

City of Charlottesville Strategic Plan

Summary Progress Report of Initiatives, 4Q FY2015



Goal 1: Enhance the self-sufficiency of our residents

| Initiative | Progress Report | Department |
|---|---|--|
| 1.1 Promote education and training | | |
| Support vocational education workforce development plans | <p>The City of Charlottesville currently supports several well-established vocational education workforce development programs, most notably, the Community Attention Youth Internship Program (CAYIP). Recently, several new vocational education workforce development plans/initiatives have also been developed and implemented including: PluggedInVA (PIVA), Ladies of Success, Coming Home to Work, Dream Builders, and GO pre-employment training programs (GO Driver, GO Office, and GO Electric). The City is also working with the Black Male Achievement Steering Committee to support the Young Lions and My Brother's Keeper efforts in hopes of furthering this initiative. Currently, five youth are matched in the Young Lions program and My Brother's Keeper will launch formally in October 2016.</p> | OED / SAT / NDS, BMA steering, DSS, Human Services |
| Implement <i>Growing Opportunities</i> report recommendations* | <p>Significant progress has been made towards many of the action items in the Growing Opportunity report, which was presented to City Council a little over a year ago in July 2013. In particular, all three of the overarching recommendations made by the Strategic Action Team (SAT) have been implemented and are now underway, including the creation of the Workforce Advisory Council, the establishment of the Downtown Job Center, and the development of the Partnership of Peer Networks. Additionally, numerous programs and initiatives focusing on the major barriers to employment for low-income City residents have been planned, developed, and/or implemented. The most progress has been made in the areas of job creation, basic literacy, workplace readiness, and transportation. Examples of efforts that have been developed and implemented include: GO Ride, GO Driver, GO Office, and GO Electric.</p> | OED / SAT / NDS |
| Implement SIA/Small Area Plans as it pertains to connecting City residents with employment opportunities for these areas* | New initiative | NDS, OED, CRHA |
| 1.2 Reduce employment barriers | | |
| Develop targeted employment strategies | <p>The City of Charlottesville has recently developed, and/or partnered with other organizations that have developed, employment strategies/programs that are targeted at the needs/demands of employers in the area. All of these programs have included customer service curriculum and general workplace readiness training, which have both been identified by employers in a wide range of industries as skills that are in high demand. Other strategies have focused on specific industries in the Charlottesville area for which employers have expressed an increased need for qualified workforce (e.g., healthcare, hospitality/tourism, and transportation).</p> | OED, BMA steering, Human Services, DSS |

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Create and implement a peer network as recommended in the Task Force report

The Partnership of Peer Networks held its first meeting in July, 2014 and established a working steering committee. On September 8, 2014, two Americorps volunteers started working a combined total of 30 hours each week as Partnership Peer Navigators. They completed their formal service in August 2015. They identified peer supporters and connectors and conducted extensive structured interviews and "shadowing" them. They completed an inventory of the Peer Network, identifying areas of expertise, strengths, needs and gaps in service. They conducted a training needs assessment. As a result, 20 peer supporters and connectors completed Motivational Interviewing training. They developed a directory of services. The Partnership distributed approximately \$600 to individuals with one time needs to help them obtain or maintain self-sufficiency employment.

Human Services, OED

1.3 Increase affordable housing options

Partner with developers and incentivize affordable property growth (help housing by providing money, reduced timing for plan review, reduced fees)

CRHA has shifted its attention from the Rental Assistance Demonstration(RAD) program to trying to work with the Alexandria Redevelopment and Housing Authority (ARHA) as recommended by HUD (to improve operational efforts and to assist with redevelopment). CRHA has tentatively asked the City about using a portion of its Charlottesville Affordable Housing Fund (CAHF) set-aside to pay for ARHA technical assistance and this is currently pending to be scheduled to go to City Council. RAD continues to be a possible option for CRHA redevelopment; however, on-going efforts have focused on attempting to avoid HUD receivership while also looking at redevelopment. The status of the Certified Development Corporation continues to be static at this time; however, this organization will likely need to be involved in CRHA redevelopment (in at least a limited capacity) at some point. The CRHA board is currently attempting to regroup the Redevelopment Advisory Committee, however, future appointments are pending at this time.

