

# CHARTING THE COURSE TO SUCCESS



*Strategic Plan  
for the City of  
Fairfax, Virginia*

*“Operating without a strategic plan  
is akin to flying without a flight plan”*

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## CITY MANAGER LETTER



As city manager, I am proud to share the City of Fairfax's first organizational strategic plan. It is the product of many hours of intense, focused discussions among members of the senior leadership team with input from city staff. Our plan builds on the city's long tradition of civil service and is a commitment to thoughtful leadership, intended outcomes, prudent spending, and accountability.

Starting in October 2022, the Senior Leadership Team (SLT) began meeting regularly to develop a plan to guide resource allocation and the delivery of city services, advance city council's two-year strategic goals, and make meaningful strides towards realizing the long-term goals in the city's comprehensive plan, Livable Fairfax.

City council's adopted 2023-24 strategic goals target economic development, environmental sustainability/stewardship, community, transportation, and governance. Each goal is accompanied by priority action items to achieve positive outcomes for city residents, business owners and visitors. To use a flight analogy, the challenge to staff is landing city council's plane by fulfilling the strategic goals and achieving desired outcomes through our day-to-day work. This organizational strategic plan, our flight plan, ensures we will get where we want and need to go.

The strategic plan is a companion to the comprehensive plan, and together they provide a firm foundation upon which to build more detailed neighborhood and special purpose plans, develop the annual budget and the multiyear capital improvement program, and implement regulations, ordinances, and other associated public policies and initiatives.

"A livable, connected community with exceptional services for all," our organizational vision for the City of Fairfax is stated simply, yet the underlying challenges are nuanced and complex. It is aspirational but completely achievable if we follow the organizational strategic plan laid out in the following pages.

I want to extend a heartfelt thank you to everyone who worked on this plan. I am extremely grateful for the opportunity to manage a talented group of professionals who demonstrate their commitment to our exceptional community every day.



Robert A. Stalzer, city manager

# WHO WE ARE

The City of Fairfax has a rich history, a dynamic present, and a promising future. Located in the heart of Northern Virginia and within the Washington, D.C. metro area, the city is home to a diverse, close-knit community living in distinct, vibrant neighborhoods. Residents enjoy award-winning schools and parks, a growing trail network, reliable infrastructure, a lively arts scene, more than 240 restaurants, free public transit, and safe, clean streets.

## GOVERNANCE

The City of Fairfax is an independent jurisdiction of 6.34 square miles. It is governed under the council-manager form of government. A mayor and six nonpartisan city councilmembers are elected every two years. The city manager serves as the executive officer of the city and is responsible to the council for administration of the city government. The city is home to two elementary schools, one middle school, and a high school with an arts academy.

## CURRENT STATE

Gross Economic Output  
**\$34,566,130**

Occupancy Rates  
Office and Retail:  
**90.2% Office, 97.5% Retail**

Net Change in Number  
of Active Businesses **+51**

Private Sector Construction  
Assessed Value  
**\$228,411,200 (2023)**

Capital Investment  
in Public Infrastructure  
**\$92,083,889**

CUE Bus Ridership **536,110**

Miles of Streets Repaved  
**6 (7.5 FY21)**

Average Fire Department  
Response Time  
**5 min 27 sec (5 min 52 sec FY21)**

Average Police Response Time  
**7 min 53 sec (7 min 28 sec FY21)**

Residential Recycling  
(tons per year)  
**1,870 tons**  
(2,178 FY21 includes glass)

Number of Residents Served  
by Parks and Recreation  
Program **4,046 (3,000 FY21)**

Number of City Council  
Meetings Held **32**

Number of Community Reps  
on Boards and Commissions **115**

Population **24,146**

Average Housing cost **\$588,964**

Median household income  
**\$116,979**

## MAYOR AND CITY COUNCIL



**MAYOR**  
(center)  
Catherine S. Read

- CITY COUNCIL**  
(clockwise from top)
- Billy M. Bates
  - Kate G. Doyle Feingold
  - Jeffrey C. Greenfield
  - So P. Lim
  - D. Thomas Ross
  - Jon R. Stehle, Jr.

## VISION

The City of Fairfax has a strong, sustainable economy that supports a vibrant and equitable 21st century community.

The vision, mission, and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the employees and staff of the City of Fairfax are guided by them in accomplishing the goals, objectives, and day-to-day tasks.

### ORGANIZATIONAL VISION

Strategic vision is an aspirational and ambitious picture of the future that serves as direction and purpose of organizational strategy.



### ORGANIZATIONAL PURPOSE

Create a livable connected community with exceptional services for all.

### MISSION

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all organizational personnel. The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

City Staff met to establish a mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the Senior Leadership team and the entire planning group.

### OUR PUBLIC SERVICE MISSION

Advance our community's distinctive quality of life by delivering exceptional customer service, ensuring economic vitality, safety and health, sustainability, education, infrastructure, and cultural and recreational opportunities

# VALUES

Values embraced by all personnel of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group.

