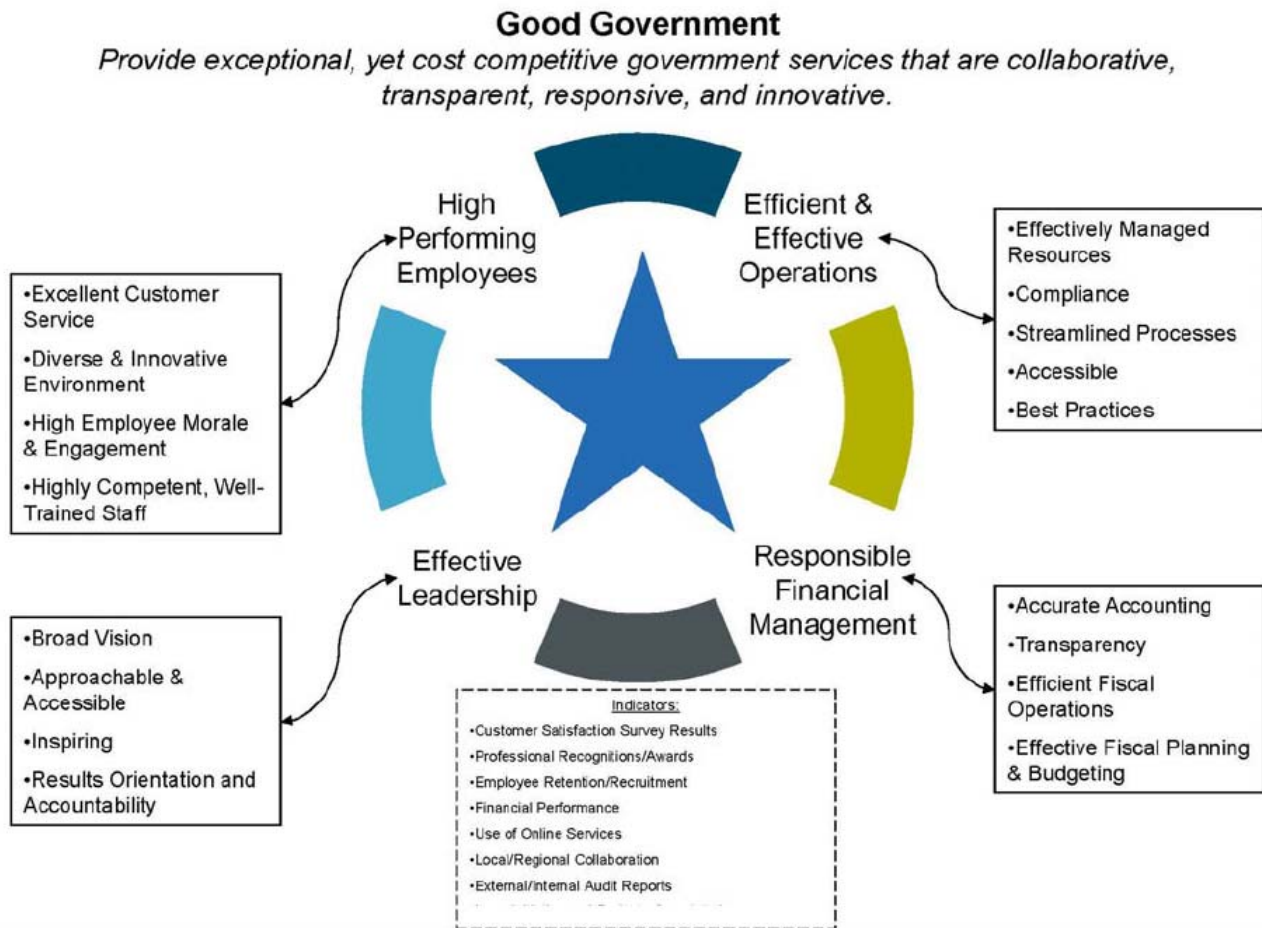


Summary of Good Government Priority

The City of Roanoke government strives to provide top quality services and programs that are cost competitive yet responsive, efficient, collaborative, and transparent. Vital to good government is a culture and environment that promotes excellence while ensuring employees, leadership, and operations are compliant with laws and regulations, effective, customer oriented and managed responsibly. In alignment with the Core Values of Honesty, Respect, Responsibility, Teamwork, Diversity, and Inclusion, Roanoke brings resources together with citizen stakeholders as well as regional localities, non-profits, and businesses to meet present needs and future challenges of the 21st century. The pillars of good government are strong and accountable leadership; competent and motivated employees; efficient and effective operations and responsible financial management. The team addressed the pillars of good government in their work and further developed them as the four causal factors of Good Government.



Good Government



Statement of Request for Results

Team Members

Members: Sheila Umberger, Libraries
Michele Vineyard, Human Resources
Amelia Merchant, Management & Budget
Acquenatta Jackson-Harris, Management & Budget

Priority Statement

Provide exceptional, yet cost competitive government services that are collaborative, transparent, responsive, and innovative.

Summary of Priority

The City of Roanoke government strives to provide top quality services and programs that are cost competitive yet responsive, efficient, collaborative, and transparent. Vital to good government is a culture and environment that promotes excellence while ensuring employees, leadership, and operations are compliant with laws and regulations, effective, customer oriented and managed responsibly. In alignment with the Core Values of Honesty, Respect, Responsibility, Teamwork, Diversity, and Inclusion, Roanoke brings resources together with citizen stakeholders as well as regional localities, non-profits, and businesses to meet present needs and future challenges of the 21st century. The pillars of good government are strong and accountable leadership; competent and motivated employees; efficient and effective operations and responsible financial management. The team addressed the pillars of good government in their work and further developed them as the four causal factors of Good Government.

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. **Excellent Customer Service**
An outcome of high performing employees would be to provide “excellent customer service” to both our internal and external customers. Services provided should be professional, timely, and accurate. In addition, employees should follow through on and be held accountable for commitments to develop a consistent reputation of reliability. Customers want our employees and the services they offer to be easily accessible when they are needed. The public expects to receive convenient, easy-to-use ways to access City services information, facilities, processes, infrastructure, and decision-making.
2. **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.
3. **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.
4. **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. **Broad 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. Approachable and Accessible

The public and staff expect leadership to be available and willing to discuss their issues and concerns. Being accessible should not require an individual with a question to go through layers of bureaucracy or have specialized knowledge to reach the desired leader.

3. Inspiring

Create an environment to inspire staff to reach their highest capacity, engaging them to implement the vision and strategic plans using their people skills, passion, values, and knowledge.

4. Results Orientation and Accountability

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 with the least amount of time and effort gaining efficiency and agility combining enterprise resources with citizen stakeholders as well as regional localities, non-profits, and businesses.

1. Effectively Managed Resources

Effective management of our resources assures that the management of all operational resources is aligned with the outcomes that matter most to the community. Maximize outcomes by focusing available resources such as utilities, infrastructure, employees and funding toward exceptional services. Sub-par services should be eliminated with savings repurposed toward improving citizen direct services.

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. Streamlined Processes

Align all operational processes, strategies, and resource actions to achieve organizational objectives. Recognizing the investment required in a wide variety of innovative technologies as an effective way to automate and achieve end-to-end streamlined processes. Reduce or eliminate processes, procedures, or services that the private sector is able to perform more effectively and repurpose savings to improve other citizen direct services. Utilize Lean processes to realize savings and achieve efficiencies in City processes and services.

4. Accessibility

A component of achieving good government by ensuring that all programs, services, and public information are accessible, fair and handled with open, clear, and effective channels of external and internal communication.

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 national accreditation standards established for individual local government agencies such as Police, Fire/EMS, E911, Parks & Recreation, and Planning, Building, and Development.

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 accounting

Ensures employees are using systems and methods which adhere to accepted financial accounting principles. Data provided to internal and external customers should be accurate, timely, clear and concise.

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, so an easily accessed and easily understood system should be developed to provide that information.

3. Efficient Fiscal Operations

Ensure the government manages finances in a responsible and efficient manner while striving to find more cost effective methods for performing operations. This includes managing risk, minimizing liability and providing for accountability.

4. Effective Fiscal Planning and Budgeting

Provides both a long and short term strategic direction of City programs, services and capital investments. Employees are actively engaged in reducing costs through innovation and collaboration to ensure critical services are provided during times of stagnant or declining revenues.

Indicators

Indicator 1: Customer Satisfaction Survey Results

Measure 1: Maintain or improve customer satisfaction based on internal surveys conducted by City departments.

Measure 2: Maintain or improve customer satisfaction based on the citizen's survey.

Measure 3: Increase number of services that receive a "Good" or "Excellent" rating based on the Citizen's survey.

Indicator 2: Professional Recognitions/Awards

Measure 1: Accredited departments.

Measure 2: Awards for excellence received in City departments.

Measure 3: Awards for excellence received by the City.

Indicator 3: Employee Retention/Recruitment

Measure 1: Percent of employees who believe the City of Roanoke is a good place to work.

Measure 2: Maintain or improve employee turnover rate.

Measure 3: Number of promotions offered.

Measure 4: Average value of employee benefits package.

Indicator 4: Financial Performance

Measure 1: Maintain or improve the City's bond rating.

Measure 2: Debt Service as a percentage of operating expenditures

Measure 3: Long-Term Debt as a percentage of assessed property valuation

Measure 4: Revenues per capita

Measure 5: Expenditures per capita

Measure 6: Inflation adjusted real estate property tax revenue

Measure 7: Percent of amended budgeted revenues collected

Indicator 5: Use of Online Services

Measure 1: The level of activity of internet services by internal and external customers.

Measure 2: Number of internet based services available to the public.

Indicator 6: Local/Regional Collaboration

Measure 1: Maintain or increase the number of formal partnerships

Indicator 7: External/Internal Audit Reports

Measure 1: Number of auditing findings

Measure 2: Compliance of audit findings

Measure 3: Increase the number of process improvements achieved through audit process

Purchasing Strategies

1. Outline creative programs and initiatives that advance progressive and effective leadership throughout the organization.
2. Create fiscal strength through conservative, long-range fiscal planning while looking for ways to do things better.
3. Provide excellent, timely customer service, and increase opportunities for our citizens to access and understand their government.
4. Attract and retain talented employees, then develop and promote them in a workplace environment that embraces innovation.
5. Use of best practices that streamlines operations.

Statement of Request for Offers

We are seeking offers that best deliver results from programs and services that are targeted at the primary causal factors and result in effective good government.

Special consideration will be given to offers that foster interdepartmental relationships, promote collaboration and encourage innovations that maximize resources.

We are seeking offers that attract and retain highly competent, well-trained employees, then develop and promote those employees in a workplace environment that embraces innovation.

More specifically we are looking for offers that:

1. Invest in employee learning & professional development.
2. Improve employee health and wellness.
3. Enable employees to deliver excellent internal/external customer service.
4. Invest in fair compensation for employees.
5. Encourage a positive work/life balance.
6. Encourage innovation and divergent thought in the workplace.
7. Equip employees with adequate resources to provide exceptional government services.