NDS, CRHA

Engage with community partners to provide services that curb homelessness and navigate citizens to housing

TJACH has successfully separated from the Haven at this point and is operating independently as the lead organization for the Continuum of Care (CoC). An updated Community Plan to End Homelessness was prepared earlier this year and adopted by the TJACH board. In addition, the board has instituted a system for review of both funding priorities / projects as well as a monitoring protocol for CoC grantees. TJACH has fostered several collaborative applications to the State and local government and secured funding through the Charlottesville Affordable Housing Fund for its Spring for Housing program, which provided rapid rehousing for those coming out of thermal shelters during the spring of 2015. The Housing Navigator hired by the Haven last year (with City funding assistance) was able to work closely with the Spring for Housing initiative, as well as continued rapid rehousing efforts. Combined efforts have helped to facilitate compliance with local, State and Federal requirements and to advance the objectives of the Community Plan to End Homelessness.

Human Services, Social Services, CRHA, NDS

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| Inventory of programs to assure basic needs are met* | New initiative | Social Services, Human Services, HRA |
| 1.4 Enhance financial health | | |
| Research and develop financial literacy initiative with partners | Two Americorps volunteers, working with the Partnership of Peer Networks, along with a UVA graduate student are completing the inventory. In May 2015, the part-time BankOn Coordinator position was combined with the part-time Downtown Job Center Assistant position to create one full-time position focused on workforce development and financial literacy. With this individual now in place, time has been spent working with partners to determine financial literacy programming for the future and reestablishing relationships with banking institutions. | OED, Human Services, Social Services |
| 1.5 Improve college/ career readiness of students | | |
| Identify and implement strategies to promote cradle to college supports for children | City of Promise is entering the third year of implementation with significant successes the second year. These include, reduced absenteeism, increased graduation rates, improved standardized test scores, and reduced involvement with the Juvenile Justice system. Seven of eight CoP graduates are enrolled in college; the eighth completed CATEC and is employed full time as a CNA. In addition to Enroll to Launch, Enroll to Connect, and Enroll to serve, CoP is adding a fourth strategy Dual Gen to support parents on the pathway to self-sufficiency. The BMA pilot of Young Lions has started with six youth matched with mentors. AVID is provided at Buford and CHS. CCS preschool is fully enrolled. | Human Services, CRHA, BMA steering |

*Initiative falls under more than one objective.

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Goal 2: Be a safe, equitable, thriving and beautiful community

