



Roanoke Valley-Alleghany

REGIONAL
commission

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Roanoke Valley-Alleghany Regional Commission Strategic Plan Update Request for Qualifications, #RFQ-2025021901

PROJECT INFORMATION

Agency

Roanoke Valley-Alleghany Regional Commission, 33 Luck Ave., SW, Roanoke, VA 24016.

Project Name

Strategic Plan Update

Project Description

The Roanoke Valley-Alleghany Regional Commission is one of 21 Planning District Commissions in the Commonwealth of Virginia established to meet needs that cross jurisdictional boundaries. See the attached FY25 Work Program for a full list of the local government members of the Commission. The Regional Commission also houses the Roanoke Valley-Transportation Planning Organization (RVTPO), the federally designated metropolitan planning organization for the urbanized Roanoke region. We are seeking an update to our 2019 Strategic Plan, included as an attachment to this RFQ.

Project Justification

The Commission generally fully updates its strategic plan on a 3- to 5-year basis. Since the last update, a number of significant changes have taken place both in the region as well as the general environment in which the Commission operates, including but not limited to the COVID-19 pandemic, changes in leadership across many partner regional organizations and local governments, the growing needs of our rural members, and an uncertain Federal funding picture. In addition, the Commission participated in an organizational assessment by the Southeastern Regional Directors Institute (SERDI) that established a baseline of needs for an update of the plan. The results of this assessment can be provided upon request.

Project Scope

Responses to this RFQ should take into account the following scope:

- The Regional Commission operates under a number of funding programs, including the Department of Transportation, Appalachian Regional Commission, Economic Development Administration, Substance Abuse and Mental Health Services

MEMBER GOVERNMENTS: Counties of Alleghany, Botetourt, Craig, Franklin and Roanoke
Cities of Covington, Roanoke and Salem, Towns of Clifton Forge, Rocky Mount and Vinton



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Administration, and other Federal and state agencies, each of whom have their own requirements and investment priorities. A strategic plan for this organization, therefore, needs to be broad and flexible enough to capture this dynamic.

- A copy of the Commission's FY25 Work Program is included with this RFQ for reference.
- The strategic plan should take into account other major Commission projects that set strategic goals for the region including but not limited to the following, details of which can be found on our website at www.rvarc.org:
 - Legislative Agenda, developed annually.
 - Comprehensive Economic Development Strategy, a product of our partnership with EDA, updated annually with major revisions every 5 years.
 - Roanoke Valley Transportation Plan, a product of the RVTPO, updated as needed with major revisions every 5 years.
- The process should focus on engaging the Commission's Executive Committee, full board, regional Chief Administrative Officers, and staff as the primary stakeholders.
 - Proposals should focus on a limited number of high-quality engagements with these groups, including but not limited to surveys, Zoom sessions, one-on-one focus groups, half-day work sessions, and other mechanisms.
 - Due to time and funding constraints, we expect such in-person activities to be limited to one or two individual sessions at most but are open to recommendations and creative solutions to public input.
- The plan should focus on the key areas of service the Commission should focus on over the next 3 to 5 years to meet the region's needs. This should include
 - Identifying these priority areas
 - Operational needs to meet these goals (funding, staffing)
 - Balancing unique rural and urban needs while also emphasizing the benefit of regional solutions
 - Recommendations for improved board engagement and participation
- The proposal should focus on the Commission's engagement with its member governments. While the Commission also works to build engagement and awareness with the general public, efforts to raise its public profile are not the core goal of this effort. Initial recommendations for future marketing and communications strategies could be considered if budget allows.
- The final Strategic Plan should be designed in such a way as to easily complement our existing Work Program development process and help drive future project development to align with the plan while also meeting local needs.
- The ideal timeline would be to see the completion of this strategic plan by June 2025 to align with the completion of our FY26 Work Program and the establishment of our FY26 Annual Budget, but other timelines can be considered.

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Project Budget

\$10,000 - \$20,000

Submitting your Quote

Please provide your quote for service cost in written format by email to Sherry Dean at sdean@rvarc.org. Include the following information within your quote:

- Written scope of proposal in PDF including timeline and milestones
- Budget
- Key personnel

Quotes must be received by email to sdean@rvarc.org by 5 PM on 03/07/25. Late quotes will not be considered.

Notification of Award

An award notification will be made on 03/14/25 via posting on the Commission website at rvarc.org and via email to the awardee directly.

Any additional quote information, throughout the process, will also be posted on the Commission website at rvarc.org.



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STRATEGIC PLAN

2019



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Introduction

The Roanoke Valley-Alleghany Regional Commission (RVARC) adopted its first Strategic Plan in 1990. Since that time the Commission has updated its Plan every three to five years. This update addresses issues raised by our constituents during the recent assessment by the staff of the SouthEastern Regional Directors Institute (SERDI). The major issue raised during the assessment focused on enhancing communication with our member governments and partner organizations as well as internally among Commission staff.



Review of the 2013 Strategic Plan

The Strategic Planning Committee felt it would be beneficial to review the 2013 Strategic Plan to determine how the goals of that Plan were implemented over the past 5 years. During the review, it was found that the Commission was able to support our member governments and partner organizations in addressing most of the key items outlined in the 2013 Plan; however, not every item was addressed. The key items are outlined below:

- Expanding collaboration through promoting shared services. The various collaborative services identified in the Plan as possible collaborative efforts include the following: Social Services, Parks & Recreation, Public Safety, Libraries, Purchasing/Procurement, Trash/Recycling, and utilities.
 - » This initiative was never fully implemented due to some reluctance among local governments on moving forward in developing shared services at this time. However, local agencies have been expanding collaborative services when appropriate.
- Product Development and Revenue Sharing. “Ready to Go” business/industrial parks is the product we have to offer prospective business clients. Although the development of business/industrial parks are carried out by both local governments and the private sector, it was felt that the Commission could assist local and regional economic development organizations in examining existing sites and providing support (through grant writing, mapping, and other services).
 - » The Commission supported the Roanoke Regional Partnership and the participating member governments in the creation of the Western Virginia Regional Industrial Facility Authority. Currently, the Commission serves as the Administrative/fiscal agent for the Authority.
- Regional Transportation and Sustainable Growth. The Regional Commission should explore the greater integration of regional transportation and economic development planning efforts by examining the feasibility of coordinating the development of the combined Long-Range Transportation Plan and Comprehensive Economic Development Strategy (CEDS).
 - » This initiative was accomplished by working with the Roanoke Valley Transportation Planning Organization (RVTPO) and a committee composed of public and private sector representatives to prepare the “Roanoke Region Transportation Priorities for Economic Development and Growth Study”. The study highlighted several goals and strategies that led developing 10 key transportation improvements in the urbanized area of the Roanoke region.

- **Internal Marketing.** The Commission needs to enhance its marketing efforts to help build a positive perspective about the region among its citizens. There was widespread agreement that there is a need to market the successful collaborations that already exist among localities in the region, as well as continue to update that list and develop an effective communications plan for disseminating that information.
 - » The Commission worked with our member governments to prepare the Regional Report Card that highlighted more than 90 collaborative programs/projects. The Commission also worked with the Roanoke Regional Partnership, Virginia's Blue Ridge and Chambers of Commerce to promote the region for business and civic activities.
- **Continue to Strengthen the Commission's Existing Planning Services.** It is important that we strengthen existing planning services through staff development and outreach to member governments and other local agencies. As member governments look for costs savings, the Regional Commission will continue to provide local technical assistance and traditional planning services.
 - » This item continues to be an important element of the Commission's work in terms of supporting local government planning activities.

The 2013 Strategic Plan also addressed the need to develop a new mission statement for the Commission. The Commission adopted the following mission statement:

"The Regional Commission is a leader in driving collaboration and strategy within our communities on issues that are critical to the economic growth, quality of life, and sustainability of this region."

The Process for Developing the 2019 Strategic Plan

Regional Commissions in Virginia can pursue a wide range of activities based on the various interests of their boards. Much has changed in the Roanoke Valley-Alleghany region since the Commission last updated its strategic vision for the Commission. To ensure that our direction and focus addresses the needs of our constituencies over the next few years, a strategic planning committee was formed, and this committee met monthly the last six months of 2018. The 2019 Strategic Planning Committee was composed of the following Commission members:

- Bill Bestpitch (City of Roanoke)
- Bob Camicia (Franklin County)
- Mayor Bradley E. Grose (Town of Vinton and Commission Chair)
- Billy Martin, Sr. (Botetourt County)
- Dean Martin (Roanoke County and Commission Treasurer)
- Jane Johnson (City of Salem)
- Allan Tucker (City of Covington)

In order to better understand the needs of our stakeholders, the Commission engaged the staff of the Southeastern Regional Directors Institute (SERDI) to assist in determining key issues our organization needed to address to ensure its relevancy to our local governments, State and Federal agencies, and our partner organizations throughout the region. To assess some of the key issues that our organization needs to focus on, the SERDI staff conducted surveys, one-on-one interviews, and focus groups. The findings of the survey, interviews and focus group discussions generally focused on the need to enhance communication with our member governments (particularly the local government staff members) and other constituents. Below are the highlights of findings:

- The RVARC is a valuable organization to the region's local governments and is also respected throughout the region by non-profit and other regional entities.
- Perceptions about the RVARC staff ranged from "highly regarded" to "we don't have much interaction with them." The bottom line during this part of the assessment was that communication between the Commission staff and local government staff needed to be strengthened.
- The assessment highlighted the need for succession planning since it was assumed by those participating in the assessment that Mr. Strickland would be retiring in the next few years.
- A question about the greater region focused on if the Commission should expand the number of governments it serves, or if the RVARC should merge with another Regional Commission. The response was that there seemed to be no interest in merging with another region or expanding the number of local governments, but there was interest in working with adjacent regions on critical regional and statewide issues.
- The assessment noted that the perception of the RVARC was that it has traditionally been a more reactive organization and in recent years it has reacted more slowly than it probably should have to various issues that have arisen. Local governments want the RVARC to be a more proactive organization, which means it should be leading the region to contemplate and pursue a better future.
- The assessment noted that the RVARC is the only organization that represents all local governments, and therefore, local government leaders feel it should be the convener of the region's public leaders.
- The assessment found that regional leaders have varying thoughts and understandings of just what the RVARC is, who owns it, what it can do, its appropriate role, and what they would like the RVARC to be in relation to their jurisdiction.
- The consensus of those participating in the assessment thought that RVARC communications can be improved whether it is within the Commission or between the Commission and its local governments.
- The assessment highlighted that the RVARC should have a bigger/stronger voice in Richmond on issues important to this region.

