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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Roanoke, Virginia for its annual budget for the fiscal year beginning July 1, 2020.

In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.
BUDGET PREPARATION COMMITTEE

Robert S. Cowell, Jr.            City Manager
Sherman M. Stovall              Deputy City Manager - Operations
William B. Robertson            Assistant City Manager – Community Development
Amelia C. Merchant              Director of Finance
Paul R. Workman                 Budget Manager
Ann C. Bostic                   Accounting and Systems Manager
Brett D. Gallian                Revenue Analyst

DEPARTMENT OF MANAGEMENT & BUDGET

Katie H. Davis                  Budget Business Analyst
Lesha C. VanBuren               Budget Analyst
Loren B. Fennell                Budget Business Analyst
Yen T. Ha                      Budget Business Analyst

ROANOKE
July 19, 2021

Honorable Sherman P. Lea, Mayor
Honorable Patricia White-Boyd, Vice Mayor
Honorable William D. Bestpitch, Council Member
Honorable Joseph L. Cobb, Council Member
Honorable Robert L. Jeffrey, Jr., Council Member
Honorable Stephanie Moon Reynolds, Council Member
Honorable Vivian Sanchez-Jones, Council Member

Dear Mayor Lea and Members of City Council:

I am pleased to provide you with the Resource Allocation Plan as adopted by City Council for Fiscal Year 2021-2022. The adopted General Fund revenue and expenditure estimates both total $307,630,000.

The Budget Summary section has been revised to reflect the adjustments outlined in the attachment to this letter. With the exception of these items, the content of the City Manager's message remains the same.

Respectfully submitted,

Robert S. Cowell, Jr.
City Manager

C: Timothy R. Spencer, City Attorney
Cecelia F. McCoy, City Clerk
Clarence G. Grier, Deputy City Manager for Operations
W. Brent Robertson, Assistant City Manager for Community Development
Amelia C. Merchant, Director of Finance
**FY 2021 – 2022**

**Adjustments to Recommended Budget**

### Expenditures

<table>
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<th>Recommended Budget</th>
<th>$ 307,630,000</th>
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#### Priority / Offer

<table>
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<th>Community Safety</th>
<th>Reason</th>
<th>$</th>
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<tr>
<td>Community Safety</td>
<td>Alignment of expenditures that increased for the pay raise and decreased expendable equipment to equal appropriate revenue levels.</td>
<td>(9,147)</td>
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</table>

#### Infrastructure

| Radio System Maintenance Increase and Training | Adjustment to align 3rd party use of digital radio system that is administered by the County. | $ 81,832 |

#### Good Government

| Memberships | Adjustment to Sister Cities to requested amount. | $ 4,700 |

#### Livability

<table>
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<tr>
<th>Restoration of Youth Athletics Joint Administration</th>
<th>Funding for Youth Athletics</th>
<th>$ 110,604</th>
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<tr>
<td>Bulk Collection Increase</td>
<td>Roanoke Valley Resource Authority did not increase fees for FY22.</td>
<td>(48,300)</td>
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<tr>
<td>Trash Collection Increase</td>
<td>See above description</td>
<td>(447,410)</td>
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#### Non-Departmental

| Lapse | Return Lapse amount to FY21 levels. | $ 307,721 |

#### Adopted Budget

$ 307,630,000

Other adjustments not mentioned above were technical system corrections or rounding that net to $0. These minor adjustments were in Fire/EMS Operations, Police-Patrol, Social Services-Administration and Family Services, Rivers Edge Park Athletic Field Maintenance, Bulk Collection and Trash Collection. Funding for debt service was also increased by $88,164 due to a final adjustment. The appropriation to Capital Project Contingency was decreased by an equivalent amount.
Honorable Mayor and Members of City Council,

We currently find ourselves emerging from the challenges of the past year and one-half in responding to the COVID-19 Pandemic, and are beginning to turn our attention more toward recovery from the impact and strengthening our resiliency against similar future shocks. Additionally, we find ourselves as a community emerging from the much older challenges of racism and inequity. These, combined with the ever-present challenges of supporting a 137-year-old, 100,000-person City, may at times appear daunting. Through establishment of priorities and broad strategies, the Council has constructed the framework necessary to rise to these challenges. The enclosed budget proposal represents one of the most significant actions taken to align with this framework.

With this document, I present a balanced budget of $307,630,000 that I believe starts us down the path of recovery and toward strengthening the resiliency of the City, neighborhoods, businesses, households, and individuals. I believe the budget as presented responds to the priorities established by the Council and results in expenditures that will advance on desired outcomes.

Though we are just now beginning to emerge from the grip of COVID-19, we are doing so in a relatively strong economic position and with the State and Federal government as committed partners. We remain a City focused on a positive future relying upon a strategic set of priorities to govern its actions. Roanoke remains the economic, educational, and cultural center of Virginia’s Blue Ridge, one of the most vibrant and beautiful areas of the Southeast. The vision we have for our community remains:

The City of Roanoke is a safe, caring and economically vibrant community in which all have equitable opportunities to live, learn, work, play and prosper

A vibrant urban center with strong neighborhoods set amongst the spectacular beauty of Virginia’s Blue Ridge

To advance this vision, we strive first to be a part of a region where anyone making choices of where to live, open a business, seek employment or visit, consider only Virginia’s Blue Ridge. We further strive to build strength from within, where every individual, family, business, corridor or district, is as strong as possible.

This vision is pursued by focusing on seven areas of strategic importance

Education
Community Safety
Human Services
Infrastructure
Good Government
Livability
Economy
Within the afore-mentioned context, as an organization we act in accordance with the established strategies:

- **Prioritize** – time, money, and attention
- **Take Strategic Action** – everything should progress toward objectives
- **Seek and Enhance Collaborative Partnerships** – we cannot and should not do this alone
- **Innovate** – new ideas, new approaches, new partners
- **Empower Organization** – free up talent, time, money, and resources

**People Performing Essential Services**

Never before has it been more evident how essential the services the City provides are, than during the Pandemic. Much of what we provide, private interests have deemed too risky, too costly, or too difficult and yet our community’s health, safety, and quality of life depend upon them. As we have learned all too well this past year, essential services go beyond public safety to include education, social services, public health, transit, and recreation, along with the myriad of other support systems needed for their success. These essential services are provided by people – more than 1,700 dedicated professionals who showed up every day of the Pandemic, continuing to make a positive difference in the lives of our residents. This is as true for the custodian, clerk, and mechanic as it is for the firefighter, police officer or deputy.

In recognition of the significance of these essential services and the people who provide them, the FY22 budget proposal preserves and enhances base funding necessary to continue to deliver these services and increases compensation for those who deliver them. A few highlights include:

- Enhanced funding in Education
- Compensation increases for employees with strategic increases for sworn public safety positions
- Restoration of specific positions
- Increase in fire prevention personnel
- Paramedic training program
- Restoration of library and pool hours

**Responding to the Pandemic and Its Implications**

The Pandemic greatly disrupted how we delivered services and conducted business in FY20 and FY21 and, in a number of instances, significantly impacted revenues, especially associated with our enterprise operations—parking, Berglund Center—and those activities linked to travel and hospitality—transient occupancy, food and beverage, Hotel Roanoke Conference Center Commission, etc. The disruptions sent many of our services to an online format and had a segment of our workforce working remotely. Further, certain public facilities including portions of the Municipal Building, library branches, and recreation centers were closed to the general public or available to a limited degree. Similarly, local businesses and non-profits struggled with the impacts of COVID and the associated mitigation measures that were necessary.

The provision of CARES Act funding from the federal government was critical to sustaining local government and business activities, as well as ensuring support for area youth, individuals, and households, as they struggled with the impacts of COVID. Prior to distributing more than $18 million in
federal aid through the CARES Act, the City directly engaged with the community through surveys, focus group meetings, stakeholder interviews, public meetings, and the formation of a citizen-based Advisory Group. Guided by a framework known as Star City Strong - these efforts yielded a set of recommendations that resulted in financial support in the form of loans and grants to area small businesses, financial assistance to individuals and households, support of virtual learning academies, assistance to area non-profits and arts and culture groups, enhancement of neighborhood recreation facilities, and more.

Prior to the arrival of COVID-19, many in our community were struggling to make ends meet. For many years the City has been committed to assisting vulnerable populations in our community and likewise supporting those who do so on our behalf. This commitment became even more important as we managed our way through COVID-19. Traditional areas of focus such as housing, transportation, and education were joined by access to healthy food, disparities in health outcomes, and gun violence.

A few notable funding enhancements include:

- CDBG-CV programming
- ESG programming
- Gun Violence Prevention Commission Support
- Mental Health/Blue Ridge Behavioral Health
- RESET Volunteer Coordinator (previously grant funded)
- Financial Stability Specialist (previously grant funded)
- Medicaid local match

**Responding to Change and Regaining Momentum**

Much has changed since the onset of COVID-19 and through the demands for social justice and greater equity following the tragic murder of George Floyd. The expectation is that the City government and how it spends its tax dollars will similarly change to meet these challenges. The City has long supported our local economy through a variety of programs and initiatives, along with collaborative relationships. Our economy has not faced the likes of COVID-19 impacts since at least the Great Depression—layoffs and furloughs were measured in the thousands, significant revenue losses occurred and supply chains were greatly disrupted. In response to these challenges, significant federal and state aid flowed into our area to assist unemployed workers and struggling businesses, especially small businesses.

As noted previously, the City responded through the provision of grants and loans from a variety of sources including the General Fund, CDBG, HOME and ESG funds, as well as funding made available through the CARES Act. These funds, along with flexibility to codes and ordinances, enabled local businesses, individuals, households, and institutions to adapt to ever-changing conditions. Many of these types of efforts will continue in FY22 and beyond.

For a number of years the City has prepared its annual budget via a process known as Budgeting for Outcomes, where the emphasis is on ensuring expenditures result in outcomes aligned with strategic priorities. In response to increased demands for greater emphasis on outcomes addressing disparities that exist in our community, a two-year initiative to transition our Budgeting for Outcomes process into a Budgeting for Equitable and Empowering Outcomes was initiated. This first year focused on the preparation of a preliminary Disparity Report highlighting known disparities in our community, such as...
income, health outcomes, etc. This was followed by a requirement that every budget proposal (or offer) be accompanied by an explanation of how the proposed expenditure responded to a series of equity-related questions. The responses to these questions were assessed by review teams consisting of diverse team members, including Senior Administration and members of the Diversity Advisory Council. The feedback from these reviews will be shared with submitting Departments and will shape and refine the process that will be used in the preparation of the FY23 budget.

As noted previously, COVID-19 disrupted much of how our work was performed. With the FY22 budget we have begun restoring some of the momentum that was lost due to these disruptions. In addition to the complete reopening of municipal facilities, we continue a robust capital program with an increase in the amount dedicated to one-time expenditures. Notably, in the midst of the Pandemic, our financial position was evaluated by the three top credit rating agencies and our ratings were affirmed. This resulted in issuance of over $64 million in debt at historically low interest rates to fund investments in parks, schools, streets and bridges, stormwater, fleet, technology, and more.

Transformation

For the first time in the history of the United States, all localities are receiving direct Federal financial assistance to aid in COVID recovery. The City of Roanoke will receive over $64.5 million over the next two calendar years. With local funds, especially if we are also able to leverage them against other state and federal funds, of this magnitude, the opportunity exists to truly transform aspects of our community. The FY22 budget is balanced and not dependent upon the use of these funds, therefore allowing them to be predominantly dedicated to transformational initiatives. As with the first phase of the Star City Strong effort, using CARES Act funds, this second phase will extensively engage the community in assisting Council in establishing priorities and determining the most effective actions that may be taken over the next several of years.

Star City Strong: Response, Recovery, Resiliency

FY20 and FY21 were demanding years as the community grappled with the Pandemic and its associated economic impact. The work of our employees during this time has been nothing short of amazing, ensuring essential services continued without interruption. As we emerge from COVID-19 and support the community’s recovery and strengthen our resiliency, it remains critical that we maintain a focus on the vision for the desired future of our community, the strategies that represent the best path forward, and the actions that it will take to get us there. Done well, we can continue to make the City government, the community, local businesses, area families and residents stronger and more resilient.

It remains a privilege to serve as your City Manager and I thank you for the opportunity to present this budget on behalf of the hardworking employees of the City of Roanoke, as we all work to keep the Star City strong!

Sincerely,

Robert S. owell, Jr., ICMA-CM, AICP
City Manager
The recommended budget for FY 2021-2022 is $307,630,000. The total budget increase is $9,565,000, or 3.2% from FY 2020-2021.

<table>
<thead>
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<th>General Fund Budget</th>
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<tr>
<td></td>
<td>$307,630,000</td>
<td>$9,565,000</td>
<td>3.2%</td>
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The following items outline incremental cost adjustments which comprise the balanced budget sorted by priority. Additional summary statements for each offer are included in each priority section.

**ORGANIZATION-WIDE EXPENSES – $3,875,972**

- Debt Service - $125,000 – Increase in budgeted funding to support planned capital projects.
- Transfer to Reserves - $250,000 – Increase in budgeted funding for reserves.
- Worker Compensation - $250,000 – Increase to provide funding for Worker Compensation expenditures.
- Compensation - $4,964,949 – Increase in budgeted funding for a 3% general compensation increase as well as additionally addressing public safety compensation.
- COVID-19 Contingency – ($1,756,616) – Removal of funding designated as a contingency for COVID-19 operational impacts.
- Civic Center Fund Subsidy - $42,639 – Increase in budgeted subsidy for the Civic Center Fund to support debt service.

**EDUCATION – $3,012,521**

- Roanoke City Public Schools – $2,979,521 – Operating funding for Roanoke City Public Schools increases by $2,979,521 determined by the school funding formula.
- Libraries – $33,000 – Increase in funding for contractual services.

**COMMUNITY SAFETY – $1,294,345**

- Commonwealth’s Attorney - $87,928 – Provides funding for an Assistant Commonwealth Attorney II position.
- E-911 – $92,748 – Provides additional operating funding for career enhancement and overtime.
- Fire/EMS - $416,336 – Funding is provided to support realignment of the Fire Marshal Office, Fire Marshal’s Office overtime wages, operational overtime wages, and Regional Training Center overtime wages.
- General District Court - $71,049 – Restores budgeted funding for stipends for staff.
Juvenile & Domestic Relations Court Clerk - $39,000 – Restores budgeted funding for stipends for staff.

Police - $339,708 – Provides funding for an Embedded Criminologist, RESET Volunteer Coordinator, support for overtime and off-duty pay, standby time pay body-worn camera support and contractual increases.

Sheriff/Jail - $247,576 – Funding is provided for inflationary cost increases related to medical services, phone commissions, as well as overtime.

**HUMAN SERVICES – $312,243**

In-Home Family Services Allocation - $182,243 – Provides funding to support in-home services.

Families First Prevention Act – Local Match – $130,000 – Provides local match support programmatic expenses related to the Families First Act provided due to shifts in funding.

**INFRASTRUCTURE – $190,432**

Radio System Maintenance - $100,832 – Provides funding for increased costs related to maintenance of the radio system and training for staff.

Technology Contract Increase and Software – $89,600 – Increase in budgeted funding for technology contract and software.

**GOOD GOVERNMENT – $583,216**

City Attorney - $10,453 – Increase in funding to support inflationary costs.

City Manager - $18,839 – Provides funding for City Manager Trainee and Leadership Committee Stipends.

City Treasurer - $58,536 – Increase in funding for EMS billing services, advertising, postage, dog licensing, revenue collection and administration.

Commissioner of Revenue – $34,705 – Increase in funding to support Tax/Treasury Project as well as other contractual services.

Director of Finance - $21,068 – Provides funding for technology cost increases, maintenance contract increases, tax records maintenance and support and benefit plan consultative services increase.

Registrar - $439,615 – Increase in budgeted funding to support operational and election expenses.

**LIVABILITY – $682,744**

Libraries - $107,433 – Provides funding for restoration of library services and inflationary cost increases.
Parks and Recreation – $425,016 – Increase in funding for restoration of Youth Athletics Joint Administration, River’s Edge Park Athletic Field Maintenance, In-House Pool Operation and chemicals.

Solid Waste Trash Collection - $150,295 – Provides funding for the increased trash collection tonnage.

EXTERNAL AGENCIES – $1,178,883

Arts Endowment – $125,000 – Restoration of funding allocation for the Arts Endowment.

Blue Ridge Behavioral Healthcare – $338,192 – Increase in budgeted funding to support mental health services.

District Taxes - $213,411 – Increase in budgeted funding based on estimated revenue.

Health Department – ($215,967) – Decrease in budgeted funding for support of the Health Department operating expense based on funding formula.

Roanoke Center for Animal Control and Protection (RCACP) – $149,028 – Increase in funding to support the operations of the Roanoke Center for Animal Control and Protection (RCACP).

Roanoke Valley Sister Cities – $4,700 – Restoration of funding for Roanoke Valley Sister Cities.

Visit Virginia’s Blue Ridge – $564,519 – Increase in funding for Visit Virginia’s Blue Ridge based on 3% of the transient occupancy tax for marketing and promotion of the region based on revenue estimate.

ECONOMY – $218,116

Enterprise Zone Funding - $100,000 – Funding to support Enterprise Zone activities.

Financial Stability Specialist - $63,112 – Funding to support the addition of a Financial Stability Specialist.

Performance Agreements – $55,004 – Increase in funding for Roanoke River Investments and South Commonwealth Partners performance agreements.

OTHER – ($1,783,472)

Other - ($1,783,472) – Other decreases are attributed to a net decrease in salary and fringe costs due to vacancies as well as other operating expenditure decreases.
BUDGET OVERVIEW

GENERAL FUND REVENUES:

Revenue estimates are developed using a conservative and practical approach based on general economic conditions, historic experience, and expected changes in activities and services. General Fund FY 2022 estimated revenues total $307,630,000, an increase of $9.6 million, from the FY 2021 adopted budget. The increase was primarily attributable to increased Real Estate Tax, Personal Property Tax, Sales Tax, Business License Tax, Transient Occupancy, Charges for Current Services Tax offset by decreased Communications Tax revenue. General property tax revenues increased $5.1 million. Revenues are divided into three major categories: (1) Local Taxes, (2) Charges for Current Services, and (3) Miscellaneous. More detailed trend information for these three categories is presented in the following pages.

An analysis of changes in the three major categories of revenue as compared to the Adopted FY21 Revenue Estimate is as follows:

A. LOCAL TAXES $8,281,743

Local taxes are the largest category of revenues for the City. Local taxes will comprise 68.3% of all FY22 General Fund revenues. Changes in major revenues or categories of revenue are noted below.

1. Real Property – $3,983,438 - The real estate tax is the single largest source of revenues for the City of Roanoke. Property values increased as the result of the general reassessment and new construction activity, which contributed to a 4.4% revenue increase in FY22. Important elements of Roanoke’s real estate taxation system are programs that provide relief to certain taxpayers or on selected types of properties. For FY 2022 this relief is comprised of relief to the elderly and disabled taxpayers including some Veterans, relief on agricultural properties, and relief for properties under rehabilitation. Additionally, leased and energy efficient properties receive tax exemptions. These relief programs are intended to benefit those on fixed incomes or with limited ability to cover the costs of increased taxes or to provide incentives for owners who invest in the rehabilitation of aged properties. The City’s real estate taxes are due annually in two installments, October 5th and April 5th.

2. Personal Property – $1,066,511 – The personal property tax is the second largest local tax. FY 2022 is anticipated to increase by 4.5 compared to the FY 2021 adopted budget. Annual assessments of the personal property tax are made in early April, and the tax due date is May 31st.

3. Sales Tax – $1,654,000 - Sales tax is Roanoke’s third largest local tax, and it is expected to increase by 7.8% when compared to the FY 2021 adopted revenue estimate.

4. Business License Tax – $938,000 – This tax is an economic indicator of the local economy and its performance reflects consumer confidence. The FY 2022 estimate includes a projected revenue increase of 6.9%. 
5. **Transient Occupancy Tax – $1,315,383** – This tax is a consumer-driven revenue source and its performance is impacted by tourism and consumer confidence. The FY 2022 estimate includes a projected revenue increase of 93.0%.

6. **Communications Tax – ($800,000)** – This tax is a consumer-driven revenue source and its performance reflects consumer performance and preference. The FY 2022 estimate includes a projected revenue decrease of (14.0%).

7. **Other – $124,411** – Local taxes not individually described include prepared food and beverage tax, public service tax, bank franchise taxes, cigarette tax, penalties and interest, consumer utilities, recordation and probate, admissions, and franchise fees. The estimated increase in this area is primarily related to increasing bank stock taxes offset by decreases in other tax revenues for FY 2022.

### B. CHARGES FOR SERVICES REVENUE $818,091

The Charges for Services category presents revenue sources for services provided internally and externally. Most of the revenue in this category is generated from fees charged for services rendered to our citizens. This category comprises 5.8% of General Fund revenues. The major charges for services categories are discussed as follows:

1. **Leaf Collection $468,197** – This category recognizes revenue due to collection of the leaf collection fee.

2. **Re-inspection Fee - $115,500** – This category recognizes revenue from various safety inspections.

3. **Outdoor Recreation Events - $110,000** – This category recognizes revenues generated from Parks and Recreation events.

4. **Public Safety Charges for Services – $61,900** – This category of revenue is comprised of emergency medical service charges as well as other fees charged by the Police and Fire departments.

5. **Compactor Fees - $35,000** – This category of revenue recognizes the revenue collected from the use of downtown compactors.

6. **Other - $27,494** – This revenue represents minimal increases resulting from other charges for current services.

### C. MISCELLANEOUS $465,166

The Miscellaneous category is the smallest revenue category. The revenue in this category is generated from Fines & Forfeitures, Revenue from Use of Money/Property, Intergovernmental Revenue, Permits, Fees & Licenses, and Miscellaneous Revenue. This category comprises 25.9% of General Fund revenues.
PROPRIETARY FUND REVENUES:

A. ENTERPRISE FUNDS:

1. **Civic Facilities Fund** - Estimated FY22 revenue for the Civic Facilities Fund totals $10,609,789. This revenue will fund operating expenses of $8,782,222 and $1,827,567 in principal and interest payments due in fiscal year 2022.

2. **Parking Fund** – The City owns seven parking garages and several parking lots to provide for parking in the downtown area. In addition, parking ticket enforcement is included in the Parking Fund to align all parking strategies into one area of responsibility. Estimated FY22 revenues generated from the City’s parking facilities through user fees and ticket violations will total $3,096,000. The projected revenues will fund operating costs of $1,848,014 and FY 2022 principal and interest payments of $1,247,986.

3. **Stormwater Utility Fund** – Estimated FY22 operating revenues for the Stormwater Utility Fund total $6,160,000. These revenues will fund total operating expenses of $5,310,448 and $849,552 in principal and interest payments due in FY 2022.

B. INTERNAL SERVICE FUNDS:

1. **Risk Management** - The primary activity of this fund is to record health insurance premiums billed to other funds and related claim payments under the City’s employee medical plan. Additionally, the City’s self-insured workers’ compensation and general and automotive liability plans are recorded in this fund. Projected FY 2022 revenues and expenses for this fund total $18,296,337.
## FEE ADJUSTMENTS

### Solid Waste Fee/Month

<table>
<thead>
<tr>
<th>Solid Waste Fee/Month</th>
<th>FY 2021 Monthly</th>
<th>Annual</th>
<th>FY 2022 Monthly</th>
<th>Annual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Fee Increase</td>
<td>$8.00</td>
<td>$96.00</td>
<td>$9.10</td>
<td>$109.20</td>
</tr>
<tr>
<td>Multi-Family Fee Increase</td>
<td>16.00</td>
<td>192.00</td>
<td>18.20</td>
<td>218.40</td>
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<tr>
<td>Commercial Fee Increase</td>
<td>12.00</td>
<td>144.00</td>
<td>13.60</td>
<td>163.20</td>
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<tr>
<td>Elderly/Disabled Fee Increase</td>
<td>5.00</td>
<td>60.00</td>
<td>5.00</td>
<td>60.00</td>
</tr>
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</table>

### Downtown Compactor Fee

<table>
<thead>
<tr>
<th>Downtown Compactor Fee</th>
<th>FY 2021</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Free Weekly Uses</td>
<td>Two</td>
<td>One</td>
</tr>
<tr>
<td>Charge per use Fee Increase</td>
<td>$1.00</td>
<td>$1.75</td>
</tr>
<tr>
<td>Restaurant, Office, Financial Institution Fee Increase</td>
<td>$120</td>
<td>210</td>
</tr>
<tr>
<td>Other Business, Residential Fee Increase</td>
<td>$70</td>
<td>123</td>
</tr>
</tbody>
</table>

### Fire/EMS Fees

<table>
<thead>
<tr>
<th>Fire/EMS Fees</th>
<th>FY 2021</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Re-inspection Fee</td>
<td>$50/ re-inspection</td>
<td>$50/ hour</td>
</tr>
<tr>
<td>Operational Permits</td>
<td>Varies, most $50</td>
<td>$50 except fireworks</td>
</tr>
<tr>
<td>Construction Inspections</td>
<td>Part of building permit fee</td>
<td>$75/ hour</td>
</tr>
<tr>
<td>Residential Target Hazard Annual Inspections</td>
<td>None</td>
<td>$5/ transient unit</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$2/ apartment unit</td>
</tr>
<tr>
<td>Commercial Target Hazard Annual Inspection</td>
<td>None</td>
<td>$50/ hour</td>
</tr>
<tr>
<td>Stormwater Utility Fee Parameter</td>
<td>2022</td>
<td>2023</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td>Monthly/Billing Unit</td>
<td>$0.90</td>
<td>$1.05</td>
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<tr>
<td>Change/Year</td>
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<td>0.15</td>
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<tr>
<td>Avg. Residential/Month</td>
<td>5.40</td>
<td>6.30</td>
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<tr>
<td>Avg. Residential/Year</td>
<td>64.80</td>
<td>75.60</td>
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</table>
The City of Roanoke first began using the Budgeting for Outcomes (BFO) process to develop fiscal year budgets with its Fiscal Year 2011-2012 Adopted Budget.

What is Budgeting for Outcomes?

- Budgeting for Outcomes is a budget process that allocates the City’s revenues to outcomes that focus on results and priorities.

- City Council has identified seven (7) priorities for the City of Roanoke as the primary basis for developing the budget, which include Community Safety, Economy, Education, Good Government, Human Services, Infrastructure, and Livability. Beginning in Fiscal Year 2013-2014, a separate “priority” was established to administratively review funding requests submitted by outside agencies.

- This process puts the citizen’s perspective and their priorities first, and allows for a more meaningful allocation of resources.

- The General Fund revenue estimate, or the “price of government” is determined by the Department of Finance.

Why Budgeting for Outcomes?

- The Budgeting for Outcomes process provides a structured process for linking spending to outcomes, as well as a logical methodology for prioritizing activities and programs. This process is designed to facilitate collaboration and flexibility in the organization, while avoiding inefficient budgetary practices such as across the board budget cuts.

How does it work?

- **STEP 1: Set Priorities**
  City Council sets and approves the major priorities that government services should address that best reflect the views of citizens. As noted above, those priorities are currently: Community Safety, Economy, Education, Good Government, Human Services, Infrastructure, and Livability.

- **STEP 2: Determine the “Price of Government”**
  The Department of Finance, in conjunction with the Budget Committee, determines the revenue estimate for the upcoming fiscal year. The revenue estimate is continually revised throughout the entire process in order to be as accurate as possible at the time of final adoption. Due to economic uncertainty resulting from the COVID-19 pandemic, the normal budget adoption calendar was extended one month in Fiscal Years 2020-21 and the current Fiscal Year 2021-22. This allowed additional time to evaluate rapidly evolving revenue trends.
STEP 3: Create/Review the Request for Results
Beginning in Fiscal Year 2011-2012, a team of 8 to 10 employees from across the City were appointed by the City Manager for each of the seven priorities. Each team was tasked with determining the key indicators to measure progress toward achieving the priority’s desired outcomes and identifying the factors that should be addressed to meet them. They also identified the best strategies to pursue in order to achieve the City’s priorities. Purchasing plans and Request for Results were then developed for each priority. In the subsequent fiscal years, teams were convened to review these Request for Results documents and made revisions where appropriate. However, the documents had not been updated for several years. Priority teams consisting of Department Directors reviewed the Request for Results document and related Strategy Map for each Priority during the fall of 2018 as part of the Fiscal Year 2019-2020 budget development process. During this review process, special emphasis was placed on reviewing and updating, where appropriate, the performance indicators associated with each Priority. These indicators will help the City measure our success in achieving those identified outcomes. With that significant work done as part of the Fiscal Year 2019-2020 budget development process, it was decided that additional revisions to the Request for Results documents and strategy maps were not needed for Fiscal Year 2020-2021 nor Fiscal Year 2021-2022.

STEP 4: Invite Offers
The priority teams’ Request for Results documents are part of the budget instructions that are provided to all departments and outside agencies for developing their offers. Offers for service can only be submitted to one Priority Team, although the service may support other priorities. Departments and outside agencies are required to provide performance measures for service delivery for achieving desired outcomes in order to build accountability into the process, and make monitoring and evaluation possible. For Fiscal Year 2012-2013, a “scorecard” criterion was developed to allow sellers to score each of their own offers to aid in the ranking process. In Fiscal Year 2013-2014, the scorecard was revised, and in Fiscal Year 2014-2015, it was further streamlined to four elements. The scoring elements included: whether the program or service is mandated; if there is cost recovery for the program; if there is a change in demand for service; and the impact to the other priorities. However, as the City moved into the Fiscal Year 2019-2020 budget process, the Budget Committee determined that it would move away from scoring offers and the subsequent ranking that followed, as it was felt that funding was needed for all the services that are currently in place. That process has carried forward into Fiscal Year 2020-2021 and Fiscal Year 2021-2022 budget development as well.

New for the budget process in Fiscal Year 2021-2022, Equity and Empowerment components were incorporated into the Offers along with reintroducing the “scorecard” but only using questions that related to Equity and Empowerment this time. This information was then shared with Equity and Empowerment Teams in order to provide valuable feedback on ways to improve the offers to align with equity and empowerment goals. These teams were selected by the City Manager and consisted of Directors and other staff who were volunteers on the Diversity Advisory Committee. It is intended that for Fiscal Year 2021-2022 this
The process will be internal and therefore its feedback are not shared within this Budget Document. It is intended the process will become more transparent beginning with the Fiscal Year 2022-2023 budget process.

- **STEP 5: Make Recommendations for Funding of Offers**

In the early years, the priority teams performed a peer review on the score of each offer and revised the score if necessary based on its evaluation of how the offer met the scorecard criteria. Beginning in Fiscal Year 2014-2015, instead of the teams performing a peer review as a group, each team member individually ranked the offers in descending order in their perceived order of importance in meeting the outcomes of the priority. The Management and Budget Analyst combined the rankings of all the team members into an overall ranking using a Lean prioritization tool known as “Nominal Group Technique”. In past years, the priority teams consisted of City staff members. However, for Fiscal Year 2018-2019, the City’s Department Directors served on the priority teams and completed the ranking process. Each Director served on at least two teams.

In Fiscal Years 2015-2016 and 2016-2017, there was an emphasis on having the priority teams evaluate the incremental increase requested in the various offers. The intent was for the teams to allocate the increase into various categories. In the Fiscal Year 2017-2018 budget process, with revenues projected to decline, departments were asked to submit offers at levels below their Fiscal Year 2016-2017 adopted budgets. They could submit supplemental requests to support contract increases or inflationary increases as well as increases to support new services or enhancements to current services. The primary change for the Fiscal Year 2018-2019 budget process involved breaking programs and/or services down into “Tiers”. Tier 1 included basic emergency and safety operations; Tier 2 services/programs were those mandated by state or federal code; Tier 3 services/programs were those established by City code, Council mandates, or Roanoke core services; and Tier 4 were “nice to have” services. Tier 4 services were further subdivided into “essential” vs. “non-essential” categories. Base offer requests could not exceed the highest level of the past two years' actual expenses nor be greater than the Fiscal Year 2017-2018 budget. Any additional funding beyond Fiscal Year 2017-2018 levels required a supplemental funding request to be submitted. After completion of the Priority Team ranking meetings, Directors were then broken down into four three-person Peer Review teams to work together in reviewing the funding levels being requested by each other in their respective offers.

Beginning in Fiscal Year 2019-2020 and continuing through the current budget development process, the decision was made to move away from Priority Teams or Peer Review Teams reviewing the funding levels of offers submitted. Each Director is asked to ensure that his/her units’ controllable expenses are less than or equal to their previous adopted budget levels. They were further instructed to submit any incremental increases as supplemental budget requests. Additionally, each Director was asked to rank the supplemental requests for his/her entire Directorate in order of importance from the highest priority to the lowest priority, including any one-time requests. That listing is then reviewed by the Budget Committee.
• **STEP 6: Decide What to Buy**
The Budget Committee may make decisions to shift dollars among priorities and in the past has reviewed recommendations from the Priority Teams, or as was the case in Fiscal Year 2018-2019, it reviewed recommendations from the Peer Review Teams. However, in Fiscal Year 2019-2020 and continuing through the current budget, the Budget Committee relies on support from the Management and Budget Division to develop funding recommendations and analytical support. The Committee began its review with an emphasis on building upon the base budget offers and, pending the projected revenue, incorporating the highest priority supplemental requests. One-time budget requests are also considered at this time.

**FY 2020-2021 – The year of COVID-19:**
In Fiscal Year 2020-2021, the Budget Committee made significant progress and was on the verge of developing a recommended budget proposal in early March 2020. However, by mid-March the health and economic impacts of the COVID-19 pandemic had hit both the nation and our community. This required a complete revamping of the City’s fiscal strategy for the Fiscal Year 2020-2021 budget development. Nonetheless, the budget was prepared with specific emphasis on essential services, assisting the vulnerable, supporting economic recovery, and reclaiming momentum and strengthening resiliency. The Committee also included a COVID-19 Contingency of approximately $1.75 million in the event of worsening local tax revenue performance. To balance the budget and to provide for this contingency required that difficult decisions be made which affected services to our citizens and unfunded a number of vacant positions.

**FY 2021-2022 – A year of recovery:**
During the current budget cycle it was well understood that the economy would make a rebound as it emerged from the COVID-19 pandemic. The current budget growth of $9.565 million is the largest expanding budget the City has ever seen. Funding strategies included (1) funding critical, contractual or nondiscretionary offer requests, (2) ensure long term Fund Balance goals are adequately attainable, (2) reopening or restoring main-stay government services previously effected by COVID-19 reductions, (3) ensure contingency reserves are adequately and appropriately budgeted, (4) provide a competitive salary increase and begin implementation of a pay step-plan for certain public safety personnel, (5) prioritize remaining base and supplemental services and programs keeping in mind action items in the newly endorsed City Plan 2040 (comprehensive plan) and offers that support equity and empowerment initiatives.

**What is the impact on the existing organizational structure?**
- In the face of the COVID-19 pandemic in FY2020-2021 there were no tax and fee increases; however, as the economy is anticipated to rebound there were several fees that increased for FY 2021-2022 mainly to help off-set rising costs in their respective areas.
- Reopening of main-stay services previously shuttered due to COVID-19 include reopening of libraries, recreation centers, and the Berglund (Civic) Center. There will be a restoration of funding for recreation programming and the Arts.
Budget Document

The budget document has been organized to make it easy for all users to find information. “Budget Overview” follows the City Manager’s Message and contains highlights of each of the more detailed budget sections.

The Budget Overview can be used in conjunction with the Budget Summary section of this document to examine the City’s spending plan for the upcoming fiscal year, to identify increases or decreases in estimated revenues and recommended expenditures, to compare past years’ revenues and allocations and to learn the reasoning behind resource allocation recommendations.

A glossary of acronyms and terms used here and in the remainder of the budget document can be found in the Appendix section at the end of this document.

Budgeting Process

Budgeting for Outcomes Process

1. Confirm priorities of government
2. Review/revise requests for results
3. Invite offers
4. Review the offers
5. Establish the price of government
6. Decide what to buy
7. Present the Outcome Budget
Online version will have access to presentation links and documents. Documents and slides are in pdf format and presentations are viewable through Facebook.

<table>
<thead>
<tr>
<th>Month</th>
<th>Open to the public</th>
<th>Internal activities</th>
</tr>
</thead>
</table>
| December, 2020 | December 1  
City Council Budget Planning Workshop (pdf)  
reviews and affirms the BFO Process and the seven major Priorities.  
December 21  
City Council adopts Budget Calendar  
Priority Indicators and Performance Measures Document (PDF) | December 4  
Leadership Team kickoff meeting  
December 6 through December 31  
Offer Development by City Departments |
| January, 2021 | January 4  
City Council Real Estate Briefing: Watch at 1:06:30 / slides (pdf)  
January 29  
Real Estate Town Hall: Watch / slides (pdf) | January 11  
Budget offers and prioritized listing of supplemental requests are due to Management and Budget.  
January 14-15  
Director/ACM/DMB supplemental offer discussions with Community Development and Operations Groups  
CIP planning discussions with project managers  
January 28  
Outside Agency applications due |
| February    | February 1  
City Council Financial/Budget Planning Work Session: Watch at 14:00 / slides (pdf) | All February  
Budget Committee Meetings (3x per week)  
Equity and Empowerment Meetings  
February 1  
Offer review is completed by Management and Budget staff  
February 19  
ITC/Fleet recommendations to Budget Committee |
<table>
<thead>
<tr>
<th>Month</th>
<th>Open to the public</th>
<th>City Administration Activities</th>
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</thead>
<tbody>
<tr>
<td>March, 2021</td>
<td>March 1 City Council Financial/Budget Planning Work Session: Watch at 14:00 / slides (pdf)</td>
<td>All March Budget Committee Meetings (3x per week)</td>
</tr>
<tr>
<td></td>
<td>March 16 Capital Improvement Program Town Hall Watch / slides (pdf)</td>
<td>Equity and Empowerment Meetings</td>
</tr>
<tr>
<td>April</td>
<td>April 5 City Council Financial/Budget Planning Work Session Watch at 2:42:30 / slides (pdf)</td>
<td>All April Budget Committee Meetings (3x per week)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Equity and Empowerment Meetings</td>
</tr>
<tr>
<td>May</td>
<td>May 3 Financial/Budget Planning Work Session Watch at 1:52:00 / slides (pdf) City Council adopts HUD Consolidated Plan</td>
<td>All May Budget Committee Meetings (3x per week)</td>
</tr>
<tr>
<td></td>
<td>May 17 Recommended Budget presentation (pdf) to City Council (Watch at 103:00), Recommended Budget Document (pdf), and Budget at a Glance (pdf) is available.</td>
<td>Sharing of recommended budget with Court Appointed, Elected Officials, City Directors and Managers and Outside Agencies</td>
</tr>
<tr>
<td></td>
<td>May 24 Public Hearing on Recommended budget and tax rates (Watch at 5:00)</td>
<td></td>
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<tr>
<td>June</td>
<td>June 7 Budget Study Watch at 11:30 / slides (pdf)</td>
<td>June Budget Committee Meetings</td>
</tr>
<tr>
<td></td>
<td>June 21 City Council adopts budgets and approves an annual appropriation ordinance and Capital Improvement Plan ordinance. Watch at 1:14:30 Resolutions and Ordinances (pdf)</td>
<td>Sharing of adopted budget with Court Appointed, Elected Officials, City Directors and Managers and Outside Agencies</td>
</tr>
<tr>
<td>July</td>
<td>July 6 City Council appropriates specific funding allocations to Human Services Committee and Roanoke Arts Commission.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>July 19 Adopted Budget Document is available</td>
<td></td>
</tr>
</tbody>
</table>
NOTE: For description of funds, please refer to the “Glossary of Terms” in the Appendix section.
The operating funds are comprised of three sections, the General Fund, Proprietary Funds and School Fund as illustrated in the Operating Funds Structure chart. Programs in the General Fund are organized into the following seven priorities:

- Community Safety
- Economy
- Education
- Good Government
- Human Services
- Infrastructure
- Livability

Roanoke’s three Enterprise Funds (Civic Facilities, Parking, and Storm Water Utility) and one Internal Service Fund (Risk Management) are included in the Proprietary Funds section.

NOTE: For description of funds, please refer to the “Glossary of Terms” in the Appendix section.
This document also includes a summarized section for the Capital Improvement Program and for the HUD Consolidated Plan. It does not contain specific appropriations in the Capital Projects Fund, Debt Service Fund, nor the Special Revenue Fund (sometimes referred to as the Grant Fund). School Funds are maintained by the Roanoke City Public Schools and are generally outside the scope of the Budget Document. However, money being appropriated to these funds may be found as a transfer out of the General Fund. A majority of the ongoing projects being accounted for in the Capital Projects Fund and Special Revenue Fund are appropriated throughout the year as specific revenue providing for capital projects or grants becomes identified. The Special Revenue Fund is the only non-major fund; all other funds are considered major funds for financial reporting purposes. All funds annual revenues and expenditures may be found in the City's audited financial report, the Annual Comprehensive Financial Report (ACFR).

**The Format for Budget Expenditures**

Budget expenditure sections (Departments and Units) are organized according to categories prescribed by the Commonwealth of Virginia's Auditor of Public Accounts. Departmental summaries may be found in the Budget Summaries section of this document. Otherwise, for purposes of evaluating the budget, expenditure line items are grouped into Offers that are focused on the programs/services that Department/Units provide and submitted to a specific Priority as mentioned above. Each Offer may pull from a cross section of Departments, Units, or Expenditures. Evaluating the budget by Offers allows for a more collaborative view of the program or service. Nevertheless, Departmental summaries are still very important as they serve to place accountability on Directors for maintaining their budgetary controls throughout the year.

All new programs or initiatives recommended for funding are included in the recommended budget. City Council is encouraged to review and modify any program included. Therefore, at its discretion, City Council may approve some, all, or none of the new programs. The adopted budget will include the recommended budget with revised programs or initiatives that City Council has approved.

**The Relationship between the Capital Improvement Program (CIP) and the Budget**

The City also prepares a five-year Capital Improvement Program (CIP), which is included in the Capital Improvement Program Summary section of this document. The CIP specifies those capital improvement or construction projects that will be funded over the next five years in order to maintain or enhance the City's estimated $1.0 billion in capital assets. In addition, the CIP budget prescribes a funding method for those projects. Financial resources used to meet priority needs established by the CIP are accounted for through the Capital Projects Fund. Not all capital projects are listed in the CIP simply because there are so many. There is no dollar threshold to determine which projects are included, however, any project being funded through debt or which could be deemed significant during the five year period is included.
The primary expenditure related to the CIP that is included in the budget is funding for debt service payments for general obligation bonds or other types of debt required to fund specific Capital Improvement Program projects. The Budget Summary section of this document provides detailed information on debt management issues.

**Amending the Budget**

The budget may be amended or revised in two ways: via a transfer by the City Manager or by Council approval. The City Manager is authorized to transfer any amount within or between funds. The Director of Finance reports all transfers between funds and between project or program accounts in the Capital Project and Grant Funds that are in excess of $100,000 to City Council on a quarterly basis. All other amendments in the form of transfers or supplemental appropriations must be presented to and approved by City Council.

In addition, any proposed amendment which exceeds one percent of the total expenditures shown in the current budget must be accomplished by publishing a notice of a meeting and a public hearing once in a newspaper having general circulation in that locality at least seven days prior to the public hearing date. After hearing from citizens, City Council may amend the budget.

**Basis of Budgeting and Accounting**

In accordance with GASB, the City of Roanoke utilizes several different funds to appropriately segregate resources based on the nature of activities and funding sources/restrictions.

**Governmental Funds** – Uses the modified accrual basis of accounting, which means that obligations of the City are budgeted as expenditures; however, revenues are recognized only when they are measurable and available.

- **General Fund** - Accounts for expenditures that comprise the regular day-to-day operations of the City that are not accounted for in other funds. The primary sources of revenue for this fund are local taxes and Federal and State funding.

- **Capital Projects Funds** – Accounts for financial resources that will be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds) such as buildings, parks, schools, streets, etc. Includes projects for both the City and the school system. The primary source of revenue for these funds comes from the issuance of bonds.

- **Grant Fund** – Accounts for asset contributions made to the City from government units or other organizations.

**Proprietary Funds** – Uses the accrual basis of accounting, where expenditures are recognized when a commitment is made and revenues are recognized when they are obligated to the City. Includes those activities in which services are provided for a fee, both internally and externally.
Enterprise Funds – Accounts whereby operating expenses are recovered in the form of charges to users for such services. Included in this category are Civic Facilities, Parking, and Storm Water Utility.

Internal Service Fund – Accounts for goods or services provided internally by one department to another within City government on a cost-reimbursement basis. The only fund included in this category is Risk Management.

The Annual Comprehensive Financial Report (ACFR) shows the status of the City’s finances based on “generally accepted accounting principles” (GAAP). In most cases, this conforms to the way the City prepares its budget. Exceptions include:

- For budgetary basis, encumbered and continuing appropriations are recorded as the equivalent of expenditures as opposed to a reservation of fund balance for GAAP.
- Accrued compensated absences are not considered to be expenditures until paid for GAAP.
- General staff and administrative charges are recognized as direct expenses of the Enterprise Funds as opposed to being accounted for and funded by operating transfers.
- Principal payments on long-term debt within the Enterprise Funds are applied to the outstanding liability, as opposed to being expended on a Budget basis.
- Capital outlays within the Enterprise Funds are recorded as assets and depreciated over the life of the asset for GAAP. However, they are budgeted as expenditures in the year purchased.
- Inventory is an expense when purchased for budget basis, but for GAAP it is not an expense until used or sold.
- For budget basis, debt issue and discount costs are considered to be expended when paid, not capitalized and amortized over the life of the bonds.
- Many revenues such as most taxes, fines, forfeitures, and charges for services are considered to be revenue when received for budget purposes, rather than when earned for GAAP. However, some taxes like personal property are recorded as revenue when levied.
- For budgetary purposes, proceeds from the sale of assets are recognized as revenue; however, the related gain or loss is not.

Citizen Engagement

Citizen engagement is very important for the City of Roanoke. The City of Roanoke offers citizens the opportunity to provide input in the budget process through public hearing opportunities and surveys. This engagement brings government and citizens together to foster collaborative conversations, build positive relationships, and create new innovative ways to get citizens involved. Citizens are given the opportunity twice a month to attend
council meetings and to speak upon public matters. Special restrictions in place during the COVID-19 pandemic still allowed for Citizen input through a Zoom virtual interface.

**Financial Planning and Policies**

City Council and City Staff have financial planning work sessions to facilitate budget and capital project planning. The work sessions focus on revenue outlook, trends, revenue issues, priority expenditures, expenditure issues, capital projects and debt for capital projects.

The financial guidelines and policies that serve as the framework for the financial operation of City government and the basis for budget development are contained in this section of the budget document. They were formally reviewed and approved by City Council in August of 2018 and will be revisited again in the Fall/Winter planning session in 2021.

**FINANCIAL GUIDELINES AND POLICY STATEMENTS**

**Budget Guidelines**

- Roanoke will adhere to all Federal, State and local legal requirements pertaining to the operating budget.
- Roanoke will employ a structured budget preparation and formulation process that will be used by all entities receiving funding from the City. The process employed will ensure adequate citizen input and participation.
- Roanoke will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing necessary expenditures, accruing future years' revenues or rolling over short-term debt.
- Roanoke will maintain a budgetary control system to ensure adherence to the budget.
- Roanoke will establish a budget contingency to provide for unanticipated expenditures of a non-recurring nature, or to meet unexpected small increased service delivery costs. The target will be 0.5% of the General Fund Budget and will be budgeted annually as part of the General Fund.
- Roanoke will employ a structured expenditure and revenue forecasting system to allow for effective financial planning.
- The budget will provide sufficient funding to cover annual debt retirement costs.
- Roanoke administration will prepare regular reports comparing actual revenues and expenditures to budgeted amounts.
• An independent audit will be performed annually and a management letter received by City Council.

• The City administration will promptly evaluate the audit management letter recommendations, determine the proper actions in response to these recommendations and complete, within established time-frames, all actions that correct or otherwise resolve the matters included in the management letter.

• The City of Roanoke will continue to prepare an annual budget consistent with the guidelines established by the Government Finance Officers Association to achieve the Distinguished Budget Award Program.

• Roanoke will adopt a balanced budget in which operating revenues equal operating expenditures.

**Expenditure Guidelines**

• Essential services, such as Police, Fire, Emergency Medical Services, and related public safety services, will receive first priority for funding. The City will attempt to maintain current service levels for all essential services.

• Roanoke will identify low priority services for reduction or elimination, if necessary, before essential services.

• Roanoke will consider the establishment of new user fees or increases in existing fees as an alternative to service reductions or elimination.

• In all actions to balance the budget, Roanoke will attempt to avoid layoffs of permanent employees. Any personnel reductions will be scheduled to come primarily from attrition.

• Roanoke will pay for all current expenditures with current revenues. Long-term debt and year-end undesignated fund balances will not be used for funding current expenditures.

• The City of Roanoke will annually review capital asset acquisition, maintenance and replacement issues and provide funding as available through the undesignated fund balance.

• Roanoke will consider as high funding priorities technological and capital investment programs which are cost effective and which will reduce operating costs.

• Where possible, Roanoke will integrate service level measures and performance/productivity indicators with the budget.

• Roanoke will employ a budgetary encumbrance control system to ensure proper budgetary control.
Reserve Policies

Unassigned General Fund

- **Reserve Floor** -- Roanoke will target an unreserved, "Unassigned General Fund Reserve" equal to 12% of General Fund Expenditures. This level of reserves is intended to provide the City with sufficient working capital and margin of financial safety to address unforeseen, one-time expenditure emergencies or significant unforeseen declines in revenues in a specific fiscal year, for which there is no other current budgetary resource available, or other categories of fund balance available to satisfy the funding needed. The Unassigned General Fund Reserve will be reported in the Unassigned category on the City’s Governmental Funds Balance Sheet in the General Fund.

- **Reserve Funding Sources** -- The Unassigned General Fund Reserve will be maintained through the provision of funding from a budgeted reserve contribution as well as residual revenue in excess of budget, both as necessary, to maintain the designated Reserve Floor.

- **Reserve Drawdown** -- Drawdown of the Unassigned General Fund Reserve shall occur only by authorization of City Council. Funds may only be used for the purposes described above, which cannot be covered from contingencies or other sources. The Unassigned General Fund Reserve may not be used for balancing the annual budget due to recurring declines in revenue sources or recurring expenditure increases.

- **Reserve Replenishment** -- In the event the Unassigned General Fund Reserve is used, it will be restored to its minimum level within three fiscal years. The Director of Finance will submit a plan in writing to City Council that will restore the Unassigned General Fund Reserve to its minimum level within three fiscal years.

Reserve Funding Plan

With the exception of the Unassigned Fund Balance Reserve, the reserve policies as outlined herein are higher reserve levels than the City currently maintains. In order to meet the various reserve levels, the City will add to its reserves using the funding sources described below and will fill each reserve according to the funding priorities, also described below. This funding method will continue until each reserve is fully funded.

**Funding Sources**

In order to meet the desired reserve levels, the City will concurrently fund the Unassigned General Fund Reserve at the designated 12% level and the Stabilization Reserve at the 3% level as noted below:
By Year-End FY 2019:
- Fund the Unassigned General Fund Reserve at a minimum of 11% of General Fund Expenditures
- Fund the Budget Stabilization Reserve to a level of a minimum of 1/2% General Fund Expenditures

By Year-End FY 2020:
- Fund the Unassigned General Fund Reserve at a minimum of 11 1/2% of General Fund Expenditures
- Fund the Budget Stabilization Reserve to a level of a minimum of 1% of General Fund Expenditures

By Year-End FY 2021:
- Fund the Unassigned General Fund Reserve at a minimum of 12% of General Fund Expenditures
- Fund the Budget Stabilization Reserve to a level of a minimum of 1 1/2% of General Fund Expenditures

By Year-End FY 2022:
- Maintain the Unassigned General Fund Reserve at a minimum of 12% of General Fund Expenditures
- Fund the Budget Stabilization Reserve to a level of a minimum of 2% of General Fund Expenditures

By Year-End FY 2023:
- Maintain the Unassigned General Fund Reserve at a minimum of 12% of General Fund Expenditures
- Fund the Budget Stabilization Reserve to a level of a minimum of 3% of General Fund Expenditures

These Reserve Policies will be reviewed by City staff and the City’s Financial Advisor every three years. Recommendations for revisions to the policies will be presented to City Council for consideration.

Revenue Guidelines

- Roanoke will take active measures to encourage economic development, thereby developing a diversified and stable revenue system to shelter it from short-run fluctuations in any one revenue source.

- Roanoke will maintain sound appraisal procedures to keep property values current. Property will be assessed at 100% of full market value and reassessments will be made of all property annually.

- Roanoke will establish all user charges and fees at a level closely related to the full cost of providing the services (i.e., direct, indirect and capital costs); taking into consideration similar charges/fees being levied by other public and private organizations.
• Roanoke will recalculate the full costs of activities supported by user fees to identify the impact of inflation and other cost increases, and will revise user fees accordingly with review of the Council.

• The targeting of specific revenues for special programs or projects is discouraged, as it promotes fiscal inflexibility; however, intergovernmental grant assistance will be targeted as much as possible toward capital improvements.

• Roanoke will aggressively seek Federal and State grant and capital improvement funds and evaluate future local fiscal impact.

• The General Fund undesignated fund balance will not be used to balance the budget. These funds will be used for non-recurring capital acquisition items.

**Debt Management Policy**

**Introduction**

One of the keys to sound financial management is the development of a debt policy. This need is recognized by bond rating agencies, and development of a debt policy is a recommended practice by the Government Finance Officers Association. A debt policy establishes the parameters for issuing debt and managing the debt portfolio. It provides guidance to the administration regarding purposes for which debt may be issued, types and amounts of permissible debt and method of sale that may be used. The following debt policy is intended to demonstrate a commitment to long-term financial planning. It will be used in conjunction with the Capital Improvement Programs for both the City and School Board. Adherence to this policy will help assure maintenance of the City’s double-A credit ratings.

**Guidelines for Debt Issuance**

• The City will prepare and update annually a five-year Capital improvement Program (CIP) to be approved by City Council. The CIP will be developed with an analysis of the City’s infrastructure and other capital needs, and the financial impact of the debt service required to meet the recommended financing plan. The City will strive to fund at least 10% of the CIP projects’ aggregate cost on a cash basis.

• As part of the annual Capital Improvement Program, the Schools shall furnish the City a schedule of funding needs for any school projects for which the issuance of long-term debt is planned.

• Each project proposed for financing through debt issuance will have an analysis performed for review of tax impact and future operating costs associated with the project and related debt issuance costs.

• All proceeds from debt issuance for the City of Roanoke and the City of Roanoke School Board shall be appropriated by City Council.

• Proceeds from the issuance of debt shall be monitored by the investment custodian with regard to arbitrage. Compliance with all applicable federal tax requirements shall be made.
The City will coordinate with its investment managers with regard to expected project funds payout to maximize investment earnings when debt is issued in advance of project construction or purchase.

- Long-term debt will be issued to purchase or construct capital improvements or equipment with a minimum expected life of five years. The City will not use long-term borrowing to finance annual operating needs.

- The City will attempt to avoid short-term debt to provide cash flow for annual operations. Debt issued for operating purposes will be limited to cases where there is reasonable certainty that a known source of revenue will be received in the current fiscal year sufficient to repay the debt or where there is a clear financial emergency.

- The City will comply with all applicable U.S. Internal Revenue Service and U.S. Treasury arbitrage requirements for bonded indebtedness in order to preserve the tax-exempt status of such bonds.

- Bond issues should be planned to minimize the frequency of issuance, thereby ensuring the lowest possible costs of issuance. When determining the size of a bond issue, consideration should be given to the need for construction and debt service. Construction fund draw schedules shall be prepared, and projection of conservative earning on unspent bond funds should be made in conjunction with planning of the City’s Capital Improvement Program if debt is issued in advance of project completion.

- The decision to use bond proceeds to pay interest during construction for revenue-producing projects shall be made on a case-by-case basis and shall be based on an evaluation of the opportunity cost of funds and the availability of other sources of funds to pay interest costs.

- General obligation bonds will be amortized on a level principal basis to the extent practical, and revenue bonds will be amortized on a level debt service basis to the extent practical considering the forecasted available pledged revenues.

- The City shall not endorse the obligation of any entity other than the City of Roanoke or Roanoke School Board. However, the City may enter into contracts with other regional or local public entities with respect to public purpose projects, which provide for certain payments when project or entity revenues prove insufficient to cover debt service on obligations issued to finance such project(s). The City will enter into these type agreements only when there is long-term public and financial interest in the regional or local project. The obligation could be structured as Moral Obligation Bonds, or with an underlying support agreement or other contractual arrangement. These obligations do not affect the legal debt limit of the City and any payments are subject to annual appropriation. However, if such payments were made, the obligations would be considered tax-supported debt.

- The City’s preferred method of sale of bonds is via competitive sale to underwriters. If deemed advantageous, the City may sell bonds via a negotiated sale, private placement, or other method. Coordination will be made with the City’s financial advisor in arriving at a recommendation to issue bonds through a method other than competitive sale.
Underwriter Selection

- **Senior Manager Selection** -- The City shall select a senior manager for any proposed negotiated sale. The selection criteria shall include, but not be limited to, the following:
  - Ability and experience in managing transactions similar to that contemplated by the City;
  - Prior knowledge and experience with the City;
  - Ability and willingness to risk capital and demonstration of such risk and capital availability;
  - Quality and experience of personnel assigned to the City’s engagement;
  - Financing plan; and
  - Underwriting fees.

- **Co-Manager Selection** -- Co-managers may be selected on the same basis as the senior manager. In addition to their qualifications, co-managers appointed to specific transactions will be a function of transaction size and the necessity to ensure maximum distribution of the City’s bonds.

- **Underwriter’s Counsel** -- In any negotiated sale of City debt in which legal counsel is required to represent the underwriter; the appointment will be made by the Senior Manager with final approval from the City.

- **Underwriter’s Discount** -- The City will evaluate the proposed underwriter’s discount against comparable issues in the market. If there are multiple underwriters in the transaction, the City will determine the allocation of underwriting liability and management fees, if any.

The allocation of fees will be determined prior to the sale date; a cap on management fees, expenses and underwriter’s counsel fee will be established and communicated to all parties by the City. The senior manager shall submit an itemized list of expenses charged to members of the underwriting group. Any additional expenses must be substantiated.

- **Evaluation of Underwriter Performance** -- In conjunction with its financial advisor, the City will evaluate each bond sale after completion to assess the following: costs of issuance including underwriters’ compensation, pricing of the bonds in terms of the overall interest cost and on a maturity-by-maturity basis, and the distribution of bonds and sales credits.

- **Designation Policies** -- To encourage the pre-marketing efforts of each member of the underwriting team, orders for the City’s bonds will be net designated, unless otherwise expressly stated. The City shall require the senior manager to:
  - Fairly allocate bonds to other managers and the selling group;
  - Comply with Municipal Securities Rulemaking Board (MSRB) regulations governing the priority of orders and allocations; and
  - Within 10 working days after the sale date, submit to the City a detail of orders, allocations and other relevant information pertaining to the City’s sale.
Limitations on Level of Debt to be Issued and Outstanding

Constitutional and Statutory Limitations:
- Article VII, Section 10 of the Constitution of Virginia, the Public Finance Act and the City Charter established the City’s Legal Debt Margin at 10% of the assessed value of real estate within the City shown by the last preceding assessment for taxes.
- The Public Finance Act and the City Charter also establish other limits as to the amounts and types of debt the City may issue.

Self-Imposed Debt Targets:
- Net tax-supported debt as a percentage of the total taxable assessed value in the City (including real, personal property, and public service corporations) will not exceed 4%. For the entire City’s self-imposed debt targets, the City may exclude all or a portion of any bonds or leases that are self-supporting.
- Net tax-supported general obligation debt service shall not exceed 10% of General Fund expenditures.
- Net tax-supported debt will be structured in a manner such that not less than 60% of the aggregate outstanding tax-supported debt will be retired within ten years.

Types of Debt Issuance
- The City may issue general obligation debt for capital or other properly approved projects.
- The School Board may use the Virginia Public School Authority (VPSA), Qualified Zone Academy Bonds (QZAB), Qualified School Construction Bonds (QSCBs), or State Literary Fund loans to finance school capital projects. Such debt issued on behalf of the School Board constitutes general obligation debt of the City. The City Manager and the Director of Finance shall approve any application to the Commonwealth of Virginia for such debt. City Council shall approve the issuance of the bonds as required by the Public Finance Act. The School Board shall approve such financings before requesting City Council approval.
- The City may issue revenue bonds to fund proprietary activities such as water and water pollution control utilities, or for other capital projects that generate adequate revenues from user fees to support operations and debt service requirements. The bonds will include written legal covenants, which require that revenue sources are adequate to fund annual operating expenses and annual debt service requirements.
- Capital leases may be used to purchase buildings, equipment, furniture and fixtures. The term of any capital lease shall not exceed the useful life of the asset leased. Revenue bonds may be issued by the City or other entity that are secured by a City capital lease.
• Short-term borrowing may be utilized for interim financing or for other purposes as described below. The City will determine and utilize the least costly method for short-term borrowing subject to the following policies:
  - Bond Anticipation Notes (BANs) may be issued for capital related cash purposes to reduce the debt service during the construction period of a project or to provide interim financing for a project. The BANs shall not mature more than 5 years from the date of issuance.
  - Lines of Credit shall be considered as an alternative to other short-term borrowing options.
  - Other Short-Term Debt may be used when such instruments provide an interest rate advantage or as interim financing.

• Lease financing and master lease obligations, including lease revenue bonds, may be considered as alternative financing structures.

**Refunding of Debt**

The City will refund debt when it is in the best financial interest of the City to do so.

• **Debt Service Savings** -- When a refunding is undertaken to generate interest rate cost savings, the minimum aggregate present value savings will be 3% of the refunded bond principal amount. The present value savings will be net of all costs related to the financing. If present value savings is less than 3%, the City may consider the refunding efficiency as measured by option value. If the refunding efficiency of a refunding candidate exceeds 70% (on a maturity-by-maturity basis) and present value savings is less than 3%, the City may opt to increase the universe of refunded bonds.

• **Restructuring** -- Refundings for restructuring purposes will be limited to restructuring to alleviate debt service during difficult budgetary years, achieve cost savings, mitigate irregular debt service payments, release reserve funds or remove unduly restrictive bond covenants.

• **Term of Refunding Issues** -- The City will refund bonds within the term of the originally issued debt. However, the City may consider maturity extension, when necessary to achieve a desired outcome, if such extension is legally permissible. The City also may consider shortening the term of the originally issued debt to realize greater savings. The remaining useful life of the financed facility and the concept of inter-generational equity should guide this decision.

• **Escrow Structuring** -- The City shall utilize the least costly securities available in structuring refunding escrows. A certificate will be provided by a third party agent stating that the securities were procured through an arms-length, competitive bid process (in the case of open market securities), and that the price paid for the securities was reasonable within Federal guidelines. Under no circumstances shall an underwriter, agent or financial advisor sell escrow securities to the City from its own account.

• **Arbitrage** -- The City shall take all necessary steps to optimize escrows and to avoid negative arbitrage in its refundings. Any resulting positive arbitrage will be rebated as necessary according to Federal guidelines.
Investor Relations, Disclosure and Communication

- The debt ratios outlined above will be computed annually and reported in the Annual Comprehensive Financial Report, along with a computation of net tax-supported debt per capita.

- The City will maintain communication with bond rating agencies to keep them abreast of its financial condition by providing them the City’s Annual Comprehensive Financial Report, Annual budget, and Capital Improvement Program.

- The City will comply with all of its undertakings in accordance with Securities and Exchange Commission Rule 15c2-21.

Debt Service Fund Balance

- The fund balance of the Debt Service Fund shall be reserved for the future payment of annual principal and interest payments, which includes general obligation bonds of the City, including school debt.
1671: An exploration party’s report told of the “blue mountains and a snug flat valley beside the upper Roanoke River.”

1671 – 1741: After this initial exploration, the region remained undisturbed by settlers.

1740: People from Pennsylvania seeking new lands in the rich Shenandoah Valley joined early settlers from eastern Virginia and began farming in the Roanoke Valley.

New counties and communities were established:
- Botetourt County was created in 1789, with the town of Fincastle as its seat.
- Roanoke County was separated from Botetourt in 1838.
- Craig County was formed in 1851 from Botetourt, Roanoke, Giles and Monroe Counties with New Castle as its seat.

Towns formed within what is now the City of Roanoke in the first decades of the 19th century:
- Antwerp was subdivided in 1801
- Gainesborough in 1825 (the present Gainsboro neighborhood)
- Old Lick in 1834
- The Gainsborough settlement remained the most populous community until 1874 when the Town of Big Lick was chartered. This tiny village of less than 500 people was to become the Town of Roanoke in 1882 and in 1884, the city of Roanoke. The new town was located along the old Atlantic, Mississippi and Ohio Railroad, later to become the Norfolk and Western.

1806: The Town of Salem became the county seat for Roanoke County. Salem was the largest town within the area during these formative years and was located on two stage lines. It remained the major center of activity in the Roanoke area until the mid-1880’s.

1882: The completion of the Shenandoah Valley Railroad from Hagerstown, Maryland, to its junction with the newly formed Norfolk & Western marked the start of Roanoke’s rapid growth. The adjacent Town of Vinton was also incorporated at this time.

1884: The Town of Roanoke was chartered as an independent city.

1968: Salem became an independent city.
ABOUT OUR CITY

AREA & POPULATION

- The City of Roanoke encompasses a land area of 43 square miles with 99,795 residents.
- The local public school division is Roanoke City Public Schools.
- The city is divided into 49 individually defined neighborhoods.
- The city is divided into four quadrants: Northwest (NW), Northeast (NE), Southwest (SW), and Southeast (SE).
- The city represents nearly one-third of the population of the metropolitan area, which includes the neighboring City of Salem, Town of Vinton, and the counties of Botetourt, Craig, Franklin, and Roanoke.
- The City of Roanoke is the largest municipality in Southwest Virginia, and is the principal municipality of the Roanoke Metropolitan Statistical Area (MSA).

### POPULATION DATA

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<th>Locality</th>
<th>Population</th>
<th>% of MSA</th>
<th>Change Since 2010 Census</th>
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<td>City of Roanoke</td>
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<td>City of Salem</td>
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<td>MSA Total</td>
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Source: Weldon Cooper Center for Public Service, January 2021
ABOUT OUR CITY

GEOGRAPHIC LOCATION

- Roanoke is the largest city in the Commonwealth of Virginia west of Richmond and is located between the Blue Ridge and the Virginia Alleghany Highlands midway between New York, N.Y. and Atlanta, Ga., approximately 189 miles west of Richmond, 234 miles southwest of Washington, DC, and 240 miles west of Norfolk. This position in the Southeast gives Roanoke ready access to nearly two-thirds of the total population of the United States, all within a 500-mile radius.

- Roanoke’s location in the Blue Ridge Mountains, midway along the “great valley” between Maryland and Tennessee, has been the key to its growth.

- The city is the center of a large metropolitan region, functioning as a hub of transportation, finance, health care, retail, and industry for the southwestern part of the state.

- The community has flourished as the region’s transportation center, which includes:
  - Roanoke-Blacksburg Regional Airport with service via four airlines (Allegiant Air, American, Delta and United Airlines)
  - Modern highways, including Interstate 81 and Route 460 & 220, which have attracted numerous interstate motor freight lines to establish terminals
  - Express Delivery offered through Federal Express and UPS
  - Formation of the Interstate 73 Coalition, which will focus on improving street transportation connectivity
  - Construction of Passenger Rail, conveniently located near the City’s downtown area, connecting Roanoke to other areas in Virginia, D.C., Baltimore, Philadelphia, and Boston

OPERATIONS

- The City operates under the Council-Manager form of government.

- City Council, which formulates policies for the administration of the City, is the governing body and is composed of seven members elected on an at-large basis to serve four-year staggered terms.

- Officers of City Council are the Mayor, elected directly by the voters to a four-year term. A Vice Mayor is selected based on the highest popular vote in council elections and serves a two-year term.

- Council appoints the City Manager to serve as the City’s chief administrative officer. The City Manager is responsible for implementing the policies of City Council, directing business and administrative procedures, and appointing departmental officials and certain other City employees. Two Assistant City Managers who are responsible for the Operations and Community Development clusters aid the City Manager.
City Council also appoints the City Attorney, the City Clerk, and the Municipal Auditor, each of whom reports directly to City Council.

The primary government provides a full range of services including general administration, emergency services, public works, recreational activities, judicial functions, health and welfare activities, and community development activities. The City also provides services through multi-jurisdictional efforts such as the Western Virginia Water Authority, the Regional Center for Animal Control and Protection, and the Roanoke Valley Resource Authority, a regional solid waste facility. In addition, the City participates in such commissions as the Hotel Roanoke and Conference Center Commission, the Roanoke Valley Juvenile Detention Commission and the Roanoke Regional Airport Commission.

The financial reporting entity includes all the funds and account groups of the primary government (that is, the City of Roanoke as legally defined), as well as all of its component units. Component units are legally separate entities for which the primary government is financially accountable.

ECONOMY

The City’s economy is predominantly non-agricultural, consisting of: healthcare, wholesale and retail trade, construction, manufacturing, transportation, research & development, technology, and warehousing. Other sectors include financial services, insurance, real estate, public administration, utilities management, arts and recreation, and small-scale agriculture.

Roanoke offers many of the cultural amenities typically associated with larger cities, including a vibrant arts scene, several higher education institutions, and a vibrant entrepreneurial community that boasts a balance of small and large businesses. Often thought of as cosmopolitan, Roanoke is proud of its attractive and eclectic neighborhoods, welcoming environment, and its emphasis on livability and quality of life.

The largest city in the Commonwealth west of Richmond, Roanoke serves as the economic center of southwestern Virginia.

Despite the slowdown associated with the COVID-19 pandemic, Roanoke continues to see development reflective of its diverse economy with continued investment and opening of new businesses in the City.

The COVID-19 pandemic has since resulted in new marketing efforts by the Roanoke Regional Partnership focused on attracting people who can work remotely from anywhere. The 2020 campaign resulting from COVID-19, “The View from Your Office,” is running in major cities on the East and West Coasts and touts the many benefits of living in Roanoke, including outdoor lifestyle, housing costs, savings, and convenience. With major employers allowing employees to work remotely, this campaign presents a fitting message for our times.
Several significant projects are on the drawing board or are underway within the City. Projects have taken place in the following sectors during fiscal year 2020-2021:

**Hospitality.**

The Hotel Roanoke & Conference Center, a Curio Collection by Hilton property, completed $3.6 million in renovations to The Pine Room and 1882 Lobby Bar with a celebration held on September 30, 2020 to commemorate the 25th anniversary of the reopening of the hotel. The hotel partnered with Roanoke-based Lionberger Construction for the renovation of the 4,000 square-foot space which included the installation of a 40-seat lobby bar, a culinary bar, an open kitchen and outdoor patio and event space.

Savara Properties of Northern Virginia is redeveloping the Liberty Trust Building into Roanoke’s first boutique hotel with plans to spend over $10 million redeveloping the property. The hotel is slated to open in November 2021.

Kalyan Hospitality purchased the First Federal Building, located at the corner of Church Avenue and 1st Street SW, for $3.1 million in late October, 2019 with plans to convert the property into two hotels. The developer anticipates spending $36 million on the project.

Star City Properties, LLC opened a new Holiday Inn Express in August 2020. The 96-room hotel project is a $2 million investment in the City of Roanoke.

The inaugural Carilion Clinic IRONMAN® 70.3® Virginia's Blue Ridge Triathlon took place in the Roanoke Valley on June 6, 2021. The challenging course included swimming at Carvins Cove, cycling on the Blue Ridge Parkway, and running along the Roanoke River Greenway. With 1,500 participants, the event quickly reached maximum capacity and is expected to have an approximately $7 million economic impact on the City and the Region. The event’s success is also the result of a decade-long effort by Roanoke Outside and Visit Virginia’s Blue Ridge to lure such events to Roanoke. Finally, the event’s success recognizes the effectiveness of outdoor assets as an economic development tool for the City. The Carilion Clinic IRONMAN® 70.3® Virginia's Blue Ridge triathlon will return in June, 2022.

**Transportation.**

After 29 months of consecutive passenger growth, the Roanoke-Blacksburg Regional Airport (ROA) realized a decrease in passenger traffic due to travel restrictions caused by the COVID-19 pandemic. However, the airport saw a 21% increase in April 2021 passenger traffic vs. March 2021 and a 1677% passenger increase from April 2020.

**Manufacturing.**

Frank Chervan, a Roanoke-based manufacturer of furniture for the hospitality and health care industry since 1932, announced a spin-off company, Txtur in January 2021 to service the retail market for consumers. The company collaborates with Black Dog Salvage for showroom space of this locally-made line of modern furniture with an attractive price point. Txtur furniture is built sustainably with recycled materials.
Health Care and Education

Fralin Biomedical Research Institute unveiled its new 139,000 square foot state-of-the-art building in Roanoke. The $91 million expansion will be home to at least 25 new teams of Virginia Tech biomedical researchers specializing in cardiovascular research, obesity and metabolism, body-device interfaces, cancer, and more. The building also features a green roof, classrooms, wet and dry lab space, offices, and a LINAC particle accelerator to help pets with cancer.

Valleys Innovation Council (VIC) in September 2020 was selected by the United States Department of Commerce to receive $982,442 in Build to Scale grant funds as part of a $2.08 million three-year effort to scale up accelerator and startup assistance programming through the Regional Accelerator and Mentoring Program (RAMP). The grant allowed RAMP to offer a second annual cohort focused on health and life sciences, an emerging industry cluster in the region. VIC and RAMP are located along Roanoke’s Innovation Corridor, which links the City’s vibrant downtown to the Virginia Tech Carilion Riverside District. Other partners include Virginia Tech, Carilion Clinic, the Fralin Biomedical Research Institute, Virginia Western Community College, and Radford University. To learn more, log onto roanokeinnovates.com.

Luna Innovations Incorporated, a global leader in advanced fiber optic-based technology with headquarters based in downtown Roanoke acquired OptaSense Holdings, Ltd., a QinetiQ company, for $40.3 million (£29 million) in December, 2020. Opta Sense is a recognized market leader in fiber optic distributed monitoring solutions for pipelines, oilfield services, security, highways and railways, as well as power and utilities monitoring systems. The combination of these two companies will create the world’s largest fiber optic sensing company.

In November, 2020 Luna also acquired New Ridge Technologies LLC, a Maryland- based developer and manufacturer of fiber optic test and measurement equipment and advanced fiber optic subsystems primarily for telecommunication and polarization-control applications. The acquisition of New Ridge Technologies and its solutions complement Luna’s communications test and measurement portfolio, a $6.2 billion space, so this acquisition acts as an accelerator for Luna in these growth areas.

LeadPoint Digital announced that the company was growing into new office space in downtown Roanoke and relocated their headquarters to Century Plaza on December 1, 2020. The company specializes in creating inbound strategies consisting of various digital marketing activities to include branding and nurturing prospects, converting them into leads. The company plans to grow by 5 full-time employees annually, and expand their market regionally and nationally.

Clarkston Technology Solutions in Dec. 2019 purchased the former Talecris Plasma Building at the corner of 5th and Luck for $470,000. They have invested an additional $2.1 million into the 10,000 square-foot property and opened June 30, 2021.

Salem-based Richfield Living’s new Roanoke Campus, a $36 million facility located at 1030 Mecca Street in northeast Roanoke opened Phase One in June, 2021. This 102,000 square foot facility is the first nursing facility in Southwest Virginia to employ the Household Model of Care, which emphasizes continued independence for residents and includes 19 private bedrooms per section situated around a central kitchen and living area. The first phase includes 105 full-time staff and professional employees with a median annual salary of $42,300.
In May 2021, Virginia Western Community College completed a project with Carilion Clinic to manufacture PPE devices to help protect healthcare providers in the Roanoke Region during the COVID-19 pandemic. College employees and students collaborated in the STEM Building’s Fab Lab to 3D print almost 600 devices used to increase the effectiveness of respirators.

Carilion Clinic (Carilion) began work on the $300 million expansion of Roanoke Memorial Hospital to include a new tower for emergency and heart patients, a new behavioral health hospital across Jefferson Street, and a 500-space parking garage. The expansion is part of Carilion’s plan to invest $1 billion over the next seven years on capital improvements, including $200 million to equip the new buildings.

**Retail and Development**

Planning continues on the City of Roanoke’s efforts to relocate its downtown Transit Transfer Center to a series of parking lots located at Salem Avenue and Third Street, SW. Construction on a temporary bus facility to be located at 339 Salem Avenue, SW is due to begin during Summer 2021. The former bus station on Campbell Avenue will be redeveloped into residential and commercial space by Hist:Re Partners, while the office space located at 106 South Jefferson Street will be converted into a dedicated Amtrak Station. The entire project is estimated to be an investment of $35 million in downtown Roanoke.

In July 2020, the Governor of Virginia announced that ASGN Incorporated will create 700 jobs across Virginia, including 74 jobs in the City of Roanoke, with an average annual salary of $103,894.

In July 2020, Charles Schwab, one of the largest full-service investment services firms in the country opened its first Southwest Virginia office at Towers Shopping center in Roanoke.

RBC Wealth Management in May 2021 announced the hire of a Roanoke-based UBS Wealth Management USA team with $900 million in client assets. Temporarily based out of a former bank building in downtown Roanoke, the company will make 110 Franklin Road their final Roanoke destination in the fall of 2021 with 10 full-time employees.

In July 2020, the City of Roanoke, Freedom First Credit Union, and the Cities for Financial Empowerment Fund launched Roanoke’s Financial Empowerment Center. The FEC offers professional, one-on-one financial counseling and coaching as a no-cost public service to local residents. First piloted in New York City under Mayor Michael R. Bloomberg in 2008, FECs across the country have serviced 108,000 clients, helping them reduce individual debt by over $150 million and increasing their families’ savings by more than $23 million.

Melrose Hardware located at 2302 Melrose Avenue celebrated its 100th Anniversary in Roanoke.

Mama D’s Barbershop held a Grand Opening & Ribbon-Cutting on Thursday, October 1, 2020. The woman-owned business kept a 50 year-old Roanoke business alive.

Build Smart Institute, a new 12,000 square feet facility located along Gainsboro Road, opened on October 30. The privately-owned facility offers students opportunities for careers in the construction industry with a training approach that blends classroom instruction with hands on experience and virtual instructional programs.
November, 2020 brought the long awaited opening of Crystal Spring Grocery Company, a specialty grocer located in the South Roanoke neighborhood. The new grocery store is a lunch restaurant, specialty food store, and community gathering space with exceptional house-made food items, regional provisions, freshly prepared meals, fine wines and craft beer selections. This investment in the City of Roanoke is $400,000 with 5 full-time employees.

Chris’s Coffee & Custard opened in March, 2021 in southeast Roanoke in a redeveloped building that was once part of the American Viscose Corp. plant. The $350,000 investment serves not only coffee and sweet treats, but also offers employment opportunities for individuals from all walks of life, focusing on Roanoke’s special abilities community. Lovable Services, Inc., the 501(3)(c) non-profit parent corporation of Chris’s Coffee & Custard offers a comprehensive workforce training arm supporting the company with Chris’s being the job training site.

Well Hung Vineyard expanded from the Charlottesville area to space along the Jefferson Street corridor and across the street from Mast General Store. The full-service restaurant has 3 full-time employees and represents a $350,000 investment in the City of Roanoke. Well Hung serves lunch and dinner daily, as well as brunch on Saturdays and Sundays.

Redevelopment of the former Graves Humphries Building was completed on a 2.2-acre site located at the corner of Franklin Road and McClanahan Street, SW. The 93,000 square foot building has been transformed into the Varsity Park Business Center. Amenities include a new parking lot and an elevated storage site with 500 storage spaces. With the location’s postcard views and a location near the Roanoke Valley’s outdoor sporting epicenter, the ownership team envisions the addition of uses beyond traditional storage, including traditional office space, showrooms, and logistics. Varsity Park Franklin is a $20 million investment in the City of Roanoke.

The former Mick-or-Mack grocery store in Grandin Village is set to become a bike store. Cardinal Bicycle closed its Grandin Village location and will reopen in the 11,000-square-foot building in early July 2020. The investment is estimated to be $1 million. Vintage home décor retailer The Gray Goose now occupies the former Cardinal Bicycle space located at 1502 Grandin Road.
### Roanoke MSA Labor Force Data

<table>
<thead>
<tr>
<th>Description</th>
<th>April 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civilian Labor Force</td>
<td>152,729</td>
</tr>
<tr>
<td>1. Employment</td>
<td>147,140</td>
</tr>
<tr>
<td>2. Unemployment</td>
<td>5,589</td>
</tr>
<tr>
<td>3. Percent of Labor Force</td>
<td>3.7%</td>
</tr>
<tr>
<td>4. State Rate (%)</td>
<td>3.9%</td>
</tr>
<tr>
<td>5. National Rate (%)</td>
<td>5.8%</td>
</tr>
</tbody>
</table>

* Bureau of Labor Statistics April 2021

### Roanoke MSA Employment by Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>4th Quarter 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, Forestry, Fishing, &amp; Hunting</td>
<td>**</td>
</tr>
<tr>
<td>Mining, Quarrying, and Oil and Gas Extraction</td>
<td>149</td>
</tr>
<tr>
<td>Utilities</td>
<td>**</td>
</tr>
<tr>
<td>Construction</td>
<td>3,779</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>3,388</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>2,061</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>7,238</td>
</tr>
<tr>
<td>Transportation &amp; Warehousing</td>
<td>4,108</td>
</tr>
<tr>
<td>Information</td>
<td>485</td>
</tr>
<tr>
<td>Finance &amp; Insurance</td>
<td>2,857</td>
</tr>
<tr>
<td>Real Estate &amp; Rental &amp; Leasing</td>
<td>774</td>
</tr>
<tr>
<td>Professional, Scientific, &amp; Technical Services</td>
<td>2,552</td>
</tr>
<tr>
<td>Management of Companies &amp; Enterprises</td>
<td>2,976</td>
</tr>
<tr>
<td>Administrative &amp; Support and Waste Management Services</td>
<td>2,560</td>
</tr>
<tr>
<td>Educational Services</td>
<td>410</td>
</tr>
<tr>
<td>Health Care &amp; Social Assistance</td>
<td>13,036</td>
</tr>
<tr>
<td>Arts, Entertainment, &amp; Recreation</td>
<td>850</td>
</tr>
<tr>
<td>Accommodation &amp; Food Services</td>
<td>5,128</td>
</tr>
<tr>
<td>Other Services</td>
<td>2,024</td>
</tr>
<tr>
<td>Government</td>
<td>8,171</td>
</tr>
</tbody>
</table>

* Virginia Employment Commission (4th Quarter 2020 – October, November, December)
** Indicates non-disclosable
### Roanoke MSA Top 20 Largest Employers *

<table>
<thead>
<tr>
<th>Employer</th>
<th>Product or Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carilion Roanoke Memorial Hospital</td>
<td>Healthcare</td>
</tr>
<tr>
<td>Roanoke City School Board</td>
<td>Education</td>
</tr>
<tr>
<td><strong>City of Roanoke</strong></td>
<td>Government</td>
</tr>
<tr>
<td>Carilion Services</td>
<td>Health Care</td>
</tr>
<tr>
<td>U.P.S.</td>
<td>Shipping/Delivery</td>
</tr>
<tr>
<td>Wal Mart</td>
<td>Retail Trade</td>
</tr>
<tr>
<td>United States Postal Service</td>
<td>Shipping/Delivery</td>
</tr>
<tr>
<td>Virginia Western Community College</td>
<td>Education</td>
</tr>
<tr>
<td>Anthem</td>
<td>Healthcare</td>
</tr>
<tr>
<td>Healthmarc</td>
<td>Healthcare</td>
</tr>
<tr>
<td>Kroger</td>
<td>Groceries</td>
</tr>
<tr>
<td>Steel Dynamics Roanoke Bar Division</td>
<td>Steel Production</td>
</tr>
<tr>
<td>U. S. Department of Veterans’ Affairs</td>
<td>Healthcare</td>
</tr>
<tr>
<td>Advance Auto Parts</td>
<td>Auto Supplies</td>
</tr>
<tr>
<td>Adams Construction Company</td>
<td>Construction</td>
</tr>
<tr>
<td>Virginia Transformer</td>
<td>Energy Utilities &amp; Services</td>
</tr>
<tr>
<td>Y.M.C.A.</td>
<td>Education</td>
</tr>
<tr>
<td>Coca Cola Bottling Company</td>
<td>Beverage</td>
</tr>
<tr>
<td>Blue Ridge Behavioral Health Care</td>
<td>Health Care</td>
</tr>
<tr>
<td>Davis H. Elliot Company Inc.</td>
<td>Legal</td>
</tr>
</tbody>
</table>

* Virginia Employment Commission, 4th Quarter (October, November, December) 2020
ABOUT OUR CITY

PARKS, RECREATION, & CULTURAL

- Pocket Parks and Plazas - 9 locations, 4.13 total acres
- Neighborhood Parks – 24 locations, 133.3 total acres
- Community Parks – 18 locations, 488.6 total acres
- Regional Parks & Athletic Complexes - 4 locations, 649 total acres
- Natural/Preservation Areas – 3 locations, 12,601.7 acres
- Greenways – 7 locations
- Paved Trails within Greenways – 24.52 miles
- Natural Trails – 8 locations, 73 miles
- Total Park Acreage within City Limits - 1,338.7 acres
- Total Park Acreage – 13,881.7 acres
- Total Miles of Trails within City Limits – 39.6
- Total Miles of Trails – 97.5
- Center in the Square:
  - Arts Council of the Blue Ridge
  - Roanoke Valley History Museum
  - Science Museum of Western Virginia
  - The Roanoke Ballet/Opera Roanoke
  - William B. Hopkins Planetarium
- Harrison Museum of African American Culture
- O. Winston Link Museum
- Roanoke Symphony Orchestra
- Taubman Museum of Art
- Virginia Museum of Transportation
- Other Activities of Interest:
  - Blue Ridge Zoological of Virginia
  - Blue Ridge Parkway
  - Dixie Caverns
  - Smith Mountain Lake (20,000 acres)
  - Appalachian Trail
  - Jefferson National Forest

[Image of a brochure or flyer]
The City of Roanoke has been recognized regionally and nationally for its outstanding quality of life:

- Roanoke was recognized with a Top Digital City Award in the 75,000 to 125,000 population category.
- The City received the Governor’s Technology Award for the “NextGen 911 PSAP” Project.
- The E911 Center retained its accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- Roanoke won an APWA Mid-Atlantic Project of the Year Award for “Structures Less than $5 Million” for the Melrose Branch Library project.
- The Public Works Service Center was named a 2019 Exemplary Environmental Enterprise for the ninth year in a row by the Virginia DEQ.
- GFOA recognized Roanoke with the Distinguished Budget Presentation Award.
- Roanoke was one of 22 high-performing municipalities recognized nationwide during the 5th Annual National Municipal Stormwater and Green Infrastructure Awards. The City received two awards: Gold recognition in Program Management and Silver recognition in Innovation.
- The Stormwater Utility Division’s Educational PSA, produced in collaboration with Roanoke Valley Television, received a Gold Summit Award from the Public Relations Society of America-Blue Ridge Chapter.
- Parks and Recreation received the Gold Leaf Award from the International Society of Arboriculture for our Arbor Day Celebration (along with Trees Roanoke).
- The Virginia Recreation and Park Society recognized Roanoke Parks and Recreation with the Most Innovative Marketing Strategy Award for the “Do You Gnome Our Parks?” campaign.
## ABOUT OUR CITY

### CITY OF ROANOKE – QUICK GLANCE

#### Nicknames:
- Big Lick
- Star City
- Magic City
- Capital of the Blue Ridge

#### Jurisdictional Statistics:

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of Incorporation</td>
<td>1884</td>
</tr>
<tr>
<td>Form of Government</td>
<td>Council/Manager</td>
</tr>
<tr>
<td>Area</td>
<td>43 Square Miles</td>
</tr>
<tr>
<td>Miles of Streets</td>
<td>1,117 Miles</td>
</tr>
<tr>
<td>Street Lights</td>
<td>10,733</td>
</tr>
<tr>
<td>Number of City Employees</td>
<td>1,968</td>
</tr>
<tr>
<td>Registered Voters</td>
<td>64,806</td>
</tr>
</tbody>
</table>

#### 2020 Population by Age:

<table>
<thead>
<tr>
<th>Age</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - 19</td>
<td>23,941</td>
</tr>
<tr>
<td>20 - 24</td>
<td>5,538</td>
</tr>
<tr>
<td>25 - 44</td>
<td>27,809</td>
</tr>
<tr>
<td>45 - 54</td>
<td>12,141</td>
</tr>
<tr>
<td>55 - 59</td>
<td>6,588</td>
</tr>
<tr>
<td>60 - 64</td>
<td>6,375</td>
</tr>
<tr>
<td>65 - 84</td>
<td>14,536</td>
</tr>
<tr>
<td>85 +</td>
<td>2,225</td>
</tr>
<tr>
<td>Total</td>
<td>99,153</td>
</tr>
</tbody>
</table>

#### 2020 Population by Race:

<table>
<thead>
<tr>
<th>Race</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>White Alone</td>
<td>63.2%</td>
</tr>
<tr>
<td>African-American Alone</td>
<td>29.5%</td>
</tr>
<tr>
<td>Asian Alone</td>
<td>3.6%</td>
</tr>
<tr>
<td>Other Races</td>
<td>0.5%</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>3.2%</td>
</tr>
</tbody>
</table>

#### Education (2019-2020):

<table>
<thead>
<tr>
<th>Type</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elementary Schools</td>
<td>17</td>
</tr>
<tr>
<td>Middle Schools</td>
<td>5</td>
</tr>
<tr>
<td>High Schools</td>
<td>2</td>
</tr>
<tr>
<td>Students</td>
<td>14,049</td>
</tr>
</tbody>
</table>

#### Taxes: Per $100 of assessed value

<table>
<thead>
<tr>
<th>Type</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real Property</td>
<td>$1.22 / $100</td>
</tr>
<tr>
<td>Personal Property (Vehicle, Boats)</td>
<td>$3.45 / $100</td>
</tr>
<tr>
<td>Consumer Utility Tax</td>
<td>12%</td>
</tr>
</tbody>
</table>

#### Principal Property Taxpayers & Total Assessed Value

<table>
<thead>
<tr>
<th>Taxpayer</th>
<th>Assessed Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carillon Clinic</td>
<td>$266,555,570</td>
</tr>
<tr>
<td>Appalachian Power</td>
<td>$180,645,060</td>
</tr>
<tr>
<td>Norfolk Southern Corporation</td>
<td>$158,067,253</td>
</tr>
<tr>
<td>Valley View Mall LLC</td>
<td>$98,097,600</td>
</tr>
<tr>
<td>Roanoke Gas Company</td>
<td>$64,432,762</td>
</tr>
<tr>
<td>Roanoke Electric Steel Corp</td>
<td>$57,532,587</td>
</tr>
<tr>
<td>HR Foundation</td>
<td>$40,096,507</td>
</tr>
<tr>
<td>Wholesome Harvest Banking</td>
<td>$33,896,003</td>
</tr>
<tr>
<td>Verizon Virginia, Inc</td>
<td>$30,405,724</td>
</tr>
<tr>
<td>Faison Roanoke Office Limited</td>
<td>$30,193,400</td>
</tr>
</tbody>
</table>

#### Recreation and Culture:

<table>
<thead>
<tr>
<th>Facility</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks, Greenways, Plaza and Recreation Sites</td>
<td>65</td>
</tr>
<tr>
<td>Olympic-size swimming pools</td>
<td>2</td>
</tr>
<tr>
<td>Basketball courts</td>
<td>34</td>
</tr>
<tr>
<td>Tennis courts</td>
<td>50.5</td>
</tr>
<tr>
<td>Football/soccer fields</td>
<td>28</td>
</tr>
<tr>
<td>Baseball/softball fields</td>
<td>27</td>
</tr>
<tr>
<td>Parks w/restroom facilities</td>
<td>27</td>
</tr>
<tr>
<td>Parks w/shelter facilities</td>
<td>28</td>
</tr>
<tr>
<td>Miles of Paved Urban Greenways</td>
<td>24.5</td>
</tr>
<tr>
<td>Miles of Natural surface trails</td>
<td>73</td>
</tr>
<tr>
<td>Playgrounds/play areas</td>
<td>73</td>
</tr>
<tr>
<td>Neighborhood Centers</td>
<td>8</td>
</tr>
<tr>
<td>Libraries</td>
<td>9</td>
</tr>
<tr>
<td>Volumes</td>
<td>311,780</td>
</tr>
<tr>
<td>Microform titles</td>
<td>227</td>
</tr>
<tr>
<td>Audio Materials</td>
<td>14,821</td>
</tr>
<tr>
<td>Video Materials</td>
<td>49,452</td>
</tr>
<tr>
<td>E-books</td>
<td>237,659</td>
</tr>
</tbody>
</table>

#### Police Protection:

<table>
<thead>
<tr>
<th>Type</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sworn Police Positions</td>
<td>263</td>
</tr>
<tr>
<td>Police Dept Vehicles</td>
<td>152</td>
</tr>
<tr>
<td>Traffic Summons</td>
<td>5,843</td>
</tr>
<tr>
<td>Assistance Call Responses</td>
<td>86,359</td>
</tr>
</tbody>
</table>

#### Fire/Emergency Medical Services:

<table>
<thead>
<tr>
<th>Type</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stations</td>
<td>11</td>
</tr>
<tr>
<td>Uniformed Fire/EMS Staff</td>
<td>260</td>
</tr>
<tr>
<td>Emergency Call Responses</td>
<td>29,149</td>
</tr>
</tbody>
</table>

#### Construction:

<table>
<thead>
<tr>
<th>Type</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial &amp; Government Permits Issued</td>
<td>1,806</td>
</tr>
<tr>
<td>Value of Commercial / Gov Permits</td>
<td>146,099,546</td>
</tr>
<tr>
<td>Residential Permits Issued</td>
<td>1,708</td>
</tr>
<tr>
<td>Value of Residential Permits</td>
<td>$ 29,875,065</td>
</tr>
</tbody>
</table>

#### Personal Income:

<table>
<thead>
<tr>
<th>Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Roanoke</td>
<td>$48,374</td>
</tr>
</tbody>
</table>

#### Housing:

<table>
<thead>
<tr>
<th>Type</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Housing Units</td>
<td>47,281</td>
</tr>
<tr>
<td>Single-Family</td>
<td>29,240</td>
</tr>
<tr>
<td>Converted SF/2+ Units</td>
<td>5,204</td>
</tr>
<tr>
<td>Condominium</td>
<td>995</td>
</tr>
<tr>
<td>Townhouse</td>
<td>251</td>
</tr>
<tr>
<td>Total Single Family</td>
<td>30,486</td>
</tr>
<tr>
<td>Apartment Units</td>
<td>9,683</td>
</tr>
<tr>
<td>Duplex Units</td>
<td>1,908</td>
</tr>
<tr>
<td>Average Assessed Value of Single-Family Housing Units</td>
<td>$136,837</td>
</tr>
<tr>
<td>Average Assessed Value of Condominiums</td>
<td>$162,873</td>
</tr>
<tr>
<td>Average Assessed Value of Townhouses</td>
<td>$168,498</td>
</tr>
</tbody>
</table>
ABOUT OUR CITY

ROANOKE METROPOLITAN STATISTICAL AREA – QUICK GLANCE

DEMOGRAPHICS:

The Roanoke Metropolitan Statistical Area (MSA) consists of Roanoke and Salem cities and Botetourt, Craig, Franklin and Roanoke counties. However, the MSA serves a much larger area:

<table>
<thead>
<tr>
<th>Locality</th>
<th>2010 Population</th>
<th>2019 Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roanoke</td>
<td>97,032</td>
<td>99,795</td>
</tr>
<tr>
<td>Botetourt County</td>
<td>33,148</td>
<td>33,684</td>
</tr>
<tr>
<td>Craig County</td>
<td>5,190</td>
<td>5,123</td>
</tr>
<tr>
<td>Bedford County</td>
<td>74,888</td>
<td>78,984</td>
</tr>
<tr>
<td>Franklin County</td>
<td>56,159</td>
<td>56,011</td>
</tr>
<tr>
<td>Roanoke County</td>
<td>92,376</td>
<td>94,224</td>
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<tr>
<td>Salem</td>
<td>24,802</td>
<td>25,522</td>
</tr>
<tr>
<td>Floyd County</td>
<td>15,279</td>
<td>15,670</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>398,884</strong></td>
<td><strong>409,013</strong></td>
</tr>
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</table>

2020 DISTRIBUTION BY GENDER:

<table>
<thead>
<tr>
<th>Locality</th>
<th>Male #</th>
<th>Male %</th>
<th>Female #</th>
<th>Female %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roanoke</td>
<td>47,300</td>
<td>47.7</td>
<td>51,843</td>
<td>52.3</td>
</tr>
<tr>
<td>Botetourt County</td>
<td>16,594</td>
<td>49.8</td>
<td>16,825</td>
<td>50.3</td>
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<tr>
<td>Craig County</td>
<td>2,555</td>
<td>49.8</td>
<td>2,576</td>
<td>50.2</td>
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<tr>
<td>Franklin County</td>
<td>27,565</td>
<td>49.2</td>
<td>28,477</td>
<td>50.8</td>
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<tr>
<td>Roanoke County</td>
<td>45,381</td>
<td>47.6</td>
<td>48,805</td>
<td>51.8</td>
</tr>
<tr>
<td>Salem</td>
<td>12,053</td>
<td>47.6</td>
<td>13,248</td>
<td>52.4</td>
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<tr>
<td><strong>Total</strong></td>
<td>151,488</td>
<td>48.4</td>
<td>161,774</td>
<td>51.6</td>
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</table>

2020 DISTRIBUTION BY RACE:

<table>
<thead>
<tr>
<th>Locality</th>
<th>White #</th>
<th>Black #</th>
<th>Other #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roanoke</td>
<td>62,703</td>
<td>29,205</td>
<td>6,764</td>
</tr>
<tr>
<td>Botetourt County</td>
<td>31,456</td>
<td>1,093</td>
<td>870</td>
</tr>
<tr>
<td>Craig County</td>
<td>5,032</td>
<td>23</td>
<td>76</td>
</tr>
<tr>
<td>Franklin County</td>
<td>50,202</td>
<td>4,430</td>
<td>1,410</td>
</tr>
<tr>
<td>Roanoke County</td>
<td>82,798</td>
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<td>5,356</td>
</tr>
<tr>
<td>Salem</td>
<td>22,190</td>
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<td>1,146</td>
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<tr>
<td><strong>Total</strong></td>
<td>254,381</td>
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SELECTED WAGE RATES:

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<thead>
<tr>
<th>Occupation</th>
<th>Median Wage</th>
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<tbody>
<tr>
<td>Accountant/Auditor</td>
<td>$79,664</td>
</tr>
<tr>
<td>Mechanical Engineer</td>
<td>$94,598</td>
</tr>
<tr>
<td>Electrical Engineer</td>
<td>$110,011</td>
</tr>
<tr>
<td>Computer Operator</td>
<td>$112,258</td>
</tr>
<tr>
<td>General Office Clerk</td>
<td>$34,840</td>
</tr>
<tr>
<td>Manager – Industrial Production</td>
<td>$114,046</td>
</tr>
<tr>
<td>Secretary</td>
<td>$35,797</td>
</tr>
</tbody>
</table>

HEALTH CARE:

Carilion Roanoke Memorial Hospital
Lewis-Gale Medical Center
Veterans Affairs Medical Center
Catawba Hospital
Mount Regis Treatment Center
Institute for Orthopaedics and Neurosciences

COST OF LIVING INDEX: (2020 Annual Avg. Data)

<table>
<thead>
<tr>
<th>Category</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Composite index</td>
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</tr>
<tr>
<td>Grocery items</td>
<td>86.9</td>
</tr>
<tr>
<td>Housing</td>
<td>80.5</td>
</tr>
<tr>
<td>Utilities</td>
<td>99.3</td>
</tr>
<tr>
<td>Transportation</td>
<td>92.8</td>
</tr>
<tr>
<td>Healthcare</td>
<td>100.6</td>
</tr>
<tr>
<td>Miscellaneous Goods &amp; Services</td>
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EDUCATIONAL ATTAINMENT (18 yrs. & over):

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<thead>
<tr>
<th>Education</th>
<th>MSA #</th>
<th>MSA %</th>
<th>Virginia #</th>
<th>Virginia %</th>
</tr>
</thead>
<tbody>
<tr>
<td>8th Grade or less</td>
<td>4,243</td>
<td>1.5%</td>
<td>275,329</td>
<td>98.5%</td>
</tr>
<tr>
<td>Some High School</td>
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<td>1.6%</td>
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</tr>
<tr>
<td>Grad/GED</td>
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</tr>
<tr>
<td>Some College</td>
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<td>1.2%</td>
<td>1,457,887</td>
<td>98.8%</td>
</tr>
<tr>
<td>Associate’s Degree</td>
<td>5,961</td>
<td>1.3%</td>
<td>440,219</td>
<td>98.7%</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>10,696</td>
<td>0.8%</td>
<td>1,258,661</td>
<td>99.2%</td>
</tr>
<tr>
<td>Graduate Degree</td>
<td>6,057</td>
<td>0.7%</td>
<td>862,868</td>
<td>99.3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>246,741</td>
<td>6,392,144</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
City Plan 2040

City of Roanoke’s Comprehensive Plan
December 21, 2020
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Demographic information and the Implementation section are available at PlanRoanoke.org.
Overview

Vision

City Plan 2040 is a comprehensive plan that will guide investment and decision-making in Roanoke over the next 20 years. The plan recommends policies and actions that work together to achieve the following vision.

In 2040, Roanoke will be:

• A city that considers equity in each of its policies and provides opportunity for all, regardless of background.
• A city that ensures the health and safety of every community member.
• A city that understands its natural assets and prioritizes sustainable innovation.
• A city that interweaves design, services, and amenities to provide high livability.
• A city that collaborates with its neighbors to improve regional quality of life.
• A city that promotes sustainable growth through targeted development of industry, business, and workforce.

Themes

City Plan 2040 is guided by six themes drawn from the American Planning Association’s (APA) Best Practices for Comprehensive Plans. The APA identified six principles necessary to ensure a sustainable community. This plan extends those principles into themes that target pressing community concerns, while anticipating Roanoke’s future needs. These themes will ensure a holistic planning approach that addresses environmental, social, and economic well-being. The following six themes will inform the elements of the plan.

• Interwoven Equity
• Healthy Community
• Harmony with Nature
• Livable Built Environment
• Responsible Regionalism
• Resilient Economy

Elements

The elements of City Plan 2040 consist of priorities, policies, and actions. The plan’s priorities are the most prominent areas of concern identified by the community. The plan’s policies create a decision-making guide to address each priority. The plan’s actions are specific steps needed to implement each policy and achieve the long-term vision of City Plan 2040.
Overview

Interwoven Equity

In 2040, Roanoke is both a diverse and an inclusive community with access and opportunities available to all including: education, housing, healthcare, employment, and quality of life. Roanoke recognizes how these opportunities are interconnected and how past actions created barriers that limited opportunity for underserved communities, particularly the African-American community, and eroded trust in institutions. To maintain a high level of Interwoven Equity and inclusion, the community is engaged continuously to identify and predict changes that could become opportunities or barriers and to adapt appropriately to those changes.

Priorities

Trust

Roanoke recognizes that past interactions have eroded trust in certain communities. Policies for trust focus on community healing and government accountability. These include creating a group that oversees equity within the City and correcting past inequitable actions through policy.

Break the Cycle of Poverty

Roanoke recognizes inequities in the community and the need to break the cycle of poverty within disadvantaged neighborhoods and among residents. Policies for breaking the cycle of poverty focus on increasing opportunities for improving socioeconomic status. These include prioritizing at-risk populations, quality education, and equitable economic development.

Neighborhood Choice

Roanoke recognizes the need to remove barriers to housing, in order to dismantle its segregated landscape and provide housing that meets the needs of all residents. Policies for neighborhood choice focus on improving opportunities for varied and affordable housing citywide. These include identifying the needs of vulnerable populations and determining the resources needed to overcome obstacles and achieve safe and desirable housing.

Inclusive Culture

Roanoke recognizes the need to create a culture of inclusion and to celebrate diversity throughout the City. Policies for inclusive culture focus on developing an informed and empowered city. These include building capacity for neighborhood organizations to connect and serve the community and celebrating those of all backgrounds.

Service Delivery

Roanoke recognizes that equitable service delivery is needed for a harmonious community. Policies for service delivery focus on removing barriers and providing quality services. These include preparing easily accessible information, developing varied and affordable housing options, and prioritizing infrastructure in areas of need.
Healthy Community

In 2040, Roanoke engages a holistic and equitable approach to building and ensuring the physical and mental health of our community by empowering citizens with the knowledge and resources to achieve healthy living and to strive for accountability as individual members of a connected society.

Overview

Wellness
Roanoke recognizes that all aspects of health need to be addressed in order to improve the quality of life for all members of the community. Policies for wellness focus on proactively addressing mental, physical, and social health. These include providing for community centers and recreational facilities, health education, and resource facilities.

Safety
Roanoke recognizes the physical safety of its residents and visitors is of utmost importance. Policies for safety will focus on the built environment along with City services and amenities. These include safe streets for all modes of transportation, crime prevention, and improved social connections.

Access to Health and Support Services
Roanoke recognizes that substance abuse is a national health epidemic that is strongly tied to mental health. Policies for access to health and support services focus on increasing the resources available and community education. These include supporting medical and rehabilitation facilities, discussing mental health and substance abuse openly, and encouraging educational programs.

Access to Affordable Healthy Food
Roanoke recognizes that many of its communities are located in a food desert and may not have access to fresh healthy foods. Policies for access to affordable healthy food focus on creating partnerships to increase the availability of such foods and incentivizing their purchase. These include encouraging healthy eating through the school system, promoting existing food programs, and considering new incentives.
Overview

Harmony with Nature

In 2040, the City of Roanoke will boast a clean, resilient environment in which everyone will live and prosper in harmony with nature through innovative, sustainable, and resilient practices that nurture community health, embrace recreational opportunities, protect our natural resources, address the local aspects of climate change, support ecosystem services, and foster appreciation and understanding of the City’s relationship with its natural surroundings.

Priorities

Sustainable Land Development
Roanoke recognizes the need for more thoughtful land development. Policies for sustainable land development focus on promoting sustainability and resiliency in development standards.

Tree Stewardship
Roanoke recognizes the vital services that trees provide to the community. Policies for tree stewardship focus on increasing local education on the natural services provided by trees and protecting, nurturing, and expanding the tree canopy.

Water Resource Management
Roanoke recognizes that there are increased risks for flooding and pollution of local waters. Policies for water resource management focus on maximizing efforts to reduce flooding and impediments to local rivers and tributaries.

Clean Energy and Transportation
Roanoke recognizes that sustainable energy provision and transportation improves human and environmental health. Policies for clean energy and alternative transportation focus on improving options for renewable energy and infrastructure for different modes of transportation, such as biking and public transit.

Outdoor Recreation
Roanoke recognizes that outdoor recreation is vital to the regional economy. Policies for outdoor recreation focus on protecting natural assets and promoting outdoor recreation as a health and tourism driver.

Clean and Beautiful City
Roanoke recognizes that a clean, well-maintained environment helps to improve quality of life. Policies for clean and beautiful city focus on upholding an aesthetic that creates a sense of pride in all residents.

Green Convenience
Roanoke recognizes that more sustainable choices will need to be made in order to combat climate change. Policies for green convenience focus on making it easier for residents to make sustainable choices through education, incentives, and partnerships.
Overview

Livable Built Environment

In 2040, Roanoke is a growing, historic cultural hub with vibrant neighborhoods for all, housing that is safe, accessible, affordable, and varied, advanced technology to provide access opportunities for all, and an integrated multi-modal, user-friendly transportation system.

Priorities

Growth Through Preservation and Context Sensitive Design
As a steadily growing city, Roanoke recognizes the need to plan for increasing population. Policies for growth focus on compact development that takes into account surrounding neighborhood patterns and nearby natural assets.

Complete Neighborhoods
Roanoke recognizes the importance of neighborhoods that provide safe and convenient access to necessary goods and services. Policies for complete neighborhoods focus on pedestrian and bicycle access to daily needs for people of all ages and abilities.

Interactive Spaces
Roanoke recognizes that vibrant spaces create a sense of community and social interaction. Policies for interactive spaces focus on creating physical, public places for people to come together.

Housing
Roanoke recognizes the need for housing in a range of types and levels of affordability. Policies for housing focus on meeting the future needs of a growing and diverse population.

Arts and Culture
Roanoke recognizes the value of arts and culture for the community and the economy. Policies for arts and culture focus on highlighting local art citywide in everyday design.

Interconnected Transportation System
Roanoke recognizes the need to cooperate with regional partners to improve transit. Policies for an interconnected transportation system focus on improving transportation connections and options.

Complete streets
Roanoke recognizes the need for streets that are safe for all users. Policies for complete streets focus on improved infrastructure and education on all modes of transportation, such as bicycling and walking.

Improve Infrastructure
Roanoke recognizes the need for infrastructure that allows all areas of the community to grow and develop. Policies for improving infrastructure focus on equitable expansion of service and regular maintenance.
Overview

**Responsible Regionalism**

In 2040, the region will plan, act, and promote itself cohesively, with consideration of each community’s political autonomy and social identity. Each community lends its unique assets and resources to developing the region's economy and quality of life. The region will work together to provide exceptional educational opportunities and public services. The region will see more success because it began to compete economically as a unified entity.

**Regional Collaboration**

Roanoke recognizes that its individual success depends much on the success of our region and neighboring localities. In order to continue growing and thriving, Roanoke recognizes the importance of having a marketable regional identity, good relationships with neighboring localities, and coordinated amenities. Policies for regional collaboration include improving connections between governments, promoting regional assets such as outdoor recreation, and pursuing opportunities to collaborate on public services.

**Plan and Think Regionally**

Roanoke recognizes the benefits of harmonizing planning efforts. Policies for planning and thinking regionally focus on pursuing opportunities for partnerships through regional planning efforts. Areas of opportunity include land use, housing, transportation, economic development, public services, and civic amenities.
Resilient Economy

In 2040, Roanoke’s economy will continue its sustainable growth through the recruitment of a diversity of industry, revitalization of under-performing and underutilized commercial spaces, support of local business, and continued partnerships with players who value, support, and celebrate each other’s successes. Our economy will be built on strong collaboration that promotes workforce development for those of all backgrounds.

Promote Broad Diversity in Economy
Roanoke recognizes that having a wide range of industries creates a more stable and resilient economy. Policies for creating a more diverse economy focus on being proactive in market research, capitalizing on local assets, and supporting local industries.

Establish Stronger Economic Ties to our Regional Partners
Roanoke recognizes that local business is part of a larger economy connected to regional partners. Policies for establishing stronger regional economic ties focus on leveraging nearby higher education institutions, working with local tourism agencies, and creating relationships with various public and private partners.

Conversion of Underperforming Commercial and Industrial Areas
Roanoke recognizes that it is limited in land that can be newly developed, but rich in properties that have the potential to be redeveloped. Policies for conversion of underperforming areas focus on identifying viable opportunities, providing incentives, and connecting buyers to sellers.

Local Business Development
Roanoke recognizes the importance of providing resources to help create and expand local business. Policies for local business development focus on increasing outreach for current resources and providing for new business support services.

Align Economic Development with Workforce Development Systems
Roanoke recognizes the need for a strong, skilled workforce in the current economic environment. Policies for workforce development focus on outreach, talent connection, and training.

Support Local Community Development
Roanoke recognizes the benefits of supporting local businesses and partners that invest in the community. Policies for supporting local community development focus on celebrating partners that support local development initiatives, encouraging community support programs, and providing education about these programs.
Authentic Participation
The most important step in any planning process involves collaborating with members of the community. Without listening and gaining an understanding of community needs and values, it is impossible to develop a meaningful plan.

Authentic participation requires not only meaningful involvement with citizens throughout the planning process, but the empowerment of citizens to become driving forces within their own communities. To “ensure that the planning process actively involves all segments of the community in analyzing issues, generating vision, developing plans, and monitoring outcomes”, the American Planning Association identifies seven actions in their Best Practices for Comprehensive Plans. These include:

1. Engage stakeholders at all stages of the planning process.
2. Seek diverse participation in the planning process.
3. Promote leadership development in disadvantaged communities through the planning process.
4. Develop alternative scenarios of the future.
5. Provide ongoing and understandable information for all participants.
6. Use a variety of communications channels to inform and involve the community.
7. Continue to engage the public after the comprehensive plan is adopted.

