

Strategic Plan & Management Reporting Guide

City of Charlottesville



Foreword

These guidelines have been produced to assist City of Charlottesville staff in the effective, efficient, and prudent planning and management of their resources on a regular and long-term basis. The manual provides guidance to department heads, division managers and other key personnel in establishing and enhancing their strategic management functions and focus.

This manual focuses on how the City will:

- PLAN: Set intentions & build the framework
- PERFORM: Implement the plan
- PERFECT: Review, analyze & course correct



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Introduction

The purpose of this management guide is to help lead the City of Charlottesville (“City”) staff in the development and implementation of the Strategic Plan in order to fulfill the City’s mission of providing services that promote equity and an excellent quality of life in our community. This guide will also provide an introduction to the tracking and analysis of success measures, and discuss the constant refinement of operational plans and activities.

The City has had the P3: Plan, Perform, Perfect initiative in place for the past 10 years. This effort has involved all levels of City staff and institutionalized it as a process that is used to guide the organization and its partners in making key decisions, while tracking progress toward achieving those important goals. This initiative is a sustained effort to improve how the City serves its residents.

As part of the P3 Initiative, the City’s Strategic Plan clarifies the organization’s mission, vision, and goals and identifies initiatives the organization must implement and the performance measures it must track to make its goals a reality. The Strategic Plan is used to guide the organization in decision making and resource allocation.

The Strategic Plan & Management Reporting Guide is divided into three sections, representing the elements Plan, Perform, and Perfect. These stages are meant to be iterative - the Strategic Planning process is ongoing and should be constantly evaluated for improvements and efficiencies. You are invited to participate in and contribute to the City’s success by providing feedback and sharing personal successes as they relate to the plan.

Email p3@charlottesville.org or contact the Office of Budget and Performance Management to provide feedback or share personal Strategic Plan successes.

Definitions

ClearPoint—strategic management software utilizing scorecards and dashboards to manage objectives, measures, initiatives and action items

Goal— broad statements with measurable outcomes to be achieved on behalf of customers/ stakeholders

Initiative—specific programs, strategies and activities that will help meet performance targets; linked to specific objectives

Measure—key performance indicators—KPI, which track strategic performance (quantitative)

Mission—statement of an organization’s purpose

Objective—continuous improvement activity and/or statement that describe measurable outcomes regarding what must be accomplished to realize the strategic plan goals

Outcome measures—meaningful indicators that assess progress toward the accomplishment of established goals; can also be community indicators that talk about the overall health and status of the community as a whole (quantitative)

P3—Plan, Perform, Perfect

Scorecard—business framework used for tracking and managing an organization’s strategy

Strategic Plan—high-level plan to achieve the goals of the City

Target—desired level of performance

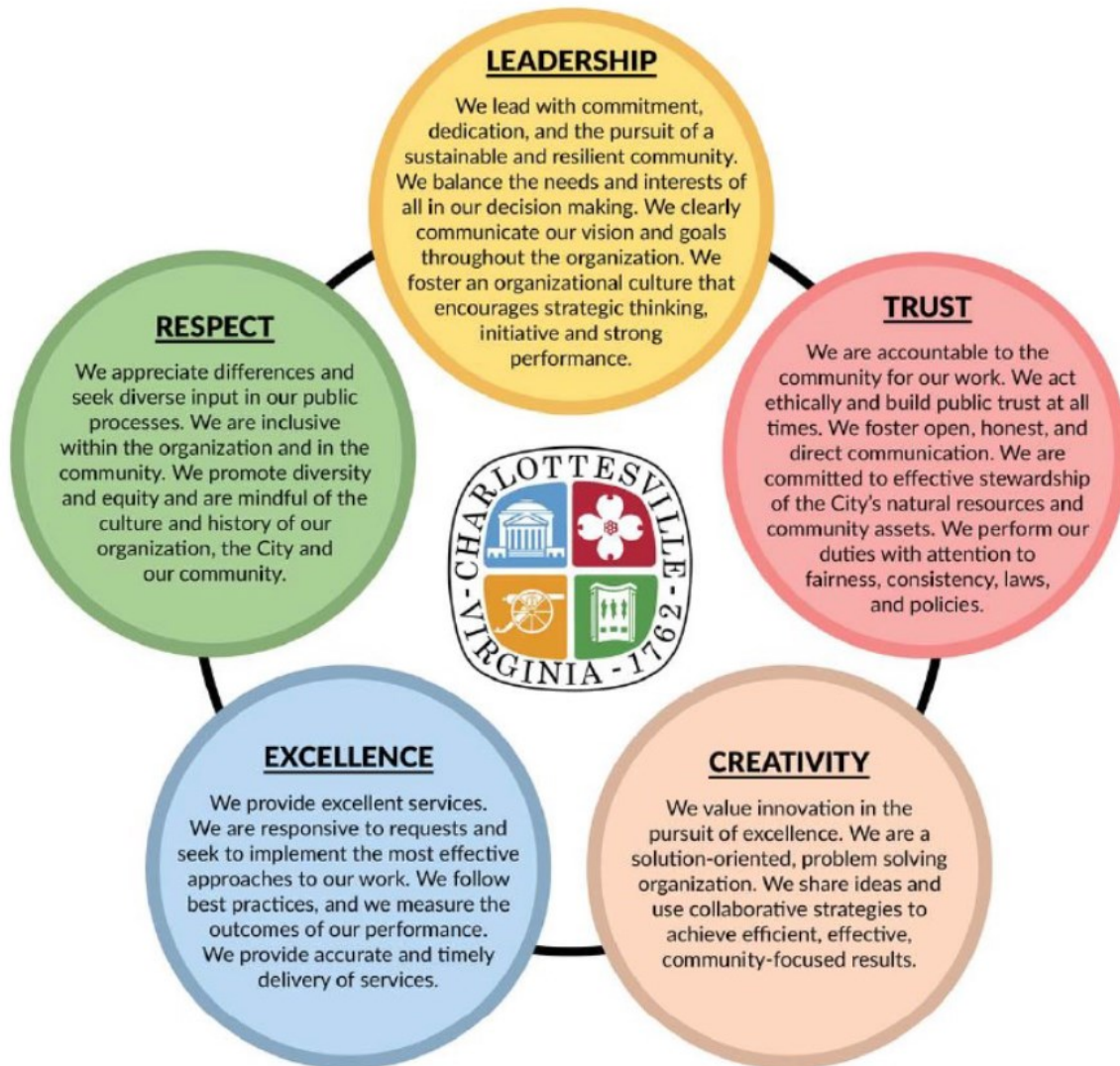
Values—shared beliefs that guide the perspective and actions of the City

