

September 11, 2023 Strategic Planning

A Strategic Planning work session of the Council of the City of Martinsville, Virginia was held on September 11, 2023 in Council Chambers, Municipal Building, at 3:00 PM with Mayor LC Jones presiding. Other Council Members present included Kathy Lawson, Aaron Rawls, Lawrence Mitchell and Tammy Pearson along with Interim City Manager Glen Adams and City Department Directors

Council reviewed the Strategic Plan and Action Work Plan, discussed the major strategic goal areas listed and discussed those goals with department heads.

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| <p style="text-align: center;">City of Martinsville 2023 Strategic Plan and Action Work Plan</p> <p style="text-align: center;"><u>Vision Statement</u></p> <p style="text-align: center;">TBD</p> <p style="text-align: center;"><u>Mission</u></p> <p style="text-align: center;">TBD</p> <p style="text-align: center;"><u>Values</u></p> <p style="text-align: center;"><i>Open to New Ideas – Creative and Questioning of the Status Quo</i></p> <p style="text-align: center;"><i>Excellent Internal and External Customer Service – Providing a Positive Experience</i></p> <p style="text-align: center;"><i>Proactive and Responsive Problem Solving</i></p> <p style="text-align: center;"><i>Citizen Engagement – Transparency, Visibility, and Approachability, Open, Two-Way Communications</i></p> <p style="text-align: center;"><i>Collaboration/Partnership</i></p> <p style="text-align: center;"><i>Diversity/Equity</i></p> <p style="text-align: center;"><i>Financial Responsibility</i></p> <p style="text-align: center;"><i>Continuous Improvement and Accountability</i></p> <p style="text-align: center;"><i>Legitimacy</i></p> <p style="text-align: center;">Major Strategic Goal Areas</p> <p>Housing – Provide an environment that supports the development of safe, affordable, and diverse housing options to accommodate growth and enhance quality of life in the City.</p> <p>Education – Support life-long learning and training for all residents and businesses.</p> <p>Revitalization and Redevelopment – Reduce blight in the City by using statutory authority to address dilapidated structures.</p> <p style="text-align: center;">1</p> | <p>Government Performance – Continually work to improve efficiency, effectiveness, and equity in service delivery with an appropriate organizational structure and through the adoption and revision of appropriate policies, procedures, and practices; adapt and implement best practices that support a culture of customer service.</p> <p>Economic Development – Support business development and expansion that increases the tax base, provides gainful employment, and enhances quality of life.</p> <p>County Relations – Build stronger relations with Henry County and seek opportunities to improve service delivery and increase community amenities through regional cooperation.</p> <p>Citizen/Community Engagement – Actively engage citizens through outreach and effective two-way communications.</p> <p>Healthy Community – Promote policies and programs that enhance community physical and mental well-being.</p> <p>Public Safety – Protect life and property, plan for emergency management, mitigate risks, and respond to individual and community-wide crises.</p> <p style="text-align: center;"><u>2023 Work Plan</u></p> <p style="text-align: center;"><u>By Strategic Goal Area</u></p> <p>Housing</p> <ul style="list-style-type: none">• Develop a Housing Plan to facilitate the development of up to 500 new residential units over ten years. Start with an analysis of existing conditions to include:<ul style="list-style-type: none">- A vacant building survey- A vacant lot survey- An inventory of properties for rehabilitation- A list of buildings to be demolished- A zoning ordinance and review <p>Identify staff support from the City, the planning district commission, the Danville Housing Authority, or some other agency.</p> <ul style="list-style-type: none">• Follow with a feasibility study and hold a summit of stakeholders to share results and receive feedback and recommendations. <p>Lead: Vice Mayor Rawls Timeline: by November 1, 2023</p> <p style="text-align: center;">2</p> |
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Education

- Hold a joint meeting with the School Board. By August 1, 2023. Leads: Mayor Jones and the City Manager
- Explore joint education opportunities, particularly with respect to trades, with Henry County. Lead: Mayor Jones
- Receive a briefing on workforce development programs. By August 1, 2023. Lead: Mayor Jones.
- Sponsor a regional briefing on the New College Institute. By November 1, 2023. Lead: Vice Mayor Rawls.

Revitalization and Redevelopment

- Receive a briefing by legal counsel on the City's current practices and statutory authority to address blighted properties. By August 1, 2023. Lead: City Manager.
- Develop and adopt a new Uptown Master Plan. By December 1, 2024.
- Propose a plan to address short-term improvements to on-street parking, including new signage and enforcement. By December 1, 2023. Lead: Public Works.

