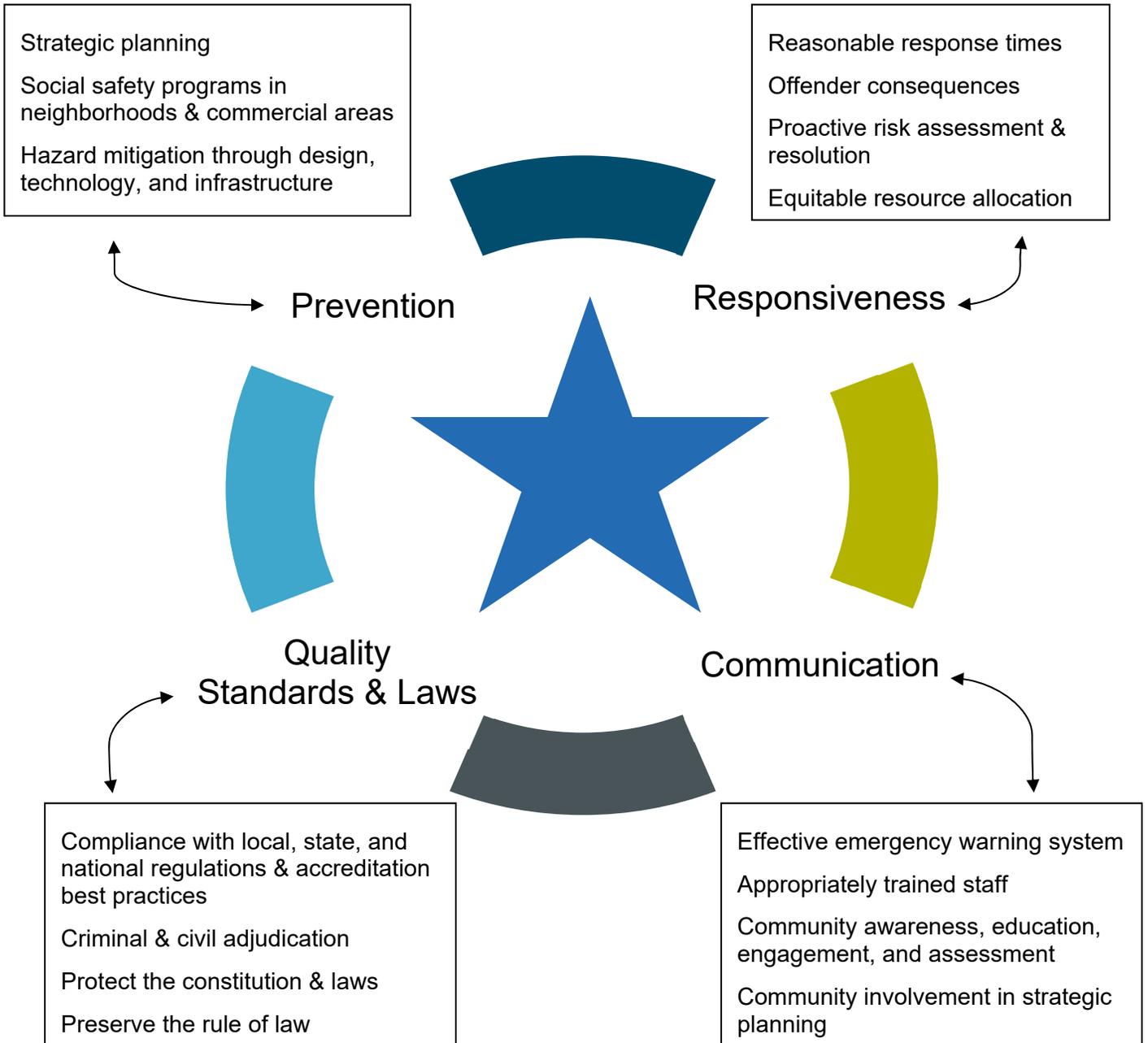


# Community Safety

*Foster an environment where citizens feel safe in their homes, businesses, and neighborhoods.*



- Indicators:
- Accreditation
  - Insurance Services Office (ISO) rating
  - Performance standards
  - Customer surveys
  - Crime rates
  - Regional collaboration

# Community Safety



## 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.

## **Responsiveness**

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.