Vision—desired future state of the City

Workplan—outline of a set of objectives and processes by which a department or division can accomplish those objectives, identifying who is responsible for each task and when the tasks will be completed

DEFINITIONS - CITY OF CHARLOTTESVILLE ORGANIZATIONAL VALUES

The City of Charlottesville's Organizational Values



Mission Statement

We provide services that promote equity and an excellent quality of life in our community

Vision

To be one community filled with opportunity

CITY OF CHARLOTTESVILLE FY18-FY20 STRATEGIC PLAN



Goal 1: An Inclusive Community of Self-sufficient Residents

- 1.1 Prepare students for academic and vocational success
- 1.2 Prepare residents for the workforce
- 1.3 Increase affordable housing options
- 1.4 Enhance financial health of residents
- 1.5 Intentionally address issues of race and equity



Goal 2: A Healthy and Safe City

- 2.1 Reduce adverse impact from sudden injury and illness and the effects of chronic disease
- 2.2 Meet the safety needs of victims and reduce the risk of re-occurrence/re-victimization
- 2.3 Improve community health and safety outcomes by connecting residents with effective resources
- 2.4 Reduce the occurrence of crime, traffic violations and accidents in the community



Goal 3: A Beautiful and Sustainable Natural and Built Environment

- 3.1 Engage in robust and context-sensitive urban planning and implementation
- 3.2 Provide reliable and high quality infrastructure
- 3.3 Provide a variety of transportation and mobility options
- 3.4 Be responsible stewards of natural resources
- 3.5 Protect historic and cultural resources



Goal 4: A Strong, Creative and Diversified Economy

- 4.1 Develop a quality workforce
- 4.2 Attract and cultivate a variety of businesses
- 4.3 Grow and retain viable businesses
- 4.4 Promote tourism through effective marketing



Goal 5: A Well-managed and Responsive Organization

- 5.1 Integrate effective business practices and strong fiscal policies
- 5.2 Recruit and cultivate a high quality and diverse workforce
- 5.3 Provide responsive customer service
- 5.4 Foster effective community engagement

1. PLAN

SET INTENTIONS & BUILD THE FRAMEWORK

In 2007, as a response to City Council's call for more data to track the progress of the City's planning efforts, staff began looking at ways to institutionalize a process that fairly measures outcomes and breaks down barriers between departments and with the public. In 2008, staff developed and started implementation of a process known as P3: Plan, Perform, Perfect.

The P3 model is built on the internal capacity to develop departmental strategic business plans, a performance measurement and management system, and a means of reporting results to staff, City management, City Council, and the public.

Members of the P3 Core Team who had formal training in facilitation and goal setting conducted 23 seminars with individual departments to establish departmental goals and clearly defined missions that align with the overall vision of the City organization. In order to be successful, P3 is designed to be an ongoing process that integrates into the annual budget process. The long term goals include:

- a focus on results, rather than activities;
- alignment of results to City Council's strategic vision and initiatives;
- serve as a management tool for the City Manager and Department Heads to evaluate progress of various programs and services;
- report to City Council and the public on what the City is doing and how well it is doing it;
- create a more comprehensive budget process, with decisions based on data, research, and evidence, and that includes more participation from city staff and the public; and
- improve transparency and accountability in all areas of the organization.

Strategic Plan

The City's first Strategic Plan was developed as part of the P3 Initiative. In June 2017, City Council adopted the FY 2018 - 2020 Strategic Plan intended to serve as an organizational roadmap for the benefit of the City's staff, residents, businesses, and visitors. This plan is a refresh of the FY 2015-2017 Strategic Plan. The City uses the Strategic Plan to strengthen City operations and ensure that employees are working toward common goals by managing priorities, utilizing resources, measuring and assessing results, and adjusting the organization's direction in response to a changing environment.

