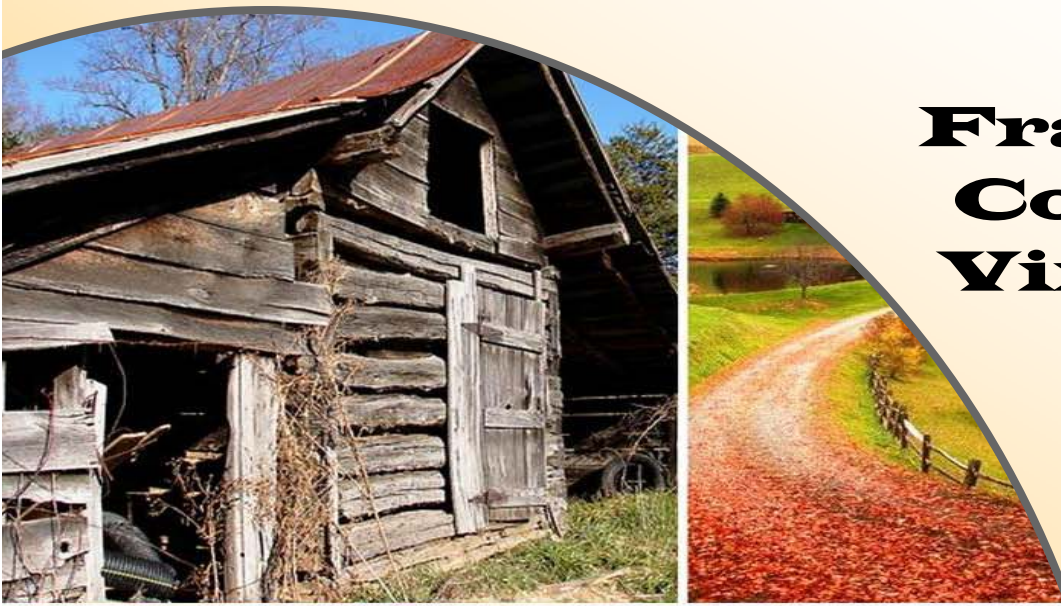


Franklin County, Virginia



Adopted Budget Fiscal Year 17-18



www.franklincountva.gov

Finance Department (540)483-6634
1255 Franklin Street, Rocky Mount, Va 24151

1

Table of Contents



**Franklin County
Adopted Budget FY 2017-2018
Table of Contents**

INTRODUCTION

Budget Message	1
Historical Sketch	6
Locator Map	7
Board of Supervisors	8
County Officials	9
Organization Chart	10
GFOA Budget Award	11
Miscellaneous Statistics	12
Franklin County Quick Look	13
Principal Employers	17
Regional Economic Forecast	17
Property Value, Construction	18
Debt Ratio Tables	19
Ten Year Debt./Capital Trends	20
Largest Assessed Values	20

BUDGET OVERVIEW

Summary of the Adopted Budget	21
Budget Calendar	22
Long-Term Financial Policies	23
Long/Short-Term Goals	27
Strategic Plan	28
Functional Teams Summary & Goals	37
Debt Management	48
Debt Capacity Analysis	50
Basis of Budgeting	55
Fund Balance	58

FINANCIAL SUMMARIES

Fund Balance, Rev. & Expenditure Totals by Fund	61
Total Revenues/Expenditures	63
Revenue Pie Chart	64
Revenue Analysis	65
Revenue Funding Crosswalk	72
Expenditure Pie Chart	74
Expenditure Highlights	75
Table of Departments and Funds	77
Long Term Financial Projection	78

Franklin County
Adopted Budget FY 2017-2018
Table of Contents

GENERAL FUND

General Fund Revenues	81
General Fund Expenditures	85
General Government Administration	88
Board of Supervisors	89
County Administration	93
Commissioner of the Revenue	96
Treasurer	101
Finance	104
Information Technology	111
General Registrar	114
Judicial Administration	117
Clerk of the Circuit Court	118
Commonwealth's Attorney	121
Public Safety	124
Sheriff	125
Building Inspections	130
Public Safety	133
Public Works	137
Public Works	138
Solid Waste and Recycling	141
General Properties	145
Health and Welfare	148
Social Services	149
C.S.A.	153
Family Resource Center	156
Aging Services	159
Parks, Recreation and Cultural	162
Parks and Recreation	163
Library	168
Community Development	173
Planning & Community Development	174
Economic Development	177
GIS	181
The Franklin Center	184
Transfers to Other Funds	188

OTHER FUNDS, CIP

Summary of Other Funds	189
E911	192
Capital Improvement Program	194
Debt	212

**Franklin County
Adopted Budget FY 2017-2018
Table of Contents**

SCHOOLS

School Officials	213
School Summary	214

APPENDICES

Authorized Position Count	219
Appropriation Resolution	220
Glossary	226
Index of County Departments	230



2

Introduction



Budget Message	1
Long/Short - Term Goals	5
Historical Sketch	6
Locator Map	7
Board of Supervisors	8
County Officials	9
Organization Chart	10
GFOA Budget Award	11
Miscellaneous Statistics	12
Franklin County Quick Look	13
Principal Employers	17
Regional Economic Forecast	17
Property Value, Construction	18
Debit Ratio Tables	19
Ten Year Debt/Capital Trends	20
Largest Assessed Values	20





March 21, 2017

Mr. Cline Brubaker, Chairman
and Members of the Franklin County Board of Supervisors
County Board Meeting Room
1255 Franklin Street
Rocky Mount, Virginia 24151

Dear Chairman Brubaker and Members of the Board:

It is my pleasure to transmit to you today my recommendations for a balanced 2017-2018 budget for the citizens of Franklin County. I am pleased that I am able to recommend this fiscal plan for your consideration and look forward to the Board's feedback and response to the many difficult decisions that went into this recommendation.

As you know, Section 15.2-2503 of the Code of Virginia, as amended, states that the County budget shall be developed for "informative and fiscal planning purposes only". It serves as a plan for County operations, maintenance, capital outlay, and debt service and may include reserves for contingencies and future capital improvements. The annual budget must contain a complete itemization of all estimated expenditures, revenues, and borrowings and must be approved by the governing body prior to July 1 of each year. Similarly, the School Board Budget must be adopted by May 1 of each year.

The power of the Board of Supervisors to grant or withhold funds is an important means by which it can determine general County policies and the level of services to be offered. Budgeting is a planning process required by law that enables the Board of Supervisors to examine requests for County funds, to anticipate revenue needs, and to make decisions about the priority of programs and level of services to be provided. It is a work-plan expressed in terms of dollars and as such is an important tool of fiscal management.

Staff's recommendation for the County's 17-18 fiscal plan totals \$136,865,071. This total represents an increase of \$2,455,205 over the current year adopted budget of \$134,409,866 or 1.8%.

The proposed budget can best be described as a maintenance budget. There are no new programs or major expenditure pressures for next fiscal year. No new fees are proposed but a two cents real estate tax increase and a twelve cents personal property tax increase are proposed.

The 17-18 maintenance budget ensures financial stability for the coming year, preserves existing programs and funds essential services for Franklin County. Staff has worked diligently to review and reduce if possible, various departmental budgets and line items.

Operational decreases in the following major categorical functional areas include:

- Non Departmental, 21%
- Capital, 6%

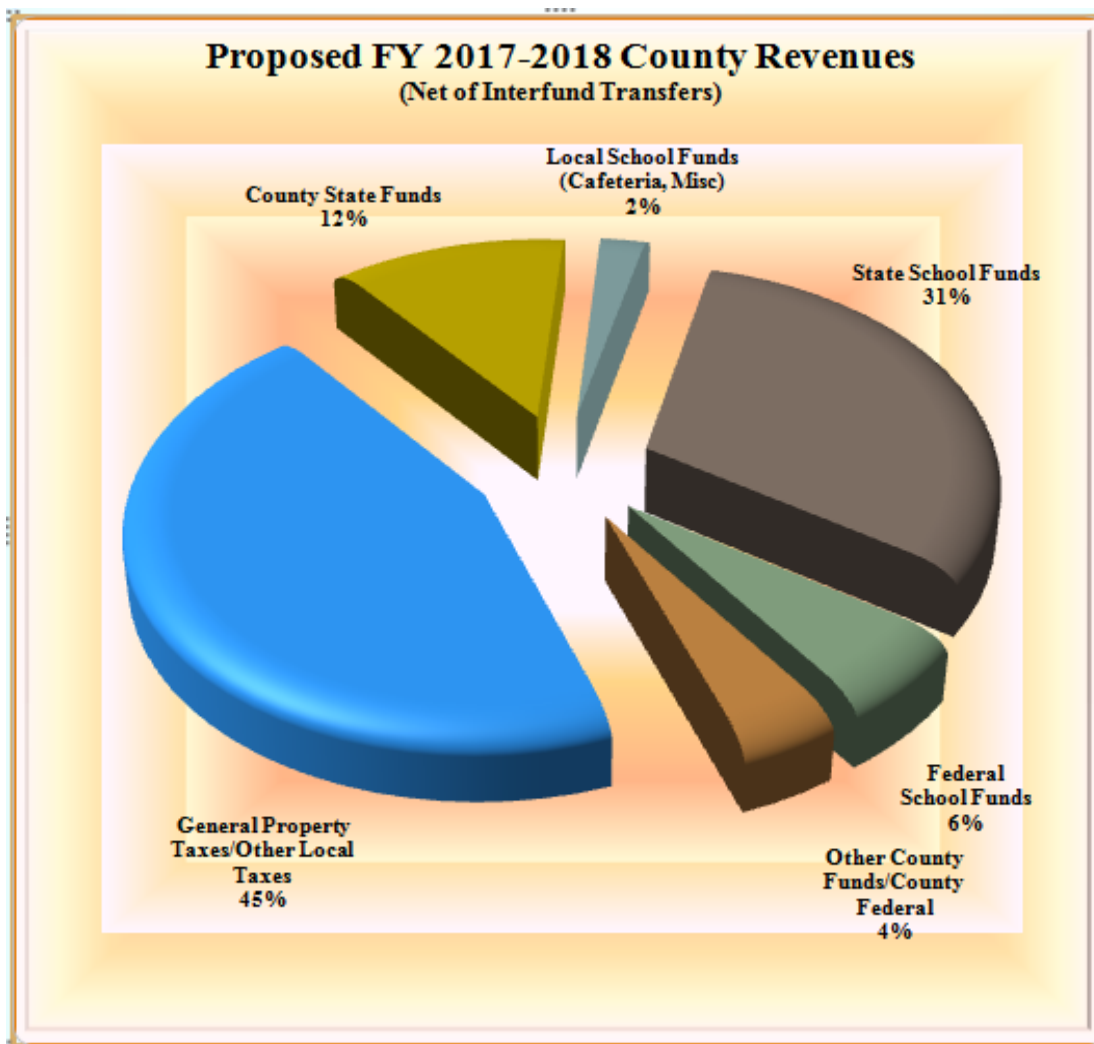
Increases in functional areas include:

- General and Financial Administration, 5% from increased legal fees, software maintenance costs and property/liability insurance premium increases.
- Judicial Administration, 3% from additional part time recommended for court security. The second J & D Court that opened last year is proposing additional court days from the number of operating days in the current year.
- Public Safety, 3% for full year funding of additional career EMS staff to be utilized to provide station coverage in key geographical areas of the County. There is also a small operational increase for the new radio system.
- Health and Welfare, 4% for additional social workers and a 5% increase in mandated Child Services Act cases.
- Parks, Recreation and Libraries, 6% for an additional maintenance worker and park operational expenditure pressures.
- Education, additional state and local revenues account for the \$1.2 million in additional proposed expenditures.

<u>Expenditures</u> <u>Functional Area</u>	<u>Adopted</u> <u>FY16-17</u>	<u>Proposed</u> <u>FY 17-18</u>	<u>Percent</u> <u>of</u> <u>Total</u>	<u>Increase</u> <u>(Decrease)</u>	<u>%</u> <u>Change</u>
General and Financial Administration	\$4,293,914	\$4,507,275	3.3%	\$213,361	4.97%
Judicial Administration	\$2,724,453	\$2,813,838	2.1%	\$89,385	3.28%
Public Safety	\$14,073,176	\$14,465,228	10.6%	\$392,052	2.79%
Public Works	\$3,588,083	\$3,687,671	2.7%	\$99,588	2.78%
Health and Welfare	\$11,786,911	\$12,290,872	9.0%	\$503,961	4.28%
Parks, Recreation and Cultural	\$1,976,134	\$2,099,222	1.5%	\$123,088	6.23%
Community Development	\$2,866,548	\$2,916,970	2.1%	50,422	1.76%
Non Departmental	\$667,645	\$530,599	0.4%	(\$137,046)	-20.53%
Schools	\$85,197,513	\$86,410,978	63.1%	\$1,213,465	1.42%
Capital	\$3,235,501	\$3,035,501	2.2%	(\$200,000)	-6.18%
Debt	\$3,975,988	\$4,082,917	3.0%	\$106,929	2.69%
Utilities	\$24,000	\$24,000	0.0%	\$0	0.00%
Totals	\$134,409,866	\$136,865,071	100.0%	\$2,455,205	1.83%

Revenues are projected to remain fairly stable overall. General Property Taxes and other Local Taxes are showing some small growth with an average increase of 1.4%, reflective of the improving national and local economy. County State Funds are projected to increase 4.6% from increases in social services and child services act revenues that support these programs. State School funds are budgeted to increase 2.7% while School Federal funds will decrease 1%.

<u>Revenues</u>	<u>Adopted FY16-17</u>	<u>Proposed FY 17-18</u>	<u>Percent of Total</u>	<u>Increase (Decrease)</u>	<u>% Change</u>
General Property Taxes/Other Local Taxes	\$60,431,778	\$61,275,586	44.8%	\$843,808	1.40%
State Funds - County	\$15,793,398	\$16,520,963	12.1%	\$727,565	4.61%
Local School Funds - Cafeteria	\$3,281,797	\$3,295,423	2.4%	\$13,626	0.42%
State School Funds	\$40,934,763	\$42,036,677	30.7%	\$1,101,914	2.69%
Federal School Funds	\$8,082,801	\$8,004,604	5.8%	(\$78,197)	-0.97%
Other County Funds/County Federal	\$5,885,329	\$5,731,818	4.2%	(\$153,511)	-2.61%
Totals	\$134,409,866	\$136,865,071	100.0%	\$2,455,205	1.83%



Although this is considered a maintenance budget there were still a number of concerns and circumstances that set the stage for the budget development this year and provided the framework by which this proposed budget was developed.

Local sales tax (Included in Other Local Taxes) is projected to increase 3.6% in the FY17-18 proposed budget. Real Estate and Personal Property Taxes are continuing to show steady signs of growth at 0.55% and 6.2% respectively.

The state has increased its' share of funding for K-12 education by approximately \$1.1 million which is largely earmarked to offset a 2% raise for Standards of Quality (SOQ) instructional and support positions. Federal revenue for School programs is projected to decrease \$78,197 or roughly 1%. Federal School funds are primarily earmarked for Title I and II, Title VI-B programs and School Food programs.

Of significant note on proposed General Government expenditures are the following:

- Funds two additional social workers because of caseload increases.
- Adds additional part time funds to the Sheriff for court security as the second J and D Court opens for two more days per week.
- Funds a mandated increase in the Children's Services Act Department for children with special educational needs and children in foster care.
- Adds additional park maintenance funds as the County presses toward opening a new park on the Philpott Lake area of the County.

In terms of school funding for FY17-18, I am recommending the following:

- ☞ Local operational funding of \$30,741,332 which includes new funds of \$236,551.
- ☞ Debt service funding of \$2,295,523. This amount is a reduction of \$60,429 for the drop in school debt service projected for FY17-18. The \$60,429 is reserved for future School debt service in the County Debt Service Fund.
- ☞ Continued School Capital funding of \$880,000 plus \$340,000 for school bus replacement for a total of \$1,220,000.

Major Capital Improvements proposed for FY17-18:

- Funds \$300,000 for Upgrades of Mission Critical Information Technology Infrastructure Improvements.
- Continues Landfill Monitoring and Groundwater Corrective Action Expenditures as well as engineering consulting work on the old and new landfill.
- Includes \$415,000 for EMS Vehicle replacement and \$335,000 for Law Enforcement vehicle replacement and upfit.
- Provides \$175,000 in local economic development funding incentives.
- Includes \$100,000 for shoreline stabilization at Smith Mountain Lake Park as well as the continuation of the \$100,000 annual payment on the Smith Farm.

The recommendations outlined above require the 2017-2018 Proposed Budget be funded with the following proposed tax rates:

Real Estate	\$0.57 per \$100 assessed valuation
Personal Property	\$2.48 per \$100 assessed valuation
Personal Property: Heavy Equipment	\$1.89 per \$100 assessed valuation
Machinery & Tools	\$0.70 per \$100 assessed valuation
Merchants Capital	\$1.08 per \$100 assessed valuation
Vehicle License Fee	\$34.25 per vehicle, \$28.50 per trailer and \$25.25 per motorcycle

In closing, I would be remiss if I did not extend my utmost gratitude to the County's staff, who have worked diligently in the preparation of this plan. I would be happy to answer any questions which may have been generated and staff looks forward to working with you over the next several weeks to produce a plan that addresses our fiscal responsibilities for the coming year.

Respectfully submitted,

W. Brent Robertson
County Administrator

NOTE: The FY17-18 budget was adopted May 16, 2017. The proposed real estate and personal property tax increases were not adopted. Adopted tax rates will not change from the current year in all categories of taxes as shown below:

Real Estate	\$0.55 per \$100 assessed valuation
Personal Property	\$2.36 per \$100 assessed valuation
Personal Property: Heavy Equipment	\$1.89 per \$100 assessed valuation
Machinery & Tools	\$0.70 per \$100 assessed valuation
Merchants Capital	\$1.08 per \$100 assessed valuation
Vehicle License Fee	\$34.25 per vehicle, \$28.50 per trailer and \$25.25 per motorcycle

HISTORICAL SKETCH OF FRANKLIN COUNTY

In the 1740's, pioneers traveling by river and road from Eastern Virginia and Maryland, and Scotch-Irish and German families coming down the Carolina Road (originally known as the Great Indian Warrior Path) settled in what would become Franklin County, then the western-most county in Virginia. The County was formed in 1786 from parts of Bedford and Henry Counties by an act of the General Assembly. It was named for Benjamin Franklin, then governor of Pennsylvania, where many settlers originated.

The County lies in the western piedmont, a diverse terrain ranging from flatlands on the east to rugged peaks of the Blue Ridge on the west. The area was home to Native Americans as early as 10,000 B.C. In the 1600's an eastern Siouan tribe inhabited the region. Indian relics, arrowheads and artifacts found throughout the County remind us of the original settlers.

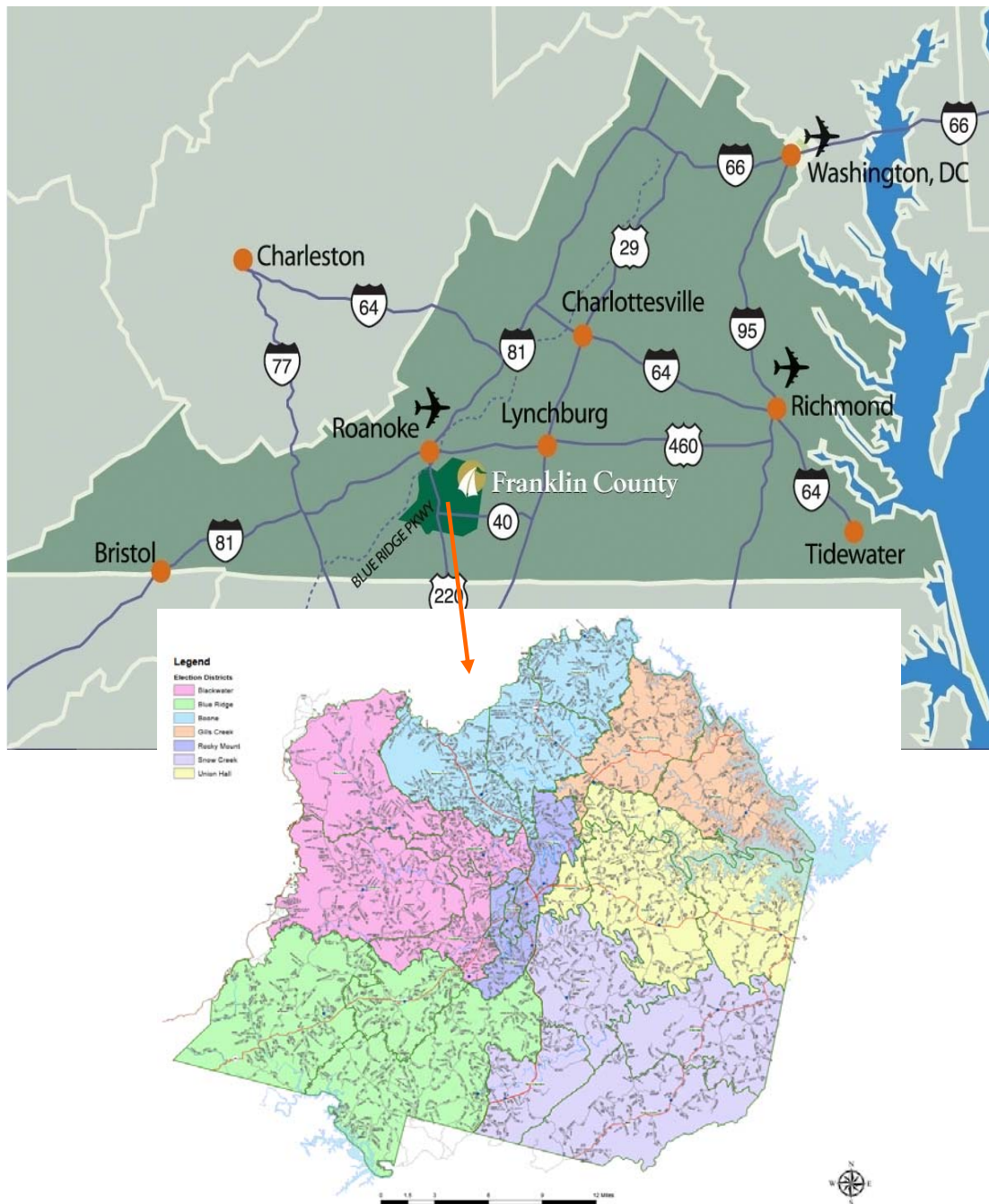
Since the County's early beginnings, its citizens have served as gallant soldiers in every war the U.S. has known. Notable Confederate General Jubal A. Early was born in the Red Valley community. He went to West Point for his education, represented Franklin County in the General Assembly, and served as commonwealth's attorney for many years. Another nationally known native son was Booker T. Washington, a black educator. Born a slave on a plantation near Hales Ford, Booker T. Washington founded the Tuskegee Institute in 1881. His birthplace is a national monument.

Agriculture has figured prominently in Franklin County's 200-year history, and was the occupation of most county residents until recent times. Tobacco was a leading crop in early Franklin County. Locally mined iron and copper were transported over the Carolina Road as far south as Georgia. The furnace of the Washington Ironworks, the County's oldest landmark, stands as a monument where munitions for the Revolutionary Army were manufactured. A growing animal husbandry industry established Franklin County as one of Virginia's leading dairy producers.

The late nineteenth century saw increasing industrialization. With the entry of the Norfolk and Western railroad in 1892, the Punkin Vine route through the County provided new access for industry. Tobacco factories as well as diversified wood and textile-based industries became significant components of the County's economy.

The development of 2,880 acre Philpott Lake in 1953 and 20,600 acre Smith Mountain Lake in 1966 gave rise to Franklin County's current designation as the "Land Between the Lakes and the Blue Ridge Mountain." It is an apt description for a remarkable place – a land of compelling natural beauty, economic stability, recreational abundance, and rich heritage!

Franklin County, Virginia





Cline Brubaker
Chairman
Blackwater District

Franklin County Board of Supervisors June 30, 2017



Charles Wagner
Vice-Chairman
Rocky Mount District



Bob Camicia
Gills Creek District



Tommy Cundiff
Union Hall District



Leland Mitchell
Snow Creek District



Tim Tatum
Blue Ridge District



Ronnie Thompson
Boone District



Franklin County Officials June 30, 2017

Board of Supervisors

Cline Brubaker, Chairman, Blackwater District
Charles Wagner, Vice-Chairman, Rocky Mount District
Leland Mitchell, Snow Creek District
Bob Camicia, Gills Creek District
Ronnie Thompson, Boone District
Tim Tatum, Blue Ridge District
Tommy Cundiff, Union Hall District

County Administration

W. Brent Robertson, County Administrator

County Attorney Guynn & Waddell, P.C.
Deputy County Administrator Christopher Whitlow
Director of Finance Vincent Copenhaver
Director of Economic Development Michael Burnette
Director of Information Technology Steve Thomas
Director of Planning Steve Sandy
Director of Public Safety Daryl Hatcher
Director of General Properties Michael Thurman
Director of Public Works Don Smith
Director of Park & Recreation Paul Chapman
Director of Library Services Alison Barry
Director of Franklin Center Kathy Hodges
Director of Family Resource Center Angela Phillips
Chief Building Official Andy Morris
Unit Coordinator of Va. Cooperative Extension Chris Brown
General Registrar Kay Chitwood

Constitutional Officers

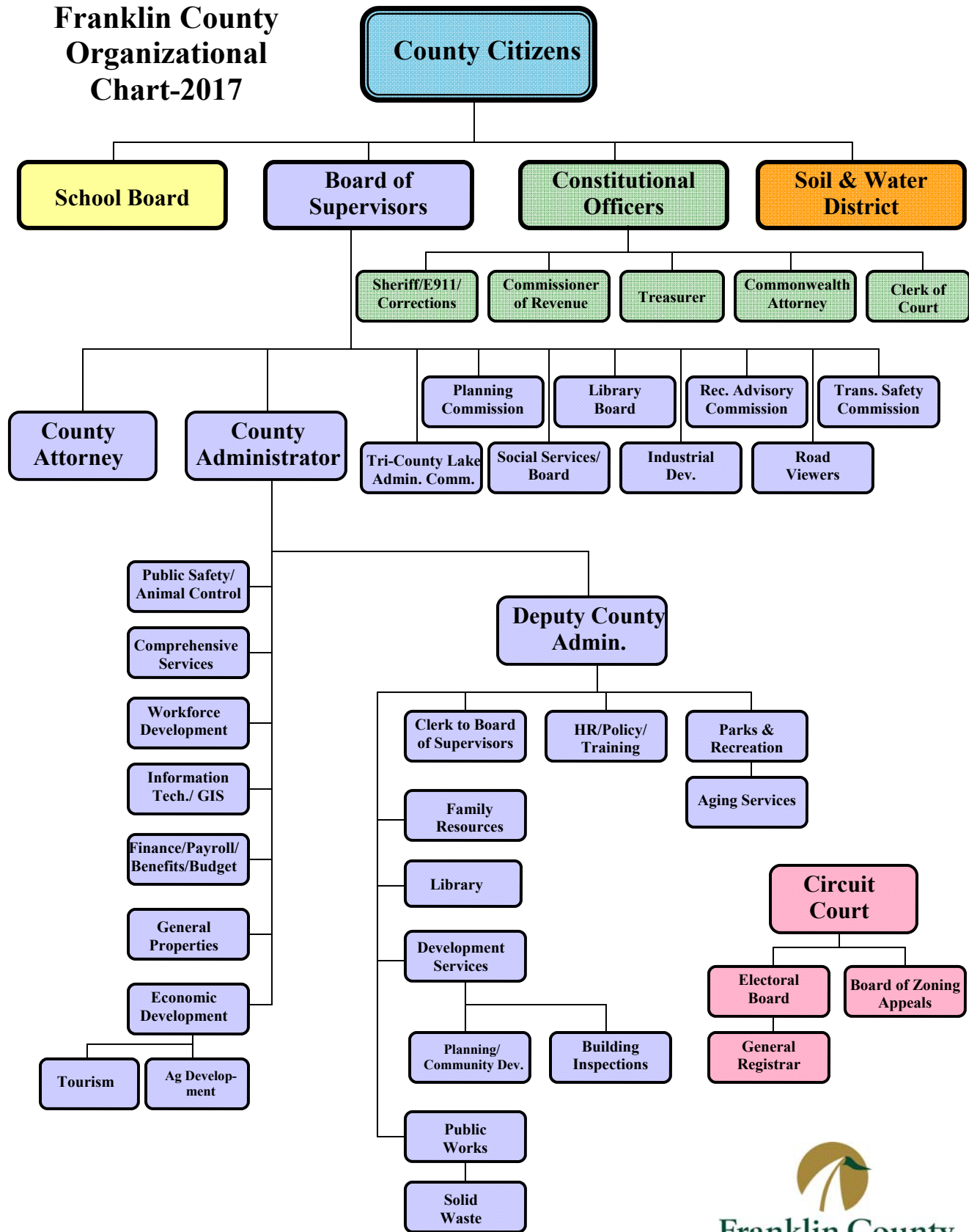
Clerk of the Circuit Court Teresa Brown
Commissioner of the Revenue Margaret Torrence
Commonwealth Attorney A. J. Dudley
Sheriff Bill Overton, Jr.
Treasurer Susan Wray

Franklin County Social Services Board Members

Michael A DeGorgi, Union Hall District
Danny Agee, Blackwater District
Charles Wagner, Rocky Mount District/BOS Representative
John R. Lipscomb, Boone District
Robert Button, Snow Creek District
Richard L. Kleckner, Gills Creek District
Martha H. Bowling, Blue Ridge District

Director of Social Services Deborah K. Powell

Franklin County Organizational Chart-2017





The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to County of Franklin, Virginia for its annual budget for the fiscal year beginning July 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

A Quick Look at Franklin County, Va.

**Miscellaneous Statistics
June 30, 2017**

Date Established	1786
Form of Government	County Administrator
Area	692 square miles
Population (estimate)	56,205
Registered Voters	35,786
Median Age	45
Per Capita Personal Income past 12 months for 2015	\$ 25,219
Building Permits Issued	1003
Value of Building Permits Issued	\$ 68,046,885
Unemployment Rate (March)	3.9%
Fire and Rescue Protection:	
Stations	19
Firefighters and Volunteers	290
Police Protection:	
Number of Employees	84
Number of Arrests	2,309
Number of Calls for Service	41,744
Education:	
Number of Elementary Schools	12
Number of Middle Schools	1
Number of High Schools	1
Number of Career Centers	1
Enrollment (actual as of March 31, 2016)	6,885
Parks and Recreation:	
Number of Parks	15
Total Park Acreage	1140.46
Libraries:	
Number of Sites	2
Program Attendance	7,800
Total Circulation	218,700

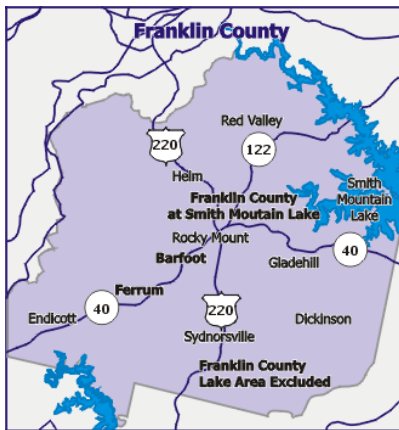
A Quick Look at Franklin County, Va.

Household Characteristics

The number of households in the County grew from 14,655 in 1990 to 21,315 in 2009, an increase of 45.4%. Other statistics from the 2010—2015 Census (www.census.gov/quickfacts) are presented below:

Persons under 5 years percent, June 1 2015	4.5%
Persons under 18 years, percent, 2015	19.3%
Persons 65 years and over, percent 2015	21.5%
White alone, percent, 2015	89.5%
Black or African American alone, percent 2015	8.3%
American Indian and Alaska Native alone, percent, 2015	0.5%
Hispanic or Latino, percent, 2015	2.7%
High school graduate or higher, percent of persons age 25+, 2011-2015	84.0%
Bachelor's degree or higher, percent of persons age 25+, 2011-2015	20.5%
Veterans, 2011-2015	4,212
Housing units, 2016	29,559
Median value of owner-occupied housing units, 2011-2015	\$168,400
Households, 2011-2015	23,189
Persons per household, 2011-2015	2.36
Median household income, 2011-2015	\$46,870
In civilian labor force, total % of population age 16 + years 2011-2015	57.6%
Total employer establishments 2015	1,166

A Quick Look at Franklin County, Va.