## OUR CORE VALUES



### BELONGING

Value and seek out a diversity of talents, experiences, and backgrounds to enable us to maximize our employees' full talents and most effectively serve our diverse community

Be open minded and embrace different ideas to drive creativity, innovation, and optimal decision making

Facilitate a culture that promotes equity, fairness, and inclusion in which all staff can bring their whole self to work and fully use their talents in service of our mission

Prioritize a cohesive, collaborative, connected work environment in which we feel valued and part of a team



### SAFETY

Advocate for and support the physical safety, wellness, and mental health of our community and workforce

We feel valued and part of a team



### COMPASSION

Serve our community and each other with understanding, empathy, kindness, and respect

Appreciate and recognize each other for our contributions and service

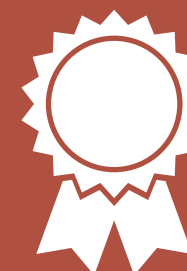


### INTEGRITY

Uncompromising adherence to ethical principles, fairness, and consistency

Communicate with candor and honesty

Hold ourselves and one another accountable in our efforts to provide responsive and thorough service



### EXCELLENCE

Strive for excellence to achieve the highest standards of service to our community and each other

Seek innovation, continuous improvement, and develop creative solutions for a more sustainable, livable, and connected community

Collaborate and create an organizational culture where we learn, grow, and serve

# PURPOSE OF STRATEGIC PLANNING

A strategic plan should serve as the physical product of strategic thinking – that is, delineation of a community vision and the strategies and actions that will be necessary to progress toward that vision. The Council, City Government and community should ideally evaluate every opportunity or challenge that presents itself against this vision and its associated strategies to best determine how to allocate their time, money, and other resources – all of which are limited.

The Strategic Plan is a companion to the City's Comprehensive Plan which represents how the City will physically change over time. Together, the Strategic Plan and the Comprehensive Plan provide a firm foundation upon which to build more detailed neighborhood and special purpose plans, the annual budget, the multi-year capital improvements program, regulations and ordinances, and other associated public policy and implementation documents and initiatives.

Ideally one should be able to review this document and gain a firm understanding of where the City intends to go, and generally how it proposes to get there, as well as gain insight into how progress along the way is intended to be measured.

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process with no clear beginning and no defined end. While plans can be developed regularly, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify management, employees, and stakeholders through a shared understanding of where the organization is going, how everyone involved can work toward that common purpose, and how progression and success will be measured.

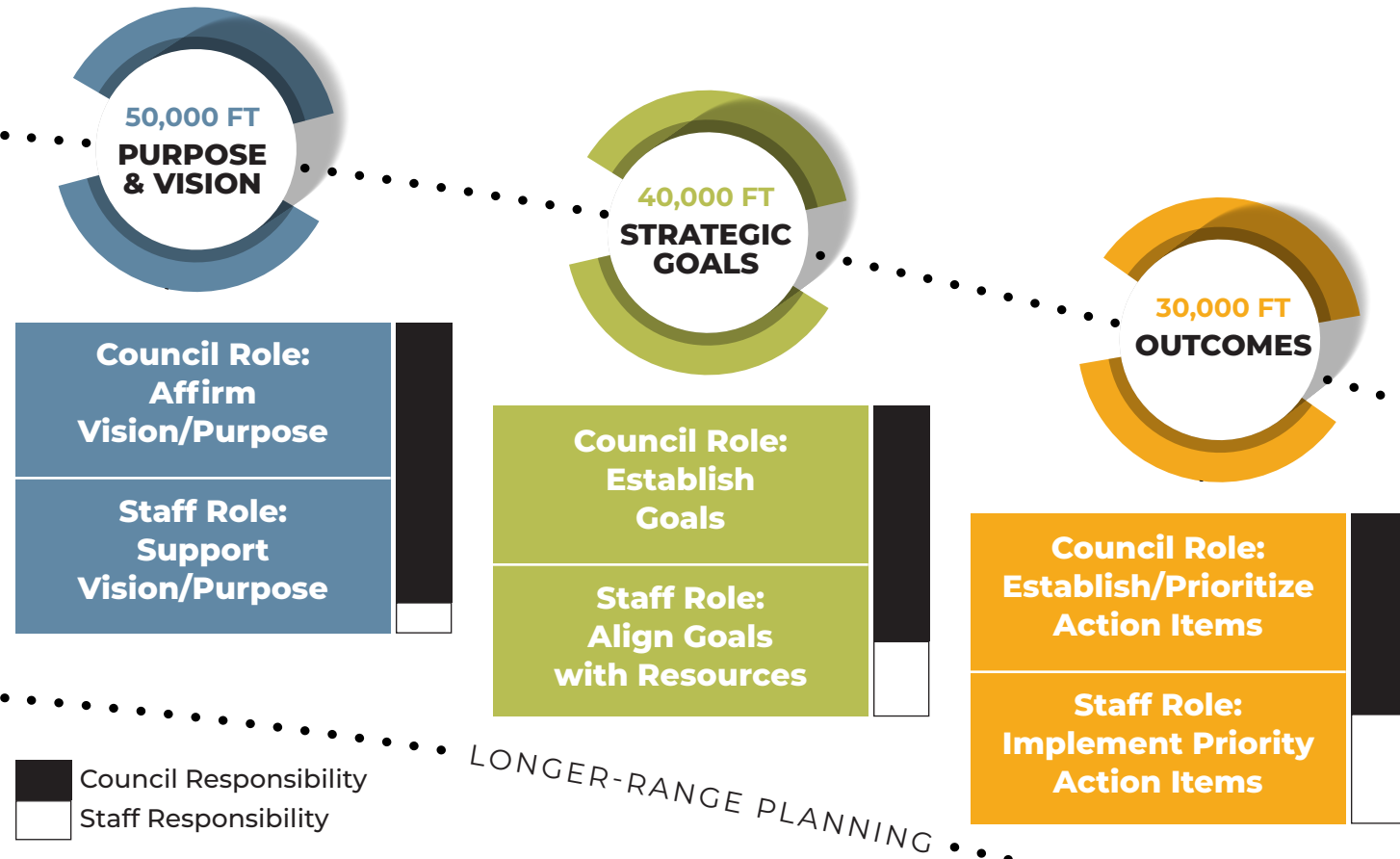
# OUR PROCESS

In late 2022, we began our strategic planning journey by creating this strategic plan framework to guide the creation of our plan. This framework demonstrates:

- How the strategic plan aligns with the long-term comprehensive and master and the short-term fiscal plan
- How our Values, Vision and Mission shape our City's identity and create the roadmap for the strategic plan
- How the plan's priorities, outcomes, objectives, strategies and metrics work together to define what we hope to achieve, how we plan to achieve it and how we will measure our progress
- How the City will hold itself accountable to the plan through annual performance reports and staff performance evaluations

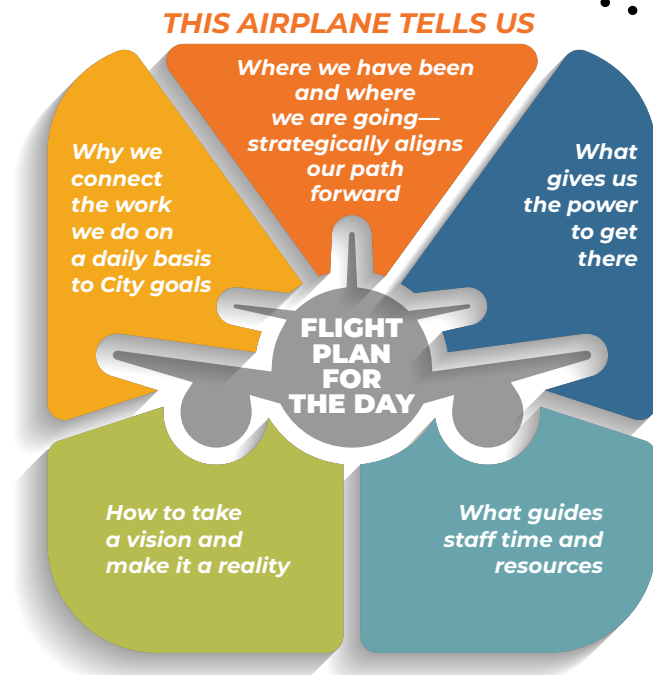


# COUNCIL & STAFF RESPONSIBILITIES AND ROLES: THE FLIGHT ANALOGY



## PROCESS OVERVIEW

We started down the road to accomplish our 20-step planning process following the airplane model as shown above. This model allows us to show how council and staff align on every action. We start at 50,000 feet setting the vision with council and work through the landing on the run way with our day to day actions.



## Strategic Planning Process Outline

### Pre-Flight

1. Understand the direction and intention of the strategic planning process.
2. Identify champions to lead the process.
3. Charge the SLT with assistance in the process.
4. Establish a work plan and meeting schedule.