1. PLAN

It also serves as a prioritized guide for the City's elected leaders and the community when making decisions about allocating resources. The Strategic Plan's Goals, and Objectives are listed in the graphic on page 8.

The foundation of the Strategic Plan is the City Values of Leadership, Trust, Creativity, Excellence and Respect (page 7). The City embraces these values as the core tenets of carrying out the City's operations to meet the mission of the Strategic Plan. Further, employees are evaluated based on these five City Values.

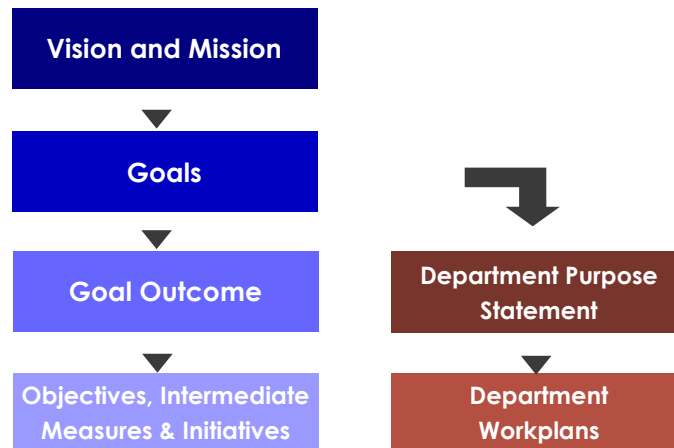
Strategic Alignment

The City relies on several plans to help guide its operations to meet Strategic Plan Goals. Department Workplans, the Employee Performance Evaluation ("EPE") process, and the Comprehensive Plan are examples of how the various plans are connected. The below section describes the relationship between these plans.

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Department Workplans

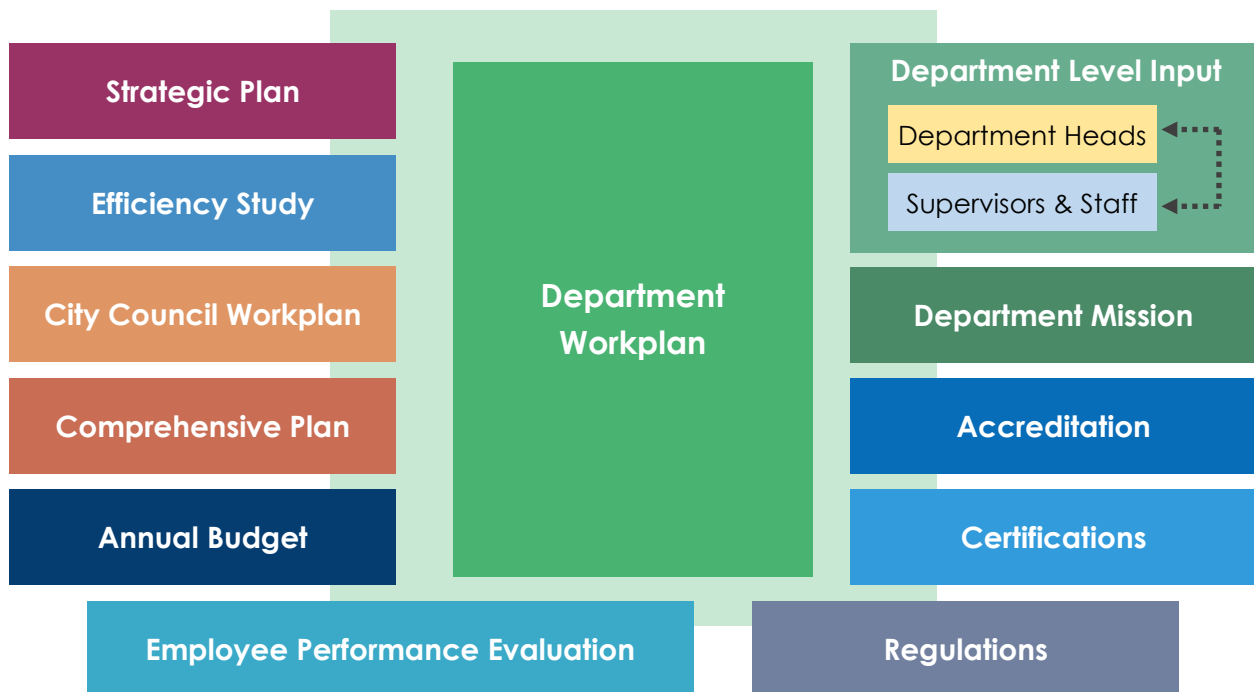
Department Workplans are developed by all City departments and created in alignment with the Strategic Plan Goals. They serve as a strategic and operational guide for departments to accomplish departmental objectives and meet specified targets. In addition, Department Heads are held accountable for their Workplans and their performance should be evaluated against their specific objectives, performance measures, and initiatives.



1. PLAN

Department Workplans are developed in alignment with the annual budget and reported in the ClearPoint management system. Each department in the organization has its own scorecard in ClearPoint to report on the progress of their Workplan elements. In addition to incorporating goals from the Strategic Plans, Department Workplans may also include objectives from other sources such as accreditation processes, regulations, or studies. (See: Department Workplan Manual and Template)

The below graphic illustrates how Department Workplans are developed and can be informed by many sources of information.