Location: 36.99322 N, 79.88081 W

Size: 690.43 sq. miles

Population: 56,205
(estimate July 1, 2015)

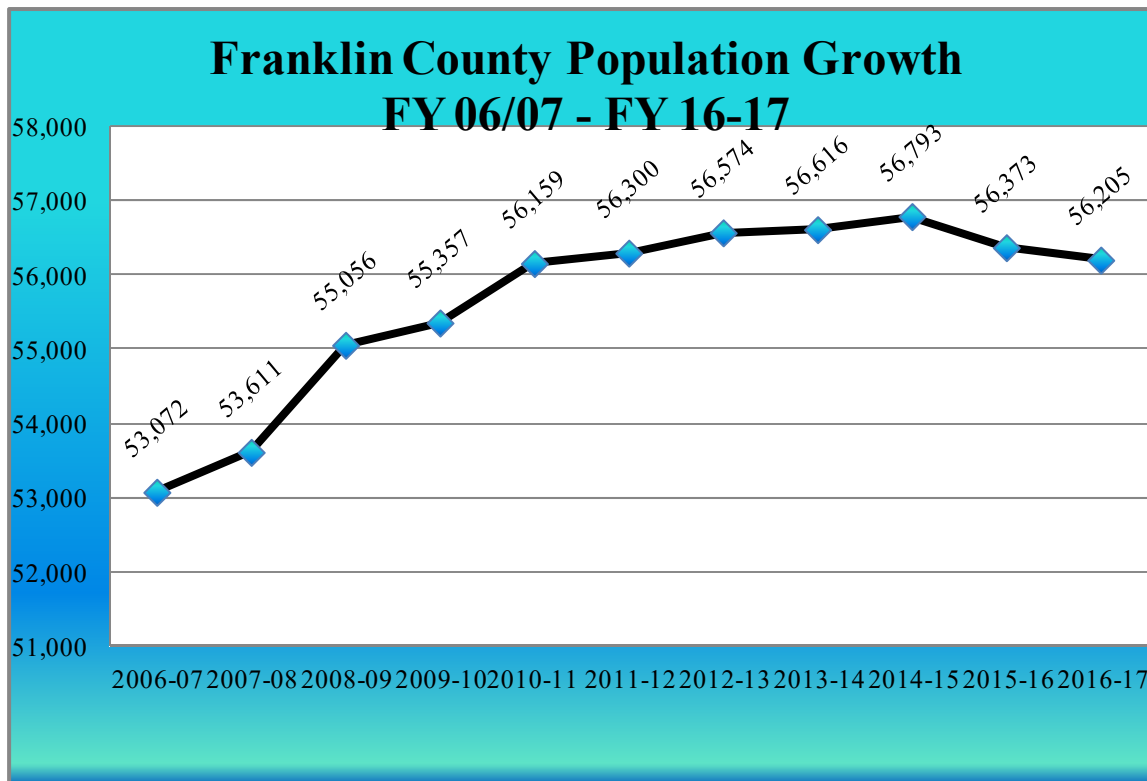
Population Density: 81.40 people/sq. mile

Towns & Communities:

Boones Mill, Callaway, Ferrum, Glade Hill, Henry, Penhook, Redwood, Rocky Mount, Union Hall and Wirtz

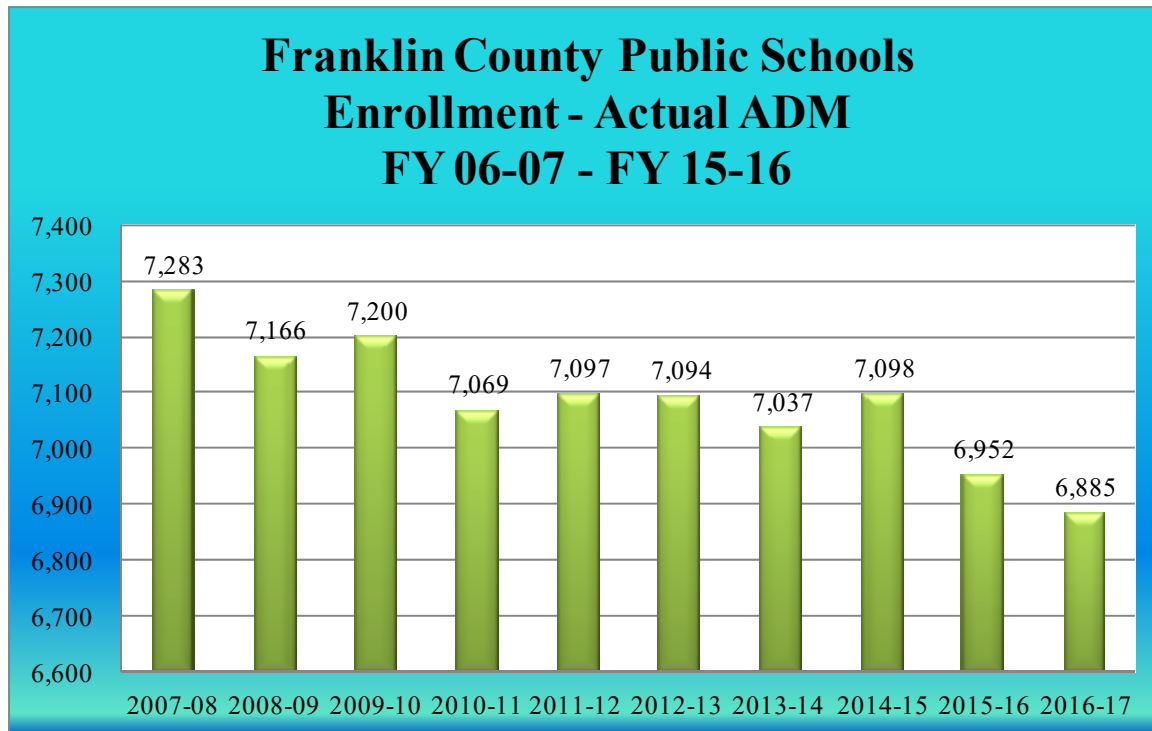
Population:

The population and demographic statistics of Franklin County reveal much about the direction in which the County is heading with respect to the need for new or expanded services, recreation, education, healthcare and other services.



A Quick Look at Franklin County, Va.

School enrollment has been slowly declining as more retirees re-locate to the County.



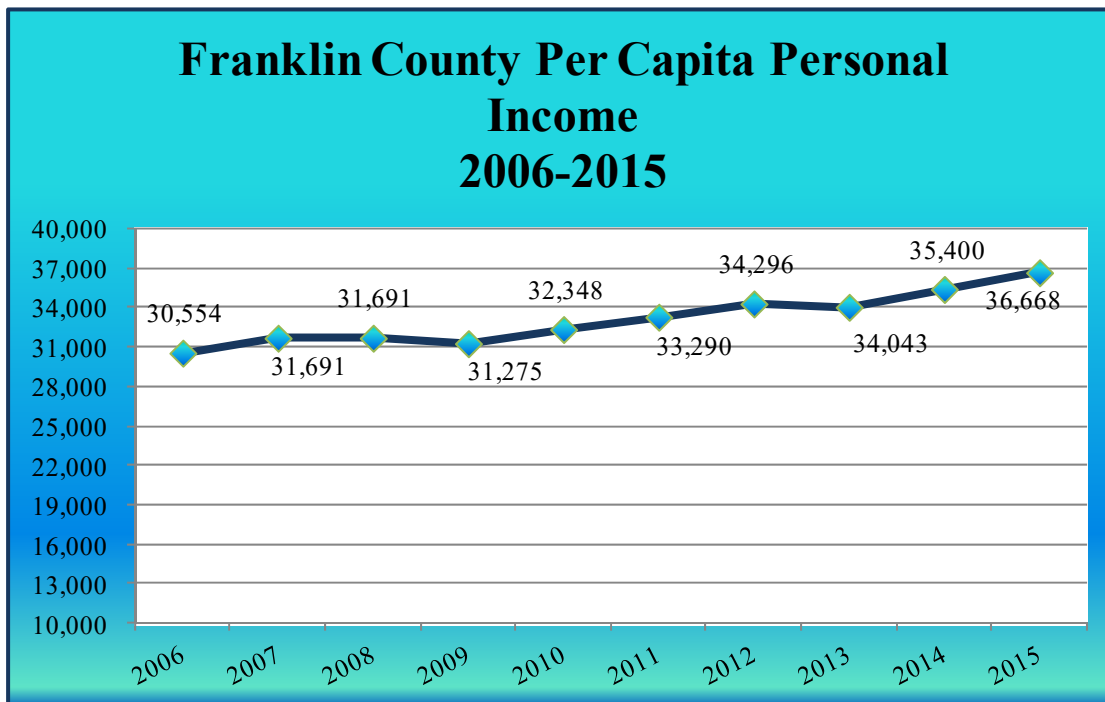
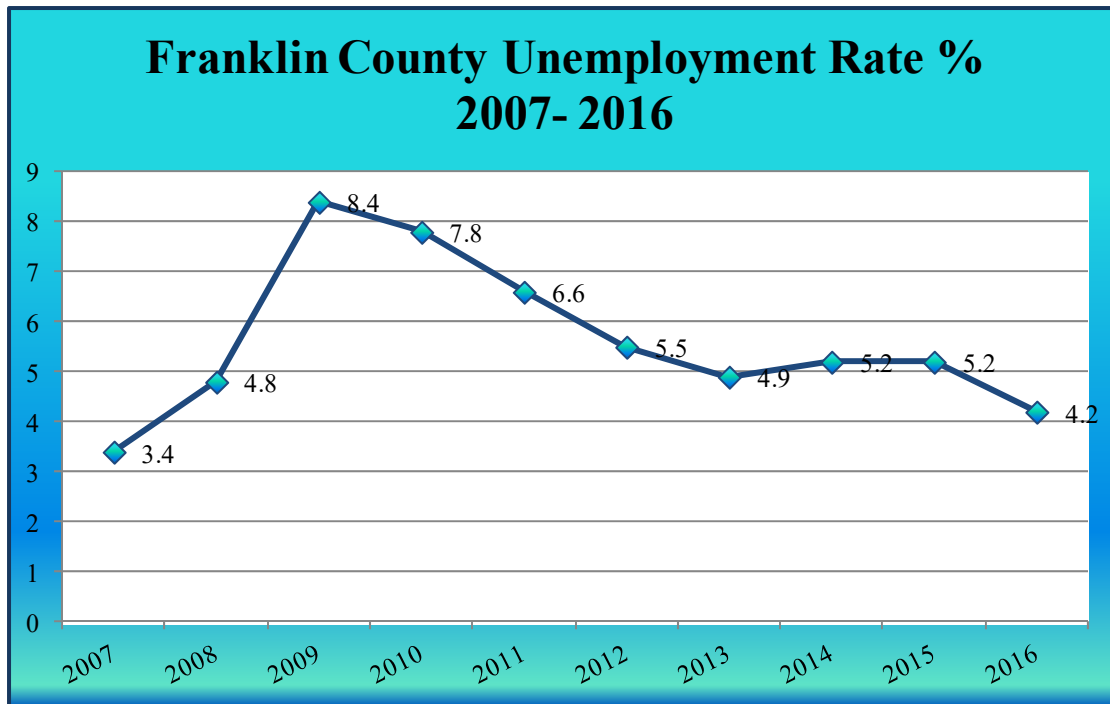
Educational Attainment

No Diploma	High School Diploma (or GED)	Some College (no degree)	Associate's Degree	Bachelor's Degree (or higher)
10.0%	35.5%	20.9%	7.0%	11.4%

(percentage of population 25 and older who have earned)

As of 2010 Census

A Quick Look at Franklin County, Va.



A Quick Look at Franklin County, Va.

Principal Employers:

<u>Employer</u>	<u>Product or Service</u>	<u>Estimated Employment</u>
PlyGem Windows	Wood Window/Door Units	600-900
Franklin County Schools	Education	1270
Wal-Mart	Retail	400-500
Trinity Packaging, Inc.	Plastic Packaging	250-350
Ronile, Inc.	Processed Carpet Yarn	300 – 400
The Willard Companies	Property Management	200-250
McAirlaids	Life Sciences	50 – 99
Carilion Franklin Memorial Hospital	Hospital	250-300
Franklin County	Local Government	339
Uttermost Company	Interior Furnishings	150-200

Forecast for the Regional Economy:

Pollina Corporate Real Estate, Inc. has named Virginia as “America’s most pro-business state” followed closely by Utah, North Carolina (2008 winner), Wyoming and South Carolina.

Collectively, the towns, cities and counties that dot the map from the Alleghany Highlands through the Roanoke region and New River Valley comprise a region of urban amenities, natural beauty, hard-working, friendly people, business opportunities and outstanding educational institutions. All the elements are present for a bright economic future.

Franklin County is a long-term member of the Roanoke Regional Partnership. Since 1983, the Partnership's mission is to lead the region in economic development. As a leader in strategizing, planning, and implementing regional economic development programs and policies, the partnership aims to strengthen and market the region's assets in order to achieve a rate of economic growth that provides excellent jobs while preserving the region's quality of life. The Partnership has helped create more than 13,482 direct new jobs and almost \$1.3 billion in new investment. We represent the counties of Alleghany, Botetourt, Franklin and Roanoke; the cities of Covington, Roanoke and Salem and the Town of Vinton.

The Regional Economic Strategy identifies six action themes and provides specific directions to take in our journey toward regional economic prosperity:

- **Visibility:** Achieve national and international visibility for the region, allowing it to compete successfully for advanced technology growth.
- **Connectivity:** Reduce perceived or real distance both within the region and between the region and the outside world.

A Quick Look at Franklin County, Va.

- Quality of Life Amenities: Attract and retain knowledge-oriented enterprises and people by using existing natural assets and quality of life in marketing, while developing amenities that appeal to these people and enterprises.
- Knowledge Workforce: Elevate the knowledge workforce at all levels by improving the skills and knowledge of individual workers, improving responsiveness to companies, and recruiting knowledge workers from outside the region.
- Innovation and Entrepreneurship: Strengthen the region’s soft infrastructure that supports innovation and entrepreneurship.
- Economic Transformation: Diversify the regional economy by emphasizing the cultivation of technology-driven companies.

**Property Value and Construction
Last Ten Fiscal Years**

<u>Fiscal Year</u>	<u>Total Taxable</u>	<u>Residential Construction</u>	
	<u>Assessed Value</u>	<u>Number of Permits</u>	<u>Value</u>
2006-2007	5,559,899,532	1,358	153,694,094
2007-2008	6,026,055,132	1,484	136,739,602
2008-2009	8,292,525,331	1,042	133,734,342
2009-2010	8,363,776,434	874	52,752,602
2010-2011	8,406,148,776	978	64,124,405
2011-2012	8,493,026,694	1,029	54,910,190
2012-2013	7,311,819,908	1,134	51,347,040
2013-2014	7,377,048,819	1,024	62,465,201
2014-2015	7,441,231,237	1,050	60,805,382
2015-2016	7,552,929,174	978	53,556,958

Source: Franklin County Commissioner of Revenue and Building Inspections

A Quick Look at Franklin County, Va.

FRANKLIN COUNTY
Ratio of Net General Bonded Debt to Assessed Value and Net Bonded Debt per Capita
Last Ten Fiscal Years

<u>Fiscal Year</u>	<u>Population(1)</u>	<u>Gross Assessed Value (3)</u>	<u>Gross and Net Bonded Debt(2)</u>	<u>Ratio of Bonded Debt to Assessed Value</u>	<u>Net Bonded Debt per Capita</u>
2006-07	51,102	5,559,899,532	33,003,883	0.59%	645.84
2007-08	52,202	6,026,055,132	36,938,539	0.61%	707.61
2008-09	52,841	8,292,525,331	36,418,271	0.44%	689.20
2009-10	53,450	8,363,776,434	34,807,635	0.42%	651.22
2010-11	56,159	8,406,494,817	31,900,271	0.38%	568.03
2011-12	56,300	8,493,026,694	29,042,189	0.34%	515.85
2012-13	56,574	7,311,819,908	26,429,558	0.36%	467.17
2013-14	56,616	7,377,048,819	33,164,494	0.45%	585.78
2014-15	56,793	7,441,231,237	41,841,733	0.56%	736.74
2015-16	56,373	7,552,929,174	37,383,914	0.49%	663.15

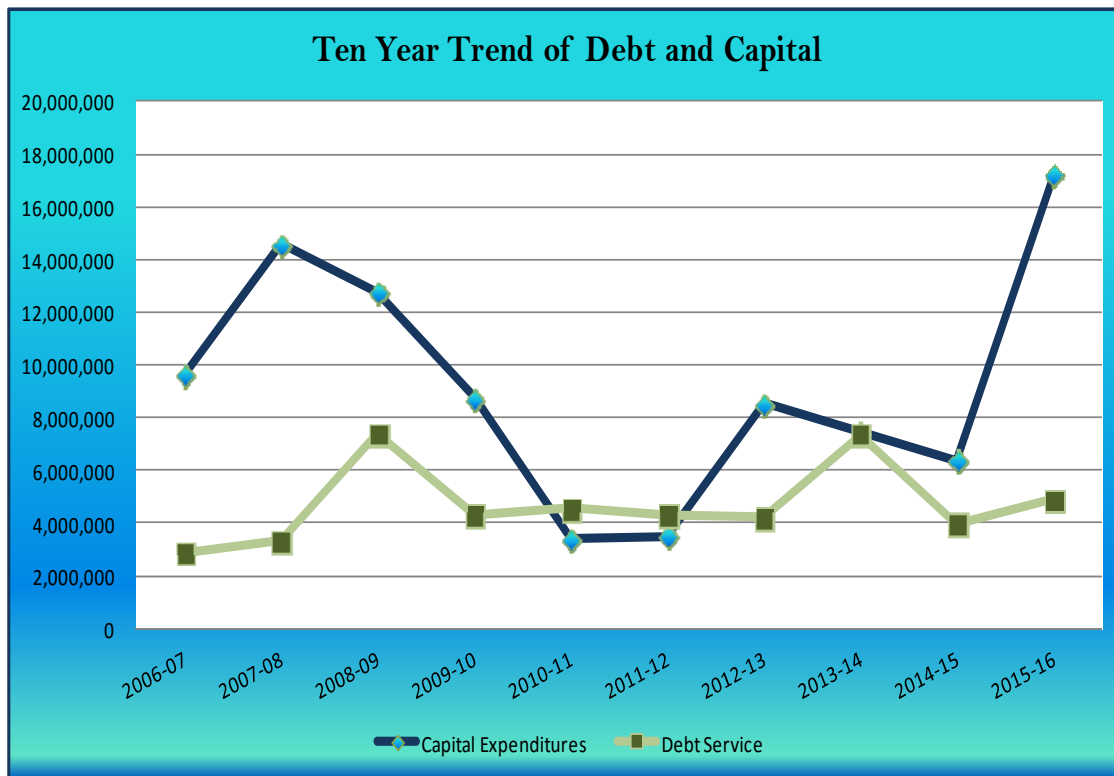
- Note: (1) Bureau of the Census
(2) Includes all long-term general obligation debt
(3) 100% of fair market value

Ratio of Net Annual Debt Service Expenditures for
General Bonded Debt to Total General Governmental Expenditures
Last Ten Fiscal Years

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Debt Service (1)</u>	<u>Total General Government (2) Expenditures (3)</u>	<u>Ratio of Debt Service to General Governmental Expenditures</u>
2006-07	2,076,767	1,232,658	3,309,425	117,641,185	2.81%
2007-08	6,004,140	1,364,839	7,368,979	119,999,538	6.14%
2008-09	2,753,602	1,582,736	4,336,338	136,814,311	3.17%
2009-10	2,960,922	1,602,618	4,563,540	129,335,060	3.53%
2010-11	3,122,020	1,362,326	4,484,346	119,968,362	3.74%
2011-12	3,028,681	1,293,215	4,321,896	121,319,835	3.56%
2012-13	6,304,484	1,040,602	7,345,086	125,741,487	5.84%
2013-14	3,122,132	852,941	3,975,073	125,450,864	3.17%
2014-15	3,810,068	1,103,561	4,913,629	128,489,776	3.82%
2015-16	4,566,202	1,150,831	5,717,033	145,345,042	3.93%

- (1) Exclude bond issuance and refunding of bonds.
(2) Includes general, special revenue funds and component units.
(3) Excludes refunding of bond.

A Quick Look at Franklin County, Va.



Franklin County, Virginia Ten Largest Real Estate Assessments June 30, 2016

<u>Taxpayer</u>	<u>Nature of Business</u>	<u>Assessed Value (Millions)</u>
Appalachian Power Company	Electric Utility	128
Willard Construction Company	Construction	38
Central Telephone Company	Telephone Utility	24
Franklin Memorial Hospital	Health Care	11
McAirlaids	Manufacturing	11
Norfolk & Western Railway	Railroad	11
Wal Mart	Retail	10
Rocky Mount Development Co	Real Estate	10
R & P SML Facility LLC	Real Estate	8
USCOC of Va, RSA #3	Cellular	5

3

Budget Overview



Summary of the Adopted Budget	21
Budget Calendar	22
Long-Term Financial Policies	23
Long/Short-Term Goals	27
Strategic Plan	28
Functional Team Summary & Goals	37
Debt Management	48
Debt Capacity Analysis	50
Basis of Budgeting	55
Fund Balance	58



Franklin County Summary of the Adopted Budget

The adopted budget for fiscal year 2017-2018 is hereby presented on a cash basis of accounting under which revenues and related assets are recorded when received and expenditures are recorded as the related funds are expended.

The Budget Process

Franklin County's budget process is governed by Section 15.2-2503 of the Code of Virginia and states that the County budget shall be developed for "information and fiscal planning purposes only." The budget process begins in December with revenue projections being prepared by the Department of Finance. At the same time, budget forms and instructions are distributed to County departments. Departments are asked to justify levels of allocations requested and to document any new programs or grants they anticipate receiving during the upcoming fiscal year. Reviews of departmental budget request and preliminary meetings with the Board of Supervisors takes place in January and February. The School Board budget is presented to the Board of Supervisors in early March and the entire County budget is submitted to the Board of Supervisors by the County Administrator in mid to late March. A public hearing is usually held in mid to late April and final adoption usually occurs by the end of April.

Budget Amendment Process

Franklin County amends its budget as needed throughout the fiscal year. The budget can be amended in two ways: appropriation transfer and supplemental appropriation. The Board of Supervisors has authorized the County Administrator to approve appropriation transfers from one classification of expenditure to another within the same cost center. Transfers between cost centers and funds and supplemental appropriations must be approved by the Board of Supervisors.

The School Board and the Social Services Board are separately granted authority to transfer any unencumbered balance or portion thereof from one classification of expenditure to another within their respective funds in any amount.

The Budget as a Managerial Tool

The purpose of this budget document is to make the budget an understandable managerial plan as well as an accounting tool. It has been prepared under the format required by the Commonwealth of Virginia for comparative reporting purposes and is for informative and fiscal planning purposes only. The Board of Supervisors must officially adopt a budget for each fiscal year (July 1 through June 30) after an advertised public hearing. The budget process affords the opportunity for County departments to do an internal analysis of their activities and goals. The governing body has the opportunity to review and analyze both department goals and citizen input. These plans are then meshed into a fiscal document which projects the necessary revenue to meet the proposed expenditures. The adopted budget is the means by which public policy is put into effect through the planned expenditure of public funds.



Budget Calendar

<u>Date</u>	<u>Task</u>
October 3, 2016	CIP forms and instructions distributed to departments
November 4, 2016	CIP forms due to Finance department
November 7, 2016 through December 9, 2016	Preparation of CIP document Department of Finance prepares revenue projections Budget forms and instructions distributed to Departments
December 22, 2016	Budget forms due to Finance department
January 19, 2017	Revenue projections finalized
January 20, 2017	County Administrator begins review of forms and departmental requests
February 27, 2017	Proposed budget decisions and preparation of County budget
March 7, 2017	School Board Public Hearing
March 21, 2017	School Board budget presented to Board of Supervisors
April 18, 2017	County budget presented to Board of Supervisors and Adoption of School budget
April 19, 2017 through April 27, 2017	County/School board budget discussions
May 2, 2017	Public Hearing on combined School and County budget
April – May 9, 2017	Budget work sessions
May 16, 2017	Fiscal Year 2017-2018 budget adoption
June – August 16, 2017	Preparation of related budget documents
July 1, 2017	Implementation of Fiscal Year 2017-2018 adopted budget
August 16, 2017	Budget Book due to GFOA for review

Franklin County Long-Term Financial Policies

Financial Planning Policies

Balanced Budget: It is a requirement of the County Administrator to submit a balanced budget to the Board of Supervisors. A balanced budget is defined as the total sum of money Franklin County expects to collect being equal to the total amount it anticipates to spend on goods, services and other expenditures. Section 15.2-2503 of the Code of Virginia, as amended, states that the County budget shall be developed for “informative and fiscal planning purposes only”. It serves as a plan for County operations, maintenance, capital outlay, and debt service and may include reserves for contingencies and future capital improvements. The annual budget must contain a complete itemization of all estimated expenditures, revenues, and borrowings and must be approved by the governing body prior to July 1 of each year. Similarly, the School Board Budget must be adopted by May 1 of each year. The budget adopted by the Board of Supervisors on May 16, 2017 and presented in this budget document is a balanced budget.

Long-Range Planning: A five year Capital Improvement Program is adopted by the Board of Supervisors as part of the annual budget process. Details of this Plan are included in the CIP of this document.

Although it is not a long-term financial policy, it is worth noting that the County of Franklin updates its’ Comprehensive Plan every five years. The goals and objectives are set forth for seven functional areas: Environment, Transportation, Public Utilities, Community Facilities, Housing, Economic Development and Land Use. Many of the Comprehensive Plan’s goals, objectives, and recommendations become actualized through the Capital Improvements Program process. The CIP is the mechanism for funding various public school facilities and improvements such as schools, parks and industrial sites. The CIP sets forth for each project the county’s estimated resources available to finance the projected expenditure.

A Strategic Plan was adopted by the Board on August 20, 2013. Excerpts from this plan are included in the following pages.

Cash management and investment policies: The County Treasurer is tasked with investing and managing the County’s funds on a day-to-day basis within state investment guidelines. An abbreviated summary of the County’s investment policy follows:

1. *Pooling of funds*

Except for cash in certain restricted and special funds, Franklin County will consolidate cash balances from all funds to maximize investment earnings.

2. The primary objectives, in priority order, of investment activities shall be safety, liquidity and yield.

3. Other highlight of the policy include:
 - Standards of Care
 - Safekeeping and Custody
 - Suitable and Authorized Investments
 - Reporting

Asset Inventory: This process is routinely performed during the planning process for the five year Capital Improvement Program. At that time, department heads and supervisors evaluate the condition and repair records of all equipment and vehicles in their department and also include new equipment for anticipated projects that will be accomplished in future years.

Revenue Policies

It is the goal of the County of Franklin to achieve the following objectives during the budget process:

- Continue to seek new sources of revenue in order to encourage a diversity of revenue sources to improve the ability to handle fluctuations in individual sources.
- Set fees and charges to cover the cost of the service provided.
- Discourage the use of one-time revenues for ongoing expenditures.
- Carefully consider the use of unpredictable revenues.
- Continually seek alternatives to ongoing dependence on real estate revenues.

Expenditure Policies

Debt Capacity, Issuance, and Management: The County adopted a debt policy on October 10, 1994. The policy is included in the Debt Management section of this document.

Reserve Accounts Including Fund Balance: A fund balance policy is currently being considered by the Board of Supervisors and is included below:

- I. Purpose
The Board of Supervisors of Franklin County is dedicated to maintaining an appropriate level of fund balance sufficient to mitigate current and future financial risks and to ensure stable tax rates; and, therefore, formally establishes this policy for the County's Fund Balance. This policy also authorizes and directs the Finance Director to prepare financial reports which accurately categorize fund balance as required by GASB Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*.

II. Components of Fund Balance

Fund balance is the difference between the assets and liabilities reported in a governmental fund. The following five fund balance classifications describe the relative strength of the spending constraints placed on the purposes for which the resources can be used:

- Non-spendable fund balance – amounts that are not in spendable form (such as inventory and prepaid assets) or are required to be maintained intact (corpus of a permanent fund);
- Restricted fund balance – amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government), through constitutional provisions, or by enabling legislation;
- Committed fund balance – amounts constrained to specific purposes by a government itself, using its highest level of decision-making authority; to be reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest level action to remove or change the constraint;
- Assigned fund balance – amounts a government intends to use for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority; for all funds except the general fund, assigned fund balance is the residual fund balance classification;
- Unassigned fund balance – amounts that are available for any purpose; positive amounts are only reported in the general fund.

III. Committed Fund Balance Policy

The Board of Supervisors is the County's highest level of decision-making authority and the formal action that is required to be taken to establish, modify, or rescind a fund balance commitment is a resolution approved by the Board of Supervisors. The resolution must either be approved or rescinded, as applicable, prior to the last day of the fiscal year for which the commitment is made. The amount subject to the constraint may be determined in the subsequent period.

IV. Assigned Fund Balance Policy

The Board of Supervisors has authorized the County's Finance Director as the official authorized to assign fund balance to a specific purpose as approved by this fund balance policy.

V. Minimum Unassigned Fund Balance Policy

The County will maintain an unassigned fund balance in the general fund of no less than two months of regular general fund operating revenues. The County considers a balance of less than two months of regular general fund operating revenues to be cause for concern, barring unusual or deliberate circumstances.

VI. Resource Flow Policy

When fund balance resources are available for a specific purpose in more than one classification, it is the County's policy to use the most restrictive funds first in the following order: restricted, committed, assigned, and unassigned as they are needed.

Purchasing Policy:

The purpose of this policy is to establish uniform standards and procedures in the procurement of goods, supplies, and services for the Franklin County government offices. This policy is a method to help insure that department heads and other individuals responsible for purchasing within the County have a reference source to use in responding to questions on law and procedures.

1. Administration of the Board adopted purchasing policy is the ultimate responsibility of the County Administrator. The County Administrator will be the County Procurement Agent and may designate others to administer the purchasing policy and procedures on behalf of the County.
2. Each Department Head in conjunction with the County Procurement Specialist or his/her designee is responsible for procurement of goods, supplies, and services in accordance with this policy using good judgment in the expenditure of tax dollars for purposes that further the goals and mission of the County. Each Department Head may, at his/her discretion, appoint a departmental County Procurement Specialist to administer the requirements of this policy.
3. The department heads, departmental County Procurement Specialists and employees are also responsible to ensure appropriate purchasing for the County.

Operating/Capital Expenditure Accountability: The Finance Department submits a comparison report of actual expenditures to budget on a monthly basis to the governing body of the County (Board of Supervisors). This report is reviewed for variances that are trending to exceed the budget and appropriate action is taken so as to not exceed the legal appropriation of the respective account.

Risk Management: The County's policy is to obtain insurance coverage by competitive negotiation for general liability, public official's liability, property, automobile and workers compensation. Coverage limits are reviewed on an annual basis and the workers compensation plan is also audited on an annual basis. It is the County's goal for claims to be submitted within 48 hours from the occurrence of the accident/incident.

FRANKLIN COUNTY

LINKING LONG - AND SHORT-TERM GOALS

LONG-TERM GOALS: Vision 2025	SHORT-TERM GOALS: (1—5 years) Board of Supervisors	IMPLEMENTATION Departments & Programs
Plan for land and infrastructure to accommodate future business and industrial growth.	Revise Land Use Comprehensive Plan.	Planning and Community Development, Outside Planning Assistance, Commissions
Continue to promote the development of an accountable, responsive local government with demonstrated efficiency and effectiveness.	Maintain a reasonable County tax structure by responsibly balancing the increasing demands for services with available resources.	Franklin County Board of Supervisors, County Administration
Be a full participant in Regional opportunities that strengthen our region's economy.	Workforce development - Provide training and continuing education for the jobs of today and tomorrow.	Franklin County Board of Supervisors, County Administration and Workforce staff
Diversification of the job base as well as the regional economy that will provide opportunities for local and regional businesses.	Create jobs for our residents and economic opportunity for our citizens.	County Administration, Economic Development, Workforce staff
Achieve exemplary customer Service throughout County government.	Promote an outstanding quality of life for our citizens and visitors.	Franklin County Board of Supervisors and the Franklin County School Board
	Public Safety - Provide an acceptable response time to all emergencies and make available medical treatment.	Public Safety Department including Volunteer Fire and Rescue Agencies
	Education - Provide unique and advanced learning opportunities not typically found that exceed those of our peers.	Franklin County School System
	Complete the expansion of the Workforce Development Training Center to include a reevaluation of programs and delivery mechanisms.	County Administration, Workforce staff

2013
Franklin County
Strategic Plan
Adopted August 20, 2013



Franklin County Government Center

Prepared by the Franklin County Staff
with assistance from
A. Tyler St.Clair
205 Madison Street
Lynchburg, Virginia 24504
434-846-2428
ats6t@virginia.edu



FRANKLIN COUNTY
2013 DRAFT STRATEGIC PLAN
Franklin County Government Center

Strategic Planning:

Strategic planning in local government involves a structured, analytical approach that results in the formulation of a framework that can lead to the articulation of goals and associated integrated strategies. Strategic planning extends beyond arbitrary administrative boundaries and traditional thinking. Strategic planning is often defined as "a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it". This process involves research, development and consideration of strategic alternatives and places an emphasis on the future impacts of current decisions.

Background:

Franklin County (population approx. 56,616) is one of the fastest growing counties in Western Virginia. Development and growth demands continue to augment various local government policies and decisions. The purpose of developing a strategic plan is to assist the County in establishing and keeping a focus on those policy-making decision items that are critical to the positive growth of the community. Without a strategic focus, the path of the County will run the risk of meandering from issue to issue without consensus on what objectives must be addressed in order for the community to enjoy positive growth and development. In an effort to operate more strategically, the County Board of Supervisors initially developed a strategic plan in 2004 and adopted a plan again in 2008. During the last four years, the nation has gone through tremendous change. The economic effects of the great recession has reduced revenues at the national, state, and local levels. Most local governments have been forced to make cuts and defer important investments and maintenance. Franklin County has been no exception. Since 2008, the County has lost approximately 15% of its property values and reduced its workforce by approximately 7%. Despite these challenges, the County has improved its AA Bond Ratings contrary to the national norm. The County's population and subsequent service demands continue to increase, whereby the County is considering new strategic investments and economic development initiatives. Franklin County historically has demonstrated an ability to look to the future and plan accordingly. The Board of Supervisors serves as the County's most significant leadership body. In uncertain times, citizens depend upon elected officials to provide a positive vision and to make strategic decisions that support that future. In the Fall of 2012, the Board of Supervisors worked to create such a vision. The Board worked to develop a plan to support their vision, whereby such plan was adopted on August 20, 2013.

Process:

The Franklin County Board of Supervisors conducted a priority setting work session at the Franklin County Government Center on November 29, 2012 that focused on several results, which included:

- Environmental scan of external trends, historical characteristics, core successes, organizational strengths, community supports, and critical issues
- Development of a collective leadership picture of the vision and direction that the Board hopes to achieve for the County
- Identification of specific outcome areas which include: Infrastructure, Schools, Economic Development/Job Creation, Financial Stability, Staffing Needs, and Managed Growth
- Identification of Board strategic goals which will be most critical to achieving the vision

The Board of Supervisors took the initial steps to define a preliminary core vision, vision outcome areas and related goals. Subsequently, various members of the Leadership Team conducted a strategic planning work session on December 12th and 13th at the Franklin County Government Center to review the Board's priorities. The strategic planning session provided staff the opportunity to draft a framework of key tasks and strategic activities to support the Board's stated vision and goals.

The Leadership Team completed the following activities at their work session:

- Developed an understanding of the Board's work session process and results; developed an interpretation that was meaningful for the staff in further enhancing a useful strategic plan
- Gained a framework for strategic planning that will be helpful to the staff over the long term in responding to the Board in an effective and efficient way
- Completed an environmental scan that depicts current and future environmental trends
- For each of the Board's vision goals, the staff developed:
 - >Action Strategies
 - >Key Champions and support staff that it would take to achieve the goal
 - >Target Dates to achieve goals and strategies

Since the Leadership Team work session, staff has reviewed and refined the goals and action strategies. Collectively, the Board of Supervisors priorities and the Leadership Team's subsequent action strategies are merged into this document – 2013 **Franklin County, Virginia Strategic Plan**.

Working Strategically:

A Strategic Plan is only good as long as it is implemented, utilized, reviewed and updated. There are many steps in developing and using a Strategic Plan and the "system" can be built incrementally. A few of these steps are listed as follows:

- Endorse the Strategic Plan
- Base policy and operating decisions on the Strategic Plan
- Link the Strategic Plan to other Planning Documents (i.e. Budgets, Capital Improvement Plan, Comprehensive Plan, Departmental Work Plans, etc.)
- Incorporate the Strategic Plan into the Budget Process to ensure compliance with the Vision
- Associate the Strategic Plan with Departmental / Staff Performance Reviews
- Integrate performance report of the Strategic Plan into reports
- Engage Board, Staff, and Citizens in Achieving Action Strategies
- Celebrate and Report Successes
- Review and Update the Strategic Plan at least every three to four years



FRANKLIN COUNTY BOARD OF SUPERVISORS VISION

Over the next 3 years, Franklin County's core vision, which describes its identity and distinguishes it from its neighbors, includes these aspirations . . .

