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Introduction

The Manassas 2025: Five Year Strategic Action Plan is a community based, short-term plan, designed to provide a framework for action by the City’s governing body, administration and community partners over the next five years. It articulates a shared vision for our community that is consistent throughout the City’s planning documents and is based on continuous community input and feedback. The plan provides focus for City department service efforts and ensures that the elected leadership of the City of Manassas and the government administration are fully in sync. Specifically, the plan provides guidance for budget decisions and a framework for action by elected officials, government administration and our community partners.

How Was the Plan Developed?

The process of developing the Manassas 2025 plan began in May, 2019 with the City Council working in pairs to consider 11 topic areas drawn from research and data about the City’s current conditions and a review of the results of the City’s Community Surveys and Community Conversations. The Council also set their own goals for the plan itself as well as the process used to develop the final plan. The outcome of the May sessions was a list of five priority issues, drawn from the data and community input, that the City Council felt would have the greatest impact on the community’s future over the next five years.

Recent Events

This plan was begun in May, 2019 and scheduled for adoption along with the City’s FY21 budget in May, 2020. In March, 2020, the world changed and now the City is assessing the impacts of the Coronavirus Pandemic, an economic downturn, and facing the need to reexamine our commitments to equity and diversity. So, as we publish this plan we will also simultaneously reexamine it to identify objectives and strategies to focus on recovery from the Pandemic as well as work with the community to ensure that we are promoting racial reconciliation, economic justice, and equity.

Council Goals for Strategic Planning Process

- Be inclusive with input from citizens and partners.
- Develop a language for collaboration, problem-solving and creative thinking.
- Result in easily communicated outcomes that are far-seeking and revolutionary.
Manassas Community Survey

Beginning in 2014, the City has assessed citizen satisfaction with the delivery of major city services biannually as part of the City’s on-going effort to identify and respond to the needs and concerns of residents. The seven-page survey is mailed to a random sample of approximately 2,850 households in the City. The survey also gives citizens the opportunity to rank areas for the City to focus efforts on over the next couple of years and it is these areas that informed the Council’s strategic priorities. The full report can be found on our website at www.manassascity.org/css. Our next survey will be conducted in the fall of 2020.

Community Conversations

The City of Manassas undertook Community Conversations to add first person depth to the empirical survey results found in the surveys. The City completed a first round of Community Conversations in 2017 and a second round in 2018. Both rounds of Community Conversations provided a great deal of useful information about community priorities and visions, and informed not only this plan but also the City’s Comprehensive Plan. The full report can be found on our website at www.manassascity.org/conversations.

Community Workgroups

After the Council identified the five strategic priority areas, they asked City staff to work with 40 community partners and residents to fine tune and develop goals and objectives for addressing the issues. The community work groups convened four times between October, 2019 and January, 2020 and their work was presented to the City Council at their annual retreat on January 24-25, 2020.
Strategic Priorities

**Community Vitality**
We will be a city that celebrates and promotes the safety, diversity and character of our community, working together to build pride in our neighborhoods.

**Economic Prosperity**
We will be a city where the combination of an entrepreneurial spirit, an involved business community, and a supportive economic development presence results in growing businesses, a thriving, active community, and a strong sense of place and opportunity.

**Transformative Mobility**
We will be a city that balances all modes of transportation, providing appropriate infrastructure and leveraging technologies to sustain a safe, environmentally responsible, integrated, and well-functioning transportation system that meets the expectations of our diverse community.

**Educational Attainment**
We will be a city that partners with the education and business community to create an innovative, engaging, inspiring and challenging learning environment for all students and adult learners that fuel the workforce of tomorrow.

**Sustaining Excellence**
We will be an inclusive organization that reflects our community and embraces excellence by applying our core values of Customer Service, Honesty, Integrity, Respect, Stewardship and Teamwork to everything that we do in order to create a better life for our community.
The plan maintains the City’s strategic platform, vision and values that were developed in 2015 and are designed to remain consistent as a statement of what we, as local government do, and what we, as government officials, believe in. Strategic priorities are flexible and reflect our current condition as well as the wants and needs of our community. Goals and objectives define what must be achieved for success and success measures provide a method for measuring achievement during the five-year period of the action plan.

