

Good Government



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.

Good Government

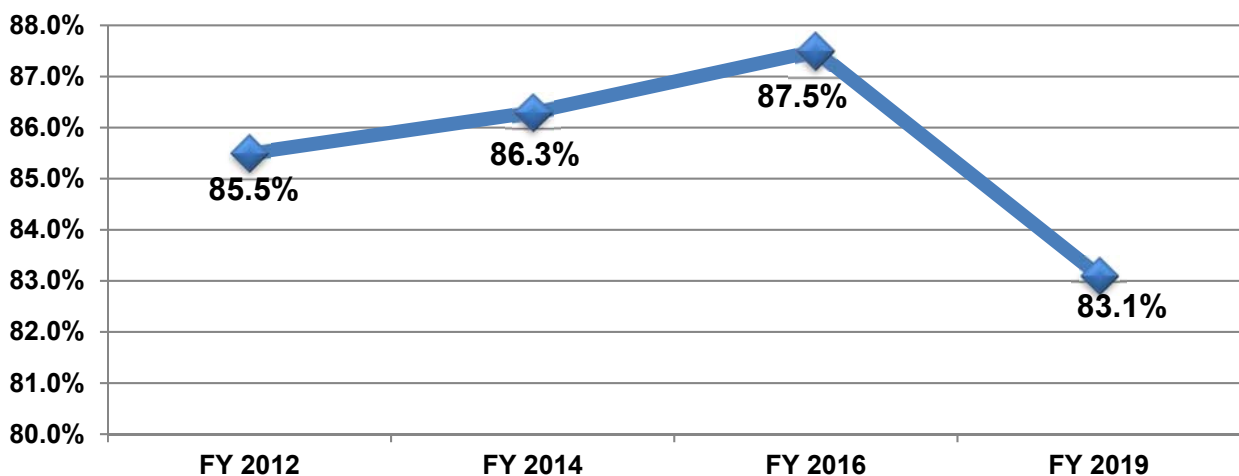


1. Customer Satisfaction Survey Results

MEASURE 1: Maintain or improve customer satisfaction based on internal surveys conducted by City departments.

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>
Parks & Recreation	95%	97%	94%	92%	92%	89%
Management & Budget	95%	98%	96%	98%	96%	93%
E-911	97%	100%	100%	100%	96%	96%
Police	89%	91%	94%	94%	87%	80%

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.

<u>FY 2008</u>	<u>FY 2012</u>	<u>FY 2014</u>	<u>FY 2016</u>	<u>FY 2019</u>
13 of 27 services	18 of 29 services	14 of 29 services	24 of 29 services	5 of 28 services

Comment:

The Citizen's Survey was not conducted in FY2020.

2. Professional Recognitions/Awards

MEASURE 1: Number of accredited departments.

<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>
7	7	7	7	7	7

Comment:

Includes Police, Fire-EMS, Sheriff, E-911, Parks & Recreation, Building Inspections, Treasurer

MEASURE 2: Number of awards for excellence received in city departments.

<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>
12	12	12	12	12

Comment:

Includes Police, Fire-EMS, Sheriff, E-911, Parks and Recreation, Management & Budget, Finance, Planning, Public Works, Communications, Technology.

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

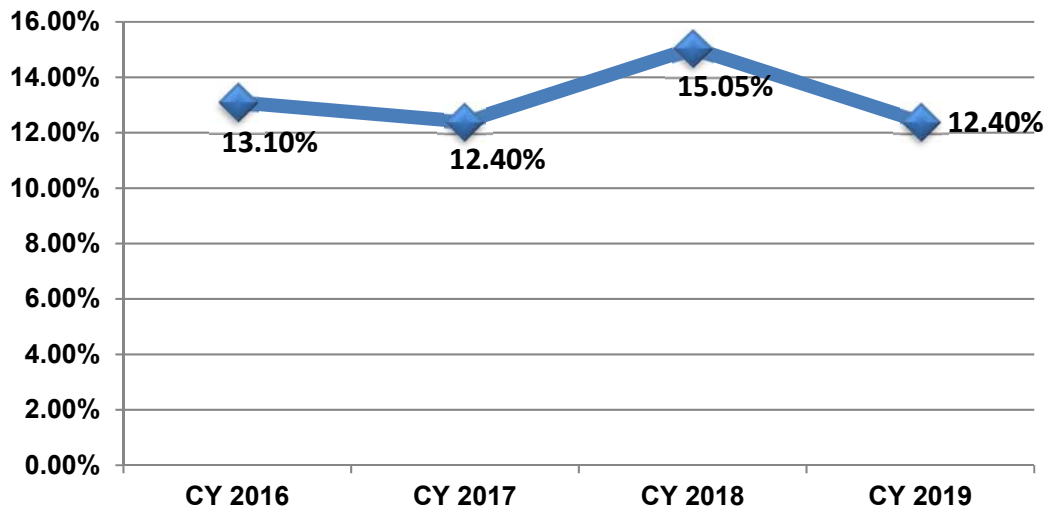
- Roanoke won an APWA Mid-Atlantic Chapter Project of the Year award for “structures less than \$5 million for the Williamson Road Branch Library project.”
- First-ever All-America City Hall of Fame Award winner (National Civic League). Roanoke won for its star city reads and the feed and read initiatives.
- 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



MEASURE 2: Number of promotions offered.