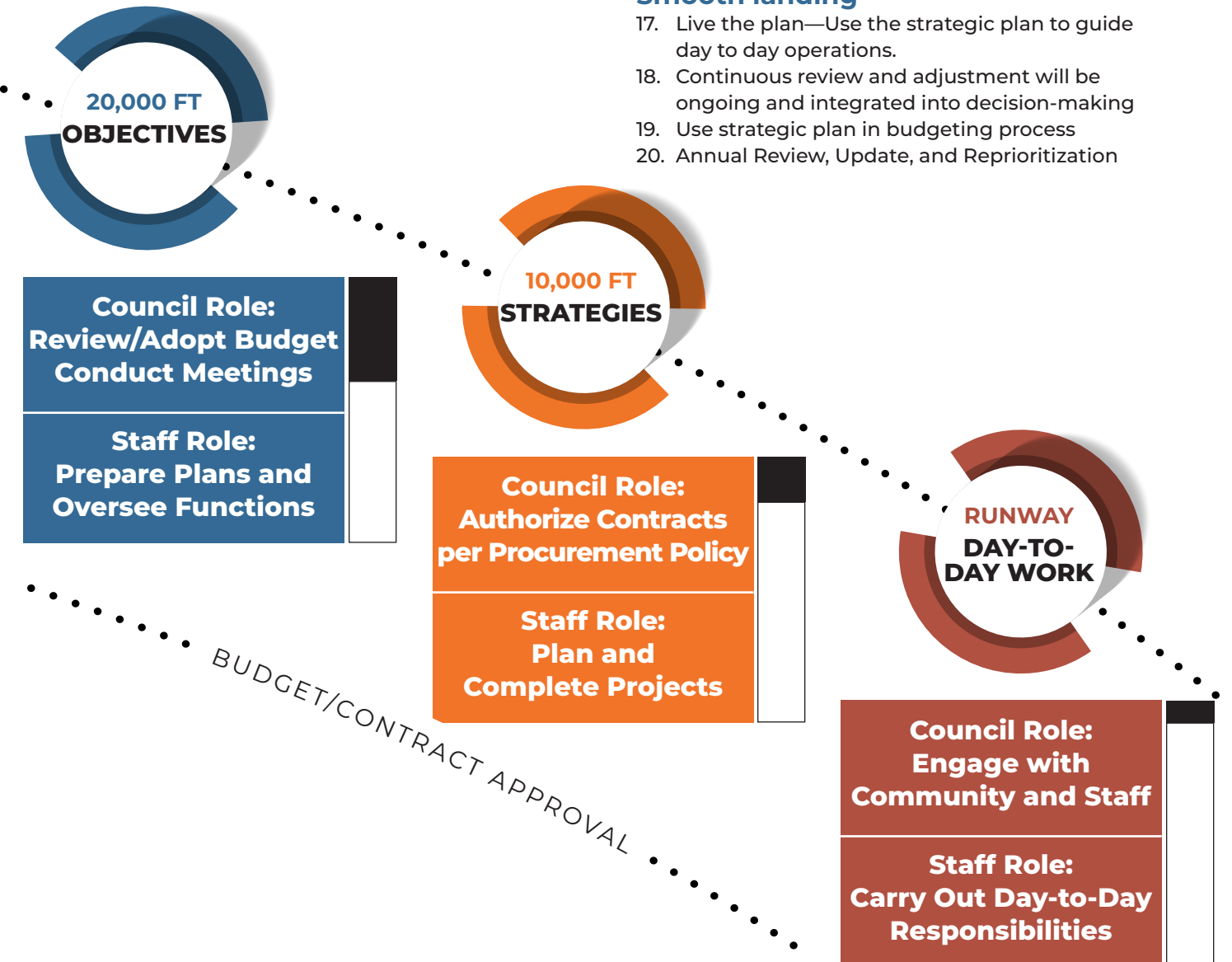
### Flight

1. Council to set its vision for the City.
2. Council to set City Council Goals and priority action items.
3. Revisit our current mission statement, giving careful attention to the services and programs currently provided and those which logically can be provided in the future.
5. Revisit the values of the organization's personnel.
6. Identify the internal strengths and weaknesses of the organization.

7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Set outcomes based off the SWOT
11. Establish realistic objectives for each Council goal area.
12. Identify strategies and tasks for the accomplishment of each objective.
13. Set a lead department and timeline for completions.
14. Identify a method of tracking completions and reporting metrics.
15. Determine the vision of the future and set an implantation plan for day to day work.
16. Develop organizational commitment to accomplishing the plan.

### Smooth landing

17. Live the plan—Use the strategic plan to guide day to day operations.
18. Continuous review and adjustment will be ongoing and integrated into decision-making
19. Use strategic plan in budgeting process
20. Annual Review, Update, and Reprioritization



Adopted and modified from: "Council & Staff Work Flight Analogy"  
Credit: "Mike Baker, Deputy Village Manager of Downers Grove, IL"



## OUR PROMISES AND COMMITMENTS

### As an organization

We commit to a culture in which all employees are leaders oriented toward results and positive outcomes

where organization and community assets meet or exceed recognized standards

where services provided are "best in class."

### As departments

We take action and deliver our services guided by our Departmental Service Plans and secure the necessary resources by budgeting for the intended outcomes.

### As individuals

We perform in accordance with our personal development and operational goals established annually.

# SWOT ANALYSIS

A **SWOT** analysis is a high-level strategic planning model that helps organizations identify where they're doing well and where they can improve, both from an internal and an external perspective. SWOT is an acronym for **Strengths, Weaknesses, Opportunities, and Threats**.

SWOT works because it helps you evaluate your organization by considering multiple factors:

- Strengths and weaknesses are internal factors (things you can control), like team members, software, and geographic location.
- Opportunities and threats represent external factors (things you can't control), such as competitors, regulations, and economic trends.

Organizations use SWOT to plot out a future course that plays on their strengths and minimizes risks. Taking the time to look at your organization from different perspectives and honestly assessing your future prospects is a worthwhile activity; the insights you glean as a result can be used constructively as part of the strategic planning process.

# S

### Strengths of the Organization

- 1) Customer Service
- 2) Flexibility for Staff
- 3) Leadership and Vision
- 4) Smaller, high-touch teams – supportive and personal
- 5) Opportunities for Training & Development
- 6) Regional partners and cooperation
- 7) Great services
- 8) Aspects of the City itself

# W

### Weaknesses of the Organization

- 1) Small size of organization
- 2) Internal & External Communications is limited
- 3) Lack conditions for integration, collaboration, and innovation
- 4) Lack of diversity on SLT
- 5) Limited tax base

# O

### Opportunities for the Organization to Leverage

- 1) Expanding employee development opportunities
- 2) Expand Financial agility and stability
- 3) Engagement of staff
- 4) Sustainability practices
- 5) Improving and expanding partnerships
- 6) Departmental integration and collaboration
- 7) Communications
- 8) Technology improvements/ automation
- 9) Leverage diversity of talent and ideas
- 10) Maintain diversified business and industry

# T

### Challenges / Threats to the Organization

- 1) Possible economic instability
- 2) Attracting & retaining talent
- 3) Polarization
- 4) Ambiguity about incoming City Council
- 5) sources / Human Capital needs
- 6) Aspects of City itself



# CITY COUNCIL 2023-2024 STRATEGIC GOALS



## ECONOMIC DEVELOPMENT

Take actions that result in a more diverse, balanced, and resilient economy through business attraction, expansion and retention to enable a business environment that supports the quality of life that our community expects.

### What does this mean to the city...

- Continue real estate tax base growth above the Northern Virginia regional average.
- Prioritize community “affordability” for residents, businesses and visitors.
- Continue partnerships in the Northern Virginia region to improve our long term economic health and leverage the city’s competitive advantage and strategic intergovernmental relationships.
- Improve and streamline the city’s processes to provide easy, quick and friendly experiences when opening and operating a business.
- Enable appropriate, sustainable transportation oriented mixed-use development and redevelopment that complements our distinctive sense of place.



## ENVIRONMENTAL SUSTAINABILITY AND STEWARDSHIP

Preserve, protect and improve our community’s natural, cultural and historical resources as population growth, economic development/redevelopment and climate change create significant impacts.

### What does this mean to the city...

- Prioritize development or redevelopment that embraces sustainable practices, increases green space, and creates compact and less car centric places.

- Preserve, protect and enhance natural and environmentally sensitive areas.
- Strengthen environmentally sustainable practices in city policies and operations.
- Identify opportunities for collaboration and partnerships including GMU, NVCC, regional, state, environmental and cultural institutions.
- Undertake initiatives to improve recycling, composting, and other solid waste best management practices.