- The County is progressive and others desire to use what the County is doing right.
- The County is financially stable and healthy.
- The County continues to be beautiful even while we enhance progress. Our agricultural land and scenic views are still here. We have used the land wisely by concentrating growth in well-planned villages.
- The County has moved from being a great place to live to a great place to live and work. We have increased opportunities for people to work right within the County.
- Many people are enjoying our remarkable recreation, including opportunities to experience our natural assets, events, heritage, culture, and special venues.
- The County has maintained award-winning schools with great ratings as a result of vision, creative foresight, excellent management, dedicated employees, and support. We have excellent career-technical education and job training opportunities for students at a young age.
- We have healthy economic development and job creation. We have higher paying jobs, clean businesses, and have pursued our target sectors advantageously. The County's quality of life is perceived to be an asset in locating a business here. Businesses come here because their employees have a mindset that they want to live in Franklin County.
- We have provided what we need in order to have good diverse growth in the County. We have provided more capabilities to follow our dreams and to insure implementation of what we want to have happen. We have dedicated staffing, the right infrastructure, clear ideas about where we want things, and an aggressive and competitive strategy.

FRANKLIN COUNTY BOARD OF SUPERVISORS STRATEGIC OUTCOME AREAS

Using the critical issues identified in the environmental scan, the Board achieved consensus on 6 Strategic Outcome Areas in which progress must be made to achieve its 3 year Core Vision. These outcome areas have clear goals to address each of them in the Strategic Plan.

INFRASTRUCTURE

Includes water/sewer, broadband, cell towers, EMS, natural gas, roads, and landfill capacity and enforcement

SCHOOLS

Includes workforce development, career/technical education, child support services

ECONOMIC DEVELOPMENT/JOB CREATION

Includes economic development site/park, looking at other amenities needed to attract business, industrial development, business support, and structure for support of existing businesses

FINANCIAL STABILITY

Includes how we finance the future, new revenue streams, dedicated revenue streams, different funding mechanisms, long range planning

STAFFING NEEDS

Includes retention, development, competitive compensation, additional staffing to provide capability, human capital, and succession planning for pending retirements

MANAGED GROWTH

Includes having tools to manage growth effectively, village centers, ordinances, how to get the type of growth that we want, impact fees, addressing the aging population, and working with demographics/population changes

FRANKLIN COUNTY BOARD OF SUPERVISORS 2-3 YEAR GOALS

The Board developed an initial set of Goals that Members would like to achieve over the next 3 years in order to implement the Core Vision. Staff members will use the Board's Goals and will also consider other goals to recommend that will assist the Board in achieving progress on the Core Vision and Strategic Outcome Areas.

INFRASTRUCTURE

Includes water/sewer, broadband, cell towers, EMS, natural gas, roads, and landfill capacity and enforcement

Develop water and sewer to growing areas of the County, with priority on sewer to Route 220N, water to Burnt Chimney, and water and sewer to South Lake.
--

Implement a better radio communications system throughout the County to support fire and rescue.
--

Implement response time standards for fire and EMS with appropriate resources.
--

Develop and implement a system to insure that we extend the life of the landfill, considering education, recycling, and enforcement of non-County dumping policies.

Pursue public/private partnerships for expanded broadband and cellular service.

Develop a funding plan and timeline for natural gas on Route 220.

SCHOOLS

Includes workforce development, career/technical education, child support services

Advocate for and develop financing plan for expanded career and technical education training, with consideration of mentoring and apprenticeship programs.
--

Actively pursue STEM-H focus at the Franklin Center.
--

ECONOMIC DEVELOPMENT/JOB CREATION

Includes economic development site/park, looking at other amenities needed to attract business, industrial development, business support, and structure for support of existing businesses

Implement new business park plan.

Review current levels of staff support for economic development and make adjustments as needed.

Develop plan(s) for business support capability.
--

FRANKLIN COUNTY BOARD OF SUPERVISORS 2-3 YEAR GOALS, page 2

FINANCIAL STABILITY

Includes how we finance the future, new revenue streams, dedicated revenue streams, different funding mechanisms, long range planning

Develop a long-range financial plan.

Consider a dedicated revenue stream for economic development, including citizen education if pursued.

Evaluate and reaffirm our financial policies to insure that they are effective for us.

STAFFING NEEDS

Includes retention, development, competitive compensation, additional staffing to provide capability, human capital, and succession planning for pending retirements

Evaluate compensation, benefits, and staffing levels with appropriate peer groups.

Develop a financial program to maintain employee's benefits.

Develop a succession plan and evaluate which areas need more staff.

Develop staffing plan to coincide with goal implementation as well as maintaining current levels of service.

Explore performance based pay.

MANAGED GROWTH

Includes having tools to manage growth effectively, village centers, ordinances, how to get the type of growth that we want, impact fees, addressing the aging population, and working with demographics/population changes

Develop tools to manage the growth of the County effectively, including ordinances and impact fees as appropriate.

Consider how to create incentives for the growth that we want in the County.

Act on appropriate strategies from Aging Services strategic plan.

STAFF RECOMMENDED GOALS

INFRASTRUCTURE

Includes water/sewer, broadband, cell towers, EMS, natural gas, roads, and landfill capacity and enforcement

Goal 1: Develop water and sewer to growing areas of the County, with priority on sewer to Route 220N, water to Burnt Chimney, and water and sewer to South Lake.

Goal 2: Implement better radio communications system throughout the County to support fire and rescue.

Goal 3: Implement response time standards for fire and EMS with appropriate resources.

Goal 4: Develop and implement a system to insure that we extend the life of the landfill, considering education, recycling, and enforcement of non-County dumping policies.

Goal 5: Pursue public/private partnerships for expanded broadband and cellular service.

Goal 6: Develop a funding plan and timeline for natural gas on Route 220.

SCHOOLS

Includes workforce development, career/technical education, child support services

Goal 1: Advocate for and develop a financing plan for expanded career and technical education training, with consideration of mentoring and apprenticeship programs.

Goal 2: Actively pursue STEM-H focus at the Franklin Center.

Goal 3: Pursue a strategy to increase collaboration and specific efforts with the Franklin County School Board to enhance the school system's effectiveness and outcome accountability in tailoring Pre-K-12 education to ensure that we can graduate students who will contribute to a highly trained workforce.

Goal 4: Maximize partnerships among institutions of higher education and prospective businesses to align and coordinate strengths from those programs with needs and demands of current and future businesses.

ECONOMIC DEVELOPMENT/JOB CREATION

Includes economic development site/park, looking at other amenities needed to attract business, industrial development, business support, and structure for support of existing businesses

Goal 1: Implement new business park plan.

Goal 2: Review current levels of staff support for economic development and make adjustments as needed.

Goal 3: Develop plan(s) for business support capability.

Goal 4: Develop a plan to attract diverse businesses that will increase the mean per capita income.

FINANCIAL STABILITY

Includes how we finance the future, new revenue streams, dedicated revenue streams, different funding mechanisms, long range planning

Goal 1: Develop a long-range financial plan including review of current revenue streams.

Goal 2: Consider a dedicated revenue stream for economic development, including citizen education if pursued.

Goal 3: Evaluate and reaffirm our financial policies to insure that they are effective for us.

Goal 4: Pursue a cooperative strategy that will enable the School Board and the County Board of Supervisors to arrive at a joint financial strategy that will support education needs within the available financial framework in which we work

STAFFING NEEDS

Includes retention, development, competitive compensation, additional staffing to provide capability, human capital, and succession planning for pending retirements

Goal 1: Develop a staffing plan to coincide with goal implementation as well as maintaining current levels of service.

Goal 2: Develop a succession plan and evaluate which areas need more staff.

Goal 3: Evaluate compensation and benefits with appropriate peer groups, including the development of a financial program to maintain employees' benefits and the exploration of performance-based pay.

MANAGED GROWTH

Includes having tools to manage growth effectively, village centers, ordinances, how to get the type of growth that we want, impact fees, addressing the aging population, and working with demographics/population changes

Goal 1: Develop tools to manage the growth of the County effectively, including ordinances and impact fees as appropriate.

Goal 2: Consider the creation of incentives for the growth that we want in the County.

Goal 3: Act on appropriate strategies from Aging Services strategic plan.

Functional Team: Internal Services

The Internal Services & Operations Functional Team supports internal and external stakeholders throughout County operations. Service areas include administrative leadership, “customer” service, voter registration and election services, property assessment, revenue collection, financial budgeting, accounting and investments, public information, records retention, procurement, payroll and personnel benefit services, employee recruitment, training and retention, facility development and maintenance, technology provision and support, regulatory compliance, risk management, and liaison support between the Board of Supervisors and citizens. The Internal Services & Operations Functional Team consists of these departments and program areas:

Clerk of the Circuit Court	Commissioner of the Revenue	County Administration
Finance	General Properties	Human Resources
Information Technology	Registrar	Risk Management
		Treasurer

Desired Future: *Franklin County is a well administered, proactive community that anticipates service needs, sustains resources, adapts to change, and ensures proper oversight to improve the lives of all citizens.*

Internal Services Team Goals

- Anticipate citizen wants and needs as they increase and evolve.
- Adapt service provision to fit the unique needs of emerging demographic shifts.
- Operate efficiently and effectively to provide support services, while managing limited resources.
- Ensure compliance with all federal, state, and local regulations, laws, and policies.
- Protect and prudently manage financial, human, physical, and technological resources.
- Share knowledge to encourage a culture of learning and improvement.
- Empower effective relationships through utilization of various communication tools and resources.

Internal Services Team Issue Statements

- **Staff recruitment, retention, and development are crucial to high-quality service delivery.**
 - Virginia has the oldest public sector workforce in America. In the near future, it will be essential to replace aging employees phasing out of the workplace through proper succession planning. Recruiting and retaining quality employees has been,

and will continue to be, a challenge due to factors such as salary market competitiveness, position compression, a compensation system that does not adequately reward high-performing employees, and limited professional development opportunities. Making salaries more competitive and enriching professional development opportunities will help ensure service delivery occurs at the same standard to which Franklin County citizens have been accustomed.

◎ **Centralized policies could increase operational effectiveness and minimize liability.**

- Currently, many important operational functions, such as Human Resource Management and Procurement, are largely decentralized. This contributes to redundancy and fragmentation as many departments perform similar tasks, but without utilizing a consistent process. Developing and adhering to centralized policies and procedures will save resources in ways such as reducing redundancy and overlap. For instance, going through procurement to make purchases can lead to cost savings by combining orders and capitalizing on cooperative agreements which can save man-hours, lower shipping expenses, and potentially reduce per-unit costs through bulk purchases.
- Centralized policies and procedures can minimize liability. For instance, going through Human Resources can make certain that proper procedures are followed. This can ensure Franklin County follows consistent processes, limiting exposure to potential lawsuits associated with - but not limited to - hiring, promotion, or termination.
- Adopting centralized policies and procedures in areas such as Human Resource Management and Procurement allows all parties involved to better understand processes, which can save time and money. Such centralized policies also enhance equity and equality by making the process fairer and consistent. In sum, by adopting centralized policies, Franklin County can better utilize resources and minimize liability – all of which save the taxpayers money.

◎ **Franklin County must continually anticipate increasing regulatory compliance demands.**

- Regulatory compliance increases capital and operational costs in several ways. For instance, staffing needs are altered to comply with increased regulatory caseloads. Additionally, regulations require more staffing qualifications such as certifications, licenses, and professional development to maintain certifications. All of these factors increase costs. Unfortunately, regulatory compliance potentially dampens economic growth, which can detract from County revenue – even though expenditures continually increase. Proper resource allocation is essential to ensure that Franklin County remains compliant with local, state, and national regulations without unduly hampering economic growth.

◎ **Need for additional staffing to leverage available resources.**

- There are a multitude of resources that could be leveraged, but unfortunately, a staffing shortage precludes Franklin County departments from capitalizing on known opportunities. Due to compounding factors such as consistently low revenue growth, increased service demands, and additional regulatory burdens, staffing levels are currently funded near baseline service provision. This limits personnel flexibility to leverage available resources. For instance, there are no personnel dedicated primarily to seeking and applying for grants – despite knowing that grants to fund Franklin County needs are available.
- The need for more staffing also constrains Franklin County from developing technological resources - such as software, digital devices, and databases - which could automate processes, provide access to best practices, save resources, reduce redundancy, lessen departmental workloads, enhance professional development, and produce more reliable data to formulate effective policies and guide better decision making. The need for additional staffing is causing a ripple effect by not fully leveraging available resources, which could lead to inefficient use of limited current resources; this inhibits the ability of departments to anticipate/adapt to changes in service demand, and can contribute to lower employee morale and higher turnover – which increases costs (e.g. recruitment, training, etc.). In sum, the need for additional staffing contributes to lost revenue generating opportunities and inefficient use of current resources.

◎ **Franklin County should encourage a strategic risk taking culture.**

- To anticipate untimely or expensive service delays, sometimes employees must take calculated risks. To support employee initiative-taking, Franklin County must develop a culture that is open to change. By welcoming new ideas, we have an opportunity to create a process that is transparent, enhances trust, and holds everyone accountable for results. Adopting a process-oriented culture that is open to change has multiple benefits. It empowers employees to make strategic risks, take responsibility for their actions, and encourage change that builds on core values. The only constant in life *is* change; we must embrace change to benefit the good people of Franklin County.

Functional Team: Human Services

The Human Services Functional Team provides both direct and indirect services to Franklin County citizens. Service areas include promoting a healthy lifestyle, lifelong learning, literary & cultural opportunities, a safe living environment, self-sufficiency, counseling, mentoring, networking opportunities, and workforce training to enhance economic development in Franklin County. The Human Services Functional Team consists of the following County

Children’s Services Act	Department of Social Services		Family Resources
The Franklin Center	Parks & Rec.	Public Libraries	Virginia Cooperative Extension

Desired Future: *Franklin County is a caring community of secure, healthy, active, self-sufficient families that enjoy extensive access to enrichment through recreational, cultural, lifelong learning, and job training opportunities.*

Human Services Team Goals

- ⦿ Ensure that all Franklin County citizens can be self-sufficient.
- ⦿ Deliver a temporary support system to integrate citizens into the community.
- ⦿ Contribute to public safety by enhancing positive outcomes for family self-sufficiency.
- ⦿ Supply avenues to enable citizens to achieve a higher quality of life.
- ⦿ Provide opportunities for Franklin County citizens to better themselves.
- ⦿ Furnish community access points to enhance quality of life.
- ⦿ Improve mental, physical, and emotional health to increase quality of life.

Human Services Team Issue Statements

- ⦿ **Staff recruitment, retention, and development are crucial to high-quality service delivery.**
 - Virginia has the oldest public sector workforce in America. In the near future, it will be essential to replace aging employees phasing out of the workplace through proper succession planning. Recruiting and retaining quality employees and volunteers has been, and will continue to be, a challenge due to factors such as salary market competitiveness, position compression, a compensation system that does not adequately reward high-performing employees, and limited professional development opportunities. Making

salaries more competitive and enriching professional development opportunities will help ensure service delivery occurs at the same standard to which Franklin County citizens have been accustomed.

◎ **Need for additional staffing to leverage available resources.**

- There are a multitude of resources that could be leveraged, but unfortunately, a staffing shortage precludes Franklin County departments from capitalizing on known opportunities. Due to compounding factors such as consistently low revenue growth, increased service demands, and additional regulatory burdens, staffing levels are currently funded near baseline service provision. This limits personnel flexibility to leverage available resources. For instance, there are no personnel dedicated primarily to seeking and applying for grants – despite knowing that grants to fund Franklin County needs are available. Additionally, there are technological resources - such as software, digital devices, and databases - that could automate processes, save resources, reduce redundancy, lessen departmental workloads, and produce more reliable data to formulate effective policies and guide better decision making. The need for additional staffing is causing a ripple effect by not fully leveraging available resources, which could lead to inefficient use of limited current resources; this inhibits the ability of departments to anticipate/adapt to changes in service demand, and contributes to lower employee morale and higher turnover – which increases costs (e.g. recruitment, training, etc.). In sum, the need for additional staffing contributes to lost revenue generating opportunities and inefficient use of current resources.

◎ **Service demand expectations are increasing, while funding levels are difficult to meet.**

- Demographic changes, such as a growing senior population, and increasing demand for adult protective services, child welfare services, positive youth development, agricultural profitability and sustainability, nutrition, health and wellness, family and human development, recreational, and lifelong learning opportunities provide complex new challenges and opportunities. It should also be noted that as economic activity decreases, demand for human services increases - even though revenue sources become strained during difficult economic times. Unfortunately, this is compounded by a lack of employment diversification, which negatively impacts attracting and retaining early career, mid-career, and college educated taxpaying employees. Human service demands will continually increase and evolve. Adequate funding to meet current and emerging service demands ensures service delivery occurs at the standard to which Franklin County citizens have been accustomed.

◎ **Expanding partnerships is needed to reduce Franklin County service delivery and funding burdens.**

- Opportunities for cross departmental collaboration and partnerships are necessary to bring collective resources to bear on complex community issues. Many within the community may be unaware of the full range of services offered in Franklin County. As a result, some services may go underutilized, while other programs could become stressed. Forging and strengthening community partnerships allows for more effective resource utilization, but it also comes with positive and negative consequences. A strength of

partnerships is that service capacity and quality generally increases. For instance, more people can access services, which increases citizen quality of life in a variety of ways ranging from income stabilization to skill development. It is worth noting, however, that with increased service capacity come additional expenses such as facility maintenance costs associated with custodial work and additional supplies. In all, by operating in a more collaborative manner we can raise awareness - and increase the quality - of community services, while potentially sharing the associated expenses.

- ◎ **Sufficient capital funding and operational support is needed for County infrastructure development.**
 - Infrastructure is needed to attract businesses and enhance human services and quality of life in Franklin County. Deferring capital projects, for a variety of reasons, has compounded costs and increased pressure on revenue sources. This is even more problematic because scarce funding from the state and federal governments is placing an additional financial burden on Franklin County. Resources should be directed to capital funding and operational support in the near future to spur new private investment that will strategically address diminishing state and federal revenues, while minimizing compounding costs.

Functional Team: Community Services

The Community Services Functional Team provides both direct and indirect services to Franklin County citizens. Service areas include residential, commercial, & industrial development, utilities, refuse collection & disposal, tourism, recreation & athletics, parks, transportation & land use planning, and building & environmental safety. The Community Services Team consists of the following County Departments:

Economic Development	Planning & Community Development	Public Works
Building Inspections	Parks & Recreation – Aging Services	Solid Waste - Landfill

Desired Future: *Franklin County is well served by flexible, adaptable, and accessible community facilities that encourage and strengthen businesses, families, neighborhoods, and the natural environment.*

Community Services Team Goals

- ⦿ Promote a business-friendly community to retain and attract businesses, diversify the economic base, create job opportunities for an educated, ready workforce, thereby promoting the economic vitality of the community.
- ⦿ Promote healthy active lifestyles and foster self-sufficiency that enhances quality of life.
- ⦿ Enrich quality of life, preserve natural resources, and enhance community attractiveness through stewardship of the natural and built environment.
- ⦿ To promote and provide for public health, safety, welfare and the necessary infrastructure for future growth.
- ⦿ To protect and enhance property values.
- ⦿ To encourage and ensure a thriving, diverse community.
- ⦿ To promote public trust in all interactions with internal and external customers.

Community Services Team Issue Statements

- ⦿ **Staff recruitment, retention, and development are crucial to high-quality service delivery.**
 - Virginia has the oldest public sector workforce in America. In the near future, it will be essential to replace aging employees phasing out of the workplace through proper succession planning. Recruiting and retaining quality employees has been, and will continue to be, a challenge due to factors such as salary market competitiveness, position compression, a compensation system that does not adequately reward high-performing employees, and limited professional

development opportunities. Making salaries more competitive and enriching professional development opportunities will help ensure service delivery occurs at the same standard to which Franklin County citizens have been accustomed.

⊙ **Sufficient capital funding and operational support is needed for County infrastructure development.**

- Infrastructure is needed to attract businesses and enhance economic vitality in Franklin County. Deferring capital projects, for a variety of reasons, has compounded costs and increased pressure on revenue sources. This is even more problematic because scarce funding from the state and federal governments is placing an additional financial burden on Franklin County. Resources should be directed to capital funding and operational support in the near future to spur new private investment that will strategically address diminishing state and federal revenues, while minimizing compounding costs.

⊙ **Service demand expectations are increasing, while funding levels are difficult to meet.**

- Demographic changes, such as a growing senior population, increase the demand for - and types of - services provided. It should also be noted that as economic activity decreases, demand for government services increases - even though revenue sources become strained during difficult economic times. Unfortunately, this is compounded by a lack of employment diversification, which negatively impacts attracting and retaining early career, mid-career, and college educated taxpaying employees. Service demands will continually increase and evolve. Adequate funding to meet current and emerging service demands ensures that service delivery occurs at the standard to which Franklin County citizens have been accustomed.

⊙ **Franklin County must continually anticipate increasing regulatory compliance demands.**

- Regulatory compliance increases capital and operational costs in several ways. For instance, staffing needs are altered to comply with increased regulatory caseloads. Additionally, regulations require more staffing qualifications such as certifications, licenses, and professional development to maintain certifications. All of these factors increase costs. Unfortunately, regulatory compliance potentially dampens economic growth, which can detract from County revenue – even though expenditures continually increase. Proper resource allocation is essential to ensure that Franklin County remains compliant with local, state, and national regulations without unduly hampering economic growth.

Functional Team: Public Safety

The Public Safety Functional Team provides both direct and indirect services to Franklin County citizens. Service areas include law enforcement, investigations, 911, corrections, court services, fire & EMS response, and animal control. The Public Safety Functional Team consists of the following County Departments:

Animal Control	Commonwealth's Attorney	
EMS	Fire	Sheriff

Desired Future: *Franklin County receives high-performing, professionally accredited, organized public safety provision that protects lives and property, while enhancing economic development opportunities.*

Public Safety Team Goals

- Protect the lives and property of all Franklin County residents and businesses.
- Ensure the health, wellbeing, and safety of all Franklin County citizens.
- Enhance economic development investment through effective incident responses & excellent ISO ratings.
- Meet professional standards for public safety provision, thereby ensuring high performing, professional service delivery throughout Franklin County.
- Educate Franklin County citizens about public safety through clear and consistent communication.
- Remain the standard bearer for public safety incident response procedures in rural Virginia.

Public Safety Team Issue Statements

- **Staff recruitment, retention, and development are crucial to high-quality service delivery.**
 - Virginia has the oldest public sector workforce in America. In the near future, it will be essential to replace aging employees phasing out of the workplace through proper succession planning. Recruiting and retaining quality employees has been, and will continue to be, a challenge due to factors such as salary market competitiveness, position compression, a compensation system that does not adequately reward high-performing

employees, and limited professional development opportunities. Public safety personnel require competitive benefits packages to ensure they and their families are taken care of in case of injuries that could arise from working in life-threatening situations. The aforementioned factors have combined to create a public safety workforce experience gap. As many high-ranking personnel near retirement, there is currently a wide disparity in knowledge among employees that comes with experience. If not addressed, this experience gap could lead to a loss of institutional memory, which is only regained through costly trial and error. Without making salaries more competitive, improving benefits, and enriching professional development opportunities, it will be unrealistic to expect service delivery at the same standard to which Franklin County citizens have been accustomed. In the case of public safety, this is literally a matter of life and death.

◎ **Sufficient capital funding and operational support of committed County infrastructure development.**

- Infrastructure is needed to attract businesses and enhance economic vitality in Franklin County. Deferring capital projects, for a variety of reasons, has compounded costs and increased pressure on revenue sources. This is even more problematic in the area of public safety. The demand for services is increasing and the department of public safety needs additional office space to meet this emerging demand. For example, there is little office space available for necessary growth; meanwhile, stations are aging, and the animal control shelter has already expanded beyond its intended capacity and condition to meet community demands. Resources should be directed to capital funding to ensure that public safety capacity exists to anticipate and adapt to continually increasing service demands.

◎ **Need for additional staffing to leverage available resources.**

- There are a multitude of resources that could be leveraged, but unfortunately, current staffing levels preclude Franklin County departments from capitalizing on known opportunities. Due to compounding factors such as consistently low revenue growth, increased service demands, and additional regulatory burdens, staffing levels are currently funded near baseline service provision. This limits personnel flexibility to leverage available resources. For instance, there are no personnel dedicated primarily to seeking and applying for grants – despite knowing that grants to fund Franklin County needs are available. Additionally, there are technological resources - such as software, digital devices, and databases - that could automate processes, save resources, reduce redundancy, lessen departmental workloads, and produce more reliable data to formulate effective policies and guide better decision making. The need for additional staffing is causing a ripple effect by not fully leveraging available resources, which could lead to inefficient use of limited current resources; this inhibits the ability of departments to anticipate/adapt to changes in service demand, and contributes to lower employee morale and higher turnover – which increases costs (e.g. recruitment, training, etc.). In sum, the need for additional staffing contributes to lost revenue generating opportunities and inefficient use of current resources.

- ◎ **Managing the costs of a fully-functional fleet is essential to high-quality service delivery.**
 - Vehicles are essential to effective public safety service provision, whether it is Sheriff's Office patrol cruisers, or public safety ambulances and fire apparatuses. A healthy fleet saves lives through effective service provision and saves money through reduced maintenance costs. In order to manage a healthy fleet, however, vehicles and apparatuses must be replaced consistently. Due to a variety of factors such as age, condition, mileage, and unit cost, past fleet replacement has been like a fiscal rollercoaster with much more spending in some years compared to others. There is need for a data-driven fleet management system to ensure regular replacement occurs through consistent annual funding to maintain a fully-functional fleet year after year.

- ◎ **Service demands evolve as demographics change; funding levels must anticipate service demands.**
 - Demographic changes increase the demand for - and types of - services provided. For instance, as the senior population grows in Franklin County, the number of incident responses increases. This places a greater service call burden on public safety personnel. The types of calls are also changing. More seniors on the road contribute to additional age-related traffic crashes, as well as added calls for chest pains. As can be seen from the previous examples, changing demographics influences the number and types of calls, as well as the public safety resources needed and how resources are utilized. It should also be noted that as economic activity decreases, demand for government services increases - even though revenue sources become strained during difficult economic times. For instance, higher long-term unemployment often leads to more service calls associated with domestic violence and robbery. In sum, service demands will continually increase and evolve with demographic changes. Adequate funding must be provided to meet current and emerging service demands to ensure high-quality service delivery continues.

Franklin County - Debt Management

The Franklin County Board of Supervisors adopted the following debt policy on October 10, 1994:

1. Financing should be considered for County assets that are designed to serve the citizens for a period of time in excess of five years with debt issued for a similar period and designed to spread the cost of the asset to all users, both current and future, unless a more feasible alternative exists (grants, gifts, etc.); and
2. Debt issued for the purpose of financing water and sewer projects or other enterprise fund projects will primarily be supported by revenues generated by those projects; and
3. County debt as a percentage of assessments will not exceed 3.5%; and
4. The County's debt service as a percentage of general government expenditures will not exceed 10%; and
5. The County's debt per capita will not exceed \$1,500 per capita; and
6. Capital leases of longer than three (3) years duration will be included as debt for the purpose of computing the ratios expressed herein.

	<i>Policy</i>	<i>Actual at June 30, 2016</i>
The County's debt as a percentage of the real estate assessment.	3.50%	0.49%
The County's debt service as a percentage of general government expenditures	10.00%	3.93%
Net Bonded Debt Per Capita at June 30, 2016	\$1,500.00	\$663.15
(Net Bonded Debt only includes General Obligation Bonds and Notes and Literary Fund Loans. It excludes the liability for Landfill Closure and Post Closure, the Accrued Liability for Vacation, Sick and Comp Time, Capital Leases, Bond Premiums and the Liability for Other Post-Employment Benefits)		

Annual requirements to amortize long-term debt and related interest are as follows:

Fiscal Year Ending June 30,	<u>General Obligation Bonds</u>	
	<u>Principal</u>	<u>Interest</u>
2017	4,507,234	1,031,835
2018	4,586,472	909,090
2019	4,052,837	785,409
2020	3,771,455	671,121
2021	3,851,477	558,022
2022-2026	12,619,308	1,513,298
2027-2032	3,118,067	359,413
2033-2035	729,999	71,818
Total	\$37,236,849	\$5,900,006

**Change in Long-Term Obligations
as of June 30, 2016**

	Balance <u>June 1, 2015</u>	Increases/ <u>Issuances</u>	Decreases/ <u>Retirements</u>	Balance <u>June 30, 2016</u>
General Obligation				
Bonds and Notes	\$41,671,485		(\$4,434,636)	\$37,236,849
Premiums on Gen. Obligation bonds	170,248		(23,183)	147,065
Capital leases	264,911		(131,566)	133,345
Landfill closure/postclosure liability	9,738,263	290,382		10,028,645
Compensated absences	1,424,472	1,119,251	(1,068,354)	1,475,369
Net OPEB obligation	760,160	107,000	(48,000)	819,160
Net pension liability	4,524,689	5,457,658	(4,525,050)	5,457,297
	<hr/>			
Total	\$58,554,228	\$6,974,291	(\$10,230,789)	\$55,297,730

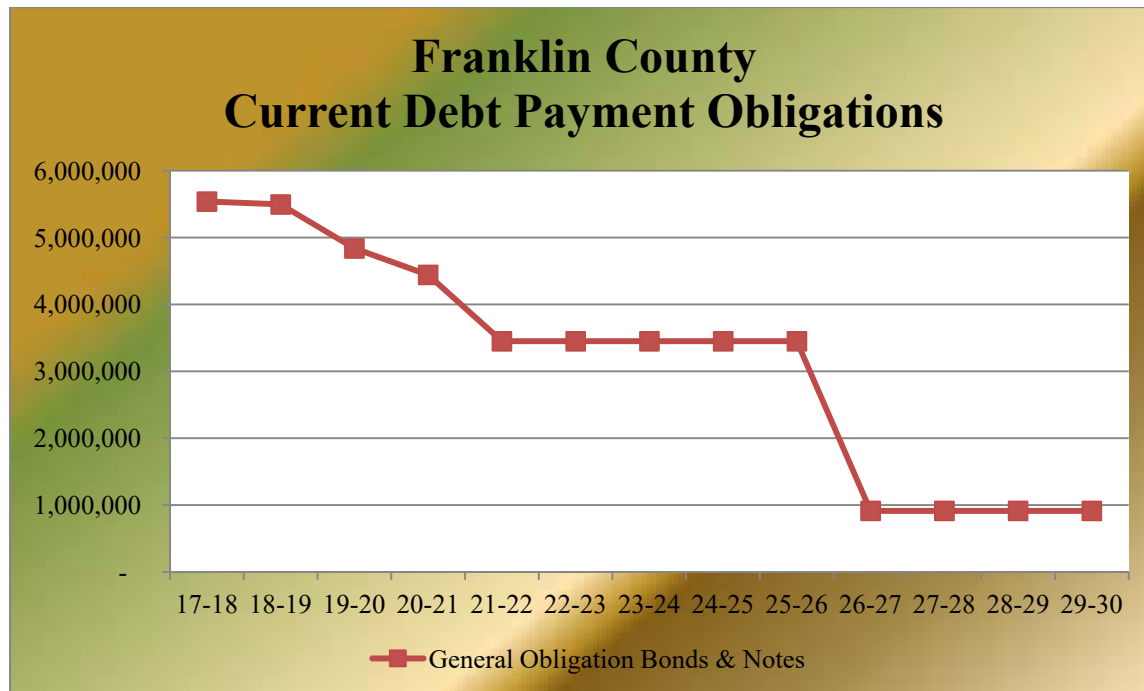
Bond Rating:

Franklin County’s underlying credit rating by Moody’s is Aa2. The rating from Standard & Poor’s was recently upgraded from AA- to AA+. Both credit rating agencies are favorably impressed with the County’s managerial policies as well as its’ adherence to conservative financial policies. Also cited by both rating agencies is Franklin County’s strong General Fund balance and meaningful usage of Pay-As-You-Go Funding for capital needs.

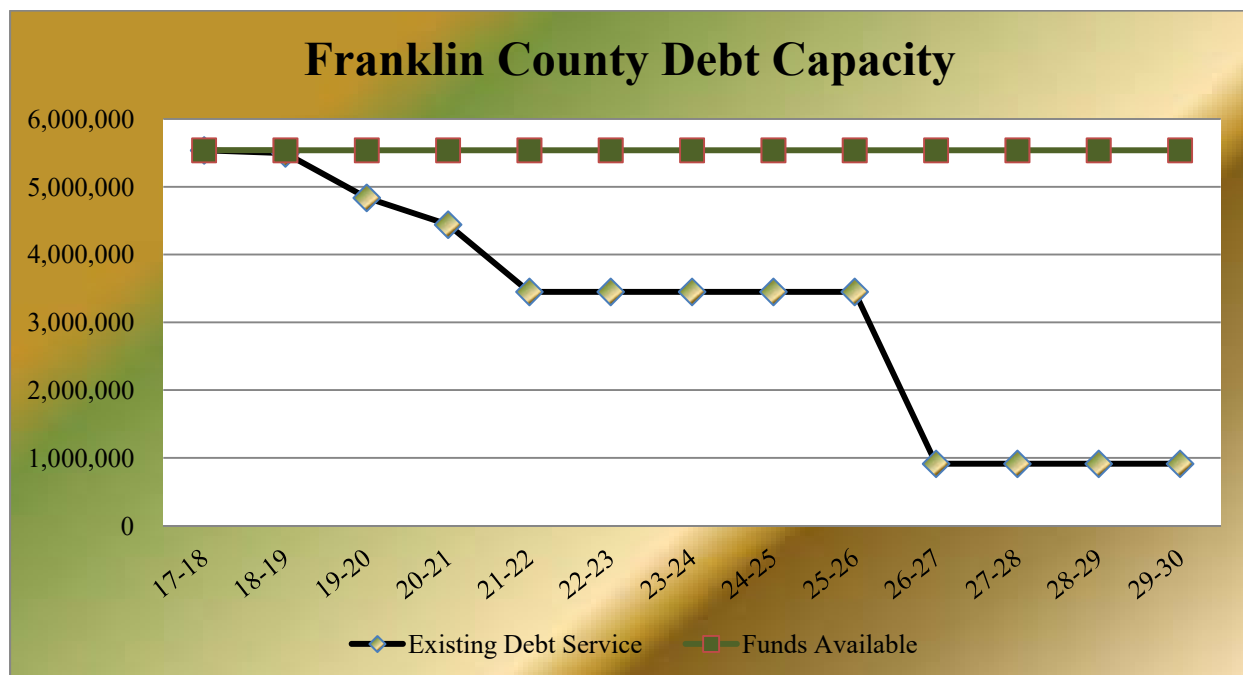
By formalizing the solid financial standing of the County in the eyes of the investment community, Franklin County has maximized their chances to borrow monies at the lowest interest rate possible. These ratings confirm to Wall Street that Franklin County’s financial position is strong and as a result, repayment risk for an investor in debt obligations of the County is minimal.”

