.

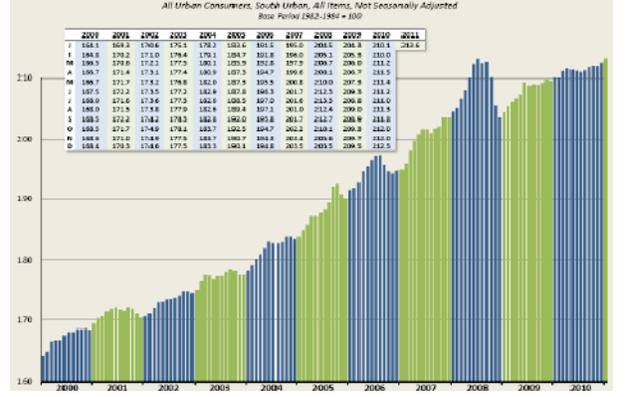
Clarence Monday, City Manager/Finance Director, gave a presentation regarding pre-budget information for FY12 budget and options for funding Commonwealth Crossing:



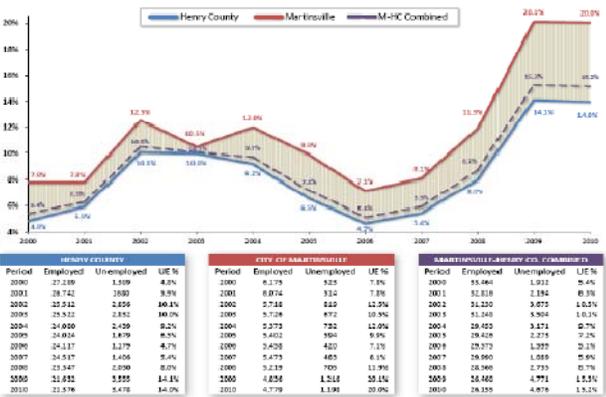
General Fund Trend



CONSUMER PRICE INDEX: 2000 to 2011



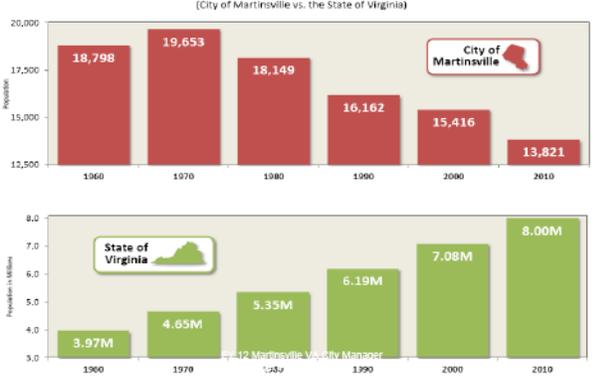
MARTINSVILLE-HENRY COUNTY ANNUAL UNEMPLOYMENT RATES



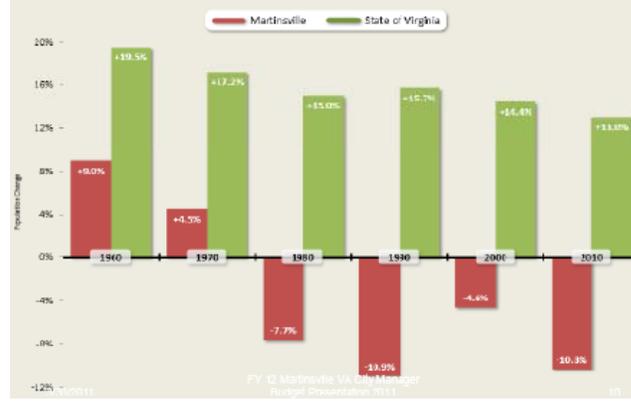
CITY OF MARTINSVILLE AND STATE OF VIRGINIA ANNUAL UNEMPLOYMENT RATES



POPULATION: 1960 to 2010



DECENNIAL POPULATION CHANGE BY PERCENTAGE

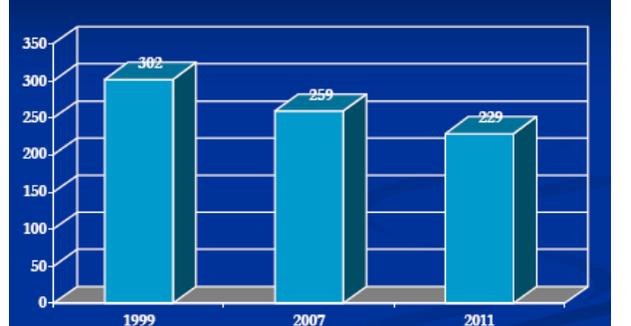


Top 10 Virginia Localities in Percent of Population Decline

Locality	Percent Loss, 2000-2010
Accomack County	-13%
Danville	-11%
Buchanan County	-11%
Martinsville	-10%
Highland County	-8%
Grayson County	-8%
Henry County	-7%
Bath County	-6%
Hampton	-6%
Alleghany County	-6%

Source: Virginia Town & City, February 2011 edition

City Employee Trend, 24.1% Reduction in 13 Years



Although the Population Has Declined

- Utilities must be provided
 - Personnel reductions have occurred in Water, Sewer, Electric, and Refuse Departments.
 - Operational costs have been cut as much as possible.
- Public Safety must be maintained
 - Fire/EMS call volume increased 45% since 2004.
 - Police call volume increased 14% since 2000.
- Citizens demand and expect vital services.
 - Personnel eliminated in all City Departments.