We are seeking offers that improve the efficiency and effectiveness of operations.

More specifically we are looking for offers that:

1. Promote best practices and innovative approaches that deliver exceptional quality, yet, cost competitive operations.
2. Reduces redundancies and integrate related business processes and/or eliminates processes/services that are either not cost competitive or fail to attain the desired outcomes.
3. Takes advantage of the newest technologies to increase accessibility and transparency of city services and information.
4. Ensures knowledge of and adherence to federal, state & local laws, regulations and industry standards.
5. Encourage collaboration of city and external resources to maximize efforts in accomplishing the same level of output.

6. Promote an environment where internal services act as consultant experts for citizen direct service providers.

We are seeking offers that foster strong accountable leadership throughout the organization and leverage opportunities for collaboration to increase service delivery and reduce costs.

More specifically we are looking for offers that:

1. Promote forward-thinking decisions in a manner that is transparent, open and inspiring.
2. Encourage broad vision and articulate the City's vision to citizens and staff.
3. Create transparent accountability systems that demonstrate how well services fulfill the City's vision.
4. Encourage strategic planning that is results-oriented balancing the needs of the present and demands of the future.

We are seeking offers that manage public funds and assets in a responsible and fiscally sustainable manner.

More specifically we are looking for offers that:

1. Foster fair, equitable, efficient fiscal operations in the assessment, billing and collection of revenue.
2. Create fiscal strength through effective fiscal planning and budgeting while looking for ways to do things better.
3. Demonstrate sound methodology and systems to provide efficient delivery of information.

Good Government

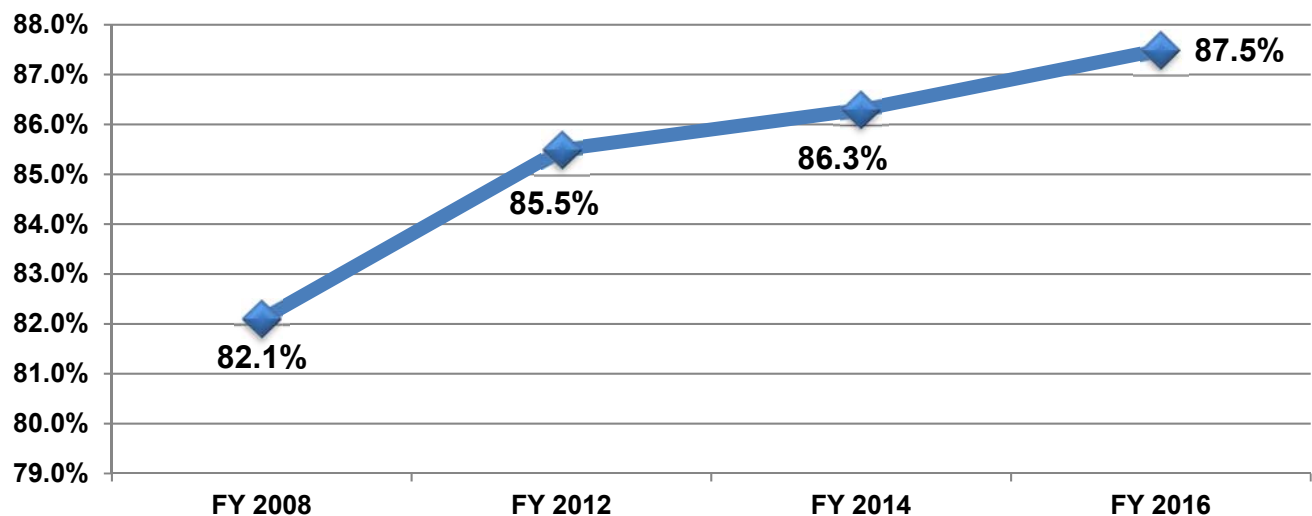


1. Customer Satisfaction Survey Results

MEASURE 1: Maintain or improve customer satisfaction based on internal surveys conducted by City departments.

	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Parks & Recreation	94%	95%	95%	97%	94%
Management & Budget	100%	98%	95%	98%	96%
E-911	97%	97%	97%	100%	100%
Police	80%	88%	89%	91%	94%

MEASURE 2: Maintain or improve customer satisfaction based on the citizen's survey.



Comment:
Citizen Survey was not conducted in FY2017.

MEASURE 3: Increase the number of services that receive a “Good” or “Excellent” rating based on the Citizen’s survey.

<u>FY 2008</u>	<u>FY 2012</u>	<u>FY 2014</u>	<u>FY 2016</u>
13 of 27 services	18 of 29 services	14 of 29 services	24 of 29 services

Comment:
Citizen Survey was not conducted in FY2017.

2. Professional Recognitions/Awards

MEASURE 1: Number of accredited departments.

<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
7	7	7	7	7

Comment:

Includes Police, Fire-EMS, Sheriff, E-911, Parks & Recreation, Building Inspections, Treasurer

MEASURE 2: Number of awards for excellence received in city departments.

<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
11	12	12	12	11

Comment:

Includes Police, Fire-EMS, Sheriff, E-911, Parks and Recreation, Management & Budget, Finance, Planning, Public Works, Communications, Technology.

MEASURE 3: Awards for excellence received by the City.

FY 2012

The City was recognized as an All American City for the sixth time in 2012 by the National Civic League.

FY 2016

The Center for Digital Government's Digital City Survey has recognized the City of Roanoke as a Top 10 Digital City for 14 consecutive years.

Roanoke was recognized as a Notable Fleet in Government Fleet Magazine's Leading Fleet Program for 2016

Roanoke earned the Safe & Sustainable snow fighting Award from Salt Institute, recognizing excellence in environment conscious and effective management in the storage of winter road salt. Roanoke was the only agency in Virginia to be recognized.

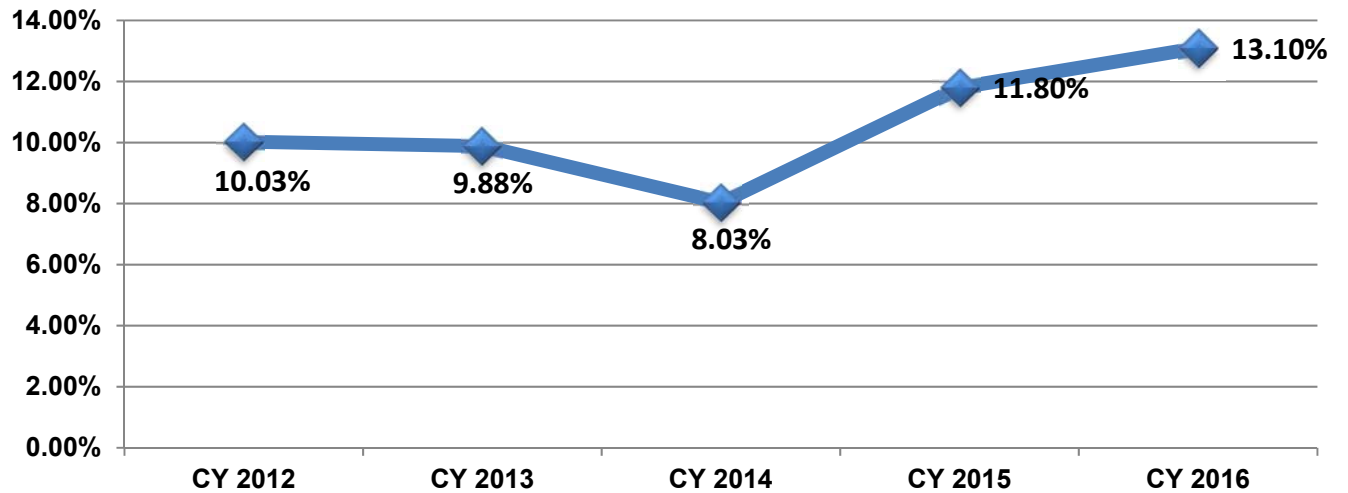
FY 2017

Virginia Public Relations Awards Commonwealth Award of Excellence in Crisis Communication (Bringing George Takei to Roanoke) 2017

Award of Excellence – Roanoke's Website and Social Media Model (City-County Communications and Marketing Association)

3: Employee Retention/Recruitment

MEASURE 1: Maintain or improve employee turnover rate



MEASURE 2: Number of promotions offered.

<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
79	136	85	110	144

MEASURE 3: Average value of employee benefits package.

<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
39% of employee salary	46% of employee salary	40% of employee salary	40% of employee salary

Comment: After further review and research percentages were restated.

4. Financial Performance

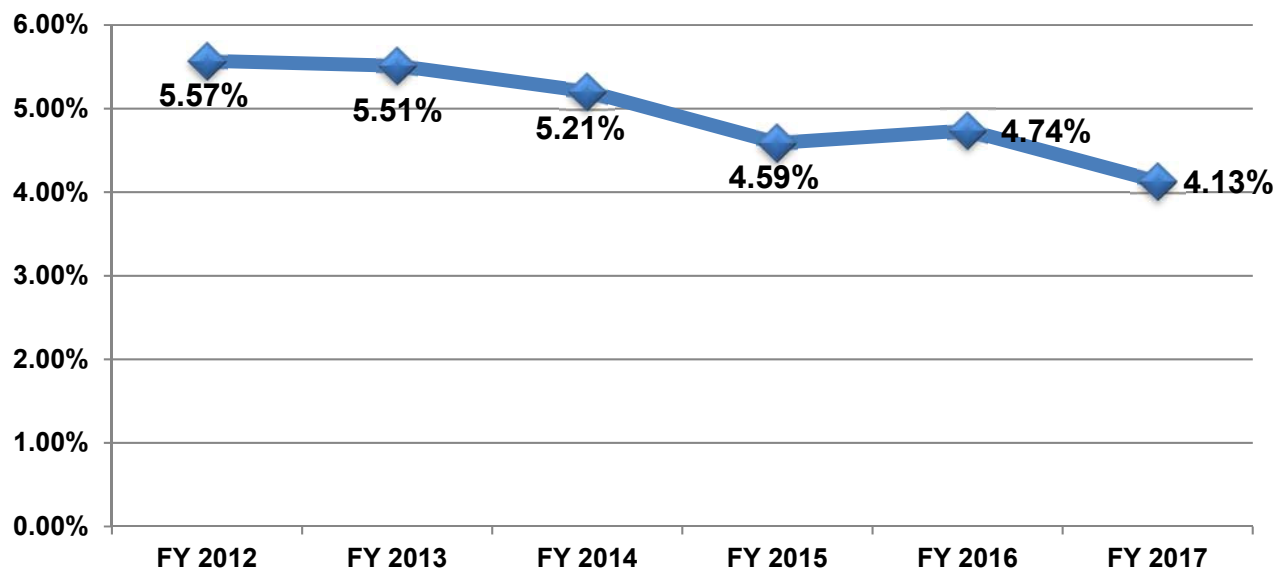
MEASURE 1: Maintain or improve the City's bond rating.