# Community Safety



## 1. National Standards

### MEASURE 1: Accreditation achievement

<u>2017 Fully Accredited</u>	<u>2018 Fully Accredited</u>	<u>2019 Fully Accredited</u>	<u>2020 Fully Accredited</u>
Building Inspections City Jail E911 Center Fire/EMS Department Police Department			

### MEASURE 2: Maintain current Insurance Service Office (ISO) rating of 1.

	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>
Fire Services Rating	1	1	1	1
Building Inspections (Commercial)	2	2	2	2
Building Inspections (Residential)	1	2	2	2

The rating scale ranges from 1-10, with a 1 being the best.

## 2: Customer Communications

### MEASURE 1: Increase in ratings in customer and citizen surveys.

<u>Citizen Survey Results</u>	<u>% Favorable Ratings from FY2016 Survey</u>	<u>% Favorable Ratings from FY2019 Survey</u>
911 emergency call center	94.2	92.7
Fire protection services	94.7	94.6
Emergency medical services	94.1	94.4
Police service	87.8	83.9
Animal control	78.6	74.5
Street Lighting	71.7	N/A
Respondents who feel safe in their neighborhood	91.2	88.1
Respondents who feel safe in Downtown Roanoke	78.0	86.8

**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:

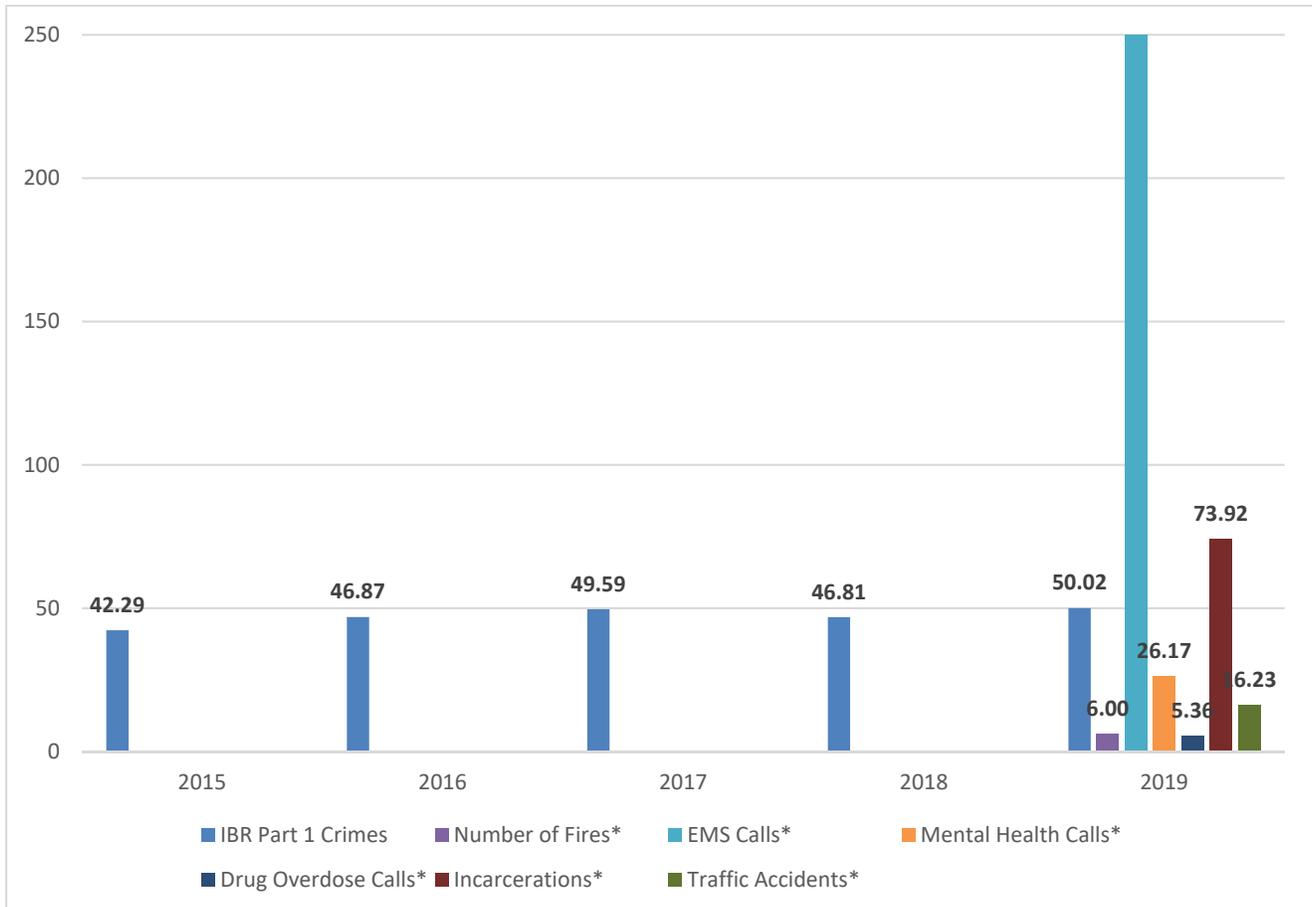
- 49.99% of citizens surveyed rated the response of Police as “good” or “excellent” in Quality of Treatment