The Strategic Planning Committee determined that the first step they should pursue in addressing the SERDI findings was to look at the board structure of the Commission and if the number of meetings the Commission holds each year is excessive. In looking at the structure of the Commission the question was should the Commission consider changing the number of Commission members (specifically should the number of Commission members be changed from 38 members to a lesser number). Next, the Committee wanted to find out if the number of meetings held by the Commission

each year should be re-examined (currently the Commission meets eight times a year, and should the meetings be changed to every other month or quarterly).

The Committee requested the Commission staff to conduct a survey of all Commission members to find out how they felt about changing the structure of the Commission and how often the Commission meets. The survey was conducted in the fall of 2018. There were three questions asked in the survey:

- Should the Regional Commission change its meeting schedule to reduce the number of meetings (two reduction options were given, and one no change option)?
- Should the Regional Commission change its board structure to require fewer members (two reduction options were given, and one no change option)?
- Are there programs or services the Commission should take on that it currently doesn't provide (this was an open-ended question)?

Overwhelmingly, the results of the survey recommended no changes to the Commission's board structure or the number of meetings. The only recommendation for programs/services related to providing more education on the role of the Commission.

Enhancing Communication is the General Theme of the 2019 Strategic Plan

The Roanoke Valley-Alleghany Regional Commission is a customer-focused organization whose primary goal is to meet the planning and programming needs of our local governments. To that end, the Commission should:

- Engage with our local government partners in such a way as to better anticipate and understand their needs by holding more one-on-one meetings with local administrators and key staff members, and
- Enhance communication both internally among staff and with local governments in such a way as to more effectively meet the needs of member governments, and
- Develop and support programs under the Commission's umbrella that meet our local government partners' needs. For example, in past years the Commission has supported organizations in their start-up phase, such as assisting in the development of the Roanoke Valley Broadband Authority. As a part of the Commission's support for local government initiatives, we currently provide fiscal and administrative support for the Western Virginia Workforce Development Board and the Western Virginia Regional Industrial Facility Authority.

Goals and Objectives

GOAL 1: Improve Communication among RVARC and its stakeholders

The key CUSTOMERS of the Commission are its member governments, as well as State and Federal agencies that support the Commission's programs.

- **Objective: Increase awareness of the Commission's roles and accomplishments among stakeholders**
 - » The Commission will prepare a monthly newsletter to highlight our work and the work of our member governments and will expand the number of recipients who receive the newsletter.
 - » The Commission staff will prepare summaries of our activities for Commission members so they can share these activities with members of boards of supervisors and city/town councils.
 - » The Commission will prepare news releases for major studies and notable achievements to highlight important accomplishments of the RVARC.
 - » Position the Commission as a resource for media and respond to media requests as quickly as possible.
 - » The Commission staff will create and monitor measures of engagement for newsletter and social media activities to assure we are meeting our goals.
- **Objective: Expand internal communications to ensure timely completion of projects**
 - » The Commission staff needs to ensure that we "Plan for the Plan," which requires a process to identify support needs from among staff (particularly for public outreach) before projects are started.
 - » Working with local government staff and partner organizations, establish a communication process which highlights important milestones before a project is pursued and communicate milestones with both project members and stakeholders involved in the project, and clearly communicate changes/delays to the project milestones and adjust as necessary with stakeholder consensus.
- **Objective: Expand staff skills to improve the visibility, clarity, and purpose of our products**
 - » Encourage staff to pursue training opportunities to ensure they possess the technical skills required to produce a quality product in a way that makes projects more easily accessible and easily understood by the public. The Program Directors at the Commission will work to determine those training opportunities that they feel will best enhance staff knowledge and benefit the work of the Commission.
- **Objective: Formalize project communication process**
 - » The Commission's Communication Coordinator will develop a public relations process to ensure that appropriate Commission staff, local government and federal/state stakeholders clearly understand the work of the Commission
 - » Project leaders will ensure that projects have a clear final audience – local government customers, general public, state/federal stakeholder – and be designed to best meet the needs of that audience.

GOAL 2: Improve engagement among RVARC and its members

- **Objective: Provide additional structured opportunities for stakeholder engagement**
 - » The Commission will lead engagement meetings with key staff of each local government,

such as quarterly meetings with planning directors, and stormwater staff.

- » The Commission will continue to hold regular meetings of the region's Chief Administrative Officers and the Mayors and Chairs of our cities, towns and counties.
- » Time will be allocated at the end of every meeting for local government representatives on the Commission to update other members on a key project being undertaken by their community.
- **Objective: Develop a regularly scheduled orientation session to ensure that our member governments and stakeholders clearly understand the role of RVARC in the region**
 - » The Commission should hold regular RVARC 101 (orientation) meetings with new and existing Commissioners.
 - » The Commission will establish a mechanism for measuring "customer engagement" to determine if our stakeholders clearly understand the role and work of the Commission.
- **Objective: Staff should better understand our customer needs and challenges**
 - » The Commission should reinstitute the "liaison program" on a limited basis – staff members will attend local board or council meetings on a periodic basis (or when invited to attend).
 - » The Commission will take on new initiatives that meet the needs of our member governments and stakeholders and will periodically review the financial impact of these initiatives on the Commission's operations.
- **Objective: Develop new programs that clearly support customers' needs**
 - The Commission will pursue grant programs that explicitly support the Commission's mission or directly support a request from a local government or key stakeholders.
 - The RVARC should not take on programs that cost the Commission money; new programs should be self-sustaining.

GOAL 3: The Commission will adequately prepare for the future

- **Objective: Attract and retain staff that can meet the Commission's and our customers' future needs**
 - » The Executive Director and Program Directors will review internal policies and procedures to determine future actions that will help attract and retain the next generation of regional planners.
 - » Program Directors will provide feedback to the Executive Director identifying future technical and other important skill needs.
 - » The Executive Director will identify a timeline of future advancements and retirements.
 - » The Executive Director will integrate a mechanism for assessing "staff engagement" in the work of the Commission and our member governments into the annual review process.
- **Objective: Develop a succession plan for the Executive Director and other key positions on the Commission's staff**
 - » The Commission will review its organizational chart to ensure that there are opportunities for advancement within the organization. Program Directors, working with other staff, should update the job description for each staff member to ensure that changes in responsibility

are recognized in the job description and that any anticipated changes in the job requirements (due to changes in technology) are included in the description.

- » Commission Program Directors should identify staff that they feel possess potential for advancement. The Directors should have conversations with current staff identified as having the expertise for advancement as to their future work goals and career aspirations. It is important that staff who are recognized for advancement are being encouraged and challenged to work toward their goals through skills development, professional training, additional responsibilities and are consulted by management for input on the direction and design of opportunities to expand and enhance services to local governments. Additionally, Program Directors should be on the lookout for recruiting staff from outside the RVARC that could have a positive impact on the work of the Commission. This should be an ongoing and a priority activity for the future.
- » When the Executive Director determines it is time to retire, adequate time (between 4 to 6 months) should be provided so that the Commission's Executive Committee can initiate and complete the process of replacing the Executive Director. Once the Executive Director notifies the Commission about leaving the organization, the Executive Committee should determine the key skills needed of the new director and should appoint a search committee composed of 3 to 5 Commission members from different geographic areas within the region that will be responsible for reviewing potential candidates for the position.

Implementation of the Strategic Plan

The Strategic Plan will be implemented over the course of three years, with the bulk of the work completed in the first year.

Year 1

Resources: For the first year, the Commission's work will focus on utilizing existing resources more efficiently and starting discussions with program directors in preparation for processes that will be required in later years. The Commission will require some moderate resources to take advantage of its 50th Anniversary as an initial public relations strategy.