<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>
110	144	150	177	175

MEASURE 3: Average value of employee benefits package.

<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>
40% of employee salary	40% of employee salary	44% of employee salary	43% of employee salary	43.4% of employee salary

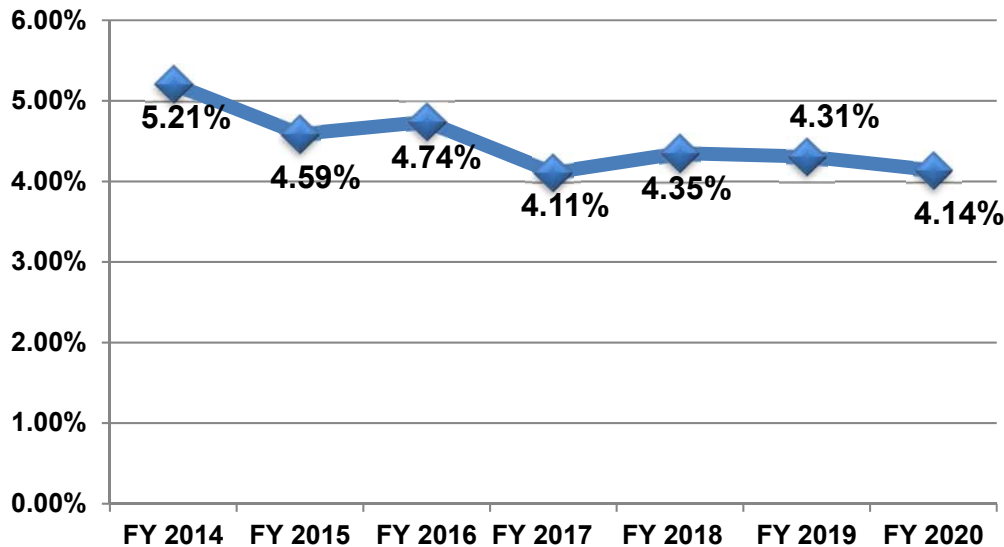
4. Financial Performance

MEASURE 1: Maintain or improve the City’s bond rating.

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>
Standard & Poor’s	AA+	AA+	AA+	AA+	AA+	AA+
Fitch	AA+	AA+	AA+	AA+	AA+	AA+
Moody’s					Aa2	Aa2

Comment: Between FY2015- FY2018, City did not have the bond rating from Moody’s.

MEASURE 2: Debt Service as a percentage of operating expenditures



MEASURE 3: Long-term debt as a percentage of assessed property valuation*

<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019**</u>	<u>FY 2020</u>
2.63%	2.65%	2.49%	2.42%	2.60%

MEASURE 4: Revenues per capita

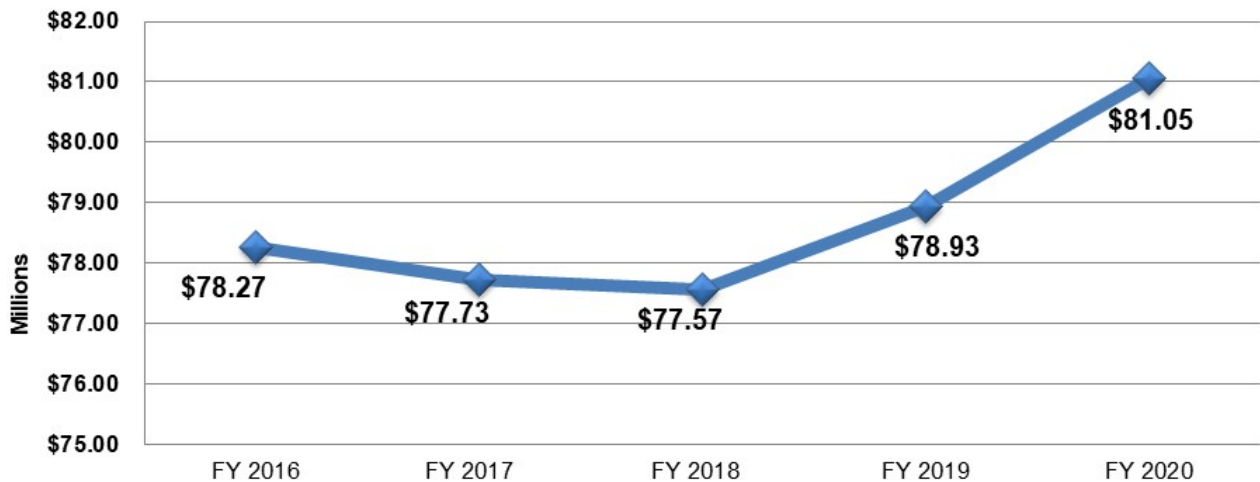
<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019**</u>	<u>FY 2020</u>
\$2,738	\$2,803	\$2,914	\$3,004	\$3,049

