

# City Council Strategic Planning Retreat

Friday, October 17, 2014  
Center in the Square



# The Agenda

- Setting the Stage
- What have we accomplished?
  - Priority Performance Indicator Results
- Where are we today?
  - FY 2015 Strategic Issues
  - Revenue Sources
  - Capital Improvement Program
  - Parking
- Where do we want to be in 5 years?
  - Vision affirmation
  - Priority affirmation
- How do we get there?
  - Resiliency
  - 5 Year Operating Plan
- What should we focus on?
  - Discussion
  - Next Steps

# Setting the Stage







# How to make a city great

A review of the steps city leaders around  
the world take to transform their cities  
into great places to live and work

*Cities can transform  
themselves into  
great places to live  
by doing three  
things...*

# 1. Achieve smart growth

Adopt a strategic approach

Plan for change

Integrate environmental thinking

Insist on opportunity for all



## 2. Do more with less

Assess and manage expenses

Explore partnerships

Introduce investment accountability

Embrace technology

### 3. Win support for change

Craft a community vision

Build a high-performing team

Create a culture of accountability

Forge stakeholder consensus

What drives  
local  
economic  
development?



*Communities with the highest percentage of people with a strong emotional connection to their town had the highest local GDP growth rates over time.*

Soul of the Community  
February 2011

Community Attribute	Correlation to Attachment
Social Offerings	.54
Openness	.50
Aesthetics (Beauty)	.49
Education	.47
Basic Services	.42
Leadership	.39
Economy	.36
Safety	.23
Social Capital	.15
Civic Involvement	.04

# Recognize Assets







*Photos by Robin/2014*



# Elmwood Park





# Roanoke's Festival Park

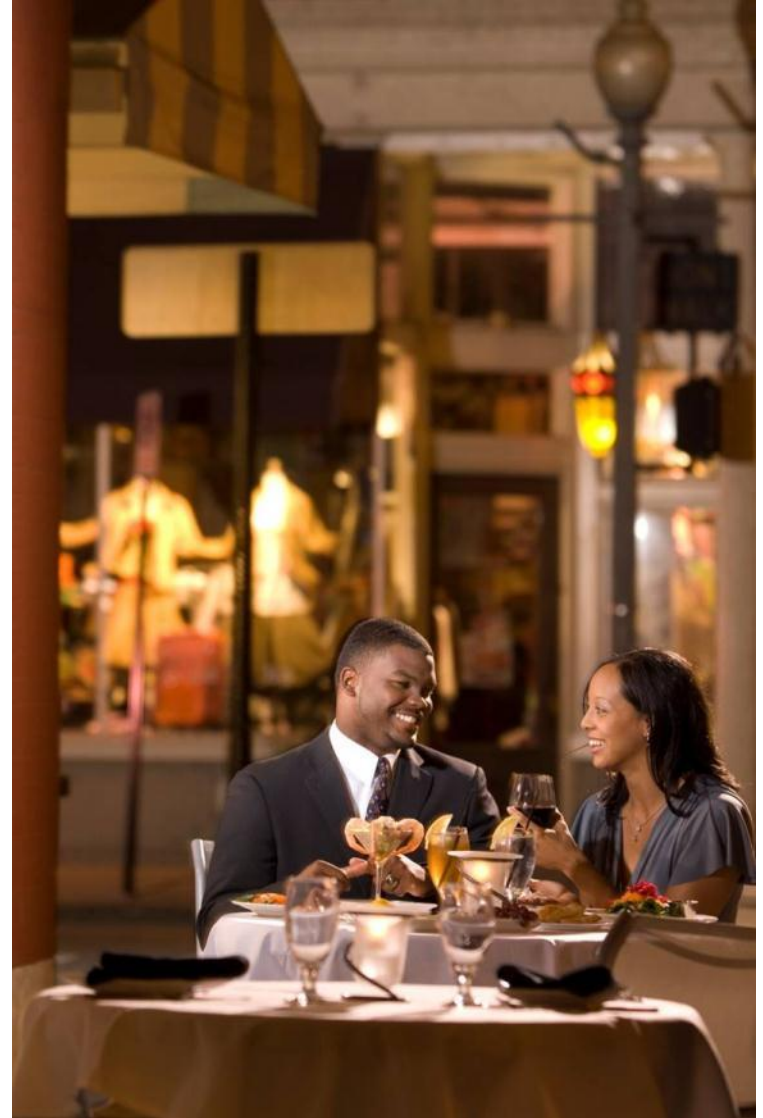








# Downtown Living



# Meridium World Headquarters



# Market Garage Hotel





# Horton Lofts





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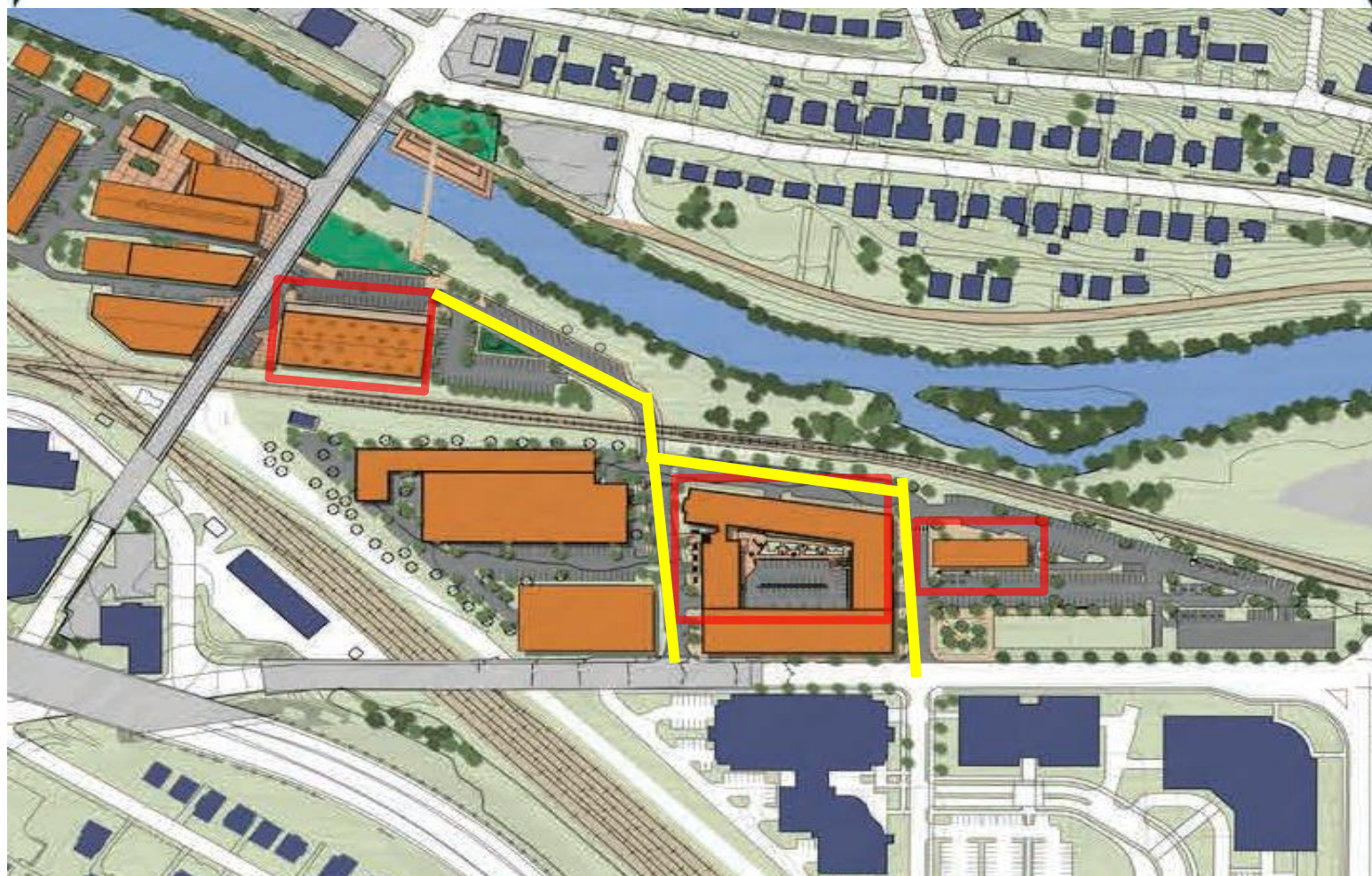
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# VTC





# THE BRIDGES





# Apartments & Commercial on Jefferson Street



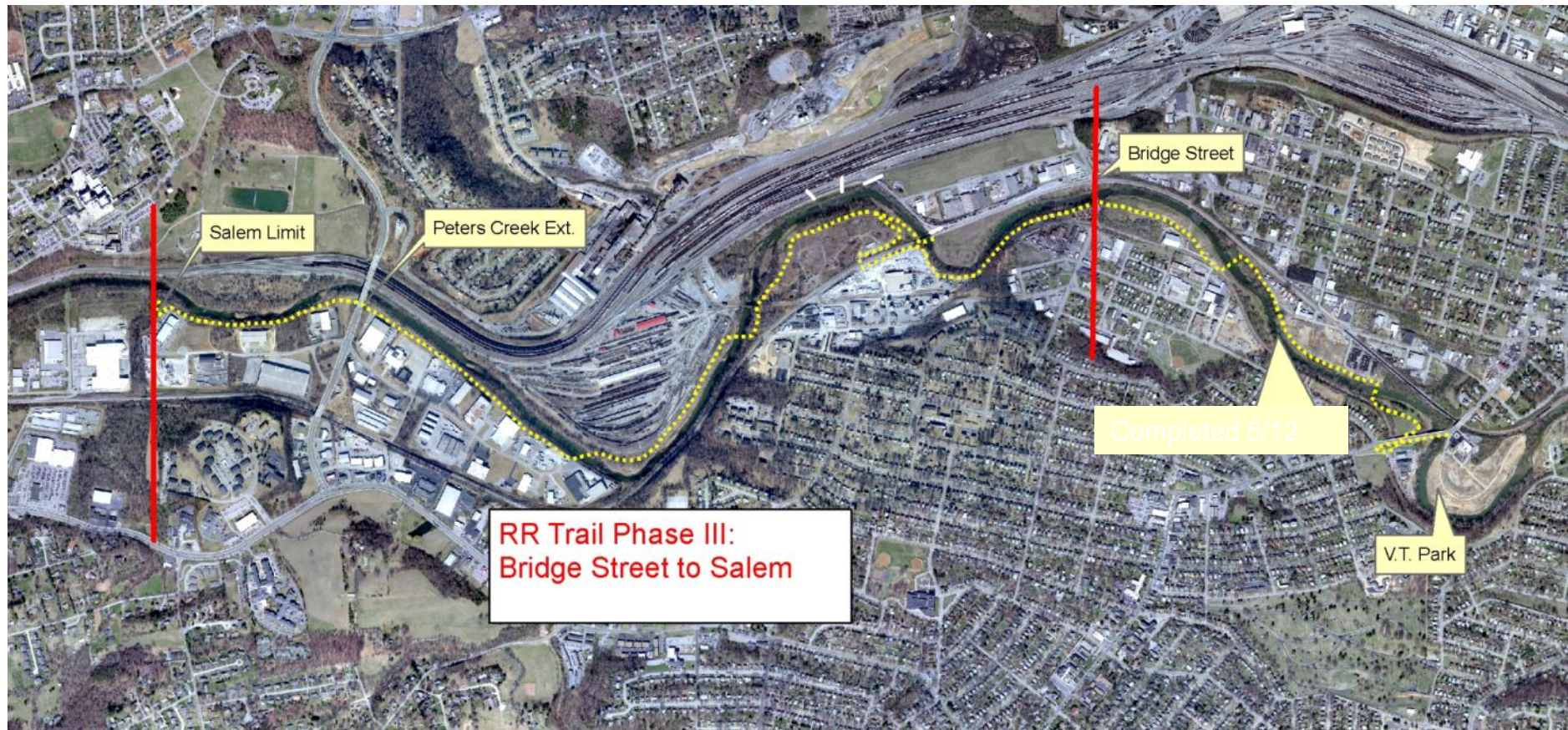
# Roanoke River Greenway



## Connecting the Valley



# Closing the Greenway Gap





# Latest Plan



# Passenger Rail





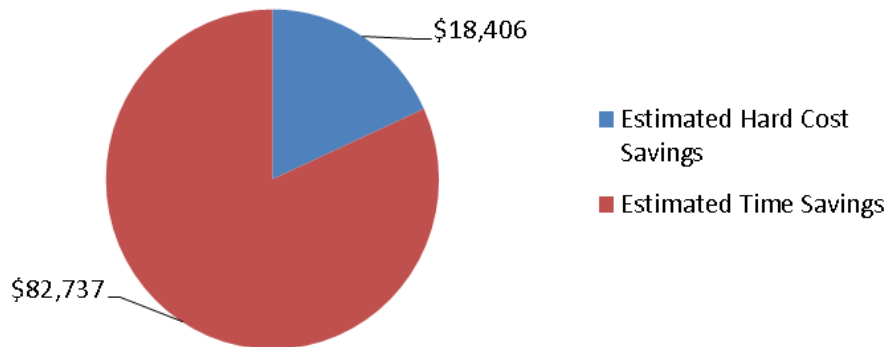
# Evans Spring



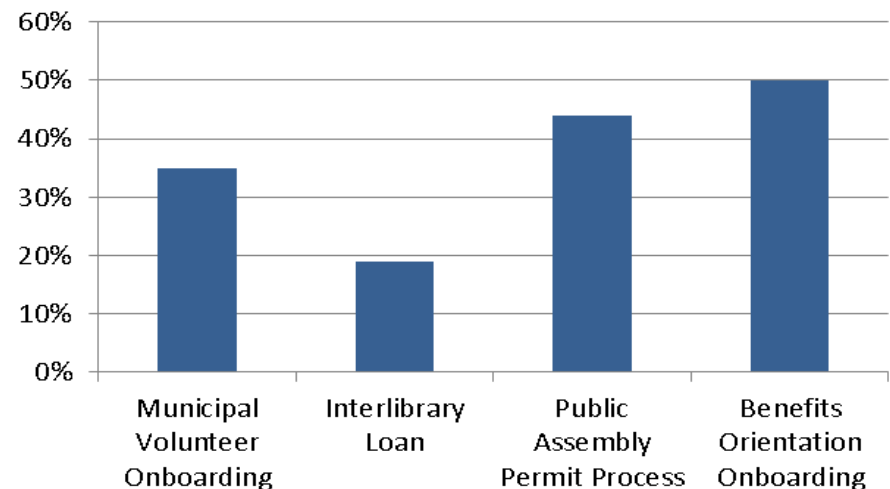
# Building a LEAN organization

- Lean 1 Cohort 19 projects; 12 Different Departments/Divisions
- Lean 2 Cohort 21 projects; 13 Different Departments/Divisions
- Lean Six Sigma training will involve 19 projects across 12 Departments/Divisions
- Efficiency Gain, Hard Cost Savings, Processing Times, Form Efficiency, Standardization, Use of Technology
- Partnership with VT Industrial Engineering Dept

**Card Payables Project**  
**\$102,070 Savings**



**% Time Reduction**





*Savvy*

AWARDS

HONORING CREATIVE  
MARKETING & COMMUNICATIONS

SOCIAL MEDIA - BEST USE OF FACEBOOK

2014 Snow Event

SEPTEMBER 4, 2014

3CCMA

City-County Communications  
& Marketing Association



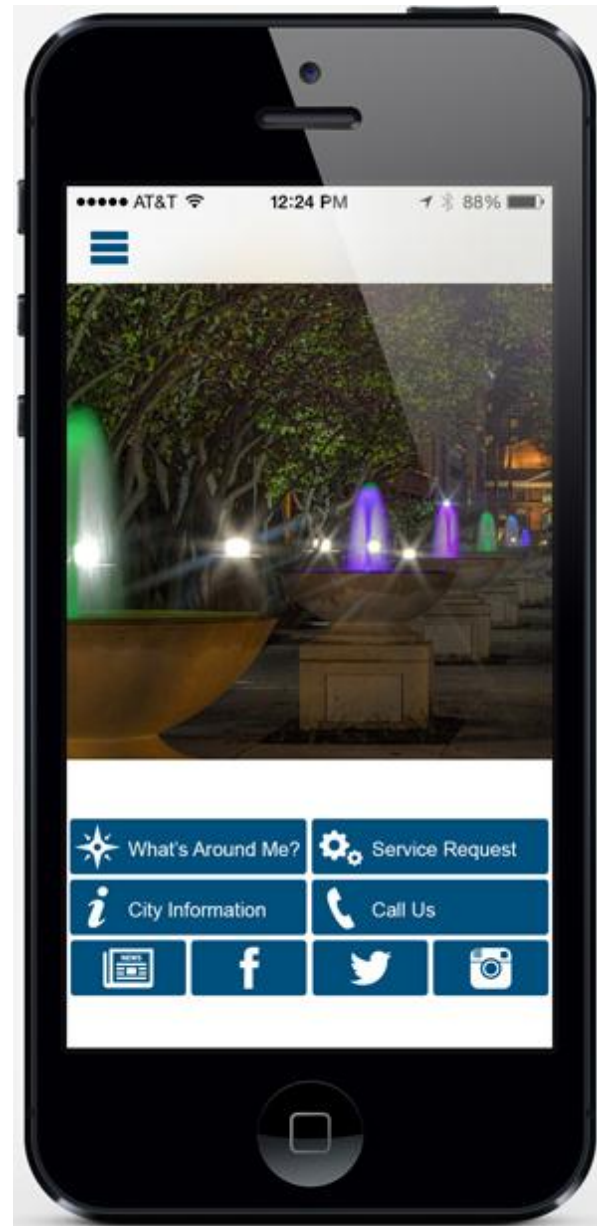
1906-2013



1884-1906

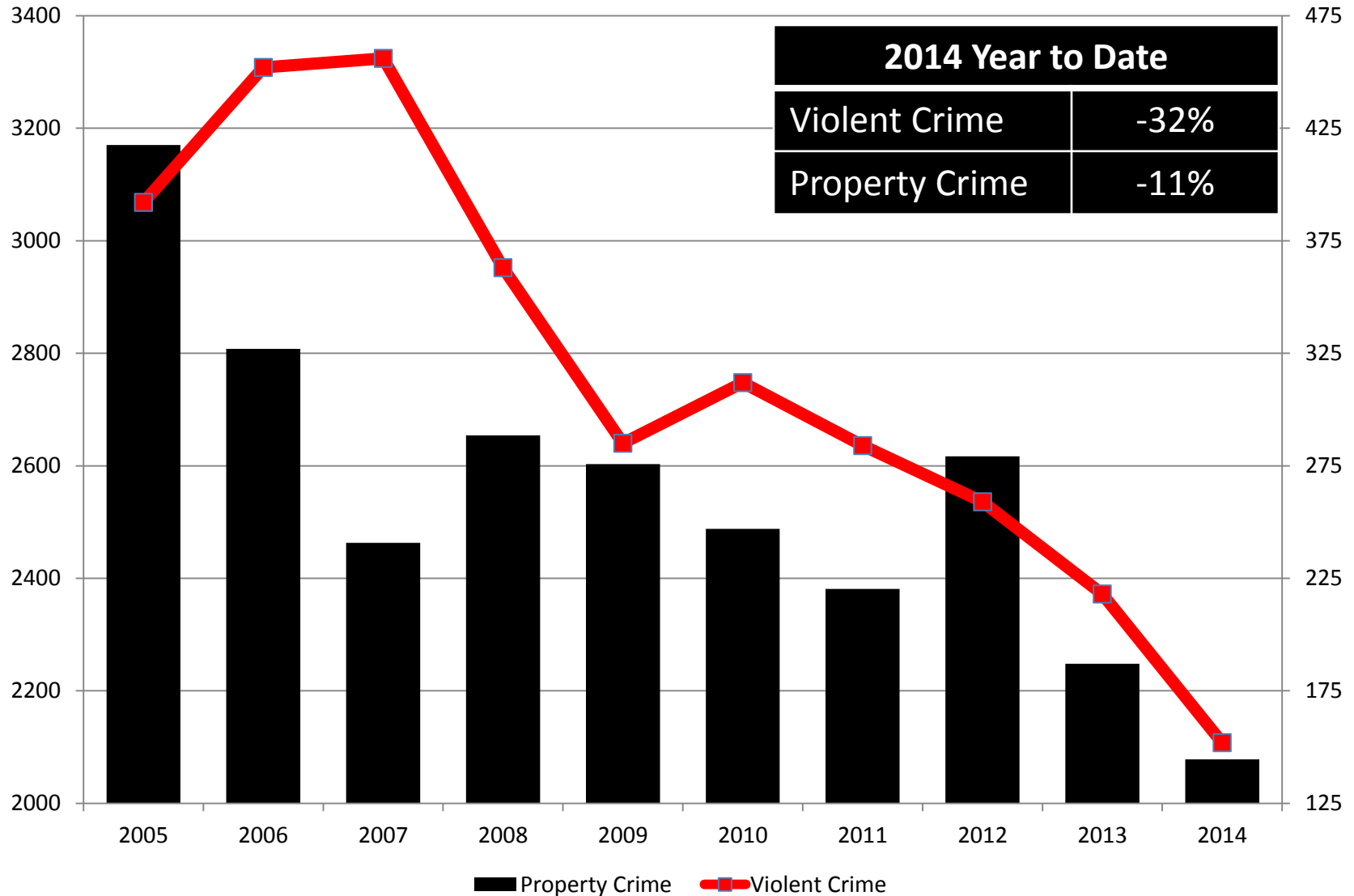
2013 -





# Crime at 46 year low and dropping

Mid-Year Comparisons (Jan-Jun)



Zone 4 - Walk



Zone 2 - Walk



Zone 3 - Walk



Zone 1 - Walk





# DMI driving down crime and bringing national recognition



# Domestic Violence Initiative

THE ROANOKE TIMES  
roanoke.com

Contests | Customer Car

NEWS LOCAL SPORTS BUSINESS WEATHER A&E LIFE OPINION VIDEO PHOTO OBI

Home ▸ News ▸ Crime ▸ Roanoke

## Roanoke police initiative cracks down on domestic violence

Story Image (1)

Print Font Size: - +

Posted: Wednesday, August 27, 2014 12:00 am

By Amy Friedenberger amy.friedenberger@roanoke.com  
981-3356

Sgt. Will Drake asked himself a year ago whether domestic violence offenders were resisting the Roanoke Police Department's best efforts.


"We know domestic violence has no socioeconomic boundaries, no racial boundaries," Drake said of the department's special victims unit. "It's everywhere and in every neighborhood. Our consistent that we see is domestic violence."

According to police data, the city responds to about 2,800 domestic violence calls each year, although last year that number jumped to 3,800 because the city started adding to the tally domestic disturbances that didn't necessarily include physical violence.

Roanoke averages about nine homicides each year. Of those, Drake said, three to four are usually related to domestic violence. In 2011, three homicides were classified as intimate partner incidents involving a married couple, boyfriend and girlfriend or others in an intimate relationship. The city hasn't reported any homicides this year.

After taking a look at the city's stagnant domestic violence numbers, Drake said something needed to change.

The police department is launching the Domestic Violence Initiative, and officers are getting ready to deliver notifications to known domestic violence offenders to tell them they have two options: change their behavior or go to jail.



REBECCA BARNETT | The Roanoke Times

Detective F.W. Leftwich (left) and Sgt. W.T. Drake with the Roanoke Police Department have been heading up a new initiative that will target the issue of domestic violence by focusing its attention on the aggressors.