Debt Capacity

The following chart shows the County’s current debt payment obligations by type and fiscal year.



The next chart examines the County of Franklin’s ability to borrow in future years based upon the amount of annual debt service retired that year. This capacity assumes that total debt service will not exceed FY17-18 levels nor require increases in future tax rates.

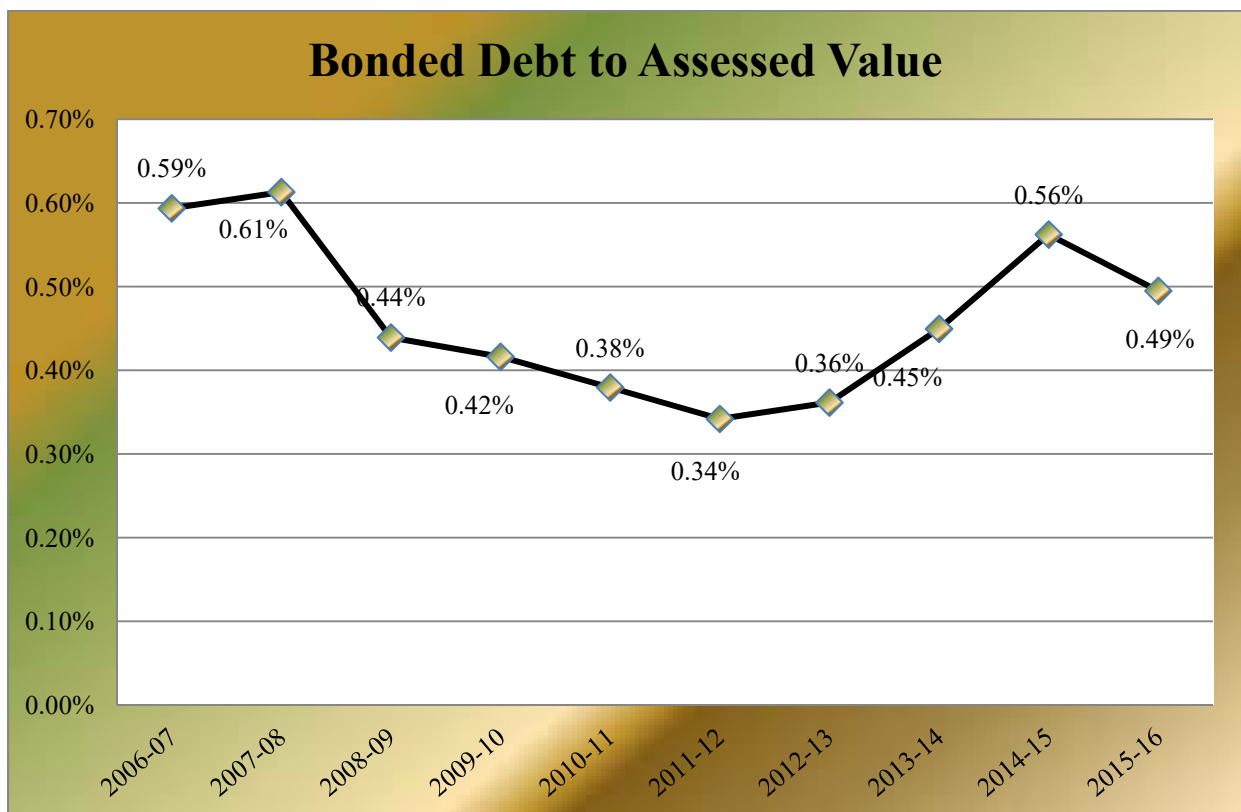
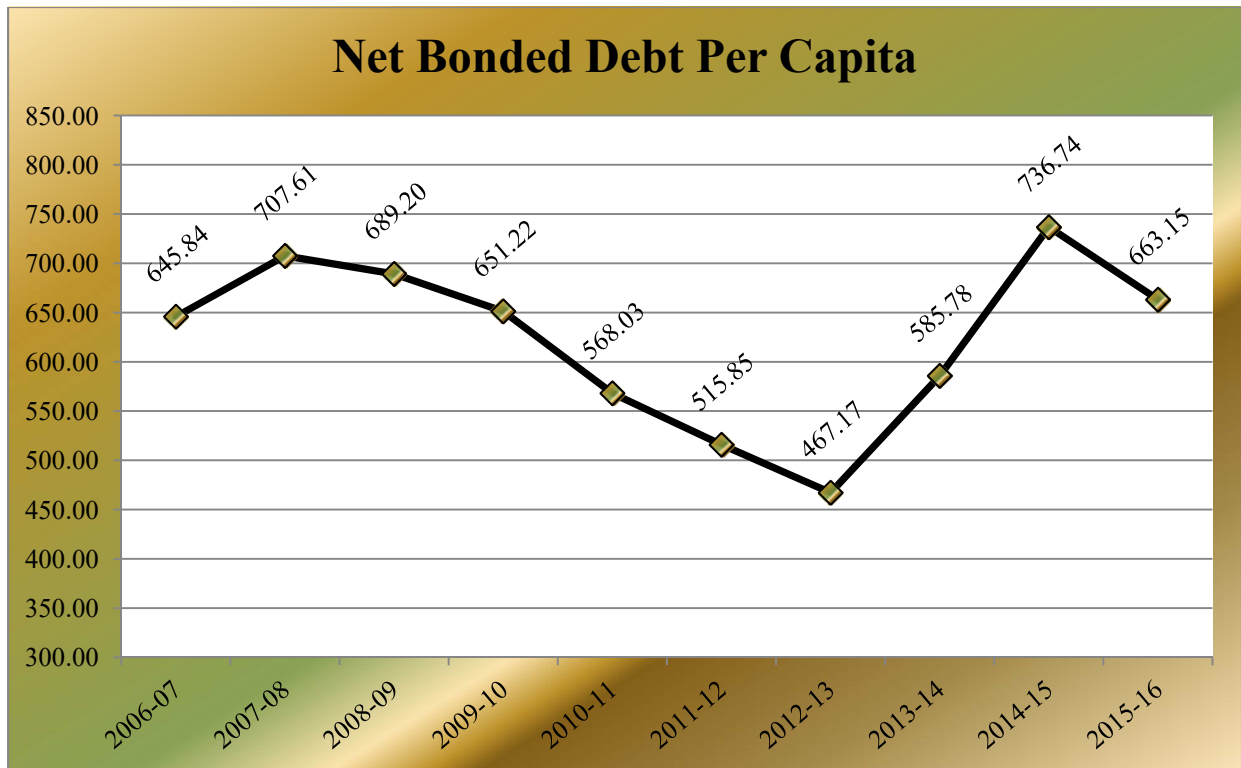


The current level of net bonded debt per capita at June 30, 2016 for Franklin County is \$663.15. The median for the Commonwealth of Virginia is approximately \$1,000. Franklin County's debt to assessed value at June 30, 2016 is 0.49% with the Virginia median being slightly less than 2.00%. Debt service as a percentage of expenditures was 3.93% for the fiscal year ended June 30, 2016. The County is in good financial position to borrow in the future should the need arise. The adopted FY17-18 budget does not include any borrowed funds.

FRANKLIN COUNTY
Ratio of Net General Bonded Debt to Assessed Value and Net Bonded Debt per Capita
Last Ten Fiscal Years

<u>Fiscal Year</u>	<u>Population(1)</u>	<u>Gross Assessed Value (3)</u>	<u>Gross and Net Bonded Debt(2)</u>	<u>Ratio of Bonded Debt to Assessed Value</u>	<u>Net Bonded Debt per Capita</u>
2006-07	51,102	5,559,899,532	33,003,883	0.59%	645.84
2007-08	52,202	6,026,055,132	36,938,539	0.61%	707.61
2008-09	52,841	8,292,525,331	36,418,271	0.44%	689.20
2009-10	53,450	8,363,776,434	34,807,635	0.42%	651.22
2010-11	56,159	8,406,494,817	31,900,271	0.38%	568.03
2011-12	56,300	8,493,026,694	29,042,189	0.34%	515.85
2012-13	56,574	7,311,819,908	26,429,558	0.36%	467.17
2013-14	56,616	7,377,048,819	33,164,494	0.45%	585.78
2014-15	56,793	7,441,231,237	41,841,733	0.56%	736.74
2015-16	56,373	7,552,929,174	37,383,914	0.49%	663.15

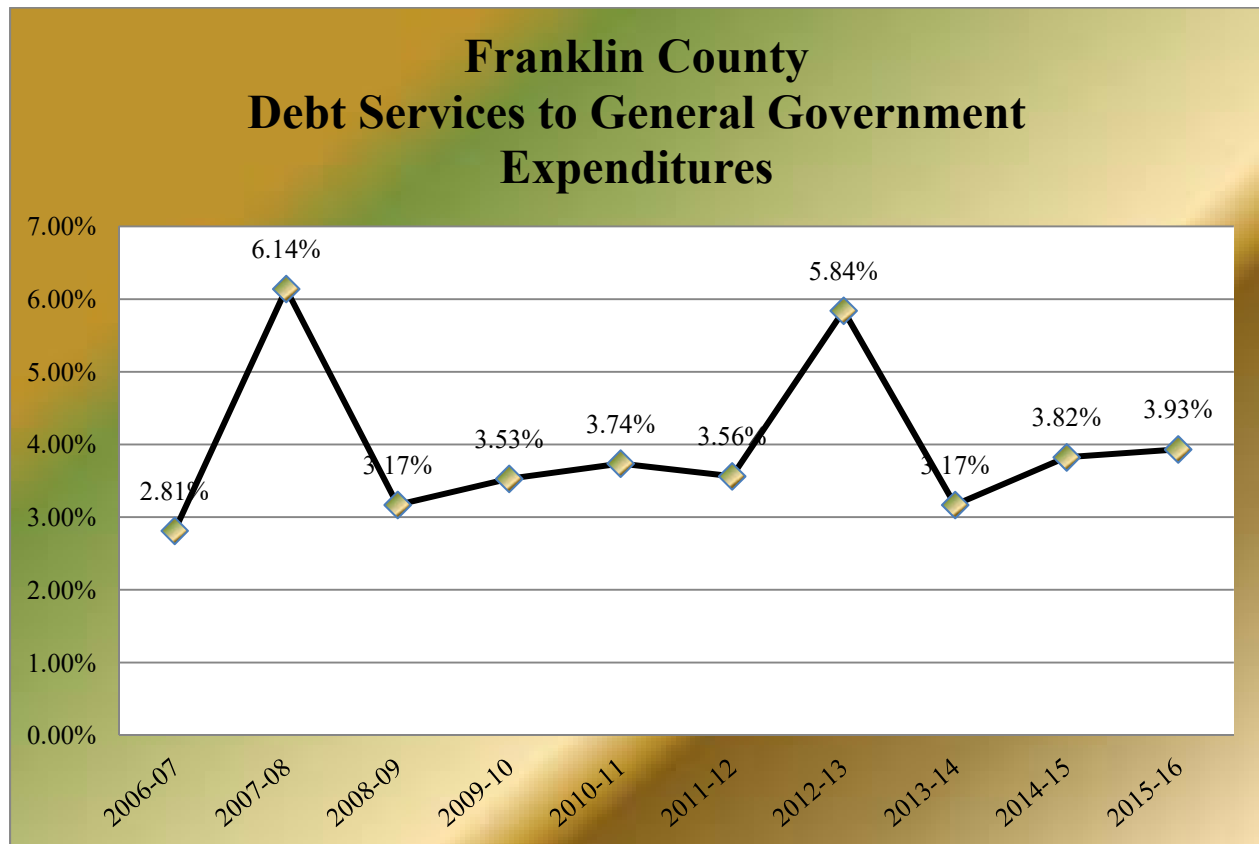
Note: (1) Bureau of the Census
(2) Includes all long-term general obligation debt
(3) 100% of fair market value



**Ratio of Net Annual Debt Service Expenditures for
General Bonded Debt to Total General Governmental Expenditures
Last Ten Fiscal Years**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Debt Service (1)</u>	<u>Total General Government (2) Expenditures (3)</u>	<u>Ratio of Debt Service to General Governmental Expenditures</u>
2006-07	2,076,767	1,232,658	3,309,425	117,641,185	2.81%
2007-08	6,004,140	1,364,839	7,368,979	119,999,538	6.14%
2008-09	2,753,602	1,582,736	4,336,338	136,814,311	3.17%
2009-10	2,960,922	1,602,618	4,563,540	129,335,060	3.53%
2010-11	3,122,020	1,362,326	4,484,346	119,968,362	3.74%
2011-12	3,028,681	1,293,215	4,321,896	121,319,835	3.56%
2012-13	6,304,484	1,040,602	7,345,086	125,741,487	5.84%
2013-14	3,122,132	852,941	3,975,073	125,450,864	3.17%
2014-15	3,810,068	1,103,561	4,913,629	128,489,776	3.82%
2015-16	4,566,202	1,150,831	5,717,033	145,345,042	3.93%

- (1) Exclude bond issuance and refunding of bonds.
- (2) Includes general, special revenue funds and component units.
- (3) Excludes refunding of bond.



The jump in 07-08 was due to the County being able to make additional principal payments on a project that became largely grant funded after funds had been borrowed. FY12-13 also showed a small spike because of old debt issues that were refinanced.

Additional Information on the County's Outstanding Debt:

The County has issued debt for various School and County projects as shown below:

<u>Purpose</u>	<u>Outstanding Balance at June 30, 2016</u>
Franklin County High School Improvements	\$1,784,551
Stadium Expansion at FCHS	\$1,125,000
Windy Gap Elementary School	\$6,464,003
Various Elementary School Projects	\$2,077,500
Workforce Center Building	\$998,320
Government Center Renovation	\$2,283,475
Business Park	\$8,370,000
Westlake Sewer Project	\$2,495,000
Note Payable to Virginia Western Community College	\$300,000
Radio System Improvements	\$11,339,000
Total	\$37,236,849



Basis of Budgeting, Basis of Accounting and Fund Structure

Basis of Budgeting

The budgets of governmental type funds (General, Special Revenue and Capital Projects Funds) are prepared on the cash basis of accounting. Revenues and related assets are recorded when received and expenditures are recorded as the related fund expenditures are paid.

The revenues and expenses of the Utility Fund are also budgeted on the cash basis of accounting and will be used to account for all the operations, capital and debt service of this fund.

The Comprehensive Annual Financial Report (CAFR) shows the status of the County's finances on the basis of "generally accepted accounting principles" (GAAP). Reconciliation must be performed to convert numbers from the modified accrual basis to the cash basis when comparing the CAFR to the numbers presented in the budget document.

Prior to June 30, the County Board of Supervisors adopts the budget by resolution and funds are appropriated generally at the department level or category level (Component Unit - School Fund) through passage of an appropriations ordinance.

Formal budgetary integration is employed as a management control device during the fiscal year for all funds. Budgets are legally adopted annually for the County's General Fund, Special Revenue Funds, Debt Service Fund, School Operating Fund and Utility Fund.

A budget is adopted for each project in the County Capital Projects Fund. Projects are appropriated on a project by project basis throughout the fiscal year. The Appropriations Ordinance specifies that the budget and appropriation for each project continue until completion of the project. All other appropriations lapse at year-end. The level of control at which expenditures may not legally exceed appropriations is at the project level in the County Capital Projects Fund.

Fund Accounting

The accounts of the County and its component unit, the Franklin County School Board, are organized on the basis of funds and account groups. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures, as appropriate.

Basis of Accounting

The accounting principles of the County for financial reporting purposes are maintained on the modified accrual basis of accounting for the General Fund, Special Revenue Fund, Capital Projects Fund, Debt Service Fund, School Fund and Utility Fund.

Under the modified accrual basis of accounting, revenues and related assets are recorded when measurable and available to finance operations during the year. Accordingly, real and personal property taxes are recorded as revenues and receivables when billed, net of allowances for uncollectible amounts, except that property taxes not collected within 60 days after year end are reflected as deferred revenues. Expenditures, other than interest on long-term debt, are recorded as the related fund liabilities are incurred. Interest on long-term debt is recognized when due except for interest due on July 1, which is accrued.

Governmental Fund Types

All expendable financial resources and the related liabilities are accounted for through Governmental Funds. The Governmental Fund measurement focus is upon determination of financial position and changes in financial position, rather than upon net income determination as would apply to a commercial enterprise. The individual Governmental Funds are:

General Fund

The General Fund accounts for all revenues and expenditures applicable to the general operations of the County, which are not accounted for in other funds.

Special Revenue Funds

Special Revenue Funds account for the proceeds of specific revenue sources (other than those dedicated for major capital projects) requiring separate accounting because of legal or regulatory provisions or administrative action. The County has two special revenue funds: Law Library and E911.

Capital Projects Funds

Capital Projects Funds account for financial resources to be used for the acquisition or construction of major capital facilities, other than those financed by Proprietary Funds.

Debt Service Fund

This fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and other related costs. The Debt Service fund is considered a major fund for reporting purposes.

School Fund (Component Unit)

Presented as a Component Unit is the Franklin County School Board which operates the elementary and secondary schools in the County. The School Board is fiscally dependent upon the County because the County approves all debt issuances of the School Board and provides

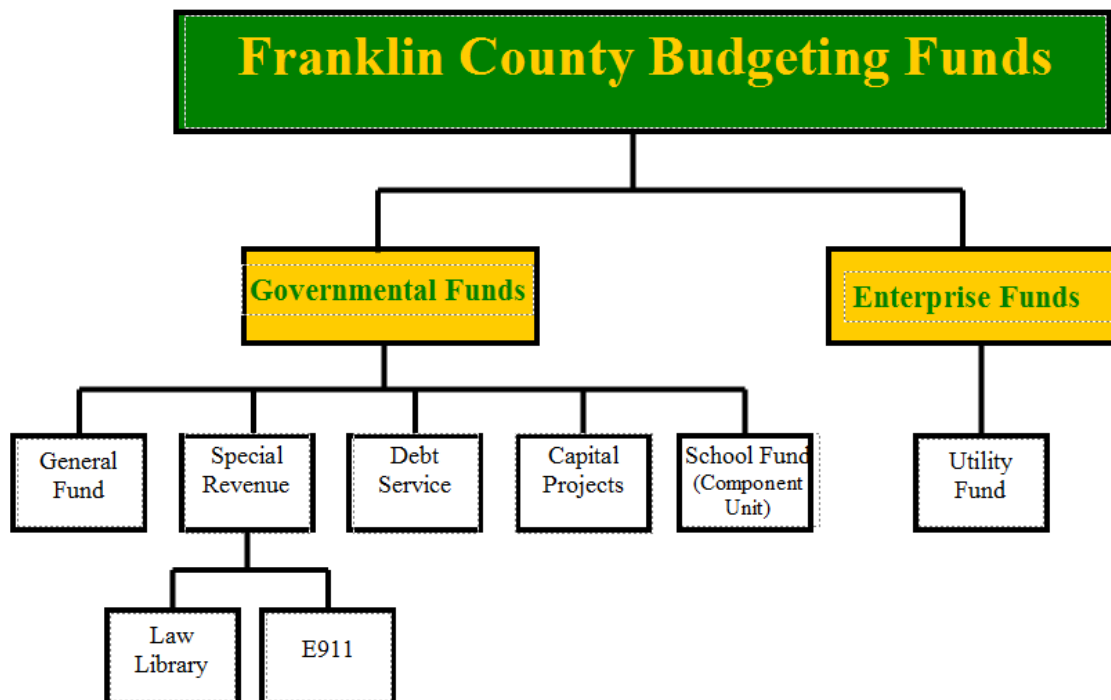
significant funding to operate the public schools since the School Board does not have separate taxing powers.

Enterprise Funds

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses including depreciation) of providing services to the general public be financed or recovered primarily through user charges. The governing body may also have determined that a periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. The County does not budget depreciation expenses in enterprise funds although they are recorded and reported in the annual financial report. The only enterprise fund is the utility fund which is used to account for the operations of a small water system located at one of the County's industrial parks.

Utility Fund

This fund accounts for the operation and maintenance of a small water system located at one of the County's industrial parks. Charges for services and grants represent the major sources of operating revenue. Contractual services and depreciation are the major expenditures of the fund.



**Franklin County
Undesignated and Designated Fund Balances**

Governmental Funds

Undesignated Fund Balance is the accumulated total of all prior years' actual Governmental Fund revenues in excess of actual expenditures. This is actually the surplus that has not been previously appropriated and is not reserved or designated.

Restricted and Assigned Governmental Fund Balance is comprised of those funds that have been reserved from fund balance for a specific use. The following amounts were restricted and assigned from the Governmental Funds fund balance at June 30, 2016:

Restricted for E911	\$221,384
Restricted for Law Library	114,882
Restricted for Forfeited Assets	101,975
Restricted for Courthouse Maintenance	102,516
Assigned for Debt Service	2,098,960
Assigned for Capital Projects	18,758,968
Total	\$21,398,685

This total of \$21,398,685 is included in the June 30, 2016 fund balance amount of \$41,229,781. Unassigned general fund balance on June 30, 2016 was \$19,831,096. Below are summary projections of fund balance for the general fund only:

	Estimate FY16-17	Budget FY 17-18
Fund Balance, Beginning of Year	\$19,831,096	\$21,249,988
Revenue Sources	82,806,404	82,302,442
Expenditures	-40,075,561	-42,234,012
Transfers to Other Funds	-41,311,951	-40,068,430
Fund Balance, End of Year	\$21,249,988	\$21,249,988

Fund balance is projected to decrease in FY16-17 as funds are used for various capital projects. As the economy has begun to stabilize in our region, revenues that have been declining over the past two to three years have begun to level out and are becoming more predictable.

Reserve Accounts Including Fund Balance: The fund balance policy was adopted by the Board of Supervisors during FY12-13 and is included below:

I. Purpose

The Board of Supervisors of Franklin County is dedicated to maintaining an appropriate level of fund balance sufficient to mitigate current and future financial risks and to ensure stable tax rates; and, therefore, formally establishes this policy for

the County's Fund Balance. This policy also authorizes and directs the Finance Director to prepare financial reports which accurately categorize fund balance as required by GASB Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*.

II. Components of Fund Balance

Fund balance is the difference between the assets and liabilities reported in a governmental fund. The following five fund balance classifications describe the relative strength of the spending constraints placed on the purposes for which the resources can be used:

- Non-spendable fund balance – amounts that are not in spendable form (such as inventory and prepaid assets) or are required to be maintained intact (corpus of a permanent fund);
- Restricted fund balance – amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government), through constitutional provisions, or by enabling legislation;
- Committed fund balance – amounts constrained to specific purposes by a government itself, using its highest level of decision-making authority; to be reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest level action to remove or change the constraint;
- Assigned fund balance – amounts a government intends to use for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority; for all funds except the general fund, assigned fund balance is the residual fund balance classification;
- Unassigned fund balance – amounts that are available for any purpose; positive amounts are only reported in the general fund.

III. Committed Fund Balance Policy

The Board of Supervisors is the County's highest level of decision-making authority and the formal action that is required to be taken to establish, modify, or rescind a fund balance commitment is a resolution approved by the Board of Supervisors. The resolution must either be approved or rescinded, as applicable, prior to the last day of the fiscal year for which the commitment is made. The amount subject to the constraint may be determined in the subsequent period.

IV. Assigned Fund Balance Policy

The Board of Supervisors has authorized the County's Finance Director as the official authorized to assign fund balance to a specific purpose as approved by this fund balance policy.

- V. Minimum Unassigned Fund Balance Policy
- VI. The County will maintain an unassigned fund balance in the general fund of no less than two months of regular general fund operating revenues. The County considers a balance of less than two months of regular general fund operating revenues to be cause for concern, barring unusual or deliberate circumstances.
- VII. Resource Flow Policy
When fund balance resources are available for a specific purpose in more than one classification, it is the County's policy to use the most restrictive funds first in the following order: restricted, committed, assigned, and unassigned as they are needed.

Below is a fund balance overview of the beginning estimated balances, activity expected and projected ending balances of all funds:

Fund Balance					
Projected FY16-17 Balances					
Fund	Fund Balance	Revenue	Transfers	Estimated Fund Balance	
	July 1, 2016	Sources	Expenditures	Out	June 30, 2017
General Fund	\$19,831,096	\$82,806,404	(\$40,075,561)	(\$41,311,951)	\$21,249,988
E911 Fund	221,384	975,424	(925,751)		271,057
Law Library	114,882	9,466	(5,000)		119,348
Capital Projects	18,758,968	21,246,994	(15,222,346)		24,783,616
Debt Service	2,098,960	3,119,439	(3,352,970)		1,865,429
School Operating	858,744	85,755,878	(85,413,668)		1,200,954
Utilities	259,552	172,170	(212,711)		219,011
Totals	\$42,143,586	\$194,085,775	(\$145,208,007)	(\$41,311,951)	\$49,709,403

Note: It is the intent of the County for all funds to end the year with the same fund balance as the beginning of the fiscal year. The Capital Projects Fund balance is projected to decrease as borrowed funds are spent on various County projects. The County issued debt in the amount of \$12.5 million in the fall of 2015 to fund various capital projects including a new public safety radio system. Construction on the radio system is estimated to be completed in the fall of 2017. The General Fund fund balance is projected to increase from a small surplus of revenues and conservative expenditure estimates.

4

Financial Summaries



Fund Balance, Revenue and Expenditure Totals by Fund	61
Total Revenues/Expenditures	63
Revenue Pie Chart	64
Revenue Analysis	65
Revenue Funding Crosswalk	72
Expenditure Pie Chart	74
Expenditure Highlights	75
Table of Departments and Funds	77
Long Term Financial Projection	78



Franklin County, Virginia
Fund Balance, Revenue and Expenditure Totals by Fund
Adopted FY17-18 Budget

	Fund							Totals
	General	E911	Law Library	Capital Projects	Debt Service	School Operating	Utilities	
Beginning Fund Balance	21,249,988	271,057	119,348	24,783,616	1,865,429	1,200,954	219,011	49,709,403
Revenues From Local Sources:								
General Property Taxes	49,720,369							49,720,369
Other Local Taxes	11,545,217		10,000					11,555,217
Permits, Fees and Licenses	349,928							349,928
Fines and Forfeitures	41,892							41,892
Revenue From Money & Property	447,749							447,749
Charges For Services	2,570,797					3,295,423	9,000	5,875,220
Miscellaneous Revenues	445,494				189,575			635,069
Recovered Costs	594,311							594,311
Revenues From Commonwealth of Virginia:								
School Funds						42,036,677		42,036,677
Public Assistance Revenue	4,920,616							4,920,616
Comprehensive Services Act	3,362,674							3,362,674
Shared Expenses - Constitutional Officers	4,451,014							4,451,014
Personal Property Tax Relief	2,626,618							2,626,618
Other Grants and State Shared Expenses	1,095,041	60,000						1,155,041
Revenue From Federal Government	184,722					8,004,604		8,189,326
Total Revenues	82,356,442	60,000	10,000	0	189,575	53,336,704	9,000	135,961,721
Fund Balance					903,350			903,350
Interfund Transfers		953,663		3,035,501	2,989,992	33,074,274	15,000	40,068,430
Total Available Funds	103,606,430	1,284,720	129,348	27,819,117	5,948,346	87,611,932	243,011	226,642,904

Franklin County, Virginia
Fund Balance, Revenue and Expenditure Totals by Fund (Continued)
Adopted FY17-18 Budget

Expenditures:	Fund							Totals
	General	E911	Law Library	Capital Projects	Debt Service	School Operating	Utilities	
General Government Administration	4,507,275							4,507,275
Judicial Administration	2,803,838		10,000					2,813,838
Public Safety	13,451,565	1,013,663						14,465,228
Public Works	3,687,671							3,687,671
Health and Welfare	12,290,872							12,290,872
Parks, Recreation and Cultural	2,099,222							2,099,222
Community Development	2,916,970							2,916,970
Non Departmental	530,599							530,599
Transfers to Other Funds	40,068,430							40,068,430
Debt Service					4,082,917			4,082,917
School Operating Fund						86,410,978		86,410,978
Capital Projects				3,035,501				3,035,501
Utilities							24,000	24,000
Total Expenditures	82,356,442	1,013,663	10,000	3,035,501	4,082,917	86,410,978	24,000	176,933,501
Ending Fund Balance	21,249,988	271,057	119,348	24,783,616	1,865,429	1,200,954	219,011	49,709,403
Total Expenditures Less Interfund Transfers	42,288,012	1,013,663	10,000	3,035,501	4,082,917	86,410,978	24,000	136,865,071

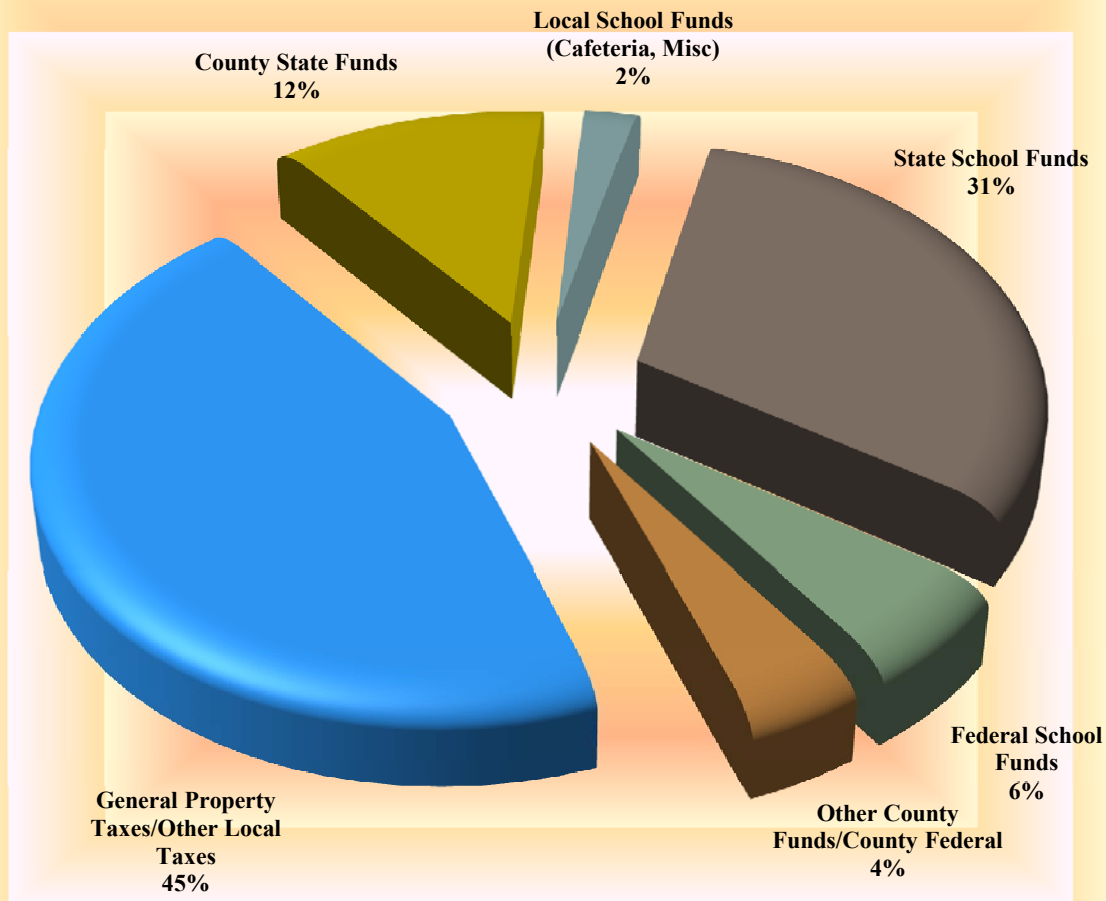
Franklin County, Virginia
Total Revenues - All Funds

Revenues Function/Program	FY15-16 Actual	FY16-17 Budget	FY17-18 Adopted
Revenues From Local Sources:			
General Property Taxes	\$49,311,684	\$48,963,964	\$49,720,369
Other Local Taxes	11,654,485	11,467,814	11,555,217
Permits, Fees and Licenses	335,308	368,778	349,928
Fines and Forfeitures	43,159	50,000	41,892
Revenue From Use of Money & Property	759,413	785,212	447,749
Charges For Services	5,889,348	5,737,601	5,875,220
Miscellaneous Revenues	1,265,215	621,910	635,069
Recovered Costs	544,571	596,003	594,311
Revenues From Commonwealth of Virginia:			
School Funds	38,653,222	40,934,763	42,036,677
Public Assistance Revenue	4,692,518	4,641,665	4,920,616
Comprehensive Services Act	2,998,111	3,200,042	3,362,674
Shared Expenses - Constitutional Officers	4,409,010	4,387,533	4,451,014
Personal Property Tax Relief	2,626,618	2,626,618	2,626,618
Other Grants and State Shared Expenses	1,212,431	932,540	1,155,041
Revenue From Federal Government	7,467,344	8,248,830	8,189,326
From Fund Balance	7,181,523	846,593	903,350
Total Sources of Funding	\$139,043,960	\$134,409,866	\$136,865,071

Total Expenditures - All Funds

Expenditures	FY15-16 Actual	FY16-17 Budget	FY17-18 Adopted
General Fund			
General Government Administration	\$4,344,878	\$4,293,914	\$4,507,275
Judicial Administration	2,720,479	2,714,453	2,803,838
Public Safety	12,680,066	13,226,513	13,451,565
Public Works	2,959,668	3,588,083	3,687,671
Health and Welfare	11,471,276	11,786,911	12,290,872
Parks, Recreation and Cultural	2,008,398	1,976,134	2,099,222
Community Development	2,761,251	2,866,548	2,916,970
Non Departmental	0	536,645	530,599
Debt Service	2,732,713	3,975,988	4,082,917
E911 Fund	470,718	977,663	1,013,663
Law Library	0	10,000	10,000
Capital Projects	13,104,178	3,235,501	3,035,501
Utilities	3,611	24,000	24,000
School Operating Fund	83,786,724	85,197,513	86,410,978
Total Expenditures	\$139,043,960	\$134,409,866	\$136,865,071

Adopted FY 2017-2018 County Revenues (Net of Interfund Transfers)



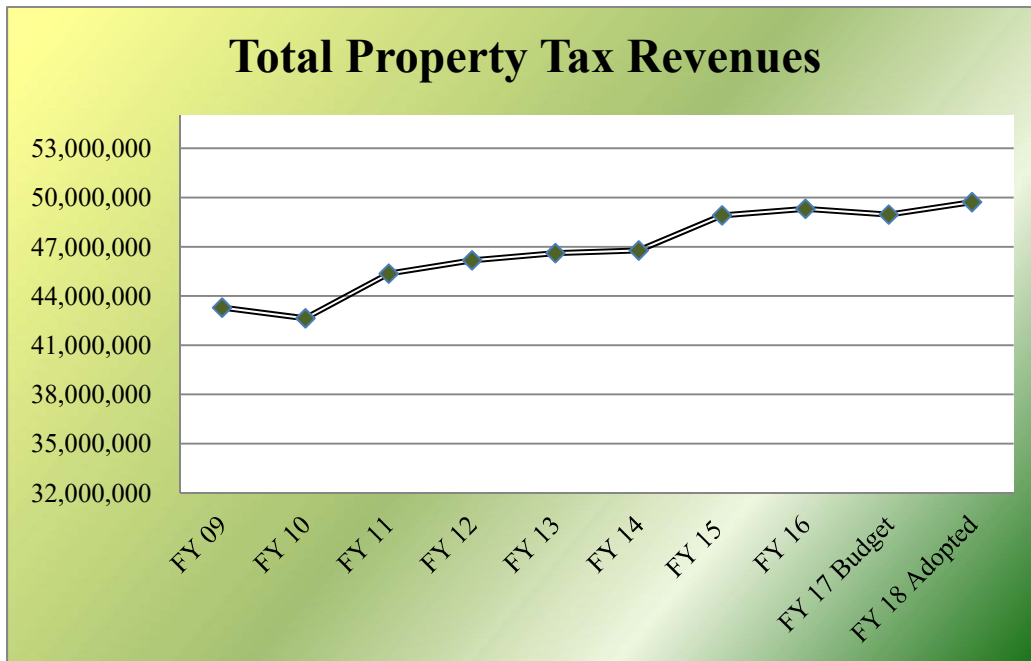
	<u>FY 16-17 Adopted</u>	<u>FY 17-18 Adopted</u>	<u>FY 16-17 / FY 17-18 Difference</u>	<u>% Change</u>	<u>Percent of Total</u>
General Property Taxes/Other Local Taxes	60,431,778	61,275,586	843,808	1.40%	44.77%
County State Funds	15,793,398	16,520,963	727,565	4.61%	12.07%
Local School Funds (Cafeteria, Misc)	3,281,797	3,295,423	13,626	0.42%	2.41%
State School Funds	40,934,763	42,036,677	1,101,914	2.69%	30.71%
Federal School Funds	8,082,801	8,004,604	(78,197)	-0.97%	5.85%
Other County Funds/County Federal	5,885,329	5,731,818	(153,511)	-2.61%	4.19%
Totals	134,409,866	136,865,071	2,455,205	1.83%	100.00%

REVENUE ANALYSIS

The County utilizes a variety of methods to estimate revenues for the upcoming fiscal year. Average growth percentage is used for property taxes and other local taxes. A majority of the State School revenues are based on the average daily membership of the public schools as of March 31. Categorical aid amounts for the constitutional officers are provided by the Compensation Board - an agency of the Commonwealth of Virginia. Historical trending is also used and is especially helpful in the Charges for Services category. Current economic factors play a role in building permit revenue as well as planning and zoning fees.