## COMMUNITY

Strengthen our welcoming and safe community, known for its distinctive quality of life, through community engagement, connectivity, a safety net for those in need and exceptional City services.

### What does this mean to the city...

- Recognize, value and celebrate the many traditions in our community through honoring the history of those who established the city and welcome those who will write its future with their unique contributions.
- Provide a comprehensive community-based range of programs, special events, and activities.
- Improve access to and availability of health and human services through programs and partnerships to increase mental and physical health and a sense of safety and individual well-being for all ages.
- Identify existing and new programs that can improve connectivity and access to community and educational services.
- Ensure economic vitality, safety and health, affordable housing choices, sustainability, education, infrastructure, and cultural and recreation opportunities.



## TRANSPORTATION

Create safe and efficient movement of pedestrians, cyclists, motorists, commercial vehicles and transit through the City and region via an intermodal system that is appropriately scaled, efficient, safe and convenient.

### What does this mean to the city...

- Create opportunities for walking, cycling and other transportation options that are safe and environmentally sustainable.
- Improve access between neighborhoods and parks, schools, activity centers and other destinations throughout the city.
- Support new approaches for safe more accessible, convenient, and efficient public transit connections to metro, GMU, and key locations in the community.
- Further efforts to create a street grid to facilitate economic and community development.
- Align efforts with public, private and non-profit partners to identify future transportation modes and infrastructure needs.

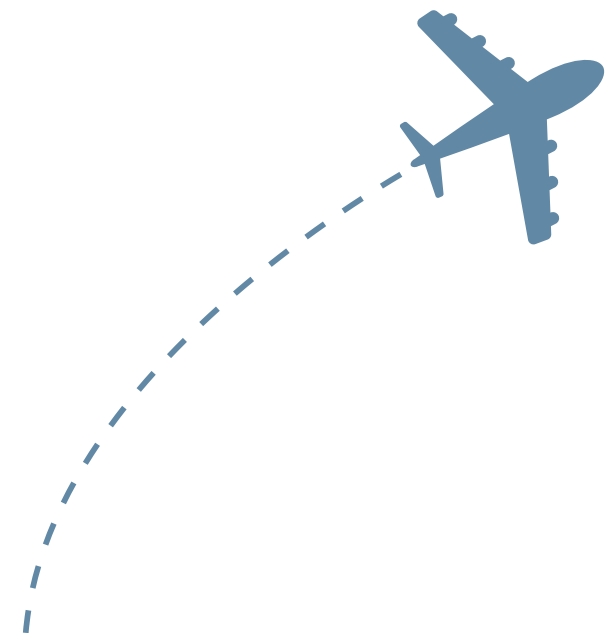


## GOVERNANCE

Maintain and strengthen long-term fiscal health through governance distinguished by a high-performing, innovative and community based system that is founded on open, multi-faceted communication with residents, businesses, and visitors; demonstrates accountability and responsiveness and is supported by a professional workforce.

### What does this mean to the city...

- Attract and retain employees who will address current and future city needs.
- Improve citizen engagement through new forms of communication with an emphasis on under-served populations.
- Align organization structure and business processes and practices that result in outstanding customer service and responsiveness.
- Continue our city’s excellent fiscal management practices that include capital investments, effective borrowing and proactive fund balance management to support city services, facilities and infrastructure.
- Use technology enhancements and investments to make data-driven decisions, support transparency in government operations, and deliver accessible and effective city services.



# 1. ECONOMIC DEVELOPMENT

## OUTCOME

Support programs and initiatives that establish Fairfax City as the premier location in the region to start and grow businesses that strengthen our social and community fabric and quality of life.

**OBJECTIVE 1** Promote innovative new partnerships that foster a forward-thinking approach to land development, housing affordability, and placemaking.

- Complete Small Area Plans for the city's activity centers and coordinate implementation with internal and external partners.
- Finalize citywide housing assessment and strategies and begin developing a housing policy to support strategic initiatives.

- Continue growing the Old Town Fairfax Business Association and deepening the relationship with the Central Fairfax Chamber of Commerce and Northern Virginia Chamber of Commerce.
- Promote the city as a prime destination for new residential and mixed-use development; establish relationships through business investment with property owners and developers.

- Identify and cultivate new supportive relationships through professional trade organizations such as the International Economic Development Council, the Northern Virginia Economic Development Alliance, and the International Downtown Association.

**OBJECTIVE 2** Continue real estate tax base growth:

- Develop and expand business attraction and business retention programs.
- Continue to support and emphasize new development — especially new residential development that advances the creation of interesting places.

**OBJECTIVE 3** Improve/streamline city processes for business and development:

- Advance plans and have a development liaison (in coordination with other city departments and priorities).
- Identify and cultivate new internal and external partnerships.
- Collaboratively implement recommendations of building/site plan process assessment.
- Increase the types of applications filed through the online permit portal and expand electronic plan review capabilities.
- Provide quality and efficient inspection services for construction projects.
- Modernizing the permitting and application process to include stakeholder outreach and engagement.

**OBJECTIVE 4** Advance the goals of community development while prioritizing a distinct sense of place:

- Continue and improve investment in local parks, community spaces, and public infrastructure.
- Expand programs such as Restaurant Week, Rock the Block, and other programs that connect businesses, community, etc.
- Develop programs that support investments in parks and public infrastructure that contribute to a high quality of life, such as the Willard-Sherwood Health and Community Center.
- Complete the tree inventory and canopy assessment as a baseline for enhanced investment in the city's urban forest.
- Develop and implement small area plans and other planning initiatives that identify and promote unique aspects of the city's activity centers and neighborhoods.
- Provide excellent project management services and design oversight for various assorted city projects.
- Promote and reinforce community public safety through environmental design.