To achieve the seven recommended actions, citizens and stakeholders were engaged throughout plan development. Varying outreach methods were used to contact all communities within Roanoke in an effort to reach diverse participants. Planning staff relied on those already engaged to act as representatives and recruit others from their community into the planning process. Specific meetings were held to address equity and relied on those already engaged to act as representatives and recruit others from their communities within Roanoke in an effort to reach diverse participants. Planning staff throughout plan development. Varying outreach methods were used to contact all communities within Roanoke in an effort to reach diverse participants.

Kickoff: January 2018
The comprehensive planning process began in January 2018. The first phase involved creation of a website, PlanRoanoke.org, to engage and inform the public throughout the two-year process. PlanRoanoke.org would serve as a two-way platform for the planning department and public to communicate on planning initiatives. A community forum and mapping exercise to identify strengths, opportunities, and weaknesses were available on the website.

Love Letters: July 2018
The third phase of planning process, referred to as the listening phase, was entirely dedicated to public engagement. The phase was kicked off in July with a presence at the Deschutes Street Pub. Attendees were able to stop at the Roanoke City booth and write Love Letters that identified what residents loved about Roanoke, and what could be improved. During the month, planning staff also engaged with visitors to Market Square in downtown to find out what they envisioned for Roanoke in 2040. A video capturing these responses was posted to the website, along with a community survey.

Open House Meetings: August 2018
The survey was promoted at each of the ten open house meetings held in August 2018. Meetings were conducted at various times and dates at each of the neighborhood libraries in order to meet the varying needs of the public. Planning Staff worked closely with the City’s Neighborhood Services Coordinator to notify neighborhood organizations and attended various neighborhood meetings, including that of the Roanoke Neighborhood Advocates. Local news stations and newspapers advertised the meetings, along with online posts on Facebook and planroanoke.org. Community meetings were designed to engage attendees in future visioning and prioritization of community needs. A mapping analysis identical to the one found on the website and activities for children were set up to involve different age groups. Over 200 people attended the open house meetings and over 1200 responded to the survey. An analysis of responses provided by the public can be found in the Community Response Report.

Youth Outreach: September - October 2018
To better engage with youth in the community, the planning staff attended additional student events. Staff hosted a mapping event at the Roanoke Youth Summit in September. Middle and high school students engaged in a collaborative art project adapted from the public meeting mapping activity. Elementary school students participated in the planning process at Highland Park Elementary’s Healthy Choices/Safe Community Day in October. Students created interpretations of their community with drawings and building block models.

Working Groups: November 2018 - March 2019
While it is the job of City Planners to use data, public input, and other mandates to create plans, the vision and directive of those plans should be crafted by the community. Open House Meetings were conducted to identify the overall community vision. The next step would be for citizen working groups to identify the needed priorities and policies for achieving said vision. A working group
was created for each theme, composed of interested community members that signed up through the website or during the open house meetings. Groups were composed of members with varying expertise, including healthcare workers, former public employees and city planners, a community resources officer, local food advocates, neighborhood leaders, small business owners, community activists, equity and inclusion champions, and more. Groups met from November 2018 to March 2019 and identified the top priorities, as well as policies for each theme area of the plan. Over the months, the number of attendees fluctuated as new members were added by recommendation or through further public outreach. To further advise policy development, informative speakers attended discussions to answer questions and provide their expertise. Speakers included the City’s Stormwater and Economic development departments, Transportation Division, along with other field experts like Changelab, Roanoke College faculty and Carillon.

Partner Projects
Changelab Solutions is a national organization that advances equitable laws and policies to ensure healthy lives for all. Changelab, along with Roanoke College’s Center for Community Health and Innovation and Freedom First Credit Union, has been working with planning staff to create The Roanoke Valley Community Healthy Living Index. The index identified health disparities and areas of need within Roanoke. This data along with technical assistance provided by Changelab and the New York Academy of Medicine helped the City conduct a public deliberation to inform selection of the City’s next Target Area.

Equity Meetings: March - May 2019
Interwoven Equity saw the largest increase in members in a push to create a group representative of Roanoke’s diversity. Four additional meetings on equity were scheduled to increase engagement in needed parts of the community. Meetings took place during evening hours and in targeted areas, many with predominately black residents or with a history of government distrust. These meetings identified critical goals for improved equity and communication with City government.

Open House Meetings: March - April 2019
Finalized priorities and policies from the working groups were presented to the public for vetting and further discussion to ensure that community voices were heard. Open house meetings were once again scheduled at all the neighborhood libraries at varying times at the end of March through early April. Attendees had the opportunity to review each group’s findings, and engage in discussion with working group members and City staff. A survey replicating the meeting structure was posted online and advertised for those unable to attend.

Stakeholder Meetings: April - October 2019
Following the open house meetings, stakeholder interviews were held with 39 groups and individuals from April to October. Planning staff met with stakeholders from various backgrounds that had strong interest and specialized knowledge in the theme area. These stakeholders included nonprofits, community leaders, government organizations, local investors, and other community players. Stakeholders reviewed the working group drafted policies amended to include comments from the public meetings. Stakeholders were able to use their expertise in refining the policies and providing additional perspectives and insights – refining and adding to the civic voice.

Stakeholder list:
• Roanoke Outside
• Blue Ridge Land Conservancy
• Western Virginia Water Authority
• Friends of the Blue Ridge
• Sierra Club
• Roanoke Parks and Recreation Department
• Roanoke Urban Forestry Department
• Roanoke Sustainability Department
• Roanoke Environmental Administrator
• Greenways Coordinator
• Greenways Commission
• Roanoke Stormwater Division
• Hist Re Partners
• Bill Chapman Inc.
• Roanoke Regional Partnership
• Virginia’s Blue Ridge
• Williamson Road Business Association
• Green Home Solutions
• Roanoke Transportation Division
• Hill Studios
• Taubman Museum
• Roanoke Valley-Alleghany Regional Commission
• Roanoke Regional Chamber of Commerce
• Social Services
• LEAP for Local Food
• Mental Health America of Roanoke Valley
• Rescue Mission
• Local Office on Aging
• Apple Ridge Farm
• JP Powell

During this time, additional outreach efforts were conducted. City staff attended Roanoke City’s Youth Summit and Green Academy in September to talk about the Comprehensive Plan. November included the launch of a City Plan 2040 Art Contest, as well as participation in Junior Achievement’s JA in a Day program.

Welcoming Roanoke: May 2019- March 2020
The Welcoming Roanoke Plan is the City’s plan for integration that highlights and enhances the economic contributions immigrants make to the community. Through a grant with Welcoming America and New American Economy, Roanoke received technical assistance with plan development. The planning process for Welcoming Roanoke overlapped with that of City Plan 2040, with an increased focus on the refugee population. The kickoff for the Plan was held in May, with a public meeting to share data from New American Economy and an address from Mayor Lea. Outreach for the Welcoming Roanoke Plan included participation in the Local Colors Festival, Welcoming Week, and a survey. One of the most active partners in outreach was the Refugee Dialogue Committee, a local group made of various agencies serving the refugee population. Planning Staff continues
Authentic participation will continually be an essential element in the planning process. City planners cannot plan for the community without knowing what the community wants and needs. To improve engagement and empower citizens, City Plan 2040 recommends several measures to create new, community represented commissions and groups to ensure equity and public oversight in future decision-making. Additionally, the Plan will be revisited every five years by planners and citizens in order to ensure accountability and track progress.

Several plans are recommended as part of City Plan 2040 with a focus on equity and integration. These plans, along with specialized Neighborhood Plans, will accompany and expand on the goals of the comprehensive plan. Each of these plans will involve a vigorous public component, relying on community leaders and organizations to achieve maximum public participation.

In order to build capacity for the public to participate in planning and other civic processes, the City is working to increase educational opportunities. Courses like Roanoke’s Leadership College, Planning Academy, and Green Academy aim to provide citizens with the tools and knowledge to navigate public processes and use them for community empowerment.

Advisory Committee: November - December 2019
Planning staff then gathered to incorporate public recommendations. The revised information was presented to an advisory committee. Members of the advisory committee were selected from the six working groups based on their passion and expertise in each of the theme areas. The committee met from November to December to review priorities and policies for each theme. The comments from the advisory committee were incorporated and provided to the public again in February 2020, before final plan revision and adoption. The Advisory Committee’s work was presented to the city’s Planning Commission in a series of work sessions in January 2020.

City Plan 2040 Art Contest: November 2019 - March 2020
A City Plan 2040 Art Contest was developed to engage older students. Advanced photography students from both Patrick Henry High School and William Fleming High School participated. Students were asked to create pieces that aligned with one of the six comprehensive plan themes. Three winners were chosen from each class and received certificates, gift cards, and recognition of their outstanding performance.

Open House Meetings: February - June 2020
An open house meeting was held at the end of February for City staff. Staff members from departments across the City were invited to attend. The Staff Open House was promoted through the city’s department directors and leadership team as an opportunity to vet ideas and identify missing elements before final public review.

Public open house meetings were planned for the end of March to review final policies. Unfortunately, the Coronavirus Pandemic prevented such gatherings. In order to still receive public input, a virtual meeting was set up on planroanoke.org. Through this meeting, a draft of the City Plan 2040 web-based document was presented with priorities, policies, and actions. Each section was followed by a public comment box. Participants were directed to contact staff regarding additional questions about each section of the plan. Printed copies of the draft were available upon request for those unable to access the draft via the website.

The virtual meeting was open from April to June and promoted through social media outlets including Instagram, Facebook, and various email listservs. Over 1,200 individuals were reached through Facebook posts and the entire Roanoke City staff was notified via an employee newsletter. The virtual meeting page received approximately 350 visitors. The public provided responses for each section presented, with Healthy Community receiving the most comments.

Comments from each meeting held from February to June were addressed through staff revisions.
City Plan 2040 broadly covers a wide range of topics to help us reach our community goals and aspirations. To identify these goals we worked through an intensive public engagement process and then established community working groups to identify priorities, policies and actions in each of the City Plan 2040 theme areas.

We learned from the working group process that there are eight big ideas that need to be developed and addressed in City Plan 2040. These can be broken into three categories. We also identified two big ideas for how we can improve the way the city conducts its business.

Category 1: Physical Development of Our Community

The physical development of a city represents the traditional content of a comprehensive plan, including how land is used and developed. As would be expected, City Plan 2040 has big ideas related to these traditional planning elements.

Complete Neighborhoods
Every neighborhood should offer a wide range of housing options within or in close proximity to commercial areas that provide services, retail, and restaurants; schools and child care; places of worship; and parks and open space. These complete neighborhoods are served and connected by an effective multimodal transportation system.

Missing Middle Housing
Successfully providing complete neighborhoods relies on a range of housing types, compatible with the single family housing found in most neighborhoods. These housing types are often referred to as middle housing. Middle housing may include duplexes or triplexes, accessory dwelling units (an apartment in a basement or above a garage), or small-scale apartments. The beauty of this middle housing is that it can provide alternatives to single-family dwelling for young residents starting out, small options for a young family, or options for older residents looking to downsize but stay in their neighborhood. Unfortunately, many neighborhoods in the city are missing this middle housing. This needs to change to build strong and inclusive neighborhoods.

Neighborhood Centers
A complete neighborhood needs one or more centers containing a mixture of higher-density residential uses and neighborhood commercial uses. These centers serve as the focus of neighborhood activity and may vary in size and scale depending on the nature of uses and size of the surrounding neighborhood. Smaller village centers are often contained within a single block, while larger centers may have a mix of retail and office space and are anchored by larger institutions such as churches or schools.

Category 2: Our Environment and Economy

The second category is the environment and our economy. It is clear that our ability to grow our economy is closely tied to creating resiliency and maintaining a high quality of life. For Roanoke, that includes using our local talent and resources while protecting our beautiful valley and surroundings.

Economic Development from Within
In addition to recruiting employers or potential employees from outside the area, we will focus on:
• Using existing resources and networks to grow small business.
• Adapting and expanding job training programs to provide opportunities for jobs that support a living wage.
• Investing in underused corridors and areas to create job training and employment opportunities close to or within our complete neighborhoods.

Using our Land Better
The city has limited land available and it must be used better than it has in the past for us to continue to grow complete neighborhoods, provide good jobs close to or within those neighborhoods, and to create an attractive community that we will all love and enjoy.

Environmental Sustainability and Resiliency
As the city grows, we need to ensure that an emphasis is placed on protecting our air, waterways, and other natural assets. New development should be energy efficient and resilient to account for more intense rainfall and other effects of climate change. The city will support efforts to recognize the beauty of our city and make it easy for our citizens to make sustainable choices.

Category 3: Our People

Our people, the City's most important resource. Reinforced by events of the last few months, Covid-19 and long overdue attention being drawn to systemic racism in our country, a renewed focus is being placed on the well-being of our community.

Equity
Systemic racism has been a part of this country for centuries and persists today. City programs, regulations and policies must be evaluated to remove barriers and to make sure all residents have access to the services that they need. Equity must be considered in all new programs, policies, and rules. Part of this effort includes creating an equity commission to help guide the City.
Big Ideas

Community Health
In 2020, our nation and our City face a daunting public health crisis. Addressing this crisis is complex and the City must first define its role amid a myriad of healthcare providers and organizations. Key actions to support community health include:

- Working to make sure all citizens feel safe in their neighborhood.
- Improving access to healthy food and community facilities.
- Changing the narrative on how we view homelessness, addiction, and mental health to remove stigma and promote better care.

Category 4: How the City Conducts Business

We have also heard that the City needs to evaluate how it does business.

Accessible Resources and Information
The City provides or supports wide ranging programs from fire protection, infrastructure maintenance, business assistance, to after school programs. Providing readily accessible and well organized information on these resources is important for our residents and businesses.

Provide the Right Services in the Right Places
The City needs to make sure the programs and resources it provides are in line with community needs and that those programs and resources are targeted where they are needed most.

There is much work to be accomplished over the next 20 years to advance these big ideas. Important priorities, policies and actions are identified in City Plan 2040 to move these big ideas forward and to transform Roanoke. Working together as a community we can make that transformation happen.
City Plan 2040 is guided by six themes drawn from the American Planning Association’s (APA) Best Practices for Comprehensive Plans. The APA identified six principles necessary to ensure a sustainable community. This plan extends those principles into themes that target pressing community concerns, while anticipating Roanoke’s future needs. These themes will ensure a holistic planning approach that addresses environmental, social, and economic well-being.

Each theme consists of priorities, policies, and actions. The plan’s priorities are the most prominent areas of concern identified by the community. The plan’s policies create a decision-making guide to address each priority. The plan’s actions are specific steps needed to implement each policy and achieve the long-term vision of City Plan 2040.

In 2040, Roanoke is both a diverse and an inclusive community with access and opportunities available to all including: education, housing, healthcare, employment, and quality of life. Roanoke recognizes how these opportunities are interconnected and how past actions created barriers that limited opportunity for underserved communities, particularly the African-American community, and eroded trust in institutions. To maintain a high level of Interwoven Equity and inclusion, the community is engaged continuously to identify and predict changes that could become opportunities or barriers and to adapt appropriately to those changes.

In 2040, Roanoke is a growing, historic cultural hub with vibrant neighborhoods for all, housing that is safe, accessible, affordable, and varied, advanced technology to provide access opportunities for all, and an integrated multi-modal, user-friendly transportation system.

In 2040, Roanoke’s economy will continue its sustainable growth through the recruitment of a diversity of industry, revitalization of under-performing and underutilized commercial spaces, support of local business, and continued partnerships with players who value, support, and celebrate each other’s successes. Our economy will be built on strong collaboration that promotes workforce development for those of all backgrounds.
In 2040, Roanoke is both a diverse and an inclusive community with access and opportunities available to all including: education, housing, healthcare, employment, and quality of life. Roanoke recognizes how these opportunities are interconnected and how past actions created barriers that limited opportunity for underserved communities, particularly the African-American community, and eroded trust in institutions. To maintain a high level of Intertwoven Equity and inclusion, the community is engaged continuously to identify and predict changes that could become opportunities or barriers and to adapt appropriately to those changes.

### Defining Equity

Roanoke will not reach its full potential as a community unless each citizen has the opportunity to reach their full potential. Equity involves the fair distribution of investments and services and the removal of institutional or structural policies that can be barriers to success. Equity is the idea that different groups have different needs and should be provided services determined by their needs. If the City gives everyone equal treatment regardless of their individual needs, then it may be unintentionally creating disparate outcomes.

The intent of this plan is to ensure equity in our policies as they relate to race, ethnicity, age, gender, gender identity, disability, sexual orientation, and any other characteristics upon which people are discriminated against, oppressed, or disadvantaged. This plan dedicates most discussion to racial equity because of its profound impact on the physical development of the City.

### A History of Inequity

Any conversation on equity must acknowledge racist policies that existed throughout the country and were present here in Roanoke. While openly racist laws may have come and gone, implicit or proxy policies took their place and some have yet to be completely left behind. The consequences of these policies are still felt today, manifested in de facto housing segregation along with persistent disparities in income, education, employment, incarceration rates, community health, and a pronounced wealth gap.

Throughout much of the 20th century, African Americans were subjected to a coordinated effort of government and real estate interests that limited where they could live. Jim Crow laws started spreading through the South just as Roanoke was incorporated in 1882. In 1911, Roanoke adopted residential segregation ordinances that remained in place for years until a 1917 Supreme Court decision declared such laws unconstitutional. Roanoke eventually repealed these ordinances, but private interests continued to enforce segregation effectively through private restrictive covenants in deeds and through redlining. Redlining was the practice of mortgage and mortgage insurance companies that rated neighborhoods based on perceived risk of default. “Hazardous” or “Fourth grade” classifications were given to low income neighborhoods disproportionately occupied by African American families.

These practices, individually and cumulatively, had insidious results. Limiting African American families to a relatively small area of the City and limiting the number of housing units available to them. Segregation induced scarcity which drove up rents for Black residents. For those who could get a mortgage within the redlined areas, the interest rates were much higher. Barriers to home purchase put constraints on opportunities to build wealth through home equity. Denial of those opportunities for many decades is largely responsible for today’s large wealth gap between Whites and African Americans in the United States.

The Fair Housing Act of 1968 made it illegal to discriminate in renting and selling homes but that would not be the end of racist policies. Passed nearly two decades earlier, the Federal Housing Act of 1949 allowed the federal government to aid cities in clearing what was termed as blighted conditions to allow for newer development. Ironically, the substandard conditions were usually a result of decades of municipal neglect.

Disguised as a way to help low-income blighted communities, the Federal Housing Act of 1949 paved the way for the removal of low-income minority communities for development projects that benefited other communities. The government paid residents an average of $3,000 for their homes with a promise that new, affordable, and better houses would be built in the neighborhood for the displaced residents to purchase. However, in most cities including Roanoke, that promise was never met.

These programs often resulted in the destruction of African-American neighborhoods, perceived as blighted through biased eyes. Residents of these neighborhoods viewed these neighborhoods differently than those looking in from the outside. What may have seemed to be run down areas were actually vibrant, complete neighborhoods where residents had access to stores, pharmacies, schools — everything needed for day-to-day life. Residents knew their neighbors and there was a strong sense of community.

In Roanoke, neighborhood urban renewal projects were focused on the African-American neighborhoods in northeast and northwest Roanoke adjacent to downtown. All told, 83 acres were cleared for Interstate 581, the Civic Center, Post Office, Coca-Cola plant, and other commercial and industrial uses. No houses were built back in the area forcing residents to relocate to other parts of the City, primarily in the northwest sector. Residents lost wealth in the form of home equity, as homes were purchased at low dollar amounts and displaced residents were resettled, often in rental units or public housing.

Urban renewal wasn’t just a housing issue, but the displacement shattered an intangible sense of community. In Roanoke, this effect was discussed in Root Shock: How Tearing Up City Neighborhoods Hurts America and What We Can Do About It by Mindy Fullilove and documented in Mary Bishop’s special report to the Roanoke Times: How Urban Renewal Uprooted Black Roanoke.
Themes

Moving Forward as an Equitable City

The consequences of segregation laws, real estate practices, and urban renewal are evident today, not just in the City's development patterns physically, but also socially, economically, and psychologically. Today, consequences are manifested in identifiable neighborhood patterns that show worse health outcomes, less economic mobility, poorer education levels, and lower employment.

Those disparate outcomes are pronounced in the African American communities located in the northwest quadrant of the City. However, these disparate patterns of health outcomes, economic mobility, educational attainment and employment are not isolated to those neighborhoods.

As a community, we must understand how intentional practices created barriers to the success of African Americans and other residents of Roanoke. As we learn and reconcile these inequities, we must also look forward to how we can apply these lessons to all individuals regardless of race, ethnicity, age, gender, gender identity, disability, sexual orientation, and any other characteristic upon which people are discriminated against, oppressed, or disadvantaged.

As the City continues to grow and becomes increasingly more diverse, we must understand the needs and concerns of all residents and strive to build trust, support upward mobility, remove barriers affecting neighborhood choice, champion an inclusive community, and provide services equitably.

Interwoven Equity is the idea that decision making and policy making are based on principles of equity and are examined for bias and potential unintended consequences for any specific group of people. To that end, five priorities emerged:

- Trust
- Break the Cycle of Poverty
- Neighborhood choice
- Inclusion Culture
- Service Delivery

Welcoming Roanoke

As the city moves forward, it is vital that we project an atmosphere of inclusiveness to lifelong residents and newcomers. The Welcoming Roanoke Plan addresses how we can better serve new residents in our city and gives the city a roadmap to creating a welcoming city for all including immigrants and refugees. While the Welcoming Roanoke Plan is a separate document, the spirit of being a welcoming city is present throughout this plan.
Priority One: Trust

While overtly discriminatory policies of the past have largely been removed, there is still a responsibility for City government and its current leadership to regain trust following the trauma experienced by African American communities. For the community to thrive as a whole, the City government must work to build trust through its actions.

Policy 1: Remove legal elements of institutional or structural bias

Action Items:
- Review and eliminate City codes and policies based on explicit or implicit biases, and advocate the same approach for state laws and policies
- Advocate for criminal justice reforms that address systemic and interrelated issues of our time such as mass incarceration, militarization of police, implicit bias, school-to-prison pipeline, the war on drugs, and mandatory sentencing
- Enable complete neighborhoods to develop within the framework of the zoning code, providing access to affordable housing, services, and employment.
- Ensure the diversity of advisory and decision-making bodies reflects the diversity of Roanoke

Policy 2: Lead community healing

This policy recognizes that healing is a complex, long term process, requiring engagement of Roanoke’s communities to determine meaningful ways to acknowledge past injustices and build trust.

Action Items:
- Create an office or Council-appointed commission that evaluates existing and proposed policies through an equity lens
- Initiate community dialog on equity and community issues
- Develop an educational component in schools on the historical experience of African Americans in Roanoke and embrace statewide changes to history curricula that accurately depicts the Civil War and Reconstruction
- Build capacity (ability and experience) for neighborhood-based organizations to carry out or direct appropriate community improvements and services
- Complete visible community-identified public facility improvements to demonstrate commitment, especially those that were previously recommended in neighborhood plans
- Commit to ensuring that the diversity of City staff, commissions, and boards reflects the diversity of Roanoke and require the same of larger community organizations the City supports financially

Priority Two: Break the Cycle of Poverty

A variety of factors affect people in poverty in ways that make it difficult to break the cycle of poverty. This priority focuses on policies that provide pathways to upward mobility and remove the obstacles that get in the way of success.

Policy 1: Establish neighborhood-adjacent districts as the priority areas for job creation

Many neighborhoods in the core of the City have underused commercial and industrial zones in the neighborhood (for example, Shenandoah Avenue, NW Campbell Avenue, SE, and Plantation Road, NE). Economic development efforts are often directed toward more remote industrial centers that are less accessible for people. This policy favors turning the focus back to central areas that already have infrastructure in place and are accessible by walking, biking, or transit.

Action Items:
- Inventory central area commercial and industrial districts to develop strategies and incentives for redevelopment
- Create accessible information about starting a business
- Create programs to facilitate new business startups by local entrepreneurs
- Provide incentives for new business development in core districts
- Ensure incentives are conditioned on living wage job creation
Policy 2: Provide supportive interventions strategically

This policy is about establishing gateways for people to gain access to the best set of resources available to meet their needs. Interventions should be supportive in the sense that they fill an immediate need and should then go further to make sure the support provides for the overall well-being of the individual as they look to improve their immediate situation.

Action Items:
- Support programs that help people deal with multiple issues holistically through referrals to the varied forms of support an individual may need
- Ensure preventive mechanisms are in place for helping at-risk people to prevent more serious issues (e.g., underemployment, homelessness, health issues, and unsafe housing conditions)
- Make gateways to services accessible in neighborhoods (such as in libraries and schools)
- Prioritize employment preparation and workforce development for groups that need more support
- Ensure convenient access to employment networks (build social capital)
- Connect the Blue Ridge Interagency Council on Homelessness with the Police and other City staff to better serve people who are experiencing homelessness

Policy 3: Provide schools that serve low- and moderate-income neighborhoods with additional programs and resources to enable students to perform on equal footing with students in other schools

Education is key to a successful life. As early as third grade, one’s reading level can predict success or failure later in life. At the elementary level, it is vital that all children have access to the same opportunity of learning, but some schools simply have children that face much different obstacles in life than children in other schools.

At the beginning of the twenty-first century, education is more pivotal than ever in deciding children’s fate. Those with an education have a chance; those without face prison and/or early death. That said, let us acknowledge that it is difficult to educate children living in unstable conditions. This poses a catch-22: we cannot educate children if we do not get them out of unstable conditions, and we cannot get them out of unstable conditions if we do not educate them.” — Root Shock: How Tearing Up City Neighborhoods Hurts America and What We Can Do About It, Mindy Fullilove (p. 231). Learn more at rootshock.org.

There is a general pattern of schools that perform poorly because of where the children start in terms of social and economic factors like race, family income, (or both) as well as their home environment. Beyond education fundamentals, schools that serve low to moderate income neighborhoods should emphasize building the self-worth/self-esteem of students and aspire them to seek opportunities in life. Applying the principle of equity would mean those schools get special programs and additional resources to help students succeed.

Action Items:
- Attract and retain highly qualified, diverse teachers who want to teach in an urban environment including recruitment from historically black colleges and universities
- Provide salary incentives to retain talent in schools with greater need
- Continue programs that provide focused opportunities to at-risk students
- Provide high-quality supportive services in schools (e.g., medical services, mental health services, nutrition)

Policy 4: Provide quality education for all residents.

Just as the school system provides special programs and additional resources to those students most in need, the school district will also offer top-notch educational opportunities for all residents. High quality school curriculum not only helps support the success of current students but also helps support population and economic growth within the City. In order to increase our working age population, the City must have quality schools that retain families and are competitive regionally.

Action Items:
- Continue our partnerships with institutions of higher learning in our area
- Expand opportunities for virtual education to help provide a variety of opportunities for children
- Attract and retain highly qualified administrative leaders and top-notch educators
- Strengthen joint partnerships with the Roanoke City Police Department, Sheriff’s Department, Roanoke Fire and EMS, Department of Social Services, and mental health agencies to continue to improve safety
- Identify and cultivate collaborative opportunities with businesses, non-profits, community organizations, and faith-based organizations within each school neighborhood
- Support the Roanoke City Public Schools Strategic Plan
Priority Three: Neighborhood Choice

Policy 1: Identify and remove barriers to housing choice

When overt racial segregation laws were struck down in early 20th century, other segregation strategies emerged. A widespread practice by developers placed private restrictive covenants into land deeds to preclude sales to African American people. Owning a single-family house on a large lot was out of reach for many African-American families, so governments began using single-family zoning districts and minimum lot sizes to have the effect of excluding them. Financial policies favoring homeownership emerged as a proxy strategy for legal segregation.

Even though Roanoke became segregated by race and income through intentional policies, reversing those injustices means making sure that barriers to housing choice, including ones that are not readily apparent, are removed.

Action Items:
- Reconsider housing policies rooted in racial segregation efforts such as exclusionary zoning districts that exclude all but single-family houses
- Work to reduce tenure bias, that is, the favoring of owner-occupants over renter occupants, by reviewing City policy and plans to eliminate such bias
- Ensure the Fair Housing Board is active in removing barriers by providing community education, paired testing, and assessment of barriers to housing choice

Policy 2: Understand the connection between finances, housing, and literacy in order to remove barriers for vulnerable people like veterans, homeless people, elderly, domestic violence victims, formerly incarcerated people, and people recovering from addiction

Action Items:
- Review and reexamine how and where zoning codes permit group care facilities and group homes providing housing and supportive services and support distribution of such housing in neighborhood settings dispersed throughout the City
- Continue housing first programs and test other innovative housing approaches
- Improve connections among local service providers for the homeless and those experiencing poverty
- Expand/extend after care resources for previously homeless individuals
- Inventory the existing group care/transitional living facilities; disperse such facilities and amend policy as needed to meet the needs of the community
- Support and improve financial literacy services
- Better promote and improve literacy action

Policy 3: Support the concept of greenlining, or providing special financial resources in neighborhoods that were formerly redlined

The Greenlining Institute promotes greenlining as the solution to redlining. Per their website greenlining.org, they define greenlining as “the affirmative and proactive practice of providing economic opportunities to communities of color.” While greenlining may not undo all the negative impacts experienced as a result of redlining and systemic racism, it is an equitable approach for moving forward.

Action Items:
- Assemble a package of greenlining resources such as down payment assistance, access to fair credit for mortgages, housing finance counseling, and Live Near Your Work incentives

Policy 4: Develop varied and affordable housing options in each neighborhood

Affordable housing is a significant issue in larger cities and will become more of an issue in Roanoke as our population grows and as minimum wages fail to keep pace with inflation. Availability of affordable housing options creates stability for families. When a family has affordable, stable housing, opportunities for employment and education are more easily pursued.

There is a generally accepted principle that no more than one-third of family income should be spent on housing (rent or mortgage). Anything above one-third is considered “cost-burdened.” Families of all incomes have the potential to be cost burdened according to that definition. The problem becomes quite acute for families with lower incomes where little is left over for other necessities after paying rent.

A generally accepted definition of affordable housing is defined as that which can be afforded by a household with the median income for the area. The Housing Affordability Index looks at income ranges that are less than the median income and assesses affordability for, say, a family making only 80% of median household income. Families at this income level, in Roanoke at least, can typically find housing that does not make them cost burdened. Households making 60% of the median, however, will be cost burdened, paying about 40% of their income for housing. Someone making near minimum wage can expect to pay nearly 80% of their income for housing – obviously an unsustainable situation.

Post-WWII Roanoke followed the same housing direction of most communities: growing by adding residential subdivisions oriented to cars, separated from goods and services, and remote from places of employment. This model of suburban sprawl, unsustainable
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from an environmental standpoint, also has had serious implications for equity. It has led to a concentration of poverty, intensified racial segregation, and limited transportation options for those who do not drive.

We are now seeing fundamental changes in how people live. The endless expansion of single-family residential subdivisions no longer seems sensible given that people are having fewer children and having them later in life and while more people are renting (by choice or not). Cities with one singular resource – land – are questioning the sustainability of low-density residential districts.

Because an in-depth analysis of housing is warranted but typically beyond the scope of a comprehensive plan, such a plan is recommended soon after adoption of this plan.

Action Items:

• Develop a housing plan as a component of the comprehensive plan
• Ensure affordable housing is available in all neighborhoods in the City
• Promote complete neighborhoods, so all neighborhoods have a broad range of housing types, including multifamily housing
• Pursue legislative opportunities to increase affordable housing options and opportunities
• Incentivize housing that is affordable and/or is built with universal design standards

Policy 4: Avoid displacement resulting from gentrification

In community development, there is a complex dilemma: people don’t want their neighborhoods to stay the same or get worse, nor do they want rapidly increasing rents that displace existing residents. Merriam Webster defines gentrification as “the process of repairing and rebuilding homes and businesses in a deteriorating area [such as an urban neighborhood] accompanied by an influx of middle-class or affluent people and that often results in the displacement of earlier, usually poorer residents.” While the first part sounds pretty good, it’s the second part—displacement—that is a worrisome and serious concern.

There has not been any evidence of significant gentrification in Roanoke. Old Southwest is probably the closest Roanoke has come to a gentrifying neighborhood. That transition—which has been taking place gradually over decades—has resulted today in a diverse, mixed income neighborhood.

Action Items:

• Maintain vigilance by monitoring data to identify emerging gentrification patterns
• Put decision-making about neighborhood improvements at the neighborhood level. Consider intensive public deliberation processes to determine neighborhood improvement priorities
• Use funds to rehabilitate existing housing stock to help current residents remain in their home
• Support the development or rehabilitation of affordable rental housing
• Educate community on the Homestead Exemption law

Priority Four: Inclusive Culture

Policy 1: Lead development of a culture of inclusion throughout Roanoke

The City should lead an effort to foster an environment where community members recognize and celebrate the inherent worth and dignity of all people.

Action Items:

• Sponsor opportunities for learning and discussion about the root causes of discrimination and how to address those issues
• Create opportunities for open dialogue among residents from all neighborhoods
• Provide educational opportunities to help community leaders become champions in their communities
• Promote dialogue with nonprofits and businesses on equity, diversity, and inclusion
• Consider inclusiveness and diversity when programming City-supported events
• Engage immigrant and refugee populations in community organizations
• Celebrate community successes

Policy 2: Build capacity for community-based organizations to better connect with their residents

Roanoke initiated a neighborhood partnership model in the 1980s that worked to engage community organizations, businesses, and governments. As the model was often cited as a best practice throughout the country, Roanoke’s neighborhoods built a strong network of neighborhood groups actively engaged in improving their communities.

These groups were governed and operated essentially as homeowner associations. In the last decades, those groups have found it increasingly difficult to engage people. Some groups, active and strong through the 1990s, became completely inactive. Others are struggling with dwindling membership.

The reasons are varied. Some with multiple jobs may struggle accomplishing daily tasks and dedicating time to attend neighborhood meetings may be difficult. Social media
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has radically changed the ways we communicate and the typical monthly meeting may no longer be the best method for engagement. Alas, many neighborhood groups have traditionally held strong biases against renters and thus have alienated a large and growing segment of residents.

The City remains committed to community engagement because it is essential to identifying community needs and developing appropriate interventions to meet them. Radical adaptation of our past model of engagement is warranted.

Action Items:
• Provide training on equity and coalition building
• Use public deliberation techniques for informed decision making by citizens
• Facilitate connections among neighborhood leaders
• Continue grant funding to support neighborhood organizations
• Develop neighborhood-level capacity to decide and implement neighborhood improvements
• Ensure neighborhood engagement in civic governance

Priority Five: Service Delivery

This priority focuses on services provided by the City of Roanoke. It is crucial that services are provided equitably and in ways that are accessible to all residents.

Policy 1: Provide easily accessible information on community and public services

Discussions during planning meetings revealed that many are not aware of certain community or City services. There was a realization that it is not enough to actually provide services, but ensuring awareness of them is a critical part of service delivery.

Action Items:
• Employ best practices to promote available services in order to reach all residents regardless of age and income
• Consider neighborhood-based service information in civic facilities like libraries
• Support information and referral programs that help people connect with the resources they need
• Ensure government meetings are accessible at convenient times and there are accommodations for disabled people, and when appropriate, provide multiple opportunities for engagement by holding multiple meetings in neighborhood settings (such as at libraries), at different times of day
• Provide programs that help educate residents on City services and processes such as the Mayor’s Starting a Business Summit, Leadership College, and the Roanoke Planning Academy

Policy 2: Remove barriers to accessing services and programs

The policy approach is to improve service delivery to citizens by enhancing their ability to access the service location or by mobilizing the service to convenient locations.

Action Items:
• Ensure services are accessible by transit (i.e., on or near a route)
• Provide services in neighborhoods with mobile units or by rotating services among libraries or other community facilities
• Convene community walks with residents and government service providers to establish communication and information-sharing (e.g., police, fire and EMS, planning/code enforcement, parks and recreation, teachers/school staff, etc.)

Policy 3: Prioritize infrastructure and facility improvements in in areas of need

In determining how limited funding for infrastructure and public facilities is spent, equitable prioritization should ensure that each neighborhood has adequate infrastructure to meet the needs of residents and businesses. Public facilities and infrastructure projects should be used to support overall neighborhood revitalization efforts, especially in target neighborhoods.

Action Items:
• Consider CDBG target neighborhoods as priorities for infrastructure improvements (e.g., sidewalks, curbs, streets, storm drainage, bike lanes, greenways, and street trees)
• Consider CDBG target neighborhoods as priorities for improvements to public facilities (e.g., fire stations, libraries, schools, parks, recreation centers, and other community services)
Healthy Community

In 2040, Roanoke engages a holistic and equitable approach to building and ensuring the physical and mental health of our community by empowering citizens with the knowledge and resources to achieve healthy living and to strive for accountability as individual members of a connected society.

Introduction

Community health is a complex issue, one that has not been addressed in past planning efforts. City Plan 2040 considers wellness in its most broad sense and explores how safety and security, poverty, transportation systems, housing, access to food, and access to support services interrelate in ways that shape the health of the community.

In addition to supporting health at the individual level, agencies interested in improving community health work to influence the conditions that affect health outcomes. These conditions are identified as the social determinants of health. The US Department of Health and Human Services defines social determinants of health as the environmental conditions “that affect a wide range of health, functioning, and quality-of-life outcomes and risks” and organizes them into the five domains identified in the following graphic.

Social Determinants of Health

As with Interwoven Equity, policies that address the social determinants are embedded in every theme of this plan. Community health has an inextricable link with equity because of neighborhood-level disparities in social determinants like transportation, housing, land use, local economy, the built environment, and so on. Accordingly, planners worked to integrate policy ideas to influence social determinants of health in a positive direction, particularly those within the Economic Stability and Neighborhood and Built Environment domains. The Healthy Community theme directs some of the specific interventions that work within the Health Care Access and Quality and Social and Community Context domains.

Health in All Policies

As we developed City Plan 2040, City staff and partners participated in the Change Lab Solutions’ Building Healthy, Equitable Communities for Children & Families project. This technical assistance project shaped thinking about community health and underscored the importance of considering all the different factors that influence health. Singular focus on a particular factor doesn’t yield the desired improvement in overall community health. The idea that we need to press all the levers of influence at once has spurred progressive communities to adopt a health in all policies approach. Because city planning is so policy oriented, it is appropriate to consider the health in all policies approach as we develop ideas among the different themes of this plan.

Wellness

A holistic view of wellness is needed to assess community health and develop corresponding public policy. The Department of Health and Human Services identifies eight dimensions of health and wellness. Physical health related to exercise, nutrition and rest is the most recognized of these element. Physical health, along with the other elements of emotional, financial, social, spiritual, occupational, intellectual, and environmental health form an interconnected state of wellness. Lack of security in any of these areas can lead to impacts to mental or physical health.

The social and emotional components of wellness can be more difficult to identify and address than the physical ones. Because of their lasting effect on a person’s overall wellbeing, approaching these elements requires persistent and deliberate attention, beginning at an early age. The U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration has extensive tools and resources on multi-pronged, trauma-informed approaches to addressing health issues. The trauma-informed approach recognizes how violence, abuse, neglect, loss, and other emotionally harmful experiences impact health.

When it comes to physical health, obesity and chronic disease, are serious problems in our communities – in some more than others. Chronic diseases, influenced in large part by tobacco use, alcohol abuse, lack of exercise, and poor diet, affect 6 in 10 adults and are a leading cause of death and disability in the U.S. Some 80% of health outcomes are determined by people’s behavior, environment, or social and economic conditions. As might be expected, health outcomes vary widely by neighborhood based upon social and economic conditions.

More recently, mental health and substance abuse issues have gained attention, particularly with the opioid epidemic, highlighting the need for more holistic discussions about health.
Safety

During the listening phase of the planning process, Roanoke residents discussed how transportation, infrastructure, law enforcement, and a sense of community influence community safety and feelings of security. Residents identified safety as both a strength and a challenge for the community. This sentiment was further emphasized in the Healthy Community working group discussions that recognized important linkages between security and health. For example, regular exercise is a key building block of health, and walking is the easiest form of exercise available to most people. But what if people don’t feel safe going for a walk in their neighborhood or worry about their personal safety when they go to a park? Safe Wise’s “State of Safety” reports that 58% of Americans are concerned about their safety at some point of every day. We are all familiar with priorities of preventing safety hazards and preventing crime, but actual and perceived safety can also be created with infrastructure like sidewalks, crosswalks, and bike accommodations on streets.

Safe and Healthy Homes

Good housing is key determinant of good health outcomes. It is important to not just have access to housing, but healthy housing. While most of Roanoke’s housing is well-maintained and healthy, some housing units are not. Census data indicates that about 4% of Roanoke’s housing is substandard and lacks complete plumbing or kitchen facilities. Roanoke’s Office of Real Estate Valuation identified 431 structures that are in poor or very poor condition.

Environmental hazards in some of Roanoke’s older housing stock can be a challenge. Over 80% of homes were built before 1979 and, while historic homes add to the character of the city, some have the potential for lead based paints, asbestos and other materials that are now recognized as health hazards. Until updated, older houses may not have electrical systems suitable for modern appliances or other structural or maintenance issues that represent potential safety hazards.

The Building Safety Division, the Code Enforcement Division work to improve housing conditions. Improving home and building safety includes consideration of age of housing stock, sanitation, other health risks such as mold, lead and asbestos, and hazards related to building systems (e.g., wiring) to which renters and low-income individuals are especially vulnerable. Community Resources Division through housing rehabilitation projects and programs like Lead SAFE Roanoke have eliminated environmental hazards in hundreds of homes.

Access to Health and Support Services

The percentage of uninsured Americans has increased; 8.5% of people lacked health insurance in 2018. Coinciding with the increase in uninsured individuals, the Medical Expenditure Panel Survey shows that office-based health care is on the decline and the number of people relying on hospitals as a source of care has increased. While the recent expansion in Medicare has aimed to fill these gaps and has provided new access for approximately 9,000 Roanoke residents, access to health care is still an issue for varying reasons, including high cost, inadequate insurance coverage, lack of availability of services, poor provider trust, and lack of culturally competent care. Removing barriers like these would create more equitable access.

Lack of access to health and support services can be even more pronounced for those that are homeless or those that suffer from mental health or substance abuse issues. In addition to barriers associated with cost, insurance, and availability, there is an added barrier to access related to siting facilities. People frequently object to treatment or care facilities in their neighborhoods. The equity dimension can be complicated. Facilities are needed and they need to be accessible and they need to be distributed throughout the city.

Access to Affordable Healthy Food

The Kroger and Mick-or-Mack stores that once bristled with activity in neighborhoods like Melrose and Belmont disappeared in the 1990s. Before then, people had the choice to walk or drive to get their weekly groceries. These stores were replaced, however, with larger stores in shopping centers near the outskirts of town. Located far from any residences, they are accessible only by car or bus. Meanwhile, large neighborhood areas are left with no access to groceries within the community. Despite strong community support to attract grocery stores back to neighborhoods, there is little indication that will happen given the scale and markets required. Public intervention in some form may be needed to address this issue.

Suburbanization of grocery stores has led to so-called food deserts in urban neighborhoods. Food deserts lead to food insecurity. The Oxford Dictionary defines food insecurity as “The state of being without reliable access to a sufficient quantity of affordable, nutritious food.” In 2018, 11% of U.S. households experienced food insecurity. Particularly, Virginians have seen a marked increase in the number of low-income individuals with low access to food stores. While many residents are able to drive to pick up groceries, this is especially difficult for vulnerable populations such as low-income people, children, and seniors. Food insecure households are more likely to shop at convenience stores, where healthy food choices are rare or nonexistent.

Health Equity

Perhaps the most important observation about community health is how it varies among different populations. Many of the health factors above merge to create remarkably different health outcomes from one community to another. We see inequity in patterns of life expectancy and disease rates among different neighborhoods, and this is where issues of health and equity intersect. Equitable health outcomes should be the ultimate goal. All policy and action should be oriented to reducing these inequities.
Healthy Community Priorities

Priority One: Wellness

The National Wellness Institute recognizes that “wellness is a conscious, self-directed and evolving process of achieving full potential”, in addition to being “multidimensional and holistic, encompassing lifestyle, mental and spiritual well-being, and the environment”. Achieving this priority requires policies that address each of the many aspects of wellness.

Policy 1: Manage community wellness holistically

Improving public health is a complex endeavor and involves partnerships between the City, health professionals, large and small healthcare providers, non-profit community organizations, businesses, and the City’s residents. Defining the City’s role in this partnership is important and will likely involve the City playing the role of leader, facilitator, communicator and supporter, depending on the situation and circumstance.

Action Items
• Adopt a Health in all Policies approach where community health is considered in all significant policy decisions
• Establish an advisory body to guide and assess the City’s policies as they relate to community health
• Develop a community health plan with specific priorities, policies, actions, and data measurement related to health in the City
• Consider representation from health professions on boards and commissions
• Partner with Healthy Roanoke Valley and the organizational partners to focus on improving social determinants of health

Policy 2: Provide equitable access to health education, programming, and resources

The community highlighted health access and connectivity during the planning process. The actions of this policy aim to bridge the gap between a wide range of often disconnected resource providers and recipients through increased coordination, access, and education.

Action Items
• Create a central resource hub that provides access to health information, tools, and resources
• Initiate community education programs on food preparation, exercise, tobacco cessation, obesity, diabetes, etc.
• Push health services and information out to neighborhoods through mobile events, in libraries, and at other community facilities

Policy 3: Ensure equitable access to recreational facilities and programming

Good access to parks and recreation has a number of benefits including reduced stress, improved mental health, higher physical activity, and lower obesity rates. Creating equitable access to recreation for all parts of the community is one step towards improving overall health.

Action Items
• Address age, condition, and equitable distribution of current recreation centers
• Facilitate shared use of schools and other institutional facilities for recreational activities
• Provide a comprehensive network of greenways, trails, blueways, and parks

Policy 4: Support social connectivity as a positive health factor

Social connection is a key component for overall health and wellness, specifically among seniors. Increasing social interactions among residents is also part of creating an inclusive culture.

Action Items
• Improve opportunities for social connection by providing public gathering spaces
• Encourage and enable integration of senior-oriented housing and other group care or living arrangements in neighborhood settings including co-housing
• Partner with local groups and nonprofits to improve social connections and networks for older adults and disabled populations. Create and support intergenerational social connection through volunteer programs and events
• Support and strengthen neighborhood associations and their efforts for community engagement

Priority Two: Safety

Communities in which residents feel safe and comfortable create an environment where residents can be active, healthy, and thriving.

Policy 1: Policing strategies will approach community safety through research, education, and community collaboration

A study by the U.S. Department of Justice confirmed that informal contact with officers improved community perception of the police. This type of interaction also has the potential to reduce biases held by police officers against community members. Increasing friendly engagements between the community and law enforcement is a step to improving
Healthy Community Priorities

Themes

trust within minority and low income areas.

Action Items:
- Engage communities in developing policing strategies
- Improve education for patrol officers through third party training sessions that address sensitive neighborhood concerns
- Use updated data and research to predict problems and incorporate Crime Prevention Through Environmental Design (CPTED) principles to reduce crime
- Continue to use the RCPD RESET Coordinator as a liaison between the police department and the community
- Improve neighborhood contact with the RPD Crime Prevention Unit and encourage stronger neighborhood watch programs
- Institute community walks that include area citizens and an interdisciplinary group of City service representatives, including city planners, code enforcement, police, fire/ems, and schools

Policy 2: Provide efficient and equitable emergency planning and response

The City’s police, fire and emergency response services are nationally accredited and strive to meet national standards for response time and other performance measures. As the City plans for emergencies, adaptation to a changing environment must be considered along with how responses serve our community in an equitable manner.

Action Items:
- Ensure Fire-EMS plans provide for services to meet desired response times and level of service across the City and address specific needs for vulnerable populations
- Update disaster recovery and preparedness plans to consider effects of climate change
- Assess current disaster recovery and preparedness plans for adequate coverage of vulnerable populations including preparation for emergencies, contingencies for public facility shutdowns, and communication methods during emergencies
- Create a strong communication system with hospitals and health care providers in preparation for pandemics and other public health emergencies
- Continue collaboration between neighboring localities for delivery of Fire and EMS services

Policy 3: Ensure all streets, especially arterial streets, are designed for safe and comfortable walking and biking

Reinforcing the Complete Streets Policy will prioritize safe bicycle connections and pedestrian circulation with access to parks, schools, and other destinations that encourage active living with an emphasis on pedestrian safety. Pedestrian motor vehicle crashes and fatalities are increasing in Virginia. Improving pedestrian safety is important for creating a healthy community and allowing equitable mobility within the City.

Action Items
- Review, update, and readopt the Complete Streets Policy and the Street Design Guidelines
- Consider general reductions in speed limits throughout the City, particularly in neighborhood settings
- Redesign and retrofit streets to encourage slower and more appropriate vehicle speeds for the context
- Improve street lighting as needed to increase the sense of safety and encourage pedestrian activity
- Identify areas with high pedestrian activity in community plans and recommend appropriate infrastructure such as sidewalks, paths, lighting, and crosswalks to provide pedestrian safety and comfort

Policy 4: Improve home and building safety

Ensure buildings are constructed, retrofitted, and maintained for safe environmental conditions.

Action Items:
- Administer building maintenance codes as a remedial strategy for improving building conditions, and as a preventative strategy to halt further decline of Roanoke’s well-designed but aging residential buildings
- Continue and enhance rehabilitation programs to improve existing housing conditions and construction programs to provide safe new housing in core neighborhoods (such as the various programs provided by the members of the Roanoke Housing Partnership in CDBG target areas)
- Consider new strategies for improving the safety of the City’s residential housing & institutional buildings as health sciences progress
- Raise awareness of household risks through public outreach
- Provide funding and incentives for household upgrades that reduce health risks
- Consider ways to incorporate energy and environmental quality audits within the development review process
- Assess and improve environmental quality of public and institutional buildings
Priority Three: Access to Health and Support Services

In order to improve access to health care and resulting health outcomes, barriers to health services need to be reduced.

**Policy 1: Family health, mental health, and substance abuse treatment facilities should be considered as essential community needs and location decisions for such facilities should be driven by factors such as scale, geographic distribution, and accessibility**

Public health concerns like substance abuse, trauma, domestic violence, and homelessness are stigmatized and, to some extent, are even criminalized. This marginalization stands in the way of connecting needs with assistance to manage or resolve such issues. These issues, which virtually every community has, cannot be addressed until they become part of public dialogue.

**Action Items**
- Improve public education of current health resources and develop new support services
- Increase public awareness of domestic violence and other family issues and the availability of family services
- Support development of adequate inpatient and outpatient medical and rehabilitation facilities for substance abuse or mental health disorders that are small in scale, accessible, and distributed across the City
- Remove barriers to treatment, disease management, and support for those with substance abuse and mental health
- Encourage educational programs that raise awareness of substance abuse and mental health
- Explore therapeutic recreational programming

**Policy 2: Support partnership approaches to providing assistance to at-risk populations**

Being proactive and providing equitable support services to at-risk populations will help to improve overall community health and wellbeing.

**Actions Items**
- Improve connections among local service providers for homeless people and people living in poverty
- Expand after care resources for previously homeless individuals
- Examine and address risk factors associated with substance abuse and mental health disorders
- Consider Alternative-to-Incarceration programs for nonviolent offenders with substance abuse or mental health disorders

**Policy 3: Ensure continuity of services and programs among community health partnerships**

Barriers such as high cost of care, inadequate insurance coverage, lack of availability of services, poor provider trust, and lack of culturally competent care limit health care access.

**Actions Items**
- Support community assessments of gaps in the health networks that exist within the City
- Support various programs and providers that service areas or individuals of need

Priority Four: Access to Affordable Healthy Food

Feeding American calculates that over 16% of Roanoke residents are food insecure. Public-private partnerships must be strengthened in order to remove barriers to food equity and find innovative solutions for improving access and health education.

**Policy 1: Support public-private partnerships to improve access to healthy food and eliminate food deserts within the City**

The market for grocery stores has become increasingly competitive with the addition of big box stores and supercenters. Profit margins are slim, with most retailers using quantity of sales as part of a successful business model. Small grocers face significant challenges without a niche market or loyal following. As such, many of the local, neighborhood-based grocery options within the City are disappearing.

Food access can be challenging in areas of the City that lack access to remaining neighborhood stores or regional shopping centers. Battling the economic climate and increasing access to healthy foods in these areas requires consideration of new approaches and partnerships.

**Action Items**
- Incentivize affordable, healthy food grocers within food desert areas through partnerships and public funding
- Support partnerships with nonprofit food providers and technology like ride sharing and delivery applications to expand food access.
- Continue the success of the Summer Feeding Program through Roanoke City Public Libraries, and extend it to include local food partners
Themes

Healthy Community Priorities

• Promote SNAP, TANF and other existing programs and incentivize the purchase and consumption of healthy foods
• Partner with Roanoke City Schools to develop creative ways to encourage healthy eating at school and at home
• Consider restrictions on convenience stores in food swamps that do not provide some level of fresh produce or create public safety concerns

Policy 2: Facilitate local food production and distribution

Farming and food production is a valuable economic industry for the region. Bridging the gap between local food producers and consumers will strengthen the local economy, while improving access to healthy food for residents.

Action Items
• Continue working with the RVARC and neighboring localities on regional food planning
• Encourage local food production and urban agriculture
• Improve food distribution infrastructure (markets, mobile produce vending, commercial kitchens, food hubs)
• Support farm incubator programming in coordination with other regional stakeholders
• Advocate for state policy that increases healthy food production and access
• Create incentives for merchants to sell and promote healthy, local, fresh food options
• Research urban agricultural practices and investigate ways to encourage and support context sensitive agriculture production and farming

Policy 3: Provide education about healthy lifestyle choices and food services

Education is a key component of a healthy lifestyle. Increasing health education in schools can help improve learning ability and long-term student health.

Action Items
• Create more programming for nutrition education and meal preparation for a healthy diet
• Incorporate nutrition, food, and health education into the curriculum of schools at all levels
• Partner with nonprofits for educational events regarding local food services
Harmony with Nature
In 2040, the City of Roanoke will boast a clean, resilient environment in which everyone will live and prosper in harmony with nature through innovative, sustainable, and resilient practices that nurture community health, embrace recreational opportunities, protect our natural resources, address the local aspects of climate change, support ecosystem services, and foster appreciation and understanding of the City’s relationship with its natural surroundings.

Background
Roanoke’s sustainability – its quality of life and economy – are tied to, and dependent upon, its environment. Our ability to attract new business and new residents is grounded in the beauty of our valley. Future growth and development must embrace preservation of important natural areas as assets and respect the interaction of our built and natural environments, particularly when it comes to managing and anticipating the effects of climate change.

Natural Environment
The American Planning Association has identified Comprehensive Plan Standards for Sustaining Places. This theme aims to incorporate a principle of those standards: “Ensure that the contributions of natural resources to human well-being are explicitly recognized and valued and that maintaining their health is a primary objective.” Roanoke’s natural environment is one of its most attractive assets. The City’s proximity to the Blue Ridge Mountains and connection to resources such as the Roanoke River, Blue Ridge Parkway, Appalachian Trail, and Smith Mountain Lake create a unique natural vibrancy within an urban framework. The approach Roanoke takes in caring for its natural resources is vital to the quality of life for current residents and the marketability of the area for attracting new residents and businesses.

Parks and Greenways
The City’s 90 miles of greenways and trails were identified as a vital community resource throughout the planning process. Greenways and trails provide a way for communities to connect with each other and with their natural environment. Access to parks and outdoor activities helps to improve the physical and mental health of the community. Outdoor exercise provides “greater feelings of revitalization and positive engagement; decreases in tension, confusion, anger and depression; and increased energy” when compared to indoor activity. In 2019, the Parks and Recreation Master Plan was adopted as a component of the comprehensive plan. The Parks and Recreation Master Plan documents the popularity of Roanoke’s recreational amenities and highlights important areas of improvement. The plan’s “Big Moves” include addressing aged recreation centers and neighborhood connectivity for the greenway system.

Outdoor Recreation and Tourism
Roanoke saw record growth in the lodging industry in 2018. Visit Virginia’s Blue Ridge, the Roanoke Region’s destination marketing organization, recorded a 9% increase in demand for hotel rooms, which correlated with a record number of sporting events in the area. The region is quickly becoming a destination for outdoor enthusiasts. The annual GO Outside Festival was attended by over 38,000 people in 2018. Roanoke was designated a Silver Level Ride Center by the International Mountain Biking Association in the same year. Events and recognitions are drawing more visitors and creating new economic activity through tourism. Meeting new demand for recreational space, while maintaining current facilities and protecting natural resources, will be a challenge for the future.

Water Resource Management
In 2018, Roanoke’s rainfall eclipsed previous records with 62.45 inches, exceeding the normal average by over 20 inches. While that was a remarkable year, even more startling is the increase in the frequency and severity of flooding over recent decades.

While most of the increase can be attributed to changing weather patterns, flooding is exacerbated by increasing impervious surface like parking lots. Impervious surfaces prevent absorption of rainfall and causes runoff to concentrate much faster into drainage systems and natural watercourses leading to higher peak flows and flooding.

Flood prone areas in the City are identified on Federal Emergency Management Agency (FEMA) maps. These maps may not accurately represent flood potential as rainfall frequency and intensity increases and as better topographic data and analysis tools become available. In fact, recent mapping of the Roanoke River has identified that the most critical flood prone area, the floodway, is larger in many areas than current maps indicate. FEMA is beginning a process to update the maps for our region (upper portions of the Roanoke, Dan, and Yadkin Rivers). This process will result in new flood maps in or around 2025 that may show more flood prone areas than currently identified.

A successful adaptation to these changes requires multiple interventions:

- Identify and adopt strong policies to reduce impervious surfaces, specifically strategies to reduce existing pavement.
- Ensure new development manages stormwater appropriately and consider how stormwater is managed for redevelopment and retrofit.
- Develop an informed policy for managing development in floodplains and floodways.
- Advocate for such policies at the statewide level. Water that floods does not respect municipal boundaries.
Themes

Stormwater management has traditionally been most concerned with the quantity of water, but there has been increased concern about water quality in the last two decades. The Roanoke River and 11 of its tributaries are impaired or do not meet water quality standards. Maintaining and improving water quality, air quality, and other measurable aspects of the natural environment is needed to ensure the health of current residents, and imperative in preparing for future threats to environmental quality.

As with stormwater quantity, improving water quality involves multiple interventions to prevent and eliminate sources of water pollution:

- Maintain performance standards for erosion control during construction.
- Maintain standards to manage and treat water runoff from new impervious surfaces.
- Implement practices to treat runoff from existing impervious surfaces and in existing drainage systems.
- Maintain existing riparian buffers and create new ones.
- Increase tree canopy.
- Implement stream restoration projects.

Climate Change

While projections on the extent and timing may be subject to critique, the existence of climate change induced by human activity is agreed upon by scientists.

Cities across the globe are experiencing rising temperatures, changes in weather, and other negative effects due to climate change. The Intergovernmental Panel on Climate Change predicts a temperature rise of 2.5 to 10 degrees Fahrenheit in a century. The inevitability of climate change makes it necessary to mitigate the effects which, in Roanoke, are most obviously manifested by more frequent and more severe flooding. The City has a responsibility to contribute to the effort of slowing climate change through policies that align livability with sustainable practice. The City of Roanoke’s Climate Action Plan will accompany the priorities, policies, and actions of this plan to increase measures of sustainability and options for resource conservation and protection.

Tree Canopy

Trees provide vital public services, including improving water quality, improving air quality, temperature control, water absorption, habitat provision, in addition to providing beauty. In 2010, Roanoke’s tree canopy coverage was 47.9%. This met the 40% goal laid out in the Vision 2001-2020 comprehensive plan. However, Roanoke’s tree planting budget was significantly reduced in 2008. Since then, the City has relied on local groups and nonprofits to help with the City’s tree work. A 2019 study on tree canopy distribution revealed that Roanoke’s now has 26% tree canopy coverage. In order to maintain and grow the City’s tree cover, the City needs to increase its efforts in tree protection and tree planting.
Priority One: Sustainable Land Development

As a city with limited developable land, it is crucial for development to occur sustainably and with consideration for the natural assets within the area. A holistic approach to land development will ensure future development is both durable and adaptable to future uses.

Policy 1: Orient development codes, tax policy, and programs to support green building and sustainable site design for new development

Energy efficient and waste reductive development creates longer lasting buildings, reduces pollution, and helps to preserve natural areas, which is a benefit to the developer and overall community. There are several organizations that offer different levels of green building certifications. However, it can be difficult to entice developers to apply for these certifications as the certification process itself can be costly and time consuming. Creating and incentivizing a local green building standard can encourage green building and sustainable site design practices without a costly certification process. Through simpler recognition and promotion, this type of development can become more common within our community.

Action Items:

- Adopt a City Green Building and Site Design Standard that promotes durability, sustainability and environmental compliance in building materials, site design, landscaping, energy efficiency, and health during all stages of development
- Improve indoor air quality and energy efficiency through creation of a City building benchmarking system defined by Department of Energy metrics and indoor air quality goals
- Create incentives for green roofs on new buildings and retrofit of existing buildings
- Continue to require pedestrian and bicycle infrastructure as part of new development plans to create a connected system
- Remove all minimum parking requirements from the zoning code; adopt a simplified mechanism to control excessive parking (e.g., maximum coverage)
- Encourage development that respects natural topography
- Use innovative practices to promote compact development
- Implement new measures of oversight to ensure development standards are properly maintained over time

Policy 2: Incentivize pre-existing development to incrementally adapt to green building standards and sustainable site designs

Retrofitting buildings with sustainable design elements can be difficult due to the nature of older structures and preexisting regulations, such as those associated with Historic districts. Incentives for redevelopment projects need to be tailored to entice individuals to take advantage of them.

Action Items:

- Implement tax credits for reducing pre-existing parking lots/impervious surface
- Implement tax credits for utilizing renewable energy or increasing energy efficiency
- Identify and promote ways for Historic property owners to adapt to green building standards
- Encourage building benchmarks at point of sale
- Incentivize compliance with the City Green Building and Site Design Standard
- Improve knowledge of green building opportunities through public education and outreach
- Implement new measures of oversight to ensure improvements are properly maintained over time

Policy 3: Restore, connect, and protect sensitive lands, natural habitats and species

Sustainable land development addresses more than physical structures. Considering the location of development ensures protection of the City’s natural assets. Preservation of sensitive lands and habitats maintains diversity and environmentally significant environmental features.

Action Items:

- Protect and promote native plant species in landscaping requirements and as part of projects in sensitive lands or natural habitats
- Identify sensitive lands, natural habitats, and species within the City and create

Compact Development

Compact cities are inherently harmonious with nature. “Compact design means making more efficient use of land that has already been developed. Encouraging development to grow up, rather than out, is one way to do this. Infill development—building on empty or underutilized lots—is another. Building within an existing neighborhood can attract more people to the jobs, homes, and businesses already there while also making the most of public investments in things like water and sewer lines, roads, and emergency services.” (SmartGrowthAmerica.org)

This type of development allows for surrounding agricultural land and forests to remain relatively undisturbed.
practices to protect and encourage connections between them
• Continue to update the River and Creek Overlay District and maintain riparian corridors as part of the City’s natural habitats and sensitive lands
• Assess parks for conversion of underused turfgrass areas to new forested areas

Policy 4: Improve natural connections within the urban landscape

Biophilia refers to the innate connection humans have with the natural environment. Biophilic design serves to addresses this connection by incorporating natural elements into cities, architecture, and other areas of design. Increasing opportunities for the community to interact with its natural surroundings improves physical and mental health and wellbeing.

Action Items:
• Encourage development that is oriented to waterways
• Incentivize private recreation and civic yard space through development standards
• Identify and incentivize preservation of quality green space in development projects

Policy 5: Reduce impervious surface through development requirements

Impervious surface contributes to high temperatures, increased water runoff, and pollution. Reducing the amount of impervious surface within the City improves stormwater management by allowing for more vegetation which in turn adds aesthetic benefits and temperature regulation. The City’s policies and standards for development and infrastructure should be updated to reflect our desired results.

Action Items:
• Remove minimum parking requirements
• Encourage space saving parking measures, such as shared parking and parking decks, through incentives and zoning requirements
• Increase permeability requirements as part of parking standards (e.g., permeable pavers, infiltration strips, rain gardens)
• Replace dated standards, such as impervious surface ratio, with measures that reduce impervious surface while encouraging desired compact development patterns
• Update development standards to increase permeability for existing large areas of impervious surface, especially in industrial and commercial districts
• Incentivize replacement of impervious surface with permeable material
• Use a land tax to discourage excess impervious surface

Quality Green Space

Quality green space can also be referred to as activated green space. Outdoor spaces that contain vegetation and furniture or amenities are more likely to be used, and therefore provide greater benefit to the community.

Priority Two: Tree Stewardship

Roanoke has successfully met its goal of 40% tree canopy determined by the last comprehensive plan. While this progress is noteworthy, vegetation within the City is in constant fluctuation. Trees provide an array of services including water absorption, air filtration, temperature control, as well as aesthetic benefits. Protecting and expanding the tree cover allows the City to continue benefitting from these natural services.

Policy 1: Increase the percentage of tree canopy within the City to 60%

40% tree canopy coverage has been a widely accepted benchmark for communities. While this is considered an admirable minimum, community characteristics need to be taken into account. In order to maximize the ecosystem services provided by trees, such as temperature regulation, 40% coverage needs to be met per block. Much of the City’s tree canopy is concentrated in natural areas like Mill Mountain. In order to experience lasting benefits, tree canopy needs to be increased and with targeted dispersion throughout the city.

Action Items:
• Increase funding for the City’s urban forestry program
• Expand and improve the City’s tree planting program
• Assess parks for conversion of underused turfgrass areas to new forested areas
• Achieve recognition beyond that of a “Tree City”
• Create an incentive program for residential tree planting
• Perform a tree assessment and promote tree planting in areas with less coverage to encourage even distribution of canopy
• Create a healthy and diverse tree canopy through the City tree list and tree assessments
• Increase tree planting requirements with consideration to “right-tree-right-place” in streetscape improvements and developments with large areas of impervious surface

Policy 2: Educate the residential, business, and service community on the importance of tree coverage, and their role in nurturing the community tree stock

Increasing the City’s tree canopy not only requires new plantings, but protection of existing tree stock. Many trees are on private property, and the best way to ensure their
Themes

Harmony with Nature Priorities

longevity is through education. Residential and commercial educational programs and certifications will ensure a healthy wealth of trees within the City.

Action Items:
Fund maintenance and protection of the City’s existing and growing tree stock
• Promote tree education certification for businesses and utilities within the City (Right tree right place)
• Require tree education for appropriate City employees and contractors
• Expand the influence and efforts of regional stewardship organizations such as Roanoke Tree Stewards, Master Naturalists, Master Gardeners, Trail Crews, and other similar organizations
• Engage in national environmental celebrations (Arbor Day and Earth day) citywide to increase resident education and involvement
• Partner with schools and institutions for education opportunities and tree planting initiative

Policy 3: Create landscape and development standards that improve maintenance, protection, and growth of the City’s tree cover

Landscaping requirements are one of the City’s tools to protect the public health, safety, and general welfare by incorporating vegetation and screening into the development process. Increasing tree requirements and improving enforcement of landscape maintenance are part of the City’s role in tree stewardship.

Action Items:
• Encourage trees within close proximity to hardscaped areas
• Promote tree canopy adjacent to watercourses
• Monitor adherence to landscape requirements and replacement of lost landscaping through various methods such as bonds
• Protect mature trees in new development projects and assess ways to protect mature trees throughout the City
• Revise development standards to ensure better growth and survival of trees and landscaping (e.g., interior tree planting requirements in conjunction with parking requirements)
• Promote native tree species in landscape requirements
• Assess ways to protect mature trees and overall tree canopy through various methods such as forest conservation plans

Priority Three: Water Resource Management

Record rainfall in 2018 in addition to global weather events have brought attention to the negative effects resulting from climate change. As these changes occur, the City needs to adapt the way it manages its water resources and approaches stormwater management. This requires implementation of innovative practices that reduce runoff in addition to protecting local rivers and tributaries.

Policy 1: Adapt the City’s approach to stormwater management to the changing climate

Storm frequency and intensity is expected to increase as a result of climate change. The City needs to reduce its contribution to climate change and also adapt to these expected increases through innovative, sustainable methods.

Action Items:
• Update design standards to reflect changes in rainfall intensity
• Prioritize construction of BMPs over less sustainable stormwater infrastructure as part of City projects
• Promote innovative practices in stormwater management
• Ensure a systems approach that balances current capital improvement projects with future climate goals

Policy 2: Promote green infrastructure in the management of stormwater, flooding, and stream erosion

Green Infrastructure allows for management of stormwater by utilizing natural, sustainable practices as opposed to hardscaped engineering practices. These measures improve safety and quality of life by mirroring natural water cycles.

Action Items:
• Continue to foster collaboration between the Planning Department and Stormwater Division to ensure a comprehensive approach to the Stormwater Management Program
• Create a green infrastructure metric in line with

Best Management Practices (BMP)

"Stormwater Best Management Practices (BMPs) are techniques that will best manage stormwater quantity and quality on a site, based on unique site conditions, and planning and engineering requirements. BMPs involves site development design that incorporates the most suitable techniques, or combination of techniques to best manage the anticipated stormwater flow and quality based on an evaluation of site conditions and planning requirements. While a combination or system of BMPs should be included in site designs for the most effective stormwater management, it is preferable that the overall site design be based upon the protection of existing natural resources and hydrological features, with these features incorporated into the overall site design with little or no disruption.” (Chesco.Planning.org)
The Roanoke City Stormwater Management Program
- Re-evaluate stormwater control measures and BMP’s to improve incentives for green infrastructure
- Monitor and report percentage of green infrastructure projects annually
- Review the stormwater manual and regulations with an expanded stakeholder group that includes the addition of representatives from zoning, utilities, and the commissioner of revenue

Policy 3: Improve onsite management of stormwater quality and quantity in all development projects

State law allows the purchase of stormwater credits in other communities. This exchange reduces the efficiency of local stormwater management systems. In order to improve local performance, the City needs to reduce the number of stormwater credits purchased in other communities and increase the on-site management of runoff. Additionally, the stormwater utility fee must be structured to reflect individual runoff contributions. This change would incentivize the use of sustainable alternatives to stormwater management.

Action Items:
- Amend state regulations so local nutrient credits are required to be used for mitigation projects in the Roanoke region
- Explore methods to reduce the negative impacts of the stormwater credit system through stormwater fee evaluation and code changes
- Increase visibility of stormwater fee
- Tier stormwater fee to reflect individual impact on runoff and better incentivize stormwater reduction credits (i.e., apply it to paved areas but not productive buildings)

Policy 4: Transform the Roanoke River and its tributaries into community assets, focal points, and sources of pride

Local water bodies perform various functions within the community, including water provision, outdoor recreation, and being a habitat for local species. As such, they need to be protected. Education will be a key method for creating an understanding of and appreciation for water resources within the community.

Action Items:
- Conduct an overall study and planning document that assess flood potential, natural assets, land use, and other factors along our streams and rivers to develop consistent conservation strategies and appropriate development standards that minimize potential for damage
- Improve the water quality of the Roanoke River and tributaries through flood management and pollution reduction, with a focus on the three primary pollutants, bacteria, sediment, and PCBs
- Increase informal education and awareness efforts (e.g., artwork on storm drains)
- Establish partnerships to create an adopt a storm drain program
- Partner with Roanoke Outside, schools, and other organizations to increase outreach, education, and river access
- Strategic acquisition of floodplain and/or better establishment of riparian buffers
- Improve management of yard waste to mitigate negative impacts on the storm drain system, such as congestion and pollution

Policy 5: Promote regional collaboration regarding stormwater mitigation, flooding, and water quality

Waterbodies are interconnected resources that serve multiple communities. As such, a cooperative approach is necessary to ensure that shared assets are protected and sustained.

Action Items:
- Promote a regular meeting on water management through WVWA members
- Encourage water conservation and plan for a lasting water supply

Policy 6: Develop a comprehensive approach to floodplain management

The natural functions of floodplains serve to store and convey water, as well as protect water quality. While it is important to protect these functions, appropriate development can be allowed, and already occurs in some areas of the floodplain. A holistic approach to floodplain management involves balancing appropriate development with natural services in a cost conscious manner.

Action Items:
- Develop a floodplain management plan to determine appropriate future land use in flood prone areas
- Perform regularly updated studies of storm frequency and intensity in order to maintain accurate data and predict potential changes in flooding
- Expand the City’s Stormwater Utility Flood Mitigation Program in order to reduce repetitive flood losses and re-establish natural flood plains
- Use greenways as a floodplain management tool
- Protect the natural function of undeveloped floodplains
Priority Four: Clean Energy and Transportation

Two large contributors to climate change through greenhouse gas emissions are energy production and transportation. Improving the options for and safety of alternative modes of transportation reduces emissions in addition to improving air quality. Allowing for a wider range of energy sources, specifically renewable energy sources, creates a resilient city by improving environmental quality and energy sustainability.

Policy 1: Partner with local utilities and other private partners to use renewable energy and provide it to local customers

With one local energy provider, it is necessary to incentivize the use of renewable energy and consider opportunities for new energy sources.

Action Items:
- Improve and expand incentives for the use of renewable energy
- Expand solar electric power generation with measureable goals of kilowatt hours
- Work with the Regional Transmission Organization to purchase renewable energy

Policy 2: Encourage residential and business use of renewable energy

Improving incentives and public education on local energy programs will increase residential use of renewable energy.

Action Items:
- Improve public outreach, education, access, and support of fixed renewable energy programs
- Continue and expand the City's tax incentive program for energy efficiency
- Identify areas with potential for renewable energy generation to ensure cohesion with priorities for greenspace and increased tree canopy
- Encourage development of renewable energy generation in underutilized spaces

Policy 3: Increase coverage and maintenance of infrastructure for sustainable modes of transportation

In order to increase use of sustainable transportation, infrastructure for these modes needs to be improved and expanded. This includes increasing the sense of safety for pedestrians, cyclists, and transit users through education and better accessibility.

Transportation is the second largest source of energy consumption within the U.S. and the largest source of carbon dioxide emissions. Allowing travelers to reduce their transportation footprint contributes to a more sustainable lifestyle and a reduction in overall carbon footprint.

Action Items:
- Increase sidewalk connections and maintenance
- Improve crosswalk safety (street design, cameras, lights, signs)
- Update bicycle lanes and related facilities (e.g., bike boxes) to be painted and separated from vehicle traffic where infrastructure allows
- Improve community transportation ratings for transit, walking, and cycling
- Increase the number of electric vehicle charging stations through EV ready building incentives and find innovative ways to map their locations
- Improve public transit to meet the needs of the community
- Educate all transportation users on the various modes, with a focus on motorists’ education of pedestrian, scooter, and bicycle rights and safety
- Increase law enforcement against dangerous driving behaviors and motorists that fail to yield to other modes of transportation
- Provide education on safe routes to schools through RCPS
- Expand energy efficient and emission reducing policies for management of city vehicles
- Support technology, strategies, and businesses that improve access to more sustainable modes of transportation, such as Ride Solutions

Priority Five: Outdoor Recreation

Roanoke has a large list of recreational accolades that continues to grow. Some of the more recent recognitions include Best Place to Raise an Outdoor Family (2019), Silver-Level Ride Center (2018), and Favorite Travel Destination (2018). These recognitions show how valuable the City's surroundings and recreational opportunities are for tourism and marketing. Preserving and growing our natural assets serve to improve our economy, in addition to the overall health and wellbeing of residents and visitors.

Policy 1: Grow and promote Roanoke's outdoor tourism identity as an economic driver

City and County Parks and Recreation Departments and organizations like the Roanoke Regional Partnership and Visit Virginia’s Blue Ridge have collaboratively marketed Roanoke as an outdoor recreation destination. As a result, Virginia’s Blue Ridge tourism industry generated $850 million in travel expenditures in 2018. Continuing to expand and promote these efforts will continue to create a driver of tourism and economic activity in the region. This needs to be balanced with local capacity, as volunteers perform most maintenance of local trails and amenities. Strategic administration of maintenance,
funding, and marketing will ensure the health and longevity of Roanoke’s recreational assets.

Action Items:
• Strive for outdoor recreation accolades that are a best fit for the City
• Increase marketing and programming for all age recreation within the City and surrounding areas
• Build on partnerships and connections with the Park Service, Roanoke Outside, and the Appalachian Trail to better share resources
• Market Roanoke as the largest urban area along the Blue Ridge Parkway and AT
• Improve wayfinding within the City for visitor connections to outdoor recreation
• Provide funding and capacity to meet recreational demand

Policy 2: Provide safe, accessible open space, greenspace, greenways, blueways and parks for all residents

Roanoke Parks and Recreation maintains 60 parks, 90+ miles of trails, and provides thousands of recreational opportunities each year. While amazing progress continues to be made, data shows that there can be a discrepancy between residents’ actual and perceived access to parks. Equitable consideration needs to be given to the needs of all residents to reduce barriers to recreational access.

Action Items:
• Implement the steps outlined in the City’s Parks and Recreation Master Plan
• Ensure recreational spaces meet the needs of all residents, regardless of age or ability
• Provide funding and capacity to ensure regular maintenance of all outdoor amenities
• Explore options for urban camping and partnerships for developing a campground within or near the City
• Increase walkable access to parks, greenways, and village centers for all residents (0.5 mile)
• Maintain, expand, and enhance, trails and greenways (natural and paved), while protecting and reducing disturbance of vegetation
• Incentivize new development to aid in establishment of recreational River access points
• Expand and market the City’s blueway
• Encourage appropriate, river-facing development along the Roanoke River
• Improve access to the City’s blueway for water recreation through removal of low water bridges and increasing the number of access points

Policy 3: Enhance outdoor access and recreation through regional collaboration

Natural outdoor destinations are often shared amenities. Current partnerships between public and private sectors need to continue and expand in order to maximize the benefit of joint regional assets.

Action Items:
• Extend greenways to surrounding localities
• Partner to explore connections between City trails and the Appalachian Trail
• Partner with local higher education institutions to develop outdoor and environmental programming and opportunities within the City
• Partner with neighboring localities to identify and protect viewsheds

Priority Six: Clean and Beautiful City

Community satisfaction is associated with the physical beauty of an area. Maintaining an attractive city increase property values, encourages business, and improves neighborhood perception. Increasing City led programs and supporting community efforts for beautification will create opportunities for social interaction and foster a sense of pride among residents.

Policy 1: Support beautification efforts in all neighborhoods

Maintaining a visually appealing city is a community effort. Providing the needed support and resources to encourage community led cleanup activities creates neighborhood pride. Equitable distribution of resources and enforcement represents concerted interest in all areas of the City.

Action Items:
• Provide funding for equitable maintenance of all neighborhoods in all City service departments
• Implement beautification programs along thoroughfares and medians
• Ensure nuisance abatement codes are enforced equitably in all neighborhoods
• Reduce visual clutter created by utilities and outdoor advertising
• Empower citizens to create community driven programs that create a sense of pride in all neighborhoods
• Participate in national beautification programs such as Keep America Beautiful

Policy 2: Reduce litter throughout the City

It is estimated that public and private organizations spend $11.5 billion annually to clean up litter. Indirect costs of littering include reduced property values and public health risks. Litter often ends up in rivers and streams, then eventually the ocean. The Roanoke
Themes

Harmony with Nature Priorities

River and 11 of its 13 tributaries are currently impaired due to pollutants. Increasing efforts to reduce pollution will help to protect the health and safety of the public and the environment.

Action Items:
- Enhance cleanliness and marketability of the Roanoke River and its tributaries
- Provide various types of waste and recycling receptacles throughout the City and outdoor recreation areas
- Identify and implement innovative litter and waste collection strategies
- Support citizen led cleanup efforts
- Improve awareness and enforcement of litter laws
- Foster a culture of accountability and environmental stewardship
- Continue City maintenance and cleanup of public spaces

Policy 3: Target pollution reduction while providing for environmental justice

Low income and minority populations have traditionally been burdened with close proximity to intensive and undesirable land uses. Environmental justice is defined as “the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation and enforcement of environmental laws, regulations and policies.” In order to boast a clean environment, the City needs to control pollution with special consideration to traditionally marginalized population.

Action Items:
- Exceed state and local air quality standards
- Reduce the number of impaired waterways within the City
- Implement dark sky lighting measures in targeted areas
- Better market the City’s Brownfield Redevelopment program
- Increase protections for vulnerable populations when locating intensive uses

Policy 4: Improve options for sustainable waste disposal and provide for solid waste reduction

Americans produce 4.51 pounds of waste per person per day. Over 50% of this waste ends up in a landfill. Alternatives for waste disposal can have environmental benefits such as energy recovery and emissions reduction, in addition to reducing the costs associated with waste storage.

Action Items:
- Incentivize business to use biodegradable and recyclable products
- Explore opportunities for a city composting program
- Increase access to public recycling bins
- Continue to improve maintenance of City serviced waste disposal and recycling
- Provide resident and business education on the City recycling program
- Provide easily accessed “zero waste” options to citizens and businesses for all waste streams: solid, traditional recyclables, electronics and electrical materials, household hazardous materials, vegetative waste, etc.

Priority Seven: Green Convenience

Green Convenience is about increasing the availability of sustainable options and therefore increasing the number of sustainable choices made by residents on a daily basis. Education and advocacy are the two major tools for achieving this priority.

Consumer research has shown that shoppers think that brands have a responsibility to make positive change and that shoppers prefer brands that help them be environmentally friendly. Sustainable products are not only good for the environment and the consumer’s conscience; they are also good for sales.

Roanoke has been making strides towards sustainability through adoption of a number of green initiatives. The actions of the City should continue to serve as an example for the greater community and should continue to encourage environmental awareness and accountability.

Action Items:
- Implement the steps outlined in the City’s Climate Action Plan
- Require a level of green building certification for new public buildings
- Require permeable surfaces for any City funded developments or improvements
- Continue collaboration between City Departments to ensure projects meet sustainability goals during site plan review
- Continue to create and exceed goals for sustainability, including reducing waste, emissions, and energy usage
- Incorporate renewable energy in new lighting projects

Policy 2: Improve community outreach and education to increase environmental awareness, promote sustainable practices, and reinforce positive action within the community

Education and community interaction are needed to ensure residents and visitors understand and appreciate the environment, and have the ability to make informed decisions for the future.
Themes

Harmony with Nature Priorities

Action Items:
- Partner with school systems and educational institutions to provide environmental education
- Create an environmental education center
- Reinstate a permanent Clean and Green Committee to collaborate with nonprofits and businesses
- Collaborate to continue and expand the operations and marketability of the Clean Valley Council

Policy 3: Be an advocate for funding and adoption of sustainable and resilient environmental policy

As a Dillon Rule state, the City is limited in its ability to enact local legislation. In order to advance local environmental protections, it is vital that the City advocate for policy changes at state and national levels.

Action Items:
- Advocate for state improvements to environmental policy, including financial support for the EPA and grant opportunities
- Continue to seek the ability to implement a ban on plastic bags and single use wastes
- Enact policies to reduce carbon footprints

Policy 4: Create a regional approach to sustainability, resilience, and environmental improvement

Natural resources are shared resources and require a collaborative approach. Just as ecosystems are interconnected, so are the actions of neighboring localities. A concerted effort is needed to accomplish regionally beneficial goals.

Action Items:
- Partner/consult with surrounding localities on policy
- Attract and develop related environmental support industries within our Regional Planning District to promote sustainability research & technology innovations

Dillon Rule

In a Dillon Rule state, localities can only exercise powers explicitly expressed to them by the state. As such, the City must petition the state legislature to enact new laws granting localities permission to create any regulations not already granted.
Livable Built Environment

In 2040, Roanoke is a growing, historic cultural hub with vibrant neighborhoods for all, housing that is safe, accessible, affordable, and varied, advanced technology to provide access opportunities for all, and an integrated multi-modal, user-friendly transportation system.

Themes

Livable Built Environment

Background

The City of Roanoke is 42 square miles in area with much of that land already developed. The land that remains is either park space (e.g., Mill Mountain) or land that is steep, in a flood zone, has access issues, or is otherwise difficult to use. Recognizing the benefits and challenges of growth within the existing built form of the City of Roanoke, community members, businesses, and City staff worked together to strategize eight priorities that will help ensure that the built environment of Roanoke continues to evolve in the best manner possible to serve both existing and future generations in making the City a vibrant place to live, learn, work, play, and visit.

Growth needs to occur through the preservation and reuse of existing buildings and infrastructure. Where new development or redevelopment occurs, it should be done in a manner that is sensitive to the surrounding community. One of the benefits with developing within an existing community is that ability to make use of the existing infrastructure (i.e., streets, water and sewer systems, electrical distribution, etc.). To gain that advantage, existing infrastructure needs to be maintained and improved to allow for growth.

Much of the city was developed prior to World War II when neighborhoods contained a variety of residential uses as well as small neighborhood centers to serve the needs of neighborhood residents. These Complete Neighborhoods are built at a human scale, are pedestrian friendly and bikeable, and meet the needs of people of all ages and abilities.

The community has overwhelmingly said that complete neighborhoods are important. Neighborhoods ideally function as complete neighborhoods when there is safe and convenient access to the goods and services needed in daily life. Future development should support existing neighborhoods with a goal of maintaining or creating complete neighborhoods throughout the City.

Complete Neighborhood Elements:

- housing options
- stores and other commercial services
- quality public schools
- public open spaces and recreational facilities
- civic amenities
- transportation options

The complete neighborhood is built at a human scale, is pedestrian friendly and bikeable, and meets the needs of people of all ages and abilities.

To be a complete neighborhood, a range of housing types are needed to support residents at various stages in life, from a starter home to a residence where one can age in place. Middle housing types such as accessory apartments, duplexes, or townhomes are present in some older neighborhoods in the city but are missing from others. Addressing Missing Middle Housing is important to provide a range of housing options and maintaining some affordability.

As areas of the City are developed, a focus should be put on creating a sense of place. Such place making creates various public and private spaces that are interactive and may incorporate visual art elements to create a unique and special feel.

To support the livability of our community it is important to have a transportation network that supports all modes of transportation. All city streets should be Complete Streets that support use by pedestrians, bicycles and similar transport, and transit, as well as automobile. Likewise, connections between land use, specifically neighborhood centers and transit should be strengthened to provide the best access for those residents that rely on transit and to encourage the use of transit as a preferred mode of transportation all residents.
Themes

Livable Built Environment Priorities

Priority One: Growth Through Preservation and Context Sensitive Design

As a steadily growing city, Roanoke recognizes the need to plan for increasing population. Policies for this priority focus on compact development that takes into account surrounding neighborhood characteristics and patterns, and nearby natural assets.

Policy 1: Encourage development, redevelopment, and revitalization through preservation and context sensitive design

Action Items:
- Proposed development (infill development, alterations, renovations, and additions) should create or enhance a distinctive character that relates well to the surrounding community
- Develop design standards reflective of the most-beloved examples of local community character
- Increase compact development patterns in neighborhoods while retaining community character
- Allow multiunit and cluster housing types that are compatible in scale and character with detached single-family homes

Policy 2: Preserve culturally, historically, and architecturally significant buildings, sites, and districts

Action Items:
- Protect rivers and streams through revised riparian buffer requirements
- Increase tree canopy requirements
- Incentivize trees and neighborhood beautification
- Update the zoning ordinance to include best-practice development standards that preserve important natural areas
- Continue to designate future buildings, sites, and districts through the Certified Local Government program

Policy 3: Preserve culturally, historically, and architecturally significant buildings and sites

Action Items:
- Develop and update a citywide preservation plan
- Assist historic property owners to obtain historic tax and building renovation credits
- Review and revise Architectural Design Guidelines to improve clarity and respond to new technologies and materials

Policy 4: Incentivize development and redevelopment within economically distressed neighborhood center areas

Action Items:
- Support significant development projects when supported by the neighborhood
- Incentivize rehabilitation of underutilized buildings
- Evaluate incentives for reuse of existing buildings, tax abatement, and relief of water and sewer tap fees

Priority Two: Complete Neighborhoods

Roanoke recognizes the importance of neighborhoods that provide safe and convenient access to a variety of goods and services including: housing options, commercial services, schools and places of worship, open space, and civic amenities. Policies for this priority focus on a complete neighborhood built at a human scale that meets the needs of people of all ages and abilities.

Policy 1: Develop all neighborhoods to be complete neighborhoods

Action Items:
- Regularly update neighborhood plans every ten years, evaluating and recommending specific opportunities for complete neighborhoods, future land use, placemaking, housing, economic development, connectivity, and open space
- Involve neighborhood organizations, civic groups, and businesses in the development and implementation of neighborhood plans
- Prioritize plans for neighborhoods identified as potential target areas for community development funding

Policy 2: Support development of new and strengthen existing mixed-used neighborhood centers with locally distinctive physical, public places for people to interact

Action Items:
- Identify and prioritize potential neighborhood center areas to target support
- Develop a strategy for improving existing neighborhood centers, redeveloping underutilized centers, and creating new centers in key locations in the neighborhood planning process
- Allow a wide variety of housing, employment, shopping, recreation, and transportation options within each neighborhood center
- Cluster community-serving facilities within neighborhood centers to increase accessibility for all
- Use the public realm to create unique features within each neighborhood center that serve as a focal point for the area
Policy 3: Create accessible neighborhoods; all areas should be safe and comfortable for pedestrians

Action Items:
- Create a transportation mobility plan prioritizing pedestrian and bicycle accommodations
- Update and adopt street design guidelines prioritizing pedestrian and bicycle accommodations
- Prioritize capital improvement projects to address neighborhood center areas
- Strengthen streetscape connections between neighborhood centers and surrounding residential areas by: installing missing sidewalks, crosswalks, and shared use paths, and upgrading pedestrian infrastructure in poor condition
- Create pedestrian area plans with right-of-way improvements tailored to the surrounding development context
- Increase multimodal accessibility within neighborhoods
- Provide signage linking community areas

Policy 4: Support development/redevelopment of commercial corridors and large commercial centers to compliment surrounding neighborhoods

Action Items:
- Require all new and major redevelopment of commercial corridors and commercial centers to compliment and transition well into the surrounding neighborhoods
- Allow a wide variety of uses that serve surrounding neighborhoods along with the broader community
- Provide multimodal connections from neighborhoods to, along, and through the commercial corridor and/or large commercial center

Priority Three: Interactive Spaces

Roanoke recognizes that vibrant spaces for gathering create a sense of community and social interaction. Policies for this priority focus on creating physical, public places for people to come together.

Policy 1: Create and maintain inviting, well-defined public spaces that provide places for people to interact face-to-face; encouraging activities that bring people together in neighborhood centers

Action Items:
- Use the public realm to create unique features within each neighborhood center such as plazas, squares, and enhanced pedestrian areas that serve as focal points for the area
- Public spaces should be designed to support multiple activities, be comfortable for both individuals and groups, provide seating opportunities and appropriate lighting, and be accessible for users of all abilities
- Public spaces should be easily accessible by all modes of transportation
- Paths along which pedestrians move should be safe and engaging
- Promote partnerships to assist in the development of interactive spaces

Policy 2: Require development and maintenance of public gathering spaces within all new large-scale development and substantial redevelopment within multipurpose districts

Action Items:
- Public spaces should include common and useable open space surrounded by active uses
- Public spaces should be designed to support multiple activities, be comfortable for both individuals and groups, provide seating opportunities and appropriate lighting, and be accessible for users of all abilities
- Require wide sidewalks in commercial areas

Policy 3: Provide and maintain beautiful, accessible parks updated to serve the needs of all users

Action Items:
- Implement the Roanoke Parks and Recreation Master Plan
- Create parks so that citizens are within a 10 minute walk of a park
- Promote partnerships to assist in the development of park spaces

Priority Four: Housing

Roanoke recognizes the need for housing in a range of types and levels of affordability. Policies for this priority focus on meeting the future needs of a growing and diverse population.

Policy 1: Enable affordable and accessible housing options in all neighborhoods

Action Items:
- Perform a housing study to look at trends, needs, and current conditions of housing in the City
- Incentivize development that includes affordability, accessibility, and context sensitive design components
- Develop programs that enable homeowners to make continual investments to keep
Livable Built Environment Priorities

Theme: Homes safe, accessible, and well maintained

Policy 2: Enforce housing codes to preserve safe and well-maintained housing

Action Items:
- Maintain effective code enforcement operations
- Maintain effective relationships with neighborhoods to share ways to maintain properties
- Continue to support the city's rental inspection program and consider program expansion to cover new housing types/arrangements, as appropriate

Policy 3: Enable a range of housing types in each part of the community to achieve inclusive, livable neighborhoods that prosper over time

Action Items:
- Consider ways to introduce different housing types into neighborhoods that lack housing diversity while being mindful of and responsive to concerns about neighborhood character, design, and maintenance
- Study the locations and characteristics of exemplary Missing Middle housing examples (local) that successfully fit into a neighborhood setting. Use those findings to guide policies and standards for creating multiunit housing types in neighborhood settings
- Encourage the development of larger Missing Middle housing buildings near neighborhood centers and along commercial corridors
- Explore opportunities for alternative living arrangements, such as group living and co-housing, near neighborhood centers
- Permit accessory dwelling units in all residential zones

Priority Five: Arts and Culture

Roanoke recognizes the impact arts and culture has on community well-being and tourism. Policies for this priority focus on integrating arts and cultural activities in physical design, and neighborhood revitalization strategies that highlight local talent.

Policy 1: Integrate arts and cultural activities in the physical design and revitalization strategies of neighborhoods in a manner that highlights local talent city-wide

Action Items:
- Implement and update the Arts and Cultural Plan
- Include art, culture, and history as an element of all future neighborhood plans
- Incentivize art as a part of development and redevelopment projects
- Include public art as part of all public facilities, public spaces, and streetscape improvement projects
- Develop public art projects within neighborhood centers

Policy 2: Enable art and art uses in all multiple purpose districts

Action Items:
- Allow artist studio and arts center use in all multiple purpose districts
- Create a formal mural program process

Priority Six: Interconnected Transportation System

Roanoke recognizes the need to improve and expand multimodal transportation. Policies for this priority focus on improving local transportation connections and options.

Policy 1: Increase multimodal transportation options and usage

Multimodal transportation is the use of more than one mode of transportation. These modes may include pedestrian, bicycle, scooters, buses, taxi, paratransit, cars, flights, trains, automated vehicular systems, and other future options.

Action Items:
- Prioritize pedestrian, bicycle, and transit accommodations in and between neighborhood centers
- Support seamless paratransit service
- Implement the greenway plan to provide off-street transportation paths as part of a complete transportation network

Policy 2: Coordinate local transportation and land use plans to support neighborhood development and improved mobility

Action Items:
- Transit routes should connect and serve neighborhood centers and other activity areas in the City
- Proposed future land use in community plans should emphasize more intensive development in the proximity of transit routes
Policy 3: Improve public transit routes, hours, frequency, and experience to make it a transportation mode of choice

Action Items:
- Coordinate bus routes with the location of neighborhood centers and other activity areas
- Improve and maintain transit stops with amenities such as shelters, posted schedules, benches, bike racks, and trash cans along all routes, prioritizing highest used routes first
- Extend service hours to include each day of the week
- Require right-of-way or easements for bus shelters in development and redevelopment

Priority Seven: Complete Streets

Roanoke recognizes the need for streets that are safe for all users. Policies for this priority focus on improved infrastructure and education on all modes of transportation, such as bicycling and walking.

Policy 1: Recognize public streets are public places serving multiple functions

Action Items:
- Update Street Design Guidelines to prioritize the pedestrian and bicycle experience within neighborhoods
- Align capital improvement program, neighborhood planning, and development standards to expand complete streets
- Coordinate street improvements between various departments
- Expand programs to allow temporary closure of streets for public use more frequently
- Encourage common parking areas to enable access to multiple places/uses

Policy 2: Improve pedestrian systems (sidewalks/crosswalks/etc.)

Action Items:
- Conduct and maintain a sidewalk and crosswalk inventory
- Require sidewalk construction or replacement along streets and for circulation between buildings and activity areas as part of all development projects, unless scale is minimal
- Improve pedestrian systems through planting shade trees, adding pedestrian scale lights, and street furniture
- Increase funding for pedestrian system improvements

Policy 3: Dedicate street space to accommodate all users with specific emphasis on non-motorized uses

Action Items:
- Expand, improve, and maintain on-street bicycle networks
- Expand the use of bike lanes to include other slow moving vehicles such as scooters, electric bicycles, etc.
- Revise the zoning ordinance to require bicycle parking
- Increase the number of bicycle racks in neighborhood centers to provide on-street bicycle parking
- Increase funding for bicycle network improvements

Policy 4: Improve safety of transportation system

Action Items:
- Create and implement the Vision Zero Action Plan to reduce injury and death
- Base design standards for motorized vehicular systems around typical system usage throughout year, not peak periods

Policy 5: Improve driver/cyclist/pedestrian education on new devices/patterns

Action Items:
- Encourage multimodal education within the school system
- Request increasing multimodal education requirements within state driver education requirements
- Provide multimodal education to residents within the City

Priority Eight: Improve Infrastructure

Roanoke recognizes the need for infrastructure that allows all areas of the community to grow and develop as proposed in the prior listed priorities.

Policy 1: Prioritize and fund maintenance of existing infrastructure

Policy 2: Expand utility services to provide the same level of service throughout the community

Action Items:
- Increase funding to support identified and prioritized needs from other plans and policies
- Extend primary utility services (e.g., water, sewer, gas) to all parts of the city to
Themes

Livable Built Environment Priorities

- provide reliable services and support development
  - Increase access to broadband
  - Adequate wireless service throughout the City consistent with the Wireless Telecommunications Policy

Policy 3: Smart Cities

Action Items:
- Identify available, timely, and appropriate public data
- Develop systems or processes to analyze that data to support decision making

Policy 4: Reduce visual clutter

Action Items:
- Continue to require new utility services to be located or relocated underground
- Assess feasibility of relocating utilities underground as part of large streetscape and road construction projects
- Minimize the size and number of free standing signs
- Implement and periodically update the city’s Wireless Telecommunications Facility Policy to encourage the use of various stealth and small cell technology
Regionalism

Regionalism is the idea that the City should work with its neighbors as a unit that thrives from collective strengths. Roanoke has worked with its neighboring localities on numerous fronts over the years. From solid waste management to utilities to public safety, there are many ways Roanoke works with Roanoke County, Vinton, Salem and others to achieve the efficiency and cost savings of providing services at the regional level.

Independent Cities

The Commonwealth of Virginia makes cooperation challenging for its cities and counties. With each city being like a county within a county, Virginia’s unique system of independent cities puts its cities in direct competition with surrounding counties. The system enables suburban counties to reap the benefits of the infrastructure and economic activity of cities and avoid sharing in the responsibilities. Counties have little incentive to cooperate with independent cities within their boundaries.

Moreover, since 1976, cities have not been able to capture the growth that counties create through annexation. The system has seriously stunted the economic growth potential of cities to the point that some are considering reversion to towns. Roanoke considered consolidation with Roanoke County in the 1980s. Despite strong support in the City, consolidation did not happen because the referendum failed in Roanoke County.

Action by the Virginia General Assembly would be required to modify the nature of the relationship between cities and counties to facilitate regionalism. While such action is unlikely, it is important for people to understand this structural obstacle to our prosperity.

What is the region?

During the planning process there was discussion about what constitutes our region. There was a consensus that the Roanoke region encompasses the area shown here. Other ways to define the region include:

- Marketing
- Business
- Workforce

Despite the structural barriers imposed by Virginia’s peculiar independent city system, there are many examples of collaboration among the Valley’s governments:

- Transportation planning through the Roanoke Valley Transportation Planning Organization
- Fire/EMS mutual aid agreements (Roanoke, Roanoke County, Salem)
- Libraries (Roanoke and Roanoke County)
- Water and sanitary sewer services through the Western Virginia Water Authority (Roanoke, Roanoke County, Franklin County, Botetourt County)
- Solid waste management through the Roanoke Valley Resource Authority (Roanoke, Roanoke County, and Vinton)
- Air transportation through the Roanoke-Blacksburg Regional Airport Commission
- Marketing through Virginia’s Blue Ridge
- Economic Development through Roanoke Regional Partnership (Roanoke, Roanoke County, Vinton, Alleghany, Botetourt, Franklin, Covington, Salem)
- Industrial site development through Western Regional Industrial Facilities Authority: Botetourt County, Franklin County, Roanoke County, Roanoke, Salem, Vinton
- Internet accessibility through Roanoke Valley Broadband Authority: (Salem, Roanoke, Roanoke County and Botetourt County)

The Impact of Virginia’s Annexation Moratorium

In 1950, Roanoke was the third largest city in Virginia behind Norfolk and Richmond. Roanoke’s population peaked in the mid-1970’s at about 106,000 with most growth resulting from annexation of urbanizing areas of Roanoke County. Population began declining in the 1970’s as household sizes got smaller. Modest growth trends returned in 2010. Today, Roanoke is not significantly more populous than it was in 1950.

Meanwhile, similarly situated cities to our south have grown rapidly since 1950. Back then, Charlotte was the only North Carolina city larger than Roanoke. Norfolk and Richmond were much larger than Charlotte. Since then, North Carolina allowed its cities to capture the economic activity they generate. Meanwhile, Virginia is closing in on a half century moratorium on annexation. Today, nine North Carolina cities are larger than Roanoke, five are larger than Richmond, and three are larger than Norfolk. Charlotte is larger than Roanoke, Richmond, and Norfolk combined.
Themes

Responsible Regionalism Priorities

Priority One: Regional Collaboration

Policy 1: Work to grow a unified regional identity

Existing organizations like the Roanoke Regional Partnership and Virginia's Blue Ridge work to create a regional identity and branding for the Roanoke Valley. Generally, these efforts should be continued and expanded as appropriate.

Action Items:
- Support regional marketing by Virginia’s Blue Ridge
- Continue to support the Roanoke Regional Partnership’s outdoors branding work

Policy 2: Build excellent working relationships among local governments in the region

Establish and maintain regular communication opportunities between regional governments so issues of regional importance and responsibility are considered.

Action Items:
- The planning commissions of the region’s governments should convene annually to discuss issues of mutual concern and identify areas for collaboration
- Establish regular staff-level meetings among departmental peers in Roanoke County, Salem, and Vinton to establish and maintain relationships, discuss common issues and identify ways to collaborate on improved services for citizens

Policy 3: Pursue opportunities to collaborate on public services and civic amenities

As cited above, there are numerous examples of collaboration. There are many opportunities for new collaborations, particularly in these areas:

- Locally-managed programs that are state-mandated and are uniform in each locality. Examples include administration of building and development codes, stormwater management, codes and erosion control codes.
- Services that are distributed geographically, such as public safety services, development inspection services, solid waste collection, stormwater utilities, parks and recreation
- Some internal services of respective municipal organizations could be enhanced or made more efficient through consolidation or pooling resources (e.g., purchasing, human resources, fleet services, building maintenance)

Action Items:
- Request the Roanoke Valley Alleghany Regional Commission to initiate a study to review the public services and civic amenities of the region and publish a report documenting existing regional approaches and recommending potential new partnerships or consolidations
- Seek modification of the independent city relationship and other state policies that inhibit regional cooperation

Priority Two: Plan and Think Regionally

While the City of Roanoke’s planning jurisdiction stops at the City limits, planning challenges are regional. Coordination of some public services and amenities may be helpful to all residents. Issues like affordable housing, climate change, and job availability extends beyond any jurisdiction line. Collaborative efforts to address these issues will be vital to the resiliency of the region.

Policy: Coordinate regional planning for land use, housing, transportation, economic development, public services, and civic amenities

Action Items:
- Participate in regional transportation planning through the Roanoke Valley Transportation Planning Organization
- Develop plans at the regional level
- Where plans are locally-focused, they should have a regional element that consider the greater context, with special attention given to regional land use patterns. Plans should identify growth areas, work to prevent sprawl, and balance the supply of commercially-zoned land.
Themes

Resilient Economy

In 2040, Roanoke’s economy will continue its sustainable growth through the recruitment of a diversity of industry, revitalization of under-performing and underutilized commercial spaces, support of local business, and continued partnerships with players who value, support, and celebrate each other’s successes. Our economy will be built on strong collaboration that promotes workforce development for those of all backgrounds.

Introduction

A key measure of prosperity is opportunity; Roanoke’s residents should have opportunities for meaningful careers at all skill levels and for good wages. Roanoke’s economy is driven primarily through private enterprise but the City has a role in creating an environment for growth. While private employers make decisions for location and growth within our region, there are ways the City can positively influence these decision makers. This theme provides a set of priorities, policies, and actions that stakeholders, including the City, can implement to achieve positive economic growth that benefits all citizens.

Background

Roanoke is an ideal place to live, work, play, and do business. As the Southwestern Virginia Region’s economic hub, Roanoke draws many advantages from its economic, cultural, and social gravity. As businesses discover Roanoke’s unique combination of scenic outdoors, low cost of living, outstanding amenities, and a business friendly environment, there are actions that need to be taken in order to ensure a strong economic future.

As technological advancements accelerate, economies around the world compete to keep pace and so must Roanoke. In a rapidly changing world, we can no longer rely on the same models that got us here. In the few years leading up to this planning process, Norfolk and Southern, which employed hundreds of people from across our region, announced that it would move high-paying jobs from our area. Advance Auto Parts, a home grown company that was a major local employer, expanded operations into other markets. Public and private institutions across Virginia are experiencing the effects of the state fiscal issues. In addition, formerly reliable sources of local tax revenue, including the sales tax, appear to be in decline (in the case of the sales tax, due to seismic shifts happening in the retail sector as more sales are conducted online). As our need for proactive economic development grows, the landscape of economic development is shifting. With the ability to conduct business anywhere, through technological advances in remote working and virtual meetings, today’s economic development requires more than traditional development incentives like tax breaks and rebates. Quality of place is at the forefront of both businesses’ and workers’ minds as they decide where to locate.

In recognition of these challenges, this plan recommends policies organized among six key priorities to encourage an economy that supports all members of our community. In addition to traditional approaches like diversification, regional cooperation, and workforce development, this plan calls for work in the areas where economic development and community development goals intersect. This means redirecting support into small scale and local entrepreneurship and guiding new business development into existing commercial and industrial areas. The ideal is a model of economic diversity and innovation, where the benefits of local value-creation are realized locally, where jobs and goods and services are in, or near, our neighborhoods where they can use the infrastructure already in place.
Priority One: Promote Broad Diversity in the Economy

Diversity means resiliency to downturns in the global economy or disruptions in specific industries. Diversification means that if one business fails, the effect on the overall economy within the region is minimized; economic changes can have severe consequences for localities that “put too many eggs into one basket.”

During the 20th century, we saw neighboring localities experience the harsh realities of relying heavily on specific sectors of their economies (textiles, furniture, manufacturing, etc.). Roanoke was heavily reliant on the railroad, and the manufacturing sector employed half of all workers. Fortunately, the decline in manufacturing we experienced was more gradual, enabling some absorption of the impact. Manufacturing was progressively replaced by a strong service industry of professionals including healthcare, law offices, architecture firms, engineers, bankers, and insurance agencies. More recently, Roanoke has become a hub for innovation and technology, most specifically in the field of healthcare research through a partnership between Carillion Clinic and Virginia Tech. It is said that Roanoke has moved from trains to brains as a driver of the economy.

In addition to providing resilience, diversification helps support more varied business sectors. Large office buildings need office supplies, construction companies need lumberyards, and wholesalers, grocery stores need agricultural production and other home goods suppliers, etc. A diversified economy creates a sustainable cycle of economic activity where businesses continually feed off one another and grow as the entire economy grows.

The intent of the policies and actions below is to ensure success in recruiting and promoting business across many industry sectors.

Policy 1: Research and continually assess the market to identify diverse industries. Currently, that focus is on technology, including biotech, e-commerce, transportation logistics, and information technology & software

Action Items:
- Analyze the industry segmented location quotients of Roanoke and compare them to other economic centers of relative size
- Create a Comprehensive Economic Development Plan that will work with regional partners to identify target industries and businesses, identify current best practices for recruitment, retention, and outline a strategy for their implementation
- Explore new business location technologies, such as multimedia or map-based web services, that can easily provide information to the business and development community on available sites and developable areas

Policy 2: Promote the region’s assets and strengths to recruit new and develop existing businesses in the City

Action Items:
- Promote and market Roanoke’s cultural, historic, recreational, educational, transportation and environmental assets

Policy 3: Embrace and accelerate local commercialization and entrepreneurship

Action Items:
- Support co-locating facilities and incubator spaces that enable sharing of space and facilities to stimulate local business and entrepreneurship
- Support events or award competitions that encourage development of new technology, governance and engagement methods
- Engage businesses to understand the support resources needed in order to expand operations and employment

Policy 4: Ensure solid infrastructure is available to support commerce

Action Items:
- Ensure transportation infrastructure is maintained to provide a high level of mobility to support business activity, such as efficient movement of both products and employees into and out of our region
- Support the Roanoke-Blacksburg Regional Airport master plan
- Develop competitive fiber-optic networks in the Region
- Provide entrepreneurial support for small businesses
- Support a business networking community

Policy 5: Support the creation and future development of the Innovation Corridor

Action Items:
- Allow for and encourage experimentation and innovation – including potential changes to City policies and practices – consistent with City goals and priorities of the Innovation Corridor, including development, sustainability, job creation, entrepreneurship, and equity
Themes

Resilient Economy Priorities

• Support innovative approaches to energy efficiency, parking, transportation, construction, and redevelopment
• Support new development and redevelopment opportunities that align with and enhance the Innovation Corridor’s initiatives, including, housing, sustainable infrastructure, creation or preservation of green space, and job creation initiatives
• Support Innovation Corridor approaches to energy, storm water management, parking management, and waste management

Priority Two: Establish Stronger Economic Ties to Our Regional Partners

Economic development is inherently a regional enterprise. The City of Roanoke is one of many active participants in the Roanoke Regional Partnership and an active member of the Virginia Economic Development Partnership (VEDP). The Roanoke Region of the VEDP is in the midst of the Blue Ridge and Allegheny Mountains and serves as the transportation hub of the area, with an integrated interstate highway, rail, and air transportation network. The Roanoke metropolitan area serves as the medical center for the region and Southwest Virginia. Anchored by Carilion Clinic, one of the largest health care companies in Virginia and the region’s largest employer. The life science sector is one of Roanoke's strongest clusters, and residents have access to leading-edge medical care.

Roanoke is also the cultural and recreational hub, boasting the Roanoke Symphony Orchestra and museums like the renowned Taubman Museum of Art, Center in the Square in the midst of the open-air farmers’ market downtown, and the Virginia Museum of Transportation.

More than 100,000 undergraduate and graduate students are educated each year from 25 higher education institutions located within an hour’s drive, including Virginia Tech, Roanoke College, and Virginia Western Community College. These education centers are important for the region as it looks to build up its workforce for the skills and technical expertise of tomorrow.

As a true recreation destination, Roanoke’s burgeoning outdoor industry thrives from assets such as the nearby Appalachian Trail, James River, Blue Ridge Parkway – the most visited national park in the U.S. – and Smith Mountain Lake, Virginia’s largest lake.

While the City is the main economic engine driving the region’s economy, regional benefits are derived through regional cooperation among the Valley’s local governments. In order for the Region to build on its economic successes, policies and actions have been recommended below in order to bolster the work that has already been done.

Policy 1: Support a well-coordinated effort of various economic agencies – state, regional, and local - working together to execute recruitment and development programs

Action Items:
• Support the Comprehensive Economic Development Strategy framework of roles and responsibilities
• Implement a customer relationship management tool to ensure development and maintenance of relationships with regional developers, brokers, site selectors and state and regional organizations
• Host forums with developers, brokers and other target audiences in order to promote the region and discuss regional development strategy

Policy 2: Empower and Support Higher Education Organizations within the region for business development

Action Items:
• Form stronger collaborative economic development partnerships involving leaders from both the public and private sectors that encourage companies, colleges, and secondary schools to work together
• Support the informal regional and institutional networks, such as university alumni associations, to aid in facilitating knowledge transfer and networking opportunities

Policy 3: Work with local tourism agencies and Economic Development Departments to promote tourism in the area

Action Items:
• Identify areas for tourism, such as the Downtown Roanoke Tourism Zone, to provide incentives that attract investments and private companies in these areas
• Support Visit Virginia’s Blue Ridge’s efforts to attract additional conferences to the City
• Work with Visit Virginia’s Blue Ridge to support and promote local businesses in marketing efforts
• Encourage development of Downtown lodging and construction of new hotels in order to support the growth of events, conferences, and tourism
• Promote community events as economic opportunities and aspects of community identity

Priority Three: Conversion of Underperforming Commercial and Industrial Areas

As commercial and industrial developments around the City age and become obsolete, the City needs to be proactive in the redevelopment of the properties left behind. Market forces have not served the City well in some areas. As commercial and industrial
enterprises fail or relocate, buildings are left unused or underused for years or decades. Disuse and abandonment, even for short periods of time, affect surrounding property values and drive other businesses away, creating entire neighborhoods of blight.