General Property Taxes

General Property Taxes consist of real estate, personal property and public service corporation taxes. By State Law, property is assessed at market value and tax rates are applied per \$100 of assessed value. All real and personal property taxes are due December 5.



The FY17-18 adopted budget projects a small increase in property tax revenues from an increase in the assessment of public service corporations in the County and small growth in real estate and personal property assessed value. The real estate tax rate will remain the same at \$0.55 per \$100 of assessed value. The personal property tax rate will not change and is currently at \$2.36 per \$100 of assessed value. There was a 25% increase in property tax yield from FY08 to FY09 based on the real property assessment conducted by the County. Real property assessments are conducted every four years. The county wide average increase for property values was over 40% from FY08 to FY09. The County was actually able to decrease their tax rate from \$0.53 per \$100 of assessed value to \$0.46 per \$100 of assessed value in the 09-10 fiscal year.

For the Future: General Property Taxes are a major source of revenue for the County and will continue to be in the future. This revenue is projected to increase slightly from new home construction as well as home addition/remodel projects. \$49,720,369 is budgeted for General Property Taxes in the FY 17-18 adopted budget. The every four year reassessment of all real property in the County was completed in 2015 with the new reassessed values being effective January 1, 2016. The 2015 reassessment produced a slight overall decrease (less than 1%) in the valuation of all County real property. The value of Commercial property has been level for the past several years.

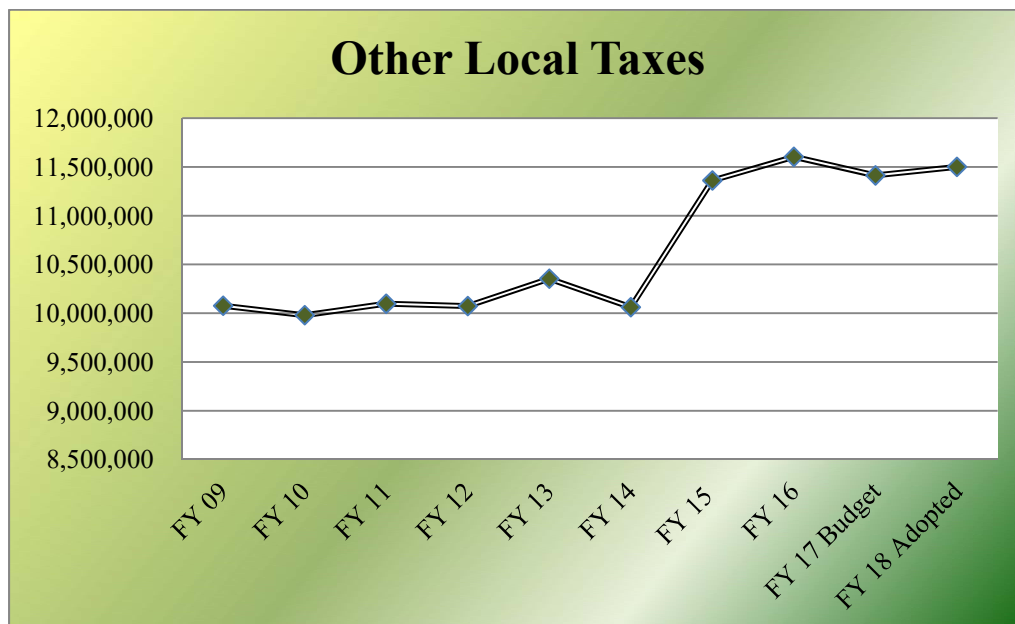
Other Local Taxes

Other local taxes consist of local sales tax, consumer utility taxes, transient occupancy taxes, meals tax, franchise taxes, local vehicle license fee revenue, recordation taxes and bank stock taxes. Future projections of these revenues indicate some small increases as a result of the improving national, state and local economy. The local sales tax percentage that is remitted to the County from the State of Virginia remains at 1%.

As we look to the future of these revenues, the County must be aware that the slow down in the housing market continues to have an impact on recordation tax revenue which comprises 5% of the local tax revenue. Also the Commonwealth of Virginia has consolidated several taxes including the consumer utility tax on telephones, E911 tax, Cable TV Franchise Tax and Utility License Tax causing these taxes to remain basically level for FY17-18.

A total of \$11,501,217 is budgeted in FY17-18 in this revenue category. Vehicle license fee rates will not change for FY17-18.

For the Future: Other local taxes are projected to remain relatively flat. Population increases and a stable economy will help to maintain these revenues in the future.

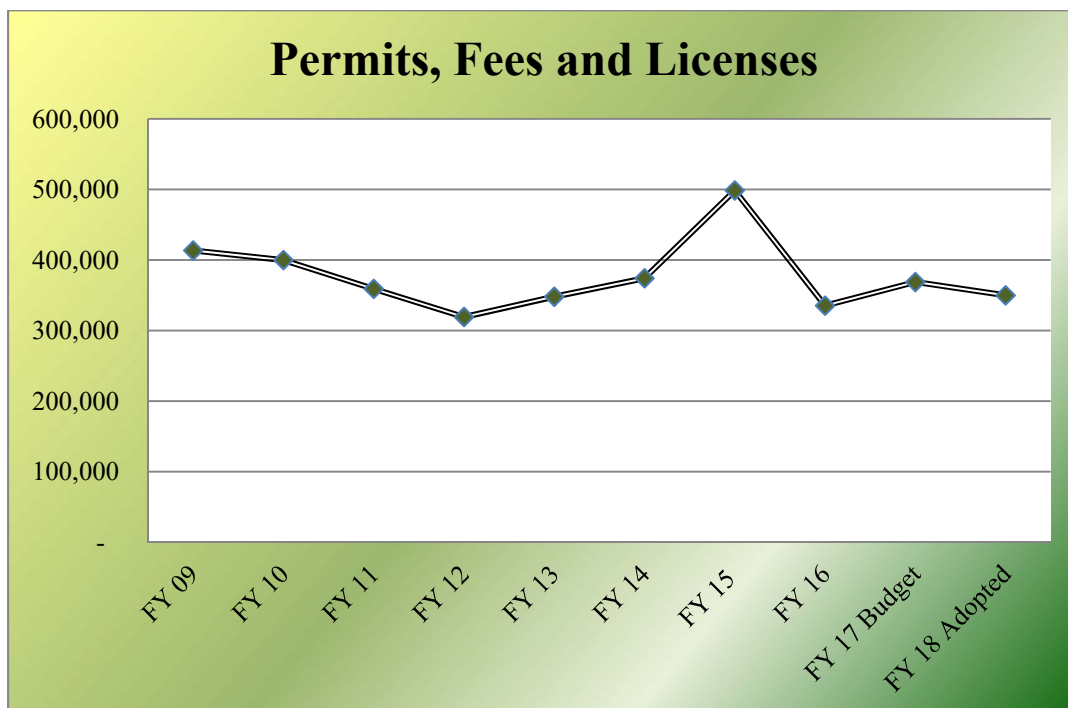


Permits, Fees and Licenses

Revenues in this category include building permit fees and planning and zoning fees. A small increase in planning and zoning fees was implemented in FY06 as a continuing measure to offset the growth of the building inspection and planning and zoning departments. Building permit and planning and zoning fees are projected to stabilize as a result of the housing industry returning to more predictable levels. New housing starts still remain very slow in the current economy.

These fees are closely tied to increases or decreases in the new housing market and will be difficult to project in future years.

The total budget for permits, fees and licenses is \$349,928 for FY17-18. This amount has decreased slightly from FY16-17 mostly due to a slower economy reflected in the value of building and planning permits.

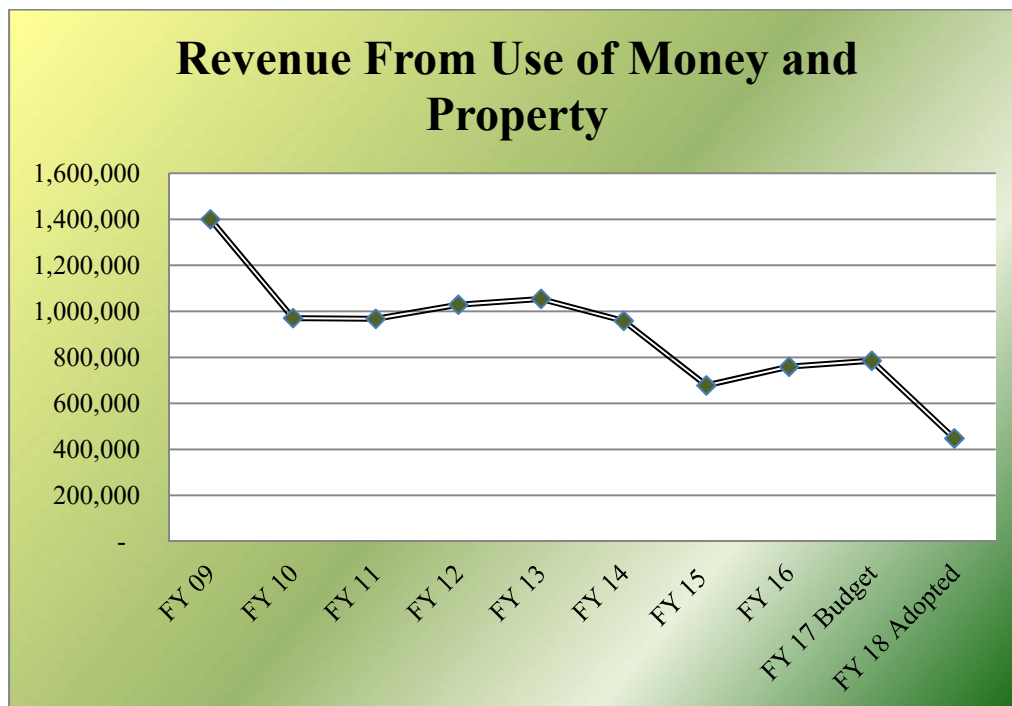


Revenue from the Use of Money and Property

This revenue category is composed of interest the County earns on its bank deposits and investments as well as a small amount of rental income the County receives on property it owns and leases to local businesses.

A total of \$447,749 is budgeted in this category for FY17-18 which is a \$337,463 decrease from FY16-17. The decrease is the result of the County receiving a new contract for banking services which included a lower interest rate on the County's checking account and investments.

For the Future: This revenue source is tied to the earnings interest rate the County can obtain on its' investments and will be hard to project based on the current economic conditions of our nation.

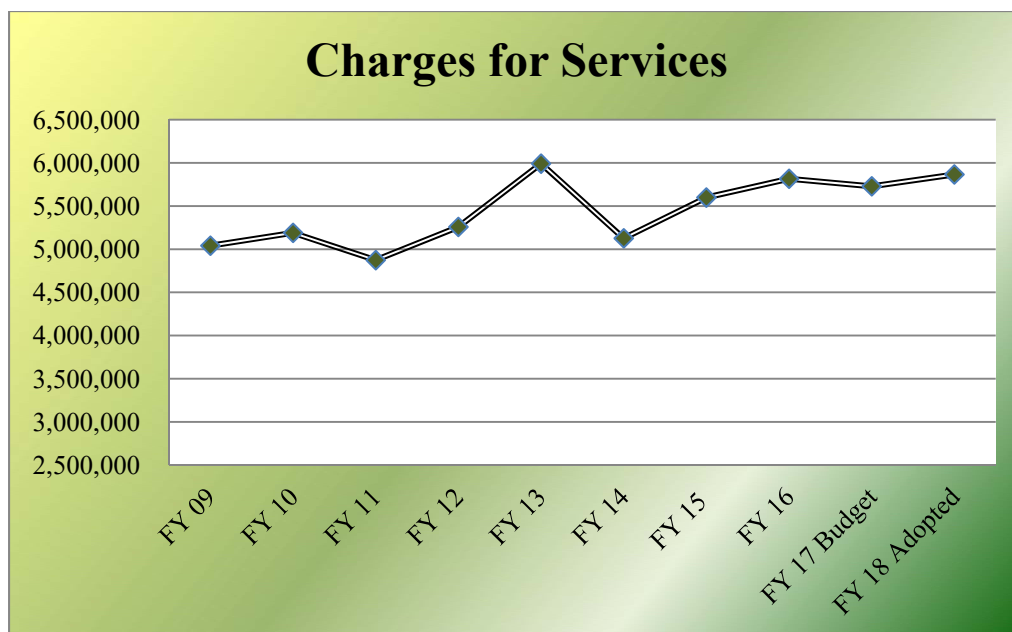


Charges for Services

This category includes such revenues as fees for recreation programs, library fees, school cafeteria receipts, landfill fees (The County only charges a tipping fee on commercial trash and debris) and EMS billing revenues. The small increase in this category reflects the School system anticipating a increase in cafeteria revenues.

For the Future: It is assumed that future revenues in this category will continue to grow at a moderate rate that is proportional to population growth (approximately 1% per year) and school enrollment growth.

A total of \$5,866,220 is budgeted for FY17-18. This slight increase from FY 16-17 is the result of the Schools anticipating additional funding for Regional Adult Education Programs and additional cafeteria revenues.

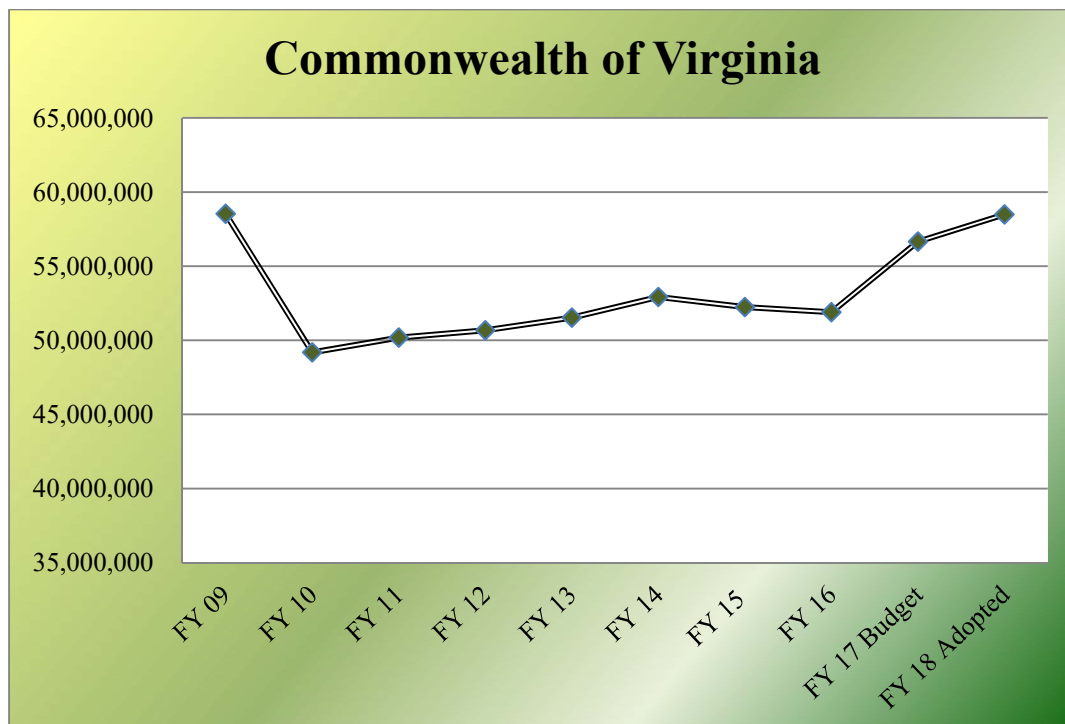


Revenue from the Commonwealth of Virginia

Revenues from the Commonwealth of Virginia are earmarked to support the County’s Constitutional Officers (Clerk of Court, Sheriff, Commonwealth Attorney, Commissioner of Revenue, and Treasurer), the County’s School System, Social Services programs and Comprehensive Services Act children that are in foster care or are special education children. These revenues have increased in years past as additional state funds have been approved for educational purposes, as cost of living raises have been approved for the Constitutional Officers and as various social services programs have increased.

This revenue category is showing an overall increase and a total budget of almost \$56.7 million, mostly due to increases in School funding. In FY09-10, the recession forced the Commonwealth of Virginia to reduce its’ support of the programs and offices mentioned above in the first paragraph. The County does not anticipate any State reductions in FY17-18.

For the Future: Revenues from the Commonwealth of Virginia and the Federal Government together are more than half of the County’s budget. Any large negative fluctuations of these revenues in the future will have a serious impact on the County’s ability to offer the services it currently provides.

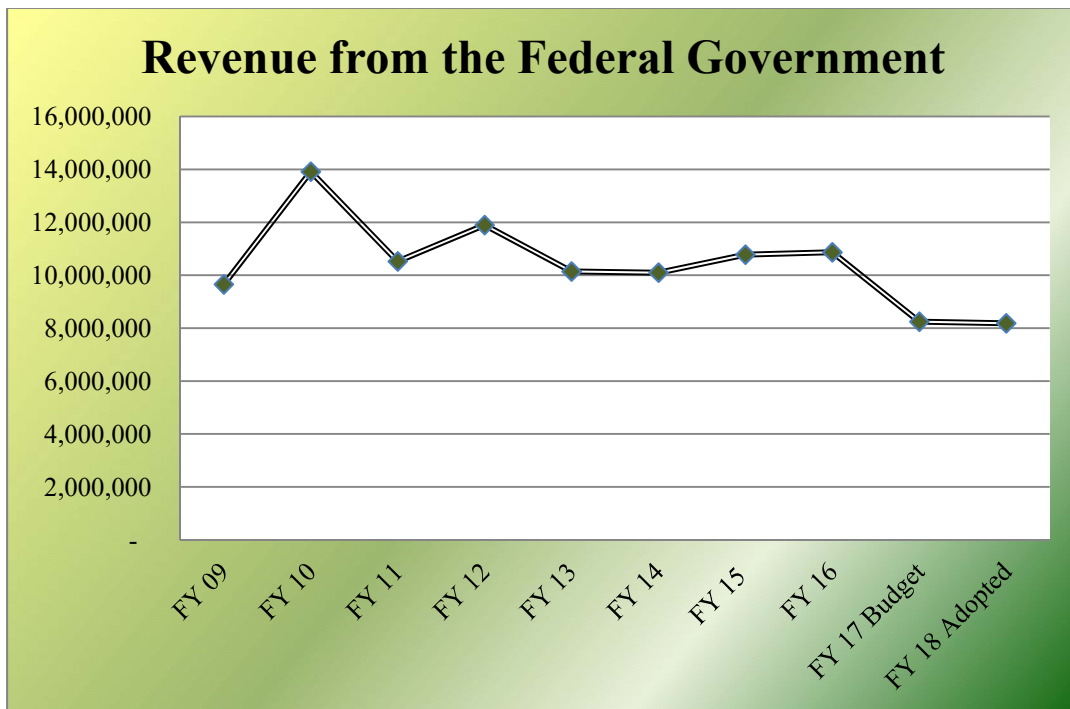


Revenue from the Federal Government

Federal revenue is primarily used to support the County’s School System. For FY17-18 these revenues will show a small decrease as the School system anticipates receiving less federal revenues in several program areas.

For the future: Revenues from the Federal Government will vary from year to year as the availability of federal grant funds will depend on federal budget appropriations. The County plans to apply for any future school and water system grants that should become available.

\$8.2 million is budgeted for FY17-18. The large spike in FY10 was the result of federal stimulus funds received by the County as well as additional grants for utility projects.

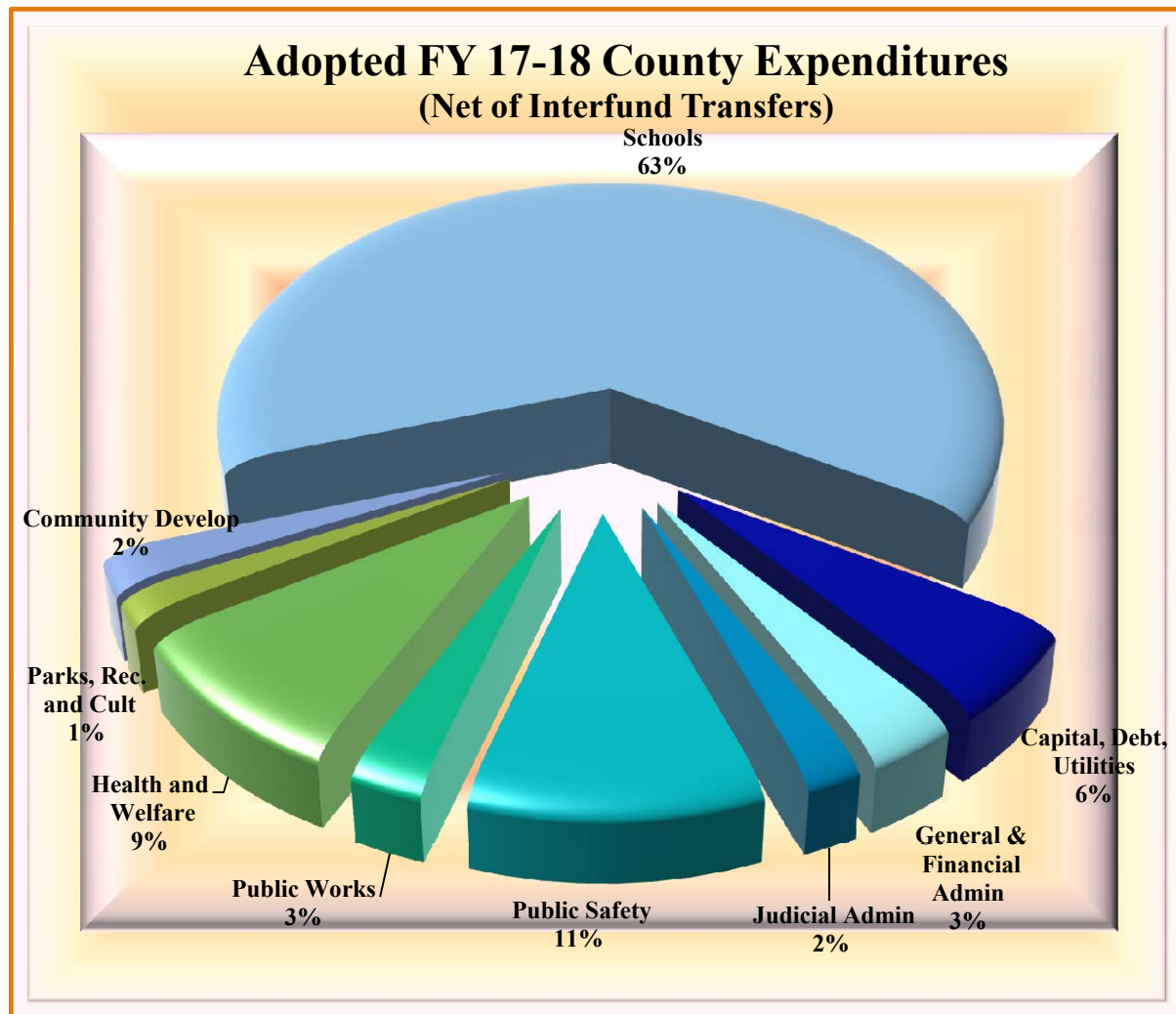


**Franklin County
Revenue Funding Crosswalk by Department**

This crosswalk is intended to show the funding sources for each of the major departments of the County for the adopted 2017-2018 budget.

General Fund Department	Revenues From Local Sources	Funding Source		
		State Revenues	Federal Revenues	Local School Revenues
General Government Administration				
Board of Supervisors	430,037			
County Administrator	446,197			
Commissioner of Revenue	461,907	169,211		
General Reassessment	150,000			
Treasurer	361,716	155,509		
Finance	825,479			
Information Services	1,214,408			
Registrar	246,412	46,399		
Judicial Administration				
Circuit Court	105,789			
General District Court	7,080			
Magistrate	2,000			
Juvenile and Domestic Relations Court	17,750			
Clerk of the Circuit Court	264,743	375,563		
Sheriff - Courts	769,811			
J and D Court Services	430,901			
Commonwealth's Attorney	163,186	667,015		
Public Safety				
Sheriff	5,055,930	3,133,649	35,557	
Building Inspections	483,470			
Animal Control	277,385			
Public Safety	4,420,990		34,584	
Public Works				
Public Works	281,527			
Solid Waste and Recycling	2,087,344			
General Properties	1,274,800			
Health and Welfare				
Health Department	370,000			
Social Services	1,295,310	4,920,616		
Health and Welfare Continued				
CSA - Youth Services	1,662,687	3,362,674		
Family Resource Center	59,034	286,890		
Contributions to Health and Welfare	109,511			

	Funding Source			
	Revenues From Local Sources	State Revenues	Federal Revenues	Local School Revenues
General Fund				
Aging Services	96,828	31,077	96,245	
Parks, Recreation and Cultural				
Parks and Recreation	1,130,575			
Library Administration	815,198	153,449		
Community Development				
Planning Agencies	605,934			
Planning and Community Development	553,911			
Economic Development	1,009,637			
Work Force Development Consortium	117,650	81,000		
Tourism Development	276,021			
GIS and Mapping	158,384			
Virginia Cooperative Extension	114,433			
Nondepartmental				
Nondepartmental	530,599			
Not Allocated to Specific Departments	(3,091,247)	3,072,911	18,336	
Total General Fund	25,593,327	16,455,963	184,722	0
Special Revenue Fund - E911	953,663	60,000		
Special Revenue Fund - Law Library	10,000			
Capital Projects	3,035,501			
Debt Service	4,082,917			
Utilities	24,000			
School Operating Fund	33,074,274	42,036,677	8,004,604	3,295,423
Total County	66,773,682	58,552,640	8,189,326	3,295,423



	<u>FY 16-17 Adopted</u>	<u>FY 17-18 Adopted</u>	<u>FY 16-17 / FY 17-18 Difference</u>	<u>% Change</u>	<u>Percent of Total</u>
General and Financial Admin	4,293,914	4,507,275	213,361	4.97%	3.29%
Judicial Admin	2,724,453	2,813,838	89,385	3.28%	2.06%
Public Safety	14,073,176	14,465,228	392,052	2.79%	10.57%
Public Works	3,588,083	3,687,671	99,588	2.78%	2.69%
Health and Welfare	11,786,911	12,290,872	503,961	4.28%	8.98%
Parks, Recreation and Cult	1,976,134	2,099,222	123,088	6.23%	1.53%
Community Develop	2,866,548	2,916,970	50,422	1.76%	2.13%
Schools	85,197,513	86,410,978	1,213,465	1.42%	63.14%
Capital, Debt, Utilities	7,903,134	7,673,017	(230,117)	-2.91%	5.61%
Totals	<u>134,409,866</u>	<u>136,865,071</u>	<u>2,455,205</u>	<u>1.83%</u>	<u>100.00%</u>

Franklin County Expenditure Highlights Adopted FY 17-18 Budget

The adopted FY17-18 budget for Franklin County can best be described as a maintenance budget. The overall budget has only increased 1.83% from the prior fiscal year. There are no new programs or major expenditure pressures. Expenditures by department or major functional area are highlighted below:

General Government Administration:

- **Board of Supervisors:** Increase of \$66,720 largely due to an increase in legal fees.
- **County Administrator:** A full time position was transferred from Building Inspection in FY16-17. This will be the first year of full funding of this position resulting in an increase of \$43,499.
- **Information Technology:** Increasing demands for updated hardware and software is mostly responsible for an increase of \$36,771.

Judicial Administration:

- **Sheriff – Courts:** A slight increase of \$44,508 is budgeted for this area as part time was increased to provide additional coverage in the various courts.

Public Safety:

- **Sheriff - Law Enforcement:** Several operational line items such as fuel were reduced based on actual costs.
- **Sheriff - Corrections:** Inmate population at the Regional Jail has increased somewhat for the current fiscal year for an increase of \$152,725.
- **Public Safety Division:** An increase of \$186,248 is largely due to changes in health insurance and benefits.

Public Works:

- **Public Works:** A new position, Collections Site Supervisor, was approved for an increase of \$67,091.
- **General Properties:** An increase of \$11,159 reflects an additional full time Maintenance position starting in January 2018 to assist in the maintenance of additional properties acquired in FY16-17.

Health and Welfare:

- **Social Services:** Two new Family Service Specialist position have been added to the FY 17-18 budget. Program costs are beginning to level out in the current year and the County actually anticipates a small decrease in the program area of the Social Services budget.

- **Comprehensive Services (CSA):** is showing a slight increase of \$227,357 for the next fiscal year in mandated expenditures.

Parks, Recreation and Cultural

- **Parks and Recreation:** An increase of \$84,535 is mostly for a new maintenance position to assist with a new business park and upkeep of existing parks.

Community Development:

- **Tourism:** A slight increase of \$17,800 is for ¼ year funding of a new Special Events Coordinator.

Nondepartmental:

- **Nondepartmental:** This department will decrease by (\$137,046) for FY17-18. This is the result of not budgeting as much for health insurance increases and personnel reserve for salary adjustments and termination leave payouts.
- **Transfers to Other Funds:** Increase of \$72,551. This section of the budget is used to record funds that have been requested for the local portion of the School Operating budget, the County Capital budget, the E911 budget, the Debt Service Fund and the Utility Fund. The change in FY17-18 is primarily in the County's support of the School System (increase of \$236,551) and decrease to County capital projects of (\$200,000).

Capital Projects:

- Continues funding for disaster recovery protection of mission critical information as well as other technology infrastructure improvements including licensing and equipment replacement.
- Continues Significant Landfill Monitoring and Groundwater Corrective Action Expenditures.
- Includes \$906,000 for public safety and law enforcement apparatus, vehicles and improvements.
- Provides \$125,000 in local economic development funding incentives.

Schools:

- The Adopted FY17-18 budget provides total School local operational support of \$32.9 million.



Franklin County
Table of Departments and Funds

Department	Fund					
	General Fund	Special Revenue Fund	Capital Projects Fund	Debt Service Fund	Utility Fund	Component Unit (Schools)
Board of Supervisors	430,037					
County Administrator	446,197					
Commissioner of Revenue	781,118					
Treasurer	517,225					
Finance	825,479					
Information Technology	1,372,792					
Registrar	292,811					
Courts	1,333,331					
Clerk of Court	640,306					
Commonwealth's Attorney	830,201					
Sheriff	8,235,136					
Building Inspections	483,470					
Public Safety	4,732,959					
Public Works	281,527					
Solid Waste and Recycling	2,087,344					
General Properties	1,318,800					
Social Services	6,695,437					
CSA - Youth Services	5,025,361					
Family Resource Center	345,924					
Aging Services	224,150					
Parks and Recreation	1,130,575					
Library Administration	968,647					
Planning and Community Development	1,274,278					
Economic Development	1,285,658					
Work Force Development Consortium	198,650					
Non Departmental	40,599,029					
Debt Service				4,082,917		
E911		1,013,663				
Law Library		10,000				
Capital Projects			3,035,501			
Utilities					24,000	
School Operating Fund						86,410,978
Total	82,356,442	1,023,663	3,035,501	4,082,917	24,000	86,410,978

Adopted Budget Total \$ 176,933,501
 Less Interfund Transfers \$ (40,068,430)
 Net County Budget \$ 136,865,071



Ten Year Forecast

The chart on the next page outlines the County's Five Year Forecast of General Fund revenues and expenditures beginning FY17-18 and then projections through FY 26-27. The forecast shows the potential for challenging future budget preparation, as growth in expenditures is projected to continue to outpace growth in revenues. These projections are based upon a series of conservative assumptions and do not reflect actions the County will take during this period to close the projected gaps.

There are two valuable conclusions that can be drawn from the Five Year Forecast. The first is that the County is dealing with a structural issue arising from the growth in expenditures annually outpacing the growth in revenues. This continued imbalance represents a major issue for the County and challenges it to take additional steps to address this growing issue in the future. Additional steps that could be taken to address future budgetary shortfalls include:

- Raising the Real Estate tax rate. A one cent increase in the real estate tax rate generates \$640,000 in new revenue using the current year assessed value of all Franklin County property.
- Raising the Personal Property tax rate. A one cent increase generates approximately \$51,096 in new revenue.