	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Standard & Poor's	AA	AA+	AA+	AA+	AA+
Fitch	AA+	AA+	AA+	AA+	AA+

Comment:

Standard & Poor's upgraded the City's bond rating to AA+ in FY 2014.

MEASURE 2: Debt Service as a percentage of operating expenditures



MEASURE 3: Long-term debt as a percentage of assessed property valuation

<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
1.31%	1.31%	1.36%	1.28%	1.38%

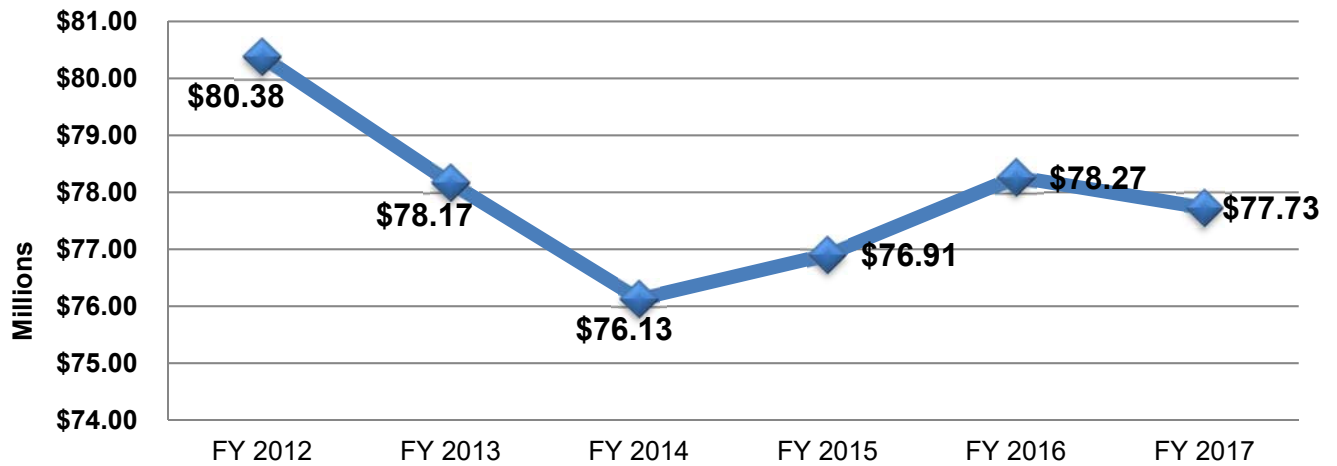
MEASURE 4: Revenues per capita

<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
\$2,582	\$2,624	\$2,673	\$2,738	\$2,803

MEASURE 5: Expenditures per capita

<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
\$2,576	\$2,613	\$2,662	\$2,722	\$2,774

MEASURE 6: Inflation adjusted real estate property tax revenue (in 2012 dollars)



MEASURE 7: Percent of amended budgeted revenues collected

<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
99.79%	99.58%	100.27%	99.01%	98.24%

5. Use of Online Services

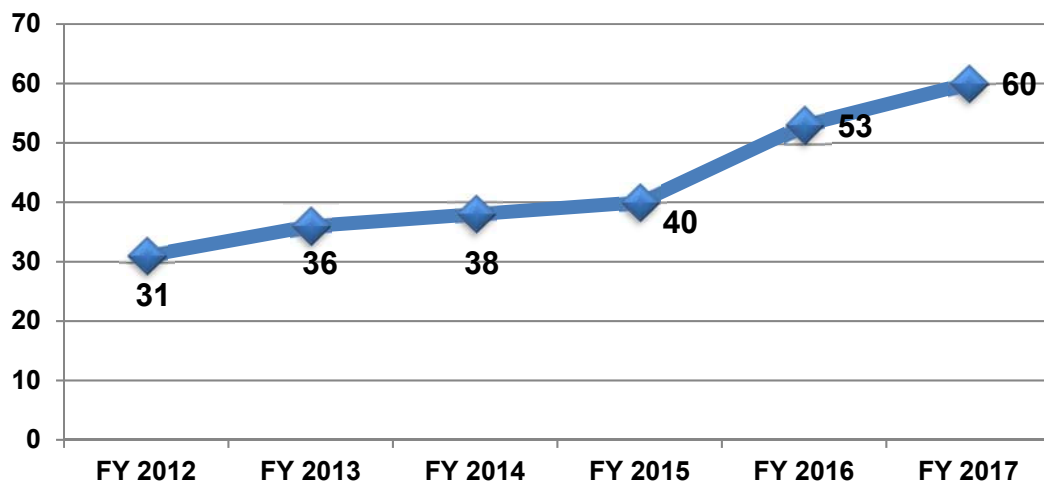
MEASURE 1: The level of activity of internet services by internal and external Customers.

<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
120,121	128,537	223,106	177,692	NA

Comment:

Due to the departure of the Citizen Engagement Officer and after further review it is unclear on how the figures are determined. For FY19 a new measure will be determined for the use of online services.

MEASURE 2: Number of internet based services available to the public.



6. External/Internal Audit Reports

MEASURE 1: Number of auditing findings.

<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
22	21	21	52	45

MEASURE 2: Compliance of audit findings.

<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
21 of 30 finding from current and previous year closed	17 findings closed	17 findings closed	9 of 12 audit finding resolved	14 of 15 satisfactorily completed

GOOD GOVERNMENT

DEPARTMENT	OFFER NAME	RANK	OFFER TOTAL
Technology	Business Applications Support - Tier 1	1	\$399,422
Treasurer	Cash Management and Investment Services	2	\$257,541
Treasurer	Cash Management/Investment Services Postage Increase Supplemental		\$29,766
Treasurer	Dog Licensing	3	\$34,296
Treasurer	Miscellaneous Revenue Collections and Administration	4	\$117,652
Real Estate Valuation	Real Estate Taxation	5	\$1,852,457
Real Estate Valuation	Laptop Replacement per DoT & Postage Increase		\$2,415
Commissioner of the Revenue	Local Trust Taxes	6	\$237,808
Commissioner of the Revenue	Personal Property Tax Administration and Motor Vehicle License	7	\$967,869
Commissioner of the Revenue	Comm. of Revenue OT/TEMP Wages & Postage Supplemental		\$1,375
Commissioner of the Revenue	Taxation Programs Commonwealth of Virginia	8	\$203,851
Commissioner of the Revenue	Business License Taxation	9	\$342,167
City Council	City Council	10	\$253,438
City Manager	Leadership, Management, and Oversight	11	\$368,944
Board of Equalization	Board of Equalization	12	\$11,489
Municipal Auditing	Coordinate Annual Independent Audit of City CAFR	13	\$145,761
Municipal Auditing	External Audit Contractually Agreed Increase		\$1,100
Municipal Auditing	Fraud, Waste, and Abuse Hotline	14	\$24,610
Municipal Auditing	Performance Auditing	15	\$604,753
Clerk of Circuit Court	Circuit Court Clerk Performance of State Mandated Duties	16	\$1,649,795
Clerk of Circuit Court	Increase in Maintenance Contracts		\$6,053
Commonwealth's Attorney	Handle Collection of Court Costs and/or Fines for the Roanoke City Courts	17	\$86,665
City Attorney	Legal Counsel	18	\$1,010,484
City Attorney	Legislative Liaison Supplemental		\$5,000
Registrar	Conduct of Elections - Local/State/Federal	19	\$288,788
Registrar	Projected Funding For Additional Election Supplemental		\$75,863
Registrar	Voter Registration Services	20	\$139,991

GOOD GOVERNMENT

DEPARTMENT	OFFER NAME	RANK	OFFER TOTAL
Finance	Budget Development	21	\$260,439
Finance	Capital and Financial Planning	22	\$164,197
Risk Management	Auto and General Liability Claims Administration	23	\$83,506
Risk Management	Auto and General Liability Claims		\$123,000
Purchasing	Procurement and Contract Administration Services - Tier 2	24	\$453,029
Purchasing	Technology Contracts		\$20,447
Risk Management	Risk Management and Worker's Compensation Administration	25	\$884,733
Risk Management	Safety Training/Loss Prevention and Control	26	\$67,983
Finance	Accounts Payable	27	\$239,569
Finance	Accounts Payable Supplemental Offer		\$300
Finance	Fund Accounting & Financial Reporting	28	\$775,291
Finance	Fund Accounting & Financial Reporting Supplemental Offer		\$6,640
Finance	Payroll	29	\$384,229
Finance	Payroll Supplemental Offer		\$2,951
Finance	Retirement Plans Administration	30	\$512,845
Finance	Retirement Plans Administration Supplemental Offer		\$2,052
Human Resources	Human Resources - Benefits Administration	31	\$1,005,290
Human Resources	Affordable Care Act Compliance		\$4,500
Human Resources	Request for Benefits Administrator		\$69,230
Human Resources	USI Consultant Fee		\$42,000
City Clerk	Technical support and administrative services to Constituents	32	\$463,790
City Clerk	City Clerk Training and Development Supplemental		\$4,000
Human Resources	Human Resources - Salary Administration	33	\$254,858
Human Resources	Lawson Maintenance Renewal Cost		\$4,007
Treasurer	Accounts Receivable Billing and Collections Services	34	\$267,892
Treasurer	Accounts Receivable and Personal Property - Temp Wages and Inflationary Costs		\$43,302
Treasurer	Set Off Debt Collection Program	35	\$67,578

GOOD GOVERNMENT

Citizens Engagement	Citizen Engagement	36	\$94,949
City Manager	Leadership, Management, and Oversight Tier 3	37	\$532,007
Communications	Public Information: Make City News Accessible and Promote the City of Roanoke	38	\$124,484
Technology	Business Applications Support - Tier 3	39	\$878,611
Finance	Administering City's Lean Program	40	\$64,341
Finance	Budget Administration & General Management	41	\$318,214
Finance	GFOA Training Supplemental		\$5,000
Human Resources	Human Resources - Employment Services	42	\$341,886
Human Resources	NEOGOV - Inflationary Increase		\$1,511
Finance	Travel Policy Administration	43	\$24,862
Human Resources	Human Resources - Benefits Administration - Tier 3	44	\$129,173
Human Resources	Increase to EAP (Employee Assistance Program) fees		\$1,700
Human Resources	Human Resources - Organizational Development	45	\$576,148
Human Resources	Leadership Development Initiative - Leaders of Distinction VA Tech Certificate Program		\$27,000
Outside Agency	Memberships		\$158,591
Outside Agency	Roanoke Valley Televisions (RVTV)		\$234,849
Outside Agency	Service District Taxes		\$700,500

Good Government

Offer Executive Summary

Offer:	Business Applications Support - Tier 1	Rank: 1
Dept:	Technology Fund	Factor: Efficient & Effective Operations
Outcome:	Effectively Managed Resources	Existing

Executive Summary:

The Application Support (AS) Division of DoT designs, codes, tests, implements, and supports business applications and web application software for all business functions throughout the city and for the Civic Center on an as-needed basis. The AS staff also provide various other services that are software related: project management, application integration, vendor relationship management, implementation planning, contract negotiation and more. This offer represents staff and software costs necessary to maintain systems for Tier 1 and Tier 2 programs/services to support basic emergency safety operations.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Percentage of in-house developed applications that require a follow-up release due to defects and er	50%	50%	4%
Percentage of systems that are greater than 3 major releases behind or are currently unsupported.	20%	20%	34%
Time spent with City Departments discussing technology needs and planning for business improvements.	2,000	2,000	2,160

Seller/Owner: 1601 - Technology Fund

Offer:	Cash Management and Investment Services	Rank: 2
Dept:	Treasurer	Factor: Responsible Financial Management
Outcome:	Accurate Accounting	Existing

Executive Summary:

Cash receipting begins the cash management cycle in the Treasurer's office. Funds coming in each day must be processed through a system whereby proper security and accounting controls are exercised over the funds. The Treasurer shall deposit intact all money received each day into a bank that qualifies under the Security for Public Deposit Act. The Treasurer is responsible for overseeing the investment of the City's idle funds. The Treasurer is responsible for reconciling all cash balances with the City's financial institutions monthly.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Number of basis points to outperform the Local Government Investment Pool (LGIP) rate for the City's investments	5	10	1

Seller/Owner: 1234 - City Treasurer

Offer:	Cash Management/Investment Services and Postage Increase	Rank: 2
Dept:	Treasurer	Factor: Responsible Financial Management
Outcome:	Accurate Accounting	Supplemental

Executive Summary:

Additional funding is requested for bank charges due to the compensating balance will not have enough of money in the consolidated bank account to cover all of the monthly bank charges. This is due to the City moving the idle cash from the consolidated checking account to the City's Investment account where the interest rates will be higher.
 USPS postal rate will increase effective January 21, 2018. Due to the increase our postage budget will need to be slightly adjusted.

Seller/Owner: 1234 - City Treasurer

Good Government

Offer Executive Summary

Offer:	Dog Licensing	Rank: 3	
Dept:	Treasurer	Factor: High Performing Employees	
Outcome:	Excellent Customer Service	Existing	
Executive Summary:			
<p>By authority of Title 3.2-6524 of the State Code: It shall be unlawful for any person to own a dog unless such dog is licensed. Per the Code of Virginia, all dogs must be vaccinated for rabies and must be licensed in the locality where the dog resides. The licensing resides in the Treasurer's Office.</p>			
Performance Measures:			
Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
% of dog vaccination information received by veterinarian's offices entered into system	100%	100%	100%
Seller/Owner: 1234 - City Treasurer			

Offer:	Miscellaneous Revenue Collections and Administration	Rank: 4	
Dept:	Treasurer	Factor: Responsible Financial Management	
Outcome:	Accurate Accounting	Existing	
Executive Summary:			
<p>Miscellaneous revenue collections consist of the receipting into the Revenue Collections system the following taxes and fees: admissions tax, building permits, Citywide collections, meals tax, moped vehicle fees, parking tickets, public vehicle fees, short term rental tax, transient tax, utility taxes, and all other monies received from the State of Virginia, Federal agencies, and other City departments.</p>			
Performance Measures:			
Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Percent of current year miscellaneous taxes and fees collected.	99%	99%	99%
Seller/Owner: 1234 - City Treasurer			

Offer:	Real Estate Taxation	Rank: 5	
Dept:	Director of Finance	Factor: Responsible Financial Management	
Outcome:	Efficient Fiscal Operations	Existing	
Executive Summary:			
<p>Real estate taxation is mandated by the State Code of VA & the code of the City of Roanoke. Real Estate Valuation assesses all the real property in the City of Roanoke on an annual basis. Commissioner of Revenue's office taxes 45,642 properties that generate \$85,176,424. The Treasurer mails out the real estate tax statements & processes the payment into the revenue collections system. The Treasurer also provides a strategic collections program for delinquent accounts inclusive of administering Tax Sales & bankrupt accounts. The Tax Sale program allows tax delinquent property to be auctioned for delinquent taxes & liens thereby recovering taxes & costs as well as improving blighted property & protecting the city's interests. These offices jointly provide on an annual basis, efficient and effective management of the City's \$9.3 billion in real estate assets (7.1B taxable) which generates approximately 29% of its \$281million annual operating budget.</p>			
Performance Measures:			
Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Dollar amount of real estate taxes billed	\$80,000,000	\$80,000,000	\$83,146,862
Sales Ratio / Coefficient of Dispersion	95%/10%	95%/10%	95%/8%
Seller/Owner: 1235 - Real Estate Valuation			

Good Government

Offer Executive Summary

Offer:	Laptop Replacement per DoT & Postage Increase	Rank: 5
Dept:	Director of Finance	Factor: Responsible Financial Management
Outcome:	Efficient Fiscal Operations	Supplemental

Executive Summary:

We are scheduled to replace KC Bratton's laptop per DoT. Our portion of replacement cost is \$600. USPS postal rate will increase effective January 21, 2018. Due to the increase our postage budget will need to be slightly adjusted.

Seller/Owner: 1235 - Real Estate Valuation

Offer:	Local Trust Taxes	Rank: 6
Dept:	Commissioner of the Revenue	Factor: Responsible Financial Management
Outcome:	Efficient Fiscal Operations	Existing

Executive Summary:

This offer is for Administration and Collection of Local Trust Taxes by the Commissioner of the Revenue and City Treasurer including the Prepared Food and Beverage, Admissions, Short Term Rental, Transient Occupancy, Consumer Utility Taxes, Rights of Way Use Fee, Consumption Tax, Cigarette Tax, and various Franchise Fees. This includes applying collection procedures, billing, customer service, and training for businesses and along with joint work with other state and local agencies including appeals, hearings, and court action as needed. This offer provides for an audit function which is important to ensure accurate tax payments. Sales tax revenue monitoring and auditing is provided to ensure the city receives its share of the 1% state sales tax. This program includes auditing, monitoring, field visits, collections actions, as well as enforcement due to the unique nature of these "trust" taxes. The total revenue administered by this functional area is \$50.0 million.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Number of audits/monitoring	100	25	N/A

Seller/Owner: 1233 - Commissioner of the Revenue

Offer:	Personal Property Tax Administration and Motor Vehicle License	Rank: 7
Dept:	Commissioner of the Revenue	Factor: Responsible Financial Management
Outcome:	Efficient Fiscal Operations	Existing

Executive Summary:

This program is a comprehensive offer which includes the assessment, billing and collections of Personal Property, Motor Vehicle License, Business Personal Property, and Machinery and Tools taxation. As established by Title 58.1 of the Code of Virginia the Commissioner of the Revenue is charged with assessing these taxes. This operation involves assessing approximately 136,014 tax accounts and 120,101 Vehicle License with a current year revenue of \$33.6 million which represents over 8.0% of the city's total revenues. The Treasurer's Office supports this program through receiving all payments, generating past due statements, refunds and business correspondence as well as administering the DMV Stop Program. The Treasurer's Office also provides a strategic collections program for delinquent Personal Property accounts. Bankrupt accounts are administered in order to comply with federal law and to protect the city's interests.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Number of personal property assessments	136,000	136,000	139,178

Seller/Owner: 1233 - Commissioner of the Revenue

Good Government

Offer Executive Summary

Offer:	Comm. of Revenue OT/TEMP Wages & Postage Supplemental	Rank: 7
Dept:	Commissioner of the Revenue	Factor: Responsible Financial Management
Outcome:	Efficient Fiscal Operations	Supplemental

Executive Summary:

Based on prior year spending, current business model and structure we are requesting additional funds to be added to our FY19 budget in order to match prior expense.
 USPS postal rate will increase effective January 21, 2018. Due to the increase our postage budget will need to be slightly adjusted.

Seller/Owner: 1233 - Commissioner of the Revenue

Offer:	Taxation Programs Commonwealth of Virginia	Rank: 8
Dept:	Commissioner of the Revenue	Factor: Responsible Financial Management
Outcome:	Efficient Fiscal Operations	Existing

Executive Summary:

The Commissioner of the Revenue provides local processing and the Treasurer provides collection services to the Citizens of the City of Roanoke for Virginia State Income Tax, Bank Franchise Tax, Public Service Corporation Tax and Virginia State Sales Tax Registration Center for Roanoke. The duties related to these services are detailed in Code of Virginia 58.1.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Number of State Income Tax returns processed	12,000	12,000	7,901

Seller/Owner: 1233 - Commissioner of the Revenue

Offer:	Business License Taxation	Rank: 9
Dept:	Commissioner of the Revenue	Factor: Responsible Financial Management
Outcome:	Efficient Fiscal Operations	Existing

Executive Summary:

By authority of Title 58.1 Code of Virginia the Commissioner of the Revenue is charged with assessing the Business License Tax. This operation involves assessing approximately 7,139 license tax accounts with a current year revenue of \$13,408,175.00 which represents almost 5% of the city's total revenues.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Number of business licenses issued	7,500	7,500	7,198

Seller/Owner: 1233 - Commissioner of the Revenue

Good Government

Offer Executive Summary

Offer: **City Council**
 Dept: City Council
 Outcome: Broad Vision

Rank: 10
 Factor: Effective Leadership
 Existing

Executive Summary:

City Council's chief responsibility is to formulate City policy, it appoints the major policy making boards and commissions and officers of the Council. All actions by the Council shall be recorded in the Journal of the Council, which is the official record. The Council's Rules of Procedure are governed by Roberts' Rules of Order; Council may adopt rules of conduct that the members may be governed by. The Council is presently composed of seven members, one of which shall be the Mayor, all of whom shall be elected at large and shall serve for the respective terms as set forth in Section 4 of the Roanoke City Charter.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Percent of residents from Citizen Survey who rate the quality of life in the City of Roanoke as "good" or "excellent"	78%	78%	0%

Seller/Owner: 1110 - City Council

Offer: **Leadership, Management, and Oversight**
 Dept: City Manager
 Outcome: Broad Vision

Rank: 11
 Factor: Effective Leadership
 Existing

Executive Summary:

The Code of Virginia specifies that every administrative head of the local government shall be responsible to the governing body for the proper management. The City Manager's Office is responsible for the administration of City government including:

- Ensuring that laws and ordinances are enforced
- Proper administration of the affairs of the City
- Recommending to Council for adoption measures deemed necessary
- Making reports to Council on the affairs of the City
- Recommend and execute an annual budget

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Percent of residents from Citizen Survey who agree that government performance is improving	80%	80%	0%
Percent of residents from Citizen Survey who agree the services provided by City of Roanoke are worth the taxes paid by its citizens	80%	80%	0%

Seller/Owner: 1211 - City Manager

Good Government

Offer Executive Summary

Offer:	Board of Equalization	Rank: 12
Dept:	Director of Finance	Factor: Responsible Financial Management
Outcome:	Efficient Fiscal Operations	Existing

Executive Summary:

The Board of Equalization (BOE) is a three-member team that has specific powers that are limited to the review of real estate taxation. These include ensuring fair and equitable assessments of taxpayers who appeal their assessments of real property in the City of Roanoke. The BOE is a separate entity from the Office of Real Estate Valuation. They are selected and sworn in by the Circuit Court Judge and are not answerable to the Office of Real Estate Valuation.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Average number of appeals processed per day	2.0	2.0	4
Total cost per appeal	\$192	\$192	\$85

Seller/Owner: 1236 - Board of Equalization

Offer:	Coordinate Annual Independent Audit of City CAFR	Rank: 13
Dept:	City Auditor	Factor: Responsible Financial Management
Outcome:	Accurate Accounting	Existing

Executive Summary:

The City is required to have its Comprehensive Annual Financial Report [CAFR] audited by an independent audit firm each year to ensure its presentation is in accordance with generally accepted accounting principals. Federal and State regulatory bodies also require independent opinions on the City's compliance with specific grants, laws, and regulations.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Auditor's Opinions received and filed with the APA by November 30th of each year.	Yes	Yes	No

Seller/Owner: 1240 - Municipal Auditing

Offer:	External Audit Contractually Agreed Increase	Rank: 13
Dept:	City Auditor	Factor: Responsible Financial Management
Outcome:	Accurate Accounting	Supplemental - Existing

Executive Summary:

Original contract negotiated in 2015 provided for 4 optional years and agreed on price escalation of approximately 1% annually.