MEASURE 5: Expenditures per capita

<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019**</u>	<u>FY 2020</u>
\$2,722	\$2,774	\$2,878	\$2,895	\$3,026

* 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.

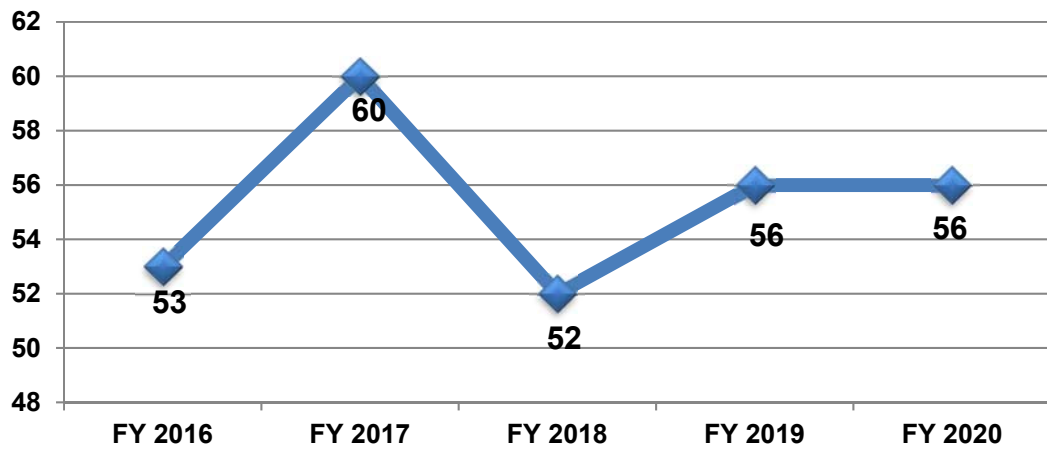
** Prior results are restated for final year-end totals.

MEASURE 6: Inflation adjusted real estate property tax revenue (in 2012 dollars)**MEASURE 7: Percent of amended budgeted revenues collected**

<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>
99.01%	98.24%	101.45%	101.1%	98.60%

5. Use of Online Services

MEASURE 1: Number of internet based services available to the public.



6. External/Internal Audit Reports

MEASURE 1: Number of auditing findings.

<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>
52	45	46	44	45

MEASURE 2: Compliance of audit findings.

<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>
9 of 12 audit finding resolved	14 of 15 satisfactorily completed	15 of 25 audit finding resolved	9 of 10 audit finding resolved	19 of 27 audit finding resolved

GOOD GOVERNMENT

DEPARTMENT	OFFER / SUPPLEMENT TITLE	FY22
Director of Finance	Accounts Payable	\$240,522
Treasurer	Accounts Receivable Billing and Collections Services	\$435,024
Treasurer	- EMS Billing Services- Digtech	\$22,690
City Manager	Administering City's Strategic Initiatives	\$86,345
General Services	Auto and General Liability Claims Administration	\$195,534
Director of Finance - Board of Equalization	Board of Equalization	\$8,501
Director of Finance - Management and Budget	Budget Administration and General Management	\$262,850
Director of Finance - Management and Budget	Budget Development	\$212,749
Commissioner of the Revenue	Business License Taxation	\$456,108
Director of Finance - Management and Budget	Capital and Financial Planning	\$42,849
Treasurer	Cash Management and Investment Services	\$419,413
Treasurer	- Advertising Tax Deadlines	\$784
Treasurer	- Postage Increase	\$4,000
Clerk of Courts	Circuit Court Clerk Performance of State Mandated Duties	\$1,792,787
City Council	City Council	\$274,371
City Manager	Community Engagement	\$133,049
City Manager	- Civic Plus Website Contract Increase & Training	\$4,619
Electoral Board	Conduct of Elections - Local/State/Federal	\$472,913
Electoral Board	- Administrative Supplies for Conduct of Elections	\$7,500
Electoral Board	- External Printing	\$5,000
Electoral Board	- Overtime Wages During Election Cycle	\$23,025
Electoral Board	- Registrar Building Costs	\$5,070
Electoral Board	- Salary Supplement for Conduct of Elections	\$8,175
Electoral Board	- Storage for Election Furnishings and PPE	\$8,784
Electoral Board	- Temp Wages for Election Periods	\$341,861
Electoral Board	- Vote by Mail Envelopes	\$6,000

