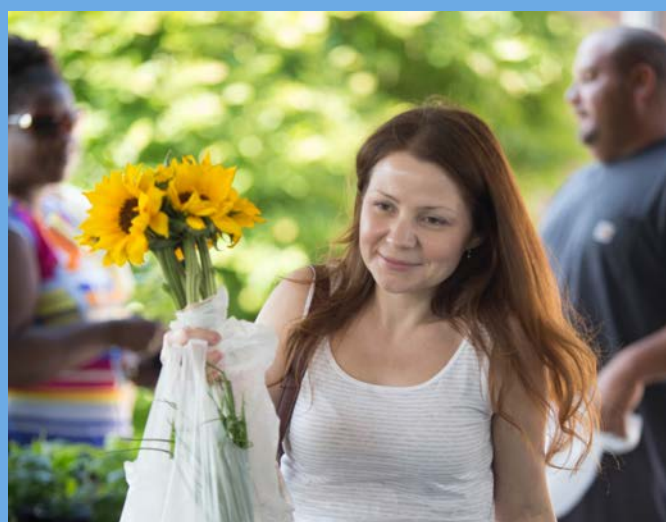
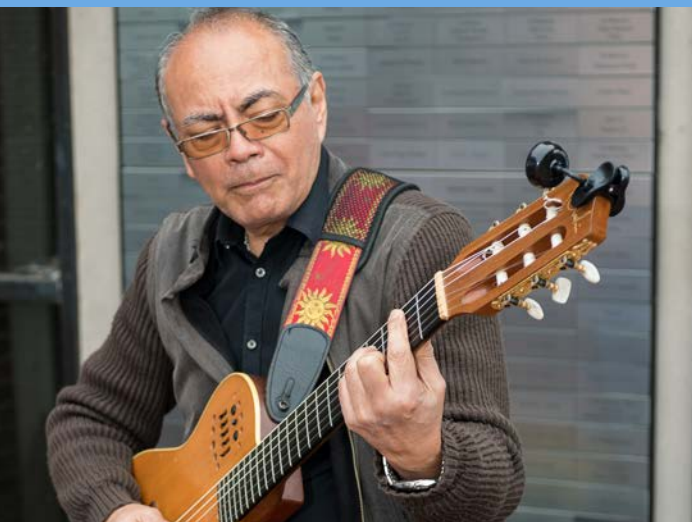


CITY OF MANASSAS
STRATEGIC PLAN
2020-2025



Acknowledgements

Special thanks to the City residents, business owners, and community partners who participated in Manassas Community Conversations and the development of this plan.
July, 2020

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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-reaching 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.



How is the Plan Organized?

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.

Strategic Platform, Vision, Values

Strategic Priorities

Goals and Objectives

Success Measures



Vision and 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.

Our 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.