Seller/Owner: 1240 - Municipal Auditing

Offer:	Fraud, Waste, and Abuse Hotline	Rank: 14
Dept:	City Auditor	Factor: Efficient & Effective Operations
Outcome:	Effectively Managed Resources	Existing

Executive Summary:

The hotline provides employees and the public with an avenue to report fraud, waste and abuse anonymously and confidentially through the internet or by phone.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Percent of hotline reports evaluated within 5 business days.	100%	100%	100%

Seller/Owner: 1240 - Municipal Auditing

Good Government

Offer Executive Summary

Offer:	Performance Auditing	Rank: 15
Dept:	City Auditor	Factor: Efficient & Effective Operations
Outcome:	Effectively Managed Resources	Existing

Executive Summary:

Performance audits promote transparency and accountability by providing an independent and objective evaluation of the performance of various operations in the city, school system, and transit company. Audits help assure governing bodies and the general public that government operations are managing resources well, complying with laws and regulations, achieving desired outcomes, and providing services effectively, efficiently, economically, and equitably.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Assignments completed per FTE	5	8	5.83
Percentage of audit findings resolved	80%	80%	93.3%

Seller/Owner: 1240 - Municipal Auditing

Offer:	Circuit Court Clerk Performance of State Mandated Duties	Rank: 16
Dept:	Clerk of Courts	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

Executive Summary:

Per the code of Virginia, the Circuit Court Clerks office is solely responsible for over 800 duties including but not limited to: receive/reinstate civil & criminal cases, file petitions, process subpoenas & summons, process criminal orders, process appeals to higher court, collect fines costs & fees, record index & scan all legal instruments, collect recordation fees & taxes for land records, process financing statements, issue marriage licenses, notary certificates, concealed weapons permits, fictitious names, store election ballots, administer oaths, process wills & fiduciary accounts, list of heirs, appoint executors, trustees, fiduciaries, administrators & guardians, set & record bonds, docket judgments & releases, issue abstracts & executions, issue & process garnishments, administer & maintain individual accounts held in trust by the court, prepare financial transaction reports for state, local, federal agencies, maintain accurate records of all fines cost & tax collected.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
% of land records, judgments, wills/probate, civil/criminal cases, received/processed/recorded	99%	99%	99%
% of marriage licenses, concealed handguns, notary oaths, name changes processed while customers wait	100%	100%	100%
% of trust accounts & propriety accounts, administered, maintained, collected & disbursed daily	100%	100%	100%

Seller/Owner: 2111 - Clerk of Circuit Court

Offer:	Increase in Maintenance Contracts	Rank: 16
Dept:	Clerk of Courts	Factor: Efficient & Effective Operations
Outcome:	Compliance	Supplemental

Executive Summary:

Per the code of Virginia, the Circuit Court Clerks office is solely responsible for over 800 duties including but not limited to: receive/reinstate civil & criminal cases, file petitions, process subpoenas & summons, and process criminal orders. Increase in Maintenance Contracts due to the redaction of images through the Supreme Court has increased. Also with the purchase of a new fax the Maintenance Contract through ESI has increased.

Seller/Owner: 2111 - Clerk of Circuit Court

Good Government

Offer Executive Summary

Offer:	Handle Collection of Court Costs and/or Fines for the Roanoke City Courts	Rank: 17
Dept:	Commonwealth Attorney	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

Executive Summary:

The Cost Collections Unit is responsible for the collection of delinquent State and Local fines and costs owed to the Roanoke City court system, which includes the Roanoke City Circuit Court, Roanoke City General District Court, and Roanoke City Juvenile & Domestic Relations Court.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Dollar value of Circuit Court Collection Fees	\$43,750	\$43,750	\$79,367.98
Dollar value of General District Court Collection Fees	\$115,500	\$115,500	\$170,123.64
Dollar value of Juvenile & Domestic Relations District Court Collection Fees	\$8,750	\$8,750	\$11,671.30

Seller/Owner: 2211 - Cost Collections Unit

Offer:	Legal Counsel	Rank: 18
Dept:	City Attorney	Factor: Efficient & Effective Operations
Outcome:	Best Practices	Existing

Executive Summary:

Section 26 of the City Charter establishes the duties and responsibilities of the Office of the City Attorney. The Office of the City Attorney is the law firm for the City, the Roanoke City School Board, and for all officers and departments with respect to their official duties. The Office of the City Attorney provides advice, counsel, and representation to these clients.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Amount of settlements and judgments as a percentage of amounts claimed in tort litigation against the City.	10%	10%	10%
Number of days after receipt to review and approve as to form routine legal documents.	2	2	2
Percent of time legal representation present to represent the City's interest at all adversarial administrative hearings.	100%	100%	100%

Seller/Owner: 1220 - City Attorney

Offer:	Legislative Liaison Supplemental	Rank: 18
Dept:	City Attorney	Factor: Efficient & Effective Operations
Outcome:	Best Practices	Supplemental

Executive Summary:

Cost for legislative liaison. The City will need representation before the General Assembly to protect and promote the City's interests. As an example of the importance of this service to the interests of the City. In FY18 City Attorney office negotiated the cost from \$60k to \$55k. They are requesting the cost be restored.

Seller/Owner: 1220 - City Attorney

Good Government

Offer Executive Summary

Offer:	Conduct of Elections - Local/State/Federal	Rank: 19
Dept:	Electoral Board	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

Executive Summary:

The purpose of the Voter Registration and Elections Office in conducting elections is to enforce laws enacted by the Virginia General Assembly as mandated by the Virginia Code of Election Laws, Title § 24.2. In FY-18/19 there is one confirmed election: November 6, 2018 General Election. There is the possibility of one primary elections. If held, it would be on June 11, 2019. As has been the practice of this office in the past, funding is requested for only one election (November 6, 2018) at this time. A supplemental offer is submitted for the primary election. In addition to conducting elections, this office facilitates the qualification and filing processes of candidates who seek to run for public office.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Number of registered voters	61,000	64,000	60,549
Number of training hours received annually by election personnel	1,000	1,380	1,907

Seller/Owner: 1310 - Electoral Board

Offer:	Projected Funding For Additional Election Supplemental	Rank: 19
Dept:	Electoral Board	Factor: Efficient & Effective Operations
Outcome:	Compliance	Supplemental

Executive Summary:

The purpose of the Voter Registration and Elections Office in conducting elections is to enforce laws enacted by the Virginia General Assembly as mandated by the Virginia Code of Election Laws, Title § 24.2. We are requesting additional funds to added to our budget to cover the additional election. In prior years we only budgeted for one election.

Seller/Owner: 1310 - Electoral Board

Offer:	Voter Registration Services	Rank: 20
Dept:	Electoral Board	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

Executive Summary:

The budget offer for FY18/19 provides funding to continue essential voter registration administrative services as mandated by the Virginia Code of Election Law defined in code sections § 24.2-411 through § 24.2-469. The primary purpose of this office is to maintain accurate voter registration records for all who are legally permitted to register to vote in Virginia and to perform daily list maintenance.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Number of U.S. naturalization ceremonies at which voter registration is offered.	10	10	N/A
Number of voter registration drives held at each high school	4	4	6

Seller/Owner: 1310 - Electoral Board

Good Government

Offer Executive Summary

Offer:	Budget Development	Rank: 21
Dept:	Management and Budget	Factor: Responsible Financial Management
Outcome:	Effective Fiscal Planning & Budgeting	Existing

Executive Summary:

Budget Development is an integral part of City operations. The City's budget provides a central location for the mechanical framework for City operations. Citizens are able to access information regarding programs and services that will be provided for the next fiscal year through the budget process. The process provides a mechanism for citizen input and Council engagement as the budget is developed.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Grade received by the Virginia Coalition for Open Government for the accessibility and understandability.	A	A	N/A
Percentage of GFOA Distinguished Budget Presentation Awards criteria that score 'Proficient' or higher.	95%	95%	100%
Receipt of the Government Finance Officers Association Distinguished Budget Presentation Award.	Yes	Yes	Yes

Seller/Owner: 1212 - Management and Budget

Offer:	Capital and Financial Planning	Rank: 22
Dept:	Management and Budget	Factor: Responsible Financial Management
Outcome:	Effective Fiscal Planning & Budgeting	Existing

Executive Summary:

Capital and Financial Planning, a function of accountability within the Department of Finance, assists with planning the allocation of resources to provide services to citizens by developing revenue estimates, service to the budget committee for development of the annual operating budget, development of the Capital Improvement Plan, coordinating financial planning sessions with the City administration and City Council, as well as reporting a well articulated plan to Rating Agencies.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Compilation of annual Capital Improvement Program (CIP) plan and document	Yes	Yes	Yes
Percent of annual capital budget that is cash funded (vs. debt funded)	Less than 20%	Less than 20%	11.7%

Seller/Owner: 1212 - Management and Budget

Good Government

Offer Executive Summary

Offer:	Auto and General Liability Claims Administration	Rank: 23
Dept:	General Services	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

Executive Summary:

Claims administration aims to reduce the frequency and severity of claims caused by the negligence of our employees. Because the City is self-insured, we handle all auto and general liability claims. The Commonwealth and its counties receive sovereign immunity because of the nature of the governmental functions it performs but, is not entitled to absolute immunity when it engages in a proprietary function and may be held liable for failing to exercise the function or for negligence in the exercise of the function.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Damage Recovery/Subrogation	75	N/A	N/A
Phone contact with claimant within 24 hours of receipt of claim.	90%	90%	95%
Successfully close 80% of AL and GL claims not in litigation within 6 months of receipt	80%	80%	100%