# Youth initiative engaging youth positively



# BANK ON



# ROANOKE

# V A L L E Y

*Easy Affordable Banking*



# Health Initiative

- Roanoke has very poor health outcomes
- Focused effort to drive improved health
  - Geographic focus: Southeast
  - Outcome focus: now developing
  - Seniors
- Partners: neighborhood organizations, Carilion, United Way, New Horizons, YMCA, Schools, city departments

# Neighborhood Curb & Sidewalk





# Paving

- Fresno St, NW





# Neighborhood Stormwater Projects

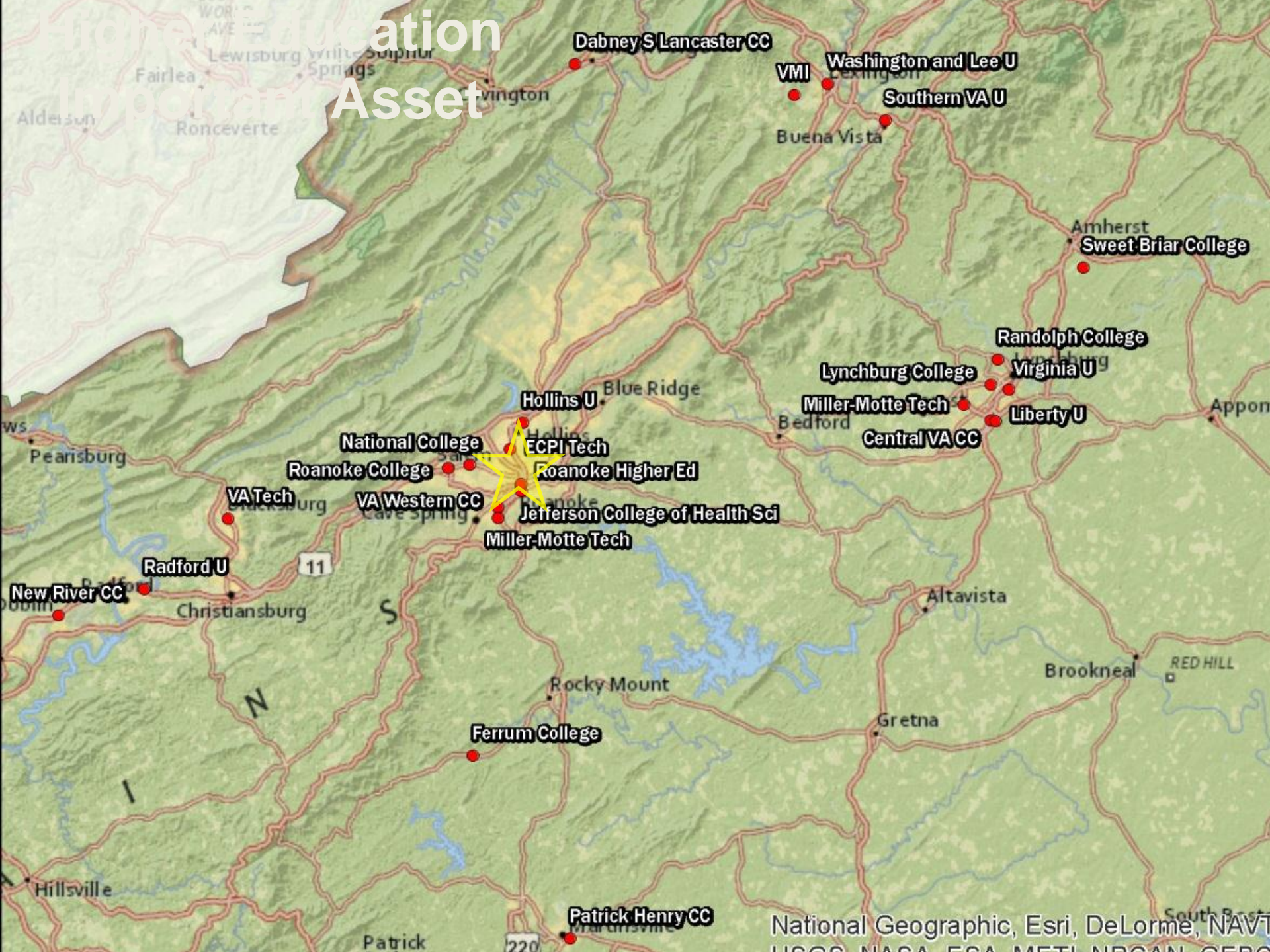


**Michigan Ave, NW**



**Brunswick Dr., SW**





# Higher Education Asset

Dabney S Lancaster CC

VMI

Washington and Lee U

Southern VA U

Amherst  
Sweet Briar College

Randolph College

Virginia U

Lynchburg College

Miller-Motte Tech

Liberty U

Central VA CC

Hollins U

National College

Roanoke College

ECPI Tech

Roanoke Higher Ed

Jefferson College of Health Sci

Miller-Motte Tech

VA Western CC

VA Tech

Radford U

New River CC

11

Ferrum College

Patrick Henry CC



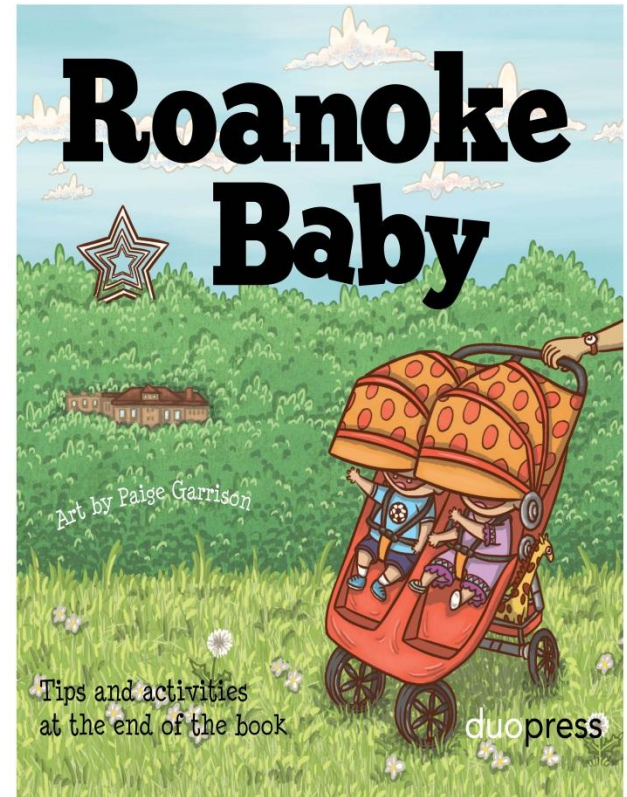
# Graduation Rate Increases





# Six Time All-America City

## *“Star City Reads”*







# Neighborhood Parks



OFFICE OF THE  
PARKS & GREENWAY  
PLANNER  
215 CHURCH AVENUE, S.W.  
ROOM 301  
PHONE: (540) 853-1116  
FAX: (540) 853-1287  
WWW.ROANOKEVA.GOV

DESIGNED  
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CHECKED  
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REV.	DATE	DESCRIPTION

DATE  
1/1/14  
SCALE:

HUFF LANE PARK UPGRADES  
CONCEPT PLAN  
CITY OF ROANOKE, VIRGINIA

SHEET  
1 OF 1  
PLAN NO.  
PLAN

# Countryside Playground





# Jackson Park Improvements





# Libraries important asset



Main library – Fall 2014





Main Library Opened 10-14-14



Connecting  
to the Park

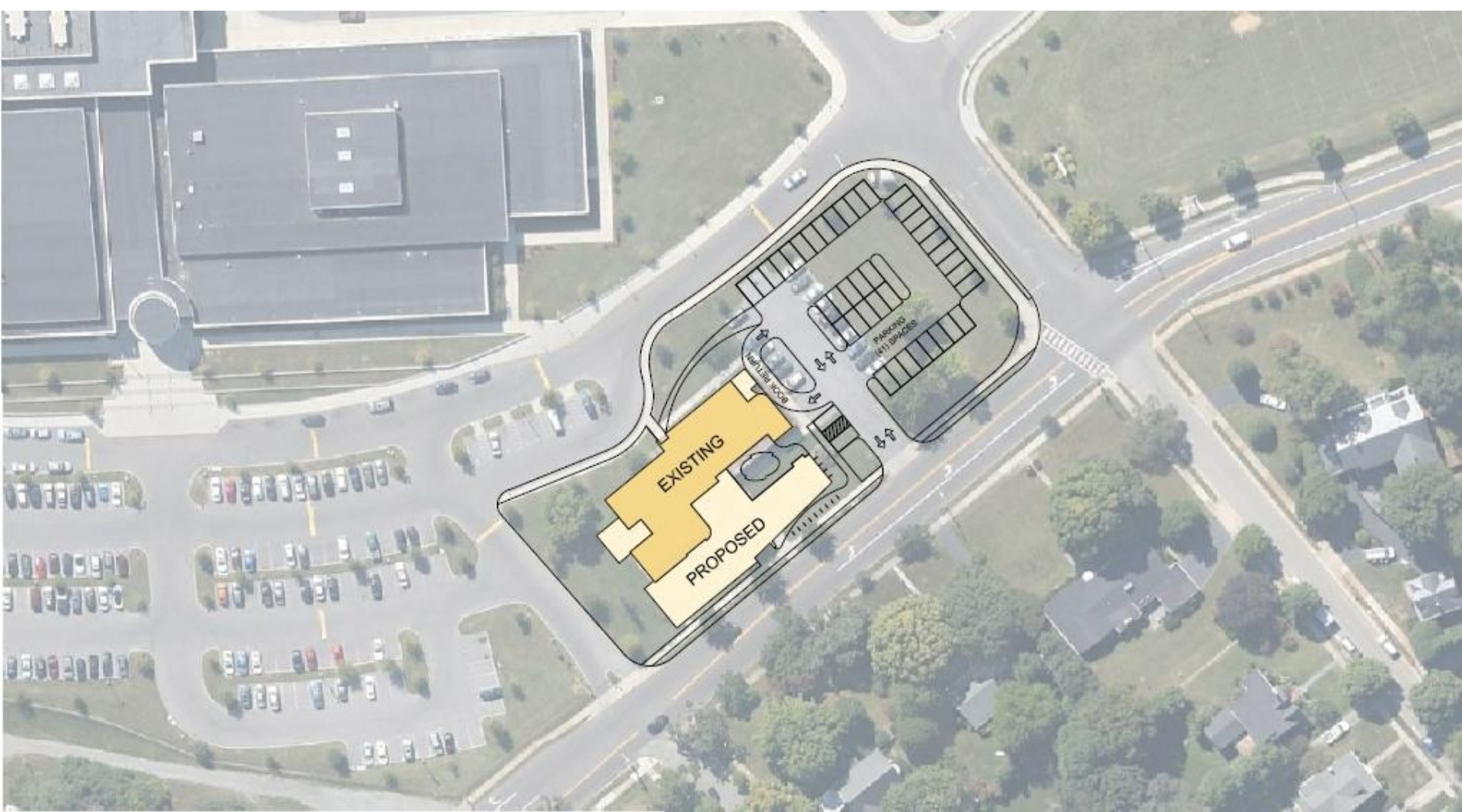




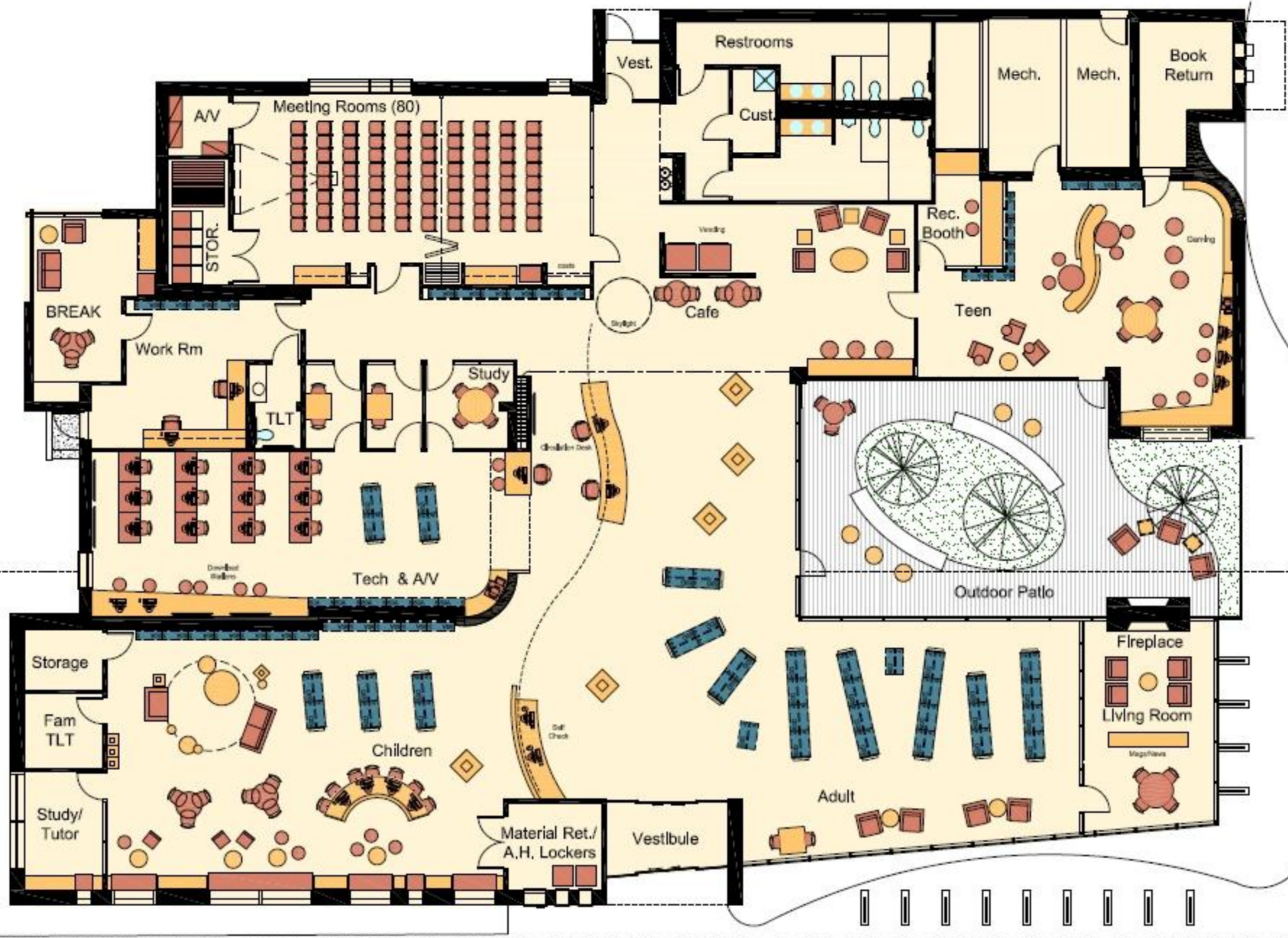
*Daniel Dart*



# Raleigh Court Library doubling in size







Floor Areas:  
 6,067 sf Existing  
 5,615 sf New Additions  
 11,682 SF Total



FLOOR PLAN- w/ Quiet Reading Room

SCALE: 3/16" = 1'-0"

ROANOKE PUBLIC LIBRARIES  
 RALEIGH COURT BRANCH  
 HOLZHEIMER BOLEK + MEEHAN ARCHITECTS

February 24, 2014



# Library Master Plan

- Completed: Gainsboro, Jackson, Main Library Phase 1
- Out to bid: Raleigh Court
- Future:
  - Williamson Rd.,
  - Melrose,
  - Countryside,
  - Crystal Spring E-Branch



# Who says we don't cooperate regionally?

- Police training academy
- Public safety radio system
- Industrial facilities authority
- Broadband authority
- Ongoing: CVB, Regional Partnership, Greenway Commission, Regional Center for Animal Care, Water Authority, Resource Authority, Fire Training Facility

# Building Regionalism





# Investment in growing tourism





# Successful VML













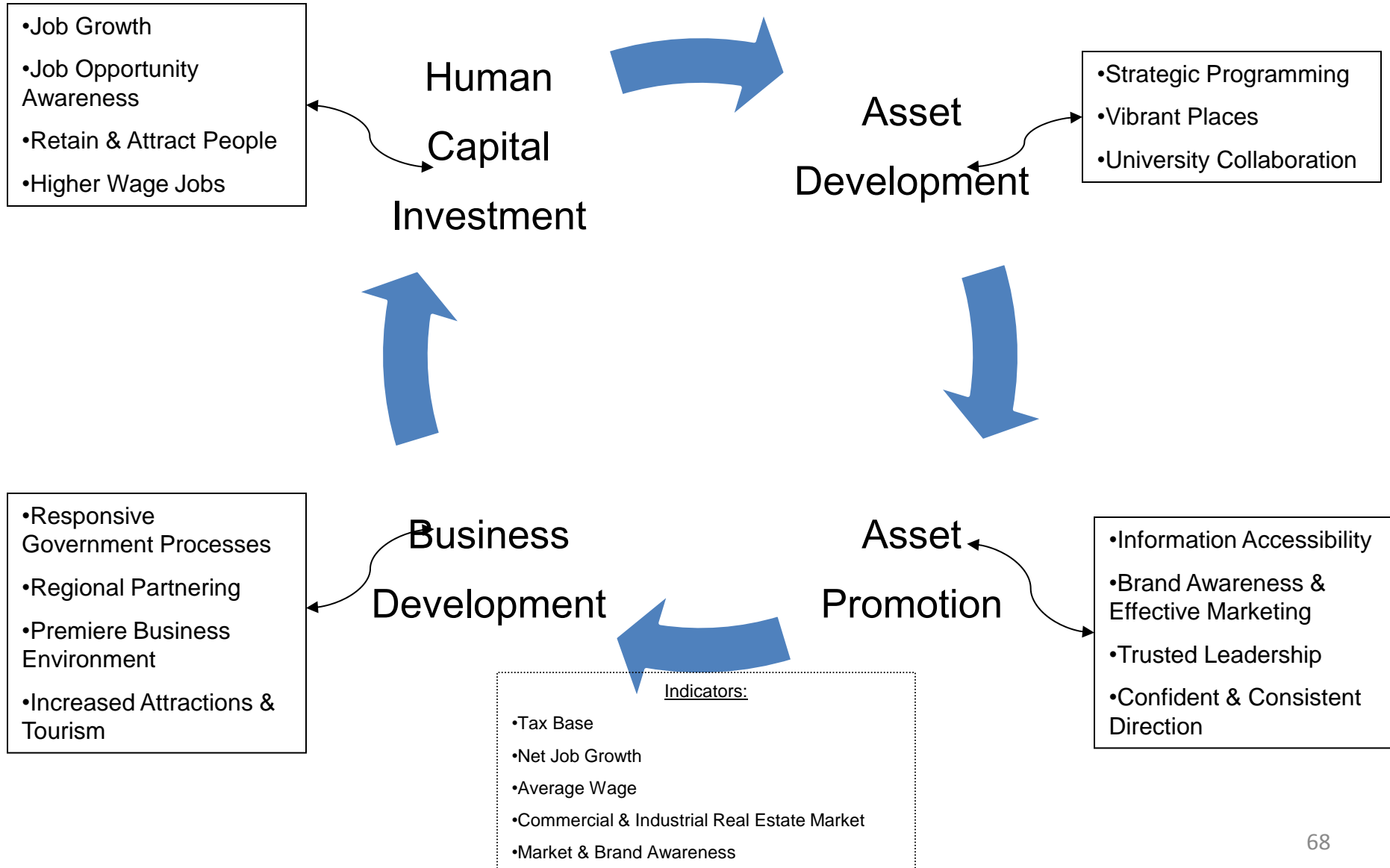
# What Have We Accomplished?

# Priority Performance Indicator Results



# Economy

*Cultivate a thriving business environment and innovative workforce opportunities to ensure the prosperity of our community.*

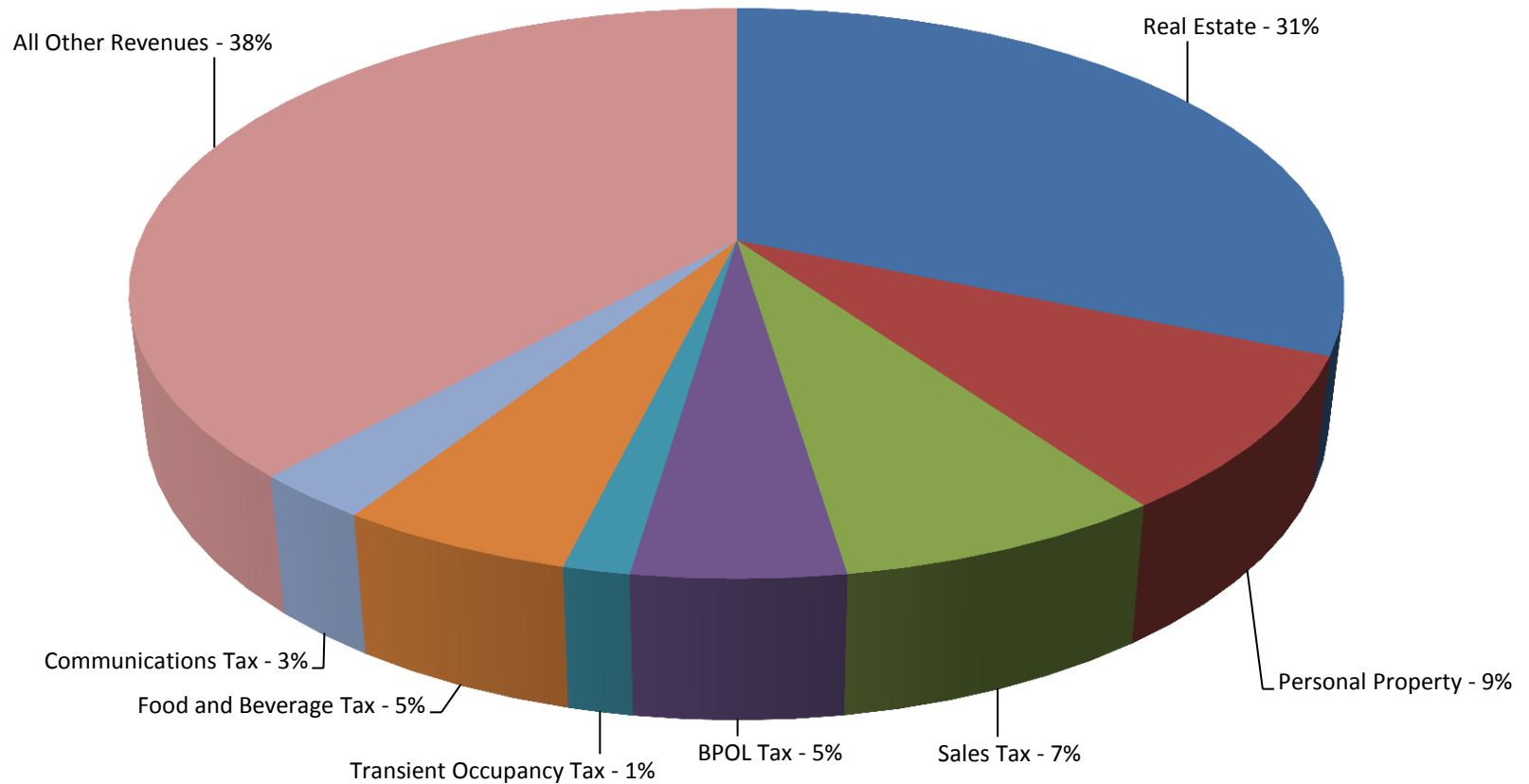


# Economy

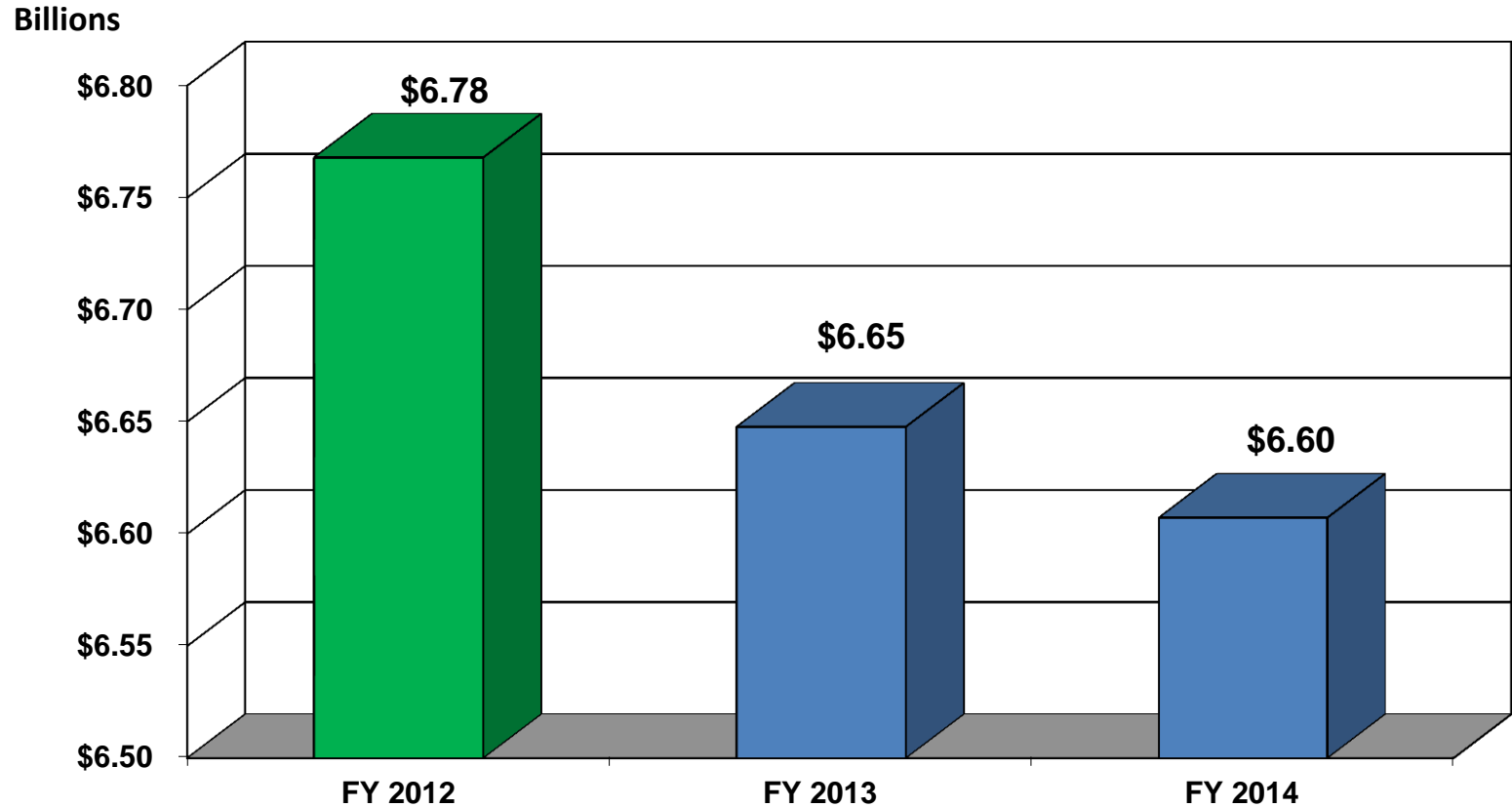
- Annual Tax Base
  - Assessed Value of Real Estate Property
  - Sales Tax Receipts
  - Business/Professional/Occupational Licenses (BPOL)
  - Prepared Food and Beverage Tax
  - Transient Occupancy Tax