1. PLAN

Employee Performance Evaluations (EPE)

In addition to the Department Workplans, all employees are evaluated under the City's EPE Program that was adopted in the summer of 2018. The EPE is structured in two evaluation sections, Values & Performance.

The Values section was developed to mirror the Strategic Plan Values and make sure employees are working toward common goals by managing priorities, utilizing resources, measuring and assessing results, and adjusting the City's direction in response to a changing environment.

The Performance section is based on personal goals set by employees and approved by supervisors. These goals should be in alignment with Strategic Plan Goals and Objectives; supervisors should work with their employees to ensure this organizational alignment.

The EPE was developed to mirror the Strategic Plan Values to make sure employees are working towards common goals.

Comprehensive Plan

As required by state code, the City updates and implements a Comprehensive Plan every five years. A Comprehensive Plan provides the vision for the community's development over a 20 year period. Current and past versions of the Comprehensive Plan can be found at www.charlottesville.org/CompPlan. Examples of the breadth of topics contained within the plan can be seen in the specific chapter titles:

- Land Use
- Community Facilities
- Economic Sustainability
- Urban Environmental Sustainability
- Housing
- Transportation
- Historic Preservation and Urban Design

The Strategic Plan and the Comprehensive Plan overlap in many topic areas, and both provide goals and objectives. The Comprehensive Plan may address specific strategies, describe end goals, and/or identify key focus areas for organizational efforts. The Strategic Plan tends to focus more on organizational performance and efforts that, when implemented, can further the goals of multiple Comprehensive Plan chapters. The Strategic Plan also includes areas of focus internal to the organization that would not be addressed in a plan addressing community development.

1. PLAN

City Council Workplan

This plan is an overview of major projects that allows City Council to respond to the changing needs of the community by complementing the City's existing planning efforts. It provides a vehicle for Council to collectively identify those initiatives within the various plans that are to be prioritized by City staff in the coming year. Further, it establishes clear guidance and accountability to City staff. An annual workplan ensures that Council's priorities receive the attention they expect, while providing clear guidance to the organization. There may be items that align with the Strategic Plan, which are indicated as such and linked within ClearPoint.

Efficiency Study Recommendations

In 2016, the City contracted with the Novak Consulting Group to perform an organizational efficiency study. As a result of the study, Novak developed a plan to assist the City with the implementation of key recommendations. The work involved in implementing these recommendations are integrated within the Strategic Plan and Department Workplans as relevant.

During 2017, Novak conducted several supplemental efficiency reviews of Neighborhood Development Services, Department of Human Resources, Fleet Management, and the City Warehouse. These recommendations for specific departments are incorporated into Department Workplans.

Summary

The City uses a framework of planning and evaluation tools to advance the organization toward fulfilling its mission to provide services that promote equity and an excellent quality of life in our community. The Strategic Plan is the central foundation of this framework and informs other planning tools.

2. PERFORM

IMPLEMENT THE PLAN

Successful implementation of the Strategic Plan requires involvement of multiple groups of people and efforts at different levels within the organization. These efforts may be cross-organizational or focused within a single department. Given the complexity of this system, excellent communication, strong collaboration, and effective accountability are critical through all stages of the process. The roles and responsibilities of City employees within this process are outlined below.

Roles and Responsibilities

City Council - Establishes the strategic direction of the organization and aligns their decision and policy making process with the Strategic Plan.

City Manager - Sponsors the Strategic Plan Core Team and ensures the organization is moving forward with the Strategic Plan and incorporating the concepts of strategic management into its daily operations.

Assistant City Managers - Serve as co-chairs of the Strategic Plan Core Team.

Strategic Plan Core Team - Oversees and supports implementation of the Strategic Plan. This team is responsible for reviewing all Strategic Plan elements and associated data to ensure they are valid, reliable, meaningful, and accurate representations of performance. The Core Team meets monthly to discuss, review, analyze, and develop strategies and processes for performance improvement within the organization that will be rolled out by the Lead Team. In particular, a Core Team focus is on efforts which are important to the organization as a whole, but which may not reside within any single department.

Implementation updates are presented to the Core Team by the Goal Champions and Department Heads. Presentations to the Strategic Plan Core Team should include status updates, a review of what's working well, challenges encountered, and identification of key points in need of consideration or input from a cross-organizational cohort.

Successful implementation of the Strategic Plan requires involvement of multiple groups of people and efforts at different levels within the organization.

2. PERFORM

Goal Champions - Oversee, track, analyze, and facilitate efforts for a single goal within the Strategic Plan. Goal Champions are not accountable for success of the goal itself since responsibility for those actions resides within multiple departments of the organization. The Goal Champion is, however, accountable for ensuring that efforts toward the goal are being developed, implemented, and reviewed. In their presentations to the Strategic Plan Core Team (as referenced previously), the Goal Champions provide perspective on the Goal as a whole, as well as individual efforts and initiatives. Goal Champions are selected from the Strategic Plan Core Team members.