GOOD GOVERNMENT

DEPARTMENT	OFFER / SUPPLEMENT TITLE	FY22
Electoral Board	- Vote by Mail Postage	\$34,200
City Auditor	Coordinate Annual Independent Audit of City ACFR	\$184,201
City Auditor	- External Audit Contractual Increase	\$8,700
Treasurer	Dog Licensing	\$60,709
Treasurer	- PetData Dog Licensing	\$6,240
City Auditor	Fraud, Waste, and Abuse Hotline	\$61,360
City Auditor	- Inflationary Increase in Third Party Contract-Three Year Catch Up	\$105
Director of Finance	Fund Accounting and Financial Reporting	\$1,044,367
Director of Finance	- Fund Accounting and Financial Reporting Technology Increase	\$7,498
Commonwealth Attorney - Cost Collections Unit	Handle Collection of Court Costs and/or Fines for the Roanoke City Courts	\$85,888
Human Resources	Human Resources - Benefits Administration	\$1,224,756
Human Resources	- Increase to Employee Health Clinic Electric Utility Cost	\$1,500
Human Resources	- Increase to Marathon Health - Employee Health Clinic Contract	\$21,845
Human Resources	Human Resources - Employment Services	\$339,598
Human Resources	- Increase to NEOGOV Applicant Tracking System Contract Cost	\$2,220
Human Resources	- Minimum Wage and Hour Increase	\$59,208
Human Resources	Human Resources - Organizational Development	\$632,954
Human Resources	Human Resources - Salary Administration	\$272,154
Human Resources	- HR/Payroll System Maintenance Contract Increase	\$5,820
City Manager	Leadership, Management, and Oversight	\$859,948
City Manager	- Assistant City Manager Trainee and Leadership Committee Stipends	\$18,839
City Attorney	Legal Counsel	\$967,408
City Attorney	- City Attorney Inflationary Costs	\$10,453
Commissioner of the Revenue	Local Trust Taxes	\$271,568
Commissioner of the Revenue	- E-portal web services - Sturgis	\$12,673
Outside Agency	Memberships (Itemized listings can be found in the Appendix)	\$2,231,224

GOOD GOVERNMENT

DEPARTMENT	OFFER / SUPPLEMENT TITLE	FY22
Treasurer	Miscellaneous Revenue Collections and Administration	\$24,822
Director of Finance	Payroll	\$434,959
Director of Finance	- Payroll Technology Maintenance Contract Increase	\$7,979
City Auditor	Performance Auditing	\$597,898
Commissioner of the Revenue	Personal Property Tax Administration and Motor Vehicle License	\$967,551
Commissioner of the Revenue	- NADA Valuation Services	\$9,300
Commissioner of the Revenue	- PCI Annual Maintenance and Support	\$12,732
General Services - Purchasing	Procurement and Contract Administration Services	\$607,414
General Services - Purchasing	- CGI Advantage VSS (Purchasing Portion) Mandatory Contract Price Increase	\$2,082
General Services - Purchasing	- Cobblestone Contract Management System (CMS) Mandatory Contract Price Increase	\$1,245
City Manager - Office of Communications	Public Information: Make City News Accessible and Promote the City of Roanoke	\$125,853
Director of Finance - Real Estate Valuation	Real Estate Taxation	\$1,906,971
Director of Finance - Real Estate Valuation	- Tax Records Maintenance and Support	\$4,193
Director of Finance	Retirement Plans Administration	\$568,188
Director of Finance	- Benefit Plans Consultative Services	\$1,398
General Services- Risk Management	Risk Management Administration	\$1,007,707
General Services- Risk Management	- Increase in Insurance Premiums	\$107,291
Outside Agency	RVTV: Roanoke Valley Television	\$240,109
General Services- Risk Management	Safety Training / Loss Prevention and Control	\$71,250
Treasurer	Set Off Debt Collection Program	\$61,014
Commissioner of the Revenue	Taxation Programs Commonwealth of Virginia	\$171,350
City Clerk	Technical Support and Administrative Services to Constituents	\$429,342
Director of Finance - Management and Budget	Travel Policy Administration	\$26,303
Electoral Board	Voter Registration Services	\$159,275

Good Government
Offer Executive Summary

Offer:	Accounts Payable	
Dept:	Director of Finance	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

Executive Summary:

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Number of payment transactions (ie. Invoices, interfaces, Payment Vouchers, Travel and Expense Reimbursements, Refunds) processed monthly	1,200	1,200	1,942
Percentage of active purchasing vendors receiving payment via electronic funds transfers (EFT's).	20%	20%	28%
Total dollar value of Purchasing Card (PCard) transactions.	\$8,000,000	\$8,000,000	\$9,662,980

Seller/Owner: 1231 - Finance

Offer:	Accounts Receivable Billing and Collections Services	
Dept:	Treasurer	Factor: Responsible Financial Management
Outcome:	Accurate & Timely Accounting	Existing

Executive Summary:

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percent of Miscellaneous AR invoices collected in the current year for items billed and paid.	55%	55%	N/A

Seller/Owner: 1234 - City Treasurer

Offer:	EMS Billing Services - Digtech	
Dept:	Treasurer	Factor: Responsible Financial Management
Outcome:	Accurate & Timely Accounting	Supplemental

Executive Summary:

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.

