



CITY OF DANVILLE, VIRGINIA

CITY COUNCIL

Alonzo L. Jones – Mayor
J. Lee Vogler – Vice Mayor

James B. Buckner
L.G. “Larry” Campbell Jr.
Gary P. Miller, MD
Sherman M. Saunders

Fred O. Shanks III
Adam L. Tomer
Madison R. Whittle

LEGISLATIVE STAFF

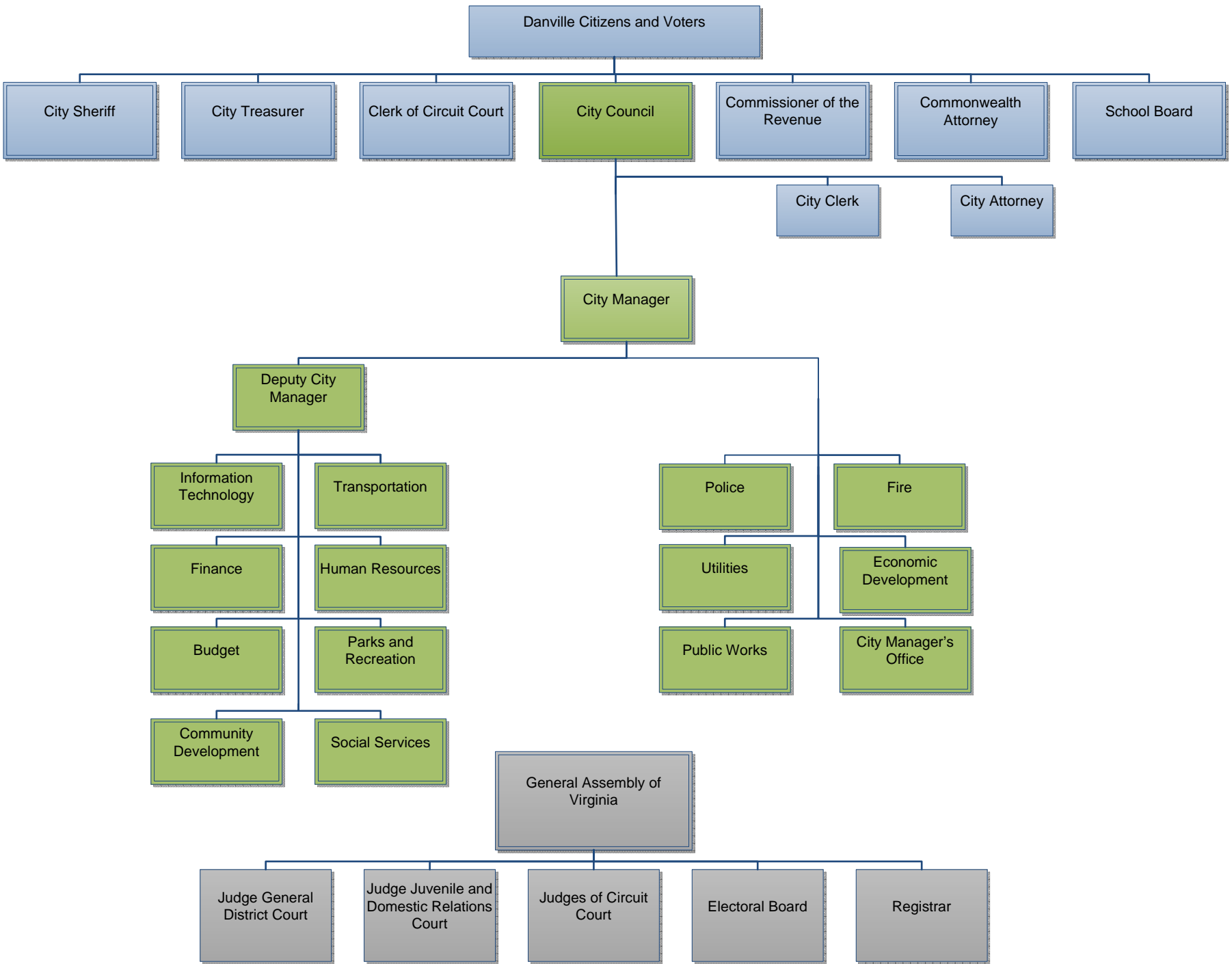
W. Clarke Whitfield, Jr.City Attorney
Susan M. DeMasiCity Clerk

CITY LEADERSHIP

Kenneth F. LarkingCity Manager
Earl B. Reynolds Jr.....Deputy City Manager
Marc D. Adelman.....Director of Transportation Services
Michael Adkins.....Director of Finance
Scott C. Booth... ..Chief of Police
Richard I. Drazenovich..... Director of Public Works
David R. Eagle..... Fire Chief
Jason C. Grey..... Director of Utilities
Kenneth C. Gillie Jr.....Director of Community Development
John L. Moody..... Director of Social Services
Inez J. RodenburgDirector of Information Technology
William O. SgriniaDirector of Parks and Recreation
Telly D. Tucker... ..Director of Economic Development
Sara B. WellerDirector of Human Resources
Cynthia L. ThomassonBudget Director

CONSTITUTIONAL OFFICERS

Michael S. Mondul.....City Sheriff
Michael J. Newman.....Commonwealth Attorney
Gerald A. Gibson..... Clerk of Circuit Court
James M. Gillie..... Commissioner of the Revenue
Sheila Williamson-Branch.....City Treasurer





City Council Focus Areas

During a City Council Retreat in October 2016, the City Council developed three focus areas that require immediate attention by City Council, staff and community partners in order to transform Danville into a safe, strong and thriving community with opportunities for residents to achieve economic success and personal fulfillment. The focus areas are as follows:

1. Implement Long and Short Term Strategies to Reduce Violent Crime.
2. Strengthen the working relationship with the School Board for the purpose of improving education in City Schools.
3. Grow Danville.