- **What:** Establish Measures of Success
- **Who:** Communications Director, with Executive Director
 - » Using current best practices, the Communications Director will develop a set of measures of engagement focused on newsletter delivery, press releases, and social media activity, with a focus on insuring current activities are reaching their intended audiences, and that intended audiences are growing as needed. The Communications Director will share results during staff meetings and via regular meetings with the Executive Director.
 - **Key Activities/Measures:** Constant Contact mailing list size and open rate; media response to press releases; media list size; equitable regional placement of press released (e.g., presence in major local media as well as regional weekly newspapers and key business publications).
- **What:** Monthly RVARC Newsletter

- **Who:** Communications Director, with assistance from Commission Staff;
 - » Communications Director will assure awareness of RVARC activities with internal stakeholders with the monthly delivery of the RVARC newsletter via Constant Contact, Content for newsletters will be focused on general, but not comprehensive, awareness of RVARC activities and achievements.
 - **Key Activities/Measures:** Monitor newsletter membership list to assure appropriate stakeholders are present; develop relevant content and multimedia and review content regular to assure relevancy.
- **What:** Quarterly Stakeholder Summary
- **Who:** Communications Director, Commission Staff, Office Manager
 - » Communications Director will, with the assistance of Commission staff, develop a one-page activities summary focused on the services provided each of our member government, as well as the progress towards the completion of work program items. Completed summaries will be sent quarterly via the office manager to all board members for distribution/sharing with their local governments.
 - **Key Activities/Measures:** Develop infographic-heavy one sheet that encourages board members to share. Summaries can support development of the annual report at the end of each year. Review/confirm if information is being shared with home agencies.
- **What:** Stakeholder Engagement Meetings and Information Sharing
- **Who:** Program Directors and Executive Director
 - » The Commission will lead engagement meetings with key staff of each local government, such as quarterly meetings with CAOs, planning directors, and stormwater staff. Meetings should be held on a biannual basis with the goal of better understanding and anticipating needs in advance of development the annual work program. In addition, time will be allocated at the end of every RVARC board meeting meeting for local government representatives on the Commission to update other members on a key project being undertaken by their community.
 - **Key Activities/Measures:** Attendance at meetings; establish that information shared at engagement meetings is informing the work program process.

Year 2

Resources: In Year 2, the Commission will require additional resource for training opportunities, additional software for development and finishing of planning projects, and funds to develop an “RVARC 101” video as a tool to be used by all staff and Commission members to educate the public on the Commission’s work.

- **What:** Improve Project Planning Process
- **Who:** Program Directors, Communications Director, Executive Director
 - » Program Directors and Communications Director will work together to develop a checklist or other formalized process to be reviewed at the start of each project. The checklist should assist staff in assuring that a reasonable timeline for project completion is established,

that key milestones on that timeline are shared with necessary stakeholders, that completion of or delay in milestone completion are adequately communicated to stakeholders, and that Communications Director and other relevant staff, particularly Title VI, FOIA, and ADA Compliance officers, understand any role they may play in the completion of the plan. Communications Director should assist in making sure project has sufficient communications support, if necessary, including but not limited to press releases and video summaries at the start of the project; outreach and survey support during the project; updates on the project via newsletter and quarterly stakeholder summaries; design/presentation of final project document; press release at the end of the project.

- **Key Activities:** Develop consistent document/process that can be applied to each project; review document's usefulness at the end of each project, update as necessary; review and recommend multimedia opportunities to support awareness of projects.

- **What:** Liaison Program

- **Who:** Executive Director

- » The Commission should reinstitute the "liaison program" on a limited basis – staff members will attend local board or council meetings on a periodic basis, with a goal of noting local needs in anticipation of the annual work program process.

- **Key Activities:** Assure equal regional representation across local meetings; rotate staff as necessary; staff reports back to Executive Director via email.

- **What:** Staff Training

- **Who:** Program Directors

- » Encourage staff to pursue training opportunities to ensure they possess the technical and personal skills required to produce a quality product in a way that makes projects more easily accessible and easily understood by the public. The Program Directors at the Commission will work to determine those training opportunities that they feel with best enhance staff knowledge and benefit the work of the Commission. Program Directors will also review skills needed for project development and recommend training opportunities for their staffs.

- **Key Activities:** Training should focus on skill-building rather than networking; staff should summarize training benefits to the Executive Director and their Program Directors after completion.

- **What:** Hiring and Retention

- **Who:** Executive Director, HR Director, and Program Directors

- » RVARC leadership will review internal policies and procedures to determine future actions that will help attract and retain the next generation of regional planners, as well as retain and grow the skillset of existing staff. This might include reviewing benefits and incentives policies, schedule policies, training opportunities, and opportunities in advancement. RVARC leadership will review best practices as implemented at other regional organizations and equivalent local organizations. The Executive Director will also use this opportunity to review potential advancement opportunities as well as possible staff retirements to understand future staffing needs.

- **Key Activities:** Determine best practices, possibly with assistance from SERDI or VAPDC; review needs during annual reviews with staff.

- **What:** Assess Staff Engagement
- **Who:** Executive Director
 - » The Executive Director will integrate a mechanism for assessing “staff engagement” in the work of the Commission and our member governments into the annual review process.
 - **Key Activities:** Develop a survey or other mechanism, possible with assistance of SERDI or VAPDC.

Year 3

Resources: In Year 3, the Commission will require some additional training resources and continued modest resources for the production of promotional pieces focused on the Commission’s work.

- **What:** Measure Progress
- **Who:** Communications Director, Executive Director, Program Directors
 - » RVARC Leadership will review progress on strategic plan to date and determine to what extent goals have been reached, with the intention of updating the next strategic plan accordingly.

Summary

As the SERDI survey and focus group interviews showed, the Regional Commission is a valued organization whose work in the region on behalf of our local governments is highly regarded, but more work needs to be done to educate both the public and our stakeholders on the breadth and depth of the Commission’s work. Further, the Commission needs to improve its communication and engagement with its key customers – our local government, state, and federal partners. Thus, the strategies discussed above are focused on improving the Commission’s overall communication efforts – both in how staff communicate with each other, so we can improve our planning processes; and how we communicate to external audiences, so the value of our work is better understood.



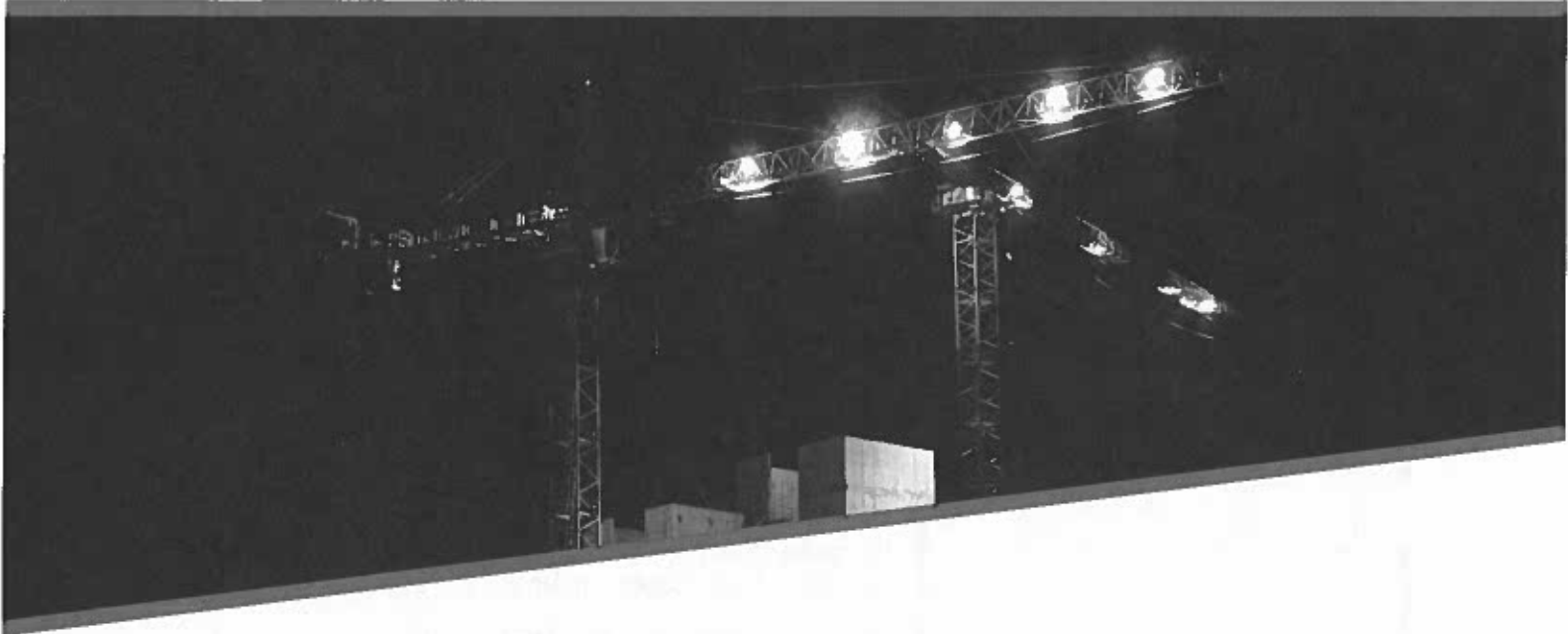
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Annual Work Program, Fiscal Year 2025

Approved May 23, 2024

Staff, Roanoke Valley-Alleghany Regional Commission

Report #PR-20240523-02

Published: May 2024

Welcome

The FY25 Work Program sets the basic schedule of work for the Roanoke Valley-Alleghany Regional Commission over the 2024-2025 fiscal year. It is comprised of ongoing tasks, staff-generated projects, locality requested projects, required activities under our various grants, and general technical assistance.