The second conclusion is that the Board of Supervisors and the Finance Department, as well as all the County departments and offices, have an opportunity to begin identifying and evaluating strategies for improving the financial outlook of the County. Demonstrating the structural imbalance between expenditure and revenue growth indicates that the County must research and implement sustainable alternative methods and approaches to address future budget preparation.

In summary, this forecast includes growth rate assumptions for revenues and expenditures that are based on the Consumer Price Index (CPI) and other trending assumptions.

Franklin County
Ten Year Forecast - General Fund Only

	17-18 Adopted Budget	18-19 Proposed Budget	19-20 Proposed Budget	20-21 Proposed Budget	21-22 Proposed Budget
General Property Taxes	49,720,369	49,844,670	49,969,282	50,094,205	50,219,440
Other Local Taxes	11,501,217	11,639,400	11,667,234	11,695,207	11,723,319
Permits, Licenses, Fees	349,928	349,928	349,928	349,928	349,928
Court Fines/Costs	41,892	41,892	41,892	41,892	41,892
Revenue from Money & Property	447,749	751,760	751,760	751,760	751,760
Charges for Services	2,570,797	2,517,604	2,517,604	2,517,604	2,517,604
Miscellaneous	445,494	445,494	445,494	445,494	445,494
Recovered Costs	594,311	594,311	594,311	594,311	594,311
Commonwealth of Virginia	16,450,963	16,055,004	16,055,004	16,055,004	16,055,004
Federal Revenues	179,722	179,722	179,722	179,722	179,722
Fund Balance	-	0	0	0	0
Total General Fund Revenues	82,302,442	82,419,784	82,572,230	82,725,126	82,878,474
General and Financial Administration	4,507,275	4,518,543	4,529,840	4,541,164	4,552,517
Judicial Administration	2,803,838	2,810,848	2,817,875	2,824,919	2,831,982
Public Safety	13,441,565	13,591,775	13,775,035	13,981,661	14,170,250
Public Works	3,643,671	3,652,780	3,661,912	3,671,067	3,680,245
Health and Welfare	12,290,872	12,470,610	12,655,815	12,845,652	13,036,435
Parks, Recreation and Cultural	2,099,222	2,104,470	2,109,731	2,115,006	2,120,293
Community Development	2,916,970	2,924,262	2,931,573	2,938,902	2,946,249
Nondepartmental	530,599	531,925	533,255	534,588	535,925
Transfers to Other Funds:	40,068,430	40,168,601	40,269,023	40,369,695	40,470,619
Schools	33,074,274	33,156,960	33,239,852	33,322,952	33,406,259
Capital Projects	3,035,501	3,043,090	3,050,697	3,058,324	3,065,970
Debt Service	2,989,992	2,997,467	3,004,961	3,012,473	3,020,004
E911	953,663	956,047	958,437	960,833	963,235
Utilities	15,000	15,038	15,075	15,113	15,151
Total General Fund Expenditures	82,302,442	82,773,815	83,284,058	83,822,654	84,344,515
General Fund Surplus/(Deficit)	(0)	(354,031)	(711,828)	(1,097,528)	(1,466,042)
Surplus/(Deficit) as a Percentage of Operating Revenues	0.00%	-0.43%	-0.86%	-1.33%	-1.77%

**Franklin County
Ten Year Forecast - General Fund Only**

	22-23 Proposed Budget	23-24 Proposed Budget	24-25 Proposed Budget	25-26 Proposed Budget	26-27 Proposed Budget
General Property Taxes	50,344,989	50,470,851	50,597,029	50,723,521	50,850,330
Other Local Taxes	11,751,570	11,779,963	11,808,497	11,837,172	11,865,990
Permits, Licenses, Fees	349,928	349,928	349,928	349,928	349,928
Court Fines/Costs	41,892	41,892	41,892	41,892	41,892
Revenue from Money & Property	751,760	751,760	751,760	751,760	751,760
Charges for Services	2,517,604	2,517,604	2,517,604	2,517,604	2,517,604
Miscellaneous	445,494	445,494	445,494	445,494	445,494
Recovered Costs	594,311	594,311	594,311	594,311	594,311
Commonwealth of Virginia	16,055,004	16,055,004	16,055,004	16,055,004	16,055,004
Federal Revenues	179,722	179,722	179,722	179,722	179,722
Fund Balance	0	0	0	0	0
Total General Fund Revenues	83,032,274	83,186,529	83,341,240	83,496,408	83,652,035
General and Financial Administration	4,563,898	4,575,308	4,586,746	4,598,213	4,609,709
Judicial Administration	2,839,062	2,846,159	2,853,275	2,860,408	2,867,559
Public Safety	14,382,804	14,576,879	14,795,532	14,995,254	15,197,749
Public Works	3,689,445	3,698,669	3,707,915	3,717,185	3,726,478
Health and Welfare	13,231,982	13,428,513	13,629,940	13,832,391	14,037,859
Parks, Recreation and Cultural	2,125,594	2,130,908	2,136,235	2,141,576	2,146,930
Community Development	2,953,615	2,960,999	2,968,401	2,975,822	2,983,262
Nondepartmental	537,265	538,608	539,954	541,304	542,658
Transfers to Other Funds:	40,571,796	40,673,225	40,774,908	40,876,846	40,979,038
Schools	33,489,775	33,573,499	33,657,433	33,741,577	33,825,930
Capital Projects	3,073,635	3,081,319	3,089,022	3,096,745	3,104,487
Debt Service	3,027,554	3,035,123	3,042,711	3,050,318	3,057,944
E911	965,644	968,058	970,478	972,904	975,336
Utilities	15,188	15,226	15,264	15,303	15,341
Total General Fund Expenditures	84,895,460	85,429,268	85,992,908	86,538,999	87,091,240
General Fund Surplus/(Deficit)	(1,863,186)	(2,242,739)	(2,651,669)	(3,042,591)	(3,439,205)
Surplus/(Deficit) as a Percentage of Operating Revenues	-2.24%	-2.70%	-3.18%	-3.64%	-4.11%

5

General Fund



General Fund Revenues	81	Public Works	137
General Fund Expenditures	85	Public Works	138
General Government Administration	88	Solid Waste and Recycling	141
Board of Supervisors	89	General Properties	145
County Administrator	93	Health and Welfare	148
Commissioner of the Revenue	96	Social Services	149
Treasurer	101	C.S.A. Office	153
Finance	104	Family Resource Center	156
Information Technology	111	Aging Services	159
Registrar	114	Parks, Recreation and Cultural	162
Judicial Administration	117	Parks and Recreation	163
Clerk of the Circuit Court	118	Library	168
Commonwealth's Attorney	121	Community Development	173
Public Safety	124	Planning & Cmty Development	174
Sheriff	125	Economic Development	177
Building Inspections	130	GIS	181
Public Safety	133	The Franklin Center	184
		Transfers to Other Funds	188



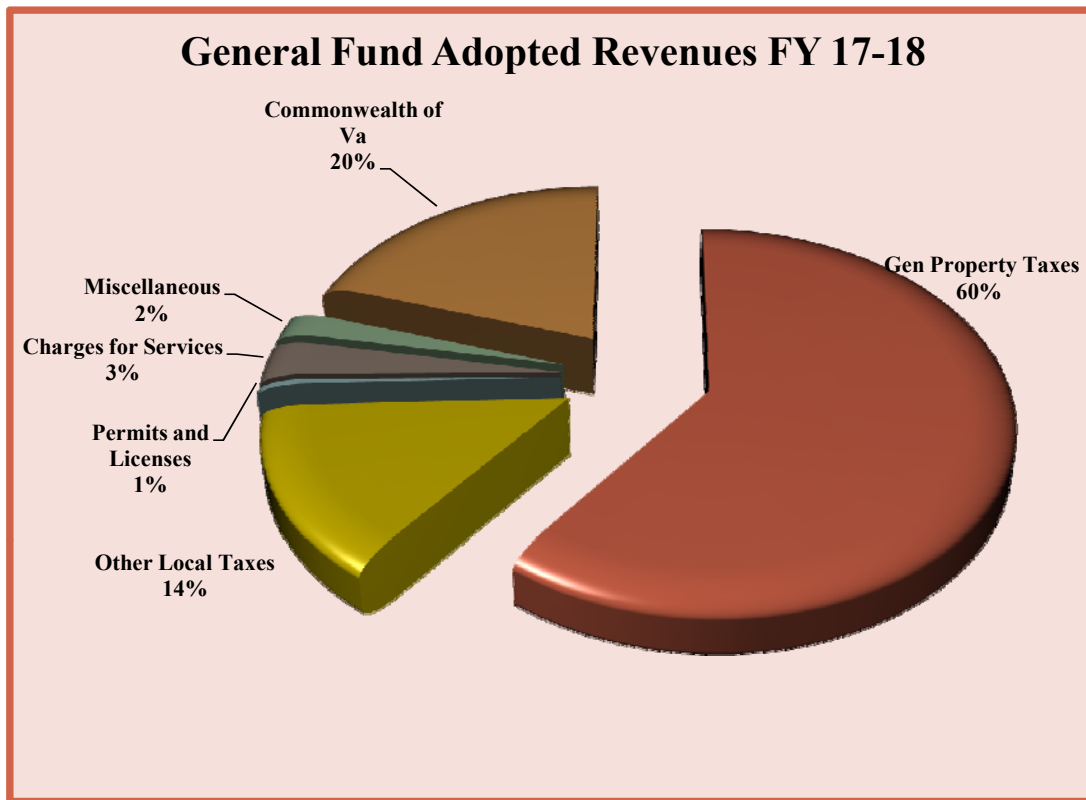
**Franklin County
General Fund Revenue Summary**

	Actual 15-16	Adopted Budget 16-17	Adopted Budget 17-18	16-17 Adopted to 17-18 Adopted Increase (Decrease)	Adopted to Adopted to Percent Incr/Decr
General Property Taxes					
Real Estate Taxes (Current)	35,363,699	35,171,923	35,364,755	192,832	0.55%
Real Estate Taxes (Delinquent)	711,036	750,000	711,036	(38,964)	-5.20%
Roll Back Taxes (All)	35,642	15,000	30,000	15,000	100.00%
Public Service Corp. (Current)	1,007,261	996,113	1,008,877	12,764	1.28%
Personal Property Taxes (Cur)	9,272,446	9,253,620	9,831,448	577,828	6.24%
Personal Property Taxes (Del)	431,685	300,000	300,000	0	0.00%
Mobile Home Taxes (Current)	200,125	200,000	200,000	0	0.00%
Mobile Home Taxes (Delinquent)	21,086	20,000	20,000	0	0.00%
Machinery & Tools Taxes Cur	821,225	832,741	853,988	21,247	2.55%
Merchants Capital Taxes Cur	706,216	724,567	737,369	12,802	1.77%
Penalties (All Taxes)	499,107	486,643	475,192	(11,451)	-2.35%
Interest (All Taxes)	218,140	213,357	184,213	(29,144)	-13.66%
Interest - Clerk Of Court	3,492		3,491	3,491	
Total Gen Property Taxes	49,311,684	48,963,964	49,720,369	756,405	1.54%
Other Local Taxes					
Local Sales Tax	4,355,903	4,266,691	4,420,737	154,046	3.61%
Consumers Utility Taxes	982,747	980,000	904,937	(75,063)	-7.66%
County Business Licenses	3,314	4,000	3,114	(886)	-22.15%
Utility License Tax	227,848	237,000	219,264	(17,736)	-7.48%
Communications Tax	2,148,085	2,175,654	2,122,040	(53,614)	-2.46%
Motor Vehicle License Fees	2,100,109	1,970,318	2,051,260	80,942	4.11%
Bank Stock Taxes (Franchise)	150,779	180,000	150,778	(29,222)	-16.23%
Grantee Tax On Deeds (Clerk)	455,147	455,000	455,147	147	0.03%
Transient Occupancy Tax 2%	43,672	35,000	44,296	9,296	26.56%
Transient Occupancy Tax 3%	65,541	52,000	66,445	14,445	27.78%
Food & Beverage (Meals Tax)	1,070,833	1,058,151	1,063,199	5,048	0.48%
Total Other Local Taxes	11,603,977	11,413,814	11,501,217	87,403	0.77%
Permits and Licenses/Fees					
Land Use Application Fees	18,705	19,000	16,875	(2,125)	-11.18%
Planning & Zoning Fees	39,021	38,000	39,021	1,021	2.69%
Erosion Control Permits	11,566	12,500	11,566	(934)	-7.47%
Stormwater Mgmt Fees	15,171	14,000	15,171	1,171	8.36%
Transfer Fees	2,060	2,048	2,138	90	4.39%
Building Permit Fees	224,461	250,230	233,000	(17,230)	-6.89%
Code Academy Fee Levy	4,802	5,000	4,802	(198)	-3.96%
Dog Licenses	27,355	28,000	27,355	(645)	-2.30%
Total Permits and Licenses	335,308	368,778	349,928	(18,850)	-5.11%
Court Fines And Costs	43,159	50,000	41,892	(8,108)	-16.22%
Revenue From Money & Property					
Interest On Bank Deposits	644,314	620,000	310,000	(310,000)	-50.00%

	Actual 15-16	Adopted Budget 16-17	Adopted Budget 17-18	16-17 Adopted to 17-18 Adopted Increase (Decrease)	Adopted to Adopted to Percent Incr/Decr
Rent On County Property	107,750	105,212	107,749	2,537	2.41%
Tower Sites Lease Revenue	0	60,000	30,000	(30,000)	-50.00%
Total Rev Money & Property	759,413	785,212	447,749	(337,463)	-42.98%
Charges for Services					
Sale Of Maps And Code	332	540	138	(402)	-74.44%
Excess Fees Clerk Of Court	8,777	9,000	8,777	(223)	-2.48%
Concealed Weapon Charge	42,928	43,000	42,928	(72)	-0.17%
Clerk - Sale Of Copies	5,678	5,504	5,678	174	3.16%
Local Probate Tax	15,660	18,000	12,350	(5,650)	-31.39%
Commonwealth Attorney Fees	6,589	5,000	6,637	1,637	32.74%
Local Booking Fee	5,444	4,633	5,444	811	17.50%
Courthouse Security Fee	61,220	58,242	58,047	(195)	-0.33%
Animal Adoption Fees	1,900	2,093	1,755	(338)	-16.15%
Animal Boarding Fees	3,213	3,558	1,534	(2,024)	-56.89%
Ems Billing Revenue	1,262,482	1,294,564	1,350,000	55,436	4.28%
Private Landfills	34,947	18,170	90,000	71,830	395.32%
Waste Disposal Charges	801,452	800,000	800,000	0	0.00%
Recreation Fees	148,767	140,000	140,633	633	0.45%
Library Fees Fines Charges	55,919	35,000	35,000	0	0.00%
Franklin Ctr Comm/Building Use	12,994	9,500	11,876	2,376	25.01%
Total Charges for Services	2,479,854	2,446,804	2,570,797	123,993	5.07%
Miscellaneous					
Expenditure Refunds	748,973	244,735	244,735	0	0.00%
Gifts & Donat - Priv Source	6,044			0	
Service Charges - Rtn'd Checks	120			0	
Svc Chgs: Tax Liens, Judgts	27,725			0	
Dmv Stop Fees	46,725	42,780	43,846	1,066	2.49%
Miscellaneous	16,987			0	
Credit Card Fees	10,773	15,000	6,849	(8,151)	-54.34%
Sale Of Bicentennial Books	313			0	
Tax Sales Unclaimed Funds	25,109			0	
School Donations	220			0	
Filing Fees	0			0	
PEG Funds (Shentel)	16,460			0	
Insurance Proceeds	0			0	
Jail Pay Phone Commission	16,404	13,000	13,566	566	4.35%
Off Duty Pay Sheriff Deputies	91,579	55,300	91,579	36,279	65.60%
Animal Shelter Donations	2,475			0	
Sale Of Recycled Goods	12,998	13,800	12,998	(802)	-5.81%
United Fund - Fam Resource Ctr	0			0	
Other Community FRC Donations	20,407	27,463	10,500	(16,963)	-61.77%
Agng Cash Proj Income-Donation	4,212	2,000	3,563	1,563	78.15%
Aging Svcs Local Billing	4,812	3,000	4,812	1,812	60.40%
Aging-Long-Term Care Fds/PP	13,047	5,000	13,046	8,046	160.92%
Total 26 Miscellaneous	1,065,383	422,078	445,494	23,416	5.55%

	Actual 15-16	Adopted Budget 16-17	Adopted Budget 17-18	16-17 Adopted to 17-18 Adopted Increase (Decrease)	Adopted to Adopted to Percent Incr/Decr
Recovered Costs					
Rec Cost-Blue Ridge Soil Water	224,690	228,763	228,763	0	0.00%
Refund - Health Department	9,958	16,000	16,000	0	0.00%
Recov Costs School Res Ofcrrs	86,658	86,658	86,658	0	0.00%
Housing Rehab Owners Contrib	2,287			0	
Court Reporting Fees	59,208	48,870	48,870	0	0.00%
Shared Expenses - Jail Costs	137,828	140,000	138,308	(1,692)	-1.21%
Radio System from Town,Ferrum College	0	40,712	40,712	0	0.00%
Vpa Refunds	23,942	35,000	35,000	0	0.00%
Total Recovered Costs	544,571	596,003	594,311	(1,692)	-0.28%
Commonwealth of Virginia					
Motor Vehicle Carrier Tax	39,030	40,000	34,890	(5,110)	-12.78%
Mobile Home Titling Tax	77,033	76,000	77,032	1,032	1.36%
Motor Vehicle Rental Tax	37,622	38,000	37,622	(378)	-0.99%
Grantor Tax On Deeds (Clerk)	138,072	125,000	138,072	13,072	10.46%
Personal Property Tax Relief	2,626,618	2,626,618	2,626,618	0	0.00%
Recordation Taxes - State	158,677	160,000	158,677	(1,323)	-0.83%
Shared Expenses - COR	165,991	168,503	169,211	708	0.42%
Shared Expenses - Treasurer	152,460	154,782	155,509	727	0.47%
Shared Expenses - Registrar	46,399	44,000	46,399	2,399	5.45%
Va Juv Cmty Crime Control Act	21,332	20,040	21,332	1,292	6.45%
Shared Expenses - Clerk Of Cou	411,104	367,002	375,563	8,561	2.33%
Shared Expenses - Comm Atty	584,667	585,309	597,015	11,706	2.00%
Shared Expenses - Sheriff	3,046,389	3,067,937	3,107,317	39,380	1.28%
Dcjs Grants	55,266			0	
Dmv Highway Safety Grants	9,635			0	
Public Safety Grants	70,721			0	
Animial Friendly License Plate	1,035			0	
State Social Services	1,813,964	4,641,665	4,920,616	278,951	6.01%
Comprehensive Services Act	2,998,111	3,200,042	3,362,674	162,632	5.08%
Frc-Fam Violence Prev Svcs Act	204,881	176,974	150,000	(26,974)	-15.24%
FRC-DCJS Sexual Assalt Dom Vio			136,890	136,890	
Victim Witness Grant			70,000	70,000	
Aging Va GA Trans Fds/Match	30,804	31,077	31,077	0	0.00%
Parks/Rec/Tourism Grants	2,500			0	#DIV/0!
Library Grants	152,064	153,449	153,449	0	0.00%
Work Force Development Grants	45,030	47,000	81,000	34,000	72.34%
Deq Litter Control Grant	15,964			0	
Total Commonwealth of Va	12,905,371	15,723,398	16,450,963	727,565	4.63%
Federal Government					
Park Land - Payment In Lieu Of	18,336	18,200	18,336	136	0.75%
Title III Older Americans Act	0	41,959	41,959	0	0.00%
Drug Enhancement Grant	30,558	12,000	30,557	18,557	154.64%
Emergency Grants (Fema)	0	34,584	34,584	0	0.00%
Medicaid	44,224	36,346	36,346	0	0.00%

	Actual 15-16	Adopted Budget 16-17	Adopted Budget 17-18	16-17 Adopted to 17-18 Adopted Increase (Decrease)	Adopted to Adopted to Percent Incr/Decr
Senior Transportation Grant	2,428	7,940	7,940	0	0.00%
Trans SAAA FFS Rev	12,979	10,000	10,000	0	0.00%
Total Federal Govt	3,031,541	161,029	179,722	18,693	11.61%
Transfers/Beginning Balance					
Beginning Balance	0			0	
Total Transfers, Beg Bal	0	0	0	0	
Total General Fund	82,080,260	80,931,080	82,302,442	1,371,362	1.69%

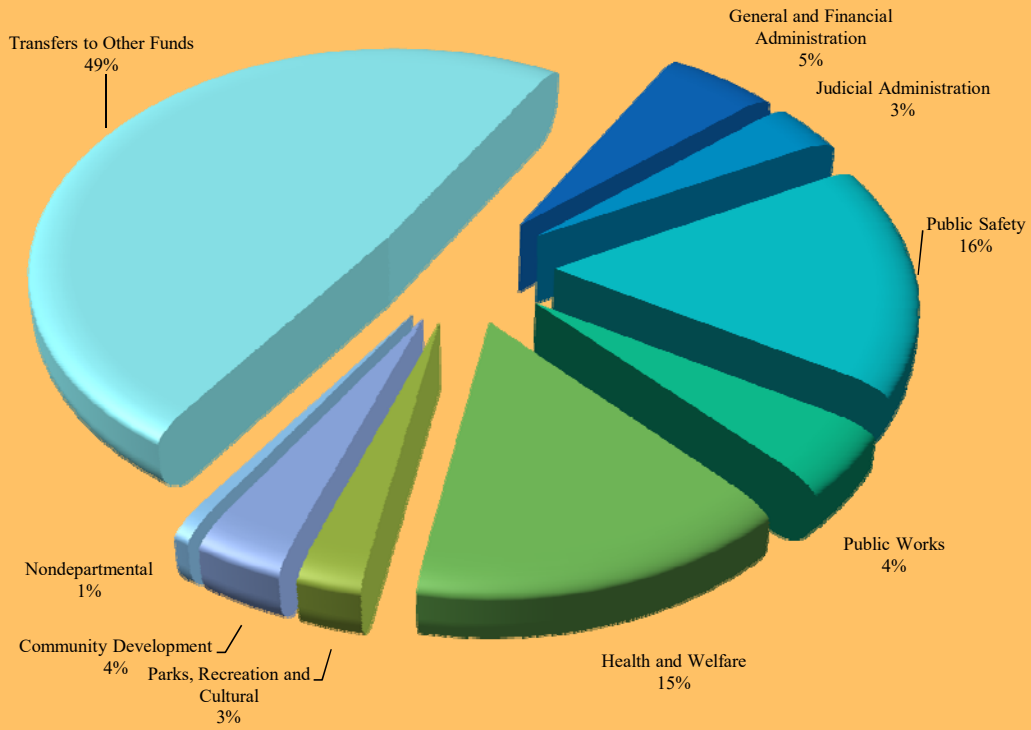


Franklin County
Summary of General Fund Expenditures by Department

	<u>15-16</u> <u>Actual</u>	<u>16-17</u> <u>Budget</u>	<u>17-18</u> <u>Adopted</u>
General Government Administration			
Board of Supervisors	350,011	363,317	430,037
General and Financial Administration			
County Administrator	403,724	402,698	446,197
Commissioner of Revenue	592,472	616,285	631,118
Reassessment	289,041	150,000	150,000
Treasurer	507,180	509,287	517,225
Finance	250,604	256,904	270,178
Risk Management	376,914	400,111	420,727
Human Resources	119,520	125,554	134,574
Information Technology	1,202,041	1,177,637	1,214,408
Registrar	253,373	292,121	292,811
	<u>4,344,878</u>	<u>4,293,914</u>	<u>4,507,275</u>
Judicial Administration			
Circuit Court	97,479	105,437	105,789
General District Court	9,501	7,080	7,080
Magistrate	735	2,000	2,000
Juvenile and Domestic Relations Court	13,451	17,750	17,750
Clerk of the Circuit Court	713,725	638,890	640,306
Sheriff - Courts	802,842	725,303	769,811
Juvenile Court Services	324,740	430,901	430,901
Commonwealth Attorney	758,006	787,092	830,201
	<u>2,720,479</u>	<u>2,714,453</u>	<u>2,803,838</u>
Public Safety			
Sheriff	4,263,567	4,134,070	4,113,069
Corrections	3,967,110	3,959,342	4,112,067
Building Inspections	437,079	499,094	483,470
Animal Control	291,098	276,413	277,385
EMS Billing	1,232,070	1,294,564	1,347,296
Public Safety	2,483,259	2,922,030	3,108,278
	<u>12,674,182</u>	<u>13,085,513</u>	<u>13,441,565</u>
Public Works			
Road Viewers	0	0	0
Public Works	209,537	214,436	281,527
Solid Waste and Recycling	1,661,948	2,066,006	2,087,344
General Buildings and Grounds	1,088,183	1,263,641	1,274,800
	<u>2,959,668</u>	<u>3,544,083</u>	<u>3,643,671</u>
Health and Welfare			
Health Department	338,705	370,000	370,000
Contributions to Health and Welfare	107,596	109,511	109,511
Social Services	5,843,955	6,028,136	6,215,926
CSA - Youth Services	4,711,899	4,798,004	5,025,361
Family Resource Center	275,493	258,483	345,924
Aging Services	193,628	222,777	224,150
	<u>11,471,276</u>	<u>11,786,911</u>	<u>12,290,872</u>

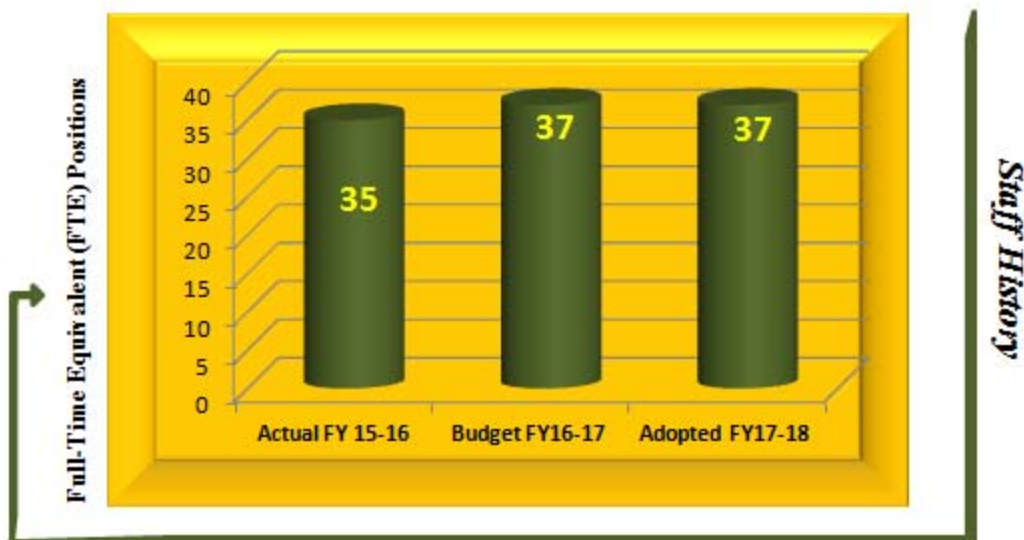
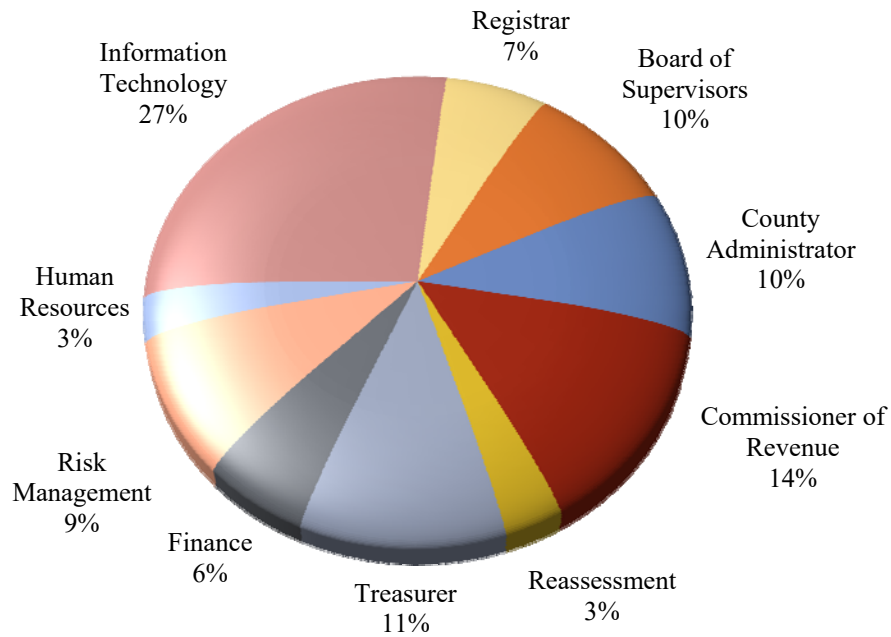
Parks, Recreation and Cultural			
Parks and Recreation	1,032,411	1,046,040	1,130,575
Libraries	975,987	930,094	968,647
	<u>2,008,398</u>	<u>1,976,134</u>	<u>2,099,222</u>
Community Development			
Planning Agencies/Contributions	634,513	594,529	605,934
Planning and Community Development	496,758	541,050	553,911
Economic Development	909,078	1,015,102	1,009,637
Franklin Center	196,522	196,192	198,650
Tourism Development	284,203	258,221	276,021
GIS and Mapping	145,121	151,813	158,384
Virginia Cooperative Extension	95,056	109,641	114,433
	<u>2,761,251</u>	<u>2,866,548</u>	<u>2,916,970</u>
Nondepartmental	<u>0</u>	<u>667,645</u>	<u>530,599</u>
Transfers to Other Funds			
Schools - Operations	30,153,757	30,504,781	30,741,332
Schools - Debt Service	2,402,459	2,355,952	2,295,523
Schools - Canneries	34,746	37,419	37,419
Schools - Carryovers	0	0	0
County Capital: School Projects	1,220,000	1,220,000	1,220,000
Debt Service	2,883,056	2,929,563	2,989,992
E911	926,158	917,663	953,663
Utilities	15,000	15,000	15,000
County Capital Projects	3,698,590	2,015,501	1,815,501
Total Transfers	<u>41,333,766</u>	<u>39,995,879</u>	<u>40,068,430</u>
Total General Fund	<u>80,273,899</u>	<u>80,931,080</u>	<u>82,302,442</u>

General Fund Adopted Expenditures FY 17-18



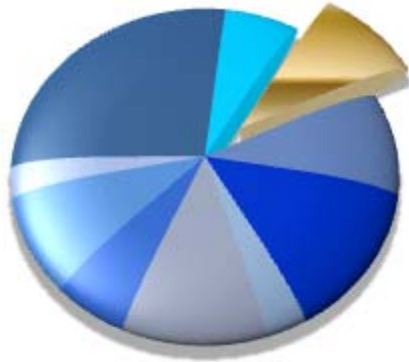
General Government Administration


FY 17-18 Adopted Expenditure Budget \$4,507,275



Board of Supervisors

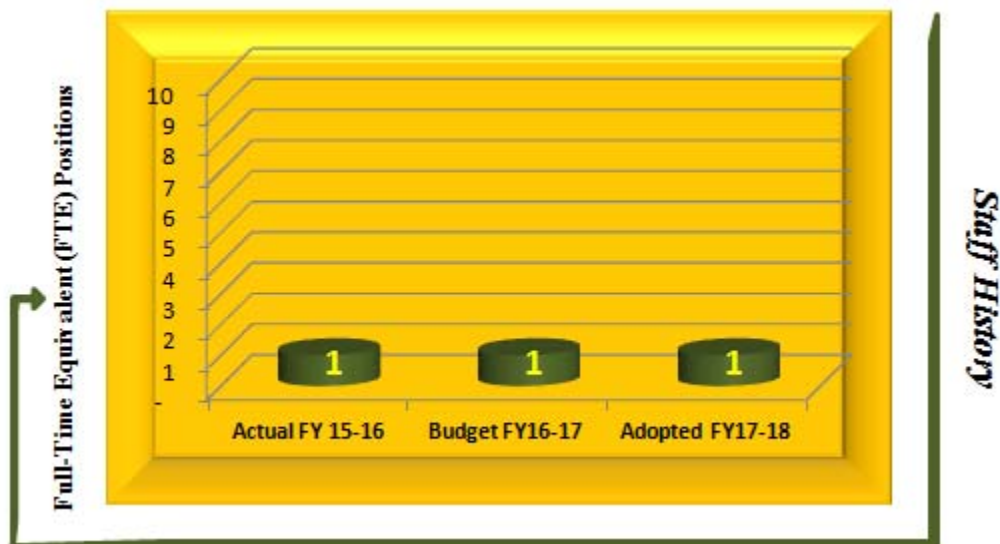
General Government Administration Expenditure Budget:
\$4,507,275



 Expenditure Budget:
\$430,037

10% of Gen. Government Admin.

Board of Supervisors Appropriations				
Description	Actual FY15-16	Budget FY16-17	Adopted FY17-18	Change 2017 to 2018
Personnel	149,741	147,167	158,247	7.53%
Operating	200,269	216,150	271,790	25.74%
Total	350,010	363,317	430,037	18.36%



Board of Supervisors

Mission Statement

The Franklin County Board of Supervisors upholds the Code of Virginia and Virginia State laws and whose ultimate responsibility is to improve the quality of life for the citizens of Franklin County. The Board serves as a governing body over County Administration and the Services provided to County citizens. The Board ensures that Franklin County provides services that are easily accessed, meet the needs of the County citizens and are delivered with excellent customer service in a timely and efficient manner by well-trained professionals, including the County's many dedicated volunteers. The Franklin County Board of Supervisors makes ethical informed decisions regarding safety, economic development, programs/activities and services to improve the safety and security for the County's citizens. The Board of Supervisors provides the County citizens with excellent customer service by following the Customer Service Core Values.

Strategic Vision Goal

OUR 2025 VISION

Franklin County, Virginia-- appreciating its rural, scenic Blue Ridge landscape and rich cultural and agricultural heritage is a uniquely balanced, highly educated, prosperous, and diverse land of families, businesses, and communities of faith who thrive amongst interconnected neighborhoods where personal responsibility and community interdependence are cherished.