Assessed Property Values

FY	RE	PP	M&T	PS RE	PS PP	Total
2010	693,122,800	103,067,671	6,124,366	23,411,431	242,044	825,968,312
2009	645,748,787	113,874,992	6,715,547	22,318,052	*	788,657,378
2008	639,192,692	108,609,168	11,452,777	26,072,969	*	785,327,606
2007	593,669,976	100,582,016	15,146,780	21,340,984	*	730,739,756
2006	588,988,194	98,478,170	12,831,665	25,709,402	*	726,007,431
2005	559,497,600	101,861,411	12,083,426	27,043,443	*	700,485,880
2004	556,169,600	94,124,537	13,754,159	29,719,298	*	693,767,594
2003	531,125,500	89,785,700	13,854,533	27,783,786	*	662,529,519
2002	500,132,200	91,886,053	17,253,822	27,821,178	*	637,093,253
2001	499,376,500	87,362,958	47,211,356	27,313,555	*	661,264,369

Real Estate Reassessment

- The purpose of a reassessment is NOT to raise revenue.
- Prior to the most recent reassessment, Real Estate Property Value \$694,312,500.
- These numbers are NOT final and will change!
 - After reassessment, City's Overall Taxable Value \$667,722,500.
 - Represents reduction of \$26,590,000 in assessed value, or a 3.83% reduction.

Real Estate Reassessment

- Potential Revenue loss of approximately \$270,000.
- To make the reassessment revenue neutral, tax rate must be increased from current rate of \$1.01816 per \$100 of assessed value to \$1.058705 at a 100% collection rate.
- One penny generates \$66,772.
- No tax increase has been recommended at this time...for information only!

Misc. Revenue History

Source	FY 07	FY 08	FY 09	FY 10	FY11 Budget/Projected
Local Sales & Use Tax	2,279,517	2,054,228	2,015,151	1,759,239	1,900,000 1,900,000
E911 / Telecomm	794,015	1,031,174	968,924	937,786	1,000,000 908,964
Rental Tax	2,949	2,523	2,112	380	0
599 Funds	995,980	1,000,553	962,941	341,544	872,133 872,180
Mach & Tools Tax	249,222	210,024	115,193	112,242	99,531 103,814
Business Equipment	877,610	1,011,680	1,059,712	1,023,797	857,761 882,595

State Revenue for Constitutional Offices

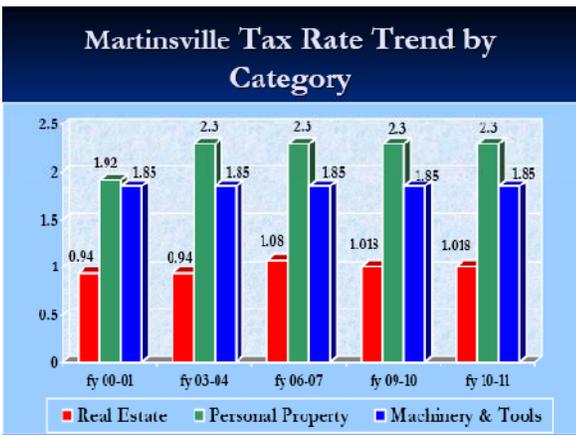
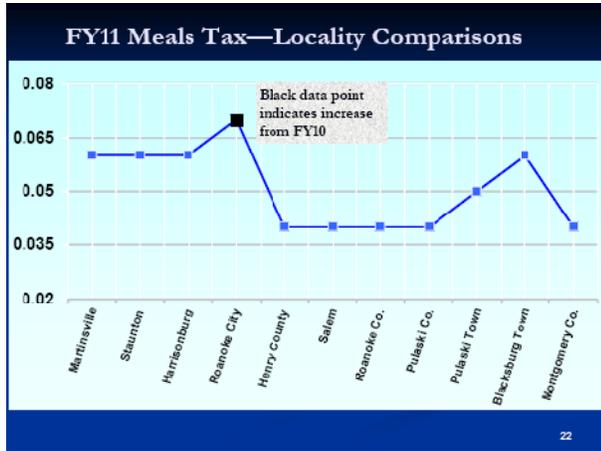
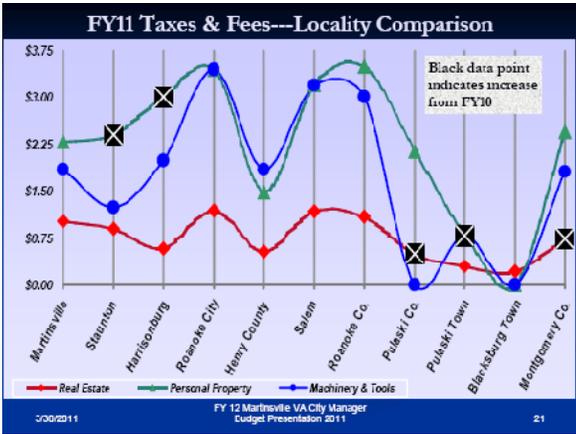
YEAR	BUDGET	ACTUAL	% REC'D
2011	2,703,684	incomplete	N/A
2010	2,960,777	2,579,668	87.13%*
2009	3,083,104	2,428,796	78.78%*
2008	2,958,040	2,948,004	99.66%
Difference	(\$254,356)		(8.6%)