Seller/Owner: 1262 - Risk Management

Offer:	Auto and General Liability Claims	Rank: 23
Dept:	General Services	Factor: Efficient & Effective Operations
Outcome:	Compliance	Supplemental

Executive Summary:

Claims City is liable and required by law to be paid

Seller/Owner: 1262 - Risk Management

Offer:	Procurement and Contract Administration Services - Tier 2	Rank: 24
Dept:	General Services	Factor: Responsible Financial Management
Outcome:	Efficient Fiscal Operations	Existing

Executive Summary:

The Purchasing Division oversees purchasing activities for all City Departments in accordance with the Virginia Public Procurement Act (VPPA), City code, and the City's Procurement Manual. Responsibilities include analyzing spend, planning, purchasing, and contracting for all supplies, materials, equipment, and contractual services required by any/all City departments; administration of the purchasing card program, wireless communication program, records management program, surplus property program; and approval of all purchase orders and contract or service agreement payments. The Purchasing Division administers the contracts & leases database by interpreting, administering, and managing vendor contract compliance and terms & conditions in accordance with State law, City Code and City Procedures. Purchasing manages 32 City contracts which requires best value determination, timeliness, allocation of resources, research of alternative approaches, and understanding of the market.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Percent of protests filed and sustained	0%	0%	N/A

Seller/Owner: 1237 - Purchasing

Good Government

Offer Executive Summary

Offer:	Technology Contracts	Rank: 24
Dept:	General Services	Factor: Efficient & Effective Operations
Outcome:	Compliance	Supplemental - New

Executive Summary:

The Purchasing Division interprets, administers, and manages vendor contract compliance to terms and conditions in accordance with City and State guidelines & regulations. The Purchasing is responsible for tracking suspense dates on over 700 active City contracts, acts as a liaison between vendors and City departments, and maintains the City's contracts and solicitation management database. Contract management requires tracking of term renewals as well as expiration dates for insurance certificates. The Purchasing Division uses the Vendor Self Service component of the Advantage system to publish public notices of solicitations as mandated by the Virginia Public Procurement Act (VPPA). In addition to public notices published on the City's web page, the VSS system sends e-mails containing solicitation information directly to vendors.

Seller/Owner: 1237 - Purchasing

Offer:	Risk Management and Worker's Compensation Administration	Rank: 25
Dept:	General Services	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

Executive Summary:

The goal of risk management is to protect the City's assets - employees, property and monetary funds. The preservation of city assets allows the organization to operate more efficiently by ensuring that employees are able to perform their jobs, city property is adequately protected from catastrophic loss, and taxpayer dollars are not wasted on unnecessary claims that could have been prevented. Good risk management protects the City's reputation which is important when citizens are deciding various tax or bond referendum issues. Protection of assets is accomplished by ensuring compliance to standards, administration of Worker's Compensation in compliance with the Virginia Worker's Compensation Act, administration of the purchase of insurance and bonds including property, flood, boiler & machinery, volunteer, environmental, excess policies for police and general and auto liability and self-insured retentions, and ADA coordination in compliance with the Americans with Disabilities Act.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Percent of work injuries reported within 72 hours of accident or injury	75%	75%	78%
Percentage reduction in the average cost of workers' compensation claims	5%	5%	0%
Percentage reduction in the number of lost work claims.	10%	10%	0%

Seller/Owner: 1262 - Risk Management

Good Government

Offer Executive Summary

Offer:	Safety Training/Loss Prevention and Control	Rank: 26
Dept:	General Services	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

Executive Summary:

The goal of the Safety Program is to reduce and/or eliminate on-the-job injuries as well as to provide a safe, accident-free and healthy work environment for employees and citizens that visit City facilities. The primary purpose of the Safety Program is to address potential system failures before a loss and to provide a framework for investigating accidents and targeting corrective actions effectively to prevent future losses. Some level of risk is always present and therefore, accident investigation is an essential element of any organization's risk control program. Excellent safety and health conditions do not occur by chance. They are the result of diligent work, training and careful attention to City policies and procedures by everyone. Safety policies and training are an integral part of the City's personnel procedures and compliance is a condition of employment and must be taken seriously.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Inspections and Audits Completed	12	N/A	N/A
Reduction in the number of OSHA recordable accidents	10%	10%	40%

Seller/Owner: 1262 - Risk Management

Offer:	Accounts Payable	Rank: 27
Dept:	Director of Finance	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

Executive Summary:

Accounts Payable (AP), a functional area within the Department of Finance, acts as the central vendor payment processor for all goods and services purchased by City departments and entities where the City serves as fiscal agent. Vendor payments include invoices, disbursements which originate from interfaced systems (ie. Lawson Payroll System, Public Assistance from Human Services, Jury from Civil and Criminal Court Services, and the Commissioner of Revenue). This area also provides oversight and reviews purchasing card transactions, prepares 1099s as required by IRS, and maintains documentation on approximately 5,000 vendors. AP works closely with each functional area of the city to provide both education and customer service to administrative staff to facilitate the accurate and timely payment of all disbursed city funds.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Number of payment transactions (ie. Invoices, interfaces, Payment Vouchers, Travel and Expense Reimbursements, Refunds) processed monthly	1,200	1,200	1,785
Percentage of active purchasing vendors receiving payment via electronic funds transfers (EFT's).	20%	20%	29%
Total dollar value of Purchasing Card (PCard) transactions.	\$8,000,000	\$8,000,000	\$7,563,648

Seller/Owner: 1231 - Finance

Offer:	Accounts Payable - Supplemental Offer	Rank: 27
Dept:	Director of Finance	Factor: Efficient & Effective Operations
Outcome:	Compliance	Supplemental

Executive Summary:

Localities are required to surrender funds to state governments when issued checks grow stale and the original owners can not be located. This process of escheatment has always been handled manually and then with software that required no outlay of funding. Software to complete this task is now expected to cost \$300. HRS Pro Desktop facilitates the payment of dollars to respective states pursuant to their individual filing requirements. This is an annual task.

Seller/Owner: 1231 - Finance

Good Government

Offer Executive Summary

Offer:	Fund Accounting & Financial Reporting	Rank: 28
Dept:	Director of Finance	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

Executive Summary:

Fund Accounting and Financial Reporting (FA), a functional accountability within the Department of Finance, is charged with providing financial management/accounting services to City departments to assist them with accomplishing their missions, and to our external customers. FA handles fund accounting, financial reporting, administration of existing debt and the support/guidance of possible future debt activities in connection with the City's strategic Capital Improvement Plan (CIP).

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Number of Principle and Interest (P & I) bond payments made to bond authorities.	15	15	14
Percentage of GFOA Certificate of Achievement in Financial Reporting criteria that score "Proficient" or higher.	100%	100%	Pending GFOA determination
Receipt of Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR).	Yes	Yes	Pending GFOA determination

Seller/Owner: 1231 - Finance

Offer:	Fund Accounting & Financial Reporting Supplemental Offer	Rank: 28
Dept:	Director of Finance	Factor: Efficient & Effective Operations
Outcome:	Compliance	Supplemental

Executive Summary:

Supplemental offer reflects increase in CGI/Advantage Technology Maintenance contract from FY18 to FY19. This is a contractually agreed upon increase. We (DOT and DOF) negotiated a contract term to provide a guaranteed not to exceed increase on an annually basis by establishing a length of service contract.

Seller/Owner: 1231 - Finance

Offer:	Payroll	Rank: 29
Dept:	Director of Finance	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

Executive Summary:

Payroll (PAY), a functional area in the Department of Finance, is responsible for paying employees of the City and also serves as a payroll service agent for the City's Pension Plan. PAY ensures compliance with Federal, State, and local wage and hour laws, withholding and remitting employment taxes and other deductions, and issuing wage and tax reporting statements.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Number of payments issued to employees for hours worked.	46,500	46,500	44,996

Seller/Owner: 1231 - Finance

Good Government

Offer Executive Summary

Offer:	Payroll Supplemental Offier	Rank: 29
Dept:	Director of Finance	Factor: Efficient & Effective Operations
Outcome:	Compliance	Supplemental

Executive Summary:

The supplemental offer relates to inflationary increases in the Infor/Lawson contract. Additionally, one of our other technology maintenance contract vendors, BSI, charges based on headcount. BSI has both an inflationary increase plus a slight increase in headcount for reporting purposes.

Seller/Owner: 1231 - Finance

Offer:	Retirement Plans Administration	Rank: 30
Dept:	Director of Finance	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

Executive Summary:

Administration of the City's retirement plans includes the multiple employer defined benefit plan, the 457 defined contribution & 401 plans, the post employment health & dental care plans. Compliance with City Code, generally accepted accounting principals, generally accepted actuarial standards of practice, Internal Revenue Code, & laws of the Commonwealth of Virginia to maintain financial stability & viability of the plan are the key factors governing this administration. Fiduciary responsibility, coordination, communication, & education of Board of Trustees also fall under this area.

Retirement (RETIRE), a functional area in the Department of Finance, is responsible for paying retirees & providing service & education to active, deferred vested & retired employees of the City. RETIRE ensures compliance with Federal & State tax withholding mandates, withholding & remitting of taxes & other deductions, & issuing pension wage & tax reporting statements.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Percent of employees participating in the 457 Deferred Compensation Plan	75%	75%	50.65%
Percentage of GFOA Certificate in Financial Reporting criteria that score "Proficient" or higher.	100%	100%	Pending GFOA determination
Receipt of Government Finance Officers Association (GFOA) Certificate of Achievement of Excellence for the Pension Plan Comprehensive Annual Financial Report (CAFR).	Yes	Yes	Pending GFOA determination

Seller/Owner: 1231 - Finance

Offer:	Retirement Plans Supplemental Offer	Rank: 30
Dept:	Director of Finance	Factor: Efficient & Effective Operations
Outcome:	Compliance	Supplemental

Executive Summary:

The supplemental offer is connected to a contractually negotiated inflationary increase with our Defined Contribution consultant, CapTrust.

Seller/Owner: 1231 - Finance

Good Government

Offer Executive Summary

Offer:	Human Resources - Benefits Administration	Rank: 31
Dept:	Human Resources	Factor: Efficient & Effective Operations
Outcome:	Effectively Managed Resources	Existing

Executive Summary:

As a part of the total compensation packet, benefits are needed to attract, motivate, and retain high quality employees. Certain benefits are mandated by federal regulations, and administration of these benefits includes ensuring compliance with those mandates.