Focus Area #1 - Implement long and short term strategies to reduce violent crime.

Police-Focused Efforts

- Establish a Gang Task Force consisting of representatives from the Danville Police Department, Danville Commonwealth Attorney's Office, Danville Sheriff's Office, W.W. Moore Juvenile Detention Home, Probation and Parole Office, Danville Adult Detention and Danville Public Schools. The Task Force will be expected to share information, implement strategies and coordinate efforts designed to curb the growth and activity of gangs.
- Increase funding support to the Danville Police Department's informant fund to adequately compensate individuals who wish to share critical violent crime information.
- In addition to continuing existing community policing efforts, the Danville Police Department will implement additional evidence-based community policing strategies and techniques that are applicable to our community and that will have both long and short term impact on crime reduction.
 - Develop a housing incentive program available to police officers who choose to live in targeted neighborhoods.

- Expand beyond the Green Street precinct to develop a fixed presence in at least two at risk neighborhoods.
- Improve police visibility by incorporating highly visible patrols in targeted areas to include foot beat, bicycle, motorcycle and automobile patrol.
- Develop a public advertising campaign about the need for responsible firearm ownership to reduce the number of stolen firearms.
- Expand the use of technology to enhance the effectiveness of crime detection and suppression.
 - Enhance the Community Crime Map for further transparency.
 - Fund the civilian position of Crime Analyst when grant funds expire and consider the addition of a second crime analyst.
 - Fund a civilian position of Property and Evidence technician to more effectively manage all firearm related evidence to enhance prosecution possibilities.
 - Expand use of fixed video surveillance in key intersections and high crime areas.
 - Fund the acquisition of a gunshot detection system in high crime areas.
- Implement an alarm reduction program to reduce the amount of time officers spend handling false alarms in order to focus attention on crime prevention and suppression. This can be accomplished either by privately contracting the program or funding a civilian position to manage it internally.
- Provide funding for additional, fully equipped patrol vehicles which would be utilized to provide increased patrol when necessary to protect public safety.

Other Efforts

- Immediately develop a Youth Services Task Force consisting of professionals from local youth-serving agencies, Social Services, Danville Public Schools, and citizens to create recommendations for serving at-risk youth before they get involved in criminal activity.
- Continue working to eradicate devastating property blight, deterioration, decline, and abandonment that are undermining Danville's neighborhoods.
 - Proactively enforce the City's property maintenance code, including effective response to public complaints and rigorous implementation of provisions relating to vacant and blighted structures, graffiti, accumulated trash, overgrowth and weeds, inoperative vehicles, right of way encroachment, hazardous trees, and automobile graveyards and junkyards.
 - In order to promote compliance with health and safety standards and reduce substandard conditions in rental housing for low-income residents, continue the Rental Housing Inspection Program within the three existing districts and consider expansion, where allowed by state law.
 - Support the newly-established non-profit Community Development Corporation through an annual appropriation and staff support.
- Partner with other city departments and the school system to implement new Parks and Recreation Programs targeting at-risk children and youth.
 - Initiate short term intensive programming focused on the relationships between self-development, character building and community resources.

- Develop community-based programming in order to bring structured activities to children in their communities.
- Develop programming focused on developing youth leaders.
- Develop outreach efforts for the Danville Public Library to take materials and programs into at risk neighborhoods.
- Explore development of a Community Wealth Building Task Force charged with developing strategies to reduce poverty.
 - Work cooperatively with the Danville Public Schools, West Piedmont Workforce Investment Board, Danville Community College, Averett University, the Commonwealth, and other partners to build and sustain a well-trained workforce.
 - Consider a multi-generational approach to combatting poverty by developing incentive programs for parents to participate in programs that would help their families improve their economic condition.

Focus Area #2 – Strengthen the working relationship with the School Board for the purpose of improving education in City Schools.

- Work with the School Board to help create the best environment for our children to achieve success by ensuring that both the physical condition of the schools and the learning environment inside the classroom.
- Regularly meet with the Danville School Board and administration to maintain a good understanding of public education system operations and budget requirements.
- Hold a joint City Council/School Board retreat in early 2017 in order to better understand each other's perspectives.
- Shift to funding schools by purpose of allocation, as allowed by law.

Focus Area #3 – Grow Danville.