Seller/Owner: 1234 - City Treasurer

Good Government

Offer Executive Summary

Offer: **Administering City's Strategic Initiatives**
 Dept: City Manager Factor: Efficient & Effective Operations
 Outcome: Effectively Managed Resources Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Number of employees attending "Intro to Lean" training outside of new employee orientation	40	40	N/A
Number of marketing events held to promote Lean.	2	2	N/A
Percent of attendees at all Lean classes who feel they will use the Lean tools in their jobs going	90%	90%	N/A

Seller/Owner: 1211 - City Manager

Offer: **Auto and General Liability Claims Administration**
 Dept: General Services Factor: High Performing Employees
 Outcome: High Employee Morale & Engagement Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Damage Recovery/Subrogation	50	25	36
Successfully close 80% of AL and GL claims not in litigation within 6 months of receipt	80%	80%	85%

Seller/Owner: 1262 - Risk Management

Good Government

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Average number of appeals processed per day	2.0	2.0	1
Total cost per appeal	\$192	\$192	\$73

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percent of favorable satisfaction ratings received on internal customer survey regarding budget development, budget administration, support services and planning services assistance provided	95%	95%	93.0%

Seller/Owner: 1212 - Management and Budget

Good Government
Offer Executive Summary

Offer: **Budget Development**
 Dept: Director of Finance
 Outcome: Effective Fiscal Planning & Budgeting

Factor: Responsible Financial Management
Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percentage of GFOA Distinguished Budget Presentation Awards criteria that score 'Proficient' or higher.	95%	95%	98%
Receipt of the Government Finance Officers Association Distinguished Budget Presentation Award.	Yes	Yes	Yes

Seller/Owner: 1212 - Management and Budget

Offer: **Business License Taxation**
 Dept: Commissioner of the Revenue
 Outcome: Best Practices

Factor: Efficient & Effective Operations
Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percent of Business License taxes collected for current year	97%	99%	95%

Seller/Owner: 1233 - Commissioner of the Revenue

Offer: **Capital and Financial Planning**
 Dept: Director of Finance
 Outcome: Effective Fiscal Planning & Budgeting

Factor: Responsible Financial Management
Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Compilation of annual Capital Improvement Program (CIP) plan and document	Yes	Yes	Yes
Percent of annual capital budget that is cash funded (vs. debt funded)	Approximately 20%	Less than 20%	29%

Seller/Owner: 1212 - Management and Budget

Good Government

Offer Executive Summary

Offer: **Cash Management and Investment Services**
Dept: Treasurer
Outcome: Accurate & Timely Accounting
Factor: Responsible Financial Management
Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
All City bank statements monthly are reconciled within 60 days of the close of that month.	100%	100%	N/A

Seller/Owner: 1234 - City Treasurer

Offer: **Advertising Tax Deadlines**
Dept: Treasurer
Outcome: Accurate & Timely Accounting
Factor: Responsible Financial Management
Supplemental

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
Supplemental

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 Factor: Efficient & Effective Operations
 Outcome: Excellent Customer Service Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
% of land records, judgments, wills/probate, civil/criminal cases, received/processed/recorded	99%	99%	99%
% of marriage licenses, concealed handguns, notary oaths, name changes processed while customers wait	100%	100%	100%
% of trust accounts & propriety accounts, administered, maintained, collected & disbursed daily	100%	100%	100%

Seller/Owner: 2111 - Clerk of Circuit Court

Offer: **City Council**
 Dept: City Council Factor: Effective Leadership
 Outcome: Strategic Vision Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percent of residents from Citizen Survey who rate the quality of life in the City of Roanoke as "good" or "excellent"	78%	78%	72%

Seller/Owner: 1110 - City Council

Good Government

Offer Executive Summary

Offer: **Community Engagement**
 Dept: City Manager
 Outcome: Excellent Customer Service
 Factor: Efficient & Effective Operations
 Existing

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 on our 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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Annual Website Visits	1,100,000	1,000,000	0
Total Community Size	132000	130000	127036

Seller/Owner: 1213 - Community Engagement

Offer: **Civic Plus Website Contract Increase & Training**
 Dept: City Manager
 Outcome: Effectively Managed Resources
 Factor: Efficient & Effective Operations
 Supplemental

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
 Factor: High Performing Employees
 Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Number of registered voters	64,000	64,000	62,000

Seller/Owner: 1310 - Electoral Board

Good Government

Offer Executive Summary

Offer: **Administrative Supplies for Conduct of Elections**
Dept: Electoral Board
Outcome: Best Practices
Factor: Efficient & Effective Operations
Supplemental

Executive Summary:

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.

