

### What is a Strategic Work Plan?

A successful strategic work plan is one that is integrated into the daily operations of an organization. In a municipal setting, staff and partner organizations use the strategic work plan to develop proposals and initiatives that implement elements of the strategic work plan; Council uses the strategic work plan to evaluate all proposals.

While a full update of a Strategic Plan is recommended periodically (every two years), the Strategic Plan should be reviewed annually and adjustments made as necessary. The cycle (right) outlines the annual use of the Strategic Work Plan.



**The Town of Altavista's Strategic Work Plan includes seven Topics, each with an Aspiration and corresponding Goals.**

#### Community Development

**Aspiration:** We have community development that insures we have a high quality of life for all of our citizens, present and future.

##### GOALS

- Develop/Implement a strategy to market/promote Altavista and what it does well.
- Identify communities similar to ours and review their best practices in community development.
- Explore and enhance greater opportunities for senior housing/assisted living.

#### Financial Health and Sustainability

**Aspiration:** We develop, monitor, and continually revise a financial plan that addresses the immediate and long-term needs of the community.

##### GOALS

- Develop a long range financial plan.
- Revise the budget process.
- Establish financial policies

#### Economic Development

**Aspiration:** We have economic development that creates an environment that attracts and fosters enterprise so that we have a robust, vital community.

##### GOALS

- Hire full time economic development director.
- Review and possibly revise economic development incentives.
- Analyze/Evaluate factors that contribute to economic success periodically and report to Council.
- Explore an incubator program for new business

#### Amenities

**Aspiration:** We have amenities that provide an exceptional array of opportunities for recreation and education, as well as enriching cultural diversity.

##### GOALS

- Develop a plan for maintaining our parks to insure that they continue to serve the community's needs.
- Continue development/construction of park system, including investigation of alternatives with Campbell County for English Park development.
- Investigate new opportunities that would enhance citizen interaction.
- Review the transportation needs of residents and see if there is a more viable way of meeting those needs.

## **Infrastructure**

**Aspiration:** We have infrastructure that insures we attract and promote industrial, commercial, and residential growth.

### **GOALS**

- Develop a plan to systematically monitor our infrastructure.
- Develop an aggressive schedule for upgrades of water/sewer lines and match our needs to available funds.
- Develop an aggressive schedule for upgrades of streets/roads and match our needs to available funds.
- Explore possibility of becoming a regional water provider by developing an analysis for Council's consideration, including current and potential sources.
- Investigate water conservation measures, including the potential of using gray water technology.

## **Council Relations**

**Aspiration:** We have good productive Council relations that insure we make the best decisions for the citizens of Altavista and we respect and support the majority's decisions.

## **Efficient and Effective Government**

**Aspiration:** We foster a Town work culture and performance that insures we are efficient and effective with a Council and staff that is motivated, innovative, and results-driven.

### **GOALS**

- Establish/Implement a process for departmental Vision/Mission examination to insure achievement of Aspirations and assess staffing, performance and practices to insure they are efficient and effective.
- Evaluate current performance system and explore successful reward systems that recognizes employee innovation and improvement.
- Initiate policy/program to enhance staff involvement with professional peer groups to educate, discover best practices and enhance innovation.
- Develop/Implement an effective process by which council evaluates town manager and town attorney.
- Develop/Implement a process for Council to evaluate itself.

Each of the Goals, stated above, have Key Tasks and Activities associated with them, as well as Target Dates and Responsible Staff Members (Champion and Supporting) to assist in implementation and accountability. The entire Strategic Work Plan document can be viewed on the Town's web site at : [www.altavistava.gov/](http://www.altavistava.gov/)

## **Town of Altavista Mayor, Council and Manager**

---

J.R. "Rudy Burgess, Mayor  
Ronald Coleman, Vice Mayor  
James Higginbotham, Council Member  
Michael Mattox, Council Member  
Beverley Dalton, Council Member  
Bill Ferguson, Council Member  
Charles Edwards, Council Member

Waverly Coggsdale, Town Manager