Utility Transfer History

Fund	FY99	FY09	FY10	FY11 as Budgeted	Difference
Refuse	\$2,085,944	\$46,995	\$339,027	\$341,574	(84%)
Water	\$462,396 <small>*not a typical year</small>	\$1,431,070	\$949,568	\$1,301,891	N/A
Sewer	N/A	1,149,780	936,401	989,990	(13.9%)
Electric	\$3,769,390	\$1,021,597	\$578,025	\$104,076	(97%)

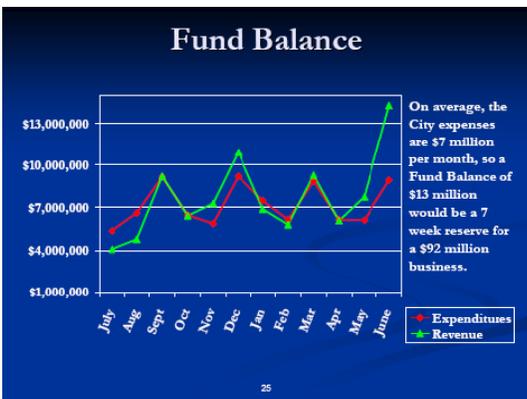
Impact on City Residential Taxpayer From FY11 Rate Increases

	Average Monthly Increase as Approved
Water Rate Increase	\$3.39
Power Cost Adjustment	\$6.80
Monthly Increase for Average Household in the City of Martinsville	\$10.19



Fund Balance

	Audited Fund Balance	Reappropriations
FY 2006	10,967,723	1,065,811
FY 2007	13,304,837	796,448
FY 2008	15,717,064	1,950,516
FY 2009	13,582,957	2,121,342
FY 2010	13,127,213	2,201,634



FY11 and Year-End FB

- FY11 Budget approved with the use of \$639,751 Fund Balance.
- Once all budgeted/reappropriated FY11 expenditures are incurred, not including unanticipated revenue and unexpended funds, the FY11 year-end combined Fund Balance is estimated to be \$10.5M, as of the January 2011 mid-year budget analysis.

Summary

- Population loss and continued high unemployment levels have caused loss of tax base.
- Inflation and increased fuel costs drive up operational costs.
- \$270,000 potential revenue loss as a result of most recent reassessment.
- State funding for constitutional offices has been reduced by nearly 9% in three years.

Summary

- Local revenue continues declining.
- Transfers from City Utilities down, especially Refuse and Electric.
- City's workforce has been reduced over 24% in the past 13 years.
- Staffing in every department reduced, especially Government Administration.

Summary

- Fund Balance remains strong but must be protected.
- Current City-wide expenditures exceed revenue by nearly \$640,000.
- FY12 starting out with a deficit, holding all else constant.
- Must align spending with available revenue.

Summary

- With declining revenue and increasing expenditures, cannot continue using fund balance on a regular basis.
- Impossible to continue offering full range of services without tax/fee increases.
- Tough choices must be made again!
- Open for suggestions.

Harvest Grant

- \$654,957 for implementing Uptown Master Plan, Phase I
- In concert with the CDBG funds.
- Physical improvements will be funded, in addition to site assessment for the Baldwin Block and the area behind the historic courthouse.
- All of these physical improvements will help make the Uptown more attractive, welcoming, and useable for residents, tourists, merchants, and potential investors.

City CDBG Project

- \$ 691,325 in DHCD funds
- Eliminate blight and create jobs
- Fayette Street and the Courthouse Square
- 27 properties will have façade upgrades
- Enhance pedestrian connections with new crosswalks, curb ramps, and landscaping
- Expansion of the Courthouse Square plaza
- Install wayfinding signage and install new streetlights

City and County Partnerships

- Economic development
- 9-1-1 Communications Center
- Health Department
- Social Services
- Blue Ridge Regional Library
- Magistrate
- Fund MANY “outside organizations” such as
 - Police Academy
 - Business incubator

During Budget Season...

“While talking budget, it is easy to be distracted and only focus on money. Budgets can be balanced. Let’s reflect on the positives that we have going for us in this great community.”

Clarence Monday, City Manager

Commonwealth Crossing Site

Grading Project Cost \$16.5M

Funding Partners

VTIC (new)	5,000,000
VTIC (previous)	1,500,000
Harvest Foundation	5,000,000
Henry County	3,300,000
Martinsville	<u>1,700,000</u>

Total \$16,500,000

Commonwealth Crossing Site

- County staff working to obtain permits for grading.
- Site aggressively marketed already.
- No City payment expected in FY12.
- City funds to be paid in FY13, on or after July 1 2012.

