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:

   •  Priority process plan review, permit issuance and inspections for January 2017 targeted opening. Completed. School Opened January 2017 (Community Development)

1.2  Site and construction of Fire Station #21

   Actions:

   •  Actively searching for sites to locate this project and research existing architectural designs to save costs. Due to community concerns an alternative site acquired; closing scheduled for October 2017, facility to be under construction 2018. (Economic Development, Fire & Rescue & Community Development)

1.3  Identify and Plan for Facility Improvements and Space Needs for Public Safety Headquarters (MCPD)

   Actions:

   •  Implement FY16 Facility Improvements and develop FY17 improvement needs. RFP for building and site design 3rd quarter 2017. (MCPD and Community Development)

1.4  Develop Master Plan for Parks and cultural facilities

   •  Update parks inventory, hire consultant and engage community in Master Plan.  Completed. (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:
- Promote City of Manassas events through the use of Visual Message Boards, Social media, website and other web based platforms. Completed. Redesigned the website using mobile technology so that it appears as an app on a mobile device. Awarded a Silver Circle Award from 3CMA for social media efforts. Awarded 3CMA Savvy award for Branding materials. (Communications)
- Update sign ordinance. Completed (Community Development)
- New Refuse and Recycling contract includes 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. Completed June 2016. Public Works is working with Neighborhood Services to provide recycling collection for installed containers in recreational areas throughout the City. The option for recycling collection has been included in the new contract with Didlake Incorporated and will commence once containers are in place. (Public Works)
- Construct the Prince William Hospital regional stormwater management facility (Flat Branch Pond) to address the developments that funded the City’s stormwater management pro-rata share program in combination with expected future developments. Completed. (Public Works)

2.2  Redevelop Mathis Avenue Area

Actions:
- Work with real estate brokers, property owners and businesses to redevelop or improve commercial property. Incentive programs established to help achieve the City’s objective encourages private investment in real property. Streetscape and roadway design standards completed. (Economic Development)
- Create an incentive package and redevelopment finance tools to provide resources for property owners, businesses and developers seeking to invest in redevelopment. Completed. The City has an established toolbox to effectively achieve this objective. (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.

Actions:
- Installed new Virtual Message Boards and landscaping around five gateway areas leading into the City. (Public Works)
- Work with new and existing businesses and commercial property owners to improve uses, façades, landscaping and the appearance of their property. Completed establishing Façade Grant and Landscape Improvement Grant programs. (Economic Development)
2.4 Continue to revitalize Grant Avenue and the Historic Downtown

Actions:

• Engage firm(s) to conduct engineering study of Grant Ave. and develop concept plans for vehicular and pedestrian safety and amenity enhancements. Traffic Analysis pending August 2017; Additional community meeting planned for Fall 2017. (Community Dev. & Public Works)

• Engage and coordinate with HMI in its efforts to promote economic restructuring, promotions and design work through the Virginia Main Street Program. Completed. City Council continues to fund HMI at a level that allows the organization to effectively operate. The City has a seat on the HMI Board of Directors. The Economic Development Director chairs the HMI Economic Restructuring Committee. (Economic Development)

• Develop new incentive programs and promote the existing ones to provide resources for property owners, businesses and developers seeking to make new investments. Completed. The City has developed an effective toolbox and continues to engage the business community in ongoing investments. The level of resources devoted by the City to this effort is sufficient. (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:

• The City and Prince William County are managing an NVTA funded project to evaluate options to relieve congestion on Route 28. A recommended solution will be presented in September 2017. The recommended solution will then be evaluated through an impact study that will evaluate environmental and socio-economic impacts compared to other possible solutions. This impact study is anticipated to be completed by December 2018. The City and Prince William County will then develop a design plan to implement the final recommended solution. (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:

• 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

Actions:

• Pedestrian crossing was added on Peabody St. between Mosby St. and Lee Ave., and a pedestrian signal at Grant and Center St. to allow for safer pedestrian crossings to and from the Prince William County Courthouse. (Public Works)
3.4 Continue construction of Prince William Street Improvements

**Actions:**
- All electric facilities have been converted from overhead to underground with the exception of the existing wood poles that have the City’s streetlights, Verizon and Comcast on them. The wooden poles will be replaced with aluminum poles when construction commences. Right of Way acquisitions have been completed. *(Public Works)*
- Utility Relocation currently underway. Complete *(Public Works)*
- Project will go to bid December 2017. Construction will include water, sewer, and stormwater 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

**Actions:**
- Received AAA Bond rating from Standard and Poor’s with a stable outlook and sustained Moody’s Aa1 bond rating. Budget and Finance received GFOA Awards for the CAFR for 2015 and the Budget for 2016 and 2017.