## 2. ENVIRONMENTAL SUSTAINABILITY AND STEWARDSHIP

### OUTCOME

Develop ways to foster a sustainable future and improve the social, economic, and environmental well-being of the organization and community through programmatic enhancements, sustainable practices, community partnerships, and by embedding sustainability into how we operate as an organization.

**OBJECTIVE 1** Develop and implement a multi-year sustainability program work plan that identifies how to embed sustainability practices into city operations and defines priority actions, metrics, assignments, funding requirements, and timeframe.

- Develop a workgroup of internal and external stakeholders to lead the development and implementation of the work plan.

- Assist in creating monitoring systems to collect data that will be used for the performance matrix and strategic decisions.
- Identify and adopt the proper sustainability frameworks to guide decision-making (LEED for Cities and Communities, United Nations Sustainable Development Goals, American Planning Association sustainability standards, etc.).

**OBJECTIVE 2** Identify, implement, and promote high-impact practices to mitigate and adapt to the causes and effects of climate change.

- Reduce greenhouse gas emissions citywide, including government operations, by using energy and climate best practices.
- Develop smarter land-use and transportation development patterns that reduce trip length and support transit, ridesharing, biking, and walking to mitigate GHG emissions from transportation.
- Minimize energy demand citywide, including business, government, and residential properties applying energy-efficient design features, technologies, and best practices.
- Increase the use of renewable energy sources and advanced sustainable technologies through achieving 100% renewable electricity for government operations by 2035 and citywide by 2050.)

- Develop and implement plans and policies to mitigate and adapt to the causes and effects of climate change to improve community health and resilience, and to prepare for anticipated changes in weather patterns, rainfall intensities, and flooding.

**OBJECTIVE 3** Preserve, promote, and enhance the city's natural environment.

- Revitalize the city's urban forest by combating invasive pests and increasing tree canopy in vulnerable low-canopied areas with native, climate-resilient species and achieve a diverse, well-managed urban forest.
- Protect and improve the health of the city's water resources and watersheds through stormwater management best practices and land use practices.
- Support planting a diverse selection of native vegetation and restore and preserve natural open spaces and contiguous greenway corridors that provide natural habitats for plants and wildlife.
- Implement city policies, practices, and regulatory programs to protect, conserve, establish, and rehabilitate natural resources (tree cover, open green spaces, parkland, etc.) that provide ecological and health benefits.
- Reduce risk and improve preparedness to meet the challenges associated with natural and manufactured hazards.
- Reduce exposure to pollutants and hazardous chemicals in the environment.
- Improve and preserve the integrity and health of the city's natural systems and ensure all residents have equitable access to parks, trails, and open spaces.

**OBJECTIVE 4** Ensure the city's solid waste management program remains safe, efficient, effective, and environmentally sound.

- Provide thorough and compliant refuse and recycling services.
- Reduce waste and increase diversion by city operations, residential properties, and businesses.



### 3. COMMUNITY

#### OUTCOME

**Reduce barriers to engagement to increase opportunities for all community members to participate in city-sponsored special events, activities, and educational forums; actively engage with city boards, commissions, and other civic activities; and have equitable and timely access to human services safety net programs and supports while providing the community excellent life safety and emergency services.**

**OBJECTIVE 1** Collaboratively coordinate efforts to ensure improved equitable access to city services, activities/events, and civic engagement opportunities.

- Develop and implement standard citywide procedures that ensure that residents who speak a language other than English can communicate with city staff, understand written information provided by the city, and participate in city civic activities and events.
- Participate in the implementation of the city's Title VI program to ensure city projects, programs, and services are developed and performed without discrimination on the grounds of race, color, national origin, sex, or disabilities.

- Ensure and Improve ADA accessibility in all city facilities, parks, historic sites, and events by implementing a citywide ADA assessment.
- Assist with the citywide ADA assessment and create a plan to fix any issues tied to electronic communications.
- Provide multiple avenues for residents to communicate concerns or provide positive feedback, both at the department level and throughout the organization.

- Provide effective communication to the mayor and city council, community members, and city staff about issues regarding public safety to ensure resident engagement with problem-solving efforts and community issues.
- Maintain, re-evaluate, and update existing engagement systems for better communication with everyone.

**OBJECTIVE 2** Support the city's overall health and safety by working collaboratively to strengthen the community risk reduction by reducing risk associated with physical and mental health through crisis prevention and response efforts.

- Task the city Community Response Team to coordinate the city response for both risk reduction activities (fall prevention, fire prevention, hoarding, social isolation, community education, etc.) and behavioral health crisis response.
- Provide thorough and efficient life safety and emergency services.
- Focus on training police officers in de-escalating events and continue to embrace technology for efficient traffic enforcement and traffic calming, and crime enforcement and deterrence.

- Develop and implement a multi-pronged approach to multi-modal safety (education, awareness, and enforcement).
- Increase assistance to our most vulnerable residents (elderly, children, and residents experiencing homelessness).
- Develop and implement a multi-pronged approach to multi-modal transportation safety (design, education, awareness, and enforcement).

**OBJECTIVE 3** City staff will work collaboratively to strengthen our social connectedness through special events and activities that build community.

- Sufficiently staff public safety at events and in the community to instill a sense of safety and security in all who are enjoying the amenities and activities.
- Maintain and develop parks, athletic facilities, and historic sites that have low or no economic barriers to access.
- Build social capital by providing recreational, cultural, and educational programs, activities, and events with low barriers to resident access and are welcoming to all.
- Implement proactive programs to improve all city rights-of-way and open spaces to enhance the quality of life for all residents.
- Continue to provide safe and efficient road closure services for all city special events.