Departments and community partners will annually fill in strategies and actions to achieve the goals outlined in this action plan. These strategies will be communicated as part of the fiscal year budget for the City and we will track our success with regular reports at community meetings and on the City’s website.
Vision and 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.

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.
Community Vitality

We will be a City that celebrates and promotes the safety, diversity and character of our community, working together to build pride in our neighborhoods.

Why it matters

In 2018, a majority of City residents rated the City as an excellent place to live but identified concerns with the affordability of housing as well as safety and security in neighborhoods. The citizen survey respondents also questioned whether or not the City was satisfactory as a place to retire. Data from the 2020 U.S. Census shows that the City’s population is aging, with the 65 plus population increasing from 7% to 9% while 37% of the City’s housing was built prior to 1980 and not adequately designed for residents with reduced mobility or special needs. In addition, a recent housing study prepared for the City’s comprehensive plan update showed that 29% of owners and 57% of renters spent more than 30% of their income on housing. In April, 2023 the City will be 150 years old and as a mature city increased focus on existing neighborhoods and paying attention to the details of new housing should be an important consideration.
Objectives

1.1 Foster a balance of high quality and attractive new housing types through the development process to serve an increasingly diverse population.

1.2 Encourage private investment and renovation of existing older homes.

1.3 Increase the number of residents that own their own homes and reduce the number of renters and homeowners who are cost burdened (spending more than 30% of their income on housing.)

1.4 Expand housing options with universal design options for City residents that would like to age-in-place and have differing abilities.

Success Measures

1. The percentage of residents who are satisfied with the availability of quality housing will rise in the 2022 citizen survey from 47% to 55%.

2. The number of residents who own their own homes will grow 5% over the next five years.

3. The percentage of cost burdened residents will decrease 5% over the next five years.

4. The number of property owners who take advantage of the City’s residential rehabilitation and reinvestment programs will grow 10% over the next five years.
Goal 2

**Work with individual neighborhoods to preserve and promote the unique character of all of the City’s neighborhoods including each neighborhood’s authentic history.**

### Objectives

2.1 Engage neighborhood leaders to identify and partner on the completion of projects that will enhance neighborhood identity at entryways.

2.2 Develop neighborhood profiles with local residents and community groups that identify the unique character of neighborhoods and tell their histories for the City’s 150th anniversary of its founding in 1873.

2.3 Develop and install signage for a new history walking/driving tour by Spring 2023 from Liberty Street along Prince William Street to the Jennie Dean Memorial to focus on African American history of Manassas and the development history of the South side of the railroad tracks.

### Success Measures

1. Total number of new or renovated neighborhood entryways.

2. Total number of neighborhood profiles completed and published in anticipation of the City’s 150th anniversary in April, 2023.

Goal 3

Ensure that all neighborhoods have access to attractive and safe gathering spaces, parks and trails.

Objectives

3.1 Identify physical spaces within neighborhoods for community gatherings such as block parties and picnics that may also encourage informal meet ups.

3.2 Foster the increased use of parks and trails within individual neighborhoods.

3.3 Continue identifying and completing infill trail and sidewalk projects that connect neighborhoods to each other, commercial districts and regional parks.

Success Measures

1. Number of lane miles added to the City’s bike and trail network.

2. Number of neighborhood common spaces identified for the next update of the parks needs assessment and added within five years.

3. Completion of projects identified in the City’s CIP including the Quarry Street Sidewalk Infill (T-087), Godwin Drive Bike Trail (T-059), Gateway Boulevard Sidewalk/Trail (T-0830, and Wellington road Shared-Use Path Gap (T-088).
Goal 4  
*Enhance the community identity appearance and safety of older neighborhoods.*

**Objectives**

4.1 Identify neighborhoods that require new capital investment to enhance community appearance and improve safety.

4.2 When designing infrastructure projects in aging neighborhoods, coordinate improvements and identify opportunities to enhance neighborhood curb appeal during the design and construction process.

4.3 Increase targeted Police and community partnerships based on ongoing analysis to identify community safety and security concerns and trends.