**Comments:**

The rating of Good was 33.38% and Excellent was 16.61%.

### 3. Public Safety Usage per 1,000 Population

#### MEASURE 1 - 7: Reported Incidents per 1,000 Population



**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

**COMMUNITY SAFETY**

<b>DEPARTMENT</b>	<b>OFFER / SUPPLEMENT TITLE</b>	<b>FY22</b>
E-911	911 Operations	\$3,480,320
E-911	- CAD System Maintenance Increase	\$1,673
E-911	- E911 Career Enhancement and Overtime	\$92,748
J & D Court Clerk	Administrative Support of Juvenile & Domestic Relations District Court	\$11,702
J & D Court Clerk	- Increase: Records Management	\$525
J & D Court Clerk	- Stipends for J&D Court Clerk Staff	\$39,000
General District Court	Administrative Support of Roanoke City General District Court	\$17,182
General District Court	- Stipends for Clerk's Office staff	\$71,049
E-911	Blue Hills Communication Center (E911/VA811)	\$391,450
Commonwealth Attorney	City Prosecutors	\$1,783,862
Commonwealth Attorney	- Assistant Commonwealth Attorney II	\$87,928
Commonwealth Attorney	- Interpreter Services	\$2,000
Fire/EMS	Community Risk Reduction Division	\$538,521
Fire/EMS	- Fire Marshal Office Realignment	\$216,645
Fire/EMS	- FT Staff OT Wages - Fire Marshal's Office	\$10,227
Sheriff/Jail	DARE Program	\$507,269
Commonwealth Attorney	Drug Prosecutor	\$65,426
Commonwealth Attorney	- Drug Prosecutor Projected Increase Funding	\$9,601
Fire/EMS	Emergency Management	\$112,469
Fire/EMS	Fire and Emergency Medical Services Operations	\$18,061,478
Fire/EMS	- Fire Station 10 Rent Increase	\$400
Fire/EMS	- FT Staff OT Wages - Operations	\$139,945