<p style="text-align: center;">Option #1</p> <p style="text-align: center;">\$500,000 from Fund Balance and Finance Remaining Portion</p> <table border="0"> <tr> <td>Project Cost</td> <td style="text-align: right;">\$1,700,000</td> <td></td> </tr> <tr> <td>Fund Balance</td> <td style="text-align: right;">-500,000</td> <td></td> </tr> <tr> <td>Finance</td> <td style="text-align: right;">\$1,200,000</td> <td></td> </tr> </table> <p>I = 3.5% Ignores Closing Costs</p> <table border="0"> <tr> <td>Term 3 years = \$428,321</td> <td>Total Cost \$1,784,963</td> </tr> <tr> <td>Term 4 years = \$326,701</td> <td>Total Cost \$1,806,804</td> </tr> <tr> <td>Term 5 years = \$265,778</td> <td>Total Cost \$1,828,890</td> </tr> </table> <p style="text-align: right;">47</p>	Project Cost	\$1,700,000		Fund Balance	-500,000		Finance	\$1,200,000		Term 3 years = \$428,321	Total Cost \$1,784,963	Term 4 years = \$326,701	Total Cost \$1,806,804	Term 5 years = \$265,778	Total Cost \$1,828,890	<p style="text-align: center;">Option #2</p> <p style="text-align: center;">Total Financing</p> <table border="0"> <tr> <td>Project Cost</td> <td style="text-align: right;">\$1,700,000</td> <td></td> </tr> <tr> <td>I = 3.5%</td> <td></td> <td>Ignores Closing Costs</td> </tr> </table> <table border="0"> <tr> <td>Term 3 years = \$606,788</td> <td>Total Cost \$1,820,364</td> </tr> <tr> <td>Term 4 years = \$462,827</td> <td>Total Cost \$1,851,308</td> </tr> <tr> <td>Term 5 years = \$376,518</td> <td>Total Cost \$1,882,590</td> </tr> </table> <p style="text-align: right;">48</p>	Project Cost	\$1,700,000		I = 3.5%		Ignores Closing Costs	Term 3 years = \$606,788	Total Cost \$1,820,364	Term 4 years = \$462,827	Total Cost \$1,851,308	Term 5 years = \$376,518	Total Cost \$1,882,590									
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<p style="text-align: center;">It is the Council's decision on how to fund the City's share of the grading work for CCBC</p>																																					

Mr. Monday stated that as Finance Director of the City, he urged Council to align spending with revenue. The City Manager will make the FY12 budget presentation to City Council on April 28, 2011.

On a motion by Kimble Reynolds, seconded by Danny Turner, with a 5-0 vote, Council approved the updated 2010-2011 Goals & Initiatives as follows:


Martinsville
2010-2011

Goals and Initiatives 2010-2011 Strategic Plan

VISION

Martinsville-Henry County is a nationally recognized success story. Once a thriving industrial center, the region has been renewed as a diverse community, but one that has never lost its small town appeal. With a vibrant "destination uptown", numerous entrepreneurial, career, cultural and recreational opportunities, a comprehensive education system, and a varied, technologically advanced economy, Martinsville, an All American City, has consistently ranked for over a decade among the top cities under 25,000 in which to live in the Southeast. Near both the Blue Ridge Mountains and the metropolitan areas of Virginia's Roanoke Valley and North Carolina's Piedmont Triad, Martinsville-Henry County offers the best of tightly knit, highly affordable, neighborly life with easy access to the amenities of the urban cities.

Strategic Priorities	Key Outcomes	Success Indicators	SUPPORTING GOALS achievement oriented	Performance Measure and Target	Lead Responsibility	PRIORITY
City of Martinsville, Virginia Strategic Plan 2010-2011 1. Ensure a government that is efficient, transparent, self-sustainable, vibrant and collaborative.	1.1 Improved customer satisfaction.	Completed survey	1.1.1 30% of Complete a customer survey. Develop action plan based on survey.	Completed surveys widespread return. action plan T. 10% city residents.	City Manager and Department Heads	immediate
	1.2 Increase community participation and number of citizens qualified and interested in serving on Board of Commissioners. Emphasize community inclusion.	More relevant MCVTV programming. Use media to encourage participation.	1.2.1 2 Existing MCVTV assets. Use website and social media.	# new programs (4) new programs a year	City Manager, Arts and Human Resources	immediate
	1.3 Improved communications with the citizens and public to disseminate information and increase transparency.	A citizen academy with invited participants. Use website and social media to announce opportunities.	1.3.1 Establish citizen academy.	# citizens completing the academy 1,100 per year.	Human Resources	immediate
	1.4 Successfully partner with our governmental neighbors and private groups to bring new business and other entrepreneurial opportunities to our community.	More jobs, stronger tax base	1.4.1 Continue supporting the EDC and other appropriate organizations.	Adequately fund economic development activities.	Council	immediate
	1.5 Evaluate internal and external opportunities to streamline programs, services, process, monitor departments, etc. to make it more efficient and effective government.	An independent analysis of programs, services, process, monitor departments and departments has been conducted, etc.	1.5.1 Explore opportunities to consolidate programs, services, process, monitor departments.	Amount of cost savings and/or attainable benefits.	Overall, City Manager, City Department Heads, School District.	immediate
	1.6 Enclose the implications of revenue.	Analysis of the implications of revenue is completed.	1.6.1 Report generated for distribution to board/council.	Cost savings to City residents.	City Attorney, Department Heads, and Council	immediate
	1.7 Opportunities for citizens	# public employees and increased participation on all boards, commissions, and public meetings.	1.7.1 Promote leadership opportunities in the City.	# board/commission vacancies and leadership training opportunities.	Public Information Office	mid range
	1.8 Public and private partnerships.	Cooperative Programs with Howard, HCC, PHCC, National College, Memorial Hospital, Carlton, Truettman, and others.	1.8 Monitor, encourage, and support leadership training and opportunities for citizens.	# public/private partners and leadership training available.	Council and Community Development	long term