4.2 Adopt best practice recommendations for financial policies

**Actions:**
- New best practice financial policies were adopted in August 2015. Prepared a recommended budget, adopted in May 2016, address the Governing Body goals and priorities with a lower tax rate than originally projected. *(Finance)*
- Completed Comcast services to the Airport businesses. *(Airport & Economic Development)*

4.3 Implementation of a new ERP system

**Actions:**
- Awarded a contract to Tyler Technologies, Inc. for new ERP system to include Munis/EnerGov applications. Implementation began December 2015. *(Finance, IT)*
- Implementation began December 2015 with Phases 1 & 2 that include general ledger, budget, accounts payable, purchasing, cash management, property taxes, accounts receivable and business licenses. These initial phases are scheduled to go-live January 2017. Phase 3 includes Payroll and Human Resources. Other phases include work orders, fleet, facilities, Utility billing, Permits and Inspections. These phases will go live in 2018. *(Finance, IT)*
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  Increase community-Police communication and understanding

**Actions:**

- Hosted and attended community meetings at Jirani Coffee House and other locations to promote understanding between the community and the Manassas City Police Department. *(MCPD)*
- Hosted Coffee with the Chief events to bridge the gap between MCPD and the Community *(MCPD)*
- Funding approved for research and development of Body Worn Camera Program within the MCPD. *(MCPD)*

5.2  Enhance public safety facilities for response times and staffing

**Actions:**

- Conduct periodic audits of the Computer Aided Dispatch (CAD) system to ensure staff accuracy levels and improve public safety. On going *(MCPD)*
- Actively seeking site for Fire & Rescue Station 21. Preferred site has been identified. Staff group and consultant are conducting preliminary site planning and building program. *(Fire & Rescue)*
- 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:**

- Maintain CALEA Accreditation Completed with Gold Standard with Excellence! *(MCPD)*
- 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)*
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:**

- Public outreach activities for reducing solid waste and hazardous materials are as follows: Providing information on refuse and recycling through public outreach activities; Holding regular household hazardous waste, eWaste and shredding events; Creating an active Adopt a Street and Adopt a Stream programs and offering a Courtesy Truck program; the 2016 RecycleFest garnered 452 vehicles dropping off eWaste, Hazardous Waste, recycling, shredding and gently used clothing. *(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:**

- Interior restoration of the first floor and preservation of the upper floor bedroom Civil War graffiti is completed. Site preparation for restrooms and restoration of front landscape is underway. *(Community Development)*
- Added sidewalk improvements funded by state Revenue Sharing dollars to the overall plan for the enhancement of the Liberia Plantation. *(Public Works)*
- Construction on restrooms, parking and sidewalks to begin October 2017. *(Community Development)*

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

**Actions:**

- Initiated budget review and analysis of parks, cultural and recreational activities and operations as part of master plan. Construction on restrooms, parking and sidewalks to begin October 2017. *(Community Development)*

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

**Actions:**

- Dept. reorganization completed for new Parks, Culture and Recreation division. FY18 budget and CIP under new division.
- Renovated lobby, hallway and store in January 2016. Completed. *(Community Development)*

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

- 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)*
• Initiated downtown library feasibility report for museum site. Held first community meeting. *(Community Development)*

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

**Actions:**
- Updated parks inventory, hired consultant and engaged community in needs assessment; scope Dean Park master plan incorporating Jennie Dean School. Completed. *(Community Development)*
- Utilize and promote the Arts and Tourism District in Historic Downtown. Completed. Several businesses utilized the program. An arts committee has been established to continue to promote and improve the District. Manassas has become a model for the use of the District and City staff have been consulted by several other communities to replicate this work. *(Economic Dev.)*
- In working with community art partners, have created a culture of artistic expression in the Historic Downtown, with an annual Banner Art competition, the Little Bits of Art program, and the sculpture project with Northern Virginia Community College. *(Communications, Economic Dev., and 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:**
- Completed a windshield survey of the trailer parks as a pilot process for other neighborhoods to identify systemic issues in neighborhoods; $20,000 grant awarded by VHDA to provide consultant assistance for comprehensive program. *(Community Development)*
- Housing study initiated; results expected early 2018. *(Community Development)*
- Updated residential tax rehabilitation program. *(Community Development)*
- Reinstated Housing Trust Fund. *(Community Development)*