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Introduction

The annual Comprehensive Work Program is the basis for achieving the objectives and strategies outlined in the Roanoke Valley-Alleghany Regional Commission's Strategic Plan. The Commission strives to maximize its limited staff and resources by developing a comprehensive work plan based on current and anticipated needs and priorities of the region while providing flexibility to take advantage of opportunities as they arise over the year.

Projects are submitted by Commission members, local Chief Administrative Officials, staff of planning and economic development departments of member governments, and generated internally by Commission staff. From time to time, projects submitted by other regional organizations or nonprofits may be considered on a fee basis or under one of the Commission's existing funding sources as approved by the Commission and impacted member government(s).

To meet State and Federal requirements several program areas are required to have specially formatted work programs which are also submitted and approved separately from the RVARC work program. While these work programs are separate documents, a summary of their activities is included in this document for reference.

How Projects Get into the Work Program

Projects enter the work program in a variety of ways, through initiatives identified by staff and approved by the impacted local governments, to formal submissions from locality administration or state agencies. Many projects enter the work program during the January through March period of each year, aligning with Commission and locality budgeting timelines. Project ideas may also arise throughout the year through Commission meetings, our Chief Administrative Officer luncheons, and our quarterly Planner's Lunches. Commission staff seek to be proactive in identifying issues of regional significance, with a particular focus on leveraging local planning resources towards larger Federal implementation programs like DOT's RAISE grants, ARC's ARISE grant, and EDA Economic Adjustment Assistance.

While the Commission does its best to identify its annual scope of work before the start of the fiscal year, we recognize that needs change throughout the year through unexpected changes and opportunities. The Work Program is intended to be flexible enough to respond to these needs, with sufficient general technical assistance built in to field requests throughout the year, and the capacity to reschedule or change the scope of projects as necessary to free up resources.

Strategic Priorities

The Roanoke Valley-Alleghany Regional Commission has identified its Comprehensive Economic Development Strategy (CEDS) plan as the organization's strategic plan. In addition, the Commission completed a strategic planning effort in 2019 that identified several goals focused on communications, improving staff capacity, and strengthening the organization.

MEMBER GOVERNMENTS: Counties of Alleghany, Botetourt, Craig, Franklin, and Roanoke; Cities of Covington, Roanoke, and Salem; Towns of Clifton Forge, Rocky Mount, and Vinton. www.rvarc.org

It is the intention of the Commission to undertake an updated comprehensive strategic planning effort in the coming years. In the interim, the strategic goals for this work program are derived from both the CEDS and the 2019 Strategic Plan.

Our strategic priorities are as follows:

I. Economic Growth

- A. The Commission will ensure the region has adequate infrastructure in place to facilitate the growth of higher-wage industry clusters and to ensure connectivity with regions nationally and globally. (CEDS 2022)
- B. The Commission will improve the Multimodal Transportation Network of the Roanoke Valley-Alleghany Region. (CEDS 2022)

II. Quality of Life

- A. The Commission will address resiliency through the coordination of the Regional Pre-Disaster Mitigation Plan, COVID-19 response activities, and CEDS. (CEDS 2022)
- B. The Commission will seek to reuse existing underutilized commercial, institutional, and industrial properties and target them for redevelopment. (CEDS 2022)
- C. The Commission will seek to ensure that the region offers a strong and diverse mix of housing opportunities. (CEDS 2022)

III. Sustainability

- A. The Commission will seek to maintain and promote the region’s natural beauty as well as its cultural amenities and seek sustainable growth opportunities. (CEDS 2022)

IV. Communication and Outreach

- A. Project a positive identity for the Roanoke Valley - Alleghany Region. (CEDS 2022)
- B. The Commission will improve Communication among RVARC and its stakeholders. (2019 Strategic Plan)
- C. The Commission will improve engagement among RVARC and its members. (2019 Strategic Plan)

V. Organizational Capacity

- A. The Commission will adequately prepare for the future. (2019 Strategic Plan)

VI. Local Technical and Implementation Support

- A. The Commission will continue in its role as a convener of regional stakeholders on issues of more than local significance and implementer of programs on behalf of our local government members.

In the project listings, below, projects will reference which strategic priority or priorities they support by reference to the category (I – VI) and subcategory (A – C) of each priority.

Transportation

Roanoke Valley Transportation Planning Organization

The Roanoke Valley Transportation Planning Organization (RVTPO) manages transportation planning activities within the census-defined urbanized core of the Roanoke Valley-Alleghany Region. This includes the counties (or portions thereof) of Roanoke, Botetourt, Bedford, and Montgomery; the cities of Roanoke and Salem; and the town of Vinton.

The RVTPO is staffed by the Regional Commission.

Key activities of the RVTPO include the development and maintenance of the region's long-range transportation plan, management of the Transportation Improvement Program process, support for regional SMART SCALE applications, and management of the Surface Transportation Block Grant program and Carbon Reduction program. RVTPO staff also manage numerous short- to mid-range planning efforts.

Projects undertaken by the RVTPO are documented in the annual Unified Planning Work Program (UPWP).

Rural Transportation Summit

In partnership with the West Piedmont Planning District Commission, the Regional Commission will organize and host a Rural Transportation Summit to be hosted at The Harvester in Rocky Mount. The summit will focus on organizing regional leaders, members of the General Assembly, private sector partners, and others to identify the growing needs of rural transportation infrastructure and map a path forward.

<i>Strategic Priorities</i>	1.A
<i>Deliverables</i>	Action plan, legislative priorities, or other document
<i>Localities Served</i>	City of Covington; Counties of Alleghany, Botetourt, Craig, Franklin, and Roanoke; Towns of Clifton Forge and Rocky Mount
<i>Project Leader</i>	Tori Williams
<i>Funding and Hours</i>	PLARC – 25; Rural – 25; ARC – 25

Rural Microtransit Support

The Commission will provide outreach, coordination, and technical support to rural communities interested in implementing new microtransit strategies.

<i>Strategic Priorities</i>	1.A
<i>Deliverables</i>	Technical support, surveys, coordination with providers and DRPT, feasibility studies

MEMBER GOVERNMENTS: Counties of Alleghany, Botetourt, Craig, Franklin, and Roanoke; Cities of Covington, Roanoke, and Salem; Towns of Clifton Forge, Rocky Mount, and Vinton. www.rvarc.org

Localities Served City of Covington; Counties of Alleghany, Botetourt, Craig, Franklin, and Roanoke; Towns of Clifton Forge and Rocky Mount
Project Leader Tori Williams
Funding and Hours Rural – 110

Transportation and Economic Development (TED) Study Update

Staff will update the 2018 *Regional Study on Transportation Project Prioritization for Economic Development and Growth (TED Study)*, with a particular focus on the implications of new SMART SCALE scoring rubrics that take into account the Virginia Economic Development Partnership’s (VEDP) priorities.

Strategic Priorities 1.A,
Deliverables Website dashboard update, report, and associated collateral development,
Localities Served RVTPO membership
Project Leader Tori Williams
Funding and Hours PL – 125; EDA – 110

Truck Parking Study

The RVTPO will study the impacts of truck parking demand in the Roanoke Valley, complementing recent efforts by VDOT and the Appalachian Regional Commission, with a particular focus on the quality of life, congestion, land use, and other impacts of unmanaged truck parking on the Roanoke Valley’s infrastructure.

Strategic Priorities 1.A
Deliverables Study on impact and recommendation for strategies to address
Localities Served RVTPO membership
Project Leader Tori Williams
Funding and Hours PL – 110

VDOT Locally Administered Project: Glade Creek Greenway Phase III PE

Regional Commission staff will serve as the Town of Vinton’s Local Project Administrator for the administration of STBG-funded Glade Creek Greenway Phase III Preliminary Engineering. Staff will work with VDOT and locality stakeholders to develop a project scope and schedule, research existing conditions, conduct RFP and contractor negotiations per VDOT’s guidelines, work with the consultant to develop 100% design plans, and identify ROW challenges.

Strategic Priorities I.B, III.A, IV.A
Deliverables Development of project scope, acquisition of consultant to produce preliminary engineering, coordination with VDOT and Town of Vinton on alignment challenges such as planned ROW acquisition
Localities Served Town of Vinton

MEMBER GOVERNMENTS: Counties of Alleghany, Botetourt, Craig, Franklin, and Roanoke; Cities of Covington, Roanoke, and Salem; Towns of Clifton Forge, Rocky Mount, and Vinton. www.rvarc.org

Project Leader Amanda McGee
Funding and Hours STBG – 150 Hours

Mobility & Transportation Demand Management

The Director of RIDE Solutions will work with stakeholders toward addressing the transportation demand and mobility priority needs in the Region, identifying possible and preferred solutions, and pursuing funding.

Bicycle Friendly Business

The Roanoke Valley Alleghany Regional Commission will strive to improve its ranking in the League of American Bicyclists' Bicycle Friendly Business rankings. Staff will work with our Public Engagement Manager and Director of RIDE Solutions to communicate our progress and use our success to model opportunities for other area businesses and local government facilities to apply for and achieve designation.