Wellness for Life Medical, LLC, a private operator of medical clinics, manages the operations of our Employee Health Clinic. As a result, the clinic is more responsive to employees who need medical attention for a wider range of conditions. In conjunction with Wellness for Life Medical, Human Resources provides administration of all health coverage and services (EAP, Health/Benefits Fair, Random Drug Screens, FMLA, etc.) to ensure retention of a well qualified and healthy workforce.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Number of health and wellness related training programs provided per calendar year	4	4	13
Percent of drug, alcohol, nicotine, and weight testing conducted per targeted group, including the Department of Transportation and Public Safety employees: Safety Sensitive; Police; CDL for drug; random individuals of CDL for alcohol	100%	100%	100%
Percent of Public Safety physicals completed within the calendar year	95%	95%	100%

Seller/Owner: 1261 - Human Resources

Offer:	Affordable Care Act Compliance	Rank: 31
Dept:	Human Resources	Factor: Efficient & Effective Operations
Outcome:	Compliance	Supplemental

Executive Summary:

In 2010, the Affordable Care Act was signed into law with intentions to allow all Americans to have an opportunity to obtain healthcare coverage. More importantly, it was designed to lower the cost of health care overall. For employers, coverage must be provided to any employee that meets minimum value and affordability standards set forth by the ACA itself. Otherwise, penalties are imposed on entities with 50 or more full-time equivalent employees that fail to provide these to its work staff. As a result, employers must show that coverage has been offered to all employees within. Each year, we have to generate 1095-C forms for all employees and, electronically, submit the information to the IRS. The City of Roanoke, like all organizations, must purchase the required formatted forms to print off each employee's health care coverage information (1095-C forms).

Seller/Owner: 1261 - Human Resources

Offer:	Request for Benefits Administrator	Rank: 31
Dept:	Human Resources	Factor: Efficient & Effective Operations
Outcome:	Effectively Managed Resources	Supplemental

Executive Summary:

The City has recently made significant changes to insurance benefits, which has resulted in an unforeseen need to coordinate many efforts among HR, Payroll, and Finance personnel as well as the multiple vendors. The transition to a new healthcare carrier has gone well and we are supported by the vendor. The challenges we did not expect are related to billing oversight, claims reporting, eligibility determination, recordkeeping and customer service needs. Separating the healthcare and pharmacy contracts have created two separate paths for handling these services. Additionally, once a vendor is selected to manage the employee health clinic (current contract expires 6/30/18), we anticipate integration between the clinic and Aetna. Over the last five years, we have learned there are many opportunities for improvement at the clinic. A full-time Benefits Administrator will help with this oversight as well as support in managing the 10 ongoing contracts related to insurance.

Seller/Owner: 1261 - Human Resources

Good Government

Offer Executive Summary

Offer:	USI Consultant Fee	Rank: 31
Dept:	Human Resources	Factor: Efficient & Effective Operations
Outcome:	Effectively Managed Resources	Supplemental - Existing

Executive Summary:

Wells Fargo is the City's consulting partner for regulations of employee benefits/practices in accordance with federal and state guidelines.

Seller/Owner: 1261 - Human Resources

Offer:	Technical support and administrative services to Constituents	Rank: 32
Dept:	City Clerk	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

Executive Summary:

The City of Roanoke maintains a Council-Manager form of government and as such, the City Clerk is one of four Council-appointed officials who is directly appointed by the Mayor and City Council. The City Clerk's Office provides services that connect citizens to their government and maintains a recorded history of government actions. These services include Mayor and Council assistance, records management and research, Council-appointed authorities, boards, commissions and committees, and customer service to both internal and external customers.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Percent of City Code amendments transmitted to Municipal Code Corporation by email and U. S. mail within 5 business days of adoption by the City Council.	100%	100%	100%
Percent of requests for information processed within five business days as required by FOIA.	100%	100%	92%

Seller/Owner: 1120 - City Clerk

Offer:	City Clerk Training and Development	Rank: 32
Dept:	City Clerk	Factor: Efficient & Effective Operations
Outcome:	Compliance	Supplemental

Executive Summary:

In addition to its administrative support of the Roanoke City Council, the Office of the City Clerk is a customer-friendly agency which strives to provide exemplary service to citizens so that they may be informed and fully engaged in the legislative process. Due to budget reductions in FY18, the training and development object account was \$0. I am requesting that funds be restored in the Clerk's budget. FY16 budgeted amount was \$6,500.00, FY17 was \$6,557.00. I am requesting \$4,000.00 be restored in order for the staff to attend conferences and/or receive or maintain accreditations.

Seller/Owner: 1120 - City Clerk

Good Government

Offer Executive Summary

Offer:	Human Resources - Salary Administration	Rank: 33
Dept:	Human Resources	Factor: High Performing Employees
Outcome:	Highly Competent, Well-Trained Staff	Existing

Executive Summary:

Competitive pay is needed to attract, motivate and retain high quality employees. Competitive pay is critically linked to the successful performance of the organization. Human Resources works to ensure that fair and equitable compensation is competitive with the local and regional marketplace, while meeting state and federal regulations. The City of Roanoke has over 1,600 FTEs in addition to many temporary positions, and many grant funded positions requiring oversight of salaries and duties. Personnel expenses account for about one third of all City of Roanoke expenses.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Percent of City titles that are 90% or greater of the "Virginia First Cities" market average	90%	90%	70%

Seller/Owner: 1261 - Human Resources

Offer:	Lawson Maintenance Renewal Cost	Rank: 33
Dept:	Human Resources	Factor: High Performing Employees
Outcome:	Excellent Customer Service	Supplemental - Existing

Executive Summary:

Lawson is the HRIS used by the City to record history for personnel transactions and process employee's payroll.

Seller/Owner: 1261 - Human Resources

Offer:	Accounts Receivable Billing and Collections Services	Rank: 34
Dept:	Treasurer	Factor: Responsible Financial Management
Outcome:	Efficient Fiscal Operations	Existing

Executive Summary:

Accounts Receivable provides a centralized invoicing, billing, and collections process for city receivables to allow for revenue generation, comprehensive audit controls, and compliance with accounting functions. This ensures revenues are maximized in an efficient and seamless manner while providing consistent customer service. This key service produces approximately 20,000 statements and collection reports totaling \$177M in revenue for FY17/18. This key business centralizes all of the city's miscellaneous billings from false alarms, emergency medical services, and leases to weed and demolition billings to rental inspection invoices and intergovernmental and grant billings. Collection procedures are applied so that customers receive one consolidated invoice for all city debts. Tracking, reporting, interfacing with accounting, and maintaining separation of duties ensures a professional collection system that provides proper customer service with efficiency and effectiveness.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Dollar value of Accounts Receivable billings administered/generated annually per FTE	\$74,091,000	\$74,091,000	70,619,433
Explanati			

Seller/Owner: 1234 - City Treasurer

Good Government

Offer Executive Summary

Offer:	Accounts Receivable & Personal Property-Temp Wages & Inflationary Costs Supplemental	Rank: 34
Dept:	Treasurer	Factor: Responsible Financial Management
Outcome:	Efficient Fiscal Operations	Supplemental

Executive Summary:

The Treasurer's Office is requesting additional funding for advertising, postage, credit card fee and EMS contract. The State Code mandates that the City will advertise in a newspaper of general circulation the due dates of Real Estate and Personal Property taxes 10 days before each due date. Roanoke Times has increased these fees. Additional mailing is needed to be sent out monthly as the City adds the penalty and interest charges to these accounts. With the additional mailings for Miscellaneous Accounts Receivable and the fact that more people are using credit cards, these fees continue to increase. EMS contract for Digitech who collects the EMS billing for the City is trending up with collection.

Seller/Owner: 1234 - City Treasurer

Offer:	Set Off Debt Collection Program	Rank: 35
Dept:	Treasurer	Factor: Efficient & Effective Operations
Outcome:	Streamlined Processes	Existing

Executive Summary:

The Treasurer's Office will administer the City's Set-Off Debt Collection program in conjunction with the Virginia Department of Taxation whereby income tax refunds or lottery winnings are intercepted and applied to a variety of debts owed to the city including library fines, accounts receivables, personal property, real estate, business license, and local tax debts. We also use this program to aid outside agencies such as Schools, Civic Center, and Lancor (Park Roanoke). The amount of claims submitted for calendar year 2015 was \$9.9 million. This program is important to the city for revenue generation and uses technology interfaces to operate efficiently. This is an effective program for handling high volumes of lower dollar debts and keeps costs low for taxpayers while ensuring everyone pays their fair share by using all the tools and programs available to collect delinquent debts. The revenue collected in 2015 through November 2015 was \$792,369.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Percent of finalized set off debt claims received by the State that the City is eligible to receive	85%	85%	88%

Seller/Owner: 1234 - City Treasurer

Offer:	Citizen Engagement	Rank: 36
Dept:	City Manager	Factor: Efficient & Effective Operations
Outcome:	Accessibility	Existing

Executive Summary:

The Office of Citizen Engagement brings government and citizens together with the goal of building positive and mutually beneficial relationships, establishing opportunities for meaningful two-way communication, and developing innovative ways to empower and engage citizens. Through the strategic use of digital platforms, social media, neighborhood collaboration, market research, digital advertising, inbound marketing, customer service, public outreach, and special projects, this Office provides a one-stop-shop for engaging, empowering, and communicating with the public. The Office of Citizen Engagement also provides digital communications and community engagement support for all city departments while guiding a team of social media managers and website page masters.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Annual Website Visits	1,100,000	N/A	N/A
Total Community Size	110,000	N/A	N/A
Total Unique Content Views	8,000,000	N/A	N/A

Seller/Owner: 1213 - Citizen Engagement

Good Government

Offer Executive Summary

Offer:	Leadership, Management, and Oversight Tier 3	Rank: 37
Dept:	City Manager	Factor: Effective Leadership
Outcome:	Broad Vision	Existing

Executive Summary:

This offer provides and focus on council services, operational service, administration and management oversight for departments.