## 4. TRANSPORTATION

### OUTCOME

Create a framework that supports expanding the street grid, increases access between activity centers and through neighborhoods, and creates efficient public connections for walking, cycling, and other transportation options.

**OBJECTIVE 1** Continuously update and educate the community about the city's [rapidly changing /dynamic transportation needs and priorities.

- Initiate a five-year review of the City of Fairfax 2035 Comprehensive Plan.
- Use the Comprehensive Plan, Small Area Plans, and other planning efforts to identify and prioritize transportation infrastructure improvements.

**OBJECTIVE 2** Implement the adopted two-year transportation program that outlines local and regional transportation priorities; pursue maximum funding for the program.

**OBJECTIVE 3** Prioritize and execute key projects (pedestrian crosswalk signals, sidewalks, and other traffic calming strategies, etc.) that benefit the city's multi-modal transportation goals.

- Implement innovative traffic calming and pedestrian safety programs and monitor their effectiveness.

**OBJECTIVE 4** Develop and implement projects that promote safety, reduce accidents, and promote greater walkability.

- Continue the signals controller upgrade projects to include infrastructure upgrades (replacing old network switches), camera system upgrades, and creating a more redundant core structure through a new backup system.

■ Operate, maintain, and improve city streets to serve residential needs while ensuring the safety of the users while meeting the needs of the public in the future.

■ Develop and implement a complete street policy that ensures streets are safe for people of all ages and abilities, balances the needs of different modes, and supports local land uses, economies, cultures, and natural environments.

■ Police to promote public safety with such things as construction zone enforcement and traffic safety.



## 5. GOVERNANCE

### OUTCOME

**Develop and retain an responsive, agile, healthy, and highly professional workforce by engaging in process modernization to sustain Fairfax City as a high-performing organization that provides its citizens top-level transparency and accessibility.**

**OBJECTIVE 1** Provide avenues of communication for equitable citizen access. Examples include updating the language line and document translation.

- Assist with creating a plan to fix any issues tied to electronic communications from the Title VI assessment.

**OBJECTIVE 2** Establish processes for higher levels of efficiency and modernization. Examples include workflow management, cross-departmental collaboration and workgroups, and establishing an innovation committee and a business analyst position.

- Use the city's development review team to promote collaboration among staff involved in the development review process and more efficiently process private development and city projects.
- Create an IT steering committee to keep technology projects aligned with city goals and needs.
- Establish and create an innovation committee.

**OBJECTIVE 3** Protect and support city employees' mental and physical health.

- Engage public safety employees on solutions for occupation-specific mental health and wellness programs.
- Develop, evaluate, and provide wellness programs to employees that are reviewed and updated annually.

**OBJECTIVE 4** Emphasize the importance of a multi-year financial strategy that focuses on maintaining and strengthening operations (routine day-to-day activities), capital investments, Ensure e and our financial standing by increasing the unassigned general fund balance.

- Purposely budget fund balance contributions throughout the year.

- Strive to attain a 1.0% year-over-year growth of fund balance for the next five years.
- Reduce increased expenditure supplemental appropriation requests and manage internally via departmental budget transfers.
- Cease relying on the fund balance as a budgeting balancing tool.
- Continue implantation of the new ERP system with a focus on reporting and transparency.

**OBJECTIVE 5** Create a workplace that is attractive to prospective employees to improve recruitment and retention.

- Offer competitive pay and benefits and review best practices and regional alignment.
- Survey employees to determine organizational culture and address areas of concern.

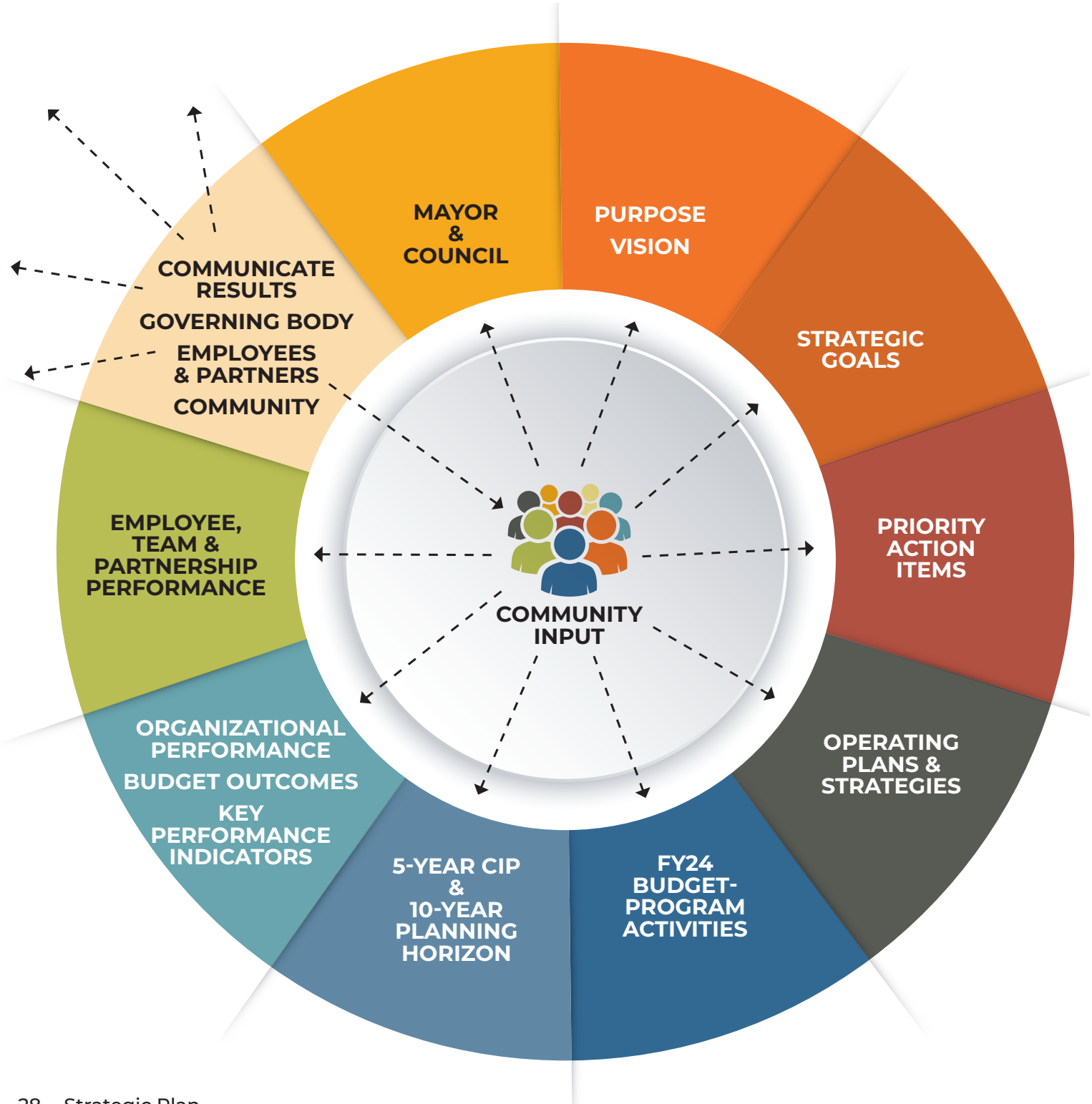
**OBJECTIVE 6** Promote and implement employee development at all levels across the organization to foster leadership and technical skill enhancement, cross-training, and collaboration.