Lead Team - As a group, makes decisions in the organization and is accountable for the performance of the Strategic Plan metrics and adopting recommendations from the Strategic Plan Core Team. The Lead Team is comprised of all Department Heads across the organization. The Lead Team Budget Review Team is chosen from Lead Team members to review departmental scorecards and budget requests during the budget development process.

Department Heads - Individually, have responsibilities to the Strategic Plan at their department level and also potentially as members of the Strategic Plan Core Team. At the department level, Department Heads are responsible for determining how to integrate the Strategic Plan, the Department Workplan, and the EPE program. It is recommended to create an internal department workgroup to assist with coordination within the Department. A well-rounded team should include staff responsible for visioning, implementation, and reporting activities. For broader engagement within the department, it is recommended that Department Heads support events or retreats to engage their staff and solicit input and review. The following three areas of focus should be addressed by Department Heads in their presentations to the Strategic Plan Core Team (as referenced previously):

A well-rounded departmental team should include staff responsible for visioning, implementation, and reporting activities.

Strategic Plan - Department Heads are responsible for assessing the progress of their relevant Strategic Plan elements, critical review of data quality, and presenting updates to and engaging in discussion with the Strategic Plan Core Team. While Department Heads are accountable for ensuring that ClearPoint is up to date, it is expected that staff within the department are responsible for the updates with some staff assigned to be ClearPoint Users.

2. *PERFORM*

Workplans - Department Heads are responsible for developing their Workplans, reporting progress to the City Manager and the Strategic Plan Core Team on a regular basis, and implementation of their Workplans. Department Workplans should clearly show points of alignment and incorporation of the Strategic Plan and identify initiatives and objectives that also are significant to other planning processes. As part of the implementation of the Department Workplan, Department Heads should ensure that their managers, supervisors, and employees understand the Goals and Values of the Strategic Plan and how departmental efforts and processes support it.

Employee Performance Evaluation (EPE) - Department Heads are responsible for ensuring consistent implementation of the EPE within the department. This includes supporting managers and supervisors as they implement the EPE process and reviewing and following up on resulting recommendations.

Managers, Supervisors - Implement initiatives within the Department Workplan. Reference and consider the Strategic Plan Goals when recommending initiatives or policy directives. Track metrics, data, and results associated with the Department Workplan and Strategic Plan. Ensure accurate and timely reporting to ClearPoint Users during updates and implement the EPE Program. Supervisors are expected to encourage and enable staff participation in department planning efforts and events.

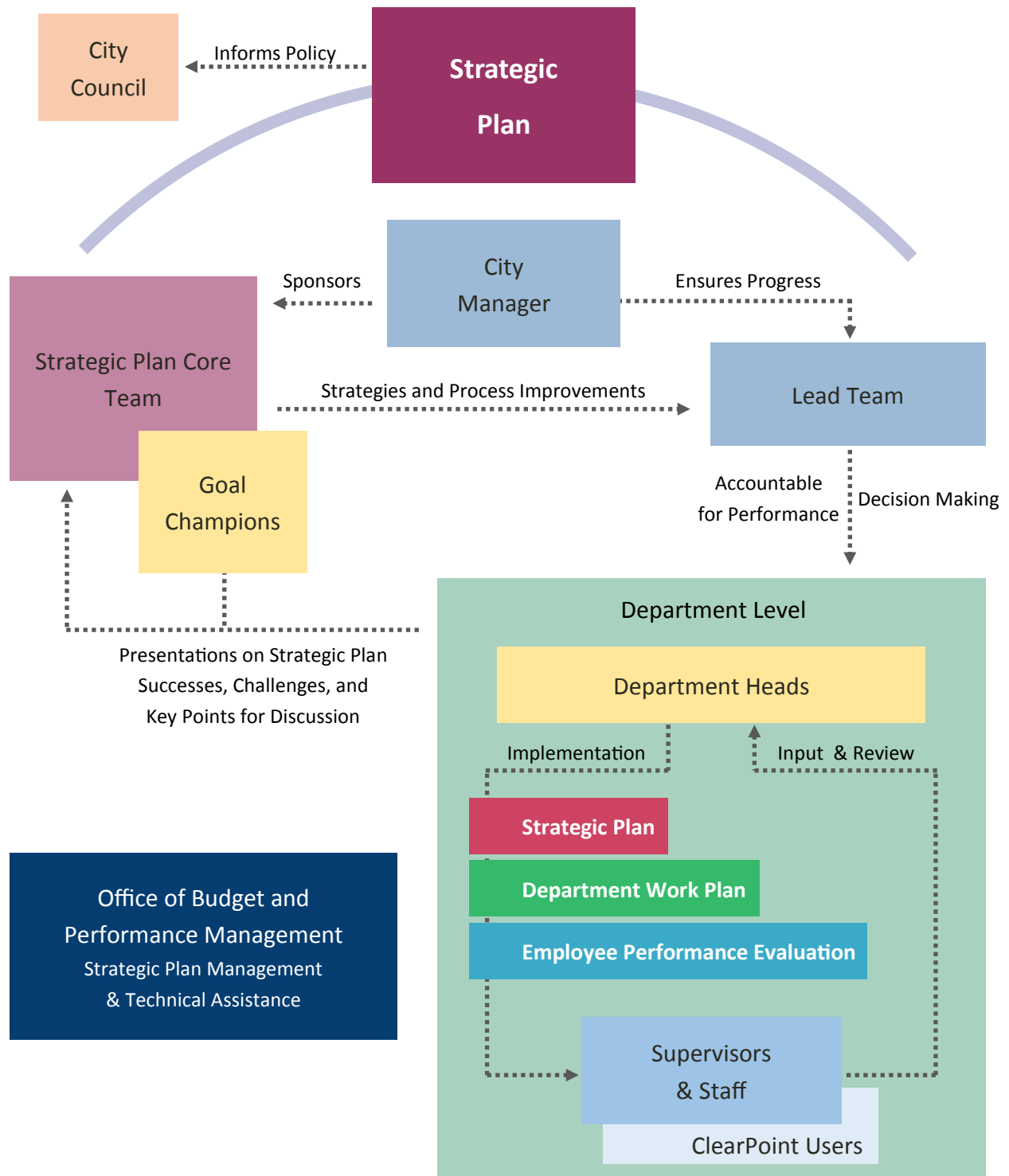
ClearPoint Users - Develop and update their respective department scorecards (the Department Workplan) and Strategic Plan elements in ClearPoint. They should communicate with their Department Heads and staff about the content of the scorecards. ClearPoint Users should update and revisit their scorecards per the organizational timeline. ClearPoint Users are necessary members of a department workgroup.