Strategic Priorities III.A, V.A
Deliverables Silver-level Bicycle Friendly Business designation
Localities Served Commission operations
Project Leader Andrea Garland
Funding and Hours Local – 50 hours

City of Roanoke Bicycle and Pedestrian Support

Provide planning and outreach support for bicycle and pedestrian programs, including support for the City's Vision Zero plan, annual traffic safety media campaigns, and city bicycle parking program

Strategic Priorities I.B, IV.A, VI.A
Deliverables Technical Assistance for Bicycle and Pedestrian Planning
Localities Served City of Roanoke
Project Leader Andrea Garland
Funding and Hours City of Roanoke - 191 hours

City of Roanoke Better Bus Stops for Neighborhoods

RVARC staff has secured a City of Roanoke HUD Neighborhood Development Grant to coordinate the installation of 3 Bus Shelters in a low-income neighborhood for the City of Roanoke. RVARC staff will work with Valley Metro Staff, the City of Roanoke Transportation division, the Roanoke City Art Commission, and Neighborhood Services, to complete this project.

Strategic Priorities I.B, IV.A, VI.A

MEMBER GOVERNMENTS: Counties of Alleghany, Botetourt, Craig, Franklin, and Roanoke; Cities of Covington, Roanoke, and Salem; Towns of Clifton Forge, Rocky Mount, and Vinton. www.rvarc.org

Deliverables Technical Assistance for Bicycle and Pedestrian Planning
Localities Served City of Roanoke
Project Leader Andrea Garland
Funding and Hours City of Roanoke - 215 hours

Commuter Assistance Program - Operations

Staff will operate the regional Commuter Assistance Program, RIDE Solutions, under the direction of the DRPT Commuter Assistance Program requirements. Operations of the program include providing a central resource for the Roanoke Valley localities about access and use of transportation options for employers in the region, including transit, vanpooling, and ridesharing services.

RIDE Solutions will conduct two primary marketing campaigns: 1.) Commuter and Employer Communications campaign to Increase awareness of the transportation solutions provided by RIDE Solutions to the Roanoke Valley-Alleghany Region travelers. 2) 2025 Writer by Bus Campaign, to engage the local artist community to get inspired by public transportation and create art that inspires others to use the service. RIDE Solutions will also perform ongoing general social media and media relations campaigns throughout the year.

Strategic Priorities I.B, III.A, IV.A
Deliverables Ongoing commuter and employer support services
Localities Served All member localities
Project Leader Andrea Garland
Funding and Hours DRPT CAP- 1680 hours

Economic Development Administration

The Roanoke Valley-Alleghany Region was designated an Economic Development District in 2017, and the Commission now receives planning funds to carry out the development and implementation of the Comprehensive Economic Development Strategy. The EDA requires a separate 3-year comprehensive work plan for that program, but certain local and regional project requests can be funded under the EDA partnership planning grant. Some of those projects are noted below.

Comprehensive Economic Development Strategy Update

Staff will work with the localities to promote economic development in the region, including updating the Comprehensive Economic Development Strategy required by the Economic Development Administration.

Strategic Priorities I, II, and III
Deliverables Updated CEDS document and website

MEMBER GOVERNMENTS: Counties of Alleghany, Botetourt, Craig, Franklin, and Roanoke; Cities of Covington, Roanoke, and Salem; Towns of Clifton Forge, Rocky Mount, and Vinton. www.rvarc.org

Localities Served Cities of Covington, Roanoke, and Salem, Counties of Alleghany, Botetourt, Craig, and Roanoke, and Towns of Clifton Forge and Vinton
Project Leader Eddie Wells
Funding and Hours EDA - 400 hours

Indicator Dashboard Development and Maintenance

Staff will develop and maintain a robust Indicators Dashboard on www.rvarc.org. The dashboard will include information on economic status, housing, environmental resiliency, quality of life, public health, and more.

Strategic Priorities IV.A, VI.A
Deliverables Website pages with quarterly updates
Localities Served All member localities
Project Leader TBD
Funding and Hours EDA - 100 hours

Regional Food System Planning

Staff will continue to work with regional stakeholders to promote economic development, healthy living, environment, and natural resources stewardship within the region. Staff will work with our member governments to promote regional agribusiness/agritourism initiatives, sites, and activities as requested.

Strategic Priorities IV.A, IV.C
Deliverables Regional food plan
Localities Served All member localities
Project Leader Amanda McGee
Funding and Hours EDA - 100 hours

Regional Greenway Economic Impact

Staff will coordinate with the Greenway Commission to provide an Economic Impact of the Greenways report.

Strategic Priorities I.A, III.A
Deliverables Economic impact report, economic impact dashboard on website, update to the CEDS
Localities Served Cities of Roanoke and Salem, Counties of Botetourt and Roanoke, and the Town of Vinton
Project Leader Amanda McGee
Funding and Hours EDA – 35 hours

Appalachian Regional Commission

The Roanoke Valley-Alleghany Regional Commission partners with the multi-state Appalachian Regional Commission (ARC) to provide planning support, technical assistance, and grant-writing assistance to those localities located within the ARC: the counties of Alleghany, Botetourt, and Craig, the City of Covington, and the Town of Clifton Forge. ARC funding provides a wide range of allowable activities, from transportation and community development to natural resources management and tourism promotion, to industrial site development and infrastructure investment. Like the EDA program above, ARC activities are listed in their own comprehensive work program, but certain local and regional projects may be completed in whole or in part with ARC funding. Some of those ongoing and FY23 requests are listed below.

Alleghany Highlands Outdoor Recreation

Provide technical assistance for implementation of the Alleghany Highlands Outdoor Recreation Plan. Activities may include the preparation of grant applications to fund the development of outdoor assets, participation in planning sessions for the creation of site plans, organizing workshops to build capacity and support business development, and distributing data and map products.

Strategic Priorities I.A, II.A, VI.A
Deliverables Technical Assistance and Grant Applications
Localities Served Alleghany County, City of Covington, Towns of Clifton Forge and Iron Gate
Project Leader TBD
Funding and Hours ARC – 100 hours; EDA - 100 hours.

Fincastle Community Revitalization Project Planning Grant

Staff will work with Town staff and the Planning Grant Management Team to assist in carrying out the tasks outlined in the CDBG Planning grant.

Strategic Priorities IB, II.B, III.A
Deliverables Technical assistance for planning grant activities
Localities Served Town of Fincastle
Project Leader Eddie Wells
Funding and Hours ARC – 150 hours

MEMBER GOVERNMENTS: Counties of Alleghany, Botetourt, Craig, Franklin, and Roanoke; Cities of Covington, Roanoke, and Salem; Towns of Clifton Forge, Rocky Mount, and Vinton. www.rvarc.org

Ready LDD Grant-Writing Bench

The Roanoke Valley-Alleghany Regional Commission will continue to engage its grant-writing contractors to aid localities and locality-approved organizations in accessing federal and other grant programs. The Commission will use *Ready LDD* funding via the Appalachian Regional Commission during this fiscal year to cover grant writing expenses.

<i>Strategic Priorities</i>	VI.A
<i>Deliverables</i>	Assistance on writing and/or developing 15 grants
<i>Localities Served</i>	City of Covington; Counties of Alleghany, Botetourt, Craig; and Town of Clifton Forge
<i>Project Leader</i>	Jeremy Holmes
<i>Funding and Hours</i>	ARC – 25 hours

Housing

The Regional Commission's housing planning efforts are a growing element of our annual work program, to provide strategic housing planning and implementation guidance to our local governments to meet the dynamic and growing housing needs driven by our economic development successes in the region. Our housing work is intended to complement local housing needs studies and is not intended to replace local land use zoning and other regulatory mechanisms except in an advisory capacity as requested by our member localities.

Assistance to the Blue Ridge Interagency Council on Homelessness

Staff will continue coordination of the BRICH and related tasks as needed to encourage and facilitate cooperation between local governments, service providers, and community-based organizations to address homelessness in the Blue Ridge Continuum of Care region.

<i>Strategic Priorities</i>	II.A, VI.A
<i>Deliverables</i>	Continued coordination of the BRICH and technical support and administration. Update of the BRICH Bylaws.
<i>Localities Served</i>	All member localities
<i>Project Leader</i>	Bryan Hill
<i>Funding and Hours</i>	Local - 35 hours

PDC Housing Development Program Grant

Provide oversight and quality control on the implementation of the Virginia Housing PDC Development grant towards the construction of a minimum of 20 affordable housing units in the region.

<i>Strategic Priorities</i>	II.C
<i>Deliverables</i>	Quality control and reimbursement of contractor expenses, 20+ units.
<i>Localities Served</i>	All member localities

MEMBER GOVERNMENTS: Counties of Alleghany, Botetourt, Craig, Franklin, and Roanoke; Cities of Covington, Roanoke, and Salem; Towns of Clifton Forge, Rocky Mount, and Vinton. www.rvarc.org

Project Leader Bryan Hill
Funding and Hours Virginia Housing - 375 hours.