| Initiative | Progress Report | Department |
|--|---|----------------------|
| 2.1 Provide an effective and equitable public safety system | | |
| Evaluate and develop a Comprehensive, Sustainable Plan for Providing Emergency Medical Services to the City of Charlottesville in coordination with the Charlottesville-Albemarle Rescue Squad | A team representing the medics providing the additional service as well as members of the administration has been established to evaluate the effectiveness of the current service delivery model and to make recommendations for improvement. | Fire |
| Address the needs of the growing community by increasing the number of City Police Officers | The Police Department initiative for twenty two additional officers plans for staff increases to be phased in over 3 years. Approval has been given for the first phase of eight officers, so that training requirements can be met in time for implementation. | Police |
| Ensure mental health training and cooperative interaction with mental health providers by adopting CIT Coordinator Program Position permanently. | The City of Charlottesville, through the Police Department, has started this CIT initiative in a long term temporary position. It has proven to have important implications for the City and the Community and is in its third year of operation under the Police Department. | Police |
| Identify and implement strategies to increase access to healthy food sources and supplies | On hold. (For future action) | Economic Development |
| 2.2 Consider health in all policies and programs | | |
| Engage in the Move 2 Health Initiative | During the August M2H committee meeting the board members split up into sub groups representing Workplace, School and Community Wellness. Each group was asked to focus on how we as a committee can bring healthy living habits and wellness initiatives into these three areas. Over the next year the committee will discuss priorities and what the next steps will be in developing wellness programs/policies to introduce to our community. The next M2H committee meeting will be held on 09/24/15. | Human Resources |
| Implement MAPP to Health recommendations | The Leadership Council met in April for our annual Community Health Improvement Plan progress update and we (the Health Department) sent a MAPP handout update to over 500 agencies across the district. | Health Department |
| 2.3 Provide reliable and high quality infrastructure | | |
| Complete Belmont Bridge | This project requires a new RFP for design work. VDOT gave permission in February 2015 to bid and staff is currently preparing documents to be posted for bid. | NDS |
| Complete Hillsdale Drive | Staff is currently proceeding with ROW acquisition. | NDS |
| Complete Adaptive Signal Project | Funding is in place. Project is in design. | NDS |
| Complete the Parks and Recreation Master Plan | Work has yet to begin. | Parks & Recreation |

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|---|--|----------------------|
| Complete West Main Street Project | The conceptual plan has been submitted to Council for review and next steps. Council anticipated holding a work session in September 2015 to discuss. | NDS |
| Build the bicycle network such that all households are within a half mile of a trail or designated bicycle facility | The Streets that Work and Bike and Pedestrian Plan updates will inform this project. Multimodal improvements are regularly implemented. Implemented bike boxes at University/McCormick/Rugby Road intersection, South Street contraflow lane, widened bike lanes on Ivy Road. Conducted field work to put curb ramp upgrades out to bid in next quarter. Received funding for Safe Routes to School improvements for Jackson-Via Elementary School. | NDS |
| Build the pedestrian network such that all households are within an eighth of a mile of a sidewalk or trail | | |
| Implement SIA Improvements | Plan is complete and adopted. | Economic Development |
| 2.4 Ensure families and individuals are safe and stable | | |
| Improve permanency for children in child welfare system | 1.) Received Bama Works grant to use the Family Finding model to locate permanent kinship connections for 2 children who had been in foster care for more than 12 months. 2.) Received a state Adoption Through Collaborative Partnership grant to serve certain children who are in foster care, with the goal of adoption. Two adoptions have been finalized through this partnership. 3.) Working to expand capacity for family engagement efforts through staff training and workload realignment. 4.) Working to enhance capacity of Foster Care Prevention team to stabilize families and avoid foster care placement when appropriate. Latest milestone: The number of kinship placements has increased over the last two quarters. | DSS |
| Short term basic needs of families are met | TANF and SNAP applications are processed timely. The Department is participating in a small pilot program to house homeless TANF clients through the Rapid Rehousing program. Delete this—this pilot has ended. Clients enrolled in the Virginia Initiative for Employment not Welfare (VIEW) program are provided employment services that lead to stable employment. The average wage for employed VIEW clients increased over the last quarter. | DSS |
| 2.5 Provide natural and historic resources stewardship | | |
| Develop and implement green infrastructure plan | Coordinated effort with PWD, NDS, P&R, IT. Topic is integrated in the Streets That Work project. Interactive web-based tool under development. Pollocks Branch Walkable Watershed project underway (emphasis is on walkability, connectivity, and water quality); capstone green infrastructure project to be installed by Spring 2016. | Public Works |
| Implement an energy savings plan to achieve measurable progress on the 10% emission reduction goal | Energize!Charlottesville (EIC), our community campaign to win the \$5 million GU Energy Prize, is underway. The 24-month long competition began in January 2015. Aggregate data is being collected from the gas and electric utilities for the residential and municipal sectors. Analysis is underway to establish ranking in the national competition. | Public Works |