# Selected Taxes as a percent of Total Revenue – 2015 Adopted



# Assessed Value of Real Property Decreased \$40,527,203 or 0.6%

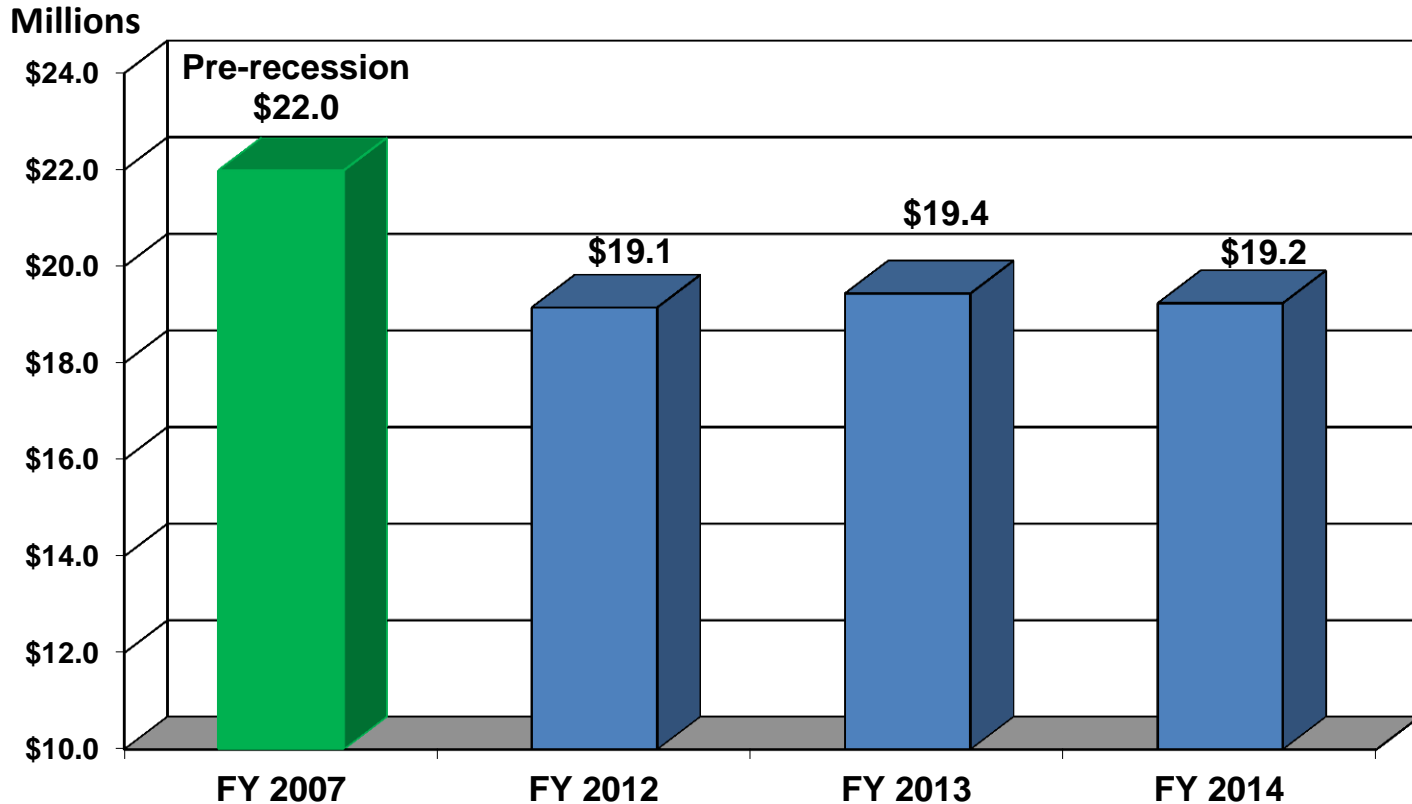


Source: Commissioner of Revenue Land Book

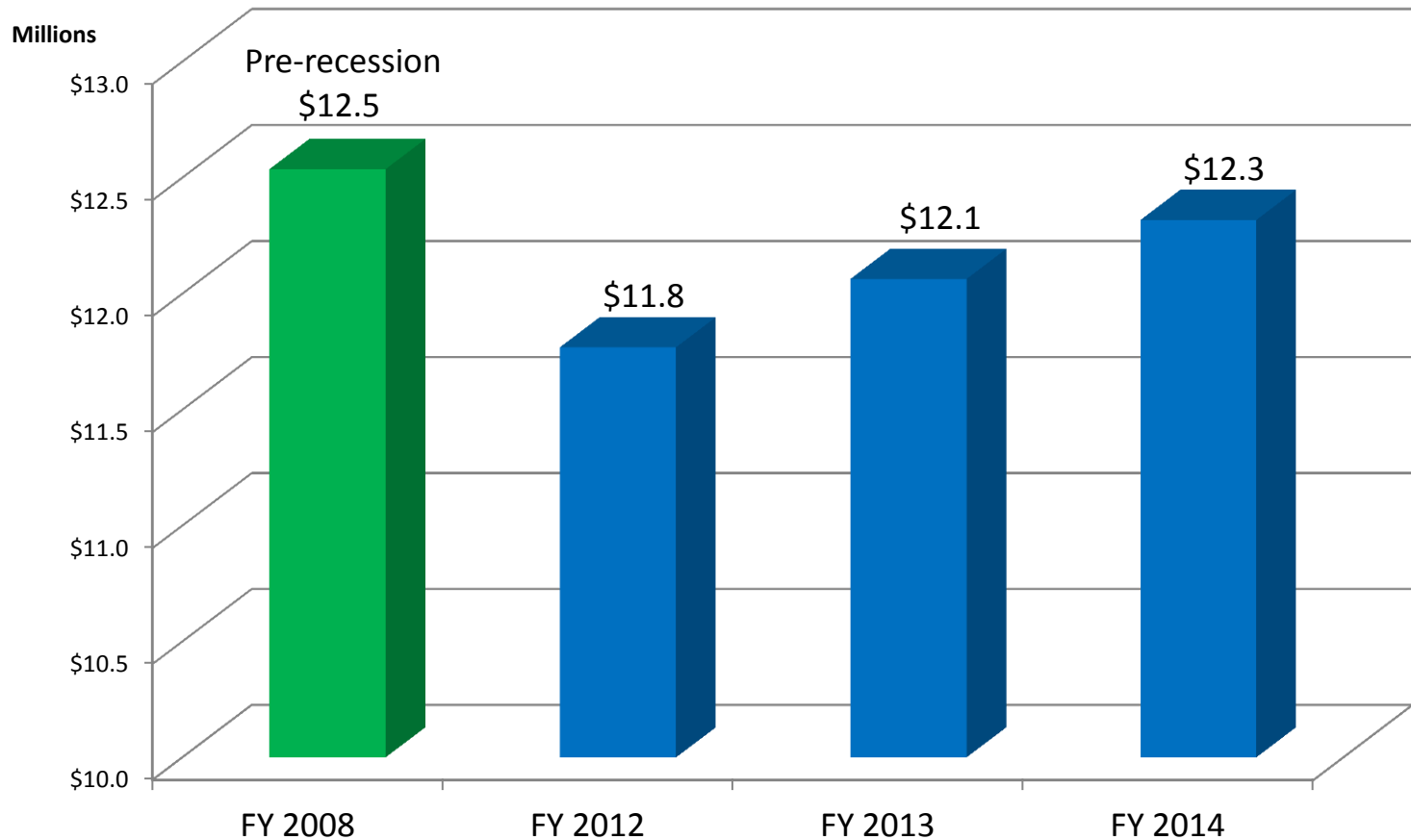


# Sales Tax Receipts

## Decreased \$200,775 or 1.0%

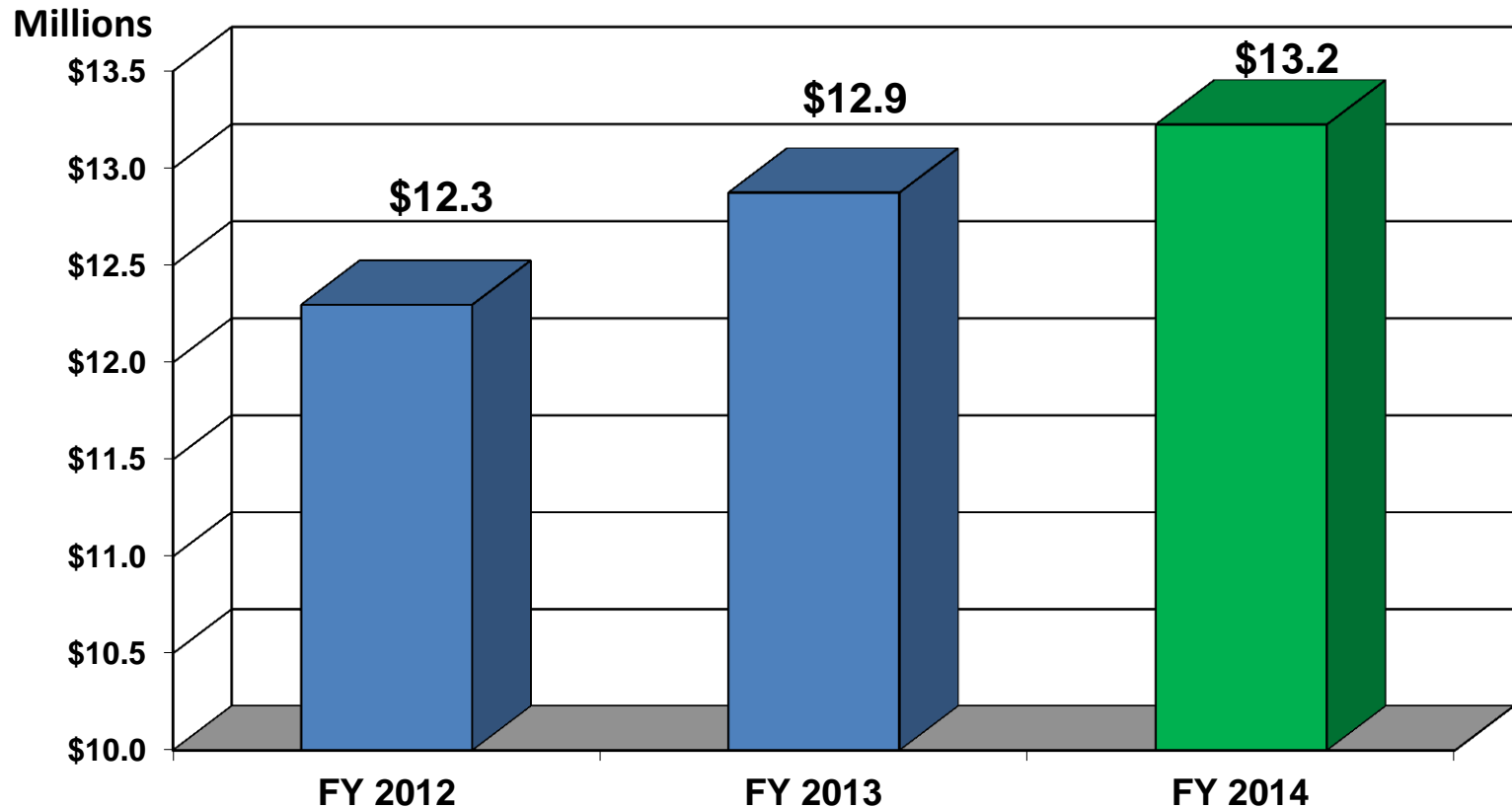


# Business/Professional/Occupational Licenses (BPOL) Increased \$254,004 or 2.1%



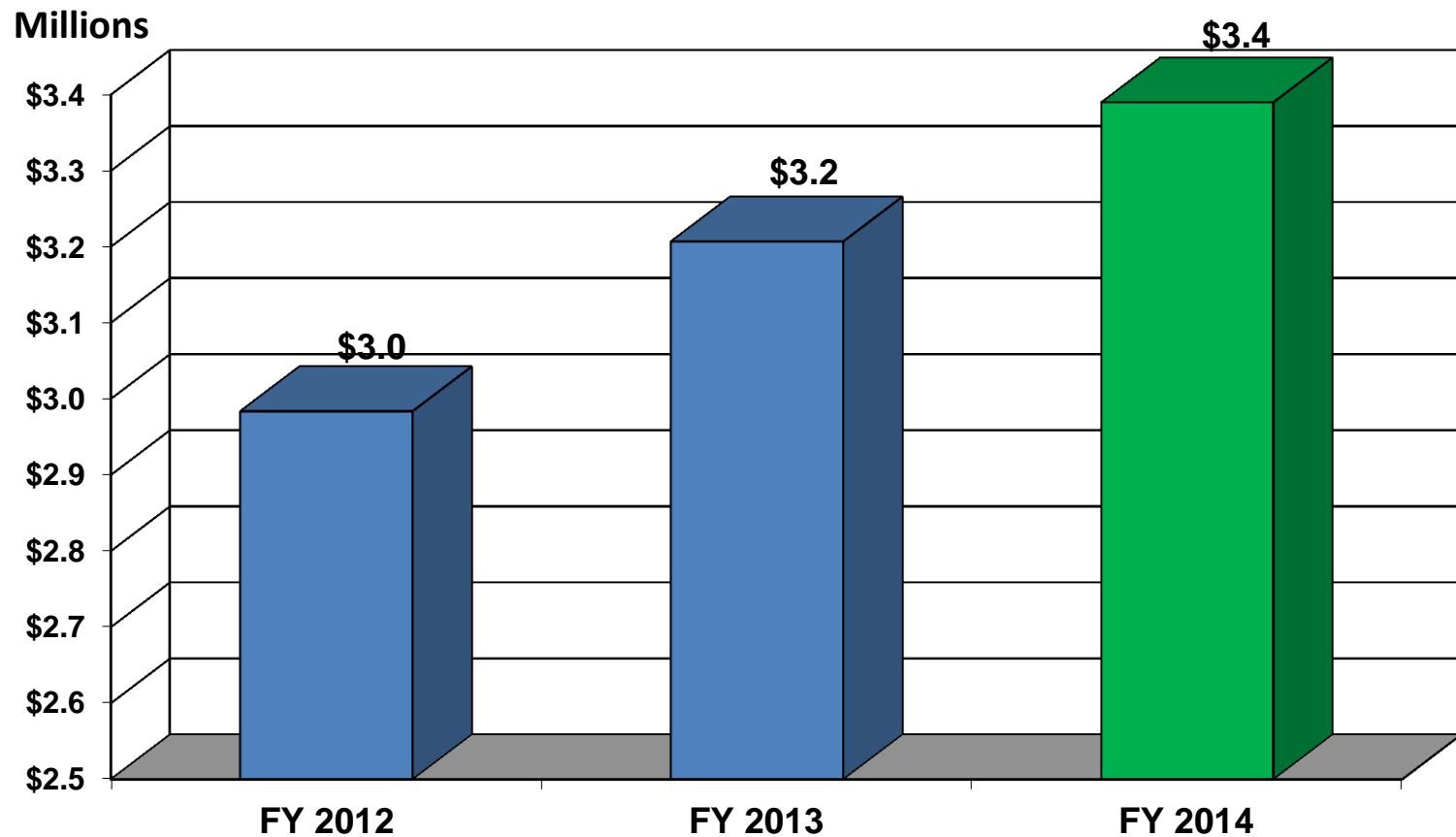


# Prepared Food and Beverage Tax Increased \$350,750 or 2.7%



FY 2012 adjusted for the 2% Eat for Education for comparability

# Transient Occupancy Tax Increased \$182,896 or 5.7%

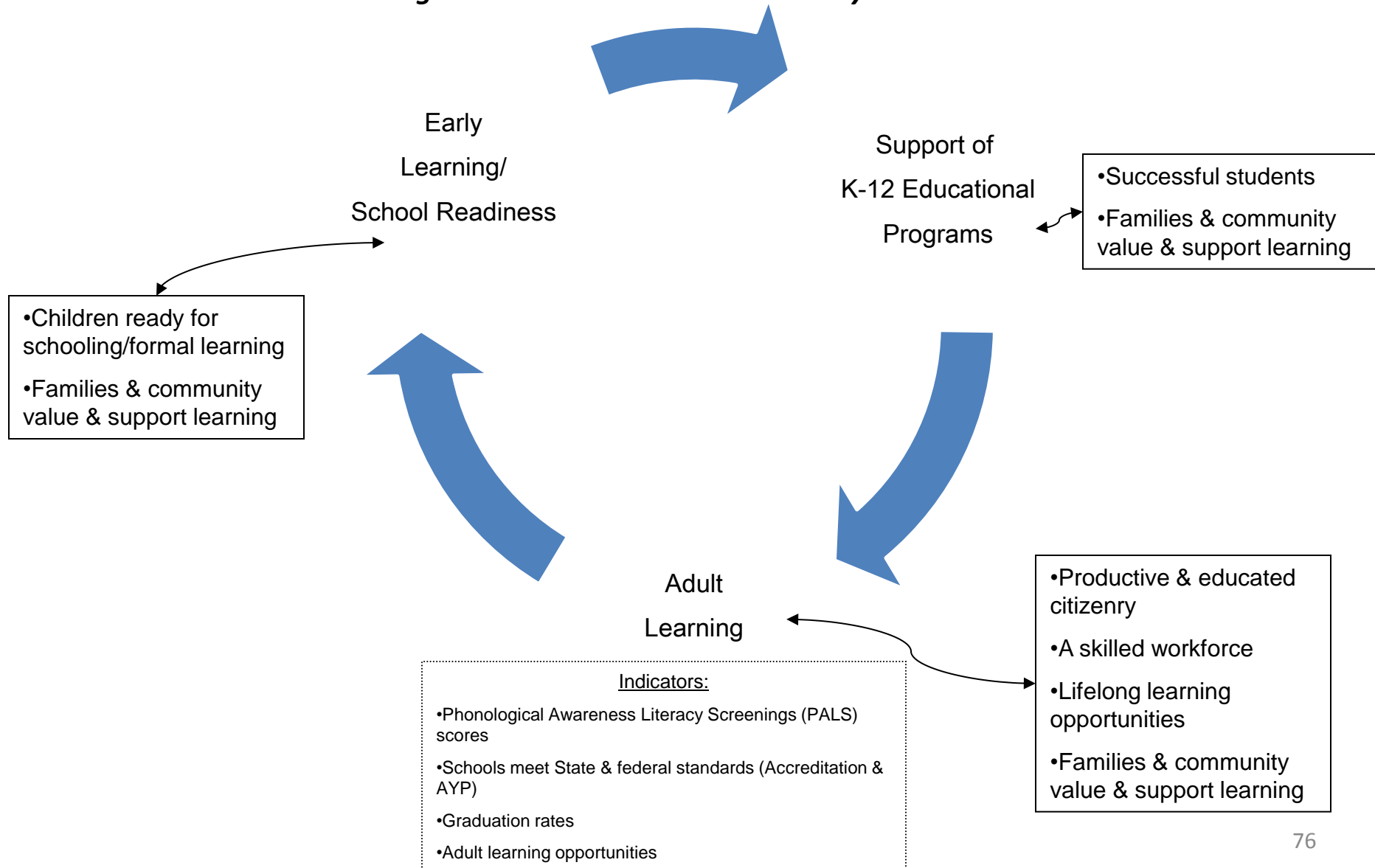


FY 2013 and FY 2014 adjusted for 1% rate increase for comparability



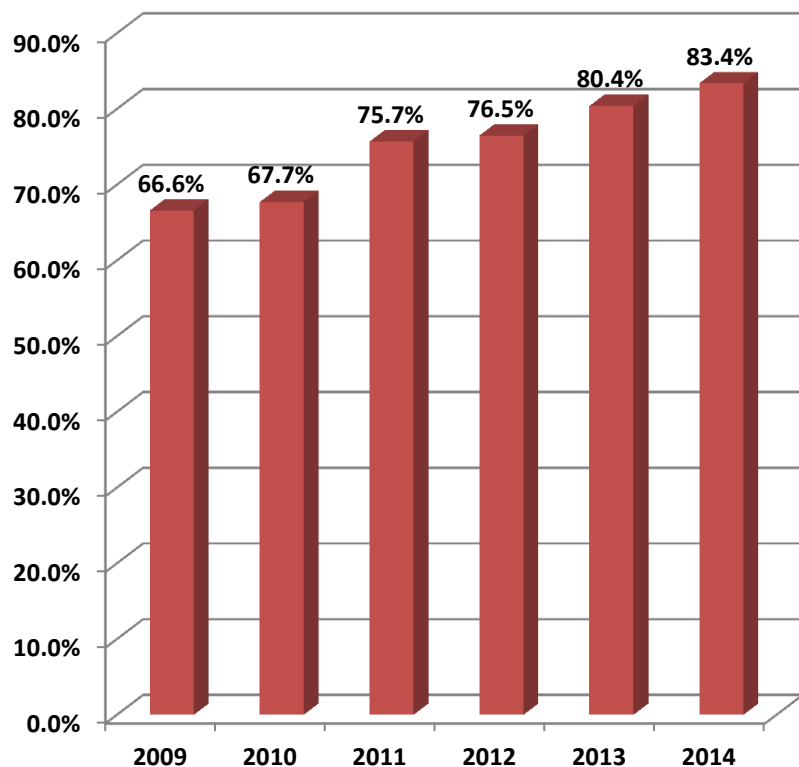
# Education

***Foster an environment for lifelong learning which encompasses cradle to career and beyond through shared services and community involvement.***

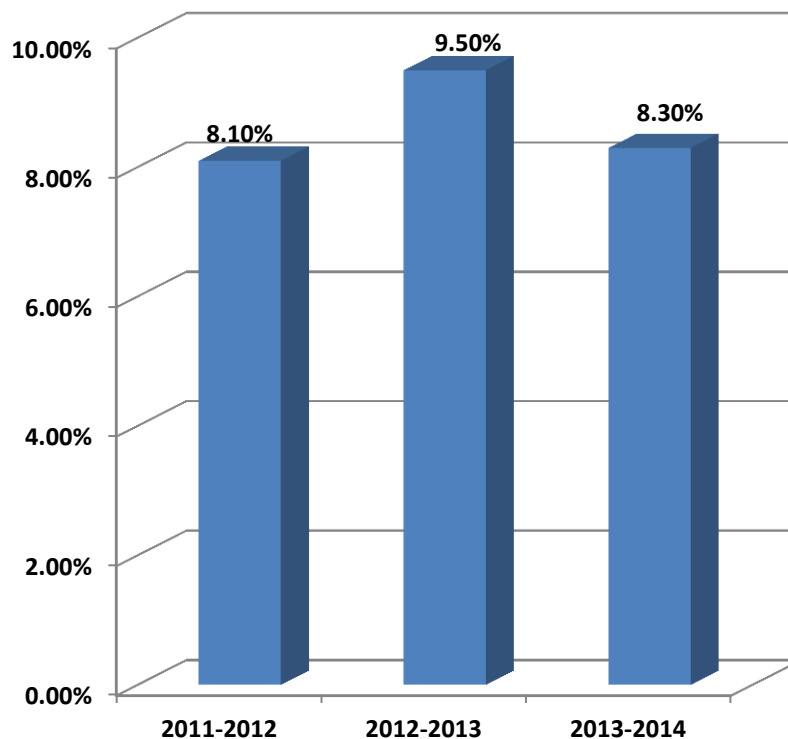


# Education

## Increase in Graduation Rates:



## Increase in percent of children who meet PALS Benchmarks



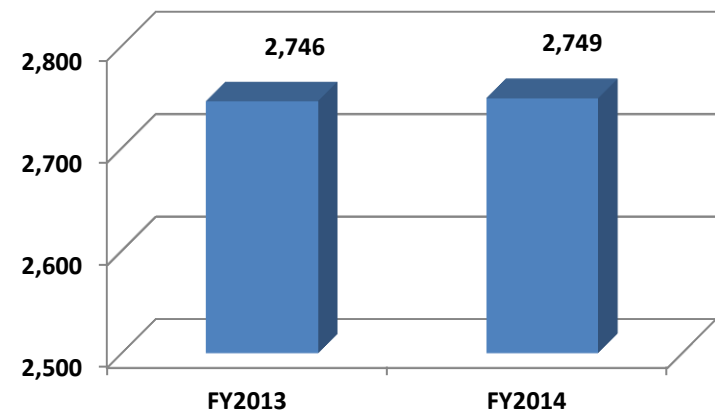


# Education (continued)

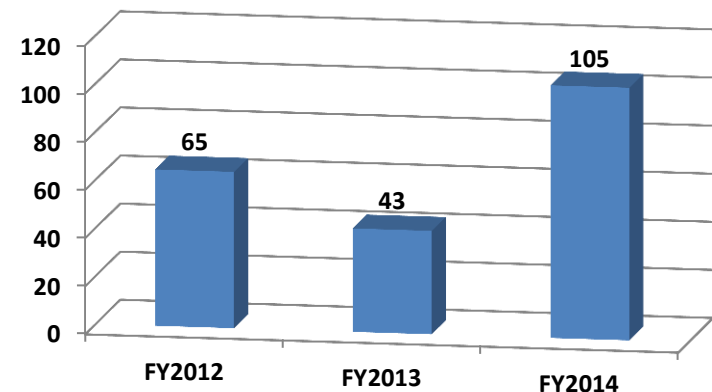
## Participants involved in programs that support post-secondary education:

- Participants in the Library's Mango Language classes, Universal classes, Atomic classes, and other related programs: +3 or +.10%
- City students participating in CCAP Program: + 62 or + 144.2%