Seller/Owner: 1310 - Electoral Board

Offer: **External Printing**
Dept: Electoral Board
Outcome: Excellent Customer Service
Factor: Efficient & Effective Operations
Supplemental

Executive Summary:

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.

Seller/Owner: 1310 - Electoral Board

Offer: **Overtime Wages During Election Cycle**
Dept: Electoral Board
Outcome: Excellent Customer Service
Factor: Efficient & Effective Operations
Supplemental

Executive Summary:

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.

Seller/Owner: 1310 - Electoral Board

Offer: **Registrar Building Costs**
Dept: Electoral Board
Outcome: Effective Fiscal Planning & Budgeting
Factor: Responsible Financial Management
Supplemental

Executive Summary:

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).

Seller/Owner: 1310 - Electoral Board

Offer: **Salary Supplement for Conduct of Elections**
Dept: Electoral Board
Outcome: Highly Competent, Well-Trained Staff
Factor: High Performing Employees
Supplemental

Executive Summary:

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.

Seller/Owner: 1310 - Electoral Board

Good Government

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 changes 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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Audit completed and filed with the Auditor of Public Accounts by the required deadline.	December 15	N/A	N/A

Seller/Owner: 1240 - Municipal Auditing

Good Government

Offer Executive Summary

Offer: **External Audit Contractual Increase**
Dept: City Auditor
Outcome: Transparency
Factor: Responsible Financial Management
Supplemental

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
Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Number of days for PetData to get vaccination information from the Veterinary Offices and other Trea	30 days	30 days	N/A

Seller/Owner: 1234 - City Treasurer

Offer: **PetData Contractual Services**
Dept: Treasurer
Outcome: Compliance
Factor: Efficient & Effective Operations
Supplemental

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

Good Government

Offer Executive Summary

Offer: **Fraud, Waste, and Abuse Hotline**
 Dept: City Auditor
 Outcome: Compliance

Factor: Efficient & Effective Operations
Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Each report investigated and resolved within 30 days.	100%	100%	100%

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
Existing

Executive Summary:

Fund Accounting and Financial Reporting (FA), a functional accountability within the Department of Finance, is charged with providing financial management/accounting 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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Number of Principle and Interest (P & I) bond payments made to bond authorities.	15	15	13
Percentage of GFOA Certificate of Achievement in Financial Reporting criteria that score "Proficient" or higher.	100%	100%	FY19 100%
Receipt of Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the Annual Comprehensive Financial Report (ACFR).	Yes	Yes	FY19 - Yes

Seller/Owner: 1231 - Finance

Good Government

Offer Executive Summary

Offer:	Fund Accounting and Financial Reporting Technology Increase	
Dept:	Director of Finance	Factor: Efficient & Effective Operations
Outcome:	Compliance	Supplemental

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	Factor: Efficient & Effective Operations
Outcome:	Compliance	Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Dollar value of Circuit Court Collection Fees	\$30,000	\$30,000	\$35,129.01
Dollar value of General District Court Collection Fees	\$40,000	\$65,000	\$41,819.08
Dollar value of Juvenile & Domestic Relations District Court Collection Fees	\$1,500	\$4,000	\$1,588.41

Seller/Owner: 2211 - Cost Collections Unit

Offer:	Human Resources - Benefits Administration	
Dept:	Human Resources	Factor: High Performing Employees
Outcome:	High Employee Morale & Engagement	Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Number of health and wellness related training programs provided per calendar year	4	4	12
Percentage increase in the total plan savings from redirected care and estimated predictive impact.	1%	3%	N/A
Percentage of employees who are utilizing and engaged in coaching at the Employee Health Clinic.	40%	40%	N/A

Seller/Owner: 1261 - Human Resources

Good Government

Offer Executive Summary

Offer:	Increase to Employee Health Clinic Electric Utility Cost	
Dept:	Human Resources	Factor: High Performing Employees
Outcome:	High Employee Morale & Engagement	Supplemental - New

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	Factor: High Performing Employees
Outcome:	High Employee Morale & Engagement	Supplemental - Existing

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	Factor: High Performing Employees
Outcome:	Highly Competent, Well-Trained Staff	Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Number of annual new hires that remain tenured one year or longer.	120	120	212
Number of employees who were promoted	100	100	159
Percent of city employees that attended mandatory learning workshops	12-15	12-15	6

Seller/Owner: 1261 - Human Resources

Good Government

Offer Executive Summary

Offer: **Increase to NEOGOV Applicant Tracking System Contract Cost**
 Dept: Human Resources Factor: High Performing Employees
 Outcome: Highly Competent, Well-Trained Staff Supplemental