**COMMUNITY SAFETY**

Fire/EMS	- Utility Increases	\$17,000
Fire/EMS	Fire-EMS Training Division	\$515,326
Fire/EMS	- FT Staff OT Wages - Regional Training Center	\$49,519
Fire/EMS	Fire/EMS - Administration and Support Services	\$879,330
Sheriff/Jail	Jail Operations	\$15,101,470
Sheriff/Jail	- Sheriff and Jail Inflationary Increases	\$247,576
Magistrate	Office of the Magistrate	\$4,500
Police	Police Academy	\$649,183
Police	Police Administrative Services	\$2,823,104
Police	- Police Administrative Services - Embedded Criminologist	\$40,907
Police	- Police Administrative Services - RESET Volunteer Coordinator	\$50,766
Police	- Police Overtime and Off-Duty Pay	\$113,035
Police	Police Animal Protection and Services Unit	\$356,290
Police	Police Investigations and Support	\$5,897,317
Police	- Police Investigations and Support - Standby Time Pay	\$135,000
Police	- Police Investigations and Support - Transcription Services	\$7,000
Police	Police Patrol	\$10,709,964
Police	- Police Patrol - Verizon Cellular	\$15,528
Police	Police School Resource Officer	\$550,096
Police	Regional Center for Animal Care and Protection	\$1,445,567
J & D Court Services Unit	Residential Juvenile Detention Services	\$1,081,759
Commonwealth Attorney	Roanoke City Victim Witness Program	\$32,242
Commonwealth Attorney	- Victim Witness Program Grant Match Increase	\$6,844

**COMMUNITY SAFETY**

Fire/EMS	Roanoke Emergency Medical Services (REMS)	\$50,000
Sheriff/Jail	Sheriff's Office Operations	\$3,560,558
Transportation	Signs and Pavement Markings	\$712,739
Transportation	Street Lighting	\$1,223,221
Transportation	Support Circuit Judges	\$517,764
Transportation	Traffic Signals	\$599,180

## Community Safety

### Offer Executive Summary

Offer: **911 Operations**  
Dept: Technology Fund  
Outcome: Reasonable response times

Factor: Responsiveness  
Existing

#### 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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percentage of calls not requiring EMD questioning entered into CAD within 106 seconds.	95%	95%	88%
Percentage of Police emergency calls entered into CAD within 120 seconds	90%	90%	88%
Percentage of Police routine calls entered into CAD within 180 seconds.	90%	90%	98%

**Seller/Owner:** 4130 - E911 Center & Wireless Divisions

Offer: **CAD System Maintenance Increase**  
Dept: Technology Fund  
Outcome: Reasonable response times

Factor: Responsiveness  
Supplemental

#### 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  
Supplemental

#### 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

## Community Safety

### Offer Executive Summary

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  
Existing

#### 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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percentage of Adult Cases cleared within the 12 months	100%	100%	100%
Percentage of Juvenile Cases cleared within the 12 months.	100%	100%	99.2%

**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  
Supplemental

#### 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  
Supplemental - New

#### 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

**Community Safety**

**Offer Executive Summary**

Offer: **Administrative Support of Roanoke City General District Court**  
 Dept: General District Court Factor: Quality Standards and Laws  
 Outcome: Protect the constitution and laws Existing

**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:**

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percent of civil cases cleared within 12 months	85%	85%	99.8%
Percent of felony cases cleared within one year (365 days)	85%	85%	98.8%
Percent of Misdemeanor cases cleared in 120 days.	85%	85%	87.6%

**Seller/Owner:** 2120 - General District Court

Offer: **Stipends for Clerk's Office staff**  
 Dept: General District Court Factor: Quality Standards and Laws  
 Outcome: Protect the constitution and laws Supplemental - Existing

**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 Factor: Responsiveness  
 Outcome: Reasonable response times Existing

**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:**

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percentage of Police routine calls entered into CAD within 180 seconds.	90%	90%	98%

