



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
Government: 1. Ensure a government that is efficient, transparent, affordable, inclusive and collaborative.	1.1 Improved customer satisfaction.	Completed survey.	1.1/1.3/1.6 Complete & analyze a customer service survey. Develop action plan based on surveys.	Completed surveys w/indicated returns; 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 Boards & Commissions. Emphasize community inclusion.	More frequent MGTV programming. Use website and social media to announce opportunities.	1.2/1.3 Expand MGTV usage. Use website and social media.	# new programs T:(4) new programs 1st year.	City Manager, MIS, and Human Resources.	immediate
	1.3 Improved communications with the citizens and public to demonstrate and reinforce the government's accountability.	A citizen academy with excellent participant reviews. Use website and social media to announce opportunities.	1.3 Establish citizen academy. 1.3 Celebrate successes at Council meetings.	# citizens completing the academy T:(10) 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 Continue supporting the EDC and other appropriate organizations.	Adequately fund economic development activities.	Council	immediate
	1.5 Evaluate internal and external opportunities to combine programs, services, process and/or departments, etc. to create a more efficient and effective government.	An independent analysis of programs, services, processes and departments has been conducted., etc.	1.5 Explore opportunities to consolidate programs, services, processes, and/or departments..	Amount of cost savings and/or intangible benefits.	Council, City Manager, Department Heads, School District.	immediate
	1.6 Explore the implications of reversion.	Analysis of the implications of reversion is completed.	1.6 Report generated for distribution to constituent base.	Cost savings to City residents.	City Manager, City Attorney, Department Heads, and Council	immediate
	1.7 Opportunities for citizens	Public enthusiasm and support. Increased participation on all boards, commissions, and public meetings.	1.7 Promote leadership opportunities in the City..	# board/commission vacancies and participation in community opportunities.	Public Information Office	mid range
	1.8 Public and private partnerships.	Cooperative programs with Harvest, NCI, PHCC, National College, Memorial Hospital, Carilion, Incubator, and others.	1.8 Maintain, encourage, and support leadership training and opportunities for citizens.	# public/private partners and leadership training available.	Council and Community Development.	long term

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Community Development: 2. Provide an attractive, safe, active and creative community with a great quality of life.	2.1 Creation of a West Side Community Center	Community Center built.	2.1 Work with citizen groups to determine design, programming, functionality, and fiscal authority.	Citizen participation and established community center	Council	Immediate
	2.2. Clean, attractive and vibrant neighborhoods and communities.	Maintain historic integrity of existing structures				
		Create awards program for revitalization and renovation of properties.				
		Establish additional urban community gardens and support existing gardens.	2.2 Organize groups to encourage urban gardens.	Quality community garden(s), embraced by the community.	Community Development, Parks and Recreation	mid range
	2.3 Expand regional transit system.	Transit program.	2.3 Continue to support public transit program.	# system users.	Public Works	immediate
			2.3 Reach out to Roanoke, Danville, and Piedmont Triad areas for connector services.	Agreements with Roanoke, Danville, and Piedmont Triad are in place.	Public Works	immediate
	2.4 An environmentally responsible community.	Program focusing on a Green society.	2.4 Establish Green initiative.	Reduced landfill wastes and reduced energy dependence.	Public Works	mid range
		Explore expanding recycling program	2.4 New sites determined for drop off, consider curbside pick-up, expand recyclables.	Reduced landfill wastes and reduced energy dependence.	Public Works	immediate
	2.5 Increased variety of retail, dining, cultural and educational opportunities.	Comprehensive transformation plan for Uptown.	2.5 Support the evolution of NCI into a 4-year institution of higher education.	# communities reviewed and completed implementation plan.	Community Development	immediate to long term