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 Factor: High Performing Employees
 Outcome: Highly Competent, Well-Trained Staff Supplemental

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 Factor: High Performing Employees
 Outcome: Highly Competent, Well-Trained Staff Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Number of employment applications received during the fiscal year	12,000	12,000	12,555
Percent of employees reporting that learning/training will improve their job performance	90%	90%	82%

Seller/Owner: 1261 - Human Resources

Good Government

Offer Executive Summary

Offer: **Human Resources - Salary Administration**
 Dept: Human Resources Factor: High Performing Employees
 Outcome: High Employee Morale & Engagement Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percent of City titles that are 90% or greater of the "regional" market average.	80%	90%	83%

Seller/Owner: 1261 - Human Resources

Offer: **HR/Payroll System Maintenance Contract Increase**
 Dept: Human Resources Factor: High Performing Employees
 Outcome: High Employee Morale & Engagement Supplemental

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**
 Dept: City Manager Factor: Effective Leadership
 Outcome: Strategic Vision Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percent of residents from Citizen Survey who agree the services provided by City of Roanoke are worth the taxes paid by its citizens	80%	80%	N/A
Percent of residents from Citizen Survey who rate the quality of life in the City as good or excelle	80%	80%	N/A

Seller/Owner: 1211 - City Manager

Good Government

Offer Executive Summary

Offer: **Assistant City Manager Trainee and Leadership Committee Stipends**
Dept: City Manager
Outcome: High Employee Morale & Engagement
Factor: High Performing Employees
Supplemental

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

Offer: **Legal Counsel**
Dept: City Attorney
Outcome: Best Practices
Factor: Efficient & Effective Operations
Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Amount of settlements and judgments as a percentage of amounts claimed in tort litigation against the City.	10%	10%	10%
Number of days after receipt to review and approve as to form routine legal documents.	2	2	N/A
Percent of time legal representation present to represent the City's interest at all adversarial administrative hearings.	100%	100%	100%

Seller/Owner: 1220 - City Attorney

Offer: **City Attorney Inflationary Costs**
Dept: City Attorney
Outcome: Best Practices
Factor: Efficient & Effective Operations
Supplemental

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

Good Government

Offer Executive Summary

Offer: **Local Trust Taxes**
 Dept: Commissioner of the Revenue
 Outcome: Transparency
 Factor: Responsible Financial Management
 Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percent of delinquency to total tax base	1%	1%	2%

Seller/Owner: 1233 - Commissioner of the Revenue

Offer: **E-portal web services - Sturgis**
 Dept: Commissioner of the Revenue
 Outcome: Transparency
 Factor: Responsible Financial Management
 Supplemental

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
 Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Payment of membership dues and service district taxes	Yes	Yes	Yes

Seller/Owner: 7220 - Affiliations & Contributions

Good Government

Offer Executive Summary

Offer: **Miscellaneous Revenue Collections and Administration**
Dept: Treasurer
Outcome: Accurate & Timely Accounting
Factor: Responsible Financial Management
Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percent of current year miscellaneous fees collected.	97%	99%	N/A

Seller/Owner: 1234 - City Treasurer

Offer: **Payroll**
Dept: Director of Finance
Outcome: Compliance
Factor: Efficient & Effective Operations
Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Number of payments issued to employees for hours worked	46,500	46,500	50,243

Seller/Owner: 1231 - Finance

Offer: **Payroll Technology Maintenance Contract Increases**
Dept: Director of Finance
Outcome: Compliance
Factor: Efficient & Effective Operations
Supplemental

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
Factor: Efficient & Effective Operations
Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Assignments completed per FTE	5	5	6
Percentage of audit findings resolved	80%	80%	70%

Seller/Owner: 1240 - Municipal Auditing

Offer: **Personal Property Tax Administration and Motor Vehicle License**
Dept: Commissioner of the Revenue
Outcome: Transparency
Factor: Responsible Financial Management
Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percent of Personal Property taxes collected for the current year.	90%	90%	92%

Seller/Owner: 1233 - Commissioner of the Revenue

Offer: **NADA Valuation Services**
Dept: Commissioner of the Revenue
Outcome: Transparency
Factor: Responsible Financial Management
Supplemental

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
Factor: Responsible Financial Management
Supplemental

Executive Summary:

The supplemental request is for support and maintenance cost for the PCI - Tax & Treasury System.