7.2 Complete Zoning Ordinance Review process

**Actions:**
- Completed update of the Zoning Ordinance. *(Community Development)*

7.3 Enhance Code Enforcement

**Actions:**
- Adopted and implemented new goal of disposing of a case (abatement, abatement plan approved or move to City Attorney for prosecution) within 45 days of initial Investigation. Completed *(Community Development)*
- 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. The City’s parking district policy has led to approval of 27 citizen led petitions that restrict parking in Manassas neighborhoods, allowing local citizens to park closer to their homes along restricted blocks. *(Public Works)*
7.4 Revitalize older Neighborhoods

**Actions:**
- Submitted neighborhood study grant to the Virginia Department of Community Development and Housing to support engaging consultant assistance; prepared spot blight plan for blighted properties in GTS resulting in remediation of King properties; Completed HOA training on grant funding opportunities and submissions. VHDA Grant Approved. *(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:**
- Conducted an analysis of Market Relationships and Internal Equity Issues for targeted positions on an annual basis. Worked with Waters Consulting to conduct a market study of salary comparisons to remain competitive in the Northern Virginia market. First year’s comparison is complete. Will conduct this comparison annually on different departments so that each position is analyzed every three years. *(Human Resources)*

8.2 Develop employee recognition program

**Actions:**
- Annual Employee Recognition program, called the Above and Beyond Awards was created in 2016 to recognize employee achievement. Several of the larger departments have employee of the month awards as well. *(Communications & Human Resources)*
- Publicize Employee Achievements and Acknowledgements on the City’s Manassas@Work Intranet. *(Human Resources)*
- Complete employee work session on goal setting to provide transparent leadership; continue supervisor training *(Community Development)*
- Develop A Peer Review Committee Completed *(MCPD)*
- Continue Participation With George Mason University’s Master of Public Administration Cohort Program. Completed *(MCPD)*
- Fire and Rescue Staff participated in the Virginia Fire Officer Academy and the Northern Virginia Leadership Development Institute *(Fire & Rescue)*

8.3 Ensure Dispositions Regarding Complaints of Integrity or Ethical Violations are received positively by Staff Completed- IA Statistical Annual Report, Summary of Citizen Attitude and Opinion Surveys *(MCPD)*

8.4 Create internal staff survey

- Worked with a group of city staff from different departments to create and initiate a survey on internal city services. Findings were sent to all employees with actions taken to assist in employee satisfaction. *(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:**

• Adopt an economic development strategic plan. Completed. *(Economic Development)*

• Retain and recruit existing and new economic development opportunities and expansions in the Community. In FY16 the ED Department assisted 110 businesses - working with 35 existing business of which 8 resulted in expansions where new capital investments were made and/or additional employees were hired. The Department assisted 75 companies that were interested in locating a new business and 24 of these chose Manassas. These numbers represent inbound calls for assistance and do not include routine contact with business leaders or companies called on as part of the business outreach program. *(Economic Development)*

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

**Actions:**

• Implemented web portal for permit application, inspection requests and project status tracking. Streamline the commercial development process to support an enhanced economic development program by implementing Expedited Commercial Plan Review Program for fast tracking small tenant fit-outs and other commercial plans. *(Community Development)*

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

• Promote the City of Manassas as a business and tourist destination through the use of advertising, social media platforms and other mediums. Completed. Economic Development and Communications are working with ECU Communications to promote the City. The City is hosting a yearlong Welcome Center Blitz on I-66.
The City continues to rely heavily on its strategic partnerships with HMI, the City’s designated marketing organization (DMO) to attract visitors. *(Communications & Economic Development)*

9.4 Explore redevelopment and revitalization opportunities

**Actions:**

- Complete staff work sessions on identifying potential properties for redevelopment and revitalization. Completed. City staff developed a GIS tool to identify development properties and sites with redevelopment potential. *(Community Development/Economic Development)*

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

**Objectives:**

10.1 Work cooperatively with City Schools to assist learning for our youth.

**Actions:**

- The City, Manassas City Public Schools and the Prince William Library System annual host Manassas Reads to promote literacy for children of all ages. More than 7,000 books were given away last year.