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Recreation and Culture: 3. Develop, enhance and promote recreation and cultural opportunities for all citizens in Martinsville-Henry County.	3.1 Broad citizen and visitor participation in recreation and leisure services activities.	Completed and returned surveys.	3.1 Conduct citizen/community recreation survey.	# responses and quality of information.	Parks and Recreation	immediate	
		Well attended event.	3.1 Expand the concept of senior health fair to various age groups.	# and age groups of participants.	Parks and Recreation	immediate	
		Seek senior center accreditation.	3.1 Receive national senior center accreditation.	Accreditation received.	Parks and Recreation	immediate	
		Variety of new programs offered.	3.1 Develop additional programs, encourage wider participation.	# and age groups of participants.	Parks and Recreation	mid range	
		Youth center options proposal ready for review.	3,1 Explore feasibility of a youth center.	Analysis completed and presented to Council.	Parks and Recreation	mid range	
		3.2 Safe, affordable, diverse, accessible activities and facilities.	Accessible and utilized skateboard park.	3.2 Pursue skateboard park development.	usage and how community accepts park.	Parks and Recreation	immediate
		3.3 Partnerships with outside agencies to assist citizenry in making healthy lifestyle choices.	Completed master plan.	3.1/3.3 Develop a community recreation/leisure services master plan.	Creation of community master plan and program guide.	Parks and Recreation and Activate MHC	mid range
		3.4 Partner with and maximize existing facilities and programs.	Partnerships developed and programs maximized.	3.4 Create MOUs, MOAs, LOIs with outside agencies to begin to or continue using programs and facilities.	MOUs, MOAs, and LOIs created and signed.	Parks and Recreation	immediate
		3.5 Active citizen participation in a wide variety of cultural events.	Quality events and festivals that are supported by the community.	3.5 Encourage art festivals, performing arts, annual concerts, festivals, and competitions.	# events and # participants.	Piedmont Arts, Arts and Culture Commission, EDC Tourism, VMNH	mid range
			Quality events that are supported by the community.	3.5 Encourage ethnic cultural activities.	# events and # participants.	Piedmont Arts, Arts and Culture Commission, EDC Tourism, VMNH	mid range
	3.6 An environment for new and upcoming artists.	Art work displayed in municipal building.	3.6 Develop a plan to display local artists' work in municipal building.	# of participating artists and comments from the public.	Piedmont Arts, Arts and Culture Commission, EDC Tourism, VMNH	immediate to mid range	
	3.7 An environment that enhances cultural opportunities	A plans that enhances Uptown cultural activities that are enjoyed by those participating.	3.7 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	

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Education 4. Create, establish and promote a high quality educational system that meets personal and professional needs of our citizens and acts as a driver for economic development.	4.1 High quality education system.	Continued effective and efficient management of city school system.	4.1 Continue to evaluate efficiency opportunities.	dollars saved and quality of services.	Council and School Board	immediate
		Work with School Merger Task Force to explore the possibilities of a combined City/County school system.	4.1 Evaluate city and county school systems.	dollars saved and quality of services.	Council and School Boards	immediate
		Superior schools where all students achieve accredited standards.	4.1 All City Schools achieve the state's "Fully Accredited" status at the state level and meet "Adequate Yearly Progress" (AYP) at the federal level.	accreditation status and AYP measures reach 100%.	School Board	immediate
	4.2 State-of-the-art facilities and leading edge technology.	Facilities maintained and improvements made to meet ongoing needs.	4.2 Ensure adequate infrastructure to support & maintain a conducive educational environment.	availability of adequate facilities.	School Board and other relevant City departments	immediate
	4.3 Opportunities for personal and professional development for all ages and levels.	Availability of programs meeting public demand.	4.3 Expand programs to reflect changing needs of society.	# participating in new programs.	School Board/Council	immediate
		Better educated minority students.	4.3 Increase the percentage of minority students who obtain an advanced diploma and seek post secondary educational opportunities.	# students with advanced diplomas and seeking post secondary study.	School Board, PHCC, NCI, National College, Workforce Investment Board	immediate
	4.4 Prepared future leaders	City/School cooperative effort, participation at all levels, and multiple programs.	4.4 Establish youth leadership programs at all school levels.	At least 10% of students included.	School administration, Mayor, City Council	long term
	4.5 Support NCI becoming a satellite campus of an accredited 4-year institution.	NCI established as a satellite.	4.5 Work with NCI staff and board to ensure NCI transitions into a satellite campus.	Campus established.	School Board, School Administration, City Council, City Manager	immediate