Department Goals and Objectives

Prepare, publish and preserve official records of the Board of Supervisors

- Maintain timely and accurate production and retrieval of records by:
 - a. Complete Board actions 100% of the time within 3 days of Board meeting
- Retain records in accordance with retention guidelines established by the Library of Virginia
- Ensure safety and security of historical records

Maintain high standards of customer service to citizens

- Publish Board agendas, Board actions, minutes and special notices on the Board of Supervisors website
- Complete minutes 100% of the time within 30 days of the Board meeting
- Maintain 100% no-correction rate of minutes based on the total number of pages produced annually
- Provide for on-line submission of requests to address the Board, solicitation permits and citizen volunteer forms
- Maintain Board of Supervisors website page for timeliness and relevance of information

Serve as liaison between Board members, staff and citizens

Board of Supervisors



- Communicate information through the following outlets: Board of Supervisors website and posting of notices within the County Administration Center
- Ensure that communications are forwarded to the Board within 24 hours of receipt
- Provide prompt, courteous responses to requests for information from Board members, citizens and staff

Performance Measures

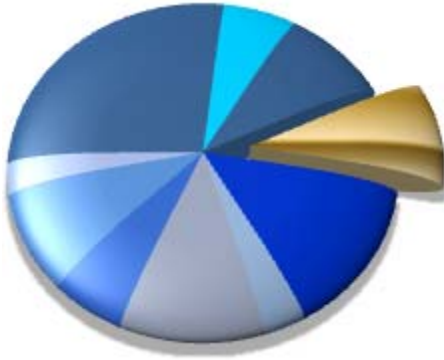
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
Percentage of Board actions completed within three business days of Board meeting.	100%	100%	100%	100%	100%
Percentage of minutes for regularly scheduled Board meetings completed within 30 business days or within two meeting cycles	100%	100%	100%	100%	100%
Percentage of minutes requiring no correction based on total number of pages produced annually	100%	100%	100%	100%	100%


Strategic Alignment Summary

- Operational Effectiveness & Managed Growth. The County is progressive and others desire to use what the County is doing right.
- Financial Stability. The County is financially stable and healthy.
- Managed Growth. The County continues to be beautiful even while we enhance progress. Our agricultural land and scenic views are still here. County is using the land wisely by concentrating growth in well-planned villages.
- Economic Development. The County is moving from being a great place to live to a great place to live and work. We have increased opportunities for people to work right within the County.
- Infrastructure. Many people enjoy the County’s remarkable recreation, including opportunities to experience our natural assets, events, heritage, culture, and special venues.
- Lifelong Learning. The County is maintaining award-winning schools with great ratings as a result of vision, creative foresight, excellent management, dedicated employees, and support. The County has excellent career-technical education and job training opportunities for students at a young age.
- Economic Development. County provides healthy economic development and job creation. County actively works to provide higher paying jobs, clean businesses, and pursues target sectors

County Administration

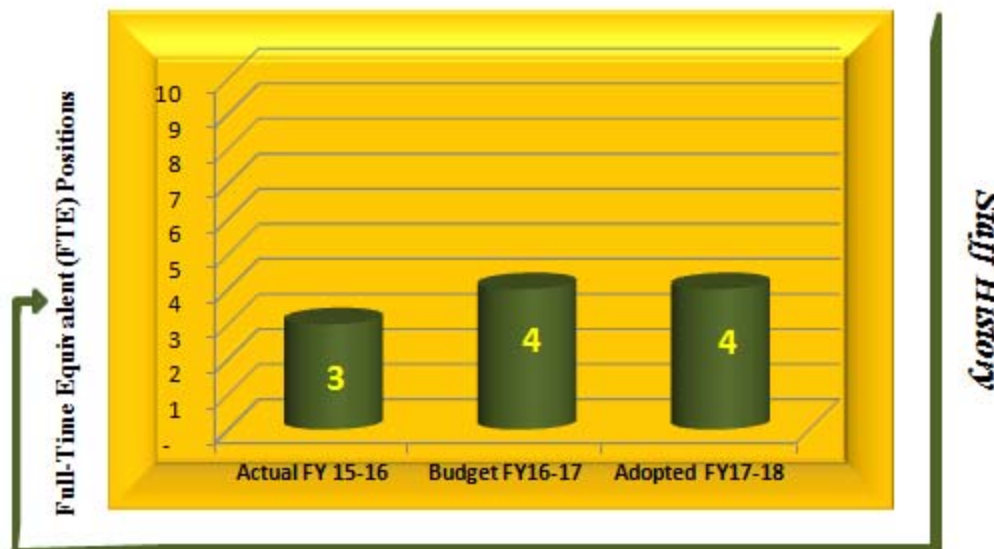
General Government Administration Expenditure Budget:
\$4,507,275



 Expenditure Budget:
\$446,197

10% of Gen. Government Admin.

<u>County Administration Appropriations</u>				
<u>Description</u>	<u>Actual FY15-16</u>	<u>Budget FY16-17</u>	<u>Adopted FY17-18</u>	<u>Change 2017 to 2018</u>
Personnel	371,784	377,698	417,257	10.47%
Operating	31,941	25,000	28,940	15.76%
Total	403,725	402,698	446,197	10.80%



County Administration



Mission Statement

The mission of County Administration is to provide leadership and direction to County employees, facilitate the implementation of Board priorities and policies and manage the operation of County functions to ensure the delivery of cost effective, customer-responsive public services and assist citizens with excellent customer service.

Strategic Vision Goal

County Administration will provide the essentials in building a competitive future while delivering many services with fiscal responsibility and appreciation of the community’s rich diversity while protecting its environmental resources and promoting quality life.

Department Goals and Objectives

- To promote a high quality of services and facilities with current staff and funding levels.
- To ensure adequate resources for special projects and tasks.
- Provide excellent service delivery and citizen satisfaction.
- Continuing to meet the increased fiscal demands of a growing population.
- To present a balanced annual budget for consideration by the Board of Supervisors.
- To develop a diverse economic base to provide opportunities for new business development.
- To assess opportunities for technology enhancements which have a positive return on investment.
- Provide leadership for efficiency enhancements throughout the organization.

Performance Measures

	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
Annual Budget Submittal	100%	100%	100%	100%	100%
Issue Tracker Request (completed on time)	100%	100%	100%	100%	100%

Strategic Alignment Summary

- Infrastructure – Administration ensures adequate resources for special projects and tasks.
- Financial Stability—Administration presents and maintains annual balanced budgets.
- Managed Growth—Administration meets the increased fiscal and service demands of a growing population.
- Economic Development—Administration helps to foster a diverse economic base to provide opportunities for new business development.
- Operational Effectiveness—Administration provided leadership for efficiency enhancements throughout the organization

County Administration



Budget Strategies

- A second management team meeting added monthly for Board meeting follow up.
- A more effective leadership management by initiating team focus groups.



Commissioner of Revenue

General Government Administration Expenditure Budget:
\$4,507,275



Expenditure Budget:
\$781,118

17% of Gen. Government Admin.

Commissioner of the Revenue Appropriations				
Description	Actual FY15-16	Budget FY16-17	Adopted FY17-18	Change 2017 to 2018
Personnel	540,124	542,379	557,212	2.73%
Operating	341,388	223,906	223,906	0.00%
Total	881,512	766,285	781,118	1.94%



Commissioner of the Revenue

Mission Statement

The Commissioner of the Revenue mission statement is to establish, implement and maintain a professional, uniform and equitable assessment policy and apply the laws of the Commonwealth and the County of Franklin fairly to every citizen. We provide friendly and courteous service to our citizens and ensure confidentiality of taxpayer information. The office maintains a staff of trained tax professionals to provide accurate information and assistance with all tax related issues.

Strategic Vision Goal

To establish the highest level of public confidence with reliability, courteous and prompt service while keeping abreast of the change in tax laws advances in technology and the growth of the County.

Department Goals and Objectives

The Commissioner of the Revenue is responsible for the discovery and assessment of all personal property, machinery and tools, business tangible property, and merchant's capital taxes. Based on these assessments, the Commissioner's office creates the personal property assessment book for the county and the Towns of Rocky Mount and Boones Mill. The Commissioner's office creates a file to be outsourced (currently to MW Printers) for all generated tax bills.

State income tax returns are checked for compliance and accuracy before submitting to the Dept. of Taxation. All qualifying returns are entered in the Va. Dept. of Taxation secure website for quick refunds. The Commissioner of Revenue office also files Va. state income tax returns and/or assists with inquiries and problem resolutions concerning tax issues. State estimated tax vouchers are processed through the Commissioner's office as well.

The Commissioner of Revenue office administers the personal property tax relief program (PPTRA adopted in 1998). The Commissioner is responsible for the qualification of all personal use vehicles to receive the relief. This process consists of examining Federal Schedule C's and depreciation schedules and gross weights as registered with the DMV. This process for the most part is a manual process.

The Vehicle License Fee replaced the decal fee previously sold by the treasurer's office in 2012 which became effective in 2013. The Commissioner of Revenue is now responsible for applying the VLF where applicable. This consists of updating the information on each DMV Vehicle or trailer as stated in statute. While some of this process can be managed electronically, a large portion of the work and verification is a manual process.

All Food and Beverage and Transient Occupancy accounts are created and managed by the Commissioner of Revenue. This consists of monthly filings and collection of any delinquencies. Grand Jury indictments are the means used for accounts past 2 months delinquent. At the end of the year, I reconcile the meals tax numbers to the sales tax numbers from the Dept. of Taxation.

Commissioner of the Revenue

The Commissioner of Revenue office is responsible for all real estate transactions including maintaining ownership records, subdividing or combining parcels based on recorded survey plats and assigning Cadastral map numbers when applicable, the assessment of subdivided parcels and improvements, monitoring building permits for alterations or new construction, assessing and prorating taxes on new construction, administering the Land Use program, as well as the Disabled Veterans Real Estate Tax Relief (effective January 1, 2011), the KIA Veteran's spouse relief (effective in 2015). The Tax Relief for the Elderly and Disabled Homeowner is also managed by the Commissioner of Revenue.

The Commissioner of Revenue creates a file for the GIS Dept. of all plats including boundary surveys as well as subdivided parcels with tax Cadastral map numbers for mapping. After the GIS Dept. creates the shape files, the data is verified by the Commissioner's office before publishing to the county GIS website. This process protects the integrity of the data in the Commissioner's office.

The real estate land assessment book, the real estate tax exempt book, the Land Use Book and all real estate bills are generated in the Commissioner's office. The assessments for the Towns of Rocky Mount and Boones Mill are also created by the Commissioner of Revenue. Any adjustments to the real estate or personal property tax bills for the Towns are handled by the Commissioner's office. The Commissioner of the Revenue office also provides the Va. Dept of Taxation with a spreadsheet of arms length transactions to assist the Virginia Tax Department with the ratio study of sales to FMV each year.

The Commissioner of Revenue office works with County Administration and the appraisal firm hired by the Board of Supervisors every four years when the general reassessment is performed. Currently, for the reassessment that will become effective January 1, 2016, the Commissioner's office is proofing all field sheets after data entry by the assessment firm and providing data entry and proofing for all mobile homes assessed. This will maintain the integrity of our data.

The State Corporation Commission provides to the Commissioner of Revenue the assessments for Public Service Corporations including Railroad Properties. The personal property and real estate Public Service book and invoices are then created and billed by the Commissioner.

All Bank Franchise tax returns are filed annually with the Commissioner of Revenue. Each return is reviewed for supporting documents, mathematical accuracy and verifying the assessed value of all real estate owned by the bank(s) within Franklin County before submitting the return to the Dept. of Taxation.

The Commissioner of Revenue office issues County business licenses in accordance with the Franklin County ordinance. All background check applications are performed by the Commissioner of Revenue. We notify the sheriff's office to conduct the background checks and submit the fees to the treasurer's office.

Commissioner of the Revenue

We handle every telephone call and walk-in citizen inquiry with professional, personal service while conducting the many duties of the office.

Recap of Goals and Objectives

- To provide the best possible service to the citizens.
- Meet state and county deadlines for all filings.
- Improve the flow of information between County offices.
- Accurately assess all personal property and business property, trusty taxes etc.
- Hold appointments and process approximately 600 tax relief accounts by May 1st.
- Provide daily assistance to citizens with preparation, information and corrections of VA State Income Tax Returns as well as resolve problems with income tax or local tax issues.
- Assist citizens with sales tax filings and inquiries.
- To respond to all customer inquiries in a timely manner.
- Assist all taxpayers with qualifying property in the land use program with the revalidation process.

Performance Measures

	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Estimated FY 16-17
Personal Property tax assessments, meals tax, transient tax, merchants' capital, machinery & tools, public service, mobile home assessments, state income tax estimates and payables, airplanes, BPP, bank franchise, taxpayer assistance, exonerations, supplemental, # of vehicles qualified for PPTR, VLF's, tax relief for the elderly and disabled veterans, correspondence, campgrounds, mobile home parks, shopping centers, marina's, storage units, sales tax, summons letters, data entry, DMV import processing, walk-ins, phone calls etc...	195,080	196,000 (estimate)	207,669	338,869	342,257
Real Estate assessments, transfers, new construction assessments, plats, land use applications, land use revalidations, correspondence, data entry, taxpayer assistance, disabled Veterans applications, building permits appraised, creating and proofing plats	65,742	65,000 (estimate)	65,975	127,529	128,931

Commissioner of the Revenue



<p>for GIS, print and mail revalidation forms, cover letters, proof deeds transfers, wills etc., print and file new name sheets, file, process conservation easements data entry into CAMRA software, phone calls, walk-ins etc. (in 2015 and 2016 we proofed the reassessment data, maintained the picture logs, printed the tax maps, data entry on all mobile homes from reassessment and assisted the appraisers with documentation or input on questions, maintained spreadsheets on all building permits, data entry and verification etc.</p>					
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Strategic Alignment Summary

- Infrastructure - Ensure that every property owner understands the assessment process and how property values are derived.

Budget Strategies

Continue the fair and equitable assessment of all real and personal property in Franklin County.



Treasurer

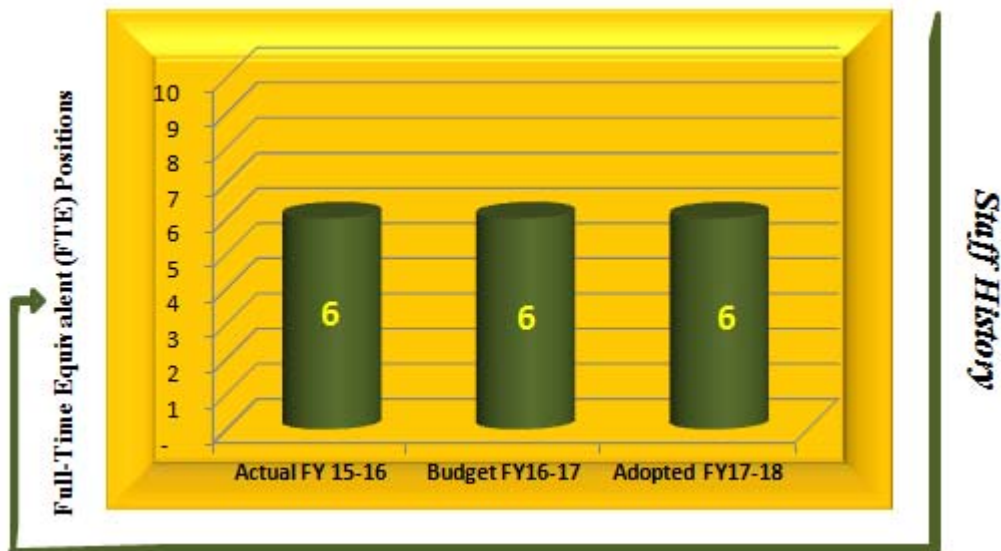
General Government Administration Expenditure Budget:
\$4,507,275



Expenditure Budget:
\$517,225

11% of Gen. Government Admin.

<u>Treasurer's Office Appropriations</u>				
<u>Description</u>	<u>Actual FY15-16</u>	<u>Budget FY16-17</u>	<u>Adopted FY17-18</u>	<u>Change 2017 to 2018</u>
Personnel	382,142	378,022	382,960	1.31%
Operating	125,038	131,265	134,265	2.29%
Total	507,180	509,287	517,225	1.56%



Treasurer

Mission Statement

The Franklin County Treasurer's Office is responsible for collecting real estate, personal property, state income, estimated income, transient occupancy, meals tax, issuing dog tags and processing revenues collected by other county departments. They also balance the bank statements for all county and school accounts including social services. They are dedicated to help the citizens receive efficient and informative responses to their concerns and questions. They strive to build relationships with the taxpayers by being understanding to their needs and helping them to understand the laws by which we are governed. They are willing to do research and make changes in procedures whenever possible to better serve the citizens and provide answers to the questions presented to them. The Treasurer as an elected Constitutional Officer will uphold the highest standards in the collection of all taxes and revenues due to the county and maximize the investment return and security of all public funds.

Strategic Vision Goal

It is our goal to provide an efficient and professional approach in serving the citizens of Franklin County while maintaining an attitude of respect and understanding.

Department Goals and Objectives

Provide premier customer service.

- Handle customer requests within 24 hours.
- Explore new technologies that will enable us to meet or exceed customer expectations of convenience and efficiency.

Maintain a top tier collection rate

- Utilize the powers authorized to this office by the State Code of Virginia to maximize collection efforts.
- Continue to refine state collection programs such as DMV Stops and Tax Set Off in the pursuit of delinquent funds.
- Increase the usage of Tax Liens, Bank Liens, Distress Warrants, and Judicial Sales in delinquent collections where warranted.

Ensure fiscal integrity as Chief Investment Officer

- Uphold the County Investment Policy, and the Virginia Security of Public Funds Act.
- Achieve the highest possible safety of depository accounts, maximize investment returns, and maintain integrity of investment principal.
- Utilize cash flow modeling to maximize returns.

Technological automated improvements

- Find alternative mechanization enhancements that will offer convenience oriented services to residents of Franklin County.
- Pursue additional payment method options for our citizens in conjunction with online bill presentment.

Treasurer

Performance Measures

	FY 12-13	FY 13-14	FY14-15	FY15-16	Estimated FY16-17
Tax Collection rate	97%	97%	97%	97%	97%
Average Return on Investments	2.50%	2.50%	1.50%	1.50%	1.50%

Strategic Alignment Summary

- Financial Stability - The Treasurer is tasked with receiving, collecting, safeguarding, and disbursing county funds. The Treasurer's office invests those funds within the confines of the Code of Virginia and the Treasurer's Office Investment Policy.

Budget Strategies

With a new year, brings new energy and focus to our overall strategy. While all of our goals are important, we will primarily focus on how to maximize our collection efforts.

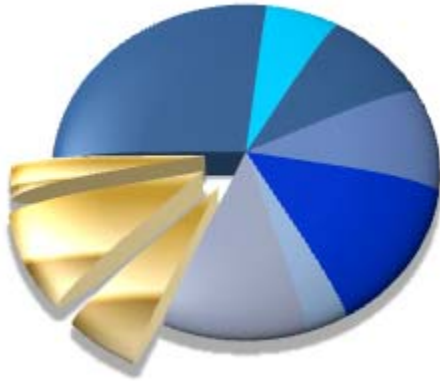
The past few years have been challenging as the financial instability has been felt by everyone including households and private businesses. This is no different for local governmental units involved with collection of taxes. In order for this department to achieve our stated collection goals, we had to adhere to our basic principles of customer service and personalized empathy. We felt that the more delinquent processing information is distributed to these individuals, the more informed decisions they could make with their funds.

Revenue enhancement through other uses and investment of funds, unfortunately, has not seen the same kind of rebound. Investment returns have plummeted in the past several years and leveled off at unprecedented low levels. While we anticipated this plight would occur and dramatically lowered our projections, it has still placed a hardship on annual budget earnings. Until then, the residents and County Government can continue to count on the Treasurer's Office for the highest standards of Treasury Management in revenue collection, account reconciliation, and asset protection.



Finance

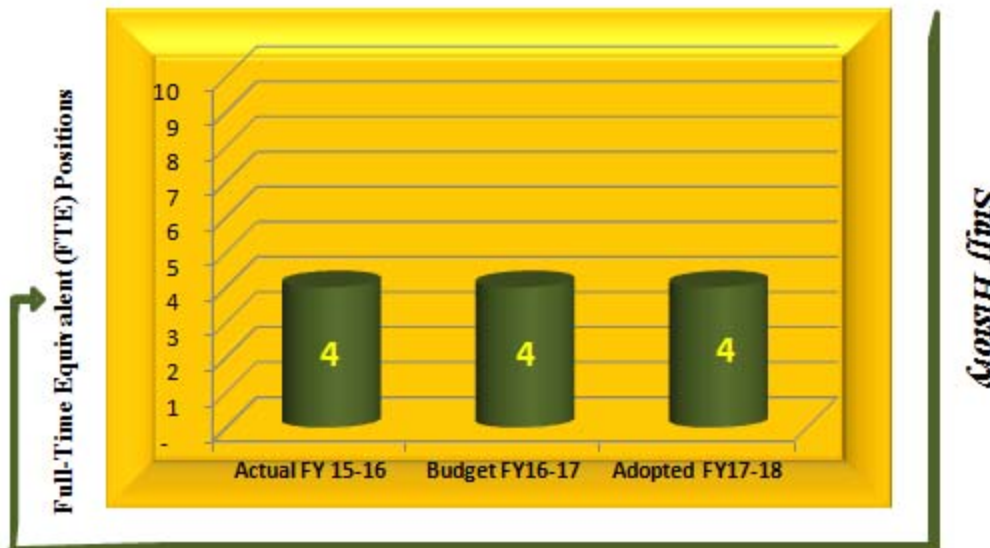
General Government Administration Expenditure Budget:
\$4,507,275



Expenditure Budget:
\$825,479

18% of Gen. Government Admin.

Finance Department Appropriations				
Description	Actual FY15-16	Budget FY16-17	Adopted FY17-18	Change 2017 to 2018
Personnel	493,598	519,533	537,327	3.42%
Operating	253,439	263,036	288,152	9.55%
Total	747,037	782,569	825,479	5.48%



Finance

Mission Statement

The mission of the Franklin County Finance Department is to provide quality services to all citizens and to safeguard the County's assets. To develop and maintain superior financial planning and reporting in order to provide timely, accurate and complete information, and to maintain employee's payroll and leave records. The Department is committed to enhancing our ability to serve both internal and external customers with excellent customer service.

Strategic Vision Goal

The Finance Department's goal is to be financially responsible, customer focused team (both internal and external), strives to be more efficient, provide accurate and timely data, demonstrate integrity in relationships and foster a keen focus on providing insight to our citizens.

Department Goals and Objectives

The Department of Finance is responsible for recording all financial transactions for Franklin County and paying all of its employees. This department is also responsible for capital financing and debt management, risk management, purchasing, human resource/benefits administration, the annual budget process, the annual capital improvement plan, utility billing and accounts payable.

Accounting

Administer and properly account for all County, School and fiscal agency funds following generally accepted accounting principles in the application of all accounting policies and procedures.

- Maintain the GFOA Certificate of Achievement for Excellence in Financial Reporting and GFOA Award for Distinguished Budget Presentation.
- To provide management with accurate, reliable and up-to-date financial reports on a monthly and yearly basis.
- To maintain accountability for all County fixed assets on a yearly basis.
- To meet all payroll deadlines, file all payroll reports on a timely basis and maintain complete and accurate leave and personnel records for all full and part time employees.
- Ensure that all purchases are made within the guidelines of the State and County Procurement Code.
- Effectively administer the annual budget process and the annual capital improvement plan.
- To return messages/answer questions within 24 hours of the request.
- Administer the risk management program for the County-file claims within 2 business days of receipt.
- To formulate and annually update a five year financial projection to support the strategic plan.

Debt Administration

Finance

-
- Provide accurate W-2 information by January 31, with no corrections or adjustments, to current and former employees.

Purchasing

Provide overall direction, management and oversight of the County's purchasing program in accordance with the Code of Virginia and Franklin County policies and procedures. Facilitate the purchase of all goods and services for the County at the best possible combination of price, quality and timeliness, consistent with prevailing economic conditions, while establishing and maintaining a reputation of fairness and integrity.

- Research and implement increased competition for non-commodity and special purchases.
- Provide contract administration and guidance for all Departments.

Budgeting

Manage and coordinate the development and implementation of the County's annual budget utilizing a collaborative process with a long-term perspective that seeks to link resources allocation decisions to community priorities and outcomes. Establish a revenue projection process that maximizes accuracy and consistency, while maintaining a conservative approach that ensures stable and reliable delivery of services to the citizens (structural balance). Coordinate preparation and update of the annual Capital Improvement Program consistent with the long-term priorities of the Board of Supervisors and community. Provide accurate and timely budgetary and financial information, management consultation, fiscal analysis and long-range planning assistance to all stakeholders of the organization to enhance the effectiveness of Franklin County Government.

- Ensure each operating department prepares/updates an annual Business Plan that identifies its core service area responsibilities by identifying the departmental mission, goals, objectives and desired outcomes consistent with county-wide priorities.
- Accumulate and disseminate budgetary information to all stakeholders of the organization to enhance decision-making, promote awareness, and provide information concerning County operations.
 - Prepare and publish the budget in accordance with the Government Finance Officers Association Criteria for Distinguished Budget Award-Financial plan, Policy document, Operations guide and Communications device.
 - Publish the County's Departmental Annual Report that summarizes the results of operations for each operating department in regard to the department's adopted business plan from the preceding year.
- Analyze effectiveness of, modify, and/or develop projection models to estimate revenues within 2% of actual.
- Update and present adjusted revenue projections to Administration and the Board of Supervisors each month for possible adjustments to formal appropriations.

Finance

-
- Establish and maintain a process that provides an effective method for operating departments to update plans for future capital expenditures by identifying specific projects, time-frame and capital and operational costs.
 - Annually publish a formal Capital Improvement Program document, indicating the County's plan for facility and infrastructure improvements for the next 5 years.
 - Provide budgetary information and analysis to Administration and Board of Supervisors to facilitate effective day-to-day management and to aid in the formulation and implementation of long-term policy decisions.
 - Provide on-going monitoring of the state budget and fiscal impact analysis of proposed legislation by the General Assembly and/or executive amendments by the Governor.
 - Provide and make available citizen-friendly and transparent budgetary information for the general public that will increase awareness and understanding of the County's operations.

Performance Measures

	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Estimated FY 16-17
Number of training sessions held annually for the departmental end users	2	2	10	4	4
Number of departmental internal control/compliance reviews conducted	3	3	3	3	3
Average number of purchasing cards audited monthly	40	40	40	46	50
Percent of payrolls prepared on time with no substantial errors	100%	100%	100%	100%	100%
Percent of W-2's prepared with no correction or adjustment required	100%	100%	100%	100%	100%
Number of Checks processed for payment to County & School vendors	39,277	38,019	35,380	40,152	40,000
Number of Invitations for Bid, Request for Proposals & Request for Quotations	14	16	16	18	20
Percent Variance in Actual vs. Projected Revenue	2%	2%	2%	2%	2%
Percent Variance in Actual vs. Amended General Government Fund Expenditures	2%	2%	2%	1%	1%
Receipt of the GFOA certificate for excellence in financial	Yes	Yes	Yes	Yes	Yes

Finance

The Internal Audit and Compliance Division of the Finance Department has sought to be proactive in the wake of The Sarbanes Oxley Act, new Statements of Auditing Standards, and revised Government Auditing Standards. Internal Control and Compliance will conduct monthly audits on the County Purchasing card program. In addition, they will perform a review of selected departments on the accuracy of policies and procedures and on transactions in the areas of payroll, cash receipt and disbursements, Information Technology access controls, fixed assets, grant management and record retention.


The Finance Department will strive to receive the Government Finance Officers Association Award for Distinguished Budget Presentation annually. GFOA makes this award based on the Adopted Budget Book use as a financial plan, a policy document, an operations guide and a communication device. This document is one of several prepared and published annually by the Department. Other documents include the Capital Improvement Program and Comprehensive Annual financial Report. The Finance Department will publish a reduced number of printed copies of the Budget Book and Capital Improvement Program. These publications will continue to be available on the County's internet site.



Information Technology

General Government Administration Expenditure Budget:
\$4,507,275



 Expenditure Budget:
\$1,214,408

27% of Gen. Government Admin.

Information Technology Appropriations				
Description	Actual FY15-16	Budget FY16-17	Adopted FY17-18	Change 2017 to 2018
Personnel	702,414	683,786	698,557	2.16%
Operating	499,627	493,851	515,851	4.45%
Total	1,202,041	1,177,637	1,214,408	3.12%



Information Technology

Mission Statement

The Information Technology Department of Franklin County provides technology solutions to enable the business of local government to be more effective and efficient in serving citizens in a timely and courteous manner, while embracing the County's Customer Service Philosophy and Customer Service Core Values.

Strategic Vision Goal

Information Technology will install and manage the best technology infrastructure available and afforded by Franklin County. We will provide infrastructure support that is timely and of high quality.

Department Goals and Objectives

Provide hardware, software and connectivity necessary to support County business functions.

- Continue development/expansion of E-Government services.
- Rewrite and redeploy all county web sites and information portals.
- Maintain and enhance a disaster recovery plan and system for the County's core applications and communications services.
- Monitor and modify processes to provide the best possible response time for technology requests.
- Stabilize enterprise infrastructure to enhance performance and serviceability.
- Redesign communications infrastructure to allow seamless fail over in the event of a connection interruption.
- Continue to increase Broad band connectivity throughout the County.

Performance Measures

	Average Response Time (In Days)				
	FY 12-13	FY13-14	FY14-15	FY15-16	Estimated FY16-17
Tech Support	5	3	4	2	.5
Telephone	4	3	3	1	1
Operations	0	0	0	0	0
Applications	13	7	10	1	1
Web	1	1	1	1	.5
GIS	9	7	7	1	1
Overall Average Response	5.3	3.5	4.2	1.0	.6

Strategic Alignment Summary

- **Infrastructure** - The counties Infrastructure is powered by the technology installed and managed by information technology.

Information Technology

Budget Strategies

Franklin County IT Department is focused on providing the best possible service to all County employees and where applicable Franklin County citizens. Foundations for our service are as follows:

Reliability

Insure availability of all mission critical systems by developing transparent failover and redundancy. Availability goal of mission critical systems is 99.999% for unplanned outages. This goal will be met by active monitoring of system health and performance and by virtualizing critical systems.

Efficiency

Franklin county It uses its human and financial capital to maximize our effectiveness in the county. Every one of our staff serve the county with multiple skill sets as well as backing up other staff members. Technology equipment is deployed in a carefully architected manner and is used until upgrades are absolutely required or parts or software are no longer available. Finally, we run extremely “thin” in our staffing and utilize outsource partners to supplement in cases of peak work load rather than hiring full time or temporary staff. The results are apparent in well run projects that complete on time and on budget.

Alignment

IT takes great care to collaborate with our customers and stay attuned to what is happening in all areas. Upgrades and repairs are scheduled in non-peak times and changes are tested with the users. Response time goals to user problems are 4 hours or less. Users are apprised of the nature and cause of issues and time fix estimates are communicated. Above all we pride ourselves in excellent customer service.

Innovation

Keeping pace with technology growth and change is a daunting task that we take very seriously. More than any other field IT reinvents itself in just months. Innovations that result from these changes can offer far more capability and in many cases at a lessor cost. Franklin County IT monitors technology on an ongoing basis and weighs the advantages/ disadvantages and ROI for technology adoption.



General Registrar

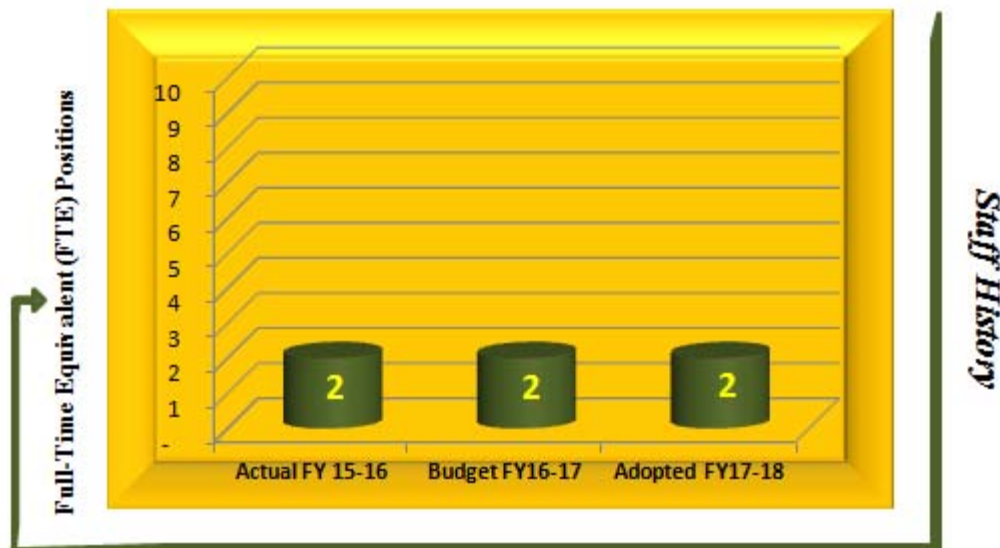
General Government Administration Expenditure Budget:
\$4,507,275



 Expenditure Budget:
\$292,811

7% of Gen. Government Admin.

<u>Voter Registrar Appropriations</u>				
Description	Actual FY15-16	Budget FY16-17	Adopted FY17-18	Change 2017 to 2018
Personnel	193,408	217,732	218,522	0.36%
Operating	59,965	74,389	74,289	-0.13%
Total	253,373	292,121	292,811	0.24%



General Registrar

Mission Statement

To provide quality customer service to the voter by administering a comprehensive and legally compliant program of uniform statewide voter registration to qualify voters and maintain accurate registration records. The Registrar's office will ensure that all Federal, State and Local Election laws are followed as well as enforcing guidelines for candidacy filings to provide the customer with accurate information.

Strategic Vision Goal

Educate voters on the required process and procedures to exercise their right to vote in Virginia.

Department Goals and Objectives

- Educate voters in a polite and courteous fashion on the voting process and procedures.
- Educate and assist the voters with forms and information to make registering to vote a quick and simple process.
- Provide on-going training and/or education on Federal, State and Local Election laws to ensure accurate information is available to voters and Officers of Election.
- Quickly and accurately administer the Absentee Ballot process.
- Maintain confidentiality of voter's personal and ballot information and update all voter registration records as required.
- Train election officials to conduct elections in their "district" that make customers a priority.
- Implementation of new voting equipment and training for the Officers of Election and voters.

Performance Measures

	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Proposed FY 16-17
Registered Voters	35,282	35,235	35,363	35,805	36,742
Officials Trained (200+ for each Federal, State and Local Election)	100%	100%	100%	100%	100%
VERIS Stats (Virginia Election Registration Information System)	42,718	13,063	27,521	29,018	32,658
Absentee Mail/Person	2,201	684	777	1,291	3,203
Total Number Voted	26,848	17,555	16,727	31,100	44,938
Candidate Processing (Local)	15	29	25	34	40

General Registrar

Strategic Alignment Summary:

- Lifelong Learning - Administer training for staff, officers of election and the public. Attract and retain officers of election and promote voting.