Clifton Forge Downtown Housing Study

To achieve strategies from the 2019 Comprehensive Plan, the Town of Clifton Forge seeks a study to assess the capacity for creating upper-story housing opportunities in its downtown. The study will consider current demographics, and market conditions, and assess the impacts of downtown living on the economy and quality of life in Clifton Forge.

Strategic Priorities II.C
Deliverables Downtown Housing Capacity Study
Localities Served Town of Clifton Forge
Project Leader Bryan Hill
Funding and Hours ARC – 75

Regional Homelessness Technical Support

The Commission will provide expanded technical support and coordination to BRICH and other homelessness stakeholders to better communicate the complex issues surrounding homelessness in the region.

Strategic Priorities II.A, VI.A
Deliverables Development of reports, dashboards, and other communications with BRICH and other regional stakeholders.
Localities Served All member localities
Project Leader Bryan Hill
Funding and Hours Local - 95 hours

Regional Housing Summit

The Commission will coordinate with BRICH and other regional homeless and housing organizations to host a regional Housing Summit. Topics of the summit will include not just homelessness but general housing trends, barriers, needs, and regional data.

Strategic Priorities II.C
Deliverables One day/half day event with resulting action plan
Localities Served All member localities
Project Leader Bryan Hill
Funding and Hours Local - 95 hours

Southeast Crescent Regional Commission Promotion

The Southeast Crescent Regional Commission is a new Federal regional commission focused on poverty reduction programs in the southeast crescent of the United States, in

MEMBER GOVERNMENTS: Counties of Alleghany, Botetourt, Craig, Franklin, and Roanoke; Cities of Covington, Roanoke, and Salem; Towns of Clifton Forge, Rocky Mount, and Vinton. www.rvarc.org

those counties not served by the Appalachian Regional Commission. RVARC’s activities under the SCRC planning funds are focused on identifying and overcoming barriers to housing development in our target SCRC communities, Roanoke City and Franklin County. Activities include general housing planning support, the development and support of a Developer’s Roundtable, and the creation and promotion of pro-housing educational materials.

<i>Strategic Priorities</i>	II.C
<i>Deliverables</i>	Regular meetings of a Developers Committee, presentations to boards and councils, website materials
<i>Localities Served</i>	City of Roanoke, Franklin County
<i>Project Leader</i>	Jeremy Holmes
<i>Funding and Hours</i>	SCRC – 140 hours

Roanoke Valley Collective Response

Launched in September 2018 as an all-volunteer effort, the Collective Response is a multi-sector approach working across systems to find new and effective strategies to solve the opioid and addiction crisis across the Roanoke Valley. It was formalized as a program of the Regional Commission in the Fall of 2021. RVCR members span law enforcement, Emergency Medical Services, healthcare, local and state government, education, community support organizations, faith community, business community, and individuals and families personally touched by addiction. Using a collective impact model, RVCR seeks to: 1) Tackle the root causes of the addiction crisis by influencing changes in policies, practices, social support, cultures and norms, and the physical environment; 2) Combine evidence-based practices with local insight and personal stories to recommend, develop, and implement regional solutions addressing critical aspects of prevention, treatment, overdose reversal, recovery, and child and family support.

Collective’s Advisory Committee & Stakeholder Committee Management

Convene monthly meetings of the Collective’s Advisory Committee (CAC) to identify project opportunities, new stakeholders, and potential expansion of CAC as necessary to reflect the geographic boundaries and service offerings of the Roanoke Valley-Alleghany Region. Staff will also manage the convening of the monthly Stakeholder meetings.

<i>Strategic Priorities</i>	IV.B, IV.C, VI.A
<i>Deliverables</i>	Monthly meetings of the CAC
<i>Localities Served</i>	All member localities
<i>Project Leader</i>	Robert Natt
<i>Funding and Hours</i>	ARPA – 50 hours; OAA – 50 hours

Opioid Abatement Authority Coordination

Staff will coordinate among member localities to identify and provide technical support to projects seeking funding through the Virginia Opioid Abatement Authority’s annual grantmaking window. Staff will provide grant-writing support on multi-jurisdictional Cooperative project grants, and advise, technical assistance, and grant-writing assistance on local projects as requested by member localities.

- Strategic Priorities* VI.A
- Deliverables* Project submissions to the annual VOAA grant cycle.
- Localities Served* All member localities
- Project Leader* Robert Natt.
- Funding and Hours* OAA – 80 hours

Blueprint for Action Implementation

Staff will undertake activities to implement the recommendations for the Blueprint for Action, establishing and pursuing annual priorities with the assistance of the CAC. Staff will also undertake annual updates of the Blueprint for Action. Activities will include marketing and public awareness, stakeholder engagement, connections to funding opportunities through SAMHSA, OAA, and others, and coordination among wraparound service opportunities through the Commission’s transportation and community development programs.

- Strategic Priorities*
- Deliverables* Annual update and action plan
- Localities Served* All member localities
- Project Leader* Robert Natt
- Funding and Hours* OAA – 1,272 hours;

Peer Recovery Network

The Peer Recovery Network was created to ensure the area’s Peer Recovery Specialists are effectively collaborating across all segments of recovery services, systems, and resources to broaden their impact on the communities they serve. The Peer Recovery Network will continue to facilitate networking and professional development and seeks to fulfill the priorities of the 2022 White Paper which includes connecting Peer Recovery Specialists to First Responders and increasing the amount of Peer Recovery Specialists in the workforce.

- Strategic Priorities* VI.A
- Deliverables* Annual update and action plan
- Localities Served* All member localities
- Project Leader* Bailey Helgeson
- Funding and Hours* SAMHSA - 1,335 hours

Conference Support

RVCR staff will provide support to VT, Carilion, and others in developing and promoting annual conferences on issues of addiction and recovery.

<i>Strategic Priorities</i>	VI.A
<i>Deliverables</i>	Conference sessions, training, and certification opportunities
<i>Localities Served</i>	All member localities
<i>Project Leader</i>	Robert Natt
<i>Funding and Hours</i>	OAA – 100; SAMHSA - 50 hours

General Regional Projects

Regional projects are non-transportation programs that support two or more localities. They are generally funded by one or more funding sources depending on the scope and nature of the project, so may include funding from EDA, ARC, or other program areas cited above. Transportation projects are contained in the Unified Planning Work Program of the Roanoke Valley Transportation Planning Organization.

Chesapeake Bay Watershed

Staff will work with the Department of Environmental Quality, relevant Soil and Water Conservation Districts, and localities to undertake Phase III of the statewide Chesapeake Bay Watershed Implementation Plan. The focus will be on identifying effective combinations of DEQ best management practices and cost estimates for implementation.

<i>Strategic Priorities</i>	III.A
<i>Deliverables</i>	Grant writing and technical assistance, environmental education, coordinate stakeholder group meetings, and project support.
<i>Localities Served</i>	City of Covington; Counties of Alleghany, Botetourt, Craig, and Roanoke; and Town of Clifton Forge
<i>Project Leader</i>	Gabriel Irigaray
<i>Funding and Hours</i>	DEQ – 1,305 hours

General Technical Assistance

The staff will research, develop, maintain, and analyze data for use in a variety of technical and planning support activities, including issues related to federal and state legislation relevant to the region.

<i>Strategic Priorities</i>	IV.B, IV.C, VI.A
<i>Deliverables</i>	Technical assistance
<i>Localities Served</i>	All member localities
<i>Project Leader</i>	Staff
<i>Funding and Hours</i>	Local - 225 hours, ARC - 498 hours

MEMBER GOVERNMENTS: Counties of Alleghany, Botetourt, Craig, Franklin, and Roanoke; Cities of Covington, Roanoke, and Salem; Towns of Clifton Forge, Rocky Mount, and Vinton. www.rvarc.org

Grant Writing

The staff will continue to aid localities in writing grant applications and researching funding opportunities for regional and local development projects.

Strategic Priorities IV.C, VI.A
Deliverables Grant applications
Localities Served All member localities
Project Leader Staff
Funding and Hours ARC - 295 hours, Local - 128 hours

Legislative Agenda Promotion

Under the guidance of the Legislative Committee, the Commission will develop an annual agenda of legislative priorities to promote to its General Assembly members.

Strategic Priorities V.A
Deliverables Legislative agenda, website, summary document, postcard, and other collateral.
Localities Served All member localities
Project Leader Jeremy Holmes
Funding and Hours Local - 120 hours

Regional Energy Initiative

Staff will continue to assist in coordinating responses to new green energy technology and trends, including solar, wind, and other sources.

Strategic Priorities III.A, VI.A
Deliverables Technical assistance on energy-related tasks
Localities Served All member localities
Project Leader Amanda McGee
Funding and Hours ARC – 50 hours, Local - 25 hours

Regional Greenway Technical Assistance (Recreational)

Staff will be responsible for data collection from trail counters on local recreational greenways and trails including the Appalachian Trail. Staff will work to maintain materials, calibrate data, and expand count locations as needed. Staff will provide other assistance for greenways if feasible.