All Employees - Employees are evaluated in the EPE Program on the Strategic Plan Values and are expected to incorporate the Strategic Plan Goals into their decision-making, actions, and recommendations.

Office of Budget and Performance Management - Serves as a central point of contact for resources, training, technical assistance, and general management of the P3 Initiative. Staff are subject matter experts in strategic and organizational planning in order to provide guidance to any of the groups outlined above.

2. PERFORM

The graphic below helps illustrate how the various groups work together to implement the Strategic Plan.



2. PERFORM

Setting Benchmarks & Tracking Performance

In addition to understanding who is responsible for the implementation of the Strategic Plan, it is critical to establish and understand how the City determines whether it has accomplished its goals. The following section provides context and resources on establishing performance benchmarks and data collection to be used in tracking progress toward Strategic Plan Goals.

ClearPoint

To make progress toward achieving the large, overarching goals of the Strategic Plan it is necessary to establish concrete, actionable steps. The City uses ClearPoint to visualize and track the framework of objectives, measures, initiatives, and action items developed to achieve Strategic Plan Goals. ClearPoint uses a system of scorecards, which record data to measure achievement or progress.

In addition to its function as an accountability and tracking tool, ClearPoint provides important transparency of organizational progress toward achieving Strategic Plan Goals to internal and external stakeholders. The Strategic Plan scorecards are accessible through the City's website: www.charlottesville.org/data

To make progress toward achieving the large, overarching goals of the Strategic Plan, it is necessary to establish concrete, actionable steps.

Strategic Plan Elements

Goals are broad statements of measurable outcomes to be achieved on behalf of customers/stakeholders.

GOAL 1: An Inclusive Community of Self-sufficient Residents

GOAL 2: A Healthy and Safe City

GOAL 3: A Beautiful and Sustainable Natural and Built Environment



GOAL 4: A Strong, Creative and Diversified Economy

GOAL 5: A Well-managed and Responsive Organization

Goals are evaluated using specific annual and/or bi-annual outcome data relevant to each goal.

2. PERFORM




Outcome Measures are meaningful indicators that assess quantitative progress toward the accomplishment of goals. They can also be community indicators that are associated with the overall health and status of the community as a whole. Several Outcome Measures are tied to each goal. Examples of Goal 1 Outcome Measures are shown below:

Goal	Outcome Measures
Goal 1: An Inclusive Community of Self-sufficient Residents	 Residents below 125% poverty
	 Residents whose housing is cost-burdened
	 City population with GED or HS diploma
	 Homeless individuals

Objectives are statements that describe what must be accomplished to move the organization closer to realizing the Strategic Plan Goals. Each Goal has 4 to 5 Objectives. For example, the Goal 1 Objectives are to:

- 1.1 Prepare students for academic and vocational success*
- 1.2 Prepare residents for the workforce*
- 1.3 Increase affordable housing options*
- 1.4 Enhance financial health of residents*
- 1.5 Intentionally address issues of race and equity*

The progress of these Objectives is measured by Intermediate Measures. These quantitative metrics are more closely tied to performance and department operations, as opposed to Outcome Measures, which tend to serve more as community indicators. Some examples are included below:

Objective	Intermediate Measures
 2.1 Reduce adverse impact from sudden injury and illness and the effects of chronic disease	 First EMS unit arrival on scene within 6 minutes or less
	 Fire incidents with 1st unit arrival on scene within 6 minutes and 20 seconds or less

2. *PERFORM*

Initiatives are actionable programs, strategies, and activities that will help meet performance targets. Similar to Intermediate Measures, these are also linked to specific Objectives.

Objectives	Initiatives
 1.1 Prepare students for academic and vocational success	 Deliver and expand strategies to promote cradle to college and career support for children

Setting Targets

Targets allow recognition of performance improvement in comparison to a desired rate. They should be achievable yet challenging.