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| Complete Fry's Spring Neighborhood State/Federal register project | Survey is complete. State Approval received. | NDS |
| Identify and implement cost effective water resources projects that address permit requirements (WRPP Master Plan Program) | The Water Resources Master Plan contract has been awarded and the planning process kicked off in August 2015. Effort will consist of capital planning for drainage and water quality improvements. The initial master planning effort should be completed by the end of calendar year 2016. | Public Works |
| 2.6 Engage in robust and context sensitive urban planning | | |
| Complete Code Audit | Initial research has been completed. Items related to streets will need to be postponed following results of the Streets that work plan. Staff is working to address non-street code changes as appropriate. | NDS |
| Complete Small Area Plan | SIA completed. The PLACE/PC subcommittee has provided some guidance for prioritizing the planning areas for the next study. The Planning Commission has held a discussion on this issue and plans to discuss further. Staff is working with TJPDC on potential partnerships to address planning in target areas. | NDS |
| Complete Streets That Work Plan | City staff partnered with the following local events and hosted a Streets That Work booth to continue public outreach efforts: 26th Annual African American Cultural Arts Festival, Westhaven Community Day, and the Back to School Bash. In addition, an advisory committee has been appointed to guide the Streets that Work and Code Audit efforts. Toole Design Group will continue to meet with staff and the committee as the Streets That Work Plan and Code Audit is drafted. Toole Design Group is hosting an Open House for the public on September 15. www.charlottesville.org/streetsthatwork . | NDS |
| Update Zoning Ordinance and Design Guidelines | West Main code changes have been drafted and are in the review with the Planning Commission. A public hearing is anticipated for October 2015. | NDS |
| Participate in River Area Planning Initiative with County | As a result of the 2014 joint city/county work session it was decided to work jointly on a plan for the river and adjacent lands. The TJPDC is leading the effort. Meetings have been held monthly to gather and review data and to determine scope. | NDS |
| Create plan to redevelop CRHA property | Pending creation of Community Development Corporation (CDC) by Council and CRHA. (For future action) | CRHA |

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Goal 3: Have a strong, diversified economy

| Initiative | Progress Report | Department |
|---|--|------------|
| 3.1 Develop a quality workforce | | |
| Prepare residents for employment in high demand industries through workforce development programs | The City of Charlottesville has recently developed, and/or partnered with other organizations that have developed, workforce development programs that are targeted at the needs/demands of high demand industries in the area. All of these programs have included customer service curriculum and general workplace readiness training, which have both been identified by employers in a wide range of industries as skills that are in high demand. Other strategies have focused on specific industries in the Charlottesville area for which employers have expressed an increased need for qualified workforce (e.g., healthcare, hospitality/tourism, and transportation). | SAT |
| Establish downtown satellite workforce center | The City of Charlottesville Downtown Job Center (DJC), a satellite of the Virginia Workforce Center - Charlottesville, opened on Monday, August 18, 2014. It is centrally located downtown in lower level of the Jefferson-Madison Regional Library to ensure easy access for City residents. The Center is operated by the Office of Economic Development and is staffed by a full-time Job Center Coordinator. The Job Center Coordinator works closely with City residents to help them prepare for the workforce by offering customized employment services such as assistance with job searches and employment applications, resume writing/review, and mock interviewing. The Center also administers the GO Ride bus pass for employment program and the newly created GO Driver CAT pre-employment training program. | OED |
| Implement initiatives in <i>Growing Opportunities</i> report | Significant progress has been made towards many of the action items in the Growing Opportunity report, which was presented to City Council a little over a year ago in July 2013. In particular, all three of the overarching recommendations made by the Strategic Action Team (SAT) have been implemented and are now underway, including the creation of the Workforce Advisory Council, the establishment of the Downtown Job Center, and the development of the Partnership of Peer Networks. Additionally, numerous programs and initiatives focusing on the major barriers to employment for low-income City residents have been planned, developed, and/or implemented. The most progress has been made in the areas of job creation, basic literacy, workplace readiness, and transportation. | SAT |
| 3.2 Attract and cultivate a variety of new businesses | | |
| Identify local incentives to attract business and maximize capital investment in City | In FY14, the Charlottesville Economic Development Authority (CEDA) implemented the Virginia Jobs Investment Program (VJIP) Match program. In partnership with the Virginia Jobs Investment Program, the City, through the EDA, will match state funds to encourage job creation efforts of City-based businesses. Additional incentive is provided if new hires are city residents. | OED |