Business Recruitment

- Continue to aggressively recruit new businesses and industries to the area that will diversify the economy, increase overall average wage rates, and strengthen the tax base.
- Continue the aggressive redevelopment of the River District (including the riverfront) which is a major attraction tool for millennials, tourists, and citizens.
- Continue to support retention and expansion of existing businesses through visitation, regular contacts, and provision of needed assistance.
- Determine unmet market demand throughout the City for retail, service, and restaurant businesses and utilize recruitment firms that can best meet those demands.

Business-Friendly Permitting

- Develop and implement a program to make Danville the most “business friendly” city in the Virginia-North Carolina region.
 - Conduct a review of the City’s land use development ordinances to ensure that it is easy to do business in Danville through a reasonable, predictable, effective, and efficient permitting process.
 - Create a process for developers to submit plans in a digital format in order to streamline the review process, which would reduce costs and time for the customer.
 - Explore implementation of a credit card system for acceptance of payment for permits and plan reviews.
 - Within constraints posed by Virginia law, maximize purchase of goods and services from Danville businesses.
- Conduct a city specific floodway and floodplain study to help facilitate development of the Dan River riverfront in order to improve access and utilization of the River.

Quality of Life –Resident and Visitor Attraction

- Ensure that all of Danville’s neighborhoods are attractive, desirable places to live to ensure that newcomers choose to live in the City.
 - Continue to expand the nDanville network into additional residential neighborhoods.
 - Use the “Danter” housing market study to recruit developers for housing projects that fulfill an identified unmet need on the housing ladder.
- Develop Gateway Corridor Plans to improve the appearance of the main transportation arteries leading into the city.
- Generate Small Area Plans for the redevelopment of the Schoolfield and Edgewood areas to support Economic Development efforts to develop the old Dan River Mills Schoolfield complex.
- Develop a master plan for expanding the RiverWalk Trail to include connectivity to regional trails.
- Evaluate the development of a “Creative District” in order to increase cultural and arts opportunities within the City.

Legislative Action

- Advocate for state legislation that would have a direct impact on improving housing in the City of Danville. Efforts include:
 - Support the retention of State Historic Tax Credits.
 - Support expansion of authority to implement rental inspection districts into additional areas of the City.
 - Support the “Tax Certification” bill HB 636, which would help to ensure that delinquent taxes are settled prior to transfer of property.

Starting in 2017 with an initial grant application, the City of Danville took part in a multi-year financial planning process. Danville City Council received a presentation on a multi-year financial forecasting model developed by the National Resource Network, which is a federally funded consortium of urban experts from private, nonprofit and academic sectors. Launched under the auspices of the White House Council on Strong Cities, Strong Communities and backed by the Department of Housing and Urban Development, the National Resource Network is the only federal program that provides comprehensive technical assistance to cities, including guidance on fiscal management.

The goal of multi-year financial forecasting is to help Council make wise and strategic decisions that will put Danville on a sustainable fiscal path. In order to attract middle class families to our community, Danville must be able to deliver government services as efficiently as possible while making strategic investments in the long-term sustainability of the community. These include investments in the three Council-identified priority areas of creating a safe community, improving public education, and growing the economy.

This process which led to the development of the model included city departments and constitutional offices meeting with consultants to understand their organization, current and future issues, and trends within their area. The consultants also look across the state to see look for potential best practices or opportunities for budget savings that could be applied locally, as well creating baseline comparisons with peer municipalities. During this time, an advisory board – the Multi-Year Financing Committee – consisting of residents, business leaders, City Council members, and staff met to review the basis for the model and the viability of options suggested. The final report, included in the Appendix in full, was presented to City Council along with a demonstration of the model. This baseline projection that showed Danville has a structural budget deficit that is only going to worsen over the next five years unless changes are made. Plans are in place to create an interactive budget model for the public to utilize.

Short Term Plan

The final report outlines short term strategies to limit spending. These strategies would include potential service reductions, changes in staffing, managed competition, shared services and consolidation, and increases in revenues without inhibiting economic competitiveness. Many of these short term strategies are included in the FY2020 Adopted Budget, including:

- Health Insurance Plan Design Changes – eliminated projected cost increase (\$879,409)
- Dependent Eligibility Verification Audit nearly complete – We anticipate \$200,000/year in premium savings
- Employee Health Clinic – A site has been selected and will be open by the end of this fiscal year. Premium savings will be realized in future years.
- Reduction in public safety salary costs – due to retirement - \$353,684/year
- Fire – Eliminate funding for six Kelly shift positions - \$234,570/year

- Police – Consolidate Span of Control – Reorganization of the Police Department by reclassifying three captains and one lieutenant to sergeants (following retirements) - \$58,000/year
- Create Tiered Retirement System – Beginning July 1, newly-hired employees will share in the cost of their retirement. By FY 2024, the savings could be as much as \$670,000 per year and would continue to increase by as much as \$120,000 each year into the future.

Long Term Plan

The report provides long term strategies to grow the tax base. This includes potential tax rate and fee changes that would allow for additional revenue while still being competitive. Additionally, plans for investing in the future of the City through public school funding, crime prevention initiatives, and job creation are outlined.

Additional information, including videos of the presentations and copied of the documents can be found at www.danvilleva.gov/MultiYearPlan.