**Seller/Owner:** 4180 - E911/VA811 SHARED EXPENSES

**Community Safety**

**Offer Executive Summary**

Offer: **City Prosecutors**  
 Dept: Commonwealth Attorney  
 Outcome: Offender consequences

Factor: Responsiveness  
Existing

**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:**

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percent of pending felony cases prosecuted	100%	100%	100%
Percent of pending misdemeanor cases prosecuted	80%	80%	100%
Percent of pending traffic infraction cases prosecuted	50%	50%	100%

**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

## Community Safety

### Offer Executive Summary

Offer: **Community Risk Reduction Division**  
Dept: Fire  
Outcome: Hazard mitigation through design, technology, and infrastructure  
Factor: Prevention Existing

#### 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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percentage of fire investigations resulting in cause determination	90%	90%	70%

**Seller/Owner:** 3212 - Fire/EMS - Support

Offer: **Fire Marshal Office Realignment**  
Dept: Fire  
Outcome: Hazard mitigation through design, technology, and infrastructure  
Factor: Prevention Supplemental

#### 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  
Factor: Prevention Supplemental

#### 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

**Community Safety**

**Offer Executive Summary**

Offer: **DARE Program**  
 Dept: Sheriff Factor: Prevention  
 Outcome: Social safety programs in neighborhoods and commercial areas Existing

**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:**

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percentage of time DARE Officers are present at the elementary schools every day that school is in session	100%	100%	100%

**Seller/Owner:** 2140 - Sheriff

Offer: **Drug Prosecutor**  
 Dept: Commonwealth Attorney Factor: Responsiveness  
 Outcome: Offender consequences Existing

**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:**

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percent of the pending felony drug cases prosecuted	100%	100%	100%
Percent of the pending misdemeanor drug cases prosecuted in Roanoke City	80%	80%	100%

**Seller/Owner:** 2210 - Commonwealth's Attorney

Offer: **Drug Prosecutor Projected Increase Funding**  
 Dept: Commonwealth Attorney Factor: Responsiveness  
 Outcome: Offender consequences Supplemental

**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.

**Seller/Owner:** 2210 - Commonwealth's Attorney

**Community Safety**  
**Offer Executive Summary**

Offer: **Emergency Management**  
 Dept: Fire  
 Outcome: Proactive risk assessment and resolution  
 Factor: Responsiveness Existing

**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:**

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Number of local or regional disaster exercises held annually	2	2	2

**Seller/Owner:** 3520 - Emergency Management

Offer: **Fire and Emergency Medical Services Operations**  
 Dept: Fire  
 Outcome: Reasonable response times  
 Factor: Responsiveness Existing

**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 employs 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:**

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percent of emergency incidents responded to within identified performance indicators for Fire,EMS,Hazmat & HTR	90%	90%	94%

**Seller/Owner:** 3213 - Fire/EMS - Operations

Offer: **Fire Station 10 Rent Increase**  
 Dept: Fire  
 Outcome: Reasonable response times  
 Factor: Responsiveness Supplemental

**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

**Community Safety**

**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, Fire Fighter/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:**

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
At least one EMT-A and EMT-P class held annually.	2	2	2

**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

## Community Safety

### Offer Executive Summary

Offer: **Fire/EMS - Administration and Support Services**

Dept: Fire

Factor: Prevention

Outcome: Hazard mitigation through design, technology, and infrastructure

Existing

#### 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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Maintain CPSE (Center for Public Safety Excellence) accreditation core competencies.	100%	100%	100%

**Seller/Owner:** 3212 - Fire/EMS - Support

Offer: **Jail Operations**

Dept: Sheriff

Factor: Responsiveness

Outcome: Offender consequences

Existing

#### 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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Number of inmate escapes during the year	0	0	0

**Seller/Owner:** 3310 - Jail

Offer: **Sheriff and Jail Inflationary Increases**

Dept: Sheriff

Factor: Responsiveness

Outcome: Offender consequences

Supplemental

#### Executive Summary:

This offer is being submitted to request funding to offset inflationary increases at the jail.

