

Good Government - \$20,307,418

The City of Roanoke *seeks to provide exceptional and competitive government services that are collaborative, transparent, responsive, and innovative*. The City will, on behalf of our citizens, provide top-quality services and programs that are cost-competitive and responsive, efficient, collaborative, and transparent. The City will build a culture around honesty, respect, responsibility, teamwork, diversity and inclusion that address the challenges and opportunities of the 21st Century

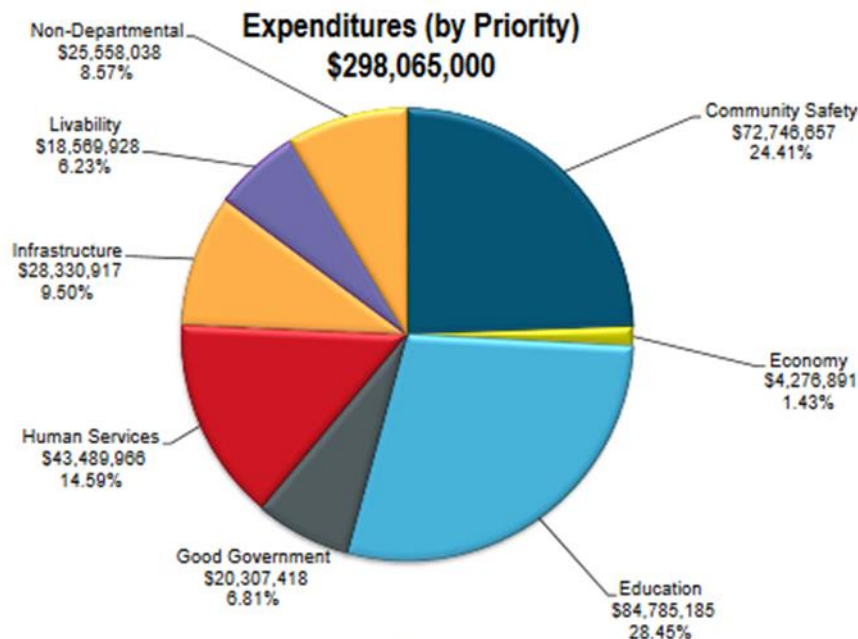
Effective Leadership – Through collaborative and visionary leadership we will set clear direction and high expectations for Roanoke based upon Council priorities. We will emphasize strategic vision, responsiveness, results, accountability, and adherence to clear values in the delivery of our services.

High-Performing Employees – Our employees understand how their actions contribute to the City’s vision and strategies and are committed emotionally and intellectually, and motivated to provide the best service they are able. Our organization provides the clear direction, resources, and opportunities for our employees to excel in what they do.

Efficient and Effective Operations – We acknowledge we are stewards of the public’s resources and therefore seek to deliver community services in a cost-competitive manner requiring the least amount of time and effort necessary. We will seek partnerships, relentlessly and continuously pursue service improvements and efficiencies, and strive to implement best practices on behalf of our community.

Responsible Financial Management – We will ensure sound management of revenues, expenditures, assets, in a strategic, coordinated and deliberate manner aligned with generally accepted and best practices, Council priorities, and the needs of the community.

Valued, Engaged & Informed Community – We believe a successful City values an active and engaged citizenry in the conduct of its government. We will ensure community members are informed and offered opportunities for engagement as policies and actions are formulated and services are delivered.



High Performing Employees

High performing employees are actively involved accomplishing the work of the organization and understand how their job supports the City's vision. They are committed emotionally and intellectually, and are motivated to do their best for the benefit of the community and the success of the organization.

1. Diverse and Innovative Environment

As an organization, the City should foster an environment that is open to considering new thoughts, ideas, methods, and technologies resulting in a more productive, efficient, and satisfied workforce. Employees will be engaged and innovative as they perform their duties to improve services to the community and reduce costs.

2. High Employee Morale and Engagement

The City values its employees by offering competitive total compensation packages and recognizes their work performance and achievements. As an organization, there should be an investment in employee learning and professional development. In addition, the City should foster employee safety and wellness in the workplace. Knowledgeable and engaged employees lead to high performance and result in excellent internal and external customer service.

3. Highly Competent, Well-Trained Staff

Continually enhance the knowledge, skills, and abilities of our employees to support the provision of quality, professional services. Provide the training, tools, materials, technologies, and other resources that enable the workforce to optimize service delivery to both internal and external customers. Offer regionally competitive total compensation and effective recognition and reward systems to attract and retain a highly competitive, well trained staff.