Strategic Priorities	Key Outcomes	Success Indicators	SUPPORTING GOALS achievement oriented	Performance Measure and Target	Lead Responsibility	PRIORITY
City of Martinsville, Virginia Strategic Plan 2010-2011	1.1 Creation of a Live-Use Community Center	Community Center built	1.1.1 Work with city and establish community center	City Manager and Department Heads	immediate	
	1.2 Clean, attractive and vibrant neighborhoods and neighborhoods.	Market Rehabilitation of existing structures.	1.2.1 Market Rehabilitation of existing structures.	City Manager and Department Heads	immediate	
	1.3 Support regional transit system.	Transit program	1.3.1 Continue to support additional program.	# system users.	Public Works	immediate
	1.4 An environmentally responsible community.	Program focusing on green society.	1.4.1 Establish Green program.	Reduced landfill waste and reduced energy consumption.	Public Works	mid range
	1.5 Increased variety of retail, dining, cultural and educational opportunities.	Enhance existing beginning program.	1.5.1 Increase variety of retail, dining, cultural and educational opportunities.	# of businesses and educational institutions per capita.	Community Development	immediate to long term
	1.6 Increase the number of jobs and economic development opportunities.	Job training program	1.6.1 Increase the number of jobs and economic development opportunities.	# of jobs created.	Community Development	immediate to long term
	1.7 Increase the number of jobs and economic development opportunities.	Job training program	1.7.1 Increase the number of jobs and economic development opportunities.	# of jobs created.	Community Development	immediate to long term
	1.8 Increase the number of jobs and economic development opportunities.	Job training program	1.8.1 Increase the number of jobs and economic development opportunities.	# of jobs created.	Community Development	immediate to long term
	1.9 Increase the number of jobs and economic development opportunities.	Job training program	1.9.1 Increase the number of jobs and economic development opportunities.	# of jobs created.	Community Development	immediate to long term
	1.10 Increase the number of jobs and economic development opportunities.	Job training program	1.10.1 Increase the number of jobs and economic development opportunities.	# of jobs created.	Community Development	immediate to long term

Strategic Priorities	Key Outcomes	Success Indicators	SUPPORTING GOALS achievement oriented	Performance Measure and Target	Lead Responsibility	PRIORITY
City of Martinsville, Virginia Strategic Plan 2010-2011 2. Increase recreation and cultural opportunities for all citizens in Harrison-Verity County.	2.1 Broad citizen and visitor participation in recreation and leisure services activities.	Completed or returned surveys.	2.1.1 Conduct citizen/community recreation survey.	# responses and quality of information.	Parks and Recreation	immediate
	2.2 Well attended event.	Well attended event.	2.2.1 Expand the concept of senior health fairs to various age groups.	# and age groups of participants.	Parks and Recreation	immediate
	2.3 Recreational center accreditation.	Recreational center accreditation.	2.3.1 Recreational center accreditation.	Accreditation received.	Parks and Recreation	immediate
	2.4 Variety of new programs offered.	Variety of new programs offered.	2.4.1 Develop additional programs, encourage citizen participation.	# and age groups of participants.	Parks and Recreation	mid range
	2.5 Youth center options proposal ready for review.	Youth center options proposal ready for review.	2.5.1 Explore feasibility of a youth center.	Analysis completed and presented to Council.	Parks and Recreation	mid range
	2.6 Safe, affordable, diverse, accessible facilities and facilities.	Accessible and utilized skateboard park.	2.6.1 Pursue skateboard park development.	Usage and how community accepts park.	Parks and Recreation	immediate
	2.7 Partnerships with outside agencies to assist citizen in making healthy lifestyle choices.	Completed master plan.	2.7.1 Develop a community recreation/leisure services master plan.	Creation of community master plan and program guide.	Parks and Recreation and Advise MHC	mid range
	2.8 Partner with and maximize existing facilities and programs.	Partnerships developed and programs maximized.	2.8.1 Create MCOL, MCOL, MCOL with outside agencies to begin to or continue using programs and facilities.	MCOL, MCOL, and MCOL created and signed.	Parks and Recreation	immediate
	2.9 Active citizen participation in a wide variety of cultural events.	Quality events that are supported by the community.	2.9.1 Encourage art festivals, performing arts, annual concerts, festivals, and competitions.	# events and # participants.	Piedmont Arts, Arts and Culture Commission, EDC Tourism, VMNH	mid range
	2.10 Quality events that are supported by the community.	Quality events that are supported by the community.	2.10.1 Encourage ethnic cultural activities.	# events and # participants.	Piedmont Arts, Arts and Culture Commission, EDC Tourism, VMNH	mid range
2.11 An environment for new and upcoming artists.	Art work displayed in municipal building.	2.11.1 Develop a plan to display local artists' art in municipal building.	# of participating artists and comments from the public.	Piedmont Arts, Arts and Culture Commission, EDC Tourism, VMNH	immediate to mid range	
2.12 An environment that enhances cultural opportunities.	A plan that enhances Uptown cultural activities that are enjoyed by those participating.	2.12.1 Create a plan to enhance and support cultural activities in the Uptown area so that the number of people visiting the Uptown area increases.	# of people visiting the Uptown area and feedback from the initiative.	Piedmont Arts, Arts and Culture Commission, EDC Tourism, VMNH	long term	