**Library Program Participants**

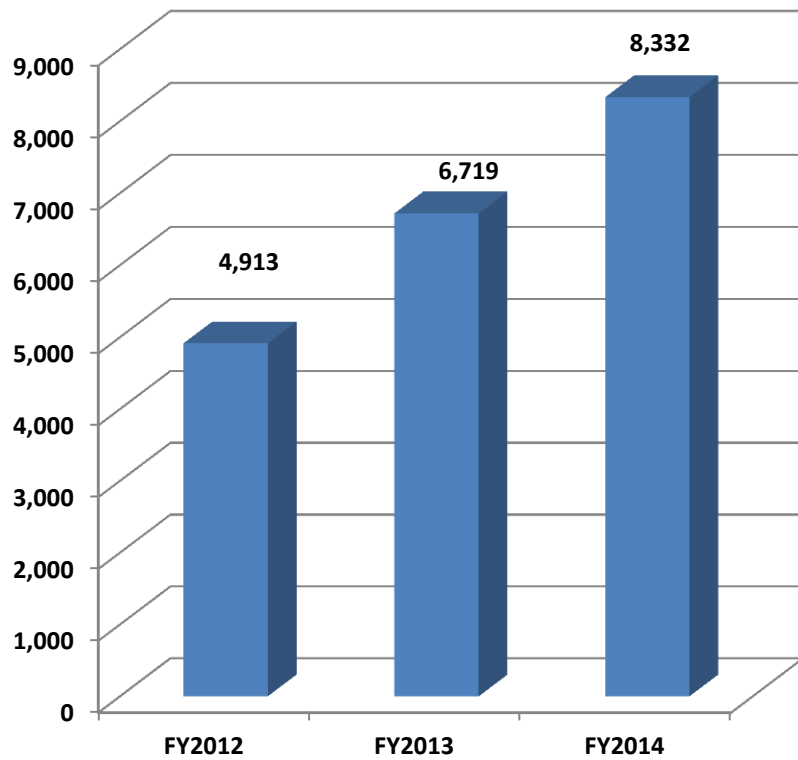


**CCAP Program Participants**

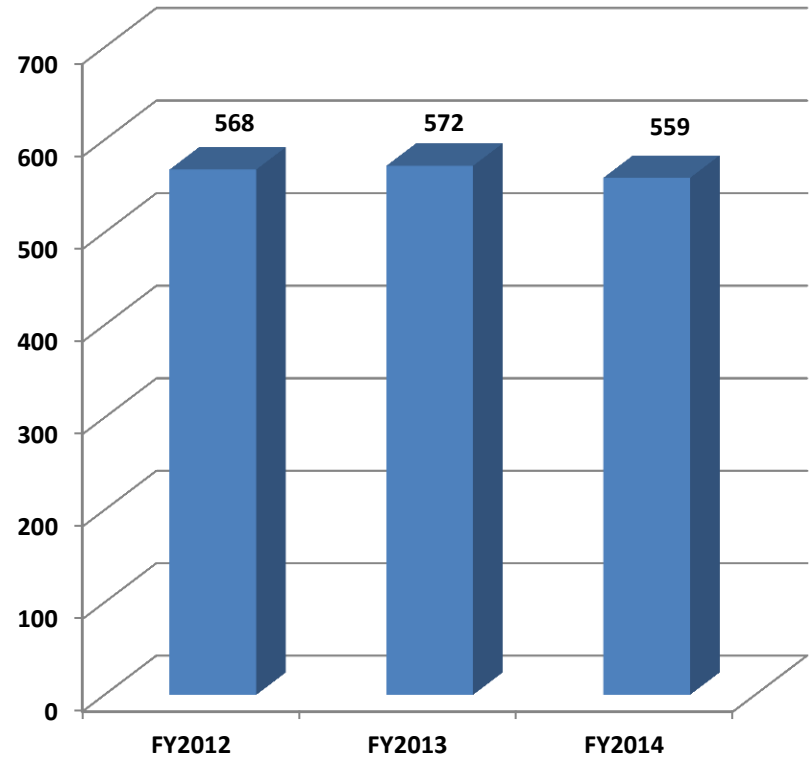


# Education (continued)

## Participants in Adult Learning Programs



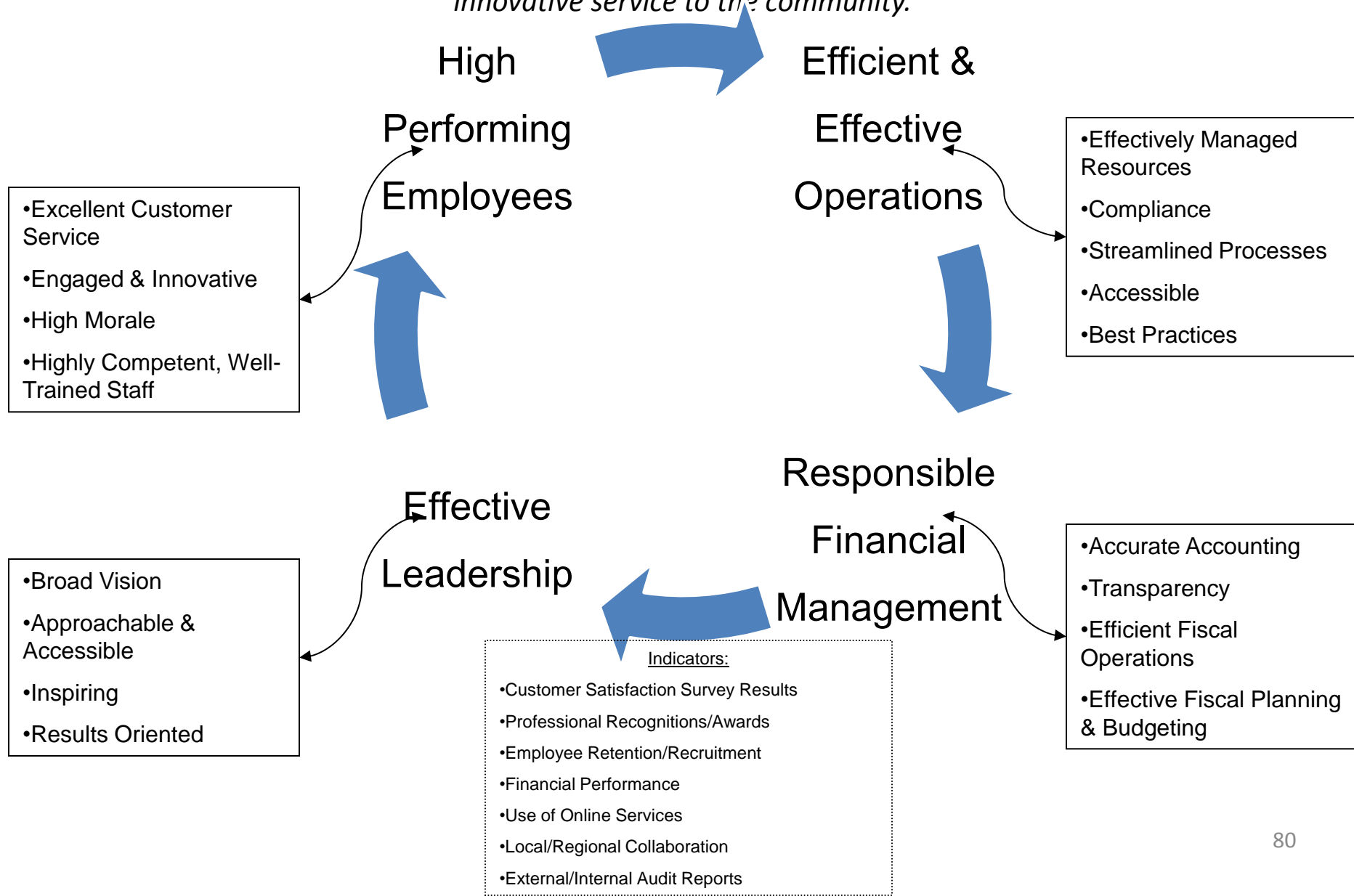
## Residents Taking Courses Through RHEC





## Good Government

*Provide effective government which maximizes resources to ensure open, responsive, and innovative service to the community.*



# Good Government

- Employees are generally friendly, courteous, and helpful: +0.8%
  - FY 2014 Citizen Survey: 86.3%
  - FY 2012 Citizen Survey: 85.5%
  - FY 2008 Citizen Survey: 82.1%
- Recognition for Financial Excellence:
  - Excellent Bond Ratings: S&P upgrade to AA+
  - Certificate for Achievement for Excellence in Financial Reporting
  - Distinguished Budget Presentation Award
- Funding of Reserves



# Good Government (continued)

- Employee Turnover Rate:
  - CY 2013: 9.88%
  - CY 2012: 10.03%
  - CY 2011: 10.35%
  - CY 2010: 9.56%
- Local/Regional Collaboration
  - Regional Center for Animal Care and Protection
  - Radio system
  - Transient Occupancy tax adjustment for CVB Marketing
  - Police Academy expansion
  - Broadband Authority
  - Industrial Facilities Authority

# Good Government (continued)

- Marketing & Brand Awareness
  - Roanoke was named Ninth Place in the Digital Cities Survey (75,000-125,000 population class). The city has been recognized in the top 10 for 14 straight years.
  - Roanoke's Office of Communications won the top social media award from the City-County Communications and Marketing Association (3CMA). The City received the Savvy Award based on the 2014 February snowstorm.



# Good Government (continued)

- Social Media Usage:



The City's main Facebook page received 9,000 new likes for a total of almost 37,000 in FY 2014

- During the February snowstorm, the City's post reach hit an all-time high at 400,000 for the week, an increase of 1,000% from the prior week.
- The City now posts road closures and emergency information on Facebook to reach more citizens



Twitter followers have increased by more than 1,000 to over 4,500



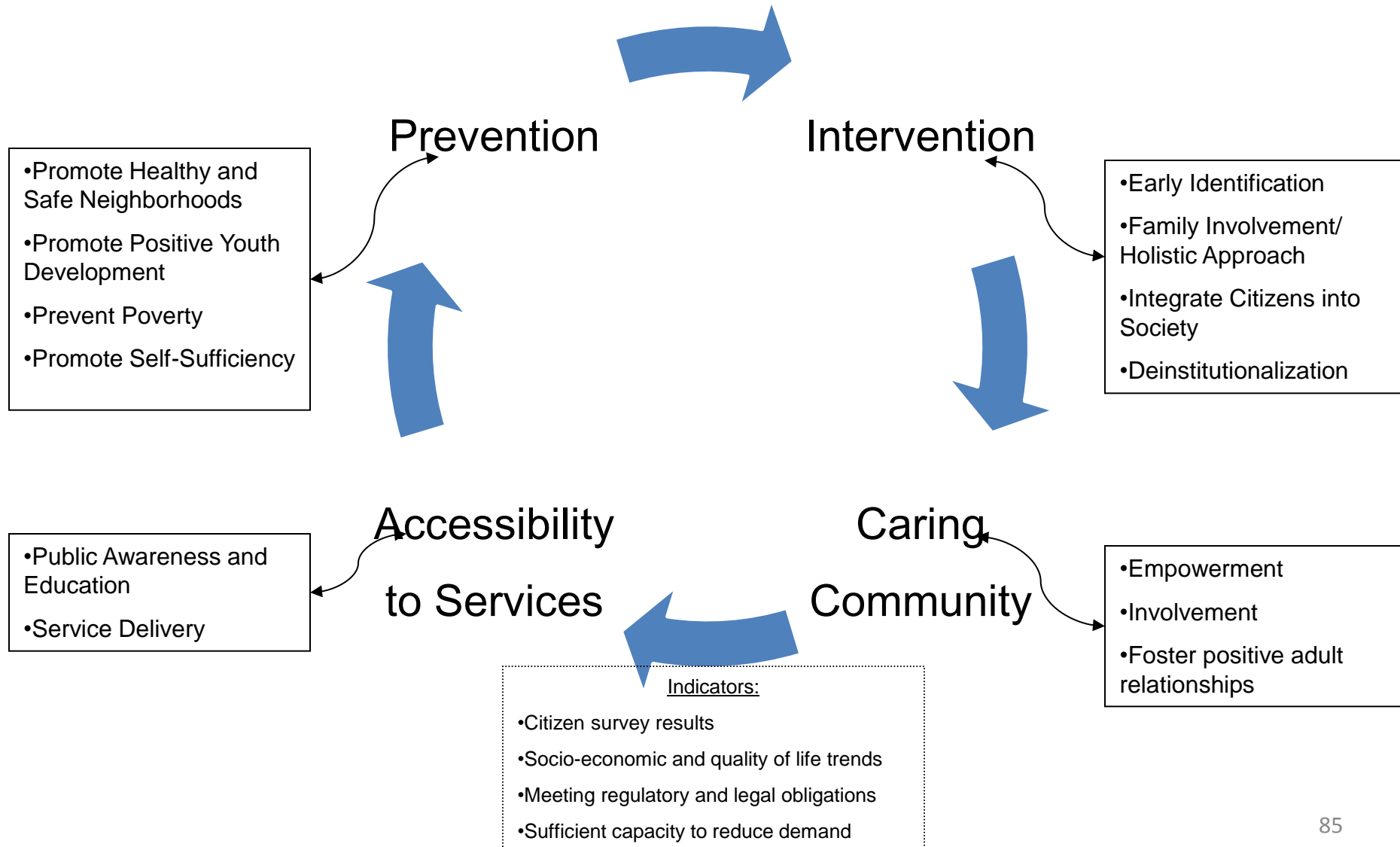
The City's new Instagram page has nearly 500 followers



Overall, there are nearly 30 social media pages from different departments. Likes and followers combined total more than 78,000

## Human Services

*Foster a caring community that utilizes a regional and collaborative approach which encourages self-sufficiency while providing a social safety net to citizens when they are most vulnerable.*



# Human Services

- Unemployment Rate: -0.4%
  - July 2014: 6.5%
  - July 2013: 6.9%
  - July 2012: 7.4%
- Poverty Rate: +0.6%
  - Calendar Year 2012: 20.1%
  - Calendar Year 2011: 19.5%
  - Calendar Year 2010: 22.4%
- Homelessness Rate (Winter Point-in-Time Count and Shelter Survey Report): -87 or -16.5%
  - Calendar Year 2014: 440
  - Calendar Year 2013: 527
  - Calendar Year 2012: 561

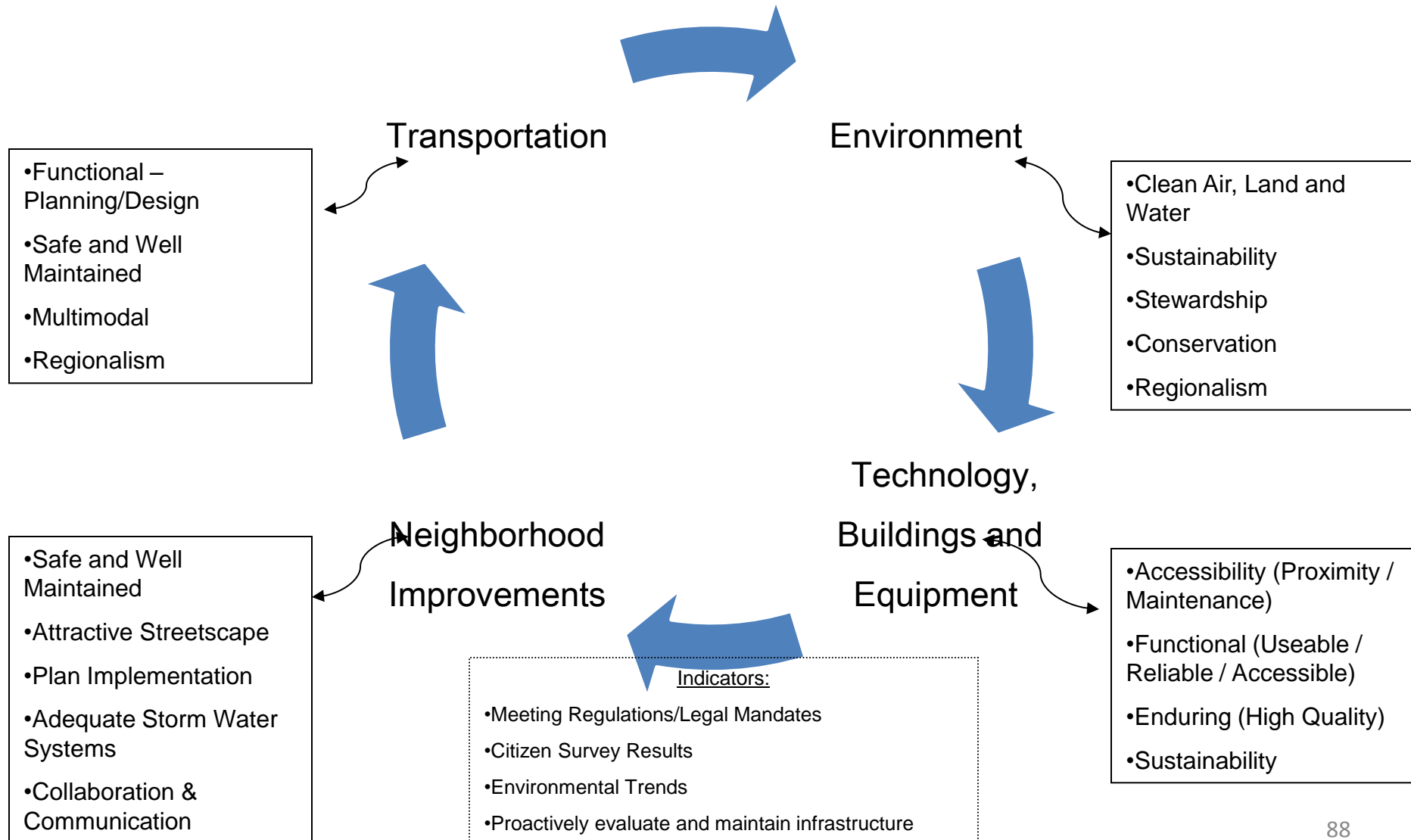


# Human Services (continued)

- Supplemental Nutrition Assistance Program (SNAP)  
Recipients: -491 or -3.6%
  - August 2014: 13,133
  - August 2013: 13,624
  - August 2012: 13,133
    - New Federal Regulations Began on Oct 1
- Temporary Assistance to Needy Families (TANF) Recipients:  
+72 or +5.9%
  - August 2014: 1,287
  - August 2013: 1,215
  - August 2012: 1,105

# Infrastructure

***Maintain and build quality infrastructure that supports healthy residential neighborhoods, successful commercial areas, and accessible public facilities and amenities.***



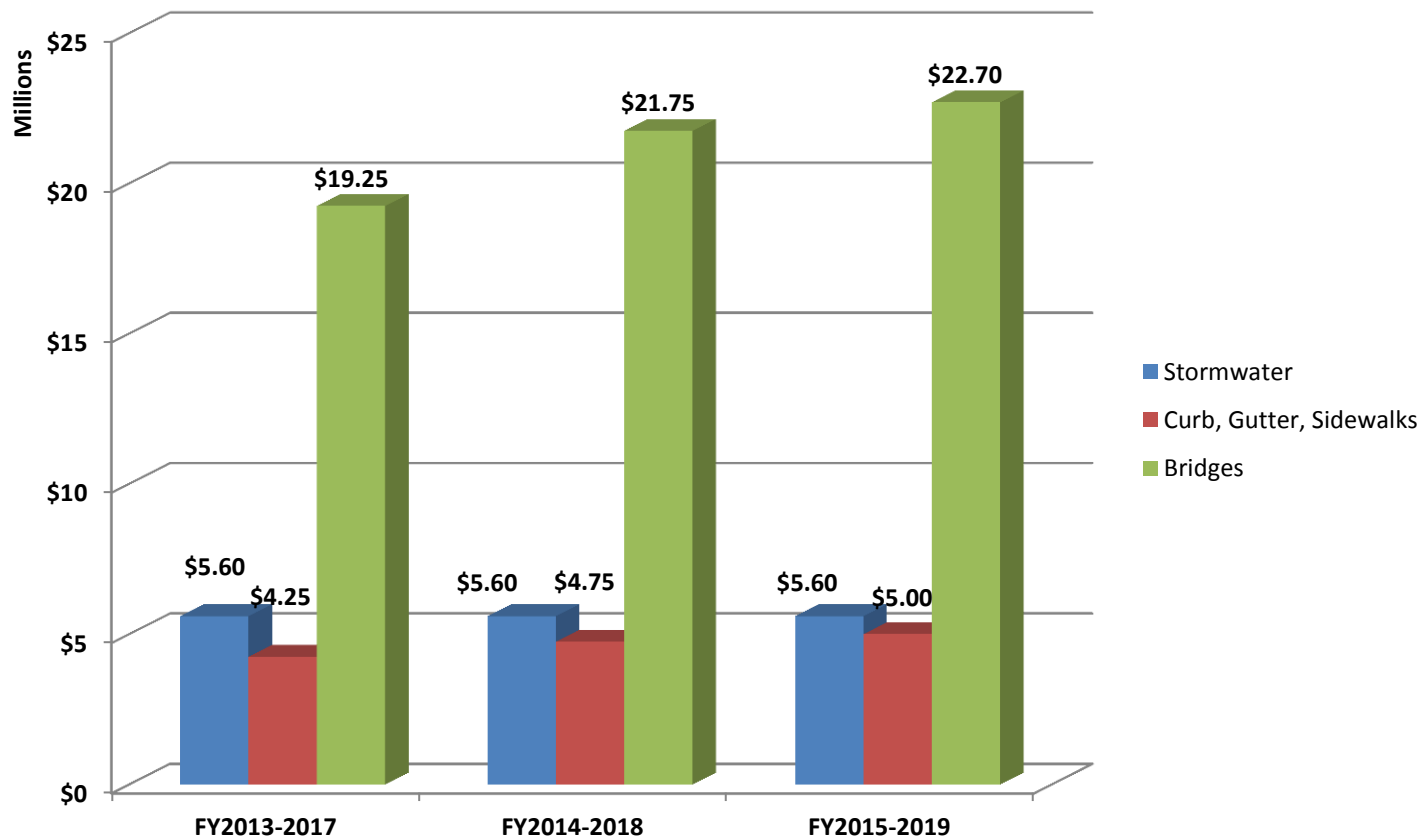
# Infrastructure

- Greenway development effort is valuable asset to City: +0.3%
  - FY 2014 Citizen Survey: 83.0%
  - FY 2012 Citizen Survey: 82.7%
- Transportation system offers good mix of transportation options: +0.1%
  - FY 2014 Citizen Survey: 79.4%
  - FY 2012 Citizen Survey: 79.3%
- Improve environment for future generations
  - Citizens for Clean and Green hosted the 4<sup>th</sup> annual Green Academy, with capacity attendance,
  - Better Building Challenge CY 2013, Roanoke reduced energy consumption by 16%, keeping us on track for our goal of 20% reduction by 2020,
  - Partner with the Save-A-Ton Outreach Campaign,
  - Partner with the annual Green Living and Energy EXPO hosted at the Roanoke Civic Center, an educational venue that reaches over 2000 citizens each year,
  - Maintained DEQ's Exemplary Environmental Enterprise (E3) status for Public Works Service Center
  - Provided Year round public education and outreach on stormwater pollution prevention,
  - Completed a LEAN study on ROW mowing that reduced mowing locations and improved efficiencies.



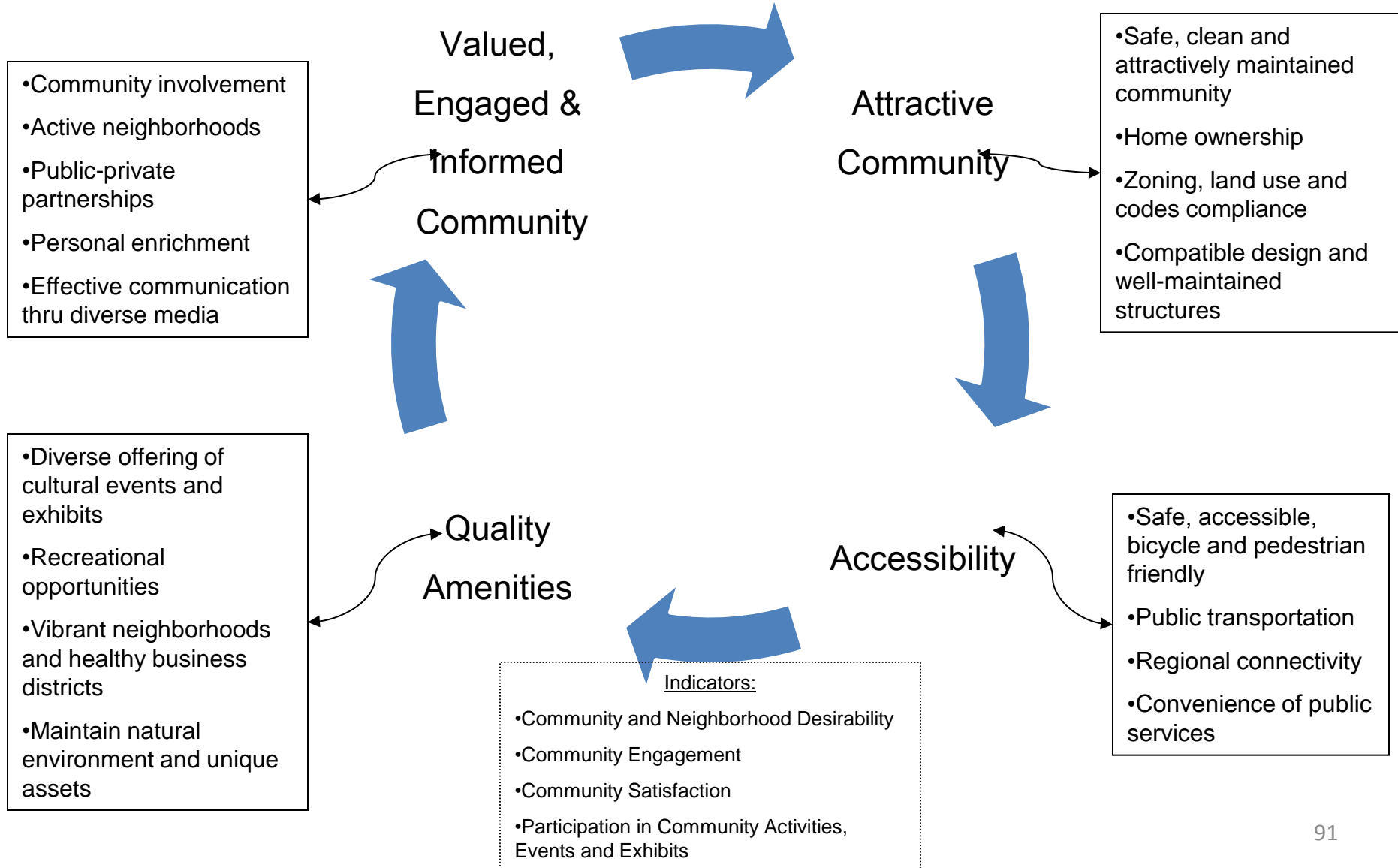
# Infrastructure (continued)

- Maintained/increased planned funding in 5-Year Capital Improvement Program for:



# Livability

***Enhance Roanoke's exceptional vitality as an attractive, diverse, culturally inclusive, vibrant and active city in which to live, work and play.***



# Livability

- Code enforcement violations: -35 or -.7%
  - FY 2014: 5,518
  - FY 2013: 5,553
  - FY 2012: 7,717
  - FY 2011: 7,237
- Number of individuals participating in the Municipal Volunteer Program: -398 or -16.0%
  - FY 2014: 2,088 (results still needed from Fire/EMS, Parks & Rec)
  - FY 2013: 2,486
  - FY 2012: 2,434
  - FY 2011: 2,031
- Number of individuals rating the quality of life as “Good” or Excellent”: -2.9%
  - FY 2014 Citizen Survey: 72.9%
  - FY 2012 Citizen Survey: 75.8%
  - FY 2008 Citizen Survey: 77.1%

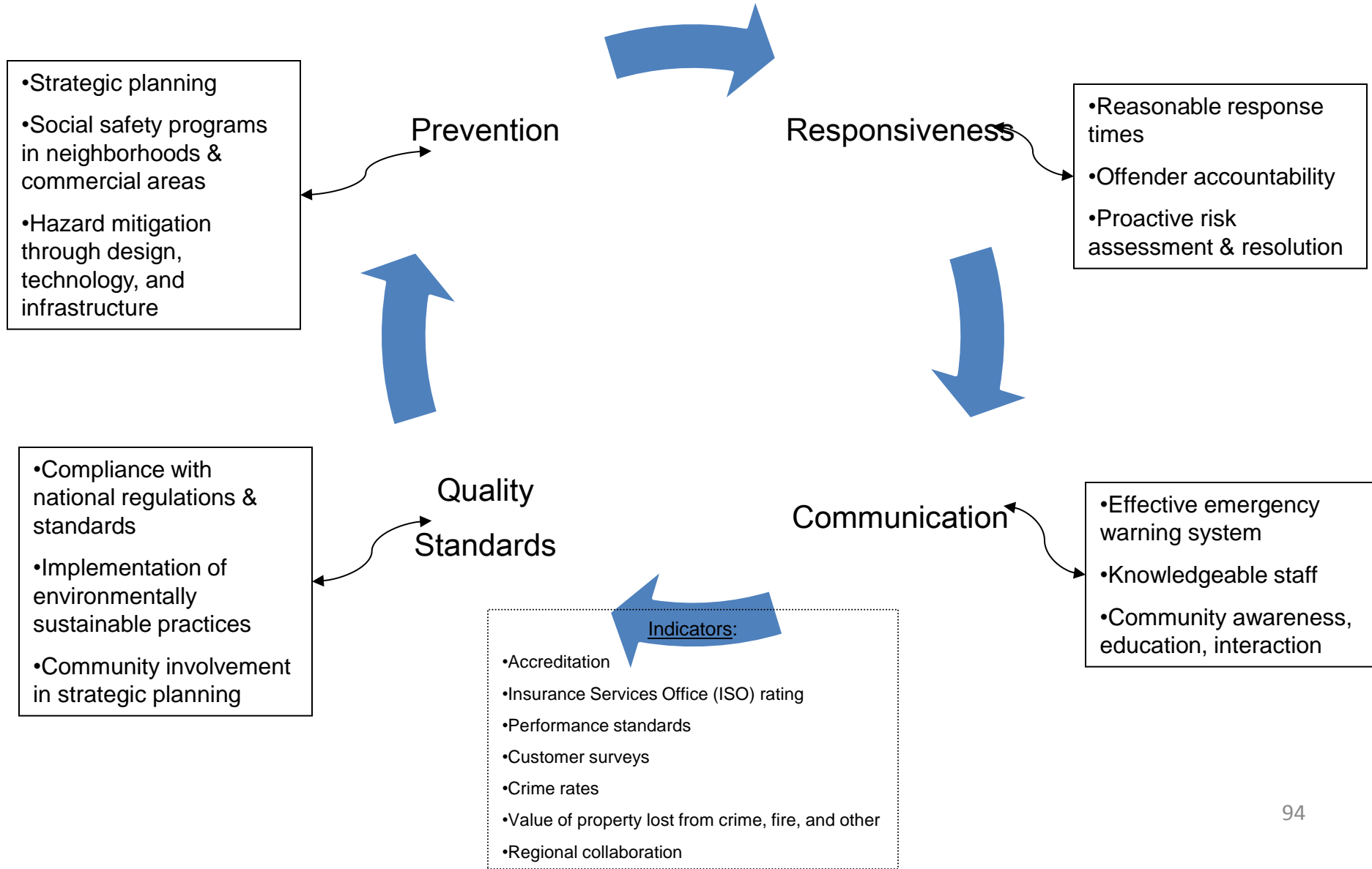


# Livability (continued)

- Number of individuals utilizing recreational and cultural programs and facilities
  - Library programs: +2,274 or +4.5%
    - FY 2014: 52,290
    - FY 2013: 50,016
    - FY 2012: 47,728
    - FY 2011: 42,624
  - Parks & Recreation facilities and programs: -54,922 or -29.2%
    - FY 2014: 133,179
    - FY 2013: 188,101
    - FY 2012: 140,220
    - FY 2011: 130,813
- Percentage of home ownership:
  - 2013 Census: 53.4%
  - 2012 Census: 55.0%
  - 2011 Census: 57.5%
  - 2010 Census: 54.8%
- Parks & Recreation attained re-accreditation