One issue to acknowledge is that Roanoke has a gross excess of commercial and industrial property. The fear of missing out on economic activity led many localities to zone too much land for commercial and industrial uses, and Roanoke was no exception. The oversupply manifests in land values that are so low that owners are not compelled to generate much, if any, income from the use of the property. Moreover, the way we tax real estate means that taxes are so low that carrying costs are negligible. The result is property that is occupied by passive uses like used car lots, junk yards, storage lots, bulk landscaping wholesalers, towing yards, wrecker yards, etc. These uses are often characterized by expanses of pavement or gravel with no runoff management, resulting in intense pressure on public storm water systems. These uses tend to be unsightly, generate little revenue or economic activity, and further devalue adjacent properties. Many even have the potential for environmental damage. Once in this cycle, these areas never seem to improve without intervention.

Neighborhood centers have not emerged despite identifying locations in neighborhood plans and establishing the zoning patterns to encourage them. The excess of commercial land inhibits development in the places we want to see growth.

Passive strategies—waiting and hoping for the market to generate renewal—simply have not worked. Some corridors and industrial centers have not improved appreciably over the past 50 years. This plan calls for a transition to a proactive program of policies that work together to create a more rational, successful, and sustainable business environment for Roanoke. This plan recommends a multi-dimensional approach of acquisition and renewal, restructuring our real estate tax rates, and thoughtful management of where and how we support business development.

Policy 1: Support strategic acquisition of properties in failing commercial and industrial areas for conversion to productive land uses or clearing, assembling, and holding land in inventory for future development

Action Items:
- Create partnerships with private redevelopment entities to plan and implement redevelopment strategies
- Support development of a land bank and land trust to acquire and convert property to productive uses
- Identify and approach landowners in underperforming commercial areas and pursue partnerships to facilitate redevelopment
- Create an inventory of areas warranting acquisition and redevelopment during the neighborhood/area planning process
- Use brownfields grants and other resources to clean up these sites if needed
- Prioritize support for businesses identified as potential regional industry clusters
- Implement an Opportunity Zone Strategy Plan and Prospectus

Policy 2: Structure real estate tax rates to emphasize the taxation of the land rather than buildings to encourage maintenance and quality construction, decrease land speculation, and incentivize development

Action Items:
- Explore real estate tax models that use land value or a combination of land and building values to promote smart growth tactics, prevent land speculation, discourage derelict properties, and encourage rehabilitation and redevelopment

Policy 3: Improve the vitality of existing commercial corridors

Action Items:
- Continue to encourage revitalization of commercial corridors through major streetscape improvements, landscaping, formal open spaces, and transportation network connectivity
- Continue to accelerate redevelopment activity along commercial corridors through performance-based incentives such as, Job Creation Incentives, Rehabilitation Incentives, Demolition Assistance Program, Beautification Grants, ground breaking/grand opening ceremonies, and public announcements that allow our citizens to recognize the economic growth within the City
- Emphasize Corridor Planning as part of the neighborhood planning process
- Conduct regular reassessments of local enterprise zone designations and the package of incentives provided to maximize geographic impact and economic benefit
- Locate trade schools, workforce training centers, and other employment services within and adjacent to neighborhoods where they are needed
- Create a toolkit for incentivizing redevelopment of failed commercial properties ripe for redevelopment

Policy 4: Discourage or prohibit land consumptive, passive uses that provide little benefit to the community

Action Items:
- Remove the ability to request land consumptive, passive uses from the City’s commercial areas, particularly along commercial corridors
Themes

Resilient Economy Priorities

• Encourage more neighborhood commercial zoning around targeted “village centers” that is compatible with the City of Roanoke’s character and vision
• Examine parking requirements attached with zoning use classifications in order to reduce the amount of unused parking

Policy 5: In considering the balance of the various districts of the zoning map, the City should seek net reductions in the supply of general commercial and large-site commercial zoning, including planned unit development districts where the specific development plan enables similar uses and forms of development

Action Items:
• Avoid adding to the oversupply of general commercial and industrial land and closely scrutinize land use requests that add to the supply of such zones
• Revisit the individual purpose statements of the multiple purpose districts in the Zoning Ordinance

Priority Four: Local Business Development

When it comes to local economic benefit, not all business activity is created equal. Locally-owned and managed businesses have more community benefit because of how money cycles through the local economy due to multiplier effects. Nearly all of a local retailer’s economic activity stays local in the form of payroll and profits. With a national retail chain, only the front line and supervisory payroll stays in the community. The upper management payroll and all profits stream out of the community. Furthermore, the purchasing power and predatory business practices of large retail chains has proven to be devastating for local economies and often fatal to small local businesses. Therefore, it is imperative for economic development to focus efforts toward spurring a renaissance of unique local businesses.

Policy 1: Roanoke’s economic development program will place heavy emphasis on growing locally owned business

Action Items:
• Provide special outreach and education for local business owners about resources including incentives, façade grants, partnership opportunities, etc.
• Create a guidebook or website for small business owners with clear, simple explanations of how to navigate permitting, licensing, and regulatory processes, with relevant contact information
• Favor local growth over recruitment efforts and incentives aimed toward drawing national or large-region chains

Policy 2: Favor purchasing and contracting with local businesses

Action Items:
• Prioritize or provide additional points for local businesses when contracting City purchasing agreements
• Incentive purchases from both minority and women owned businesses in local government contracts

Policy 3: Guide commercial activity into designated neighborhood centers

Policy 4: Support efforts of State and Federal Government in the recovery of small, locally-owned business battling the effects of the COVID-19 pandemic, and prepare to address other crises in the future

Action Items:
• Provide details on available resources for business recovery and strive to provide the information in multiple languages
• Use lessons learned to prepare for sudden disruptions due to a variety of causes

Policy 5: Favor development that is a net importer of income for the region

Priority Five: Align Economic Development with Workforce Development Systems

Better alignment between economic development and workforce development systems is critical to the future of our local economy. The economic development system is designed to encourage business and job growth, while the workforce development system works to ensure individuals have the education, skills, and training needed to obtain jobs. When the two systems are aligned, job seekers receive training and skill development that employers demand—resulting in higher wages and career advancement—and employers have access to a skilled workforce that enables growth and increased productivity. Beyond
benefiting employees and employers, a functional and aligned system has economic benefits to the broader community.

Research indicates that regional economic growth is dependent upon human capital (development and attraction) and innovation. Some observers argue that the focus should be on policies aimed at the attraction and retention of educated workers, while others emphasize increased alignment of economic development and workforce development systems as a way to encourage the skilling up of local populations and the inclusion of populations left out of the traditional economy. The two are not mutually exclusive, nor is the call for greater alignment a new phenomenon. Below are some of the ways that the City can continue progressing toward the alignment of economic development and the local workforce development system.

**Policy 1: Education, workforce development, economic development, and the private sector will work toward shared goals for the preparation of our workforce**

**Action Items:**
- Use cluster analysis to identify strengths and weaknesses within the region’s workforce
- Use innovative strategies to develop and connect qualified talent with the specialized needs of employers
- Work with the Roanoke Regional Partnership to connect young professionals and interns with emerging businesses to enhance recruitment efforts, skills, and knowledge in the City
- Create “Centers of Excellence” where businesses and industry experts can collaborate with educators to become teachers and workforce training leaders
- Facilitate cross-organizational projects to provide best practices for workforce training
- Support training for those who have lost jobs due to automation, outsourcing, and other measures

**Priority Six: Support Local Community Development**

It is vital that the City continue to support community partners that provide programs and outreach to the community, especially to low-income neighborhoods. These programs exist to help support financial literacy, help fund affordable housing, and develop healthy food initiatives. These initiatives help to provide stability to low-income communities, which in turn, allows for greater economic mobility. In principle, if constituents are less occupied by where their next meal may come from, it could allow them the time and resources to open a new business or go back to school for a better paying job.

**Policy 1: Support partners that provide community development services**

**Action Items:**
- Provide funding to organizations as partners in providing critical community services
- Expand business resources and partnerships with community organization to maximize the benefit of public funding
- Support financial empowerment centers and other community financial education centers in the City
City Plan 2040 has developed policies and actions to achieve a shared vision built around six themes recognized by the American Planning as necessary to ensure a sustainable community. The plan also evaluated the history of land use, transportation, and urban design and their effects on the patterns of development and existing land uses. In reviewing these elements of city design, additional policies have been created to help guide future decision making and investment. City Plan 2040 recognizes the need to be intentional about the design and development of the city to be successful in building a sustainable community and achieving the community priorities established in the plan.

Like all cities, the City of Roanoke has been shaped by its history of land uses and land use decisions. Since its official charter as an independent city in 1884, patterns of development and commerce have changed, creating obvious differences in the layout and design of our neighborhoods and commercial areas. Recognizing the failure of previous zoning laws to create a vibrant, healthy, and prosperous community for all, the City will now use interventions and improved policies to achieve a more diverse pattern of development. The priorities for land use are to adopt policies that will support development of complete neighborhoods, design for permanence, and purposeful land use.

The City of Roanoke has also been shaped by its history with transportation. Established as a railroad town, early homes and businesses were focused in the downtown core. As the City established itself, neighborhoods and commercial centers built up around the streetcar system, but as the automobile became readily available, the city and its auto-oriented network of streets began sprawling into the rural areas. The suburban pattern of streets dominated the latter half of the 20th Century. Recognizing the importance of good street design in creating a healthy and prosperous community, the City is now focused on transportation investments that support all types of mobility. The priorities for transportation are to adopt policies that will improve regional transportation networks and encourage street design and improvements that support the development of great places.

The City of Roanoke began focusing on the design of the city with the Vision 2001-2020 comprehensive plan which stated that ‘design was not optional’, recognizing that city design has a direct impact on the prosperity and health of the community. The form of development within our community impacts each citizen on a daily basis; therefore, how that development pattern shapes our community as it grows is important for everyone. City Plan 2040 establishes Character Districts to guide how other policies established in the plan can be achieved within different areas of the City. The City of Roanoke has four general categories of character districts: Downtown; Urban Neighborhoods; Suburban Neighborhoods; and Natural Area.
Subdivisions replaced neighborhoods. Industries located in suburban industrial parks, far away from where the workers lived. The result was a patchwork of isolated activities with little relation to the larger community; these replaced the complete neighborhood patterns that existed prior to the 1950s.

Cars changed where commercial areas developed and they fundamentally changed how they developed. Buildings, once located with their fronts placed along the sidewalk, were pushed back behind fields of parking. Parking lots got bigger and bigger, in part due to minimum parking requirements imposed by zoning. In just a few decades, there was a major shift in how we used land. Prior to WWll, buildings typically occupied all or nearly all of their sites. Now, most land on a site is dedicated to parking and the building rarely occupies even half of the lot. These parking lots, which sit mostly empty, are major contributors to higher local temperatures in summer, water pollution, flash flooding, and destruction of the natural environment. What’s more, they contribute little to municipal revenues.

Meanwhile, a profoundly harmful cycle of commercial expansion and abandonment began in the early 1960s. As suburbanization ramped up, the first generation of malls and strip development began to lure shopping and services away from downtown and neighborhood centers.

Locally, Crossroads Mall, Roanoke-Salem Plaza, and Towers Mall popped up in 1961 and 1962. Tanglewood, the Valley’s first regional mall, opened in 1973. It captured much of the retail activity of those first shopping centers. And so the gleaming centers of modernity of the 1960s started to become urban liabilities in the 70s and 80s. As anchor stores departed from Crossroads and Roanoke-Salem Plaza, these complexes devolved into centers for less intensive activity like office and warehouse retail, with unused parking areas being sold off as outparcels (only Towers would endure as a viable center). Once-vibrant commercial strips like Williamson Road and Melrose Avenue began to struggle with chronic vacancies, blight, and marginal businesses. They have not improved significantly since the 70s. After decades of hoping the market would intervene, there are no signs that these places will see a revival without considerable intervention.

Tanglewood’s dominance would not last for long. Valley View Mall opened in 1985. An even larger regional mall along with the nearby power centers like Towne Square and Valley View Crossing would trigger Tanglewood’s decline in the ensuing decades.

As the malls and strips battled for retail dominance, downtown and neighborhood centers were on life support as economic activity was siphoned off to the suburbs. To keep Roanoke’s beloved downtown relevant, civic leaders scrambled to invest millions into signature projects like Center in the Square and the Market Building. Public funds went to parking structures and infrastructure upgrades.

Among planners and civic leaders, there was universal agreement about the importance of saving downtown. People develop emotional attachments to places like downtown and neighborhood centers and they will put a lot of effort into saving them. In contrast, there is no attachment to places with generic, windowless buildings located behind parking lots, distinguished from one another only by their signs next to the road. Few care when an old strip mall building gets torn down.

The last half of the 20th century saw the invention of a lot of disposable products like lighters, pens, and diapers, to name a few. Likewise, most commercial buildings became, in effect, disposable. Constructed with cheap materials, with no architectural features, few windows, and only to the very minimum safety codes, they were designed for a life span of only a few decades. While most disposable consumer products made their way into landfills eventually, a landscape of disposable buildings remains. In a practice that persists today, commercial buildings were designed for a specific tenant with no thought of the next occupant. Once the original user moves on, they can be difficult to adapt to a new business, so they may sit vacant for years.

These wasteful, indulgent cycles leave us with acres of places that are unlovable—places that few would deem worth preserving. The places they create leave us with an urgency to develop the next thing in the name of progress and growth. Of course, when we move on, the places left behind don’t disappear: They persist as they are exploited for whatever economic value they have left. Unfortunately, decaying strips and centers seem normal to us because they are ubiquitous in every American city.
The situation is not expected to improve as retail experts consistently point to a current oversupply of retail space in the US. The amount, 23 square feet per person, is by far the highest in the world and is considered too much, even if shifts to online retail were not occurring.

Past planning approaches employed a strategy of containment and hope that revitalization or redevelopment would come along some day through creative zoning and incentives. In the past two decades, however, positive results have been limited to fairly small areas, with the South Jefferson Redevelopment Area representing the only successful conversion of a significant amount of land to improved uses. It involved bold action in the form of acquisition, clearing, and cleanup to make way for new development according to a plan.

The practice of city planning involves recognizing problems that exist now or will likely exist in the future, and recommending interventions that promise to improve the future condition. The cycles of abandonment described above show no signs of ending and are harmful to the City, with effects that extend into every theme discussed by this plan—equity, community health, our economy, and our environment. We have a responsibility to acknowledge that we need to a new vision for commercial development in order to have a resilient economy and a clean, healthy environment. City planners have a responsibility to recommend policies that will begin the process of repairing our underperforming places and stop the cycle of commercial obsolescence and abandonment. Fixes will not be easy, nor short term, nor painless.

Success will depend on our collective resolve to improve the places that have been left behind and not create any more places that will be the castoffs of the future.

**Interventions**

In the 1980s and 1990s, planners started to realize the profound negative economic, environmental, and social impacts of such patterns. The New Urbanism movement gained influence as an alternative that simply advocated the natural settlement patterns that would tend to occur in the absence of artificial regulatory interventions. Vision 2001-2020 adopted the urban design ideas of the movement like integrated neighborhoods and walkability. These concepts certainly should be carried forward in this plan.

Simply put, we advocate development policies that create the kind of places that people value and want to preserve. Maintaining historic structures through revitalization and adaptive reuse play a significant role in creating a unique sense of place. From a future economic standpoint, preservation and rehabilitation strategies are much more feasible and far less costly than acquisition and redevelopment. Fortunately, we know what makes good places because we have hundreds of years of patterns to draw from. New Urbanist ideas about retrofitting suburbia and sprawl repair give us a wide range of tactics to employ. Our challenge is to stand firm as a community with the courage, patience, and confidence to insist on good places.

This plan recommends continued long-range movement away from obsolete policies of excluding land uses and continued movement toward policies that promote (or permit) mixing and diversity. Various activities people engage in every day—sleeping, eating, working, socializing, conducting business, recreation—should be accessible within the neighborhood. Each neighborhood should welcome people of varied demographic dimensions such as income, race or ethnicity, life stage, familial status, housing preference, housing type, and mobility. Such diversity tends to occur naturally in the absence of artificial and deliberate actions to prevent it, so local government’s role is to remove or relax barriers (e.g., exclusive zoning practices).

Allowing natural diversity to occur will enhance accessibility, support, information sharing, learning, and resilience in each neighborhood. This direction will also help to reverse some of the negative equity and environmental impacts that come with exclusion of land uses. Creating good places now will mean that minimal government intervention and resources will be needed in the future to keep those places vibrant in the future.

We also need to rethink our assumptions that any new development is beneficial to the city financially. Any developer will state or imply some economic claim in support of a development, and economic value is certainly a valid consideration. Such claims, however, are often made in absolute terms of added real estate value or added sales tax and are not controlled for the development’s consumption of one of the city’s most valuable resources: land. The economic benefit of a development should be considered in light of how much land it occupies. In other words, any benefit should be expressed as benefit per-acre and compared to other development on this basis. That information can help drive rational decision making because we know, in general, that more density and intensity means the development will be a net contribution to the city’s prosperity and can help fund the urban infrastructure that serves it. Likewise we should realize that additional density or intensity might be needed in a development to justify an appropriate package of infrastructure such as sidewalks, street trees, pedestrian scale lighting, and bike lanes.

The priorities for land use are to adopt policies that will support development of complete neighborhoods, design for permanence, and purposeful land use.
Priority: Complete Neighborhoods

The neighborhood has long been recognized as the basic building block of the city. As such, it is vital that we become more inclusive about what constitutes a neighborhood.

A more detailed discussion of the Complete Neighborhoods priority is found within in the Livable Built Environment theme. The discussion here emphasizes the arrangement and interrelationship of dwellings and neighborhood centers.

Policy 1: Promote complete neighborhoods by allowing a mix of housing types in each neighborhood

The detached, single-family house evolved throughout the 20th century as the preferred form of housing. At the same time, owner-occupancy became the gold standard for achievement of the American Dream. As these preferences evolved throughout the 20th century, strong biases developed against most any other housing type. Any building type that accommodates more than one family has become nearly synonymous with substandard housing, blight, and poverty. Ownership is success, while renting is a condition to escape as quickly as possible.

Biases favoring owner-occupancy of single-family houses are rooted in racial segregation policies adopted by governments and housing developers in the early 20th century. One tool of government-enforced segregation persists: the single-family zoning district. Zoning worked hand-in-hand with restrictive covenants and financial redlining to make it difficult or impossible for African American families to move to certain neighborhoods. Regardless of local intent, these districts were devised and widely adopted throughout the U.S. as a tool to impose racial segregation. These zoning districts had an ostensibly desirable intent: "to protect residential neighborhoods." This vague purpose begs the question, "To protect them from what?" Segregation ordinances, redlining, and restrictive covenants were eventually discarded as unconstitutional, but exclusive zoning policies continued. Understanding the roots and original intent of exclusionary zoning is leading many communities to rethink their residential zoning districts.

Roanoke has vast areas covered by single-family zoning permitting varying densities through minimum lot sizes. Though Roanoke’s zones are not purely single-family exclusive, they represent an exclusionary housing policy that is difficult to square with the interwoven equity goals of this plan. To enable a mix of housing types in each neighborhood, the city will need to modify its zoning code to enable other housing types to be distributed within the single-family districts. Additionally, the minimum lot size requirements of the R-7 and R-12 districts, which work to create an artificial scarcity of residential land, should be reconsidered. Maximum lot sizes may be a tool to help conserve land.

The apartment complex is another prevalent residential land use form. Unable to mix into neighborhoods because of resident opposition, developers have had to find isolated parcels to build on and in doing so, tend to want to maximize density. This residential form also runs counter to the idea of mixing because it concentrates whatever age and income level that is targeted.

Single-family zoning districts should be reinvented to be defined as predominantly single-family districts where varied housing types like two and three family buildings and small townhouse groupings are mixed into the neighborhood on corner lots.

Policy 2: Promote complete neighborhoods by enabling development of neighborhood centers in every neighborhood

When working in neighborhoods, city planners often hear people say they want better access to businesses in their neighborhood, especially food stores. The renaissance of traditional neighborhoods in Roanoke and beyond has demonstrated the advantages of having basic goods and services within walking distance of where they live. Roanoke has long embraced the idea of neighborhood centers and has identified locations for new ones in neighborhood plans.

Every neighborhood should have at least one neighborhood center composed of a core area where most first floor development is active retail and restaurants that serve the immediate area. Office, institutional, and workshop uses should occupy less prominent locations in the center. This core area should be surrounded by a mix of residential and less active commercial uses like offices. In this zone, most residential buildings have multiple dwelling units. Concentrated populations living in apartment buildings are a customer base to attract businesses that might otherwise locate in a commercial strip center.

The key is to develop intensive activity and diversity at small scale. It is essential that each business have a small-scale footprint. Narrow lots under ¼ acre are needed and buildings should be connected side-by-side where possible. Locating building fronts at the sidewalk and putting parking behind buildings is vital to walkability and compatibility. The amount of land used for parking should be very limited.

Finally, an ideal element for a center is some sort of civic space like a small park or square for gathering and community events. These spaces, when well designed and programmed, can become the heart of a community:
"Across many cultures, squares have served as the civic soul of entire neighborhoods, towns, and cities. A movement is now afoot to re-establish these time-honored places as major destinations that are designed, managed, and programmed with public life in mind."

– Project for Public Spaces

**Priority: Design for permanence**

*Policy 1: Promote compatibility of different land uses through building design, building orientation, and thoughtful arrangement of accessory activities on the site*

Good architecture and thoughtful site design should be the preferred approach to compatibility among differing land uses. There is no inherent reason to buffer or screen differing densities of residential from one another nor commercial uses from residential uses. Few land uses are so noxious that they warrant isolation from other uses, though certain supportive features like large blank walls, parking, loading docks, and utilities can be objectionable.

The current zoning code deals well with compatibility in new development, but some properties seem to go through transitions without application of modern requirements. As properties are redeveloped or rehabilitated, the zoning code should require a proportional transition of nonconforming development features (e.g., transparency, tree canopy, building location, parking location, and adjacent public infrastructure).

*Policy 2: Promote development patterns that contribute to places of enduring value*

The cycle of commercial obsolescence and abandonment is Roanoke’s most serious land use issue. Through a combination of incentives and regulations, Roanoke should work to stem this cycle by encouraging new development to incorporate features that will contribute to, or at least allow, future adaptability to a new use. New development should have these essential characteristics:

- Pedestrian orientation of buildings through building placement, entrance location, and façade transparency.
- Architecture with human scale rather than automotive scale.
- Building placement that emphasizes the building and public/civic spaces and de-emphasizes support uses like parking.
- Design for future adaptability using simple floor plans, windows, and use of long-lasting materials.

Real estate tax structure, zoning regulations, and incentives could be used to implement this policy.

**Priority: Purposeful Land Use**

*Policy 1: Coordinate future land use and zoning to encourage arrangement of land uses in identifiable and predictable patterns*

Patterns include complete neighborhoods, a hierarchy of commercial and industrial centers, parks and natural areas. Such patterns should be considered as expressions of the principal character of an area rather than a mechanism for exclusion of land uses.

*Policy 2: Encourage active, productive uses of land and preclude unproductive uses of land*

When considering regulations or land use decisions, planners should assess how the proposed use promotes commerce, provides living space, or provides some public benefit such as for recreation, education, or public safety.

Urban infrastructure (connected streets, sidewalks, street lights, utilities) is too expensive to maintain for nonproductive uses. Low productivity uses of land like storage, parking, and motor vehicle sales should be limited or restricted in areas with urban infrastructure. Such land uses may be deemed necessary, but should be located in areas with less developed infrastructure. This is one area where land use policy should use exclusion. The zoning code should be revised to preclude a number of uses that have no place in an urban environment because they are poor economic performers for a given land area or even dangerous. Examples include self-storage facilities, junkyards, and petroleum tank farms, to name a few.

A two-tiered real estate tax system would be an effective tool to encourage productive uses of land by shifting the focus of taxation away from buildings and emphasizing taxation of the land value.

*Policy 3: Each part of the city should be designated for a general development strategy on a continuum ranging from preservation to redevelopment*

Such identification should be made at the neighborhood level. Generally, areas with existing complete neighborhood patterns should be preserved and strengthened. Places that lack complete neighborhood patterns may need zoning patterns and codes adjusted to allow a mix of housing types and neighborhood centers.

Failing commercial and industrial corridors and districts should be identified for
redevelopment and transition to productive land uses. Areas with chronically low
performing commercial and industrial land should be identified for acquisition and held
as land inventory for future development needs.

Some areas, like the edges of downtown, could be designated for ‘reinforcement’ that
could take the form of infill development on surface parking lots with buildings.

Policy 4: Consider individual land use decisions within the context of long-range
arrangement and balance of land uses in the region

Land use is a system where choices should be properly framed and considered by
decision-makers. For example, with a relatively slow population growth in the region,
adding more commercial land by rezoning for a mall, power center, or strip center means
that demand in existing commercial centers, downtown, and neighborhood centers will
be impaired to some extent. Preventing development of a wooded parcel in the city with
an apartment building may mean that the developer locates it on a wooded parcel in
the suburbs. Low-density single-family residential development often happens without
objection, but it consumes land while underperforming in terms of municipal revenue vs.
service demand.

The limited amount of land within the city limits is a vital resource, so it is important to
actively manage how that land is used through comprehensive planning and land use
regulations.

- Evaluate the performance of existing and proposed development in terms of its per-
  acre value (and revenue).
- Monitor local commercial and industrial real estate to monitor relative changes in
  values and consider appropriate interventions as necessary.
- Guide new commercial development into the existing inventory of commercially
  zoned land.
- Seek reductions in the inventory of general commercial zoning, particularly along
  arterial streets where land is not being actively used for commerce.
Transportation

Land use and transportation are elements of city design that are completely interconnected with design of transportation systems directly affecting land use and vice versa. The policy of City Plan 2040 to promote efficient, compact development patterns with a reliable, multimodal transportation system is consistent with those of the Virginia Department of Transportation (VDOT).

The City broadly recognizes that great places are accessible; active and engaging; comfortable and safe, and capitalize on community assets. A local street system that is well designed supports walkability, access to transit, and provides gathering spaces. A great place has great streets that help attract people and make the community flourish. VDOT’s emphasis is more pragmatic, yet equally important, in recognizing that a compact development pattern with well-connected streets results in the need to build fewer roads and reduces overall maintenance costs (tax expenditures). While the City and VDOT may look at transportation systems from different perspectives, there is a common goal of creating an efficient and well-maintained transportation system that creates great spaces.

This connection between land use patterns and effective transportation systems is so important that state law requires that all localities in Virginia identify, as part of their comprehensive plans, Urban Development Areas with compact development patterns that will be the focus of transportation investment from VDOT. In addition, state code encourages localities to promote transit oriented development, a compact development pattern that focuses more intensive uses in proximity to transit routes. Transit Oriented Development (TOD) supports easier transportation for those without access to cars and provides options for those who chose not to travel by car.

Vibrant mixed use areas within complete neighborhoods offer shorter commutes, ability to use multiple modes of transportation, a critical mass to support local business, and minimal congestion that reduces need for road expansions. As noted earlier in City Plan 2040, the City is essentially built out. As such, the entire City has been designated as an Urban Development Area. The priorities and actions outlined in the Livable Built Environment theme and Land Use section reinforce transit oriented development patterns.

This portion of City Plan 2040 focuses on developing the City's system of complete streets and how these streets connect to the larger transportation system of the region and beyond, while continuing to make Roanoke a great place to live, work, and play.

Evolution of Transportation Systems

Much like land use patterns, the transportation systems in cities have changed greatly over the last 100 years. If you look closely though, you can see remnants of an older transportation network. In the early 1900’s, people relied on carriages, walking, biking, and public transit (street cars). Because of the reliance on walking for transportation, residents often lived closer to city centers because of the proximity to jobs and commercial needs like markets. Also, the presence of pedestrians in the street was much more prevalent with other modes needing to move around those walking. The opposite of what we see today.

The first wave of growth in Roanoke was due, in part, to the creation of the streetcar with the City’s first streetcar going into service in 1889. This allowed people to live farther away from the city center and still reach essential destinations like downtown and their place of employment. Streets at this point in time were developed to accommodate slow moving traffic. Due to the introduction of the streetcar, cities replaced gravel roads with stone blocks, bricks, or asphalt.

By the 1920s the development pattern that shaped much of Roanoke was in place. Neighborhood centers grew close to streetcar stops with buildings located close to the street for pedestrian customers. Schools were located within the neighborhoods among homes which lined narrow streets with sidewalks. Streets were laid out in a grid pattern providing ease of transportation with multiple ways to move through the community.

By 1925, streetcars were disappearing because of the introduction of buses and the car. This was not unique to Roanoke with 50% of all U.S. cities using buses as their sole means of public transportation by 1937. By 1948, the last streetcar lines, which serviced South Roanoke and Raleigh Court, were completely shut down to make way for the automobile.

Post WWII growth changed much of how we developed our transportation systems. With the post war economic boom also came the baby boom, which meant more people and growing families. This was the beginning of urban sprawl and the “American Dream” notion of a family owning a home in a subdivision with two cars and a dog. Vehicles, which were once viewed as a luxury for the rich quickly became an essential item in every household and allowed the continued sprawl of single family homes into rural areas. As such, our transportation system began to prioritize automobile movement over pedestrian and other modes of travel.

This kind of development of “neighborhoods” is much more of what we see today. More houses were built in suburbs with no sidewalks or multimodal connections to businesses, which meant a greater need for vehicles. This in turn, meant wider and busier roads that accommodate more vehicles traveling farther distances. At the same time street patterns focused more on dead-end streets that funneled all travel to a small number of collector or arterial streets creating issues with congestions and traffic.

During this time, the interstate highways were being built to accommodate the increase in vehicular traffic. The highway system had a number of impacts including making commuting over longer distances.
feasible, shifting development away from downtowns, shifting freight traffic from rail to truck, and further focusing transportation on cars and taking it away from buses and trains. These shifts had a devastating impact on core urban areas pulling commerce away from neighborhoods where residents could no longer walk to neighborhood stores, leaving neighborhood centers to fall into disrepair and reducing access to needed services for those without cars.

History shows that part of resilient communities is multimodal, pedestrian oriented streets that provide for multiple connections within and between neighborhoods. While we still want an efficient transportation system, it must be effective for all users and contribute, once again, to a strong vibrant community.

Reference Articles:
- One Year in Roanoke: 1948
- The Sprawling Metropolis
- The Cost of Auto Orientation

Planning and Funding

As transportation systems serve a wide range of needs and cover a wide range of activities (from walking down the street to flying to another country) most transportation planning is done at the regional and state level with input from various federal agencies. The Commonwealth Transportation Board develops Virginia’s multimodal transportation plan, called VTrans which lays out goals, identifies funding priorities, and provides direction to various state agencies and the regional planning agencies. VTrans2040 is the current transportation plan for Virginia.

The Roanoke Valley Transportation Planning Organization (RVTPO) is the regional transportation planning entity that is managed by the Roanoke Valley Alleghany Regional Commission. The RVTPO plans and budgets the use of federal transportation dollars in the Roanoke region in conjunction with state agencies in alignment with VTrans.

The RVTPO is governed by representatives from the various localities in the planning area and is supported by staff from RVARC and other state and federal agencies such as VDOT, the Federal Highway Administration, and the Virginia Department of Rail and Public Transit.

Other partners involved in transportation planning include:
- Federal Aviation Administration
- Federal Transit Administration
- Roanoke Regional Airport Authority
- Greater Roanoke Transit Company
- Roanoke Valley Greenway Commission

At the City level most of the transportation focus is on our streets with coordination with others on rail and air transportation. The City’s Public Works Department manages most transportation related projects with the Transportation Division managing signals and traffic controls, paving, and other traffic management and maintenance items. The Engineering Division designs and implements streetscape projects, such as sidewalk construction, and is responsible for construction and maintenance of bridges. The Departments of Planning Building and Development and Parks and Recreation also play a role in the transportation system by helping to prioritize projects, managing improvements related to private development, and creating off-road transportation connections.

Three primary sources of funding are available for transportation system projects in the City.

State and federal funding is coordinated through the RVTPO as outlined above and includes funds for new streets, significant street improvements, and transit related projects. These projects are funded through a variety of means, most often, the two-year SMART Scale process. SMART Scale funding is competitive at the state level with larger projects largely tied to issues with congestion. The Roanoke Region has limited congestion issues which makes state funding for large transportation projects difficult to obtain. VDOT transportation enhancement and safety improvements funds are frequently used for greenway projects and improvements for traffic signals and crosswalks, among others.

The City also receives an Urban Allocation from VDOT. These funds are primarily used to maintain existing streets (e.g., repave streets, fix potholes, or repair sidewalks). Additionally, the City can receive funding for smaller projects through VDOT’s cost share program.

The City also allocates local money to fund small-scale complete street projects through the Capital Improvement Program. These projects typically involve constructing sidewalk, small greenway connections, and the like along existing streets.
Roanoke’s transportation network is made up of various infrastructure (e.g., streets, highways, railroads, airports) and modes that use that infrastructure, particularly streets (car, transit, pedestrian, etc.). The transportation network functions on various levels based on the need for people to move or goods to be shipped within neighborhoods, within the City, or to other parts of the region, state, country or world. While this plan focuses largely on our local and regional transportation systems, it is important to keep in mind the broader links that are important to our growth.

For a small city, like Roanoke, much of the transportation emphasis is on the street system. City streets provide connections within and between neighborhoods and can be used by pedestrians, bicyclists, transit riders and those using cars. These same streets provide primary transportation connections between our neighboring communities in the valley. Off road connections, such as greenways, can also provide important transportation connections at the local level.

At a regional level, highways become more important, connecting us to our more far flung neighbors in the New River Valley, Franklin, Bedford and Bute County, and the Lynchburg area. These same highways provide connections farther across the state and the country.

Our rail and air connections become important for travel and shipping over long distances with connection outside the region.

A well connected multimodal transportation system is critical for creating accessible and vibrant neighborhoods and providing the critical regional, national and international links that are critical for a connected city and vibrant economy.

**Local Transportation System**

The primary transportation system within Roanoke, connecting us to our immediate neighbors, is our street system. All City streets must be complete streets that provide for safe, effective, and attractive connections for all users.

This street network provides multimodal connections within and between the City’s neighborhoods. This street network also provides the framework for commuting within the valley and for the local transit system, Valley Metro. The City Council adopted a Complete Streets Policy that recognizes the importance of good street design and requires that complete street elements be included as part of City infrastructure projects. The City’s Street Design Guidelines provide details for creating complete streets and

![Roanoke's Street Hierarchy Diagram]
City Design

Transportation System

Locals – Provide access to residences, businesses, and other destinations that provide goods, services, or activities. Local streets constitute the majority of streets in the City and generally have a low traffic volume and low speeds.

Collectors – Provide a combination of access (ability to get to a specific place) and mobility (ability to move between areas of the City). Collector streets typically have a moderate level of traffic that travels at moderate speeds.

Arterials – Provide mobility (ability to move within the city and to surrounding areas) with typically higher volumes of traffic and speed than other streets.

VDOT Freeway (Limited Access Highway) – I-581 and the Roy Webber expressway (Route 220) provide high speed travel to motor vehicles with access only at specific interchanges. These highways are operated and maintained by VDOT, not the City.

The primary needs for our local street system is to maintain and improve complete streets where they exist and to adapt and retrofit the remaining streets to incorporate complete street elements so all streets are safe for pedestrians, bicyclists, and transit riders. When new development occurs, it should make use of the existing street system and when street extensions are required those extensions should provide additional connections to reinforce a grid network.

As high levels of congestion during peak travel periods is generally not an issue, projects focused solely on capacity, such as adding lanes, are generally not needed. Projects along collector and arterial streets may be appropriate to increase efficiency by improving signals, etc. in conjunction with complete street projects. Widening arterial streets is disruptive (requiring acquisition of private property and long-term construction projects) and often results in attracting more traffic to the street, thus exacerbating the problem. Furthermore, complete street projects can improve efficiency at a fraction of the cost of adding lanes and have the benefit of enhancing neighborhood character.

Transit

Transit coverage is provided within the Cities of Roanoke and Salem, the Town of Vinton and the Tanglewood area of Roanoke County by the Valley Metro bus system (operated by the Great Roanoke Transit Company). Frequent comments from the City Plan 2040 process call for expanded transit service with expanding hours of service, routes, and providing service seven days a week. RADAR provides paratransit and senior transportation services in the City, and CORTRAN provides similar service in Roanoke County. Public comments also addressed these paratransit and senior transportation services.
City Design

Transportation System

Many City residents rely on transit for access to jobs and other destinations. Even within the City, the Valley Metro Bus service has limited hours and does not operate on Sundays, which creates a gap for those who rely on transit or would otherwise like to use it as an alternative to a car. Expansion of the Valley Metro system or development of other transportation options is critical to improving mobility within the City and throughout the region.

On a regional level, the issue of transit access is clearly reflected in VDOT and RVTPO plans. In particular, the regional transportation plans show that there is a complete lack of access to activity centers outside of the City. The map below shows the limitations of the current public transportation system. Regional industrial parks in Roanoke, Franklin, and Botetourt Counties cannot be reached by transit, effectively precluding residents from seeking potentially high-paying employment opportunities. One bright spot of regional transit is the Smartway bus service operated by Valley Metro, which connects Roanoke to Blacksburg and Virginia Tech.

Working with partners through the RVTPO to expand regional transit is important to provide access to jobs for those without access to cars and also to provide options to those looking for an alternative to a car.

Connecting the Region and Beyond

The regional transportation network connects the valley with other localities in our region and also provides links to other parts of the state and country that are critical for commerce. In addition to the local streets and transit system, the broader transportation system consists of limited access highways, air travel, and rail.

A large volume of commuters travel to and from the City each day as shown. Despite the high levels of commuting between the City and neighboring localities, the level of traffic congestion in Roanoke is low, at least by state-wide standards. High congestion is generally present during peak rushes only along the US Route 460 corridor (Melrose and Orange Avenues), the US Route 220 expressway, and portions of Brambleton Avenue and Williamson Road. This indicates that major road building is not required to handle current levels of commuting and that improving transit options and improving efficiency can likely handle any increases in demand for the foreseeable future.
Corridors of Statewide Significance (CoSS) are identified in Vtrans2040 as highways vital to our regional transportation system due to their primary function for connecting regional activity centers, statewide travel, and even interstate travel. There are three CoSSs that run through the City of Roanoke:

- North Carolina to West Virginia Corridor, including Route 220/I-581 runs North to South from the southern tier of New York through North Carolina
- Heartland Corridor mainly consists of Route 460 and runs East to West from Norfolk to Frankfurt, KY
- Crescent Corridor generally defined by I-81 but also consists of Route 11 and portions of Route 460 and runs along the Appalachian Mountains

Within the City of Roanoke it is important to recognize these corridors still serve local needs and offer options for multiple modes of transportation. Some of these corridors, like I-581, are not good candidates for multimodal improvements. However, there are many sections, like Route 11 (Brandon, Grandin, Campbell, Williamson), Route 460 (Melrose and Orange), and Route 220 (Franklin Road) that should allow for improved multimodal use. There is a constant balance between meeting the needs of regional commerce while maintaining streets that are safe and comfortable for biking and pedestrian use.

Long distance travel options are also provided by bus, train, and air. Virginia Breeze bus service is offered between Blacksburg and Washington, DC and regular Greyhound bus service is provided through Roanoke. Rail travel returned to Roanoke in 2017 with the extension of Amtrak’s Northeast Regional line to provide service to Washington, DC and further to Boston.

The Roanoke–Blacksburg Regional Airport provides connections to large cities and major airline hubs in the eastern US, providing direct connections to major metros and opportunity for easy connections to the remainder of the country or to international destinations.

At the regional level, the City will work with RVTPO partners for a careful balance of CoSS improvements that allows for efficient transportation in the region, expands transit options, and retains local street character within the City. Roanoke will work with RVTPO and other partners to expand bus, train, and air service to destinations outside the region.

**Freight**

Transportation of goods and material is crucial for Roanoke and the region. The top three industries in the Roanoke Region for output is wholesale trade, retail trade, and
manufacturing which makes up almost 50% of the region’s output. All three of these rely heavily on freight transportation.

The City of Roanoke has easily accessible options for freight transportation as shown below. Major highways such as in Interstate 81, and US Routes 460, and 220 provide the primary routes for most freight shipments to and from the area (the VDOT Corridors of Statewide Significance).

Reinforcing land use patterns that encourage manufacturing or distribution operations with significant transportation needs in relatively close proximity to these corridors is important to minimize truck traffic on local City streets.

While Roanoke developed as a railroad town, most of Norfolk Southern’s shop operations have relocated. Roanoke is still at the center of a large rail network with connections to cities and ports across the eastern half of the United States. The ability to transport bulk materials across long distances, especially access to ports may prove a valuable asset for the right business.

The Roanoke-Blacksburg Regional Airport is an important air freight terminal for the region with facilities operated by both Federal Express and UPS as well as air freight services provided by airlines operating from the airport. In 2015, nearly 13,000 tons of air freight was handled. Air freight is an important component of a healthy business climate as air freight is fast, reliable, and highly secure. Air cargo accounts for less than 1% of all material shipped but accounts for 35% of the value of shipped material (worldwide). The Roanoke Regional Airport Commission’s future plans include a significant expansion of its air cargo capacity.

With easy and accessible freight movement comes great opportunity for existing businesses to expand and new businesses to start or relocate in the region. As the City grows and evolves over the next 20 years we must assess demand for freight shipments, changes in how freight is shipped and adapt to those changes. We must ensure that freight movement remains accessible to businesses, that a connected freight network is provided (trucks, trains, and air), and that businesses that rely on freight transit are appropriately located to minimize impact on local streets from a safety and complete streets perspective.
The VDOT Six-Year Improvement Program identified projects that are funded for planning or construction activity. There are no major road projects under construction or slated for funding within the City in the current six-year improvement program. There are a number of projects related to pedestrian improvements, signal improvements, greenways, and drainage improvements.

At the regional level, there are several needs for the Corridors of Statewide Significance identified in the VTrans corridor plans. Generally, issues within the Roanoke region were focused on limited to minor congestion, segments of roads with a higher number of crashes, and limited rail and transit options between surrounding cities. Our regional network has identified five areas of needs: corridor reliability/congestion, network connectivity, transportation demand management, modal choice, and walkable/bikeable places. As such, the policies and actions set forth should aim to address the needs identified in the VTrans Needs Assessment Report for the Roanoke Region.
City Design

Priority: Great Streets Supporting Great Places

Policy 1: Coordinate land use and transportation to encourage appropriate development around neighborhood centers and along corridors

Create multimodal connections between activity centers and support transit oriented development by coordinating the location of neighborhood centers and other intensive development with transit routes.

Policy 2: Support complete streets projects to provide multimodal use of streets

Create a connected multimodal network of complete streets that balances the needs of all users. Good pedestrian and bicycle facilities support good placemaking and can improve public health and reduce the use of trips completed by automobile, reducing congestion.

Policy 3: Reduce crashes

Improvements should be made to limit crashes involving all users and all mobility types. Improvements may include improved signalization/signs or traffic calming and will generally focus on reducing speeds and conflicts rather than adding lanes which can be more dangerous to pedestrian, bicyclist, and transit riders. Focus on segments of roads identified as high crash rate areas in VTrans, based on City data and incidents, or based on proximity or needed access to activity centers.

Policy 4: Reduce congestion at peak hours while maintaining multimodal access and safety

Look at alternatives to widening to reduce congestion, where present. Congestion is limited to peak periods, our focus will be improving existing infrastructure (such as timing of traffic signals), adding neighborhood connections, and expansion of sidewalks, bike lanes, and other multimodal infrastructure to streets.

Policy 5: Corridors of Statewide Significance are also City streets

The Corridors of Statewide Significance are generally designed for the high volume movement of goods and people across the region. Within the City of Roanoke it is important to recognize these corridors still serve local needs and should provide safe travel for all users consistent with the City’s Street Design Guidelines.

Priority: Regional Transportation Networks

Policy 1: Engage in regional transportation planning through the Roanoke Valley

Transportation Planning Organization

Work with partner localities to develop and implement strong transportation plans that support a complete network of multimodal streets, an effective transit system, and strong connections outside the region in conjunction with state and federal planning and funding programs.

Policy 2: Advocate for complete streets at the regional level

Work with neighboring localities to support the development of complete streets and implementation of good street design throughout the Roanoke Valley to help connect and expand a network of mobility options.

Policy 3: Increase multimodal transportation options at the regional level

Support the expansion of transit systems throughout the region to help provide access to activity centers. Support seamless paratransit services between localities. Prioritize pedestrian, bicycle, and transit accommodations. Complete the greenway system by implementing the Greenway Plan. Support additional train service and flights to the region.

Policy 4: Support the Roanoke Regional Airport Authority

Support efforts to increase flights and destinations from the Roanoke-Blacksburg Regional Airport and support air freight needs. Coordinate land use and transportation links in and around the airport to support airport activity and business and services that support or are related to the airport.

Policy 5: Recognize the importance of freight movement

Freight generating land uses can bring economic benefits to a region. Considering freight movement in conjunction with land use decisions can minimize adverse impacts to residents and the environment. In the future, changing modes and operations for freight may require additional planning.

Priority: Transportation Projects

Policy 1: Create a street design team that will assess and prioritize transportation projects

The City’s interdisciplinary street design team will identify corridors and areas for study, create conceptual designs for street upgrades, and prioritize projects for funding in
conjunction with VDOT funding cycles and the City’s capital improvement program.

**Policy 2: Regularly review development regulations**

The street design team will regularly review the City’s development regulations and make recommendations for improvements consistent with best practices for complete streets and consistency with the City’s Street Design Guidelines.

**Policy 3: Review Urban Development Area and support transit oriented development (TOD)**

At least once every five years the City will review its Urban Development Area and revise as necessary, in accordance with § 15.2-2223.1. of state code. As part of that process the City will assess the success of transit oriented development efforts by encouraging development in centers and corridors along transit routes.

**Policy 4: Work with Valley Metro Improve the transit experience**

Develop programs to add and maintain bus shelters, including provisions to provide right of way or bus shelters for large projects. Add amenities such as electronic schedules and route information.
City Design

Urban Design

Background

The City of Roanoke is a vibrant urban center with strong neighborhoods set amongst the spectacular beauty of Virginia’s Blue Ridge. The overall goal of City Plan 2040 is to further transform Roanoke into an attractive place for people of all ages, backgrounds, and income levels to live, work, shop, and play. The form of development within our community impacts each citizen on a daily basis; therefore, how that development pattern shapes our community as it grows is important for everyone.

Good design is not optional. The quality of the physical environment – attractive buildings, parks, open space, and streets – has a direct impact on Roanoke’s economy, the sustainability of its neighborhoods, and the successful stewardship of its unique natural and cultural resources. The community expects a high level of excellence in building design, streetscapes, pedestrian amenities, preservation of special places, and enhancement of community distinctiveness.

–Vision 2001-2020

In the history of the City of Roanoke, there have been periods of growth and decline and rebirth. Chartered in 1884, the City of Roanoke followed previous settlement in the Roanoke Valley that built upon the location along transportation routes; first the Great Warrior Path used by Native Americans, then the Great Wagon Road "locally known as the Carolina Road" used by settlers in the Colonial period, and then by railroads that sought to transport materials, particularly coal, in the 1800’s.

When the area was chosen as the junction for the Shenandoah Valley and Norfolk and Western railroad, Roanoke was formed and grew with the jobs created by the railroad and supporting industry. As pictured in the annexation map, Roanoke grew quickly through the early years of its existence as a city and annexed surrounding property based on the growth of the City.

The City of Roanoke is unique in that it has a long history of planning for its future in a comprehensive manner to best serve present and future generations. In 1907, when the City of Roanoke had grown to a population of 30,000 people, a local group of women hired John Nolen to create a report on how the City of Roanoke could be best developed. The report, with accompanying plans, was broad in scope and recommended changes throughout the City including: the street network, major streets and streetscapes; provision for parks, parkways (known today as greenways), and playgrounds throughout the City; the placement of buildings within certain areas; and regional planning.

Although the report and plan was not a regulatory document, many items within this first comprehensive planning effort were carried out over time.

Today, Roanoke continues to be a city whose citizens desire to grow in the best manner possible to serve both existing and future generations.

Today, the City of Roanoke has an area of just over 42 square miles, most of which have been built out. Within this compact area, the community is made up of a series of neighborhoods: a strong downtown, complete neighborhoods with neighborhood centers, neighborhoods without neighborhood centers, commercial and industrial centers, and parks and natural areas linked by a transportation network that is also linked to the surrounding region.

The defined Character Districts will guide how we achieve the continued transformation of our existing development pattern within the city into one where all citizens can live, learn, work, play, and prosper.
A transect is a system for categorizing the character of areas along a straight path. A transect of the existing development within the City of Roanoke from the least developed areas at the edges to the most developed area at the center reveals multiple areas of distinctive development patterns. These distinctive development patterns result from varying aspects of four elements: residential areas, centers, public spaces, and corridors. The character, form, and the transition from one element to another within these distinctive development pattern areas are defined as character districts.

The City of Roanoke has four general categories of character districts:

- Downtown
- Urban Neighborhoods
- Suburban Neighborhoods
- Natural Area

The distinctive development patterns found within each character district should continue to play a role in the future development of each area. While the overall City is reflected in these basic categories in the community character map, each neighborhood will be further examined during the neighborhood planning process.

During the neighborhood planning process, City staff and community members will determine which policy should be applied to individual areas from the character district category: maintain, enhance, or create community character. Neighborhood planning areas may have multiple individual areas governed by these different policies. Where the existing character of the area is set and works well for the community, the policies can recommend the character be maintained or enhanced. Where the desired future character differs from the current character, the policy can recommend creating the new community character. Each neighborhood character policy will provide further guidance on the form and character of development within the community.

**Downtown**

Downtown is characterized by a pronounced skyline, pedestrian friendly streets, and a mixture of retail, office, residential, and light industrial uses. Generally, uses are small scale, high intensity, and diverse. The Downtown pattern extends into the surrounding Belmont, Gainsboro, and Old Southwest neighborhoods. Downtown streets form an interconnected grid and accommodate both vehicular and pedestrian users. Buildings are located adjacent to the sidewalk and often adjoin each other. Parking is generally concentrated in parking structures or is located to the side or rear of principal buildings.

Characteristics:

- Compact development pattern
- Wide variety of land uses
- Full or nearly full lot coverage
- Shallow and consistent building setbacks
- Minimal or no space between buildings
- Additional access to lots from alleys
- Very high level of connectivity (pedestrian, bicycle, vehicular) with sidewalks, bikeways, and mass transit
- Compact block structure
- Two-way streets with on-street parking and street trees
- Landscaping is typically formal with simple geometry that relates to the surrounding buildings and a restrained palette of plants

**Residential Areas**

Residential dwellings are one of many uses throughout the downtown area in tall mixed-use buildings, multistory apartment buildings, and low-rise townhouses/rowhouses.

**Centers**

Downtown is the center of the region with an integration of uses throughout the area instead of particularly segregated centers. Office and commercial uses occupy the dense downtown core in buildings that sit at the street edge forming a strong street wall. The buildings cover large portions of the lot. At the periphery of the downtown area, buildings transition in scale, massing, and detail to reflect aspects of the surrounding urban neighborhood areas.

Institutional uses are interspersed throughout downtown. The buildings often have a deeper setback with public gathering spaces between the building and the street and a
City Design

Character Districts

larger lot.

Industrial uses exist around the periphery of downtown.

Public Open Space

Public open spaces are formally developed with simple geometric designs, a sense of enclosure, and a restrained plant palette. They range from the regional draw of Elmwood Park, to the open plaza at Market Square, to localized pocket parks and rooftop plazas.

Corridors

A compact block structure and complete street grid provide multiple options for transit: pedestrian mobility, biking, vehicular, and mass transit. Parking is generally concentrated in parking structures or is located to the side or rear of principal buildings.

Design principles:

- Downtown should have a recognizable skyline; tall buildings and maximum site development should be permitted. Buildings should be set close to the street with ground floor facades that emphasize pedestrian activity.
- Buildings should be designed to accommodate a mixture of uses. Downtown's historic character should be preserved and used to guide new development with the assistance of the Architectural Review Board guidelines.
- Access to and circulation within the downtown should be efficient, convenient, and attractive. Streets should be designed to accommodate multiple modes of traffic: pedestrian, bicycles, transit, automobiles. All streets with sufficient width should be two-way. Streets with higher traffic volumes (for example, Campbell Avenue) should function and have the feel of other downtown streets.
- On-street parking should be used for shoppers and short-term visitors. Longer-term parking should be provided in parking structures or to the side or rear of principal buildings. Creation of surface parking lots should be avoided; existing surface parking should eventually be eliminated.
- Existing industrial centers should introduce a mixture of complementary residential and commercial uses, maximize site development with buildings developed along street frontage, address the street with entrances, etc. All activity should occur within wholly enclosed buildings with loading and outdoor activity subordinate to the principal building and attractively screened. Parking and loading areas should be attractively landscaped.

Urban Neighborhoods

These neighborhoods developed between the 1890s and 1940s adjacent to downtown and as the streetcar system expanded outward. Urban neighborhoods often feature residential housing, churches, neighborhood schools, and small neighborhood commercial centers in a compact development pattern linked by a grid of narrow tree-lined streets and alleys. Neighborhoods are often connected by commercial corridors or streets with higher traffic levels that bridge the rivers, railroad, and topography that create breaks in the grid transportation system.

Characteristics:

- Small to medium-sized lots (typically 3,000 to 7,000 square feet)
- Mixed housing types
- Moderate lot coverage in residential areas and high lot coverage in neighborhood centers
- Shallow and consistent building setbacks
- Minimal space between buildings
- Lots have additional access via alleys
- Highly connected street systems where pedestrian, bicycle, and vehicular traffic are well-accommodated
- Small block lengths ranging from 300 to 600 feet. Two-way streets with on-street parking and street trees
- Landscaping is typically formal
- Neighborhood centers at busier intersections/corridors with higher lot coverage/close setbacks

Residential Areas

This area is predominately single family with accessory dwelling units and two-family dwellings. Small apartment buildings that are similar scale to surrounding houses are sparsely distributed throughout the area among the single-family dwellings; more intensive housing types are located near neighborhood centers and along corridors.

In urban neighborhoods, it is not uncommon to find mixed-use areas with a variety of housing types and lower-intensity commercial uses of similar building massing and design as the surrounding residential dwelling units as they are often residential units converted to office or other commercial use. These mixed-use areas tend to occur in transition areas between residential areas and centers or other more intensive districts.
City Design

Character Districts

Centers

Neighborhood scaled commercial and mixed-use centers are often found at intersections near busier streets and are situated so they can be accessed by most of the neighborhood by a 5-10 minute walk. Buildings often form a denser pattern with zero setbacks and higher lot coverage. The scale of buildings complements the density and housing that surrounds them.

Institutional uses may be present within the centers or may be interspersed throughout an urban neighborhood. When interspersed, there is often a deeper setback or larger lot.

Industrial centers are typically located in areas near the Roanoke River or railroad lines. They are often in close proximity to residential areas.

Public Open Space

Shared open space such as parks and plazas are provided as extended living spaces for residents.

Corridors

A compact block structure and filled-in street grid provide multiple options for mobility: walking, biking, driving, and transit. Due to the river, creeks, railroad, and topography, the grid is not continuous and some streets that provide connections between neighborhoods have a higher volume of use. The corridors with a higher volume of use (such as Williamson Road NW, 9th Street SE, Brandon Avenue SW, and Melrose Ave NW) have enhanced pedestrian, bicycle, and transit accommodations.

Design principles:

- Proposed development (infill development, alterations, renovations, and additions) should create or enhance a distinctive character that relates well to the surrounding community through setbacks, scale, massing, primary entrances facing streets, ample window openings, durable materials, and architectural detailing.
  - Residential buildings should have consistent setbacks from the street.
  - Two-family and multifamily buildings should be of similar scale to the residential housing that surrounds it; while such housing near the neighborhood centers and corridors may be larger in scale.
  - Institutional buildings may be on larger parcels and setback further from the streets with civic spaces connecting such building to the street.
  - Neighborhood center buildings should be set close to the street and have street facing entrances and windows that enhance pedestrian activity.

- Corridor improvements within urban neighborhoods should focus on streetscape enhancements with greater pedestrian, bicycle, and mass transit amenities.
- Existing industrial centers should introduce a mixture of complementary residential and commercial uses, maximize site development with buildings developed along street frontage, address the street with entrances, etc. All loading and outdoor activity should be subordinate to the principal building and attractively screened. Parking and loading areas should be attractively landscaped.
- Outdoor storage and activity should be attractively shielded from street and surrounding properties
- Avoid excessive lighting
- Vehicular entrances to property should be defined
- Parking and loading areas should have trees along street frontages.
  - Well-designed historic buildings should be preserved and should be used to inform new development.
  - Neighborhood schools and commercial nodes should be preserved.
  - All streets should have sidewalks and should be lined with trees between the sidewalk and the street. On-street parking should be encouraged rather than having each lot contain its own parking. Where off-street parking is provided, it should be located to the rear of the lot; driveways and garages should be located to the side or rear of buildings.
  - Streetscapes in neighborhood centers should promote pedestrian activity through broad sidewalks and public gathering spaces.
  - Streetscapes around and within commercial and mixed-use centers should have shared parking and reduced curb cuts.

Suburban Neighborhoods

Suburban neighborhoods are characterized by larger lots (greater than 7,000 square feet), a variety of housing sizes and styles, deep front yard setbacks, wide streets, and prominent driveways and garages. These neighborhoods developed after World War II as dependency on the automobile increased.

Characteristics:

- Medium to large-sized lots (greater than 7,000 square feet)
- Mixture of residential housing types – predominately single-family housing, with segregated pods of multifamily buildings.
- Low lot coverage in residential areas and moderate lot coverage in neighborhood centers
- A mixture of moderate and consistent or deep and varied building setbacks depending...
City Design

Character Districts

- Moderate to wide spacing between buildings
- Lots typically accessed only from local streets or neighborhood collector streets
- Low to moderate connectivity of street system with emphasis on vehicular connectivity and little emphasis on pedestrian, bicycle and mass transit
- Long block lengths with dead ends and/or curvilinear streets
- Parking is typically provided on each lot. Front yards and building façades are often dominated by vehicular access (driveways, carports, and garage doors).
- Landscaping can be formal or informal

Residential Areas

This area is predominately single family dwellings. Other housing types are often located near commercial corridors in separated nodes.

Centers

Neighborhood scaled commercial and mixed-use centers are within a 5-10 minute drive of the surrounding neighborhoods with limited access to mass transit. More often large commercial centers are strips located along larger thoroughfares outside residential areas.

Institutional uses may be present within the centers or may be interspersed throughout an urban neighborhood. When interspersed, there is often a deeper setback or larger lot.

Industrial centers (such as Statesman Industrial Park, Aerial Way, Salem Turnpike/Shenandoah Corridor west of 24th Street, etc.) have buildings and activity mainly in developed industrial parks and defined corridors. Industrial buildings are often large, setback from the street, with large parking and/or loading areas. Streets in industrial parks and corridors are designed for truck and other vehicular traffic, often with little accommodation for pedestrians, bicyclists or transit users.

Open Space

Parks and public open spaces are few within suburban neighborhoods; as with access to commercial goods and services, getting to a public recreation facility requires driving.

Corridors

Corridors in suburban neighborhoods tend to emphasize vehicular mobility with multiple travel lanes, high speeds, turn lanes, and little pedestrian, bicycle and transit accommodation.

Along many corridors, low-intensity strip development exists with large spaces between buildings and large amounts of parking. Large-scale commercial centers are often situated along or located at intersections of these corridors.

Design principles:

- New development should incorporate urban neighborhood principles rather than replicate suburban principles.
- Commercial centers should incorporate complementary residential uses, parcel development along street frontages, public open space for community gathering, reduced surface parking areas with landscaping throughout, well defined driveways (street-like feel), and pedestrian/bike access through the center.
- Commercial center connections into the surrounding communities should be strengthened to include pedestrian and bike accommodations.
- Industrial centers should maximize site development with buildings developed along street frontage, address the street with entrances, etc. All loading and outdoor activity should be subordinate to the principal building and attractively screened. Parking and loading areas should be attractively landscaped.
  » Outdoor storage and activity should be attractively shielded from street and surrounding properties
  » Avoid excessive lighting
  » Vehicular entrances to property should be defined
  » Parking and loading areas should have trees along street frontages.
- Overall street improvements within suburban neighborhoods should focus on greater vehicular connection, pedestrian amenities, and reduction of pavement width.
- Corridor improvements within suburban neighborhoods should focus on streetscape enhancements with greater pedestrian, bicycle, and mass transit amenities.
Natural Areas

These areas are mostly publicly controlled spaces or privately owned land permanently protected by conservation easements. Some are maintained as open space with grass cover but most acreage is forested in a more-or-less natural state. These natural areas often contain environmentally sensitive features like waterways, flood plains, scenic viewsheds, or steep slopes.

Characteristics:

- Expanses of forest or grassland
- Mostly undeveloped
- Land uses limited to recreation or agriculture.
- Low connectivity
- What few buildings and structures exist are limited to civic uses
- Access through natural areas are via multiple use paths, trail, and fire roads (paved and unpaved)
- Informal landscaping

Design principles:

- The proximity of adjoining Character Districts will influence the design of the edges of this area and the access to the area.
- Development should complement the natural context.
- Many acres of grass turf areas in parks are unused and should be converted to forest.
- Landscaping is informal and new plantings use native species in a manner that compliments the natural environment.
- Artificial lighting is very limited and focused toward the localized need for it.
- Pedestrian and bicycle connectivity should be high.
- Parking areas should be limited in number, small, and should blend into the natural environment. Generally parking surfaces should incorporate permeable paving materials.
Future Land Use

The future land use element of this plan identifies twelve general categories of activities that are carried out within the City. This element also contains a map of future land use designations that incorporates the land use mapping of neighborhood and area plans. Neighborhood and area plans are the vehicle for studying land use in detail, down to each individual property. Subsequent neighborhood plans will use these designations for consistency. Each neighborhood is unique, with its own development patterns and needs, so neighborhood and area plans will address how these broad categories apply in those contexts.

**Land Use Categories**

- General Residential
- Mixed Residential
- Mixed Use
- Neighborhood Commercial
- Commercial Corridor
- Downtown
- Large Center
- Institutional and Community
- Natural Areas, Open Space, Recreation
- Industrial-Commercial Flex
- Industrial
- Special Planning Area

**Implementing the Land Use Plan**

The principal tool for implementing the land use plan is the zoning code. The zoning code consists of two parts that work hand-in-hand: one is a set of written regulations and the other is a map that designates zoning districts throughout the City. No immediate changes to the City's zoning map are proposed as part of this broad land use plan. As neighborhood and area plans are developed, it is expected that strategic map changes could be made to implement those plans.

General policy changes recommended by this plan, such as requirements for site development and how certain land uses are regulated, are implemented through changes in the text of the zoning code. The zoning code is updated fairly frequently—18 times in 15 years—to reflect evolving ideas and needs. Conceptually, planning staff seeks to provide just enough guidance to produce desired results of compatibility and good urban design. Amendments usually remove unnecessary or ineffective regulations in order to make it easier to develop sites or start a business. Indeed, through constant improvements, the zoning code is simpler and more streamlined in 2020 than it was in 2005. Other code changes will be made to address needs identified in special topic plans, such as housing studies, or economic development plans, or other observed development trends or community needs that need to be addressed.
Like most states, Virginia mandates that each locality adopt a 20 year comprehensive plan. Typically conceived as a single document, the Code of Virginia spells out what comprehensive plans are required to address. Given the complexities of a city, an ongoing program of city planning is needed to support development of meaningful policies that focus on specific topics like parks or focus on the needs of each community. Moreover, multiple plans are needed to address the full range of issues while properly engaging communities in the planning process.

Roanoke has a framework where many plans are adopted as components of the comprehensive plan. Vision 2001-2020 served as “umbrella” plan for all other planning documents. Despite being one of many documents, Vision 2001-2020 was generically referred to as the comprehensive plan.

Since Vision 2001-2020 was adopted, over 40 other plans were adopted as components of the comprehensive plan. Functional plans focus on specific civic infrastructure or specific aspects of community development. Community Plans that focus on different geographic areas have been adopted for every part of the city. Many of these plans will be carried forward with this plan and will be updated as needed.

Going forward, Roanoke should employ a framework of three volumes that comprise the comprehensive plan, with Volume I as the overall comprehensive plan document, Volume II as the body of functional plans, and Volume III as the collection of community plans. City Plan 2040 – the Volume I General Plan – is oriented toward broad policy with some strategies and actions suggested. Volume II and III plans are more strategic in that they should interpret how broad principles and general policies are implemented at the functional and neighborhood levels.

On the heels of adopting this plan, there is a need to start updating the Volume II and Volume III components with a goal of completing updates by 2030.
The following plans will be carried forward with the adoption of City Plan 2040:

**Volume II- Functional Plans**

<table>
<thead>
<tr>
<th>Plan</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts and Cultural Plan</td>
<td>2011</td>
</tr>
<tr>
<td>Citywide Brownfield Redevelopment Plan</td>
<td>2008</td>
</tr>
<tr>
<td>Downtown Roanoke 2017</td>
<td>2017</td>
</tr>
<tr>
<td>Parks and Recreation Master Plan</td>
<td>2019</td>
</tr>
<tr>
<td>Roanoke Valley Conceptual Greenway Plan</td>
<td>2018</td>
</tr>
<tr>
<td>Urban Forestry Plan</td>
<td>2003</td>
</tr>
<tr>
<td>Wireless Telecommunication Policy</td>
<td>2016</td>
</tr>
</tbody>
</table>

**Volume III- Community Plans**

<table>
<thead>
<tr>
<th>Plan</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belmont-Fallon Neighborhood Plan</td>
<td>2003</td>
</tr>
<tr>
<td>Countryside Master Plan</td>
<td>2011</td>
</tr>
<tr>
<td>Evans Spring Area Plan</td>
<td>2012</td>
</tr>
<tr>
<td>Fairland/Villa Heights Neighborhood Plan</td>
<td>2005</td>
</tr>
<tr>
<td>Franklin Road/Colonial Avenue Area Plan</td>
<td>2004</td>
</tr>
<tr>
<td>Gainsboro Neighborhood Plan</td>
<td>2003</td>
</tr>
<tr>
<td>Garden City Neighborhood Plan</td>
<td>2005</td>
</tr>
<tr>
<td>Gilmer Neighborhood Plan</td>
<td>2004</td>
</tr>
<tr>
<td>Grandin Court Neighborhood Plan</td>
<td>2005</td>
</tr>
<tr>
<td>Greater Deyerle Neighborhood Plan</td>
<td>2006</td>
</tr>
<tr>
<td>Greater Raleigh Court Neighborhood Plan</td>
<td>2007</td>
</tr>
<tr>
<td>Harrison &amp; Washington Park Neighborhood Plan</td>
<td>2003</td>
</tr>
<tr>
<td>Hollins/Wildwood Area Plan</td>
<td>2005</td>
</tr>
<tr>
<td>Hurt Park/Mountain View/West End Neighborhood Plan</td>
<td>2003</td>
</tr>
<tr>
<td>Loudon-Melrose/Shenandoah West Neighborhood Plan</td>
<td>2010</td>
</tr>
<tr>
<td>Melrose-Rugby Neighborhood Plan</td>
<td>2010</td>
</tr>
<tr>
<td>Mill Mountain Park Management Plan</td>
<td>2006</td>
</tr>
<tr>
<td>Morningside/Kenwood/Riverdale Neighborhood Plan</td>
<td>2003</td>
</tr>
<tr>
<td>Mountain View/Norwich Corridor Plan</td>
<td>2008</td>
</tr>
<tr>
<td>Norwich Neighborhood Plan</td>
<td>2003</td>
</tr>
<tr>
<td>Old Southwest Neighborhood Plan</td>
<td>2009</td>
</tr>
<tr>
<td>Peters Creek North Neighborhood Plan</td>
<td>2002</td>
</tr>
<tr>
<td>Peters Creek South Neighborhood Plan</td>
<td>2005</td>
</tr>
<tr>
<td>Riverland/Walnut Hill Neighborhood Plan</td>
<td>2004</td>
</tr>
<tr>
<td>South Jefferson Redevelopment Area</td>
<td>2012</td>
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<tr>
<td>South Roanoke Neighborhood Plan</td>
<td>2008</td>
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<tr>
<td>Southern Hills Neighborhood Plan</td>
<td>2002</td>
</tr>
<tr>
<td>Wasena Neighborhood Plan</td>
<td>2003</td>
</tr>
<tr>
<td>Williamson Road Area Plan</td>
<td>2004</td>
</tr>
</tbody>
</table>
FY2021 – 2022
ADOPTED BUDGET
City of Roanoke, VA
FINANCIAL SUMMARY

REVENUES
$307,630,000

- General Property Taxes
  $131,063,211
  42.60%

- Other Local Taxes
  $78,955,500
  25.67%

- Fines & Forfeitures
  $1,035,500
  0.34%

- Revenue-Use of Money/Property
  $548,500
  0.18%

- Charges for Current Services
  $17,898,655
  5.82%

- Intergovernmental Revenue-State/Federal
  $75,981,798
  24.70%

- Permits, Fees & Licenses
  $1,119,300
  0.36%

- Miscellaneous
  $962,236
  0.31%

EXPENDITURES (by Priority)
$307,630,000

- Education
  $87,819,399
  28.55%

- Education
  $87,819,399
  28.55%

- Good Government
  $21,442,185
  6.97%

- Human Services
  $43,610,524
  14.18%

- Infrastructure
  $28,424,931
  9.24%

- Livability
  $19,210,050
  6.24%

- Community Safety
  $73,034,205
  23.74%

- Economy
  $5,028,132
  1.63%

- Non-Departmental
  $29,060,574
  9.45%
## FINANCIAL SUMMARY

### REVENUE & EXPENDITURE SUMMARY

#### REVENUE

<table>
<thead>
<tr>
<th>General Fund</th>
<th>Adopted Budget FY 2020-21</th>
<th>Adopted Budget FY 2021-22</th>
<th>Dollar Increase</th>
<th>Percent Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Property Taxes</td>
<td>$125,938,851</td>
<td>$131,063,211</td>
<td>$5,124,360</td>
<td>4.1%</td>
</tr>
<tr>
<td>Other Local Taxes</td>
<td>$75,798,117</td>
<td>$78,955,500</td>
<td>$3,157,383</td>
<td>4.2%</td>
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<tr>
<td>Fines &amp; Forfeitures</td>
<td>$1,019,200</td>
<td>$1,035,500</td>
<td>$16,300</td>
<td>1.6%</td>
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<tr>
<td>Revenue-Use of Money/Property</td>
<td>$466,000</td>
<td>$548,500</td>
<td>$82,500</td>
<td>17.7%</td>
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<tr>
<td>Charges for Current Services</td>
<td>$17,080,564</td>
<td>$17,898,655</td>
<td>$818,091</td>
<td>4.8%</td>
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<tr>
<td>Intergovernmental Revenue-State/Federal</td>
<td>$75,926,839</td>
<td>$75,981,798</td>
<td>$54,959</td>
<td>0.1%</td>
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<tr>
<td>Permits, Fees &amp; Licenses</td>
<td>$1,024,800</td>
<td>$1,119,300</td>
<td>$94,500</td>
<td>9.2%</td>
</tr>
<tr>
<td>Miscellaneous Revenue</td>
<td>$810,629</td>
<td>$962,236</td>
<td>$151,607</td>
<td>18.7%</td>
</tr>
</tbody>
</table>

**Operating**

**TOTAL - GENERAL FUND**

| | $298,065,000 | $307,630,000 | $9,565,000 | 3.2% |

#### PROPRIETARY FUNDS

**Enterprise Funds**

<table>
<thead>
<tr>
<th>Fund</th>
<th>Adopted Budget FY 2020-21</th>
<th>Adopted Budget FY 2021-22</th>
<th>Dollar Increase</th>
<th>Percent Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stormwater Utility Fund</td>
<td>$6,158,022</td>
<td>$6,160,000</td>
<td>$1,978</td>
<td>0.0%</td>
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<tr>
<td>Civic Facilities Fund</td>
<td>$12,666,772</td>
<td>$10,609,789</td>
<td>$(2,056,983)</td>
<td>(16.2)%</td>
</tr>
<tr>
<td>Parking Fund</td>
<td>$3,785,000</td>
<td>$3,096,000</td>
<td>$(689,000)</td>
<td>(18.2)%</td>
</tr>
</tbody>
</table>

**SUBTOTAL - ENTERPRISE FUNDS**

| | $22,609,794 | $19,865,789 | $(2,744,005) | (12.1)% |

**Internal Service Funds**

<table>
<thead>
<tr>
<th>Fund</th>
<th>Adopted Budget FY 2020-21</th>
<th>Adopted Budget FY 2021-22</th>
<th>Dollar Increase</th>
<th>Percent Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Management Fund</td>
<td>$18,296,337</td>
<td>$18,296,337</td>
<td>$-</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

**SUBTOTAL - INTERNAL SERVICE FUNDS**

| | $18,296,337 | $18,296,337 | $- | 0.0% |

**TOTAL - PROPRIETARY FUNDS**

| | $40,906,131 | $38,162,126 | $(2,744,005) | (6.7)% |

#### SCHOOL FUND *

<table>
<thead>
<tr>
<th>Fund</th>
<th>Adopted Budget FY 2020-21</th>
<th>Adopted Budget FY 2021-22</th>
<th>Dollar Increase</th>
<th>Percent Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roanoke City Public Schools</td>
<td>$193,668,804</td>
<td>$212,000,000</td>
<td>$18,331,196</td>
<td>9.5%</td>
</tr>
</tbody>
</table>

* School Fund includes the School General Fund and the School Food Services Fund.
The School's budget details are outside the scope of this document. To view the School's budget please visit [https://www.rcps.info/departments/administrative_departments/accounting/budget](https://www.rcps.info/departments/administrative_departments/accounting/budget)
## FINANCIAL SUMMARY

### EXPENDITURES

<table>
<thead>
<tr>
<th>GENERAL FUND</th>
<th>ADOPTED BUDGET FY 2020-21</th>
<th>ADOPTED BUDGET FY 2021-22</th>
<th>DOLLAR INCREASE</th>
<th>PERCENT INCREASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Safety</td>
<td>$72,746,657</td>
<td>$73,034,205</td>
<td>$287,548</td>
<td>0.4%</td>
</tr>
<tr>
<td>Economy</td>
<td>4,276,891</td>
<td>5,028,132</td>
<td>751,241</td>
<td>17.6%</td>
</tr>
<tr>
<td>Education</td>
<td>84,785,185</td>
<td>87,819,399</td>
<td>3,034,214</td>
<td>3.6%</td>
</tr>
<tr>
<td>Good Government</td>
<td>20,307,418</td>
<td>21,442,185</td>
<td>1,134,767</td>
<td>5.6%</td>
</tr>
<tr>
<td>Human Services</td>
<td>43,489,966</td>
<td>43,610,524</td>
<td>120,558</td>
<td>0.3%</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>28,330,917</td>
<td>28,424,931</td>
<td>94,014</td>
<td>0.3%</td>
</tr>
<tr>
<td>Livability</td>
<td>18,569,928</td>
<td>19,210,050</td>
<td>640,122</td>
<td>3.4%</td>
</tr>
<tr>
<td>Non-Departmental</td>
<td>25,558,038</td>
<td>29,060,574</td>
<td>3,502,536</td>
<td>13.7%</td>
</tr>
<tr>
<td><strong>TOTAL - GENERAL FUND</strong></td>
<td><strong>$298,065,000</strong></td>
<td><strong>$307,630,000</strong></td>
<td><strong>$9,565,000</strong></td>
<td><strong>3.2%</strong></td>
</tr>
</tbody>
</table>

### PROPRIETARY FUNDS

**Enterprise Funds:**

<table>
<thead>
<tr>
<th>Fund</th>
<th>ADOPTED BUDGET FY 2020-21</th>
<th>ADOPTED BUDGET FY 2021-22</th>
<th>DOLLAR INCREASE</th>
<th>PERCENT INCREASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stormwater Utility Fund</td>
<td>$6,158,022</td>
<td>$6,160,000</td>
<td>$1,978</td>
<td>0.0%</td>
</tr>
<tr>
<td>Civic Facilities Fund</td>
<td>12,666,772</td>
<td>10,609,789</td>
<td>(2,056,983)</td>
<td>(16.2)%</td>
</tr>
<tr>
<td>Parking Fund</td>
<td>3,785,000</td>
<td>3,096,000</td>
<td>(689,000)</td>
<td>(18.2)%</td>
</tr>
<tr>
<td><strong>SUBTOTAL - ENTERPRISE FUNDS</strong></td>
<td><strong>$22,609,794</strong></td>
<td><strong>$19,865,789</strong></td>
<td><strong>(2,744,005)</strong></td>
<td><strong>(12.1)%</strong></td>
</tr>
</tbody>
</table>

**Internal Service Funds:**

<table>
<thead>
<tr>
<th>Fund</th>
<th>ADOPTED BUDGET FY 2020-21</th>
<th>ADOPTED BUDGET FY 2021-22</th>
<th>DOLLAR INCREASE</th>
<th>PERCENT INCREASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Management Fund</td>
<td>$18,296,337</td>
<td>$18,296,337</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>SUBTOTAL - INTERNAL SERVICE FUNDS</strong></td>
<td><strong>$18,296,337</strong></td>
<td><strong>$18,296,337</strong></td>
<td><strong>-</strong></td>
<td><strong>0.0%</strong></td>
</tr>
</tbody>
</table>

**TOTAL - PROPRIETARY FUNDS** | **$40,906,131** | **$38,162,126** | **(2,744,005)** | **(6.7)%** |

### SCHOOL FUND

<table>
<thead>
<tr>
<th>School</th>
<th>ADOPTED BUDGET FY 2020-21</th>
<th>ADOPTED BUDGET FY 2021-22</th>
<th>DOLLAR INCREASE</th>
<th>PERCENT INCREASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roanoke City Public Schools</td>
<td>$193,668,804</td>
<td>$202,000,000</td>
<td>$8,331,196</td>
<td>4.3%</td>
</tr>
</tbody>
</table>

*School Fund includes the School General Fund and the School Food Services Fund.
The School's budget details are outside the scope of this document. To view the School's budget please visit https://www.rcps.info/departments/administrative_departments/accounting/budget
## REVENUE

### GENERAL FUND

#### GENERAL PROPERTY TAXES:

<table>
<thead>
<tr>
<th>Category/Program</th>
<th>FY 2018-19</th>
<th>FY 2019-20</th>
<th>FY 2020-21</th>
<th>FY 2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Real Estate Tax</td>
<td>$85,587,303</td>
<td>$88,595,881</td>
<td>$90,685,562</td>
<td>$94,669,000</td>
</tr>
<tr>
<td>Delinquent Real Estate Tax</td>
<td>1,905,754</td>
<td>1,668,216</td>
<td>1,800,000</td>
<td>1,800,000</td>
</tr>
<tr>
<td>Downtown District Tax - Current</td>
<td>638,701</td>
<td>670,768</td>
<td>600,000</td>
<td>650,000</td>
</tr>
<tr>
<td>Downtown District Tax - Delinquent</td>
<td>8,064</td>
<td>6,170</td>
<td>4,000</td>
<td>6,000</td>
</tr>
<tr>
<td>Williamson Road District Tax - Current</td>
<td>103,116</td>
<td>106,512</td>
<td>100,000</td>
<td>261,511</td>
</tr>
<tr>
<td>Williamson Road District Tax - Delinquent</td>
<td>2,639</td>
<td>1,629</td>
<td>1,800</td>
<td>1,700</td>
</tr>
<tr>
<td>Current Year Personal Property</td>
<td>23,338,381</td>
<td>23,928,478</td>
<td>23,683,489</td>
<td>24,750,000</td>
</tr>
<tr>
<td>Short-Term Rental Tax</td>
<td>169,059</td>
<td>183,149</td>
<td>150,000</td>
<td>150,000</td>
</tr>
<tr>
<td>Delinquent Personal Property Tax</td>
<td>1,178,876</td>
<td>1,101,126</td>
<td>1,000,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Interest Paid on PP Refunds</td>
<td>(16,481)</td>
<td>(19,704)</td>
<td>(15,000)</td>
<td>(15,000)</td>
</tr>
<tr>
<td>Public Service Corporations</td>
<td>2,677,072</td>
<td>2,798,327</td>
<td>3,000,000</td>
<td>2,745,000</td>
</tr>
<tr>
<td>Downtown District Public Service</td>
<td>20,179</td>
<td>21,274</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Delinquent Public Service - Real Property</td>
<td>18,675</td>
<td>1,586</td>
<td>19,000</td>
<td>(19,000)</td>
</tr>
<tr>
<td>Public Service Corporations - Personal Property</td>
<td>3,037,084</td>
<td>3,158,683</td>
<td>3,000,000</td>
<td>3,000,000</td>
</tr>
<tr>
<td>Delinquent Public Service - Personal Property</td>
<td>9,126</td>
<td>(70)</td>
<td>10,000</td>
<td>(10,000)</td>
</tr>
<tr>
<td>Penalties and Interest</td>
<td>2,081,321</td>
<td>2,058,803</td>
<td>1,880,000</td>
<td>1,925,000</td>
</tr>
</tbody>
</table>

Total - General Property Taxes: $120,758,870, $124,280,901, $125,938,851, $131,063,211, $5,124,360

#### OTHER LOCAL TAXES:

<table>
<thead>
<tr>
<th>Tax</th>
<th>FY 2018-19</th>
<th>FY 2019-20</th>
<th>FY 2020-21</th>
<th>FY 2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Tax 1%</td>
<td>$22,389,378</td>
<td>$22,191,888</td>
<td>$21,146,000</td>
<td>$22,800,000</td>
</tr>
<tr>
<td>Utility Consumer Tax</td>
<td>9,579,846</td>
<td>9,271,091</td>
<td>9,000,000</td>
<td>9,400,000</td>
</tr>
<tr>
<td>Cigarette Tax</td>
<td>2,108,127</td>
<td>1,969,011</td>
<td>2,000,000</td>
<td>1,900,000</td>
</tr>
<tr>
<td>Recordation and Probate Tax</td>
<td>1,122,549</td>
<td>1,350,270</td>
<td>1,160,000</td>
<td>1,160,000</td>
</tr>
<tr>
<td>Business and Occupational Licenses</td>
<td>14,374,602</td>
<td>15,266,289</td>
<td>14,157,000</td>
<td>15,085,000</td>
</tr>
<tr>
<td>Transient Room Tax</td>
<td>4,784,182</td>
<td>3,679,863</td>
<td>1,119,519</td>
<td>2,950,000</td>
</tr>
<tr>
<td>Admissions Tax</td>
<td>972,422</td>
<td>708,614</td>
<td>50,174</td>
<td>765,000</td>
</tr>
<tr>
<td>Motor Vehicle License</td>
<td>2,914,811</td>
<td>2,630,898</td>
<td>2,900,000</td>
<td>2,900,000</td>
</tr>
<tr>
<td>Franchise Taxes</td>
<td>403,332</td>
<td>399,756</td>
<td>98,406</td>
<td>370,500</td>
</tr>
<tr>
<td>Prepared Foods &amp; Beverage Tax</td>
<td>17,335,630</td>
<td>15,545,216</td>
<td>14,945,000</td>
<td>15,100,000</td>
</tr>
<tr>
<td>Bank Franchise Tax</td>
<td>1,677,904</td>
<td>1,249,767</td>
<td>1,700,000</td>
<td>1,700,000</td>
</tr>
<tr>
<td>Telecommunications Tax</td>
<td>5,897,696</td>
<td>5,763,219</td>
<td>5,700,000</td>
<td>4,900,000</td>
</tr>
<tr>
<td>Game Distributors Taxes</td>
<td>-</td>
<td>143,568</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Total - Other Local Taxes: $83,560,480, $80,025,702, $75,798,117, $78,955,500, $3,157,383

#### PERMITS, FEES & LICENSES:

<table>
<thead>
<tr>
<th>Permit, Fee, License</th>
<th>FY 2018-19</th>
<th>FY 2019-20</th>
<th>FY 2020-21</th>
<th>FY 2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dog Licenses</td>
<td>27,688</td>
<td>25,939</td>
<td>22,487</td>
<td>30,000</td>
</tr>
<tr>
<td>Title/Advert/Legal Fees</td>
<td>36,118</td>
<td>21,527</td>
<td>12,860</td>
<td>10,000</td>
</tr>
<tr>
<td>Fast Track Right of Way Permits</td>
<td>39,805</td>
<td>42,750</td>
<td>23,616</td>
<td>25,000</td>
</tr>
<tr>
<td>Dangerous Dog State Collection</td>
<td>215</td>
<td>130</td>
<td>775</td>
<td>-</td>
</tr>
<tr>
<td>Permits and Fees</td>
<td>1,051,250</td>
<td>1,096,330</td>
<td>492,802</td>
<td>959,800</td>
</tr>
<tr>
<td>Collection Fees</td>
<td>27,459</td>
<td>15,717</td>
<td>12,011</td>
<td>20,000</td>
</tr>
</tbody>
</table>

Total - Permits, Fees & Licenses: $1,182,536, $1,202,393, $564,552, $1,044,800, $1,139,300, $94,500

Table of Contents
## REVENUE

<table>
<thead>
<tr>
<th>CATEGORY/PROGRAM</th>
<th>ACTUAL REVENUES FY 2018-19</th>
<th>ACTUAL REVENUES FY 2019-20</th>
<th>ACTUAL REVENUES As of 12/31/2020</th>
<th>ADOPTED BUDGET FY 2020-21</th>
<th>ADOPTED BUDGET FY 2021-22</th>
<th>INCREASE/DECREASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL FUND (Continued)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FINES AND FORFEITURES:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General District Court</td>
<td>$549</td>
<td>$54</td>
<td>$136</td>
<td>$200</td>
<td>$500</td>
<td>$300</td>
</tr>
<tr>
<td>Circuit Court</td>
<td>350,233</td>
<td>226,168</td>
<td>51,085</td>
<td>270,000</td>
<td>270,000</td>
<td>-</td>
</tr>
<tr>
<td>Court Judgment Collection Fees</td>
<td>97,577</td>
<td>43,454</td>
<td>17,302</td>
<td>100,000</td>
<td>100,000</td>
<td>-</td>
</tr>
<tr>
<td>Circuit Court Judge Collection Fees</td>
<td>50,966</td>
<td>39,730</td>
<td>14,383</td>
<td>45,000</td>
<td>45,000</td>
<td>-</td>
</tr>
<tr>
<td>Commonwealth Collection Fees</td>
<td>7,109</td>
<td>1,651</td>
<td>680</td>
<td>5,000</td>
<td>2,000</td>
<td>(3,000)</td>
</tr>
<tr>
<td>Local Training Academy Fee</td>
<td>66,023</td>
<td>46,443</td>
<td>10,123</td>
<td>60,000</td>
<td>50,000</td>
<td>(10,000)</td>
</tr>
<tr>
<td>Collection Fees</td>
<td>579,014</td>
<td>604,341</td>
<td>195,587</td>
<td>504,000</td>
<td>538,000</td>
<td>34,000</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>31,534</td>
<td>29,253</td>
<td>13,986</td>
<td>35,000</td>
<td>30,000</td>
<td>(5,000)</td>
</tr>
<tr>
<td><strong>TOTAL - FINES AND FORFEITURES</strong></td>
<td><strong>$1,183,005</strong></td>
<td><strong>$991,185</strong></td>
<td><strong>$303,283</strong></td>
<td><strong>$1,019,200</strong></td>
<td><strong>$1,035,500</strong></td>
<td><strong>$16,300</strong></td>
</tr>
<tr>
<td>REVENUE FROM USE OF MONEY &amp; PROPERTY:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest on Investments</td>
<td>113,018</td>
<td>(63,255)</td>
<td>20,594</td>
<td>50,000</td>
<td>50,000</td>
<td>-</td>
</tr>
<tr>
<td>Interest Inc-Budget Stabilization</td>
<td>673,555</td>
<td>450,043</td>
<td>32,513</td>
<td>175,000</td>
<td>300,000</td>
<td>125,000</td>
</tr>
<tr>
<td>Rental of Miscellaneous Property</td>
<td>279,409</td>
<td>137,561</td>
<td>48,890</td>
<td>221,000</td>
<td>178,500</td>
<td>(42,500)</td>
</tr>
<tr>
<td><strong>TOTAL - REVENUE FROM USE OF MONEY &amp; PROPERTY</strong></td>
<td><strong>$1,065,982</strong></td>
<td><strong>$524,348</strong></td>
<td><strong>$101,998</strong></td>
<td><strong>$446,000</strong></td>
<td><strong>$528,500</strong></td>
<td><strong>$82,500</strong></td>
</tr>
<tr>
<td>INTERGOVERNMENTAL REVENUES:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants in Aid Commonwealth:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Categorical Aid</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Personal Property - State Share</td>
<td>$8,942,207</td>
<td>$8,075,992</td>
<td>$65,534</td>
<td>$8,076,000</td>
<td>$8,075,992</td>
<td>(8)</td>
</tr>
<tr>
<td>Recordation Tax from State</td>
<td>263,742</td>
<td>197,128</td>
<td>-</td>
<td>250,000</td>
<td>-</td>
<td>(250,000)</td>
</tr>
<tr>
<td>Sales and Use Tax - Mobile Homes</td>
<td>5,790</td>
<td>3,254</td>
<td>750</td>
<td>4,000</td>
<td>3,200</td>
<td>(800)</td>
</tr>
<tr>
<td>Rolling Stock Tax</td>
<td>192,623</td>
<td>191,453</td>
<td>187,028</td>
<td>200,000</td>
<td>190,000</td>
<td>(10,000)</td>
</tr>
<tr>
<td>Rental Car Tax</td>
<td>1,002,649</td>
<td>869,225</td>
<td>320,924</td>
<td>1,000,000</td>
<td>870,000</td>
<td>(130,000)</td>
</tr>
<tr>
<td>Local Aid to Commonwealth</td>
<td>2,229</td>
<td>1,374</td>
<td>1,540</td>
<td>-</td>
<td>1,400</td>
<td>1,400</td>
</tr>
<tr>
<td><strong>Subtotal - Non-Categorical Aid</strong></td>
<td><strong>$10,409,240</strong></td>
<td><strong>$9,338,426</strong></td>
<td><strong>$575,776</strong></td>
<td><strong>$9,530,000</strong></td>
<td><strong>$9,140,592</strong></td>
<td><strong>(389,408)</strong></td>
</tr>
<tr>
<td>Shared Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commonwealth’s Attorney</td>
<td>$1,101,014</td>
<td>$1,144,753</td>
<td>$447,047</td>
<td>$1,048,624</td>
<td>$1,255,000</td>
<td>$206,376</td>
</tr>
<tr>
<td>Sheriff</td>
<td>7,321,351</td>
<td>8,051,657</td>
<td>3,136,441</td>
<td>7,800,000</td>
<td>8,315,000</td>
<td>515,000</td>
</tr>
<tr>
<td>Commissioner of the Revenue</td>
<td>275,260</td>
<td>295,963</td>
<td>119,352</td>
<td>280,000</td>
<td>320,000</td>
<td>40,000</td>
</tr>
<tr>
<td>Treasurer</td>
<td>279,058</td>
<td>301,503</td>
<td>123,145</td>
<td>300,000</td>
<td>325,000</td>
<td>25,000</td>
</tr>
<tr>
<td>Registrar</td>
<td>46,004</td>
<td>97,639</td>
<td>-</td>
<td>47,000</td>
<td>47,000</td>
<td>-</td>
</tr>
<tr>
<td>Clerk of Circuit Court</td>
<td>130,444</td>
<td>42,755</td>
<td>22,816</td>
<td>14,072</td>
<td>42,000</td>
<td>27,928</td>
</tr>
<tr>
<td><strong>Subtotal - Shared Expenses</strong></td>
<td><strong>$9,153,132</strong></td>
<td><strong>$9,934,272</strong></td>
<td><strong>$3,848,802</strong></td>
<td><strong>$9,489,696</strong></td>
<td><strong>$10,304,000</strong></td>
<td><strong>$814,304</strong></td>
</tr>
<tr>
<td>Social Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IV-E Foster Care</td>
<td>$2,444,136</td>
<td>$1,948,528</td>
<td>$853,347</td>
<td>$3,300,000</td>
<td>$2,300,000</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>IV-E Adoptions</td>
<td>7,440,971</td>
<td>8,055,094</td>
<td>3,642,582</td>
<td>6,800,000</td>
<td>6,800,000</td>
<td>-</td>
</tr>
<tr>
<td>Independent Living Grant</td>
<td>44,003</td>
<td>22,666</td>
<td>8,958</td>
<td>69,000</td>
<td>68,723</td>
<td>(277)</td>
</tr>
<tr>
<td>Aged, Blind &amp; Disabled</td>
<td>476,902</td>
<td>540,021</td>
<td>258,268</td>
<td>591,000</td>
<td>590,505</td>
<td>(495)</td>
</tr>
<tr>
<td>Aid to Dependent Children</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,500</td>
<td>2,500</td>
<td>-</td>
</tr>
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</table>
### GENERAL FUND (Continued)

#### INTERGOVERNMENTAL REVENUES: (Continued)

**Grants in Aid - Commonwealth**  
(Continued)

**Social Services:** (Continued)

<table>
<thead>
<tr>
<th>CATEGORY/PROGRAM</th>
<th>ACTUAL REVENUES FY 2018-19</th>
<th>ACTUAL REVENUES FY 2019-20</th>
<th>ACTUAL REVENUES As of 12/31/2020</th>
<th>ADOPTED BUDGET FY 2020-21</th>
<th>ADOPTED BUDGET FY 2021-22</th>
<th>INCREASE/(DECREASE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Administration</td>
<td>10,588,202</td>
<td>10,735,672</td>
<td>$4,927,065</td>
<td>10,794,640</td>
<td>10,987,548</td>
<td>$192,908</td>
</tr>
<tr>
<td>Refugee Program</td>
<td>5,203</td>
<td>4,533</td>
<td>1,072</td>
<td>33,000</td>
<td>23,000</td>
<td>(10,000)</td>
</tr>
<tr>
<td>Cost Allocation Plan</td>
<td>704,166</td>
<td>847,630</td>
<td>-</td>
<td>600,000</td>
<td>850,000</td>
<td>250,000</td>
</tr>
<tr>
<td>CSA - State Pool Allocation</td>
<td>7,359,240</td>
<td>8,525,878</td>
<td>264,938</td>
<td>8,500,000</td>
<td>8,950,276</td>
<td>450,276</td>
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<tr>
<td>CSA - State Administration</td>
<td>45,302</td>
<td>43,149</td>
<td>-</td>
<td>45,000</td>
<td>43,149</td>
<td>(1,851)</td>
</tr>
<tr>
<td>State Adoptions</td>
<td>1,021,834</td>
<td>900,117</td>
<td>333,049</td>
<td>1,200,000</td>
<td>1,200,000</td>
<td>-</td>
</tr>
<tr>
<td>Employment Services - VIEW</td>
<td>185,340</td>
<td>162,390</td>
<td>32,983</td>
<td>317,000</td>
<td>317,081</td>
<td>81</td>
</tr>
<tr>
<td>Employment Services-SNAPET</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>25,000</td>
<td>24,746</td>
<td>(254)</td>
</tr>
<tr>
<td>Family Preservation and Support</td>
<td>12,633</td>
<td>13,863</td>
<td>890</td>
<td>25,000</td>
<td>28,066</td>
<td>66</td>
</tr>
<tr>
<td>Adult Services</td>
<td>43,103</td>
<td>23,510</td>
<td>5,847</td>
<td>44,000</td>
<td>42,400</td>
<td>(1,600)</td>
</tr>
<tr>
<td>Respite Care</td>
<td>4,504</td>
<td>5,575</td>
<td>3,350</td>
<td>10,000</td>
<td>10,000</td>
<td>-</td>
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<tr>
<td>Safe and Stable Families</td>
<td>79,164</td>
<td>79,300</td>
<td>24,299</td>
<td>97,000</td>
<td>97,333</td>
<td>333</td>
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<tr>
<td>Foster Parent Training</td>
<td>15,504</td>
<td>9,684</td>
<td>1,998</td>
<td>16,000</td>
<td>16,300</td>
<td>300</td>
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<td>Adult Protective Services</td>
<td>10,774</td>
<td>8,793</td>
<td>1,150</td>
<td>17,000</td>
<td>16,985</td>
<td>(15)</td>
</tr>
<tr>
<td>Fostering Futures Foster Care Assistance</td>
<td>191,235</td>
<td>121,312</td>
<td>41,029</td>
<td>150,000</td>
<td>150,000</td>
<td>-</td>
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<tr>
<td>Child Welfare Substance Abuse</td>
<td>22,274</td>
<td>13,608</td>
<td>3,781</td>
<td>53,000</td>
<td>52,994</td>
<td>(6)</td>
</tr>
<tr>
<td>Auxiliary Grant Supportive Housing</td>
<td>52,678</td>
<td>50,530</td>
<td>33,280</td>
<td>66,400</td>
<td>66,400</td>
<td>-</td>
</tr>
<tr>
<td>KinGap Program</td>
<td>11,337</td>
<td>15,081</td>
<td>7,102</td>
<td>16,200</td>
<td>16,200</td>
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<tr>
<td><strong>Subtotal - Social Services</strong></td>
<td><strong>$30,758,507</strong></td>
<td><strong>$32,126,836</strong></td>
<td><strong>$10,444,989</strong></td>
<td><strong>$32,774,740</strong></td>
<td><strong>$32,654,206</strong></td>
<td><strong>($120,534)</strong></td>
</tr>
</tbody>
</table>

**Other Categorical Aid**

<table>
<thead>
<tr>
<th>CATEGORY/PROGRAM</th>
<th>ACTUAL REVENUES FY 2018-19</th>
<th>ACTUAL REVENUES FY 2019-20</th>
<th>ACTUAL REVENUES As of 12/31/2020</th>
<th>ADOPTED BUDGET FY 2020-21</th>
<th>ADOPTED BUDGET FY 2021-22</th>
<th>INCREASE/(DECREASE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Facilities Sales Tax Rebate</td>
<td>$478,442</td>
<td>$397,335</td>
<td>$38,801</td>
<td>$495,000</td>
<td>$495,000</td>
<td>$-</td>
</tr>
<tr>
<td>Street Maintenance</td>
<td>15,300,878</td>
<td>15,300,763</td>
<td>7,853,810</td>
<td>15,752,326</td>
<td>16,019,000</td>
<td>266,674</td>
</tr>
<tr>
<td>Jail Per Diem</td>
<td>507,842</td>
<td>87,307</td>
<td>14,990</td>
<td>700,000</td>
<td>150,000</td>
<td>(550,000)</td>
</tr>
<tr>
<td>E-911 Wireless</td>
<td>617,851</td>
<td>619,196</td>
<td>268,691</td>
<td>597,550</td>
<td>657,000</td>
<td>59,450</td>
</tr>
<tr>
<td>Library</td>
<td>160,995</td>
<td>168,876</td>
<td>87,262</td>
<td>166,669</td>
<td>165,000</td>
<td>(1,669)</td>
</tr>
<tr>
<td>Law Enforcement</td>
<td>5,715,240</td>
<td>5,938,132</td>
<td>2,969,066</td>
<td>5,945,000</td>
<td>5,945,000</td>
<td>-</td>
</tr>
<tr>
<td>State Fund for Train/Fire EMS</td>
<td>24,022</td>
<td>3,010</td>
<td>-</td>
<td>5,000</td>
<td>3,000</td>
<td>(2,000)</td>
</tr>
<tr>
<td>Spay &amp; Neuter Contributions</td>
<td>2,347</td>
<td>2,544</td>
<td>298</td>
<td>2,000</td>
<td>2,000</td>
<td>-</td>
</tr>
<tr>
<td>VJCCCA Programs</td>
<td>394,211</td>
<td>394,210</td>
<td>197,106</td>
<td>394,000</td>
<td>394,000</td>
<td>-</td>
</tr>
<tr>
<td>VDEM Disaster Reimbursement</td>
<td>-</td>
<td>12,219</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>911 Enhanced Emergency Comm Program</td>
<td>-</td>
<td>21,983</td>
<td>-</td>
<td>21,858</td>
<td>-</td>
<td>(21,858)</td>
</tr>
<tr>
<td>State Fund for Train/Police</td>
<td>1,245</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Subtotal - Other Categorical Aid</strong></td>
<td><strong>$23,203,073</strong></td>
<td><strong>$22,945,575</strong></td>
<td><strong>$11,430,025</strong></td>
<td><strong>$24,079,403</strong></td>
<td><strong>$23,830,000</strong></td>
<td><strong>($249,405)</strong></td>
</tr>
</tbody>
</table>

**SUBTOTAL - Grants in Aid - Commonwealth**  
$73,523,953  
$74,345,209  
$26,299,591  
$75,873,839  
$75,928,798  
$54,959
## REVENUE

### GENERAL FUND (Continued)

#### INTERGOVERNMENTAL REVENUES: (Continued)

<table>
<thead>
<tr>
<th>Grants in Aid - Federal Government</th>
<th>ACTUAL REVENUES</th>
<th>ACTUAL REVENUES</th>
<th>ACTUAL REVENUES</th>
<th>ADOPTED BUDGET</th>
<th>ADOPTED BUDGET</th>
<th>INCREASE/ (DECREASE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Management Assistance</td>
<td>$107,773</td>
<td>$74,669</td>
<td>-$</td>
<td>$53,000</td>
<td>$53,000</td>
<td>-$</td>
</tr>
<tr>
<td>Federal Forfeiture-DOJ</td>
<td>-</td>
<td>69,929</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>SUBTOTAL - Grants in Aid - Federal Government</strong></td>
<td><strong>$107,773</strong></td>
<td><strong>$144,598</strong></td>
<td>-$</td>
<td><strong>$53,000</strong></td>
<td><strong>$53,000</strong></td>
<td>-$</td>
</tr>
<tr>
<td><strong>TOTAL - INTERGOVERNMENTAL REVENUES</strong></td>
<td><strong>$73,631,726</strong></td>
<td><strong>$74,489,807</strong></td>
<td><strong>$26,299,591</strong></td>
<td><strong>$75,926,839</strong></td>
<td><strong>$75,981,798</strong></td>
<td><strong>$54,959</strong></td>
</tr>
</tbody>
</table>

#### CHARGES FOR CURRENT SERVICES:

<table>
<thead>
<tr>
<th>Service Type</th>
<th>ACTUAL REVENUES</th>
<th>ACTUAL REVENUES</th>
<th>ACTUAL REVENUES</th>
<th>ADOPTED BUDGET</th>
<th>ADOPTED BUDGET</th>
<th>INCREASE/ (DECREASE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Penalties and Interest</td>
<td>$3,010</td>
<td>$6</td>
<td>-$</td>
<td>$4,675</td>
<td>-$ (4,675)</td>
<td></td>
</tr>
<tr>
<td>Court Costs</td>
<td>1,174,948</td>
<td>1,037,405</td>
<td>385,513</td>
<td>1,237,500</td>
<td>1,211,500</td>
<td>(26,000)</td>
</tr>
<tr>
<td>Commonwealth’s Attorney Fees</td>
<td>10,112</td>
<td>7,099</td>
<td>3,075</td>
<td>9,000</td>
<td>9,000</td>
<td>-</td>
</tr>
<tr>
<td>Streets and Sidewalks</td>
<td>314</td>
<td>79</td>
<td>-</td>
<td>500</td>
<td>500</td>
<td>-</td>
</tr>
<tr>
<td>Sanitation Charges</td>
<td>3,666,669</td>
<td>3,748,825</td>
<td>1,851,844</td>
<td>3,624,500</td>
<td>4,127,197</td>
<td>502,697</td>
</tr>
<tr>
<td>Library Charges</td>
<td>209,503</td>
<td>139,360</td>
<td>36,794</td>
<td>176,000</td>
<td>150,500</td>
<td>(25,500)</td>
</tr>
<tr>
<td>Public Safety</td>
<td>5,338,218</td>
<td>5,201,618</td>
<td>2,082,759</td>
<td>4,875,268</td>
<td>5,242,025</td>
<td>366,757</td>
</tr>
<tr>
<td>Central Services</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>-</td>
</tr>
<tr>
<td>Interfund Services</td>
<td>3,247,459</td>
<td>2,967,707</td>
<td>1,217,035</td>
<td>3,522,121</td>
<td>3,392,480</td>
<td>(129,641)</td>
</tr>
<tr>
<td>Sheriff/Jail</td>
<td>1,992,624</td>
<td>2,197,964</td>
<td>798,669</td>
<td>2,070,000</td>
<td>2,109,800</td>
<td>39,800</td>
</tr>
<tr>
<td>Recreation Programs</td>
<td>179,600</td>
<td>124,463</td>
<td>19,358</td>
<td>265,000</td>
<td>157,000</td>
<td>(128,000)</td>
</tr>
<tr>
<td>Social Service Reimbursements</td>
<td>115,794</td>
<td>161,757</td>
<td>62,826</td>
<td>200,000</td>
<td>154,953</td>
<td>(45,047)</td>
</tr>
<tr>
<td>Global Spectrum</td>
<td>66,446</td>
<td>168,488</td>
<td>175,669</td>
<td>10,000</td>
<td>45,000</td>
<td>35,000</td>
</tr>
<tr>
<td>Athletics</td>
<td>42,165</td>
<td>19,310</td>
<td>5,340</td>
<td>41,000</td>
<td>40,000</td>
<td>(1,000)</td>
</tr>
<tr>
<td>Community Recreation</td>
<td>27,319</td>
<td>27,112</td>
<td>5,629</td>
<td>40,000</td>
<td>29,000</td>
<td>(11,000)</td>
</tr>
<tr>
<td>Park Programming</td>
<td>2,450</td>
<td>1,750</td>
<td>3,307</td>
<td>-</td>
<td>1,750</td>
<td>1,750</td>
</tr>
<tr>
<td>Outdoor Education</td>
<td>156,716</td>
<td>180,897</td>
<td>20,048</td>
<td>135,000</td>
<td>185,000</td>
<td>50,000</td>
</tr>
<tr>
<td>Sponsorships &amp; Development</td>
<td>(3,045)</td>
<td>(210)</td>
<td>-</td>
<td>9,000</td>
<td>- (9,000)</td>
<td></td>
</tr>
<tr>
<td>Fleet Management</td>
<td>412,734</td>
<td>540,123</td>
<td>85,538</td>
<td>275,000</td>
<td>431,500</td>
<td>156,500</td>
</tr>
<tr>
<td>Risk Management</td>
<td>95,714</td>
<td>96,344</td>
<td>48,172</td>
<td>-</td>
<td>96,000</td>
<td>96,000</td>
</tr>
<tr>
<td>Dept of Technology</td>
<td>163,872</td>
<td>142,870</td>
<td>71,952</td>
<td>166,000</td>
<td>140,750</td>
<td>(25,250)</td>
</tr>
</tbody>
</table>

**TOTAL - CHARGES FOR CURRENT SERVICES** | **$17,302,622** | **$17,162,967** | **$7,273,523** | **$17,080,564** | **$17,923,955** | **$843,391**


### GENERAL FUND (Continued)

#### MISCELLANEOUS:

**Operating:**

<table>
<thead>
<tr>
<th>Category/Program</th>
<th>FY 2018-19</th>
<th>FY 2019-20</th>
<th>FY 2020-21</th>
<th>FY 2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$679,685</td>
<td>$584,886</td>
<td>$109,094</td>
<td>$574,675</td>
</tr>
<tr>
<td>Grants and Donations</td>
<td>$44,389</td>
<td>$67,414</td>
<td>$13,668</td>
<td>$41,000</td>
</tr>
<tr>
<td>Sale of Property and Materials</td>
<td>$37,192</td>
<td>$105,407</td>
<td>$45,726</td>
<td>$50,000</td>
</tr>
<tr>
<td>Contributions</td>
<td>$1,127</td>
<td>$105,298</td>
<td>$23,028</td>
<td>$40,000</td>
</tr>
<tr>
<td>Naming Rights</td>
<td>$45,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal - Operating</strong></td>
<td>$807,394</td>
<td>$863,005</td>
<td>$191,517</td>
<td>$705,675</td>
</tr>
</tbody>
</table>

**Non-operating:**

<table>
<thead>
<tr>
<th>Category/Program</th>
<th>FY 2018-19</th>
<th>FY 2019-20</th>
<th>FY 2020-21</th>
<th>FY 2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfer from Other Funds</td>
<td>$684,230</td>
<td>$3,386,459</td>
<td>$226,464</td>
<td></td>
</tr>
<tr>
<td>Outside Third Parties</td>
<td></td>
<td>$16,956</td>
<td>$195,729</td>
<td>$296,561</td>
</tr>
<tr>
<td><strong>Subtotal - Non-operating</strong></td>
<td>$684,230</td>
<td>$3,403,415</td>
<td>$226,464</td>
<td>$296,561</td>
</tr>
</tbody>
</table>

**TOTAL - MISCELLANEOUS**

<table>
<thead>
<tr>
<th>FY 2018-19</th>
<th>FY 2019-20</th>
<th>FY 2020-21</th>
<th>FY 2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,491,624</td>
<td>$4,266,420</td>
<td>$417,981</td>
<td>$1,002,236</td>
</tr>
</tbody>
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**TOTAL - GENERAL FUND**

<table>
<thead>
<tr>
<th>FY 2018-19</th>
<th>FY 2019-20</th>
<th>FY 2020-21</th>
<th>FY 2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>$3,001,176,844</td>
<td>$3,029,433,724</td>
<td>$1,067,258,801</td>
<td>$298,065,000</td>
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</tbody>
</table>

**Note:** The City of Roanoke has estimated the year-end fund balance (see Page 149); however, these funds are not used as a revenue source for funding recurring operating expenditures (see Financial Policy Statements in the “Citizen's Guide” page 31).
## REVENUE

<table>
<thead>
<tr>
<th>CATEGORY/PROGRAM</th>
<th>FY 2018-19 Revenue</th>
<th>FY 2019-20 Revenue</th>
<th>As of 12/31/2020 Revenue</th>
<th>FY 2020-21 Budget</th>
<th>FY 2021-22 Budget</th>
<th>Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROPRIETARY FUNDS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ENTERPRISE FUNDS:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>STORMWATER UTILITY FUND:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Revenue:</td>
<td>$6,053,348</td>
<td>$6,160,617</td>
<td>$3,257,521</td>
<td>$6,158,022</td>
<td>$6,160,000</td>
<td>$1,978</td>
</tr>
<tr>
<td>Subtotal - Operating Revenue</td>
<td>$6,053,348</td>
<td>$6,160,617</td>
<td>$3,257,521</td>
<td>$6,158,022</td>
<td>$6,160,000</td>
<td>$1,978</td>
</tr>
<tr>
<td>Non-Operating Revenue:</td>
<td>$117,216</td>
<td>$82,650</td>
<td>$5,018</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Interest on Investments</td>
<td>$307,366</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Miscellaneous/Other</td>
<td>18,370</td>
<td>13,706</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Subtotal - Non-Operating Revenue</td>
<td>$442,952</td>
<td>$97,824</td>
<td>$37,518</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL - STORMWATER UTILITY FUND</td>
<td>$6,496,300</td>
<td>$6,258,441</td>
<td>$3,295,040</td>
<td>$6,158,022</td>
<td>$6,160,000</td>
<td>$1,978</td>
</tr>
<tr>
<td><strong>CIVIC FACILITIES FUND:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Revenue:</td>
<td>$30,160</td>
<td>$31,729</td>
<td>$845</td>
<td>$27,286</td>
<td>$22,151</td>
<td>$(5,135)</td>
</tr>
<tr>
<td>Revenue from use of Money/Property</td>
<td>7,150,627</td>
<td>7,236,304</td>
<td>502,220</td>
<td>10,370,659</td>
<td>8,236,438</td>
<td>$(2,134,221)</td>
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<tr>
<td>Subtotal - Operating Revenue</td>
<td>$7,180,788</td>
<td>$7,268,033</td>
<td>$503,065</td>
<td>$10,397,945</td>
<td>$8,258,589</td>
<td>$(2,139,356)</td>
</tr>
<tr>
<td>Non-Operating Revenue:</td>
<td>$(22,553)</td>
<td>$(16,404)</td>
<td>$(1,407)</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Interest on Investments</td>
<td>2,807,743</td>
<td>3,171,072</td>
<td>7,810</td>
<td>2,268,827</td>
<td>2,351,200</td>
<td>82,373</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>136</td>
<td>2,673</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Bond Premium Amortization</td>
<td>100,823</td>
<td>302,947</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Subtotal - Non-Operating Revenue</td>
<td>$2,866,149</td>
<td>$3,464,082</td>
<td>$6,403</td>
<td>$2,268,827</td>
<td>$2,351,200</td>
<td>$82,373</td>
</tr>
<tr>
<td>TOTAL - CIVIC FACILITIES FUND</td>
<td>$10,066,937</td>
<td>$10,732,116</td>
<td>$509,468</td>
<td>$12,666,772</td>
<td>$10,609,789</td>
<td>$(2,056,983)</td>
</tr>
</tbody>
</table>
## REVENUES