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Goal 3: Have a strong, diversified economy

| Initiative | Progress Report | Department |
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| Identify new business prospects with Central Partnership for Economic Development | The Central Virginia Partnership for Economic Development, along with its state and local partners continues to actively pursue relocation prospects with the hopes of securing compatible industries for our area. The city has been a supporter of the partnership since its inception and continues to actively do so. | OED |
| Implement initiatives in Target Industry Report | The Target Markets Report was completed in 2012 under the direction of CVPED and with support from the member localities. In 2013, the major target markets were researched and marketing material was developed to assist in the attraction of each sector. Each year partnership funds are dedicated to pursuing a particular market using the most appropriate available channel. In addition, advanced manufacturing was added in 2014 as a target market to be pursued. | OED CVPED |
| Continue to partner with community business development stakeholders* | The City currently supports the Small Business Development Center, the Central Virginia Partnership for Economic Development, and the Community Investment Collaborative. Additionally, through CDBG Economic Development funding, the City uses grant funds to encourage development to low to moderate income businesses. Also, OED staff continue to refer qualifying business owners to community resources that provide specific value to the situation. | OED |
| Develop and implement a marketing strategy that promotes City as premier business location | This is a future initiative intended to be started in FY17. | OED CACVB |
| 3.3 Grow and retain viable businesses | | |
| Provide relevant training opportunities for startup and existing City businesses | 29 businesses served through ACE Program in 2014 10 business workshop with over 500 attendees in 2014 23 students graduated from the Computers4Kids youth entrepreneurship camp | OED |
| Enhance Business Visitation Program | The OED staff is actively conducting outreach and meeting with a variety of businesses within the City. Outreach helps provides direct assistance, resources, troubleshooting, and planning for developing businesses. | OED |
| Develop and implement business services process plan | By developing and implementing a business services process plan, the Office of Economic Development (OED) will be able to more effectively and efficiently address the workforce needs of local employers seeking assistance from staff with finding qualified job candidates for their open positions. The plan will address possible strategies for recruiting talent for businesses that can be customized and implemented to address employers' specific workforce needs. | OED |
| Administer biennial survey of City businesses to assess overall health of local economy | Next cycle will be January 2015 | OED |

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Goal 3: Have a strong, diversified economy

| Initiative | Progress Report | Department |
|---|---|-------------------------|
| 3.4 Promote tourism | | |
| Enhance diverse heritage and cultural tourism efforts | Currently, the CACVB freely taps into its heritage, ethnic and cultural diversity in all of its marketing and advertising campaigns, especially as seen in the bureau's visitor guide and in its collection of short promotional videos now found on its website and used in targeted online advertising. Additionally, through the CACVB's active participation in "Create Charlottesville & Albemarle County," our area's cultural plan, the bureau is working closely with Piedmont Council for the Arts in the implementation of this plan. | CACVB |
| Identify opportunities for public/private partnerships to provide "infrastructure that supports tourism industry" | Ongoing and as opportunities arise. For 2015 significant effort is being placed on developing partnerships that will leverage the UCI Championship races (bicycle) being held in Richmond, VA. Examples include bus tours and hotel packages, biking routes and rental packages and other active events during the time period. | OED CACVB |
| Determine what types of conventions the City could accommodate | The CACVB responds to all incoming inquiries from interested groups - business, leisure, association, educational, reunion, sports, and others - where a definable need is stated with specifics (i.e. dates, number of attendees, requested room rate, meeting space, food & beverage, break-out rooms, etc.). While some active prospecting occurs, most of the activities on the part of the CACVB is responsive. Over the last several weeks, in conversations with several city and county elected officials, there has been expressed interest in the possibility of a conference center. Additionally, one of the strategies contained in the CACVB's Strategic Plan speaks to group sales and to "continue efforts to support a group meeting facility in Charlottesville." The local lodging industry and CACVB is working to find areas where bureau staff can complement sales efforts by hotel sales staff and avoid duplicity of effort. | CACVB City County |

