

## **CHAPTER 5: PROMOTE EFFECTIVE GOVERNMENT**

### **Introduction**

It is imperative for the City to promote effective government to efficiently serve the needs of the Richmond community. Effective government is central to the mission of the City. It impacts the Richmond community both through the provision of services and the quality of those services. The functions of the City that are critical to providing effective government include but are not limited to:

- Provision of quality community services
- Streamlined financial and enterprise systems
- Staff recruitment, retention and training
- Public accessibility to government documents
- Communication and technology infrastructure
- Control and oversight of City finances

Implementation of performance-based government policies means establishing measurable service standards, and efficiently allocating resources. Continuous benchmarking, training, accessibility to government, and strategic technology provide public accountability and transparency in government.

### **Key Objectives**

Richmond has identified six key, long-term objectives to promote effective government. These key objectives are:

- 5.1** Utilizing data and information to inform policy decisions
- 5.2** Streamline internal processes by utilizing the Enterprise Resource Planning System
- 5.3** Create comprehensive training programs to improve customer service
- 5.4** Increase ease of public and private access to government documents
- 5.5** Implement a strategic technology plan
- 5.6** Provide fiscal support to departments and oversight and control of City Finances

These six long-term objectives are supported by the specific actions and defined success indicators detailed below. The implementation of these key objectives will help to promote an effective and transparent government that enhances the quality of life for the Richmond community.

## 5.1 Utilizing Data and Information to Inform Policy Decisions

Measuring community and stakeholder satisfaction is essential to determining Richmond’s success in improving quality of life issues. Access to accurate, timely and meaningful data, input and information can help elected officials and decision makers to:

- Make informed decisions regarding provision of services (internal and external) and resource allocation;
- Determine if city-sponsored initiatives are effective in meeting their intended outcome;
- Measure government performance over time;
- Assess support for local policies;
- Inform the community of budget and policy decisions; and
- Determine the efficiency and effectiveness of City service delivery and communication.

Information is critical to the City’s growth and resiliency, and can come in the form of data from annual performance measures, survey results and community input. The City should provide community members and stakeholders with opportunities to become informed and actively participate in the governing process. This creates an environment in which community input can help drive policy, program and service improvements.

	Supporting Actions	Success Indicators	General Plan Goal(s)
5.1.a	Measure residents’ perceptions and satisfaction with municipal services in a biennial community survey in 2017, 2019 and 2021	Completion of biennial survey  Use of survey results by City departments and decision makers to make policy and program decisions	<i>Historic Resources</i> <b>GOAL HR3:</b> Increase Public Awareness of Richmond’s history
5.1.b	Develop and/or utilize an instrument such as Community Voice to increase community input and engagement	Creation, implementation and outreach of universal instrument	
5.1.c	Support City departments to collect internal and external end-user satisfaction data	Number of departments that create, implement and analyze data to improve service delivery	
5.1.d	Operationalize the General Plan through alignment with Health in All Policies, Five Year Strategic Business Plan and annual performance measures.	Alignment of City-developed documents  Number of actions completed	

## 5.2 Streamline Internal Processes by Utilizing the Enterprise Resource Planning System

Enterprise Resource Planning (ERP) is a business management software system that integrates data for services provided by the City. Bringing the entire City's financial, human resources and logistics data together ensures that managers have access to accurate data for decision-making. The City's ERP software provides a platform for creating new, more efficient and effective business processes. The City's ERP software is also allowing managers to accomplish tasks and measure output in ways that they couldn't do before. In particular, TRAKIT, the City's permitting, inspections, business license, citizen response management and code enforcement software is allowing the City to provide better coordinated and streamlined services to residents, businesses and developers in these areas.

	Supporting Actions	Success Indicators	General Plan Goal(s)
<b>5.2.a</b>	Create department self-sufficiency in the use of the ERP and Community Development systems	Organizational proficiency in use of all modules	N/A
<b>5.2.b</b>	Provide training and coaching on the use of the ERP and Community Development systems to enhance staff's skills and their ability to effectively and efficiently perform assigned job duties	Number of ERP training sessions provided and high percentage of employees with passing scores on training exercises	
<b>5.2.c</b>	Keep ERP and Community Development systems current by upgrading to the most current version available for general release in order to take advantage of new functionality, bug fixes, legal compliance, and to preserve maintenance support from the vendor	Proportion of released ERP version upgrades accomplished in a timely and efficient manner  Action plan for upgrades with end users developed	
<b>5.2.d</b>	Implement new functionality in ERP and Community Development systems that will improve the City's cost and process efficiencies in providing services to its constituents (both internal and external)	Degrees of business process improvement  Number of new functionalities added	
<b>5.2.e</b>	Continually reassess business processes to evaluate effectiveness and efficiency. Make changes as appropriate to achieve improvements	Assessments of business processes	
<b>5.2.f</b>	Increase efficiency of the City's financial processes including the billing, collections and permitting processes	20% improvement in turnaround time for billing, collections and permitting processes	

### 5.3 Create Comprehensive Training Programs for City Employees

Training is the most comprehensive form of knowledge sharing in the City of Richmond. It allows for the investment of knowledge and skills that will create a highly skilled workforce. The Human Resources Department implements many training programs to improve the quality and performance of the City's workforce. Regular, specialized onsite training allows the City to address individual training needs that will not only build employee proficiency but also impact the quality of City work and community satisfaction.