### PARKING FUND:

#### Operating Revenue:

<table>
<thead>
<tr>
<th>Category/Program</th>
<th>Actual Revenues FY 2018-19</th>
<th>Actual Revenues FY 2019-20</th>
<th>Actual Revenues As of 12/31/2020</th>
<th>Adopted Budget FY 2020-21</th>
<th>Adopted Budget FY 2021-22</th>
<th>Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking Violations-All Sites</td>
<td>$394,979</td>
<td>$318,209</td>
<td>$53,333</td>
<td>$284,462</td>
<td>$260,850</td>
<td>(23,612)</td>
</tr>
<tr>
<td>Market Parking Garage</td>
<td>602,279</td>
<td>634,498</td>
<td>255,739</td>
<td>518,500</td>
<td>517,000</td>
<td>(1,500)</td>
</tr>
<tr>
<td>Elmwood Park Parking Garage</td>
<td>667,168</td>
<td>771,458</td>
<td>406,215</td>
<td>840,000</td>
<td>420,000</td>
<td>(420,000)</td>
</tr>
<tr>
<td>Center In the Square Parking Garage</td>
<td>436,439</td>
<td>360,138</td>
<td>90,755</td>
<td>280,675</td>
<td>220,500</td>
<td>(60,175)</td>
</tr>
<tr>
<td>Church Avenue Parking Garage</td>
<td>718,996</td>
<td>874,281</td>
<td>280,107</td>
<td>755,493</td>
<td>663,359</td>
<td>(92,134)</td>
</tr>
<tr>
<td>Tower Parking Garage</td>
<td>533,466</td>
<td>556,849</td>
<td>179,031</td>
<td>469,000</td>
<td>392,600</td>
<td>(76,400)</td>
</tr>
<tr>
<td>Gainsboro Parking Garage</td>
<td>204,660</td>
<td>173,439</td>
<td>59,664</td>
<td>144,000</td>
<td>127,900</td>
<td>(16,100)</td>
</tr>
<tr>
<td>Campbell Parking Garage</td>
<td>200,816</td>
<td>239,185</td>
<td>113,838</td>
<td>221,000</td>
<td>216,000</td>
<td>(5,000)</td>
</tr>
<tr>
<td>Higher Ed Center Surface Lot</td>
<td>87,373</td>
<td>86,655</td>
<td>20,150</td>
<td>60,700</td>
<td>38,600</td>
<td>(22,100)</td>
</tr>
<tr>
<td>Market Surface Lot</td>
<td>52,062</td>
<td>49,144</td>
<td>21,150</td>
<td>35,900</td>
<td>33,900</td>
<td>(2,000)</td>
</tr>
<tr>
<td>Other Surface Lots</td>
<td>179,608</td>
<td>203,205</td>
<td>80,769</td>
<td>160,270</td>
<td>180,270</td>
<td>20,000</td>
</tr>
<tr>
<td>Parking Deposits</td>
<td>(7,569)</td>
<td>29,298</td>
<td>5,471</td>
<td>15,000</td>
<td>25,021</td>
<td>10,021</td>
</tr>
</tbody>
</table>

Subtotal - Operating Revenue $4,070,277 $4,296,359 $1,566,224 $3,785,000 $3,096,000 $689,000

#### Non-Operating Revenue:

<table>
<thead>
<tr>
<th>Category/Program</th>
<th>Actual Revenues FY 2018-19</th>
<th>Actual Revenues FY 2019-20</th>
<th>Actual Revenues As of 12/31/2020</th>
<th>Adopted Budget FY 2020-21</th>
<th>Adopted Budget FY 2021-22</th>
<th>Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest on Investments</td>
<td>$56,058</td>
<td>$41,972</td>
<td>$2,864</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>-</td>
<td>3,598</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Bond Premium Amort</td>
<td>72,363</td>
<td>180,113</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Subtotal - Non-Operating Revenue $128,421 $225,683 $2,864 $- $- $-

TOTAL - PARKING FUND $4,198,698 $4,522,042 $1,569,088 $3,785,000 $3,096,000 $689,000

### INTERNAL SERVICE FUNDS:

#### RISK MANAGEMENT FUND:

#### Operating Revenue:

<table>
<thead>
<tr>
<th>Category/Program</th>
<th>Actual Revenues FY 2018-19</th>
<th>Actual Revenues FY 2019-20</th>
<th>Actual Revenues As of 12/31/2020</th>
<th>Adopted Budget FY 2020-21</th>
<th>Adopted Budget FY 2021-22</th>
<th>Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>$16,455,569</td>
<td>$16,731,385</td>
<td>$8,424,219</td>
<td>$18,296,337</td>
<td>$18,296,337</td>
<td>-</td>
</tr>
</tbody>
</table>

Subtotal - Operating Revenue $16,455,569 $16,731,385 $8,424,219 $18,296,337 $18,296,337 -

#### Non-Operating Revenue:

<table>
<thead>
<tr>
<th>Category/Program</th>
<th>Actual Revenues FY 2018-19</th>
<th>Actual Revenues FY 2019-20</th>
<th>Actual Revenues As of 12/31/2020</th>
<th>Adopted Budget FY 2020-21</th>
<th>Adopted Budget FY 2021-22</th>
<th>Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest on Investments</td>
<td>$239,376</td>
<td>$142,513</td>
<td>$10,200</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>2,018,761</td>
<td>633,581</td>
<td>81,240</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Subtotal - Non-Operating Revenue $2,258,137 $776,094 $91,440 $- $- $-

TOTAL - RISK MANAGEMENT FUND $18,713,706 $17,507,478 $8,515,659 $18,296,337 $18,296,337 -
### EXPENDITURES

<table>
<thead>
<tr>
<th>CATEGORY/PROGRAM</th>
<th>ACTUAL EXPEND. FY 2018-19</th>
<th>ACTUAL EXPEND. FY 2019-20</th>
<th>ACTUAL EXPEND. As of 12/31/2020</th>
<th>ADOPTED BUDGET FY 2020-21</th>
<th>ADOPTED BUDGET FY 2021-22</th>
<th>INCREASE/DECREASE</th>
</tr>
</thead>
</table>
### GENERAL FUND

#### COMMUNITY DEVELOPMENT:

<table>
<thead>
<tr>
<th>Affiliations &amp; Contributions</th>
<th>$4,248,598</th>
<th>$3,704,862</th>
<th>$1,356,124</th>
<th>$2,651,378</th>
<th>$3,679,249</th>
<th>$1,027,871</th>
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</thead>
<tbody>
<tr>
<td>Economic Development</td>
<td>3,082,457</td>
<td>3,142,051</td>
<td>1,113,269</td>
<td>3,130,871</td>
<td>3,240,459</td>
<td>109,588</td>
</tr>
<tr>
<td>Neighborhood Services</td>
<td>1,064,628</td>
<td>1,173,300</td>
<td>523,641</td>
<td>1,147,166</td>
<td>1,175,266</td>
<td>28,100</td>
</tr>
<tr>
<td>Neighborhood Support</td>
<td>95,724</td>
<td>105,370</td>
<td>6,081</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Planning, Building &amp; Development</td>
<td>1,515,964</td>
<td>1,614,566</td>
<td>748,808</td>
<td>1,519,997</td>
<td>1,486,825</td>
<td>(33,172)</td>
</tr>
</tbody>
</table>

#### TOTAL - COMMUNITY DEVELOPMENT $10,007,370 $9,740,150 $3,747,923 $8,449,412 $9,581,799 $1,132,387

#### GENERAL GOVERNMENT ADMINISTRATION:

<table>
<thead>
<tr>
<th>Board of Equalization</th>
<th>$6,799</th>
<th>$5,437</th>
<th>$969</th>
<th>$8,501</th>
<th>$8,501</th>
<th>-</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citizen Engagement</td>
<td>79,367</td>
<td>120,575</td>
<td>141,705</td>
<td>573,886</td>
<td>586,813</td>
<td>12,927</td>
</tr>
<tr>
<td>City Attorney</td>
<td>978,809</td>
<td>1,078,654</td>
<td>523,475</td>
<td>1,034,765</td>
<td>1,001,450</td>
<td>(33,315)</td>
</tr>
<tr>
<td>City Clerk</td>
<td>480,437</td>
<td>467,048</td>
<td>188,476</td>
<td>493,126</td>
<td>440,207</td>
<td>409,909</td>
</tr>
<tr>
<td>City Council</td>
<td>248,074</td>
<td>255,413</td>
<td>523,475</td>
<td>1,034,765</td>
<td>1,001,450</td>
<td>(33,315)</td>
</tr>
<tr>
<td>City Manager</td>
<td>954,848</td>
<td>966,416</td>
<td>512,429</td>
<td>969,036</td>
<td>1,000,077</td>
<td>31,041</td>
</tr>
<tr>
<td>City Treasurer</td>
<td>1,709,608</td>
<td>1,927,312</td>
<td>955,497</td>
<td>2,050,530</td>
<td>2,100,103</td>
<td>49,573</td>
</tr>
<tr>
<td>Commissioner of the Revenue</td>
<td>1,453,968</td>
<td>1,502,760</td>
<td>699,694</td>
<td>1,561,279</td>
<td>102,196</td>
<td></td>
</tr>
<tr>
<td>E911/VA811 Shared Expenses</td>
<td>-</td>
<td>68,070</td>
<td>11,533</td>
<td>-</td>
<td>389,600</td>
<td>389,600</td>
</tr>
<tr>
<td>Electoral Board</td>
<td>429,628</td>
<td>451,064</td>
<td>499,769</td>
<td>633,585</td>
<td>1,077,574</td>
<td>443,989</td>
</tr>
<tr>
<td>Employee Health Services</td>
<td>822,818</td>
<td>811,152</td>
<td>340,449</td>
<td>854,821</td>
<td>876,166</td>
<td>23,345</td>
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<tr>
<td>Finance</td>
<td>2,114,965</td>
<td>2,169,102</td>
<td>1,222,158</td>
<td>2,295,724</td>
<td>2,295,724</td>
<td>42,552</td>
</tr>
<tr>
<td>General Services</td>
<td>193,406</td>
<td>241,986</td>
<td>119,540</td>
<td>236,208</td>
<td>261,882</td>
<td>23,674</td>
</tr>
<tr>
<td>Human Resources</td>
<td>1,554,511</td>
<td>1,569,178</td>
<td>720,830</td>
<td>1,713,493</td>
<td>136,801</td>
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</tr>
<tr>
<td>Management &amp; Budget</td>
<td>626,149</td>
<td>647,195</td>
<td>279,539</td>
<td>2,435,486</td>
<td>637,083</td>
<td>(1,798,403)</td>
</tr>
<tr>
<td>Municipal Auditing</td>
<td>802,834</td>
<td>836,283</td>
<td>425,582</td>
<td>844,368</td>
<td>870,577</td>
<td>26,209</td>
</tr>
<tr>
<td>Office of Communications</td>
<td>352,538</td>
<td>440,499</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Purchasing</td>
<td>529,054</td>
<td>619,807</td>
<td>333,724</td>
<td>574,521</td>
<td>615,419</td>
<td>40,898</td>
</tr>
<tr>
<td>Risk Operating</td>
<td>1,113,412</td>
<td>1,052,598</td>
<td>892,830</td>
<td>1,378,599</td>
<td>102,147</td>
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</tr>
<tr>
<td>Real Estate Valuation</td>
<td>1,222,293</td>
<td>1,252,164</td>
<td>588,614</td>
<td>1,270,432</td>
<td>23,092</td>
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</tr>
<tr>
<td>Technology Operating</td>
<td>3,654,563</td>
<td>3,651,137</td>
<td>2,084,750</td>
<td>4,606,330</td>
<td>142,147</td>
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<tr>
<td>Technology Capital Outlay</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,000,000</td>
<td>1,000,000</td>
<td>-</td>
</tr>
</tbody>
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#### TOTAL - GENERAL GOVERNMENT ADMINISTRATION $19,328,081 $20,133,852 $10,648,908 $24,241,929 $23,983,080 $258,849

#### HEALTH AND WELFARE:

<table>
<thead>
<tr>
<th>Children's Services Act</th>
<th>$11,455,711</th>
<th>$12,423,873</th>
<th>$3,321,141</th>
<th>$12,675,687</th>
<th>$13,805,687</th>
<th>$1,130,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Development Support</td>
<td>2,207,778</td>
<td>2,378,775</td>
<td>1,332,065</td>
<td>2,424,739</td>
<td>2,558,998</td>
<td>134,259</td>
</tr>
<tr>
<td>Human Service Agency Funding</td>
<td>427,764</td>
<td>425,000</td>
<td>200,750</td>
<td>430,000</td>
<td>430,000</td>
<td>-</td>
</tr>
<tr>
<td>Human Services Support</td>
<td>319,989</td>
<td>341,535</td>
<td>63,653</td>
<td>296,735</td>
<td>299,448</td>
<td>2,713</td>
</tr>
<tr>
<td>Social Services</td>
<td>25,149,219</td>
<td>25,413,743</td>
<td>12,139,500</td>
<td>26,673,930</td>
<td>25,954,619</td>
<td>(724,311)</td>
</tr>
</tbody>
</table>

#### TOTAL - HEALTH AND WELFARE $39,560,461 $40,982,926 $17,057,109 $42,506,091 $43,048,752 $542,661
<table>
<thead>
<tr>
<th>CATEGORY/PROGRAM</th>
<th>FY 2018-19 EXPEND.</th>
<th>ACTUAL FY 2019-20 EXPEND.</th>
<th>ACTUAL FY 2020-21 EXPEND.</th>
<th>ADOPTED FY 2020-21 BUDGET</th>
<th>ADOPTED FY 2021-22 BUDGET</th>
<th>INCREASE/DECREASE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GENERAL FUND (Continued)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JUDICIAL ADMINISTRATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Circuit Court</td>
<td>537,366 $</td>
<td>525,563 $</td>
<td>254,317 $</td>
<td>531,292 $</td>
<td>521,450 $</td>
<td>(9,842) $</td>
</tr>
<tr>
<td>Clerk of Circuit Court</td>
<td>1,687,766</td>
<td>1,565,260</td>
<td>812,682</td>
<td>1,763,030</td>
<td>1,834,877</td>
<td>71,847</td>
</tr>
<tr>
<td>Commonwealth's Attorney</td>
<td>1,829,937</td>
<td>1,906,894</td>
<td>882,774</td>
<td>1,740,947</td>
<td>1,932,402</td>
<td>191,455</td>
</tr>
<tr>
<td>Cost Collections Unit</td>
<td>179,028</td>
<td>86,415</td>
<td>43,753</td>
<td>86,350</td>
<td>87,768</td>
<td>1,418</td>
</tr>
<tr>
<td>General District Court</td>
<td>93,694</td>
<td>110,315</td>
<td>3,261</td>
<td>17,182</td>
<td>88,231</td>
<td>71,049</td>
</tr>
<tr>
<td>Juvenile &amp; Domestic Relations Court Services</td>
<td>799,053</td>
<td>1,055,240</td>
<td>450,736</td>
<td>1,154,512</td>
<td>1,169,168</td>
<td>14,656</td>
</tr>
<tr>
<td>Juvenile &amp; Domestic Relations Court Clerk</td>
<td>64,043</td>
<td>64,648</td>
<td>5,875</td>
<td>11,702</td>
<td>51,227</td>
<td>39,525</td>
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<tr>
<td>Magistrates Office</td>
<td>4,434</td>
<td>4,095</td>
<td>2,541</td>
<td>4,500</td>
<td>4,500</td>
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<tr>
<td>Sheriff</td>
<td>3,261,161</td>
<td>3,461,374</td>
<td>1,558,237</td>
<td>3,320,364</td>
<td>3,144,824</td>
<td>(175,540)</td>
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<tr>
<td>TOTAL - JUDICIAL ADMINISTRATION</td>
<td>8,456,482 $</td>
<td>8,779,805 $</td>
<td>4,014,178 $</td>
<td>8,629,879 $</td>
<td>8,834,447 $</td>
<td>204,568 $</td>
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<td>NON-DEPARTMENTAL</td>
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<tr>
<td>Contingencies</td>
<td>- $</td>
<td>- $</td>
<td>- $</td>
<td>(708,633) $</td>
<td>(708,633) $</td>
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<td>Residual Fringe Benefits</td>
<td>5,804</td>
<td>5,926</td>
<td>116,166</td>
<td>3,749,518</td>
<td>3,999,518</td>
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<td>Transfers to Other Funds:</td>
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<td></td>
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<td>Civic Facilities Fund</td>
<td>2,315,721</td>
<td>2,861,789</td>
<td>624,098</td>
<td>2,268,828</td>
<td>2,311,467</td>
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<td>Civic Facilities Fund Admissions Tax</td>
<td>471,914</td>
<td>309,283</td>
<td>7,302</td>
<td>360,000</td>
<td>360,000</td>
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<td>Capital Projects Fund</td>
<td>6,791,408</td>
<td>10,652,064</td>
<td>1,718,421</td>
<td>13,758,085</td>
<td>12,005,738</td>
<td>(1,752,347)</td>
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<tr>
<td>Debt Service Fund</td>
<td>12,792,448</td>
<td>10,620,064</td>
<td>1,852,704</td>
<td>13,758,085</td>
<td>12,005,738</td>
<td>(1,752,347)</td>
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<td>Greater Roanoke Transit Company</td>
<td>1,991,161</td>
<td>2,031,161</td>
<td>-</td>
<td>1,773,432</td>
<td>1,773,432</td>
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<td>School Fund</td>
<td>83,340,423</td>
<td>83,439,689</td>
<td>41,394,491</td>
<td>82,788,981</td>
<td>85,768,502</td>
<td>2,979,521</td>
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<tr>
<td>Grant Fund</td>
<td>431,256</td>
<td>651,660</td>
<td>199,339</td>
<td>294,166</td>
<td>410,611</td>
<td>116,445</td>
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<tr>
<td>Transfer for Reserves</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,530,620</td>
<td>1,375,000</td>
<td>(155,620)</td>
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<td>PARKS, RECREATION &amp; CULTURAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parks &amp; Recreation - Administration</td>
<td>1,147,294</td>
<td>1,526,213</td>
<td>630,567</td>
<td>1,440,129</td>
<td>1,470,485</td>
<td>30,356</td>
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<td>Parks &amp; Recreation - Parks &amp; School Playgrounds</td>
<td>2,425,396</td>
<td>1,787,730</td>
<td>888,914</td>
<td>1,984,184</td>
<td>2,012,471</td>
<td>28,287</td>
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<td>Parks &amp; Recreation - Recreation &amp; Youth Services</td>
<td>1,976,022</td>
<td>2,483,049</td>
<td>980,133</td>
<td>2,381,276</td>
<td>2,783,218</td>
<td>401,942</td>
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<td>Cultural Agency Funding</td>
<td>344,500</td>
<td>344,500</td>
<td>122,000</td>
<td>336,500</td>
<td>336,500</td>
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<tr>
<td>TOTAL - PARKS, RECREATION &amp; CULTURAL</td>
<td>9,749,280 $</td>
<td>10,068,781 $</td>
<td>4,523,857 $</td>
<td>10,082,569 $</td>
<td>10,790,561 $</td>
<td>707,992 $</td>
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<td>PUBLIC SAFETY</td>
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<td></td>
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<tr>
<td>Building Inspections</td>
<td>838,230 $</td>
<td>758,212 $</td>
<td>453,208 $</td>
<td>775,739 $</td>
<td>892,436 $</td>
<td>116,697 $</td>
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<tr>
<td>E-911 Center &amp; Wireless Divisions</td>
<td>2,549,013</td>
<td>2,900,122</td>
<td>1,557,843</td>
<td>3,479,977</td>
<td>3,408,539</td>
<td>(71,438)</td>
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<td>Fire/EMS Department:</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Administration</td>
<td>712,076</td>
<td>799,200</td>
<td>392,892</td>
<td>761,703</td>
<td>791,045</td>
<td>29,342</td>
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<td>Operations</td>
<td>19,191,671</td>
<td>19,833,824</td>
<td>9,487,181</td>
<td>18,612,065</td>
<td>19,092,338</td>
<td>480,273</td>
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<tr>
<td>Support</td>
<td>1,217,684</td>
<td>1,473,137</td>
<td>543,204</td>
<td>1,148,920</td>
<td>1,557,802</td>
<td>408,882</td>
</tr>
<tr>
<td>Support</td>
<td>132,844</td>
<td>138,600</td>
<td>96,070</td>
<td>113,140</td>
<td>213,655</td>
<td>100,515</td>
</tr>
<tr>
<td>Jail</td>
<td>15,554,235 $</td>
<td>16,023,562 $</td>
<td>7,993,516 $</td>
<td>16,090,401 $</td>
<td>17,010,326 $</td>
<td>919,925 $</td>
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<tr>
<td>Outreach Detention</td>
<td>296,722</td>
<td>310,336</td>
<td>140,660</td>
<td>312,728</td>
<td>317,719</td>
<td>4,991</td>
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## GENERAL FUND (Continued)

### PUBLIC SAFETY: (Continued)

<table>
<thead>
<tr>
<th>Category/Program</th>
<th>FY 2018-19</th>
<th>FY 2019-20</th>
<th>As of 12/31/2020</th>
<th>FY 2020-21</th>
<th>FY 2021-22</th>
<th>(DECREASE)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Police Department:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>2,320,640</td>
<td>2,483,214</td>
<td>1,212,398</td>
<td>2,226,709</td>
<td>2,263,449</td>
<td>36,740</td>
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<td>Animal Control</td>
<td>1,790,260</td>
<td>1,631,395</td>
<td>802,101</td>
<td>1,643,827</td>
<td>1,810,198</td>
<td>166,371</td>
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<td>Investigation</td>
<td>3,039,569</td>
<td>3,389,426</td>
<td>1,824,459</td>
<td>3,006,294</td>
<td>3,901,057</td>
<td>894,763</td>
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<tr>
<td>Patrol</td>
<td>15,424,942</td>
<td>13,779,738</td>
<td>6,805,939</td>
<td>12,828,274</td>
<td>14,173,896</td>
<td>1,345,622</td>
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<tr>
<td>Services</td>
<td>2,425,886</td>
<td>2,079,063</td>
<td>604,009</td>
<td>2,372,971</td>
<td>1,514,788</td>
<td>(858,183)</td>
</tr>
<tr>
<td>Training</td>
<td>653,392</td>
<td>680,582</td>
<td>340,462</td>
<td>702,333</td>
<td>682,660</td>
<td>(19,673)</td>
</tr>
<tr>
<td>Radio Technology Operating</td>
<td>518,770</td>
<td>461,306</td>
<td>148,757</td>
<td>516,499</td>
<td>622,238</td>
<td>105,739</td>
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<tr>
<td>VJCCCA Enhanced Community Services</td>
<td>64,100</td>
<td>70,174</td>
<td>79,257</td>
<td>80,309</td>
<td>1,050</td>
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<tr>
<td>VJCCCA Substance Abuse Services</td>
<td>61,748</td>
<td>64,405</td>
<td>31,614</td>
<td>64,927</td>
<td>1,248</td>
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</tr>
<tr>
<td>Youth Haven</td>
<td>367,105</td>
<td>341,136</td>
<td>121,204</td>
<td>416,837</td>
<td>389,294</td>
<td>(27,543)</td>
</tr>
<tr>
<td><strong>TOTAL - PUBLIC SAFETY</strong></td>
<td><strong>67,158,886</strong></td>
<td><strong>67,217,435</strong></td>
<td><strong>32,583,275</strong></td>
<td><strong>65,151,355</strong></td>
<td><strong>68,786,676</strong></td>
<td><strong>3,635,321</strong></td>
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</table>

### PUBLIC WORKS:

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2018-19</th>
<th>FY 2019-20</th>
<th>As of 12/31/2020</th>
<th>FY 2020-21</th>
<th>FY 2021-22</th>
<th>(DECREASE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Public Works</td>
<td>178,933</td>
<td>189,311</td>
<td>102,379</td>
<td>172,973</td>
<td>162,933</td>
<td>(10,040)</td>
</tr>
<tr>
<td>Engineering</td>
<td>1,311,036</td>
<td>1,254,055</td>
<td>677,850</td>
<td>1,213,122</td>
<td>1,242,068</td>
<td>28,946</td>
</tr>
<tr>
<td>Facilities Management - Building Maintenance</td>
<td>4,384,903</td>
<td>4,528,154</td>
<td>2,157,095</td>
<td>4,668,621</td>
<td>4,686,803</td>
<td>18,182</td>
</tr>
<tr>
<td>Facilities Management - Custodial Services</td>
<td>653,838</td>
<td>769,306</td>
<td>372,834</td>
<td>731,954</td>
<td>774,873</td>
<td>42,919</td>
</tr>
<tr>
<td>Fleet Operating</td>
<td>4,667,634</td>
<td>4,751,713</td>
<td>1,863,013</td>
<td>4,358,419</td>
<td>4,379,014</td>
<td>20,595</td>
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<tr>
<td>Fleet Capital Outlay</td>
<td>2,970,627</td>
<td>1,552,995</td>
<td>1,676,670</td>
<td>2,450,569</td>
<td>2,450,569</td>
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</tr>
<tr>
<td>Solid Waste Management</td>
<td>6,193,030</td>
<td>6,613,379</td>
<td>2,886,938</td>
<td>6,188,461</td>
<td>6,445,245</td>
<td>256,784</td>
</tr>
<tr>
<td>Transportation - Engineering &amp; Operations</td>
<td>1,721,226</td>
<td>1,607,634</td>
<td>816,734</td>
<td>1,748,768</td>
<td>1,752,319</td>
<td>3,551</td>
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<tr>
<td>Transportation - Paving Program</td>
<td>5,047,446</td>
<td>4,893,916</td>
<td>621,096</td>
<td>4,239,924</td>
<td>4,239,924</td>
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<tr>
<td>Transportation - Snow Removal</td>
<td>616,373</td>
<td>43,706</td>
<td>22,772</td>
<td>169,233</td>
<td>169,233</td>
<td>-</td>
</tr>
<tr>
<td>Transportation - Street Lighting</td>
<td>1,222,397</td>
<td>1,236,809</td>
<td>502,742</td>
<td>1,268,221</td>
<td>1,223,221</td>
<td>(45,000)</td>
</tr>
<tr>
<td>Transportation - Street Maintenance</td>
<td>3,730,048</td>
<td>3,291,577</td>
<td>1,922,259</td>
<td>3,709,703</td>
<td>3,750,052</td>
<td>40,349</td>
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<td>Environmental Management</td>
<td>410,297</td>
<td>396,917</td>
<td>168,672</td>
<td>416,096</td>
<td>415,100</td>
<td>(966)</td>
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<tr>
<td><strong>TOTAL - PUBLIC WORKS</strong></td>
<td><strong>33,107,789</strong></td>
<td><strong>31,129,473</strong></td>
<td><strong>13,811,054</strong></td>
<td><strong>31,336,064</strong></td>
<td><strong>31,691,354</strong></td>
<td><strong>355,290</strong></td>
</tr>
</tbody>
</table>

<p>| <strong>TOTAL - GENERAL FUND</strong>              | <strong>295,508,484</strong> | <strong>300,612,926</strong> | <strong>135,859,637</strong> | <strong>298,065,000</strong> | <strong>307,630,000</strong> | <strong>9,565,000</strong> |</p>
<table>
<thead>
<tr>
<th>CATEGORY/PROGRAM</th>
<th>ACTUAL EXPEND. FY 2018-19</th>
<th>ACTUAL EXPEND. FY 2019-20</th>
<th>ACTUAL EXPEND. As of 12/31/2020</th>
<th>ADOPTED BUDGET FY 2020-21</th>
<th>ADOPTED BUDGET FY 2021-22</th>
<th>INCREASE/DECREASE</th>
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<tr>
<td>PROPRIETARY FUNDS</td>
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<td></td>
<td></td>
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<tr>
<td>ENTERPRISE FUNDS:</td>
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<tr>
<td>STORMWATER UTILITY FUND</td>
<td>$ 4,730,602</td>
<td>$ 6,167,394</td>
<td>$ 2,170,639</td>
<td>$ 5,426,988</td>
<td>$ 5,595,939</td>
<td>$ 168,951</td>
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<td>Operating</td>
<td>309,512</td>
<td>-</td>
<td>138,023</td>
<td>731,034</td>
<td>564,061</td>
<td>(166,973)</td>
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<tr>
<td>Non-Operating</td>
<td>25,300</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>TOTAL - STORMWATER UTILITY FUND</td>
<td>$ 5,065,414</td>
<td>$ 6,167,394</td>
<td>$ 2,306,662</td>
<td>$ 6,158,022</td>
<td>$ 6,160,000</td>
<td>$ 1,978</td>
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<td>CIVIC FACILITIES FUND:</td>
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<tr>
<td>Operating</td>
<td>$ 9,696,952</td>
<td>$ 9,898,777</td>
<td>$ 1,235,791</td>
<td>$ 10,397,944</td>
<td>$ 8,739,582</td>
<td>$ (1,658,362)</td>
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<tr>
<td>Non-Operating</td>
<td>506,149</td>
<td>1,808,602</td>
<td>186,048</td>
<td>2,268,828</td>
<td>1,870,207</td>
<td>(398,621)</td>
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<tr>
<td>TOTAL - CIVIC FACILITIES FUND</td>
<td>$ 10,203,101</td>
<td>$ 11,707,379</td>
<td>$ 1,421,840</td>
<td>$ 12,666,772</td>
<td>$ 10,609,789</td>
<td>$ (2,056,983)</td>
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<td>PARKING FUND:</td>
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<td></td>
<td></td>
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<tr>
<td>Campbell Garage</td>
<td>$ 286,816</td>
<td>$ 267,042</td>
<td>$ 46,972</td>
<td>$ 147,655</td>
<td>$ 128,165</td>
<td>$ (19,490)</td>
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<tr>
<td>Center in the Square Parking Garage</td>
<td>250,973</td>
<td>246,992</td>
<td>85,222</td>
<td>232,380</td>
<td>205,930</td>
<td>(26,450)</td>
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<tr>
<td>Church Avenue Parking Garage</td>
<td>409,882</td>
<td>438,617</td>
<td>87,256</td>
<td>279,555</td>
<td>235,300</td>
<td>(44,255)</td>
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<tr>
<td>Elmwood Park Garage</td>
<td>172,984</td>
<td>145,007</td>
<td>38,652</td>
<td>135,763</td>
<td>105,213</td>
<td>(30,550)</td>
</tr>
<tr>
<td>Elmwood Surface Lot</td>
<td>23,422</td>
<td>22,843</td>
<td>10,052</td>
<td>32,833</td>
<td>32,833</td>
<td>-</td>
</tr>
<tr>
<td>Gainsboro Parking Garage</td>
<td>284,049</td>
<td>315,721</td>
<td>51,875</td>
<td>172,641</td>
<td>151,361</td>
<td>(21,280)</td>
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<tr>
<td>Higher Ed. Center Surface Lot</td>
<td>22,859</td>
<td>23,552</td>
<td>9,953</td>
<td>27,769</td>
<td>27,769</td>
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<tr>
<td>Market Parking Garage</td>
<td>424,200</td>
<td>459,736</td>
<td>77,110</td>
<td>205,821</td>
<td>198,821</td>
<td>(7,000)</td>
</tr>
<tr>
<td>Brandon Lot</td>
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<td>9,102</td>
<td>438</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Market Surface Lot</td>
<td>17,633</td>
<td>15,102</td>
<td>6,081</td>
<td>18,386</td>
<td>18,386</td>
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<td>Parking Coordination</td>
<td>75,411</td>
<td>117,717</td>
<td>58,336</td>
<td>590,612</td>
<td>119,269</td>
<td>(471,343)</td>
</tr>
<tr>
<td>Parking Enforcement</td>
<td>339,092</td>
<td>322,323</td>
<td>147,852</td>
<td>381,862</td>
<td>374,759</td>
<td>(7,123)</td>
</tr>
<tr>
<td>Tower Parking Garage</td>
<td>495,217</td>
<td>427,705</td>
<td>103,331</td>
<td>276,049</td>
<td>231,740</td>
<td>(44,309)</td>
</tr>
<tr>
<td>Warehouse Row Surface Lot</td>
<td>16,459</td>
<td>16,473</td>
<td>6,055</td>
<td>18,468</td>
<td>18,468</td>
<td>-</td>
</tr>
<tr>
<td>Non-Operating</td>
<td>450,862</td>
<td>489,258</td>
<td>134,456</td>
<td>1,265,186</td>
<td>1,247,986</td>
<td>(17,200)</td>
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<tr>
<td>TOTAL - PARKING FUND</td>
<td>$ 3,269,859</td>
<td>$ 3,317,190</td>
<td>$ 863,641</td>
<td>$ 3,785,000</td>
<td>$ 3,096,000</td>
<td>$ (689,000)</td>
</tr>
<tr>
<td>INTERNAL SERVICE FUND:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RISK MANAGEMENT FUND:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>$ 16,606,923</td>
<td>$ 14,738,849</td>
<td>$ 9,633,086</td>
<td>$ 18,296,337</td>
<td>$ 18,296,337</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL - RISK MANAGEMENT FUND</td>
<td>$ 16,606,923</td>
<td>$ 14,738,849</td>
<td>$ 9,633,086</td>
<td>$ 18,296,337</td>
<td>$ 18,296,337</td>
<td>-</td>
</tr>
</tbody>
</table>
Red line represents inflation adjusted buying power in 2009 dollars
### General Fund Revenues, Expenses & Changes in Fund Balance Comparison

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues:</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Local Taxes</td>
<td>$199,197,681</td>
<td>$204,319,350</td>
<td>$204,306,603</td>
<td>$201,736,968</td>
<td>$210,018,711</td>
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<td>Permits, Fees &amp; Licenses</td>
<td>1,415,842</td>
<td>1,182,536</td>
<td>1,202,393</td>
<td>1,044,800</td>
<td>1,139,300</td>
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<td>Fines &amp; Forfeitures</td>
<td>1,167,250</td>
<td>1,183,005</td>
<td>991,185</td>
<td>1,019,200</td>
<td>1,035,500</td>
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<td>Rents and Interest</td>
<td>457,717</td>
<td>1,065,982</td>
<td>524,348</td>
<td>446,000</td>
<td>528,500</td>
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<tr>
<td>Intergovernmential</td>
<td>72,456,573</td>
<td>73,631,726</td>
<td>74,489,807</td>
<td>75,926,839</td>
<td>75,981,798</td>
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<td>Charges for Services</td>
<td>15,138,288</td>
<td>17,302,622</td>
<td>17,162,967</td>
<td>17,080,564</td>
<td>17,923,955</td>
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<td>Miscellaneous</td>
<td>1,105,619</td>
<td>1,491,624</td>
<td>4,266,420</td>
<td>810,629</td>
<td>1,002,236</td>
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<td><strong>Subtotal - Revenues and Transfers In</strong></td>
<td>$290,938,971</td>
<td>$300,176,844</td>
<td>$302,943,724</td>
<td>$298,065,000</td>
<td>$307,630,000</td>
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<tr>
<td><strong>Less Expenditures:</strong></td>
<td></td>
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<td></td>
<td></td>
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<td>Community Development</td>
<td>9,744,362</td>
<td>10,007,370</td>
<td>9,740,150</td>
<td>8,449,412</td>
<td>9,581,799</td>
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<td>General Government</td>
<td>19,824,989</td>
<td>19,328,081</td>
<td>20,133,852</td>
<td>24,241,929</td>
<td>23,983,080</td>
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<td>Health and Welfare</td>
<td>39,926,970</td>
<td>39,560,461</td>
<td>40,982,926</td>
<td>42,506,091</td>
<td>43,048,752</td>
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<td>7,932,339</td>
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<td>8,779,805</td>
<td>8,629,879</td>
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<td>Nondepartmental</td>
<td>1,911,156</td>
<td>1,996,964</td>
<td>2,037,087</td>
<td>6,343,937</td>
<td>6,439,317</td>
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<td>Parks, Recreation &amp; Cultural</td>
<td>9,534,620</td>
<td>9,749,280</td>
<td>10,068,781</td>
<td>10,082,569</td>
<td>10,790,561</td>
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<td>Public Safety</td>
<td>64,389,122</td>
<td>67,158,866</td>
<td>67,217,435</td>
<td>65,151,355</td>
<td>68,786,676</td>
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<td>Public Works</td>
<td>28,650,170</td>
<td>33,107,789</td>
<td>31,129,473</td>
<td>31,336,064</td>
<td>31,691,354</td>
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<td><strong>Transfers:</strong></td>
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<td>Capital Projects</td>
<td>7,479,583</td>
<td>6,791,408</td>
<td>10,652,064</td>
<td>1,852,704</td>
<td>3,617,696</td>
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<td>Debt Service</td>
<td>13,152,315</td>
<td>12,792,448</td>
<td>12,608,931</td>
<td>13,758,085</td>
<td>12,005,738</td>
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<tr>
<td>Proprietary Funds</td>
<td>2,769,305</td>
<td>2,787,635</td>
<td>3,171,072</td>
<td>2,628,828</td>
<td>2,671,467</td>
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<tr>
<td>School Board Component Unit</td>
<td>81,237,799</td>
<td>83,340,423</td>
<td>83,439,689</td>
<td>82,788,981</td>
<td>85,768,502</td>
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<tr>
<td>Special Revenue</td>
<td>786,243</td>
<td>431,256</td>
<td>651,660</td>
<td>294,166</td>
<td>410,611</td>
</tr>
<tr>
<td><strong>Subtotal - Expenditures and Transfers</strong></td>
<td>$287,338,972</td>
<td>$295,508,484</td>
<td>$300,612,925</td>
<td>$298,065,000</td>
<td>$307,630,000</td>
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<tr>
<td><strong>Increase/Decrease in Fund Balance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Beginning Fund Balance</strong></td>
<td>$36,244,712</td>
<td>$39,844,711</td>
<td>$44,513,070</td>
<td>$46,843,869</td>
<td>$46,843,869</td>
</tr>
<tr>
<td><strong>Ending Fund Balance</strong></td>
<td>$39,844,711</td>
<td>$44,513,070</td>
<td>$46,843,869</td>
<td>$46,843,869</td>
<td>$46,843,869</td>
</tr>
</tbody>
</table>

Ending Fund Balance as a Percent of Expenditures:
- 13.87%
- 15.06%
- 15.58%
- 15.72%
- 15.23%

NOTE: The City of Roanoke operates under a balanced budget concept, whereby current expenditures are funded through current revenues. As a result, a year-end fund balance change is not reflected. See the Fund Balance Analysis on page 162 to understand the policies and procedures for setting aside reserves and contingencies.
Revenue Five Year Trend

- Permits, Fees & Licenses
- Miscellaneous
- Rents and Interest
# Revenues, Expenses & Changes in Fund Balance Comparison

## ENTERPRISE FUNDS

<table>
<thead>
<tr>
<th></th>
<th>FY 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Civic Facilities Fund</td>
</tr>
<tr>
<td><strong>Operating Revenues</strong></td>
<td></td>
</tr>
<tr>
<td>Charges for Services</td>
<td>$7,630,029</td>
</tr>
<tr>
<td>Stormwater Fees</td>
<td>-</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>$650,737</td>
</tr>
<tr>
<td><strong>Total - Operating Revenues</strong></td>
<td>$8,280,766</td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
</tr>
<tr>
<td>Personal Services</td>
<td>$2,350,605</td>
</tr>
<tr>
<td>Other Services and Charges</td>
<td>$6,621,858</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>$520,877</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$1,245,333</td>
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<tr>
<td><strong>Total - Operating Expenses</strong></td>
<td>$10,738,673</td>
</tr>
<tr>
<td><strong>Operating Income (Loss)</strong></td>
<td>$(2,457,907)</td>
</tr>
<tr>
<td><strong>Nonoperating Revenues (Expenses)</strong></td>
<td></td>
</tr>
<tr>
<td>Gain (Loss) on Disposition of Fixed Assets</td>
<td>-</td>
</tr>
<tr>
<td>Operating Grants</td>
<td>-</td>
</tr>
<tr>
<td>Investment Income</td>
<td>$78,270</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>$(564,270)</td>
</tr>
<tr>
<td><strong>Net Nonoperating Revenues (Expenses)</strong></td>
<td>$(486,000)</td>
</tr>
<tr>
<td>Income (Loss) Before Transfers and Contributions</td>
<td>$(2,943,907)</td>
</tr>
<tr>
<td><strong>Transfers and Contributions</strong></td>
<td></td>
</tr>
<tr>
<td>Capital Contributions</td>
<td>-</td>
</tr>
<tr>
<td>Transfers In</td>
<td>$2,807,743</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Transfers and Contributions</strong></td>
<td>$2,807,743</td>
</tr>
<tr>
<td>Changes in Net Position</td>
<td>$(136,164)</td>
</tr>
<tr>
<td><strong>Net Assets - Beginning of Year</strong></td>
<td>$12,111,237</td>
</tr>
<tr>
<td><strong>Net Assets - End of Year</strong></td>
<td>$11,975,073</td>
</tr>
</tbody>
</table>
Revenues, Expenses & Changes in Fund Balance Comparison

**Note: The budget for FY2019 - 2020 increased significantly due to the Civic Center Fund operations coming back in house, rather than being outsourced.**

### ENTERPRISE FUNDS

<table>
<thead>
<tr>
<th></th>
<th>FY 2019-20</th>
<th>BUDGETED PROJECTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Civic Facilities Fund</td>
<td>Parking Fund</td>
</tr>
<tr>
<td><strong>Operating Revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charges for Services</td>
<td>$ 5,912,920</td>
<td>$ 3,978,149</td>
</tr>
<tr>
<td>Stormwater Fees</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>1,355,113</td>
<td>318,209</td>
</tr>
<tr>
<td><strong>Total - Operating Revenues</strong></td>
<td>7,268,033</td>
<td>4,296,358</td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Services</td>
<td>2,958,967</td>
<td>60,868</td>
</tr>
<tr>
<td>Other Services and Charges</td>
<td>5,683,727</td>
<td>1,976,823</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>1,086,603</td>
<td>421,517</td>
</tr>
<tr>
<td>Depreciation</td>
<td>1,303,044</td>
<td>1,047,698</td>
</tr>
<tr>
<td><strong>Total - Operating Expenses</strong></td>
<td>11,031,341</td>
<td>3,506,906</td>
</tr>
<tr>
<td><strong>Operating Income (Loss)</strong></td>
<td>(3,763,308)</td>
<td>789,452</td>
</tr>
<tr>
<td><strong>Nonoperating Revenues (Expenses)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gain (Loss) on Disposition of Fixed Assets</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Operating Grants</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investment Income</td>
<td>293,011</td>
<td>225,682</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>(709,437)</td>
<td>(492,865)</td>
</tr>
<tr>
<td><strong>Net Nonoperating Revenues (Expenses)</strong></td>
<td>(416,426)</td>
<td>(267,183)</td>
</tr>
<tr>
<td>Income (Loss) Before Transfers and Contributions</td>
<td>(4,179,734)</td>
<td>522,269</td>
</tr>
<tr>
<td><strong>Transfers and Contributions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Contributions</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfers In</td>
<td>3,171,072</td>
<td>-</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Transfers and Contributions</strong></td>
<td>3,171,072</td>
<td>-</td>
</tr>
<tr>
<td>Changes in Net Position</td>
<td>(1,008,662)</td>
<td>522,269</td>
</tr>
<tr>
<td><strong>Net Assets - Beginning of Year</strong></td>
<td>11,975,073</td>
<td>25,249,964</td>
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<tr>
<td><strong>Net Assets - End of Year</strong></td>
<td>$10,966,411</td>
<td>$25,772,233</td>
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</tbody>
</table>

**Note:** The budget for FY2019 - 2020 increased significantly due to the Civic Center Fund operations coming back in house, rather than being outsourced.
| **INTERNAL SERVICE FUNDS** | **Risk Management FY 2018-19** | **Risk Management FY 2019-20** | **BUDGETED PROJECTION**
|---------------------------|-------------------------------|-------------------------------|---------------------------
| **Operating Revenues**   |                               |                               | Adopted FY 2020-21 | Adopted FY 2021-22 |
| Charges for Services     | $ 16,455,569                  | $ 16,667,279                  | $ 18,296,337        | $ 18,296,337       |
| Other Revenue            | 2,018,760                     | 697,687                       | -                     | -                |
| **Total - Operating Revenues** | **18,474,329**              | **17,364,966**               | **18,296,337**       | **18,296,337**    |
| **Operating Expenses**   |                               |                               |                       |                  |
| Personal Services        | -                             | -                             |                       |                  |
| Other Services and Charges | 17,704,496                   | 14,738,850                    | 18,296,337           | 18,296,337       |
| Materials and Supplies   | -                             | -                             | -                     | -                |
| Capital Outlay           | -                             | -                             | -                     | -                |
| Depreciation             | -                             | -                             | -                     | -                |
| **Total - Operating Expenses** | **17,704,496**              | **14,738,850**               | **18,296,337**       | **18,296,337**    |
| Operating Income (Loss)  | 769,833                       | 2,626,116                     | -                     |                  |
| **Nonoperating Revenues** |                               |                               |                       |                  |
| Gain (Loss) on Disposition of Fixed Assets | -                          | -                             | -                     | -                |
| Investment Income        | 239,376                       | 142,513                       | -                     | -                |
| Debt Service             | -                             | -                             | -                     | -                |
| Capital Outlay           | -                             | -                             | -                     | -                |
| Reserve for Capital      | -                             | -                             | -                     | -                |
| Other Revenue            | -                             | -                             | -                     | -                |
| **Net Nonoperating Revenues** (Expenses) | 239,376                     | 142,513                       | -                     | -                |
| **Income (Loss) Before Transfers & Contributions** | 1,009,209                    | 2,768,629                     | -                     | -                |
| **Transfers and Contributions** |                   |                               |                       |                  |
| Capital Contributions    | -                             | -                             | -                     | -                |
| Transfers from Other Funds | -                             | -                             | -                     | -                |
| Transfers from Component Unit | -                          | -                             | -                     | -                |
| Transfers to Other Funds | -                             | -                             | -                     | -                |
| **Net Transfers and Contributions** | -                          | -                             | -                     | -                |
| Change in Net Assets     | 1,009,209                     | 2,768,629                     | (5,021,334)          | (5,021,334)      |
| **Net Assets - Beginning of Year** | (6,030,543)               | (5,021,334)                  | (5,021,334)          | (5,021,334)      |
| **Net Assets - End of Year** | **$ (5,021,334)**          | **$ (2,252,705)**            | **$ (5,021,334)**   | **$ (5,021,334)**|

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## Sources of Financial Resources:

### CDBG:

<table>
<thead>
<tr>
<th></th>
<th>Budget FY 2018-19</th>
<th>Budget FY 2019-20</th>
<th>Budget FY 2020-21</th>
<th>Budget FY 2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entitlement Grant</td>
<td>$1,732,287</td>
<td>$1,734,157</td>
<td>$1,795,505</td>
<td>$1,862,245</td>
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<td>Carry-over from Previous Fiscal Year</td>
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<td>320,000</td>
<td>144,590</td>
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<td><strong>Subtotal - CDBG Funds Available</strong></td>
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<td><strong>$1,734,157</strong></td>
<td><strong>$2,115,505</strong></td>
<td><strong>$2,006,835</strong></td>
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### HOME:

<table>
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<tr>
<th></th>
<th>Budget FY 2018-19</th>
<th>Budget FY 2019-20</th>
<th>Budget FY 2020-21</th>
<th>Budget FY 2021-22</th>
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<tbody>
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<td>Entitlement Grant</td>
<td>$606,064</td>
<td>$622,255</td>
<td>$676,053</td>
<td>$675,808</td>
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<tr>
<td>Carry-over from Previous Fiscal Year</td>
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<td>40,000</td>
<td>70,000</td>
<td>2,892</td>
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<td><strong>Subtotal - HOME Funds Available</strong></td>
<td><strong>$606,064</strong></td>
<td><strong>$662,255</strong></td>
<td><strong>$746,053</strong></td>
<td><strong>$678,700</strong></td>
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### ESG:

<table>
<thead>
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<th>Budget FY 2019-20</th>
<th>Budget FY 2020-21</th>
<th>Budget FY 2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entitlement Grant</td>
<td>$139,611</td>
<td>$146,988</td>
<td>$152,376</td>
<td>$153,124</td>
</tr>
<tr>
<td>Carry-over from Previous Fiscal Year</td>
<td>0</td>
<td>12,194</td>
<td>0</td>
<td>20,551</td>
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<tr>
<td><strong>Subtotal - ESG Funds Available</strong></td>
<td><strong>$139,611</strong></td>
<td><strong>$159,182</strong></td>
<td><strong>$152,376</strong></td>
<td><strong>$173,675</strong></td>
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</table>

**Total - Financial Resources Available**

<table>
<thead>
<tr>
<th></th>
<th>Budget FY 2018-19</th>
<th>Budget FY 2019-20</th>
<th>Budget FY 2020-21</th>
<th>Budget FY 2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Development</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Homeless Services</td>
<td>$136,754</td>
<td>$159,182</td>
<td>$152,376</td>
<td>$162,635</td>
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<td>Housing Development</td>
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<td>$1,389,766</td>
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<td>Human Development</td>
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<tr>
<td>Neighborhood Development</td>
<td>$597,353</td>
<td>$529,476</td>
<td>$1,041,778</td>
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<td>Planning and Administration</td>
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<td>$293,545</td>
<td>$376,194</td>
<td>$446,333</td>
</tr>
<tr>
<td><strong>Total - Financial Resource Expenditures</strong></td>
<td><strong>$2,818,962</strong></td>
<td><strong>$2,555,594</strong></td>
<td><strong>$3,013,934</strong></td>
<td><strong>$2,859,210</strong></td>
</tr>
</tbody>
</table>

**Balance - June 30**

<table>
<thead>
<tr>
<th></th>
<th>Budget FY 2018-19</th>
<th>Budget FY 2019-20</th>
<th>Budget FY 2020-21</th>
<th>Budget FY 2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>
FUND BALANCE ANALYSIS

Fund Balance represents the cumulative difference between total financial resources and total appropriated uses. Excess General Fund resources are used for one-time (non-operational) expenditures, or are appropriated as “reserves”. Contingency funds are also allocated throughout the year for unanticipated events not previously accounted for in the adopted budget. In the budget process, financial resources equal total appropriated uses as both reserves and contingencies are budgeted as appropriated uses.

The City maintains fund balance reserve policies to ensure sound financial planning and meet operational needs. City Council established the City’s reserves and debt policies on November 1, 2010, and these have most recently been revised in August 2018, with subsequent review occurring at least every three years. Funding for reserves are appropriated into the operating budget in order to set aside funds for goals in accordance with the timeline stated in the reserve polices.

**General Fund Balance** – Most day-to-day governmental activities are financed from the General Fund. The General Fund Balance represents funds reserved for multiple items, as outlined below.

A specific portion of the fund balance is reserved for outstanding commitments of goods or services ordered but not received (encumbrances) by fiscal year end. Encumbrances are considered Committed fund balance. For the year ended June 30, 2020, a Committed fund balance of $3,713,461 was reserved for encumbrances.

The Unassigned General Fund Balance is a reserve intended to provide a margin of financial safety to address needs in the event of unforeseen, one-time expenditures or revenue declines, in which other funding sources aren’t available. Any use of this funding must first be authorized by City Council, and restored to its minimum level within three years. The reserves policy sets a target for the Unassigned General Fund reserve to be equal to a minimum of 12% of General Fund expenditures by fiscal year-end for FY 2022. For fiscal year 2020, as of June 30, 2020, the Unassigned General Fund balance was $46,788,362 or 15.6% of expenditures.

*For FY 2017, the Fund Balance was restated to reflect the Internal Service Funds dissolution, as this is now included in the General Fund.*
The Stabilization Reserve was established by City Council in August 2018, and has been reported in the Unassigned category of the Governmental Fund Balance Sheet, beginning in FY 2018-19. This reserve serves to address three types of financial events, as stated in the policy. First is to smooth financial operations in the event of a revenue decline of greater than 1.5% of the budgeted amount for the current year. Second is to cover risk of exposure relating to the City’s self-insurance program for health insurance, workers’ compensation, general liability, and automobile claims. Lastly, to be utilized for investments related to Economic and Community Development projects that serve to expand the tax base and provide future growth opportunities. Appropriation from this reserve balance below the 3% floor shall only occur for the reasons stated above, and by the authorization of City Council. Additionally, any use of this funding that drops it below its minimum funding level shall be restored within three fiscal years.

**Debt Service Fund Balance** – These funds account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and fiscal charges not being financed by proprietary funds. Debt Service Fund Balance at year-end June 30, 2020 was $17,215. These funds are committed for future debt service payments.

**Special Revenue Fund Balance** – These funds are used to account for the proceeds of specific revenue sources (grants) that are legally restricted to expenditures for specific purposes. It is for this reason that there is generally not a fund balance for the Special Revenue Fund.

**Internal Service Fund Balance (Retained Earnings)** – These funds are established to account for activities that provide goods or services to other funds, departments, or agencies of the primary government and its component units, or to their governments, on a cost-reimbursement basis. Internal Service fund balance previously included Department of Technology, Fleet Management, but these were dissolved and moved into the General Fund beginning in fiscal year 2018, though these functions will still be carried out in the same capacity. This change allows for better alignment with overall financial strategy of the organization. A Risk Management Internal Service Fund is still maintained, however. It is management’s policy to create necessary reserves for Risk Management such as health insurance, workers’ compensation, automobile claims, as well as general liability claims. The Risk Management Reserve balance as of June 30, 2020 was $(2,252,705), with a cash and investments balance of $11,298,062.

<table>
<thead>
<tr>
<th>Fund Balance</th>
<th>Technology Fund</th>
<th>Fleet Management</th>
<th>Risk Management</th>
<th>Total ISF</th>
</tr>
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<tbody>
<tr>
<td>FY 2016-17</td>
<td>$4,683,856</td>
<td>$10,707,357</td>
<td>$(6,921,568)</td>
<td>$8,469,645</td>
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<tr>
<td>FY 2017-18</td>
<td>$</td>
<td>$</td>
<td>$(6,030,543)</td>
<td>$(6,030,543)</td>
</tr>
<tr>
<td>FY 2018-19</td>
<td>$</td>
<td>$</td>
<td>$(5,021,334)</td>
<td>$(5,021,334)</td>
</tr>
<tr>
<td>FY 2019-20</td>
<td>$</td>
<td>$</td>
<td>$(2,525,705)</td>
<td>$(2,525,705)</td>
</tr>
</tbody>
</table>
**Capital Projects Fund Balance** – These are funds used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds). The Capital Projects Fund Balance at June 30, 2020 was $29,646,657 of which $19,408,029 is related to outstanding bond proceeds and categorized as restricted; and committed funds of $7,025,589 for outstanding purchase commitments for goods and services ordered but not received.

On May 10, 2005, City Council adopted the Economic and Community Development Reserve Policy. The Economic and Community Development Reserve provides a source of funding which will create flexibility to cash fund unforeseen opportunities which may arise in the areas of economic and community development. The policy states that the reserve floor shall be maintained at or above $1.0 million. Beginning in FY 2019, this reserve was eliminated and is now a subset of the Stabilization Reserve.

**Enterprise Fund Balance (Retained Earnings)** – Enterprise funds are established to account for the operations of enterprises which provide goods or services to the public and which are financed and operated in a manner similar to private businesses. Enterprise fund balance includes Civic Facilities, Parking and Stormwater Utility. The Enterprise Fund balance at fiscal year ended June 30, 2020 was $51,437,554 of which $47,102,962 is invested in capital assets, net of related debt and $4,334,592 represents unrestricted funds. It is management’s procedure to utilize unrestricted Enterprise Fund Balance through a working capital calculation and allow for 80% of the working capital to be used for one-time items or reallocation to other funds. Enterprise Fund balance deficits are avoided through appropriation of subsidies from the General Fund if necessary.

<table>
<thead>
<tr>
<th>Fund Balance</th>
<th>Civic Facilities</th>
<th>Parking</th>
<th>Stormwater</th>
<th>Total Enterprise</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2016-17*</td>
<td>$12,263,351</td>
<td>$23,958,761</td>
<td>$9,759,197</td>
<td>$45,981,309</td>
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<tr>
<td>FY 2017-18</td>
<td>$12,111,237</td>
<td>$24,455,576</td>
<td>$11,995,236</td>
<td>$48,562,049</td>
</tr>
<tr>
<td>FY 2018-19</td>
<td>$11,975,073</td>
<td>$25,249,964</td>
<td>$13,731,424</td>
<td>$50,956,461</td>
</tr>
<tr>
<td>FY 2019-20</td>
<td>$10,966,411</td>
<td>$25,772,233</td>
<td>$14,698,910</td>
<td>$51,437,554</td>
</tr>
</tbody>
</table>

*The FY 2016-17 Stormwater Fund Balance was restated in FY 2017-18 due to the implementation of GASB 75.
• In FY 2021-2022, the total compensation for all funds for City of Roanoke staff increased by $5 million, or 4.0%, from FY 2020-2021. The primary driver for this was the larger scale salary adjustments made to uniformed public safety staff.

• There was a merit wage increase of 3% for general employees for the FY 2021-2022 budget. For uniformed public safety individuals, a different approach was taken, which included a separate step plan for each public safety division (Fire, Sheriff, and Police). In these plans individual salaries were adjusted to at least place the minimum of the step, but still ensuring a minimum increase of 3%. The separate methodology applied to these divisions allowed for market competitive increases for critical public safety positions. It is the goal of the administration to continue to move employees into their steps in future years as it is affordable to do so. Wage increases were also provided to Virginia Compensation Board employees as prescribed by the state.

• Beginning in FY 2013-2014, the City of Roanoke provides a Retirement Health Savings Account for employees to cover medical expenses incurred during retirement prior to eligibility for Medicare. This benefit is funded by a contribution from employee salaries and is matched by a 1% employer contribution for those employees who elect to forego the monthly post-retirement health insurance supplement that has been provided in the past.

• The medical insurance cost, which is adjusted on a calendar year basis, remained unchanged for CY 2021. However, the FY 2021-2022 budget has allotted for an increase of up to 10%. The cost increase in the prior calendar year was $576 to the organization for individuals on a PPO plan, though there was no change in the cost to employees.

• Retirement benefit costs decreased by $68,370, or 0.5%, from FY 2020-2021. This amount is adjusted each year based on actuarial assumptions of necessary funding contributions to the City’s defined benefit pension plan. These retirement benefits include City Retirement, Virginia Retirement System, ICMA Retirement, and Other Post Employment Benefits (OPEB).

• Each year, the City of Roanoke budgets for natural employee turnover that occurs within the organization called Personnel Lapse. For FY 2021-2022, Personnel Lapse is budgeted at $2.3 million of salary savings, and remains level from the prior year.

• An addition of 13 FTEs (Full-Time Equivalents) will be added to the staffing complement for FY 2021-2022. Of these, 12 positions are in the General Fund, with the majority of these going to Fire-EMS, and 1 position is included in the Stormwater Utility Fund.
<table>
<thead>
<tr>
<th>Department</th>
<th>Budgeted Full Time Positions FY 2019-20</th>
<th>Adopted Budgeted Full Time Positions FY 2020-21</th>
<th>Adopted Full Time Positions FY 2021-22</th>
<th>Position Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GENERAL FUND</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Treasurer</td>
<td>21.0</td>
<td>21.0</td>
<td>21.0</td>
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</tr>
<tr>
<td>Clerk of Circuit Court</td>
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<td>Juvenile and Domestic Relations Court Services Unit</td>
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<td>Circuit Court</td>
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</tr>
<tr>
<td>Commissioner of the Revenue</td>
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<td>20.0</td>
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</tr>
<tr>
<td>Sheriff</td>
<td>36.0</td>
<td>36.0</td>
<td>35.0</td>
<td>(1.0)</td>
</tr>
<tr>
<td>Jail</td>
<td>177.0</td>
<td>177.0</td>
<td>178.0</td>
<td>1.0</td>
</tr>
<tr>
<td>Commonwealth’s Attorney</td>
<td>19.0</td>
<td>19.0</td>
<td>20.0</td>
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</tr>
<tr>
<td>City Council</td>
<td>7.0</td>
<td>7.0</td>
<td>7.0</td>
<td>0.0</td>
</tr>
<tr>
<td>City Attorney</td>
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<td>8.0</td>
<td>8.0</td>
<td>0.0</td>
</tr>
<tr>
<td>City Clerk</td>
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<td>6.0</td>
<td>6.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Municipal Auditing</td>
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<td>6.0</td>
<td>6.0</td>
<td>0.0</td>
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<td>Director of Finance</td>
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<td>23.0</td>
<td>23.0</td>
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<td>Management &amp; Budget</td>
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<td>6.0</td>
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<td>Real Estate Valuation</td>
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<td>Office of Communications</td>
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<tr>
<td>City Manager</td>
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<td>6.0</td>
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<td>0.0</td>
</tr>
<tr>
<td>Office of Citizen Engagement</td>
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<td>3.0</td>
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<td>Neighborhood Support</td>
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<td>Economic Development</td>
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<td>9.5</td>
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<td>40.0</td>
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<td>E-911 Center</td>
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<td>44.0</td>
<td>44.0</td>
<td>0.0</td>
</tr>
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<td>Purchasing</td>
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<td>6.0</td>
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</tr>
<tr>
<td>Director of General Services</td>
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<td>2.0</td>
<td>2.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Risk Management</td>
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<td>3.0</td>
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</tr>
<tr>
<td>Fleet Management</td>
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<td>26.0</td>
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</tr>
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<td>Solid Waste Management</td>
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<td>Facilities Management - Custodial Services</td>
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<td>13.0</td>
<td>13.0</td>
<td>0.0</td>
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<tr>
<td>Facilities Management - Building Maintenance</td>
<td>43.0</td>
<td>43.0</td>
<td>43.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Fire/EMS – Administration</td>
<td>6.0</td>
<td>6.0</td>
<td>7.0</td>
<td>1.0</td>
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<td>Fire/EMS – Support</td>
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<td>244.0</td>
<td>239.0</td>
<td>(5.0)</td>
</tr>
<tr>
<td>Fire/EMS – Emergency Management</td>
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<td>1.0</td>
<td>2.0</td>
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<td>3.0</td>
<td>0.0</td>
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<td>1.0</td>
<td>0.0</td>
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<td>Transportation - Street Maintenance</td>
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<td>Transportation - Engineering &amp; Operations</td>
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<td>23.0</td>
<td>22.0</td>
<td>(1.0)</td>
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<td>Engineering</td>
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<td>14.0</td>
<td>14.0</td>
<td>0.0</td>
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<td>Planning, Building and Development</td>
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<td>1.0</td>
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<td>Parks &amp; Recreation - Administration</td>
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<td>10.0</td>
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<td>Parks &amp; Recreation – Landscape Management</td>
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<td>Parks &amp; Recreation – Park Management</td>
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<td>11.0</td>
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<tr>
<td>Parks &amp; Recreation – Athletics</td>
<td>6.0</td>
<td>6.0</td>
<td>8.0</td>
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<tr>
<td>Parks &amp; Recreation – Community Recreation</td>
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<td>3.0</td>
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</table>
## Three-Year Staffing Level History (continued)

<table>
<thead>
<tr>
<th>Service Area</th>
<th>Budgeted Full Time Positions FY 2019-20</th>
<th>Budgeted Full Time Positions FY 2020-21</th>
<th>Recommended Full Time Positions FY 2021-22</th>
<th>Position Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks &amp; Recreation – Outdoor Recreation</td>
<td>3.0</td>
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<td>3.0</td>
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<td>Parks &amp; Recreation – Urban Forestry</td>
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<td>Parks &amp; Recreation – Youth Development</td>
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<td>Parks &amp; Recreation – Greenways and Trails</td>
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<td>Human Services Support</td>
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<td>Youth Haven - VJCCCA</td>
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<td>Social Services</td>
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<td>Police - Administration</td>
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<tr>
<td>Police – Investigation</td>
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<td>Police – Services</td>
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<td>43.0</td>
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<td>(17.0)</td>
</tr>
<tr>
<td>Police – Training</td>
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<td>7.0</td>
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<tr>
<td>Police - Animal Control</td>
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<td>7.0</td>
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<tr>
<td>Libraries</td>
<td>44.0</td>
<td>44.0</td>
<td>44.0</td>
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</tr>
<tr>
<td><strong>TOTAL – GENERAL FUND</strong></td>
<td><strong>1,689.5</strong></td>
<td><strong>1,689.5</strong></td>
<td><strong>1,701.5</strong></td>
<td><strong>12.0</strong></td>
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<td><strong>PROPRIETARY FUNDS</strong></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Berglund Center Fund</td>
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<td>Parking Fund</td>
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<tr>
<td>Storm Water Utility Fund</td>
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<td>53.0</td>
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<td><strong>TOTAL - PROPRIETARY FUNDS</strong></td>
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<td><strong>81.5</strong></td>
<td><strong>82.5</strong></td>
<td><strong>1.0</strong></td>
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<tr>
<td><strong>TOTAL - ALL FUNDS</strong></td>
<td><strong>1,770.0</strong></td>
<td><strong>1,771.0</strong></td>
<td><strong>1,784.0</strong></td>
<td><strong>13.0</strong></td>
</tr>
</tbody>
</table>

1 In FY21, the Office of Communications and Neighborhood Support budgets, including staff, are being moved into the Office of Citizen Engagement cost center unit in the City Manager’s directorate.
Historic Citywide FTEs

Full Time Employees Years of Service
(Average Service: 9.39 Years)
## Pay Plan
### July 1, 2021

<table>
<thead>
<tr>
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## Fire-EMS Dept Positions

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## Grade 11 - 20

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## Grade 21 - 30

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## Salary and Fringe Benefit History

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<th>FY 2018 Actual</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Budget</th>
<th>FY 2022 Budget</th>
<th>% Change FY 20 to FY 21</th>
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<tr>
<td><strong>Total Salary</strong></td>
<td>$78,485,790</td>
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<td><strong>Total Fringe</strong></td>
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<td><strong>Total Personnel Costs</strong></td>
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<td><strong>$121,685,908</strong></td>
<td><strong>$120,827,254</strong></td>
<td><strong>$125,773,898</strong></td>
<td>4.1%</td>
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</table>

### Graphical Representation

- **Total Salary**: Represents the actual and budgeted salary amounts from FY 2018 to FY 2022, showing a steady increase over the years.
- **Total Fringe Benefits**: Shows the actual and budgeted fringe benefit amounts from FY 2018 to FY 2022, indicating a slight increase over the same period.

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PERSONNEL SUMMARY

Merit Wage Increase History

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<td>3%</td>
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<td>2%</td>
<td>1.75%</td>
<td>2%</td>
<td>2.75%</td>
<td>0%</td>
<td>3%</td>
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</table>

FY 2022 Adopted All Funds Personnel Budget

- Salary: 70.49%
- Retirement: 11.29%
- Medical Ins.: 8.88%
- Dental Ins.: 0.39%
- Life Ins.: 0.90%
- Disability Ins.: 0.12%
- Workers Comp: 1.84%
- Other Fringe: 0.56%
- FICA: 5.53%
# PERSONNEL SUMMARY

## Aetna Medical Insurance (PPO)

### Annual Costs

<table>
<thead>
<tr>
<th>Plan</th>
<th>Total Cost</th>
<th>City Cost</th>
<th>Employee Cost</th>
<th>Employee Cost per Month</th>
<th>Employee Cost Bimonthly</th>
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<tr>
<td>Employee</td>
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<td>Employee + Spouse</td>
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### Historic Citywide Full-Time Employee Turnover

![Bar chart showing full-time and retirement turnover percentages from CY 2016 to CY 2020.](chart)

- **Full-Time Employee Turnover**
- **Retirement Turnover**
PERSONNEL SUMMARY

Medical Insurance Cost Increases

Retirement Cost Increases
FY2021 – 2022
ADOPTED BUDGET
City of Roanoke, VA
Overview

The City of Roanoke anticipates receiving approximately $2.6 million in new entitlement funds annually from the U.S. Department of Housing and Urban Development (HUD) in three grants: Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME) and Emergency Solutions Grant (ESG). Roanoke is an entitlement community under these HUD programs. This means that HUD funds are allocated to the City every year using a formula based on population, income levels, and other factors. The amount that the City receives then depends on how much Congress appropriates for the entire nation.

CDBG

CDBG funds have been allocated to the City since 1975 and can be used for activities ranging from housing to economic development and from job training to infrastructure projects. For the 2021-2022 program year, the City is scheduled to receive $1,862,225 in new CDBG entitlement funds. CDBG funds are primarily intended to benefit low- and moderate-income persons and areas, though a limited amount can also be used for reducing blight in economically distressed areas. The amount of funds that can be used for administration, planning, and human services is also limited by regulation and City Council policy; however, the 2021-2022 Annual Plan has administrative cost at 18.6% of total entitlement, below the 20% threshold allowed by HUD. Public Services are generally capped at 15% of entitlement funds, with Council policy limiting that to 95% of the maximum. Public Services are recommended at 77.9% of maximum allowed. Non-public service capacity is reflected in the funding in other categories, mostly Housing Development.

HOME

The HOME program is exclusively for housing to benefit those of low or moderate income, including rehabilitation, new construction, homeownership assistance, and improvements to rental housing. The City has been receiving HOME funds since 1992. For the 2021-2022 program year, the City is scheduled to receive $675,808 in new HOME funds. HOME funds require a 12.5% match, which is met with volunteer labor from Habitat for Humanity projects funded with HOME dollars. At least 15% of each annual HOME grant must be invested in qualifying projects conducted by Community Housing Development Organizations (“CHDOs”). Currently, Habitat for Humanity is the only CHDO serving the city. Administrative expenses for HOME are set at $66,240, below the 10% maximum allowed.

ESG

The emphasis for use of Emergency Solutions Grant funds has shifted from providing for activities that assist homeless individuals and families to early intervention and prevention of homelessness. HUD has issued new rules for the distribution of these funds by entitlement communities, which are being assessed by city staff, the Roanoke Continuum of Care, the Roanoke Valley Council of Community Services and Blue Ridge Interagency Council on Homelessness. Total entitlement funding in FY 2020-2021 is scheduled to be $153,124.
### Available Funding (Based on estimates)

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<th>Category</th>
<th>Description</th>
<th>Available Funding</th>
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<td>2021-2022 Entitlement Grant</td>
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<td>Carry-Over and Program Income</td>
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<td><strong>Subtotal – CDBG Funds Available</strong></td>
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<td>HOME</td>
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<td></td>
<td>Carry-Over and Program Income</td>
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<td><strong>Subtotal – HOME Funds Available</strong></td>
<td><strong>$678,700</strong></td>
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<tr>
<td>ESG</td>
<td>2021-2022 ESG Entitlement Grant</td>
<td>$153,124</td>
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<td>Carry-Over and Program Income</td>
<td>$20,551</td>
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<tr>
<td></td>
<td><strong>Subtotal – ESG Funds Available</strong></td>
<td><strong>$173,675</strong></td>
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<td><strong>Total 2021-2022 CDBG, HOME and ESG Funds Available</strong></td>
<td></td>
<td><strong>$2,859,210</strong></td>
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</table>

### Allocation of Resources:

The City’s 2021-2022 Annual Plan outlines the use of over $2.8 million in CDBG, HOME and ESG, including carry-over and program income. These funds will support an array of housing, homeless prevention, public services, neighborhood and community development programs, and planning and administrative costs associated with these activities.

- **Economic Development** – $0 in CDBG funding is proposed for projects in the economic development category for FY 21-22.

- **Homeless Services** – $162,635 for homeless prevention and rapid re-housing through ESG funds for programs benefiting the homeless or those at-risk of becoming homeless.

- **Housing Development** – $1,829,142 in CDBG and HOME funds for new construction and housing rehabilitation for homeownership and the rehabilitation of owner-occupied homes.

- **Public Services** – $203,750 in CDBG and funds for services such as social services, academic enrichment, other youth and family programs to benefit low to moderate income families, physical/mental health services, substance abuse, and food services.

- **Neighborhood Development** – $217,350 which includes grants to neighborhood organizations for small community improvement projects not otherwise categorized, $51,000 for infrastructure in Belmont/Fallon Target Area, $163,850 to fund a portion of City code inspectors to serve conservation and rehabilitation low-mod neighborhoods.

- **Planning and Administration** – $446,333 for staffing and operating costs incurred by the City to administer the CDBG, HOME and ESG funds.

### Distribution of Housing Funds:

For 2021-2022, the City estimates its CDBG and HOME housing funds will be allocated as follows:

- **$689,250** for activities encouraging and facilitating the repair, maintenance, improvement or re-use of existing owner-occupied or rental housing.

- **$1,139,892** for activities encouraging and facilitating new homeownership.
Project Locations:
The city will be focusing revitalization efforts this year in the approved Belmont/Fallon Target Area (BFTA). This will be the first full year on solely BFTA, as we have transitioned out of the Melrose-Orange Target Area that we have concentrated our funds since 2015. The Belmont/Fallon Target area encompasses an area running from I-581 on the east to 19th Street to the west, and from Tazewell Avenue from the north to Highland Avenue to the south. A total of $1,628,750 is earmarked for BFTA, or 67.5% of non-administrative funds in keeping with City Council policy of a minimum of 51% for target area activities. Other housing and public service activities will be intended for use citywide.

Lead Agencies:
The HUD Community Resources Division of the City’s Department of Planning, Building and Development is the lead organization for developing and administering the Consolidated Plan and the Annual Updates. Numerous City offices and departments and other public, nonprofit and community organizations oversee activities funded in whole or in part with CDBG, HOME and ESG funds. The specific projects, agencies, and funding recommended for the 2021-2022 period are given in the following section.

2021-2022 Projects Submitted, Agencies and Recommended Funding:

ECONOMIC DEVELOPMENT

- No applications qualifying as Economic Development were submitted (Recommended: $0 CDBG)

HOMELESS SERVICES

- Case Management (Family Promise of Greater Roanoke) Funds will provide for staff to provide extensive case management of individuals utilizing the homeless shelter operated by Family Promise. The position will perform initial intake, work with each family to develop life-management plans, make referrals to mental health services and physical health services, arrange child care for families, arrange transportation and oversee the day center. (Recommended: $30,953 ESG)

- Emergency Sheltering & Homelessness Prevention (ARCH) Funds will provide for emergency shelter assistance for operating expenses (i.e. utilities and insurance) to support direct services. ARCH will also utilize homeless prevention assistance to fund its full-time housing stability coordinator who manages services for Trust House residents who transition to permanent housing. (Recommended: $46,273 ESG)

- Homeless Prevention and Rapid Rehousing (Council of Community Services) Funds will provide for rapid rehousing and one-time rental assistance, coordinate homelessness prevention services to households most at-risk of homelessness to increase housing stability, and track data using Homeless Management Information System. (Recommended $85,409 ESG).

HOUSING DEVELOPMENT

- Belmont Preservation Project 920 Stewart Ave SE (Restoration Housing) Restoration Housing (RH) will utilize HOME funding, historic tax credits and leveraged funding to acquire and restore 920 Stewart Avenue SE, a blighted and abandoned single-...
family dwelling in the Belmont-Fallon Target Area (BFTA) for conversion to single family rental for eligible LMI family (Recommended $150,000 HOME)

- **BFTA Residential Façade Improvements (Renovation Alliance)** The Belmont-Fallon Target Area Façade Grant Program will provide opportunities for property owners in the Belmont-Fallon Target Area to access matching funding for façade improvements. This program is intended to help address slum/blight remediation in the Belmont-Fallon Target Area. (Recommended $40,000 CDBG)

- **Down Payment Assistance (City of Roanoke)** Funds to provide 5-year forgivable, 0% interest loans of up to $8,000 for down payment and closing costs to assist low/mod-income families to buy homes in the City. The program will be administered by the HUD Community Resources office staff and restricted to homes acquired in the Belmont/Fallon Target Area. (Recommended: $17,892 HOME)

- **Emergency Home Repair Program (Total Action For Progress)** TAP’s FY 21–22 Limited/Emergency Home Repair program, run by the agency’s Energy Conservation and Housing Rehab (ECHR) component, will provide repairs to owner-occupied homes that are considered an immediate threat to the health and/or safety of the occupants. With CDBG funding, TAP will provide repairs to 6 eligible homes throughout the City of Roanoke, not to exceed $15,000 per home. Repairs to homes will address physical defects contributing to an unsafe condition for occupants, as deemed necessary by the qualified rehabilitation specialist. (Recommended: $62,500 CDBG.)

- **Empowering Individuals with Disabilities (Blue Ridge Independent Living Center)** BRILC's program will assist low income City of Roanoke homeowners with disabilities to remain independent within their own homes and the community by completing home modifications such as handrails, ramps, modifications of sidewalks, steps and doorways, bathroom modifications, and the installation of grab bars, etc. (Recommended: $55,000 CDBG.)

- **BFTA New Homeownership – New Construction/Rehabilitation (Habitat for Humanity)** HFHRV is proposing the development and sale of sustainable and affordable single-family housing through the rehabilitation of four existing properties and the construction of four new homes to benefit eligible low-moderate income homebuyers in and around the City’s Belmont/Fallon Target Area. All housing shall be developed in a manner consistent with the applicable neighborhood plans, local/federal historic requirements and any design overlay which may apply to each development site under consideration. (Recommended: $492,432 CDBG and $444,568 HOME)

- **BFTA Owner-Occupied Limited Rehab (Renovation Alliance)** The funding requested for this application will be used to complete a minimum of 10 owner-occupied rehabilitations with less than $15,000 per unit maximum for households in the Belmont-Fallon and Melrose-Orange Target Areas whose household incomes are at or below 80% Area Median Income. Basic rehabilitation services utilizing volunteer labor to address “safe, warm and dry” homeowner needs for low-income persons. (Recommended $96,500 CDBG.)

- **BFTA Owner-Occupied Major Rehab (Total Action for Progress)** Major rehabilitation to 3 owner-occupied housing units in Melrose-Orange Target Area. Major rehabilitation is targeted for rehabilitation in excess of $15,000 to address health, safety and welfare needs of residents. (Recommended: $194,250 CDBG.)

- **Summer Youth Rehabilitation (Renovation Alliance)** This program entails limited rehabilitation and repairs to about 15 homes citywide primarily utilizing over 400 youth volunteers from faith-based programs for low income, elderly, and disabled homeowners. Renovation Alliance reviews and selects homes to be included in the program, determine eligibility, work scopes, any environmental testing and historic reviews, and required permits. (Recommended: $91,000 CDBG).

- **427 Gilmer Avenue Stabilization (REACH)** This is a phased approach to stabilize and restore a blighted property in the Historic Gainsboro neighborhood. Funds are proposed to replace the roof,
stabilize the foundation and make exterior repairs and improvements during the FY 21-22 period, then complete the restoration in FY 22-23. Upon completion the house will be sold to a qualifying LMI household for a single-family residence. (Recommended: $60,000 CDBG)

- **1602 Dale Avenue Restoration (REACH)** This program will revitalize a prominent, blighted property in the Belmont/Fallon Target Area and allow a low-to-moderate income family to take ownership. This program will undertake the work necessary to restore the property through volunteer and contracted labor. Once completed, REACH will find a qualified household to secure financing to purchase the house. (Recommended: $125,000 CDBG)

**PUBLIC SERVICES**

- **2021 Apple Ridge Summer Camp (Apple Ridge Farm, Inc.)** Apple Ridge seeks funding scholarships for 60 low-income youth to attend Apple Ridge Farms Academic Summer Camp. The project will be the embellishment of the self-esteem, team building, and social emotional learning programs at Apple Ridge’s summer camp. They propose to increase the amount of time that the children will be exposed to team building (low and high ropes) programs and mindfulness programs. (Recommended: $0 CDBG)

- **Court Appointed Special Advocates (Children’s Trust)** This program is intended to offer support to children in foster care as well as children who are at-risk of foster care placement. CASA offers an objective advocate for abused and neglected children. Volunteers are utilized to work with children whose cases have been assigned to a judge due to unhealthy or unsafe home environments. (Recommended: $30,500 CDBG)

- **Family Advocates Program (Children’s Trust)** Funding to provide support services to the non-offending caregivers in cases of alleged child abuse, resulting in the greater protection and support for the alleged child victim. (Recommended $29,750 CDBG)

- **BFTA Police Bike Patrols (City of Roanoke Police Department)*** The Roanoke Police Department will utilize CDBG funds to conduct bike patrols and plainclothes operations in the Belmont/Fallon Target Area. Special enforcement will focus on quality of life and safety of the community to reduce crime and discourage illegal activities such as drunk in public, disorderly conduct, trespassing, larceny and alcohol & narcotics violations. This enforcement will be above and beyond current enforcement operations in BFTA. (Recommended: $20,000 CDBG)

- **Case Management and PALS (Brain Injury Services of SW Virginia)** BISSWVA proposes to offer free case management services to individuals that have survived a brain injury. Case managers would add a component called Providing a Link for Survivors (PALS) which would match brain injury survivors to other adults to form a supportive and trusting relationship to help the consumer of achieving their goals and reintegrating back into the community. (Recommended: $0 CDBG)

- **Reduction in Homeless Overdoses (Virginia Harm Reduction Coalition)** VHRC expects to expand its outreach services in order to keep up with the increasing mortality rate of homeless caught up in the opioid crisis by hiring an additional FTE to focus on neighborhoods hardest hit by overdoses. Studies show the majority of these deaths occur in the 24013 zip code, which includes most of BFTA. The area accounts for 36% of the nearly 1,200 individuals served by VHRC, and it is hoped that by expanding its street outreach to location specific, on the ground outreach will help reduce preventable overdose deaths. (Recommended: $48,500 CDBG)

- **Housing Stabilization for Families in Need (Council of Community Services)** CSC proposes to continue operations of the homeless intervention services to serve 30 eligible families in danger of losing rental housing. The project provides short-term rental and utility assistance to families facing imminent homelessness by utilizing a prioritization policy that maximizes resources. Households are screened to determine eligibility and classify in one of three levels of risk at becoming homeless. Case workers assists families with household budgeting and referral to other community resources. (Recommended $75,000 CDBG)
NEIGHBORHOOD DEVELOPMENT

- **Code Enforcement (City of Roanoke Dept. of Planning, Bldg and Dev.)** Funds a portion of 3 inspectors in low-to-moderate income inspection districts for City enforcement of the building maintenance and other codes to address slum and blighting conditions. (Recommended: $163,850 CDBG.)

- **Infrastructure (City of Roanoke Public Works/Transportation)** Installation of handicapped accessible ramps and repair/replacement of dilapidated sidewalks in the Belmont/Fallon Target Area. Funds to be matched by City General Funds (Recommended $51,000 CDBG)

- **Neighborhood Development Grant Program (City Manager’s Office/Neighborhood Services)** Provides for grants to neighborhood organizations in predominantly low-mod-income neighborhoods for eligible projects such as housing, crime prevention, public facilities and infrastructure projects. Activities related to training and capacity development of eligible neighborhood associations will be paid from HUD planning and administrative accounts. Only one eligible neighborhood (Old Southwest) submitted an application for NDG funding by CDBG for FY 21-22. (Recommended: $2,500 CDBG).

ADMINISTRATION/PLANNING

- **HUD Administrative Funds (Dept. of Planning, Bldg and Dev.)** Staffing and other operating costs associated with the general administration of the City’s CDBG, HOME and ESG programs. Limits for each program are 20% for CDBG, 10% for HOME and 7.5% for ESG. (Recommended: $369,053 CDBG; $66,240 HOME; $11,040 ESG.)
## 2021-2022 HUD Funding Recommendations

### Funding by Category:
- Economic Development: $0
- Homeless Services: $162,635
- Housing Development: $1,829,142
- Public Services: $203,750
- Neighborhood Development: $217,350
- Planning and Administrative Costs: $446,333
- Total: $2,859,210

### Breakout – 2021-2022 Funding for Belmont/Fallon Target Areas Revitalization Initiative: $1,628,750

<table>
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<tr>
<th>Agency</th>
<th>Project Name</th>
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<tr>
<td>City of Roanoke</td>
<td>Neighborhood Development Grants</td>
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<td>City of Roanoke</td>
<td>BFTA Crime Awareness</td>
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<td>New Homeownership</td>
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<td>Roanoke Opioid Reduction Task Force</td>
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FY2021 – 2022
ADOPTED BUDGET
City of Roanoke, VA
Education

*Foster an environment for lifelong learning which encompasses cradle to career and beyond through shared services and community involvement.*

- Children ready for schooling and learning experiences
- Families & community value & support learning

- Successful students
- Families & community value & support learning

**Early Learning/School Readiness**

**Support of K-12 Educational Programs**

**Adult Learning**

- Productive & educated citizenry
- A skilled workforce
- Lifelong learning opportunities
- Families & community value & support learning

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**Indicators:**

- Phonological Awareness Literacy Screenings (PALS) scores
- Schools meet State Accreditation
- Graduation rates
- Student and Adult learning opportunities

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Statement of Request for Results

Priority Statement

Foster an environment for lifelong learning which encompasses cradle to career and beyond through shared services and community involvement.

Summary of Priority

The Education Priority Team developed a strategy map to address the factors that affect education over the course of an individual’s lifetime. Learning begins before the child enters formal learning programs and continues through post-secondary education and other adult learning opportunities. In order to develop successful students and to support a productive and educated citizenry, our City government, families, and the community-at-large must commit resources, financial and otherwise, to support education from pre-school through adulthood. To address the priority statement, the team created a map around three primary factors: Early Learning/School Readiness, Support of K-12 Educational Programs, and Adult Learning.

Early Learning/School Readiness

We are committed to success for all the children of Roanoke. In order to prepare students for success in learning, it is important to establish a firm foundation during the pre-school years. The support of a stable home life with parents or guardians who have knowledge and skills that enable them to raise healthy, inquisitive children is one part of that foundation. An adequate supply of quality, affordable daycare and early learning programs is another essential part of the foundation. The outcomes that will result in addressing this causal factor include:

1. Children ready for formal schooling and learning experiences
   It is crucial that the Federal Government, the Commonwealth, and the local community support early childhood education programs serving preschool-
age children so that they may attain the fundamental knowledge and skills necessary for optimal development in formal schooling and beyond. It is essential that preschool-age children have the instruction, experiences, and environment needed in order to continue learning in more structured settings. The community is saturated with literacy-rich material, messaging, and programs that encourage learning starting at birth. It is important that departments work with community organizations to provide the necessary framework for children to succeed.

2. Families and community value and support learning
Families are supported as their children’s first teachers. Families and members of the community will be exposed to various educational programs that support their children’s early learning experiences. Local government will partner with the community to offer experiences for parents and guardians to gain a clear knowledge of their role in their children’s preparedness for formal learning. These programs will help families and communities nurture and teach children to be open to and interested in learning.

Support of K-12 Educational Programs

K-12 educational programs, such as the City’s public schools, private schools, and home-schooled efforts seek to provide formally structured learning designed to give students the tools they will need to be successful in the next stage of their lives following graduation. The support of their families is just as important during these challenging years as students transition from childhood to young adulthood. Also, there are programs offered by other City departments, outside organizations, and the community in general that can supply additional training and mentoring for our young people. All of these groups working together can prepare our students to succeed. The outcomes that will result in successfully addressing this causal factor include:

1. Successful students
We have high expectations for all students, and we are invested in their success. Successful students graduate with content knowledge, technical skills, and habits of mind that allow them to move to the post-secondary option of their choice, regardless of their income, ethnicity, disability, or other challenges. The mission of Roanoke City Public Schools’ K-12 educational programs is to graduate students who are prepared for life in a rapidly changing world. We expect that other formal education programs have similar goals. Fully state accredited public schools where students meet federal guidelines provide excellent learning opportunities. Schools must be safe places where all students are engaged and challenged by state-of-the-art learning experiences. These state-of-the-art learning experiences are delivered through programs, activities, and opportunities for students that will include advanced academic programs, experiences in the arts, enriching co-curricular and athletic activities, and strong career and technical education programs.
2. Families and community value and support learning
Families and community entities that value K-12 educational learning will be actively engaged in all aspects of the student's education. Programs that strengthen and encourage a family's ability and desire to support their child's learning will result in the child's educational success and greater interest in formal schooling. A range of programs and opportunities will be needed to support the unique needs of a diverse population.

**Adult Learning**

Learning does not stop after K-12 education. Community colleges, four-year colleges and universities, technical schools and certification programs provide another level of academics and training that can further develop an educated citizenry and a better-prepared workforce to support our Valley's current businesses and serve as an incentive to entice new ones to our area. City departments, outside organizations, regional and state entities, and the community can provide resources to support formal learning as well as offer opportunities for personal growth and lifelong learning in areas of interest. Adult learners also require family support as they balance the demands of family, employment, and financial commitment in order to obtain an advanced degree, a certification or license to increase or improve job skills, or simply to enhance personal learning. The outcomes that support this causal factor include:

1. A productive and educated citizenry
   It is essential that the citizens of Roanoke be provided with the opportunities necessary to be productive members of the community. Productive citizens increase the livability of a community through regular employment and committed volunteerism. An educated citizenry will provide the basis needed for the community to be productive. Key to this outcome is opportunities for obtaining the needed degrees, diplomas, certificates and licenses required for a productive work force.

2. A skilled workforce
   Workforce development programs and initiatives enhance the economic well-being of the area by improving the skills and abilities of citizens and employees. By leveraging training resources and opportunities, the skills of the Valley's workers are improved; therefore, allowing industries to grow and attracting other businesses to the area. Other products of a skilled workforce include increased competitiveness and employee retention in the region.

3. Lifelong learning opportunities
   Lifelong learning refers to a vision that one has for constant personal growth and enrichment. Learning opportunities should be available to all adults in our community on an ongoing basis. Lifelong learning means that people have opportunities for individual learning pathways, suitable to their needs and interests. Lifelong learning encompasses structured learning such as classes and training as well as cultural activities, hobbies, and opportunities for fun new leisure activities.
4. Families and community value and support learning
   Key to this outcome are community and family support of programs and resources which foster an environment for adults to obtain degrees and certificates, expand upon their job skills, or just to continue their personal learning. A range of programs and opportunities will be needed to support the unique needs of a diverse population. An educated citizenry is better able to support family and community.

### Indicators

<table>
<thead>
<tr>
<th>Indicator 1: Phonological Awareness Literacy Screenings (PALS) scores</th>
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</table>

**Measure 1:** Increase in % of children who meet PALS benchmarks

**Definition:** Early literacy screening is the key to providing effective literacy instruction and preventing future reading difficulties. The Phonological Awareness Literacy Screening (PALS) is a state-approved screening and diagnostic tool for measuring young children’s knowledge of important literacy fundamentals that predict future reading success. The tool identifies students who are below grade-level expectations in certain areas and may require additional reading instruction.

PALS consists of three instruments, PALS-PreK (for preschool students), PALS-K (for kindergartners) and PALS 1-3 (for students in Grades 1-3) and involves untimed and developmentally appropriate tasks for students at each grade level. The PALS instrument enables educators to identify struggling readers and, based on information from the screening, to plan appropriate instruction to meet the individual student’s needs. All students not meeting the benchmark score for their grade level receive additional reading services beyond the regular classroom instruction.

Information regarding PALS benchmarks may be obtained through the Roanoke City Public Schools, Office of Data and Analysis.

<table>
<thead>
<tr>
<th>Indicator 2: Schools meet state (Accreditation Annual Measurable Objectives)</th>
</tr>
</thead>
</table>

**Measure 1:** All schools are accredited by the State

**Definition:** The Standards for Accrediting Public Schools in Virginia (8 VAC 20-131) are designed to ensure that an effective educational program is established and maintained in each of Virginia's public schools. These standards provide an essential foundation for K-12 educational programs for all students, encourage continuous evaluation and improvement for the purpose of raising student achievement and establish a means of determining school effectiveness. The Commonwealth sets rigorous academic standards, known as the Standards of Learning (SOL), and measures achievement through annual SOL tests and alternative and alternate assessments in English, mathematics, science, and history/social science.
A school’s accreditation rating reflects overall student achievement on the annual SOL tests. Schools in compliance with the regulated standards and in which students meet or exceed the benchmarks set by the state for the SOL tests are rated as Accredited. “All schools will achieve and maintain accreditation based on Virginia’s Standards of Learning (SOL) tests” is identified as a performance measurement by the Roanoke City Public Schools in its strategic plan.

Information regarding each school’s accreditation may be obtained through the Roanoke City Public Schools’ Office of Research, Testing and Evaluation or on the Virginia Department of Education website: http://www.doe.virginia.gov/

**Indicator 3: Graduation rates**

**Measure 1:** Increase in graduation rates

**Definition:** While Virginia recognizes three slightly different calculations to report cohort graduation rate (On-Time Graduation Rate – OGR, Federal Graduation Indicator – FGI, and Graduation Completion Index – GCI), the Virginia On-Time Graduation Rate is the Commonwealth’s official graduation rate. It is based on four years of longitudinal student-level data in Virginia’s Educational Information Management System. On-time graduates are graduates who earn diplomas within four years of the first time they entered the ninth grade. The Virginia On-Time Graduation Rate takes into consideration student mobility, changes in student enrollment, policy and instructional practices such as ninth-grade retention. The new formula also recognizes that some students with disabilities and limited English Learners (EP) students are allowed more than the standard four years to earn a diploma and are still counted as ‘on-time’ graduates. The Virginia On-Time Graduation Rate is reported annually for schools and school divisions.

Information regarding the annual graduation rate in Roanoke City Public Schools may be obtained through the Roanoke City Public Schools’ Office of Data Analysis or on the Virginia Department of Education website: http://www.doe.virginia.gov/

**Indicator 4: Student learning opportunities**

**Measure 1:** Increase in number of participants in advanced academic programs (Advanced Placement or college dual enrollment classes), arts programs, career and technical education classes, and co-curricular clubs and athletic teams.

**Definition:** A well-rounded curriculum assists students to develop skills in critical thinking, creativity, research, and use of technology. An excellent educational program provides students with opportunities for arts and athletics. Rigorous academic and technical programs challenge students and support them as they strive to earn advanced diplomas and technical and industry certifications. A variety of learning opportunities and experiences are required to meet the needs of a diverse student population.
Measure 2: Increase in the number of literacy-based opportunities offered to families and students.

Definition: As lead on the All-America City Award-winning Star City Reads Campaign, the libraries have committed to reduce the summer slide by offering literacy-based programs that support our youth’s development throughout the summer. These offerings include Feed and Read programs, theatre productions, reading incentives, and STEAM activities. Introducing children to programs that support science, technology, engineering, art and mathematics over the summer gives them that extra support so they don’t experience the "summer slide," or loss in learning that often happens over the summer break from school. The libraries’ Summer Reading Program continues to have a huge impact on the youth in our community, and keeps our kids learning and thinking all year long.

Indicator 5: Adult learning opportunities

Measure 1: Increase in number of experiences in adult learning programs

Definition: Lifelong learning is the lifelong, voluntary and self-motivated pursuit of knowledge and a holistic approach to learning that includes, but extends beyond, what occurs in the classroom. It is a philosophy that involves the development of knowledge, skills and values throughout all stages of a person’s life – from early childhood through adulthood. It also recognizes that learning is not just an intellectual process, but one that permeates all aspects of an individual’s life, including their role in the community, performance in the workplace, personal development, and physical well-being.

Lifelong learning may involve the development of knowledge and skills such as literacy, critical thinking, computer training, managerial training, workforce development, apprenticeships, service to others, social and interpersonal skills, an appreciation for diversity, personal development, creativity, reading, art, music, sports and recreation, educational travel, nature, handicrafts, etc. A community of lifelong learners is an educated community, committed to active citizenship, continued growth and intellectual stimulation, and more fulfilling and enriched lives.

Measure 2: The number of participants who are involved in programs that support post-secondary education

Definition: College and career readiness is an essential measure of educational excellence at the K-12 level. In an increasingly competitive, diverse and technology-driven world, simply earning a high school diploma alone is not enough. Too often, high school students graduate to find out that what they learned in high school has not truly prepared them for college courses or careers. It is the goal of the City of Roanoke to collaborate with Roanoke City Public Schools and the community to prepare graduates for life after high school and to support the pursuit of post-secondary educational opportunities.
It is equally important that programs in the community provide access to basic, advanced and continuing education, literacy instruction and workforce development for adults. The National Advisory Council on Continuing Education reports that over twenty-three million adults participate in continuing education annually. The community’s commitment to post-secondary learning and continuing education for our adults is crucial to the City’s economy. As a result, the City desires to improve continuing education to retain a more skilled and educated workforce, to forge opportunities for adult skills improvement and career advancement, and to ultimately enhance the quality of life of our citizens.

**Purchasing Strategies**

Our team will purchase offers that:

1. Address multiple causal factors and/or outcomes
2. Offer collaborative solutions where appropriate
3. Develop and strengthen relationships between students and their families and the community
4. Exhibit data driven decision making using internal and external data
5. Demonstrate success based on research, proven results, and accountability
6. Impact the greatest needs by utilizing resources in creative and cost-effective ways
7. Meet or exceed previous years’ results
8. Align with the strategic focus areas of the Roanoke City Public Schools, when appropriate.

**Statement of Request for Results**

We are seeking offers that best deliver results from educational programs and services that foster an environment for lifelong learning – cradle to college and beyond - through shared services and community involvement. The City of Roanoke has a long-standing commitment to education and is stepping up to the challenge of providing performance-based educational programs and learning opportunities for our citizens. The City plays an important role in conducting not only its own educational activities and programs but also in supporting the strategic focus areas of the Roanoke City Public Schools and other educational entities. In addition to providing funds for Roanoke City Public Schools, the City of Roanoke budget allocates funds to support education through other programs or activities. We are seeking offers that produce a variety of sustainable and results-oriented early learning and school readiness programs, programs that support the priorities identified for K-12 educational programs, and post-secondary and lifelong learning opportunities.

Special consideration may be given to offers that promote partnerships and collaboration and innovations that leverage existing resources and information.
(Early Learning/School Readiness) - We are seeking offers that promote and enhance early learning and school readiness.

Specifically offers that:
- Support affordable, high quality early childhood programs.
- Provide learning programs for pre-school aged children.
- Increase enrollment of at-risk four year olds in the Virginia Pre-School Initiative.
- Offer professional development for child care providers.
- Provide parent education and family support programs from birth to school entry.
- Establish programs that create positive relationships between children and adults.
- Develop and strengthen relationships with families and guardians.
- Support programs that train and mentor family members to support healthy child development.

(Support of K-12 Educational Programs) – We are seeking offers that support K-12 educational programs.

Specifically offers that:
- Strengthen reading at grade level by the third grade.
- Provide affordable before- and/or after-school programs for school aged children and adolescents that provide increased learning time.
- Provide summer educational programs for school aged children and adolescents.
- Assist school-aged children and adolescents in the use of technology/computers to develop knowledge and skills in such areas as reading, writing, mathematics, research, foreign languages, critical thinking and creativity.
- Offer multiple pathways for students to earn high school diplomas.
- Create programs which serve the needs of over-aged, under-credited students who are not on track to graduate.
- Assist with preparing students for college/career success.
- Provide for the unique learning challenges of special populations, including students with limited English proficiency, students with special needs, and/or low-performing students.
- Support the increase of graduates with advanced diplomas and technical and industry certifications.
- Support programs that train and mentor family members to support student learning.
- Create programs that address behavior and conduct.
- Provide or support programs to prevent truancy and reduce bullying and harassment.
- Provide students with opportunities to participate in enhanced arts, athletics, recreational, and other learning activities.
- Produce programs that create positive relationships between children and adults.
- Provide family access to transportation for educational opportunities.
- Address barriers to student achievement.
- Develop and strengthen relationships with families and guardians.
- Collaborate with businesses, non-profit organizations, and community and faith-based organizations to provide better prepared students.
- Provide opportunities and internships for students in career and technical fields.
- Establish programs to encourage a spirit of volunteerism and community service in our students.
- Support and/or create programs to impact students who have been impacted by trauma.

(Adult Learning) – We are seeking offers that support college and career readiness, post-secondary education and lifelong learning opportunities.

Specifically offers that:
- Develop partnerships with community colleges and community educational programs that support post-secondary education.
- Enhance employment opportunities and training to improve job skills and readiness.
- Provide career and technical education and continuing education opportunities for young adults and adults.
- Advance the opportunities for family members to participate in literacy programs, including programs for limited English proficiency.
- Assist adults in the use of current technology, including computers.
- Enhance family awareness of, access to, and use of a range of services that support education.
- Support programs that train and mentor family members to support lifelong learning.
- Provide lifelong learning opportunities that enhance intellectual, physical, social, and emotional development.
- Develop and strengthen relationships with families and guardians.
- Support programs that are responsive to workforce needs in the community.
- Establish programs to encourage a spirit of volunteerism and community service in our citizens.
1. Phonological Awareness Literacy Screenings (PALS) Scores

**MEASURE 1: Increase in % of children who meet PALS benchmarks**

Due to the Governor’s orders to close schools March 13, 2020, PALS tests were not administered in the spring of 2020.

Comments: In the fall of 2016, RCPS began administering the PALS assessment only to those students who failed the PALS in the previous administration, i.e. the only 3rd graders who were administered the PALS were the students who failed the PALS as 2nd graders in the previous spring, and in the spring, the only 3rd graders who were administered the PALS were the students who failed the PALS in the previous fall. Currently, PALS assessments are administered to all students in kindergarten and first grade in the fall and spring, all second graders in the fall and only those who did not meet the benchmark in the spring, and only those third graders new to Virginia in the fall.

Due to the Governor’s orders to close schools March 13, 2020, PALS tests were not administered in the spring of 2020.
2. Schools meet State (Accreditation Annual Measurable Objectives)

**MEASURE 1: All schools are accredited by the State**

<table>
<thead>
<tr>
<th>Number</th>
<th>Accreditation Status for 2018-2019</th>
<th>Schools</th>
</tr>
</thead>
<tbody>
<tr>
<td>24</td>
<td>Accredited</td>
<td>All schools</td>
</tr>
</tbody>
</table>

Comments: The 2019-2020 data reflects that 24 schools earned full accreditation. Accreditation was based on 2018-2019 data.

3. Graduation Rates

**MEASURE 1: Increase in graduation rates**

![Graph showing graduation rates from 2013 to 2020]

Comments: The one-time graduation rate declined for the 2019-2020 school year. The focus continues to be closely monitor the progress of each student to ensure that the graduation rate will rebound to pre-COVID era levels. Please note that as the graduation rate increases, it is more difficult to see the growth that we have seen in previous years.
4. Student Learning Opportunities

**MEASURE 1:** Increase in number of participants in advanced academic programs (Advanced Placement or college dual enrollment classes), arts programs, career and technical education classes, and co-curricular clubs and athletic teams

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<thead>
<tr>
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</thead>
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<td>703</td>
<td>689</td>
<td>711</td>
<td>688</td>
<td>618</td>
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<tr>
<td>Dual Enrollment *</td>
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<td>490</td>
<td>462</td>
<td>388</td>
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<td>Arts Programs</td>
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<td>Athletics</td>
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<td>2,464</td>
<td>2,475</td>
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</table>

Comments: The numbers for Advanced Placement, Arts Programs, and Career and Technical represent the total number of student assignments to those classes. Co-curricular Non-Athletic refers to the actual number of students who participate in school clubs and other non-athletic school activities. Athletics numbers represent the aggregate total of all athletic rosters.

* The numbers for Dual Enrollment represent the number of individual students who participated in Dual Enrollment courses.
** Data not collected due to school closures.

5. Adult Learning Opportunities

**MEASURE 1:** Increase number of participants in adult learning programs

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<tr>
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</thead>
<tbody>
<tr>
<td></td>
<td>8,332</td>
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<td>24,158</td>
<td>31,811</td>
<td>32,371</td>
<td>2,466</td>
</tr>
</tbody>
</table>

Comments: These numbers only include participants in relevant Library classes. The Libraries have worked to increase support and programs in these areas based on feedback from the community and new partnerships with other organizations. In FY2019, an additional 3,168 citizens also participated in Virginia Cooperative Extension Agricultural and Natural Resources (ANR) and Family and Consumer Sciences (FCS) programs including Master Gardener Help Desk inquiries.

The decrease from FY2019 to FY2020 was due to the closing of Libraries on March 13, 2020 due to COVID,
MEASURE 2: The number of participants who are involved in programs that support post-secondary education

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<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Participants in the Library’s Mango Language classes, Universal Classes, Atomic participants, and Other participants*</td>
<td>3,003</td>
<td>3,818</td>
<td>249,951</td>
<td>272,262</td>
<td>210,935</td>
<td>27,216</td>
</tr>
<tr>
<td># of City students receiving scholarships from VWCC **</td>
<td>6</td>
<td>13</td>
<td>0</td>
<td>11</td>
<td>6</td>
<td>13</td>
</tr>
<tr>
<td># of City students participating in Community College Access Program (CCAP) through VWCC</td>
<td>116</td>
<td>78</td>
<td>121</td>
<td>92</td>
<td>113</td>
<td>94</td>
</tr>
<tr>
<td># of City residents taking courses through the Roanoke Higher Education Center (RHEC) ***</td>
<td>387</td>
<td>325</td>
<td>367</td>
<td>260</td>
<td>268</td>
<td>204</td>
</tr>
</tbody>
</table>

Comments:

* The main driver for the increase is several databases were added which increased the use of educational online work for the following participants: Universal Classes, Gale/Newbank Research, Westlaw, Chilton, Ancestry and Heritage Quest. The Libraries report all post-secondary databases use by adult patrons. However, in FY19, patrons were not able to access the Gale database due to changes at the Library of Virginia – in 2018, the Libraries had over 65,000 searched which led to the drop in FY19.

** No scholarships were funded for FY17 as the funds moved to the VWCC Educational Foundation. In FY18, the college served 11 students through the City's non-CCAP funds, which the school has now dedicated to supporting scholarships for Workforce Development students pursuing industry-recognized credentials. Scholarship renamed to the Roanoke City Workforce Scholarship.

*** Based on discussions with RHEC staff, they consider the school year to be the fall, spring, and summer semesters.
## EDUCATION

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>OFFER / SUPPLEMENT TITLE</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outside Agency</td>
<td>CCAP- Community College Access Program</td>
<td>$100,000</td>
</tr>
<tr>
<td>Libraries</td>
<td>Library Core Community Services</td>
<td>$1,379,648</td>
</tr>
<tr>
<td>Libraries</td>
<td>- SIRSI Contract Increase</td>
<td>$33,000</td>
</tr>
<tr>
<td>Libraries</td>
<td>Library Early Literacy Services</td>
<td>$211,921</td>
</tr>
<tr>
<td>Libraries</td>
<td>Library Services to K-12</td>
<td>$195,333</td>
</tr>
<tr>
<td>Roanoke City Public Schools</td>
<td>Roanoke City Public Schools (RCPS)</td>
<td>$82,788,981</td>
</tr>
<tr>
<td>Roanoke City Public Schools</td>
<td>- Local Tax Revenue Share</td>
<td>$2,979,521</td>
</tr>
<tr>
<td>Libraries</td>
<td>Summer Reading Initiative</td>
<td>$22,332</td>
</tr>
<tr>
<td>Outaide Agency</td>
<td>Virginia Cooperative Extension</td>
<td>$79,610</td>
</tr>
<tr>
<td>Outaide Agency</td>
<td>VWCC - Scholarships</td>
<td>$10,303</td>
</tr>
<tr>
<td>City Manager’s Office</td>
<td>Youth Services Initiative</td>
<td>$18,750</td>
</tr>
</tbody>
</table>
## Offer Executive Summary

**Offer:** CCAP - Community College Access Program  
**Dept:** City Manager  
**Outcome:** A productive and educated citizenry  
**Factor:** Adult Learning

### Executive Summary:

Community College Access Program or CCAP makes college available tuition-free to graduates of public high schools in the Counties of Botetourt, Craig, Franklin, and Roanoke, and the Cities of Roanoke and Salem. CCAP funds the cost of tuition for two years at Virginia Western Community College if a qualified student does not have sufficient financial aid. The program supports as many students as possible based on student need and funds available.

### Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund CCAP in current fiscal year</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 7220 - Affiliations & Contributions

---

## Offer Executive Summary

**Offer:** Library Core Community Services  
**Dept:** Libraries  
**Outcome:** A productive and educated citizenry  
**Factor:** Adult Learning

### Executive Summary:

The citizens of the City of Roanoke request, expect, and depend on the core community services provided by the Roanoke Public Libraries. These essential services involve a wide range of facilities, technology, resources, and staff in multiple departments to meet the needs of children, adults, researchers, immigrants, readers, students, families, and professionals. Core library services covered in this offer include program planning, cataloging and processing of library materials, material distribution to the branches, and operational support for neighborhood library branches. The citizens of Roanoke rely on these comprehensive services to be better educated, to stay informed, and to continue their quest for lifelong learning through grass-root community centered library services.

### Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library resources accessed digitally.</td>
<td>200,000</td>
<td>200,000</td>
<td>277,659</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 7310 - Libraries

---

## Offer Executive Summary

**Offer:** Integrated Library System (Sirsi-Dynix) Increases and Restoration of Services  
**Dept:** Libraries  
**Outcome:** A productive and educated citizenry  
**Factor:** Adult Learning

### Executive Summary:

This supplemental offer includes an increase in our major library system through Sirsi-Dynix. This is the system that tracks our users, books and other materials, as well as checkouts and item requests. This contract increases each year.

In addition, the City typically pays for a portion of the salary of a technician to manage this system. This position is a Roanoke County employee who works with the consortium libraries and is an agreed upon shared cost in the Consortium contract. The cost is shared between the City, Roanoke County, Botetourt County, and Salem. When the person in that position retired we were able to remove funding for that position and leave it unfunded in the FY 21 budget. The process has begun to rehire that position so funding will need to be restored for FY 22. This position is needed at this time both to administer the current system (that is in need of updates and corrections) but also to assist the consortium in seeking bids for a new contract for FY 23.

**Seller/Owner:** 7310 - Libraries
**Offer Executive Summary**

**Offer: Library Early Literacy Services**

Dept: Libraries  
Outcome: Children ready for formal schooling and learning experiences  
Factor: Early Learning/School Readiness  
Existing

**Executive Summary:**

Promoting early literacy starts children on the path of a love of learning. Children who enter kindergarten ready to learn, with a foundation of the alphabet, letter sounds, and a love of reading, are more likely to succeed in school. The Libraries play a critical role in offering services to young children and their families. Renovations at the Library include unique, dedicated pre-school areas to support foundational early literacy skills. These state-of-the-art facilities support best practice as well as safe and fun learning. The Roanoke Public Libraries also provide early literacy support outside our doors. Our outside partners are our gateway into the community, allowing us to reach more children and have a powerful impact. Because of the relationships we have built with the community our curbside services has helped many young children and their families during the COVID-19 pandemic. This offer ties directly to the All-America City Award winning Star City Reads initiative.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of materials checked out for children birth to 17</td>
<td>126,000</td>
<td>126,000</td>
<td>89,493</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 7310 - Libraries

---

**Offer: Library Services to K-12**

Dept: Libraries  
Outcome: Successful students  
Factor: Support of K-12 Educational Programs  
Existing

**Executive Summary:**

The Library offers a diverse collection of materials and programs to support children’s learning and literacy skills. Students come to the Library seeking assistance with homework, academic enrichment and to engage with their peers. Trained library staff are able to assist in meeting the students’ needs through services and programs. Most Library branches are located near schools and in the heart of the neighborhood. Through our All-America City Award winning Star City Reads initiative, we focus on meeting needs that will allow children to read at grade-level by third grade. By offering afterschool support and summer learning activities our children are able to advance. Programs like Feed and Read also assist in making sure our children have the nutrition they need to succeed in school and be ready to learn. These services and programs are vital to the growth and development of our Roanoke City youth and their families.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of educational programs offered for youth ages 0-1</td>
<td>3,500</td>
<td>3,500</td>
<td>4,547</td>
</tr>
</tbody>
</table>

7. Children's programs include storytimes, craft programs, puppet shows, author visits, Winter and Summer Reading Programs, programs for teen include technology, art and music programs.