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Goal 4: Be a well-managed and successful organization

| Initiative | Progress Report | Department |
|---|---|---|
| 4.1 Align resources with City's strategic plan | | |
| Revisit departmental scorecards/plans and align with City's strategic plan | This process has begun and will be completed by fall 2015. Departments have already re-identified their programs and services, what they are measuring and want to measures and how those align with the strategic plan. There are three parts and departments are going to start working on Part III in September 2015 and after that, they should have close to completed plans that align with the larger strategic plan. | Office of Budget and Performance Management, All City Departments |
| 4.2 Maintain strong fiscal policies | | |
| Develop strategies and formal processes and tools to evaluate new and proposed programs and projects that have significant short and long term financial impact on the City | The Finance Department and Budget Office will be researching and reviewing policies this spring, to bring something forward to Council in late spring, early summer before FY 2017 begins. | Finance Department, Budget and Performance Management |
| 4.3 Recruit and cultivate quality employees | | |
| Conduct biennial (every 2 years) employee survey | The 2014 Survey closed on January 9 with a 43% response rate. UVA's Center for Survey Research completed the analysis and published the Executive Summary on schedule. Results of the survey were presented to Lead Team on May 6, 2015. A follow up meeting with Lead Team was held on June 24, 2015. The time was used for Lead Team members to discuss their department's mean results and for the group to plan how to present the survey findings to employees. | Human Resources |
| Develop strategies to address issues identified in the employee survey and develop communications plan to roll out to employees | Five employee forum meetings were held between July 12 and August 12 to communication the overall results of the 2014 survey and allow employees to ask questions of the City Manager. Approximately 200 employees attended. HR and Communications are working to complete a list of questions asked in the forums and will distribute those questions/answers to all employees by September 15. Additional employees meetings may be scheduled to accommodate our Police and Fire personnel. | Human Resources, Budget and Performance Management, Communications, City Manager's Office |

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Goal 4: Be a well-managed and successful organization

| Initiative | Progress Report | Department |
|---|--|-----------------|
| Evaluate City's pay plan/market rate process, etc. and (funding for evaluation in FY 15 budget) | A market salary survey will be released September 2015 with results and recommendations presented to the City Manager's office by November 2015. | Human Resources |
| 4.3 Recruit and cultivate quality employees (Con't) | | |
| Evaluate/ establish performance plan/system (funding for evaluation in FY 15 budget) | To be completed during FY 16. An evaluation of the work done by the Performance Appraisal Advisory Group (PAAG) in 2008 is completed. A monthly meeting of the PAAG has been set and 3 meetings held. The Group is working to define a timeline for the project, a scope of work, and develop an action plan. Recommendations are to be made regarding implementing a City-wide performance system to the City Manager in Fall 2015. | Human Resources |
| Assess current training opportunities and training space needs for the City as a whole and individual departments | TBD | TDB |