**Success Measures**

1. Downward trend in neighborhood crime statistics.

2. Number of neighborhood problems identified and resolved.

3. CIP projects identified and completed.
Goal 5
*Improve citizen satisfaction with the City as a place to live and overall sense of community.*

Objectives

5.1 Invest in public spaces to enhance community connections through recreation, arts and cultural events, and other activities.

5.2 Enhance community involvement in planning and government decision making through continued use of citizen surveys and community conversations, and identify new ways to promote inclusivity and diversity.

5.3 Increase the number of positive interactions City departments have with members of the community.

Success Measures

1. Turn-out and community feedback of events such as department open houses, National Night Out and community conversations that are actually held in the community (i.e. Coffee with a Cop, Farmers Market, HOA get-togethers, etc.)

2. Percentage of residents that rate the City as an excellent place to live will continue trending upward.
Economic Prosperity

We will be a City where the combination of an entrepreneurial spirit, an involved business community, and a supportive economic development presence results in growing businesses, a thriving, active community, and a strong sense of place and opportunity.

Why it matters

A thriving business community is necessary to support local employment opportunities and to generate tax revenue from sources other than residential real estate. And while Manassas residents generally commute elsewhere for jobs, the City is a net importer of jobs with many more people commuting into the City than commute out. Based on the results of the 2018 Citizen Satisfaction Survey, the quality of economic development ranks as one of three top priorities for the City to focus on in the coming years. During the City’s Community Conversations residents also expressed their desire to shorten commutes and work closer to home. While the median household income for Manassas was above that of the State, it generally lags behind Prince William County, even with a large number of well-paying jobs available at the City’s major employers. Economic prosperity greatly determines both the City’s and an individual’s ability to achieve and maintain optimal health and security and is an important consideration over the next five years.
Goal 1
*Position the City as one of the top communities for businesses in the National Capital Region.*

**Objectives**

1.1 Continue to attract and retain full-time private sector jobs and promote the availability of those jobs to residents.

1.2 Students, youth and adults within the community will be the best positioned to obtain the jobs that are available in the City and businesses within the City will be able to readily access talent that meets their needs.

1.3 The City and business community will place an emphasis on recruiting and supporting veterans to meet workforce needs.

**Success Measures**

1. The percentage of residents who are satisfied with the City as a place to work will increase from 56% to 60%.

2. The percentage of residents who are satisfied or very satisfied with the City’s ability to attract and retain full-time private sector jobs will rise from 38% to 45%.

3. Unemployment in the City will be at or below national and state averages.

4. The number of people who both live and work in the city will increase by 10% over the next 5 years.

5. The number of businesses that participate in the Virginia Values Veteran’s (V3) Program will triple over the next 5 years.
Goal 2  
*Position the City as one of the top communities for residents in the National Capital Region.*

### Objectives

2.1 People will recognize the difference between the City and surrounding area and seek out the City as a place to live.

2.2 Investment in quality housing construction and existing home renovation will increase.

2.3 Fully utilize the City’s existing cultural assets and develop additional assets to attract and keep people in the Historic Downtown.

### Success Measures

1. The percentage of residents who are satisfied with the availability of quality housing will rise from 47% to 55%.

2. The percentage of residents who are satisfied with the overall quality of life in the City will rise from 71% to 76%.

3. Attendance at events and to attractions will increase by 5% annually.

4. There will be an increase in positive press coverage of Manassas and its neighborhoods.
Goal 3

_Pursue transformative development/redevelopment and leverage assets such as major employers, the Manassas Regional Airport (HEF), Prince William Medical Center and George Mason University._

Objectives

3.1 Accelerate the development and redevelopment of under-utilized commercial properties.

3.2 Increase the economic impact of major employers by assisting in the development of available opportunity sites on their campuses.

3.3 Cultivate a reputation for being the best community in the Greater Manassas region for doing business and getting projects completed on time.

3.4 Ensure that residents can have their shopping needs met locally.

3.5 Ensure that residents can have their health needs met locally.

Success Measures

1. The percentage of city residents who are satisfied with efforts to improve existing commercial corridors by redeveloping blighted or vacant businesses and shopping centers will increase from 35% to 45%.