**Seller/Owner:** 7310 - Libraries

---

**Offer: Roanoke City Public Schools (RCPS)**

Dept: Director of Finance  
Outcome: Successful students  
Factor: Support of K-12 Educational Programs  
Existing

**Executive Summary:**

Provides support to Roanoke City Public Schools. Amount provided is determined through a funding formula.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide funding to support RCPS</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 9310 - TRANSFERS TO OTHER FUNDS
Offer: RCPS Local Tax Revenue Share  
Dept: Director of Finance  
Outcome: Successful students  
Factor: Support of K-12 Educational Programs  
Supplemental  

Executive Summary:  
RCPS share of local tax revenue growth for FY 2022.

Seller/Owner: 9310 - TRANSFERS TO OTHER FUNDS

Offer: Summer Reading Initiative  
Dept: Libraries  
Outcome: Families and community value and support learning  
Factor: Support of K-12 Educational Programs  
Existing  

Executive Summary:  
Over the past several years the Roanoke Public Libraries Summer Reading program has had very successful outcomes. The programs strongly impact the success of our students, increasing their reading levels over the summer and returned to school ready to build on their knowledge, instead of playing “catch up” due to summer learning loss. Research shows that children who do not read well by third grade are four times more likely to drop out of high school. The Library is focusing its efforts on impacting K-12 learning, and when it comes to developing reading skills year-round and partnering with City Schools and their RCPS+ in the summer. The collaboration combines resources and expertise to help students succeed and become lifelong readers. RCPS+ children visit the library each summer to learn library skills and sign up for library cards. The Summer Reading program supports children as they explore science topics, research historical time periods, and discover new stories.

Performance Measures:  
<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library Summer Reading Programs Offered</td>
<td>1150</td>
<td>1150</td>
<td>3,544</td>
</tr>
</tbody>
</table>

Seller/Owner: 7310 - Libraries

Offer: Virginia Cooperative Extension  
Dept: Libraries  
Outcome: Lifelong learning opportunities  
Factor: Adult Learning  
Existing  

Executive Summary:  
Virginia Cooperative Extension (VCE), is part of the national network of extension services offering three concentrated program areas that are relevant for living in the City of Roanoke. Those programs include Agriculture & Natural Resources (ANR), Family & Consumer Sciences (FCS); & 4-H Youth Development. VCE in Roanoke is uniquely positioned to offer these program streams to City residents in a way that other local organizations cannot because they (1) access a national network of land-grant research universities to inform citizens based on the latest research based results, and adapt best practices programs to local interests and needs; (2) engage VT faculty to train volunteers in core knowledge and skills competencies to deliver their respective programs; (3) conduct professionally designed evaluation and compare outcomes to statewide, regional and national benchmarks; and (4) mobilize assets to serve the greatest number of people at the lowest possible cost.

Performance Measures:  
<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of citizens participating in ANR programs</td>
<td>5,500</td>
<td>5,500</td>
<td>1,199</td>
</tr>
<tr>
<td>Percent of FCS participants that increased their knowledge</td>
<td>98%</td>
<td>98%</td>
<td>97.5%</td>
</tr>
<tr>
<td>Percentage of positive increases in life skills development</td>
<td>95%</td>
<td>95%</td>
<td>97%</td>
</tr>
</tbody>
</table>

Seller/Owner: 8210 - VA COOPERATIVE EXTENSION
Offer Executive Summary

Offer: VWCC - Scholarships
Dept: City Manager
Outcome: A productive and educated citizenry

Executive Summary:
The Virginia Western Community College (VWCC) Educational Foundation, Inc. asks for locality support for scholarships for students of workforce programs.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of City students who receive a scholarship</td>
<td>3</td>
<td>3</td>
<td>13</td>
</tr>
</tbody>
</table>

Seller/Owner: 7220 - Affiliations & Contributions

Offer: Youth Services Initiative
Dept: City Manager
Outcome: Successful students

Executive Summary:
The Roanoke Youth Services Initiative supports the Youth Services mission and the efforts of various city departments who strive to meet that mission. The mission statement seeks for the Youth Services Citizen Board to assist community organizations, city agencies , and other entities in establishing, developing, and monitoring programs and services for the youth in Roanoke. The board participates in public and private programs that are intended to assist in the development, support, and protection of the youth and their families in Roanoke. The board develops programs and activities in collaboration with various city departments and community agencies that focus on the development of youth. The board also coordinates the assembly of information regarding the availability of programs directed to the interests of youth and their families.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent increase in attendance at Kids to Parks Day</td>
<td>25%</td>
<td>25%</td>
<td>0%</td>
</tr>
<tr>
<td>Percent increase in attendance at Melrose Fall Festival</td>
<td>10%</td>
<td>10%</td>
<td>-2.2%</td>
</tr>
<tr>
<td>Percent increase of Roanoke City High School students, who are rising 8th through 12th graders, that attend the Youth Summit</td>
<td>25%</td>
<td>25%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Seller/Owner: 1211 - City Manager

Factor: Adult Learning
Factor: Support of K-12 Educational Programs
FY2021 – 2022
ADOPTED BUDGET
City of Roanoke, VA
Community Safety

*Foster an environment where citizens feel safe in their homes, businesses, and neighborhoods.*

**Strategic planning**
- Social safety programs in neighborhoods & commercial areas
- Hazard mitigation through design, technology, and infrastructure

**Prevention**

**Responsiveness**
- Reasonable response times
- Offender consequences
- Proactive risk assessment & resolution
- Equitable resource allocation

**Quality Standards & Laws**
- Compliance with local, state, and national regulations & accreditation best practices
- Criminal & civil adjudication
- Protect the constitution & laws
- Preserve the rule of law

**Communication**
- Effective emergency warning system
- Appropriately trained staff
- Community awareness, education, engagement, and assessment
- Community involvement in strategic planning

**Indicators:**
- Accreditation
- Insurance Services Office (ISO) rating
- Performance standards
- Customer surveys
- Crime rates
- Regional collaboration

---

203
Statement of Request for Results

Priority Statement

Foster an environment where citizens feel safe in their homes, businesses, and neighborhoods.

Summary of Priority

The Priority Team developed a strategy map to address the various factors that impact safety within the community and make the City of Roanoke and the Roanoke Valley a desirable place to live, work, visit, and play. Building and maintaining safe neighborhoods and commercial corridors goes beyond well-trained and responsive public safety units. A variety of departments influence safety in the community, ensures the fair resolution of civil and criminal disputes, and ensures the rights and liberties of the citizens. A knowledgeable City staff that interacts with and educates its citizens, and also utilizes efficient and effective processes, promotes a safe environment with its adherence to national regulations and standards. The City’s appropriate use of technology together with sustainable design requirements and quality infrastructure will also help to minimize hazards. In addition, a pro-active, strategic planning approach that involves not only City government but the community at large ensures that the appropriate social safety programs are put in place. To address the priority statement, the team created a map around four causal factors – Prevention, Responsiveness, Communication, and Quality Standards and Laws.

Prevention

Implementation of processes or programs to lessen the impact of identified hazards and potential incidents. The outcomes that will result in successfully addressing this causal factor include:

1. Strategic planning
   Effective prevention relies on forward thinking that anticipates the future environment and identifies its projected hazards. Programs and services are then planned to minimize or eliminate the potential incidents.
2. Social safety programs in neighborhoods and commercial areas
   Social safety programs expose citizens and areas to community resources
   that educate and encourage positive behavior and activity while placing
   critical emphasis on pro-active prevention measures.

3. Hazard mitigation through design, technology, and infrastructure
   Cost-effective and sustainable actions taken to reduce or eliminate the risk
   to human life and property from hazards through internal and external
   assets.

Respondiveness

Reacting appropriately to incidents, hazards, and requests. The outcomes
that will result in successfully addressing this causal factor include:

1. Reasonable response times in keeping with prioritization of critical needs
   Responding to an incident, hazard, or service request with an appropriate
   sense of urgency, given the nature of the incident or request, in a manner
   that conforms to prescribed standards.

2. Offender consequences
   Violations of relevant laws and ordinances should result in consequences
   vetted through best practices in keeping with the criminal justice system.

3. Proactive risk assessment and resolution
   The systematic identification of potential hazards and dangers that may
   exist within the community and acting appropriately to lessen risks while
   educating citizens on mitigating losses of property, accidents, and
   personal injury. Effective risk management requires thorough analysis and
   follow-up based on events and outcomes as assessed by well-qualified and
   trained staff.

4. Equitable resource allocation
   Citizens and visitors to Roanoke shall be given equitable and unbiased
   access to public safety resources and services. Asset distribution should
   also occur equitably, and in a manner that aligns with the overall
   community safety goals.

Communication

Operational processes that facilitate the timely exchange of information
through various means. The outcomes that will result in successfully
addressing this causal factor include:

1. Effective emergency warning system
   Effective warning systems alert the region to hazards and threats in
   sufficient time for individuals to respond appropriately and implement
   established disaster plans.
2. Appropriately trained staff
   Well-informed and skilled employees have technical and institutional knowledge that allows them to effectively handle customer requests.

3. Community awareness, education, engagement, and assessment
   Coordinated, timely, and continued conveyance of effective public communication programs encourage community involvement and empower citizens with a sense of personal responsibility by engagement in neighborhood organizations, neighborhood watch programs, and educational programs.

5. Community involvement in strategic planning
   Citizen engagement in the development and implementation of the City’s comprehensive and strategic plans.

Quality Standards and Laws

Operational techniques and activities that sustain the quality of services to satisfy given requirements. The outcomes that will result in successfully addressing this causal factor include:

1. Compliance with local, state, and national regulations and accreditation best practices
   Standards serve as a framework to ensure that systems, policies and procedures are in keeping with nationally recognized best practices, and compliance ensures that all impacted parties know what is expected and how to achieve it.

2. Criminal and civil adjudication
   Provide an independent, accessible, responsive forum for the just resolution of civil and criminal disputes.

3. Protect the constitution and laws
   Protect all of the rights and liberties guaranteed by the U. S. and Virginia constitutions.

4. Preserve the rule of law
   Citizens make the laws that govern them and agree to obey those laws; ensure that they are fair and equally applied to everyone.
Indicators

Indicator 1: National Standards
Measure 1: Accreditation achievement
Definition: The City of Roanoke is one of the few localities in the United States in which all of its public safety units are recognized by their national accreditation agencies. This includes the Police Department, the Fire/EMS Department, the E-911 Center, and the City Jail. In the case of all these units, this unbiased, re-occurring third party accreditation process assures the City and the community that these departments adhere to a formal body of national standards that recognize the best practices that promote professional excellence in their respective fields. This measure can readily be reported on by these respective departments and others as they maintain or seek annual standards for re-accreditation through self-evaluation.

In addition to listing those public safety depts. that are fully accredited, also identify the accreditation agencies and what their accreditation recognizes.

Measure 2: Strive to attain ISO rating of 1
Definition: The Jersey City, NJ based Insurance Service Office (ISO) inspects and ranks the nation’s communities to help insurance companies determine premiums for homeowners in the areas they serve. The ISO collects and analyzes firefighting and building code information on areas across the country and rates them on overall effectiveness. ISO’s methodology assigns a class rating on a scale of one to ten, with Class 1 given to exemplary communities and Class 10 to communities that do not meet minimum criteria. This measure can readily be reported on by the Fire/EMS Department and the Planning Department.

Indicator 2: Customer communications
Measure 1: Increase in ratings in citizen surveys
Definition: The City of Roanoke, through the use of periodic citizen surveys, seeks to measure citizen opinions regarding municipal services and projects and to assess the strategic initiatives of City government.

Indicator 3: Public Safety Usage
Measure 1: IBR Part I crimes reported per 1,000 population
Definition: As its name implies, the Incident Based Reporting (IBR) System is an incident-based system of reporting where all offenses associated with a criminal incident are reported. IBR Part I crimes are defined as homicide, rape, robbery, aggravated assault, arson, burglary, larceny, and motor vehicle theft. When the news media refer to crime rates going up or down, they are referring to these crimes.

Measure 2: Number of fires per 1,000 population
Measure 3: EMS calls per 1,000 population
Measure 4: Mental health calls per 1,000 population
Measure 5: Drug overdose calls per 1,000 population
Measure 6: Average Daily Population for Jail
Measure 7: Traffic accidents per lane mile

Each of the above measures should also be tracked against state and national rates where possible

**Indicator 4: Regional collaboration**

Measure 1: Number of inter-government agreements and collaborations

Definition: To enhance and facilitate statewide cost effective and timely response safety practices. These measures add to the quality of life for the citizens of the region.

In addition to identifying the number of agreements, reporting departments should also provide a brief narrative on who these agreements are with and what the agreements represent.

**Purchasing Strategies**

1. Addresses multiple causal factors and/or outcomes
2. Encourages cross-departmental collaboration
3. Creative re-use of existing resources to achieve optimal results
4. Creates efficiencies and removes low-value activities
5. Exhibits data driven decision making using internal and external data
6. Demonstrates proven results through best practices
7. Meets or exceeds previous years’ results

**Statement of Request for Results**

We are seeking offers that best deliver results from programs and services that are targeted at the causal factors and result in a safe community. Many factors influence safety in our neighborhoods and commercial areas. We are seeking offers that impact all citizens, neighborhoods, businesses, and organizations, making the region a safe place in which to live, work, visit, and play.

Special consideration may be given to offers that promote partnerships, collaboration, and innovations that leverage existing resources.

**We are seeking offers that support Prevention.**

Specifically offers that:

- Provide programs or services that identify, minimize, or eliminate potential hazards.
- Provide programs and services that educate and promote positive behavior while mitigating hazards and safety incidents within neighborhoods, commercial areas, and the region.
- Reduce hazards in a cost effective manner through sound design, the effective use of technology, and well built and maintained infrastructure.
We are seeking offers that enhance Responsiveness.
Specifically offers that:
• Provide reasonable response times while conforming to prescribed standards in reacting to incidents, hazards, and requests.
• Assure offenders are held appropriately accountable for their actions.
• Proactively address potential hazards and dangers while educating citizens on how to minimize losses of property and life.

We are seeking offers that enhance Communication.
Specifically offers that:
• Provide coordinated, timely, and continued early warning systems that allow individuals adequate time to effectively react, respond, and implement established plans of action.
• Train, inform, and equip staff to effectively handle customer requests for service.
• Foster community involvement and empower citizens to take personal responsibility for their safety and for the well-being of their neighborhoods.

We are seeking offers that ensure adherence to Quality Standards and Laws.
Specifically offers that:
• Develop and maintain standards that strengthen accountability to the citizens, the community, and the region.
• Provide services to citizens to settle civil disputes.
• Provide services to the community to objectively determine criminal disputes.
1. National Standards

**MEASURE 1:**
Accreditation achievement

<table>
<thead>
<tr>
<th>2017 Fully Accredited</th>
<th>2018 Fully Accredited</th>
<th>2019 Fully Accredited</th>
<th>2020 Fully Accredited</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Inspections</td>
<td>Building Inspections</td>
<td>Building Inspections</td>
<td>Building Inspections</td>
</tr>
<tr>
<td>City Jail</td>
<td>City Jail</td>
<td>City Jail</td>
<td>City Jail</td>
</tr>
<tr>
<td>E911 Center</td>
<td>E911 Center</td>
<td>E911 Center</td>
<td>E911 Center</td>
</tr>
<tr>
<td>Fire/EMS Department</td>
<td>Fire/EMS Department</td>
<td>Fire/EMS Department</td>
<td>Fire/EMS Department</td>
</tr>
<tr>
<td>Police Department</td>
<td>Police Department</td>
<td>Police Department</td>
<td>Police Department</td>
</tr>
</tbody>
</table>

**MEASURE 2:**
Maintain current Insurance Service Office (ISO) rating of 1.

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Services Rating</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Building Inspections (Commercial)</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Building Inspections (Residential)</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

The rating scale ranges from 1-10, with a 1 being the best.
MEASURE 1:
Increase in ratings in customer and citizen surveys.

<table>
<thead>
<tr>
<th>Citizen Survey Results</th>
<th>% Favorable Ratings from FY2016 Survey</th>
<th>% Favorable Ratings from FY2019 Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>911 emergency call center</td>
<td>94.2</td>
<td>92.7</td>
</tr>
<tr>
<td>Fire protection services</td>
<td>94.7</td>
<td>94.6</td>
</tr>
<tr>
<td>Emergency medical services</td>
<td>94.1</td>
<td>94.4</td>
</tr>
<tr>
<td>Police service</td>
<td>87.8</td>
<td>83.9</td>
</tr>
<tr>
<td>Animal control</td>
<td>78.6</td>
<td>74.5</td>
</tr>
<tr>
<td>Street Lighting</td>
<td>71.7</td>
<td>N/A</td>
</tr>
<tr>
<td>Respondents who feel safe in their neighborhood</td>
<td>91.2</td>
<td>88.1</td>
</tr>
<tr>
<td>Respondents who feel safe in Downtown Roanoke</td>
<td>78.0</td>
<td>86.8</td>
</tr>
</tbody>
</table>

Comments:
Results are from the most recent Citizen Surveys. The questions are evaluated and periodically updated to ensure relevancy with the citizens and organizational goals. Street Lighting was one such item that was eliminated in the most recent survey, and therefore there is no rating to report.

E-911 Citizen Survey:
- 97.46% of participants felt that 911 personnel understood their request and helped them get the services they needed, compared with 2016 at 98.8%, a 1.34% decrease over the three year period.

Comments:
As part of the accreditation process, the 911 Center last conducted its own survey in July 2019. The Center feels it is important to conduct surveys every 3 years in order to gather updated information from the citizens. In the most recent survey responses were received from 125 citizens.

Police Citizen Surveys for FY2019:
- 49.99% of citizens surveyed rated the response of Police as “good” or “excellent” in Quality of Treatment

Comments:
The rating of Good was 33.38% and Excellent was 16.61%.
Comments:
Calendar year data is being reported for crime rates to be consistent with the annual reporting the Police Department does for City Council.

*Note: These measures were not tracked prior to calendar year 2020.
4. Regional Collaboration

MEASURE 1:  
Number of inter-government agreements and collaborations.

Police, Sheriff/Jail, Fire/EMS, Transportation, and E-911 have a number of formal and informal agreements with various localities, agencies, and organizations as noted below:

Police: 119 agreements  
Jail: 12 agreements  
Fire/EMS: 6 agreements  
E-911: 8 agreements  
Transportation: 7 agreements
<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>OFFER / SUPPLEMENT TITLE</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-911</td>
<td>911 Operations</td>
<td>$3,480,320</td>
</tr>
<tr>
<td>E-911</td>
<td>- CAD System Maintenance Increase</td>
<td>$1,673</td>
</tr>
<tr>
<td>E-911</td>
<td>- E911 Career Enhancement and Overtime</td>
<td>$92,748</td>
</tr>
<tr>
<td>J &amp; D Court Clerk</td>
<td>Administrative Support of Juvenile &amp; Domestic Relations District Court</td>
<td>$11,702</td>
</tr>
<tr>
<td>J &amp; D Court Clerk</td>
<td>- Increase: Records Management</td>
<td>$525</td>
</tr>
<tr>
<td>J &amp; D Court Clerk</td>
<td>- Stipends for J&amp;D Court Clerk Staff</td>
<td>$39,000</td>
</tr>
<tr>
<td>General District Court</td>
<td>Administrative Support of Roanoke City General District Court</td>
<td>$17,182</td>
</tr>
<tr>
<td>General District Court</td>
<td>- Stipends for Clerk's Office staff</td>
<td>$71,049</td>
</tr>
<tr>
<td>E-911</td>
<td>Blue Hills Communication Center (E911/VA811)</td>
<td>$391,450</td>
</tr>
<tr>
<td>Commonwealth Attorney</td>
<td>City Prosecutors</td>
<td>$1,783,862</td>
</tr>
<tr>
<td>Commonwealth Attorney</td>
<td>- Assistant Commonwealth Attorney II</td>
<td>$87,928</td>
</tr>
<tr>
<td>Commonwealth Attorney</td>
<td>- Interpreter Services</td>
<td>$2,000</td>
</tr>
<tr>
<td>Fire/EMS</td>
<td>Community Risk Reduction Division</td>
<td>$538,521</td>
</tr>
<tr>
<td>Fire/EMS</td>
<td>- Fire Marshal Office Realignment</td>
<td>$216,645</td>
</tr>
<tr>
<td>Fire/EMS</td>
<td>- FT Staff OT Wages - Fire Marshal's Office</td>
<td>$10,227</td>
</tr>
<tr>
<td>Sheriff/Jail</td>
<td>DARE Program</td>
<td>$507,269</td>
</tr>
<tr>
<td>Commonwealth Attorney</td>
<td>Drug Prosecutor</td>
<td>$65,426</td>
</tr>
<tr>
<td>Commonwealth Attorney</td>
<td>- Drug Prosecutor Projected Increase Funding</td>
<td>$9,601</td>
</tr>
<tr>
<td>Fire/EMS</td>
<td>Emergency Management</td>
<td>$112,469</td>
</tr>
<tr>
<td>Fire/EMS</td>
<td>Fire and Emergency Medical Services Operations</td>
<td>$18,061,478</td>
</tr>
<tr>
<td>Fire/EMS</td>
<td>- Fire Station 10 Rent Increase</td>
<td>$400</td>
</tr>
<tr>
<td>Fire/EMS</td>
<td>- FT Staff OT Wages - Operations</td>
<td>$139,945</td>
</tr>
<tr>
<td>Category</td>
<td>Description</td>
<td>Amount</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>--------------------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>Fire/EMS</td>
<td>Utility Increases</td>
<td>$17,000</td>
</tr>
<tr>
<td>Fire/EMS</td>
<td>Fire-EMS Training Division</td>
<td>$515,326</td>
</tr>
<tr>
<td>Fire/EMS</td>
<td>FT Staff OT Wages - Regional Training Center</td>
<td>$49,519</td>
</tr>
<tr>
<td>Fire/EMS</td>
<td>Administration and Support Services</td>
<td>$879,330</td>
</tr>
<tr>
<td>Sheriff/Jail</td>
<td>Jail Operations</td>
<td>$15,101,470</td>
</tr>
<tr>
<td>Sheriff/Jail</td>
<td>Sheriff and Jail Inflationary Increases</td>
<td>$247,576</td>
</tr>
<tr>
<td>Magistrate</td>
<td>Office of the Magistrate</td>
<td>$4,500</td>
</tr>
<tr>
<td>Police</td>
<td>Police Academy</td>
<td>$649,183</td>
</tr>
<tr>
<td>Police</td>
<td>Police Administrative Services</td>
<td>$2,823,104</td>
</tr>
<tr>
<td>Police</td>
<td>Police Administrative Services - Embedded Criminologist</td>
<td>$40,907</td>
</tr>
<tr>
<td>Police</td>
<td>Police Administrative Services - RESET Volunteer Coordinator</td>
<td>$50,766</td>
</tr>
<tr>
<td>Police</td>
<td>Police Overtime and Off-Duty Pay</td>
<td>$113,035</td>
</tr>
<tr>
<td>Police</td>
<td>Police Animal Protection and Services Unit</td>
<td>$356,290</td>
</tr>
<tr>
<td>Police</td>
<td>Police Investigations and Support</td>
<td>$5,897,317</td>
</tr>
<tr>
<td>Police</td>
<td>Police Investigations and Support - Standby Time Pay</td>
<td>$135,000</td>
</tr>
<tr>
<td>Police</td>
<td>Police Investigations and Support - Transcription Services</td>
<td>$7,000</td>
</tr>
<tr>
<td>Police</td>
<td>Police Patrol</td>
<td>$10,709,964</td>
</tr>
<tr>
<td>Police</td>
<td>Police Patrol - Verizon Cellular</td>
<td>$15,528</td>
</tr>
<tr>
<td>Police</td>
<td>Police School Resource Officer</td>
<td>$550,096</td>
</tr>
<tr>
<td>Police</td>
<td>Regional Center for Animal Care and Protection</td>
<td>$1,445,567</td>
</tr>
<tr>
<td>J &amp; D Court Services Unit</td>
<td>Residential Juvenile Detention Services</td>
<td>$1,081,759</td>
</tr>
<tr>
<td>Commonwealth Attorney</td>
<td>Roanoke City Victim Witness Program</td>
<td>$32,242</td>
</tr>
<tr>
<td>Commonwealth Attorney</td>
<td>Victim Witness Program Grant Match Increase</td>
<td>$6,844</td>
</tr>
</tbody>
</table>
## COMMUNITY SAFETY

<table>
<thead>
<tr>
<th>Service</th>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire/EMS</td>
<td>Roanoke Emergency Medical Services (REMS)</td>
<td>$50,000</td>
</tr>
<tr>
<td>Sheriff/Jail</td>
<td>Sheriff's Office Operations</td>
<td>$3,560,558</td>
</tr>
<tr>
<td>Transportation</td>
<td>Signs and Pavement Markings</td>
<td>$712,739</td>
</tr>
<tr>
<td>Transportation</td>
<td>Street Lighting</td>
<td>$1,223,221</td>
</tr>
<tr>
<td>Transportation</td>
<td>Support Circuit Judges</td>
<td>$517,764</td>
</tr>
<tr>
<td>Transportation</td>
<td>Traffic Signals</td>
<td>$599,180</td>
</tr>
</tbody>
</table>
Offer:  911 Operations
Dept:  Technology Fund
Outcome:  Reasonable response times
Factor:  Responsiveness

Executive Summary:

Roanoke's E-911 center is a Nationally Accredited Public Safety Communications agency and the primary public safety answering point (PSAP) for emergency calls for the City of Roanoke. The center operates 24 hours a day responding to more than 280,000 telephone calls per year. The staff dispatches over 100,000 calls a year to police and over 25,000 to Fire/EMS responders. The E-911 center in Roanoke is the largest PSAP west of Richmond and is the default PSAP for the region. This offer represents costs for basic emergency and safety operations that are essential to the service provided to our citizens and public safety partners, and includes personnel, training, and Computer Aided Dispatch (CAD) costs, which allows for dispatching of calls to the appropriate emergency functional area.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of calls not requiring EMD questioning entered into CAD within 106 seconds.</td>
<td>95%</td>
<td>95%</td>
<td>88%</td>
</tr>
<tr>
<td>Percentage of Police emergency calls entered into CAD within 120 seconds</td>
<td>90%</td>
<td>90%</td>
<td>88%</td>
</tr>
<tr>
<td>Percentage of Police routine calls entered into CAD within 180 seconds</td>
<td>90%</td>
<td>90%</td>
<td>98%</td>
</tr>
</tbody>
</table>

Seller/Owner:  4130 – E911 Center & Wireless Divisions

---

Offer:  CAD System Maintenance Increase
Dept:  Technology Fund
Outcome:  Reasonable response times
Factor:  Responsiveness

Executive Summary:

This offer represents costs for basic emergency and safety operations that are essential to the service provided to our citizens and public safety partners, and includes personnel, training, and Computer Aided Dispatch (CAD) costs, which allows for dispatching of calls to the appropriate emergency functional area.

Seller/Owner:  4130 – E911 Center & Wireless Divisions

---

Offer:  E911 Career Enhancement and Overtime
Dept:  Technology Fund
Outcome:  Compliance with local, state, and national regulations, and accreditation best practices
Factor:  Quality Standards and Laws

Executive Summary:

This offer represents costs to establish a Career Enhancement Program that will provide a structure and progression path with compensation to help ensure future growth and leadership within the department.

Seller/Owner:  4130 – E911 Center & Wireless Divisions
Offer: Administrative Support of Juvenile & Domestic Relations District Court

Dept: Juvenile & Domestic Court Clerk

Outcome: Protect the constitution and laws

Factor: Quality Standards and Laws

Executive Summary:

The purpose of the Juvenile and Domestic Relations District Court is to protect the welfare of the children and families. This Court provides impartial and timely services to litigants and the paramount concern is the protection of victim’s rights and liberties in accordance with the Code of Virginia. Our Court is responsible for the adjudication of criminal, traffic and civil cases that involve juveniles, adults and family matters. Our Court operates under the direction of the Supreme Court of Virginia, and the Clerk’s Office is responsible for the timely entry, updating, reporting and maintenance of all case records that relate to both criminal and civil proceedings.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of Adult Cases cleared within the 12 months</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of Juvenile Cases cleared within the 12 months</td>
<td>100%</td>
<td>100%</td>
<td>99.2%</td>
</tr>
</tbody>
</table>

Seller/Owner: 2131 - Juvenile & Domestic Relations - Court Clerk

Offer: Increase: Records Management

Dept: Juvenile & Domestic Court Clerk

Outcome: Protect the constitution and laws

Factor: Quality Standards and Laws

Executive Summary:

Effective records management is critical for ensuring that sufficient adequate controls are in place to ensure that archived paper records are properly destroyed for information security and privacy protection. We identified the need to use a document destruction service who has a secure chain-of-custody and provides a Certificate of Destruction after each service for best-practice in order to keep the citizens information secure and keep our organization safe.

Seller/Owner: 2131 - Juvenile & Domestic Relations - Court Clerk

Offer: Stipends

Dept: Juvenile & Domestic Court Clerk

Outcome: Protect the constitution and laws

Factor: Quality Standards and Laws

Executive Summary:

To focus on appropriate compensation and correct for inequity compared to staff of similar training, experience and responsibilities. The Roanoke City J&DR Court Clerk's staff's median annual wage is 23% considerably lower than the annual wage for a Roanoke city employee. The low wage have caused difficulty recruiting and retaining employees. The stipend will help close the pay differential gap and also help with our high-turnover environment.

Seller/Owner: 2131 - Juvenile & Domestic Relations - Court Clerk
Offer Executive Summary

**Offer:** Administrative Support of Roanoke City General District Court

**Dept:** General District Court

**Outcome:** Protect the constitution and laws

**Factor:** Quality Standards and Laws

### Executive Summary:

The Administrative Support offer of the Roanoke City General District Court provides the employees the means to operate at a high level when dealing with the citizens and several agencies relating to criminal, traffic and civil laws of the Commonwealth of Virginia and the City of Roanoke. The Administrative Support offer allows the Roanoke City General District Court staff to guarantee efficient/effective service that the citizens of Roanoke expect.

General District Court collects both local and state costs and fines. Each year, thousands of cases are processed in the system and tracked until their completion. The Supreme Court of Virginia mandates through policy and law, the process of how revenues are recorded and deposited (local & state disbursements) in the courts financial system. Annual inspections and audits are conducted by internal and external staff to ensure accountability and that procedures set in place are being followed.

### Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of civil cases cleared within 12 months</td>
<td>85%</td>
<td>85%</td>
<td>99.8%</td>
</tr>
<tr>
<td>Percent of felony cases cleared within one year (365 days)</td>
<td>85%</td>
<td>85%</td>
<td>98.8%</td>
</tr>
<tr>
<td>Percent of Misdemeanor cases cleared in 120 days.</td>
<td>85%</td>
<td>85%</td>
<td>87.6%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 2120 - General District Court

---

**Offer:** Stipends for Clerk's Office staff

**Dept:** General District Court

**Outcome:** Protect the constitution and laws

**Factor:** Quality Standards and Laws

### Executive Summary:

During FY15-FY16 budget period, the 23rd Judicial District; Salem, Roanoke County & Roanoke City administrator and city manager approved an annual stipend of $3,000 per employee, working in the Clerk's offices of the General District and Juvenile Relations & Domestic Courts. According to the MOU, employees are eligible to receive the annual stipend if City employees receive a bonus or raise during that budget period. Initially, FY21 stipends was approved in the budget but was rescinded when the COVID pandemic struck.

**Seller/Owner:** 2120 - General District Court

---

**Offer:** Blue Hills Communication Center (E911/VA811)

**Dept:** Technology Fund

**Outcome:** Reasonable response times

**Factor:** Responsiveness

### Executive Summary:

The Blue Hills Communication Center construction has been completed and is now operational. The building is a public-private partnership between Roanoke City E911 and VA811, housing employees for each. The E911 call center also accommodates serving as a backup center for Roanoke County E911. As part of the building of this new center, a condo association was created, which is made up of VA811 and Roanoke City E911, who now jointly share costs for the building. The condo association was established during FY20 and this offer includes all estimated building related costs, and the associated revenue anticipated to be reimbursed by VA811.

### Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of Police routine calls entered into CAD within 180 seconds.</td>
<td>90%</td>
<td>90%</td>
<td>98%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 4180 - E911/VA811 SHARED EXPENSES
Offer Executive Summary

Executive Summary:
The Office of the Commonwealth's Attorney for the City of Roanoke prosecutes all felony cases occurring in the City of Roanoke and, subject to state and/or local funding, strives to prosecute misdemeanor and traffic violations; to perform the other numerous (>580) statutorily-mandated functions assigned to the Commonwealth's Attorney by the legislature, including extraditions, mental commitment appeals, bond forfeitures, and asset forfeitures. In addition the CA houses and manages the Regional Drug Prosecutor, an in-house Cost Collection unit, an attorney dedicated to City Code Enforcement, and the Victim/Witness Program that assists in witness management.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of pending felony cases prosecuted</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of pending misdemeanor cases prosecuted</td>
<td>80%</td>
<td>80%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of pending traffic infraction cases prosecuted</td>
<td>50%</td>
<td>50%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Seller/Owner: 2210 - Commonwealth's Attorney

Offer: Assistant Commonwealth Attorney II
Dept: Commonwealth Attorney
Outcome: Offender consequences
Factor: Responsiveness
Supplemental

Executive Summary:
The Office of the Commonwealth's Attorney for the City of Roanoke prosecutes all felony cases occurring in the City of Roanoke and, subject to state and/or local funding, strives to prosecute misdemeanor and traffic violations; to perform the other numerous (>580) statutorily-mandated functions assigned to the Commonwealth's Attorney by the legislature, including extraditions, mental commitment appeals, bond forfeitures, and asset forfeitures. In addition the CA houses and manages the Regional Drug Prosecutor, an in-house Cost Collection unit, an attorney dedicated to City Code Enforcement, and the Victim/Witness Program that assists in witness management.

Seller/Owner: 2210 - Commonwealth's Attorney

Offer: Interpreter Services
Dept: Commonwealth Attorney
Outcome: Offender consequences
Factor: Responsiveness
Supplemental

Executive Summary:
The Office of the Commonwealth's Attorney for the City of Roanoke prosecutes all felony cases occurring in the City of Roanoke and, subject to state and/or local funding, strives to prosecute misdemeanor and traffic violations. In addition, the Commonwealth's Attorney assists in witness management. Over and above office supplies, office space, and other materials, these myriad functions require a variety of personnel with specialized training, education, and talent.

Seller/Owner: 2210 - Commonwealth's Attorney
Offer Executive Summary

Community Safety

Offer: Community Risk Reduction Division
Dept: Fire
Outcome: Hazard mitigation through design, technology, and infrastructure

Executive Summary:
The Fire Marshal's Office (FMO) is responsible for conducting routine fire prevention inspections, fire investigations, permit plan review and issuances, review of comprehensive plan submissions, and public education programs. In addition, the FMO conducts inspections of new and remodeled fire protection for the Building Commissioner's office. Finally, the FMO manages and coordinates a variety of programs internally, including hydrant maintenance activities, the Knox Box Program, and our Community Risk Assessment program.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of fire investigations resulting in cause determination</td>
<td>90%</td>
<td>90%</td>
<td>70%</td>
</tr>
</tbody>
</table>

Seller/Owner: 3212 - Fire/EMS - Support

Offer: Fire Marshal Office Realignment
Dept: Fire
Outcome: Hazard mitigation through design, technology, and infrastructure

Executive Summary:
The Fire Marshal's Office (FMO) is responsible for conducting routine fire prevention inspections, fire investigations, permit plan review and issuances, review of comprehensive plan submissions, and public education programs in the City of Roanoke. The FMO also conducts inspections of new and remodeled fire protection systems for the Building Commissioner's office, manages and coordinates hydrant maintenance activities, the Knox Box Program, as well as our Community Risk Assessment program. In recent years it has become more difficult to recruit part-time staff, and the training pipeline for these personnel has increased significantly. In addition, the scope of the FMO's mission and the City's built environment has grown significantly, resulting in a more complex job for our inspectors. Realignment of the FMO to include only FTE will allow the division to meet customer service and community engagement goals.

Seller/Owner: 3212 - Fire/EMS - Support

Offer: FT Staff OT Wages - Fire Marshal's Office
Dept: Fire
Outcome: Hazard mitigation through design, technology, and infrastructure

Executive Summary:
Overtime cost associated with call back for fire investigations, code enforcement and special events handled by the Fire Marshal's office.

Seller/Owner: 3212 - Fire/EMS - Support
Offer Executive Summary

**Offer:** DARE Program

**Outcome:** Social safety programs in neighborhoods and commercial areas

**Executive Summary:**

The Roanoke Sheriff's Office provides (9) deputy sheriffs to the Roanoke Public School system as DARE Officers. These deputies serve to maintain a positive law enforcement presence in the 17 elementary schools located in the City of Roanoke. The position of DARE Officer provides a valuable and engaging platform for the Sheriff's Office to positively interact with the most at-risk segments of the population. The program also ensures that highly trained law enforcement personnel are present within schools to supplement school security, as well as respond to critical incidents in a timely fashion in order to keep the students safe.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of time DARE Officers are present at the elementary schools every day that school is in session</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Factor:** Prevention

**Existing**

**Seller/Owner:** 2140 - Sheriff

---

Offer Executive Summary

**Offer:** Drug Prosecutor

**Outcome:** Offender consequences

**Executive Summary:**

Federal funding was made available to the Commonwealth of Virginia to be used for the development of several Multi-Jurisdictional Special Drug Prosecutors statewide. The positions were developed to coordinate prosecutorial efforts among independent jurisdictions, reduce fractional and duplicate prosecutions, enhance the recovery of criminal assets, and utilize federal, state and local resources to assure maximum prosecutorial effectiveness and to provide specialized prosecutorial resources to the regional drug enforcement effort. The Commonwealth's Attorneys of Craig County, Franklin County, Roanoke County, and the Cities of Roanoke and Salem applied on October 9, 1987, to the Commonwealth's Attorneys' Services Council, the State agency responsible for the administration of the grant money to fund a Multi-Jurisdictional Special Drug Prosecutor. City Council accepted the Multi-Jurisdictional Special Drug Prosecutor Grant in April, 1988, and a full-time Special Drug Prosecutor was hired in July, 1988. Annual re-application for the funding is required.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of the pending felony drug cases prosecuted</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of the pending misdemeanor drug cases prosecuted in Roanoke City</td>
<td>80%</td>
<td>80%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Factor:** Responsiveness

**Existing**

**Seller/Owner:** 2210 - Commonwealth's Attorney

---

Offer Executive Summary

**Offer:** Drug Prosecutor Projected Increase Funding

**Outcome:** Offender consequences

**Executive Summary:**

Federal funding was made available to the Commonwealth of Virginia to be used for the development of several Multi-Jurisdictional Special Drug Prosecutors statewide. This supplemental request reflects the projected increase in the City funded share for FY22.

**Factor:** Responsiveness

**Supplemental**

**Seller/Owner:** 2210 - Commonwealth's Attorney
Offer: Emergency Management
Dept: Fire
Outcome: Proactive risk assessment and resolution

Executive Summary:
To create a disaster resilient community emphasizing the reduction of life losses and property damage resulting from natural and man-made emergencies and disasters. Provide risk analysis to prepare for the most effective and efficient response to emergencies and disasters and develop hazard mitigation strategies to reduce the potential impacts of disasters. Services provides education and training to the community and agencies within and outside the City of Roanoke on hazard and disaster awareness, preparedness, response, recovery, and mitigation. Services provides education in emergency preparedness through various community events to provide children with storm and disaster preparedness training. Services support City-wide safety initiatives through prevention, preparedness, response, and communication and an effective emergency warning system.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of local or regional disaster exercises held annually</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

Seller/Owner: 3520 - Emergency Management

Offer: Fire and Emergency Medical Services Operations
Dept: Fire
Outcome: Reasonable response times

Executive Summary:
Operations consist of 11 Fire-EMS facilities located strategically throughout the City. Our system provides full-time staffing of 10 front-line engine companies, 4 front-line ladder companies, 9 front-line EMS units and 2 part-time EMS units. Current staffing profile allows for adequate fire ground personnel needed to address the critical tasks as outlined in SOG 2-6 (Standards of Coverage) and NFPA as well as addressing complex medical protocol and patient rights issues as outlined in regional policy and state code. Additionally, current staffing and station placement allows for ISO class I ranking. The department also employees part time EMS personnel for a more efficient staffing profile that enables the department to address the growing demand for service. Our goal is to improve our ability to safely respond to Fire and EMS emergencies through equipment placement improvements, training, equipment upgrades and improved operational controls.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of emergency incidents responded to within identified performance indicators for Fire,EMS,Hazmat &amp; HTR</td>
<td>90%</td>
<td>90%</td>
<td>94%</td>
</tr>
</tbody>
</table>

Seller/Owner: 3213 - Fire/EMS - Operations

Offer: Fire Station 10 Rent Increase
Dept: Fire
Outcome: Reasonable response times

Executive Summary:
The rent for the building at the airport to store reserve apparatus had a contractual increase included in the contract.

Seller/Owner: 3213 - Fire/EMS - Operations
Offer Executive Summary

Offer: FT Staff OT Wages - Operations  
Dept: Fire  
Outcome: Reasonable response times  
Factor: Responsiveness  
Supplemental

Executive Summary:
Funding request based on historical expenditures. Overtime is incurred to maintain required staffing profile and comply with FLSA. In the past this expense has been covered from savings gained from vacant positions.

Seller/Owner: 3213 - Fire/EMS - Operations

Offer: Utility Increases  
Dept: Fire  
Outcome: Reasonable response times  
Factor: Responsiveness  
Supplemental

Executive Summary:
The expenses for natural gas, electricity, water, and mobile devices continue to increase annually. This is the first full year that Fire Station #7 will be online, and the square footage of the station it is replacing is significant.

Seller/Owner: 3213 - Fire/EMS - Operations

Offer: Fire-EMS Training Division  
Dept: Fire  
Outcome: Compliance with local, state, and national regulations, and accreditation best practices  
Factor: Quality Standards and Laws  
Existing

Executive Summary:
The Training Division is responsible for the initial training and continuing skills development/certifications for all Firefighters, Firefighter/Paramedic and Fire-EMS Officers. To fulfill these requirements, the training staff is dedicated to creating and providing quality training programs that reflect the needs and changing responsibilities of Roanoke Fire-EMS. All training is focused on providing and maintaining the highest quality emergency services at both fire and medical responses to the citizens, workforce and visitors of Roanoke. Instructional programs target operational efficiency with emphasis on safe operating procedures for our members in all aspects of fire and emergency operations.

The Training Division shares space at Regional Training Center with Roanoke County, and the City of Salem as a partner in the regional hiring and recruit school process.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>At least one EMT-A and EMT-P class held annually.</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

Seller/Owner: 3212 - Fire/EMS - Support

Offer: FT Staff OT Wages - Regional Training Center  
Dept: Fire  
Outcome: Compliance with local, state, and national regulations, and accreditation best practices  
Factor: Quality Standards and Laws  
Supplemental

Executive Summary:
Required by FLSA. Covers cost associated with recruit school and other training. Funding request base on prior years expenses.

Seller/Owner: 3212 - Fire/EMS - Support
### Offer Executive Summary

**Offer:** Fire/EMS - Administration and Support Services  
**Dept:** Fire  
**Outcome:** Hazard mitigation through design, technology, and infrastructure  
**Factor:** Prevention

#### Executive Summary:

Support Services provides coordination and management direction to field operations, training and prevention to the entire department regarding personnel, critical strategic initiatives, performance indicators, accreditation maintenance, payroll, purchasing, and inventory and budget in order to protect and preserve the lives and property of residents and visitors to the City from damage or loss due to fire, medical emergencies, environmental hazards and traumatic accidents. This support also includes a Regional Haz-Mat Response Team, Special Operations, and Regional Technical Rescue Team responses.

Support Services also includes complete oversight and to maintain credentials as well as critical strategic initiatives, performance indicators, payroll, purchasing, inventory and the department's financial resources.

#### Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain CPSE (Center for Public Safety Excellence) accreditation core competencies.</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 3212 - Fire/EMS - Support

---

### Offer Executive Summary

**Offer:** Jail Operations  
**Dept:** Sheriff  
**Outcome:** Offender consequences  
**Factor:** Responsiveness

#### Executive Summary:

The Jail Operations offer incorporates a wide range of expenses necessary to maintain custody of prisoners as required by law. The jail's primary objective is to protect the citizens of the City of Roanoke through the orderly and safe operation of the jail. The jail receives, processes, and detains minimum, medium, and maximum security inmates who are lawfully incarcerated. In addition, the jail manages and provides various programs and services designed to benefit all detainees, including inmate health care, inmate food services, transportation operations, educational programs, and custodial records management. These programs utilize state mandated and professionally accepted standards and comply with the American Correctional Association and the National Commission on Correctional Health Care accreditation requirements. The core jail staff is divided into four watches in the jail security division.

#### Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of inmate escapes during the year</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 3310 - Jail

---

### Offer Executive Summary

**Offer:** Sheriff and Jail Inflationary Increases  
**Dept:** Sheriff  
**Outcome:** Offender consequences  
**Factor:** Responsiveness

#### Executive Summary:

This offer is being submitted to request funding to offset inflationary increases at the jail.

**Seller/Owner:** 3310 - Jail
Offer Executive Summary

**Offer:** Office of the Magistrate

**Dept:** Magistrates Office

**Outcome:** Criminal and civil adjudication

**Factor:** Quality Standards and Laws

**Existing**

### Executive Summary:

The Office of the Magistrate [Magistrate] is a statutorily required service for citizens and stakeholders. The primary function of the Magistrate is to hear testimony to determine if probable cause exists for a crime, search/seizure or detention based on mental health crisis. Additionally, the Magistrate is directed to conduct bail hearings upon the arrest of an individual in order to allow for release from custody or detention if release would be a danger and/or the individual would likely not appear for further court hearings.

The primarily source of funding for the Magistrate comes from the Office of the Executive Secretary of the Supreme Court [OES]. This includes salaries, video hearing equipment, computers and computing equipment, language interpretation services, training of magistrates, among other costs. The local budget must make up for things OES will not pay for (office furniture, toner and ink for non-OES machines, office space and improvements to the space, etc).

### Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of processes considered (civil and criminal). Processes include, but are not limited to, war</td>
<td>50,000</td>
<td>50,000</td>
<td>21,686</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 2121 - Magistrates Office

---

**Offer:** Police Academy

**Dept:** Police

**Outcome:** Compliance with local, state, and national regulations, and accreditation best practices

**Factor:** Quality Standards and Laws

**Existing**

### Executive Summary:

The Roanoke Police Academy is a State of the Art training facility that is LEED certified. The academy has achieved national accreditation as part of the Police Department's goal of being fully nationally accredited. The Roanoke Police Department utilizes its training academy to provide the citizens of Roanoke with a highly trained, efficient, and effective community policing oriented department. Police Academy employees provide a highly knowledgeable training cadre who oversee the maintenance of officer certifications, the training of new officers, and the training of civilians. The Police Academy significantly reduces the overall training costs of the entire city and has quickly become a hub for regional training. Beyond its benefit to the Roanoke Police Department, the training academy has also hosted numerous classes for other city departments, community coalitions, federal law enforcement agencies, state/local law enforcement agencies and various educational programs.

### Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accreditation Achievement: Percent of standards met for the National Accreditation (CALEA) for the Police Academy.</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Performance Standard: Percent of sworn law enforcement officers who receive a minimum of 40 hours of training and civilians who receive mandated annual training</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Performance Standards: Percent of applicants accepted into the Citizens Police Academy who apply and qualify for admission.</td>
<td>85%</td>
<td>85%</td>
<td>92.5%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 3115 - Police - Training
Offer Executive Summary

**Offer:** Police Administrative Services  
**Dept:** Police  
**Outcome:** Compliance with local, state, and national regulations, and accreditation best practices  
**Factor:** Quality Standards and Laws  
**Existing**

**Executive Summary:**

The Administrative Services offer of the Roanoke Police Department encompasses the employees necessary to maintain National Accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA), achieve a high level of agency efficiency/effectiveness in the delivery of law enforcement services and provide excellent customer service to citizens. The offer funds agency-wide costs including: building maintenance, the majority of fixed operational expenses, professional fees, contractual obligations, software fees, office expenses, utilities, phones, technology costs, and assorted costs that are necessary to operate the Roanoke Police Department. The Administrative Services offer allows the Roanoke Police Department to meet the expectations of citizens and manage/co-ordinate the overall operation of the agency. The specialized job tasks contained in this offer are essential for the functioning of the 300+ employee agency.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accreditation Achievement: Percent of standards met for the National Accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA)</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Performance Standards: Total number of people or businesses who will &quot;like&quot; the Police Department's Facebook page.</td>
<td>20,000</td>
<td>20,000</td>
<td>29,091</td>
</tr>
<tr>
<td>Regional Collaboration: The Roanoke Police Department will participate in at least 15 inter-governemental agreements and collaborations.</td>
<td>15</td>
<td>15</td>
<td>125</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 3111 - Police Department

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**Offer:** Police Administrative Services - Embedded Criminologist  
**Dept:** Police  
**Outcome:** Proactive risk assessment and resolution  
**Factor:** Responsiveness  
**Supplemental**

**Executive Summary:**

The embedded criminologist works for and under the direction of the police department. As an Embedded Criminologist for the City of Roanoke Police Department, Employee will:

- Prepare reports on existing department operations, methods and procedures to enhance the effectiveness of achieving the police departments goals of crime reduction and crime management;
- Complete statistical, tactical and intelligence analysis as needed;
- Conduct research into crime and criminal behavior;
- Evaluate the successes and identify failures of the police department through verifiable data;
- Maintain responsibility for professional quality, technical accuracy, completeness and coordination of all reports, designs, plans, information, specifications and other items and services furnished;
- Participate in special projects; and
- Such other duties as are deemed necessary by the Police Chief and/or his designee.

**Seller/Owner:** 3111 - Police Department
Executive Summary:

The RESET Volunteer Coordinator will be responsible for the organizing and recruitment of volunteers and will coordinate any deployments of the team. The RESET program is led by volunteers and meant to be a restorative program, not an investigative tool. As a customer service focused agency we must understand that violent crime and traumatic events not only affects victims and their families but can also impact the entire community which we serve. The RESET team will be comprised of community volunteers that will visit neighborhoods after they have experienced traumatic events or areas in which the citizens are continuously affected by ongoing criminal activity. While in the neighborhoods, members of the RESET team will offer informational packets that can assist in the recovery process as well as prevention and intervention services that can improve the quality of life in the neighborhood.

Executive Summary:

An increase is necessary for Police overtime and off-duty pay increase in order to align budgets with actual expenditure trends.

Executive Summary:

The Animal Protection and Services Unit promotes public safety and improves the quality of life within the City of Roanoke. Animal Wardens assist injured or sick wildlife, capture dangerous or stray animals, enforce applicable laws governing the licensing of animals, investigate allegations of animal neglect/cruelty and reduce hazards to public safety through proactive enforcement of rabies inoculation laws. The Code of Virginia mandates that incorporated municipalities provide this service recognizing that absence of this service in a densely populated area will adversely affect human and animal health. The Protection and Services Unit provides a crucial pet care element (disaster trailer) to disaster response efforts across the Commonwealth.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Standards: Average response time to immediate danger animal control calls; average response time to non-immediate danger or public service animal control calls.</td>
<td>15min/30min</td>
<td>15min/30min</td>
<td>13 min 31 sec</td>
</tr>
</tbody>
</table>

Seller/Owner: 3111 - Police Department

Seller/Owner: 3111 - Police Department

Seller/Owner: 3530 - Police - Animal Control
Community Safety

Offer Executive Summary

Offer: Police Investigations and Support
Dept: Police
Outcome: Compliance with local, state, and national regulations, and accreditation best practices
Factor: Quality Standards and Laws

Executive Summary:

Police Investigations and Support personnel responds to citizen needs by conducting thorough investigations into criminal offenses that occur in the City of Roanoke. The sworn and civilian employee positions in the Police Investigations offer have received specialized training to respond to specific types of crimes: Crimes Against Person, Special Victims, Crimes Against Property, and Narcotics & Organized Crime. The Police Investigation and Support offer contains the funding necessary to operate the Criminal Investigations Unit at a minimum level that will permit it to respond to major incidents, solve everyday crimes and restore property/dignity to victims.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accreditation Achievement: Percent of standards met standards to maintain national accreditation</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Crime Rates: Percent of cases expected to be cleared by Investigations detectives above the national case clearance rates for major crimes and property crimes.</td>
<td>greater than average</td>
<td>greater than average</td>
<td>greater than average</td>
</tr>
<tr>
<td>Regional Collaboration: DEA, ATF, JTTF, RVGTF participation.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Seller/Owner: 3112 - Police - Investigations

Offer: Police Investigations and Support - Standby Time Pay
Dept: Police
Outcome: Compliance with local, state, and national regulations, and accreditation best practices
Factor: Quality Standards and Laws

Executive Summary:

Police Investigations and Support personnel respond to citizen needs by conducting thorough investigations into criminal offenses that occur in the City of Roanoke. The Police Investigation and Support offer contains the funding necessary to operate the Criminal Investigations Unit at a minimum level that will permit it to respond to major incidents, solve everyday crimes and restore property/dignity to victims. After a lawsuit was settled last fiscal year it was determined we would need to offer standby time to certain units. Units on standby will include (1) Forensic Investigator, (1) Motor Vehicle Fatality Investigator, (2) Crimes Against Persons Investigators, (1) Special Victims Investigator, (1) Gang Unit Investigator, and (6) Tactical Response Team members.

Seller/Owner: 3112 - Police - Investigations

Offer: Police Investigations and Support - Transcription Services
Dept: Police
Outcome: Criminal and civil adjudication
Factor: Quality Standards and Laws

Executive Summary:

Police Investigations and Support personnel responds to citizen needs by conducting thorough investigations into criminal offenses that occur in the City of Roanoke. The sworn and civilian employee positions in the Police Investigations offer have received specialized training to respond to specific types of crimes: Crimes Against Person, Special Victims, Crimes Against Property, Forensic Services Unit, and Narcotics & Organized Crime. The Police Investigation and Support offer contains the funding necessary to operate the Criminal Investigations Unit at a minimum level that will permit it to respond to major incidents, solve everyday crimes and restore property/dignity to victims. Transcription services assist in the successful prosecution of crimes. Currently the unit is operating without full staffing of their administrative assistants and are roughly 2,500 minutes behind in transcription.

Seller/Owner: 3112 - Police - Investigations
Offer Executive Summary

Outcome: Compliance with local, state, and national regulations, and accreditation best practices

Executive Summary:
The Police Patrol offer encompasses the staffing, supplementary funding and equipment necessary to provide legally mandated basic law enforcement services to the citizens of Roanoke and to respond to emergency situations. Patrol officers are responsible for responding to citizen calls for service, resolving traffic complaints, enforcing laws, addressing community policing concerns and providing traffic enforcement. Patrol officers respond to approximately 150,000 calls for service per year and are often the first public safety employees placed in dangerous situations. To provide efficient high quality services for the citizens of Roanoke the patrol offer contains numerous specialized units (Traffic Safety, Motorcycle Traffic Enforcement, Tactical Response Team, Community Response Team, and Fatality Investigations). The Police Patrol division is required to meet hundreds of performance standards as part of the Commission on Accreditation for Law Enforcement Agencies accreditation.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crime Rates: Percent reductions of the five year average in part 1 crimes per year.</td>
<td>1%</td>
<td>1%</td>
<td>1.23%</td>
</tr>
<tr>
<td>Customer Surveys: Percent of respondents from internal telephone survey who rate their experience with the Police Department as good or excellent.</td>
<td>80%</td>
<td>80%</td>
<td>79.45%</td>
</tr>
<tr>
<td>Performance Standards: Average immediate response time in minutes (from dispatch to arrival on scene) for emergency services calls.</td>
<td>4</td>
<td>4</td>
<td>4 min 41 seconds</td>
</tr>
</tbody>
</table>

Seller/Owner: 3113 - Police - Patrol

Offer: Police Patrol - Verizon Cellular

Outcome: Reasonable response times

Executive Summary:
The Police Patrol offer encompasses the staffing, supplementary funding and equipment necessary to provide legally mandated basic law enforcement services to the citizens of Roanoke and to respond to emergency situations. Patrol officers are responsible for responding to citizen calls for service, resolving traffic complaints, enforcing laws, addressing community policing concerns and providing traffic enforcement. Patrol officers respond to approximately 150,000 calls for service per year and are often the first public safety employees placed in dangerous situations. The switch from US Cellular wireless cards to Verizon has increased responsiveness due to less lag time in the field.

Seller/Owner: 3113 - Police - Patrol
Executive Summary:
The Roanoke Police Department provides 9 Police Officers to the Roanoke City Public School system as School Resource Officers. A percentage of the School Resource Officers offer costs are reimbursed by the Roanoke City Public Schools. School Resource Officers maintain a positive law enforcement presence in the High Schools and Middle Schools in the City of Roanoke. The position of School Resource Officer provides a very valuable and engaging platform for the Police Department to positively interact with the most at-risk segments of the population. The School Resource Officer program also ensures that highly trained Police Officers are present within schools to supplement school security as well as respond to critical incidents in a timely fashion.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Standards: Percent of school days that school is in session that an officer will be present at the high schools; percent of school days that school is in session that an officer will be present at the middle schools.</td>
<td>98%/80%</td>
<td>98%/80%</td>
<td>100%/99%</td>
</tr>
</tbody>
</table>

Seller/Owner: 3113 - Police - Patrol

Offer: Regional Center for Animal Care and Protection
Dept: Police
Outcome: Equitable resource allocation

Executive Summary:
The City of Roanoke in cooperation with other local jurisdictions is part of a cooperative agreement to manage the Regional Center for Animal Control and Protection.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Collaboration: The animal control and protection unit will continue to collaborate with regional local governments and the Roanoke Valley Society for the Prevention of Cruelty to Animals.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Seller/Owner: 3530 - Police - Animal Control
Offer Executive Summary

Offer: Residential Juvenile Detention Services
Dept: Juvenile & Domestic Court Services
Outcome: Offender consequences
Factor: Responsiveness
Existing

Executive Summary:

This offer supports the placement of juvenile offenders in secure detention as required and governed by Virginia Code Section 16.1-24 6. This offer also supports the use of the determinate sentencing authority granted to Juvenile Court Judges by Virginia Code Section 16.1-284.1 for determinate post-dispositional placement of youth in local detention facilities. In addition to placement in detention, this offer supports the Detention Review Specialist staff position. The Detention Review Specialist evaluates detention placements and makes recommendations for less costly detention alternatives when appropriate.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of detention bed days saved through intervention of Detention Review Specialist</td>
<td>2,000</td>
<td>2,000</td>
<td>1,609</td>
</tr>
<tr>
<td>Percentage of detention admissions resulting from use of discretionary override under the Aggravating or Mitigating categories of the Detention Assessment Instrument</td>
<td>20%</td>
<td>20%</td>
<td>11.53%</td>
</tr>
</tbody>
</table>

Seller/Owner: 2130 - Juvenile & Domestic Relations - Court Service Unit

Offer: Roanoke City Victim Witness Program
Dept: Commonwealth Attorney
Outcome: Offender consequences
Factor: Responsiveness
Existing

Executive Summary:

The Roanoke City Victim Witness Program was established in 1984, and is coordinated by the Office of the Commonwealth's Attorney. The program is funded by a grant from the Department of Criminal Justice Services, and a local cash match from the City of Roanoke. The program's five full-time staff members provide comprehensive information and direct services to crime victims and witnesses in accordance with the Virginia Crime Victim and Witness Rights Act (19.2-11.01). These services reduce the trauma of victimization, and encourage victims and witnesses to cooperate with and participate in the criminal justice system.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of direct victims served</td>
<td>1,350</td>
<td>1,400</td>
<td>1,149</td>
</tr>
<tr>
<td>Number of direct victims served per staff member</td>
<td>270</td>
<td>280</td>
<td>268</td>
</tr>
</tbody>
</table>

Seller/Owner: 2210 - Commonwealth's Attorney

Offer: Victim Witness Program Grant Match Increase
Dept: Commonwealth Attorney
Outcome: Offender consequences
Factor: Responsiveness
Supplemental

Executive Summary:

The Roanoke City Victim Witness Program is funded by a grant from the Department of Criminal Justice Services and a local cash match from the City of Roanoke. This supplemental request reflects the projected increase in the local grant match for FY21-22.

Seller/Owner: 2210 - Commonwealth's Attorney
**Offer Executive Summary**

**Offer:** Roanoke Emergency Medical Services (REMS)  
**Dept:** Fire  
**Outcome:** Reasonable response times  
**Factor:** Responsiveness

**Executive Summary:**

REMS is a non-profit/volunteer EMS organization that provides staffing for ALS and BLS ambulances to handle 911 EMS calls nights and weekends. Additionally, REMS supports Fire-EMS operations with rehab services during large emergency incidents and standby services for special events. All reserve ambulances are stored at REMS main facility located at 374 Day Avenue. REMS is a non-profit all volunteer organization.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of incidents for which REMS provides rehab services on large emergency incidents.</td>
<td>90%</td>
<td>90%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 3213 · Fire/EMS - Operations

---

**Offer:** Sheriff's Office Operations  
**Dept:** Sheriff  
**Outcome:** Strategic planning  
**Factor:** Prevention

**Executive Summary:**

The Roanoke Sheriff’s Office is a nationally accredited agency which provides quality court, correctional, law enforcement and customer-focused services. The organization is comprised of the human resources aspect of the organization, planning and research, accounts payable and receivable, professional standards, court security and the service of civil process. The Office of the Sheriff operates within strict accordance of legal mandates and powers as granted under the Code of Virginia. The Roanoke Sheriff's Operations Offer incorporates staff members that handle the day-to-day administrative functions, which include: Payroll, Accounting, Professional Standards, Planning and Research, Courthouse Security, Civil Process Service, Supervision of the Community Work Force Program, and Executive-Level Management.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of incidents of weapons introduced inside the courtroom</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 2140 · Sheriff
Offer Executive Summary

**Offer:** Signs and Pavement Markings  
**Dept:** Public Works  
**Outcome:** Hazard mitigation through design, technology, and infrastructure  
**Factor:** Prevention Existing

**Executive Summary:**

The Sign and Pavement Marking shop are responsible for installation, maintenance, and repair of all traffic control signs and pavement markings, 24/7 emergency response to incidents, traffic control support for assemblies, races, parades, street closures, and other events, and removal of illegal signs and further encroachments in the right of way. This offer provides funding for the maintenance operation:

- 505 miles of pavement striping
- Providing 24/7 emergency response services on approximately 300 after-hour incidents/year.
- Fabrication of over a thousand signs
- Removing illegal commercial signs
- Repairing and replacing more than 1000 traffic signs
- Supporting an average of 288 special events annually (excluding the year 2020 of course given pandemic lockdowns)

This offer is essential in providing a safe community, implementing the Complete Streets Policy, specifically, and providing bike/pedestrian accommodations.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent adherence to established pavement marking schedule</td>
<td>95%</td>
<td>95%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of damaged or missing Stop or Yield signs replaced or repaired within 8 hours following problem identification</td>
<td>98%</td>
<td>98%</td>
<td>98%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 4110 - Transportation - Street Maintenance

---

**Offer:** Street Lighting  
**Dept:** Public Works  
**Outcome:** Hazard mitigation through design, technology, and infrastructure  
**Factor:** Prevention Existing

**Executive Summary:**

Street Lighting supports maintenance and operation of approximately 450 City-owned post-top street lights and 283 bridge/under the bridge and industrial park lights as well as providing coordination of all activities with AEP, which owns and maintains almost 10,000 street lights within the City. Most of the funding goes to pay the power bill for all street lights within the City. The remaining funds are used to maintain and repair the City-owned street lights that have been damaged or have deteriorated due to equipment age.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of City-owned street lights repaired within 5 business days after identification of problem</td>
<td>90%</td>
<td>90%</td>
<td>98%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 4150 - Transportation - Street Lighting
Offer Executive Summary

**Offer:** Support Circuit Judges  
**Dept:** Circuit Court  
**Outcome:** Protect the constitution and laws  
**Factor:** Quality Standards and Laws  

**Executive Summary:**

The Circuit Court is the court of general jurisdiction. As the Constitution and Code of Virginia mandate, the circuit court is the court of record in and for the City of Roanoke. It determines civil and criminal disputes arising under federal and state Constitutions and laws, and under the city's Charter and ordinances. Its primary role is to provide an independent, accessible, responsive forum for the just resolution of disputes and adjudication of criminal charges, to preserve the rule of the law and to protect all of the rights and liberties guaranteed by the United States and Virginia Constitutions. This is a core governmental function.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of civil and criminal cases commenced</td>
<td>5,800</td>
<td>4,500</td>
<td>5,984</td>
</tr>
<tr>
<td>Number of civil and criminal cases concluded</td>
<td>5,300</td>
<td>6,000</td>
<td>5,443</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 2110 - Circuit Court

---

**Offer:** Traffic Signals  
**Dept:** Public Works  
**Outcome:** Hazard mitigation through design, technology, and infrastructure  
**Factor:** Prevention  

**Executive Summary:**

Traffic Signals provides funding for the 24/7 operation, maintenance and materials, and repair of the City's 161 traffic signals and emergency signals at Fire Stations, emergency vehicle preemption systems, and operation and maintenance of 23 school location zone flashers. Additionally, this offer includes personnel-time for maintaining all 792 city-owned streetlight fixtures, bridge lighting, and installation and replacement of holiday decorations and American flags. Signal design and operations are critical components in ensuring the safety of the traveling public. Well designed and maintained traffic signals help provide our rights of way are safe and accessible for all users. An appropriate level of maintenance and the use of new technologies in vehicle detection and communication systems and new signal equipment are essential to our signal operations.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of malfunctioning traffic signals repaired within 8 hours following</td>
<td>98%</td>
<td>98%</td>
<td>100%</td>
</tr>
<tr>
<td>identification of problem</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Seller/Owner:** 4160 - Transportation - Engineering & Operations
FY2021 – 2022
ADOPTED BUDGET
City of Roanoke, VA
Human Services

Foster a caring community that uses an equitable, regional and collaborative approach to encourage preventative measures, intervention services, and self-sufficiency while providing a social safety net to citizens.

Promote Healthy and Safe Neighborhoods
Promote Positive Youth Development
Prevent Poverty
Promote Self-Sufficiency

Early Identification
Family Involvement/ Holistic Approach
Integrate Citizens into Society
Deinstitutionalization

Prevention

Accessibility to Services

Public Awareness and Education
Service Delivery

Caring Community

Empowerment Involvement

Indicators:
Safe and healthy family measurements
Socio-economic and quality of life trends
Listing of accessibility accomplishments and challenges

Table of Contents
**Priority Statement**

Foster a caring community that uses an equitable, regional and collaborative approach to encourage preventative measures, intervention services, and self-sufficiency while providing a social safety net for citizens.

**Summary of Priority**

Human Services unites public and private institutions (local, state and federal government, faith based, for profit and non-profit businesses) to encourage and support caring communities by assisting individuals and families to achieve self-sufficiency and healthy lives. A commitment to service populations to create accessibility to information and services, with a focus on prevention and intervention when necessary, while grounded in accountability, are the cornerstones of Human Services.

Human Services is committed to improving the quality of life of the service population by providing information about, and creating access to, fair, equitable and timely services. The focus is on prevention, reducing the need for future services, and intervention, and offering direct services when an individual or family is in need.

To address the priority statement, the team created a map around four causal factors:

Prevention services reduce the need for increased intervention.

Intervention services are directed at a person/family at the greatest time in need.

A caring community displays kindness and concern for each other by taking actions that demonstrate respect for and responsibility to our neighbors when they are not able to care for themselves.

Accessibility ensures everyone will have equal access to and knowledge of services.
**Indicators**

**Indicator 1:** Services utilized for safe and healthy families  
Measure 1: Foster Care Data: Such as number of children in foster care. Number of children exiting foster care for adoption. Number of foster children in family based placement/ Number of kids in group homes or residential treatment centers.

Measure 2: Results of Youth Risk Behavior Survey (Source- Roanoke Prevention Alliance/ Blue Ridge Behavioral Healthcare)

Measure 3: Child Safety Data: Such as Child Protective Services, findings and ongoing services provided.

Measure 4. Services provided by community partners for elderly and disabled who receive funding from the City. Measures may include but are not limited to a) Number of meals served by the League of Older Americans Meals on Wheels program; b) Number of citizens served by the Blue Ridge Independent Living Center.

**Indicator 2:** Socioeconomic and quality of life trends both locally and regionally  
Measure 1: Unemployment Rate; Source: US Department of Labor, Bureau of Labor Statistics

Measure 2: Poverty Rate: Percentage of people living below the federal poverty level. Source: US Census Bureau 2010 Small Area Income and Poverty Estimates (SAIPE). For this measure, we will also consider utilizing the ALICE report (Asset Limited, Income Constrained, and Employed) from the United Way. The ALICE report was first released in July 2017. The ALICE threshold are households that earn more than the poverty level but less than the basic cost of living for the locality.

Measure 3: SNAP, TANF, Medicaid recipients; Source: VDSS Annual Report

Measure 4: Number of City residents served through the Head Start and Early Head Start child development and family development services to children (birth to five) in low-income families.

**Indicator 3:** Accessibility to services: progress and challenges  
Measure 1: Top three identifiable accomplishments and top three challenges during the fiscal year towards improving the accessibility of services to citizens.

Measure 2: Number of City residents served and funding towards each program target area through community partners receiving funding through the Human Services Advisory Board.

Measure 3: Homelessness rates broken down in terms of total population, veterans, chronic homelessness, and student homelessness.
Purchasing Strategies

1. We are seeking collaborative offers, when applicable, that maximize efficiencies and effectiveness through the sharing of knowledge, expertise and resources while preventing duplication of services.

2. Offers that promote healthy development and self-sufficiency that reduce the need for services.

3. Offers that demonstrate success based on research, proven results and accountability. Offeror must be able to adhere to necessary compliance and regulatory requirements and the highest ethical standards.

4. Offers that provide the greatest impact to persons in need by maximizing existing resources while looking for areas of opportunity that can be used in new and creative ways.

Statement of Request for Offers

We are seeking offers that will aid in prevention of a need for services. These would be offers that keep adults and youths from slipping into a state of need.

Specifically we are looking for offers that:

1. **Promote physical and mental health** such as programs that aid in early identification of a problem. Using strength-based programs that focus on improving positive behaviors. For example, school officials or community groups can be in the right position to identify youths who are at greatest risk and may be able to refer services.

2. **Promote interpersonal development of youth** that focuses on positive relationships with adults and peers i.e., school attachment, family attachment, community youth development. Engage and educate youth on pro-social behaviors that prevent issues such as teenage pregnancy, substance abuse and negative peer interactions.

3. **Prevent poverty** by addressing its root causes. We want children to have a good start in life by encouraging them to stay in school, get involved in extracurricular activities, and continue post high school education. We should illustrate the ill effects of teen pregnancy, violence and drugs and encourage positive behaviors. Through education and awareness, we want to attempt to eliminate social, racial and cultural isolation. Weak family structures (deprivation of family love and support, family strife) or a history of family poverty (poor self-esteem, lowered expectations for education) are major contributors to a continuing cycle of poverty.
4. Providing the tools needed, we hope to break the cycle. Finally, we want to provide support to those who may be dealing with a catastrophic life event such as divorce, loss of a job, or a major medical incident, which may lead to poverty.

5. **Promote self-sufficiency** by seeking regional and local solutions to support successful integration into society. Examples of programs include, but are not limited to, keeping people in their homes, job skills training, literacy and financial literacy, job placement, and/or providing regional transportation.

**We are seeking offers that will successfully intervene for those who need help the most.**

Specifically we are looking for offers that:

1. **Assess early indications** of needs and strengths through effective case management, which identifies and provides appropriate services and resources. Proper case management would include monitoring services and recognizing opportunities for collaboration with other agencies and localities. Services provided need to be delivered quickly to mitigate potential need for increased services.

2. **Successful offers may emphasize family involvement using a holistic approach** to include a multi-disciplinary team to provide a comprehensive assessment of needs and implementation of services. Offers may also provide comprehensive services to include a family centered approach addressing legal, mental, physical, employment and educational needs.

3. **Work with a range of public and private agencies to help service populations integrate fully in society.** Support integration by assisting individuals with skill training such as parenting skills, job training, personal budgeting and social skills. Encourage neighborhood and natural supports of those being reintegrated into the community to provide those a stable living environment. Ensure that citizens are psychologically prepared to be integrated into an accepting society.

4. **Use different types of community supports to keep the family unit together.** Successful offers may use supports of the community to **reduce institutionalization.** When applicable, clients should be able to receive services from providers while continuing to live in the community. Services should include opportunities for regional collaboration and provide for an effective aftercare plan.
We are seeking offers that will promote a caring community to get involved. This would include non-profits, faith-based, neighborhoods, civic groups or individual volunteers who want to make an impact in the welfare of our community.

Specifically we are looking for offers that:
1. Foster effective communication and positive relationships (neighbor to neighbor, landlord to renter) which empowers people to be productive members of society and promote community attachment.

2. Develop initiatives that facilitate community involvement through volunteering and mentoring.

We are seeking offers that ensure everyone will have equal access to services and be well informed of what is available to them at their time of greatest need.

Specifically we are looking for offers that:
1. Inform citizens of prevention and intervention services such as 211 that allow them to place a call and learn about available options that best suit their needs. Possibly the creation of a Human Services/Education academy that allows citizens to get involved if they are so inclined.

2. Promote effective service delivery by eliminating gaps in services. Areas of need should be addressed throughout the entire spectrum of an individual or families’ need. Collaboration is key so that multiple agencies can coordinate in an effort to be efficient. An example would be the use of the HMIS system that tracks homeless and how they are served throughout the region. We want offers that do not wastefully serve non-eligible or inappropriate requests for services.
1. Citizen Survey results

**MEASURE 1:**
Percentage of respondents to the Citizen Survey who feel City Government does a good job of providing health and human services to citizens who need them.

<table>
<thead>
<tr>
<th></th>
<th>FY 2014</th>
<th>FY 2016</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>66.7%</td>
<td>66.3%</td>
<td>75.7%</td>
</tr>
</tbody>
</table>

Comments:
Results are from the three most recent surveys.

2. Socio economic and quality of life trends both locally and regionally

**MEASURE 1:**
Unemployment Rate

2020 figures are preliminary
MEASURE 2:
Poverty Rate

Poverty

![Poverty Chart]

MEASURE 3:
Single parent households

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roanoke City</td>
<td>51.5%</td>
<td>44.8%</td>
</tr>
<tr>
<td>Virginia</td>
<td>28.7%</td>
<td>31.3%</td>
</tr>
</tbody>
</table>

Source: US Census Bureau American Community Survey.
**MEASURE 4:**
**SNAP recipients**

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>29,521</td>
<td>29,589</td>
<td>27,780</td>
</tr>
</tbody>
</table>

Comments: Prior year reports showed data by fiscal year. The state is now reporting based on the calendar year and therefore prior results have been restated. Most recent data released by the state is calendar year 2018. Source: VDSS Local Department of Social Services Profile Report for Roanoke City.

**MEASURE 5:**
**TANF recipients**

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>3,339</td>
<td>3,246</td>
<td>2,819</td>
</tr>
</tbody>
</table>

Comments: Prior year reports showed data by fiscal year. The state is now reporting based on the calendar year and therefore prior results have been restated. Most recent data released by the state is calendar year 2018. Source: VDSS Local Department of Social Services Profile Report for Roanoke City.

**MEASURE 6:**
**Medicaid recipients**

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>32,356</td>
<td>33,289</td>
<td>33,622</td>
</tr>
</tbody>
</table>

Comments: Represents the number of Eligible Medicaid Clients by Calendar Year. Most recent data released by the state is calendar year 2018. Source: VDSS Local Department of Social Services Profile Report for Roanoke City.

**MEASURE 7:**
**Homelessness rate**

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>267</td>
<td>317</td>
<td>319</td>
</tr>
</tbody>
</table>

### 3. Meet regulatory and legal obligations

**MEASURE 1:**
Number of findings in local state and federal audits; number of successful resolutions to findings in Roanoke DSS Audit.

<table>
<thead>
<tr>
<th>Type of Audit</th>
<th>Findings</th>
<th>Resolutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of Children’s Services – CSA Program Audit</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Energy Assistance Program Case Reading Review</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>FY2019 Single Audit (Bown Edwards) (CAFR) *</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Municipal Audit - Fostering Futures</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>VDSS Payment Accuracy for Child Care Program (July and August 2019)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>VDSS Local Review – Administrative</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Title IV-E Case Review (Various/ FY2019-20):</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- QAA Child Welfare Case Review – Aug 2019</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>- QAA Child Welfare Case Review – Nov 2019</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>- QAA Child Welfare Case Review – Feb 2020</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>- QAA Child Welfare Case Review – May 2020</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td><strong>Monitoring Summary Reports:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- SNAP Program – Nov 2019</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>- TANF and VIEW Programs – Nov 2019</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>- SNAP Program – Nov 2019</td>
<td>6</td>
<td>6</td>
</tr>
</tbody>
</table>

* With a new Human Services Business Administrator in place for FY19, the Department is defining “significant finding” in an APA audit (CAFR) as a published finding and reporting accordingly.
## HUMAN SERVICES

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>OFFER / SUPPLEMENT TITLE</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outside Agency</td>
<td>Blue Ridge Behavioral Healthcare</td>
<td>$939,863</td>
</tr>
<tr>
<td>Juvenile Justice</td>
<td>Enhanced Community Services (VJCCCA)</td>
<td>$78,918</td>
</tr>
<tr>
<td>Outside Agency</td>
<td>Health Department</td>
<td>$1,539,525</td>
</tr>
<tr>
<td>Human Services Support</td>
<td>Homeless Assistance Team HUD Grant - Match</td>
<td>$54,201</td>
</tr>
<tr>
<td>Outside Agency</td>
<td>Human Services Committee</td>
<td>$430,000</td>
</tr>
<tr>
<td>Human Services Support</td>
<td>Human Services Support</td>
<td>$136,333</td>
</tr>
<tr>
<td>Juvenile Justice</td>
<td>Outreach Detention/ Electronic Monitoring</td>
<td>$311,124</td>
</tr>
<tr>
<td>Juvenile &amp; Domestic Relations</td>
<td>Probation, Parole and Intake Services</td>
<td>$83,654</td>
</tr>
<tr>
<td>Court Services</td>
<td>Social Services - Administration</td>
<td>$2,690,888</td>
</tr>
<tr>
<td>Social Services</td>
<td>- In-Home Family Services Allocation</td>
<td>$182,243</td>
</tr>
<tr>
<td>Social Services</td>
<td>Social Services - Benefit Programs</td>
<td>$5,191,881</td>
</tr>
<tr>
<td>CSA</td>
<td>Social Services - Childrens Services Act</td>
<td>$13,915,199</td>
</tr>
<tr>
<td>CSA</td>
<td>Families First Prevention Act-Local Match in Response to Shifts in Funding</td>
<td>$130,000</td>
</tr>
<tr>
<td>Social Services</td>
<td>Social Services - Employment Services Programs</td>
<td>$936,478</td>
</tr>
<tr>
<td>Social Services</td>
<td>Social Services - Family Services</td>
<td>$16,124,408</td>
</tr>
<tr>
<td>Social Services</td>
<td>Social Services - Resource Parent Training Program</td>
<td>$259,945</td>
</tr>
<tr>
<td>Juvenile Justice</td>
<td>Substance Abuse Counselor (VJCCCA)</td>
<td>$63,275</td>
</tr>
<tr>
<td>Outside Agency</td>
<td>Total Action for Progress</td>
<td>$160,000</td>
</tr>
<tr>
<td>Juvenile Justice</td>
<td>Youth Haven</td>
<td>$382,589</td>
</tr>
</tbody>
</table>
Offer Executive Summary

**Offer:** Blue Ridge Behavioral Healthcare  
**Dept:** Human Services  
**Outcome:** Promote Healthy and Safe Neighborhoods  

**Executive Summary:**
Funding is provided by the City of Roanoke to Blue Ridge Behavioral Healthcare (BRBH) each year for mental healthcare services. BRBH is one of 40 Community Services Boards established under the Code of Virginia to provide comprehensive services to individuals who have mental health disorders, intellectual disabilities, or substance use disorders. Created over 40 years ago, BRBH has grown to operate multiple programs throughout the Roanoke Valley with over 400 employees working to provide or support the organization's services. Under contract with the Virginia Department of Behavioral Health and Developmental Services, BRBH operates within a service area comprised of the Cities of Roanoke and Salem, and the Counties of Botetourt, Craig, and Roanoke.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide financial support to Blue Ridge Behavioral Healthcare.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 5210 - MENTAL HEALTH

---

**Offer:** Enhanced Community Services (VJCCCA)  
**Dept:** Human Services  
**Outcome:** Promote Positive Youth Development  

**Executive Summary:**
The Juvenile Court has at its disposal an immediate and intermediate sanction when youth are court ordered to perform community service hours. A weekend work crew assembles on Saturdays and Sundays to complete assigned work duties. The program has a Coordinator who develops work-sites and monitors the community service along with a group of part-time Crew Supervisors. The program can also be used by Probation Officers as an increase sanction. Typical work duties can include: roadside trash collection, assistance with festivals, cleaning public housing units, leaf raking with coordination with League Older Americans and the City's Neighborhood Services Division, and more. Pursuant to Virginia Code Section 16.1-278.8B COV, community service is a mandated sanction for violation of Virginia laws. Approximately 40% of adjudicated delinquent complaints result in assignment of community service hours.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of Court ordered work placements completed</td>
<td>100%</td>
<td>100%</td>
<td>86%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 3360 - VJCCCA Enhanced Community Services

---

**Offer:** Health Department  
**Dept:** Human Services  
**Outcome:** Promote Healthy and Safe Neighborhoods  

**Executive Summary:**
The City of Roanoke is required by the Commonwealth of Virginia to provide funding for the local Health Department annually. The Roanoke City Health District works to prevent epidemics and the spread of disease, protect the environment, prevent injury, promote and encourage healthy behavior, respond to disasters and assist communities in recovery, and assure the quality and accessibility of health services for all members of our communities.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide financial support to the Health Department.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 5110 - HEALTH DEPARTMENT
Offer Executive Summary

**Offer:** Homeless Assistance Team HUD Grant - Match
**Dept:** Human Services
**Outcome:** Promote Self-Sufficiency
**Factor:** Prevention

**Executive Summary:**

The grant provides outreach to individuals living on the streets or other places not meant for human habitation. These funds have been awarded to the City by the U.S. Department of Housing and Urban Development (HUD) since 1998. The grant requires a locality match.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of eligible participants obtaining permanent housing in 90 days / percent obtaining permanent housing in 12 months</td>
<td>50% / 75%</td>
<td>50% / 75%</td>
<td>47%/77%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 1270 - Human Services Support

---

**Offer:** Human Services Committee
**Dept:** Human Services
**Outcome:** Involvement
**Factor:** Caring Community

**Executive Summary:**

This offer seeks to secure funds for distribution to local private, not for profit human services agencies to provide necessary human services programs to City residents. The award process is competitive and overseen by the Human Services Committee whose members are appointed by City Council. Services and amounts funded vary from year to year.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Each program funded will be required to provide performance measures as part of their application</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Programs will serve the number of City residents that they indicate in their proposal.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Provide the City with quarterly reports on the results of their funded programs</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 5220 - Human Services Committee
**Offer Executive Summary**

**Offer:** Human Services Support  
**Dept:** Human Services  
**Outcome:** Promote Self-Sufficiency  
**Factor:** Prevention

**Human Services**

**Executive Summary:**
Funds for the office of the Director of Human Services are utilized for the salaries and operational expenses of the Human Services Administrator and part-time support staff. The role of the Human Services Administrator is to serve as liaison between the City and homeless service providers and other non-profit agencies to address identified gaps in services and seek grant funding to close these gaps. Staff work with local, state, and federal grant agencies interpreting agency guidelines/requirements and monitoring associated grant programs. The part-time administrative staff support provides clerical support to the Human Services Administrator and administrative duties for numerous grants and the Case Aide provides transportation and data entry assistance for the Homeless Assistance Team and Central Intake programs.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of DHCD HUD and other applications for funding that will receive technical assistance from Human Services Support</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 1270 - Human Services Support

---

**Offer:** Outreach Detention/ Electronic Monitoring  
**Dept:** Human Services  
**Outcome:** Promote Healthy and Safe Neighborhoods  
**Factor:** Prevention

**Executive Summary:**
The Outreach Detention/Electronic Monitoring Program is for juveniles who have charges that could lead them to be confined in the Juvenile Detention Center. At the discretion of the Juvenile Judges, some juvenile offenders are court ordered to continue to live at their homes with the intensive supervision of the program, until they return to court. This program’s goal is to assure the youth’s availability for court, alleviate the overcrowding in the detention centers, and allow the parents or guardians to have physical custody of their child, all while ensuring the public safety of the community. Clients must make daily contact with an assigned Outreach counselor. Clients are seen face-to-face at a minimum of every other day (4x week) by an Outreach Supervisor. Some clients are also court ordered to wear electronic GPS surveillance anklets to insure their compliance. Each day that youth are served in Outreach is one fewer day of paying for a more expensive detention bed.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of clients with no new delinquency charges while in the program</td>
<td>75%</td>
<td>75%</td>
<td>94%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 3330 - Outreach Detention
Offer Executive Summary

Offer: Probation, Parole and Intake Services
Dept: Juvenile & Domestic Court Services
Outcome: Integrate Citizens into Society

Executive Summary:

The District 23A Court Service Unit (CSU) is a Virginia Dept. of Juvenile Justice office that is attached to the City of Roanoke’s Juvenile & Domestic Relations Court. While the CSU is primarily state funded, in accordance with the Code of Virginia §16.1-234, jurisdictions within which a CSU is located shall provide suitable quarters, furnishings, utilities, and communications services for the CSU. The CSU provides intake services, diversion, juvenile probation services and juvenile parole services. CSU intake processes approximately 3,500 domestic, child welfare, and juvenile criminal complaints annually. Diversion and probation services include risk-based supervision of juvenile offenders within our community. Parole services include provision of reintegration services for youth in transition from a juvenile correctional center back to their homes in Roanoke, as well as supervision of these youth once they are home.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of delinquent complaints diverted to alternative programs</td>
<td>22%</td>
<td>22%</td>
<td>22.5%</td>
</tr>
<tr>
<td>Percentage of low-risk youth with a length of stay on probation of 18 months or more</td>
<td>10%</td>
<td>10%</td>
<td>0%</td>
</tr>
<tr>
<td>Percentage reduction in the number of out of home placements of Children in Need of Services (CHINS)</td>
<td>2%</td>
<td>2%</td>
<td>5.13%</td>
</tr>
</tbody>
</table>

Seller/Owner: 2130 - Juvenile & Domestic Relations - Court Service Unit

Offer Executive Summary

Offer: Social Services - Administration
Dept: Human Services
Outcome: Service Delivery

Executive Summary:

The Social Services Administration Offer provides administrative services for the operation of the Department of Social Services. Administrative staff perform duties that ensure compliance with state and federal laws, regulations, mandates and local requirements. These duties include fiscal management, information technology, administrative support services and human resources. The request also includes part-time security guard service and storage space rental.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of significant findings related to accounting and financial functions in annual APA audit of the department.</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Seller/Owner: 5311 - Social Services

Offer Executive Summary

Offer: In-Home Family Services Allocation
Dept: Human Services
Outcome: Promote Positive Youth Development

Executive Summary:

The Family Services Division provides a wide variety of mandated child welfare programs—child protective services (investigations and ongoing), foster care and adoptions, and supportive child welfare services such as child care. This new initiative - In-Home Family Services - from the Virginia Department of Social Services seeks to reinforce Protective Services and the prevention of Foster Care. Protective services programs explore potential abuse and/or neglect situations and services are provided as needed to address the safety and well-being of vulnerable children, while endeavoring to strengthen the family unit. The goal of these services is to keep the children safely in their own homes when possible and when safety is assured.

Seller/Owner: 5311 - Social Services
Human Services

Offer Executive Summary

Offer: Social Services - Benefit Programs
Dept: Human Services
Outcome: Promote Self-Sufficiency
Factor: Prevention
Existing

Executive Summary:
The Benefit Programs Division provides eligibility determinations and case management for public assistance programs such as food assistance (SNAP), medical assistance (Medicaid, Long Term Care, Auxiliary Grants), cash assistance (TANF, Refugee Cash Assistance, Title IV-E Foster Care), and energy assistance (Fuel, Cooling). These mandated benefits are primarily funded through state and federal funds and the Virginia Dept. of Social Services (VDSS) sets standards for accurate and timely application processing. Needy citizens are dependent on prompt and efficient delivery of these benefits to prevent potential need for increased services.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of time benefit programs applicants will receive a timely determination of eligibility</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
</tr>
</tbody>
</table>

Seller/Owner: 5311 - Social Services

Offer: Social Services - Children's Services Act
Dept: Human Services
Outcome: Service Delivery
Factor: Accessibility to Services
Existing

Executive Summary:
The Children's Services Act (CSA) is a law enacted in 1993 that establishes a single pool of state and local funds to purchase services for at-risk youth and their families. CSA directs each community to form collaborative, multidisciplinary teams composed of parents, youth, and representatives from public and private child-serving agencies. Case managers and in some circumstances, parents themselves, may bring a case to the team for creative and individualized case planning, which maximizes available resources and if needed, recommends the use of CSA funds to pay for services. The management team has final authority to approve funding and policies.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>The average length of stay CSA youth are placed in a residential placement.</td>
<td>Nine Months</td>
<td>Nine Months</td>
<td>12.7</td>
</tr>
</tbody>
</table>

Seller/Owner: 5410 - Comprehensive Services Act

Offer: Families First Prevention Act - Local Match in Response to Shifts in Funding
Dept: Human Services
Outcome: Service Delivery
Factor: Accessibility to Services
Supplemental

Executive Summary:
The Children's Services Act (CSA) is a law enacted in 1993 to establish a single pool of state and local funds to purchase services for at-risk youth and their families. CSA directs each community to form collaborative, multi-disciplinary teams composed of parents, youth, and representatives from public and private child-serving agencies.

Seller/Owner: 5410 - Comprehensive Services Act
Offer Executive Summary

Offer: Social Services - Employment Services Programs
Dept: Human Services
Outcome: Service Delivery
Factor: Accessibility to Services
Existing

Executive Summary:

The Department's Employment Services Unit operates two programs, SNAPET and VIEW that assist recipients of public assistance with gaining employment and becoming self-sufficient. The Supplemental Nutrition Assistance Program Employment & Training (SNAPET) program offers employment and training services to SNAP (food stamp) recipients such as job search, community work experience, education, vocational training, and basic employment skills training. The Virginia Initiative for Education and Work (VIEW) is a program that provides employment, education, and training opportunities to recipients of Temporary Assistance to Needy Families (TANF). VIEW is based on the conviction that all citizens deserve the opportunity to progress to self-sufficiency. VIEW offers Virginians living in poverty the opportunity to: obtain work experience and work skills needed for self-sufficiency; contribute to the self-sufficiency of their families; and achieve economic independence.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of cases monitored by supervisor or senior staff for timely assessment</td>
<td>75%</td>
<td>75%</td>
<td>75%</td>
</tr>
</tbody>
</table>

Seller/Owner: 5311 - Social Services

Offer: Social Services - Family Services
Dept: Human Services
Outcome: Service Delivery
Factor: Accessibility to Services
Existing

Executive Summary:

The Family Services Division provides a wide variety of mandated child welfare programs—child protective services (investigations and ongoing), foster care and adoptions, and supportive child welfare services such as childcare. Family Services also provides adult protective services and adult service programs. Protective services programs explore potential abuse and/or neglect situations and services are provided as needed to address the safety and well-being of vulnerable children and adults. The goal of these services is to keep the children and adults safely in their own homes. When the safety of a child cannot be reasonably assured, out of home care with a relative or foster care placement may be necessary. If reunification services are unsuccessful, a more permanent placement such as adoption is pursued. Family Services also provides child care subsidies to low income families.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of children placed for Adoption.</td>
<td>19</td>
<td>19</td>
<td>71</td>
</tr>
</tbody>
</table>

Seller/Owner: 5311 - Social Services
### Human Services

#### Offer Executive Summary

<table>
<thead>
<tr>
<th>Offer: Social Services - Resource Parent Training Program</th>
<th>Dept: Human Services</th>
<th>Outcome: Service Delivery</th>
<th>Factor: Accessibility to Services Existing</th>
</tr>
</thead>
</table>

**Executive Summary:**

The Resource Parent Training Program recruits, trains, and approves individuals and couples to be resource parents for the City. Recruitment includes print and electronic advertising, plus outreach to community groups (e.g. churches and civic organizations) to explain the need for and rewards of foster parenting. Training consists of orientation sessions with prospective resource parents, 27 hour pre-service training curriculum (PRIDE) which is the training curriculum approved by the Virginia Department of Social Services (VDSS), an ongoing in-service training schedule and support group for resource parents. The program's staffing includes two Resource Family Program Coordinators (RFPC) and a marketer/recruiter. These individuals conduct and coordinate the recruitment and training activities. They ensure resource parents have met all required State standards prior to being approved for placement of children.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of new &quot;regular&quot; resource homes approved</td>
<td>25</td>
<td>25</td>
<td>30</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 5311 - Social Services

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#### Offer Executive Summary

<table>
<thead>
<tr>
<th>Offer: Substance Abuse Counselor (VJCCCA)</th>
<th>Dept: Human Services</th>
<th>Outcome: Early Identification</th>
<th>Factor: Intervention Existing</th>
</tr>
</thead>
</table>

**Executive Summary:**

The Substance Abuse Counselor program serves juveniles who exhibit substance abuse behaviors or histories. This intervention program focuses on offender accountability, while providing insight to issues that lead to drug use. Having a Substance Abuse Counselor within the juvenile system is highly valuable to the Juvenile Court. The Substance Abuse Counselor program provides the Juvenile Court with rapid screening and counseling. Approximately 45% of the cases screened during the Social History process indicate some level of substance abuse or dependence. Substance Abuse services include education, assessment, screening, individual counseling, and intensive outpatient services and need to be designed to provide immediate accessibility and entry. This program works with juveniles who require intervention to inhibit the progression of their substance use as it contributes to their further involvement in the juvenile justice system.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of post-test scores which indicate improved insight into substance use behaviors</td>
<td>75%</td>
<td>75%</td>
<td>90%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 3370 - VJCCCA Substance Abuse Services
Executive Summary:

Total Action for Progress (TAP) was incorporated in 1965 under the name Total Action Against Poverty, with the mission to help individuals and families achieve economic and personal independence through education, employment, affordable housing, and safe and healthy environments. TAP takes a holistic approach to services; believing that the effects of poverty are felt not just in one aspect or area of a person's life, but inter-related and affecting a client across all areas of his or her life. Clients can receive a wide array of services simultaneously. Services provided to citizens of the City of Roanoke stem from TAP's seven core programming components. Programs support a core of unique services including, but not limited to, remedial education, employment training and placement, school retention, college access, free tax preparation, technical assistance and loans to small businesses, services to ex-offenders, domestic violence services, Head Start, & Sabrina's Place.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide the City with quarterly reports on the results of their funded programs</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Seller/Owner: 1270 - Human Services Support

Executive Summary:

Youth Haven is composed of a variety of services designed to alleviate youth/family problems and prevent further intrusion into the Juvenile Justice and Social Services systems. The primary clients are youth ages 12-17 (and their families). Youth Haven will have revenue funds from the Virginia Juvenile Community Crime Control Act (VJCCCA). Youth Haven services include Intensive Supervision and Purchased Services to court involved youth. The FY22 Youth Haven budget reflects the trends of the services purchased by the Court and Juvenile Court Service Unit in the past two fiscal years. Purchased service categories include: Case Management; Life Skills Coaching; Employment/Vocational Services; Sheltercare purchased from Lynchburg; and other youth centered services. The staff of the Youth Haven program provide Intensive Supervision of probation youth.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of clients with no new delinquency charges while in the program</td>
<td>65%</td>
<td>65%</td>
<td>90%</td>
</tr>
</tbody>
</table>

Seller/Owner: 3350 - Youth Haven
Infrastructure

Maintain and build quality infrastructure that supports healthy residential neighborhoods, successful commercial areas, and accessible public facilities and amenities.

**Indicators**

- Proactive Maintenance
- Compliance with Regulatory and Legal Mandates
- Citizen’s Satisfaction
- Sustainability and Resiliency
Statement of Request for Results

**Priority Statement**

Maintain and build quality infrastructure that supports healthy residential neighborhoods, successful commercial areas, and accessible public facilities and amenities.

**Summary of Priority**

The focus of this priority is to proactively and efficiently maintain needed infrastructure. Infrastructure means the fundamental capital assets required to support the operation of City activities. It includes the City’s complete streets and rights of way, parks, information technology equipment and software, fleet and capital equipment, buildings, greenways, public spaces and stormwater facilities. Many types of infrastructure necessary for the community to function are provided by other agencies such as the WVWA, Roanoke Regional Airport, Norfolk Southern, VDOT, and utility companies. The infrastructure priority includes the City’s collaborative relationship with these other organizations. Infrastructure is important because it provides the framework of interrelated systems that provides commodities and services essential to enable, sustain or enhance societal living conditions. New infrastructure should be built for quality, and resources for its maintenance must be anticipated and provided.

**Transportation**

Mobility needs should be provided through a well-connected multi-modal transportation system. Great streets, alleys and rights of way will improve both Roanoke’s image and function by providing a safe and attractive environment for street users of all ages and abilities including pedestrians, bicyclists, transit users, and motorists.

**Environment**

Citizen expectations and regulatory mandates require the City to provide infrastructure to facilitate clean air, land and water. Environmental infrastructure includes the facilities and programs that support the city’s comprehensive compliance with applicable environmental regulations, sustainability, resiliency, and the over-all integrity of our region’s environment.
Technology
Technology includes the hardware, software, and services for supporting a robust, secure, and reliable communications, telecommunications, and computer infrastructure to efficiently conduct City business operations. This infrastructure is the foundation for providing citizens, the business community and City staff with convenient access to appropriate information and online services.

Buildings/Parks/Greenways
Our goal is to provide optimum cost effective maintenance outcomes by enhancing the value of the City’s assets, reducing net annual operating costs with continual improvements to the working environment of our buildings/parks/greenways.

Equipment/Vehicles
Capital equipment/vehicles will be purchased and proactively maintained with emphasis on sustainability and optimum life cycle costs.

Indicators

Indicator 1: Proactive maintenance:
Proactive maintenance improves customer service, reduces the number of calls for service, reduces backlogs of work requests, minimizes costs for emergency repairs and extends the life of City assets.
Measure 1: Percent of sidewalk work requests scoring 100 or higher completed within 180 days
Measure 2: Percent compliance with annual 79 lane mile goal
Measure 3a: Percent compliance with the 14-day mowing cycle for medians
Measure 3b: Percent compliance with the 14-day mowing cycle for parks
Measure 4: Average age of City of Roanoke fleet vehicles
Measure 5: Percent of Facilities’ annual Capital Improvement Plan projects that are completed

Indicator 2: Regulatory and legal mandates:
Compliance will be measured through reporting mechanisms and absence of negative compliance findings relative to federal, state and local requirements.
Measure 1: Percentage of City Streets that are in compliance with VDOT safety standards.
Measure 2: Percentage of Roanoke’s FHWA National Bridge Inventory (NBI) that are rated structurally deficient.

Indicator 3: Citizens’ satisfaction:
Citizens should be satisfied with the City’s infrastructure and the way it is maintained.
Measure 1: Maintain or improve customer satisfaction with greenways and transportation based on citizen surveys.
Indicator 4: Sustainability and resiliency:
City effort to improve the environment can be tracked through measures of the City’s carbon footprint. Additionally, assessments of air and water quality maintained by state and federal agencies, as well as the number of environmental code violations documented.
Measure 1: Environmental accomplishments
Measure 2: Community Greenhouse Gas Emissions
Measure 3: Municipal Greenhouse Gas Emissions

Indicator 5: Asset Availability:
Measure 1: Percentage of time Fleet vehicles are available
Measure 2: Percentage of network uptime

### Purchasing Strategies

1. Maintain first. We will look for offers that:
   
   a. Identify and meet all applicable legal mandates and regulations.
   b. Provide a prioritized inventory of opportunities, deficiencies, and recommended maintenance of all infrastructure.
   c. Address life cycle costs and benefits of infrastructure maintenance.
   d. State specific goals and performance indicators for documenting results.

2. Describe the resources required (including but not limited to labor, equipment and materials) to support the proposed offer.

3. Offers that promote functionality, accessibility, partnerships, collaboration, and innovations that leverage existing resources and reduce the long term costs of maintenance, and that incorporate infrastructure improvements into regular maintenance and management activities will be given preference.

4. We will look for offers that incorporate environmentally-friendly and energy efficient practices.

### Statement of Request for Offers

In order of priority, we seek offers that best address maintaining the infrastructure, which includes the City’s complete streets and rights of way, parks, information technology equipment and software, fleet and capital equipment, buildings, greenways, conservation areas, monuments, public art, public spaces, and stormwater facilities. We encourage offers that promote partnerships, collaboration and innovations that utilize existing resources.

**We are seeking offers that will evaluate, maintain, and operate the Transportation infrastructure needed by our community.**
Specifically we are looking for offers that:

1. Proactively evaluate and maintain existing assets within the City’s rights of way and provide clean and attractive transportation corridors.

2. Maintain, and improve multi-modal transportation and recreational infrastructure.

3. Demonstrate innovative and sustainable technology or maintenance techniques that will extend the life of assets or improve the condition of the assets and minimize resource expenditures.

4. Improve coordination between public and private entities (such as Water Authority, Roanoke Gas, AEP, and developers) to ensure that construction and maintenance activities provide safe, sustainable, and durable infrastructure.

5. Enhance coordination that affects regional transportation initiatives.

We are seeking offers that will protect and help improve the environment.

Specifically we are looking for offers that:

1. Protect existing and/or contribute to the long term improvement of water quality through management, maintenance and improvement of the City’s stormwater infrastructure and applicable federal, state and local stormwater regulations.

2. Maintain or reduce the impacts of regulated waste management through increased operational efficiencies, reduced waste volumes, increased reuse and recycling and/or the generation of less hazardous waste streams.

3. Improve environmental awareness public participation, and contribute to the long term improvement of environmental quality, and the overall aesthetics of our community, particularly in partnership with other public and/or private entities (neighboring governments, non-profits, businesses, schools, and stewardship organizations) that fosters regional collaboration around environmental stewardship, natural resources management, improving or maintaining the environmental attractiveness of our region.

We are seeking offers that ensure the viability, relevancy, and long-term value of the City’s technology infrastructure.

Specifically we are looking for offers that:

1. Provide a prioritized inventory of technology infrastructure and recommended life-cycle maintenance, repair, replacement, and/or improvement.

2. Effectively manage technology assets and improve enterprise technology service delivery.
3. Utilize innovative strategies resulting in improved services, improved results, or reduced costs throughout the organization.

**We are seeking offers that address the City’s maintenance and evaluation needs for equipment and vehicles.**

Offers shall:
1. Provide a prioritized inventory of vehicles, equipment/machinery and recommended life-cycle maintenance, repair, replacement, and/or improvement.

**We are seeking offers that will maintain buildings/parks/greenways owned by the City of Roanoke.**

We are seeking offers that:
1. Provide a prioritized inventory of deficiencies and recommended life-cycle maintenance, repair, replacement, and/or improvement to:

2. Demonstrate the ability to provide preventative maintenance, cost effective repairs and life cycle trending of equipment to justify the cost of systems modifications, upgrades and replacements.

3. Encourage regional cooperation to develop and manage park and recreation facilities that serve multiple jurisdictions (e.g. large recreation centers and aquatic centers).
1. Proactive Maintenance

**MEASURE 1:** Percent of sidewalk work requests scoring 100 or higher completed within 180 days.

<table>
<thead>
<tr>
<th></th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
</tbody>
</table>

**MEASURE 2:** Percent compliance with annual 79 lane mile goal.

<table>
<thead>
<tr>
<th></th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>67%</td>
<td>70%</td>
<td>72%</td>
</tr>
</tbody>
</table>

**MEASURE 3:** Percent compliance with 14-day mowing cycle.*

<table>
<thead>
<tr>
<th></th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medians</td>
<td>69%</td>
</tr>
<tr>
<td>Parks</td>
<td>0%</td>
</tr>
</tbody>
</table>

**MEASURE 4:** Average age of City of Roanoke fleet vehicles.*

<table>
<thead>
<tr>
<th></th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9 years</td>
</tr>
</tbody>
</table>

2. Compliance with Regulatory and Legal Mandates

**MEASURE 1:** Percentage of City streets that are in compliance with VDOT safety standards.

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>
MEASURE 2: Percentage of Roanoke’s FHWA National Bridge Inventory (NBI) that are rated structurally deficient.

<table>
<thead>
<tr>
<th>Year</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.4%</td>
<td>1.6%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

3. Citizens’ Satisfaction

MEASURE 1: Citizen Survey results.

<table>
<thead>
<tr>
<th>Citizen Survey Results</th>
<th>Favorable Ratings from FY16 Survey</th>
<th>Favorable Ratings from FY19 Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greenway development effort is valuable asset to City.</td>
<td>89.3%</td>
<td>N/A</td>
</tr>
<tr>
<td>Transportation system offers good mix of transportation options like auto, public transit, pedestrian, and bicycle</td>
<td>83.1%</td>
<td>83.0%</td>
</tr>
</tbody>
</table>

Comments:
Results are from the two most recent surveys. The questions are evaluated and periodically updated to ensure relevancy with the citizens and organizational goals. The Greenway Development Effort was one such item that was eliminated in the most recent survey, and therefore there is no rating to report.

4. Sustainability and Resiliency

MEASURE 1: Environmental accomplishments.

FY 2018

1) The Citizens for Clean & Green hosted the 7th Green Academy in conjunction with Roanoke City Public Schools. The Academy invites a variety of environmental leaders to speak to the group, over the course of five weeks, educating them on all things “green” in Roanoke.

2) The Citizens of Clean & Green also hosted the second annual Envision Roanoke with community partner Virginia Western Community College. This community forum collected feedback and ideas for the future direction of the Climate Action Plan and sustainability program.

3) Completed the ICLEI greenhouse gas community and municipal footprint for 2016, both inventories remained relatively flat with little change. We are still on target for our long term goals.

4) DEQ Sustainability Partner 2018

5) The Greater Roanoke Solar Co-op was launched in early 2018; the Co-op is administered by Solar United Neighbors (SUN) a non-profit that provides technical assistance and consumer resources.
This program offers citizens outstanding prices on residential solar with an experienced installer and support of the SUN staff. The Co-op signed up 59 members that will meet with the vendor to receive an estimate for solar on their homes. The program ends at the end of CY2018.

6) The Single Stream Recycling educational campaign “Trash and Recycling Don’t Mix” was launched in May, 2018. In April, the recycling vendor, RDS, advised the city that due to market conditions the acceptable materials collected would eliminate plastics #3 – #7. In addition, contamination level needed to be drastically reduced. The city provided a comprehensive media campaign to stabilize the program.

7) VML Platinum Award for Go Green Virginia

8) Continued multi-year Urban Stormwater Research with VA Tech Department of Civil & Environmental Engineering focusing upon completion of the Trout Run Watershed Master Plan (WMP) as well as starting the Peters Creek WMP.

9) Submitted updates to the Sediment and Bacteria as well as PCB TMDL Action Plans to VADEQ in conjunction with the annual MS4 permit report due Oct 1 and made operational and educational progress on required water quality items throughout the fiscal year.

10) Completed the annual ISO Verification Audit for the Community Rating System Program to retain the City's Class 7 rating which results in a 15% discount on flood insurance premiums for any parcel owners within City limits.

11) Completed ten stormwater improvement projects including: Westover/Edgewood; Trevino/Monterey Phase II; Queen/Courtland; Inglewood/Hartland; Oliver/Troy; 3700 Blk Heatherton; 1600 Blk Blair; Blenheim Rd; 1700 Blk Mercer; and 3700 Blk Salem Tpk.

**FY 2019**

1) Achieved the Exemplary Environmental Enterprise recognition from the VA Department of Environmental Quality for the Public Works Service Center.

2) Comprehensive update and revision was made to the Environmental Management System to achieve easier implementation, greater accountability, and improved compliance assurance.

3) The Citizens for Clean & Green hosted the 8th Green Academy in conjunction with Roanoke City Public Schools. The Academy invites a variety of environmental leaders to speak to the group, over the course of five weeks, educating them on all things “green” in Roanoke.

4) Completed the ICLEI greenhouse gas community footprint for 2017, the inventory remained relatively flat. In order to continue to provide accurate data, Council approved that the baseline has been changed to 2016, and the target dates moved the end of CY 2024. We are still on target for our long term goals.

5) Roanoke exceeded the Department of Energy's Better Building Challenge, the target was a 20% reduction by 2022 on over 1 million square feet of building space, and the actual reduction was 23% reduction, 3 years early.

6) The Berglund Center, a Department of Energy Showcase Building Project, achieved its goal of a 30% energy reduction, 1 year early.

7) DEQ Sustainability Partner 2019

8) The Greater Roanoke Solar Co-op was completed in December 2018; the Co-op is administered by Solar United Neighbors (SUN) a non-profit that provides technical assistance and consumer resources. This program offers citizens outstanding prices on residential solar with an experienced installer and support of the SUN staff. The Co-op signed up 59 members and 20 contracts.

9) The Single Stream Recycling educational campaign “Trash and Recycling Don’t Mix” was launched in May 2018 and ran through October 2018. The city provided a comprehensive media campaign to stabilize the program.

10) VML Platinum Award for Go Green Virginia 2019

11) 811/911 building is registered for LEED Certification

12) Continued the multi-year Urban Stormwater Research with the VA Tech Department of Civil & Environmental Engineering focusing this year upon Hydraulic and Hydrologic modelling of the Lick Run and Trout Run watersheds as well as completion of the Peters Creek Watershed Master Plan (WMP) and starting WMPs for the Mudlick creek and Murdock creek watersheds.
13) This year, the Stormwater Utility was one of only 22 recognized nationwide by the industry association, Water Environment Federation (WEF), as part of the fifth annual National Municipal Stormwater and Green Infrastructure Awards. A gold level award was bestowed for program management and a silver level award was bestowed for innovation related to the City's FY2019 MS4 (Stormwater) Permit activities.

14) Stormwater completed the annual ISO Verification Audit for the Community Rating System Program to retain the City's Class 7 rating which results in a 15% discount on flood insurance premiums for any parcel owners within City limits.

15) This year, the following 6 stormwater improvement projects were undertaken: Troxell/Mabry Av; Cove Rd – Dansbury Dr; 1300-1400 Graybill Rd; 1800-2000 Blk Shenandoah Ave; 2100 Blk Staunton Av; and 4500 Blk Narrows Ln – Phase I.

**FY 2020**

1) 9th Annual Green Academy - a free 5 week program offered to citizens to learn about all things "green" from local subject matter experts. This year the Academy added composting and reduced paper use to improve the environmental footprint of the event.

2) DOE Better Building Challenge "Goal Achiever" - Roanoke is one of the few cities across the country to achieve this high honor, with a 25% energy reduction.

3) Electrify Your Ride Community Event and the National Drive Electric Week Proclamation - On Saturday Sept. 21, 500 people came downtown to see the electric vehicle event. Working in partnership with Gen 180, "Electrify Your Ride" was a free public event with electric vehicles on display to touch and see, educational resources, refreshments and fun. Over 350 people signed pledge cards promising to “Buy Electric” when their next vehicle was purchased.

4) Council signed a proclamation for the National Drive Electric Week September 14 -22.

5) Fill It Forward Employee Challenge - A plastic water bottle reduction program that provides an app that records your water consumption and then relates that to the amount of plastic water bottles you save through the use. Through the use of a free App, participants can scan a sticker that is applied to a water bottle. The App then records the water bottles saved the user’s hydration level and then donates one cent for every cup tracked to a community that lacks clean drinking water. The stickers were distributed at the Employee Health Fair, with 233 people participating in the program.