- For measures, targets are a numerical value that indicate a desired level of performance. Some measures may have targets that are below the current value, if a decrease in value is desired.
- Initiatives and milestones also have targets. These targets are the dates for project completion, any established budgets, as well as any desired outcomes.

Below are some guiding questions to consider when setting targets:

- Are there laws or authorities that require a performance target? If so, make sure that the target is equal to or above the required target.
- What is the performance baseline or trend? Make sure performance is improving and use historical data to inform future goals.
- What do constituents want? It is important to listen to what constituents need, want, and expect. However, consider the available resources and existing capacity.
- How are similar organizations performing in this area? Other organizations' performance serve as good comparisons. Use benchmarks and industry standards.

2. *PERFORM*

Data Collection

The collection of good, relevant data is a critical component in measuring progress toward accomplishing goals. Good data also enhances transparency, provides a foundation for informed decision making, and helps indicate if organizational efforts are making a difference. Department Heads are responsible for ensuring that their department's scorecard contains valid, reliable data. Scorecards should be reviewed critically to ensure that all supporting data is meaningful and valid.

Data should only be entered in ClearPoint when it corresponds directly to a target or measure. Depending on the measure, data may be entered monthly, quarterly, or annually.

Department Heads are responsible for ensuring that their department's scorecard contains valid, reliable data.

Summary

Successful implementation of the Strategic Plan requires an intentional, collaborative process of establishing meaningful benchmarks to guide program delivery and business practices throughout the City. Department Heads fill a crucial leadership role in this process by encouraging engagement with the Strategic Plan throughout their department and ensuring that good, relevant data is collected and properly analyzed.

3. PERFECT

REVIEW, ANALYZE & COURSE CORRECT

Following the implementation phase, it is imperative to pause regularly to reflect on desired outcomes, review established benchmarks, and analyze data that has been collected and compiled in ClearPoint. The purpose of this review is to holistically and critically reflect on progress made towards desired outcomes, update benchmarks, and course correct if needed.

Scorecards

In Clearpoint, scorecards allow the City to communicate the progress of the Strategic Plan and also provide a platform for departments to communicate what they're trying to accomplish, align their day-to-day work with strategy, prioritize projects, products and services, and measure and monitor progress toward strategic targets.

ClearPoint connects the dots between the big picture strategy and the more operational elements based on the balance between leading and lagging indicators which can be thought of as drivers and outcomes of the City's goals. The Scorecard is used to communicate the strategy across the organization and to track strategic performance.

Each measure within an objective has one of the following status indicators:



No Defined Target



At or Above Plan—the element is on target



Caution—the element is not meeting target and needs attention to reach target in required time



Below Plan—the element is not close to target with a high risk it will not be completed in the required time



No Information

ClearPoint connects the dots between the big picture strategy and the more operational elements of the Strategic Plan.

3. PERFECT

Scorecard Review

Scorecards are reviewed twice a year, once in July and once during the budget process in November.

July Review

The Office of Budget and Performance Management will ensure that the list of ClearPoint Users is up to date within each department and that they are trained and have the relevant resources to continue with updates for the following year. The Strategic Plan Core Team, Department Heads, and ClearPoint Users work together to ensure that Strategic Plan and Workplan elements are relevant and up to date. Any changes to scorecards should be made during this process.

Fall Budget Process Review

During the fall budget process, department scorecards will be reviewed by the Lead Team Budget Review Teams during the annual budget review process. In addition to reviewing budget requests, these teams will review the performance of the departments, including whether or not the measures listed are the most relevant ones for the organization.

Scorecards will be finalized with data applicable through December 31, and they will be published in the City Manager's Proposed and City Council Adopted Budget documents.

In reviewing scorecards, the Lead Team Budget Review Team looks at reported data to gain insight into the performance of each department, initiative or project to better inform their decisions and match alignment with the overall Strategic Plan. Evaluation of the scorecards consists of comparing the program results reported to the established objectives to determine whether a program has met its goal. In this process, the team also identifies best practices as well as strengths and weaknesses of individual programs and initiatives.

The results of the scorecard review are communicated back each department and ClearPoint User to continue, change or improve measurement methodologies or realign strategic fit.

3. PERFECT

Budget Alignment

During the budget process, department performance measures and scorecards are submitted together with their budgets for review and evaluation. Each departmental and/or divisional section of the budget is aligned to a Strategic Plan Goal. Spending is then broken down on each Goal to measure progress of the Strategic Plan against the budget. Requests for additional funding that is in alignment with the Strategic Plan is further strengthened in this process. Resources are allocated based on the data of each department's scorecard represented in the budget document. By reviewing the budget and comparing it to the departmental performance measures, overall budget effectiveness can be better evaluated.

Public Review

Through Open Charlottesville (www.charlottesville.org/data), the City engages with the public in the Strategic Plan and Department Workplans. The information provided on Open Charlottesville is regularly updated and reported to City Council, allowing the community to provide input and suggestions to the City's overall strategic plan.