2. Manassas Regional Airport will increase its economic impact on the community by 10% over the next five years.

3. There will be a continued upward trend in private investment in key character areas such as Godwin Technology and Manassas Medical as well as along business corridors over the next five years.

4. Published development timelines will be met 95% of the time every year.

5. Sales and meals tax receipts will rise by 3% annually respectively.
Transformative Mobility

We will be a City that balances all modes of transportation, providing appropriate infrastructure and leveraging technologies to sustain a safe, environmentally responsible, integrated, and well-functioning transportation system that meets the expectations of our diverse community.

Why it matters

Northern Virginia is known for its long commutes to work, with a mean commute time of 33.2 minutes according to the U.S. Census. In Manassas, that mean commute time is 34.1 minutes and 77% of our commuters drive alone to work. Based on the results of the 2018 Citizen Satisfaction Survey, the flow of traffic and ease of getting around the City ranked among the top priorities that citizens feel should receive the most emphasis over the next several years. However, options to construct new roads within the City are extremely limited so growing alternative modes of travel and enhancing transit options will become increasingly important as the City continues to grow.
Goal 1
Increase citizen satisfaction with ease of getting around the City by improving the City’s transportation network, resulting in a safer, more secure, more reliable, and more convenient system for all to use.

Objectives

1.1 Enhance collaboration between City departments and transportation partners to improve safety and security of City streets, reducing traffic accidents and improving pavement and sidewalk conditions.

1.2 Identify and implement pedestrian improvements needed for Manassas to increase its walk score and be recognized as a Walkable City.

1.3 Improve and increase public engagement in transportation and mobility capital projects.

1.4 Complete capital road projects in a timely manner and reduce the impact construction projects have on traffic and mobility.

Success Measures

1. Number of CIP projects completed on schedule.

2. Reduction in the number of traffic accidents City-wide and at top five accident locations identified.

3. Increase in the City’s Walk Score and recognition as a Walkable City instead of a Car-Dependent City.

4. Increase in the percentage of residents that are very satisfied with the ease of access to information about City projects and the City’s efforts to keep residents informed about local issues.
Goal 2  
*Increase the percentage of mode share of alternatives to driving alone, resulting in a more convenient, more affordable, and less congested transportation system for all residents to use.*

**Objectives**

2.1 Promote alternatives to single occupancy vehicle transportation modes as a means of reducing congestion and enabling an increased number of residents to live car free or car light.

2.2 Achieve Bronze Level recognition as a Bicycle Friendly Community by improving bicycle infrastructure holistically through engineering, encouragement, education, enforcement and evaluation.

2.3 Address the demand for parking in the downtown and neighborhoods by both decreasing demand and facilitating solutions that provide safe and secure parking.

**Success Measures**

1. Increase in the ratio of the total bicycle network mileage to total road network mileage.

2. Percentage decrease in the number of residents commuting by single occupancy vehicle.

3. Increase in the amount of available parking in the downtown and in neighborhoods.

4. Progress towards achieving Bronze Level recognition within five years.
Goal 3

Develop collaborations with all relevant transportation stakeholders to leverage existing and emerging technologies and infrastructure to optimize its transportation system.

Objectives

3.1 Collaborate with the Virginia Railway Express (VRE) and major employers to increase VRE ridership and grow reverse ridership by 10%.

3.2 Develop and enhance safe options for alternative transportation options along city streets and reduce mobility impediments for enhanced ADA accessibility.

3.3 Develop a plan to accommodate the implementation of autonomous vehicles.

Success Measures

1. Increase in transit ridership generally and growth in VRE reverse ridership.

2. Initiation of a pilot program for micro-mobility options (scooters, bike share, micro-transit, etc.)

3. Percentage decrease in the number of residents commuting by single occupancy vehicle.

4. Number of mobility impediments identified and rectified.
Goal 4
Align the City’s transportation system with land use objectives in a way that supports sustained economic vitality.

Objectives

4.1 Encourage the growth of workforce development programs that increase the number of residents that are able to both live and work in the City.