Government Performance

- Recruit and hire a new City Manager.
- Adopt financial management policies, including a budget calendar, for FY 2025.
- Attain the GFOA Budget Award.
- Conduct a survey of customer service experience; identify appropriate standards of good customer service and conduct regular training of staff.
- Develop an asset management plan for City facilities and equipment for FY 2025.
- Craft and adopt revised Vision and Mission statements.
- Adopt Rules of Procedure for Council operations.
- Provide clear charters, expectations, FOIA and COIA training, and staff support to City boards and commissions.
- Conduct an organizational assessment to include an evaluation of human resources policies and practices.
- Implement an effective on-boarding process for new Council members.

Economic Development

- Explore the creation of an Economic Development Authority (EDA); understand their authority and the opportunities they create. By December 1, 2023. Lead: City Manager.
- Clarify the potential use of the 24-acre City-owned site; ensure the site is included on the State's VEDA list.

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- Develop and adopt an Economic Development Strategy for the City by the end of calendar year 2024.
- Adopt an Incentive Philosophy/Policy for public support of desirable development.

City/County Relations

- Pursue opportunities for joint training in the trades as identified under the Education strategic goal area.
- Explore opportunities for collaborative ventures.
- Convene a joint meeting with the County Board of Supervisors within three months of the appointment of a new City Manager.
- Invite County officials to attend and participate in significant City events, starting now.

Community Engagement

- Utilize the Citizens Advisory Board to make recommendations to improve community engagement.
 - Clearly define its purpose
 - Provide staff support
 - Use its input in the development of the Community Engagement Plan
 - Sunset the board after 18 months unless extended by Council.
- Develop a Community Engagement Plan. Presentation to Council, January 2024. Lead: PIO.
- Develop an Events Policy that addresses City expectations and possible support by January 2024.
- Take actions to build a stronger relationship with the Harvest Foundation.

2023/2024 Chronological Work Plan

Ongoing or Immediate

- Recruit and hire a new City Manager.
- Invite County officials to attend and participate in significant City events.

Within Three Months (by September 1, 2023)

- Hold a joint meeting with the School Board. By August 1, 2023. Leads: Mayor Jones and the City Manager
- Receive a briefing on workforce development programs. By August 1, 2023. Lead: Mayor Jones.

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Within Six Months (by December 1, 2023)

- Develop a Housing Plan. By November 1, 2023. Lead: Vice Mayor Rawls.
- Sponsor a regional briefing on the New College Institute. By November 1, 2023. Lead: Vice Mayor Rawls.
- Explore the creation of an Economic Development Authority (EDA); understand their authority and the opportunities they create. By December 1, 2023. Lead: City Manager.
- Utilize the Citizens Advisory Board to make recommendations to improve community engagement.
 - Clearly define its purpose
 - Provide staff support
 - Use its input in the development of the Community Engagement Plan
 - Sunset the board after 18 months unless extended by Council.

Within a Year (by June 1, 2024)

- Convene a joint meeting with the County Board of Supervisors within three months of the appointment of a new City Manager.
- Develop a Community Engagement Plan. Presentation to Council, January 2024. Lead: PIO.
- Develop an Events Policy that addresses City expectations and possible support by January 2024.
- Adopt financial management policies, including a budget calendar, for FY 2025.
- Develop an asset management plan for City facilities and equipment for FY 2025.
- Craft and adopt revised Vision and Mission statements.
- Provide clear charters, expectations, FOIA and COIA training, and staff support to City boards and commissions.
- Clarify the potential use of the 24-acre City-owned site; ensure the site is included on the State's VEDA list.

Longer Term or Indefinite

- Explore joint education opportunities, particularly with respect to trades, with Henry County. Lead: Mayor Jones
- Attain the GFOA Budget Award.
- Conduct a survey of customer service experience; identify appropriate standards of good customer service and conduct regular training of staff.
- Adopt Rules of Procedure for Council operations.
- Implement an effective on-boarding process for new Council members.
- Conduct an organizational assessment to include an evaluation of human resources policies and practices.

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- Develop and adopt an Economic Development Strategy for the City by the end of calendar year 2024.
- Adopt an Incentive Philosophy/Policy for public support of desirable development.
- Explore opportunities for collaborative ventures with Henry County.
- Take actions to build a stronger relationship with the Harvest Foundation.

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There being no further business, the meeting adjourned at 5:00pm.