10.2 City staff assists Manassas City Public Schools to create a learning environment.

**Actions:**

- Many events are held throughout the year that focuses on student learning activities. The Manassas Museum has a trunk program for schools that do not have the time to visit and provided SOL opportunities for 5th and 6th graders at Liberia Plantation on Civil War history. The City’s Beautification Committee holds and Arbor Day Poster Contest annually for elementary school children. City staff participates in reading to MCPS students throughout the year. The City of Manassas received a “Stairways to Success” award at the annual VML conference. *(Community Development, Public Works)*

10.3 City staff assists Manassas City Public Schools with Career Path Immersion Programs

**Actions:**

- Fire & Rescue and Police hold annual summer camp programs for Osbourn High School Students. This is a much sought after program and annually has waiting lists to enter the program. *(Fire & Rescue and Police)*

10.4 Work with school on Capital Improvement Planning

**Actions:**

- City of Manassas staff work with Manassas City Public Schools staff to create CIP plans that assist in building efforts and replacement projects. The New Baldwin Elementary and Intermediate School is on schedule for a January 2017 opening. Schools and City staff are collaborating on the proposed replacement of Dean Elementary School and Dean Park improvements. *(City Manager, Community Development)*

- The City’s Utilities Department worked with MCPS to test 98 drinking sources with all MCPS schools for lead and other pollutants. Only three fountains were found that needed corrective action. These three have been replaced. *(Utilities)*
10.5 City staff and Council work with MCPS on a funding solution

**Actions:**
- The $52,808,380 budgeted for FY 2016 is the base year amount and it is increased each year by 2.625% through FY 2019. The agreement is for 3 years and is to be reconsidered as part of the FY 2019 budget process.

**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:**
- Secure the permits and approvals necessary to enable the Master Developer to begin construction. Construction began in 2016. *(Economic Development)*
- Develop a marketing plan and materials in conjunction with the Master Developer. Completed. The City and Master Developer have begun marketing the project. *(Economic Development)*
- Finalize the contracts and agreements with a hotel developer. Completed. Contract has been approved by City Council and EDA. *(Economic Development)*

11.2 Enhance business opportunities at the Manassas Regional Airport

**Actions:**
- Conduct an existing business call program targeted to companies located at the Airport. Completed. ED staff called on 27 businesses located at the Airport and met with 19. The results of this targeted call program were reported to Airport Management. *(Economic Development)*
- Report annually to the Airport Commission on economic development activities and programs. Completed. *(Economic Development)*

11.3 Explore Possibilities of moving the GMBL ball fields for redevelopment

**Actions:**
- Study is under way to look at Dean Park as possible site for relocation of GMBL fields. Completed. *(Economic Development/Community 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 by actively Promoting continued participation in Lawfit *(MCPD)*
- Fire and Rescue adopted a physical fitness program and have three staff becoming certified to be peer physical fitness trainers. *(Fire & Rescue)*
- 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 by using Social Media to attract and recruit staffing;
- conduct a Salary and Benefits Study to remain competitive and attract the most qualified applicants Completed *(MCPD)*
- Offer semi-annual financial sponsorship in George Mason University’s Master of Public Administration Northern Virginia Public Service Fellows Program. *(Human Resources)*
- Financially Sponsor Staff in Leadership Prince William. *(Human Resources)*
- Establish Performance Management Advisory Committee to define Performance Management and develop plan for implementation. *(Human Resources)*

12.2 Develop retention program

**Actions:**

- Broaden Professional Development for All Staff and a new Career Path Policy For Staff Completed *(MCPD)*
- Expand Professional Memberships Completed *(MCPD)*
- Develop More Organized and detailed Core Training And Supervisory Training Programs. Worked with The Diversity Training Group to conduct employee and supervisory training sessions on Core Values to simultaneously assess and identify supervisory training needs. *(Human Resources)*

12.3 Provide for succession planning

**Actions:**

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