4.2 Coordinate development with infrastructure for alternative modes of transportation (electric vehicles, wide sidewalks, bike lanes, etc.)

4.3 Evaluate the establishment of form-based development codes and other land use tools to require building of alternative transportation infrastructure.

Success Measures

1. Increase in the number of residents that both live and work in the city.

2. Progress made on the City’s Mobility Plan.

3. Implementation of the City’s CIP Transportation projects.
Educational Attainment

We will be a city that partners with the education and business community to create an innovative, engaging, inspiring and challenging learning environment for all students and adult learners that fuels the workforce of tomorrow.

Why it matters

An individual’s level of education has a direct impact on income, skills and the opportunities that people have to lead healthier lives in their community, and its importance cannot be overstated. In Manassas, only 81.3% of the City’s population has a high school degree or higher compared to 88.8% in Prince William County and 89% in Virginia. Accordingly, Manassas residents ranked the quality of education as one of their top priorities in the 2018 Citizen Satisfaction Survey and only 55% of residents rate the City satisfactory “as a Place to Raise & Educate Children,” compared to 70% of residents across the U.S. that were asked the same question about their communities.
Goal 1
*Develop multiple pathways to success allowing all students to reach their full potential.*

Objectives

1.1 Increase the rate of students graduating with a high school diploma within the City to 90%.

1.2 Increase the percentage of working age adults residing in the City with High School Diploma/GED credentials, Associates Degree/Certifications and, Bachelor’s Degrees.

1.3 Increase the availability of and participation in early childhood initiatives in the City.

1.4 Foster unique partnerships to set the City’s educational opportunities apart from other communities.

Success Measures

1. The percentage of Manassas students graduating from high school by 2025 will exceed 83%.

2. The percentage of working adults in Manassas with milestone credentials (i.e. a High School Diploma/GED, Associates Degree/Certification or Bachelor’s Degree) will meet regional averages within 5 years.

3. There will be at least 2 unique partnerships between educational institutions and City government or businesses within the next 5 years.

4. The number of Manassas preschoolers enrolled in an early childhood initiative will increase over the next 5 years.
Goal 2
Ensure that the education system within the City is welcoming and open, communicates successes and opportunities with students and parents, and builds new relationships within the community.

Objectives

2.1 Identify all local resources that can promote and provide information on educational opportunities to the entire community (public/private/home school/underserved).

2.2 Engage with MCPS on a plan for the conversion of the existing police building into a new school administrative building.

2.3 Build bridges to develop new community partnerships that increase the after-hour usage of public-school and community facilities.

Success Measures

1. Development of a clearing house for educational opportunities available to the entire community within the first year of the strategic plan implementation followed by use of the clearing house.

2. Increase in the percentage of residents that rate the City satisfactory “as a Place to Raise & Educate Children” within 5 years.

3. Increase in use of public-school and community facilities.
Goal 3

Create within the education system robust workforce development initiatives aligned with the needs of the business community.

Objectives

3.1 Develop an avenue for schools to communicate on at least a quarterly basis with the business community on programs and activities.

3.2 Provide workforce development opportunities through local employers to enhance educational attainment and provide upskilling opportunities for City residents through educational attainment at secondary and post-secondary levels.

3.3 Establish an information clearinghouse on the City website to direct interested community members to workforce grants, internships, dual enrollment and other best practices that encourage workforce development activities.

Success Measures

1. Unemployment in the City will be at or below national and state averages.

2. A majority of the City’s employers surveyed annually will be satisfied with their ability to find talent within the City’s workforce.

3. All students residing within the City will have equal access to workforce grants, internships, dual enrollment and other opportunities for educational attainment.
Sustaining Excellence

We will be an inclusive organization that reflects our community and embraces excellence by applying our core values of Customer Service, Honesty, Integrity, Respect, Stewardship and Teamwork to everything that we do in order to create a better life for our community.

Why it matters

In 2014 the City set out to objectively assess resident satisfaction with the delivery of City services and to compare the City’s performance to other communities. Surveys were completed in 2014, 2016 and 2018 and each time the overall satisfaction with City Services is much higher in Manassas than in other cities. In fact, in 2018 the City rated 23% above the U.S. average and 21% above the regional average in the Overall Quality of City Services. But doing great work takes work, and it takes a consistent commitment to excellence that is reflected in everything we do.