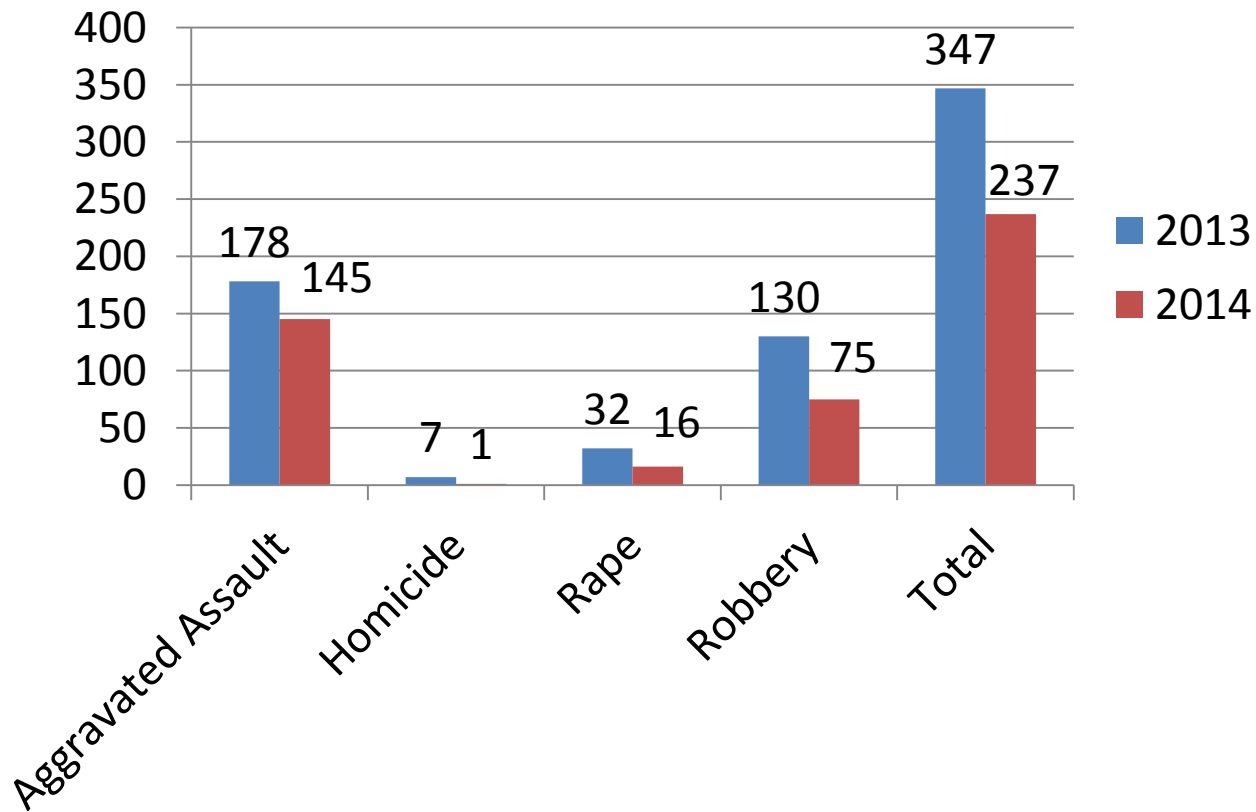
# Safety

***Assure community safety needs are met and promote a safe and desirable region.***



# Safety (continued)

- Part I Crime Rates





# Safety (continued)

- Value of property lost from crime, fire, and other events:
  - Fire loss: -23.1%
    - FY 2014: \$3.0 million
    - FY 2013: \$3.9 million
    - FY 2012: \$3.4 million
    - FY 2011: \$4.6 million
  - Crime loss: -37.1%
    - FY 2014: \$2.2 million
    - FY 2013: \$3.5 million
    - FY 2012: \$9.8 million
    - FY 2011: \$11.3 million
- Accreditation achievement: Police, Fire, E-911, Jail, Building Inspections

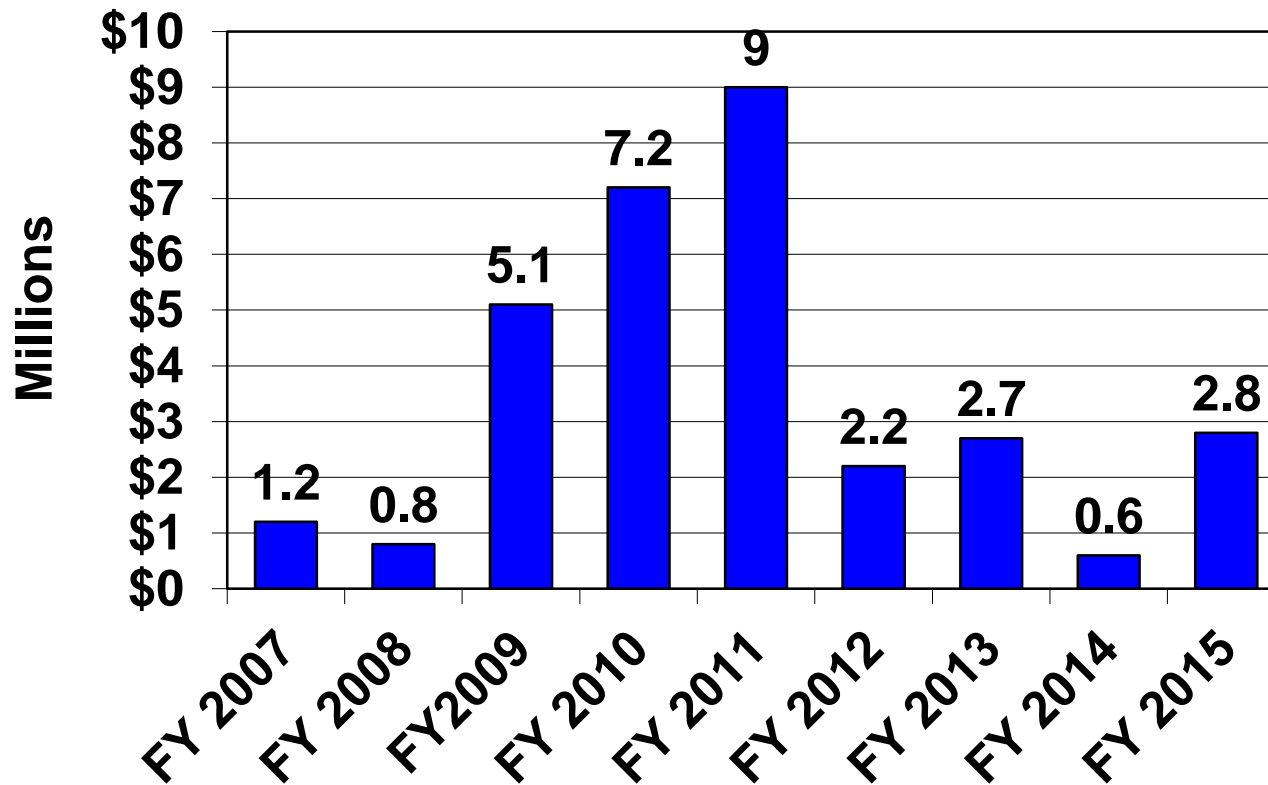
# FY 2013-2014 Performance Indicator Report

- Performance Indicator Report development in progress
- Distribution in December 2014

# Where Are We Today?



# Historical Reductions to Balance the Budget

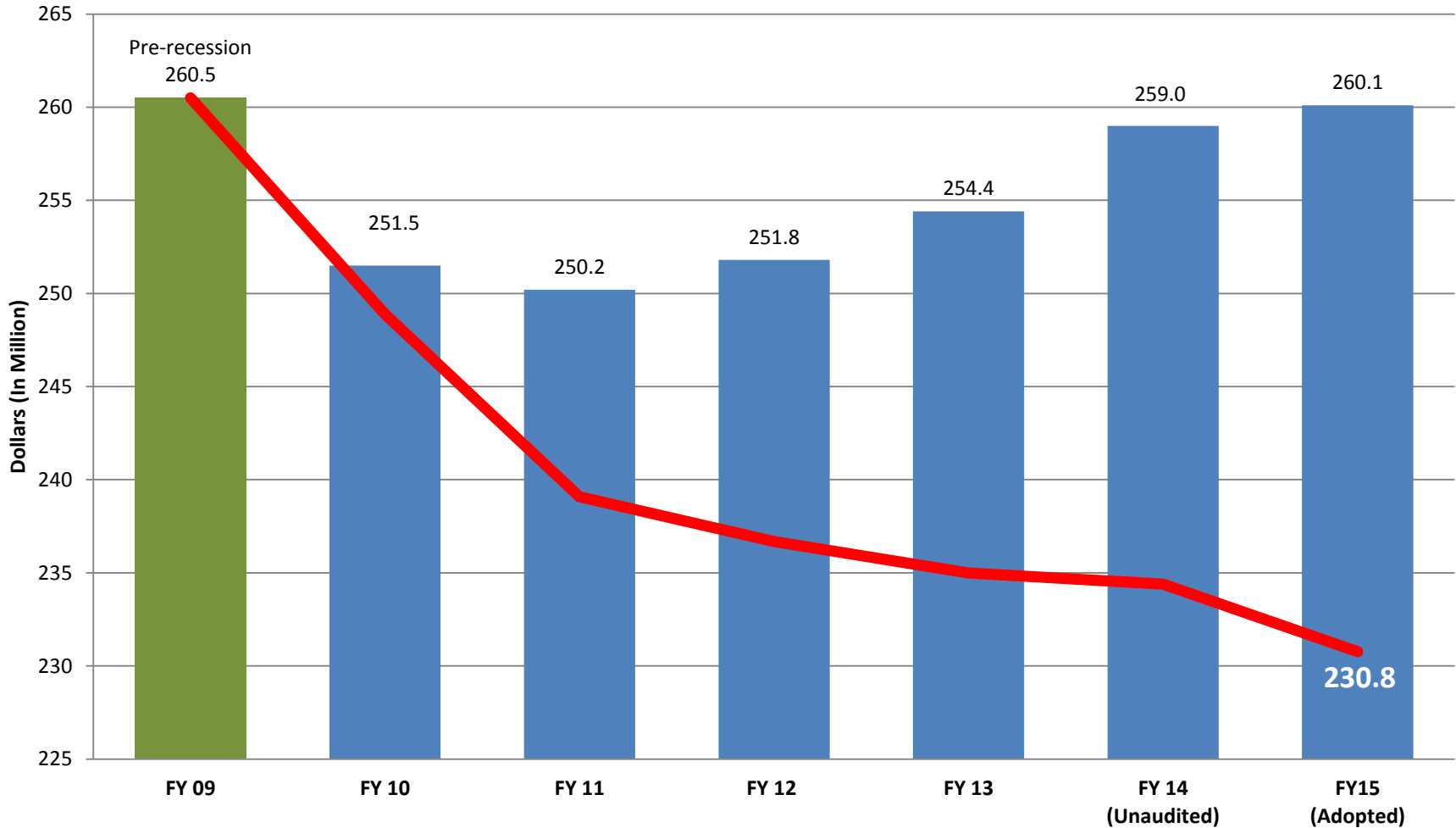


Includes FTE reductions of 199 since FY 2007.

# FY 2015 Strategic Issues

- State reductions of \$652,000
  - Registrar, Jail Per Diems, Court Services, Commissioner of Revenue, Commonwealth Attorney, Treasurer, Libraries, Rolling Stock Taxes, Recordation Tax, CSA, Police, RVJDC
- Revenue performance unknown
- Snow removal expense vulnerability
- Affordable Care Act vulnerability
- 5% behind on compensation in local market

# Revenue History



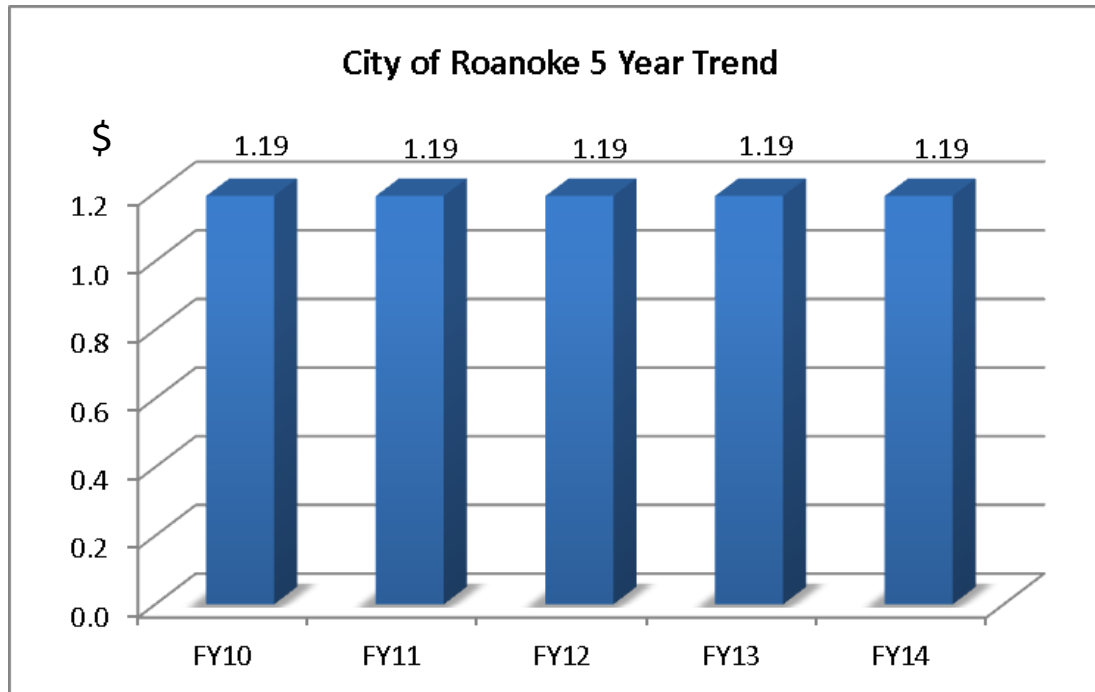
Revenues for all fiscal years have been adjusted for tax rate changes and day care revenues for comparability

Red line represents inflation adjusted buying power in 2009 dollars



# Real Property Tax

- VA Code: §58.1-3200 (2014) - Assess
- City Code: Sections 32-16 – 32-27 – Rate
- Rate decreased from 1.21 to 1.19 on 7/1/2006

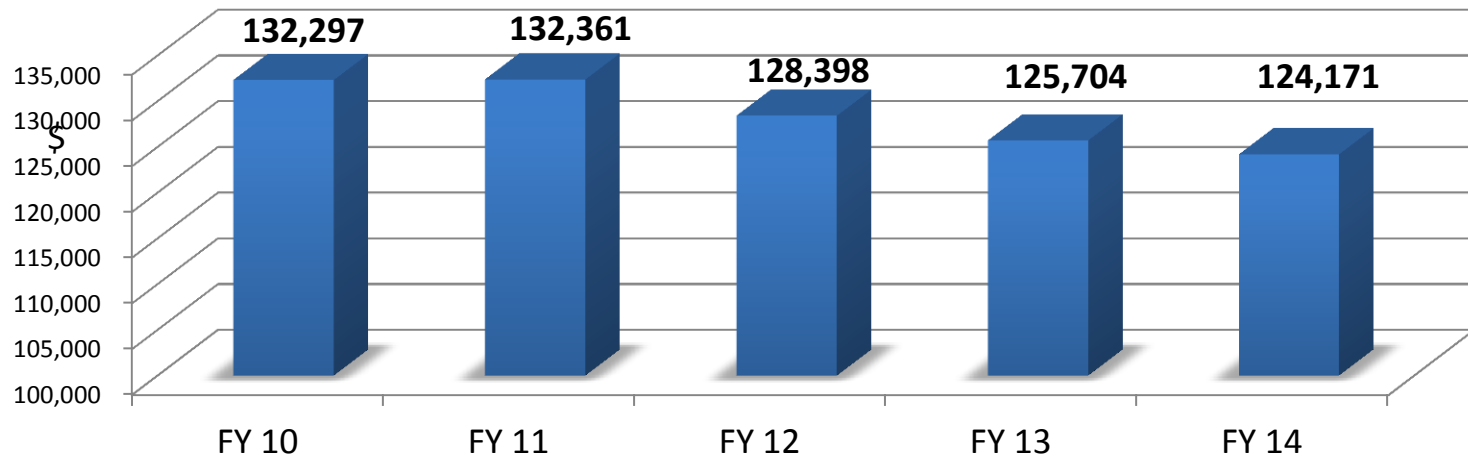


- Tax Rate per \$100 of assessed value

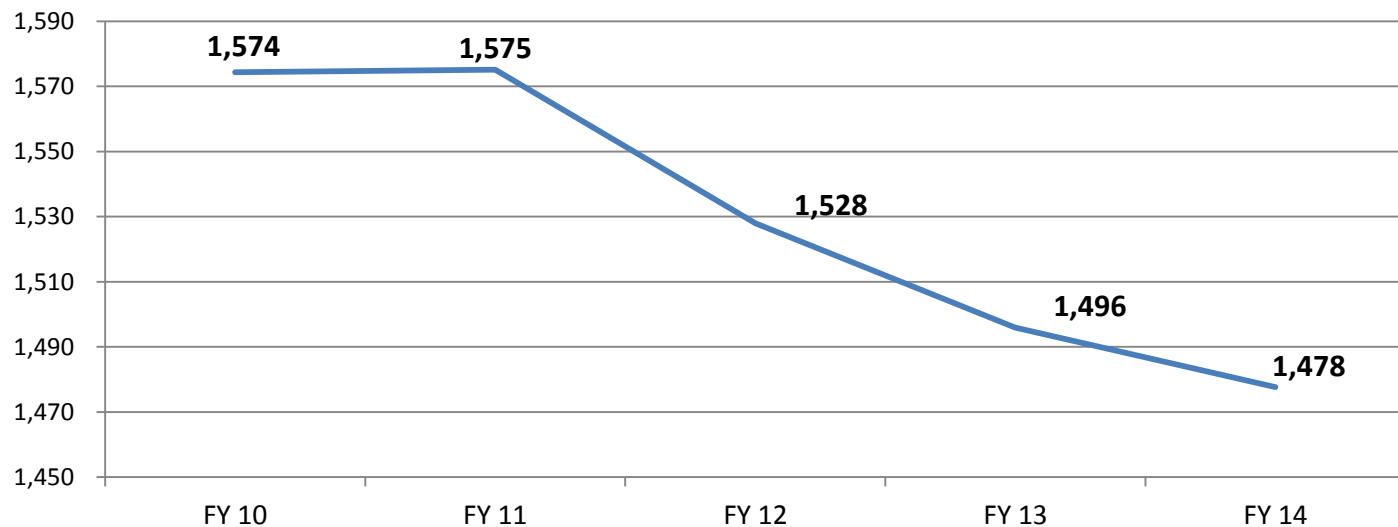
- Shared With Roanoke City Public Schools at 40%

Value of \$0.01 increase  
= \$648,000

# Median Value Single Home

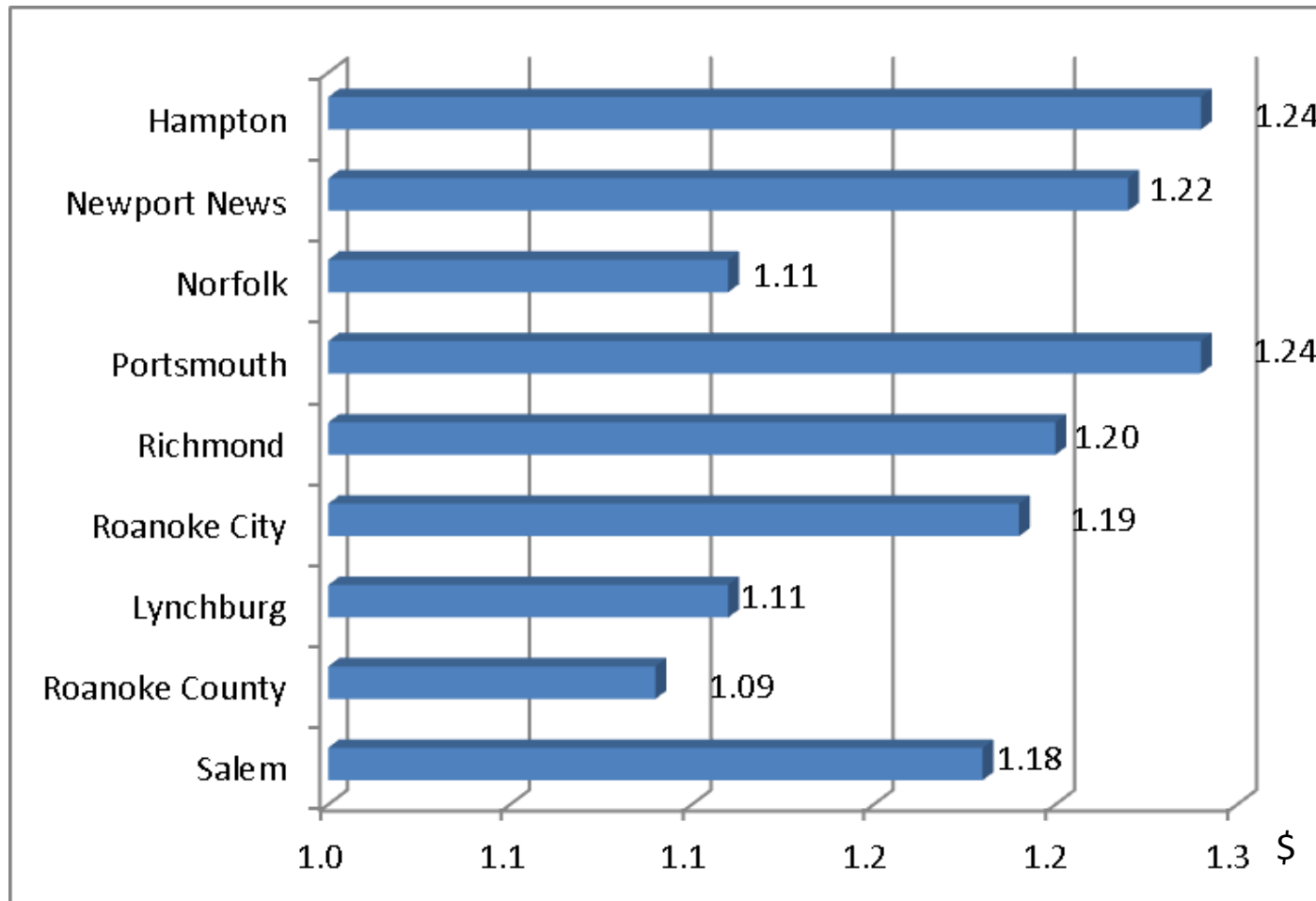


## R/E Tax paid on Median Value Single Home



# Real Property Tax

## Neighbors and VA First Cities



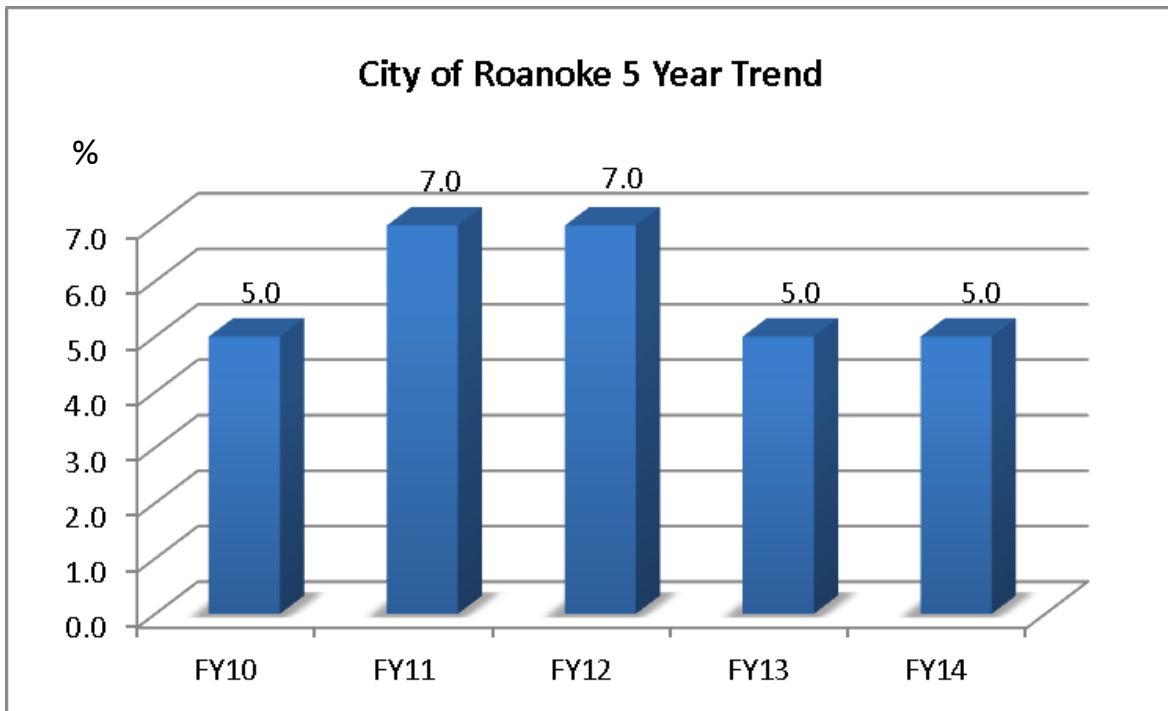
Tax Rate per \$100 of assessed value,

Source: Weldon Cooper Center for Public Service 2013 Tax Rates



# Meals Tax

- VA Code: §58.1-3840 (2014) - Impose
- City Code: Sections 32-283 – 32-298 - Rate