**Seller/Owner:** 3310 - Jail

**Community Safety**

**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:**

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Number of processes considered (civil and criminal). Processes include, but are not limited to, war	50,000	50,000	21,686

**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:**

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Accreditation Achievement: Percent of standards met for the National Accreditation (CALEA)for the Police Academy.	100%	100%	100%
Performance Standard: Percent of sworn law enforcement officers who receive a minimum of 40 hours of training and civilians who receive mandated annual training	100%	100%	100%
Performance Standards: Percent of applicants accepted into the Citizens Police Academy who apply and qualify for admission.	85%	85%	92.5%

**Seller/Owner:** 3115 - Police - Training

**Community Safety**

**Offer Executive Summary**

Offer: **Police Administrative Services**  
 Dept: Police Factor: Quality Standards and Laws  
 Outcome: Compliance with local, state, and national regulations, and accreditation best practices 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:**

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Accreditation Achievement: Percent of standards met for the National Accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA)	100%	100%	100%
Performance Standards: Total number of people or businesses who will "like" the Police Department's Facebook page.	20,000	20,000	29,091
Regional Collaboration: The Roanoke Police Department will participate in at least 15 inter-governmental agreements and collaborations.	15	15	125

**Seller/Owner:** 3111 - Police Department

Offer: **Police Administrative Services - Embedded Criminologist**  
 Dept: Police Factor: Responsiveness  
 Outcome: Proactive risk assessment and resolution 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

**Community Safety**

**Offer Executive Summary**

<b>Offer:</b>	<b>Police Administrative Services - RESET Volunteer Coordinator</b>	
<b>Dept:</b>	Police	<b>Factor:</b> Prevention
<b>Outcome:</b>	Social safety programs in neighborhoods and commercial areas	Supplemental

**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 on-going 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.

**Seller/Owner:** 3111 - Police Department

<b>Offer:</b>	<b>Police Overtime and Off-Duty Pay</b>	
<b>Dept:</b>	Police	<b>Factor:</b> Responsiveness
<b>Outcome:</b>	Equitable resource allocation	Supplemental

**Executive Summary:**

An increase is necessary for Police overtime and off-duty pay increase in order to align budgets with actual expenditure trends.

**Seller/Owner:** 3111 - Police Department

<b>Offer:</b>	<b>Police Animal Protection and Services Unit</b>	
<b>Dept:</b>	Police	<b>Factor:</b> Quality Standards and Laws
<b>Outcome:</b>	Compliance with local, state, and national regulations, and accreditation best practices	Existing

**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:**

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Performance Standards: Average response time to immediate danger animal control calls; average response time to non-immediate danger or public service animal control calls.	15min/30min	15min/30min	13 min 31 sec

**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  
Existing

#### 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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Accreditation Achievement: Percent of standards met standards to maintain national accreditation	100%	100%	100%
Crime Rates: Percent of cases expected to be cleared by Investigations detectives above the national case clearance rates for major crimes and property crimes.	greater than average	greater than average	greater than average
Regional Collaboration: DEA, ATF, JTTF, RVGTF participation.	Yes	Yes	Yes

**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  
Supplemental

#### 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 stanby 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  
Supplemental

#### 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

## Community Safety

### Offer Executive Summary

Offer: **Police Patrol**  
Dept: Police  
Outcome: Compliance with local, state, and national regulations, and accreditation best practices  
Factor: Quality Standards and Laws  
Existing

#### 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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Crime Rates: Percent reductions of the five year average in part 1 crimes per year.	1%	1%	1.23%
Customer Surveys: Percent of respondents from internal telephone survey who rate their experience with the Police Department as good or excellent.	80%	80%	79.45%
Performance Standards: Average immediate response time in minutes (from dispatch to arrival on scene) for emergency services calls.	4	4	4 min 41 seconds