- Provide sufficient funding for supervisor training, LEAD, and technical training.
- Create cross-departmental teams to develop and support innovative ideas for better service delivery and increase operations efficiency.
- Create custom training sessions, such as monthly "Brown Bag Training Sessions," and update training sessions on existing applications.
- Employees' physical safety and security and provide tools and equipment to perform their jobs safely.



# IMPLEMENTATION AND TRACKING

We will use this plan to guide our operations and financial investments. As we continue to work more collaboratively internally and externally, we will empower the organization to find more opportunities for innovation, sustainability and enhanced customer service while freeing up talent, time, money, and resources.



## TERMS

### Vision

Looking 10-20 years out, what kind of community does the City of Fairfax strive to shape? What defines the community in 2030 and beyond?

**Goals** – Planned, broad, achievable targets in a 4+ -year timeframe that will support the City’s vision. Goals are the “what” the City plans to achieve.

**Outcomes** are what the City Council hopes to accomplish within each of the strategic goals

**Objectives** identify where city staff will focus our efforts. There are multiple objectives within each outcome.

**Strategies** – The measures taken to achieve the City’s goals over an approximately 2-4 year period. Strategies represent “how” the City will arrive at its goals.

**Day to Day** – The specific projects, programs, best practices, or tasks, usually employed over a 6- to 18-month time frame, that City staff will undertake to complete identified strategies. Day to Day will take into account the following:

- Prioritization** – time, money, and attention
- Collaborative Partnerships** – we cannot and should not do this alone
- Innovation** – new ideas, new approaches, new partners

**Metrics** We will measure how well we are achieving our objectives and desired outcomes through our metrics.

*This plan is intended to be a living breathing document. We will continue to learn throughout implementation. We recognize and acknowledge that updates will need to be made and we commit to being transparent about our learnings.*



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# CITY MANAGER'S SENIOR LEADERSHIP TEAM



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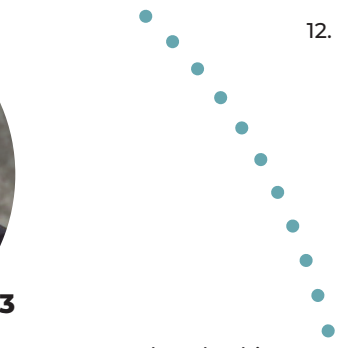
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10. Erin Schaible, Police  
 11. Dave Summers, Public Works  
 12. Christopher Bruno, Economic Development

13. Lesley Abashian, Human Services  
 14. John O'Neal, Fire  
 15. Stefanie Kupka, Environmental Sustainability



16. Matthew Kaiser, Communications  
 17. Susan Gray, Historic Resources  
 18. Stacey Sommerfield, Parks and Recreation



10. Erin Schaible, Police  
 11. Dave Summers, Public Works  
 12. Christopher Bruno, Economic Development



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## REFERENCE DOCUMENTS

- Comprehensive Plan
- Multimodal Transportation Plan
- Small Area Plans for Old Town Fairfax, Northfax, Kamp Washington and Fairfax Circle

### Departmental Two-year Plans

- City Clerk
- City Manager
- Community development and Planning & Zoning
- Economic Development
- Environmental Sustainability
- Fire
- Historic Resources
- Human Services
- Information Technology
- Parks and Recreation
- Police
- Public Works
- Transportation

### Departmental Strategic Plans

- Economic Development
- Fire
- Police

1. Brooke Hardin, Community Development and Planning  
 2. Melanie Zipp, City Clerk  
 3. JC Martinez, Finance  
 4. Robert A. Stalzer, City Manager

5. Sara Greer, Human Resources  
 6. Wendy Sanford, Transportation  
 7. Mark Perry, Information Technology  
 8. Kim Burgess, Risk Management  
 9. Walter English, Emergency Management





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