Strategic Priorities I.B, III.A, VI.A
Deliverables Trail counts, mapping, and other data will be used to support grant applications and justify expenditures on greenways and trails
Localities Served Cities of Roanoke and Salem, Counties of Botetourt and Roanoke, and the Town of Vinton

MEMBER GOVERNMENTS: Counties of Alleghany, Botetourt, Craig, Franklin, and Roanoke; Cities of Covington, Roanoke, and Salem; Towns of Clifton Forge, Rocky Mount, and Vinton. www.rvarc.org

Project Leader Amanda McGee
Funding and Hours Local - 200 hours

Regional Hazard Mitigation Plan Update

The project proposed is the update of the 2019 Roanoke Valley-Alleghany Regional Pre-Disaster Mitigation Plan. The Roanoke Valley-Alleghany Regional Commission will conduct a comprehensive update of the existing hazard mitigation plan to assure region-wide safety and adequate preparation for the protection of the life and property of the citizens of the region. The proposed revision and update will meet the FEMA requirements and will ensure that the changes in hazards and vulnerabilities within the region are identified and addressed by appropriate mitigation strategies.

Strategic Priorities II.A, III.A
Deliverables Updated Roanoke Valley-Alleghany Regional Pre-Disaster Mitigation Plan
Localities Served All member localities
Project Leader Eddie Wells
Funding and Hours VDEM - 839 hours

Regional Leadership Trip

In partnership with the Roanoke Regional Chamber of Commerce and other regional business and government leaders, the Executive Director will develop and schedule a leadership trip to a nearby community to explore what the Roanoke Valley-Alleghany Region can learn from their economic and community development successes.

Strategic Priorities I.B, III.A, VI.A
Deliverables Several-day trip, agenda, and all associated logistical elements
Localities Served All member localities
Project Leader Jeremy Holmes
Funding and Hours Local - 25 hours; ARC – 10 hours; EDA – 10 hours

Regional Stormwater Management Technical Assistance

Staff will assist Municipal Separate Storm Sewer System (MS4) localities in developing regional stormwater branding, education, and public outreach and continue coordination of the Regional Stormwater Advisory Committee.

Strategic Priorities III.A, VI.A
Deliverables Quarterly meetings, and technical assistance to localities.
Localities Served Cities of Roanoke and Salem, Counties of Botetourt, Franklin, and Roanoke, and the Towns of Vinton and Rocky Mount
Project Leader Gabriel Irigaray.
Funding and Hours Local - 75 hours.

MEMBER GOVERNMENTS: Counties of Alleghany, Botetourt, Craig, Franklin, and Roanoke; Cities of Covington, Roanoke, and Salem; Towns of Clifton Forge, Rocky Mount, and Vinton. www.rvarc.org

Roanoke River Blueway Advisory Committee Coordination

Staff will continue the development and promotion of the Roanoke River Blueway through the Roanoke River Blueway Advisory Committee. In FY25 the Blueway Committee will . Other priorities may be identified throughout the year by the committee.

- Strategic Priorities* III.A, IV.A, VI.A
- Deliverables* Marketing, grant writing, and mapping
- Localities Served* Cities of Roanoke and Salem, Counties of Franklin and Roanoke, and the Town of Vinton
- Project Leader* Amanda McGee
- Funding and Hours* Local - 120 hours., EDA – 100 hours.

Regional Leadership Collaboration

Staff will coordinate and facilitate regular meetings of the Mayors and Chairs, as well as Chief Administrative Officials in the region.

- Strategic Priorities* VI.A
- Deliverables* Organize and attend meetings
- Localities Served* All member localities
- Project Leader* Jeremy Holmes
- Funding and Hours* ARC – 75 hours EDA – 50 hours Local – 110 hours

Roanoke Valley Broadband Authority Support

Staff will assist the regional broadband authority by providing technical assistance for mapping and planning activities.

- Strategic Priorities* I.A
- Deliverables* Provide data for required FCC filings
- Localities Served* Cities of Roanoke and Salem, Counties of Botetourt, and Roanoke
- Project Leader* TBD
- Funding and Hours* Roanoke Valley Broadband Authority – 20 hours

Roanoke Valley Urban Forestry Support

Staff will work with local government staff to submit grant request to the VDOF Virginia Trees for Clean Water program as part of the annual Arbor Day celebrations. Staff will conduct or assist with other urban forestry activities as requested, including further analysis of the FY24 Urban Tree Canopy Assessment deliverables.

- Strategic Priorities* III.A, VI.A
- Deliverables* Technical assistance, grant writing
- Localities Served* Cities of Roanoke and Salem, Roanoke County, and the Town of Vinton

MEMBER GOVERNMENTS: Counties of Alleghany, Botetourt, Craig, Franklin, and Roanoke; Cities of Covington, Roanoke, and Salem; Towns of Clifton Forge, Rocky Mount, and Vinton. www.rvarc.org

Project Leader Amanda McGee
Funding and Hours Local – 60 hours

SolSmart Designation Maintenance and Improvement

The Commission will pursue and achieve a Silver level designation in the national SolSmart program, which will improve our capacity to provide solar energy-related technical support to our member localities and promote the region as friendly to, and ready for, investments in solar renewable energy.

Strategic Priorities III.A
Deliverables Website maintenance and solar impact dashboard, regional training opportunities
Localities Served All member localities
Project Leader Amanda McGee
Funding and Hours Local - 90 hours; EDA – 60 hours; ARC – 20 hours

Triple Crown Visitor Use Management Plan Technical Assistance

The proposed plan will address issues relating to the management of the recreational assets associated with the Appalachian Trail, McAfee Knob, Dragons Tooth, and Tinker Cliffs to promote sustainability and responsible use. The project will be coordinated by the Appalachian Trail Conservancy in partnership with local governments, RVARC, the Roanoke Valley Greenway Commission, the National Park Service, Virginia's Blue Ridge, Virginia Tech, the US Forest Service, and other key stakeholders.

Strategic Priorities I.A, III.A, IV.A
Deliverables Technical Assistance to a Visitor Use Management Plan
Localities Served City of Roanoke and Counties of Botetourt and Roanoke
Project Leader Amanda McGee
Funding and Hours Local – 25 hours; ARC – 25 hours

Western Virginia Regional Industrial Facility Authority Support

Provide staff assistance for meetings, financial management, and operations of the Western Virginia Regional Industrial Facility Authority.

Strategic Priorities I.A, II.B
Deliverables Staff support
Localities Served Cities of Roanoke and Salem, Counties of Botetourt, Franklin, and Roanoke; and the Town of Vinton
Project Leader Sherry Dean
Funding and Hours WVRIFA - 363 hours

MEMBER GOVERNMENTS: Counties of Alleghany, Botetourt, Craig, Franklin, and Roanoke; Cities of Covington, Roanoke, and Salem; Towns of Clifton Forge, Rocky Mount, and Vinton. www.rvarc.org

White Paper Development

Staff will identify, research, and public technical reports on a variety of issues that affect the region. White papers will provide general but region-specific context for local, statewide, or national issues, such as questions surrounding census analysis, funding opportunities, the impact of pending federal legislation, etc. White papers will be developed as needed as determined by staff or requested by localities.

Strategic Priorities IV.B, IV.C, VI.A
Deliverables White paper technical reports.
Localities Served All member localities
Project Leader Jeremy Holmes
Funding and Hours Local - 50 hours., ARC - 50 hours., EDA - 50 hours

Workshops

The staff will continue to participate in various required workshops related to funding agencies, continuing education, and outreach.

Strategic Priorities IV.C, V.A
Deliverables Workshop attendance and action report submitted to Executive Director
Localities Served All member localities
Project Leader Staff
Funding and Hours Local - 200 hours, ARC – 93 hours

General Local Projects

Local projects are non-transportation programs that support a single locality. Projects listed in this section are generally funded by local dollars, contributions from the locality in question, or a specific grant. Local projects funded entirely by EDA or ARC funds are listed in those program areas. Transportation projects are contained in the Unified Planning Work Program of the Roanoke Valley Transportation Planning Organization.

Neighborhood Data Profiles

The Commission will work with the City of Roanoke to provide neighborhood data profiles to include demographic, housing, transportation, environmental, and economic data; interpretation and analysis of data to guide policy formulation; utilize comparative data over time to identify trends; and develop projections on selected data as appropriate.

This will build from the data sheets created for the City of Roanoke in 2017, and potentially be expanded to cover other jurisdictions as requested.

Strategic Priorities VI.A

MEMBER GOVERNMENTS: Counties of Alleghany, Botetourt, Craig, Franklin, and Roanoke; Cities of Covington, Roanoke, and Salem; Towns of Clifton Forge, Rocky Mount, and Vinton. www.rvarc.org

<i>Deliverables</i>	Datasheet for each Roanoke City neighborhood
<i>Localities Served</i>	City of Roanoke
<i>Project Leader</i>	Bryan Hill
<i>Funding and Hours</i>	EDA – 100

Franklin County Trail Counters

Staff will be responsible for data collection from trail counters on Franklin County trails and assist county staff with data provision and analysis.

<i>Strategic Priorities</i>	I.B, III.A, VI.A
<i>Deliverables</i>	Trail counts and reporting
<i>Localities Served</i>	Franklin County
<i>Project Leader</i>	Amanda McGee
<i>Funding and Hours</i>	Local - 60 hours

Roanoke Valley-Alleghany Regional Commission Operations and Development

To better support our local government members, the Regional Commission undertakes several projects focused on increasing the capacity, effectiveness, and financial efficiency of our organization. We also pursue professional development opportunities for Commission staff to bring new and enhanced skill sets to existing or future projects.