	Supporting Actions	Success Indicators	General Plan Goal(s)
<b>5.3.a</b>	Create focus-based trainings and workshops for City staff	Number and types of trainings provided Number of staff participating in trainings 90% or higher staff satisfaction rating obtained	<i>Historic Resources</i> <b>GOAL HR3:</b> Increase Public Awareness of Richmond's Historic Resources
<b>5.3.b</b>	Create mandatory management academy for all new and current supervisors	Implementation of academy Percentage of supervisors attending trainings	
<b>5.3.c</b>	Create core training curriculum for non-supervisory employees	Implementation of training and curriculum Number of non-supervisory employee attending trainings	
<b>5.3.d</b>	Provide customer service trainings for management and non-supervisory staff	Percentage of City employees participating in customer service training. 90% or higher staff satisfaction rating obtained	

#### 5.4 Increase Ease of Public and Private Access to Government Documents

The City of Richmond is committed to transparency in government and information sharing with its residents, including providing accommodations for non- and limited-English speakers. Providing an online approach to government allows a single point of contact for the public. It allows residents to access information easily and at any point in time.

The City's website, which is the primary place to access City documents and information has two faces to it: the Internet and the Intranet. The Internet is the City's website for the public. The ability to replace paper forms of government documents and provide access to government documents and public information has produced remarkable results. The public has become more aware of new City ordinances, events, City council meetings and agendas. The Intranet, which City employees use to access City information and documents, has dramatically reduced the number of paper forms and significantly advanced the process of sharing information within and between departments.

	Supporting Actions	Success Indicators	General Plan Goal(s)
5.4.a	Create transparency and accessibility to City documents and records	An increase in the number of visitors to the Clerk's webpage and other webpages that contain City documents	<i>Education and Human Services</i>
5.4.b	Develop and publicize a Records Retention Policy	An increase in the number of departments referring to the policy to destroy documents  Future goals to reduce office and offsite storage set and achieved	<b>GOAL EH3:</b> Provide Equitable and High- Quality Human Services
5.4.c	Place all public documents online to support waste reduction and recycling	The Clerk's Office two week standard to post public documents (i.e. minutes, resolutions, and ordinances) has been met 100%.  Reduction in calls from the public and departments searching and requesting hard copies of documents	
5.4.d	Increase access to the City's website, meetings and public documents to accommodate individuals with special needs	Accommodations for requests for special needs have been met 100%	
5.4.e	Automate forms such the Statement of Economic Interest (Form 700), campaign forms, and election forms to reduce manual processing and increase efficiency and accuracy	Number of forms automated  Reduced the amount of staff time needed by approximately 80%	

## 5.5 Implement an Innovative Technology Plan

Information technology is a major tool available to the City to ensure internal operational efficiencies, innovation, and greater accessibility to the government. The implementation of a strategic technology plan allows the community to have access to information and fully participate in the governmental process and their communities.

	Supporting Actions	Success Indicators	General Plan Goal(s)
<b>5.5.a</b>	Enhance City government technical infrastructure to meet current technology needs	Modern efficient Infrastructure implemented and functional	<i>Economic Development</i> <b>GOAL ED1:</b> Improve Richmond's Appeal as a Place to Live, Work and Visit
<b>5.5.b</b>	Enhance broadband City government infrastructure, which includes providing fiber connectivity and broadband access in all City facilities	Percentage of City buildings connected to fiber and broadband	<i>Community Health and Wellness</i>
<b>5.5.c</b>	Develop a SMART City Infrastructure and Transportation Plan including emerging technologies such as Wi-Fi hotspots/solar powered bus stops and traffic signalization project	Plan developed  Installation of emerging/innovative technologies	<b>GOAL HW9:</b> Improve Environmental Quality <b>GOAL HW10:</b> Promote Green and Sustainable Development and Practices
<b>5.5.d</b>	Ensure emergency communication and management systems are in place and functional	Infrastructure implemented and functional	

## 5.6 Provide Fiscal Support to Departments and Oversight and Control of City Finances

The City of Richmond’s Finance Department is responsible for providing fiscal support, oversight, and control to the Mayor and Council, City Agencies, and City Departments to ensure proper fiscal management, budgeting, and accounting. The department also maintains financing, auditing, and record keeping standards to ensure sound fiduciary practices.

	Supporting Actions	Success Indicators	General Plan Goal(s)
5.6.a	Develop, periodically update and utilize the Five Year Financial Plan to help decision makers make short and long-term informed budget and policy decisions	Update annually or as needed  Variance between projection of Plan to actual budget	
5.6.b	Provide quarterly financial reports and presentations for City Council and place on the City website to increase transparency	Quarterly reports completed and uploaded to website	
5.6.c	Collaborate with city departments to update annual performance measures and work on an open data platform	Update department annual performance measurements  Prepare and report performance measurement updates	