Strategic Priorities	Key Outcomes	Success Indicators	SUPPORTING GOALS achievement oriented	Performance Measure and Target	Lead Responsibility	PRIORITY
City of Martinsville, Virginia Strategic Plan 2010-2011	3.1 High quality education system.	Continued effective and efficient management of school system.	3.1.1 Continue to evaluate efficiency opportunities.	# of schools with high quality educational systems that meet general and professional needs of our citizens and act as a driver for economic development.	City Manager and School Board	immediate
	3.2 Superior schools where all students achieve excellent academic results.	Superior schools where all students achieve excellent academic results.	3.2.1 All City schools achieve the state's "Fully Accredited" status at the state level and meet "Adequate Yearly Progress" (AYP) at the federal level.	Academic status and AYP measures reach 100%.	School Board	immediate
	3.3 State of the art facilities and leading edge technology.	Facilities maintained and improvements made to meet ongoing needs.	3.3.1 Ensure adequate infrastructure to support & maintain a conducive educational environment.	Availability of adequate facilities.	School Board and other relevant City departments	immediate
	3.4 Opportunities for personal and professional development for all ages and levels.	Availability of programs meeting public demand.	3.4.1 Expand programs to reflect changing needs of citizens.	# participating in new programs.	School Board/Council	immediate
	3.5 Better educated minority students.	Increase the percentage of minority students who obtain an advanced diploma and seek post secondary educational opportunities.	3.5.1 Increase the percentage of minority students who obtain an advanced diploma and seek post secondary educational opportunities.	# students with advanced diploma and seeking post secondary study.	School Board, PHCC, NCI, National College, Workforce Investment Board	immediate
	3.6 Prepared future leaders.	City/School cooperative effort, participation at all levels, and multiple programs.	3.6.1 Establish youth leadership programs at all school levels.	At least 10% of students reduced.	School Administration, Mayor City Council	long term
	3.7 Support NCI becoming a satellite campus of an accredited 4-year institution.	NCI established as a satellite campus.	3.7.1 Work with NCI staff and board to ensure NCI transitions into a satellite campus.	Campus established.	School Board, School Administration, Mayor City Council, City Manager	immediate
	3.8 Economic Development.	Support holistic approach of EDC in growing our economic base. This would include retention, recruitment, entrepreneurship, small business dev. and tourism.	3.8.1 Support holistic approach of EDC in growing our economic base. This would include retention, recruitment, entrepreneurship, small business dev. and tourism.	Increased number of businesses and jobs.	City Manager and EDC	immediate
	3.9 Vibrant Uptown with increased residential opportunities.	Available apartments and condos, and increased number of retail shops and restaurants.	3.9.1 Explore opportunities that increase the number of people living, shopping, and dining in the Uptown area.	% vacancy of residential properties, # of retail shops, increased traffic Uptown.	Community Development, MURA, MHCCED, and Phoenix CDC.	immediate
	3.10 Cooperative regional partnerships for job creation.	Increased occupancy in all City owned and revenue sharing sites.	3.10.1 Explore potential new ventures for job creation such as bio-medical, information technology, research, fiber optic, bio-energy, tourism, etc.	# jobs created, reduction in electric rates, growth of tax base, reduction in unemployment rate and landfill tipping fees.	Council and MHCCED.	immediate

Strategic Priorities	Key Outcomes	Success Indicators	SUPPORTING GOALS achievement oriented	Performance Measure and Target	Lead Responsibility	PRIORITY
City of Martinsville, Virginia Strategic Plan 2010-2011 3. Improve our self image both externally and internally.	3.1 Strong community spirit and pride.	Establish plan, develop schedule and budget for improvements.	3.1.1 Develop and execute a plan for interior and exterior improvements to municipal building.	Completed plan.	Public Works	immediate
	3.2 Diverse and energetic community with multiple volunteer opportunities.	Opportunities promoted and increased spirit of volunteerism.	3.2.1 Promote community volunteer opportunities utilizing MGVTV and other suited means.	Increased number of willing and qualified volunteers.	Public Info office and dept heads	immediate
	3.3 Positive and optimistic community.	Increased pride and self image of community.	3.3.1 Create and implement a community pride initiative that aims to improve the area's self-image.	Completed initiative.	Council	immediate
	3.4 Seek All American City designation.	Seek All American City designation.	3.4.1 Create and implement a plan to seek the All American City designation.	Completed initiative.	Council	immediate
	3.5 Establish an employee suggestion committee.	Committee Established.	3.5.1 Suggestions being reviewed and committee meeting to determine their implementation.	Suggestions implemented.	City Manager, Department Heads, Committee Members.	immediate
	3.6 Increase Employee morale.	Clear, open and transparent dialogue and communication.	3.6.1 Use employee suggestion committee to determine best communication modalities.	Suggestions implemented.	City Manager, Department Heads, Committee Members, Council.	immediate
	3.7 Line item accountability from City Schools to show fair and equitable fund distribution.	Line item accountability from City Schools to show fair and equitable fund distribution.	3.7.1 Establish working committee with City Schools to determine best possible way to create accountability.	Accountability report created.	Council	immediate
	3.8 Employee awards and recognition opportunities established.	Employee awards and recognition opportunities established.	3.8.1 Awards and recognition opportunities created.	Awards and recognition opportunities given.	Council and City Manager	immediate