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Economic Development: 5. Aggressively create and develop an environment for job creation, development, retention and capital investment.	5.0 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	5.0 Business recruited, retained, grown, started, and supported. Amount of tourism revenues generated.	# of businesses and # of jobs created. Tourism revenues generated.	MHCEDC and Council.	immediate
	5.1 Vibrant Uptown with increased residential opportunities.	Available apartments and condos; and increased number of retail shops and restaurants.	5.1 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, MHCEDC, and Phoenix CDC.	immediate
	5.2 Cooperative regional partnerships for job creation.	Increased occupancy in all City owned and revenue sharing sites..	5.2 Explore potential new ventures for job creations 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 MHCEDC.	immediate
	5.3 A quality and available area workforce.					
	5.4. Increased business and entrepreneurial opportunities.	Increased number of jobs & available educational opportunities.	5.4 Expand educational opportunities to educate workforce for new job creation.	# jobs created.	Council, MHCEDC, PHCC, NCI. and National College	immediate
	5.5 Targeted development for specific sections of the City.	Increased number of jobs & available educational opportunities.	5.5 Business incentive packages created.	# jobs created.	Council, MHCEDC, and Phoenix CDC.	immediate
	5.6 Environment rich in entrepreneurship and innovation.	Increased number of jobs & entrepreneurial opportunities.	5.6 Businesses created.	# jobs created.	Council and MHCEDC.	immediate

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Self Image: 6. Improve our self image both externally and internally.	6.1 Strong community spirit and pride.	Establish plan, develop schedule and budget for improvements.	6.1 Develop and execute a plan for interior and exterior improvements to municipal building.	Completed plan.	Public Works	immediate
	6.2 Diverse and energetic community with multiple volunteer oriented opportunities.	Opportunities promoted and increased spirit of volunteerism.	6.2 Promote community volunteer opportunities utilizing MGTV and other suited means.	increased number of willing and qualified volunteers.	Public Info office and dept heads	immediate
	6.3 Positive and optimistic community	increased pride and self-image of community.	6.3 Create and implement a community pride initiative that aims to improve the area's self-image.	Completed initiative.	Council	immediate
		Seek All American City designation	6.3 Create and implement a plan to seek the All American City designation.	Completed initiative.	Council	immediate
	6.4 Establish an employee suggestion committee.	Committee Established	6.4 Suggestions being received and committee meeting to determine their implementation	Suggestions implemented.	City Manager, Department Heads, Committee Members.	immediate
	6.5 Improve Employee morale.	Clear, open and transparent dialogue and communication.	6.5 Use employee suggestion committee to determine best communication modalities.	Suggestions implemented.	City Manager, Department Heads, Committee Members, Council.	immediate
		Line item accountability from City Schools to show fair and equitable fund distribution.	6.5 Establish working committee with City Schools to determine best possible way to create accountability.	Accountability report created.	Council	immediate
		Employee awards and recognition opportunities established.	6.5 Awards and recognition opportunities created.	Awards and recognition opportunities given.	Council and City Manager	immediate

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Budget and Finance 7. Ensure that the City of Martinsville remains a 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 established with City Schools to create a budget for the school appropriation.	Working group would seek to accomplish: - Creating a transparent process by which the City and School administrations jointly develop a school budget. - Creating line-item accountability for both the City Council and School Board regarding the school budget. - Toning down of rhetoric 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 meets 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

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8. Public Safety: Maintain a safe environment for City-Henry County residents.	8.1 Maintain safe neighborhoods	Designation as crime prevention city.	8.1 Become a certified crime prevention city.	Achievement of status.	Police Department	mid-range
		Active neighborhood watch groups.	8.1 Maintain interest in neighborhood watch groups	# of active groups	Police Department	mid-range
		Neighbors taking an active role in their community	8.1 Expand neighborhood initiatives to include adopt-a-street and community neighborhood programs.	# of adopt-a-street programs and number of community neighborhood programs	Police Department	mid-range
	8.2 Provide adequate training for police and fire departments.	Resources secured and devoted to training	8.2 Training programs initiated and taken.	# of trainees.	Police and Fire Departments	immediate
	8.3 Ensure adequate staffing levels per professional designations for police and fire departments standards.	Resources secured and staff hired. Work with City Manager and Council on budget.	8.3 Actively recruiting new police and fire personnel.	# of hires	Police and Fire Departments	immediate
	8.4 Ensure equipment is operable and maintained.	Resources secured, equipment maintained, new equipment purchased.	8.4 Monies set aside for new pumper truck, ambulances, and police cruisers.	Equipment purchased with budgetary constraints.	Police and Fire Departments	immediate
			8.4 Monies set aside for other required equipment.	Equipment purchased with budgetary constraints.	Police and Fire Departments	immediate
	8.5 Mitigate gang activities	Creation and implementation of gang prevention and mitigation program.	8.5 Program created and implemented.	Gang activities have declined. Based on # of incidences of gang violence/criminal activity.	Police Department	immediate