Seller/Owner: 1233 - Commissioner of the Revenue

Good Government

Offer Executive Summary

Offer: **Procurement and Contracts Administration Services**
Dept: General Services Factor: Efficient & Effective Operations
Outcome: Effectively Managed Resources Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percent of protests filed and sustained	0%	0%	0%

Seller/Owner: 1237 - Purchasing

Offer: **CGI Advantage VSS (Purchasing Portion) Mandatory Contract Price Increase**
Dept: General Services Factor: Efficient & Effective Operations
Outcome: Effectively Managed Resources Supplemental - New

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 Factor: Efficient & Effective Operations
Outcome: Effectively Managed Resources Supplemental

Executive Summary:

Cobblestone Contract Management System (CMS) mandatory annual contract price increase.

Seller/Owner: 1237 - Purchasing

Good Government

Offer Executive Summary

Offer: **Public Information: Make City News Accessible and Promote the City of Roanoke**
 Dept: City Manager
 Outcome: Accessible
 Factor: Efficient & Effective Operations
 Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Number of communications sent out	150 news releases/24	120 releases/24 blog	N/A
Number of media inquiries responded to by the Public Information Officer	200	200	N/A

Seller/Owner: 1213 - Community Engagement

Offer: **Real Estate Taxation**
 Dept: Director of Finance
 Outcome: Effective Fiscal Planning & Budgeting
 Factor: Responsible Financial Management
 Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percent of Real Estate taxes collected for current year.	90%	90%	98%
Sales Ratio / Coefficient of Dispersion	95%/10%	95%/10%	96%/12.62%

Seller/Owner: 1235 - Real Estate Valuation

Offer: **Tax Records Maintenance and Support**
 Dept: Commissioner of the Revenue
 Outcome: Accurate & Timely Accounting
 Factor: Responsible Financial Management
 Supplemental

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

Good Government

Offer Executive Summary

Offer: **Retirement Plans Administration**
 Dept: Director of Finance
 Outcome: Compliance
 Factor: Efficient & Effective Operations
 Existing

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.

Performance Measures:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percent of employees participating in the 457 Deferred Compensation Plan	75%	75%	46.13%
Percentage of GFOA Certificate in Financial Reporting criteria that score "Proficient" or higher.	100%	100%	FY19 100%
Receipt of Government Finance Officers Association (GFOA) Certificate of Achievement of Excellence for the Pension Plan Annual Comprehensive Financial Report (ACFR).	Yes	Yes	FY19 Yes

Seller/Owner: 1231 - Finance

Offer: **Benefit Plans Consultative Services**
 Dept: Director of Finance
 Outcome: Compliance
 Factor: Efficient & Effective Operations
 Supplemental

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
 Existing

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.

Performance Measures:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percentage reduction in the average cost of workers' compensation claims	5%	5%	34%

Seller/Owner: 1262 - Risk Management

Good Government

Offer Executive Summary

Offer: **Increase in Insurance Premiums**
 Dept: General Services
 Outcome: High Employee Morale & Engagement
 Factor: High Performing Employees
 Supplemental

Executive Summary:

This supplemental offer represents an the 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
 Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Number of RVTV Services	81	81	N/A

Seller/Owner: 1213 - Community Engagement

Offer: **Safety Training/Loss Prevention and Control**
 Dept: General Services
 Outcome: High Employee Morale & Engagement
 Factor: High Performing Employees
 Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
OSHA Mandatory Training Sessions	N/A	N/A	100%
Reduction in the number of OSHA recordable accidents	10%	10%	6.9%

Seller/Owner: 1262 - Risk Management

Good Government

Offer Executive Summary

Offer: **Set Off Debt Collection Program**
Dept: Treasurer
Outcome: Accurate & Timely Accounting
Factor: Responsible Financial Management
Existing

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 Lancor (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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percent of finalized set off debt claims received by the State that the City is eligible to receive	98%	98%	83%

Seller/Owner: 1234 - City Treasurer

Offer: **Taxation Programs Commonwealth of Virginia**
Dept: Commissioner of the Revenue
Outcome: Excellent Customer Service
Factor: Efficient & Effective Operations
Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percent of State Income tax collected was processed within the same day as the funds were received.	99%	99%	100%

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

Factor: Effective Leadership
Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
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.	100%	100%	100%
Percent of requests for information processed within five business days as required by FOIA.	100%	100%	100%
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.	90%	90%	95%

Seller/Owner: 1120 - City Clerk

Offer: **Travel Policy Administration**
 Dept: Director of Finance
 Outcome: Accurate & Timely Accounting

Factor: Responsible Financial Management
Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Percent compliance with the City's Business and Training Guidelines	100%	100%	100%
Percent of travel requests reviewed and processed within 3 business days	95%	95%	97%

Seller/Owner: 1212 - Management and Budget

Good Government

Offer Executive Summary

Offer: **Voter Registration Services**
Dept: Electoral Board
Outcome: Highly Competent, Well-Trained Staff
Factor: High Performing Employees
Existing

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:

Measure Title	FY 2022 Target	FY 2021 Target	FY 2020 Actual
Number of voter registration drives held at each high school	4	4	0

Seller/Owner: 1310 - Electoral Board