Green Initiative

The Regional Commission will undertake several internal sustainability efforts focused on reducing its carbon footprint while showing a positive ROI on its utility bills and related building performance expenses. The Green Initiative will also include internalizing programs of the RIDE Solutions program to serve as examples for other business outreach efforts. Commission staff will communicate impacts to stakeholders and the public.

<i>Strategic Priorities</i>	III.A, IV.B, V.A
<i>Deliverables</i>	Reduction in utility bills, capital improvement plan, greenhouse gas emission reduction
<i>Localities Served</i>	Commission operations
<i>Project Leader</i>	Amanda McGee
<i>Funding and Hours</i>	Local – 20 hours

Public Engagement and Communications

The staff will continue with the publication of brochures, newsletters, website updates, social media, and other outreach activities to promote activities and programs of the Commission.

MEMBER GOVERNMENTS: Counties of Alleghany, Botetourt, Craig, Franklin, and Roanoke; Cities of Covington, Roanoke, and Salem; Towns of Clifton Forge, Rocky Mount, and Vinton. www.rvarc.org

Staff will research and build a new website for RVARC and RVTPO. Staff will continue implementing the Public Relations and Communications Plan.

<i>Strategic Priorities</i>	IV.A, IV.B, IV.C
<i>Deliverables</i>	Various newsletters, documents, news releases, and digital media products.
<i>Localities Served</i>	All member localities
<i>Project Leader</i>	Elizabeth Elmore
<i>Funding and Hours</i>	Local - 265 hours; EDA – 75 hours

Regional Liaison Program

Commission staff will commit to visiting each of our member localities at least twice a year to present on projects completed or advanced throughout the year relevant to each member locality.

<i>Strategic Priorities</i>	IV.A, IV.C
<i>Deliverables</i>	Presentations on project status to boards and councils
<i>Localities Served</i>	All member localities
<i>Project Leader</i>	Jeremy Holmes
<i>Funding and Hours</i>	Per project

RVARC Strategic Plan Update

Building from the FY24 SERDI Organizational Assessment, RVARC will update its five-year strategic plan, guided by a Strategic Planning Committee and developed internally with existing Commission resources.

<i>Strategic Priorities</i>	IV.A, IV.B, IV.C
<i>Deliverables</i>	Five-year strategic plan and implementation guidelines
<i>Localities Served</i>	Commission operations
<i>Project Leader</i>	Jeremy Holmes
<i>Funding and Hours</i>	Local - 200 hours

Boards, Associations, and Workgroups

Staff will promote and assist with regional planning initiatives by participating in the following local, regional, state, and national organizations.

National

- American Planning Association
- Association of Metropolitan Planning Organizations
- Development District Association of Appalachia and Network Appalachia
- National Association of Development Organizations Board of Directors
- Southeastern Regional Directors Institute

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- Association of Pedestrian and Bicycle Professionals
- Association for Commuter Transportation

State

- Virginia Association of Metropolitan Planning Organizations
- Virginia Association of Planning District Commissions
- Virginia Chapter of the American Planning Association
- Virginia Chapter of the American Planning Association Legislative Affairs Committee
- Virginia Transit Association

Regional

- Alleghany Highlands Outdoor Recreation Stakeholders
- Blue Ridge Interagency Council of Homelessness
- Blue Ridge Transportation Safety Board
- Greater Roanoke Workforce Development Board
- Healthy Roanoke Valley Steering Committee
- I-81 Corridor Coalition
- Regional Stormwater Management Committee
- Resilient Virginia Collaborative Alliance
- RADAR Advisory Committee
- Roanoke City Parks Foundation
- Roanoke Foodshed Network
- Roanoke Outside Advisory Board
- Roanoke Regional Chamber of Commerce Board
- Roanoke Regional Chamber of Commerce – Transportation Advocacy Committee
- Roanoke Regional Housing Network
- Roanoke Valley Greenway Commission
- United Way Community Investment Council
- Upper and Middle James Riparian Consortium
- Upper James River Resource Conservation and Development District (RC&D)
- Valley Metro Advisory Committee
- Virginia Western Community College-Integrated Environmental Studies Advisory Group
- Freedom First Credit Union Board of Directors

Local

- Clifton Forge Parks and Trails Committee

Appendix A: Regional Commission Staff

Leadership

Jeremy Holmes, *Executive Director*

MEMBER GOVERNMENTS: Counties of Alleghany, Botetourt, Craig, Franklin, and Roanoke; Cities of Covington, Roanoke, and Salem; Towns of Clifton Forge, Rocky Mount, and Vinton. www.rvarc.org

Sherry Dean, *Director of Finance*
Andrea Garland, *Director of RIDE Solutions*
Bailey Helgeson, *Interim Director of the Roanoke Valley Collective Response*
Amanda McGee, AICP, *Director of Community Development Programs*
Tori Williams, *Director of Transportation*

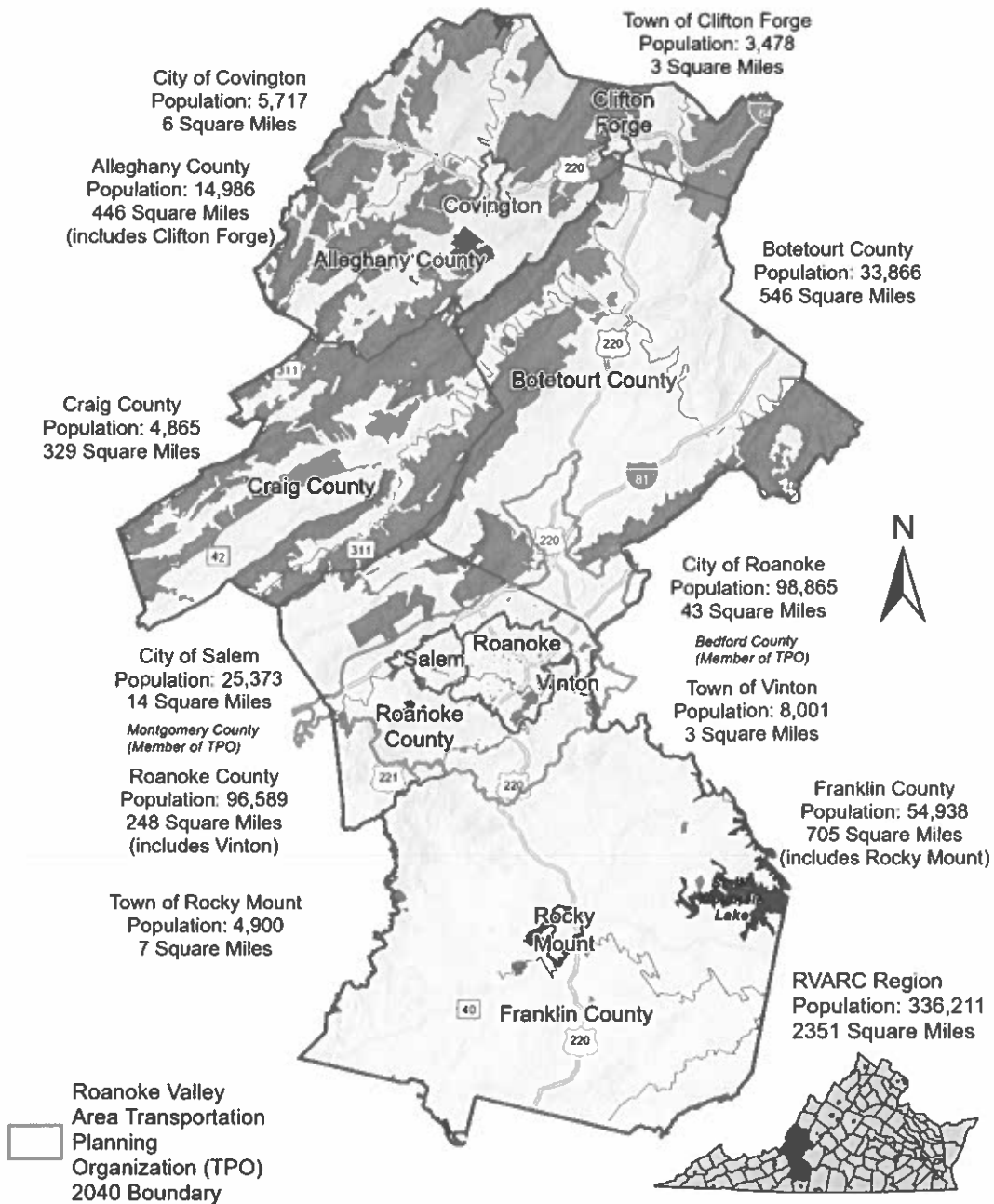
Planning and Program Staff

Elizabeth Elmore, *Public Engagement Manager*
Bryan Hill, AICP, CZA, *Regional Planner III*
Virginia Mullen, *Office Manager*
Joseph Rosenberg, *Program and Grant Administrator*
Jonathan Stanton, *Transportation Planner II*
Alison Stinnette, *Transportation Planner I*

Certifications:

AICP	American Institute of Certified Planners
CZA	Certified Zoning Administrator
LEED AP	Leadership in Energy & Environmental Design Accredited Professional
LEED GA	Leadership in Energy & Environmental Design Green Associate

Appendix B: Regional Commission Service Area



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