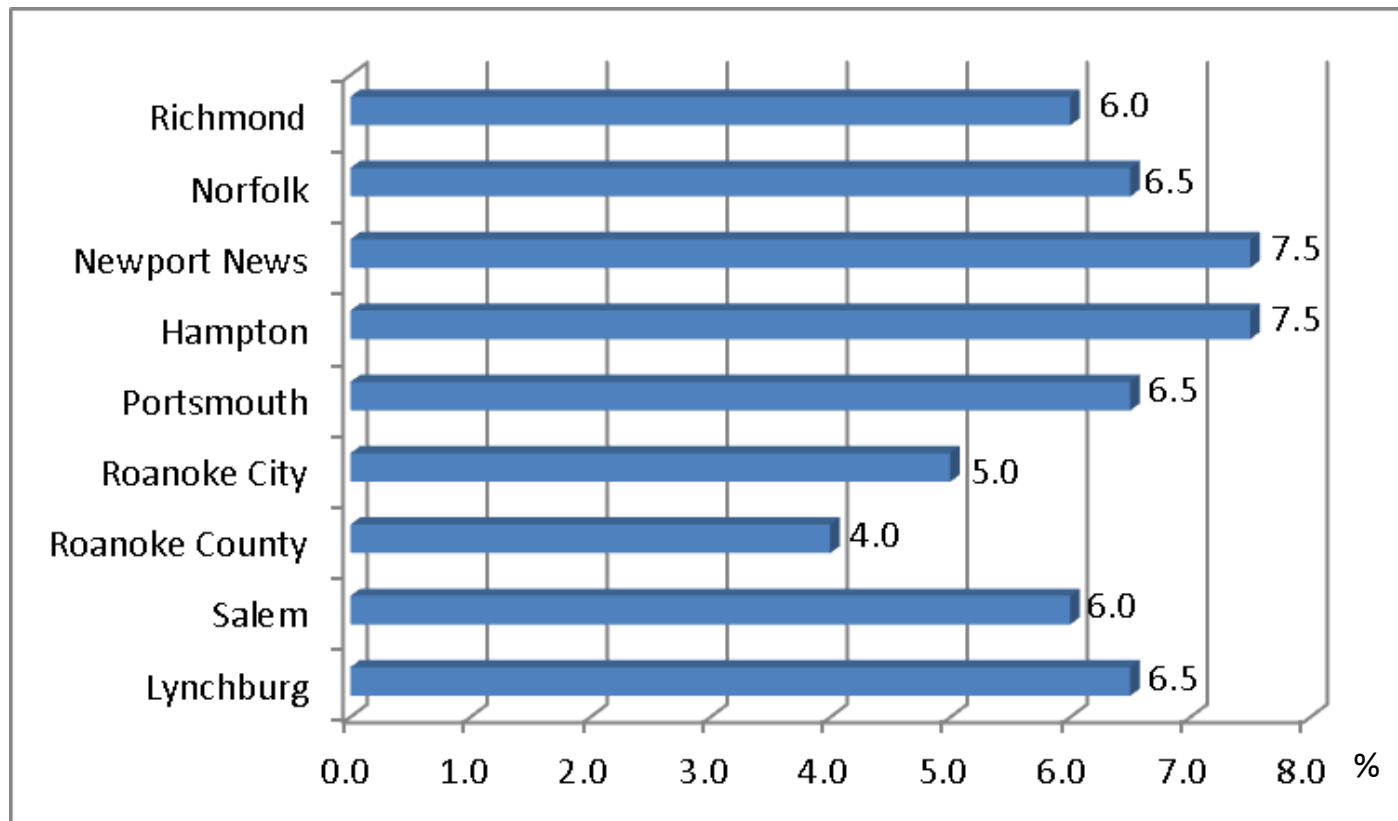


- Shared With Roanoke  
City Public Schools at  
40%

Value of 1%  
increase  
= \$2,645,000

# Meals Tax

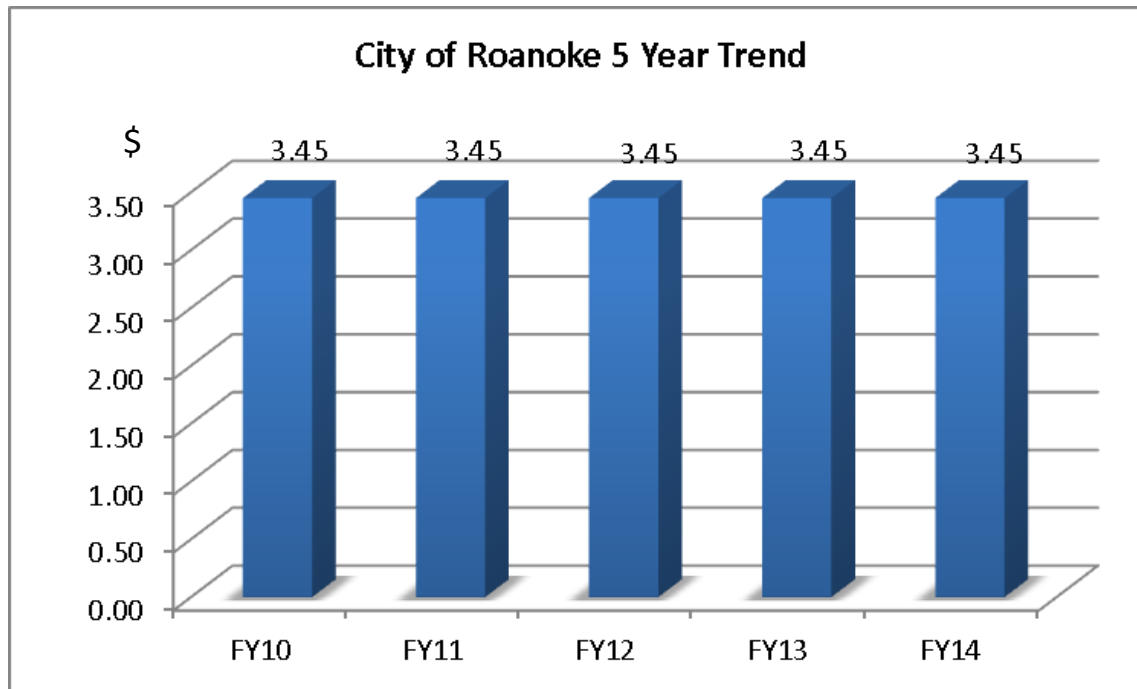
## Neighbors and VA First Cities



Source: Weldon Cooper Center for Public Service 2013 Tax Rates

# Personal Property Tax

- VA Code: §58.1-3500 (2014) - Assess
- City Code: Sections 32-104 – 32-112 - Rate



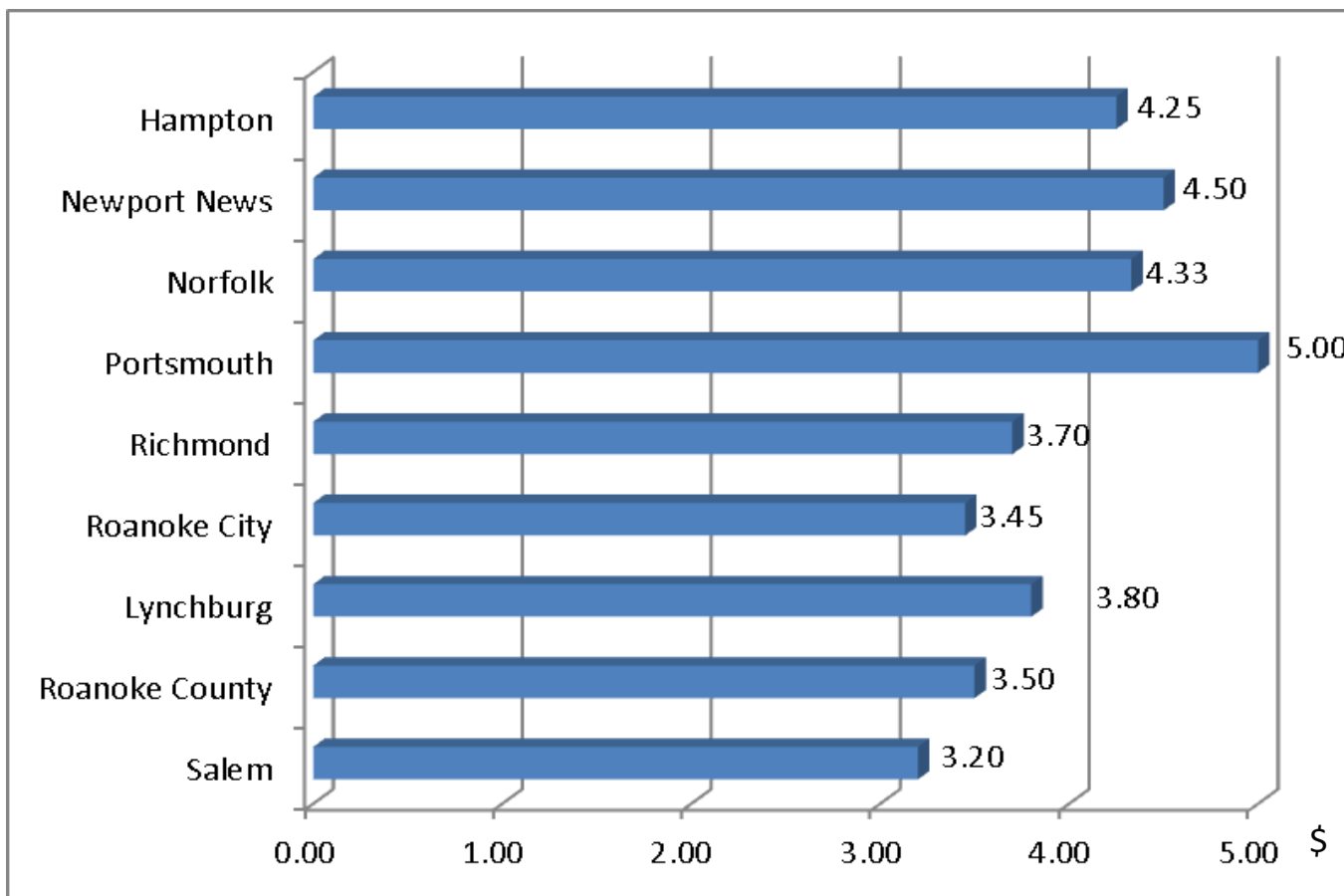
- Tax Rate per \$100 of assessed value

- Shared With Roanoke City Public Schools at 40%

Value of \$0.01  
increase  
= \$57,000



# Personal Property Tax Neighbors and VA First Cities

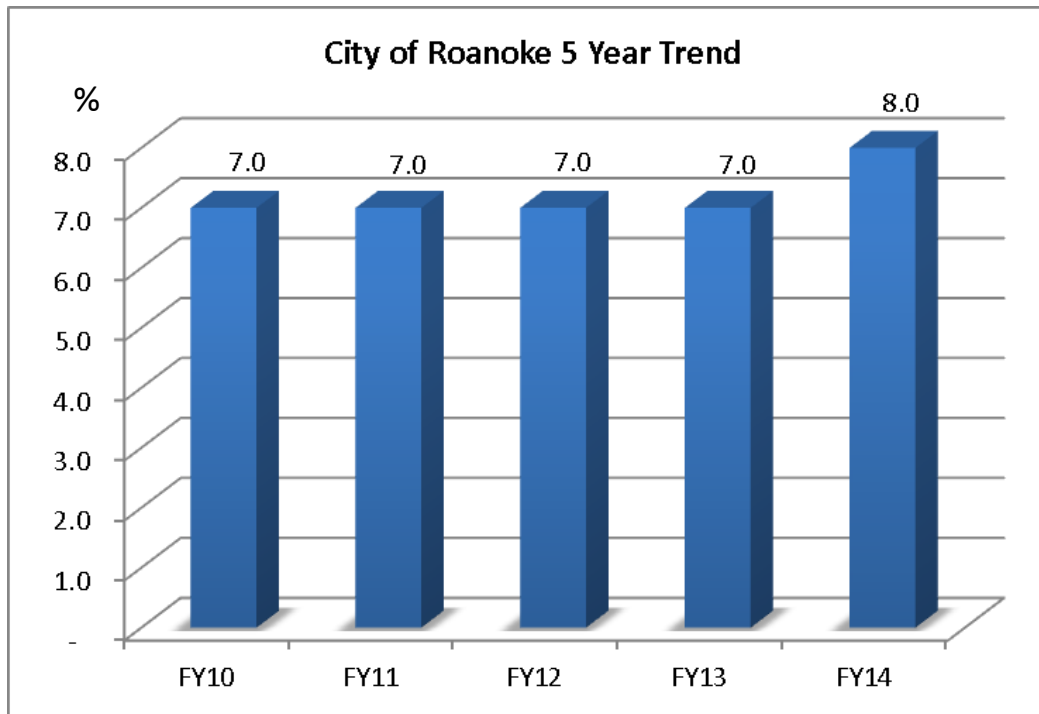


Tax Rate per \$100 of assessed value,

Source: Weldon Cooper Center for Public Service 2013 Tax Rates

# Lodging Tax

- VA Code: §58.1-3840 (2014) - Impose
- City Code: Section 32-239 - 32-240 - Rate

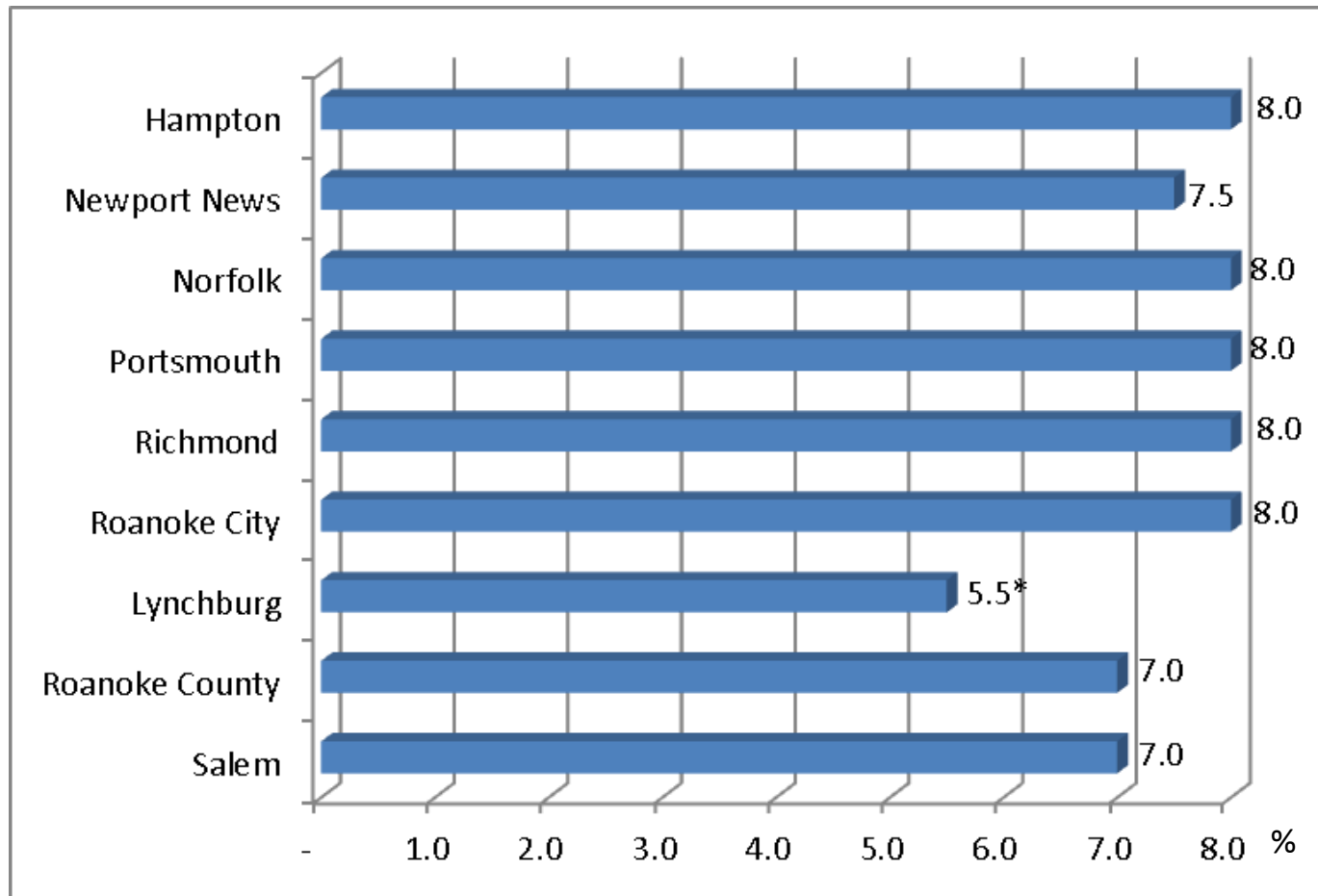


-Shared With Roanoke  
City Public Schools at  
40%  
-3/8 shared With  
Convention and Visitors  
Bureau

Value of 1%  
increase  
= \$485,000

# Lodging Tax

## Neighbors and VA First Cities



\* Note: Plus \$1 per night for Lynchburg

Source: Weldon Cooper Center for Public Service 2013 Tax Rates



# Business/Professional/Occupational Licenses (BPOL)

- VA Code: § 58.1-3703 (2014) - Assess
- City Code: Sections 19-1 - 19-31 – Rate
- City Code: Sections 19-71 – 19-82 - Rate

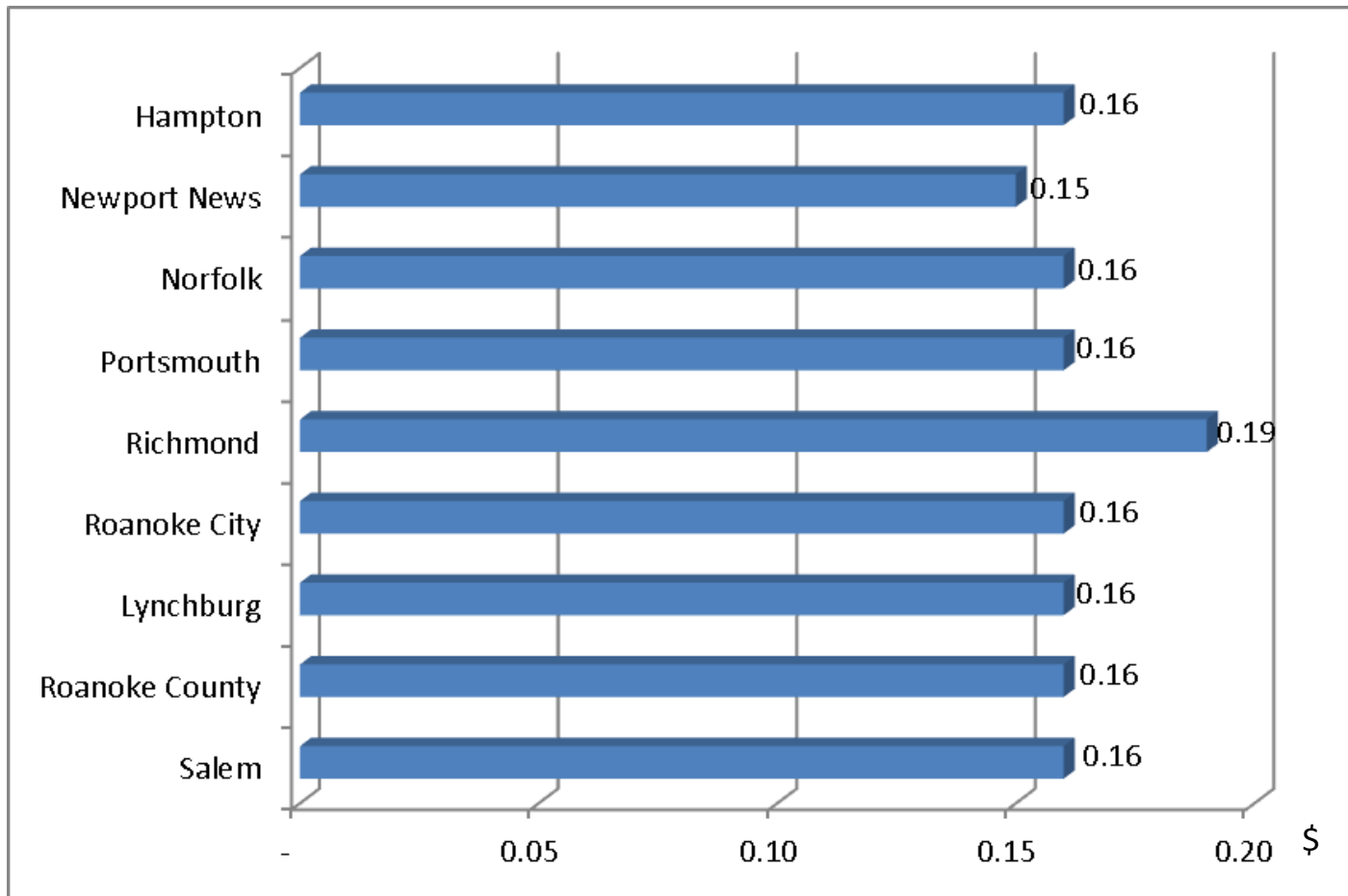
City of Roanoke Current Rate:

Business/ Professional/ Occupational Licenses	Tax Rates (per \$100)	Maximum State Rate (per \$100)
Contracting	0.16	0.16
Retail	0.20	0.20
Repair, Personal & Business Svcs	0.36	0.36
Financial	0.50	0.58
Real Estate & Prof. Svcs	0.58	0.58
Wholesale, Gross Purchases	0.26 plus \$44	Various

