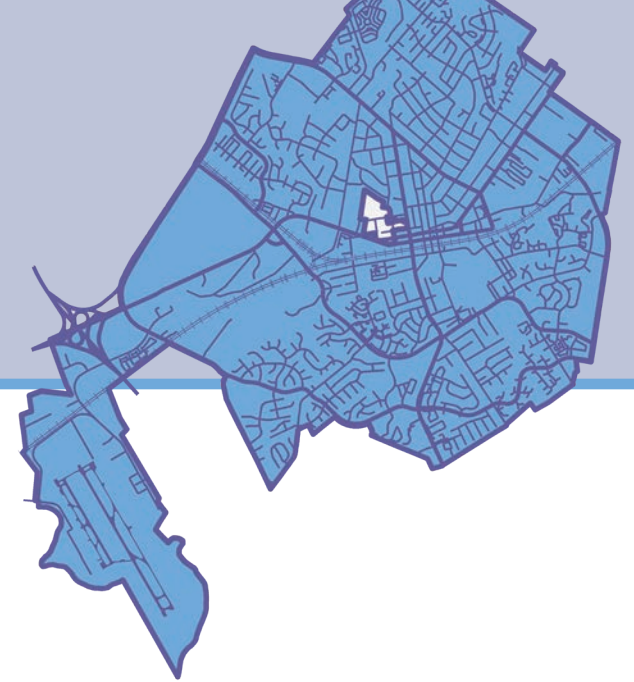


Sustaining Excellence



We will be an inclusive organization that reflects our community and embraces excellence by applying our core values of Customer Service, Honesty, Integrity, Respect, Stewardship and Teamwork to everything that we do in order to create a better life for our community.

Why it matters

In 2014 the City set out to objectively assess resident satisfaction with the delivery of City services and to compare the City's performance to other communities. Surveys were completed in 2014, 2016 and 2018 and each time the overall satisfaction with City Services is much higher in Manassas than in other cities. In fact, in 2018 the City rated 23% above the U.S. average and 21% above the regional average in the Overall Quality of City Services. But doing great work

takes work, and it takes a consistent commitment to excellence that is reflected in everything we do.

Therefore, the City has also begun to collect data related to employee satisfaction with an emphasis on assuring that employees are invested in the City's commitment to excellence and are recognized when they exhibit that commitment.



Goal 1

Ensure that our business practices are efficient, friendly, and provide exceptional customer service to all stakeholders.

Objectives

1.1 Maintain citizen satisfaction with the overall quality of city services at 73% or better and continue to exceed the National average of 50%.

1.2 Maintain citizen satisfaction with quality customer service at 72% or better and continue to exceed the National average of 45%.

1.3 Ensure that governmental approvals are predictable, timely and transparent by setting and meeting performance measures 90% of the time.

1.4 Implement technology solutions that expand online accessibility to city services and increase organizational capacity.

Success Measures

1. Citizen satisfaction with quality customer service.

2. Citizen satisfaction with the overall quality of city services.

3. Number of City departments that have adopted performance objectives and met their performance measures.

4. Number of technology solutions identified and implemented.





Goal 2

Develop and maintain programs that create a professional, safe, value-oriented, accountable, and responsive work force with individual opportunities for education, advancement and job fulfillment.

Objectives

- 2.1** Maintain healthy employee satisfaction ratings for the overall working environment for City Employees.
- 2.2** Develop and establish mentoring and career planning programs so that employees see a clear path for career advancement within functional areas and support building employees' skills in technical and leadership competencies.
- 2.3** Ensure that employees who perform well receive recognition and that poor performance is dealt with effectively.

Success Measures

- 1.** Employee satisfaction with the overall working environment.
- 2.** Percentage of employees that would recommend the City as a place to work to a friend or family member.
- 3.** Percentage of employees completing career ladder, mentoring, or professional development programs for each department.
- 4.** Percentage of employees receiving positive performance reviews.
- 5.** Number of employees recognized by their peers or community.

Goal 3

Implement and maintain best practices that support the setting of City priorities and operational policies and that ensures that public resources are always used for the public good of all.

Objectives

- 3.1** Maintain established City and government standards that are compliant with federal, state, local, and administrative requirements.
- 3.2** Maintain established budgeting and financial standards that meet the requirements and benchmarks for budgeting and financial reporting set by the Governmental Finance Officer Association (GFOA) and the Government Accounting Standards Board (GASB).
- 3.3** Maintain an effective and transparent strategic planning process and report progress regularly to the community.

Success Measures

- 1.** Number of departments that achieved accreditation and/or have been recognized for achievements at the state or national level.
- 2.** Maintain favorable bond ratings with the ratings agencies.
- 3.** Development of a public-facing dashboard to report on key performance indicators and success measures identified in the City's strategic plan.





Goal 4

Maintain safety and security for residents, visitors, businesses and employees.

Objectives

- 4.1** Work to continuously improve the safety of the community and the workforce through innovative programs and best practices.
- 4.2** Ensure the confidentiality, integrity and availability of the City's infrastructure.
- 4.3** Retain an adequate workforce of well-trained career members that reflects the diversity of the community and provides effective service delivery.

Success Measures

- 1.** Number of departments that are accredited.
- 2.** Maintain and enhance the City's ISO (Insurance Services Office) rating.
- 3.** Percentage of employees returning to work from an injury within one to five days.
- 4.** Maintain and implement appropriate security and emergency operations.



Goal 5

Enhance and maintain opportunities for the community to engage with government officials and staff, provide input to the way City resources are used, and have access to information in a timely and transparent manner.

Objectives

- 5.1** Ensure a wide range of opportunities for residents and stakeholders to participate in local government.
- 5.2** Enhance the ease of access to government information.
- 5.3** Identify multiple outlets to keep the community informed about local issues.
- 5.4** Enhance the City's website to make information easier to find.
- 5.5** Engage the community in understanding issues related to equity and inclusion.

Success Measures

- 1.** Citizen satisfaction with opportunities to participate in local government will continue to exceed national averages.
- 2.** Citizen satisfaction with the ease of access to government information will continue to exceed national averages.
- 3.** Citizen satisfaction with government efforts to keep the community informed will continue to exceed national averages.
- 4.** The number of page views and the use of online services will increase after the City's website refresh.
- 5.** Establishment of a City Task Force on Equity and Inclusion.