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Goal 4: Be a well-managed and successful organization

| Initiative | Progress Report | Department |
|---|--|---|
| 4.4 Continue strategic management efforts | | |
| Redevelop quarterly reports (financial, measures, etc.) | The Budget Office will be working on improving the quarterly reports during the summer and fall of 2015, which will incorporate more department analysis and feedback and narrative to explain the numbers. Quarterly reports are currently posted on the Budget Office website at www.charlottesville.org/budget . | Budget and Performance Management, Finance Department |
| Administer National Citizen Survey to measure citizen satisfaction with City services (Fall 2014) | The survey has been completed and results were provided to Council in April 2015. Some of the results are reflected in the FY 2016 Budget in Brief document. Another survey will be completed during fall 2016. The results of the survey will continue to be a driver for the annual budget and the City's strategic plan. | Budget and Performance Management |
| Create tools and strategies needed to obtain performance measurement data | The Strategic Plan Action Team has formed a new sub-team called the Measures Team that will address this issue and look at ways to improve our measures and really start to dig deeper into what they mean. They will also look at ways to improve reporting capabilities. | Budget and Performance Management, All City Departments |
| Develop an Innovation Team to address process improvement city-wide | The City has contracted with the Alliance for Innovation to host an Innovation that will begin their work in October 2015 and present their final project by June 2016. The purpose of this facilitated team is to develop a framework for innovation and process improvement that can be carried throughout the organization. The team will choose a project/problem/issue to address, meet monthly in facilitated sessions that are designed by the Alliance, and work on this issue problem while learning about innovation, high performing organizations, etc. It is anticipated that after the initiative team has completed their work in June, that this process will become a part of the way we do business. | City Manager's Office, Other Departments as identified |
| Conduct an annual self-evaluation of City Council | This was discussed at Council retreat in August and operational guidelines were developed at that time. | City Council |

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Goal 5: Foster strong connections

| Initiative | Progress Report | Department |
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| 5.1 Respect and nourish diversity | | |
| Outreach activities conducted by the Office of Human Rights | The Community Outreach program was held in November and the commission is planning a follow up program with youth to occur in the Spring of 2016. Additionally, the Human Rights Commission will offer quarterly town hall meetings in various neighborhoods in the City. Topics for the 2016 meetings will include; education, credit, and housing. | Office of Human Rights |
| 5.2 Build collaborative partnerships | | |
| Partner with community organizations to promote arts and culture in the City | The CACVB Board has approved FY 2016 funding for four nonprofit community based agencies for festival marketing funding; work is underway to announce FY 16 Tourism Grant Sponsorship Program in early May. Engagements are ongoing with PCA and other arts and culture organizations in the City. | Office of Economic Development, Charlottesville Albemarle Convention and Visitors Bureau |
| Partner with community service providers and businesses to educate/train/employ youth and adults preparing for the workforce | The Community Attention Youth Internship Program provided training and workforce experience for 39 youth in the first two quarters of FY 2015. The largest CAYIP cohort will commence in June, 2015 and will serve up to 160 youth. | Jefferson-Madison Regional Library, Workforce Center - Charlottesville |
| Partner with schools and local service providers to identify changing population trends, challenges and opportunities | Will identify members of an overarching group to begin gathering data in FY16. | Human Services, Department of Social Services |
| Evaluate recommendations of Blue Ribbon Commission on sustainable school funding | The FY 2016 Proposed Budget does include one recommendation from the Commission which is to increase the Meals Tax rate. This will be discussed during the budget deliberations in the next month. | City Manager's Office, City Council, Budget and Performance Management |
| Inventory and evaluate existing partnerships, identify gaps, and develop plan to maximize efficacy and efficiency | This is a FY 2016 initiative | City Manager's Office |
| Share information and best practices with peer agencies and organizations | This is a FY 2016 initiative | City Manager's Office |
| 5.3 Promote community engagement | | |
| Evaluate community engagement tools and develop recommendations for improving effectiveness (including development of a community engagement guide) | Draft community engagement guide was presented to Council work session in February 2015. Staff will work with leaders of the Neighborhood Associations to refine the manual with a goal of finalizing the plan in the summer of 2015. | City Manager's Office, Communications |