Therefore, the City has also begun to collect data related to employee satisfaction with an emphasis on assuring that employees are invested in the City’s commitment to excellence and are recognized when they exhibit that commitment.
Goal 1
*Ensure that our business practices are efficient, friendly, and provide exceptional customer service to all stakeholders.*

**Objectives**

1.1 Maintain citizen satisfaction with the overall quality of city services at 73% or better and continue to exceed the National average of 50%.

1.2 Maintain citizen satisfaction with quality customer service at 72% or better and continue to exceed the National average of 45%.

1.3 Ensure that governmental approvals are predictable, timely and transparent by setting and meeting performance measures 90% of the time.

1.4 Implement technology solutions that expand online accessibility to city services and increase organizational capacity.

**Success Measures**

1. Citizen satisfaction with quality customer service.

2. Citizen satisfaction with the overall quality of city services.

3. Number of City departments that have adopted performance objectives and met their performance measures.

4. Number of technology solutions identified and implemented.
Goal 2

*Develop and maintain programs that create a professional, safe, value-oriented, accountable, and responsive work force with individual opportunities for education, advancement and job fulfillment.*

**Objectives**

2.1 Maintain healthy employee satisfaction ratings for the overall working environment for City Employees.

2.2 Develop and establish mentoring and career planning programs so that employees see a clear path for career advancement within functional areas and support building employees’ skills in technical and leadership competencies.

2.3 Ensure that employees who perform well receive recognition and that poor performance is dealt with effectively.

**Success Measures**

1. Employee satisfaction with the overall working environment.

2. Percentage of employees that would recommend the City as a place to work to a friend or family member.

3. Percentage of employees completing career ladder, mentoring, or professional development programs for each department.

4. Percentage of employees receiving positive performance reviews.

5. Number of employees recognized by their peers or community.
Goal 3

*Implement and maintain best practices that support the setting of City priorities and operational policies and that ensures that public resources are always used for the public good of all.*

**Objectives**

3.1 Maintain established City and government standards that are compliant with federal, state, local, and administrative requirements.

3.2 Maintain established budgeting and financial standards that meet the requirements and benchmarks for budgeting and financial reporting set by the Governmental Finance Officer Association (GFOA) and the Government Accounting Standards Board (GASB).

3.3 Maintain an effective and transparent strategic planning process and report progress regularly to the community.

**Success Measures**

1. Number of departments that achieved accreditation and/or have been recognized for achievements at the state or national level.

2. Maintain favorable bond ratings with the ratings agencies.

Goal 4
Maintain safety and security for residents, visitors, businesses and employees.

Objectives

4.1 Work to continuously improve the safety of the community and the workforce through innovative programs and best practices.

4.2 Ensure the confidentiality, integrity and availability of the City’s infrastructure.

4.3 Retain an adequate workforce of well-trained career members that reflects the diversity of the community and provides effective service delivery.

Success Measures

1. Number of departments that are accredited.

2. Maintain and enhance the City’s ISO (Insurance Services Office) rating.

3. Percentage of employees returning to work from an injury within one to five days.

4. Maintain and implement appropriate security and emergency operations.
Goal 5

Enhance and maintain opportunities for the community to engage with government officials and staff, provide input to the way City resources are used, and have access to information in a timely and transparent manner.

Objectives

5.1 Ensure a wide range of opportunities for residents and stakeholders to participate in local government.

5.2 Enhance the ease of access to government information.

5.3 Identify multiple outlets to keep the community informed about local issues.

5.4 Enhance the City's website to make information easier to find.

5.5 Engage the community in understanding issues related to equity and inclusion.

Success Measures

1. Citizen satisfaction with opportunities to participate in local government will continue to exceed national averages.

2. Citizen satisfaction with the ease of access to government information will continue to exceed national averages.

3. Citizen satisfaction with government efforts to keep the community informed will continue to exceed national averages.

4. The number of page views and the use of online services will increase after the City's website refresh.

5. Establishment of a City Task Force on Equity and Inclusion.