6) NOAA Urban Heat Island Mapping Grant - Roanoke was selected to participate in the Heat Wave Campaign using "citizen science" to collect data to produce a heat island map of Roanoke. Heat island refers to the increased surface temperature that results from hard surfaces (asphalt, roofing materials, developed land) absorbing the sun’s rays. According to NOAA, escalating heat is the number one threat to Roanoke as a result of climate change.

7) Virginia DEQ Sustainability Partner 2020

8) Achieved the Exemplary Environmental Enterprise recognition from the VA Department of Environmental Quality for the Public Works Service Center for the 13th consecutive year.

9) Successfully resolved an underground fuel system leak in Grandin Village that had introduced noxious fumes into two area businesses causing a Fire/EMS emergency temporary closure, and temporarily disrupted construction of the new Fire Station #7. Business operations and construction both resumed normal operations quickly as Environmental Management oversaw the application of interim mitigations while longer-term corrections evolved over the course of several weeks. Roughly, 64 Tons of petroleum-contaminated soils were removed from the area.

10) Successfully closed ten different pollution complaints/investigations where spills, dumping, illicit discharges, and other harmful releases were contaminating public and/or private lands, waters and/or air.

11) Oversaw the abatement of asbestos at City of Roanoke facilities totaling over 6,850 square feet, 1,300 linear feet and 14 different miscellaneous materials of various sizes and types.
**MEASURE 2: Reduce Community Greenhouse Emissions.***

**FY 2020**

-1.2%

**MEASURE 3: Reduce Municipal Greenhouse Emissions.***

**FY 2020**

-1.9%

**5. Asset Availability**

**MEASURE 1: Percentage of time Fleet vehicles are in service.***

**FY 2020**

96.0%

**MEASURE 2: Percentage network uptime.***

**FY 2020**

99.95%

*Note: New measures for FY2020, therefore no prior year data is included.*
<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>OFFER / SUPPLEMENT TITLE</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation</td>
<td>Alley Maintenance</td>
<td>$377,580</td>
</tr>
<tr>
<td>Facilities Management</td>
<td>Berglund Center HVAC Required Frequency Preventative Maintenance Measures</td>
<td>$64,313</td>
</tr>
<tr>
<td>Engineering</td>
<td>Bridge Rehabilitation and Renovation</td>
<td>$616,922</td>
</tr>
<tr>
<td>Engineering</td>
<td>Bridge Safety Inspection Program</td>
<td>$320,442</td>
</tr>
<tr>
<td>Engineering</td>
<td>Capital Project Management Services</td>
<td>$606,481</td>
</tr>
<tr>
<td>Solid Waste</td>
<td>Containers and Distribution</td>
<td>$126,014</td>
</tr>
<tr>
<td>Environmental Management</td>
<td>Environmental Management</td>
<td>$446,194</td>
</tr>
<tr>
<td>Facilities Management</td>
<td>Facilities Management - City Utilities and Work Order Management</td>
<td>$891,140</td>
</tr>
<tr>
<td>Facilities Management</td>
<td>Facilities Management - Contracts &amp; Service Agreements</td>
<td>$538,914</td>
</tr>
<tr>
<td>Facilities Management</td>
<td>Facilities Management - Custodial Services: Cleaning of City Facilities</td>
<td>$766,600</td>
</tr>
<tr>
<td>Facilities Management</td>
<td>Facilities Management - Custodial Services: Cleaning of City Facilities - Supplement</td>
<td>$37,399</td>
</tr>
<tr>
<td>Facilities Management</td>
<td>Facilities Management- Trades Services</td>
<td>$3,094,181</td>
</tr>
<tr>
<td>Fleet Capital</td>
<td>Fleet Capital</td>
<td>$2,450,569</td>
</tr>
<tr>
<td>Fleet Capital</td>
<td>Fleet Maintenance and Repair</td>
<td>$3,219,118</td>
</tr>
<tr>
<td>Fleet Management</td>
<td>- Fleet Management Information System</td>
<td>$475</td>
</tr>
<tr>
<td>Fleet Management</td>
<td>Fleet Motor Fuel</td>
<td>$1,051,014</td>
</tr>
<tr>
<td>Fleet Management</td>
<td>Fleet Vehicle Wash Program</td>
<td>$68,295</td>
</tr>
<tr>
<td>Technology</td>
<td>Information Technology Support</td>
<td>$4,314,766</td>
</tr>
<tr>
<td>Technology</td>
<td>- Technology Contract Increase and Software</td>
<td>$89,600</td>
</tr>
<tr>
<td>Libraries</td>
<td>Library Technology and Innovation</td>
<td>$168,395</td>
</tr>
<tr>
<td>Engineering</td>
<td>Map and Graphics Production</td>
<td>$121,390</td>
</tr>
<tr>
<td>Transportation</td>
<td>Median and Right of Way Landscape Maintenance</td>
<td>$1,487,923</td>
</tr>
<tr>
<td>Category</td>
<td>Description</td>
<td>Amount</td>
</tr>
<tr>
<td>----------------</td>
<td>--------------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Transportation</td>
<td>Paving Program</td>
<td>$4,361,858</td>
</tr>
<tr>
<td>Technology</td>
<td>Radio Technology Support</td>
<td>$587,291</td>
</tr>
<tr>
<td>Technology</td>
<td>Radio System Maintenance Increase and Training</td>
<td>$100,832</td>
</tr>
<tr>
<td>Transportation</td>
<td>Sidewalk Repair &amp; Maintenance</td>
<td>$433,212</td>
</tr>
<tr>
<td>Transportation</td>
<td>Snow Removal</td>
<td>$169,233</td>
</tr>
<tr>
<td>Transportation</td>
<td>Street Maintenance</td>
<td>$914,780</td>
</tr>
<tr>
<td>Technology</td>
<td>Technology Capital (ITC)</td>
<td>$1,000,000</td>
</tr>
</tbody>
</table>
Infrastructure

Offer Executive Summary

Offer: Alley Maintenance
Dept: Public Works
Outcome: Safe
Factor: Transportation

Executive Summary:

Last fall, the City Manager and Vice Mayor Cobb convened a Citizen focus group related to the "Infrastructure Priority." Alleys were of particular importance to the group: "Recognize the importance of investing in infrastructure to support village centers - maybe focus on more of the small things (sidewalks, alleys, etc.) This offer provides contract funding for maintenance/repair of approx. 380 alleys in which Solid Waste Management collects trash plus another nine alleys which provide sole access to parcels. Maintenance is focused on surface repairs as City Code section 33-17 requires property owners to maintain vegetation within any alley right-of-way that adjoins their parcel. The inspector works with a contractor to complete surface repairs and with adjoining property owners to ensure property owners maintain vegetation per City Code. Successful completion ensures safe and efficient access for solid waste vehicles & property owners and enhances safety & security in the alleys.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspect and ensure alley surfaces are maintained in an acceptable condition. Goal is to review one-third (~125) of alleys annually (all alleys every three years.)</td>
</tr>
<tr>
<td>FY 2022 Target</td>
</tr>
<tr>
<td>90%</td>
</tr>
</tbody>
</table>

Seller/Owner: 4110 - Transportation - Street Maintenance

Offer: Berglund Center HVAC Required Frequency Preventative Maintenance Measures
Dept: General Services
Outcome: Functional (Usable)
Factor: Buildings, Parks, and Greenways

Executive Summary:

To maintain an effective preventative maintenance program for identified deficiencies on aging HVAC equipment at the Berglund Center. This work is an ongoing task that will renew on an annual basis. Preventative Maintenance of this equipment is crucial to the continuing operations of the Berglund Center.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compliance with Berglund Center HVAC preventative maintenance, annual rotation program.</td>
</tr>
<tr>
<td>FY 2022 Target</td>
</tr>
<tr>
<td>100%</td>
</tr>
</tbody>
</table>

Seller/Owner: 4330 - Facilities Management - Building Maintenance

Offer: Bridge Rehabilitation and Renovation
Dept: Public Works
Outcome: Safe
Factor: Transportation

Executive Summary:

The City of Roanoke owns, operates and maintains 118 bridges and culverts meeting the federal definition of a bridge structure. Additionally, the City owns, operates and maintains 14 other transportation structures including overhead signs, pedestrian bridges, culverts and tunnels. Approximately 52% of Transportation structures are rated as Good or Very Good, 48% are Fair, and 0% are Poor. Approximately one third of our bridges are operating beyond their design life and are approaching the end of their service life. Deferred rehabilitation shortens service life and increases future repair and/or replacement costs. The total estimated cost of repairs to our structure inventory is $13,314,720 based upon the most recent 2020 inspections.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of bridge rehabilitations and renovations using technologies to delay deterioration.</td>
</tr>
<tr>
<td>FY 2022 Target</td>
</tr>
<tr>
<td>100%</td>
</tr>
</tbody>
</table>

Seller/Owner: 4310 - Engineering
Infrastructure

Offer Executive Summary

Offer: Bridge Safety Inspection Program
Dept: Public Works
Outcome: Safe
Factor: Transportation

Executive Summary:
The City of Roanoke owns and operates 132 transportation structures, 77 of which are on the National Bridge Inventory (NBI) and require periodic safety inspections under federal law. Roanoke has the fourth largest number of NBI structures of all municipalities in Virginia. Modern bridges have a design life of 80 years, whereas structures built during or before the 1960s were closer to a 50 year design life. Approximately one third of our bridges are operating beyond their design life. In general, bridges are assigned a condition rating of Good, Fair or Poor. Approximately 52% of our bridges are rated as Good, 48% are rated Fair, and 0% are rated Poor.

Performance Measures:

Measure Title | FY 2022 Target | FY 2021 Target | FY 2020 Actual
--- | --- | --- | ---
Percentage of bridge inventory inspected annually. | 50% | 50% | 50%

Seller/Owner: 4310 - Engineering

Offer: Capital Project Management Services
Dept: Public Works
Outcome: Sustainable
Factor: Buildings, Parks, and Greenways

Executive Summary:
The Engineering Division provides project management services for a variety of projects. These projects undertaken by the City of Roanoke include new and existing buildings, Parks, Libraries, greenways, and infrastructure (sidewalks, curb, streetscapes, and other improvements in the public street right of way). Project management services are provided throughout the project development cycle including the initiation phase, planning phase, execution, monitoring and controlling and project closure.

Performance Measures:

Measure Title | FY 2022 Target | FY 2021 Target | FY 2020 Actual
--- | --- | --- | ---
Percent of projects with scheduled completion within 30 days of contract time | 100% | 100% | 100%

Seller/Owner: 4310 - Engineering

Offer: Containers and Distribution
Dept: General Services
Outcome: Sustainable
Factor: Environment

Executive Summary:
Since 1997, Solid Waste management (SWM) has distributed 96 gallon automated collection containers as well as various sizes of recycling carts and bins to city residents and businesses. Although they have a 10 year warranty, over 30,000 of the 96 gallon automated collection containers, a.k.a. “Big Blues”, have been in service for nearly 20 years. Due to normal service and outdoor elements, these automated containers have begun to fail at an alarming rate and are necessarily being replaced. Simply put, we must plan to replace our inventory of containers that are in service as they reach the end of their useful lives. (Please see the attached analysis of container models, number of cans in service, and number of years in service.) The container distributor is also responsible for satisfying new requests for containers (for new homes), requests for replacement containers for new owners at existing homes, as well as all recycling cart and bin requests.

Performance Measures:

Measure Title | FY 2022 Target | FY 2021 Target | FY 2020 Actual
--- | --- | --- | ---
Percent of households with outdated containers that will receive new 96 gallon containers | 10% | 10% | 2.48%

Seller/Owner: 4210 - Solid Waste Management
Executive Summary:

Numerous City operations are subject to mandates from regulatory authorities at the State and Federal level. Assuring our compliance is critical to maintaining effective operations and meeting the expectations of citizens, businesses, and neighboring jurisdictions. This work requires the development and implementation of well-integrated environmental policies, practices and programs by career subject matter experts. An ability to understand applicable regulations and their bearing on city operations and plans is needed to anticipate issues and manage risks. The Office of Environmental Management provides the only in-house source of the requisite experience, training and certification necessary.

Example duties: regulated waste management & disposal, spill & incident response, property transfer due diligence, asbestos and other haz-mat mgmt/abatement, compliance programs, regulatory liaison, subject matter expertise, scientific and technical support, etc.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of inspections completed.</td>
<td>110</td>
<td>110</td>
<td>17</td>
</tr>
</tbody>
</table>

Seller/Owner: 1214 - Environmental Management

Offer: Environmental Management
Dept: Public Works
Outcome: Compliant
Factor: Environment
Existing

Offer: Facilities Management - City Utilities and Work Order Management
Dept: General Services
Outcome: Functional (Usable)
Factor: Buildings, Parks, and Greenways
Existing

Executive Summary:

The requested funding is used to support the business process for the Facilities Management group. This includes payment of utilities for various City facilities, work order and custodial inventory database management, City-issued cell phones, Engineering services for energy-saving projects, etc.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tracks, document and trend Facilities funds</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Seller/Owner: 4330 - Facilities Management - Building Maintenance

Offer: Facilities Management - Contracts & Service Agreements
Dept: General Services
Outcome: Functional (Usable)
Factor: Buildings, Parks, and Greenways
Existing

Executive Summary:

Manage, administer and develop the most cost effective and comprehensive solution for all of the Facilities Management service agreements and third party contracts. Additionally manages (either through in house personnel or through outside contractor) all needs that are not covered by a contract.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of contracts managed (contractor adherence and performance), reviewed, and renewed on schedule</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Seller/Owner: 4330 - Facilities Management - Building Maintenance
## Infrastructure

### Offer Executive Summary

<table>
<thead>
<tr>
<th>Offer: Facilities Management - Custodial Services</th>
<th>Cleaning of City Facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dept: General Services</td>
<td>Factor: Buildings, Parks, and Greenways</td>
</tr>
<tr>
<td>Outcome: Functional (Usable)</td>
<td>Existing</td>
</tr>
</tbody>
</table>

### Executive Summary:

Provide daytime cleaning services managed by the Custodial Supervisor. Custodial Supervisor works with the Business Coordinator to manage the 3rd party contracts awarded for certain structures not cleaned by the City's in house staff.

### Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent for use of Orbio water as alternative cleaning fluids</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Specialized floor maintenance cleaning</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 4220 - Facilities Management - Custodial Services

---

<table>
<thead>
<tr>
<th>Offer: Facilities Management - Custodial Services: Cleaning of City Facilities Supplement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dept: General Services</td>
</tr>
<tr>
<td>Outcome: Functional (Usable)</td>
</tr>
</tbody>
</table>

### Executive Summary:

Provide daytime cleaning services managed by the Custodial Supervisor. Custodial Supervisor works with the Business Coordinator to manage the 3rd party contracts awarded for certain structures not cleaned by the City's in house staff.

### Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of listed items on the Capital Improvement Plan completed</td>
<td>100%</td>
<td>100%</td>
<td>80%</td>
</tr>
<tr>
<td>Percent of periodic required maintenance completed on City mechanical equipment</td>
<td>100%</td>
<td>100%</td>
<td>85%</td>
</tr>
<tr>
<td>Percentage of City utility cost reductions.</td>
<td>7%</td>
<td>7%</td>
<td>25%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 4220 - Facilities Management - Custodial Services

---

<table>
<thead>
<tr>
<th>Offer: Facilities Management- Trades Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dept: General Services</td>
</tr>
<tr>
<td>Outcome: Functional (Usable)</td>
</tr>
</tbody>
</table>

### Executive Summary:

HVAC: Responsible for all major buildings, Recreation Centers, Libraries, Park structures including ball field structures and the entire Public Works Service Center. City HVAC group has taken full responsibility for the preventative maintenance and all repairs at the Berglund Center.

Structural/Municipal: Responsible for all of the carpentry, new building renovations, roofs and building envelopes and day to day cosmetic needs with all surfaces.

Mechanical: Responsible for the City's electrical, plumbing, renovation, building upgrades and any required maintenance.

### Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of listed items on the Capital Improvement Plan completed</td>
<td>100%</td>
<td>100%</td>
<td>80%</td>
</tr>
<tr>
<td>Percent of periodic required maintenance completed on City mechanical equipment</td>
<td>100%</td>
<td>100%</td>
<td>85%</td>
</tr>
<tr>
<td>Percentage of City utility cost reductions.</td>
<td>7%</td>
<td>7%</td>
<td>25%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 4330 - Facilities Management - Building Maintenance

---
Executive Summary:

Timely replacement of vehicles/equipment is vital for maximizing the delivery of services by City user groups while maintaining optimum utilization levels. The Fleet Management Division has a fleet replacement policy which it adheres to which outlines replacement criteria. Vehicles/Equipment are eligible for replacement based on meeting two of the three qualifying criteria (Age, Mileage, LTD maintenance costs). Additionally, Fleets’ management information system (Faster) computes these qualifiers and scores each category from 0-5.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of Entire Fleet</td>
<td>95%</td>
<td>95%</td>
<td>96%</td>
</tr>
<tr>
<td>Availability of Snow Equipment</td>
<td>95%</td>
<td>95%</td>
<td>97%</td>
</tr>
<tr>
<td>Availability of Solid Waste Trucks</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
</tr>
</tbody>
</table>

Seller/Owner: 2642 - Fleet Management - Non Op

Executive Summary:

The resources necessary to maintain, manage, and repair the City's fleet are provided in this offer. Included in the offer are funds for: administrative and maintenance personnel salaries, parts, tools, and supplies. User departments/agencies are billed for maintenance, repairs, and parts generating revenues to the Fleet Fund that will offset the annual operating expenses. Vehicles are maintained and scheduled for preventative maintenance using Fleet's management information system (FASTER). The system keep track of all schedules and electronically sends notices when vehicles/equipment are due. Each tagged vehicle is seen at a minimum annual for Virginia State Inspection although most are brought in throughout the year for maintenance, service, or repair.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of Entire Fleet</td>
<td>95%</td>
<td>95%</td>
<td>96%</td>
</tr>
<tr>
<td>Availability of Snow Equipment</td>
<td>95%</td>
<td>95%</td>
<td>97%</td>
</tr>
<tr>
<td>Availability of Solid Waste Trucks</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
</tr>
</tbody>
</table>

Seller/Owner: 2641 - Fleet Management Fund

Executive Summary:

Mandatory contract increase in FASTER fleet management information system.

Seller/Owner: 2641 - Fleet Management Fund
### Offer Executive Summary

**Offer:** Fleet Motor Fuel  
**Dept:** General Services  
**Outcome:** Energy Efficient  
**Factor:** Equipment and Vehicles  
**Existing**

#### Executive Summary:

All City fleet vehicles utilize bio-diesel, E-10 gasoline and/or propane as the fuel source. Fleet Management has spearheaded the utilization of Fixed Price Fuel Futures purchasing. This concept allows for budget stabilization by contracting a fixed price for the fuels for a twelve month period. The Fleet Management Division uses an automated management information system to dispense and track fuel purchases. Fuel purchases are then imported into the Fleets' management information system (FASTER) for proper billing. Fuel transactions and usage are monitored daily and reported monthly to user departments and City leadership.

#### Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of times per day fuel inventory reports are reviewed</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Number of times per day fuel site and fuel dispensing equipment are inspected</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 2641 - Fleet Management Fund

---

### Offer Executive Summary

**Offer:** Fleet Vehicle Wash Program  
**Dept:** General Services  
**Outcome:** Safe and Well-maintained  
**Factor:** Equipment and Vehicles  
**Existing**

#### Executive Summary:

Fleet Management oversees the vehicle/equipment wash facility and the operation of vehicle/equipment wash and corrosion control program. This facility provides exterior and interior cleaning of City vehicles/equipment in addition to wash services that neutralize harsh chemicals ie: (road salt, grease, refuse waste, etc). By providing these services, the City fleet can be presented to the citizens of Roanoke with a clean appearance while providing a means of delaying corrosion which, in turn, increases effective life of vehicles/equipment.

#### Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of City vehicles/equipment washed per day</td>
<td>10</td>
<td>10</td>
<td>6</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 2641 - Fleet Management Fund

---

### Offer Executive Summary

**Offer:** Information Technology Support  
**Dept:** Technology Fund  
**Outcome:** Supports Business Processes and Community Needs  
**Factor:** Technology  
**Existing**

#### Executive Summary:

One of the core functions of the Department of Technology (DoT) is to provide information technology services for City operations. All City of Roanoke departments depend on the availability and reliability of business applications and internet connectivity. DoT maintains the business application systems, the data center to host the systems, and network to provide internet and system connectivity. DoT provides tasks related to information technology including project management, application management and integration, vendor relationship management, contract negotiation, technology incident and change management, strategy and budgeting. DoT is responsible for assuring that information technology services are delivered in accordance with current and future business needs and are maintained and performing optimally.

#### Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent network uptime; unplanned downtime</td>
<td>99.9%</td>
<td>99.9%</td>
<td>99.95%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 1601 - Technology Fund

---

**Table of Contents**
**Infrastructure**

**Offer Executive Summary**

<table>
<thead>
<tr>
<th>Offer:</th>
<th>Technology Contract Increase and Software</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dept:</td>
<td>Technology Fund</td>
</tr>
<tr>
<td>Outcome:</td>
<td>Supports Business Processes and Community Needs</td>
</tr>
</tbody>
</table>

**Executive Summary:**

The City is obligated to pay vendors in which we have entered into contracts with. As a result of standard increases, this supplemental offer is necessary to remain in compliance with terms of various contracts. This offer also includes some new off the shelf software to maintain or enhance services.

**Seller/Owner:** 1601 - Technology Fund

<table>
<thead>
<tr>
<th>Offer:</th>
<th>Library Technology and Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dept:</td>
<td>Libraries</td>
</tr>
<tr>
<td>Outcome:</td>
<td>Supports Business Processes and Community Needs</td>
</tr>
</tbody>
</table>

**Executive Summary:**

The Roanoke Public Libraries constantly adapts, creates, and upgrades its own technology to match the needs of the community. The library provides over 275 computers for public use and research assistance with over 200,000 log-in sessions last year. The library was accessed digitally 216,684 times last year. The Library has offered the circulation of e-books for over six years and last year’s circulation increased dramatically to 237,659 e-books.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of citizens who use the library's computers</td>
<td>250,000</td>
<td>250,000</td>
<td>200,850</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 7310 - Libraries

<table>
<thead>
<tr>
<th>Offer:</th>
<th>Map and Graphics Production</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dept:</td>
<td>Public Works</td>
</tr>
<tr>
<td>Outcome:</td>
<td>Supports Business Processes and Community Needs</td>
</tr>
</tbody>
</table>

**Executive Summary:**

The Engineering Division provides map and graphics production services for citizens and within other City departments including libraries, Police, Commonwealth Attorney, City Manager, Department of Management and Budget, HUD, etc. Approximately 500 maps and graphics are produced annually. This team also provides for the archival and retrieval of Engineering maps and plans online. We maintain in excess of 15,000 plans of existing infrastructure assets including roads, bridges, storm drains, buildings and surveys of record.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average number of days to complete map and graphics requests</td>
<td>1 day</td>
<td>1 day</td>
<td>1 day</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 4310 - Engineering
Infrastructure

Offer Executive Summary

Offer: Median and Right of Way Landscape Maintenance
Dept: Public Works
Outcome: Well-maintained

Executive Summary:
Median and right of way landscape maintenance includes mowing of medians and steep slopes, weed abatement, maintenance of landscaped beds, litter collection, mulching, pruning, turfgrass improvement projects, watering, and maintenance of all equipment necessary to perform this work. As the City strives to implement its Complete Streets Policy and to create “Great Streets,” this function plays a key role in providing a safe and attractive environment for all users of the right of way. Appropriately maintained and aesthetically pleasing landscaping and green spaces also support the Livability priority under both the Attractive Community and Quality Amenity factors.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent adherence to established mowing cycle of 14 days.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Seller/Owner: 4110 - Transportation - Street Maintenance

Offer: Paving Program
Dept: Public Works
Outcome: Well-maintained

Executive Summary:
The Paving Program provides funding to resurface City streets. City Council has previously expressed a desire to maintain an average 20-year paving cycle on City streets, a cycle which requires paving of approximately 79 lane-miles of streets annually. The FY22 budget will allow repaving of approximately 50 lane-miles. While we continue to try and stretch these limited funds and lengthen the time between resurfacing, neighborhood streets, in particular, deteriorate faster than we can repave and many are beyond the point of repair or rehabilitation. Paving ensures safe and well-maintained streets, efficient traffic flow and supports transit and bicycle use. Finally, paving supports multiple factors under the Safety and Livability priorities.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent conformance to goal of 79 lane-miles resurfaced annually</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Seller/Owner: 4120 - Transportation - Paving Program

Offer: Radio Technology Support
Dept: Technology Fund
Outcome: Supports Business Processes and Community Needs

Executive Summary:
The City and County of Roanoke jointly own, operate, support and maintain the regional 23 channel 800MHz digital radio system. The City has FCC licenses for 13 channels, 6 of which currently provide radio service to public works, parks & recreation and across other various City departments (remaining are for public safety). In addition, there are non-City agencies on the City's analog radio technology infrastructure. The 800MHz analog radio system is the sole responsibility of the City to manage and support. Maintaining the analog system allows the City's non-public safety to remain analog and reduces capital outlay for several years. It also allows those 3rd party users to remain on the analog and gives ample time to budget for the transition to digital. All 3rd party users contribute to the support & maintenance.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent radio network uptime; unplanned downtime</td>
<td>99.9%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Seller/Owner: 4170 - Radio Technology

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Infrastructure

Offer Executive Summary

Offer: Radio System Maintenance Increase and Training
Dept: Technology Fund
Outcome: Supports Business Processes and Community Needs
Factor: Technology

Executive Summary:

The City is a partner in the Regional Radio System and shares cost with surrounding localities. As part of recent upgrades, along with the move of our E911 Center to Blue Hills, certain equipment is coming out of warranty which results in increased annual maintenance costs.

In addition, supplemental training would enable Radio Shop staff to provide better support to new consoles at Blue Hills E911 Center as well as allow Infrastructure Division staff to meet new expectations of supporting the radio network infrastructure. Training on the Radio System for the Infrastructure Division aligns with the department's 5 year goals and strategic plan.

Seller/Owner: 4170 - Radio Technology

Offer: Sidewalk Repair & Maintenance
Dept: Public Works
Outcome: Multimodal
Factor: Transportation

Executive Summary:

Sidewalk Repair and Maintenance addresses requests for repair and maintenance of damaged sidewalks, curb, and/or curb and gutter throughout the City and to install accessible curb ramps in areas where repairs are being made. Current funding levels do not permit a reduction in the backlog of work. While a comprehensive review of Citywide sidewalk inventory in need of repairs will be forthcoming, as of January 2021, more than 2,011 concrete repair requests and ADA ramps currently exist in the system with total value of apx $6.2 million. Absent additional funding, no progress will be made in reducing the backlog. Either an increase in annual operating funds and/or annual capital funding is required to significantly reduce the backlog.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of new work requests scoring 100 or higher (severe trip hazard) completed within 180 days</td>
<td>75%</td>
<td>75%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Seller/Owner: 4110 - Transportation - Street Maintenance

Offer: Snow Removal
Dept: Public Works
Outcome: Safe
Factor: Transportation

Executive Summary:

Snow Removal provides funding to support clearing of snow and ice from City streets, greenways and sidewalks during winter storm events. Snow removal is an essential function necessary to ensure that citizens and businesses are able to return to normal daily activities as soon as possible both during and after snow events.

Removal of snow from City streets and sidewalks also supports the Safety priority under the Prevention and Responsiveness factors as snow removal is a service that mitigates hazards and requires a reasonable response time to assure safe travel.

Likewise, snow removal supports the Livability priority under the causal factors for Attractive Community and Accessibility as this service helps promote a safe, clean, and attractively maintained community and ensures that our rights of way are safe and accessible and promote the convenient delivery of public services.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of arterial streets and Valley Metro bus routes plowed and treated within 24 hours of the end of snow and ice accumulation</td>
<td>90%</td>
<td>95%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Seller/Owner: 4140 - Transportation - Snow Removal
Infrastructure

Offer Executive Summary

Offer: Street Maintenance
Dept: Public Works
Outcome: Well-maintained
Factor: Transportation

Executive Summary:
Street Maintenance includes the operation, maintenance and repair of pavement surfaces (utility cuts, sinkholes, cave-ins, and potholes,) roadway shoulders and pavement edges, and other features within the right of way that promote safe and efficient travel within the City. Street maintenance supports the Livability priority under both the Attractive Community and Accessibility factors. It also supports the Safety priority under the Prevention and Responsiveness factors. Preventive maintenance efforts and repairs to deficiencies mitigate infrastructure hazards and making repairs in a responsive manner is essential to eliminate hazards and to address citizen requests.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of potholes repaired within 15 calendar days of notification.</td>
<td>90%</td>
<td>90%</td>
<td>88%</td>
</tr>
</tbody>
</table>

Seller/Owner: 4110 - Transportation - Street Maintenance

Offer: Technology Capital (ITC)
Dept: Technology Fund
Outcome: Functional
Factor: Technology Capital Only

Executive Summary:
In order to keep the City of Roanoke's technology infrastructure operating at a manageable level several projects are set for this coming budget year: Firewall replacement, switch replacement, PC Mobile replacement, Wireless Access Point replacement, and UPS replacements are needed to replace aging equipment that is no longer supported, no longer under warranty, or both. Microsoft Licensing, Time and Attendance, Business Expense workflow are tied to the exit from the Lotus Notes platform. Police car cameras are replacement of existing in car cameras. Time & Attendance is a phased replacement of an existing system that may also include functionality enhancements over the current system.

The Intrusion Detection System (IDS) and Police Building cameras are related to improve the security of our network assets or physical security. Adding an IDS will increase our visibility into cybersecurity threats and allow us to react in real-time to respond to threats.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projects are completed within approved budget.</td>
<td>80%</td>
<td>75%</td>
<td>N/A</td>
</tr>
<tr>
<td>Projects completed within the month identified in schedule baseline</td>
<td>80%</td>
<td>75%</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Seller/Owner: 1602 - Dept of Tech - Capital Outlay
FY2021 - 2022
ADOPTED BUDGET
City of Roanoke, VA
Good Government

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

Diverse & Innovative Environment
High Employee Morale & Engagement
Highly Competent, Well-Trained Staff

High Performing Employees

Efficient & Effective Operations

Effective Leadership

Responsible Financial Management

Strategic Vision
Responsive
Results Orientated and Accountability

Effectively Managed Resources
Compliance
Excellent Customer Service
Accessible
Best Practices
Accurate & Timely Data

Indicators: Customer Satisfaction Survey Results Professional Recognitions/Awards Employee Retention/Recruitment Financial Performance Use of Online Services Local/Regional Collaboration External/Internal Audit Reports Lean Initiative and Projects Completed

Accurate & Timely Accounting
Transparency
Effective Risk Management
Effective Fiscal Planning & Budgeting
Effective Auditing

Table of Contents
Statement of Request for Results

Priority Statement

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

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

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

Effective Leadership

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

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

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

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

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

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

2. Compliance
Foster an organizational culture where internal service departments assist citizen service departments practice, monitor, and comply with local, state, federal laws, regulations, and mandates. Maintain up to date knowledge and awareness of evolving regulatory and legal requirements.

3. Excellent Customer Service
Employees should follow through on commitments and develop a consistent reputation for reliability. The public expects convenient, easy to access City services, information, facilities, and decision-makers.
4. Accessible
Programs, services, and public information are equally accessible to all. Communication should be open, clear, and through all effective channels, both externally and internally.

5. Best practices
Best practices are used throughout the organization as a mechanism for comparative benchmarking or as a model for developing processes, practices and systems. This may include following standards from accrediting agencies, industry and professional organizations.

6. Accurate & Timely Data
Quality information is vital for employees and managers to effectively perform their responsibilities. Relevant operational data should be captured timely and accurately to maximize its value in making operational decisions. Appropriate information should be readily available to those who need it to perform their functions, decision-makers, and the public.

**Responsible Financial Management**

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

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

2. Transparency
The community expects a transparent government which is open, honest and accountable. Citizens want to know how their tax dollars are spent and what services they are receiving in return. Financial information should be readily accessible and easily understood.
3. Effective Risk Management
The City faces various risks that can affect its capacity to fund operations and strategic goals. The City must manage risks of losses due to violations of regulations and laws, employee injuries, and negligence. The likelihood and magnitude of a loss must be weighed against the costs of reducing the risk in terms of financial resources and operational efficiency.

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

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

**Indicators**

**Indicator 1:** Customer Satisfaction Survey Results

Measure 1: Maintain or improve customer satisfaction based on the citizen’s survey.

Measure 2: 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 by the City and in City departments.

**Indicator 3:** Employee Retention/Recruitment

Measure 1: Maintain or improve employee turnover rate.

Measure 2: Percentage of vacant position filled by internal employees.
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: Median household income compared to average for GO VA Region 2

Indicator 5: External/Internal Audit Reports
Measure 1: Internal number of auditing findings

Measure 2: External compliance of audit findings

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 provide better services at lower costs.
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. Promote and reinforce the City’s values and public service mission.

4. Help the city effectively compete for experienced and well-qualified employees.

5. Encourage a positive work/life balance.

6. Encourage innovation and continuous improvement in the workplace.

7. Prepare employees to meet customer expectations and performance goals.

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, and value.

2. Reduce redundancies and integrate related business processes.

3. Eliminate processes/services that are either not cost competitive or fail to attain the desired outcomes.

4. Leverage technology to increase productivity, support more informed and effective decision making, and provide timely and accurate information to City Council and the Public.

5. Help ensure knowledge of and adherence to federal, state & local laws, regulations and industry standards.

6. Encourage collaboration of city and external resources to accomplish better outcomes at lower cost.

7. 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. Gather public opinion/information and to effectively respond with fact-based and thoughtful policy decisions that are consistent with the City’s overall strategic goals.

2. Identify emerging risks and opportunities that may be important to sustaining and improving the City’s future.

3. Effectively develop, manage and care for the City’s assets, including its reputation as a desirable place to live, work and visit.

4. Encourage strategic planning that is results-oriented balancing the needs of the present and demands of the future.

5. Communicate the information necessary for the public to develop an informed and well-considered position on important policy decisions made by the City.

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. Help ensure all taxes and fees are correctly assessed and collected timely.

2. Help ensure taxes, fees, and debt financed funds are allocated fairly, equitably, and in a manner consistent with the City’s strategic goals.

3. Help ensure allocated resources are used for their intended purpose and in a cost effective manner, without waste or misappropriation.

4. Maintain a sustainable tax structure that is competitive with other localities, is progressive in distributing tax burden, and provides the stability necessary to accomplish strategic goals.

5. Provide timely and accurate financial reports needed to access grants and debt markets.

6. Provide complete, accurate and easily understood information on how the City has expended public funds and cared for public assets.

7. Identify and effectively manage regulatory, legal, financial and liability risks that might cause the City to incur substantial financial losses.
1. Customer Satisfaction Survey Results

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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks &amp; Recreation</td>
<td>95%</td>
<td>97%</td>
<td>94%</td>
<td>92%</td>
<td>92%</td>
<td>89%</td>
</tr>
<tr>
<td>Management &amp; Budget</td>
<td>95%</td>
<td>98%</td>
<td>96%</td>
<td>98%</td>
<td>96%</td>
<td>93%</td>
</tr>
<tr>
<td>E-911</td>
<td>97%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>96%</td>
<td>96%</td>
</tr>
<tr>
<td>Police</td>
<td>89%</td>
<td>91%</td>
<td>94%</td>
<td>94%</td>
<td>87%</td>
<td>80%</td>
</tr>
</tbody>
</table>

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

Comment:
The Citizen’s Survey was not conducted in FY2020.

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2008</th>
<th>FY 2012</th>
<th>FY 2014</th>
<th>FY 2016</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>13 of 27 services</td>
<td>18 of 29 services</td>
<td>14 of 29 services</td>
<td>24 of 29 services</td>
<td>5 of 28 services</td>
</tr>
</tbody>
</table>

Comment:
The Citizen’s Survey was not conducted in FY2020.
2. Professional Recognitions/Awards

**MEASURE 1: Number of accredited departments.**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
</tbody>
</table>

Comment:

**MEASURE 3: Awards for excellence received by the City.**

**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)

**FY 2018**

- The City of Roanoke received the Governor’s Award for Environmental Excellence for the Roanoke River Kayak Launch and trail work at Carvins Cove.
- Roanoke was named a Top ten Digital City by the Center for Digital Government. Roanoke was ranked fourth.
- Roanoke was awarded a fourth consecutive Pacesetter Award for Star City Reads Program.

**FY 2019**

- Roanoke won an APWA Mid-Atlantic Chapter Project of the Year award for “structures less than $5 million for the Williamson Road Branch Library project.”
- First-ever All-America City Hall of Fame Award winner (National Civic League). Roanoke won for its star city reads and the feed and read initiatives.
- Roanoke placed fourth in the digital cities survey (75,000 – 124,999 population range), retaining its status as a Top Digital City since 2001.
FY 2020

- Roanoke was recognized as a Top Digital City Award in the 75,000 to 125,000-population category.
- The City received the Governor’s Technology Award for the “NextGen 911 PSAP” Project.
- The E911 Center retained its accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- GFOA recognized Roanoke with the Distinguished Budget Presentation Award.
- Roanoke won an APWA Mid-Atlantic Project of the Year award for “Structures Less than $5 Million” for the Melrose Branch Library project.
- The Public Works Service Center was named 2019 Exemplary Environmental Enterprise for the ninth year in a row by the Virginia DEQ.
- Roanoke was one of 22 high performing municipalities recognized nationwide during the 5th Annual National Municipal Stormwater and Green Infrastructure Awards. The City received two awards: Gold recognition in Program Management and Silver recognition in Innovation.
- The Stormwater Utility Division’s Educational PSA, produced in collaboration with Roanoke Valley Television, received a Gold Summit Award from the Public Relations Society of American Blue Ridge Chapter.
- Parks and Recreation received the Gold Leaf Award from the International Society of Arboriculture for our Arbor Day Celebration (along with Trees Roanoke).
- The Virginia Recreation and Park Society recognized Roanoke Parks and Recreation with the Most Innovative Marketing Strategy award for the “Do You Gnome Our Parks?” campaign.

### 3: Employee Retention/Recruitment

#### MEASURE 1: Maintain or improve employee turnover rate

![Graph showing employee turnover rate from CY 2016 to CY 2019](chart)

- FY 2016: 13.10%
- FY 2017: 12.40%
- FY 2018: 15.05%
- FY 2019: 12.40%
MEASURE 2: Number of promotions offered.

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>110</td>
<td>144</td>
<td>150</td>
<td>177</td>
<td>175</td>
</tr>
</tbody>
</table>

MEASURE 3: Average value of employee benefits package.

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>40% of employee salary</td>
<td>40% of employee salary</td>
<td>44% of employee salary</td>
<td>43% of employee salary</td>
<td>43.4% of employee salary</td>
</tr>
</tbody>
</table>

4. Financial Performance

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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Fitch</td>
<td>AA+</td>
<td>AA+</td>
<td>AA+</td>
<td>AA+</td>
<td>AA+</td>
<td>AA+</td>
</tr>
<tr>
<td>Moody’s</td>
<td>AA+</td>
<td>AA+</td>
<td>AA+</td>
<td>AA+</td>
<td>Aa2</td>
<td>Aa2</td>
</tr>
</tbody>
</table>

Comment: Between FY2015- FY2018, City did not have the bond rating from Moody’s.

MEASURE 2: Debt Service as a percentage of operating expenditures

![Debt Service Chart]

- FY 2014: 5.21%
- FY 2015: 4.59%
- FY 2016: 4.74%
- FY 2017: 4.11%
- FY 2018: 4.35%
- FY 2019: 4.31%
- FY 2020: 4.14%
### MEASURE 3: Long-term debt as a percentage of assessed property valuation*

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019**</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>2.63%</td>
<td>2.65%</td>
<td>2.49%</td>
<td>2.42%</td>
<td>2.60%</td>
</tr>
</tbody>
</table>

### MEASURE 4: Revenues per capita

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019**</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>$2,738</td>
<td>$2,803</td>
<td>$2,914</td>
<td>$3,004</td>
<td>$3,049</td>
</tr>
</tbody>
</table>

### MEASURE 5: Expenditures per capita

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019**</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>$2,722</td>
<td>$2,774</td>
<td>$2,878</td>
<td>$2,895</td>
<td>$3,026</td>
</tr>
</tbody>
</table>

* This measure is being restated for prior years that included only city debt and excluded some Long-Term obligations. Source for the results is from CAFR Table 12.

** Prior results are restated for final year-end totals.

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>$78.27</td>
<td>$77.73</td>
<td>$77.57</td>
<td>$78.93</td>
<td>$81.05</td>
</tr>
</tbody>
</table>

### MEASURE 7: Percent of amended budgeted revenues collected

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>99.01%</td>
<td>98.24%</td>
<td>101.45%</td>
<td>101.1%</td>
<td>98.60%</td>
</tr>
</tbody>
</table>
5. Use of Online Services

**MEASURE 1:** Number of internet based services available to the public.

![Graph showing the number of internet based services available to the public from FY 2016 to FY 2020.](image)

6. External/Internal Audit Reports

**MEASURE 1:** Number of auditing findings.

<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>52</td>
<td>45</td>
<td>46</td>
<td>44</td>
<td>45</td>
</tr>
</tbody>
</table>

**MEASURE 2:** Compliance of audit findings.

<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 of 12 audit finding resolved</td>
<td>14 of 15 satisfactorily completed</td>
<td>15 of 25 audit finding resolved</td>
<td>9 of 10 audit finding resolved</td>
<td>19 of 27 audit finding resolved</td>
</tr>
<tr>
<td>DEPARTMENT</td>
<td>OFFER / SUPPLEMENT TITLE</td>
<td>FY22</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------------------</td>
<td>--------------------------------------------------------------</td>
<td>----------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of Finance</td>
<td>Accounts Payable</td>
<td>$240,522</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Treasurer</td>
<td>Accounts Receivable Billing and Collections Services</td>
<td>$435,024</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Treasurer</td>
<td>- EMS Billing Services- Digtech</td>
<td>$22,690</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Manager</td>
<td>Administering City's Strategic Initiatives</td>
<td>$86,345</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Services</td>
<td>Auto and General Liability Claims Administration</td>
<td>$195,534</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of Finance - Board of Equalization</td>
<td>Board of Equalization</td>
<td>$8,501</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of Finance - Management and Budget</td>
<td>Budget Administration and General Management</td>
<td>$262,850</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of Finance - Management and Budget</td>
<td>Budget Development</td>
<td>$212,749</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commissioner of the Revenue</td>
<td>Business License Taxation</td>
<td>$456,108</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of Finance - Management and Budget</td>
<td>Capital and Financial Planning</td>
<td>$42,849</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Treasurer</td>
<td>Cash Management and Investment Services</td>
<td>$419,413</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Treasurer</td>
<td>- Advertising Tax Deadlines</td>
<td>$784</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Treasurer</td>
<td>- Postage Increase</td>
<td>$4,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clerk of Courts</td>
<td>Circuit Court Clerk Performance of State Mandated Duties</td>
<td>$1,792,787</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Council</td>
<td>City Council</td>
<td>$274,371</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Manager</td>
<td>Community Engagement</td>
<td>$133,049</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Manager</td>
<td>- Civic Plus Website Contract Increase &amp; Training</td>
<td>$4,619</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electoral Board</td>
<td>Conduct of Elections - Local/State/Federal</td>
<td>$472,913</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electoral Board</td>
<td>- Administrative Supplies for Conduct of Elections</td>
<td>$7,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electoral Board</td>
<td>- External Printing</td>
<td>$5,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electoral Board</td>
<td>- Overtime Wages During Election Cycle</td>
<td>$23,025</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electoral Board</td>
<td>- Registrar Building Costs</td>
<td>$5,070</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electoral Board</td>
<td>- Salary Supplement for Conduct of Elections</td>
<td>$8,175</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electoral Board</td>
<td>- Storage for Election Furnishings and PPE</td>
<td>$8,784</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electoral Board</td>
<td>- Temp Wages for Election Periods</td>
<td>$341,861</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electoral Board</td>
<td>- Vote by Mail Envelopes</td>
<td>$6,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DEPARTMENT</td>
<td>OFFER / SUPPLEMENT TITLE</td>
<td>FY22</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------------</td>
<td>------------------------------------------------------------------------------------------</td>
<td>-------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electoral Board</td>
<td>Vote by Mail Postage</td>
<td>$34,200</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Auditor</td>
<td>Coordinate Annual Independent Audit of City ACFR</td>
<td>$184,201</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Auditor</td>
<td>External Audit Contractual Increase</td>
<td>$8,700</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Treasurer</td>
<td>Dog Licensing</td>
<td>$60,709</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Treasurer</td>
<td>PetData Dog Licensing</td>
<td>$6,240</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Auditor</td>
<td>Fraud, Waste, and Abuse Hotline</td>
<td>$61,360</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Auditor</td>
<td>Inflationary Increase in Third Party Contract-Three Year Catch Up</td>
<td>$105</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of Finance</td>
<td>Fund Accounting and Financial Reporting</td>
<td>$1,044,367</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of Finance</td>
<td>Fund Accounting and Financial Reporting Technology Increase</td>
<td>$7,498</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commonwealth Attorney - Cost</td>
<td>Handle Collection of Court Costs and/or Fines for the Roanoke City Courts</td>
<td>$85,888</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Resources</td>
<td>Human Resources - Benefits Administration</td>
<td>$1,224,756</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Resources</td>
<td>Increase to Employee Health Clinic Electric Utility Cost</td>
<td>$1,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Resources</td>
<td>Increase to Marathon Health - Employee Health Clinic Contract</td>
<td>$21,845</td>
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<tr>
<td>Human Resources</td>
<td>Human Resources - Employment Services</td>
<td>$339,598</td>
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<tr>
<td>Human Resources</td>
<td>Increase to NEOGOV Applicant Tracking System Contract Cost</td>
<td>$2,220</td>
<td></td>
<td></td>
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<tr>
<td>Human Resources</td>
<td>Minimum Wage and Hour Increase</td>
<td>$59,208</td>
<td></td>
<td></td>
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<tr>
<td>Human Resources</td>
<td>Human Resources - Organizational Development</td>
<td>$632,954</td>
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<td></td>
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<td>Human Resources</td>
<td>Human Resources - Salary Administration</td>
<td>$272,154</td>
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<td>Human Resources</td>
<td>HR/Payroll System Maintenance Contract Increase</td>
<td>$5,820</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Manager</td>
<td>Leadership, Management, and Oversight</td>
<td>$859,948</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Manager</td>
<td>Assistant City Manager Trainee and Leadership Committee Stipends</td>
<td>$18,839</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Attorney</td>
<td>Legal Counsel</td>
<td>$967,408</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Attorney</td>
<td>City Attorney Inflationary Costs</td>
<td>$10,453</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commissioner of the Revenue</td>
<td>Local Trust Taxes</td>
<td>$271,568</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commissioner of the Revenue</td>
<td>E-portal web services - Sturgis</td>
<td>$12,673</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outside Agency</td>
<td>Memberships (Itemized listings can be found in the Appendix)</td>
<td>$2,231,224</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DEPARTMENT</td>
<td>OFFER / SUPPLEMENT TITLE</td>
<td>FY22</td>
<td></td>
<td></td>
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<tr>
<td>------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Treasurer</td>
<td>Miscellaneous Revenue Collections and Administration</td>
<td>$24,822</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of Finance</td>
<td>Payroll</td>
<td>$434,959</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of Finance</td>
<td>- Payroll Technology Maintenance Contract Increase</td>
<td>$7,979</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Auditor</td>
<td>Performance Auditing</td>
<td>$597,898</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commissioner of the Revenue</td>
<td>Personal Property Tax Administration and Motor Vehicle License</td>
<td>$967,551</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commissioner of the Revenue</td>
<td>- NADA Valuation Services</td>
<td>$9,300</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commissioner of the Revenue</td>
<td>- PCI Annual Maintenance and Support</td>
<td>$12,732</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Services - Purchasing</td>
<td>Procurement and Contract Administration Services</td>
<td>$607,414</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Services - Purchasing</td>
<td>- CGI Advantage VSS (Purchasing Portion) Mandatory Contract Price Increase</td>
<td>$2,082</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Services - Purchasing</td>
<td>- Cobblestone Contract Management System (CMS) Mandatory Contract Price Increase</td>
<td>$1,245</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Manager - Office of Communications</td>
<td>Public Information: Make City News Accessible and Promote the City of Roanoke</td>
<td>$125,853</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of Finance - Real Estate Valuation</td>
<td>Real Estate Taxation</td>
<td>$1,906,971</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of Finance - Real Estate Valuation</td>
<td>- Tax Records Maintenance and Support</td>
<td>$4,193</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of Finance</td>
<td>Retirement Plans Administration</td>
<td>$568,188</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of Finance</td>
<td>- Benefit Plans Consultative Services</td>
<td>$1,398</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Services- Risk Management</td>
<td>Risk Management Administration</td>
<td>$1,007,707</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Services- Risk Management</td>
<td>- Increase in Insurance Premiums</td>
<td>$107,291</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outside Agency</td>
<td>RVTV: Roanoke Valley Television</td>
<td>$240,109</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Services- Risk Management</td>
<td>Safety Training / Loss Prevention and Control</td>
<td>$71,250</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Treasurer</td>
<td>Set Off Debt Collection Program</td>
<td>$61,014</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commissioner of the Revenue</td>
<td>Taxation Programs Commonwealth of Virginia</td>
<td>$171,350</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Clerk</td>
<td>Technical Support and Administrative Services to Constituents</td>
<td>$429,342</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of Finance - Management and Budget</td>
<td>Travel Policy Administration</td>
<td>$26,303</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electoral Board</td>
<td>Voter Registration Services</td>
<td>$159,275</td>
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</tr>
</tbody>
</table>
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 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:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of payment transactions (ie. Invoices, interfaces, Payment Vouchers, Travel and Expense Reimbursements, Refunds) processed monthly</td>
<td>1,200</td>
<td>1,200</td>
<td>1,942</td>
</tr>
<tr>
<td>Percentage of active purchasing vendors receiving payment via electronic funds transfers (EFT's).</td>
<td>20%</td>
<td>20%</td>
<td>28%</td>
</tr>
<tr>
<td>Total dollar value of Purchasing Card (PCard) transactions.</td>
<td>$8,000,000</td>
<td>$8,000,000</td>
<td>$9,662,980</td>
</tr>
</tbody>
</table>

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 over 50,000 statements annually. 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:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of Miscellaneous AR invoices collected in the current year for items billed and paid.</td>
<td>55%</td>
<td>55%</td>
<td>N/A</td>
</tr>
</tbody>
</table>

This increase is requested as the EMS transport numbers are up. The vendor Digtech has suggested a 10% increase to cover the contractual agreement where the City pays 4.85% of cash receipts collected each month. This vendor continues to increase the collections. According to Fire EMS since July 2020 the EMS calls are up over 2019.
Offer Executive Summary

Offer: Administering City's Strategic Initiatives
Dept: City Manager
Outcome: Effectively Managed Resources

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. It has also 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 including conducting Lean training. That group is continuing to evolve and to work with the City Manger's Office on how to best train staff and how to continue to engrain Lean in the City.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of employees attending &quot;Intro to Lean&quot; training outside of new employee orientation</td>
<td>40</td>
<td>40</td>
<td>N/A</td>
</tr>
<tr>
<td>Number of marketing events held to promote Lean.</td>
<td>2</td>
<td>2</td>
<td>N/A</td>
</tr>
<tr>
<td>Percent of attendees at all Lean classes who feel they will use the Lean tools in their jobs going</td>
<td>90%</td>
<td>90%</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Seller/Owner: 1211 - City Manager

Offer: Auto and General Liability Claims Administration
Dept: General Services
Outcome: High Employee Morale & Engagement

Executive Summary:
Claims administration is an important aspect of risk control because it reduces the City's losses resulting from property, personnel, liability and net income claims and seeks to restore losses through subrogation. 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:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Damage Recovery/Subrogation</td>
<td>50</td>
<td>25</td>
<td>36</td>
</tr>
<tr>
<td>Successfully close 80% of AL and GL claims not in litigation within 6 months of receipt</td>
<td>80%</td>
<td>80%</td>
<td>85%</td>
</tr>
</tbody>
</table>

Seller/Owner: 1262 - Risk Management
**Offer Executive Summary**

**Offer:** Board of Equalization  
**Dept:** Director of Finance  
**Outcome:** Effective Fiscal Planning & Budgeting  
**Factor:** Responsible Financial Management  
**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:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average number of appeals processed per day</td>
<td>2.0</td>
<td>2.0</td>
<td>1</td>
</tr>
<tr>
<td>Total cost per appeal</td>
<td>$192</td>
<td>$192</td>
<td>$73</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 1236 - Board of Equalization

---

**Offer:** Budget Administration & General Management  
**Dept:** Director of Finance  
**Outcome:** Effectively Managed Resources  
**Factor:** Efficient & Effective Operations  
**Existing**

**Executive Summary:**

The Management and Budget Division assists departments with the effective utilization of resources by analyzing issues and potential process improvements, as well as providing assistance with various planning activities as needed (both financial and strategic). The department also provides 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 funds transfers, year-end close out, and financial reporting.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of favorable satisfaction ratings received on internal customer survey</td>
<td>95%</td>
<td>95%</td>
<td>93.0%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 1212 - Management and Budget
Good Government

Offer Executive Summary

Offer: Budget Development
Dept: Director of Finance
Outcome: Effective Fiscal Planning & Budgeting

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:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of GFOA Distinguished Budget Presentation Awards criteria that score 'Proficient' or higher.</td>
<td>95%</td>
<td>95%</td>
<td>98%</td>
</tr>
<tr>
<td>Receipt of the Government Finance Officers Association Distinguished Budget Presentation Award.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Seller/Owner: 1212 - Management and Budget

Offer: Business License Taxation
Dept: Commissioner of the Revenue
Outcome: Best Practices

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 issued 8,643 Business License and assessed 15.1 million in taxes (FY21). The Business Licensing operation of the Commissioner's Roanoke City Business Tax Center is the point of origin for all business tax activity. The Business License record creates the basis for the majority of all other business taxes.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of Business License taxes collected for current year</td>
<td>97%</td>
<td>99%</td>
<td>95%</td>
</tr>
</tbody>
</table>

Seller/Owner: 1233 - Commissioner of the Revenue

Offer: Capital and Financial Planning
Dept: Director of Finance
Outcome: Effective Fiscal Planning & Budgeting

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:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compilation of annual Capital Improvement Program (CIP) plan and document</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Percent of annual capital budget that is cash funded (vs. debt funded)</td>
<td>Approximately 20%</td>
<td>Less than 20%</td>
<td>29%</td>
</tr>
</tbody>
</table>

Seller/Owner: 1212 - Management and Budget
Offer Executive Summary

Offer: Cash Management and Investment Services
Dept: Treasurer
Outcome: Accurate & Timely Accounting
Factor: Responsible Financial Management

Executive Summary:
Cash receipting begins the cash management cycle in the Treasurer's office. Funds coming in each day must be processed through the City's AR system for taxes and fees 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, and the Department of Finance.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>All City bank statements monthly are reconciled within 60 days of the close of that month.</td>
<td>100%</td>
<td>100%</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Seller/Owner: 1234 - City Treasurer

Offer: Advertising Tax Deadlines
Dept: Treasurer
Outcome: Accurate & Timely Accounting
Factor: Responsible Financial Management

Executive Summary:
The State Code requires the Treasurer to advertise in a newspaper of general circulation tax deadlines for Personal Property and Real Estate.

Seller/Owner: 1234 - City Treasurer

Offer: Postage Increase
Dept: Treasurer
Outcome: Accurate & Timely Accounting
Factor: Responsible Financial Management

Executive Summary:
The reason for this cost increase is a new procedure on billing supplemental Personal Property tax bills. The new PCI Tax System will create the supplemental bills on a monthly basis and not a daily basis. The bills will not be printed in house. The file will be sent to BMS who is the vendor who prints the City's tax bills. This will be an extra cost in processing. The USPS is also going to a slight increase. The vendor has informed us that there will be a 2% increase in their processing charges and a $0.01 increase in actual postage.

Seller/Owner: 1234 - City Treasurer
Good Government

Offer Executive Summary

Offer: Circuit Court Clerk Performance of State Mandated Duties
Dept: Clerk of Courts
Outcome: Excellent Customer Service

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/rein state 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, 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:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of land records, judgments, wills/probate, civil/criminal cases, received/processed/received</td>
<td>99%</td>
<td>99%</td>
<td>99%</td>
</tr>
<tr>
<td>% of marriage licenses, concealed handguns, notary oaths, name changes processed while customers wait</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>% of trust accounts &amp; propriety accounts, administered, maintained, collected &amp; disbursed daily</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Seller/Owner: 2111 - Clerk of Circuit Court

Offer: City Council
Dept: City Council
Outcome: Strategic Vision

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:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of residents from Citizen Survey who rate the quality of life in the City of Roanoke as &quot;good&quot; or &quot;excellent&quot;</td>
<td>78%</td>
<td>78%</td>
<td>72%</td>
</tr>
</tbody>
</table>

Seller/Owner: 1110 - City Council
Good Government

Offer Executive Summary

Offer: Community Engagement
Dept: City Manager
Outcome: Excellent Customer Service

Executive Summary:

The Office of Community Engagement manages the city’s digital brand presence and helps departments optimize customer service delivery through effective and proactive communication. The Office also provides specialized communications assistance to departments, including plan and campaign development, issues management, special events and campaigns, design, videography, community outreach, neighborhood collaboration, ad creation, website development, and market research. This Office not only strives to keep the residents and visitors of Roanoke informed but also our internal stakeholders. The Office of Community Engagement has also been making strides to work with residents in this community to ensure that information is being shared in an equitable way. In 2020 an Equity in Engagement Advisory Panel was established to help this office and the City Manager work with those in our community that have been hard to reach and to help make sure that we are communicating in the proper ways.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Website Visits</td>
<td>1,100,000</td>
<td>1,000,000</td>
<td>0</td>
</tr>
<tr>
<td>Total Community Size</td>
<td>132000</td>
<td>130000</td>
<td>127036</td>
</tr>
</tbody>
</table>

Seller/Owner: 1213 - Community Engagement

Offer: Civic Plus Website Contract Increase & Training
Dept: City Manager
Outcome: Effectively Managed Resources

Executive Summary:

The City of Roanoke has renewed our contract with Civic Plus for our website. There is an increase of $869 per year for our new contract. There is also opportunity to provide training for our department page masters from Civic Plus which is much needed. This has not been done in 6 plus years and with the redesign of the website in Spring/Summer of 2021, training will be necessary. Training will be $3,750.

Seller/Owner: 1213 - Community Engagement

Offer: Conduct of Elections - Local/State/Federal
Dept: Electoral Board
Outcome: Highly Competent, Well-Trained Staff

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-21/22 there is two known elections with the possibility of a special election in August 2021. As has been the practice of this office in the past, funding is requested for only one election at this time. Supplemental offers are submitted for the primary and special elections noted above. In addition to conducting elections, this office facilitates the qualification and filing processes of candidates who seek to run for public office and tracks campaign finance compliance.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of registered voters</td>
<td>64,000</td>
<td>64,000</td>
<td>62,000</td>
</tr>
</tbody>
</table>

Seller/Owner: 1310 - Electoral Board

Table of Contents
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<thead>
<tr>
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<tbody>
<tr>
<td><strong>Executive Summary:</strong></td>
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<tr>
<td>As of 12-31-2020 95.6% of the administrative supplies budget had been expended (95.6% of 7,753.02). Supplement request is for for 7,500.</td>
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<tr>
<td><strong>Seller/Owner:</strong> 1310 - Electoral Board</td>
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<tbody>
<tr>
<td><strong>Executive Summary:</strong></td>
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<tr>
<td>Extensive legislative changes to voting processes have necessitated aggressive measures to prepare and assist voters with these changes. Top activities include mailing of election information fliers, printed Vote by Mail instructions for voters requesting mailed ballots and availability of sample ballots for early voters and those voting on Election Day.</td>
<td></td>
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</tr>
<tr>
<td><strong>Seller/Owner:</strong> 1310 - Electoral Board</td>
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<tbody>
<tr>
<td><strong>Executive Summary:</strong></td>
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<tr>
<td>Numerous legislative changes have made significant changes to the way in which election activities occur. Many election activities that previously were done during the day, must now be done after hour and on the weekends. This includes the processing of Vote by Mail applications, preparation of ballot packages for mailing and registering voter credit on a daily basis for early in-person voters as well as for ballots received by mail and in person.</td>
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<tr>
<td><strong>Seller/Owner:</strong> 1310 - Electoral Board</td>
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</table>

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</thead>
<tbody>
<tr>
<td><strong>Executive Summary:</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Pre-negotiated lease increase will be effective beginning in FY22. Current lease amount is 48,450 annually. Negotiated increase is 6,270 (total new amount is 54,720).</td>
<td></td>
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</tr>
<tr>
<td><strong>Seller/Owner:</strong> 1310 - Electoral Board</td>
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</thead>
<tbody>
<tr>
<td><strong>Executive Summary:</strong></td>
<td></td>
<td></td>
<td>Election laws have expanded quickly and broadly over the last couple of years. Specifically, 2020 saw 69 new laws and regulations affecting Voter Registration and Elections, with the biggest impact being to election services. With the introduction of many new laws and regulations, the role and responsibility of the General Registrar has expanded dramatically. All GRs receive the same base pay as defined in the GA appropriations bill. Localities supplement the base pay at differing rates. A comparison of comparably sized localities reveals the supplement in Roanoke City is about $6,606 less than comparable localities. This supplemental seeks to provide parity with that of localities of similar size and dynamics.</td>
<td></td>
</tr>
<tr>
<td><strong>Seller/Owner:</strong> 1310 - Electoral Board</td>
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<td></td>
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</tr>
</tbody>
</table>
Offer Executive Summary

Offer: Storage for Election Furnishings and PPE
Dept: Electoral Board
Outcome: Effectively Managed Resources
Factor: Efficient & Effective Operations
Supplemental

Executive Summary:

COVID19 has created the use of sneeze guards, touchless hand sanitizer dispensers, line stanchions and carts, and mobile utility carts for supplies. This has necessitated offsite additional storage units.

Seller/Owner: 1310 - Electoral Board

Offer: Temp Wages for Election Periods
Dept: Electoral Board
Outcome: Excellent Customer Service
Factor: Efficient & Effective Operations
Supplemental

Executive Summary:

Numerous legislative changes have dramatically changed the way in which elections are now conducted. These include, but are not limited to, no excuse in-person early voting, Vote by Mail and additional position required at each voting site on Election Day. This has resulted in the requirement of increased human resources.

Seller/Owner: 1310 - Electoral Board

Offer: Vote by Mail Envelopes
Dept: Electoral Board
Outcome: Compliance
Factor: Efficient & Effective Operations
Supplemental

Executive Summary:

ELECT (Department of Elections) formerly provided envelopes for mailed ballots. They have discontinued this practice, leaving the cost and responsibility with each locality.

Seller/Owner: 1310 - Electoral Board

Offer: Vote by Mail Postage
Dept: Electoral Board
Outcome: Compliance
Factor: Efficient & Effective Operations
Supplemental

Executive Summary:

Legislation has expanded vote by mail to all voters (without exception). Additionally, localities are now required to provide return postage for all ballots.

Seller/Owner: 1310 - Electoral Board

Offer: Coordinate Annual Independent Audit of City ACFR
Dept: City Auditor
Outcome: Transparency
Factor: Responsible Financial Management
Existing

Executive Summary:

The City is required to have its Annual Comprehensive Financial Report (ACFR) 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:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit completed and filed with the Auditor of Public Accounts by the required deadline.</td>
<td>December 15</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Seller/Owner: 1240 - Municipal Auditing
Offer Executive Summary

Offer: External Audit Contractual Increase
Dept: City Auditor
Outcome: Transparency
Factor: Responsible Financial Management

Executive Summary:
Audit firm agreed to forgo contractual fee increase in FY21 based on extraordinary events associated with COVID 19 pandemic. The requested increase reflects the FY22 audit fees in the originally signed contract.

Seller/Owner: 1240 - Municipal Auditing

Offer: Dog Licensing
Dept: Treasurer
Outcome: Compliance
Factor: Efficient & Effective Operations

Executive Summary:
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. The revenues for Fiscal year end June 30, 2020 was $25,939.
Beginning January 2020, the City will work with PetData to issue dog license, send out the monthly notices to individuals who have not purchased the dog license, and to send the required Veterinarian information to all other localities. PetData will also do all of the required work required by the State of Virginia. This change was due to the new tax system being implemented by PCI where that system does not offer the ability to collect dog license. PetData has the ability to offer this service on-line and eliminate physically dog owners having to come to the Municipal Building to get a license.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of days for PetData to get vaccination info from the Veterinary Offices and other Trea</td>
<td>30 days</td>
<td>30 days</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Seller/Owner: 1234 - City Treasurer

Offer: PetData Contractual Services
Dept: Treasurer
Outcome: Compliance
Factor: Efficient & Effective Operations

Executive Summary:
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. The revenues for Fiscal year end June 30, 2020 was $25,939.
Beginning January 2020, the City will work with PetData to issue dog license, send out the monthly notices to individuals who have not purchased the dog license, and to send the required Veterinarian information to all other localities. PetData will also do all of the required work required by the State of Virginia. This change was due to the new tax system being implemented by PCI where that system does not offer the ability to collect dog license. PetData has the ability to offer this service on-line and eliminate physically dog owners having to come to the Municipal Building to get a license.

Seller/Owner: 1234 - City Treasurer
Offer Executive Summary

**Offer:** Fraud, Waste, and Abuse Hotline  
**Dept:** City Auditor  
**Outcome:** Compliance  
**Factor:** Efficient & Effective Operations  

**Executive Summary:**
State law requires a hotline be made available to employees and the public to enable them to anonymously report suspicion of fraud, waste and abuse. The law also requires that all reports be investigated and appropriately addressed.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Each report investigated and resolved within 30 days.</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 1240 - Municipal Auditing

---

**Offer:** Inflationary Increase in Third Party Contract - Three Year Catch Up  
**Dept:** City Auditor  
**Outcome:** Compliance  
**Factor:** Efficient & Effective Operations  
**Supplemental:**

**Executive Summary:**
Third party that administers hotline service increases fee approximately $35 annually, consistent with inflation. This nominal increase has been paid but not budgeted the past three years.

**Seller/Owner:** 1240 - Municipal Auditing

---

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

**Executive Summary:**
Fund Accounting and Financial Reporting (FA), a functional accountability within the Department of Finance, is charged with providing financial management/accounting services services for the City. FA is charged with providing services such that departments are able to accomplish their missions, and FA provides services appropriate to the City's external customers. FA handles fund accounting, financial reporting, grant financial management, administration of existing debt including post issuance compliance and support of and guidance for future debt activities in connection with the City's strategic Capital Improvement Plan (CIP). FA participates with the City of Roanoke Treasurer's office in timely and proper recording of cash receipts received and works actively with the Treasurer in cash management.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Principle and Interest (P &amp; I) bond payments made to bond authorities.</td>
<td>15</td>
<td>15</td>
<td>13</td>
</tr>
<tr>
<td>Percentage of GFOA Certificate of Achievement in Financial Reporting criteria that score &quot;Proficient&quot; or higher.</td>
<td>100%</td>
<td>100%</td>
<td>FY19 100%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 1231 - Finance
**Good Government**

**Offer Executive Summary**

**Offer:** Fund Accounting and Financial Reporting Technology Increase  
**Dept:** Director of Finance  
**Outcome:** Compliance  
**Factor:** Efficient & Effective Operations

**Executive Summary:**

Fund Accounting and Financial Reporting Offer - related to Technology Maintenance Contracts and contractually agreed upon inflationary increases.

**Seller/Owner:** 1231 - Finance

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

**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:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dollar value of Circuit Court Collection Fees</td>
<td>$30,000</td>
<td>$30,000</td>
<td>$35,129.01</td>
</tr>
<tr>
<td>Dollar value of General District Court Collection Fees</td>
<td>$40,000</td>
<td>$65,000</td>
<td>$41,819.08</td>
</tr>
<tr>
<td>Dollar value of Juvenile &amp; Domestic Relations District Court Collection Fees</td>
<td>$1,500</td>
<td>$4,000</td>
<td>$1,588.41</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 2211 - Cost Collections Unit

**Offer:** Human Resources - Benefits Administration  
**Dept:** Human Resources  
**Outcome:** High Employee Morale & Engagement  
**Factor:** High Performing Employees

**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.

Marathon Health, a third-party administrator of on-site employer health clinics, provides the operations and management of the city's Employee Health Clinic. As a result, the clinic is responsible for primarily occupational health, pre-employment screenings, acute visits and lifestyle coaching to employees, as well as spouse and retiree members. In conjunction with Marathon Health, 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:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of health and wellness related training programs provided per calendar year</td>
<td>4</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>Percentage increase in the total plan savings from redirected care and estimated predictive impact.</td>
<td>1%</td>
<td>3%</td>
<td>N/A</td>
</tr>
<tr>
<td>Percentage of employees who are utilizing and engaged in coaching at the Employee Health Clinic.</td>
<td>40%</td>
<td>40%</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 1261 - Human Resources
Offer Executive Summary

Offer: Increase to Employee Health Clinic Electric Utility Cost
Dept: Human Resources
Outcome: High Employee Morale & Engagement
Factor: High Performing Employees

Executive Summary:

This supplemental offer represents electrical utilities for the Employee Health Clinic. The budgeted amount has not kept up with inflationary increases based on a 12-month lookback period (Dec. 2019 - Nov. 2020) which totals $6,248.40. Therefore, a supplemental offer of $1,500 will be submitted for this expenditure item due to inflationary increases.

Seller/Owner: 1261 - Human Resources

Offer: Increase to Marathon Health - Employee Health Clinic Contract
Dept: Human Resources
Outcome: High Employee Morale & Engagement
Factor: High Performing Employees

Executive Summary:

According to the payment terms of Marathon Health’s contract, the contract fees shall automatically increase by 3 percent during each contract renewal period. Beginning 10/1/2020, the monthly cost increased by 3 percent to $61,123. This monthly installment fee for the Health Services Agreement will remain the same for 3 months (7/1/2021 -9/30/2021) at $61,123.00 per month but will include an automatic increase of 3 percent pursuant to the contract to $62,957 from 10/1/2021– 6/1/2022 (9 months). The total cost of the contract for the fiscal year will be $749,982, a contractual increase of $21,845 over the prior year’s budgetary offer.

Seller/Owner: 1261 - Human Resources

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

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:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of annual new hires that remain tenured one year or longer.</td>
<td>120</td>
<td>120</td>
<td>212</td>
</tr>
<tr>
<td>Number of employees who were promoted</td>
<td>100</td>
<td>100</td>
<td>159</td>
</tr>
<tr>
<td>Percent of city employees that attended mandatory learning workshops</td>
<td>12-15</td>
<td>12-15</td>
<td>6</td>
</tr>
</tbody>
</table>

Seller/Owner: 1261 - Human Resources
Offer Executive Summary

Offer: Increase to NEOGOV Applicant Tracking System Contract Cost
Dept: Human Resources
Outcome: Highly Competent, Well-Trained Staff
Factor: High Performing Employees

Executive Summary:
The NEOGOV Applicant Tracking System is 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 FY 2017-18 budgetary cuts. NEOGOV Applicant Tracking was approved by the ITC in 2015 and launched in March, 2016. There is an annual contract increase from $18,500 to $20,720 this FY 22.

Seller/Owner: 1261 - Human Resources

Offer: Minimum Wage and Hour Increase
Dept: Human Resources
Outcome: Highly Competent, Well-Trained Staff
Factor: High Performing Employees

Executive Summary:
The federal minimum wage provisions are contained in the Fair Labor Standards Act (FLSA). The federal minimum wage for covered nonexempt employees is $7.25 per hour effective July 24, 2009. The Department of Labor's Wage and Hour Division administers and enforces the federal minimum wage law.

In spring, 2020, The Virginia General Assembly did pass legislation to increase the minimum wage from $7.25 to $9.50 per hour effective May 1, 2021. The city has already addressed this increase. Moving forward, the wage will then increase to $11 in 2022, $12 in 2023 and by another $1.50 in 2025 and 2026. Every subsequent year the bill is to be re-amended to adjust the minimum wage to reflect the consumer price index.

The bill outline the following increase schedule:
- January 1, 2022 to January 1, 2023 the rate shall be $11.00/hr
- January 1, 2023 to January 1, 2025 the rate shall be $12.00/hr
- January 1, 2026 to January 1, 2027 the rate shall be $15.00/hr

Seller/Owner: 1261 - Human Resources

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

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:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of employment applications received during the fiscal year</td>
<td>12,000</td>
<td>12,000</td>
<td>12,555</td>
</tr>
<tr>
<td>Percent of employees reporting that learning/training will improve their job performance</td>
<td>90%</td>
<td>90%</td>
<td>82%</td>
</tr>
</tbody>
</table>

Seller/Owner: 1261 - Human Resources
Offer: Human Resources - Salary Administration

Outcome: High Employee Morale & Engagement

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 1,700 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:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of City titles that are 90% or greater of the “regional” market average.</td>
<td>80%</td>
<td>90%</td>
<td>83%</td>
</tr>
</tbody>
</table>

Seller/Owner: 1261 - Human Resources

Offer: HR/Payroll System Maintenance Contract Increase

Outcome: High Employee Morale & Engagement

Executive Summary:
There is a contract inflationary increase each year for ongoing maintenance provided by INFOR for the City's HR/ Payroll system. In addition to an increase of for the Global HR module addition, there is an increase in cost for Employee and Manager Self Service components and the HR package/foundation. Human Resources and the Department of Finance divide the overall contract cost.

Seller/Owner: 1261 - Human Resources

Offer: Leadership, Management, and Oversight

Outcome: Strategic Vision

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

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of residents from Citizen Survey who agree the services provided by City of Roanoke are worth the taxes paid by its citizens</td>
<td>80%</td>
<td>80%</td>
<td>N/A</td>
</tr>
<tr>
<td>Percent of residents from Citizen Survey who rate the quality of life in the City as good or excelle</td>
<td>80%</td>
<td>80%</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Seller/Owner: 1211 - City Manager
Good Government

Offer Executive Summary

<table>
<thead>
<tr>
<th>Offer:</th>
<th>Assistant City Manager Trainee and Leadership Committee Stipends</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dept:</td>
<td>City Manager</td>
</tr>
<tr>
<td>Outcome:</td>
<td>High Employee Morale &amp; Engagement</td>
</tr>
<tr>
<td>Factor:</td>
<td>High Performing Employees</td>
</tr>
<tr>
<td>Supplemental</td>
<td></td>
</tr>
</tbody>
</table>

Executive Summary:

This supplement would establish stipends for Assistant City Manager trainees and for those serving in leadership roles with internal advisory groups.

Seller/Owner: 1211 - City Manager

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<table>
<thead>
<tr>
<th>Offer:</th>
<th>Legal Counsel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dept:</td>
<td>City Attorney</td>
</tr>
<tr>
<td>Outcome:</td>
<td>Best Practices</td>
</tr>
<tr>
<td>Factor:</td>
<td>Efficient &amp; Effective Operations</td>
</tr>
<tr>
<td>Existing</td>
<td></td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount of settlements and judgments as a percentage of amounts claimed in tort litigation against the City.</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Number of days after receipt to review and approve as to form routine legal documents.</td>
<td>2</td>
<td>2</td>
<td>N/A</td>
</tr>
<tr>
<td>Percent of time legal representation present to represent the City's interest at all adversarial administrative hearings.</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Seller/Owner: 1220 - City Attorney

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<table>
<thead>
<tr>
<th>Offer:</th>
<th>City Attorney Inflationary Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dept:</td>
<td>City Attorney</td>
</tr>
<tr>
<td>Outcome:</td>
<td>Best Practices</td>
</tr>
<tr>
<td>Factor:</td>
<td>Efficient &amp; Effective Operations</td>
</tr>
<tr>
<td>Supplemental</td>
<td></td>
</tr>
</tbody>
</table>

Executive Summary:

Contract fee between the City and Advantus Strategies was originally at $60,000 annually. Due to the Covid-19 pandemic, Advantus Strategies agreed to reduce the contract fee to $50,000 for fiscal year 2021. Advantus Strategies has requested to have the original fee amount restored for fiscal year 2022. In addition, we had backed off of some of our expenses the past two years, they are regularly going over what we have budgeted. These have been increased to bring them back in line this year.

Seller/Owner: 1220 - City Attorney
Offer: Local Trust Taxes  
Dept: Commissioner of the Revenue  
Outcome: Transparency  
Factor: Responsible Financial Management

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:
<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of delinquency to total tax base</td>
<td>1%</td>
<td>1%</td>
<td>2%</td>
</tr>
</tbody>
</table>

Seller/Owner: 1233 - Commissioner of the Revenue

Offer: E-portal web services - Sturgis  
Dept: Commissioner of the Revenue  
Outcome: Transparency  
Factor: Responsible Financial Management

Executive Summary:
E-portal webservices are vital to efficient and effective operations within the Tax & Treasury structure. Customers will have the ability to file and pay taxes online.

Seller/Owner: 1233 - Commissioner of the Revenue

Offer: Memberships  
Dept: City Manager  
Outcome: Responsive  
Factor: Effective Leadership

Executive Summary:
Provides funding for various City memberships including, among others, the New Century Technology Council, the Virginia Municipal League, Va First Regional Industrial Facility Authority (formerly NRV Commerce Park), Blue Ridge Soil and Water Conservation District, and CoLab. Please see the Appendix section for a complete listing.

Performance Measures:
<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payment of membership dues and service district taxes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Seller/Owner: 7220 - Affiliations & Contributions
Offer: Miscellaneous Revenue Collections and Administration  
Dept: Treasurer  
Outcome: Accurate & Timely Accounting  
Factor: Responsible Financial Management  

Executive Summary:

Miscellaneous revenue collections consist of the receipting into the Revenue Collections system the following taxes and fees: trust taxes, building permits, Miscellaneous AR invoices, public vehicle fees, short term rental tax, and all other monies received from the State of Virginia, Federal agencies, and other City departments.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of current year miscellaneous fees collected</td>
<td>97%</td>
<td>99%</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Seller/Owner: 1234 - City Treasurer

---

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

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:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of payments issued to employees for hours worked</td>
<td>46,500</td>
<td>46,500</td>
<td>50,243</td>
</tr>
</tbody>
</table>

Seller/Owner: 1231 - Finance

---

Offer: Payroll Technology Maintenance Contract Increases  
Dept: Director of Finance  
Outcome: Compliance  
Factor: Efficient & Effective Operations  

Executive Summary:

Payroll Supplemental Offer - related to Technology Maintenance Contracts and contractually agreed upon inflationary increases.

Seller/Owner: 1231 - Finance
## Good Government

### Offer Executive Summary

**Offer:** Performance Auditing  
**Dept:** City Auditor  
**Outcome:** Compliance

**Executive Summary:**

Audits provide an independent and objective evaluation of the performance of various operations in the city, school system, and transit company. Audits help provide assurance to the governing bodies and the general public that resources are being appropriately managed, laws and regulations are being followed, and desired outcomes are being achieved. Auditing helps ensure government services are effectively, efficiently, economically, and equitably provided to the public.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignments completed per FTE</td>
<td>5</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Percentage of audit findings resolved</td>
<td>80%</td>
<td>80%</td>
<td>70%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 1240 - Municipal Auditing

---

**Offer:** Personal Property Tax Administration and Motor Vehicle License  
**Dept:** Commissioner of the Revenue  
**Outcome:** Transparency

**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 141,000 tax accounts and 127,000 Vehicle License with a current year revenue of $36.1 million. 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:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of Personal Property taxes collected for the current year</td>
<td>90%</td>
<td>90%</td>
<td>92%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 1233 - Commissioner of the Revenue

---

**Offer:** NADA Valuation Services  
**Dept:** Commissioner of the Revenue  
**Outcome:** Transparency

**Executive Summary:**

This is a supplemental request to cover increased cost for N.A.D.A. (National Automobile Dealers Association) vehicle valuations. Tax & Treasury systems contract requires the Commissioner to pay for each individual valuation performed by NADA.

**Seller/Owner:** 1233 - Commissioner of the Revenue

---

**Offer:** PCI Annual Maintenance and Support  
**Dept:** Commissioner of the Revenue  
**Outcome:** Transparency

**Executive Summary:**

The supplemental request is for support and maintenance cost for the PCI - Tax & Treasury System.

**Seller/Owner:** 1233 - Commissioner of the Revenue
Executive Summary:

The Purchasing Division is responsible for the fair, transparent, and consistent procurement of approximately $30 million of goods and services for all City departments, the administration of over 500 City of Roanoke contracts, and the disposition of surplus City property. The Purchasing Division provides oversight of purchasing activities for all City Departments to ensure compliance with the Virginia Public Procurement Act (VPPA), City code, and the City's Procurement Manual. Additional responsibilities include administration of the purchasing card program, administration of the records management program, and the active management of 12 service contracts which are all utilized by all City departments. The Purchasing Division provides training to City employees to ensure knowledge of & adherence to laws and regulations associated with procurement while collaborating with stakeholder departments to promote best practices and innovative approaches to the City's procurement processes.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of protests filed and sustained</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Seller/Owner: 1237 - Purchasing

Offer: CGI Advantage VSS (Purchasing Portion) Mandatory Contract Price Increase
Dept: General Services
Outcome: Effectively Managed Resources
Factor: Efficient & Effective Operations

Executive Summary:

CGI Advantage with Vendor Self Service (VSS) is the City's Financial ERP. The contract includes a mandatory 3% price increase every year.

Seller/Owner: 1237 - Purchasing

Offer: Cobblestone Contract Management System (CMS) contract price increase - mandatory
Dept: General Services
Outcome: Effectively Managed Resources
Factor: Efficient & Effective Operations

Executive Summary:

Cobblestone Contract Management System (CMS) mandatory annual contract price increase.

Seller/Owner: 1237 - Purchasing
Executive Summary:

The work done by Communications staff 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, a blog that offers news for and information for citizens, and programming on RVTV. 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.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of communications sent out</td>
<td>150 news releases/24</td>
<td>120 releases/24 blog</td>
<td>N/A</td>
</tr>
<tr>
<td>Number of media inquiries responded to by the Public Information Officer</td>
<td>200</td>
<td>200</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Seller/Owner: 1213 - Community Engagement

Offer: Real Estate Taxation
Dept: Director of Finance
Outcome: Effective Fiscal Planning & Budgeting

Executive Summary:

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 45,670 properties that generate $91,308,418. 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 $10.3 billion in real estate assets ($7.9 billion taxable), which is projected FY20 to generate approximately 30.2% of its $299.4 million annual operating budget.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of Real Estate taxes collected for current year.</td>
<td>90%</td>
<td>90%</td>
<td>98%</td>
</tr>
<tr>
<td>Sales Ratio / Coefficient of Dispersion</td>
<td>95%/10%</td>
<td>95%/10%</td>
<td>96%/12.62%</td>
</tr>
</tbody>
</table>

Seller/Owner: 1235 - Real Estate Valuation

Offer: Tax Records Maintenance and Support
Dept: Commissioner of the Revenue
Outcome: Accurate & Timely Accounting

Executive Summary:

This is a supplemental request to secure funding of the annual maintenance and support from HARRIS (formerly AUMENTUM-THOMS ON REUTERS) for the "records administration" of the Real Estate Tax as administered by the Commissioner of the Revenue.

Seller/Owner: 1233 - Commissioner of the Revenue
Offer Executive Summary

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

**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.

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of employees participating in the 457 Deferred Compensation Plan</td>
<td>75%</td>
<td>75%</td>
<td>46.13%</td>
</tr>
<tr>
<td>Percentage of GFOA Certificate in Financial Reporting criteria that score &quot;Proficient&quot; or higher.</td>
<td>100%</td>
<td>100%</td>
<td>FY19 100%</td>
</tr>
<tr>
<td>Receipt of GFOA Certificate of Achievement of Excellence for the Pension Plan Annual Comprehensive Financial Report (ACFR)</td>
<td>Yes</td>
<td>Yes</td>
<td>FY19 Yes</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 1231 - Finance

---

**Offer:** Benefit Plans Consultative Services  
**Dept:** Director of Finance  
**Outcome:** Compliance  
**Factor:** Efficient & Effective Operations  

**Executive Summary:**

Defined Contribution Benefit Plans consultative services contracted inflationary increase.

**Seller/Owner:** 1231 - Finance

---

**Offer:** Risk Management Administration  
**Dept:** General Services  
**Outcome:** High Employee Morale & Engagement  
**Factor:** High Performing Employees  

**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.

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage reduction in the average cost of workers' compensation claims</td>
<td>5%</td>
<td>5%</td>
<td>34%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 1262 - Risk Management
Offer Executive Summary

Offer: Increase in Insurance Premiums
Dept: General Services
Outcome: High Employee Morale & Engagement
Factor: High Performing Employees

Executive Summary:

This supplemental offer represents an increase in various insurance premiums paid throughout the city. Also included is an increase for new Cyber Security insurance.

Seller/Owner: 1262 - Risk Management

Offer: RVTV: Roanoke Valley Television
Dept: City Manager
Outcome: Transparency
Factor: Responsible Financial Management

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 2019, RVTV produced 80 original television shows, 58 regular government meetings, and 84 original video productions. RVTV's FY2021 Operational Budget is $481,538. The City's portion is $240,769 plus $2,112 for closed captioning of the Council briefings.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of RVTV Services</td>
<td>81</td>
<td>81</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Seller/Owner: 1213 - Community Engagement

Offer: Safety Training/Loss Prevention and Control
Dept: General Services
Outcome: High Employee Morale & Engagement
Factor: High Performing Employees

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:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>OSHA Mandatory Training Sessions</td>
<td>N/A</td>
<td>N/A</td>
<td>100%</td>
</tr>
<tr>
<td>Reduction in the number of OSHA recordable accidents</td>
<td>10%</td>
<td>10%</td>
<td>6.9%</td>
</tr>
</tbody>
</table>

Seller/Owner: 1262 - Risk Management
Offer Executive Summary

### Offer: Set Off Debt Collection Program
Dept: Treasurer
Outcome: Accurate & Timely Accounting

#### 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 Civic Center, and Lancer (Park Roanoke). The amount of claims submitted for calendar year 2020 was $9.5 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 through December 2020 is $826,067.

#### Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of finalized set-off debt claims received by the State that the City is eligible to receive</td>
<td>98%</td>
<td>98%</td>
<td>83%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 1234 - City Treasurer

### Offer: Taxation Programs Commonwealth of Virginia
Dept: Commissioner of the Revenue
Outcome: Excellent Customer Service

#### 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:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of State Income tax collected was processed within the same day as the funds were received.</td>
<td>99%</td>
<td>99%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 1233 - Commissioner of the Revenue
Good Government

Offer Executive Summary

Offer: Technical support and administrative services to Constituents
Dept: City Clerk
Outcome: Strategic Vision

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:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of requests for information processed within five business days as required by FOIA.</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of City Council actions from regular meetings of Council posted on website and/or distributed to the general public or City departments within 3 business days of the conclusion of the Council meeting.</td>
<td>90%</td>
<td>90%</td>
<td>95%</td>
</tr>
</tbody>
</table>

Seller/Owner: 1120 - City Clerk

Offer: Travel Policy Administration
Dept: Director of Finance
Outcome: Accurate & Timely Accounting

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:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent compliance with the City's Business and Training Guidelines</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of travel requests reviewed and processed within 3 business days</td>
<td>95%</td>
<td>95%</td>
<td>97%</td>
</tr>
</tbody>
</table>

Seller/Owner: 1212 - Management and Budget
Offer: Voter Registration Services  
Dept: Electoral Board  
Outcome: Highly Competent, Well-Trained Staff  
Factor: High Performing Employees

Executive Summary:
The budget offer for FY21/22 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. List maintenance is a robust process that involves review of all voter registration applications, cancellation of felons, those declared mentally incapacitated, voters who have moved out of state or to another locality, and deceased voters. Correspondence is a major function. All actions noted above require a notice to be sent to the voter, or voter's family in the case of a death.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of voter registration drives held at each high school</td>
<td>4</td>
<td>4</td>
<td>0</td>
</tr>
</tbody>
</table>

Seller/Owner: 1310 - Electoral Board
Livability
Enhance Roanoke’s exceptional vitality as an attractive, diverse, culturally inclusive, vibrant and active city in which to live, learn, work and play.

Indicators:
Community and Neighborhood Desirability
Community Engagement
Community Satisfaction
Statement of Request for Results

Priority Statement

Enhance Roanoke’s exceptional vitality as an attractive, diverse, culturally inclusive, vibrant and active city in which to live, learn, work and play.

Summary of Priority

The Priority Team developed a strategy map to address the various factors that impact livability within the community and make the City of Roanoke and the Roanoke Valley a desirable place to live, learn, work and play. Livability is the level of quality in the social, built and natural environments that impacts residents, employees, customers and visitors. The perception of the City’s livability factors in many decisions to invest in it, whether as a home or business owner, client or tourist. Livability, in a general sense, encompasses all aspects of City government. However, the Team based its causal factors and outcomes largely on qualitative elements that it deemed vital to achieving a livable community. In doing so, the Team attempted to omit factors and outcomes that would likely be included in other Teams’ statements. To address the priority statement, the team created a map around four primary factors – Valued, Engaged & Informed Community; Attractive Community; Accessibility; and Quality Amenities.

Valued, Engaged & Informed Community – The City operates on the foundations of the democratic process as a participatory government, seeking input and direct contributions from the public in shaping its past, present and future endeavors. In addition to providing opinions on isolated matters of self-interest, a valued, engaged and informed community will interact regularly with City government and aid short and long-term decision-making. The outcomes that will result in successfully addressing this causal factor include:

1. Engaged community
   The participation of individuals and organizations in City government decision making is essential to a representative democracy.

2. Public/Private Partnership
   The cooperation and combination of resources and unique skills can facilitate outcomes that would otherwise be infeasible.
3. Informed community
   Effective communication will promote transparency in government operations, resulting in a more informed community.

Attractive Community – City government will provide an avenue through which residents and visitors find the community visibly attractive, safe and clean. Offers should foster a sense of community pride, encourage home ownership and attract business investment. The outcomes that will result in successfully addressing this causal factor include:

1. Safe, clean and attractively maintained community
   Safe and attractive neighborhoods and business districts will have low crime rates, a reduced carbon footprint (e.g. trash and recycling collection) and minimize blight.

2. Owner Occupied Housing
   Increased owner occupied housing leads to more attractive and desirable neighborhoods that are viewed as better maintained and esthetically appealing. Homeowners tend to have a greater sense of responsibility to properly maintain their investment.

3. Well maintained and diverse mix of housing options
   Zoning patterns and maintenance code enforcement (e.g. weed and trash, illegal dumping, inoperable vehicles, etc.) will promote a diverse mix of housing options in neighborhoods where residents ensure all properties are well maintained, regardless of ownership arrangement.

4. Compatible design and well maintained structures
   Architectural designs and continued maintenance for new and renovated structures should consider existing development within their respective community or neighborhood.

5. Diverse and inclusive community
   An attractive community will welcome a diverse population.

Accessibility – Public transportation, bicycle facilities and pedestrian-friendly pathways facilitate safe and convenient connections to events, activities and public services throughout the community and region.

1. Safe, accessible, bicycle and pedestrian friendly community
   Infrastructure that promotes the use of bicycles and pedestrians pathways supports a more livable and healthy community.

2. Access to public transportation
   Access to affordable and convenient public transportation supports a more vibrant and healthy community and business district and lowers the community’s carbon footprint.
3. Regional connectivity
Connecting to regional destinations (e.g. Blacksburg, Smith Mountain Lake, etc.) promotes a seamless, extended business district resulting in a healthier and more vibrant community.

4. Convenience to public services and amenities
Convenient access to City services and amenities (e.g. parks, libraries, recreation centers, etc.) leads to a more livable and desirable community.

Quality Amenities – Activities, facilities and exhibits that encourage active living and foster cultural awareness will be created, developed and managed to increase Roanoke’s desirability. Such amenities may include the built environment, natural resources, and corresponding programs and services. The outcomes that will result in successfully addressing this causal factor include:

1. Diverse offering of cultural events and exhibits
Cultural events and exhibits showcase and celebrate Roanoke’s diversity and heritage. These events bring together a wide cross section of the region’s population and encourage community cohesion and unity.

2. Recreational opportunities
Quality recreational programs and park facilities promote healthy, active living and improved well-being.

3. Vibrant neighborhoods and healthy business districts
Growing neighborhoods and neighborhood centers (e.g. Grandin Village, Melrose Avenue, Downtown, Williamson Road, etc.) create more vibrant and resilient communities.

4. Well managed environmental and cultural resources
Strong management and maintenance of environmental and cultural resources (e.g. Mill Mountain, the Roanoke Star, the Roanoke River, Carvins Cove, and the Historic City Market) are essential to making Roanoke a unique and desirable community.

**Indicators**

Measure 1: Number of owner occupied units

Measure 2: Number of blighted properties

Measure 3: Dollars invested in residential properties

Measure 4: Median home values

Measure 5: Population of Roanoke City
Indicator 2: Community Engagement
Measure 1: Percentage of respondents to the Citizen Survey who indicate that City government does a good job of informing/educating citizens about City services.

Measure 2: Number of individuals participating in the Municipal Volunteer Program.

Measure 3: Social media and website analytics

Measure 4: Total number of respondents to various department surveys (source City’s Survey Monkey account).

Indicator 3: Community Satisfaction
Measure 1: Percent of respondents to the Citizen Survey who rate the quality of life in Roanoke as “Good” or “Excellent”.

Indicator 4: Community Activities and Events
Measure 1: Number of individuals utilizing recreational and cultural programs and facilities.

Measure 2: Number of recreational and cultural offerings.

Measure 3: Number of assembly permits issued.

Purchasing Strategies

1. Maximize efficiency through collaboration, cost recovery, sound fiscal management, and innovation.

2. Promote recreation, arts and cultural events and activities that are meaningful, support education and economic development and provide value to the citizens and the region.

3. Encourage community development through the promotion of attainable housing and safe, clean and accessible neighborhoods.

4. Build and promote a valued and engaged citizenry with a strong sense of community and commitment to maintain the health and strength of neighborhoods.

5. Develop and maintain cultural and recreational facilities, natural resources, and unique asset sustainability.
Statement of Request for Offers

We are seeking offers that help make Roanoke a place where people want to live, learn, work, and play. Special considerations will be given to offers that promote inter-department partnerships and collaboration, and innovations that leverage existing resources.

**We are seeking offers that provide for a valued, engaged and informed community.**

More specifically we are looking for offers that:

1. Involve the community and create a vibrant place for people to live, learn, work and play.
2. Promote vibrant neighborhoods with engaged community and civic groups.
3. Provide a forum for community members to voice concerns, give meaningful feedback or share ideas.
4. Improve the dissemination of public information through the use of multimedia technology to enhance community engagement.
5. Provide volunteer opportunities.
6. Encourage partnerships that bring diverse, high quality cultural and recreational programs to the community.

**We are seeking offers that make our community attractive, pleasant and enjoyable.**

More specifically we are looking for offers that:

1. Promote friendly, open and engaged neighborhood village centers.
2. Provide for a variety of recreational opportunities and events.
3. Encourage public art.
4. Encourage safe and clean neighborhoods.
5. Aesthetically improve streets and public spaces.
6. Provide for appropriate natural resources utilization, and ensure compliance with municipal codes.
7. Create incentives to invest in housing.
8. Reduce blight and replace it with viable, occupied structures and/or natural amenities such as landscaping or trees.

9. Attract and retain a diverse citizenry.

**We are seeking offers that make our community accessible.**

More specifically we are looking for offers that:

1. Allow for local and regional transportation network that is safe, clean, and affordable.

2. Connect visitors and the community to greenways, blueways, trails and other outdoor assets.

3. Ensure that the built environment is accessible to those with disabilities.

4. Enhance the wayfinding network for ease of participating in community activities and use of community facilities.

5. Promote multi-modal transportation.

**We are seeking offers that provide for quality amenities.**

More specifically we are looking for offers that:

1. Facilitate a variety of events and exhibits that celebrate Roanoke’s cultural diversity and promotes inclusion.

2. Promote the importance of active living and well-being.

3. Ensure proper management and promotion of Roanoke’s natural resources and unique assets.

4. Lead to increased awareness, appreciation and participation in Roanoke’s natural and cultural opportunities.

5. Promote vibrant and diverse neighborhoods and business community.

6. Increase involvement in neighborhood activities, recreational opportunities, and cultural events.

7. Encourage diverse participation in social, cultural and recreational events and exhibits.
1. Community and Neighborhood Desirability

**MEASURE 1: Increased percentage of home ownership**

- **2016:** 52.8%
- **2017:** 51.4%
- **2018:** 50.9%
- **2019:** 48.3%

Comments: This information comes from the U.S. Census data, but it is based on the number of occupied housing units that are owner-occupied.

**NOTE:** 2020 data is not available

**MEASURE 2: Reduction in blighted properties and code violations**

**Code Violations**

- FY 2016: 4,829
- FY 2017: 4,594
- FY 2018: 4,598
- FY 2019: 4,952
- FY 2020: 4,087

**Blighted Properties**

- FY 2016: 1,030
- FY 2017: 771
- FY 2018: 724
- FY 2019: 515
- FY 2020: 490
### MEASURE 3: Increase in the number of new building starts

<table>
<thead>
<tr>
<th>FY</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>52</td>
</tr>
<tr>
<td>2017</td>
<td>33</td>
</tr>
<tr>
<td>2018</td>
<td>68</td>
</tr>
<tr>
<td>2019</td>
<td>42</td>
</tr>
<tr>
<td>2020</td>
<td>61</td>
</tr>
</tbody>
</table>

Comments: This includes residential and commercial. Lots of renovation compared to last year.

### MEASURE 4: Increase in median home values

- **FY 2016**: $101,200
- **FY 2017**: $101,700
- **FY 2018**: $104,200
- **FY 2019**: $107,800
- **FY 2020**: $112,200
### MEASURE 5: Percent change in the median MLS sale price of City of Roanoke homes relative to the Roanoke MSA as a whole (the Roanoke MSA includes the City, Roanoke County, Salem, Craig County, Botetourt County, and Franklin County)

<table>
<thead>
<tr>
<th>Locality</th>
<th>FY2016</th>
<th>FY2017</th>
<th>% Change from Prior Yr</th>
<th>FY2018</th>
<th>% Change from Prior Yr</th>
<th>FY2019</th>
<th>% Change from Prior Yr</th>
<th>FY2020</th>
<th>% Change from Prior Yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roanoke</td>
<td>$118,000</td>
<td>$125,450</td>
<td>-1.7%</td>
<td>$129,975</td>
<td>3.6%</td>
<td>$137,975</td>
<td>6.2%</td>
<td>$144,150</td>
<td>4.5%</td>
</tr>
<tr>
<td>Craig</td>
<td>$141,000</td>
<td>$142,500</td>
<td>1.1%</td>
<td>$139,950</td>
<td>-1.8%</td>
<td>$144,250</td>
<td>3.1%</td>
<td>$135,750</td>
<td>-5.6%</td>
</tr>
<tr>
<td>Salem</td>
<td>160,000</td>
<td>160,000</td>
<td>2.7%</td>
<td>167,000</td>
<td>4.4%</td>
<td>164,950</td>
<td>-1.2%</td>
<td>169,500</td>
<td>2.75%</td>
</tr>
<tr>
<td>Roanoke County</td>
<td>$185,000</td>
<td>$189,500</td>
<td>8.9%</td>
<td>$193,750</td>
<td>2.0%</td>
<td>$205,000</td>
<td>5.8%</td>
<td>$214,975</td>
<td>4.9%</td>
</tr>
<tr>
<td>Franklin County</td>
<td>$206,000</td>
<td>$224,600</td>
<td>-0.3%</td>
<td>$214,500</td>
<td>-4.5%</td>
<td>$249,975</td>
<td>16.5%</td>
<td>$265,000</td>
<td>6.0%</td>
</tr>
<tr>
<td>Botetourt County</td>
<td>$215,000</td>
<td>$215,250</td>
<td>1.4%</td>
<td>$233,500</td>
<td>8.5%</td>
<td>$242,500</td>
<td>3.9%</td>
<td>$247,750</td>
<td>2.2%</td>
</tr>
<tr>
<td>Overall MSA</td>
<td>$165,000</td>
<td>$169,000</td>
<td>2.4%</td>
<td>$174,950</td>
<td>3.5%</td>
<td>$188,000</td>
<td>7.5%</td>
<td>196,188</td>
<td>4.30%</td>
</tr>
</tbody>
</table>

### 2. Community Engagement

#### MEASURE 1: Number of active neighborhood groups and business organizations within the City

<table>
<thead>
<tr>
<th></th>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>39</td>
<td>34</td>
<td>25</td>
<td>31</td>
<td>32</td>
</tr>
</tbody>
</table>

#### MEASURE 2: Number of individuals participating in the Municipal Volunteer Program

<table>
<thead>
<tr>
<th></th>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,224</td>
<td>1,077</td>
<td>1,485</td>
<td>1,515</td>
<td>913</td>
</tr>
</tbody>
</table>

#### MEASURE 3: Voter Turnout Rate

<table>
<thead>
<tr>
<th></th>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>30%</td>
<td>62.2%</td>
<td>40.2%</td>
<td>50.5%</td>
<td>25.4%</td>
</tr>
</tbody>
</table>
3. Community Satisfaction

**MEASURE 1: Number of individuals rating the quality of life as “Good” or “Excellent”**

<table>
<thead>
<tr>
<th></th>
<th>FY2012</th>
<th>FY2014</th>
<th>FY2016</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>75.8%</td>
<td>72.9%</td>
<td>73.5%</td>
<td>71.5%</td>
</tr>
</tbody>
</table>

Comments: The Citizen Survey was not conducted in FY2020. The most recent Citizen Survey results are FY2019.

**MEASURE 2: Number of regional and national publications recognizing Roanoke**

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>118 national publications and websites published 125 articles on the City</td>
<td>139 national publications and websites published 148 articles on the City</td>
<td>161 national publications and websites published 262 articles on the City</td>
<td>445 national publications and websites published 358 articles on the City</td>
</tr>
</tbody>
</table>

Comments: Information obtained from the “Jurisdictional Article Summary Report” prepared by the Roanoke Valley Convention and Visitors Bureau.

4. Participation in Community Activities and Events

**MEASURE 1: Number of individuals utilizing recreational and cultural programs and facilities**

<table>
<thead>
<tr>
<th>Department</th>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civic Center facilities</td>
<td>380,532</td>
<td>371,683</td>
<td>410,103</td>
<td>416,808</td>
<td>275,405</td>
</tr>
<tr>
<td>Parks &amp; Rec facilities &amp; programs</td>
<td>163,000</td>
<td>153,108</td>
<td>177,504</td>
<td>213,221</td>
<td>113,898</td>
</tr>
<tr>
<td>Visits to the libraries</td>
<td>682,699</td>
<td>686,516</td>
<td>753,373</td>
<td>868,777</td>
<td>678,339</td>
</tr>
<tr>
<td>Library programs</td>
<td>84,390</td>
<td>94,261</td>
<td>118,554</td>
<td>136,052</td>
<td>107,692</td>
</tr>
</tbody>
</table>

Comments: Information is available from departments for City sponsored activities but not for patrons attending special events conducted by private entities.

Decrease in FY20 due to cancelled events from COVID.
### MEASURE 2: Number of recreational and cultural offerings

<table>
<thead>
<tr>
<th>Department</th>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civic Center offerings</td>
<td>353</td>
<td>344</td>
<td>408</td>
<td>408</td>
<td>266</td>
</tr>
<tr>
<td>Parks &amp; Rec offerings</td>
<td>1,884</td>
<td>1,817</td>
<td>1,549</td>
<td>1,532</td>
<td>1,436</td>
</tr>
<tr>
<td>Library offerings</td>
<td>4,783</td>
<td>6,072</td>
<td>6,657</td>
<td>8,733</td>
<td>7,578</td>
</tr>
</tbody>
</table>

Comments: Information is available from departments for City sponsored activities but not for special events conducted by private entities.

The number for FY20 decreased due to cancelled events from COVID-19.

### MEASURE 3: Number of assembly permits issued

<table>
<thead>
<tr>
<th></th>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>340</td>
<td>340</td>
<td>307</td>
<td>280</td>
<td>266</td>
</tr>
</tbody>
</table>

Comments: The FY20 number decreased from recent years due to cancelled events from COVID-19.
<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>OFFER / SUPPLEMENT TITLE</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks &amp; Recreation</td>
<td>Athletics</td>
<td>$461,248</td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
<td>Restoration of Youth Athletics Joint Administration</td>
<td>$110,604</td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
<td>River's Edge Park Athletic Field Maintenance</td>
<td>$144,576</td>
</tr>
<tr>
<td>Libraries</td>
<td>Books and Materials</td>
<td>$477,258</td>
</tr>
<tr>
<td>Solid Waste Management</td>
<td>Brush Collection</td>
<td>$263,926</td>
</tr>
<tr>
<td>Solid Waste Management</td>
<td>Bulk Collection</td>
<td>$778,532</td>
</tr>
<tr>
<td>Solid Waste Management</td>
<td>Central Business District Sealed Compactor Program</td>
<td>$397,931</td>
</tr>
<tr>
<td>Planning, Bldg, &amp; Development</td>
<td>Code Enforcement</td>
<td>$1,146,745</td>
</tr>
<tr>
<td>Solid Waste Management</td>
<td>Collection Inspectors</td>
<td>$206,307</td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
<td>Community Recreation</td>
<td>$341,243</td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
<td>In-House Pool Operation</td>
<td>$92,336</td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
<td>Pool Chemicals</td>
<td>$77,500</td>
</tr>
<tr>
<td>General Services</td>
<td>Community Sustainability Programming</td>
<td>$239,503</td>
</tr>
<tr>
<td>General Services</td>
<td>Community Sustainability Programming</td>
<td>$7,350</td>
</tr>
<tr>
<td>Planning, Bldg, &amp; Development</td>
<td>Development Services</td>
<td>$2,270,009</td>
</tr>
<tr>
<td>Outside Agencies</td>
<td>DRI - Downtown Event Sponsorship</td>
<td>$65,000</td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
<td>Landscape Management</td>
<td>$834,517</td>
</tr>
<tr>
<td>Solid Waste Management</td>
<td>Leaf Collection</td>
<td>$9,000</td>
</tr>
<tr>
<td>Outside Agencies</td>
<td>Mill Mountain Zoo Funding</td>
<td>$33,120</td>
</tr>
<tr>
<td>Libraries</td>
<td>Neighborhood Library Services</td>
<td>$1,514,105</td>
</tr>
<tr>
<td>Libraries</td>
<td>Library Services Restoration/ Increases</td>
<td>$107,433</td>
</tr>
<tr>
<td>City Manager</td>
<td>Neighborhood Support</td>
<td>$75,842</td>
</tr>
<tr>
<td>Solid Waste Management</td>
<td>Operations (Call Center)</td>
<td>$104,908</td>
</tr>
<tr>
<td>DEPARTMENT</td>
<td>OFFER / SUPPLEMENT TITLE</td>
<td>FY22</td>
</tr>
<tr>
<td>------------</td>
<td>--------------------------------------------------------</td>
<td>-----------</td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
<td>Outdoor Recreation</td>
<td>$430,059</td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
<td>Park Management</td>
<td>$830,002</td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
<td>Parks and Recreation Planning and Development, Business Support, and Marketing</td>
<td>$1,313,582</td>
</tr>
<tr>
<td>General Services</td>
<td>Physically and Topographically Challenged Services</td>
<td>$188,806</td>
</tr>
<tr>
<td>Planning, Bldg, &amp; Development</td>
<td>Planning Services</td>
<td>$47,474</td>
</tr>
<tr>
<td>General Services</td>
<td>Recycling Collection</td>
<td>$980,049</td>
</tr>
<tr>
<td>Outside Agencies</td>
<td>Roanoke Valley Greenway Commission</td>
<td>$43,640</td>
</tr>
<tr>
<td>Transportation</td>
<td>Traffic Engineering, Transportation Planning, and Project Management</td>
<td>$843,419</td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
<td>Trails and Greenways</td>
<td>$310,704</td>
</tr>
<tr>
<td>Solid Waste Management</td>
<td>Trash Collection</td>
<td>$3,170,229</td>
</tr>
<tr>
<td>Solid Waste Management</td>
<td>Trash Collection Tonnage Increase</td>
<td>$150,295</td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
<td>Urban Forestry</td>
<td>$630,238</td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
<td>Youth Development</td>
<td>$512,560</td>
</tr>
</tbody>
</table>
Livability

Offer Executive Summary

Offer: Athletics
Dept: Parks and Recreation
Outcome: Recreational opportunities

Executive Summary:
The Athletic program offer provides for the administration of youth team sports both in-house and partnerships with city-wide Recreation Clubs; youth athletic camps; adult athletic leagues; athletic field maintenance; regional tournament support. Collectively, these programs and services serve approximately 95,000 youth, adults and seniors annually. Participants of these programs and services recognize such benefits as social interactions, improved health and wellness, and a sense of belonging.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Cost Recovery</td>
<td>19%</td>
<td>19%</td>
<td>8%</td>
</tr>
<tr>
<td>Program success rate</td>
<td>90%</td>
<td>90%</td>
<td>62%</td>
</tr>
<tr>
<td>Total number of program offerings</td>
<td>150</td>
<td>150</td>
<td>60</td>
</tr>
</tbody>
</table>

Seller/Owner: 7126 - Athletics

Offer: Restoration of Youth Athletics Joint Administration
Dept: Parks and Recreation
Outcome: Recreational opportunities

Executive Summary:
This request provides funding to restore the Department's joint administration of youth athletics with private sector organizations. Funds in this request cover part-time staffing, referees and umpires, background screening of volunteers, and miscellaneous program supplies.

Seller/Owner: 7126 - Athletics

Offer: River's Edge Park Athletic Field Maintenance
Dept: Parks and Recreation
Outcome: Recreational opportunities

Executive Summary:
This Athletic program offer provides for a field maintenance crew specific to Rivers Edge Park North and South. This maintenance crew would take care of athletic field maintenance, general park mowing, prepping athletic fields for league play and rentals, and general park maintenance to include cleaning restrooms and picking up trash.

Seller/Owner: 7126 - Athletics
### Executive Summary:

Funds for the Library Books and Materials offer provides materials and the staff necessary to select, purchase, catalog, weed, and process books and other materials in the Roanoke Public Libraries collection. This includes books, music CDs, DVDs, audiobooks, periodicals, and eBooks available in electronic and downloadable formats. The Libraries' books and materials are a rich selection of titles that support literacy, personal development, lifelong learning and job skills. This offer will fund the purchase of books and materials and the staff tasked with ensuring quality, access, and maintenance of the library's consortium database. This access to information supports the library's vision to engage, educate, and empower all citizens by enabling Roanoke's diverse community to research topics, enjoy recreational reading, and learn at all ages. The use of books and materials continues to grow from 299,000 in 2004 to over 1.1 million in 2020.

### Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Circulation rates - number of library materials customers</td>
<td>1,000,000</td>
<td>1,000,000</td>
<td>716,779</td>
</tr>
</tbody>
</table>

**Seller/Owner:**  7310 - Libraries

---

### Executive Summary:

Solid Waste Management (SWM) provides weekly service of brush. Brush collection is for a pile of tree branches or shrubbery that cannot fit in “Big Blue” automated containers. Citizens may put out about one pickup truck load up to a maximum of 6’ x 6’ x 6’ of brush every week, curbside only. Limbs can be no larger than 3 inches in diameter. Any brush cut for a fee cannot be serviced by Solid Waste Management. All items must be set out no earlier than 7 p.m. the night before your collection day. SMW will employ four grapple (knuckle) boom trucks for this service.

### Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of brush set outs collected on time</td>
<td>99%</td>
<td>99%</td>
<td>99.99%</td>
</tr>
</tbody>
</table>

**Seller/Owner:**  4210 - Solid Waste Management

---

### Executive Summary:

Beginning on October 5, 2015, Solid Waste Management (SWM) implemented a single stream recycling program. With the change of the recycling program, Solid Waste Management also changed its bulk (six) item limit bi-weekly collection to a (three) item per week service. Bulk is considered anything that does not fit into an automated trash container such as furniture, appliances, rugs, and/or mattresses. Bulk no longer includes bagged or boxed trash.

### Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of bulk set outs collected on time</td>
<td>99%</td>
<td>99%</td>
<td>99.99%</td>
</tr>
</tbody>
</table>

**Seller/Owner:**  4210 - Solid Waste Management
### Offer Executive Summary

**Offer**: Central Business District Sealed Compactor Program  
**Dept**: General Services  
**Outcome**: Safe, clean and attractively maintained community  
**Factor**: Attractive Community  
**Existing**

#### Executive Summary:

In cooperation with Downtown Roanoke Incorporated, SWM initiated the sealed compactor program in September 2013. The municipal compactor concept is a unique solid waste management solution, for which the City of Roanoke is a pioneer in its application and has since been mimicked in other city's such as Memphis, TN, Alexandria, VA, and Richmond, VA. Five (5) compactor locations provide convenient solid waste transfer solutions to 100% of the central business district area identified as the sealed compactor zone. It should be noted that the sealed compactor program eliminated/replaced curbside collection in the central business district. This offer is for the operational costs for the five (5) existing sealed compactor locations.

#### Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent increase in recycling material collected as a result of the sealed compactor</td>
<td>15%</td>
<td>15%</td>
<td>17.6%</td>
</tr>
</tbody>
</table>

**Seller/Owner**: 4210 - Solid Waste Management

---

### Offer Executive Summary

**Offer**: Code Enforcement  
**Dept**: Planning Building and Development  
**Outcome**: Well maintained and diverse mix of housing options  
**Factor**: Attractive Community  
**Existing**

#### Executive Summary:

Code Enforcement administers the building maintenance code and is responsible for enforcement of the inoperative motor vehicle code, zoning code, graffiti abatement code, weeds and trash code. The division also administers the city’s rental inspection program that requires safety inspections of rental units every four years.

#### Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of code enforcement complied/certifications achieved annually</td>
<td>6,000</td>
<td>6,000</td>
<td>5,313</td>
</tr>
</tbody>
</table>

**Seller/Owner**: 8113 - Neighborhood Services

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### Offer Executive Summary

**Offer**: Collection Inspectors  
**Dept**: General Services  
**Outcome**: Safe, clean and attractively maintained community  
**Factor**: Attractive Community  
**Existing**

#### Executive Summary:

Solid Waste Management Collections Inspectors administer enforcement of Sec. 14.1 of the City code which establishes a minimum standard of sanitation, cleanliness, and safety of the public rights-of-way and public property. Illegal dumping, proper storage of collection containers, bulk container regulations, loose and improperly bagged leaves, recycling contamination, and littering are example of enforcement jurisdiction of Collection Inspectors. Collections Inspectors interact with neighborhood organizations; work closely with personnel from Neighborhood Services, Social Services, Health Department, Police Department, as well as other local and state agencies to gather information pertaining to nuisance properties.

#### Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of time an illegal setout can be reconciled with the owner rather than cite them for a violation</td>
<td>75%</td>
<td>75%</td>
<td>99.9%</td>
</tr>
</tbody>
</table>

**Seller/Owner**: 4210 - Solid Waste Management
Livability

Offer Executive Summary

Offer: Community Recreation
Dept: Parks and Recreation
Outcome: Recreational opportunities

Executive Summary:

Community Recreation provides programs and services to individuals and families of all ages at the city recreation centers, city parks, and at facilities operated by other organizations, such as City schools, churches, and local businesses. The program areas include Fitness and Wellness, Arts and Culture, Special Interest, Trips and Tours, Senior Social Programs; and in partnership with Roanoke County, Therapeutic Recreation. Facility management of the Fishburn Mansion, Garden City Center; as well as both city pools and the Elmwood Park Amphitheater, and Interactive Fountain are also included in this section. This facilitation includes public use, programs, meetings and rentals of the recreation centers and oversight, facilitation and coordination of pool maintenance; pool chemical balancing; and health inspection and permitting for both pools and the interactive fountain. Finally, this section manages each outdoor pool from May through September with a combination of in-house and co

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Cost Recovery</td>
<td>19%</td>
<td>19%</td>
<td>11.5%</td>
</tr>
<tr>
<td>Program Success Rate</td>
<td>90%</td>
<td>90%</td>
<td>60%</td>
</tr>
<tr>
<td>Total Number of Program Offerings</td>
<td>300</td>
<td>300</td>
<td>683</td>
</tr>
</tbody>
</table>

Seller/Owner: 7122 - Community Recreation

Offer: In-House Pool Operation
Dept: Parks and Recreation
Outcome: Recreational opportunities

Executive Summary:

In-House Pool Operations with Contracted Staff/Contracted Maintenance. In FY 2021 Virginia Gators Swim Club will operate Fallon Park swimming pool and the Department will operate Washington Park swimming pool. Both swimming pools will open for FY 2022. (Opening, Closing, Winter Service, Treatment, Plumbing/Chemical Equipment Repair, and Replacement)

Seller/Owner: 7122 - Community Recreation

Offer: Pool Chemicals
Dept: Parks and Recreation
Outcome: Recreational opportunities

Executive Summary:

Since the pools could not open for operation in the summer of 2020 due to COVID-19, funding for pool chemicals was eliminated as part of a budget reduction necessary to balance that fiscal year’s budget. These funds are used for pool chemicals that are used to maintain two olympic-size pools at Washington and Fallon Park. These pools are operated through a partnership with two community organizations. The maintenance of these pools is also contracted with an outside vendor. The pools provide low-cost swimming and swim lesson opportunities for city residents who would otherwise not have access to these recreational and potential life-saving programs.

Seller/Owner: 7122 - Community Recreation
Executive Summary:

This offer is intended to address Council's commitment to reducing greenhouse gas emissions in municipal operations and in the community. The cornerstone of the sustainability program is the concept of the triple bottom line or People, Planet, Profit. True community sustainability promotes decision making that uses an equitable approach in all activities to ensure a strong, healthy, community for future generations. The city has taken a leadership role in the municipal operations by reducing the greenhouse gas emissions by 25% and saving the tax payers millions of dollars over the last thirteen years. The community benefit is cleaner air, clean water, and safer homes for the citizens of Roanoke. Beyond that the Office of Sustainability has provided a number of excellent community programs for energy efficiency and environmental best practices.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent reduction in overall energy usage</td>
<td>2</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Percent reduction in Roanoke's community greenhouse gas emissions</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
</tr>
</tbody>
</table>

Seller/Owner: 1260 - General Services

Offer Executive Summary

Offer: Community Sustainability Programming
Dept: General Services
Outcome: Public/Private Partnership

Factor: Valued, Engaged & Informed Community

Existing

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of case items for the Architectural Review Board, Planning Commission, and Board of Zoning Appeals disposed consistent with staff recommendations.</td>
<td>90%</td>
<td>90%</td>
<td>97%</td>
</tr>
<tr>
<td>Percent of inspections responded to within 48 hours</td>
<td>95%</td>
<td>95%</td>
<td>99.6%</td>
</tr>
<tr>
<td>Percent of permits reviewed within city code established time limits</td>
<td>75%</td>
<td>75%</td>
<td>77%</td>
</tr>
</tbody>
</table>

Seller/Owner: 8110 - Planning, Building and Development

Table of Contents
Offer Executive Summary

Offer: DRI - Downtown Event Sponsorship
Dept: City Manager
Outcome: Diverse offering of cultural events and exhibits
Factor: Quality Amenities
Existing

Executive Summary:

Downtown Roanoke, Inc. (DRI), had been the permitting agent of the City of Roanoke for public events in Downtown; however, the DRI contract expired on 12/31/17. The City took over event coordination; Transportation and Parks and Rec added staffing to accommodate aspects of this process. Certain aspects are still handled by DRI though including the Summer Concert Series.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oversee event management</td>
<td>Yes</td>
<td>Yes</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Seller/Owner: 7220 - Affiliations & Contributions

Offer: Landscape Management
Dept: Parks and Recreation
Outcome: Safe, clean and attractively maintained community
Factor: Attractive Community
Existing

Executive Summary:

This offer provides for consistent management of all aspects of landscape installation, renovation, and maintenance within all parks, properties and greenways. It also provides for consistent mowing, trimming, and edging of turf on a 14 – 21 day cycle within these same properties and mowing of bench cut properties twice a year. In addition, it provides for high intensity turf maintenance that includes weekly mowing, trimming, and edging as well as yearly aerating, seeding, and fertilizing within high profile parks, properties, and greenways. Fall leaf mulching, specialty mowing, fence line/guard rail clearing, minor pruning, suckering of trees, and brush removal are also provided for. It also provides for assistance with special event support, park cleaning; as well as snow and ice removal from city streets, sidewalks, and greenways.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average number of days to complete one full mowing cycle</td>
<td>15</td>
<td>15</td>
<td>18</td>
</tr>
<tr>
<td>Total number of acres maintained per FTE</td>
<td>96</td>
<td>96</td>
<td>87</td>
</tr>
</tbody>
</table>

Seller/Owner: 7120 - Landscape Management

Offer: Leaf Collection
Dept: General Services
Outcome: Safe, clean and attractively maintained community
Factor: Attractive Community
Existing

Executive Summary:

In 2009, the City implemented a new leaf collection program featuring biodegradable paper leaf bags. The leaf collection season runs for four weeks beginning November. During specified weeks of leaf collection season (November – December) SWM collects an unlimited number of biodegradable paper bagged leaves. Brush collection continues during leaf season which requires Solid Waste Management to seek extra CDL drivers from either other Public Work’s divisions or our contracted vendor for temporary services. Professional temporary service sanitation workers are hired during these weeks as well. New to the FY 13 budget process, the City was able to retain a vendor which offered a minimum cost recovery to the program. Leaves obtained by the vendor are added to the residuals from rock mining to produce nutrient enriched topsoil.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper bagged leaf collection 99% of the times when set out by residents</td>
<td>99%</td>
<td>99%</td>
<td>100</td>
</tr>
</tbody>
</table>

Seller/Owner: 4210 - Solid Waste Management
Livability

Offer Executive Summary

Offer: Mill Mountain Zoo Funding
Dept: Parks and Recreation
Outcome: Diverse offering of cultural events and exhibits
Factor: Quality Amenities

Executive Summary:

The mission of the Mill Mountain Zoo is to promote an appreciation and understanding of wildlife and habitat preservation through the use of quality exhibits and educational programs, and to work in cooperation with other animal conservation programs.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in number of on-site visitors</td>
<td>45,000</td>
<td>45,000</td>
<td>28,928</td>
</tr>
<tr>
<td>Percent of local vs. out-of-region visitors</td>
<td>40%</td>
<td>40%</td>
<td>49.6%</td>
</tr>
</tbody>
</table>

Seller/Owner: 4360 - Parks & Recreation - Administration

Offer: Neighborhood Library Services
Dept: Libraries
Outcome: Engaged Community
Factor: Valued, Engaged & Informed Community

Executive Summary:

The library branches serve as the anchor of each neighborhood in Roanoke. When polled, community members stated that the public libraries were the second most wanted asset, coming just behind public green spaces. This community desire can directly be seen in the increase of statistics; 484,895 patrons utilized the physical facilities through mid-March 2020. For the entire fiscal year 2021; 716,779 materials were circulated. Programming and program attendance rapidly increases each year with over 107,692 patrons engaging in 7,578 programs last year.

Continued improvements and expansions of the facilities ensure that the public libraries meet the continued needs in the neighborhoods. The addition of the Crystal Spring E-Branch allows the Libraries to expand services to those who live, work, and visit the neighborhood. The first of its kind in the Roanoke Valley and Virginia, the new e-branch provides the patrons with an opportunity to obtain materials 24 hours a day.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Branch Doorcount</td>
<td>430,000</td>
<td>430,000</td>
<td>437,679</td>
</tr>
</tbody>
</table>

Seller/Owner: 7310 - Libraries

Offer: Library Services Restoration/Increases
Dept: Libraries
Outcome: Engaged Community
Factor: Valued, Engaged & Informed Community

Executive Summary:

In the wake of the COVID-19 pandemic, the Libraries proposed a cost-cutting measure that would reduce the total number of service hours per week, with a savings in facility and staffing costs. In addition, reductions in books and materials and printing services were proposed and accepted. As the Libraries move to resume normal service we are requesting the funding necessary to support those services be restored. This supplemental also includes contractual increases to branch services.

Seller/Owner: 7310 - Libraries
Livability

Offer Executive Summary

Offer: Neighborhood Support
Dept: City Manager
Outcome: Engaged Community

Executive Summary:

Neighborhood Support is responsible for building valued, connected, livable neighborhoods with informed, engaged, involved residents in all of our communities who are proud to call their neighborhoods and city-home. This is accomplished in a number of ways including facilitating public/private partnerships; providing technical assistance on topics such as leadership and making referrals to the city experts who can address their concerns; bringing arts & culture directly into neighborhoods; serving as staff to the Council-appointed Roanoke Neighborhood Advocates; administering the Neighborhood Development Grant program; providing training opportunities & workshops to neighborhood residents; enhancing social bonds & trust; administering Welcome Neighbors, a program welcoming new homeowners to our city; and engaging residents with their neighborhoods, their city, their elected officials, and each other through digital and face-to-face interactions.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Engagement – Number of active neighborhood groups and business organizations</td>
<td>26</td>
<td>26</td>
<td>32</td>
</tr>
</tbody>
</table>

Seller/Owner: 1213 - Community Engagement

Offer: Operations (Call Center)
Dept: General Services
Outcome: Convenience to public services and amenities

Executive Summary:

Solid Waste Management (SWM) has the responsibility of answering over 100 telephone calls per day to the assigned 853-2000 Option 1 customer service line. SWM has two Customer Service Specialists (CSS) assigned to this phone between 8AM – 5PM. Customer Service Specialists also answer over 200 radio traffic calls from our field crews each day. Radio calls are entered into SWM’s “driver calls” database and or the City’s customer request management (CRM) system – Qalert. Telephone calls received by SWM CSS’s from citizens requesting service are entered into the city’s CRM system. Services related to SWM are by far the most requested. In fact, from January 1 – December 31, 2017, there were 8403 requests for SWM services entered into QAlert, most of which were entered by SWM customer service specialists as a result of telephone calls or drivers calls. Customer Service Specialists also coordinate any emergency calls.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of time respond to citizens inquiries via 853-2000 within 24 hours</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Seller/Owner: 4210 - Solid Waste Management
### Outdoor Recreation

**Outcome:** Recreational opportunities  
**Dept:** Parks and Recreation  
**Offer:** Outdoor Recreation

#### Executive Summary:

The primary responsibilities of the Outdoor Recreation Section are to: 1) Provide sound and responsible outdoor adventure opportunities 2) Provide non-traditional outdoor education activities that promote active living and healthy lifestyles, 3) Provide activities, programs and facilities that promote positive social skills, leadership, confidence and trust, 4) Provide not only day-of enjoyment, but lasting memories that enhance a citizen's life for years to come, 5) Provide life-long learning opportunities that carry on long after the program or visit to the facility or park is complete, 6) Provide an awareness and an appreciation of the outdoor world found in the Roanoke Valley and beyond.

#### Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Cost Recovery</td>
<td>40%</td>
<td>40%</td>
<td>30.6%</td>
</tr>
<tr>
<td>Program Success Rate</td>
<td>90%</td>
<td>90%</td>
<td>74%</td>
</tr>
<tr>
<td>Total Number of Program Offerings</td>
<td>300</td>
<td>300</td>
<td>452</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 7124 - Outdoor Recreation

### Park Management

**Outcome:** Safe, clean and attractively maintained community  
**Dept:** Parks and Recreation  
**Offer:** Park Management

#### Executive Summary:

This offer provides for the Park Management section of Parks and Recreation and includes but is not limited to; shelter cleaning, restroom cleaning, playground inspection and management, light construction projects, hardscape maintenance, special event support, and litter and debris removal within city parks, open and green spaces. Emergency weather response such as; snow, ice and debris removal from city streets, sidewalks, parks and greenways is also included.

#### Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of playgrounds inspected and maintained</td>
<td>95</td>
<td>95</td>
<td>93</td>
</tr>
<tr>
<td>Total number of special events supported</td>
<td>87</td>
<td>87</td>
<td>52</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 7121 - Park Management
**Offer Executive Summary**

**Offer:** Parks and Recreation Planning and Development, Business Support, and Marketing  
**Dept:** Parks and Recreation  
**Outcome:** Engaged Community  
**Factor:** Valued, Engaged & Informed Community

---

**Executive Summary:**

This offer provides for operational support and directive activities consisting of planning and development for all parks, greenways, and natural resources; marketing and information services; and business support services consisting of budget development; contracts, leases and agreements administration; strategic planning; and customer relations.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department Cost Recovery</td>
<td>15%</td>
<td>15%</td>
<td>7.8%</td>
</tr>
<tr>
<td>Percentage of department's Comprehensive Master Plan goals and objectives met</td>
<td>10%</td>
<td>10%</td>
<td>20%</td>
</tr>
<tr>
<td>Total number of citizens reached through various marketing channels (social media, television/radio)</td>
<td>50,000</td>
<td>50,000</td>
<td>209,102</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 4360 - Parks & Recreation - Administration

---

**Offer:** Physically and Topographically Challenged Services  
**Dept:** General Services  
**Outcome:** Safe, clean and attractively maintained community  
**Factor:** Attractive Community

---

**Executive Summary:**

The Solid Waste Management Division continues to be considerate of the needs of the city’s elderly and handicapped demographic who are incapable of transporting solid waste to the collection point (curb or alley). Handicapped and/or elderly citizens who comply with the requirements established by the city (physician’s certification and current application/agreement) continue to receive “back door” solid waste collection services. Similarly, SWM recognizes that topographical issues (natural and artificial) create an undue hardship for some citizens, and therefore transporting solid waste to the collection point is not feasible or impractical. As a result, topographically challenged addresses are collected by the physically challenged task group as well. Currently, there are just over 1,000 addresses that are designated as physically or topographically challenged.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent increase in the number of households receiving the physically challenged service</td>
<td>15%</td>
<td>15%</td>
<td>3%</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 4210 - Solid Waste Management

---

**Offer:** Planning Services  
**Dept:** Planning Building and Development  
**Outcome:** Compatible design and well maintained structures  
**Factor:** Attractive Community

---

**Executive Summary:**

This offer is to provide general and specialized city planning services for the City of Roanoke. Section 15.2-2223 of the Code of Virginia requires local governments to engage regularly in planning. Specifically, the statute requires each locality to develop a 20-year comprehensive plan and update it every five years.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of neighborhood, area, or comprehensive plan amendments completed and implementation initiated</td>
<td>1</td>
<td>1</td>
<td>6</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 8110 - Planning, Building and Development
Livability

Offer Executive Summary

Offer: Recycling Collection
Dept: General Services
Outcome: Safe, clean and attractively maintained community

Executive Summary:
Solid Waste Management started a single stream type recycling program on October 5th, 2015 whereby citizens are able to place all their recyclables in one cart. The program provides service to either curbside or alley collection points on an alternating “A or B” week schedule depending on predetermined mapping. Recycling is also provided to small businesses to which we provide trash service, and it is also provided twice a week to Roanoke City Public Schools. Since the start of single stream recycling, October 2015 participation rates are estimated to have grown from 35% to 65%.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>On time collection rate percentage for recycling materials</td>
<td>99%</td>
<td>99%</td>
<td>99.99%</td>
</tr>
<tr>
<td>Residential recycling contamination rate</td>
<td>1%</td>
<td>1%</td>
<td>22%</td>
</tr>
<tr>
<td>Residential recycling rate for curbside collection</td>
<td>40%</td>
<td>40%</td>
<td>40%</td>
</tr>
</tbody>
</table>

Seller/Owner: 4210 - Solid Waste Management

Offer: Roanoke Valley Greenway Commission
Dept: Director of Finance
Outcome: Recreational opportunities

Executive Summary:
The Roanoke Valley Greenway Commission provides support to the greenways in the form of securing federal and state grants, and fundraising from private sources. The Commission began as an initiative developed by citizens devoted to making the Roanoke Valley a better place to live by linking together neighborhoods and protecting community resources.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payment of budget allocation in accordance with the intergovernmental agreement</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Seller/Owner: 1212 - Management and Budget

Offer: Traffic Engineering, Transportation Planning and Project Management
Dept: Public Works
Outcome: Safe, accessible, bicycle and pedestrian friendly community

Executive Summary:
Traffic Engineering, Transportation Planning and Project Management encompasses many activities that enhance and improve the City's infrastructure and make the City more livable and safe. These areas include traffic studies related to travel speeds, signage, pavement marking, parking, traffic signals, street lighting, and other traffic-related issues throughout the City. Traffic Engineering is responsible for planning for future transportation improvements, the City's Complete Streets Policy and bike and pedestrian accommodations, traffic signal operational, and streetscape improvements, management, and coordination of transportation-related projects, and coordination with public assemblies, races, parades, street closures for utility works and other events occur in the City.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of miles of on-street bicycle routes added annually</td>
<td>1-2</td>
<td>1-2</td>
<td>1</td>
</tr>
</tbody>
</table>

Seller/Owner: 4160 - Transportation - Engineering & Operations
Livability

Offer Executive Summary

Offer: Trails and Greenways
Dept: Parks and Recreation
Outcome: Well managed environmental and cultural resources

Executive Summary:

This offer will provide direct management and operational support for trails and greenways located in City Parks and on City properties. The trail system consists of approximately 100 miles of natural surface recreational trails that run throughout the Carvins Cove Natural Preserve and Mill Mountain Park, in addition to numerous other City parks and properties. The greenway system is composed of more than 23 miles of hard surface trails that run throughout the City and serve as recreation and transportation corridors. Primary maintenance activities include mowing of greenways, collecting trash and cleaning, maintaining vegetation, repairing asphalt and cement surfaces, and designing, building and maintaining natural surface trails and supporting amenities. Blueways, including the Roanoke River and major tributaries are also managed for recreational use as part of this offer. Also provided are snow and ice removal from city streets, sidewalks, parks and greenways.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average number of days to complete one full mowing cycle on greenways</td>
<td>14,-21</td>
<td>14,-21</td>
<td>N/A</td>
</tr>
<tr>
<td>Total number of natural surface trails maintained</td>
<td>73</td>
<td>73</td>
<td>N/A</td>
</tr>
<tr>
<td>Total number of paved trails maintained</td>
<td>23.84</td>
<td>23.84</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Seller/Owner: 7128 - Greenways and Trails

Offer: Trash Collection
Dept: General Services
Outcome: Safe, clean and attractively maintained community

Executive Summary:

Solid Waste Management (SWM) has the responsibility of collecting all trash for our stakeholders. In doing so, we employ 23 field staff employees. These include a crew supervisor, drivers and sanitation workers which collect all automated trash containers either using an automated system or a semi-automated system. During an average work week, SWM could be using up to 16 trucks devoted to this service. In order to keeps this service running smoothly there is always someone behind the scenes who helps keeps things operational. SWM is no different. The Divison has a Manager, Account Technician, and an Administrative Assistant II who help support the efforts of the field staff. Another responsibility of this Administrative staff is to manage the city contract for city dumpster service which is collected by an outside vendor and the reimbursement of condominium associations for the collection of their trash.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>On time collection rate percentage</td>
<td>99%</td>
<td>99%</td>
<td>99.99%</td>
</tr>
</tbody>
</table>

Seller/Owner: 4210 - Solid Waste Management

Offer: Trash Collection Tonnage Increase
Dept: General Services
Outcome: Safe, clean and attractively maintained community

Executive Summary:

To cover the increase refuse tonnage being experienced, which has resulted in a higher tipping fees being paid.

Seller/Owner: 4210 - Solid Waste Management
Livability

Offer Executive Summary

Offer: Urban Forestry
Dept: Parks and Recreation
Outcome: Well managed environmental and cultural resources

Executive Summary:

The Urban Forestry Section manages the estimated over 20,000 street and park trees across the City of Roanoke and advises the Department in regard to more than 12,000 acres of forest remnant that the Parks and Recreation Department oversees. This work includes the day-to-day management of the maintenance of the urban forest; which includes, but is not limited to tree pruning, planting, removal, stump grinding, and emergency services. Of the later, the Urban Forestry Section provides 24-hour emergency tree service to the citizens of the City of Roanoke. For example, Tree Crews responded to two tree emergencies on Christmas Day this year. The Section provides support to other Divisions and Departments such as crane work for Facilities Management and special services for the Transportation Streets and Traffic Division. Urban Forestry typically receives over 1,300 request for services annually.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average number of days to complete tree pruning work orders</td>
<td>90</td>
<td>90</td>
<td>45</td>
</tr>
<tr>
<td>Average number of days to complete tree removal work orders</td>
<td>180</td>
<td>180</td>
<td>160</td>
</tr>
</tbody>
</table>

Seller/Owner: 7123 - Urban Forestry

Offer: Youth Development
Dept: Parks and Recreation
Outcome: Recreational opportunities

Executive Summary:

The Youth Development Section provides programs and services to youth at the existing Recreation Centers, at facilities operated by other organizations, such as the schools, libraries and churches, and programs held in the outdoors that promote active living and healthy lifestyles. These programs include After School (4 locations), summer camps (3 locations), Outdoor environmental education opportunities, as well as some special events for youth held throughout the year. These programs provide life-long learning opportunities that carry on long after the program or visit to the facility or park is complete. This section also provides rental space for community use for weddings, family reunions, birthday parties as well as meeting space for non profit organizations.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Cost Recovery</td>
<td>34%</td>
<td>34%</td>
<td>29%</td>
</tr>
<tr>
<td>Program Success Rate</td>
<td>90%</td>
<td>90%</td>
<td>72%</td>
</tr>
<tr>
<td>Total Number of Program Offerings</td>
<td>150</td>
<td>150</td>
<td>383</td>
</tr>
</tbody>
</table>

Seller/Owner: 7127 - Youth Development
Economy

*Cultivate a thriving business environment and innovative workforce opportunities to ensure the prosperity of our community, recognizing our role in both the regional and global economies.*

**Workforce Development**
- Job Opportunity Awareness
- Skilled Workforce
- Attract & Retain People

**Asset Development**
- Available Land Resources
- Strategic Programming
- Vibrant Places
- Higher Education Collaborations

**Business Development**
- Retain & Expand Existing Businesses
- Attract New Businesses
- Create New Businesses
- Job Growth
- Higher Wages Jobs
- Premiere Business Environment

**Asset Promotion**
- Accessible Information
- Brand Awareness & Effective Marketing
- Trusted Leadership
- Confident & Consistent Direction

Indicators:
- Tax Base
- Workforce Development
- Residential, Commercial & Industrial Real Estate Market
- Tourism
- Market & Brand Awareness
Statement of Request for Results

Priority Statement

Cultivate a thriving business environment and innovative workforce opportunities to ensure the prosperity of our community, recognizing our role in both the regional and global economies.

Summary of Priority

Roanoke is the economic center of the region. In order for the City of Roanoke to thrive, local government must develop policies and partnerships that enhance the level of economic activity. The four economic pillars consist of workforce development, asset development, asset promotion, and business development.

Workforce Development

Workforce development is defined as the training opportunities available from both public and private providers to existing and potential workers for the improvement of skills required by employers to remain competitive in the global marketplace.

Our requests for results seek to invoke or improve the following desired outcomes:

**Job opportunity awareness** is improving the overall awareness of the opportunities that exist within the community, specifically between workforce training providers and related organizations, employers seeking particular skill sets, employees seeking jobs that match their skill set, or employees seeking new skills.

**Skilled Workforce** - individuals with the specific skills, training, knowledge and abilities within their field. This includes individual who have attended college, university or technical school or who have learned their skills on the job.

**Attraction** and retention of a skilled workforce promotes the health of the community, its businesses, and impacts the vibrancy of the City of Roanoke and the region.
Asset Development

Asset development is defined as a public strategy that builds upon existing natural, cultural, structural or leadership strengths to create a positive environment that can support wealth creation opportunities for our community.

Available land resources is the continuous development of available land by facilitating private and/or public redevelopment of underperforming properties.

Strategic programming is the alignment of these assets with local, regional and national collaborative economic development efforts to retain and attract targeted business sectors that will result in robust job growth and capital investment in Roanoke.

Vibrant places is a strategy to strengthen those places and institutions with the power to attract and hold people and business, define local cultural heritage, draw tourists, and catalyze economic growth.

Higher Education Collaborations is a strategy of government/ regional partnership that enhances economic development by increasing the size, diversity of skills and productivity of the labor force. Local and regional collaborations will stabilize regional economies, attract and retain private investment and stimulate intellectual and economic growth.

Business Development

Business Development is defined as specific actions, tools, policies, and programs implemented by the City and other partner economic development organizations that will create the most business friendly environment possible. Our request for results seeks to generate these outcomes:

Retain and Expand of Existing Businesses – consistent interaction with our business community may identify opportunities to provide them with the specific resources they require to remain vibrant and grow with demand.

Attract New Businesses – working in concert with both state and regional economic development partners whose prime mission is the attraction of new businesses will result in new investment and job growth to the City and the region.

Create New Businesses – providing resources beneficial to an entrepreneurial ecosystem will help generate new start-up ventures and will assist young businesses seeking skills to accelerate their growth.

Job growth is defined as increasing the number of net new jobs in the City of Roanoke by retaining existing jobs, assisting with the expansion of existing businesses, attracting new businesses, and creating new jobs through entrepreneurial development.
Higher wage jobs will result in a higher median wage and standard of living. Higher incomes encourage increased spending on local goods and services which contributes to a vibrant business community and provide adequate revenue for city services.

A premier business environment is defined by the appropriate and effective use of incentive programs to build resources and maximize usage of land while maintaining competitive tax structures that provide adequate revenue for city services and encourage vigorous business growth.

**Asset Promotion**

Asset promotion is a comprehensive marketing strategy that facilitates effective communication to citizens and others in order to inform, influence decision making, and build brand awareness.

Accessible information is defined as providing easily obtainable information about the benefits of living, visiting, and doing business in Roanoke.

Brand awareness and effective marketing is a set of strategies that communicate the value of our assets and promotes consistent and accurate content amongst all economic development partners.

Trusted, confident, and consistent leadership ensures that citizens can depend on accurate information, direction, and transparent government processes.

**Increased Attraction & Tourism** is defined as leveraging assets and attractions to bring people to the region to visit, experience Roanoke and spend money.

### Indicators

**Indicator 1:** Annual Tax Base  
Measure 1: Changes over time in various tax streams including real estate values, sales tax receipts, business/professional/occupational licenses (BPOL), admissions receipts, prepared food and beverage tax, and transient occupancy tax as provided by the Department of Finance.

**Indicator 2:** Workforce development  
Measure 1: Net job growth as measured in changes over time in employment statistics available from the Virginia Employment Commission.

Measure 2: Changes over time in average wage statistics available from the United States Bureau of Economic Analysis.

Measure 3: Local unemployment rate
Indicator 3: Residential, commercial & industrial real estate market
Measure 1: Changes over time in occupancy/vacancy rates, absorption rate, and rental rates as published annually by local real estate market surveys.

Measure 2: Number & dollar value of building permits issued and revenue collected.

Measure 3: Number & dollar value of residential real estate sales.

Measure 4: Number & dollar value of commercial real estate sales.

Indicator 4: Tourism
Measure 1: Number of hotel stays in the City of Roanoke.

Measure 2: Number of hotel rooms available

Indicator 5: Market & Brand awareness
Measure 1: Increase in the number of impressions made globally as captured by Virginia Economic Development Partnership contact data, Roanoke Regional Partnership contact data, and the Department of Economic Development.

Purchasing Strategies

We will give preference to offers that:

1. Emphasizes collaborative efforts within city government and with outside agencies;

2. Demonstrates innovation and effective management of resources;

3. Provides a holistic and integrated approach to business development, asset development, and investment in workforce development; and

4. Promotes Roanoke with a multifaceted communication and marketing strategy.

Statement of Request for Offers

We seek offers that will cultivate a thriving business environment through attraction, retention, incubation, and expansion of enterprise and by fostering innovative workforce opportunities to ensure the prosperity of our community.
We are seeking offers that provide services for Workforce Development.

More specifically we are looking for offers that:

1. Evolve strategies to attract, retain, expand and continuously improve a globally competitive workforce.

2. Support entrepreneurial skill development with emphasis on innovation.

3. Build partnerships with businesses and other agencies to provide Roanoke’s workforce with access to education, training and apprenticeship opportunities.

4. Engage and network with organizations and businesses throughout the region and state to direct influence upon workforce issues, programs and policies.

5. Expand the range and amount of employment opportunities available to city residents.

6. Promote job growth and economic vitality through retention, expansion, attraction and creation of businesses.

7. Target job opportunities available to the need of our current and future workforce.

We are seeking offers that promote Asset Development.

More specifically we are looking for offers that:

1. Build creative community hubs that will bring artists, entrepreneurs and organizations to provide programming to Roanoke’s vibrant and emerging places.

2. Encourage high quality amenity anchors that support increased retail activity.

3. Provide a comprehensive transportation plan that addresses Roanoke’s growing and diverse transit needs.

4. Partner with businesses and the community to beautify neighborhoods.

5. Stimulate private development of housing with various price points.

6. Implement capital improvements that support economic development.

7. Seek partnerships with higher education institutions to drive Roanoke’s position in the global economy.
8. Develop flexible parking strategies to leverage opportunities for economic development.

9. Leverage corporate sponsorships to improve safety, cleanliness, and usability of existing and future public spaces.

10. Evaluate city-owned properties and develops guidelines for preservation or alternative uses.

11. Collaborate to improve physical connections and the public realm surrounding the Innovation corridor.

12. Identify, catalog and provide strategic recommendations toward asset improvements.

13. Develop, revitalize and strengthen dynamic community centers.

14. Promote and strengthen collaborations which enhance our workforce, business and cultural communities.

15. Focus resources on development of advanced technology industries through university collaboration and research and development.

16. Develop a technology transfer structure to bring university based research into commercially feasible ventures.

**We are seeking offers that provide Business Development**

More specifically we are looking for offers that:

1. Develop a comprehensive economic development strategy that enhances Roanoke’s strategic advantages by focusing on key economic clusters.

2. Continue to improve Roanoke's business climate.

3. Coordinate and maximize access to financial resources and technical assistance.

4. Enhance and grow the availability of incentives and specialty business districts to current and new businesses.

5. Fosters entrepreneurial development.

6. Take leadership roles in regional planning and economic development actions to create a diversified business base in the Roanoke metropolitan area.

7. Foster excellent customer service for citizens and companies doing business in the City of Roanoke to ensure a premier business environment.
8. Conduct retention, expansion and attraction activities.

9. Enhance the regions position in cultural tourism and outdoor attractions.

We are seeking offers that provide for Asset Promotion.

More specifically we are looking for offers that:

1. Provide effective marketing and advertising programs and public relation strategies.

2. Promote City of Roanoke brand.

3. Promote confidence in government by communicating the policies, practices, and decision perspectives of city leaders.

4. Promote the strategic advantages of the City of Roanoke.
### MEASURE 1: Changes over time in various tax streams including real estate values, sales receipts, business personal property value, admissions receipts, prepared food and beverage sales and occupancy receipts as provided by the department of finance.

<table>
<thead>
<tr>
<th>Tax Stream</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019*</th>
<th>FY 2020</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real Estate Value</td>
<td>$6,783,463,907</td>
<td>$6,970,302,556</td>
<td>$7,180,263,228</td>
<td>$7,444,437,601</td>
<td>3.68%</td>
</tr>
<tr>
<td>Sales Tax Receipts</td>
<td>$19,696,458</td>
<td>$21,426,783</td>
<td>$22,389,378</td>
<td>$22,191,888</td>
<td>-0.88%</td>
</tr>
<tr>
<td>Business/Professional/Occupational</td>
<td>$13,388,278</td>
<td>$13,902,987</td>
<td>$14,374,602</td>
<td>$14,810,889</td>
<td>6.60%</td>
</tr>
<tr>
<td>Licenses (BPOL)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admissions Receipts</td>
<td>$447,622</td>
<td>$992,421</td>
<td>$972,422</td>
<td>$709,614</td>
<td>-27.03%</td>
</tr>
<tr>
<td>Prepared Food and Beverage Tax</td>
<td>$15,996,897</td>
<td>$16,609,514</td>
<td>$17,335,630</td>
<td>$15,545,216</td>
<td>-10.33%</td>
</tr>
<tr>
<td>Transient Occupancy Tax</td>
<td>$4,317,618</td>
<td>$5,375,713</td>
<td>$4,784,182</td>
<td>$3,678,683</td>
<td>23.11%</td>
</tr>
</tbody>
</table>
2. Workforce Development

**MEASURE 1:** Changes over time in employment statistics available from the Virginia Employment Commission.

![Graph of Jobs in the City of Roanoke]

**MEASURE 2:** Changes over time in average wage statistics available from the United States Bureau of Economic Analysis.

![Graph of Average Wage in the City of Roanoke]
MEASURE 3: Number of people who commute into the City of Roanoke to work as provided by the U.S. Census Longitudinal Employee Household Dynamics.

<table>
<thead>
<tr>
<th>CY 2014</th>
<th>CY 2015</th>
<th>CY 2016</th>
<th>CY 2017</th>
<th>CY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>52,825</td>
<td>50,932</td>
<td>52,046</td>
<td>53,024</td>
<td>51,710</td>
</tr>
</tbody>
</table>

Comment: Data reported for CY 2017 is the most current data.

MEASURE 4: Number of people who commute from the City of Roanoke to work as provided by the U.S. Census Longitudinal Employee Household Dynamics.

<table>
<thead>
<tr>
<th>CY 2014</th>
<th>CY 2015</th>
<th>CY 2016</th>
<th>CY 2017</th>
<th>CY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>23,232</td>
<td>23,822</td>
<td>23,881</td>
<td>23,793</td>
<td>25,268</td>
</tr>
</tbody>
</table>

Comment: Data reported for CY 2017 is the most current data.

MEASURE 5: Unemployment rate.

2020 figures are preliminary
### MEASURE 1: Changes over time in occupancy/vacancy rates, absorption rate, and rental rates as published annually by local real estate market surveys.

<table>
<thead>
<tr>
<th>Year</th>
<th>Occupancy/Vacancy Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>CY 2016</td>
<td>81% occupied</td>
</tr>
<tr>
<td>CY 2017</td>
<td>84% occupied</td>
</tr>
<tr>
<td>CY 2018</td>
<td>84% occupied</td>
</tr>
<tr>
<td>CY 2019</td>
<td>90% occupied</td>
</tr>
</tbody>
</table>

### MEASURE 2: Number of building permits issued and revenue collected

| Permit Type | FY 2017 | FY 2018 | FY 2019 *
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Permits</td>
<td>1,074</td>
<td>1,136</td>
<td>931</td>
</tr>
<tr>
<td>Revenue</td>
<td>$412,838</td>
<td>$810,253</td>
<td>$716,173</td>
</tr>
<tr>
<td>Mechanical, Electrical, and Plumbing Permits</td>
<td>1,176</td>
<td>1,185</td>
<td>1,101</td>
</tr>
<tr>
<td>Revenue</td>
<td>$78,749</td>
<td>$11,038</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Comment: Trades’ permits revenues now included in building permits revenue; in FY20, will no longer track revenue as an indicator

### MEASURE 3: Residential and Multi-Family Real Estate Sales

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Sales</th>
<th>Value of Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>CY 2017</td>
<td>853</td>
<td>$142,871,139</td>
</tr>
<tr>
<td>CY 2018</td>
<td>827</td>
<td>$136,801,464</td>
</tr>
<tr>
<td>CY 2019</td>
<td>834</td>
<td>$163,008,520</td>
</tr>
</tbody>
</table>

### MEASURE 4: Commercial Real Estate Sales

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Sales</th>
<th>Value of Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>CY 2017</td>
<td>33</td>
<td>$30,261,950</td>
</tr>
<tr>
<td>CY 2018</td>
<td>34</td>
<td>$15,410,228</td>
</tr>
<tr>
<td>CY 2019</td>
<td>45</td>
<td>$29,479,194</td>
</tr>
</tbody>
</table>
### 4. Tourism

| MEASURE 1: Number of hotel stays in the City of Roanoke |
|---------------------------------|-----------------|-----------------|-----------------|-----------------|
| FY 2017                         | FY 2018         | FY 2019         | FY 2020         |
| 617,219                         | 653,002         | 676,303         | 548,592         |

| MEASURE 2: Number of hotel rooms available |
|---------------------------------|-----------------|-----------------|-----------------|-----------------|
| FY 2017                         | FY 2018         | FY 2019         | FY 2020         |
| 1,067,155                       | 1,092,682       | 1,078,940       | 1,021,020       |

| MEASURE 3: Hotel Room Vacancy Rate |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|
| FY 2017                          | FY 2018         | FY 2019         | FY 2020         |
| 42.2%                            | 60.3%           | 63.3%           | 60.3%           |

### 5. Market & Brand Awareness

<table>
<thead>
<tr>
<th>MEASURE 1: This indicator will be measured by an increase in the number of impressions made globally as captured by Virginia Economic Development Partnership contact data, Roanoke Regional Partnership contact data, and the Department of Economic Development.</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017</td>
</tr>
<tr>
<td>10%</td>
</tr>
<tr>
<td>DEPARTMENT</td>
</tr>
<tr>
<td>-------------------------</td>
</tr>
<tr>
<td>Economic Development</td>
</tr>
<tr>
<td>Economic Development</td>
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<tr>
<td>Economic Development</td>
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<tr>
<td>Economic Development</td>
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<td>Economic Development</td>
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<tr>
<td>Economic Development</td>
</tr>
<tr>
<td>Economic Development</td>
</tr>
<tr>
<td>Outside Agency</td>
</tr>
<tr>
<td>Economic Development</td>
</tr>
<tr>
<td>Outside Agency</td>
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<tr>
<td>Outside Agency</td>
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<td>Outside Agency</td>
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<tr>
<td>Outside Agency</td>
</tr>
<tr>
<td>Outside Agency</td>
</tr>
<tr>
<td>Economic Development</td>
</tr>
</tbody>
</table>
Economy

Offer Executive Summary

Offer: Asset Development for Economy and Education – Roanoke Arts Commission
Dept: Economic Development
Outcome: Increased Attraction & Tourism
Factor: Asset Promotion
Existing

Executive Summary:

According to city code, the Roanoke Arts Commission (RAC) “shall assist and advise city council on matters relating to the advancement of arts and humanities within the city.” The RAC is currently working on implementation of the City's Arts and Cultural Plan and the Public Art Plan. Both were adopted by Council as part of the Comprehensive Plan. The RAC oversees the care and maintenance of the public art collection and the process for commissioning new public art projects under the Percent for Art Ordinance. The RAC also vets applications for funding from arts and cultural agencies, makes recommendations to city council and monitors agencies receiving funding to determine if they meet their goals and objectives. The RAC works with other agencies to plan and support projects that enrich arts education in the schools.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of pieces of public art installed</td>
<td>3</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Percent of site visits to funded organizations completed annually</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Sell/Owner: 5221 - Roanoke Arts Commission

---

Offer: Asset Development for the Economy
Dept: Economic Development
Outcome: Vibrant Places
Factor: Asset Development
Existing

Executive Summary:

The measured redevelopment of selected “asset” areas is an integral facet of economic development. The Special Projects Coordinator and the ED Specialist work closely with city administration, developers and the business community to create a vibrant and diverse city. In doing so, these staff members serve as project managers and key points of contact for citizens, developers, contractors, and other city departments on both long and short term projects, including: The Bridges, Ivy Market, downtown hotels, and others. Staff also play a vital role in crafting and monitoring the performance agreements to ensure accurate and timely management of the City's valuable financial resources. In addition, the Special Projects Coordinator also manages the department's innovation efforts. These duties include marketing and promoting the Roanoke Innovates initiative to citizens, businesses, and other interested members of the community.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent increase in taxable revenue of specified asset areas.</td>
<td>5%</td>
<td>5%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Sell/Owner: 8120 - Economic Development
Offer: **Asset Promotion for Economic Development**
Dept: Economic Development
Outcome: Brand Awareness & Effective Marketing
Factor: Asset Promotion

**Executive Summary:**
This offer funds the department's ongoing efforts to provide a comprehensive communications strategy, including focused branding outreach, that promotes both the City of Roanoke and the greater Roanoke region. We will represent the City of Roanoke in local, regional, and global marketing/branding outreach efforts and ensure these efforts are making impressions on our desired audiences (business and individuals). We will also assist in defining, cataloging, and marketing the City of Roanoke assets. Finally, we will work with our fellow marketing organizations to ensure our efforts are executed in a coordinated and cohesive manner across all appropriate multimedia platforms.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of meetings with HRCC to ensure we're leveraging the City's brand effectively</td>
<td>2 meetings</td>
<td>2 meetings</td>
<td>1</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 8120 - Economic Development

Offer: **Business and Workforce Development**
Dept: Economic Development
Outcome: Premier Business Environment
Factor: Business Development

**Executive Summary:**
This offer funds the department's efforts to provide expert business development, recruitment, retention, and expansion services and to assist with various activities designed to foster emerging small businesses and entrepreneurial enterprises. The central goal of economic development is to create an economic environment that promotes growth, prosperity, and long-term stability for the City's business community. Because the revenues generated by our businesses serve as a major source of revenue upon which the City operates, the health and vitality of the City is inexorably linked to that of our business community. In addition, our businesses employ many of our citizens and generate the vast majority of new job growth and new investment throughout the City and region.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual dollar increase in investment; investments for this measure include real estate and business personal property</td>
<td>$25,000,000</td>
<td>$25,000,000</td>
<td>$71,000,000</td>
</tr>
<tr>
<td>Number of business contacts and visits per year</td>
<td>225</td>
<td>225</td>
<td>271</td>
</tr>
<tr>
<td>Number of new jobs created, recorded, and verified</td>
<td>225</td>
<td>225</td>
<td>217</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 8120 - Economic Development

Offer: **Financial Stability Specialist**
Dept: Economic Development
Outcome: Accessible Information
Factor: Asset Promotion

**Executive Summary:**
This position coordinates the City’s financial stability strategies spanning the full continuum from entry into mainstream financial systems to financial empowerment. This includes coordination of the Bank On and Financial Empowerment Center initiatives. The central goal of economic development is to create an economic environment that promotes growth, prosperity, and long-term stability for the City's business community. The work done by this position aids that goal by helping individual citizens achieve financial literacy and stability.

**Seller/Owner:** 8120 - Economic Development
Executive Summary:

This supplemental offer will ensure funding for the City's Enterprise Zone funds meets projections provided by ED staff. Fully funding these accounts ensures the realization of department's efforts to create an economic environment that promotes growth, prosperity, and long-term stability for the City's business community. The EZ Program plays a vital role in such efforts by providing incentives used to transform structures within the City’s state-designated Enterprise Zone. This, in turn, assists with various other key areas of ED's mission, including business development, recruitment, retention, and expansion, as well as the fostering of emerging small businesses and entrepreneurial enterprises.

Seller/Owner: 8120 - Economic Development

Executive Summary:

This supplemental request will ensure adequate funds are available to meet projections provided by Economic Development staff that would fully reimburse grantees, Roanoke River Investments, LLC and South Commonwealth Partners, for their respective performance agreements with the City. Performance based incentive agreements are an essential tool for compelling grantees to develop properties and adhere to conditions and timeline, job creation and investment requirements. These agreement grant awards are based on revenue streams such as real estate taxes, sales and use taxes, meals taxes, personal property taxes, and business personal property taxes. As such, estimating the revenues from each of these sources well over a year in advance is not an exact science. To account for variations between estimated versus actual performance, Economic Development staff must adjust the budget for a particular agreement on a year by year basis.

Seller/Owner: 8120 - Economic Development

Executive Summary:

Center in the Square is proud to be one of the Roanoke Valley's greatest success stories. Founded by community leaders with vision, Center inspired growth within the region's core cultural organizations and awakened a new era of vibrancy in downtown Roanoke. The organization's mission is to be an active participant in economic development, both locally and regionally, by helping to ensure the financial health of vital elements of western Virginia's cultural quality of life. To achieve that mission, Center in the Square supports a number of Roanoke arts and cultural organizations. It directly assists each organization with costs that include custodial, security, maintenance, utilities, as well as every square foot of space that the organizations occupy is deeply discounted or absolutely free of charge.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of attendees visiting the Center</td>
<td>550,000</td>
<td>550,000</td>
<td>425,000</td>
</tr>
</tbody>
</table>

Seller/Owner: 7220 - Affiliations & Contributions
Offer Executive Summary

Offer: Percent (%) for the Arts
Dept: Economic Development
Outcome: Vibrant Places

Executive Summary:

The Public Art Plan was adopted as part of the city’s comprehensive plan in 2006. The arts and culture Coordinator oversees the care and maintenance of the current collection and administers the process of commissioning new public art projects under the Percent for Art Ordinance.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of pieces of public art installed</td>
<td>3</td>
<td>3</td>
<td>2</td>
</tr>
</tbody>
</table>

Seller/Owner: 8120 - Economic Development

Offer: Roanoke Arts Commission
Dept: Economic Development
Outcome: Vibrant Places

Executive Summary:

According to city code the Roanoke Arts Commission (RAC) “shall assist and advise city council on matters relating to the advancement of arts and humanities within the city.” The RAC is currently working on implementation of the City’s Arts and Cultural Plan and the Public Art Plan. Both were adopted by Council as part of the Comprehensive Plan. The RAC oversees the care and maintenance of the public art collection and the process for commissioning new public art projects under the Percent for Art Ordinance. The RAC also vets applications for funding from arts and cultural agencies, makes recommendations to city council and monitors agencies receiving funding to determine if they meet their goals and objectives. Alignment with the Arts & Cultural Plan is a criterium for funding. The RAC works with other agencies to plan and support projects that enrich arts education in the schools.

Performance Measures:

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent implementation of the Community Arts and Culture Plan</td>
<td>75%</td>
<td>75%</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Seller/Owner: 8120 - Economic Development
Offer Executive Summary

**Economy**

**Offer Executive Summary**

**Offer:** Roanoke Regional Partnership  
**Dept:** Director of Finance  
**Outcome:** Strategic Programming  
**Factor:** Asset Development  
**Existing**

**Executive Summary:**

Roanoke Regional Partnership (RRP) is the one-stop shop for companies seeking to locate or expand in the region. The Partnership speaks with one voice for the region to promote economic development, and is a public/private partnership utilizing funds from eight governments and more than 180 businesses to promote and sell the Roanoke Region as a desirable place to work, live, and invest. The RRP includes funding from the Cities of Roanoke and Salem, the Towns of Vinton and Covington, and the Counties of Alleghany, Botetourt, Franklin, and Roanoke. The regional approach reduces duplication among governments by providing one message, one cohesive strategy, and shared resources. The Partnership also manages the Western Virginia Regional Industrial Facility Authority, of which the City of Roanoke is a member. The Authority is a joint effort by six localities to develop real estate product to meet the needs of relocating businesses.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase activity related to business development</td>
<td>5</td>
<td>5</td>
<td>-36%</td>
</tr>
<tr>
<td>Percentage increase in media impressions such as</td>
<td>5</td>
<td>5</td>
<td>19.92%</td>
</tr>
<tr>
<td>website visitors, facebook fans, twitter followers,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage increase in participation with brand-building</td>
<td>7%</td>
<td>7%</td>
<td>14.8%</td>
</tr>
<tr>
<td>events</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Seller/Owner:** 1212 - Management and Budget

**Offer:** Roanoke Regional Small Business Development Center  
**Dept:** City Manager  
**Outcome:** Premier Business Environment  
**Factor:** Business Development  
**Existing**

**Executive Summary:**

The mission of the Roanoke Regional Small Business Development Center (RRSBDC) is to promote small business creation, growth, and development by providing professional business counseling at no charge to the client, affordable training, and informational services. The overall goal of the program is to generate measurable economic impact by supporting small businesses, entrepreneurs and community small business-focused initiatives. It assists existing small businesses, not-for-profits, and aspiring business owners. It is able to offer these services at no or minimal cost due to the support of its sponsors. RRSBDC serves the broader Roanoke Region as well as the New River Valley. The RRSBDC is hosted by the Roanoke Regional Chamber that provides significant in-kind and related resources and connections. Funds are used as matching funds for U.S. Small Business Administration funds.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of clients reached</td>
<td>555</td>
<td>555</td>
<td>N/A</td>
</tr>
<tr>
<td>Number of jobs created and retained</td>
<td>220</td>
<td>220</td>
<td>N/A</td>
</tr>
<tr>
<td>Number of new start-ups</td>
<td>33</td>
<td>33</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 7220 - Affiliations & Contributions
Offer Executive Summary

**Offer:** Roanoke Valley Broadband Authority  
**Dept:** Economic Development  
**Outcome:** Accessible Information  
**Factor:** Asset Promotion  
**Existing**

**Executive Summary:**

The Roanoke Valley Broadband Authority is a joint effort between the Cities of Roanoke and Salem and Roanoke County to offer dark fiber, transport service, and dedicated internet for business, governments, and non-profits in the Roanoke Valley. This request is to fund the City's share of the Authority's annual operating costs and debt service.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide annual operating support to the Authority</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Provide debt service payments to support the Authority</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 8120 - Economic Development

---

**Offer:** Visit Virginia's Blue Ridge  
**Dept:** City Manager  
**Outcome:** Brand Awareness & Effective Marketing  
**Factor:** Asset Promotion  
**Existing**

**Executive Summary:**

Visit Virginia's Blue Ridge (formerly the Roanoke Valley Convention & Visitors Bureau) exists to maximize economic impact for the Cities of Roanoke & Salem and the Counties of Roanoke, Botetourt, & Franklin by building the region’s destination brand, Virginia’s Blue Ridge (VBR). Visit VBR positions Roanoke as an attractive regional destination for visitors, meeting planners, travel agents, sports planners, etc. The goal is to attract visitors to the region who will spend money on lodging, food, & entertainment. The results are designed to improve economic impact, job creation, & additional tax collection revenues to support vital services. The City of Roanoke, as the largest metro area in western Virginia, is in the best position to establish this image and the economic development agenda for the region.

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dollars generated in direct media coverage</td>
<td>$675,000</td>
<td>$675,000</td>
<td>$2,360,114</td>
</tr>
<tr>
<td>Total qualified sales leads</td>
<td>52</td>
<td>52</td>
<td>193</td>
</tr>
<tr>
<td>Total web/mobile unique visitor traffic and fulfilled inquiries count</td>
<td>475,000</td>
<td>475,000</td>
<td>1,441,758</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 7220 - Affiliations & Contributions

---

**Offer:** Western Virginia Regional Industrial Facility Authority  
**Dept:** Economic Development  
**Outcome:** Available Land Resources  
**Factor:** Asset Development  
**Existing**

**Executive Summary:**

This multi-jurisdictional authority will work to leverage potential industrial sites for economic growth. Participating localities include Botetourt, Franklin and Roanoke counties, Roanoke, Salem, and Vinton. Each locality will share in the operating costs as well as debt service incurred by the Western Virginia Regional Industrial Facility Authority (WVRiFA).

**Performance Measures:**

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide annual operating support to the Authority</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Provide debt service payments to support the Authority</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Seller/Owner:** 8120 - Economic Development
Suggested Revised Text: Goodwill Industries of the Valley (Goodwill) administered the program in 2017, 2018, and 2019. (The program was suspended in the summer of 2020 due to COVID-19.) In years past, Goodwill has recruited students and some business partners. Some businesses paid the students directly, and other students were paid by Goodwill and Goodwill invoiced the businesses the students’ pay. Goodwill also provided work readiness training before students entered the workplaces, and a career camp for students too young to obtain employment. A Request for Proposals (RFP) process is being held for the FY22 program, as other agencies have expressed the interest and ability to conduct a similar program. The future of the program will hinge on COVID-19 activity and, if held, the program will be conducted by the agency chosen as a result of the RFP process.

<table>
<thead>
<tr>
<th>Measure Title</th>
<th>FY 2022 Target</th>
<th>FY 2021 Target</th>
<th>FY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of students participating in the jobs component of the program.</td>
<td>75</td>
<td>75</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Seller/Owner: 8120 - Economic Development
FY2021 – 2022
ADOPTED BUDGET
City of Roanoke, VA
<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>OFFER/SUPPLEMENT TITLE</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civic Center Subsidy</td>
<td>Civic Center Subsidy and Debt Service</td>
<td>$2,311,467</td>
</tr>
<tr>
<td>Salary and Benefits Lapse</td>
<td>Lapse</td>
<td>($2,478,540)</td>
</tr>
<tr>
<td>Line of Duty Act</td>
<td>Line of Duty (LODA)</td>
<td>$231,082</td>
</tr>
<tr>
<td>Contingency</td>
<td>Miscellaneous Contingencies</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>Mini Grant/Donation Contingency</td>
<td>Miscellaneous Contingencies</td>
<td>$50,000</td>
</tr>
<tr>
<td>Other Post Employment Benefits</td>
<td>OPEB</td>
<td>$247,000</td>
</tr>
<tr>
<td>Competitive Pay and Benefits</td>
<td>Compensation Increase</td>
<td>$4,964,949</td>
</tr>
<tr>
<td>Greater Roanoke Transit Company Subsidy</td>
<td>Public Transportation - Greater Roanoke Transit Company</td>
<td>$1,773,432</td>
</tr>
<tr>
<td>Dental</td>
<td>Residual Fringe Benefits</td>
<td>$15,023</td>
</tr>
<tr>
<td>Extended Illness Leave</td>
<td>Residual Fringe Benefits</td>
<td>$21,530</td>
</tr>
<tr>
<td>Medical</td>
<td>Residual Fringe Benefits</td>
<td>$653,771</td>
</tr>
<tr>
<td>Payroll Accrual</td>
<td>Residual Fringe Benefits</td>
<td>$150,000</td>
</tr>
<tr>
<td>Reclassification Contingency</td>
<td>Residual Fringe Benefits</td>
<td>$100,000</td>
</tr>
<tr>
<td>Termination Leave</td>
<td>Residual Fringe Benefits</td>
<td>$232,820</td>
</tr>
<tr>
<td>Unemployment Wages</td>
<td>Residual Fringe Benefits</td>
<td>$35,000</td>
</tr>
<tr>
<td>Workers' Compensation - Medical</td>
<td>Residual Fringe Benefits</td>
<td>$1,650,000</td>
</tr>
<tr>
<td>Workers' Compensation - Wages</td>
<td>Residual Fringe Benefits</td>
<td>$250,000</td>
</tr>
<tr>
<td>Workers' Compensation - Other</td>
<td>Residual Fringe Benefits</td>
<td>$179,539</td>
</tr>
<tr>
<td>Workers' Compensation - Cost</td>
<td>Residual Fringe Benefits</td>
<td>$233,753</td>
</tr>
<tr>
<td>Containment Fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>OFFER/SUPPLEMENT TITLE</td>
<td>FY22</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>-----------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>Excess Debt Service</td>
<td>Transfer to Other Funds</td>
<td>$3,199,010</td>
</tr>
<tr>
<td>Transfer to Debt Service</td>
<td>Transfer to Other Funds</td>
<td>$12,005,738</td>
</tr>
<tr>
<td>Transfer to Civic Facilities (Admissions tax)</td>
<td>Transfer to Other Funds</td>
<td>$360,000</td>
</tr>
<tr>
<td>Transfer to Reserves</td>
<td>Transfer to Reserves</td>
<td>$1,375,000</td>
</tr>
</tbody>
</table>
Five Year Operating Plan

<table>
<thead>
<tr>
<th>(millions)</th>
<th>2020 Actual</th>
<th>2021 Projection*</th>
<th>2022 Budget</th>
<th>2023 Projection</th>
<th>2024 Projection</th>
<th>2025 Projection</th>
<th>2026 Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$302.9</td>
<td>$303.5</td>
<td>$307.6</td>
<td>$319.0</td>
<td>$327.9</td>
<td>$336.9</td>
<td>$345.5</td>
</tr>
<tr>
<td>Expense</td>
<td>300.6</td>
<td>297.5</td>
<td>307.6</td>
<td>320.6</td>
<td>331.4</td>
<td>341.1</td>
<td>351.0</td>
</tr>
<tr>
<td>Variance</td>
<td>2.3</td>
<td>6.0</td>
<td>0.0</td>
<td>(1.6)</td>
<td>(3.5)</td>
<td>(4.2)</td>
<td>(5.5)</td>
</tr>
</tbody>
</table>

* Surplus may increase due to allowance of Public Safety costs allocated to CARES Act Funding.

<table>
<thead>
<tr>
<th>Assumption</th>
<th>Percentage and Time Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Expenditure Growth</td>
<td>Predominantly 2% in FY 23-26</td>
</tr>
<tr>
<td>Real Estate Tax Growth</td>
<td>4% in FY 23-FY25; 3% in FY 26</td>
</tr>
<tr>
<td>Personal Property Tax Growth</td>
<td>4% in FY 23; 3% FY 24-FY26</td>
</tr>
<tr>
<td>Prepared Food and Beverage Tax Growth</td>
<td>3% in FY 23-26</td>
</tr>
<tr>
<td>Most Other Revenue Growth</td>
<td>4% in FY 23; 3% FY 24-FY26</td>
</tr>
<tr>
<td></td>
<td>3% raise FY23 – FY26</td>
</tr>
</tbody>
</table>
The City of Roanoke anticipates annual growth of 2% across most operating expenditures from FY 2023 to FY 2026. The adopted General Fund budget grew by 3.2% between FY 2021 and FY 2022. Trends in previous years have shown rates of growth and with an economic rebound expected following the pandemic, a 2% growth rate is assumed.

As noted in the Personnel Summary section of this document, the City of Roanoke strives to provide merit wage increases each year. However, this has not been possible every year during prior recessions or the recent COVID-19 pandemic. Fortunately, the FY2021-2022 budget does include a wage increase of 3% as well as the implementation of a step plan for public safety personnel. The City anticipates salary increases of 3% each year from FY 2023 through FY 2026 as well as fully implementing the step plan over FY24 and FY25. However continued levels of raises and salary increases likely will be contingent upon the economy’s continued growth and the restoration of revenues to pre-pandemic levels.

Real Estate tax is the single largest revenue source for the City of Roanoke. In the 5 year period spanning FY 2015 through FY 2020, the compound annual growth rate was rather modest at 2.6%; however, a surge in property values and new construction in recent years has led to a growth rate around 5% (final number TBD at close of FY 2021) from FY 2020 to FY2021. The recent trends in residential real estate are expected to continue for the immediate future. New construction and commercial real estate could see less aggressive growth. Based on these assumptions, real estate tax revenues are projected to grow 4.2% in FY 2022, 3.9% in FY 2023, 4.0% in FY2024, 3.9% in FY 2025, and 3.1% in FY 2026.

Revenues for Personal Property Taxes were projected to decrease 0.5% in FY 2021 due to the COVID-19 pandemic. However, this revenue source has out performed expectations and has grown at a surprisingly high rate of 7.4% (projected) in FY 2021. This increase was driven primarily by rising vehicle values, particularly in the used vehicle market and sales in general, which were likely bolstered by the various stimulus programs over the last 16 months. Current supply issues in the automotive industry and uncertainty regarding future economic recovery point to the possibility of a retraction or slowdown in the values we’ve seen this year. With this in mind, personal property tax revenue is projected to decrease about 4% from FY 2021 to FY 2022. From there, a modest and steady growth is projected of 3.6% in FY 2023 and 3.0% from FY 2024 to FY 2026, based largely on historical growth trends.

Revenues from Prepared Food and Beverage Taxes were impacted heavily at the onset of the COVID-19 pandemic. In recent months, as mask mandates have been eased and vaccinations rates have increased, this tax revenue has experienced a rapid improvement. We are still seeing monthly revenue come in lower than in the past, but the trend points to a full recovery in the near future. Revenue decreased from FY 2019
to FY 2020 by 10.3%. Current projections have FY 2021 revenue increasing over FY 2020 by 1.3%, with the last several months being particularly strong. A full return to pre-pandemic revenue levels has been projected by FY 2023. From there, this revenue source is expected to grow 3.1% in FY 2024, 3.4% in FY 2025, and 3.7% in FY 2026, with continued development and tourism efforts expected to bring increased patronage of the City’s food establishments.

The City has taken a conservative approach to budgeting and applies the same conservatism to financial planning through the operating budget, the CIP, and this Five Year Operating Plan. The City has taken steps to strengthen its reserves and protect against an economic downturn with a comprehensive rewrite of its’ Reserve Policy in August 2018. This policy will be revisited in the Fall 2021. The City of Roanoke will continue to monitor this five year plan as fiscal circumstances change with ongoing monthly and annual reviews.
Current Capital Improvement Program

Fiscal Years 2022-2026

$192,939,808

PROJECT CATEGORY

- Buildings: $26,103,464
- Fleet Capital Replacement: $7,125,000
- Parks: $20,938,455
- Streets, Sidewalks, Bridges: $54,310,662
- Storm Drains: $28,357,085
- Schools: $40,605,000
- Technology: $7,786,523
- Berglund Center: $7,713,619
- Schools: $40,605,000
- Future Debt Bonds: $143,024,000

FUNDING SOURCES

- General Obligation Bonds: $27,244,930
- General Fund Revenue: $1,917,569
- Federal/State Funding: $15,666,660
- Third Party: $840,968
- Future Stormwater Revenue: $2,000,000
- Stormwater Revenues: $281,898
- Future Capital Funds: $1,200,000
- Capital Project Funds: $763,783
## Current Capital Improvement Program

### Projected Spending Analysis - Fiscal Years 2022-2026

<table>
<thead>
<tr>
<th>Project Category/Description</th>
<th>FY 2022</th>
<th>FY 2023-26</th>
<th>Total Projected Expenses</th>
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<tbody>
<tr>
<td><strong>Buildings:</strong></td>
<td></td>
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<tr>
<td>Campbell Court Redevelopment</td>
<td>$ -</td>
<td>$ 4,000,000</td>
<td>$ 4,000,000</td>
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<td>Capital Building Maintenance</td>
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<td>$ 5,808,514</td>
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<td>Fire Facility Master Plan</td>
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<td>$ 10,227,084</td>
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<td>Library Master Plan</td>
<td>$ 608,654</td>
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<td>$ 608,654</td>
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<td>Public Works Service Center</td>
<td>$ 2,000,000</td>
<td>$ 2,332,791</td>
<td>$ 4,332,791</td>
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<td>Transit Facility</td>
<td>$ -</td>
<td>$ 1,126,421</td>
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<tr>
<td><strong>TOTAL - Buildings</strong></td>
<td>$ 4,417,168</td>
<td>$ 21,686,296</td>
<td>$ 26,103,464</td>
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<tr>
<td><strong>Fleet Capital Replacement</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fleet Capital Replacement</td>
<td>$ 600,000</td>
<td>$ 6,525,000</td>
<td>$ 7,125,000</td>
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<td><strong>TOTAL - Fleet Capital Replacement</strong></td>
<td>$ 600,000</td>
<td>$ 6,525,000</td>
<td>$ 7,125,000</td>
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<tr>
<td><strong>Parks</strong></td>
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<td></td>
<td></td>
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<tr>
<td>Parks and Recreation Master Plan</td>
<td>$ 7,568,714</td>
<td>$ 13,369,741</td>
<td>$ 20,938,455</td>
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<tr>
<td><strong>TOTAL - Parks</strong></td>
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<td>$ 13,369,741</td>
<td>$ 20,938,455</td>
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<tr>
<td><strong>Schools</strong></td>
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<td></td>
<td></td>
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<tr>
<td>School Improvements</td>
<td>$ 5,000,000</td>
<td>$ 35,605,000</td>
<td>$ 40,605,000</td>
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<tr>
<td><strong>TOTAL - Schools</strong></td>
<td>$ 5,000,000</td>
<td>$ 35,605,000</td>
<td>$ 40,605,000</td>
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<td><strong>Streets, Sidewalks and Bridges:</strong></td>
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<td></td>
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<tr>
<td>Bridge Renovation/Replacement Program</td>
<td>$ 16,529,996</td>
<td>$ 14,592,218</td>
<td>$ 31,122,214</td>
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<td>Curb, Gutter and Sidewalk Program</td>
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<td>Passenger Rail Infrastructure</td>
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<td>$ 1,891,946</td>
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<td>Streetscape Project Improvements</td>
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<td>$ 2,500,376</td>
<td>$ 3,000,752</td>
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<td><strong>TOTAL - Streets, Sidewalks and Bridges</strong></td>
<td>$ 25,986,122</td>
<td>$ 28,324,540</td>
<td>$ 54,310,662</td>
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<tr>
<td><strong>Technology Improvements</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology Improvements</td>
<td>$ 2,556,523</td>
<td>$ 5,230,000</td>
<td>$ 7,786,523</td>
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<tr>
<td><strong>TOTAL - Technology Improvements</strong></td>
<td>$ 2,556,523</td>
<td>$ 5,230,000</td>
<td>$ 7,786,523</td>
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<tr>
<td><strong>Berglund Center Fund</strong></td>
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<td></td>
<td></td>
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<tr>
<td>Berglund Center Improvements</td>
<td>$ 1,713,619</td>
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<td><strong>TOTAL - Berglund Center Fund</strong></td>
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<tr>
<td><strong>Stormwater Fund</strong></td>
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<td>Stormwater Capital Improvements</td>
<td>$ 8,112,654</td>
<td>$ 20,244,431</td>
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<tr>
<td><strong>TOTAL - Stormwater Fund</strong></td>
<td>$ 8,112,654</td>
<td>$ 20,244,431</td>
<td>$ 28,357,085</td>
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</tbody>
</table>

**GRAND TOTAL - All Funds**

$ 55,954,800 | $ 136,985,008 | $ 192,939,808
Project Description:

The Greater Roanoke Transit Company, doing business as Valley Metro, utilizes Campbell Court as the central transfer point for transit patrons. Campbell Court is nearing the end of its useful life, and a new transit facility is planned to be constructed at 301 Salem Avenue. A private developer, Hist:Re Partners, LLC, has entered into a contract to acquire Campbell Court for the purpose of redeveloping the site. The proposed redevelopment of the site includes the construction of a mixed-use building to accommodate retail, office, and residential use. The project will also include streetscape improvements. Project funding will be used for public infrastructure improvements and special construction requirements due to the challenging nature of the redevelopment site.

Project Status:

Developer is inspecting and doing site due diligence.

Comprehensive Plan Impact:

If funded, these attributes would fulfill the City Plan 2040 (City’s comprehensive plan). Please reference specific links within the Capital Improvement Program section with more detail information as provided on individual projects based on themes, priorities, policies and plan of actions. Page numbers reference specific pages within the City Plan 2040 document.

- Harmony with Nature (p.10-11, 56-75) - Sustainable Land Development (p. 60-62)
- Livable Built Environment (p. 12-13, 76-87) - Interconnected Transportation System (p. 83-84)
- Resilient Economy (p. 16-17, 92-103) - Conversion of Underperforming Commercial and Industrial Areas (p. 97-100)
Along with the above themes and priorities elements, the City Plan 2040 also references City Design. Where applicable, all CIP projects will also follow the City Design elements of Land Use (p. 106-115), Transportation (p. 116-135) and Urban Design (p. 136-147) as well as the Future Land Use elements (p. 148-149).

**Service Impact:**

There is no service impact.

**Personnel / Operating Budget Impact:**

The Campbell Court bus station currently produces no tax revenue; however, upon completion of the redevelopment project it will produce tax revenues. There will be no additional personnel or operating costs for the City as a result of this project.

**Funding Source(s):**

<table>
<thead>
<tr>
<th>Funding Previously Appropriated:</th>
<th>Subtotal Previously Appropriated</th>
<th>$4,000,000</th>
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</thead>
<tbody>
<tr>
<td>General Obligation Bonds</td>
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<td>$4,000,000</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Future Funds:</th>
<th>Subtotal Future Funds:</th>
<th>$0</th>
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</thead>
<tbody>
<tr>
<td>None</td>
<td></td>
<td>$0</td>
</tr>
</tbody>
</table>

**Total** $4,000,000

**Project Cost Summary:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Prior Year Spending*</th>
<th>FY 2020</th>
<th>FY 2023-2026</th>
<th>Total Project Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning &amp; Engineering</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<tr>
<td>Acquisition of Property</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>$0</td>
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<tr>
<td>Construction</td>
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<td>0</td>
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<td>$0</td>
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<td>Equipment/Furnishings</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>$0</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>0</td>
<td>$4,000,000</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>Total By Fiscal Year</td>
<td>$0</td>
<td>$0</td>
<td>$4,000,000</td>
<td>$4,000,000</td>
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</tbody>
</table>

* Prior Year Spending includes projected spending through the end of Fiscal Year 2021.
CAPITAL BUILDING MAINTENANCE

Before After

FY20/21 Municipal South Chiller Replacement

Project Description:

Funding allocated to address major HVAC, electrical, and lighting needs throughout all City facilities. This funding will supplement provided annual operating funding. The goal of this project is to address a backlog of projects related to deferred maintenance and replacement of aging infrastructure with more energy efficient systems.

Project Status:

Project worksheets and prioritizations of selected projects have been identified. Procurement of necessary services and materials are underway. Scheduling of projects will follow.

In fiscal year 2022, the following projects are planned:

- Add Hydronic Heat (Phase 2) at Jail (continued)
- Replace roof on Municipal South
- Replace canvas connections at Municipal South, Courthouse, and Jail
- Duct cleaning at the Jail
- And other energy-saving projects

Comprehensive Plan Impact:

If funded, these attributes would fulfill the City Plan 2040 (City’s comprehensive plan). Please reference specific links within the Capital Improvement Program section with more detail information as provided on individual projects based on themes, priorities, policies and plan of actions. Page numbers reference specific pages within the City Plan 2040 document.
Along with the above themes and priorities elements the City Plan 2040 also references City Design. Where applicable, all CIP projects will also follow the City Design elements of Land Use (p. 106-115), Transportation (p. 116-135) and Urban Design (p. 136-147) as well as the Future Land Use elements (p. 148-149).

Service Impact:

As equipment ages, parts and labor expertise in older HVAC and electrical systems are harder to find. Energy costs are continuing to rise. These projects will focus on energy efficient systems as well as safety concerns.

Personnel / Operating Budget Impact:

It is anticipated there will be no personnel budgetary impact as a result of this project. As these are energy saving projects, a corresponding decrease in the utility bills is anticipated. These savings trends will be compiled in future years.

Funding Source(s):

Funding Previously Appropriated:
General Obligation Bonds $2,863,500
Subtotal Previously Appropriated $2,863,500

Future Funds:
General Obligation Bond Issue (FY 2022) $1,000,000
General Obligation Bond Issue (FY 2023) 1,000,000
General Obligation Bond Issue (FY 2024) 1,000,000
General Obligation Bond Issue (FY 2025) 1,000,000
General Obligation Bond Issue (FY 2026) 1,000,000
Subtotal Future Funds $5,000,000
Total $7,863,500

Project Cost Summary:

<table>
<thead>
<tr>
<th>Description</th>
<th>Prior Years' Spending*</th>
<th>FY 2022</th>
<th>FY 2023-2026</th>
<th>Total Project Cost</th>
</tr>
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<tbody>
<tr>
<td>Planning &amp; Engineering</td>
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<td>$0</td>
<td>$9,661</td>
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<td>Equipment/Furnishings</td>
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<td>$0</td>
</tr>
<tr>
<td>Other</td>
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<td>0</td>
<td>0</td>
<td>$0</td>
</tr>
<tr>
<td>Total By Fiscal Year</td>
<td>$2,054,986</td>
<td>$1,808,514</td>
<td>$4,000,000</td>
<td>$7,863,500</td>
</tr>
</tbody>
</table>

* Prior Years’ Spending includes projected spending through the end of Fiscal Year 2021.
Recently Completed Fire Station 7 (Memorial Avenue)

**Project Description:**

This project includes the replacement of three Fire EMS Stations, Station No. 2 (Noble Avenue), Station No. 7 (Memorial Avenue), and Station No. 8, (Crystal Spring Avenue). These older stations require higher maintenance and do not adequately serve modern firefighting equipment.

All three stations lack adequate facilities for female firefighters which limits assignments. Stations 2 and 7 have bay sizes that limit apparatus placement. Stations 7 and 8 were built in the 1920s and the electrical/mechanical/plumbing systems in each station are out of date and in poor condition. Station No. 8 has recurring flooding in the basement area creating a health hazard for living conditions due to mold/mildew and deteriorating walls and foundation.

Station No. 2 was built in 1950 and apparatus exits/enters from the front and back of the station which slows response times. The location of this station also delays response time and relocating to the main artery of Williamson Road would improve service delivery.

Station No. 8 is located in a residential community and exits onto a one way street negatively impacting response times. Relocation of the station to the main artery of McClanahan/Avenham/Franklin would eliminate delayed response times due to station location.

**Project Status:**

Construction of Station 7 (Memorial) has been completed. Design on Station No. 2 will begin in FY 2024. Station No. 8 will be replaced after FY2025 which is beyond the scope of this report.

**Comprehensive Plan Impact:**

If funded, these attributes would fulfill the City Plan 2040 (City’s comprehensive plan). Please reference specific links within the Capital Improvement Program section with more detail information as provided on individual projects based on themes, priorities, policies and plan of actions. Page numbers reference specific pages within the City Plan 2040 document.
Along with the above themes and priorities elements, the City Plan 2040 also references City Design. Where applicable, all CIP projects will also follow the City Design elements of Land Use (p. 106-115), Transportation (p. 116-135) and Urban Design (p. 136-147) as well as the Future Land Use elements (p. 148-149).

Service Impact:

Response times are expected to be reduced for stations which are relocated. Female assignments will be possible with accommodating facilities. Also, construction of new stations will provide the needed capacity to house modern firefighting equipment providing better service during emergency responses.

Personnel / Operating Budget Impact:

There are no additional personnel or operating budget impacts anticipated.

Funding Source(s):

Funding Previously Appropriated:

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2022</th>
<th>FY 2023-2026</th>
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<tbody>
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<td>$1,709,702</td>
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<td>General Fund Revenues</td>
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<td>Subtotal Previously Appropriated</td>
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Future Funds:

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<th>Description</th>
<th>FY 2022</th>
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<tbody>
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<td>General Obligation Bond (FY 2024)</td>
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<td>General Obligation Bond (FY 2025)</td>
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<tr>
<td>General Obligation Bond (FY 2026)</td>
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<tr>
<td>Subtotal Future Funds</td>
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<td>Total</td>
<td></td>
<td>$17,445,073</td>
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</tr>
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</table>

Project Cost Summary:

* Prior Years’ Spending includes projected spending through the end of Fiscal Year 2021.
Recently Completed Gainsboro Library Renovation and New South Roanoke eBranch

**Project Description:**

On December 19, 2005, City Council approved the Library Master Plan to become a part of Vision 2001-2020, the City’s Comprehensive Plan. The Master Plan recommended a three phase delivery system of neighborhood, full service and resource centers that will bring a depth of collections, services, technology, and programs. A revision to this plan was presented to City Council on February 6, 2012. The revisions shifted the focus away from building a large “super” branch to realigning funds for renovations at neighborhood branches.

**Project Status:**

- Phase I was completed in 2009 and included renovation of the Belmont and Gainsboro branch facilities, and stand-alone kiosk facilities at Valley View Mall and the Garden City Recreation Center.
- Phase II consists of the following:
  - First floor remodeling at Main Library which was completed in October 2014
  - Expansion/renovation of Raleigh Court Branch which was completed in April 2016.
  - Expansion/renovation of Williamson Road Branch which was completed in November 2017.
  - Expansion/renovation of Melrose Branch which was completed in July 2019
  - New construction of the South Roanoke e-Branch was completed December 2020
  - Renovation of the Gainsboro Library was completed January 2021.
  - Renovation of the Belmont Library Phase I is planned for FY 2022
- Other future projects outside the scope of this five year plan include:
  - Belmont Library Renovation Phase II
  - Main Library Renovations Phase II

**Comprehensive Plan Impact:**

If funded, these attributes would fulfill the City Plan 2040 (City’s comprehensive plan). Please reference specific links within the Capital Improvement Program section with more detail information as provided on individual projects based on themes, priorities, policies and plan of actions. Page numbers reference specific pages within the City Plan 2040 document.

- **Healthy Community** (p. 8-9, 45-55) - Wellness (p. 48-49)
- **Livable Built Environment** (p. 12-13, 76-87) - Interactive Spaces (p. 80-81), Arts and Culture (p. 82-83)
Along with the above themes and priorities elements, the City Plan 2040 also references City Design. Where applicable, all CIP projects will also follow the City Design elements of Land Use (p. 106-115), Transportation (p. 116-135) and Urban Design (p. 136-147) as well as the Future Land Use elements (p. 148-149).

**Service Impact:**

Belmont’s Phase I renovations will focus on services to seniors, families, teens and children by updating and refreshing the 2009 renovation. Included in the refresh is an expanded teen center, updated children’s area, new computers, technology, expanded small meeting/tutoring spaces and individual work areas, a redesigned community meeting room, new carpet, paint and furniture and a planned back porch science and art area. These new spaces will be flexible and adaptable to accommodate a range of activities and group sizes. There will be expanded programs for all ages. A proposed Phase II addition to the Belmont Branch would add 5000 SF of additional collaborative space bringing equity to library services comparable to other city neighborhoods.

**Personnel / Operating Budget Impact:**

Due to an expansion of square footage of new and existing branches, additional funding was added in FY21 to support cleaning, utilities and maintenance. Additional requests for two (2) personnel Library Associate (rank 9) and other operational costs were not funded in FY21 or FY22 due to revenue loss related to COVID-19 and will need to be requested again in future years. Future costs reflected below assume these requests are funded beginning in FY2023.

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2022</th>
<th>FY 2023-2026</th>
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</thead>
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<td>Personnel</td>
<td>$0</td>
<td>$232,620</td>
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<tr>
<td>Operating Expenditures</td>
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<td>$60,000</td>
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**Funding Source(s):**

Funding Previously Appropriated:
- Capital Improvement Reserve $ 336,053
- Capital Maint. Equip. Replacement Program (CMERP) 374,520
- Economic and Community Development Reserve 710,000
- General Fund Revenue 82,200
- General Obligation Bonds (various) 19,602,608
- Third Party 90,000

Subtotal Previously Appropriated $ 21,195,381

Future Funds:
- None within 5-year scope of this report $ 0

Total $ 21,195,381
### Project Cost Summary:

<table>
<thead>
<tr>
<th>Description</th>
<th>Prior Years’ Spending*</th>
<th>FY 2022</th>
<th>FY 2023-2026</th>
<th>Total Project Cost</th>
</tr>
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<tbody>
<tr>
<td>Planning &amp; Engineering</td>
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<td>$1,927,757</td>
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<td>Construction/Equipment/Furnishings</td>
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<td>Other</td>
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<td>0</td>
<td>$719,075</td>
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<tr>
<td>Total By Fiscal Year</td>
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<td>$608,654</td>
<td>$0</td>
<td>$21,195,381</td>
</tr>
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* Prior Years’ Spending includes projected spending through the end of Fiscal Year 2021.
FY2021 – 2022
ADOPTED BUDGET
City of Roanoke, VA
Project Description:

The Public Works Service Center (PWSC) currently houses 7 City Departments/Divisions (Transportation, Stormwater, Solid Waste, Fleet, Facilities, Radio Shop and Parks and Recreation). As part of a master planning effort in 2017, the Engineering Department developed a department space allocation plan for the service center. The various departments and divisions provided input into the process along with recommended improvements.

Identified improvements include three covered storage buildings, expanded surface lot storage areas, brine facility, decanting facility, drainage improvements, utility improvements, landscaping, and storm water harvesting system.

Project Status:

Construction is currently underway and is expected to be completed by January 2023.

Comprehensive Plan Impact:

If funded, these attributes would fulfill the City Plan 2040 (City’s comprehensive plan). Please reference specific links within the Capital Improvement Program section with more detail information as provided on individual projects based on themes, priorities, policies and plan of actions. Page numbers reference specific pages within the City Plan 2040 document.

- Livable Built Environment (p. 12-13, 76-87) – Improve Infrastructure (p. 85)

Along with the above themes and priorities elements, the City Plan 2040 also references City Design. Where applicable, all CIP projects will also follow the City Design elements of Land Use (p. 106-115), Transportation (p. 116-135) and Urban Design (p. 136-147) as well as the Future Land Use elements (p. 148-149).
Service Impact:
Covered storage and timely cleaning will help prolong the life of equipment and will help mitigate repair and maintenance costs.

Personnel / Operating Budget Impact:
There is no personnel or operating budget impacts as a result of public works service center upgrades.

Funding Source(s):

Funding Previously Appropriated:
- Capital Improvement Reserve $84,406
- General Fund Revenue 246,413
- General Obligation Bonds 4,547,433

Subtotal Previously Appropriated $4,878,252

Future Funds:
- None $0

Subtotal Future Funds 0

Total $4,878,252

Project Cost Summary:

<table>
<thead>
<tr>
<th>Description</th>
<th>Prior Years’ Spending*</th>
<th>FY 2022</th>
<th>FY 2023-2026</th>
<th>Total Project Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning &amp; Engineering</td>
<td>$192,878</td>
<td>$200,000</td>
<td>$233,279</td>
<td>$626,157</td>
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<tr>
<td>Acquisition of Property</td>
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<td>0</td>
<td>0</td>
<td>$0</td>
</tr>
<tr>
<td>Construction</td>
<td>282,629</td>
<td>1,800,000</td>
<td>2,099,512</td>
<td>$4,182,141</td>
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<tr>
<td>Equipment/Furnishings</td>
<td>69,954</td>
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<td>0</td>
<td>$69,954</td>
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<tr>
<td>Other</td>
<td>0</td>
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<td>0</td>
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<td>Total By Fiscal Year</td>
<td>$545,461</td>
<td>$2,000,000</td>
<td>$2,332,791</td>
<td>$4,878,252</td>
</tr>
</tbody>
</table>

* Prior Years’ Spending includes projected spending through the end of Fiscal Year 2021.
Transit Facility

Project Description:

The Greater Roanoke Transit Company (GRTC), doing business as Valley Metro, utilizes Campbell Court as the central transfer point for transit patrons. Campbell Court is outdated based on current operations and is nearing the end of its useful life. This has prompted the need for a new centrally located transfer station to accommodate current operations and better serve transit patrons. The proposed project includes the construction of a bus transfer station to be located at 301 Salem Avenue and includes the construction of a transit facility with staff offices, ticketing areas, and passenger waiting rooms, etc.

Project Status:

Property acquisition, architectural and engineering services are complete. The procurement phase for construction bids is currently underway. This is a two year project with anticipated construction start date of Summer/Fall 2021. The City will provide reimbursements to GRTC toward the latter part of this two year project.

Comprehensive Plan Impact:

If funded, these attributes would fulfill the City Plan 2040 (City’s comprehensive plan). Please reference specific links within the Capital Improvement Program section with more detail information as provided on individual projects based on themes, priorities, policies and plan of actions. Page numbers reference specific pages within the City Plan 2040 document.

- **Livable Built Environment (p. 12-13, 76-87)** – Interconnected Transportation System (p. 83-84)
- **Responsible Regionalism (p. 14-15, 88-91)** – Plan and Think Regionally (p. 91)
- **Resilient Economy (p. 16-17, 92-103)** - Conversion of Underperforming Commercial and Industrial Areas (p. 97-100)

Along with the above themes and priorities elements, the City Plan 2040 also references City Design. Where applicable, all CIP projects will also follow the City Design elements of Land Use (p. 106-115), Transportation (p. 116-135) and Urban Design (p. 136-147) as well as the Future Land Use elements (p. 148-149).
Service Impact:

A new facility would allow for more efficient staging of the Valley Metro bus fleet. The current facility, Campbell Court, lacks the ability for buses to arrive and stage independently of each other. The facility is a first in – first out operation with undersized dimensional bus bays.

Personnel / Operating Budget Impact:

The City of Roanoke provides a subsidy to cover a portion of the operating costs of Valley Metro. It is unknown at this time the extent of the impact on the operating subsidy.

Funding Source(s):

Funding Previously Appropriated:
- General Obligation Bonds $2,893,051
- Capital Improvement Reserve 79,975
  Subtotal Previously Appropriated $2,973,026

Future Funds:
- Third Party $500,000
  Subtotal Future Funds $500,000
  Total $3,473,026

Valley Metro obtained a state & federal grant for $11,500,000 to fund construction and miscellaneous equipment needs. A state/federal grant of $600,000 has been secured by Valley Metro for planning and engineering. Both of these amounts are being administered by GRTC and therefore not reflected in the Project Cost Summary below. The grants requires a $460,000 local match provided by the City of Roanoke is reflected in the Project Cost Summary.

Project Cost Summary:

<table>
<thead>
<tr>
<th>Description</th>
<th>Prior Years’ Spending*</th>
<th>FY 2022</th>
<th>FY 2023-2026</th>
<th>Total Project Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning &amp; Engineering</td>
<td>$96,191</td>
<td>$0</td>
<td>$0</td>
<td>$96,191</td>
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<tr>
<td>Acquisition of Property</td>
<td>2,213,098</td>
<td>0</td>
<td>0</td>
<td>$2,213,098</td>
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<tr>
<td>Construction</td>
<td>37,316</td>
<td>0</td>
<td>1,126,421</td>
<td>$1,163,737</td>
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<tr>
<td>Equipment/Furnishings</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>$0</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>$0</td>
</tr>
<tr>
<td>Total By Fiscal Year</td>
<td>$2,346,605</td>
<td>$0</td>
<td>$1,126,421</td>
<td>$3,473,026</td>
</tr>
</tbody>
</table>

* Prior Years’ Spending includes projected spending through the end of Fiscal Year 2021.
Project Description:

A multiyear structured lifecycle replacement program has been developed for both solid waste equipment and fire apparatus. This program is critical to ensure we maintain the required level of service to the citizens we serve and protect. It enables Solid Waste Management and Fire - EMS to maintain a newer inventory of vehicles which will reduce the total cost of ownership. There is a need for replacement of several fire engines and solid waste rear and side loader trucks. This project does not address vehicles which are purchased using annual operating funds but rather only those seeking to be purchased using bond funds.

Project Status:

In FY18, Fleet Management acquired three fire engines. In FY19, Fleet acquired seven 25-yard rear loaders and three 20-yard rear loaders. In FY20, one fire ladder truck and two side loading refuse trucks were purchased. FY21 there were two side loaders refuse were purchased. Our plan for 2022 is to acquire two Fire pumper trucks and two Side Loading Refuse units. We are diligent working on an expanded forecasting of our lifecycle for the upcoming FY 2023-2025 requirements.

Comprehensive Plan Impact:

If funded, these attributes would fulfill the City Plan 2040 (City’s comprehensive plan). Please reference specific links within the Capital Improvement Program section with more detail information as provided on individual projects based on themes, priorities, policies and plan of actions. Page numbers reference specific pages within the City Plan 2040 document.

- Healthy Community (p. 8-9, 44-55) – Safety (p. 49-50)
- Livable Built Environment (p. 12-13, 76-87) – Improve Infrastructure (p. 85)

Service Impact:

When emergencies occur, it is critical that our responders are not delayed due to unreliable or aged out equipment or worse in-route failure. Therefore it is critical to maintain a sustainable lifecycle of fleet of Fire apparatus that are up to current standards.
This process also is necessary for Solid Waste vehicles as they aged to the point of repeated breakdowns and failures. Downtime due to trucks being in the shop can have an impact on public services if Solid waste is unable to perform their duties. These vehicles are complex electronic and hydraulic machines but as components fail and cause vehicle downtime it can impact city services to our customer base because of lengthy repairs.

**Personnel / Operating Budget Impact:**

It is anticipated there will be no personnel budgetary impact as a result of this project. There will likely be replacement parts and labor savings realized as a result of maintaining newer vehicles. These savings will be quantified as trends present themselves in future years.

**Funding Source(s):**

Funding Previously Appropriated:

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund Revenue</td>
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<tr>
<td>General Obligation Bonds</td>
<td>7,400,000</td>
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<td><strong>Subtotal Previously Appropriated Funds</strong></td>
<td><strong>$7,427,924</strong></td>
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Future Funds:

<table>
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<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Obligation Bonds FY 2022</td>
<td>$1,300,000</td>
</tr>
<tr>
<td>General Obligation Bonds FY 2023</td>
<td>1,600,000</td>
</tr>
<tr>
<td>General Obligation Bonds FY 2024</td>
<td>600,000</td>
</tr>
<tr>
<td>General Obligation Bonds FY 2025</td>
<td>1,325,000</td>
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<tr>
<td>General Obligation Bonds FY 2026</td>
<td>1,700,000</td>
</tr>
<tr>
<td><strong>Subtotal Future Funds</strong></td>
<td><strong>$6,525,000</strong></td>
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**Total** | **$13,952,924**

**Project Cost Summary:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Prior Years’ Spending *</th>
<th>FY 2022</th>
<th>FY 2023-2026</th>
<th>Total Project Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment</td>
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<td>$6,525,000</td>
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<td><strong>Total</strong></td>
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<td><strong>$600,000</strong></td>
<td><strong>$6,525,000</strong></td>
<td><strong>$13,952,924</strong></td>
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</tbody>
</table>

* Prior Years’ Spending includes projected spending through the end of Fiscal Year 2021.
Modern Community Recreation Centers

Project Description and Status:

Adopted in 2019, Roanoke’s Parks and Recreation Master Plan is an in-depth citizen-driven process focusing on community vision and values, as well as an examination of the current state of existing parks, trails, greenways, facilities, and operational resources. This comprehensive analysis of our trends, preferences, and priorities, provides Roanoke with a set of recommended strategies and service levels as prioritized by both our citizens and customers for the next ten years. The following recommendations are the major capital improvements that have been identified:

Facility Assessments: As part of the Master Plan, an assessment was done for each facility examining factors such as personal safety, ADA compliance, vehicular access, equipment/facility functionality, appearance, utility system function, environmental compliances, and usability for modern public recreational programming and services.

Findings indicate that in general, the City’s indoor recreational spaces are obsolete, in various stages of physical and operational decline, unattractive, dysfunctional, and for the most part, non-compliant with ADA requirements. Of the City’s sixty-five parks, 18% rank as severely compromised while 43% are moderately so. In summary, the existing facility base will require subsequent years of significant and targeted outdoor park infrastructure funding to bring existing assets up to an acceptable level. The challenge will be to address the conditions of existing assets through capital maintenance/repair while infusing capital funding for new recreation center development and improvements over a consecutive period.

River’s Edge Park North: The first phase of development has concluded with two new premier sand-based Bermuda “Latitude 36” athletic fields with redesigned and improved parking, lighting, and access. This facility also includes with it a new on-site well system for irrigation, underground field drains, and new wireless athletic illumination. A main primary point-of-entry was created via a Magnolia esplanade, including stone-based decorative walkways, fountains, decorative seating, stone seat-walls and pergolas. In 2018 the City had originally planned for a two phased development approach to River’s Edge North in that funding would come over two consecutive fiscal cycles in order to complete the work. Phase II was to include opportunities for children, the completion of a ½ mile walking/fitness trail, formal sheltered community gathering spaces, comfort facilities, and utility connectivity for Wi-Fi and large special event support. It is in the City’s best interest to continue to seamlessly finish the Phase II work once funds are appropriated.
**Improve Aquatic Facilities:** Roanoke has two outdoor L-shaped pools that are more than forty years of age. Each pool has the same design whereas they were developed for outdoor competition with recently added minor family-friendly elements. It is recommended that the City upgrade and improve its aquatic facilities by a) developing a new indoor or outdoor family leisure facility, and b) upgrade an outdoor facility to be the region’s premier outdoor 50-meter competition venue. Due to the economic challenges surrounding the recent pandemic, it would be prudent to use this time to analyze and develop a strategy on what our aquatic delivery system should be as we move forward.

**Modernize Recreation Centers:** Roanoke's most recent recreation center is more than 50 years old, with the oldest being more than 100 years old. The findings of center space assessments of both Preston and Eureka Centers revealed that both facilities have inadequate recreational spaces and antiquated mechanical/structural. Coupled with the data illustrating that Roanoke has a severely low per square-foot of indoor recreational space per resident (per the Level of Service data), it is recommended that the City upgrade and modernize its indoor recreational spaces, beginning with Preston and Eureka. These improvements would afford our youth and those young-at-heart, the opportunity to participate in team sports, one-on-one play, classes, programs, activities, games, and community functions at all hours of the day. Improvements of this fashion would also spark and reenergize their respective neighborhoods such that these facilities would become the social center of the area, improve home values, and offer better and closer before-and after-school opportunities for our youth. In addition, these modernized facilities designed to current trends would lead to greater utilization and contribute positively to revenue generation and support greater financial sustainability overall.

In FY21, Parks and Recreation began a process to analyze and create a strategy pertaining to our indoor recreational spaces to determine parameters of potential new facilities via type, size, location, plus obtain community feedback on citizen preferences.

**Neighborhood and Community Parks:** Per the facility assessment, the City must modernize our parks: both neighborhood and community. It is recommended that the City update, rehabilitate, and modernize these parks to include but not limited to ADA compliance, picnic facilities, restrooms, skateboarding facilities, athletic fields, playgrounds, hardcourts, etc.

**Improve Walkability to Neighborhood Parks:** Across-the-board, walking remains the most preferred form of recreational and fitness activity. While virtually free to anyone, it is most important to those immediate areas around one’s home and to their neighborhood park. While Roanoke has made great strides in the development of linear greenway trails, it is evident through all forms of engagement within this plan that there is a significant desire to create better and inclusive connections within each of the twenty-six neighborhoods. It is recommended that Parks and Recreation work with the City Engineer, Transportation, and both local and regional planning staff to analyze and identify the best walkable routes within each neighborhood and develop a multiyear capital improvements plan towards improved ADA accessibility access for Ten-Minute Walkable Routes to each neighborhood park.

**Complete Phase II of the Tinker Creek Greenway Trail:** The engineering design on Phase II is underway at 90% completion. City Council has authorized right of way analysis to begin and Parks and Recreation is expecting to bid construction this fall/winter. Post Phase II development, the consulting team as well as Roanoke’s regional partners encourages the City to continue to apply for grant funds for the final phase of the trail northward, connecting into the Carvins Cove Natural Reserve. Further information can be found in the 2018 Roanoke Valley Regional Greenways Plan. The project is currently funded at $7,251,474 through VDOT related grants. The required City match is $670,185.

**Blueway System Improvements:** Continually coordinate and work with regional partners to expand the region’s water trails through grants, partnerships, and in-kind facility enhancements. Focus upon both the Roanoke River and Tinker Creek for improved canoe and kayak access points, wayfinding, and trailheads.
Mountain Biking and Hiking Facilities: As one of the region’s top tourism opportunities, continue to work with regional partners such as Pathfinder’s for Greenways, the Roanoke Valley Greenway Commission, and local mountain biking and hiking organizations to develop, promote, and maintain a sustainable inter-connected system of natural surface trails.

**Comprehensive Plan Impact:**

If funded, these attributes would fulfill the City Plan 2040 (City’s comprehensive plan). Please reference specific links within the Capital Improvement Program section with more detail information as provided on individual projects based on themes, priorities, policies and plan of actions. Page numbers reference specific pages within the City Plan 2040 document.

- **Healthy Community (p. 8-9, 45-55)** - Wellness (p. 48-49)
- **Harmony with Nature (p. 10-11, 56-75)** - Tree Stewardship (p. 63), Clean Energy and Transportation (p. 69), Outdoor Recreation (p. 69), Clean and Beautiful City (p. 71)
- **Livable Built Environment (p. 12-13, 76-87)** – Complete Neighborhoods (p. 79), Interactive Spaces (p. 81), Interconnected Transportation System (p.83), and Improve Infrastructure (p. 85)
- **Responsible Regionalism (p. 14-15, 88-91)** – Regional Collaboration (p. 90), Plan and Think Regionally (p. 91)

Along with the above themes and priorities elements, the City Plan 2040 also references City Design. Where applicable, all CIP projects will also follow the City Design elements of Land Use (p. 106-115), Transportation (p. 116-135) and Urban Design (p. 136-147) as well as the Future Land Use elements (p. 148-149).

**Service Impact:**

Since 2020 Fiscal CIP Narrative, Phase I of the River’s Edge Park North Improvements has been completed. The City’s desire for two premier Bermuda multi-purpose fields has come to fruition. In order to maintain this resource, additional full-time, part-time, and seasonal staff were necessary as well as additional capital equipment geared for the care and regular maintenance, most of which has been funded in the FY22 operating budget. Premier Bermuda athletic turf requires much more regular and time-sensitive maintenance than does any other field-type that the City has. Mowing every other day with specialized reel mowers, higher degrees of pesticide management, regular topdressing and so forth. While these two new fields are harder, stronger, and capable of hosting triple the amount of games and practices as our previous natural soil fields, they also demand more daily and routine care.

Funded elements of the Parks and Recreation Master Plan will enhance the quality of life for Roanoke’s citizens by providing life-long recreational opportunities that will have a direct impact on the health and livelihood of all segments of our community. Conversely, if funding is not appropriated, the impact of the City’s outdoor amenities will lessen in value causing negative effects upon our livability, tourism, and economy.

**Personnel / Operating Budget Impact:**

**River’s Edge Park North Phase I Improvements**

The aforementioned capital improvements will require new and appropriate service level funding in the areas of both human resources and operations. To operate the improvements at River’s Edge Park North, Parks and Recreation will requested four additional full-time staff and one seasonal; resources valued at approximately $255,000 annually. Two full-time and one seasonal position were funded in the FY22 operating budget. Additionally, new materials will also be required to manage the facility to include field marking paint, seed, fertilizer, soil tests, specialized athletic sand, irrigation supplies and components, compost, lime, etc., at $45,000 annually. One-time purchase of capital machinery will be necessary for staff to manage the fields such as a Ven-Trac field multipurpose machine, ½ ton pick-up truck, utility vehicle, trailers, line marking machines, core aerator, Toro 5900 mower, and a Bermuda reel mower. Additional one-time equipment costs will be $250,000. All of the ongoing supply requests and one-time requests were funded in the FY22 budget.
<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2022</th>
<th>FY 2023-2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
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<td>$255,000 each year</td>
</tr>
<tr>
<td>Operating Expenditures</td>
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<td>$45,000 each year</td>
</tr>
<tr>
<td>One-Time Capital Equipment</td>
<td>$250,000 once</td>
<td>$0</td>
</tr>
</tbody>
</table>

**Tinker Creek Greenway Phase 2**

The next section of the City’s urban trail system will be approximately two miles long stretching from Fallon to Mason Mill Park. The City’s trail system has been and continues to be a major economic catalyst for the region yet regular maintenance resources are below the expected levels of service. In order to maintain a 14-day mowing schedule, have fuels, supplies, and equipment repair costs addressed, plus be able to have the personnel to handle all of the new operational needs of this two-mile stretch, the following are recommended. One full-time Maintenance Technician III position, a new dual-axle dump-bed truck, and an additional $5,000 in operating materials, fuels, and supplies.

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2022</th>
<th>FY 2023-2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>$0</td>
<td>$52,000 and each year thereafter</td>
</tr>
<tr>
<td>Operating Expenditures</td>
<td>$0</td>
<td>$5,000 each year</td>
</tr>
<tr>
<td>One-Time Capital Equipment</td>
<td>$0</td>
<td>$65,000 once</td>
</tr>
</tbody>
</table>

**Recreation Center and Pool Redevelopment**

The redevelopment of one recreation center and pool will completely transform how those facilities are currently used and operated. The City’s recreation centers and pools have been and continue to be highly desired and valued facilities yet regular maintenance and programming resources are below the expected levels of service. In order to adequately operate these redeveloped facilities, there will need to be an increase in both supplies and personnel. The Department is in the middle of a project that analyzes these facilities and develops conceptual redevelopment plans and corresponding construction and operating budgets. Until that project is complete, the impact to the ongoing operational budget is unknown.

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2022</th>
<th>FY 2023-2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>$0</td>
<td>Unknown at this time.</td>
</tr>
<tr>
<td>Operating Expenditures</td>
<td>$0</td>
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<tr>
<td>One-Time Capital Equipment</td>
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<td>Unknown at this time.</td>
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**Funding Source(s):**

Funding Previously Appropriated:

- Capital Improvement Reserve: $43,979
- Economic & Community Development Reserve: 656,763
- General Fund Revenue: 842,435
- General Obligation Bonds: 9,345,308
- Interest Earnings: 393,195
- Retained Earnings: 15,000
- State Funds: 7,539,270
- Federal Funds: 10,243,069
- Third Party: $1,166,029

Subtotal Previously Appropriated: $30,245,048

Future Funds:

- General Obligation Bond Issue (FY 2022): $3,000,000
- General Obligation Bond Issue (FY 2023): 4,000,000
- General Obligation Bond Issue (FY 2024): 2,300,000

Subtotal Future Funding: $9,300,000

Total: $39,545,048

**Project Cost Summary:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Prior Year Spending*</th>
<th>FY 2022</th>
<th>FY 2023-2026</th>
<th>Total Project Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning &amp; Engineering</td>
<td>$2,773,826</td>
<td>$1,850,006</td>
<td>$0</td>
<td>$4,623,832</td>
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<tr>
<td>Acquisition of Property</td>
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<td>0</td>
<td>$1,312,960</td>
</tr>
<tr>
<td>Construction/Demolition</td>
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<td>5,718,708</td>
<td>13,537,626</td>
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<td>Equipment/ Furnishings</td>
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<td>0</td>
<td>$36,211</td>
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<tr>
<td>Other</td>
<td>75,206</td>
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<td>0</td>
<td>$75,206</td>
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<tr>
<td>Total By Fiscal Year</td>
<td>$18,438,708</td>
<td>$7,568,714</td>
<td>$13,537,626</td>
<td>$39,545,048</td>
</tr>
</tbody>
</table>

* Prior Year Spending includes projected spending through the end of Fiscal Year 2021.
FY2021 – 2022
ADOPTED BUDGET
City of Roanoke, VA
Project Description

A Capital Improvement Plan (CIP) is a road map for major improvements to school facilities and infrastructure, generally spread over five years and subject to revision. RCPS plans capital improvement expenditures with the City as the City manages the debt ceiling for all City projects, and the Division manages the debt service on school projects. The City allocates $5.0 million in capital funding to RCPS annually. In Fiscal Years 2022 and 2023, the projected expenditure exceeds $5.0 million. RCPS plans to use Federal relief funds and funds from the local budget to offset a portion of that overage.

There are eleven assumptions guiding CIP planning and nine CIP indicators for equity that are included in the review and development of the CIP. Projects may include construction and renovation of buildings, acquisition of property, mechanical equipment, repaving of parking lots, recreation equipment and roof replacement. The 2022-2026 Capital Improvement Plan was presented and approved at the School Board meeting on March 9, 2021.

One of two significant projects during the current year involves the new construction of the Patrick Henry High School Fieldhouse. Construction began in January 2021 and has an estimated completion date of summer 2021. The Fieldhouse, with an estimated cost of $3.0 million, will be a two-story structure and contain practice spaces for baseball, softball, wrestling, golf, cheer, and other teams. Space is also designated for coaching offices, locker rooms and shower and restroom facilities for men and women. The second significant project is the Fallon Park Elementary School clinic addition. This project involves a partnership of community sponsors and RCPS to provide a space for community engagement, health, and dental care. Construction will start during the summer of 2021.

A feasibility study was conducted at three schools due to concerns regarding increasing enrollment. The study, conducted at Morningside and Preston Park Elementary schools and Breckinridge Middle School, reviewed concerns and goals for each school and proposed options for new additions at Morningside and Breckinridge. Because Preston Park sits on a larger site, there are two options for consideration - a new addition or a complete school rebuild.

With a need for continual infrastructure improvements at additional selected schools, HVAC projects are scheduled at Fairview Elementary School and Addison Middle School. A partial roofing replacement is scheduled for Fairview Elementary School and a complete replacement at Monterey Elementary School. Repaving is scheduled for the Ruffner Operations Center, Transportation Department, Westside Elementary School, Roanoke Technical Education Center (ROTEC), and the track at Addison Middle School. Two new playgrounds are scheduled for Fairview Elementary during summer 2021.
**Project Status**

Completed projects are as follows:
- Installation of new playground equipment at Fallon Park, Fishburn Park, Grandin Court, and Preston Park Elementary Schools.
- Repaving at Grandin Court and Fairview Elementary Schools, and Noel C. Taylor Academy.
- New roofs at Garden City and Grandin Court Elementary Schools, and Breckinridge Middle School.
- Air conditioned the gymnasiums at Addison and Breckinridge Middle Schools.
- Installation of a new playground at Virginia Heights Elementary School.

Projects planned or ongoing are as follows:
- Installation of new playgrounds at Fairview Elementary School for ages 2-5 and 5-12, with an expected completion date of summer 2021.
- Patrick Henry High School Field House new construction.
- Completion of a partial new roof at Fairview Elementary School is planned for 2021. Additional roofing projects to be completed in future years include Monterey Elementary School, and Woodrow Wilson and Addison Middle Schools.
- A completely new HVAC system is expected to be completed at Fairview Elementary School in summer 2021, and the kitchen at Westside Elementary School will receive a new HVAC system in summer 2021.
- Repaving at the Ruffner Operations Center, the Transportation Department, Westside Elementary, Roanoke Technical Education Center (ROTEC), and the track at Addison Middle are planned for spring/summer of 2021.
- Security vestibules at Noel C. Taylor Academy, Forest Park Academy and the Roanoke Valley Governor’s School are slated for completion summer 2021. This will complete all security vestibules districtwide.

**Comprehensive Plan Impact**

If funded, these attributes would fulfill the City Plan 2040 (City’s comprehensive plan). Please reference specific links within the Capital Improvement Program section with more detail information as provided on individual projects based on themes, priorities, policies and plan of actions. Page numbers reference specific pages within the City Plan 2040 document.

- **Interwoven Equity (p. 6-7, 30-43)** – Break the Cycle of Poverty (p. 35-37) and Service Delivery (p. 42-43)
- **Resilient Economy (p. 16-17, 92-103)** - Establish Stronger Economic Ties to our Regional Partners (p. 96-97)
- **Livable Built Environment (p. 12-13, 76-87)** – Improve Infrastructure (p. 85)

Along with the above themes and priorities elements, the City Plan 2040 also references City Design. Where applicable, all CIP projects will also follow the City Design elements of Land Use (p. 106-115), Transportation (p. 116-135) and Urban Design (p. 136-147) as well as the Future Land Use elements (p. 148-149).

**Service Impact**

Projects will address construction and renovation of buildings, acquisition of property, mechanical equipment, repaving of parking lots, recreation equipment and roof replacement.

**Equity Policy: Modulars (use for classrooms will be temporary and limited.)**

Current modular locations:
Breckinridge Middle 1
Lincoln Terrace Elementary 1
Morningside Elementary 2
Preston Park Elementary 1
TOTAL MODULARS 5

A total of 41 modular units have been removed from RCPS 2008.

Personnel / Operating Budget Impact

Operational cost or savings will be identified as the projects progress. Any additional operational costs or savings will be borne by or be a benefit to the Schools rather than the City. Operational efficiencies are anticipated in any HVAC and lighting projects. There is no personnel budget impact related to capital projects.

Funding Source(s):

Funding Previously Appropriated:
General Fund Revenues $194
Capital Improv. Reserve 2,473
Sale of Property 38,663
General Obligation Bonds 31,189,516
Subtotal Previously Appropriated $31,230,846

Future Funds:
General Obligation Bonds FY 2022 5,000,000
General Obligation Bonds FY 2023 12,750,000
General Obligation Bonds FY 2024 12,855,000
General Obligation Bonds FY 2025 5,000,000
General Obligation Bonds FY 2026 5,000,000
Subtotal Future Funds $40,605,000
Total $71,835,846

Beginning in FY 2012 the Schools became responsible for covering the costs of their own debt service as a part of altering the funding formula between the City and the Schools. This agreement allows the schools more flexibility and responsibility when considering capital projects that best suit the needs of the Schools.

Project Cost Summary:

<table>
<thead>
<tr>
<th>Description</th>
<th>Prior Years’ Spending *</th>
<th>FY 2022</th>
<th>FY 2023-2026</th>
<th>Total Project Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total By Fiscal Year</td>
<td>$31,230,846</td>
<td>$5,000,000</td>
<td>$35,605,000</td>
<td>$71,835,846</td>
</tr>
</tbody>
</table>

* Prior Years’ Spending assumes all funds appropriated are spent by the end of Fiscal Year 2021.
Wasena Replacement

**Status:**

This recurring program consists of the ongoing repair, rehabilitation and replacement of the 132 vehicular bridge structures, highway signs and pedestrian bridges located throughout the City. Needs are identified by using objective, data-driven asset management plan developed by the Engineering Division. Typical project elements include routine maintenance such as sealing cracks, repairing spalls and delaminated concrete. Project elements also include routine and major rehabilitation consisting of latex modified concrete deck overlays, superstructure replacements and complete bridge replacements. Projects are designed and constructed in priority order as funding becomes available.

There are currently two bridges scheduled for rehabilitation or replacement which will be addressed in fiscal years 2022 through 2026. These are as follows:

- 13th Street over Norfolk Southern Railroad Rehabilitation – Construction to start Spring 2022.
- Wasena Bridge (also known as Main Street Bridge) Replacement – Preliminary Planning/Design, and Stakeholder input have been completed. Design and permitting are currently underway and procurement began in Fall 2021. Construction to start in late Spring/early Summer 2022.