Effective Leadership

Effective Leadership is the cornerstone of a sound, high performing organization. Exceptional organizations have visionary leaders who set clear direction and high expectations based on the City Council's Vision, customer-driven excellence, and accountability, clear and visible values. This kind of leadership must be courageous and forward thinking. Responsive leaders must be available and willing to share the decision making process and responsibilities with the staff, the public, other organizations, and key stakeholders. Outcomes of effective leadership include:

1. Strategic Vision

The City Council's Vision provides direction to meet the challenges of tomorrow and guidance for the community to achieve success as a regional leader. Strategic Plans are based on Council's Vision and should include a realistic assessment of Strength, Weakness, Opportunities and Threats (SWOT) as well as anticipate factors such as: community expectations, new partnerships, employee development and hiring needs, technological advancements, mandates, and strategic innovations by neighboring jurisdictions. Fostering the organizational vision of collaboration, innovation, and commitment to excellence expands Roanoke's reputation as a shining example within the region.

2. Responsive

Leadership should be approachable and accessible. The public and staff expect leadership to be available and willing to discuss their issues and concerns. A desired environment for staff to reach their highest capacity engaging them to implement the vision and strategic plans using their people skills, passion, values and knowledge.

3. Results Orientated and Accountable

Provide results by repositioning the organization effectively to provide the products and services the community wants and can afford. Strategic plans are implemented to meet City Council's Vision through organizational objectives, budgets, performance measures, as well as accountability processes and employee feedback measures.

Efficient & Effective Operations

Striving for effective and efficient operations throughout the organization is a fundamental factor in delivering exceptional public service and achieving good government. In today's challenging economic environment, the emphasis is on productive and cost competitive service delivery. Working with citizen stakeholders as well as regional localities, non-profits, and businesses can help respond to citizens more timely and effectively.

1. Effectively Managed Resources

All City resources, including utilities, infrastructure employees and funding, should be aligned with the outcomes that matter most to the community. Services that aren't valued by the community or which cannot be provided equitably at a reasonable cost should be eliminated. Continuous improvements is required to manage inflation and maintain service levels.

2. **Compliance**
Foster an organizational culture where internal service departments assist citizen service departments practice, monitor, and comply with local, state, federal laws, regulations, and mandates. Maintain up to date knowledge and awareness of evolving regulatory and legal requirements.
3. **Excellent Customer Service**
Employees should follow through on commitments and develop a consistent reputation for reliability. The public expects convenient, easy to access City services, information, facilities, and decision-makers.
4. **Accessible**
Programs, services, and public information are equally accessible to all. Communication should be open, clear, and through all effective channels, both externally and internally.
5. **Best practices**
Best practices are used throughout the organization as a mechanism for comparative benchmarking or as a model for developing processes, practices and systems. This may include following standards from accrediting agencies, industry and professional organizations.
6. **Accurate & Timely Data**
Quality information is vital for employees and managers to effectively perform their responsibilities. Relevant operational data should be captured timely and accurately to maximize its value in making operational decisions. Appropriate information should be readily available to those who need it to perform their functions, decision-makers, and the public.

Responsible Financial Management

Achieving responsible financial management is a vital component in providing good government. An organization should be able to manage income, assets, and expenses in a deliberate, well thought out, and fiscally prudent manner by using a well-defined strategic plan that is aligned with City Council's Vision and the needs of the community.

1. Accurate & Timely Accounting

Financial records must be maintained in a uniform fashion that enables the public and elected officials to compare how well localities are managing their resources. Accurate and timely information about revenues and expenditures is necessary for the City to conduct its day-to-day business. Financial reports that are produced timely and have been independently confirmed to be accurate provide the public, debt markets, and grantor agencies confidence that the City is well managed financially. Access to grant funds and capital markets is predicated on accurate and timely financial reporting.

2. Transparency

The community expects a transparent government which is open, honest and accountable. Citizens want to know how their tax dollars are spent and what services they are receiving in return. Financial information should be readily accessible and easily understood.

3. Effective Risk Management

The City faces various risks that can affect its capacity to fund operations and strategic goals. The City must manage risks of losses due to violations of regulations and laws, employee injuries, and negligence. The likelihood and magnitude of a loss must be weighed against the costs of reducing the risk in terms of financial resources and operational efficiency.

4. Effective Fiscal Planning and Budgeting

The attractiveness of the City to businesses, residents and visitors is affected by the amenities and services provided, as well as the cost of taxes and fees. Effective fiscal planning identifies investments that improve the quality of life in the City and build revenue capacity. Public opinion, emerging trends, and regional initiatives must be effectively understood so that strategic goals are established and appropriately funded. Operational efficiencies should be stressed through better use of automation and continuous improvement.

5. Effective Auditing

Effectively develop, identify and manage operational and financial organizational objectives. Managing and mapping potential risk areas in the organization. Conduct Internal and External audits ensuring the City complies with generally accepted accounting principles and federal/state compliance and regulations. The City promotes transparency, accurate accounting and effective fiscal planning.