



TRANSFORMING CITY HALL & PROVIDING PREMIUM SERVICES

STRENGTHENING OUR SCHOOLS

PROMOTING PUBLIC SAFETY

A NEW APPROACH TO CITY HALL

WHY I AM RUNNING

Transforming City Hall & Improving Basic Services

None of what we hope to achieve will get done without a fresh approach to city government. We need a City Hall that cares about the basics. That means filling the potholes and cutting the grass with urgency. My goal is to make Richmond the model of good urban governance, not the cautionary tale it is now.

We also need to recognize that issues like potholes are symptoms of larger systemic problems in city government. City Hall is a sick patient—it has become a place where both employees and residents expect dysfunction and inefficiency.

I will be a hands-on, visible and transparent Mayor who leads from the top. I will drive a culture of collaboration across departments, promote diversity, and motivate staff to get things done. I will be the champion of accountability. We will measure our outputs as well as our inputs, and the buck will stop with me.

Comprehensive Performance Review

In my first week as Mayor, I will initiate a comprehensive performance review of all departments of city government, and it will be the top priority of my first term to execute those recommendations.

- The first phase of the review, to be completed within 100 days, will identify immediate improvements. I will pay special attention to improving core city government processes that impact the work of all agencies, such as finance, procurement, human resources, and information technology, and make sure that all employees are properly trained or retrained in improved procedures. City Hall must become a place of efficiency and accountability rather than a place marked by dysfunction and confusion.
- Working with the Chief Administrative Officer, I will shift resources to agencies in priority areas that are currently inadequately or inappropriately staffed so that quality services can be

delivered to residents as soon as possible after my taking office.

- The second phase of the review will assess the strengths, weaknesses and effectiveness of all city government operations, and how they are contributing to our City's strategic goals. The findings from this deeper examination will be used to guide budget proposals through the remainder of my first term.
- Along the way, I expect to find some extra dollars from redundant or outdated programs that we can invest back into our schools

Motivating and Holding Employees Accountable

We need a mayor who can connect with and motivate city employees. I will make City Hall a place that attracts and retains top quality professionals committed to being accountable and effective public servants.

- I will direct the CAO to have each department conduct a full assessment of every department employee annually
- I will recognize, celebrate, and promote the staff that are high performers
- I will identify, retrain, and motivate the medium performers
- I will place under performing staff on an improvement plan
- I will visit every city agency in each year of my term
- I commit to making a formal address of the entire city workforce once a year to provide a strategic update on our progress to goals citywide, and thank them for their hard work

Fixing the Finances

I will set a goal of becoming a AAA bond rated community during my time as Mayor, starting by hiring high quality talent at all levels of the finance department, instilling discipline and a strong work ethic at City Hall. We need to make sure we can handle the basics, like paying bills on time, while addressing the broader issues, like poverty and education that are now holding Richmond back.

- I will increase our overall tax collection rate to 98% (from 96%), which would put us on par with surrounding localities and bring in an additional \$5 million a year
- I will set aggressive goals for getting blighted and delinquent homes back on the tax rolls (see my housing policy plan for more details) – we are missing a huge opportunity to collect revenue the City is already owed, which will provide additional funding for schools
- I will ensure that we publish the CAFR (Comprehensive Annual Financial Report) on time every year that I am Mayor
- I will provide support needed for the CAO to develop a strong accounts payable policy – bills will get paid within 5 days
- I will ensure there are line items with adequate funding for essential services like snow removal, leaf pick up and regular improvement work to our alleyways

Community Engagement, Embracing Technology & Transparency

I will be a hands-on and visible Mayor, setting a tone of transparency throughout City Hall.

- I will work with the CAO to develop detailed accountability measures to assess the effectiveness of all city agencies and programs, and will publish it online
- Each agency will release a report of their progress to goals (e.g. tracking potholes filled, permits issued) and post it online

- I will regularly attend City Council meetings
- I have committed to quarterly office hours in all 9 council districts to communicate directly with citizens
- Through this engagement and transparency, we will create a culture within City Hall of good public service – respect, responsiveness, being user friendly and business friendly
- I will embrace innovation and modern technology, like GIS mapping, to address issues like potholes and make City Government more efficient and transparent
- I will invest in cutting-edge approaches, like mobile apps, that make City services easier for residents to navigate
- I will support efforts to make the City’s website more user-friendly

People have lost confidence in city government. We need to restore that trust by improving processes, fixing how things work, and promoting transparency. People pay a premium to live in this city and it is about time they receive premium services.

JOIN THE TEAM!

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SIGN UP



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