- Tax Rate per \$100 of assessed value

- Shared With Roanoke City Public Schools at 40%

# BPOL - Contracting Neighbors and VA First Cities

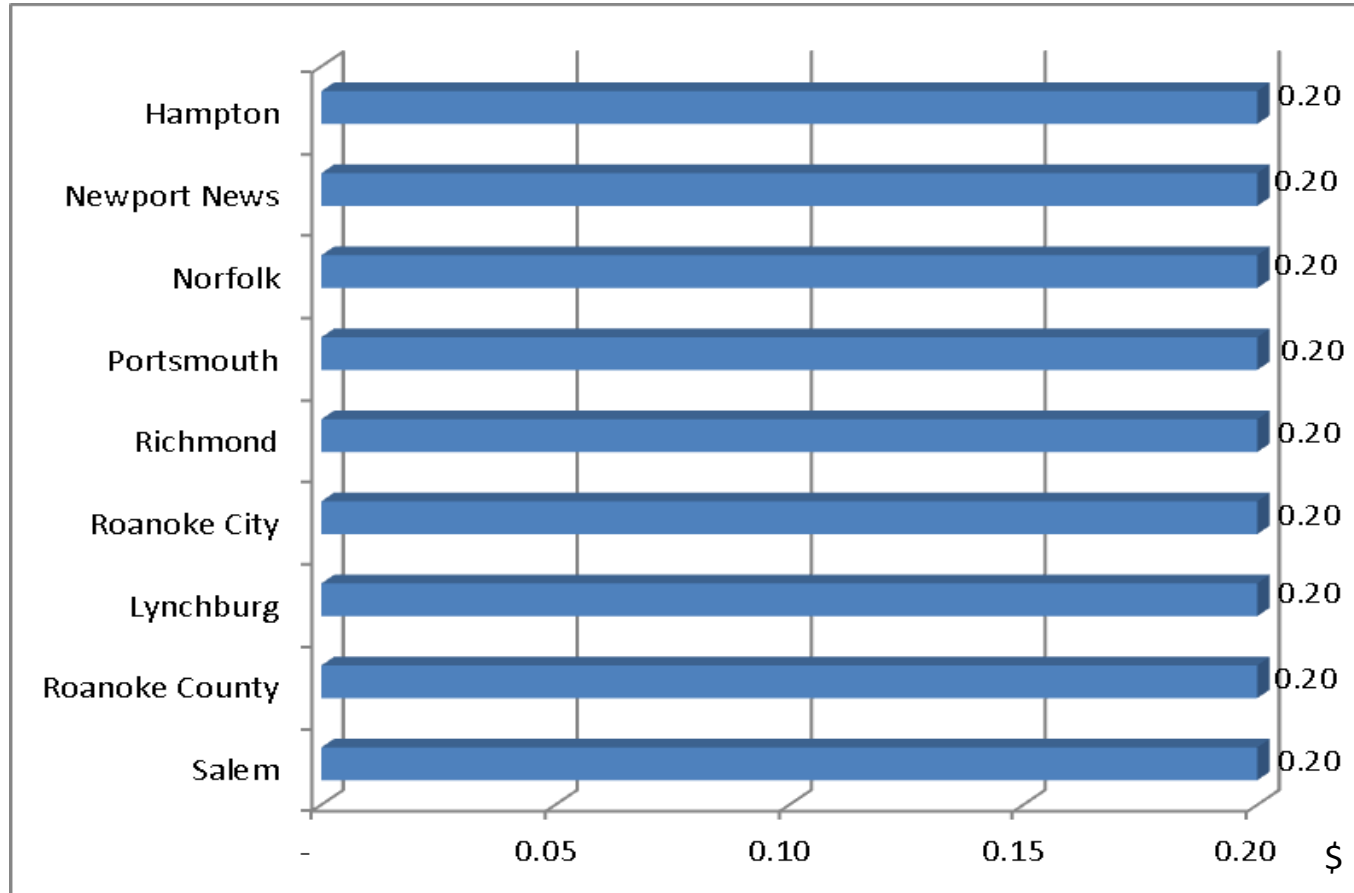


Tax Rate per \$100 of assessed value,

Source: Weldon Cooper Center for Public Service 2013 Tax Rates

# BPOL - Retail

## Neighbors and VA first Cities

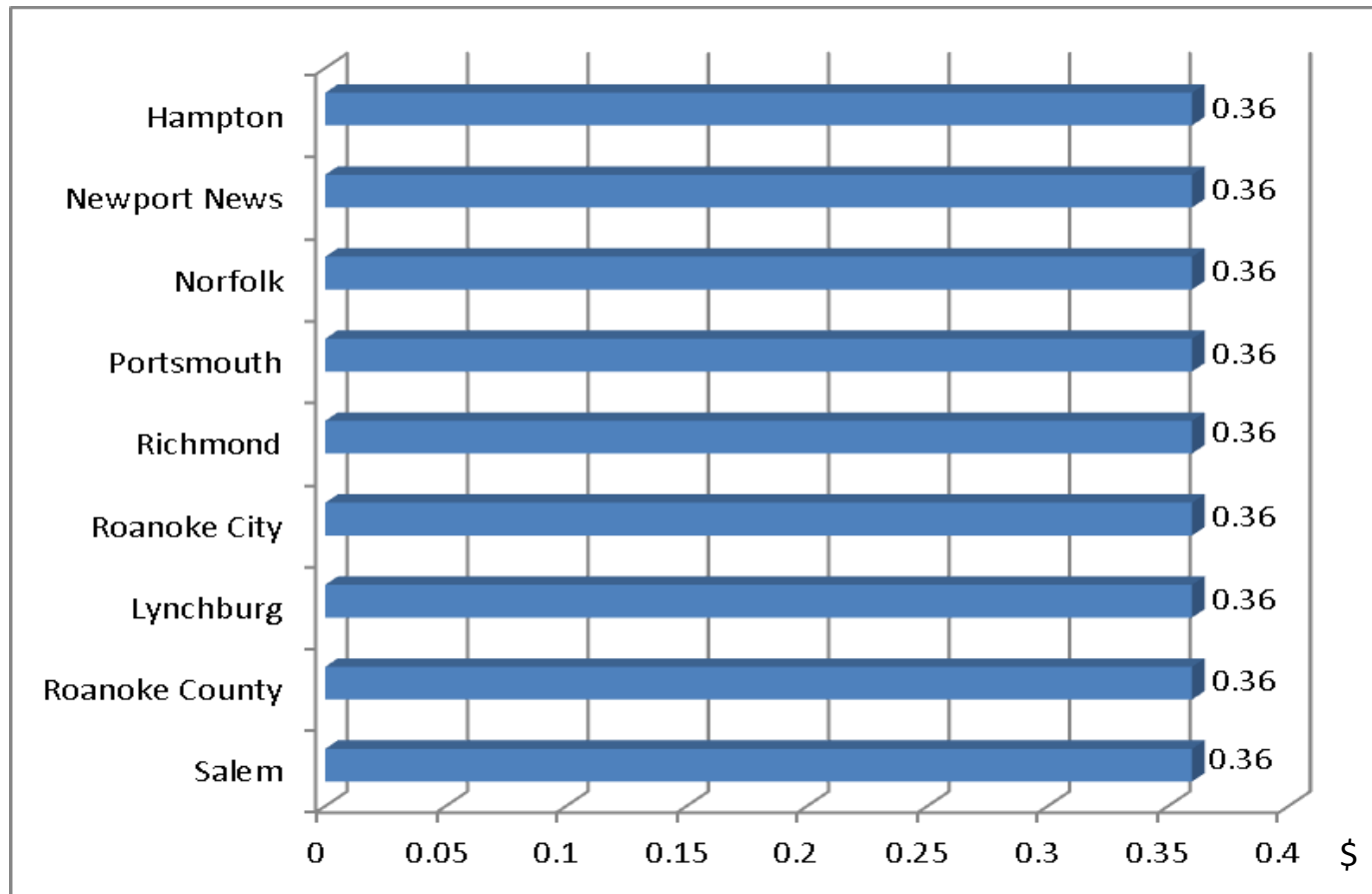


Tax Rate per \$100 of assessed value,

Source: Weldon Cooper Center for Public Service 2013 Tax Rates



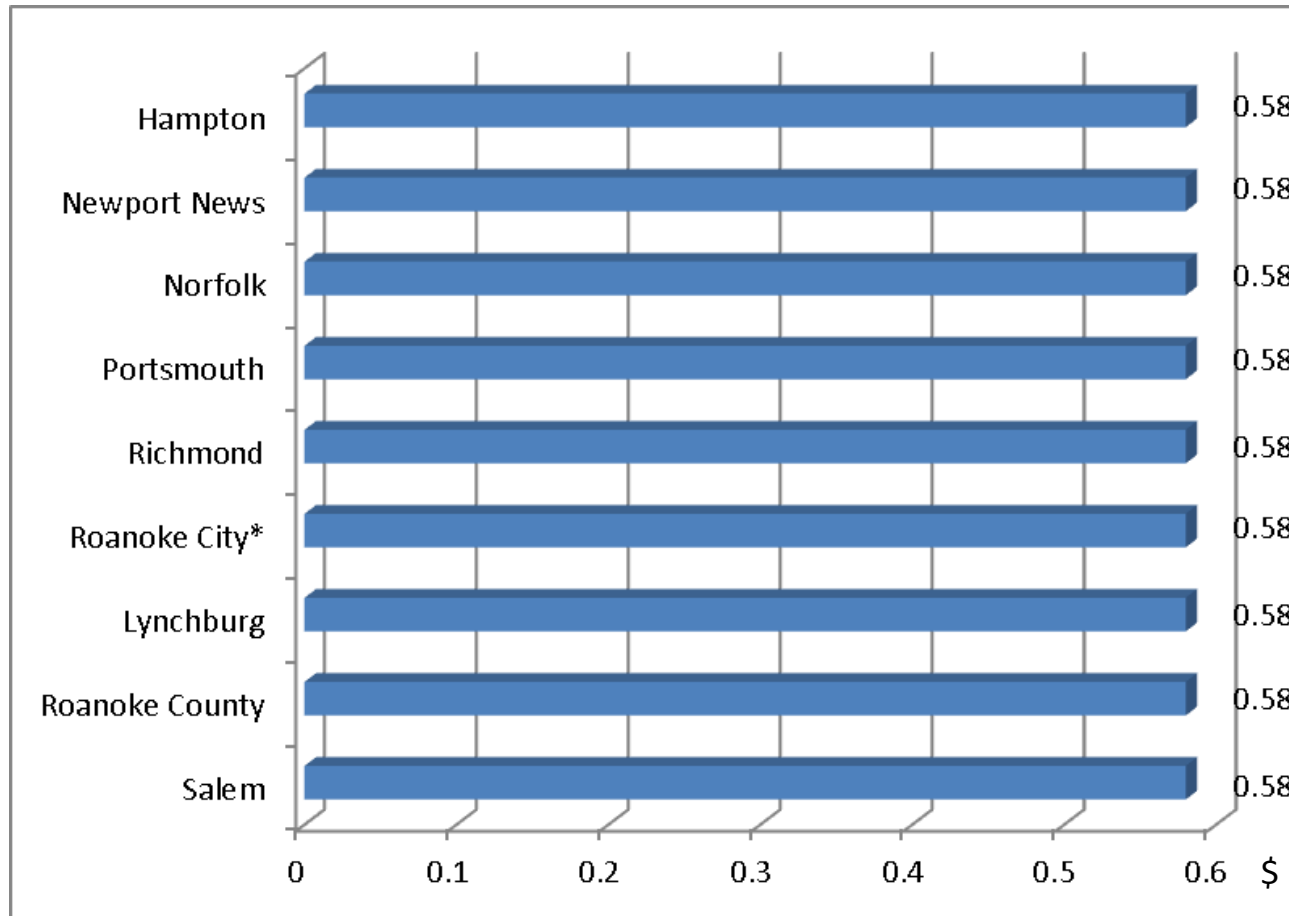
# BPOL - Repair, Personal & Business Services Neighbors and VA First Cities



Tax Rate per \$100 of assessed value,

Source: Weldon Cooper Center for Public Service 2013 Tax Rates

# BPOL - Financial, Real Estate & Professional Services Neighbors and VA First Cities

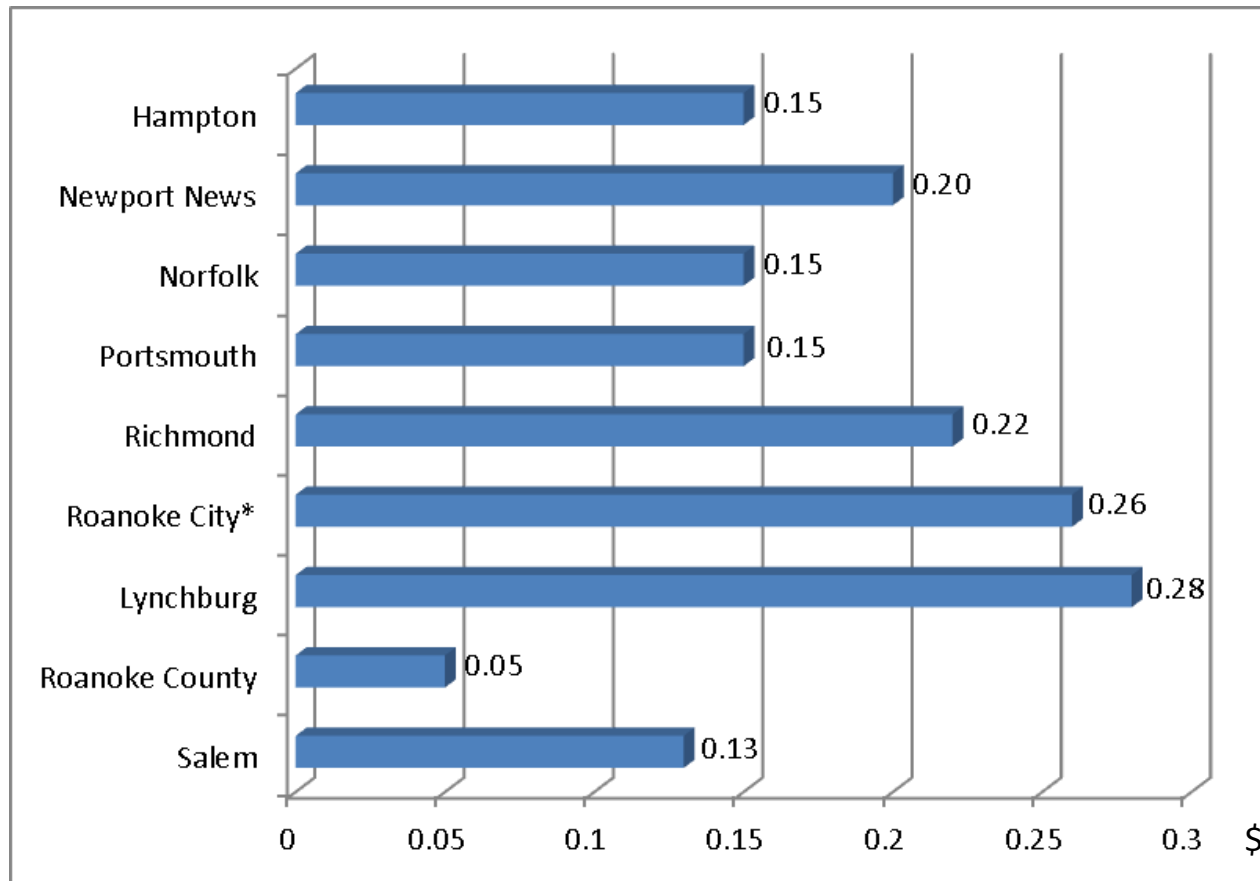


\* Note: \$0.50 Financial Services tax for City of Roanoke

Tax Rate per \$100 of assessed value

Source: Weldon Cooper Center for Public Service 2013 Tax Rates

# BPOL – Wholesale, Gross Purchases Neighbors and VA First Cities



\* Note: \$0.26 per \$100 Gross Purchases plus \$44 for City of Roanoke  
Tax Rate per \$100 of assessed value

Source: Weldon Cooper Center for Public Service 2013 Tax Rates

# Communication Sales and Use Tax 5%

- In 2006, legislation enacted by the General Assembly, House Bill 568, replaced many state and local taxes and fees on communications services with a flat 5% rate.
- City of Roanoke communication tax: highest in FY08: \$8.0 million; most recent FY14: \$7.0 million.
- Some localities receiving Communications Sales and Use Tax Distributions, FY2012:

Roanoke	Salem	Lynchburg
Roanoke County	Richmond	Hampton
Newport News	Norfolk	Portsmouth



# Residential Solid Waste Fee

The localities that do collect such fee are:

(Per year)

Portsmouth	\$400.32
Lynchburg	Tags: \$11.40 per 32 gallon; \$23.28 per 64 gallon plus \$60 annual
Newport News	\$280.80 - 60 gallon cart; \$351 - 90 gallon cart
Norfolk	\$327.36
Richmond	\$210 per can
Hampton	\$520; or \$299 if a household recycles at least twice per month

# Comments & Questions

(Break)

# Capital Improvement Program

- Maintain Current Capital Assets
- Infrastructure Investment for Livability and Economic Development
  - Bridge Renovation/Replacement
  - Streetscape Projects
  - Stormwater System Enhancements
  - Civic Center
  - School Maintenance
- Targeted Livability Investments
  - Parks and Recreation
  - Libraries

Investments made within parameters of debt limitations



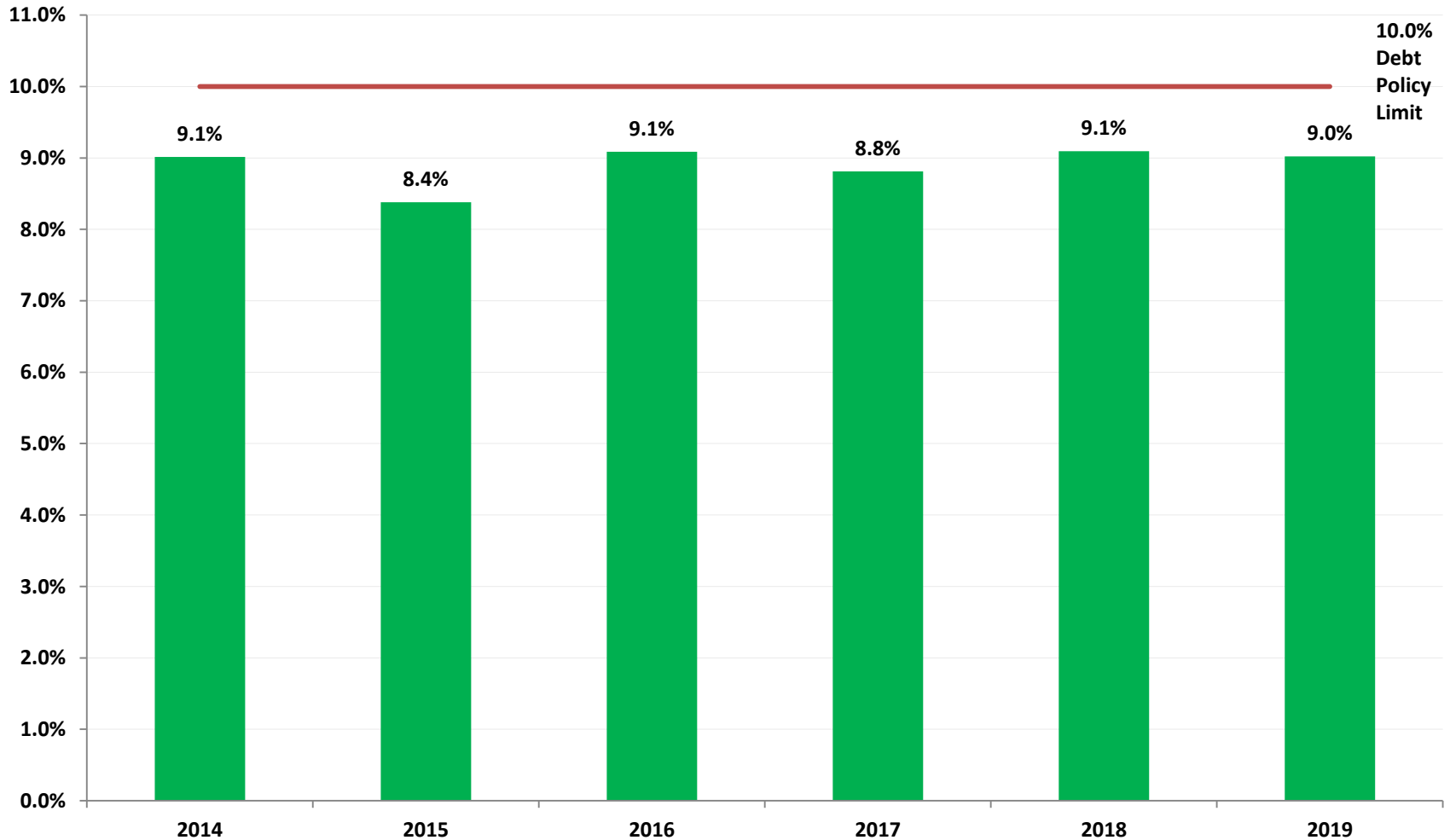
# Debt Issuance Planning

## FY 2015-2019

Project	2015	2016	2017	2018	2019	Total
RCPS	\$ 5,000,000	\$ 8,500,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 28,500,000
Bridge Renovation	3,800,000	5,650,000	6,900,000	3,100,000	3,250,000	22,700,000
Library Master Plan	3,093,000	2,857,000	2,720,000	2,170,000	500,000	11,340,000
P&R Master Plan	1,000,000	1,000,000	2,500,000	2,500,000	2,500,000	9,500,000
Civic Center	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Stormwater Management	1,120,000	1,120,000	1,120,000	1,120,000	1,120,000	5,600,000
Sidewalk	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Street Scapes	-	500,000	-	500,000	-	1,000,000
Fire Facility Master Plan	750,000	-	-	-	5,000,000	5,750,000
911 Center	250,000	-	-	-	-	250,000
Passenger Rail						
Infrastructure	3,000,000	2,500,000	-	-	-	5,500,000
Broadband	2,000,000	-	-	-	-	2,000,000
Total	\$22,013,000	\$24,127,000	\$20,240,000	\$16,390,000	\$19,370,000	\$102,140,000

- Projects not listed include: Fire Stations, E911 Facility, Main Library
- Additional debt service funding required of \$250k over 4 years

## Total Debt Service as % of Total Expenditures (Preliminary FY15-19 CIP totaling \$102.140M)



Assumes 0% increase in expenditures FY 2016 through 2019 using FY 2015 adopted expenditures as the base year. Includes planned Debt Issuance FY 2015 through 2019.

# FY 2015 Cash Funding for One-Time Expenses

<b>Funding</b>	<b>Amount</b>
Excess Debt Service Funding	\$1,789,554
Economic and Community Development Reserve	\$200,000
<b>TOTAL FUNDING</b>	<b>\$1,989,554</b>
<b>Capital Contributions</b>	<b>Amount</b>
YMCA of Roanoke Valley (3rd of 5 Installments)	\$100,000
Virginia Museum of Transportation (2nd of 5 Installments)	\$100,000
Jefferson Center (2nd of 5 Installments)	\$100,000
Arts Endowment	\$250,000
<b>TOTAL FUNDING</b>	<b>\$550,000</b>
<b>Project</b>	<b>Amount</b>
Greenways and Trails	\$200,000
One Time Funding and Operating Capital (Capital Building Maintenance, Fleet Replacement, Percent for the Arts	\$1,053,703
Grant Match Contingency	\$38,900
Capital Project Contingency	\$100,000
<b>TOTAL</b>	<b>\$46,951</b>
	<b>\$1,439,554</b>

# Parking



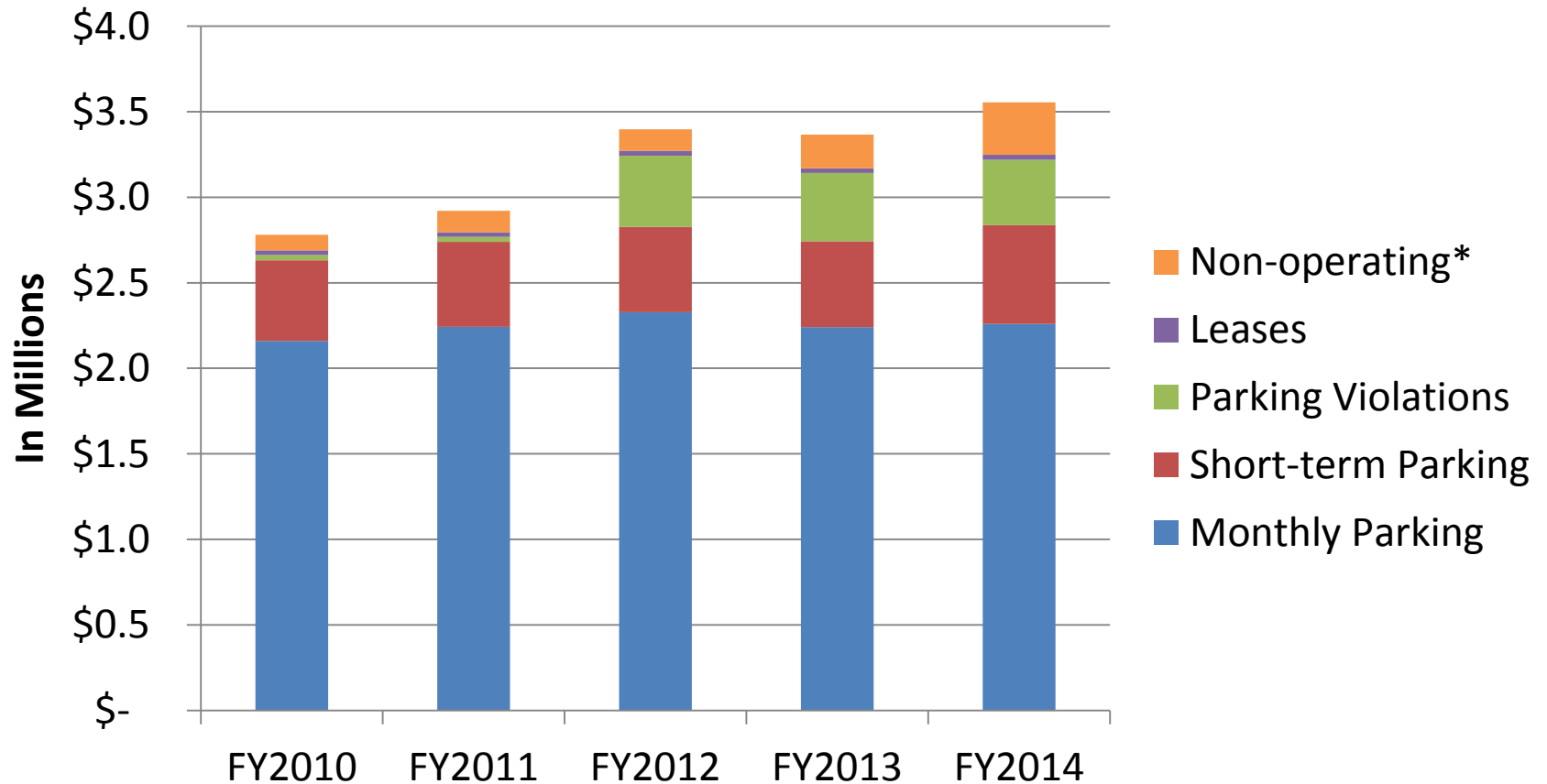
# Parking Fund Goals and Objectives

- Manages 4,100 parking spaces in (7) Off-Street Garages and (5) Off-Street Lots;
- Manages and enforces 3,000 On-Street Parking Spaces ;
- Provides off and on street parking supporting downtown commerce , residential development, tourism and student parking demands;
- Ensures that revenues generated are sufficient to recover all operating costs and life cycle maintenance of the system;
- Strives to maintain reserve to address capital needs of the Parking Fund;

# Parking Fund Current Statistics

- Average Occupancy Off-Street 3,700
- Current Residential Off-Street 628
- Current Off Street Parking Rates
  - Reserved Rate \$ 75-\$90 /month
  - Unreserved Rate \$ 35-\$70/month
  - Residential Rate \$ 8.75-\$17.50/month
  - Daily Rate \$.50/half hr-\$1.00/half hr
  - Maximum Daily Rate \$5-\$6
  - Evening/Saturday\* \$2-\$3 \* only in certain core decks/lots
- On-Street parking is not a pay to park system

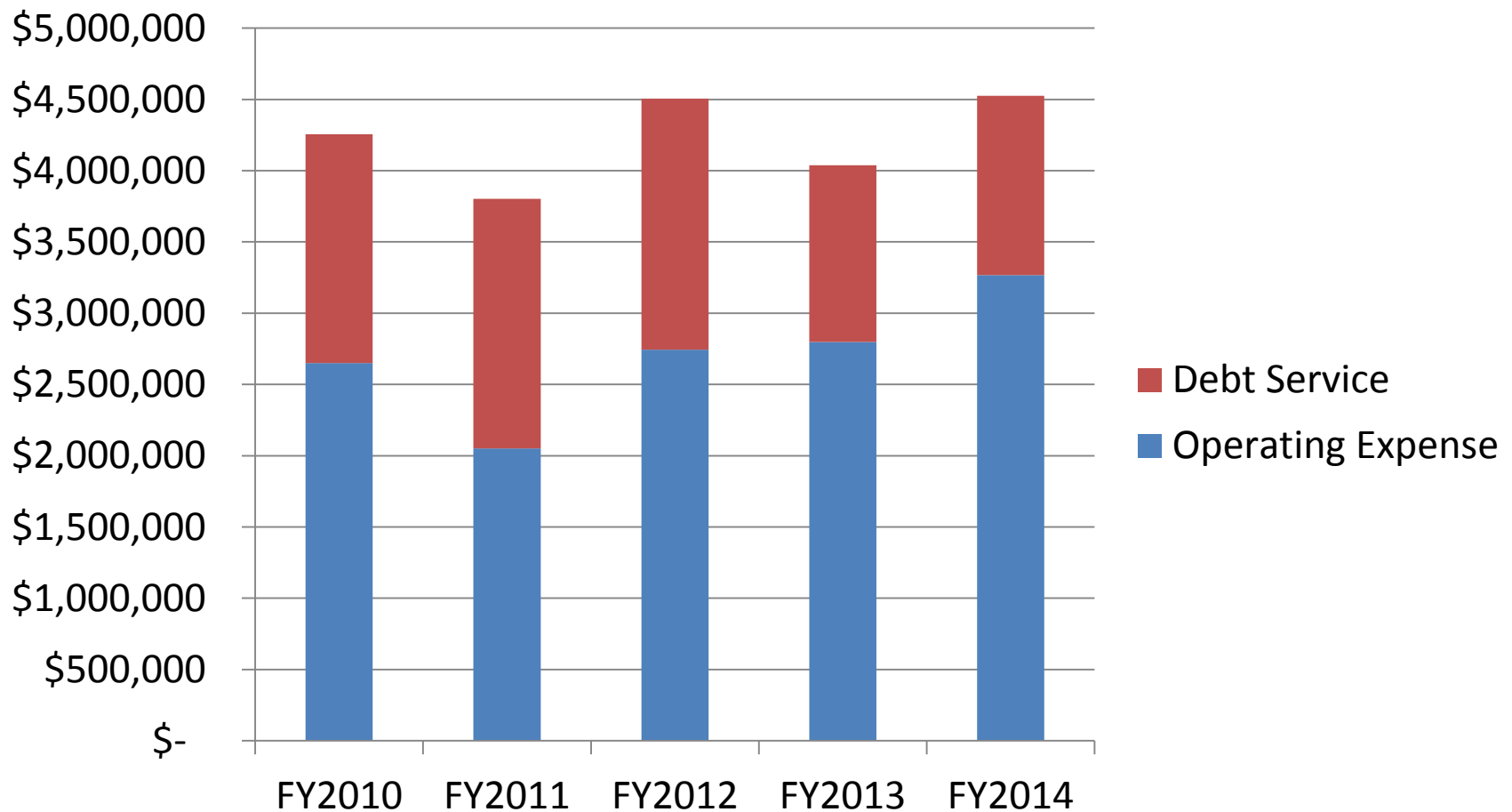
# Parking Fund Revenues



\* Non-operating revenues are shown net of Capital Contributions.