Strategic Priorities	Key Outcomes	Success Indicators	SUPPORTING GOALS achievement oriented	Performance Measure and Target	Lead Responsibility	PRIORITY
City of Martinsville, Virginia Strategic Plan 2010-2011	4.0 Support holistic approach of EDC in growing our economic base. This would include retention, recruitment, entrepreneurship, small business dev. and tourism.	Increased number of businesses and jobs.	4.0.1 Support holistic approach of EDC in growing our economic base. This would include retention, recruitment, entrepreneurship, small business dev. and tourism.	Increased number of businesses and jobs.	City Manager and EDC	immediate
	4.1 Vibrant Uptown with increased residential opportunities.	Available apartments and condos, and increased number of retail shops and restaurants.	4.1.1 Explore opportunities that increase the number of people living, shopping, and dining in the Uptown area.	% vacancy of residential properties, # of retail shops, increased traffic Uptown.	Community Development, MURA, MHCCED, and Phoenix CDC.	immediate
	4.2 Cooperative regional partnerships for job creation.	Increased occupancy in all City owned and revenue sharing sites.	4.2.1 Explore potential new ventures for job creation such as bio-medical, information technology, research, fiber optic, bio-energy, tourism, etc.	# jobs created, reduction in electric rates, growth of tax base, reduction in unemployment rate and landfill tipping fees.	Council and MHCCED.	immediate
	4.3 A quality and available area workforce.	Expanded educational opportunities to educate workforce for new job opportunities.	4.3.1 Expand educational opportunities to educate workforce for new job opportunities.	# jobs created.	Council, MHCCED, and National College	immediate
	4.4 Targeted development for specific sectors of the City.	Increased number of jobs & available educational opportunities.	4.4.1 Business incentive packages created.	# jobs created.	Council, MHCCED, and Phoenix CDC.	immediate
	4.5 Environment rich in entrepreneurship and innovation.	Increased number of jobs & entrepreneurial opportunities.	4.5.1 Business incentive packages created.	# jobs created.	Council and MHCCED.	immediate

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Strategic Priorities	Key Outcomes	Success Indicators	SUPPORTING GOALS	Performance Measure and Target	Lead Responsibility	PRIORITY
City of Martinsville, Virginia Strategic Plan 2010-2011 Budget and Finance 7.1 Ensure that the City of Martinsville remains financially viable and sustainable community.	7.1 Balanced budget	Each year the City Council and Manager create and adopt a balanced budget.	7.1 Working group created for pre-budget related discussions. Working group to include Department heads, City Manager and Council.	Working group has met. Balanced budget created.	Council, City Manager, Department Heads.	Immediate
			7.1 Working group achieved or created: - Creating a transparent process by which the City and School administrators jointly develop a school budget. - Creating line-item accountability for both the City Council and School Board regarding the school budget. - Tying down of metrics between the two organizations. - Improve communication between the two organizations. - Continuous review process with the working group meeting periodically throughout the year to review the budget and compare it to actuals. - Creating trust between the organizations. - Explore the possibility of using a funding formula.	Working group would seek to accomplish: - Creating a transparent process by which the City and School administrators jointly develop a school budget. - Creating line-item accountability for both the City Council and School Board regarding the school budget. - Tying down of metrics between the two organizations. - Improve communication between the two organizations. - Continuous review process with the working group meeting periodically throughout the year to review the budget and compare it to actuals. - Creating trust between the organizations. - Explore the possibility of using a funding formula.	Council, City Manager, Superintendent, School Board.	Immediate
	7.2 Priority based budgeting.	Each year the Council and City Manager meet to determine the Council's top priority for the year. A budget is then developed around those priorities.	7.2 Priorities determined.	Budget created.	Council and City Manager	Immediate
	7.3 Maintain strong financial rating.	City maintains strong rating through continued conservative fiscal management and low debt loads.	7.3 Balanced budget created within revenue constraints.	A+ rating maintained.	Council and City Manager	Immediate
			7.3 Revenue projections for the next 5 years are created.	Projections present to Council.	Council and City Manager	Immediate
			7.3 20-year capital improvement plan created.	Plan present to Council.	Council and City Manager	Immediate