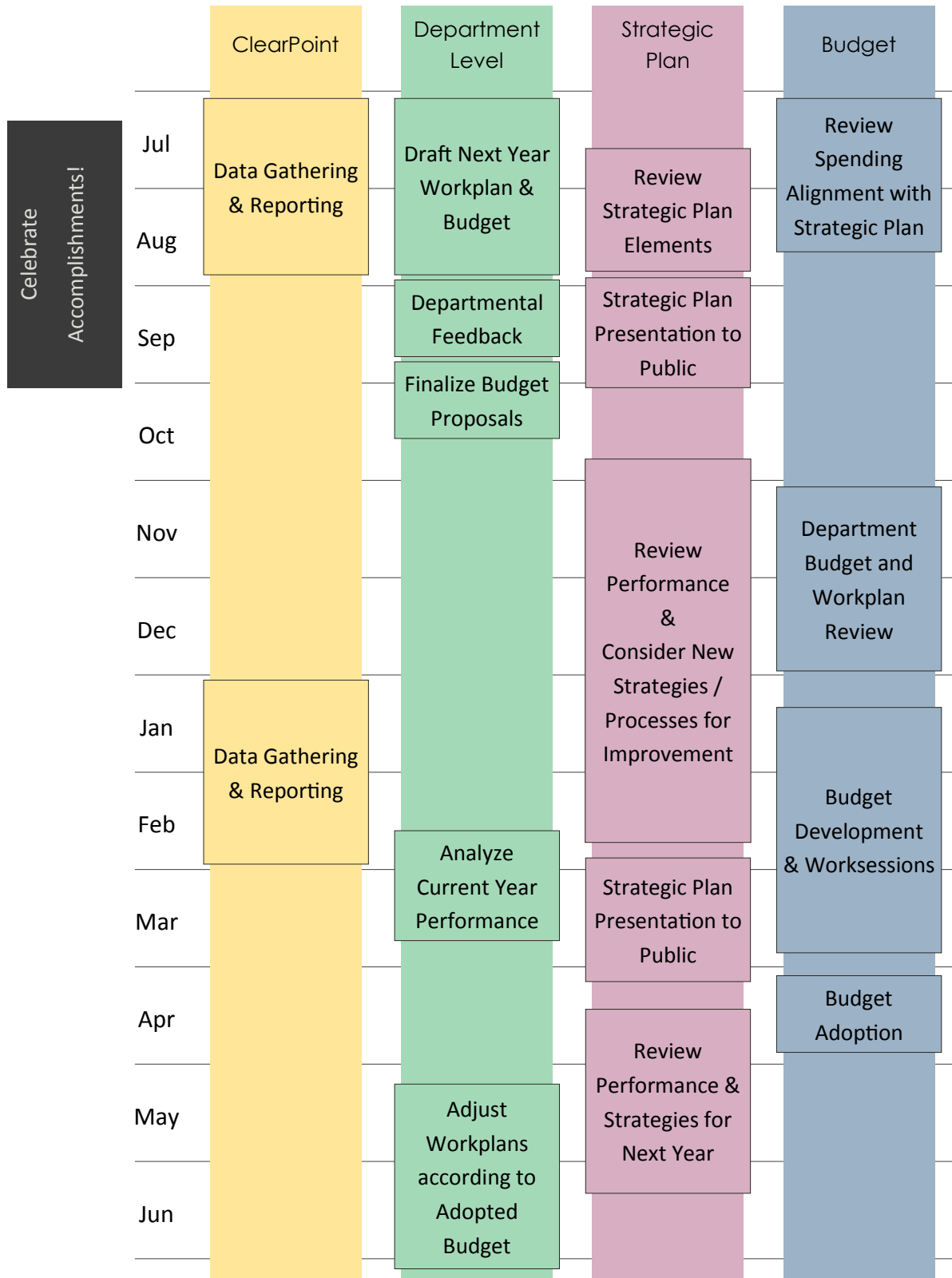
Open Charlottesville (www.charlottesville.org/data) engages the public in the Strategic Plan and Department Workplans.

Evaluation and Revision Timeline

In order to regularly track and refine the P3 process, the below timeline has been developed to keep staff accountable for the various Strategic Plan elements to report out to City Council and the public.

Plan, Perform, Perfect Timeline Cycle

3. PERFECT



3. PERFECT

Summary

ClearPoint scorecards are the mechanism for internal and external stakeholders to periodically review and analyze the City's progress towards achieving the City's Strategic Plan goals. Course correction or realignment can be driven by City staff, City Council, or the public.

Conclusion

The mission of the City of Charlottesville is to provide services that promote equity and an excellent quality of life in our community. The fulfillment of this ambitious mission requires commitment from City leadership to drive organization-wide engagement in the continuous process of P3:Plan, Perform, Perfect. Department Heads perform the instrumental work of establishing expectations for their staff, creating access to training, evaluating employees to establish accountability, and celebrating progress towards meeting important benchmarks. Since the nature of making progress towards meeting Strategic Plan benchmarks is both incremental and iterative, taking time for the celebration of progress is important for maintaining buy-in and momentum. The purpose of this guide is to be a useful reference for City staff, and especially Department Heads, as they work to implement the Strategic Plan.

The fulfillment of the City's mission requires commitment from City leadership to drive organization-wide engagement in the continuous process of P3:Plan, Perform, Perfect.

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