**Comprehensive Plan Impact**

If funded, these attributes would fulfill the City Plan 2040 (City’s comprehensive plan). Please reference specific links within the Capital Improvement Program section with more detail information as provided on individual projects based on themes, priorities, policies and plan of actions. Page numbers reference specific pages within the City Plan 2040 document.
Along with the above themes and priorities elements, the City Plan 2040 also references City Design. Where applicable, all CIP projects will also follow the City Design elements of Land Use (p. 106-115), Transportation (p. 116-135) and Urban Design (p. 136-147) as well as the Future Land Use elements (p. 148-149).

Service Impact:

The Bridge Program provides for repair, rehabilitation and replacement of infrastructure to support over 1,200 lane miles of roadway within the City’s transportation network. Timely repair of bridges will mitigate increased repair and replacement costs in the future and avoid adverse impacts to the traveling public and local economy.

Personnel / Operating Budget Impact:

There are no personnel or operating budget impacts for the renovations planned. Instead bridge renovations are included as a part of the Capital Improvement Plan. The typical impact for regularly scheduled maintenance for a bridge is approximately $15,000 annually.

Funding Source(s):

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Amount</th>
</tr>
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<tr>
<td>General Fund Revenue</td>
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<td>Capital Improvement Reserve</td>
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<td>Transfer Capital Funds</td>
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<td>General Obligation Bonds (Various)</td>
<td>13,845,003</td>
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<td>State Funds</td>
<td>8,477,792</td>
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<td><strong>Subtotal Previously Appropriated</strong></td>
<td><strong>$28,384,858</strong></td>
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<tr>
<td>Future Funds</td>
<td></td>
</tr>
<tr>
<td>General Obligation Bond Issue (FY 2022)</td>
<td>13,750,000</td>
</tr>
<tr>
<td>General Obligation Bond Issue (FY 2023)</td>
<td>13,750,000</td>
</tr>
<tr>
<td><strong>Subtotal Future Funds</strong></td>
<td><strong>$27,500,000</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$55,884,858</strong></td>
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### Project Cost Summary:

<table>
<thead>
<tr>
<th>Description</th>
<th>Prior Years’ Spending*</th>
<th>FY 2022</th>
<th>FY 2023-2026</th>
<th>Total Project Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning &amp; Engineering</td>
<td>$3,781,072</td>
<td>$1,052,957</td>
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<td>$4,834,029</td>
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<td>Acquisition of Property</td>
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<td>Construction</td>
<td>20,857,680</td>
<td>15,177,039</td>
<td>14,592,218</td>
<td>$50,626,937</td>
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<td>Total By Fiscal Year</td>
<td>$24,762,644</td>
<td>$16,529,996</td>
<td>$14,592,218</td>
<td>$55,884,858</td>
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</table>

* Prior Years’ Spending includes projected spending through the end of Fiscal Year 2021.
CURB, GUTTER, AND SIDEWALK PROGRAM

Recently Completed Franklin Road and Huntington Boulevard Projects

Project Description:
This recurring City wide program consists of building new or replacing existing curbs, gutter and sidewalks. Projects are developed based upon a prioritized listing of citizen requests and neighborhood target areas. The current listing of requested curb and sidewalk projects totals $22 million.

Project Status:

- Recently completed projects include the following:
  - Franklin Road Sidewalk Phase 1 (Piccadilly Square to Hounds Chase Lane).
  - Huntington Boulevard NE Phase 1 (Oliver Road to Plantation Road).

- New projects to be constructed include the following:
  - Huntington Boulevard NE Phase 2 (Birchwood Avenue to Oliver Road) to commence with construction Fall 2021.
  - Franklin Road Sidewalk Phase 2 (Hounds Chase Lane to 220 Interchange) to commence with construction Fall 2021.
  - Patterson Avenue 2200 Blk (Boulevard to Bridge Street) to commence with construction Spring 2022.

Comprehensive Plan Impact:
If funded, these attributes would fulfill the City Plan 2040 (City's comprehensive plan). Please reference specific links within the Capital Improvement Program section with more detail information as provided on individual projects based on themes, priorities, policies and plan of actions. Page numbers reference specific pages within the City Plan 2040 document.

- Healthy Community (p. 8-9, 45-55) - Safety (p. 49-51)
- Harmony with Nature (p. 10-11, 56-75) - Clean Energy and Transportation (p. 68-69)
- Livable Built Environment (p. 12-13, 76-87) - Complete Neighborhoods (p. 79-80), Complete Streets (p. 84-85), and Improve Infrastructure (p. 85-86)

Along with the above themes and priorities elements, the City Plan 2040 also references City Design. Where applicable, all CIP projects will also follow the City Design elements of Land Use (p. 106-115), Transportation (p. 116-135) and Urban Design (p. 136-147) as well as the Future Land Use elements (p. 148-149).
CURB, GUTTER, AND SIDEWALK PROGRAM (Continued)

Service Impact:

This project will improve maintenance and repair of infrastructure.

Personnel / Operating Budget Impact:

There are no personnel or operating budget impacts as a result of the curb, gutter and sidewalk program.

Funding Source(s):

Funding Previously Appropriated:

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2022</th>
<th>FY 2023-2026</th>
<th>Total Project Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning &amp; Engineering</td>
<td>$299,524</td>
<td>$1,401,000</td>
<td>$2,172,579</td>
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<td>Construction</td>
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<tr>
<td>Other</td>
<td>13,856</td>
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<td>$13,856</td>
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<tr>
<td>Total By Fiscal Year</td>
<td>$7,311,516</td>
<td>$9,340,000</td>
<td>$25,607,266</td>
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</table>

* Prior Years’ Spending includes projected spending through the end of Fiscal Year 2021.
Completed Amtrak Passenger Rail Platform

**Project Description:**

Passenger rail service in Roanoke ended in 1979. Lynchburg was the closest location to link with Amtrak passenger rail service. With the provision of state funding to facilitate track and other improvements between Lynchburg and Roanoke, Amtrak service was planned to be extended to Roanoke. The City of Roanoke had responsibility to provide funding for infrastructure improvements necessary to accommodate the Passenger Rail Platform and rail siding.

The Roanoke Passenger Rail Platform is located on the south side of the railroad tracks along Norfolk Avenue between Railside Avenue near the Martin Luther King Bridge and Jefferson Street. The track and platform are sited directly over the Trout Run Drainage Structure which warranted improvements to reinforce the brick arch culvert to withstand the weight of the rail infrastructure. Additional street improvements were made along Norfolk Avenue adjacent to the Passenger Rail Platform.

The City of Roanoke is also responsible for providing a facility to serve as the Amtrak Station. Through an agreement with Hist:Re Partners, LLC, the City will acquire property located at 1 Jefferson Street and 7 Jefferson Street. Current plans are to renovate the property at 1 Jefferson Street for use as the Amtrak Passenger Rail Station.

**Project Status:**

Trout Run culvert, Norfolk Avenue improvements and platform construction are all complete. The Servicing Station on Albemarle Avenue, where the train will overnight each night, is also complete. On October 31, 2017, Amtrak service began operations out of Roanoke on its Northeast Regional line. A location has been identified for a future Amtrak Passenger Rail Station. It is anticipated the station will be ready in FY2024.

**Comprehensive Plan Impact:**

If funded, these attributes would fulfill the City Plan 2040 (City’s comprehensive plan). Please reference specific links within the Capital Improvement Program section with more detail information as provided on individual projects based on themes, priorities, policies and plan of actions. Page numbers reference specific pages within the City Plan 2040 document.
Along with the above themes and priorities elements, the City Plan 2040 also references City Design. Where applicable, all CIP projects will also follow the City Design elements of Land Use (p. 106-115), Transportation (p. 116-135) and Urban Design (p. 136-147) as well as the Future Land Use elements (p. 148-149).

**Service Impact:**

Passenger train service to downtown Roanoke is a great benefit and an economic boost to the Roanoke region.

**Personnel / Operating Budget Impact:**

Personnel and operating budget impacts are not anticipated. Amtrak is responsible for operating and maintaining passenger rail infrastructure.

**Funding Source(s):**

Funding Previously Appropriated:

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2022</th>
<th>FY 2023-2026</th>
<th>Total Project Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Improvement Reserve</td>
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<td></td>
</tr>
<tr>
<td>State Funds</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Obligation Bonds (various)</td>
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<tr>
<td>Subtotal Previously Appropriated</td>
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<td>$4,543,156</td>
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Future Funds:

<table>
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<tr>
<th>Description</th>
<th>FY 2022</th>
<th>FY 2023-2026</th>
<th>Total Project Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Obligation Bonds (FY 2024)</td>
<td>$1,869,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal Future Funds</td>
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</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>$6,412,156</td>
</tr>
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</table>

**Project Cost Summary:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Prior Years' Spending *</th>
<th>FY 2022</th>
<th>FY 2023-2026</th>
<th>Total Project Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning &amp; Engineering</td>
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<td>$0</td>
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<td>Construction</td>
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<td>$1,513,576</td>
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<td>Equipment/Furnishings</td>
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<tr>
<td>Other</td>
<td>27,054</td>
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<td>0</td>
<td>$27,054</td>
</tr>
<tr>
<td>Total By Fiscal Year</td>
<td>$4,520,210</td>
<td>$0</td>
<td>$1,891,946</td>
<td>$6,412,156</td>
</tr>
</tbody>
</table>

* Prior Years’ Spending includes projected spending through the end of Fiscal Year 2021.
Project Description:

Streetscape projects provide for recurring improvement of the appearance and function of public streets. Typical project elements include landscaping, textured crosswalks, reduced lane widths, and other related amenities. Potential projects include those identified in neighborhood plans to support the gateway and village center concept, as well as in the downtown area.

Project Status:

Melrose Avenue from 24th Street to the Salem Turnpike has been selected for HUD Community Development Block Grant funds. Construction to start July 2021.

Comprehensive Plan Impact:

If funded, these attributes would fulfill the City Plan 2040 (City’s comprehensive plan). Please reference specific links within the Capital Improvement Program section with more detail information as provided on individual projects based on themes, priorities, policies and plan of actions. Page numbers reference specific pages within the City Plan 2040 document.

- Healthy Community (p. 8-9, 45-55) - Safety (p. 49-51)
- Harmony with Nature (p. 10-11, 56-75) - Tree Stewardship (p. 63-64), Clean and Beautiful City (p. 71-72)
- Livable Built Environment (p. 12-13, 76-87) - Improve Infrastructure (p. 85-86)
- Resilient Economy (p. 16-17, 92-103) - Promote Broad Diversity in Economy (p. 94-96)

Along with the above themes and priorities elements, the City Plan 2040 also references City Design. Where applicable, all CIP projects will also follow the City Design elements of Land Use (p. 106-115), Transportation (p. 116-135) and Urban Design (p. 136-147) as well as the Future Land Use elements (p. 148-149).
Service Impact:

Additional streetscape improvements will be developed and implemented to further achieve the City’s Comprehensive and Neighborhood Plan initiatives.

Personnel / Operating Budget Impact:

The operating budget impact for maintaining streetscapes, such as mowing medians and maintaining flowerbeds, is approximately $50,000 annually. No additional personnel or operating costs will be added to the General Fund as a result of these ongoing streetscape improvements.

Funding Source(s):

Funding Previously Appropriated:
Capital Improvement Reserve $ 6,841
General Obligation Bonds 1,560,988
Subtotal Previously Appropriated $ 1,567,829

Future Funds:
General Obligation Bonds FY 2022 $ 500,000
General Obligation Bonds FY 2023 500,000
General Obligation Bonds FY 2024 500,000
General Obligation Bonds FY 2025 500,000
General Obligation Bonds FY 2026 500,000
Subtotal Future Funds $ 2,500,000

Total $ 4,067,829

Project Cost Summary:

<table>
<thead>
<tr>
<th>Description</th>
<th>Prior Years’ Spending*</th>
<th>FY 2022</th>
<th>FY 2023-2026</th>
<th>Total Project Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning &amp; Engineering</td>
<td>$58,611</td>
<td>$50,037</td>
<td>$250,037</td>
<td>$358,685</td>
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<tr>
<td>Acquisition of Property</td>
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<tr>
<td>Construction</td>
<td>1,008,466</td>
<td>450,339</td>
<td>2,250,339</td>
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<td>Equipment/ Furnishings</td>
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<td>Other</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>$0</td>
</tr>
<tr>
<td>Total By Fiscal Year</td>
<td>$1,067,077</td>
<td>$500,376</td>
<td>$2,500,376</td>
<td>$4,067,829</td>
</tr>
</tbody>
</table>

* Prior Years’ Spending includes projected spending through the end of Fiscal Year 2021.
**Project Description:**
Revenue System – The City is in the process of implementing an integrated tax management system to replace multiple, siloed systems, many of which are at or beyond the end of their useful lives. It will also allow for more efficient and effective processes and reduce the need for multiple points of customer interaction.

Digital Radio Upgrade – Radios for Public Safety (Sheriff, Fire and Police) need to be upgraded. The manufacturer can no longer support this equipment. Along with this time frame, the public works analog radio system is coming to the end of its useful life too.

Financial System Upgrade – The city will either replace its financial system or perform a major version upgrade to the current system starting in FY2024. This will benefit the city by gaining efficiencies, leveraging newer technologies, and controlling maintenance costs.

Record Management System (RMS)/Jail Management System (JMS) - The city will replace its current Police & Jail record management systems because the current systems are becoming unsupported.

**Project Status:**
Implementation of PCI’s myRevenueSystem, an integrated tax billing and collection system, is in progress with completion anticipated in FY2022.

Digital Radio Upgrade – The replacement of Digital Radios will be spread over a four year period which began in FY2018. The project is moving forward with the County of Roanoke to purchase in bulk to lower the cost of all radios needed. The Sheriff’s Department received new radios in FY2018 with Fire and Police receiving replacements in FY2019 and FY2020. The microwave infrastructure for the Digital Radio System will be upgraded from T1 connectivity to Ethernet connectivity in FY2021. This will allow greater bandwidth in the radio system.

Financial System Upgrade – This project is planned to begin in FY2024.

Record Management System (RMS)/Jail Management System (JMS) - This project will be bid in FY2022 with project anticipated completion in FY2024.

**Comprehensive Plan Impact:**
If funded, these attributes would fulfill the City Plan 2040 (City’s comprehensive plan). Please reference specific links within the Capital Improvement Program section with more detail information as provided on individual projects based on themes, priorities, policies and plan of actions. Page numbers reference specific pages within the City Plan 2040 document.

- Livable Built Environment (p. 12-13, 76-87) – Improve Infrastructure (p. 85)
- Responsible Regionalism (p. 14-15, 88-91) – Regional Collaboration (p. 90)

**Service Impact:**
This project will optimize, coordinate and deploy information technology resources to support the effective delivery of governmental services in Roanoke.
Personnel / Operating Budget Impact:

- FY2022 operating budget increase for the revenue management system is $35,597 for integrated Web Services in order to enable better customer service for those wishing to process transaction online as well as an additional $10,400 costs for NADA reports beginning in FY2022.
- FY2022 operating budget increase for the Digital Radio Upgrade is $21,000. The ongoing operating budget impacts for the digital radio maintenance including an annual renewable post-warranty service agreement was added in prior years and even decreased in the FY2021 operating budget cycle. Upgrades to the microwave system will increase maintenance $21,000 from $12,000 to $33,000.
- There will be no operating budget impact for the financial system upgrade; implementing in FY24-25.
- There will be no personnel impact to the FY22-FY26 operating budget as a result of these projects.

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2022</th>
<th>FY 2023-2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
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<td>$0</td>
</tr>
<tr>
<td>Operating Expenditures</td>
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<td>$227,828</td>
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</table>

Funding Source(s):

- Funding Previously Appropriated:
  - General Obligation Bonds: $6,480,000
  - General Fund Revenue: 491,695
  - Retained Earnings: 100,000
  - Subtotal Previously Appropriated Funds: $7,071,695

- Future Funds:
  - General Obligation Bond (FY 2022): $770,000
  - General Obligation Bond (FY 2023): 1,860,000
  - General Obligation Bond (FY 2024): 1,870,000
  - General Obligation Bond (FY 2025): 1,500,000
  - Subtotal Future Funds: $6,000,000

- Total: $13,071,695

Project Cost Summary:

<table>
<thead>
<tr>
<th>Description</th>
<th>Prior Years’ Spending *</th>
<th>FY 2022</th>
<th>FY 2023-2026</th>
<th>Total Project Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment (Radio)</td>
<td>$3,302,133</td>
<td>$1,197,867</td>
<td>$0</td>
<td>$4,500,000</td>
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<tr>
<td>System Upgrades</td>
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<td>$1,358,656</td>
<td>$5,230,000</td>
<td>$8,571,695</td>
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<td>Total</td>
<td>$5,285,172</td>
<td>$2,556,523</td>
<td>$5,230,000</td>
<td>$13,071,695</td>
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</tbody>
</table>

* Prior Years’ Spending includes projected spending through the end of Fiscal Year 2021.
BERGLUND CENTER IMPROVEMENTS

Before

After

Coliseum carpet replacement

Project Description:

Berglund Center was constructed over fifty years ago. The capital improvements plan has, to date, encompassed replacement of much of the original mechanical and electrical systems. There have been major improvements to the heating, ventilation, and air conditioning system (HVAC) and exterior and interior lighting with a focus on energy efficiency and aesthetic appeal. There is still the need to address identified capital maintenance projects including ongoing repair and/or replacement of mechanical and electrical systems, roofs, as well as other improvements.

Project scope includes further replacements and capital upgrades to the HVAC system, electrical system, and lighting systems. Additional improvements include the beginning of replacement of parking lot lighting, replacement of the chillers for the Special Events Center (SEC), continued restroom renovations to include handicapped accessibility in the Berglund Performing Arts Theatre (BPAT), replacement of furniture, fixtures, and equipment and other capital items.

Project Status:

Completed projects in FY 2020 include the completion of the remodeling of the Coliseum restrooms at Gates 2 and 11 (see before and after photos above); the purchase of magnetometers (walk-thru security detectors); sound system upgrade and replacement of the rigging system in the BPAT; and, replacement of carpet in the Coliseum and Special Events Center. Projects currently underway include Coliseum restroom remodel at Gate 5, BPAT lighting upgrades, security enhancements, and HVAC improvements.

Comprehensive Plan Impact:

If funded, these attributes would fulfill the City Plan 2040 (City’s comprehensive plan). Please reference specific links within the Capital Improvement Program section with more detail information as provided on individual projects based on themes, priorities, policies and plan of actions. Page numbers reference specific pages within the City Plan 2040 document.

- Livable Built Environment (p. 12-13, 76-87) - Improve Infrastructure (p. 85-86)
- Responsible Regionalism (p. 14-15, 88-91) - Think Regionally (p. 91)
- Resilient Economy (p. 16-17, 92-103) - Establish Stronger Economic Ties to our Regional Partners (p. 96-97)
Along with the above themes and priorities elements, the City Plan 2040 also references City Design. Where applicable, all CIP projects will also follow the City Design elements of Land Use (p. 106-115), Transportation (p. 116-135) and Urban Design (p. 136-147) as well as the Future Land Use elements (p. 148-149).

**Service Impact:**

Project will address capital needs which will make the facility more energy efficient and environmentally friendly as well as reduce the risk of mechanical system failure.

**Personnel / Operating Budget Impact:**

It is anticipated that HVAC improvements will reduce utility expenses by 15%. There is no personnel impact as a result of this project.

**Funding Source(s):**

Funding Previously Appropriated:
- Capital Improvement Reserve $ 135,165
- General Fund Revenue 95
- Retained Earnings 2,662
- General Obligation Bonds $ 5,791,987
  Subtotal Previously Appropriated $ 5,929,909

Future Funds:
- General Obligation Bond Issue (FY 2022) $ 900,000
- General Obligation Bond Issue (FY 2023) 1,500,000
- General Obligation Bond Issue (FY 2024) 1,500,000
- General Obligation Bond Issue (FY 2025) 1,500,000
- General Obligation Bond Issue (FY 2026) $ 1,500,000
  Subtotal Future Funds $ 6,900,000

Total $ 12,829,909

**Project Cost Summary:**

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<thead>
<tr>
<th>Description</th>
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* Prior Years’ Spending includes projected spending through the end of Fiscal Year 2021.
The Stormwater Capital Improvement Program is an annual, recurring program to holistically address drainage, flooding and water quality issues that are present throughout the city. This program consists of planning, design, and construction of projects on the Stormwater CIP Drainage Projects Priority List, water quality projects identified in completed Watershed Master Plans and implementing projects to reduce flood damage through the Federal Emergency Management Agency (FEMA) programs (e.g., prehazard mitigation). To the extent possible, projects are designed holistically to address local drainage issues, water quality and/or flooding.

The current Stormwater CIP drainage backlog is 224 projects totaling $140 million based upon preliminary design and cost estimates. The Stormwater Division has developed watershed masterplans covering roughly 60% of the city. Those plans identify 147 water quality projects with a cost of $85 million (projects to 245 projects valued at $142 million). Projects are designed and constructed in priority order as funding becomes available.

**Project Status:**

Since 2013, there have been 35 Stormwater CIP Projects that have been completed. Projects completed in the last fiscal year (FY21) include:

Projects Under Construction, Awarded, or Planned for Construction in the Current Fiscal Year (FY22) Include:

- Lick Run Stream Restoration at Airport
- 1400 – 1600 Block of Templeton Avenue NE
- Windsor Road / Mudlick Road SW
- Deyerle Road, SW
- Sunrise Avenue / Oakland Boulevard NW
- Sample / Crown Point Road, SE
- CeeBreeze Property Acquisition/Demolition (Floodplain Restoration)
- Ramada Inn Property Acquisition/Demolition (Floodplain Restoration - Pending FEMA Grant Award)
- Victoria Road and Caldwell Road, NW
- Wilton Drainage Improvements
- Glade Creek Stream Restoration
STORMWATER CAPITAL IMPROVEMENT PROGRAM (Continued)

Projects Planned for Construction in Fiscal Years 23 - 26:

- 3400 and 3500 Block of Brymoor SW
- Downtown – Jefferson Street Tunnel/Drainage
- Narrows Lane / Van Winkle SW Phase II
- Hollins Road / Liberty Road NE
- 22nd Street / Cove Road NW
- Patterson (Formerly Chapman Avenue / 19th Street SW)
- Salem / 3rd St
- 24th Street NE
- Victoria Street / Caldwell Street NW
- Kermit, Clyde, Dunkirk (Glade Creek)
- Heatherton Steps Drainage Improvements, SW
- Peters Creek Constructed Wetland (Pending FEMA Grant Award)
- Carvins Creek Stream Restoration at Airport
- Downtown Flood – 1st and Salem
- Melrose Avenue Crossing
- Ramada Inn Stream/Channel Restoration
- Garnand Branch Stream Restoration
- Campbell Ave. 2 Drainage Improvements
- Kirk Avenue Drainage Improvements
- Downtown Rorer Avenue
- Peters Creek at Salem Turnpike Stream Restoration
- Glade Creek – Kermit, Clyde, Dunkirk
- Peters Creek at Straus Park Stream Restoration

Projects Planned in Fiscal Year 27-28 that may use Virginia Department of Transportation (VDOT) Revenue Sharing Funds (Included for VDOT Grant Purposes). Additional details for projects to be considered for funding in the VDOT Revenue Sharing Program are attached at the end of this section.

- 900 Block Hunt Avenue
- 3600 Block Peakwood
- 4000 Block Virginia Ave
- Churchill and Grandview
- Shenandoah Tunnel (Downtown)
- Tyree and Tennessee
- West End Drainage
- 1500 Block Main Street

Comprehensive Plan Impact:

If funded, these attributes would fulfill the City Plan 2040 (City’s comprehensive plan). Please reference specific links within the Capital Improvement Program section with more detail information as provided on individual projects based on themes, priorities, policies and plan of actions. Page numbers reference specific pages within the City Plan 2040 document.

- **Harmony with Nature (p. 10-11, 56-75)** – Water Resource Management (p. 64-67), Clean and Beautiful City (p. 71-72)
- **Livable Built Environment (p. 12-13, 76-87)** - Improve Infrastructure (p. 85)

Along with the above themes and priorities elements, the City Plan 2040 also references City Design. Where applicable, all CIP projects will also follow the City Design elements of Land Use (p. 106-115), Transportation (p. 116-135) and Urban Design (p. 136-147) as well as the Future Land Use elements (p. 148-149).

Service Impact:

Improving overall stormwater management infrastructure (drainage, water quality and flooding) supports Roanoke’s neighborhoods as vibrant accessible places for business, community services and activities and supports their continued existence.
Operating Budget Impact:

The City established the self-supporting Stormwater Utility (SWU) Enterprise Fund for maintaining, inspecting and constructing a holistic stormwater management system to address drainage, flooding and water quality issues in the city. The FY22 SWU budget is $6,160,000 with personnel costs of approximately $3,100,000, and operational costs of approximately $3,060,000, including debt service of approximately $850,000. This fund is fully supported by the Stormwater Utility Fee. On June 21, 2021, City Council approved Stormwater Utility fee increase and adjustments for FY22 – FY28.

Funding Source(s):

Funding Previously Appropriated:
- General Fund Revenue $254,797
- General Obligation Bond Issues (Various) $8,107,612
- Retained Earnings $942,500
- Stormwater Utility Revenue $982,638
- Federal Funds $724,261
- State Funds $5,486,999
- Third Party $340,968

Subtotal Previously Appropriated $16,839,775

Future Funds:
- General Obligation Bond Issue (FY 2022) $3,000,000
- Stormwater Utility Retained Earnings (FY 2022) $200,000
- General Obligation Bond Issue (FY 2023) $3,000,000
- Stormwater Utility Revenue (FY 2023) $500,000
- General Obligation Bond Issue (FY 2024) $3,000,000
- Stormwater Utility Revenue (FY 2024) $500,000
- General Obligation Bond Issue (FY 2025) $3,000,000
- Stormwater Utility Revenue (FY 2025) $500,000
- General Obligation Bond Issue (FY 2026) $3,000,000
- Stormwater Utility Revenue (FY 2026) $500,000
- Stormwater Utility Retained Earnings (FY 2026) $1,000,000

Subtotal Future Funds $18,200,000

Total $35,039,775

Stormwater Utility Fund Revenues are partially expended toward capital projects. For planning purposes, future revenue estimates have also been included as future funding sources. Future State funds are only included to the extent they are known. It is anticipated the Stormwater Division will receive an additional $11 million in State or Federal funds between FY 2022 and FY2026; however, these have not been included in the Funding Sources listed above or the Project Cost Summary below.
STORMWATER CAPITAL IMPROVEMENT PROGRAM (Continued)

Project Cost Summary:

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<tr>
<th>Description</th>
<th>Prior Years’ Spending*</th>
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<th>FY 2023-2026</th>
<th>Total Project Cost</th>
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* Prior Years’ Spending includes projected spending through the end of Fiscal Year 2021.

Virginia Department of Transportation (VDOT) Revenue Sharing Program:

The Stormwater Division of Public Works uses the Virginia Department of Transportation (VDOT) Revenue Sharing program to help fund drainage projects along city streets and rights-of-way. For these projects to be considered as Priority 2 for funding in the VDOT program, the project has to be specifically shown in the locality’s CIP. If the project is not specifically listed it will be considered Priority 4 and less likely to receive funds. Project summaries are included for:

- Projects recently accepted by VDOT for funding in fiscal years 2025 and 2026
- Projects that the city will be applying in fiscal year 2022 for funding in fiscal years 2027 and 2028.
DESCRIPTION AND SCOPE: In this project, a diversion pipe or “L-Tunnel” is proposed that will tie into the existing Warehouse Row diagonal tunnel in Salem Avenue (54”x96” reinforced concrete box culvert), diverting runoff along Salem Avenue and 1st Street to its intersection with Campbell Avenue in 187 LF of 60” RCP and 214 LF of 48”x76” elliptical concrete pipe, where pipe cover or utility conflict avoidance become necessary along part of the project’s length. Junction boxes are planned at the upstream and downstream ends of the new L-Tunnel for improved access, and lateral pipes and inlets along its length will be improved to better capture localized runoff in the topographically depressed area along Salem Avenue, just west of 1st Street SW. The new “L-shaped” tunnel will follow Salem Avenue and 1st Street, to tie into the Campbell Tunnel at approximately the same location as the diagonal tunnel.

PURPOSE: The primary benefit of this project is to divert flow from the diagonal tunnel at Warehouse Row into Salem Avenue and 1st Street, eliminating the diagonal tunnel downstream on private property with a public storm drain system by pipe plugging at the southerly right of way line for Salem Avenue. This project also provides improved maintenance access into the Campbell Tunnel via a proposed junction box with natural light and ventilation from above, as well as a possible sediment trap in the bottom for water quality and maintenance benefits.

HISTORY & KEY MILESTONES: The project budget is estimated at $1.4M as detailed in the Preliminary Engineering Report for Flood Mitigation in the City of Roanoke’s Central Business District, dated February 2021. Project funding is anticipated to be local stormwater utility funds for capital projects during the engineering design and construction of this project. Private maintenance of the residual existing diagonal tunnel will be required.
**DOWNTOWN - CAMPBELL AVENUE 2**

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<td>FISCAL YEARS: 2025 &amp; 2026</td>
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<td>LOCATION: CAMPBELL AVE AND 3rd ST, SW</td>
<td>UPC NUMBER: 118162</td>
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**DESCRIPTION AND SCOPE:** This project will replace existing undersized 15” and 18” pipes with 30” and 36” pipes and add three 12ft VDOT DI-3 series curb inlets to the south side of Campbell Avenue between 3rd Street and 4th Street. The project limits extend across Campbell Avenue between 3rd Street and 4th Street as shown in the image to below.

**PURPOSE:** To improve drainage issues on Campbell Ave and 3rd Street. Existing pipes are undersized and existing inlets between 3rd Street and 4th Street are insufficient in capturing surface runoff and need pipe upsizing and additional inlets to adequately capture and convey stormwater. Red lines in the image to the left denote proposed pipe structure and blue rectangles denote proposed inlet structures. This project is tied to a larger effort to alleviate flooding of the Central Business District.

**HISTORY & KEY MILESTONES:** The City funded a study on flooding and improvements for the Downtown Roanoke or the Central Business District in 2006 that identified areas in need of improved storm drain system. Eighteen projects were identified to address stormwater issues in the study with Campbell Avenue 2 designated as a medium priority project. The City recently completed a new flood study Downtown that emphasizes slowing water in upstream areas feeding into downtown. The general scope of this project may be modified to include some green infrastructure/detention capability to complement the findings in the new study. The project budget is estimated at $1 Million and project funding is anticipated to be a combination of local stormwater utility funds for capital projects and VDOT revenue sharing funds expected in Fiscal Years 2025 and 2026.
HOLLINS - LIBERTY

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<td>LOCATION: HOLLINS RD AND LIBERTY ROAD, NE</td>
<td>UPC NUMBER: 118165</td>
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DESCRIPTION AND SCOPE: This project will improve drainage issues on Hollins Road by replacing existing undersized 12” storm pipes with a series of 15”, 18”, 24”, and 30”x19” pipes and additional inlets along the stormwater conveyance network. Roll top curb acting as a flume to inlets will also be added along the network. The project limits extend across Hollins Road starting near the intersection of Palmer Avenue NE and Hollins Road NE and ending near the intersection of Liberty Road NE and Hollins Road NE.

PURPOSE: To improve drainage issues on Hollins Road and reduce localized and residential flooding issues. The existing pipes are undersized and existing inlets are insufficient in capturing surface runoff. Increasing drainage pipe size along Hollins Road and adding inlets should sufficiently capture surface runoff and convey stormwater.

HISTORY & KEY MILESTONES: In 2016, the Utility contracted Draper Aden Associates to make a preliminary design for drainage improvements for Hollins Road and 90% drawings were completed in 2020. The project budget is estimated at $550,000 and project funding is anticipated to be a combination of local stormwater utility funds for capital projects and VDOT revenue sharing funds expected in Fiscal Years 2025 and 2026. Design work may be completed prior to 2025 as City funding allows.

Proposed Storm Drain System on Hollins Road
DOWNTOWN – 1st Street 1

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<td>LOCATION: CORNER OF 1st AND CHURCH AND 1st AND KIRK</td>
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DESCRIPTION AND SCOPE: This project will improve drainage issues on 1st Street between Kirk Avenue and Church Avenue by adding two 20’ drainage inlets off Kirk Avenue and Church Avenue and connecting them with 15” reinforced concrete pipe directly to the First Street trunk line. The projects limits extend across First Street and end near the intersections at Kirk Avenue and Church Avenue.

PURPOSE: To improve drainage issues on First Street and reduce localized flooding issues. A significant amount of bypass from Luck Avenue flows down the west side of First Street. Increased inlet capacity on First Street should reduce flooding on First and reduce the amount of bypass that reaches Campbell Street. Red lines in the image to the left denote proposed pipe structure, blue rectangles denote proposed inlet structures, and the blue hatched area denotes areas of flooding. This project is tied to a larger effort to alleviate flooding of the Central Business District.

HISTORY & KEY MILESTONES: The City funded a study on flooding and improvements for the Downtown Roanoke or the Central Business District in 2006 that identified areas in need of improved storm drain system. Eighteen projects were identified to address stormwater issues in the study with First Street 1 designated as a medium priority project. The City recently completed a new flood study Downtown that emphasizes slowing water in upstream areas feeding into downtown. The general scope of this project may be modified to include some green infrastructure/detention capability to complement the findings in the new study. The project budget is estimated at $100,000 and project funding is anticipated to be a combination of local stormwater utility funds for capital projects and VDOT revenue sharing funds expected in Fiscal Years 2025 and 2026. Design work may begin sooner as City funds allow.
**DESCRIPTION AND SCOPE:** The existing pipe carrying runoff towards the storm drain system on Market Street is undersized and therefore flow bypasses the existing inlet and contributes to flooding along Market Street. This project will replace existing undersized pipe with 15” reinforced concrete pipe and a drop inlet will be added downstream of the existing drop inlet. The project limits extend across Kirk Avenue between Market Street and Jefferson Street.

**PURPOSE:** To reduce runoff flows from Kirk Avenue onto Market Street, reduce flooding along Market Street, and improve drainage by increasing pipe size and adding an inlet along Kirk Avenue. Red lines in the image to the left denote proposed pipe structure, blue rectangles denote proposed inlet structures, and the blue hatched area denotes areas of existing flooding. This project is tied to a larger effort to alleviate flooding of the Central Business District.

**HISTORY & KEY MILESTONES:** The City funded a study on flooding and improvements for the Downtown Roanoke or the Central Business District in 2006 that identified areas in need of improved storm drain system. Eighteen projects were identified to address stormwater issues in the study with Kirk Avenue 1 designated as a medium priority project. The City recently completed a new flood study Downtown that emphasizes slowing water in upstream areas feeding into downtown. The general scope of this project may be modified to include some green infrastructure/detention capability to complement the findings in the new study. The project budget is estimated at $252,000 and project funding is anticipated to be a combination of local stormwater utility funds for capital projects and VDOT revenue sharing funds expected in Fiscal Years 2025 and 2026. Design work may begin sooner as City funds allow.
MELROSE AVENUE CROSSING

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<td>LOCATION: MELROSE AVENUE NW</td>
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DESCRIPTION AND SCOPE: This project will replace existing undersized culverts (6’ x 3’ concrete box culverts under Melrose Avenue) that are inadequate for the 2-year event with 2@ 10’ x 6’ concrete box culverts. This project will also include improved channelization upstream and downstream of Melrose Avenue. The project limits are illustrated on the image below. The project extents are north and south of Melrose Avenue NW with the box culverts running across Melrose Avenue starting at the northeast edge of Forest Park Academy to the parking lot off Forest Park Blvd NW.

PURPOSE: Installation of new culverts and improved channelization will reduce bank erosion and undercutting and reduce localized flooding and residential flooding upstream of Melrose Avenue due to backwater from the existing undersized culvert and channel inadequacy.

HISTORY & KEY MILESTONES: The City funded a study on flooding and improvements prepared by Anderson & Associates for the Hortons Branch Watershed in 2001. Twelve projects were identified to address stormwater issues in the study with Melrose Avenue designated as having the highest priority. The project budget is estimated at $1.6 Million and project funding is anticipated to be a combination of local stormwater utility funds for capital projects and VDOT revenue sharing funds expected in Fiscal Years 2025 and 2026. Design work and easement/right-of-way acquisition may begin sooner as City funds allow.
**DESCRIPTION AND SCOPE:** The existing inlets on Rorer Avenue are inadequate in capturing the significant amounts of surface runoff that flows down Rorer Avenue towards Fifth Street. The project will add two 20-foot curb inlets to the north side of Rorer Avenue west of 5th Street and replace the top of the 5-foot inlet with a 20-foot inlet. The existing 12” pipe will be replaced with 24” pipe and the inlets will be connected with 24” pipe. The project limits extend along Rorer Avenue and end near the Rorer Avenue and 5th Street intersection.

**PURPOSE:** To improve drainage and reduce flooding along 5th Street by adding inlets and increasing pipe size along Rorer Avenue and 5th Street. Red lines in the image to the left denote proposed pipe structure, blue rectangles denote proposed inlet structures, and the blue hatched area denotes areas of flooding. This project is tied to a larger effort to alleviate flooding of the Central Business District.

**HISTORY & KEY MILESTONES:** The City funded a study on flooding and improvements for the Downtown Roanoke or the Central Business District in 2006 that identified areas in need of improved storm drain system. Eighteen projects were identified to address stormwater issues in the study with Rorer Avenue 1 designated as a medium priority project. The City recently completed a new flood study Downtown that emphasizes slowing water in upstream areas feeding into downtown. The general scope of this project may be modified to include some green infrastructure/detention capability to complement the findings in the new study. The project budget is estimated at $160,000 and project funding is anticipated to be a combination of local stormwater utility funds for capital projects and VDOT revenue sharing funds expected in Fiscal Years 2025 and 2026. Design work may begin sooner as City funds allow.
900 BLK HUNT AVENUE, NW

**CATEGORY:** STORMWATER  
**DEPARTMENT:** PUBLIC WORKS  
**FISCAL YEARS:** 2027 & 2028  
**LOCATION:** 900 BLOCK OF HUNT AVENUE, NW  
**CIP NUMBER:** 1065  
**UPC NUMBER:** TBD

**DESCRIPTION AND SCOPE:** The project will improve Hunt Avenue NW drainage issues by installing multiple drainage inlets and approximately 1080 linear feet of pipe as shown in the image below. Red is used to denote proposed storm drain system. The project limits run along the 900 block of Hunt Avenue NW.

**PURPOSE:** To improve drainage and residential flooding issues along Hunt Avenue by adding inlets and conveying water through drainage pipes. Currently the only stormwater system that exists in the project area is pipes and inlets located on east Hunt Avenue near “Hunt Manor” apartments. This additional storm drain system should sufficiently capture runoff of the drainage area.

**HISTORY & KEY MILESTONES:** The project budget is estimated at $620,000 and project funding is anticipated to be a combination of local stormwater utility funds for capital projects and VDOT revenue sharing funds expected in Fiscal Years 2027 and 2028. Design work may begin earlier depending on the availability of City funds.

*Proposed Storm Drain System for the 900 Block of Hunt Avenue*
### 3600 BLK PEAKWOOD DRIVE, SW

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<td>LOCATION: 3600 BLOCK OF PEAKWOOD DRIVE, SW</td>
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#### DESCRIPTION AND SCOPE:
The project will improve Peakwood Drive drainage issues by installing multiple drainage inlets and approximately 675 linear feet of reinforced concrete pipe. In addition, approximately 430 linear feet of curb and gutter will be installed along Peakwood Drive as shown on the image below. Green is used to denote curb and gutter, red is used to denote proposed storm drain system, and black is used to denote existing structures. The project limits run along the 3600-3700 block of Peakwood Drive SW.

![Proposed Storm Drain System for the 3600 Block of Peakwood Drive SW](image)

#### PURPOSE:
To improve drainage and residential flooding issues along Peakwood Drive by adding inlets and conveying water through drainage pipes and curb and gutter. Currently the only stormwater system that exists in the project area is pipes and inlets that run behind two (2) residential homes as shown in the image above which is inadequate in catching and conveying runoff flowing along Peakwood Drive. This additional storm drain system should sufficiently capture runoff of the drainage area.

#### HISTORY & KEY MILESTONES:
The project budget is estimated at $450,000 and project funding is anticipated to be a combination of local stormwater utility funds for capital projects and VDOT revenue sharing funds expected in Fiscal Years 2027 and 2028.
**WEST END DRAINAGE PROJECT – PHASE 1**

**CATEGORY:** STORMWATER  
**DEPARTMENT:** PUBLIC WORKS

**FISCAL YEARS:** 2027 & 2028  
**CIP NUMBER:** 1213

**LOCATION:** CAMPBELL AVENUE BTWN 10th & 8th St, SW  
**UPC NUMBER:** TBD

**DESCRIPTION AND SCOPE:** Phase 1 of the West End Drainage Project will improve drainage issues by installing multiple drainage inlets and approximately 1270 linear feet of pipe. In addition, approximately 240 linear feet of curb and gutter will be added on 9th Street and approximately 290 square yards of permeable pavers will be added north of West End Park to designate parking spots as shown in the image below. Green is used to denote curb and gutter, red is used to denote proposed storm drain system, purple is used to denote permeable pavers, and black is used to denote existing structures. The project limits are bound between Campbell Avenue and Patterson Avenue and 10th and 8th Street, SW. The exact location and configuration of the storm drain system may vary based on available property and will be modified to account for any development that occurs in the next few years.

**PURPOSE:** The primary benefit of this project is to detain peak discharges from the upper watershed of Campbell Avenue. This project also provides substantial water quality and runoff reduction benefits as a demonstration project for Green Streets in the City of Roanoke, and it can be integrated into planned corridor enhancements for this neighborhood plan. Broadly, the project will maximize storage in the area through the use of permeable pavers in the alleys, bioretention bumpouts on Campbell Avenue, or similar practices as developed during the design phase.

**HISTORY & KEY MILESTONES:** The project budget is estimated at $1.1 Million and project funding is anticipated to be a combination of local stormwater utility funds for capital projects and VDOT revenue sharing funds expected in Fiscal Years 2027 and 2028. Design and property acquisition work may begin earlier based on available City funding or ability to coordinate with other development activities.
**TYREE AND TENNESSEE**

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**DESCRIPTION AND SCOPE:** The project will improve Tennessee Avenue NW and Tyree Road NW drainage issues by installing multiple drainage inlets along Tyree Road and Tennessee Avenue and approximately 1080 linear feet of pipe. In addition, a ditch that runs approximately 650 linear feet will be built on the north side of Tyree Road to convey stormwater west and approximately 1110 linear feet of curb and gutter will be added on both Tyree Road and Tennessee Avenue as shown on the image below. Green is used to denote curb and gutter, red is used to denote proposed storm drain system, and black is used to denote existing structures. The project limits run across the intersections of Tyree Road and Tennessee Avenue.

*Proposed Storm Drain System on Tennessee Avenue and Tyree Road*

**PURPOSE:** To improve drainage and residential flooding issues along Tyree Road and Tennessee Avenue by adding inlets and conveying water through drainage pipes, curb and gutter, and a ditch. Currently the only stormwater system that exists in the project area is pipes and inlets located on Tyree Road left of the west side of the intersection. This additional storm drain system should sufficiently capture runoff of the drainage area.

**HISTORY & KEY MILESTONES:** The project budget is estimated at $850,000 and project funding is anticipated to be a combination of local stormwater utility funds for capital projects and VDOT revenue sharing funds expected in Fiscal Years 2027 and 2028. Design and any easement or right-of-way acquisition work may begin earlier based on available City funding.
DESCRIPTION AND SCOPE: The project will improve the 4000 Block of Virginia Avenue, NW and Monroe Street drainage issues by installing multiple drainage inlets and approximately 700 linear feet of pipe. In addition, approximately 700 linear feet of curb and gutter will be added on both Virginia Avenue and Monroe Street as shown on the image below. Green is used to denote curb and gutter, red is used to denote proposed storm drain system, and black is used to denote existing structures. The project limits run along Virginia Avenue and extend towards Melrose Avenue crossing Monroe Street.

PURPOSE: To improve drainage and residential flooding issues along Virginia Avenue by adding inlets and conveying water through additional drainage pipes and curb and gutter. Currently the only stormwater system that exists in the project area is pipes and inlets located on the south side of Monroe Street near the intersection of Monroe Street and Melrose Avenue. This additional storm drain system should sufficiently capture runoff of the drainage area.

HISTORY & KEY MILESTONES: The project budget is estimated at $700,000 and project funding is anticipated to be a combination of local stormwater utility funds for capital projects and VDOT revenue sharing funds expected in Fiscal Years 2027-2028. Design and any easement right-of-way acquisition work may begin earlier based on available City funding.
DESCRIPTION AND SCOPE: The project will improve Churchill Drive and Grandview Avenue drainage issues by installing multiple drainage inlets and approximately 845 linear feet of pipe. In addition, approximately 640 linear feet of curb and gutter will be added on Grandview Avenue as shown on the image below. Green is used to denote curb and gutter, red is used to denote proposed storm drain system, and black is used to denote existing structures. The project limits run along Churchill Drive and Grandview Avenue.

PURPOSE: To improve drainage and residential flooding issues along Churchill Drive by adding inlets and conveying water through additional drainage pipes on Churchill Drive. Curb and gutter will be added on Grandview Avenue to convey water towards the inlets at the intersection of Grandview Avenue and Churchill Avenue and away from residential homes on Churchill Drive. Currently the only stormwater system that exists in the project area is pipes and inlets located at the intersection but does not adequately capture runoff from Grandview Avenue that floods properties on Churchill Drive. The additional storm drain systems should sufficiently capture runoff from Grandview Avenue and standing water along Churchill Drive.

HISTORY & KEY MILESTONES: The project budget is estimated at $830,000 and project funding is anticipated to be a combination of local stormwater utility funds for capital projects and VDOT revenue sharing funds expected in Fiscal Years 2027 and 2028. Design and any easement or right-of-way acquisition work may begin earlier based on available City funding.
**SHENANDOAH TUNNEL DIVERSION**

<table>
<thead>
<tr>
<th>CATEGORY: STORMWATER</th>
<th>DEPARTMENT: PUBLIC WORKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>FISCAL YEARS: 2027 &amp; 2028</td>
<td>CIP NUMBER: TBD</td>
</tr>
<tr>
<td>LOCATION: SHENANDOAH AVENUE, NW</td>
<td>UPC NUMBER: TBD</td>
</tr>
</tbody>
</table>

**DESCRIPTION AND SCOPE:** The Shenandoah Tunnel Diversion is the second phase of a project to divert stormwater flows around a portion of downtown and reduce flooding on streets in the downtown area. For this phase of the project, a diversion tunnel is proposed that will tie into the existing Trout Run Tunnel (54”x156” reinforced concrete box culvert) near the intersection of Shenandoah Avenue NW and Central Avenue NW, to divert runoff along Shenandoah Avenue to the N. Jefferson Street intersection with a 6’H x 12’W reinforced concrete box culvert. The diversion tunnel will then tie into the existing 8’H x 10’W tunnel that was previously used by the Hotel Roanoke to provide pedestrian access downtown, below the Norfolk Southern railroad tracks. Improved maintenance access will be established into the existing pedestrian tunnel near the corner of Shenandoah Avenue and N. Jefferson Street. The existing pedestrian tunnel will then be connected to the existing 6’H x 12’W corrugated aluminum arch tunnel on Norfolk Avenue by extending the existing tunnel south to build a connection over the arch pipe in a junction box on the existing Norfolk Tunnel. Laterals along Shenandoah Avenue will be connected to the new tunnel with improved drainage inlets.

**PURPOSE:** The primary benefit of this project is to divert flow from the Trout Run watershed away from the Norfolk Tunnel at the Warehouse Row diagonal tunnel, and convey runoff further downstream in the new tunnel before tying back into the Norfolk Tunnel at N. Jefferson Street. This project provides improved maintenance access to existing tunnels.

**HISTORY & KEY MILESTONES:** The project budget is estimated at $4.6M and project funding is anticipated to be a combination of local stormwater utility funds for capital projects, initial funding will be under the City’s Jefferson Street- Downtown Drainage Improvements project, and VDOT revenue sharing funds for fiscal years 2027-2028. Design and any easement or right-of-way acquisition work may begin earlier based on available City funding and timing and coordination of the related Jefferson Street project.
1400 – 1500 BLK MAIN STREET

<table>
<thead>
<tr>
<th>CATEGORY: STORMWATER</th>
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<tbody>
<tr>
<td>FISCAL YEARS: 2027 &amp; 2028</td>
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</tr>
<tr>
<td>LOCATION: 1400 &amp; 1500 BLOCK OF MAIN STREET, SW</td>
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</tr>
</tbody>
</table>

**DESCRIPTION AND SCOPE:** The project will improve Main Street drainage issues by installing multiple drainage inlets and approximately 1230 linear feet of pipe. In addition, approximately 1460 linear feet of curb and gutter will be added across Main Street, Kerns Avenue, 12th Street, and Floyd Avenue as shown on the image below. Green is used to denote curb and gutter, red is used to denote proposed storm drain system, and black is used to denote existing structures. The project limits run along Main Street and extend through Kerns Avenue, 12th Street, and Floyd Avenue.

**PURPOSE:** To improve drainage and residential flooding issues along Main Street by adding inlets and conveying water through additional drainage pipes on Main Street. Curb and gutter will be added on Main Street, Kerns Avenue, 12th Street and Floyd Avenue to convey water towards the inlets at the intersections (as seen on the image above) and away from residential homes on Main Street. Currently the only stormwater system that exists in the project area does not adequately capture runoff from Kerns Avenue and 12th Street and northeast Main Street that floods properties on Main Street. The additional storm drain systems should sufficiently capture runoff and standing water and convey it.

**HISTORY & KEY MILESTONES:** The project budget is estimated at $2 Million and project funding is anticipated to be a combination of local stormwater utility funds for capital projects and VDOT revenue sharing funds for fiscal years 2027 and 2028. Design and any easement or right-of-way acquisition work may begin earlier based on available City funding.
Overview:

The main goal of City Plan 2040 is to transform Roanoke further into a more attractive place for people of all backgrounds, ages, and income levels to live, shop, work, and play. Roanoke continues to be a city whose citizens desire to live and grow in the best way possible to actively serve both existing and future generations. City Plan 2040 is guided by six themes drawn from the American Planning Association’s (APA) Best Practices for Comprehensive Plans. The APA identified six principles necessary to ensure a sustainable community. The six themes are following:

- Interwoven Equity
- Healthy Community
- Harmony with Nature
- Livable Built Environment
- Responsible Regionalism
- Resilient Economy

Campbell Court Redevelopment

- Harmony with Nature (p. 10-11)
  Sustainable Land Development (p. 60-62) Roanoke recognizes the need for more thoughtful land development. Policies for sustainable land development focus on promoting sustainability and resiliency in development standards. (Policy 1, 2, and 5)

- Livable Built Environment (p. 12-13)
  Interconnected Transportation System (p. 83-84): Roanoke recognizes the need to improve and expand multimodal transportation. Policies include increasing multimodal transportation options and coordinating local transportation and land use plans to support neighborhood development and improved mobility. (Policy 1 and 3)

- Resilient Economy (p. 16-17)
  Conversion of Underperforming Commercial and Industrial Areas (p. 97-100): Roanoke recognizes that it is limited in land that can be newly developed, but rich in properties that have the potential to be redeveloped. Policies for conversion of underperforming areas focus on identifying viable opportunities, providing incentives, and connecting buyers to sellers. (Policy 1, 3, and 4)

Capital Building Maintenance

- Interwoven Equity (p. 6-7)
  Inclusive Culture (p. 41): Roanoke recognizes the need to create an environment of inclusion throughout the City. This focus includes building capacity for neighborhood organizations to connect and serve the community and celebrating those of all backgrounds. (Policy 2)
Livable Built Environment (p. 12-13)

*Improve Infrastructure* (p. 85): Roanoke recognizes the need for infrastructure that allows all areas of the community to grow and develop. Policies for improving infrastructure focus on equitable expansion of service and regular maintenance. (Policy 1 and 2)

Fire Facility Master Plan

Healthy Community-Safety (p. 8-9)

*Safety* (p. 50): Roanoke recognizes the physical safety of residents and visitors is the utmost important. Policies for safety will focus on the built environment along with City services and amenities. These include safe streets for all modes of transportation, crime prevention, and improved social connections. (Policy 2 and 4)

Library Master Plan

Healthy Community (p. 8-9)

*Wellness* (p. 48-49): Policies for wellness focus on proactively addressing mental, physical, and social health. These include providing for community centers and recreational facilities, health education, and resource facilities. (Policy 2, 3, and 4)

Public Works Service Center

Livable Built Environment (p. 12-13)

*Improve Infrastructure* (p. 85): Roanoke recognizes the need for infrastructure that allows all areas of the community to grow and develop. Policies for improving infrastructure focus on equitable expansion of service and regular maintenance. (Policy 1)
Transit Facility

Livable Built Environment (p. 12-13)
Interconnected Transportation System (p. 83-84): Roanoke recognizes the need to cooperate with regional partners to improve transit. Policies for an interconnected transportation focus on improving transportation connections and options. Coordinates local transportation and land use plans to support neighborhood development and improved mobility. (Policy 1, 2, and 3)

Responsible Regionalism (p. 14-15)
Plan and Think Regionally (p. 91): Roanoke recognizes the benefits of harmonizing planning efforts. Policies for planning and thinking regionally focus on pursuing opportunities for partnerships through regional planning efforts. Areas of opportunity include land use, housing, transportation, economic development, public service and civic amenities. (Policy 1)

Resilient Economy (p. 16-17)
Conversion of Underperforming Commercial and Industrial Areas (p. 97-100): Roanoke recognizes that it is limited in land that can be newly developed, but rich in properties that have the potential to be redeveloped. Policies for conversion of underperforming areas focus on identifying viable opportunities, providing incentives, and connecting buyers to sellers. (Policy 1, 3, and 4)

Fleet Capital Replacement

Healthy Community (p. 8-9)
Safety (p. 49-50): Roanoke recognizes the physical safety of residents and visitors is the utmost important. Policies for safety will focus on the built environment along with City services and amenities. These include safe streets for all modes of transportation, crime prevention, and improved social connections. (Policy 3)

Livable Built Environment (p. 12-13)
Improve Infrastructure (p. 85): Roanoke recognizes the need for infrastructure that allows all areas of the community to grow and develop. Policies for improving infrastructure focus on equitable expansion of service and regular maintenance. (Policy 1)

Parks and Recreation Master Plan

Healthy Community (p. 8-9)
Wellness (p. 49): Roanoke recognizes that all aspects of health need to be addressed in order to improve the quality of life for all members of the community. Policies for wellness focus on proactively addressing mental, physical, and social health. These include providing for community centers and recreational facilities, health education, and resource facilities. (Policy 3 and 4)
Harmony with Nature (p. 10-11)
Tree Stewardship (p. 63): Roanoke recognizes the vital services that trees provide to the community. Policies for tree stewardship focus on increasing local education on the natural services provided by trees and protecting, nurturing, and expanding the tree canopy. (Policy 1 and 2)

Clean Energy and Transportation (p. 69): Roanoke recognizes that sustainable energy provision and transportation improves human and environmental health. Policies for clean energy and alternative transportation focus on improving options for renewable energy and infrastructure for different modes of transportation, such as biking and public transit. (Policy 3)

Outdoor Recreation (p. 71): Roanoke recognizes that outdoor recreation is vital to the regional economy. Policies for outdoor recreation focus on protecting natural assets and promoting outdoor recreation as a health and tourism driver. (Policy 2 and 3)

Clean and Beautiful City (p. 71): Roanoke recognizes that a clean, well maintained environment helps to improve quality of life. Policies for a clean and beautiful city focus on upholding an aesthetic that creates a sense of pride in all residents. (Policy 1)

Livable Built Environment (p. 12-13)
Complete Neighborhoods (p. 79): Roanoke recognizes the importance of neighborhoods that provide safe and convenient access to necessary goods and services. Policies for complete neighborhoods focus on pedestrian and bicycle access to daily needs for people of all ages and abilities. (Policy 2)

Interactive Spaces (p. 80): Vibrant spaces create a sense of community and social interaction. Policies for interactive spaces focus on creating physical, public places for people to come together. Provides and maintains beautiful, accessible parks updated to serve the needs of all users. (Policy 1, 2, 3 and 4)

Interconnected Transportation Systems (p. 83): Roanoke recognizes the need to cooperate with regional partners to improve transit. Policies for an interconnected transportation system focus on improving transportation connections and options. (Policy 1)

Improve Infrastructure (p. 85): Roanoke recognizes the need for infrastructure that allows all areas of the community to grow and develop. Policies for improving infrastructure focus on equitable expansion of service and regular maintenance. (Policy 1)

Responsible Regionalism (p. 14-15)
Regional Collaboration (p. 90): Roanoke recognizes that its individual success depends much on the success of our region and neighboring localities. In order to continue growing and thriving, Roanoke recognizes the importance of having a marketable regional identity, good relationships with neighboring localities, and coordinated amenities. Policies for regional
collaboration include improving connections between governments, promoting regional assets such as outdoor recreation, and pursuing opportunities to collaborate on public services. (Policy 3)

*Plan and Think Regionally* (p. 91): Roanoke recognizes the benefits of harmonizing planning efforts. Policies for planning and thinking regionally focus on pursuing opportunities for partnerships through regional planning efforts. Areas of opportunity include land use, housing, transportation, economic development, public services, and civic amenities. (Policy 1)

**School Improvements**

*Interwoven Equity* (p. 6-7)
*Break the Cycle of Poverty* (p. 35-37): Education is key to a successful life. Roanoke provides schools that serve low and moderate-income neighborhoods with additional programs and resources to enable students to perform on equal footing with students in other schools. High quality school curriculum not only helps support the success of current students but also helps support population and economic growth within the City. (Policy 3 and 4)

*Service Delivery* (p. 42-43): Policies focus on services provided by the City of Roanoke. It is crucial that services are provided equitably and in ways that are accessible to all residents. (Policy 1 and 2)

*Resilient Economy* (p. 16-17)
*Establish Stronger Economic Ties to our Regional Partners* (p. 96-97): Roanoke is one of many active participants in the Roanoke Regional Partnership and an active member of the Virginia Economic Development Partnership. More than 100,000 undergraduate and graduate students are educated each year from 25 higher education institutions located within an hour’s drive, including Virginia Tech, Roanoke College, and Virginia Western Community College. These education centers are important for the region as it looks to build up its workforce for the skills and technical expertise for tomorrow. (Policy 2)

*Livable Built Environment* (p. 12-13)
*Improve Infrastructure* (p. 85): Roanoke recognizes the need for infrastructure that allows all areas of the community to grow and develop. Policies for improving infrastructure focus on equitable expansion of service and regular maintenance. (Policy 1)

**Bridge Renovation/Replacement Program**

*Healthy Community* (p. 8-9)
*Safety* (p. 49-51): Roanoke recognizes the physical safety of residents and visitors is the utmost important. Policies for safety will focus on the built environment along with City services
CIP LINKAGE TO COMPREHENSIVE PLAN (Continued)

and amenities. These include safe streets for all modes of transportation, crime prevention, and improved social connections. (Policy 1, 3, and 4)

Livable Built Environment (p. 12-13)

Improve Infrastructure (p. 85-86): Roanoke recognizes the need for infrastructure that allows all areas of the community to grow and develop. Policies for improving infrastructure focus on equitable expansion of service and regular maintenance. (Policy 1 and 4)

Curb, Gutter and Sidewalk Program

Healthy Community (p. 8-9)

Safety (p. 49-51): Roanoke recognizes the physical safety of residents and visitors is the utmost important. Policies for safety will focus on the built environment along with City services and amenities. These include safe streets for all modes of transportation, crime prevention, and improved social connections. (Policy 2 and 3)

Harmony with Nature (p. 10-11)

Clean Energy and Transportation (p. 68-69): Roanoke recognizes that sustainable energy provision and transportation improves human and environmental health. Policies for clean energy and alternative transportation focus on improving options for renewable energy and infrastructure for different modes of transportation, such as biking and public transit. (Policy 3)

Livable Built Environment (p. 12-13)

Complete Neighborhoods (p. 79-80): Roanoke recognizes the importance of neighborhoods that provide safe and convenient access to necessary goods and services. Policies for complete neighborhoods focus on pedestrian and bicycle access to daily needs for people of all ages and abilities. (Policy 3 and 4)

Complete Streets (p. 84-85): Roanoke recognizes the needs for streets that are safe for all users. Policies for complete streets focus on improved infrastructure and education on all modes of transportation, such as bicycling and walking. (Policy 1 and 2)

Improve Infrastructure (p. 85-86): Roanoke recognizes the need for infrastructure that allows all areas of the community to grow and develop. Policies for improving infrastructure focus on equitable expansion of service and regular maintenance. (Policy 1 and 4)

Passenger Rail Infrastructure

Harmony with Nature (p. 10-11)

Clean Energy and Transportation (p. 68-69): Roanoke recognizes that sustainable energy provision and transportation improves human and environmental health. Policies for clean
energy and alternative transportation focus on improving options for renewable energy and infrastructure for different modes of transportation, such as biking and public transit. (Policy 3)

**Responsible Regionalism (p. 14-15)**

*Plan and Think Regionally (p. 91)*: Roanoke recognizes the benefits of harmonizing planning efforts. Policies for planning and thinking regionally focus on pursuing opportunities for partnerships through regional planning efforts. Areas of opportunity include land use, housing, transportation, economic development, public service and civic amenities. (Policy 1)

**Resilient Economy (p. 16-17)**

*Conversion of Underperforming Commercial and Industrial Areas (p. 97-100)*: Roanoke recognizes that it is limited in land that can be newly developed, but rich in properties that have the potential to be redeveloped. Policies for conversion of underperforming areas focus on identifying viable opportunities, providing incentives, and connecting buyers to sellers. (Policy 1, 3 and 4)

**Streetscape Project Improvements**

**Healthy Community (p. 8-9)**

*Safety (p. 49-51)*: Roanoke recognizes the physical safety of residents and visitors is the utmost important. Policies for safety will focus on the built environment along with City services and amenities. These include safe streets for all modes of transportation, crime prevention, and improved social connections. (Policy 3 and 4)

**Harmony with Nature (p. 10-11)**

*Tree Stewardship (p. 63-64)*: Roanoke recognizes the vital services that trees provide to the community. Policies for tree stewardship focus on increasing local education on the natural services provided by trees and protecting, nurturing, and expanding the tree canopy. (Policy 1, 2 and 3)

*Clean and Beautiful City (p. 71-72)*: Roanoke recognizes that a clean, well-maintained environment helps to improve quality of life. Policies for a clean and beautiful city focus on upholding an aesthetic that creates a sense of pride in all residents. (Policy 1 and 2)

**Livable Built Environment (p. 12-13)**

*Improve Infrastructure (p. 85-86)*: Roanoke recognizes the need for infrastructure that allows all areas of the community to grow and develop. Policies for improving infrastructure focus on equitable expansion of service and regular maintenance. (Policy 1 and 4)

**Resilient Economy (p. 16-17)**

*Promote Broad Diversity in Economy (p. 94-96)*: Roanoke recognizes that having a wide range of industries creates a more stable and resilient economy. Policies for creating a more diverse
economy focus on being proactive in market research, capitalizing on local assets, and supporting local industries. (Policy 4)

**Technology Improvements**

**Livable Built Environment (p. 12-13)**

*Improve Infrastructure* (p. 85): Roanoke recognizes the need for infrastructure that allows all areas of community to grow and develop. Policies for improving infrastructure focus on equitable expansion of service and regular maintenance. (Policy 3)

**Responsible Regionalism (p. 14-15)**

*Regional Collaboration* (p. 90): Roanoke recognizes that its individual success depends much on the success of our region and neighboring localities. In order to continue growing and thriving, Roanoke recognizes the importance of having a marketable regional identity, good relationships with neighboring localities, and coordinated amenities. Policies for regional collaboration include improving connections between governments, promoting regional assets such as outdoor recreation, and pursuing opportunities to collaborate on public services. (Policy 3)

**Berglund Center Fund**

**Livable Built Environment (p. 12-13)**

*Improve Infrastructure* (p. 85-86): Roanoke recognizes the need for infrastructure that allows all areas of the community to grow and develop. Policies for improving infrastructure focus on equitable expansion of service and regular maintenance. (Policy 1 and 2)

**Responsible Regionalism (p. 14-15)**

*Plan and Think Regionally* (p. 91): Roanoke recognizes the benefits of harmonizing planning efforts. Policies for planning and thinking regionally focus on pursuing opportunities for partnerships through regional planning efforts. Areas of opportunity include land use, housing, transportation, economic development, public service and civic amenities. (Policy 1)

**Resilient Economy (p. 16-17)**

*Establish Stronger Economic Ties to our Regional Partners* (p. 96-97): Roanoke recognizes that local business is part of a larger economy connected to regional partners. Policies for establishing stronger regional economic ties focus on leveraging nearly higher education institutions, working with local tourism agencies, and creating relationships with various public and private partners. (Policy 1 and 3)
Stormwater Fund

Harmony with Nature (p. 10-11): Roanoke recognizes that there are increased risks for flooding and pollution of local waters. Policies for water resource management focus on maximizing efforts to reduce flooding and impediments to local rivers and tributaries. (Policy 1-6)

Clean and Beautiful City (p. 71-72): Roanoke recognizes that a clean, well-maintained environment helps to improve quality of life. Policies for a clean and beautiful city focus on upholding an anesthetic that creates a sense of pride in all residents. (Policy 1 and 2)

Livable Built Environment (p. 12-13)

Improve Infrastructure (p. 85): Roanoke recognizes the need for infrastructure that allows all areas of the community to grow and develop. Policies for improving infrastructure focus on equitable expansion of service and regular maintenance. (Policy 1)
**Debt Management Policy:**

The objective of the City of Roanoke’s debt management policy is to maintain the City’s ability to incur present and future debt at the most beneficial interest rates in amounts needed for financing the Capital Improvement Program without adversely affecting the City’s ability to provide essential City services. The success of Roanoke’s bond-issuance strategy is a result of a responsible debt management policy to ensure that debt issued to finance capital projects does not exceed legal and affordable parameters. City Council’s adopted debt policy establishes parameters for issuing debt and managing the debt portfolio. The policy details guidelines for debt issuance, limitations on the amount of debt issued, types of debt that may be issued, and maintenance of debt service.

Limitations on debt are constitutional and statutory through the Constitution of Virginia, The Public Finance Act, and the City Charter as well as self-imposed through the City’s Debt Policy. Article VI, Section 10 of the Constitution of Virginia, The Public Finance Act and the City Charter establish the City’s Legal Debt Margin at 10% of the assessed value of real estate as shown by the last preceding assessment for taxes. The City Debt Policy has included a more restrictive self-imposed policy stating that net tax supported debt as a percentage of assessed value of real estate, personal property and public service corporations will not exceed 4%. The Public Finance Act and the City Charter also establish other limits as to the amounts and types of debt the City may issue. The City Debt Policy also self-imposes debt limits for which tax-supported general obligation debt service shall not exceed 10% of General Fund expenditures and debt will be structured in a manner such that 60% or more of the aggregate outstanding tax-supported debt will be retired within ten years.

For fiscal year 2021 the projected (unaudited) Legal Debt Margin is as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Projected Assessed Value of Real Estate, 2022</td>
<td>$7,808,076,349</td>
</tr>
<tr>
<td>Legal Debt Limit, 10% of $7,808,076,349</td>
<td>$ 780,807,635</td>
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<tr>
<td>Debt applicable to limitation:</td>
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</tr>
<tr>
<td>Total Bonded Debt</td>
<td>$ 262,709,222</td>
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<tr>
<td>Less:</td>
<td></td>
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<tr>
<td>Projected Available in Debt Service Fund</td>
<td>( 17,215)</td>
</tr>
<tr>
<td>Parking Enterprise Fund Supported Debt</td>
<td>( 8,823,713)</td>
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<tr>
<td>Stormwater Enterprise Fund Supported Debt</td>
<td>(13,766,039)</td>
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<tr>
<td>Western Virginia Water Authority Supported Debt</td>
<td>( 3,200,614)</td>
</tr>
<tr>
<td>Projected Legal Debt Margin</td>
<td>$ 543,905,994</td>
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Self-Imposed Debt Policy limit projections for fiscal year 2022 are calculated as follows:

- Tax supported debt shall not exceed 4% of projected assessed value of real estate, personal property and public service corporations of $312,323,054 (4% of $7,808,076,349). Tax supported debt in fiscal year 2022 is projected to be $222,530,176 or 2.85% of assessed value of real estate, personal property and public service corporations in fiscal year 2021.
- Debt Service shall not exceed 10% of General Fund expenditures (City and Schools) of $372,211,284. Debt service in fiscal year 2022 is projected to be $27,171,424 or 7.3% of projected General Fund expenditures.

**Credit Ratings:**

The City’s bond ratings are further evidence of its financial strength. In April, 2021, the City had its bond ratings from Fitch Investors Services of “AA+”, Standard & Poor’s of “AA+”, and Moody’s “Aa2” confirmed. Such rankings demonstrate that the City’s bonds are considered excellent investment quality. Roanoke’s strong tax base, solid financial policies and position as southwest Virginia’s economic center are principal reasons for these excellent bond ratings.
**Capital Improvement Program Anticipated Debt Issuance:**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2022</strong></td>
<td>School Facility Maintenance and Improvements</td>
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<tr>
<td></td>
<td>Bridge Renovation</td>
<td>$13,750,000</td>
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<td>Parks and Recreation Master Plan</td>
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<td>Civic (Berglund) Center Improvements</td>
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<td>Stormwater Management</td>
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<td>Curb, Gutter and Sidewalk Program</td>
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<td>Streetscape Improvements</td>
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<tr>
<td></td>
<td>Fleet Capital Replacements</td>
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<td>Technology Capital</td>
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<td></td>
<td>Capital Building Maintenance</td>
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<tr>
<th>Fiscal Year</th>
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<tr>
<td><strong>2023</strong></td>
<td>School Facility Maintenance and Improvements</td>
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<td>Stormwater Management</td>
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<tr>
<td></td>
<td>Capital Building Maintenance</td>
<td>$1,000,000</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>$42,295,000</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2024</strong></td>
<td>School Facility Maintenance and Improvements</td>
<td>$12,855,000</td>
</tr>
<tr>
<td></td>
<td>Parks and Recreation Master Plan</td>
<td>$2,300,000</td>
</tr>
<tr>
<td></td>
<td>Civic (Berglund) Center Improvements</td>
<td>$1,500,000</td>
</tr>
<tr>
<td></td>
<td>Stormwater Management</td>
<td>$3,000,000</td>
</tr>
<tr>
<td></td>
<td>Curb, Gutter and Sidewalk Program</td>
<td>$2,335,000</td>
</tr>
<tr>
<td></td>
<td>Streetscape Improvements</td>
<td>$500,000</td>
</tr>
<tr>
<td></td>
<td>Passenger Rail</td>
<td>$1,869,000</td>
</tr>
<tr>
<td></td>
<td>Fleet Capital Replacements</td>
<td>$600,000</td>
</tr>
<tr>
<td></td>
<td>Technology Capital</td>
<td>$1,870,000</td>
</tr>
<tr>
<td></td>
<td>Fire Facility Master Plan</td>
<td>$850,000</td>
</tr>
<tr>
<td></td>
<td>Capital Building Maintenance</td>
<td>$1,000,000</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>$28,679,000</strong></td>
</tr>
<tr>
<td>Fiscal Year 2025</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>----------</td>
<td></td>
</tr>
<tr>
<td>School Facility Maintenance and Improvements</td>
<td>$5,000,000</td>
<td></td>
</tr>
<tr>
<td>Civic (Berglund) Center Improvements</td>
<td>1,500,000</td>
<td></td>
</tr>
<tr>
<td>Stormwater Management</td>
<td>3,000,000</td>
<td></td>
</tr>
<tr>
<td>Curb, Gutter and Sidewalk Program</td>
<td>2,335,000</td>
<td></td>
</tr>
<tr>
<td>Streetscape Improvements</td>
<td>500,000</td>
<td></td>
</tr>
<tr>
<td>Fleet Capital Replacements</td>
<td>1,325,000</td>
<td></td>
</tr>
<tr>
<td>Technology Capital</td>
<td>1,500,000</td>
<td></td>
</tr>
<tr>
<td>Fire Facility Master Plan</td>
<td>1,000,000</td>
<td></td>
</tr>
<tr>
<td>Capital Building Maintenance</td>
<td>1,000,000</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$17,160,000</strong></td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fiscal Year 2026</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>School Facility Maintenance and Improvements</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>Civic (Berglund) Center Improvements</td>
<td>1,500,000</td>
</tr>
<tr>
<td>Stormwater Management</td>
<td>3,000,000</td>
</tr>
<tr>
<td>Curb, Gutter and Sidewalk Program</td>
<td>2,335,000</td>
</tr>
<tr>
<td>Streetscape Improvements</td>
<td>500,000</td>
</tr>
<tr>
<td>Fleet Capital Replacements</td>
<td>1,700,000</td>
</tr>
<tr>
<td>Fire Facility Master Plan</td>
<td>8,300,000</td>
</tr>
<tr>
<td>Capital Building Maintenance</td>
<td>1,000,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$23,335,000</strong></td>
</tr>
</tbody>
</table>

**Debt Service and Outstanding Debt:**

The Debt Service Fund is used to account for the accumulation of resources for the payment of long-term debt, principal and interest. Capital Improvement Program (CIP) expenditures financed through the issuance of general obligation bonds impact the operating budget through the payment of principal and interest on the debt incurred. The Transfer to Debt Service account in the General Fund provides funding to cover principal and interest payments for fiscal year 2022.

In fiscal year 2021, the City of Roanoke issued general obligation bonds of $64,165,000. The general obligation bonds included $19,878,000 for fiscal year 2021 capital projects in accordance with the Council approved capital improvement projects plan. The fiscal year 2021 general obligation bonds issued also included the 2019 bond anticipation note takeout as well as several other refundings for cost savings purposes.

Total outstanding long-term liabilities of the City of Roanoke on June 30, 2021 (unaudited), were $201,119,388. The total interest due on these long-term liabilities is $46,556,996. Through June 2021 the total interest paid was $759,169. The major categories of long-term liability which comprise this total are:

<table>
<thead>
<tr>
<th>Principal</th>
<th>Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>City &amp; School Obligation Serial Bonds</td>
<td>$199,663,787</td>
</tr>
<tr>
<td>Parking Fund</td>
<td>8,823,713</td>
</tr>
<tr>
<td>Civic Facilities Fund</td>
<td>13,419,113</td>
</tr>
</tbody>
</table>
The total amount of debt service required annually to amortize all outstanding long-term liabilities is detailed in the following chart. For fiscal year 2022, the total debt service required by funding source is as follows:

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>FY2022</th>
<th>FY2023</th>
<th>FY2024</th>
<th>FY2025</th>
<th>FY2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>$12,132,203</td>
<td>$11,059,786</td>
<td>$15,204,748</td>
<td>$15,804,748</td>
<td>$16,404,748</td>
</tr>
<tr>
<td>School Fund</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Western Virginia Water Authority</td>
<td>$1,399,323</td>
<td>$1,527,345</td>
<td>$1,856,380</td>
<td>$911,937</td>
<td>$1,043,186</td>
</tr>
<tr>
<td>Parking Fund</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Civic Facilities Fund</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stormwater Utility Fund</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Leases</td>
<td>$1,856,380</td>
<td>$1,043,186</td>
<td>$724,540</td>
<td>$255,000</td>
<td>$361,000</td>
</tr>
<tr>
<td>Total</td>
<td>$29,920,160</td>
<td>$16,968,367</td>
<td>$15,374,067</td>
<td>$13,004,699</td>
<td>$14,914,090</td>
</tr>
</tbody>
</table>

For purposes of operational budgetary expenditure planning, the City assumes a level principal debt service amount. This amount is intended to be greater than the actual debt service payments for any one particular year. The “excess debt service” amount is put towards non-recurring “one-time costs”.

<table>
<thead>
<tr>
<th>Items Funded with One-time Costs:</th>
<th>Projected</th>
<th>Projected</th>
<th>Projected</th>
<th>Projected</th>
<th>Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural Endowment</td>
<td>50,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>341,900</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gun Violence Prevention Commission</td>
<td>75,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funding for the Arts</td>
<td>20,338</td>
<td>20,800</td>
<td>20,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elections</td>
<td>195,336</td>
<td>15,804,748</td>
<td>16,404,748</td>
<td>17,004,748</td>
<td>17,004,748</td>
</tr>
<tr>
<td>Capital Projects Contingency</td>
<td>668,717</td>
<td>14,914,090</td>
<td>16,968,367</td>
<td>15,374,067</td>
<td></td>
</tr>
<tr>
<td>Enterprise Zones</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grant Match Funds</td>
<td>150,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infrastructure</td>
<td>488,344</td>
<td>150,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internship Program</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology</td>
<td>724,540</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training and Development</td>
<td>255,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VML</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>425,171</td>
<td>423,190</td>
<td>432,190</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>3,199,010</td>
<td>1,490,658</td>
<td>36,381</td>
<td>1,630,681</td>
<td></td>
</tr>
</tbody>
</table>

The total debt service required annually to amortize all outstanding long-term liabilities is $29,920,160.
### General Fund Debt Service Requirements

#### City Administration
The amount included in the General Fund budget for Debt Service is detailed in the columns above entitled "City Payable by General Fund". This amount represents the portion of total General Obligation Serial Bonds Debt Service to be paid by the City. The actual amount included in the General Fund recommended budget for Debt Service also includes paying agent charges and other costs which are excluded from this schedule.

#### School Administration
The amount to be paid with funding from the Roanoke City Public Schools is labeled "Schools Payable by School Fund".

#### Other Debt Service Requirements

#### Western Virginia Water Authority (WWVA)
The column "Payable By WWVA" will be paid by the City on behalf of the Western Virginia Water Authority and simultaneously will be reimbursed by WWVA.
BONDED DEBT (Continued)
Long - Term Debt Summary
At June 30, 2021 the long-term indebtedness of the City consisted of the following:
Original Issue
Amount

Series/Description

Interest Rates

General Obligation Bonds (include DOT)
2,680,000
2010B Public Improvement Bonds
2,605,000
2010C Public Improvement Bonds
6,925,000
2012A Public Improvement Bonds
6,880,000
2012B Refunding Bonds
11,140,000
2012C Refunding Bonds
20,426,800
2013A Refunding Bonds
15,350,000
2013B Refunding Bonds
1,829,500
2013C RCACP
11,073,200
2014A Public Improvement Bonds
17,420,000
2015 Public Improvement Bonds New Money
6,130,000
2015 Public Improvement Bonds Refunding
15,170,000
2016 Public Improvement Bonds New Money
16,505,000
2016 Public Improvement Bonds Refunding
20,980,000
2017 Public Improvement Bonds New Money
6,137,366
2019A Public Improvement Bonds Refunding (2010A)
3,940,097
2019B Public Improvement Bonds Refunding (2010E)
28,355,939
2019C Public Improvement Bonds Refunding (18 BAN)
13,460,000
2020A Public Improvement Bonds New Money
13,328,434
29,515,000
2021A Public Improvement Bonds Refunding (2019BAN)
17,580,000
2021A Public Improvement Bonds New Money
7,839,384
2021B GOB Refunding (2010D, 2014A)

1.25% 2.00% 2.00% 0.43% 4.00% 0.37% 0.37% -

Issue Date

Maturity

City Debt

Outstanding Debt
School Paid
Enterprise

Total

5.80%
4.00%
5.00%
2.96%
5.00%
2.73%
2.73%
2.46%
5.00%
4.00%
4.00%
5.00%
5.00%
5.00%
1.67%
2.00%
2.79%
5.00%
2.25%
5.00%
5.00%
5.00%

3/11/2010
8/11/2010
3/14/2012
3/14/2012
3/14/2012
2/27/2013
2/27/2013
11/1/2013
3/5/2014
3/25/2015
3/25/2015
3/8/2016
3/8/2016
3/23/2017
11/22/2019
11/22/2019
11/22/2019
5/14/2020
5/14/2020
5/12/2021
5/12/2021
5/12/2021

10/1/2029
7/15/2030
2/1/2032
10/1/2023
2/1/2025
7/15/2025
7/15/2024
9/30/2022
4/1/2034
4/1/2035
4/1/2029
4/1/2036
4/1/2033
4/1/2037
10/1/2021
10/1/2030
4/1/2041
4/1/2043
2/1/2034
6/30/2044
6/30/2044
4/1/2034

1,260,000
2,850,000
208,850
810,000
715,000
2,129,752
1,525,000
280,000
4,668,768
9,627,800
3,391,000
5,935,000
2,281,500
13,995,000
1,034,560
3,911,528
15,569,634
8,725,530
6,836,429
19,905,000
11,740,000
6,392,094
123,792,445
-

85,000
1,895,000
6,334,600
1,825,200
3,750,000
1,765,000
6,495,000
13,305,000
4,090,000
618,839
12,786,305
5,779,470
6,195,068
11,065,000
4,395,000
1,447,290
81,831,772
-

-

1,260,000
2,850,000
293,850
810,000
2,610,000
2,129,752
7,859,600
280,000
6,493,968
13,377,800
5,156,000
12,430,000
15,586,500
18,085,000
1,653,399
3,911,528
28,355,939
14,505,000
13,031,497
30,970,000
16,135,000
7,839,384
205,624,217

0%
0%

12/27/2006
10/31/2012

12/27/2022
12/1/2034

-

207,681
1,281,700
1,489,381

-

207,681
1,281,700
1,489,381

General Obligation Bonds (Water Fund-to be contractually repaid by the Western Virginia Water Authority):
7,105,000
2012B Refunding Bonds - Water (WVWA)
0.43% - 2.96%
3/14/2012
845,516
2019A GOB Refunding (2010A)
1.67%
11/22/2019

10/1/2023
10/1/2021

2,780,000
420,614
3,200,614

-

-

-

-

2,780,000
420,614
3,200,614

-

-

30,000
860,000
952,600
608,400
755,000
70,000
2,295,000
330,000
169,165
1,005,993
1,425,000
3,110,526
1,110,000
215,000
482,430
275,000
770,000
4,625,000
160,000
545,000
193,430
795,282
1,460,000
51,150
153,048
697,632
99,000
643,500
837,200
1,480,000
1,330,000
2,013,630
1,900,000
567,693
1,155,000
2,285,000
553,186

30,000
860,000
952,600
608,400
755,000
70,000
2,295,000
330,000
169,165
1,005,993
1,425,000
3,110,526
1,110,000
215,000
482,430
275,000
770,000
4,625,000
160,000
545,000
193,430
795,282
1,460,000
51,150
153,048
697,632
99,000
643,500
837,200
1,480,000
1,330,000
2,013,630
1,900,000
567,693
1,155,000
2,285,000
553,186

3.00% 2.00% 2.00% 2.00% 2.00% 3.00% -

2.25% 2.00% 2.00% 2.00% 2.00% -

General Obligation Qualified Zone Academy Bonds (QZAB):
1,097,571
QZAB Patrick Henry High School (2)
2,014,104
QZAB Schools Capital Projects 2012 (2)

Enterprise Fund General Obligation Bonds:
685,000
2012A Civic Facilities Bonds
3,345,000
2012C Civic Facilities Refunding Bonds
2,898,200
2013A Civic Facilities Refunding Bonds
936,800
2014A Civic Facilities Bonds
980,000
2015 Civic Facilities Bonds
70,000
2015 Civic Faclities Refunding Bonds
2,795,000
2016 Civic Facilities Bonds
330,000
2016 Civic Faclities Refunding Bonds
716,913
2019A Civic GOB Refunding (2010A)
1,005,992
2019C Civic Refunding (18 BAN)
1,350,000
2020A Civic Facilities New Money
3,182,933
1,110,000
2021A Public Improvement Bonds Refunding (2019BAN)
1,340,000
2021A Public Improvement Bonds New Money
482,430
2021B GOB Refunding (2010D, 2014A)
900,000
2012C Parking Refunding Bonds-Campell Avenue
1,255,000
2013A Parking Refunding Bonds
7,110,000
2014B Parking Refunding Bonds
160,000
2015 Parking Refunding Bonds
545,000
2016 Parking Refunding Bonds
679,704
2019A Parking Refunding (2010A)
813,751
1,460,000
2021A Public Improvement Bonds New Money
382,470
2012A Public Improvement Bonds SW
1,001,624
2013A Public Improvement Bonds SW
1,020,058
2014A Public Improvement Bonds SW
125,250
2015 Public Improvement Bonds Refunding SW
721,500
2016 Public Improvement Bonds Refunding SW
1,090,000
2015 Stormwater Utility Fund Bonds
1,805,000
2016 Stormwater Utility Fund Bonds
1,540,000
2017 Stormwater Utility Fund Bonds
2,013,630
2019C Stormwater Refunding (18 BAN)
1,800,000
2020A Public Improvement Bonds New Money
579,881
1,155,000
2021A Public Improvement Bonds Refunding (2019BAN)
1,790,000
2021A Public Improvement Bonds New Money
553,186
2021B GOB Refunding (2010D, 2014A)

2.00% 4.00% 1.00% 3.00% 2.00% 2.00% 2.00% 2.00% -

5.00%
5.00%
5.00%
5.00%
4.00%
4.00%
5.00%
5.00%
1.67%
2.79%
2.25-5
2-2.25%
2.00% - 5.00%
2.00% - 5.00%
2.00% - 5.00%
4.00% - 5.00%
1.00% - 5.00%
1.00% - 4.25%
2.00% - 4.00%
2.00% - 5.00%
1.67%

2.00% 2.00% 1.00% 3.00% 2.00% 2.00% 2.00% 2.00% 3.00% -

5.00%
5.00%
5.00%
5.00%
4.00%
5.00%
4.00%
5.00%
5.00%
2.79%

2.00% - 5.00%
2.00% - 5.00%
2.00% - 5.00%

3/14/2012
3/14/2012
2/27/2013
3/5/2014
3/25/2015
3/25/2015
3/8/2016
3/8/2016
11/22/2019
11/22/2019
5/14/2020
5/14/2020
5/12/2021
5/12/2021
5/12/2021
3/14/2012
2/27/2013
3/5/2014
3/25/2015
3/8/2016
11/22/2019
5/14/2020
5/12/2021
3/14/2012
2/27/2013
3/5/2014
3/25/2015
3/8/2016
3/25/2015
3/8/2016
3/8/2016
11/22/2019
5/14/2020
5/14/2020
5/12/2021
5/12/2021
5/12/2021

2/1/2032
2/1/2025
7/15/2025
4/1/2034
4/1/2035
4/1/2025
4/1/2036
4/1/2033
10/1/2021
4/1/2041
4/1/2043
2/1/2034
6/30/2044
6/30/2044
4/1/2034
2/1/2025
7/15/2025
4/1/2032
4/1/2025
4/1/2028
10/1/2021
2/1/2034
6/30/2044
2/1/2032
7/15/2033
4/1/2034
4/1/2029
4/1/1933
4/1/2035
4/1/2036
4/1/2037
4/1/2041
4/1/2043
2/1/2034
6/30/2044
6/30/2044
4/1/2034

BONDED DEBT (Continued)

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Table of Contents


Long - Term Debt Summary (continued)
At June 30, 2021 the long-term indebtedness of the City consisted of the following:

<table>
<thead>
<tr>
<th>Original Issue</th>
<th>Series/Description</th>
<th>Interest Rates</th>
<th>Issue Date</th>
<th>Maturity</th>
<th>City Debt</th>
<th>School Paid</th>
<th>Enterprise</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Virginia Public School Authority (VPSA) Bonds:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5,000,000</td>
<td>2003C VPSA Subsidized Roanoke Academy</td>
<td>3.10% - 5.35%</td>
<td>11/6/2003</td>
<td>7/15/2023</td>
<td>-</td>
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Capital Lease Liabilities
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<td>4,857,000</td>
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503,426,720 TOTAL INDEBTEDNESS

$ 129,616,089 $ 97,064,214 $ 36,028,919 $ 262,709,222
## Contributions, Sponsorships, and Memberships

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<th>Budgeted Amount for FY 2021-2022</th>
<th>Dollar Increase (Decrease)</th>
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## Contributions, Sponsorships, and Memberships

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<th>Budgeted Amount for FY 2021-2022</th>
<th>Dollar Increase (Decrease)</th>
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<td>Roanoke-Blacksburg Technology Council (formerly New Century Technology Council)</td>
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<td>Center In the Square (includes Harrison Museum)</td>
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<td>Roanoke Arts Commission (See details on following pages)</td>
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## Contributions, Sponsorships, and Memberships

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## Contributions, Sponsorships, and Memberships

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<td>Down by Downtown - SPOT on Kirk</td>
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<td>Adopted Amount for FY 2021-22</td>
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APPENDIX – Glossary of Terms and Acronyms

- **Accrual Basis** - An accounting method in which revenue is recorded in the period in which it is earned and expenses are recorded in the period in which they are incurred, rather than when funds are received or paid.

- **Annual Comprehensive Financial Report (ACFR)** – (formerly known as the CAFR) The annual report issued by the City on its financial position and activity for the fiscal year. This report is prepared by the Department of Finance in conformity with U. S. generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board. The report is audited by an independent firm of certified public accountants.

- **Adopted Budget** - The budget approved by City Council and enacted via a budget appropriation ordinance.

- **Advance Refunding** - A refinancing transaction in which new (refunding) bonds are issued to repay (refund) outstanding bonds prior to the first call date. The proceeds of the refunding bonds are deposited in an escrow account, invested in government securities, and used to pay debt service (interest, principal and premium, if any) on the refunded bonds through the applicable call date. For accounting purposes, refunded obligations are not considered a part of an issuer’s debt.

- **Agent Fees** - The fee paid to a financial institution known as the paying agent or registrar that serves two functions: 1) it receives funds from the issuer prior to each debt service payment date and then distributes these monies to the bondholders and 2) as registrar it establishes and maintains records of bond ownership.

- **Agency Fund** – Assemblage of funds that one government agency holds on behalf of another government agency. In the City’s case this includes the Hotel Roanoke Conference Center and Commission (HRCCC) Fund.

- **Amortization** – Allocation of cost for an intangible asset over a set period of time.

- **Appropriation** - An authorization made by City Council which permits the City administrative staff to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

- **Appropriation Ordinance** - The official enactment by City Council establishing the legal authority for City administrative staff to obligate and expend resources.

- **Appropriation Unit** - A group of line item accounts, established for budgetary accountability, where authorized obligations and expenditures can be made of City resources to allow a department (or the City) to operate on a day-to-day basis.

- **Appropriation-supported Debt** - Obligations that are not considered general obligations of the City for which the debt service is subject to annual appropriation (e.g. capital leases, etc.).
American Rescue Plan Act of 2021 (ARPA or ARP) – Also called the COVID-19 Stimulus Package or American Rescue Plan. It is a $1.9 trillion economic stimulus bill signed into law March 11, 2021 to speed up the United States’ recovery from the economic and health effects of the COVID-19 pandemic and the ongoing recession. Included in the bill was $350 billion to help state, local, and tribal governments of which the City of Roanoke has been awarded $64,576,671 over a two-year period.

Assessed Value - The fair market value placed by the Commissioner of Revenue on personal and real property owned by taxpayers.

Balanced Budget - A budget in which revenues are equal to expenditures, and that has no budgeted deficit (i.e. budgeted expenditures do not exceed projected/budgeted revenues in a given fiscal year).

Basis of Budgeting and Accounting – Accounting methods, such as accrual basis and modified accrual basis, used to document revenues received and authorized obligations expensed.

Bond Anticipation Notes (BANs) – Notes issued by the City for capital projects, which are paid from the issuance of long-term bonds.

Budgeting for Outcomes (BFO) – is a process designed to improve services and get a better return on investment of public dollars. BFO starts with a set of results that matter to citizens and encourages creative ways of achieving them within the resources available. It emphasizes accountability, innovation, and partnerships.

Budget - A plan of financial operation comprised of an estimate of proposed expenditures for a fiscal year and the proposed means of financing those expenditures (revenue estimates).

Budget Calendar - The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

Budget Committee – The City’s administrative staff who are responsible for providing oversight to the budget development process and for submitting a recommended budget to City Council. Its members include the City Manager, the Deputy City Manager for Operations, the Assistant City Manager for Community Development, the Director of Finance, the Accounting and Systems Manager, and the Budget Manager (who also facilitates the meetings).

Budget Document - The official written statement prepared by the City's administrative staff which presents the proposed budget to the City Council.

Budget Message - A general discussion of the proposed budget presented to the City Council by the City Manager as a part of or supplement to the budget document. The budget message explains principle budget issues against the background of financial experience in recent years and presents recommendations made by the City Manager.
Budgeting For Outcomes (BFO) – This is a process designed to improve services and get a better return on investment of public dollars. BFO starts with a set of results that matter to citizens and encourages creative ways of achieving them within the resources available. It emphasizes accountability, innovation, and partnerships.

Capital Assets - City assets of significant value and having a useful life of several years, also referred to as fixed assets.

Capital Fund – A fund to account for financial resources that will be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds) such as buildings, parks, schools, streets, etc.

Capital Lease - A lease obligation that has met the criteria to be categorized as a capital lease as opposed to an operating lease under generally accepted accounting principles. Capital leases are common in certain types of financing transactions involving the use of revenue bonds as opposed to general obligation bonds.

Capital Projects - Projects which purchase or construct capital assets. Typically, a capital project encompasses a purchase of land and/or the construction of a building or facility.

Capitalized Interest - A portion of the proceeds of a bond issue which is set aside to pay interest on the bonds for a specific period of time. Interest is typically capitalized for bonds issued to finance a revenue-producing project to pay debt service until the project is completed and begins generating revenues.

Causal Factor – An important contributor to an outcome.

Community Development Block Grant (CDBG) – Funding received from the U. S. Department of Housing and Urban Development (HUD). CDBG primarily benefits low- and moderate-income persons through housing, human services, neighborhood improvements and economic development activities, with a secondary emphasis on the reduction of slums and blight.

Coronavirus Aid, Relief, and Economic Security Act (CARES Act) – Also called Coronavirus Relief Fund (CRF) – Is a $2.2 trillion economic stimulus bill passed into law March 27, 2020, in response to the economic fallout of the COVID-19 pandemic in the United States. Included in the bill was $339.8 billion to state, local and tribal governments. The City of Roanoke received $17,299,688. A summarized report of the City’s spending may be found at

Coronavirus State and Local Fiscal Recovery Funds (SLFRF) – Portion of the American Rescue Plan Act that provides $350 billion for states, local, territorial, and tribal governments to respond to the COVID-19 emergency and bring back jobs. The Treasury launched this relief in March 2021 to 1) Support urgent COVID-19 response efforts to continue to decrease spread of the virus and bring the pandemic under control; 2) Replace lost revenue for eligible state, local and tribal governments to strength support for vital public services and help retain jobs; 3) Support immediate economic stabilization
for households and businesses; 4) Address systemic public health and economic challenges that have contributed to the inequal impact of the pandemic.

- **Capital Improvement Program (CIP)** – A plan for capital expenditures, to be incurred each year over a fixed period of several future years, which sets forth each capital project, identifies the expected beginning and ending date for each project, the amount to be expended in each year and the method of financing those expenditures.

- **City Budget** – That portion of the overall General Fund budget under the direct control of the City Manager (excludes the School Budget).

- **City Plan 2040** – A comprehensive plan that will guide investment and decision-making in Roanoke over the next 20 years. The plan recommends policies and actions that work together to achieve a list of visions guided by six themes. This plan is fully presented with in this Budget Document or a more interactive version containing videos and additional resources may be found on-line here [https://planroanoke.org/city-plan-2040/](https://planroanoke.org/city-plan-2040/).

- **Contingency Reserve** – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for. There are three main contingency reserves maintained by the City of Roanoke. The City Manager Contingency reserve is an annual reserve maintained for the benefit of the General Fund and regular operating activities that may have unforeseen or unbudgeted expenditures. The second contingency reserve is the Capital Project Contingency. This contingency is intended to provide cash (non-debt) funding sources for capital projects. A third contingency account is the Grant Match Account. This account is maintained to fund required matches to grants when they are awarded. Contingency reserves are different from Fund Balance reserves because contingency reserves are maintained as available budget in an expenditure account where-as Fund Balance reserves are cumulative residual funds represented in a balance sheet equity account.

- **Debt** - Any obligations of the City for the payment of money issued pursuant to the Public Finance Act of Virginia.

- **Debt Service** - Payment of interest and repayment of principal on City debt.

- **Debt Service Reserve Fund** - A fund established at issuance into which monies are deposited which may be used to pay debt service if pledged revenues are insufficient to satisfy the debt service requirements. The debt service reserve fund is typically funded at closing with bond proceeds but may be funded over time depending on the structure. Such a fund is an integral component of a moral obligation bond issue.

- **Defeasance** - Termination of the rights and interests of the bondholders and their lien on the pledged revenues in accordance with the terms of the bond contract for a bond issue. Defeasance usually occurs in connection with the refunding of outstanding bonds after provision has been made for future payment through funds provided by the issuance of the new refunding bonds.

- **Depreciation** - (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence, or (2)
the portion of the cost of a capital asset which is charged as an expense during a fiscal period.

- **Double-barreled Bond** - A bond secured by a defined source of revenue (other than property taxes) plus the full faith and credit of the City.

- **Enterprise Funds** - A type of proprietary fund set up to account for the financing of services to the general public where all or most of the operating expenses involved are recovered in the form of user charges. Included in this category are the Civic Facilities Fund, the Parking Fund, and the Storm Water Utility Fund.

- **Emergency Medical Services (EMS)** – The Fire and Emergency Medical Services Department provides emergency fire suppression response to incidents involving fires, fire alarms, smoke scares, vehicle accidents and other types of calls where the threat of fire exists. It also provides emergency medical response to incidents involving injury, illness, accidents, and other types of calls where the threat of injury or illness exists.

- **Emergency Solutions Grants (ESG)** – Funding received from the U.S. Department of Housing and Urban Development (HUD). The emphasis for use of these funds has shifted from providing for activities that assist homeless individuals and families to early intervention and prevention of homelessness.

- **Expenditures** – The cost of goods received or services rendered whether payment for such goods and services have been made or not.

- **Empowerment** – The capacity of individuals, groups and/or communities to take control of their circumstances, exercise power and achieve their own goals, and the process by which individually and collectively, they are able to help themselves and others to maximize the quality of their lives.

- **Equity vs Equality** – Equity is often confused with equality although they are very different. Equity means people could be treated differently in the interest of giving all people access to health, safety, and welfare. Whereas equality means everyone is treated the same despite their circumstances. A great article on this explanation and how it applies to budgeting can be found in the GFOA Government Finance Review article from February 2021 [https://www.gfoa.org/materials/gfr-equity-in-budgeting-2-21](https://www.gfoa.org/materials/gfr-equity-in-budgeting-2-21).

- **Equity and Empowerment Teams** – These were two teams established by City Management to evaluate all budget offers submitted and provide feedback to the sellers of those offers on their responses to how they are addressing equity within their lines of business. The teams were a make up of selected Directors and individuals who participated in the Diversity Advisory Team. The teams work will be internal for FY22 and not shared as part of a deliverables for the Budget Document.

- **Federal Annual Measurable Objectives (FMAO)** – No Child Left Behind federal legislation requires states to set annual measurable objectives for proficiency in reading and mathematics, participation in testing, and graduation.
Fiduciary Funds – Used to account for resources held for other governments, individuals, or agencies not part of the City.

Fiscal Year – An accounting period extending from July 1 to the following June 30 for the City of Roanoke. Fiscal years may be expressed in several different ways. For example, FY22 or FY2022 or FY2021-22 or FY2021-2022 all refer to the time period July 1, 2021 through June 30, 2022.

Full-Time Equivalent (FTE) – Position equivalent of eight hours per work day.

Fund – A sum of revenues set aside and allocated to specific categories, such as General, Proprietary, and School, to provide funding of day-to-day and administrative operations.

Fund Balance – Represents the cumulative difference between total financial resources and total appropriated uses. Fund balances are used for one-time (non-operational) expenditures or they are appropriated as “reserves” or “contingency”. In the budget process, financial resources equal total appropriated uses because the creation of reserves or contingencies is budgeted as appropriated uses.

Generally Accepted Accounting Principles (GAAP) – The standard framework of guidelines for financial accounting, mainly used in the USA. It includes the standards, conventions, and rules accountants follow in recording and summarizing transactions, and in the preparation of financial statements.

Governmental Accounting Standards Board (GASB) – The GASB establishes and improves state and local governmental accounting and financial reporting standards which result in practical information for users of financial reports. They also guide and educate the public, including issuers, auditors, and users of those financial reports.

General Fund – A type of governmental fund used to account for revenues and expenditures for regular day-to-day operations of the City, including the School system, which are not accounted for in the proprietary funds. The primary sources of revenue for this fund are local taxes and Federal and State grants.

General Obligation Bonds - Bonds issued pursuant to Article VII, Section 10 of the Constitution of Virginia and the Public Finance Act secured by the full faith, credit and taxing power of the City.

Goal - A clear statement of a program’s mission, or purpose.

Governmental Fund - Used to account for expendable financial resources, other than proprietary or fiduciary fund types. Governmental fund types use the flow of current financial resources measurement focus.

Grant - A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the Federal and State governments for specified purposes.
HOME Investment Partnerships Program (HOME) – Funding received from the U.S. Department of Housing and Urban Development (HUD). HOME benefits low- and moderate-income persons through the development of affordable housing.

Hotel Roanoke Conference Center Commission (HRCCC) – Hotel Roanoke was built and owned by Norfolk and Western Railroad in 1882. The Hotel Operated until around the mid 1980s and was closed. N&W donated the hotel to the Va Tech Real Estate Foundation. The Foundation collaborated with the City and reached an agreement to refurbish the hotel if the City would build an adjoining conference center. The General Assembly passed legislation for the formation of a “political entity” called the HRCCC to own and oversee the operation of the conference center.

HUD Fund – The City of Roanoke receives funding annually from the U.S. Department of Housing and Urban Development (HUD) in three grants: Community Development Block Grant (CDBG), Home Investment Partnerships (HOME), and Emergency Solutions Grant (ESG).

Indicator – A high level measure of performance.

Internal Service Funds - A type of proprietary fund used to account for the financing of goods or services provided by one City program to other City programs, or to other governments, on a cost-reimbursement basis. Included in this category is the Risk Management Fund. In prior years it also included Fleet Management and Technology; However, today these funds are now included in the General Fund and no longer considered Internal Service Funds.

Information Technology Committee (ITC) – Recommends policy direction on a City-wide basis for all information technology, including voice and data communications. The committee will review information and office automation needs and recommend to the City Manager direction and priorities consistent with the long term mission, goals and objectives which have been established for the City.

Legal Debt Margin - The amount of general obligation bonds and certain other interest bearing obligations (other than revenue bonds) that the City may have outstanding expressed as a percentage of the assessed value of real estate in the City as shown on the last preceding assessment for taxes.

Line-Item Budget - A budget summarizing the major objects of expenditure for goods and services that the City intends to purchase during the fiscal year.

Local Funds - Indicates funding from local sources only and does not include funds received from Federal, State and other sources.

Metropolitan Statistical Area (MSA) – Metropolitan and micropolitan statistical areas comprise one or more entire counties.
APPENDIX – Glossary of Terms and Acronyms

♦ **Mission Statement** - Declaration of purpose for an entire organization or one of its programs.

♦ **Modified Accrual** - An accounting method in which revenues are recorded when available and measurable and expenditures are recorded when services or goods are received and the liabilities are incurred.

♦ **Moral Obligation Bond** – A bond which is secured by the revenues from the financed project and, additionally, by a non-bonding agreement that any deficiency in pledged revenues will be reported to the issuer’s legislative body (City Council) which may appropriate monies to make up the shortfall. Typically the mechanics involve a debt service reserve fund which is drawn upon to make up for any deficiency in pledged revenues. The legislative body is then requested to replenish the reserve fund but is not obligated to do so. These bonds are considered tax-supported debt and impact debt capacity to the extent that pledged revenues are ever insufficient to support debt service.

♦ **National Incident Based Reporting System (NIBR or IBR)** – National incident based reporting system used by law enforcement agencies in the United States for collecting and reporting data on crimes.

♦ **Nominal Group Technique** – This is a Lean prioritization tool that has been used by Priority Teams in previous years to rank offers. Instead of the Team performing a peer review, each team member keeps their own notes on the strengths and weaknesses of each offer based on the team discussion and their own knowledge of the service. Each team member ranks the offers in descending order in the member’s perceived order of importance in meeting the outcomes of the priority. The rankings of all the team members are combined to come up with an overall ranking. This technique allows the Team to come to a consensus on the relative importance of each offer by incorporating individual importance rankings into the Team’s final prioritized listing.

♦ **Objective** – The actual functions or services that a City program must provide in order to achieve its stated goals.

♦ **Object of Expenditure** – Expenditure classifications based upon the types or categories of goods and services purchased. Typical objects of expenditure include:

  - Personal Services
  - Operating Expenditures
  - Internal Services
  - Capital Outlay

♦ **Offers** – Budget submittals from departments or outside agencies to provide specific programs or services at a specific price that will achieve specific outcomes.

♦ **Organization** – An operating department, grant or capital project. Also sometimes referred to as a “cost center”.

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Outcomes – The desired results that will be seen if the City is successful in providing programs and services that affect the causal factors identified for the priorities.

Phonological Awareness Literacy Screenings (PALS) – a state-approved screening and diagnostic tool for measuring young children’s knowledge of important literacy fundamentals that predict future reading success.

Performance Measure – Specific quantitative measures of services performed or results obtained within a program.

Price of Government – The amount citizens are willing to pay to achieve the results required or, in other words, the revenues generated by the entire government.

Priority Teams – Groups of employees assigned to each of the priorities identified by City Council. These teams refined the priority statements and created strategy maps that defined the causal factors, outcomes, and performance indicators needed to make those priorities successful. The teams reviewed, scored, and ranked the budget offers submitted by departments based on those activities and programs deemed most likely to achieve high-level results for the citizens.

Program – A term used to describe a City department or cost center with distinct objectives and activities.

Proprietary Funds - A type of fund that accounts for governmental operations that are financed and operated in a manner similar to private business enterprises. Proprietary fund types used by the City include the Enterprise and Internal Service Funds.

Purchasing Strategies – Preferences identified by the Priority Teams of the types of offers they feel will most likely achieve the high-level outcomes that will make the priority successful.

Qualified Zone Academy Bonds (QZAB) – No interest bond funding enabled through the Taxpayer Relief Act of 1997 which allow schools in low income areas to fund building renovations and repairs, provide school equipment, develop course material, and train teachers. Qualified lenders who provide QZABs will receive a tax credit as well as interest for providing the bonds and in exchange the School receives a zero interest loan.

Roanoke Centre for Industry and Technology (RCIT) – Created in two phases this city owned industry park is now over 440 acres and is nearly fully occupied. Tenants include Orvis, Eaton, FedEx Ground, Advance Auto Parts, Elizabeth Arden/Revlon, Grupo Bimbo Bakery, Semco, and several others including the first ever joint VA811 – City911 operation center. The largest site at nearly 50 acres is owned by Deschutes Brewery of Bend, OR. Located on the eastern edge of the City along Route 460 E and convenient to I-581 and I-81 the park is home to over 2,000 employees. Just two sites remain available and both are ready for development.

Recommended Budget – The budget proposed by the City Manager to City Council for adoption.
Refunding – A transaction in which the City refines an outstanding issue by issuing new (refunding) bonds and using the proceeds to immediately retire the old (refunded) bonds.

Request for Results Document (RFR) – A document prepared by each Priority Team that defines the causal factors, outcomes, and indicators needed for the Priority to be successful. It also defines the types of offers that will meet these outcomes and the team’s purchasing strategies for selecting them.

Resource Allocation Plan - A more descriptive term for the budget document, indicating that it is indeed a financial plan for the allocation of resources to specific program services.

Revenue – A term used to represent income to a specific fund, or an increase in the fund's assets.

Revenue Bond – A bond that is payable from a specific source of revenue and to which the full faith and credit of the City’s taxing power is not pledged. Revenue bonds are payable from identified sources of revenue, including general fund revenues on occasion, for certain types of appropriation-supported bonds.

Strategic Business Plan (SBP) – Important management tool that conveys a department’s priorities for a five year planning horizon. This planning document gives every employee an understanding of the department’s direction, the rationale behind it, and an outline of how the department will get there. All City departments that report to the City Manager will have an approved strategic business plan.

School Fund Budget - The School Fund revenues and expenditures under the control of the School Board for the operation of Roanoke City Schools.

Strategic Issues – Policy choices or decisions which serve as the fundamental basis for the organization's types of services, service levels, cost of services and overall management.

Strategy Maps – They are Pictorial representations of the causal factors, outcomes, and performance indicators that are important for a priority to be successful. They were developed by the Priority Teams for each priority.

Tax Levy - The total dollar amount of tax that optimally should be collected based on tax rates and assessed values of personal and real properties.

Tax Rate - The level at which taxes are levied.

Tax-supported Debt - Debt that is expected to be repaid from the general fund tax revenues of the City. This includes general obligation bonds, appropriation-supported bonds, capital leases and in certain circumstances moral obligation bonds. For the purpose of the Debt Policy, net tax-supported debt includes general obligation debt for the...
City and School Board, certain bonded capital leases, & any moral obligation bonds for which the City has deposited funds to a debt service reserve fund as requested to replenish such reserve fund. Net tax-supported debt does not include debt payable by the City’s proprietary funds, including self-supporting double-barreled general obligation bonds, and the amount available in the City’s debt service fund.

- **Third Party** – An organization other than the City or other level of government. This may be an individual, company or non-profit.

- **True Interest Cost** - This is a method of computing the City’s cost of borrowing through the bond market. It is defined as the rate, compounded semi-annually, necessary to discount the amounts payable on the respective principal and interest payment dates to the purchase price received for the new issue.

- **Tier** – An additional classification used for budget offers based on the relative importance of a program/service in serving the citizens. It was utilized as an additional tool in the FY19 budget development process to appropriate funds to best meet the needs of citizens, while still keeping the budget balanced.

- **Virginia Department of Transportation (VDOT)** – Stage agency responsible for building, maintaining, and operating the State’s roads, bridges and tunnels. Through the Commonwealth Transportation Board, it also provides funding for airports, seaports, rail and public transportation.

- **U. S. Department of Housing and Urban Development (HUD)** – The federal government organization whose mission is to increase homeownership, support community development, and increase access to affordable housing free from discrimination.
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>ACFR</td>
<td>Annual Comprehensive Financial Report</td>
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<td>ADA</td>
<td>Americans with Disabilities Act</td>
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<td>AEP</td>
<td>American Electric Power</td>
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<td>ARPA or ARP</td>
<td>American Rescue Plan Act of 2021</td>
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<td>BANs</td>
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<td>BFO</td>
<td>Budgeting For Outcomes</td>
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<td>CARES Act</td>
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<td>CAD</td>
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<td>Community College Access Program</td>
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<td>CDBG</td>
<td>Community Development Block Grant</td>
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<td>CGI</td>
<td>Vendor name for accounting system, not an acronym</td>
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<td>CIP</td>
<td>Capital Improvement Program</td>
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<td>CALEA</td>
<td>Commission on Accreditation for Law Enforcement Agencies</td>
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<td>CMS</td>
<td>Contract Management System</td>
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<td>GRTC</td>
<td>Greater Roanoke Transit Company or Valley Metro</td>
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<td>HUD</td>
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<td>HRCCC</td>
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<td>HVAC</td>
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<td>IBR or NIBR</td>
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<td>ICLEI</td>
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<td>J&amp;D</td>
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<td>LEED</td>
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<td>MGD</td>
<td>Million Gallons Per Day</td>
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<td>NIBR or IBR</td>
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<td>VFRIFA</td>
<td>Virginia First Regional Industrial Facility Authority</td>
</tr>
<tr>
<td>VJCCCA</td>
<td>Virginia Juvenile Community Crime Control Act</td>
</tr>
<tr>
<td>VML</td>
<td>Virginia Municipal League</td>
</tr>
<tr>
<td>VSS</td>
<td>Vendor Self Service</td>
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<td>VWCC</td>
<td>Virginia Western Community College</td>
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<tr>
<td>WEF</td>
<td>Water Environment Association</td>
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<td>WMP</td>
<td>Watershed Master Plan</td>
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