The City Manager's Office is responsible for the administration of City government including:

- Ensuring that laws and ordinances are enforced
- Proper administration of the affairs of the City
- Recommending to Council for adoption measures deemed necessary
- Making reports to Council on the affairs of the City
- Recommend and execute an annual budget

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
	N/A	N/A	N/A

Seller/Owner: 1211 - City Manager

Offer:	Public Information: Make City News Accessible and Promote the City of Roanoke	Rank: 38
Dept:	City Manager	Factor: Effective Leadership
Outcome:	Approachable & Accessible	Existing

Executive Summary:

The work done by the Office of Communications builds positive relationships between local government and its constituents, and promotes transparency; it is essential to Good Government. By promoting programs and making City news and information accessible, staff communicates important messages from city leaders in response to citizen concerns. Free flow of information and successful communication efforts builds trust between the City and the public. Best practices and innovative approaches to relay City messages include MyRoanoke alerts, the website, and RVTV television programs. The City demonstrates its Transparency by keeping information in the public eye regarding how it uses funds for activities, and programs. This helps make citizens aware of information such as trash collection schedules, snow removal updates, public meetings, and city events. When this office was divided in FY17 to create a Citizen Engagement Office, the budget was split in half to accommodate expenses.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Number of communications sent out	110	N/A	N/A
Number of media inquiries responded to by the Public Information Officer	175	175	142
Number of stories pitched to the media	35	35	13

Seller/Owner: 1210 - Office of Communications

Good Government

Offer Executive Summary

Offer:	Business Applications Support - Tier 3	Rank: 39
Dept:	Technology Fund	Factor: Efficient & Effective Operations
Outcome:	Effectively Managed Resources	Existing

Executive Summary:

The Application Support (AS) Division of DoT designs, codes, tests, implements, and supports business applications and web application software for all business functions throughout the city and for the Civic Center on an as-needed basis. The AS staff also provide various other services that are software related: project management, application integration, vendor relationship management, implementation planning, contract negotiation and more. The costs in this offer reflect support for systems that increase department efficiencies or are needed to meet those initiatives set forth in City code or management.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
	N/A	N/A	N/A

Seller/Owner: 1601 - Technology Fund

Offer:	Administering City's Lean Program	Rank: 40
Dept:	Management and Budget	Factor: Efficient & Effective Operations
Outcome:	Streamlined Processes	Existing

Executive Summary:

Since FY12, the City has sought to create a culture of continuous improvement. It has partnered with Virginia Tech to work with its Industrial and Systems Engineering department to have senior students conduct capstone projects to improve processes. More importantly, it has worked with the Virginia Tech Higher Education Center in Roanoke to provide Lean and Lean Six Sigma training classes to certify City staff members as Lean Practitioners or Lean Six Sigma green belts. With the decision to unfund the Lean Coordinator position, Directors agreed to allow their Lean graduates to assume those responsibilities. Since the spring of 2017, a core group of Lean and Lean Six Sigma graduates have formed the "Star City Innovators" group to further Lean in the organization. That group is continuing to evolve and to work with the Lean Steering Committee on how to best train staff and how to continue to engrain Lean in the City.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
On average, % benefit to the City on the Lean projects completed annually	15%	N/A	N/A

Seller/Owner: 1212 - Management and Budget

Good Government

Offer Executive Summary

Offer: **Budget Administration & General Management**
Dept: Management and Budget
Outcome: Effectively Managed Resources

Rank: 41
Factor: Efficient & Effective Operations
Existing

Executive Summary:

The Department of Management and Budget will assist departments with the effective utilization of resources by analyzing issues and potential process improvement, as well as providing assistance with various planning activities as needed (both financial and strategic). The department will also provide administrative oversight for a variety of activities that either directly or indirectly impact a number of city departments. These include but are not limited to the following: policy and procedures administration, cost accounting, vehicle usage, personnel requisition review and control, and requests by non-profit organizations for personal property and real estate tax exemption status
It will also provide for the administration of the annual operating and capital improvement program. This includes such activities as expenditure monitoring, City Manager Transfers, year-end close out, and financial reporting.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Percent of favorable satisfaction ratings received on internal customer survey regarding budget development, budget administration, support services and planning services assistance provided	95%	95%	96.2%

Seller/Owner: 1212 - Management and Budget

Offer: **GFOA Training Supplemental**
Dept: Management and Budget
Outcome: Effectively Managed Resources

Rank: 41
Factor: Efficient & Effective Operations
Supplemental

Executive Summary:

The supplemental offer is requested for GFOA training for the Director of Finance. This expense is reimbursed back to the city.

Seller/Owner: 1212 - Management and Budget

Good Government

Offer Executive Summary

Offer:	Human Resources - Employment Services	Rank: 42
Dept:	Human Resources	Factor: High Performing Employees
Outcome:	Highly Competent, Well-Trained Staff	Existing

Executive Summary:

The Human Resources Department is a full-service operation serving the needs of the workforce. As a trusted partner of the customers we serve, Human Resources will enable and support an inspired workforce. Providing resources and services for employees and supporting the management of our valued resource - the employee. Human Resources is also individually and collectively compelled to provide outstanding public service which positively impacts our community. Employment Services provided by the HR Department include:

- Offering equal employment opportunities, compliance with affirmative action and promotion of diversity
- Grievance policy administration
- Personnel operating procedures and legal compliance administration
- Facilitation of employee/employer conversations
- Problem resolution, to include progressive discipline
- Acceptance of applications, screening of qualified candidates and making offers of employment
- Succession Planning Management

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Average number of days it takes for an incumbent to be hired from date job was posted	90	90	57
Number of annual new hires that remain tenured one year or longer.	120	120	169
Percent of city employees that attended mandatory learning workshops	12-15	12-15	65

Seller/Owner: 1261 - Human Resources

Offer:	NEOGOV - Inflationary Increase	Rank: 42
Dept:	Human Resources	Factor: High Performing Employees
Outcome:	Highly Competent, Well-Trained Staff	Supplemental

Executive Summary:

This is an ongoing annual recurring contract for subscription license & maintenance for the use of NEOGOV. This a secure web-based recruitment and applicant tracking and onboarding system that allows the Department of Human Resources to enhance its service delivery to both internal departments and external customers by automating the recruitment and selection process. The system allows hiring departments to create personnel requisitions, review employment eligible lists, job applications, and make selections electronically. The onboarding solution of NEOGOV was cancelled to support FYI 2017-18 budgetary cuts. NEOGOV Applicant Tracking was approved by the ITC in 2015 and launched in March, 2016.

Seller/Owner: 1261 - Human Resources

Good Government

Offer Executive Summary

Offer:	Travel Policy Administration	Rank: 43
Dept:	Management and Budget	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

Executive Summary:

The Department of Management & Budget will provide administrative oversight to ensure that all departments are in compliance with the City's Business and Training Expense Guidelines. Refer to Administrative Procedures 6.1 - 6.5. The provisions of this policy apply to any employee (full-time, part-time, temporary, and hourly) or guest of the City.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Percent compliance with the City's Business and Training Guidelines	100%	100%	100%
Percent of travel requests reviewed and processed within 3 business days	95%	95%	100%

Seller/Owner: 1212 - Management and Budget

Offer:	Human Resources - Benefits Administration Tier 3	Rank: 44
Dept:	Human Resources	Factor: Efficient & Effective Operations
Outcome:	Effectively Managed Resources	Existing

Executive Summary:

As part of the total compensation packet, benefits are needed to attract, motivate, and retain high quality employees. The cost in this offer reflect Employee Assistance Program, Flexible Spending Plan, City Health, Wellness Fair and Wellness Reimbursement, which meets those initiatives set forth in City code and or management.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
	N/A	N/A	N/A

Seller/Owner: 1261 - Human Resources

Offer:	Increase to EAP (Employee Assistance Program) fees	Rank: 44
Dept:	Human Resources	Factor: Efficient & Effective Operations
Outcome:	Effectively Managed Resources	Supplemental

Executive Summary:

The Employee Assistance Program fees have increased slightly, which include an annual administrative fee. Additional funding is needed to cover the cost increase of approximately \$1,700. Three EAP visits are available at no cost to each employee and their family members. These services provide confidential support to employees with challenging interpersonal life issues.

Seller/Owner: 1261 - Human Resources

Good Government

Offer Executive Summary

Offer:	Human Resources - Organizational Development	Rank: 45
Dept:	Human Resources	Factor: High Performing Employees
Outcome:	Highly Competent, Well-Trained Staff	Existing

Executive Summary:

Acquiring, developing, deploying, engaging and retaining employees are all part of managing talent. Ensuring the right person with the right skills is in the right job at the right time is the basic tenant of the human resources profession. Talent management, which incorporates talent acquisition, the selection process, training, development and performance management, is key to City Council's strategic priority of effective government.

Volunteer recruitment augments the delivery of city services, aids City departments, strengthens programs, and builds closer relationships with the City and its residents.

This function ensures that the City of Roanoke is an employer of choice by implementing and marketing programs, practices and policies that will attract a diverse pool of applicants for current and future vacancies. The city is dedicated to increasing cooperative efforts between local government and private citizens for the benefit of the local community.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
City of Roanoke Internship Program's placement rate of qualified interns within the organization	80%	80%	72%
Percent of employees reporting that learning/training will improve their job performance	90%	90%	97%

Seller/Owner: 1261 - Human Resources

Offer:	Leadership Development Initiative - Leaders of Distinction VA Tech Certificate Program	Rank: 45
Dept:	Human Resources	Factor: High Performing Employees
Outcome:	Highly Competent, Well-Trained Staff	Supplemental

Executive Summary:

The Leadership Development Initiative was implemented by City Management in 2004. It was designed to create amongst middle managers a "community of leaders" with a common identity; a shared ownership of the leadership role; and a workplace that fosters consistent and effective leadership practices. The inaugural program was conducted in collaboration with Radford University from 2004-2008. In 2012, VA Tech - Roanoke Center has conducted the program. It continues to operate in a cohort format with nine (9) classroom sessions and a capstone project. In 2015 due to budget constraints the program delivery was split over two (2) fiscal years. The program start date was delayed to the end of one fiscal year and the continued into the next fiscal year. As a result, the budget expenditure posted no longer reflects the total cost of the full program. The current budget expenditure covers only 1/3 of the program module. This offer is an attempt to "right size" the expenditure.

Seller/Owner: 1261 - Human Resources

Offer:	Memberships	Rank:
Dept:	City Manager	Factor: Responsible Financial Management
Outcome:	Effective Fiscal Planning & Budgeting	Existing

Executive Summary:

Provides funding for various City memberships including, among others, the New Century Technology Council, the Virginia Municipal League, Transdominion Express, Va First Regional Industrial Facility Authority (formerly NRV Commerce Park), Blue Ridge Soil and Water Conservation District, I-73 Coalition, CityWorks XPO, and CoLab.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Payment of membership dues and service district taxes	Yes	Yes	N/A

Seller/Owner: 7220 - Affiliations & Contributions

Good Government

Offer Executive Summary

Offer:	RVTV: Roanoke Valley Television	Rank:
Dept:	City Manager	Factor: Efficient & Effective Operations
Outcome:	Accessibility	Existing

Executive Summary:

Roanoke Valley Television Channel 3 is a Government & Educational Access Station serving the city, Roanoke County, the Town of Vinton and their respective school systems. The budget for RVTV is provided by the three local governments and funded through the Virginia Communications Sales and Use Tax Revenue paid by Cox Communications. The share of RVTV budget paid by each locality is based on the proportion of Cox customers in each jurisdiction. RVTV provides programming data on a calendar year basis. In 2017, RVTV produced 87 original television shows, 58 regular government meetings, and 76 original video productions. RVTV's FY2019 Operational Budget is \$477,525. The City's portion is \$232,713 plus \$2,136 for closed captioning of the Council briefings. The approximate rate for video production work in the private sector is \$1,500 per finished minute. The approximate RVTV Production Value for Standalone Video Productions is \$1,276,500.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Number of RVTV Services	125	150	114

Seller/Owner: 1210 - Office of Communications

Offer:	Service District Taxes	Rank:
Dept:	City Manager	Factor: Responsible Financial Management
Outcome:	Effective Fiscal Planning & Budgeting	Existing

Executive Summary:

Provides funding for the City's two service districts -- the Downtown and Williamson Road areas. Organizations in these districts pay a portion of their real estate taxes to support the development and revitalization of these areas.

Performance Measures:

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Payment of service district taxes	Yes	Yes	N/A

Seller/Owner: 7220 - Affiliations & Contributions