Data for FY2014 is unaudited. Data from FY2010 – FY2013 is as of June 30<sup>th</sup> audited financial statements.

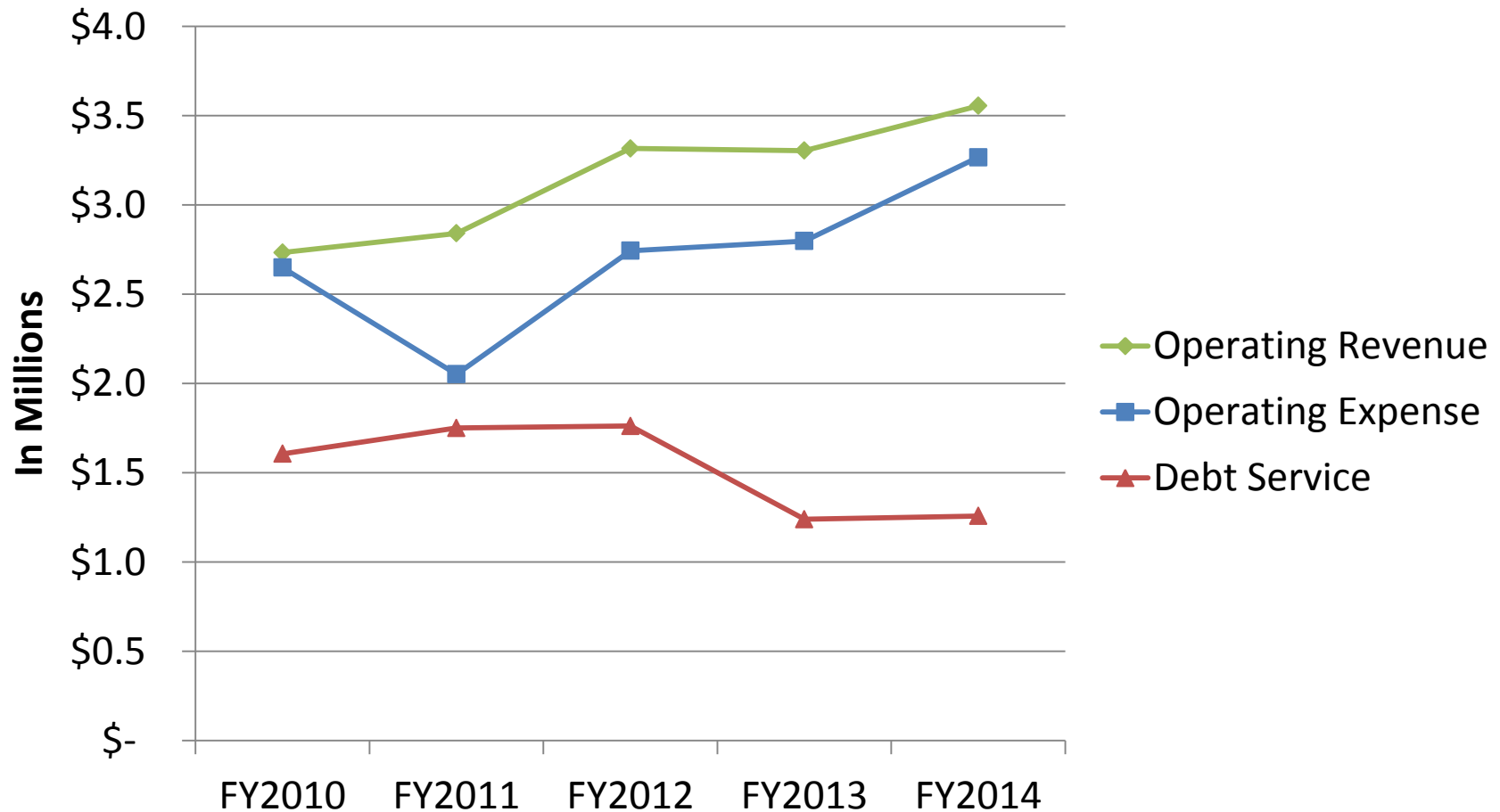
# Parking Fund Debt Service and Operating Expenses



Data for FY2014 is unaudited. Data from FY2010 – FY2013 is as of June 30<sup>th</sup> audited financial statements.



# Parking Fund Revenues versus Operating Expenses and Debt Service



Data for FY2014 is unaudited. Data from FY2010 – FY2013 is as of June 30<sup>th</sup> audited financial statements.

# Parking Fund Capital Maintenance/ Planning Process

- FY14 Condition Assessment completed at all garages
  - Garages have various needs based on age and design;
  - Each garage has its own 5 year prioritized preventative maintenance plan;
  - Overall system is well maintained;
  - Vertical transportation system modernization;
  - Access / Revenue Equipment upgrades planned
- FY15 On-street Equipment Assessment completed
  - Needs include handheld unit/software/server upgrades

# 5 Year Capital Needs of the Parking Fund

	FY15	FY16	FY17	FY18	FY19
Structural Preventative and Repairs	\$60,000	\$815,000	\$485,000	\$490,000	\$405,000
Equipment Upgrades	\$160,000	\$85,000	\$170,000	\$100,000	\$100,000
Vertical Mechanical Upgrades	\$65,000	\$270,000	\$200,000	\$250,000	\$196,000
On-Street Equipment/ Systems	\$20,000	\$60,000	\$25,000	\$10,000	\$10,000
	\$305,000	\$1,230,000	\$880,000	\$850,000	\$711,000

# Parking Fund Analysis

- Parking Fund must address its on and off-street funding needs from its own revenue stream;
- Prolonging useful life of capital assets is essential to prevent future high rehabilitation costs to the Fund;
- New technology and best practices will reduce operating costs over the long term;
- Consolidated parking operations favor balanced rate structures to address these needs;
- Asset protection and facilities maintenance are key to system longevity



# Next Steps

- Create work plan to identify efficiencies to lower operating and non-operating costs;
- Benchmark current rate structures against local providers and First Cities comparables to stimulate increased demand and revenue growth;
- Enhance on-street management strategies to encourage long term parkers to utilize garages vs on-street short term spaces;
- Implement on-street metering pilot;
- Adjust marketing strategies to improve garage occupancies;
- Support public/private mobility strategies to help visitors utilize public parking assets;
- Work in close co-operation with Economic Development to match prospect's parking needs with supply

Where Do We Want To Be In 5  
Years?

# Vision Statement

The City of Roanoke is a safe, caring and economically vibrant community in which to live, learn, grow, play and prosper.

# City of Roanoke

## Priorities

```
graph TD; Safety --> Economy; Economy --> Education; Education --> Government; Government --> HumanServices[Human Services]; HumanServices --> Infrastructure; Infrastructure --> Livability; Livability --> Safety;
```

Safety

Economy

Assure community safety needs are met and promote a safe and desirable region.

Cultivate a thriving business environment and innovative workforce opportunities to ensure the prosperity of our community.

Education

Foster an environment for lifelong learning which encompasses cradle to career and beyond through shared services and community involvement.

Provide effective government that maximizes resources to ensure an open, responsive, and innovative service to the community.

Good  
Government

Foster a caring community that utilizes a regional and collaborative approach which encourages self-sufficiency while providing a social safety net to citizens when they are most vulnerable.

Human  
Services

Infrastructure

Maintain and build quality infrastructure that supports healthy residential neighborhoods, successful commercial areas, and accessible public facilities and amenities.

Livability

Enhance Roanoke's exceptional vitality as an attractive, diverse, culturally inclusive, vibrant and active city in which to live, work and play.



# How Do We Get There?

# Focus on Being a Resilient Community

The ability of a system, entity, community, or person to withstand shocks while still maintaining its essential functions and to recover quickly and effectively.

# Steps to Being a Resilient Community

- Step 1: Stabilize strategically
  - Establish affordable levels of service
  - Address problems
  - Protect infrastructure
  - Stabilize finances
  - Debt management
  - Protect reserves

# Steps to Being a Resilient Community (cont'd)

- Step 2: Move toward sustainability with a long-term, strategic view
  - Enhance planning
  - Reform the budget process
  - Address long-term liabilities
  - Increase accountability
  - Live in INNOVATION



# Steps to Being a Resilient Community (cont'd)

- Step 3: Move from sustainability to resiliency

“A financially resilient government has recovered its financial stability and gone on to implement strategies, control mechanisms, budgeting techniques, and early warning systems to make sure it can withstand future shocks”. (GFOA, 2012)

Leadership, Thoughtfulness, Vigilance and Courage

# 5 Year Financial Plan

- Strategic Planning Tool
- Advance discussion of revenue and expenditure issues
- Identifies a possible fiscal gap to be closed each year during budget development

# The 5 Year Financial Plan Development Process

- Inputs:
  - Determine assumptions on revenue growth and expenditure growth
  - Manual exceptions
  - External influences and opportunities
  - Debt assumptions
  - Capital goals
- Output:
  - Framework for discussion and use as a planning tool
- Discussion

# Base Scenario Assumptions

- 1% Growth of All Revenues
- 2% Growth of All Expenditures
  - Includes Salaries



# Scenario 1

- 1% Growth in Real Estate & Meals Taxes
- 2% Growth in Personal Property
- 2% Growth in Expenditures

# Scenario 2

- Flat Revenues
- 2% Growth in Operating Expenditures
  - Excludes salary adjustments

# What should we focus on?

## Discussed

- Taxes and Fees
  - Motor Vehicle License Fee
  - Salem Trash Fee
  - Business v. Personal Tax Analysis
- Compensation
- Capital Projects
- Parking Fees
- Volunteering Opportunities
- Home/Rental Analysis
- Health Initiative
- Other Initiatives

## Follow-up

# What should we focus on?

## **Discussed**

- Outside Agency Funding
- Veterans Effort to End Homelessness
- Chronic homelessness
- Senior Citizen Efforts
- International Business Development
- My Brother's Keeper

## **Follow-up**

- Small Business Development Inclusion
- Start Up Business Communications
- Efficiency of Financial Operations

# FY 2016 Budget Development

- Council Briefings:
  - January : Local Tax Projection, Non-Discretionary Cost Increases, Retirement, 5 Year Financial Plan
  - February : Price of Government, Allocation to Priorities, Offers by Priority, Capital Planning
  - March : Ranked Offers by Priority, Capital Planning
  - April : Balancing Strategies, Revenue Adjustments/Enhancements, Capital Planning, Cash Funding for One-Time Expenses
  - April : Presentation of FY 2015 Recommended Budget
  - May : Budget Study

Process Questions or Concerns?



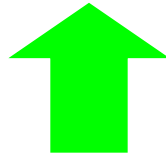
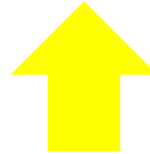
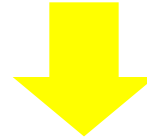
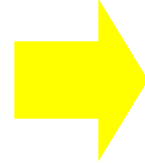
# APPENDIX

# Trend Indicators

- Presented in February, 2011
- Factors affecting financial condition of a locality
- Monitor changes over a period of time
- Update on 6 of the indicators

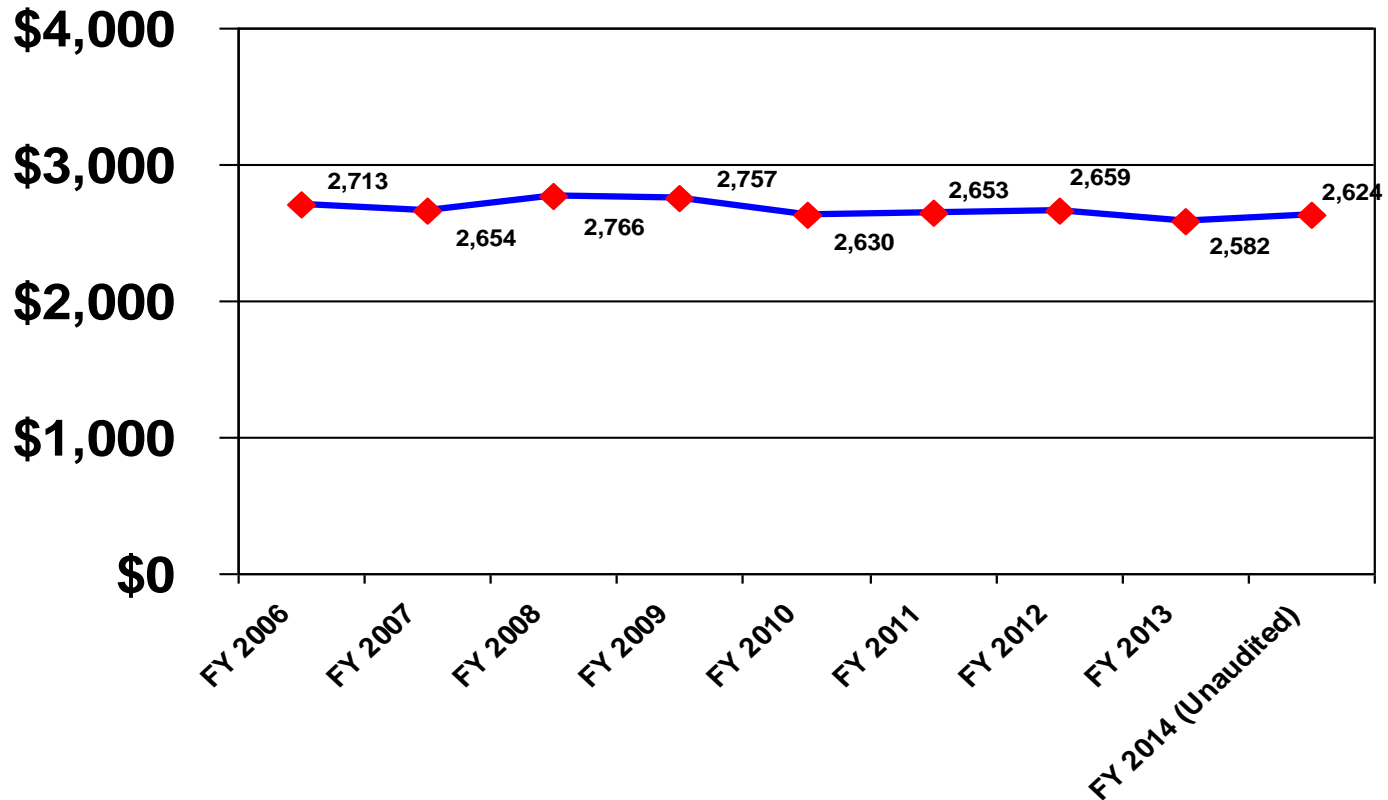
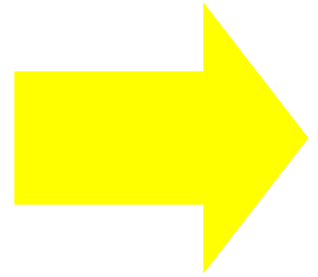
# Trend Indicators

- Revenues per capita
- Tax revenue
- Revenue shortfalls or surpluses
- Expenditures per capita
- Expenditure Surplus
- Fund Balance



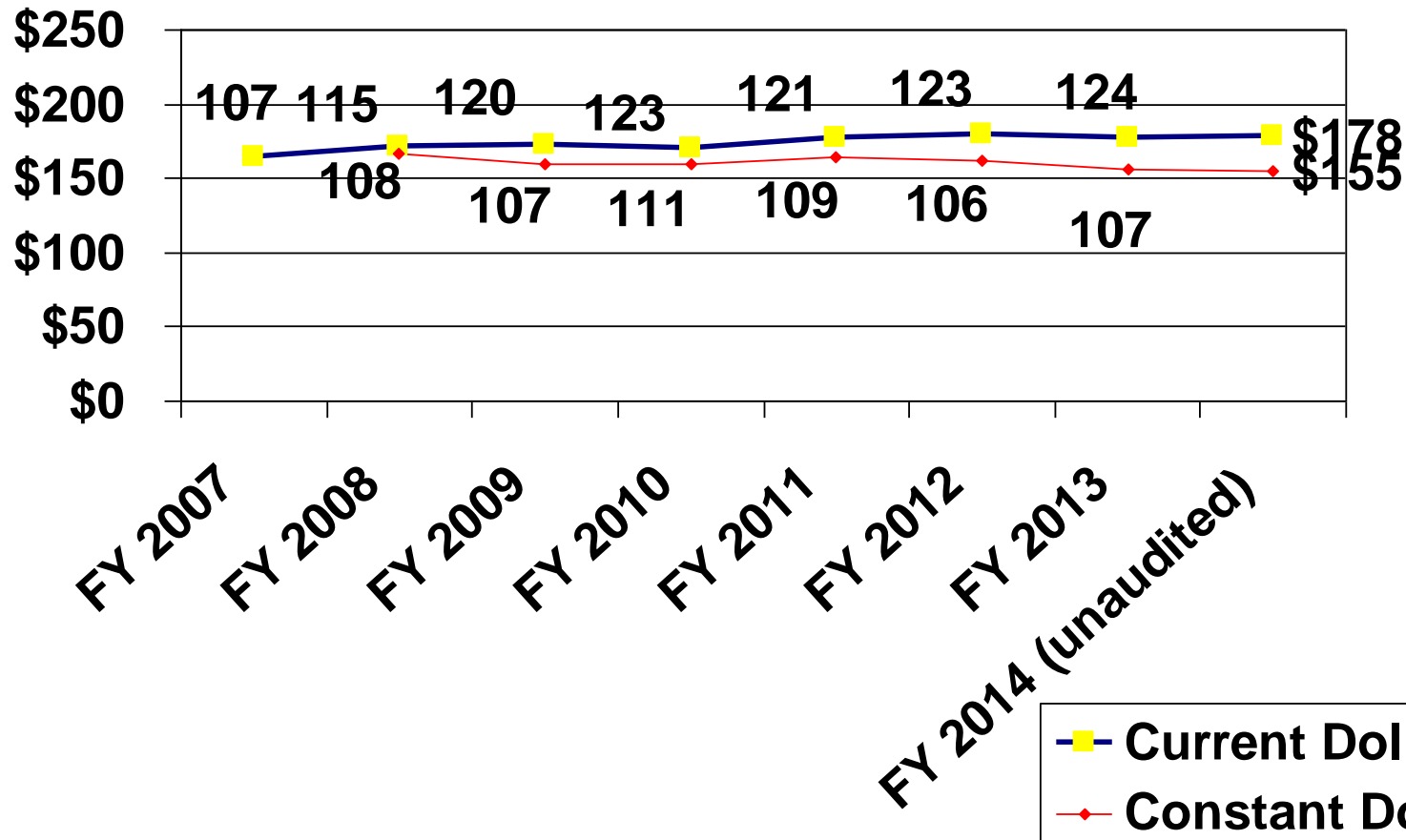
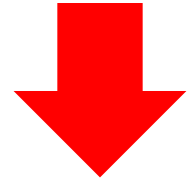
# Revenues Per Capita

Total revenue divided by population



Warning Trend: Decreasing revenues per capita

# Tax Revenues

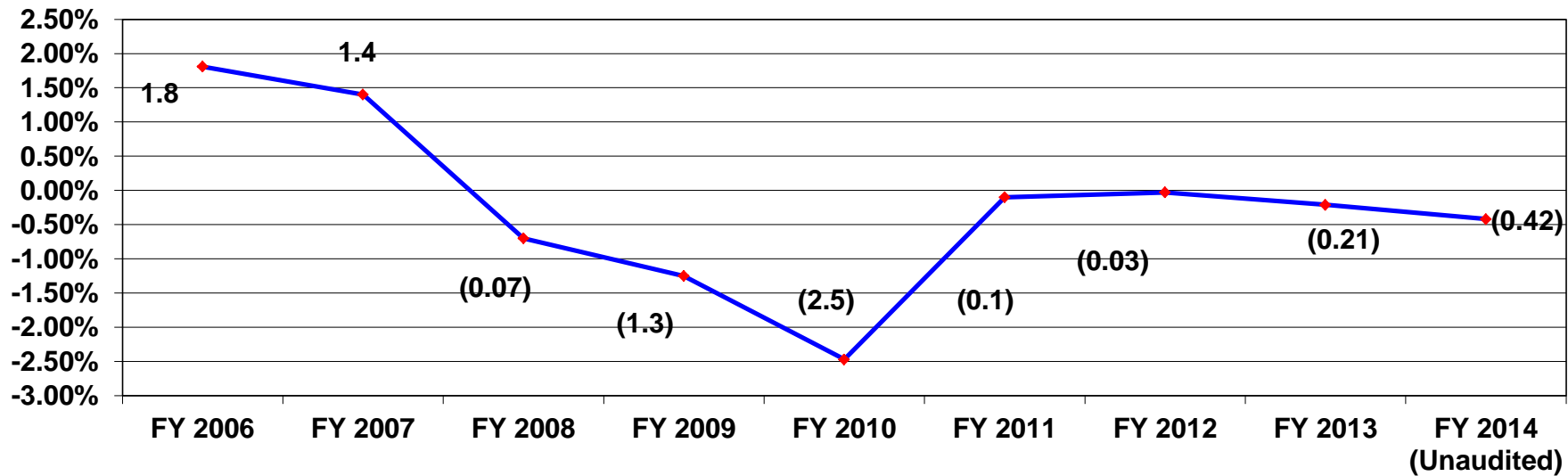
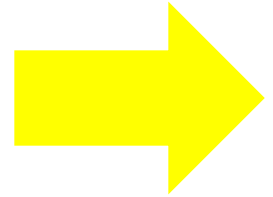


Not yet Updated; Warning Trend: Decline in Tax Revenues



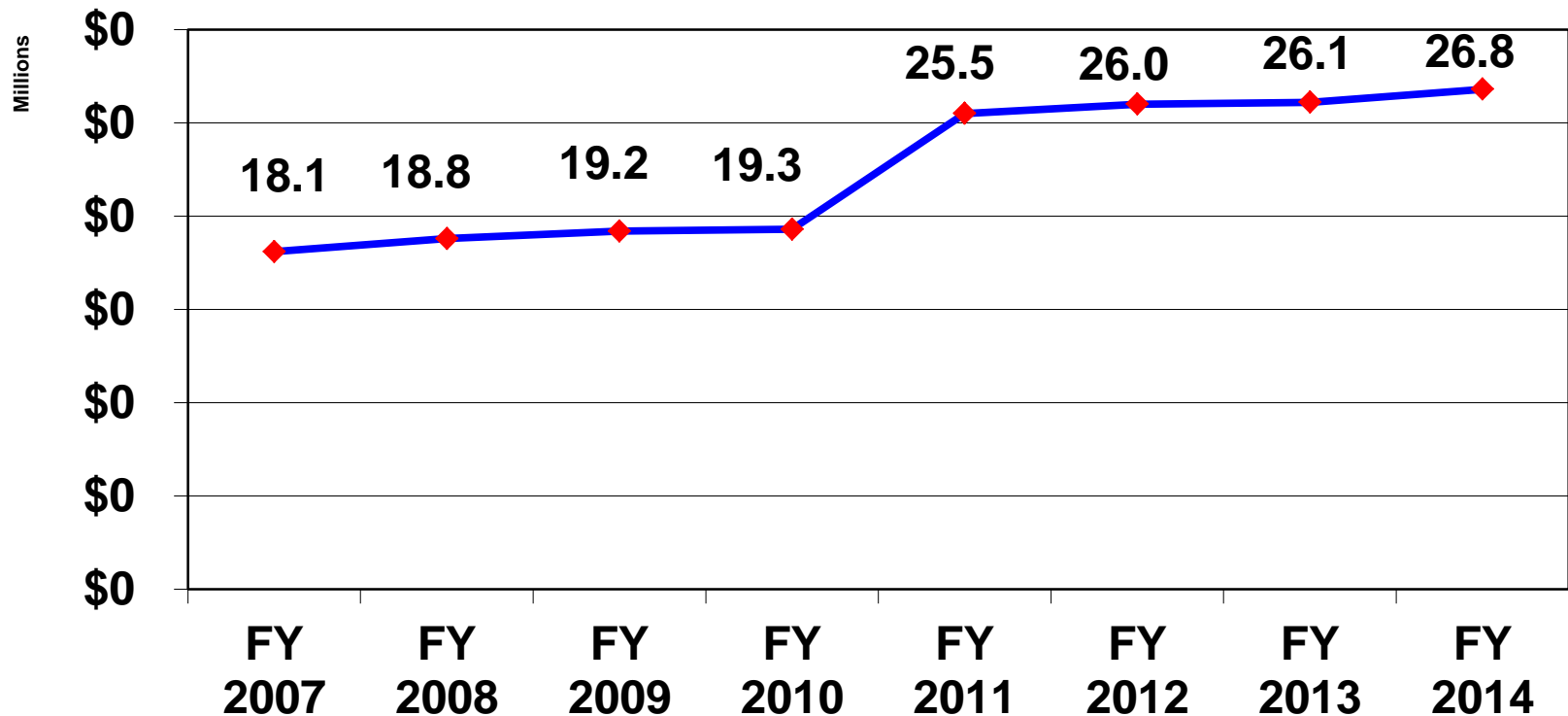
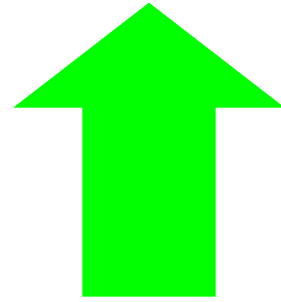
# Revenue Shortfalls or Surpluses

Actual revenue divided by revenue budget



Warning Trend: Increase in revenue shortfalls as a percentage of actual revenue

# Fund Balance



In FY 2011, the City implemented GASB Statement No. 54 which changed the definition and components of fund balance