Strategic Priorities	Key Outcomes	Success Indicators	SUPPORTING GOALS	Performance Measure and Target	Lead Responsibility	PRIORITY
City of Martinsville, Virginia Strategic Plan 2010-2011 6. Public Safety: Maintain a safe environment for City-Henry County residents.	6.1 Maintain safe neighborhoods	Designation as crime prevention city.	6.1 Become a certified crime prevention city.	Achievement of status.	Police Department	mid-range
		Active neighborhood watch groups.	6.1 Maintain interest in neighborhood watch groups.	# of active groups.	Police Department	mid-range
		Neighbors taking an active role in their community.	6.1 Expand neighborhood initiatives to include adopt-a-heel and community neighborhood programs.	# of adopt-a-street programs and number of community neighborhood programs.	Police Department	mid-range
	6.2 Provide adequate training for police and fire departments.	Resources secured and elevated to training.	6.2 Training programs initiated and taken.	# of trainees.	Police and Fire Departments	Immediate
	6.3 Ensure adequate staffing levels per professional designations for police and fire departments standards.	Resources secured and elevated to training.	6.3 Actively recruiting new police and fire personnel.	# of hires.	Police and Fire Departments	Immediate
	6.4 Ensure equipment is operable and maintained.	Resources secured, equipment maintained, new equipment purchased.	6.4 Monies set aside for new equipment purchased.	Equipment purchased with budgetary constraints.	Police and Fire Departments	Immediate
		6.4 Monies set aside for other required equipment.	Equipment purchased with budgetary constraints.	Police and Fire Departments	Immediate	
6.5 Mitigate gang activities	Creation and implementation of gang prevention and mitigation program.	6.5 Program created and implemented.	Gang activities have declined. Based on # of incidences of gang violence/criminal activity.	Police Department	Immediate	

Council discussed the Virginia Municipal League's request to submit nominations for the membership on the 2011 Policy Committees. Council agreed to submit the following for membership on the VML 2011 Policy Committees and will be forwarded to VML:

- Community & Economic Development-Mayor Kim Adkins
- Environmental Quality-Eric Monday, City Attorney
- Finance-Clarence Monday, City Manager
- General Laws-Gene Teague, Council Member
- Human Development & Education-Mark Stroud, Sr., Council Member
- Transportation-Vice Mayor Kimble Reynolds

On a motion by Gene Teague, seconded by Mark Stroud, with a 5-0 vote, Council approved the following consent agenda:

BUDGET ADDITIONS FOR 3/22/11

ORG	OBJECT	DESCRIPTION	DEBIT	CREDIT
FY11				
GENERAL FUND				
01100909	490134	Recovered Costs - Parks & Recreation		1,500
01711210	506091	Parks & Recreation - Special Events/Cruise In Costs recovered from various sponsors	1,500	
01100908	480410	Donations/Fire Department		500
01322105	506049	EMS - Vehicle Fuels appropriation of donation	500	
01102926	442304	Categorical Federal - Terrorism Prevention Program		29,740
01311085	506044	Police Dept - Terrorism Prevention Program appropriation of federal funds	29,740	
01101918	443156	State Grants - VDEQ Environmental Site Assessments		25,000
01812242	503143	Miscellaneous Expense - Environmental Evaluations	25,000	
Total General Fund:			56,740	56,740
CAPITAL RESERVE FUND:				
16100909	490104	Recovered Costs - Insurance Payment		11,400
16575365	508105	Motor Vehicles - Public Works appropriate ins from wrecked dump truck	11,400	
Total Capital Reserve Fund:			11,400	11,400

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Business from the floor: Ural Harris, 217 Stuart, commented on school budget, AMP facilities, budget cuts to EDC, city schools, and parks and recreation.

Comments-Council: Stroud-encouraged blood donations and prayer for Japan disaster victims; Reynolds-comments encouraging Council members participation in VML Legislative Committee, noted that VA First Cities has done well with General Assembly regarding brownfields, thanked police chief for patronizing new business; Turner-thanked Mayor for help on an employee search and reminded citizens of race weekend; Mayor Adkins asked Council to form the Human Relations Advisory Committee. On a motion by Gene Teague, seconded by Kimble Reynolds, with a 5-0 vote, Council agreed to form the committee as outlined in the memo from the Mayor and begin accepting applications.

City of Martinsville
Advisory Committee on Human Relations
March 22, 2011

Facilitator: Mayor Kim Adkins

Chairman: Vice-Mayor Kimble Reynolds

Vision: To create a culture of public decision-making and problem-solving that is forward thinking, accountable and inclusive.

Mission: To advance strategies in the City that expands opportunity, reduces poverty and builds inclusiveness.

Goals:

- Ensure open and accountable government that hears and values all voices.
- Develop the civic capacity to address identified City challenges and opportunities.
- Bridge the fault line of race and class that inhibit community progress and erode civic health.

Objectives:

- Analyze economic, workforce and demographic trends to identify challenges that impede progress for the City and its residents.
- To address these challenges, help City Council to develop or suggest responsive public policies at the local, state and/or federal levels; demonstrate effective programs; and build institutional and community capacity for progress.

There being no further business, Mayor Adkins adjourned the meeting at 8:55pm.

Clarence C. Monday
Clerk of Council

Kim Adkins
Mayor