**Seller/Owner:** 3113 - Police - Patrol

Offer: **Police Patrol - Verizon Cellular**  
Dept: Police  
Outcome: Reasonable response times  
Factor: Responsiveness  
Supplemental

#### 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

**Community Safety**

**Offer Executive Summary**

<b>Offer:</b>	<b>Police School Resource Officer</b>	<b>Factor:</b> Responsiveness
<b>Dept:</b>	Police	Existing
<b>Outcome:</b>	Proactive risk assessment and resolution	

**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:**

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
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.	98%/80%	98%/80%	100%/99%

**Seller/Owner:** 3113 - Police - Patrol

<b>Offer:</b>	<b>Regional Center for Animal Care and Protection</b>	<b>Factor:</b> Prevention
<b>Dept:</b>	Police	Existing
<b>Outcome:</b>	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:**

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
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.	Yes	Yes	Yes

**Seller/Owner:** 3530 - Police - Animal Control

**Community Safety**

**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:**

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Number of detention bed days saved through intervention of Detention Review Specialist	2,000	2,000	1,609
Percentage of detention admissions resulting from use of discretionary override under the Aggravating or Mitigating categories of the Detention Assessment Instrument	20%	20%	11.53%

**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:**

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Number of direct victims served	1,350	1,400	1,149
Number of direct victims served per staff member	270	280	268

**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

**Community Safety**

**Offer Executive Summary**

<b>Offer:</b>	<b>Roanoke Emergency Medical Services (REMS)</b>	<b>Factor:</b> Responsiveness
<b>Dept:</b>	Fire	Existing
<b>Outcome:</b>	Reasonable response times	

**Executive Summary:**

Roanoke Emergency Medical Services (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:**

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percentage of incidents for which REMS provides rehab services on large emergency incidents.	90%	90%	100%

**Seller/Owner:** 3213 - Fire/EMS - Operations

<b>Offer:</b>	<b>Sheriff's Office Operations</b>	<b>Factor:</b> Prevention
<b>Dept:</b>	Sheriff	Existing
<b>Outcome:</b>	Strategic planning	

**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:**

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Number of incidents of weapons introduced inside the courtroom	0	0	0

**Seller/Owner:** 2140 - Sheriff

**Community Safety**

**Offer Executive Summary**

<b>Offer:</b>	<b>Signs and Pavement Markings</b>	
<b>Dept:</b>	Public Works	<b>Factor:</b> Prevention
<b>Outcome:</b>	Hazard mitigation through design, technology, and infrastructure	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:**

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percent adherence to established pavement marking schedule	95%	95%	100%
Percent of damaged or missing Stop or Yield signs replaced or repaired within 8 hours following problem identification	98%	98%	98%

**Seller/Owner:** 4110 - Transportation - Street Maintenance

<b>Offer:</b>	<b>Street Lighting</b>	
<b>Dept:</b>	Public Works	<b>Factor:</b> Prevention
<b>Outcome:</b>	Hazard mitigation through design, technology, and infrastructure	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:**

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percent of City-owned street lights repaired within 5 business days after identification of problem	90%	90%	98%

**Seller/Owner:** 4150 - Transportation - Street Lighting

## Community Safety

### Offer Executive Summary

Offer: **Support Circuit Judges**  
Dept: Circuit Court  
Outcome: Protect the constitution and laws  
Factor: Quality Standards and Laws  
Existing

#### 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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Number of civil and criminal cases commenced	5,800	4,500	5,984
Number of civil and criminal cases concluded	5,300	6,000	5,443

**Seller/Owner:** 2110 - Circuit Court

Offer: **Traffic Signals**  
Dept: Public Works  
Outcome: Hazard mitigation through design, technology, and infrastructure  
Factor: Prevention  
Existing

#### 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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percent of malfunctioning traffic signals repaired within 8 hours following identification of problem	98%	98%	100%

**Seller/Owner:** 4160 - Transportation - Engineering & Operations