Budget Strategies

Compliance with State Board of Elections, Electoral Board, Code of VA Election Law and Mandates

Short-Term

- Continue to educate and train the Officers of Election on changes in laws and procedures.
- Managing the increasing cost of elections from unfunded State and Federal mandates with supplies not being provided by the State Board of Elections.
- Additional staff needs as the County continues to grow, voter registration increases, more primaries are ordered, increased duties with new state and federal regulations.
- Recruiting and retaining poll workers for long hours on Election Day.

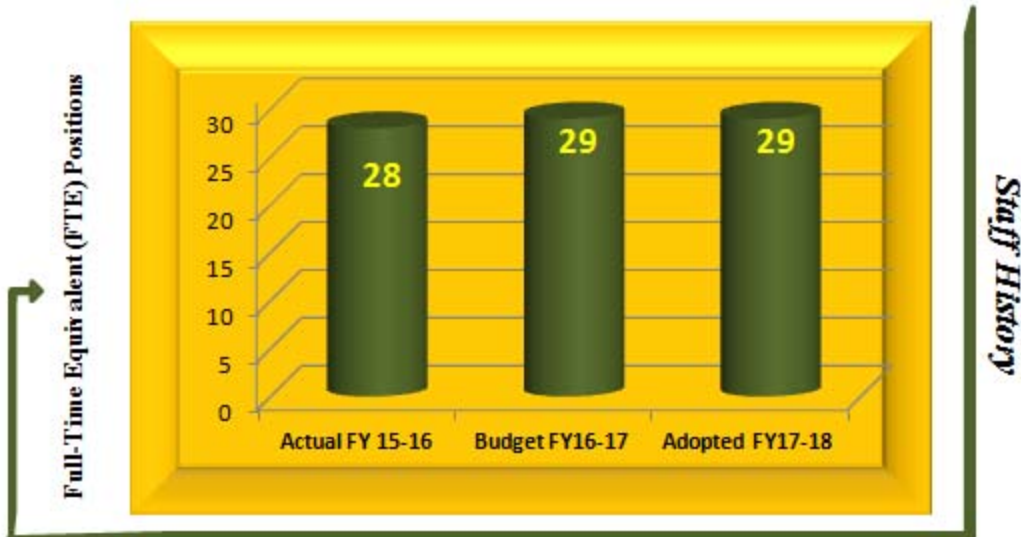
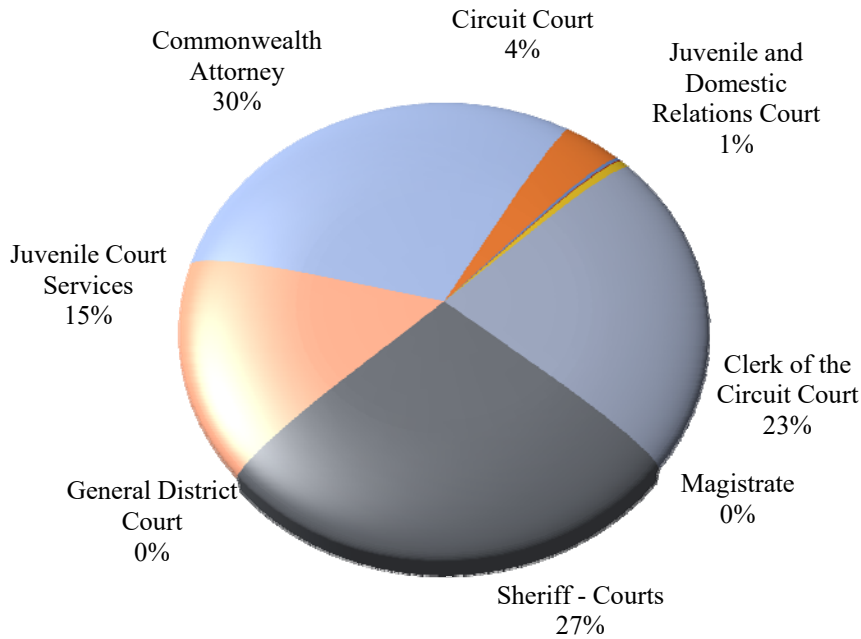
Long-Term

- Cost and number of elections with the trend of political parties opting for primaries rather than party nomination.



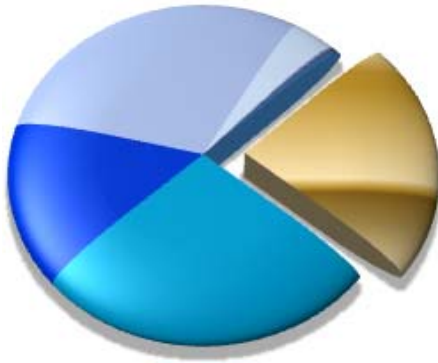
Judicial Administration


FY 17-18 Adopted Expenditure Budget \$2,803,838



Clerk of the Circuit Court

Judicial Administration Expenditure Budget:
\$2,803,838



 Expenditure Budget:
\$640,306

23% of Judicial Administration

Clerk of Circuit Court Appropriations				
Description	Actual FY15-16	Budget FY16-17	Adopted FY17-18	Change 2017 to 2018
Personnel	602,691	583,765	585,181	0.24%
Operating	111,034	55,125	55,125	0.00%
Total	713,725	638,890	640,306	0.22%



Clerk of the Circuit Court

Mission Statement

To serve the citizens of Franklin County, including members of the legal profession by preparing and maintaining accurate records in all civil and criminal cases brought before the circuit court, providing assistance to the Judge during all trials and hearings, to file and record all appropriate real estate documents, probate wills, to issue marriage licenses and concealed handgun permits, process judgments, passports, adoptions, divorces and name changes and to make available for inspection and reproduction all such public documents and to provide prompt services with competence, professionalism, and courtesy in compliance with laws, rules and regulations.

Strategic Vision Goal

Provide a competent, courteous and well-trained staff to assist in administration of justice and to provide the public with procedural information.

Department Goals and Objectives

- To ensure the Clerk’s Office provides excellent customer service to all citizens and is “user friendly.”
- To process all civil and criminal cases brought before the Circuit court.
- Maintain consistent hours of operation and procedure.
- To file, process, record, and make available for inspection all public documents maintained by the Clerk’s Office.

Performance Measures

	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Estimated FY 16-17
Criminal Cases Commenced	1837	2001	1635	1950	1905
Wills/Estates Initiated	284	298	312	292	336
Judgments/Admin Liens/Notices	1798	1765	1691	1650	1600
Deeds Recorded	9521	9717	7481	8200	8225
Number of Passports Issued	466	585	391	630	360
Number of Concealed Weapon Permits issued	863	1337	905	1100	1275

Strategic Alignment Summary

- Lifelong Learning - To enhance public trust, respect and safety and resolve legal matters in fair and timely manner.

Budget Strategies

In FY15-16, our office recorded 8,200 real estate-related documents. Considering the current rate of recordings, we believe that we will record approximately 8,225 such documents in this coming fiscal year.

Clerk of the Circuit Court

For the previous fiscal year, our office commenced and concluded 715 civil cases. We expect to commence and conclude approximately the same amount for this fiscal year. Even though we set up a civil file for each concealed handgun permit application, they are not included in this field.

Our office has continued to process a large number of concealed handgun permit applications from 1096 in FY14-15 to 1274 in FY15-16. Applications are still holding strong for this fiscal year and we expect we will continue at the same pace for next year.

Our office commenced and concluded nearly 1,904 criminal cases. There is a tremendous amount of work involved: i.e., preparing files, entering into CCMS system, filing paperwork, preparing court orders, disbursing court orders & preparing disposition forms for Department of Corrections, and this is a significant factor in our case data workload.

For the past fiscal year, our office issued 277 marriage licenses and expects to process approximately 300 of them in the coming fiscal year. Also, we have docketed 1533 judgments and processed 336 estates, and we anticipate handling similar numbers in the coming fiscal year.

Our office has continued to improve its record keeping and duplicating processes, primarily via the Supreme Court of Virginia's Reflections computerized imaging/indexing system. As of July 1, 2008, our office began making its real-estate related records available on the Internet via subscriber-only "Secure Remote Access" and we now have approximately 74 users. There is a \$50 monthly subscription rate.

Also, our office has been utilizing the SCV's Computerized Information System (CIS) for the past nine years and, within the previous fiscal year, has begun using its web-based JAVA case management system (CMS) combined with CIS, and its new subscriber-only "Officer of the Court Records Administration" (OCRA) system, which allows remote access to our more recent civil and criminal cases – at a cost of \$150 per year with seven current paid subscribers.


The ultimate goal is to back scan all records from 1786 to present over the next few years and to be converted into a "fileless" clerk's office.



Commonwealth's Attorney

Judicial Administration Expenditure Budget:
\$2,803,838



 Expenditure Budget:
\$830,201

30% of Judicial Administration

<u>Commonwealth Attorney Appropriations</u>				
Description	Actual FY15-16	Budget FY16-17	Adopted FY17-18	Change 2017 to 2018
Personnel	736,848	766,317	808,426	5.49%
Operating	21,158	20,775	21,775	4.81%
Total	758,006	787,092	830,201	5.48%



Commonwealth Attorney

Mission Statement

The Franklin County Commonwealth's Attorney is committed to improving the quality of life for the citizens by ensuring public safety and providing justice through the vigorous enforcement of criminal laws in a just, honest, compassionate, efficient and ethical manner, while at the same time protecting the constitutional and legal rights of the accused. Our office works with every component of the criminal justice system and the community to protect the innocent, to convict and appropriately punish the guilty, and to protect the rights of victims and witnesses.

Strategic Vision Goal

To assess conduct for criminality, charge accordingly, and strive to ensure the criminal justice system is understood.

Department Goals and Objectives

The Commonwealth's Attorney is an elected Constitutional Officer serving a four year term of office. This Office is responsible for providing the County of Franklin with legal representation in the prosecution of all criminal, traffic and juvenile offenses in the General District, Juvenile and Domestic Relation and Circuit Courts, plus appeals to the Virginia Court of Appeals and the Supreme Court of Virginia. Legal advice is provided to all local and State law enforcement agencies and officers investigating matters in the County of Franklin.

- Provide the most effective legal representation in the prosecution of all criminal cases.
- Provide services to and promote sensitive treatment of the victims and witnesses of crime.
- To counsel and consult with law enforcement and other County officials.
- Provide training and advice to local law enforcement departments, legislative updates and in-service training.
- To participate with county agencies, schools, citizens groups and other organizations and conduct education on issues related to public safety and courts.

Performance Measures

	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
Criminal Cases Commenced in Circuit Ct.	1,837	2,001	1,635	1,853 ¹	1,904 ¹
General District Criminal/Traffic Cases	15,474	18,085	17,965	10,870 ²	8,985 ²
Juvenile Cases	4,704	4,605	4,307	1,374 ³	1,392 ³

¹ The 1,853 is the number of criminal cases in Circuit Court for the year 2015, and 1,904 is for the year 2016, as compiled by the Supreme Court of Virginia.

Commonwealth Attorney

² This 10,870 figure is based on the Supreme Court of Virginia's data for such cases in the General District Court during the year 2015, while 8,985 is for 2016. It appears that the number of cases presented in this instant report for prior years captures *all* cases in General District Court, and not merely criminal/traffic cases.

³ This 1,374 is the number of criminal cases in Juvenile Court for the year 2015, and 1,392 is for the year 2016, as compiled by the Supreme Court of Virginia. It appears that the number of cases presented in this instant report for prior years captures *all* cases in Juvenile Court, and not merely criminal/traffic cases.

Strategic Alignment Summary

- Public Safety – Being accessible to law enforcement officers for legal advice and working with the Victim Witness Coordinator to ensure crime victims are treated with the upmost respect and dignity and are fully aware of their rights.

Budget Strategies

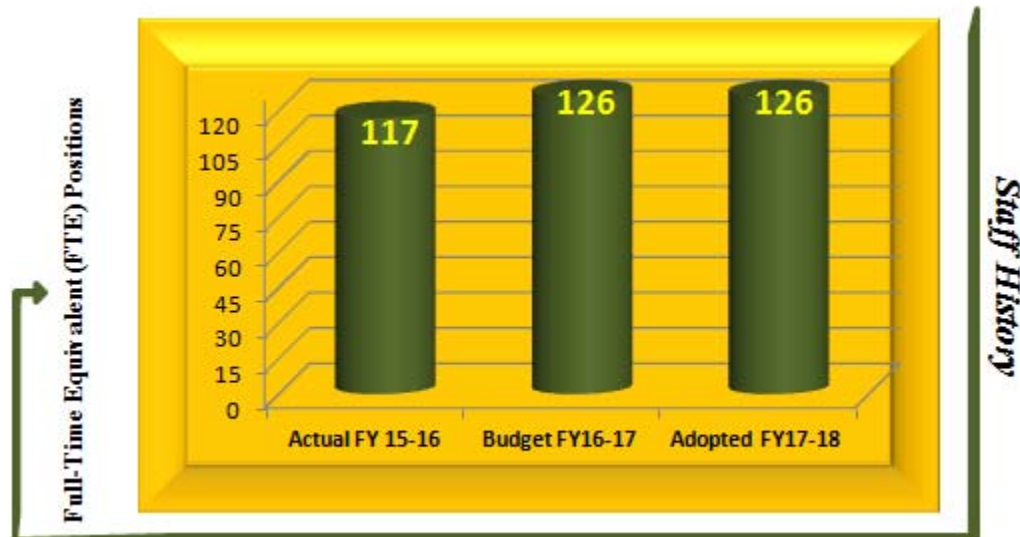
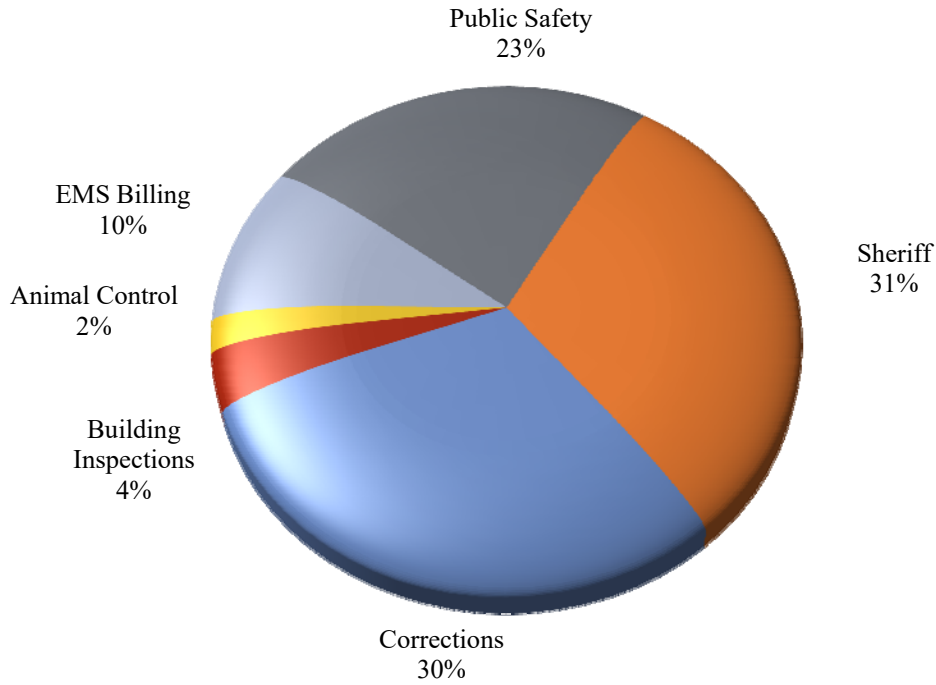
Our office's largest expense is payroll, and, presently, salaries are almost entirely funded by the state compensation board (the state 'reimburses' the County, who actually pays our employees). When the state determines how many prosecutors our office should have, the state only considers (a) cases prosecuted in Circuit Court and (b) felonies that pass through the (lower) District Courts. A misdemeanor in District Court is not counted by the state to determine funding needs, even though our office staffs a prosecutor for nearly all such misdemeanor cases. Even with that limitation on what data they consider, the state indicates our office is "short" at least one attorney. As Commonwealth's Attorney, I have tried to reduce that shortage, by asking the state to fund an additional attorney position. Thus far, they have declined; but, I will continue to seek additional funding to add an attorney to our office, so that we can better serve the community and system in which we operate.

Our office obtained a grant for a Victim-Witness Coordinator. Although not an attorney, this person helps communicate with victims and witnesses, and explains the process to them, keeps them informed of key dates, and such. Because this was funded by a grant, the expense to the county is disproportionately small compared to the benefit to its citizens.



Public Safety

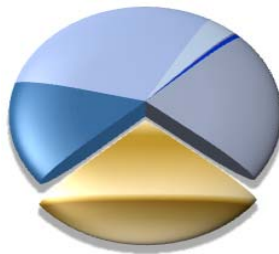
FY 17-18 Adopted Expenditure Budget \$13,441,565



Sheriff

Public Safety Expenditure
Budget:
\$13,441,565

Judicial Administration
Expenditure Budget:
\$2,803,838



Expenditure Budget:
\$8,994,947

61% of Public Safety
27% of Judicial Administration

Sheriff's Department Appropriations				
Description	Actual FY15-16	Budget FY16-17	Adopted FY17-18	Change 2017 to 2018
Personnel	5,565,915	5,424,538	5,546,855	2.25%
Operating	3,467,604	3,394,177	3,448,092	1.59%
Total	9,033,519	8,818,715	8,994,947	2.00%



Sheriff's Office

Mission Statement

The mission of The Office of the Sheriff is to protect the peaceful against the violent, to uphold the constitutional safeguards afforded all, while working with the people of Franklin County to secure a safe and just future..... one person, one neighborhood and one community at a time.

Strategic Vision Goal

The Office of the Sheriff strives to maintain well trained staff that promote operational effectiveness and maintains public safety.

Department Goals and Objectives

Administration and Civil

To provide a secure environment and maintain order in all courtrooms and the courthouse complex for members of the judiciary staff, court clerks and office staff and the public.

- Maintain an adequate level of staffing for the protection of the citizens, courthouse employees, judges and prisoners.

To provide training to staff members on an on-going basis to ensure staff has the most current knowledge of trends and procedures in the criminal justice system, courtroom security and civil process.

To serve civil process in a timely and efficient manner, in accordance with the Code of Virginia.

- Provide adequate staffing to serve civil process to the residents of Franklin County.

Care & Confinement

Provide a secure environment for inmates housed in the Franklin County Jail, and accommodate safety for both inmates and staff.

- Continually research, evaluate, and procure, as circumstances dictate, the latest surveillance, security, and safety equipment, in an overall effort to create and orderly, safe and secure jail.
- Promote employee health and wellness.
- Maintain certification with the Department of Justice.

Provide on-going training to all staff members in the most up-to-date laws, trends, procedures, and administrative functions of the Criminal Justice System.

Continue to attract and hire the best qualified applicants.

- The Office of the Sheriff will continue to advertise in local mediums and on the Internet to attract the best qualified applicants. A written testing procedure is patterned around actual situations faced by a deputy sheriff during the course of their duties. A physical agility test is also conducted to ensure that applicants possess the necessary physical skills to perform task unique to a correctional/court services deputy sheriff.
- Continue to offer internships to local criminal justice students to provide them first-hand experience of working in the field of law enforcement.

Sheriff's Office

-
- Demonstrate compliance and effectively manage certification standards through supervision, training and performance.

Law Enforcement

Provide a safe community through data-driven policing, collaborative regional efforts, and public education initiatives.

- Provide the members of our Office, recognized as our greatest asset, with knowledge, resources, and opportunities to offer the highest level of service.

Improve employee retention

- Develop, propose, and recommend ways to improve compensation plan.
- Identify and implement a process for measuring employee engagement and addressing opportunities for improvement.
- Create and implement process for identifying, analyzing, and addressing reasons for employee separation.

Recruit and hire well-qualified candidates

- Review, enhance, and update recruitment plan.
- Review, enhance, and update hiring process.
- Continue Sheriff Citizens Academy.
- Continue Citizens on Patrol program.

Provide comprehensive and specialized training for all employees

- Continue to improve firearms range.
- Design and implement physical agility course.
- Design and implement K-9 officer training course.
- Identify all ongoing training/certification needs (ERT, CID, Negotiations, etc.) and prepare ongoing plan to ensure that they are met.

Create and implement a comprehensive leadership development program

- Develop and identify resources and training for deputies seeking promotion into supervisory ranks.

Maintain the highest level of professional standard within the Office of the Sheriff.

- Maintain accreditation through the Virginia Law Enforcement Professional Standards Commission (VLEPSC)
- VLEPSC accreditation, with recognized standards, enhances our operations to allow us to provide superior service to the County of Franklin and its citizens.

Establish partnerships with the faith-based community

Sheriff's Office

-
- Survey the faith based community to identify needs and opportunities for improving service and developing partnerships.
 - Establish a Church Watch Program, similar to Business Watch Program, targeting high activity areas.
 - Work with Faith Based Communities to talk with parents and children about crime prevention and community safety.

Improve traffic safety throughout Franklin County

- Conduct annual analysis of traffic crashes to include location, temporal factors, and causation.
- Develop crash reduction plans based on high crash locations and primary causation factors, to include impaired driving, speed, and occupant protection.

Establish comprehensive process for preventing and responding to domestic assaults.

- Work with Commonwealth Attorney to enhance prosecution efforts for violent or repeat offenders.

Improve responses to people in crisis

- Develop a plan to improve utilization of CIT-trained personnel.
- Expand the number of personnel receiving CIT training and develop an in-service curriculum to ensure that their skills are maintained.
- Work with local mental health agencies and social services organizations to develop a resource guide for officers responding to persons in crisis.

Enhance school safety

- Continue to work with Franklin County Public Schools to enhance physical security of schools.
- Continue to expand school safety tours by on-duty deputies.

Performance Measures

	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Estimated FY 16-17
Calls for service	27,969	35,935	37,929	38,203	*42,023

*It is difficult to accurately predict future calls for service. However, based on the increases that have occurred over the past five years, as well as the addition of a major business center and the construction of a gas pipeline, it is not unreal to anticipate an increase of 10% in calls for service.

Strategic Alignment Summary

Sheriff's Office

-
- Operational effectiveness - Promoted through hiring and retaining employees that provide effective services. Employees are developed through additional training offered by regional academies and other LE agencies.
 - Public safety - Maintained by providing necessary equipment, training and vehicles to reduce response times and improve investigative capabilities that align with the projected needs of the citizens of Franklin County.

Budget Strategies

Police staffing strategies vary. Political considerations, economic conditions, demographics, leadership goals, crime trends, calls for service (CFS) and community expectations, to one degree or another, have all factored into staffing plans. Accreditation programs strive to promote quality practices in public safety services, primarily by maintaining a body of standards developed by public safety practitioners covering a wide range of contemporary public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence. The Office of the Sheriff, Franklin County has been accredited by the Virginia Law Enforcement Professional Standards Commission (VLEPSC) since December 4, 2013.



Building Inspections

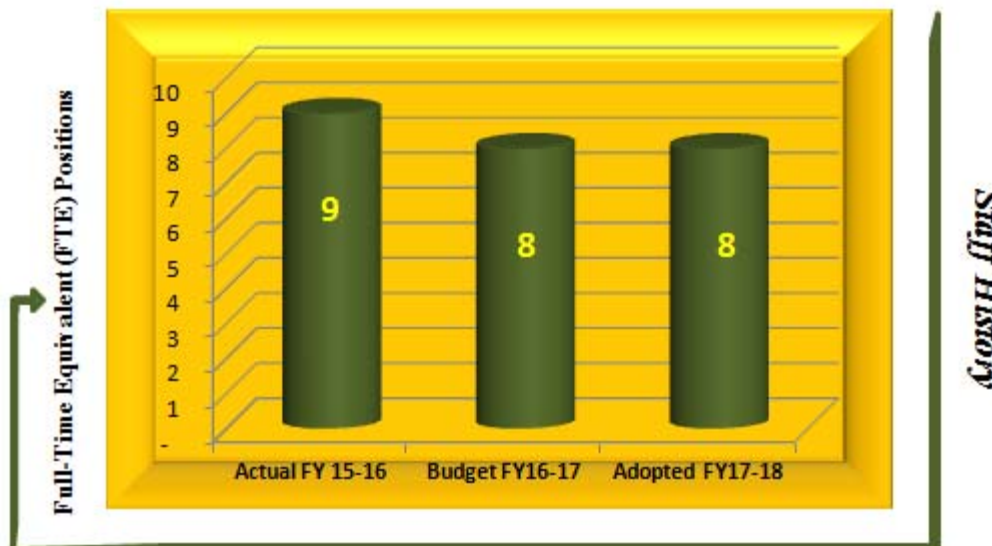
Public Safety Expenditure Budget:
\$13,441,565



 Expenditure Budget:
\$483,470

4% of Public Safety

<u>Build Inspections Appropriations</u>				
<u>Description</u>	<u>Actual FY15-16</u>	<u>Budget FY16-17</u>	<u>Adopted FY17-18</u>	<u>Change 2017 to 2018</u>
Personnel	406,617	456,644	441,020	-3.42%
Operating	30,462	42,450	42,450	0.00%
Total	437,079	499,094	483,470	-3.13%



Building Inspections

Mission Statement

The Franklin County Building Inspections Department strives to achieve excellence in all facets of the building permit process through providing timely, efficient and thorough plan reviews and building inspections. We are committed to providing quality services to all citizens through innovation, continuous improvement, determination and excellence in customer service.

Strategic Vision Goal

Provide enhanced training for all staff in the implementation and consistency of the building code application. Continue to develop the department's flexibility for the ever changing construction market.

Department Goals and Objectives

- To revise the permit application process and reduce the time required to complete this process by 20%.
- To review building permit application plans within 5 business days of submittal.
- To review building permit application resubmitted plans within 3 business days of submittal.
- To provide a minimum of 3 educational training opportunities to the contracting community / public related to new USBC requirements.
- To increase the efficiency of performing scheduled inspections by utilizing newer technologies to manage permit files.
- To provide inspectors and staff with additional training opportunities.
- To effectively manage building permit files and reduce the number of undocumented expired files by 30%.
- To present an efficient workplace centered on providing quick and accurate service to the public.
- To consistently apply and enforce the Virginia Uniform Statewide Building Code.

Performance Measures

	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Estimated FY 16-17
Building plans reviewed	982	928	921	850	920
Building permits issued	1,134	1040	1046	978	1005
Building inspections performed	6,829	6,573	6259	5,817	5,800
Miles traveled	81,006	82,272	96,210	83,113	83,113
Total value of permits	51,347,040	58,673,779	69,253,177	53,556,958	68,046,885

Building Inspections

Strategic Alignment Summary

- Organizational Flexibility.... Strengthening our staff through state and local training opportunities to adapt to the changing demands of the construction industry.
- Lifelong Learning....Staff will utilize and enhance their skills in order to achieve the knowledge necessary for the revised and new building codes enforced.

Budget Strategies

The Building Department continues to improve our educational materials and communication efforts to our various customers, our residents, the general public, agencies and organizations through a variety of print and electronic media. Staff currently uses the latest version of the permitting software to improve inspection programs.

The Department will continue partnering with other County departments in order to maximize our resources to completing projects and tasks. The Department will also continue to utilize the many different skills and talents of our employees in order to achieve our goals.



Public Safety

Public Safety Expenditure Budget:
\$13,441,565

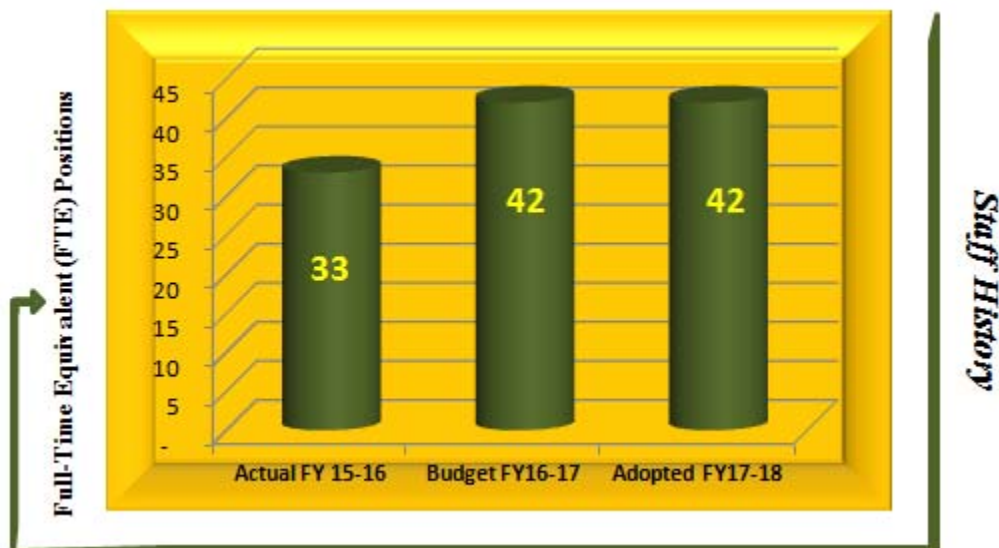


 Expenditure Budget:
\$4,732,959

35% of Public Safety

Public Safety and Animal Control Appropriations

Description	Actual FY15-16	Budget FY16-17	Adopted FY17-18	Change 2017 to 2018
Personnel	2,197,601	2,380,824	2,620,246	10.06%
Operating	1,808,826	2,112,183	2,112,713	0.03%
Total	4,006,427	4,493,007	4,732,959	5.34%



Public Safety

Mission Statement

Franklin County's Department of Public Safety is dedicated to providing emergency services, to include, but not limited to, Fire, EMS, Animal Control and Emergency Management that are delivered in a timely and efficient manner by well-trained and dedicated career and volunteer professionals.

Strategic Vision Goal

Provide outstanding fire and EMS services to our citizens, visitors and businesses along with superior customer service. Recruit and Retain well qualified volunteers and career staffing.

Department Goals and Objectives

To safely and efficiently provide emergency and related public services that meet the needs of the residents of Franklin County as outlined by the Board of Supervisors.

- Improve emergency medical service responses to all village centers by improving response times and improving system efficiencies with the addition of personnel as needed.
- Improve Public Safety Radio Communications system that provides reliable and effective radio communications for all emergency responders in 95% of all areas of the county.
- Improve Animal Control Services by constructing a new animal shelter facility and implement additional measures that increase animal adoptions.
- Reduce fire losses through public fire safety education, improved fire responses, and increased training opportunities for fire fighters.
- Reduce Fire Fighter injuries through increased training opportunities with emphasis on increased in-service training to active fire fighters.

Performance Measures

	FY12-13	FY13-14	FY14-15	FY15-16	Estimated FY16-17
EMS Calls	6484	6625	6714	6479	6998
Fire Calls	3917	3065	1541	2021	2011
*Fire Loss Value (millions)	N/A	N/A	2.5M	6.2M	1.75M
Civilian Fire Injuries	N/A	N/A	2	0	0
Civilian Fire Deaths	0	0	0	1	1
Fire Personnel Injuries	8	4	7	5	2
Fire Personnel Deaths	1	0	0	0	0
Average Response time EMS calls (mins)	13.3	13.1	11.3	13.2	8.9
Average Response time Fire calls	11.8	12.7	13.7	12.7	5.7

Public Safety

(mins)					
Animal Shelter Live Release Rate (Canine)	N/A	95%	95%	95%	91%
Animal Shelter Liver Release Rate (Feline)	N/A	32%	73%	10%	76%

*Fire loss data not collected prior to 2014

Strategic Alignment Summary

- Operational Effectiveness - Recruit and Retain outstanding well qualified volunteers and career staffing.
- Infrastructure - Work to evaluate all fire and EMS stations to maintain them in excellent condition for staffing along with continued evaluation of the need for new stations.

Budget Strategies

- Explore alternate EMS staffing options to address reduced volunteer availability. Add volunteer coordinator position to department to work directly with volunteer agencies to promote recruitment of new providers and retain existing volunteer staff.
- Improve EMS response times to village centers through the addition of career staff to address reduced volunteer EMS availability and to address extended travel distances, thus reducing response times. Apply for federal SAFER grant to increase staffing by 16 full-time positions. SAFER grant will provide 100% funding for additional positions for 24 months. Grant objective is to reduce EMS response times to less than 10 minutes in all village centers by increasing number of available personnel in stations to reduce/eliminate reaction times.
- Promote construction of Fire/EMS station at Commerce Center. Station in this area will reduce improve fire insurance ratings for existing industries and allow for more strategic positioning of existing personnel to provide better coverage to southern communities. This objective when completed will immediately reduce insurance ratings from 10 to a rating of 4 in the industrial park which will result in at least a 50% reduction in fire insurance premiums.
- Work with planners to include a Fire/EMS station at proposed Sink Farm Industrial Park. This will allow career staff to be more strategically located and improve response times to northern communities which will improve insurance rating within the proposed industrial park. Improved insurance ratings will increase the marketability of the property to potential developers by offering reduced fire insurance premiums.

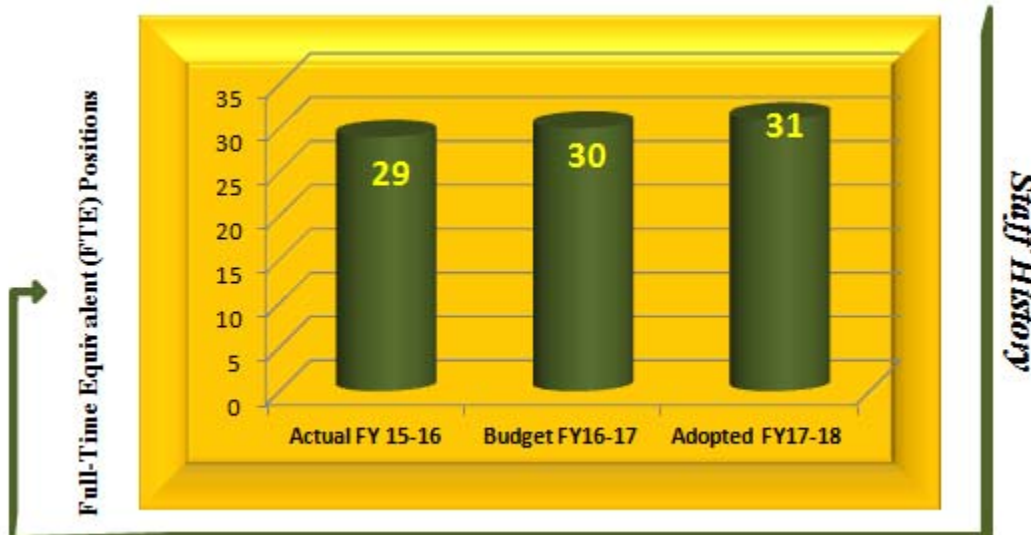
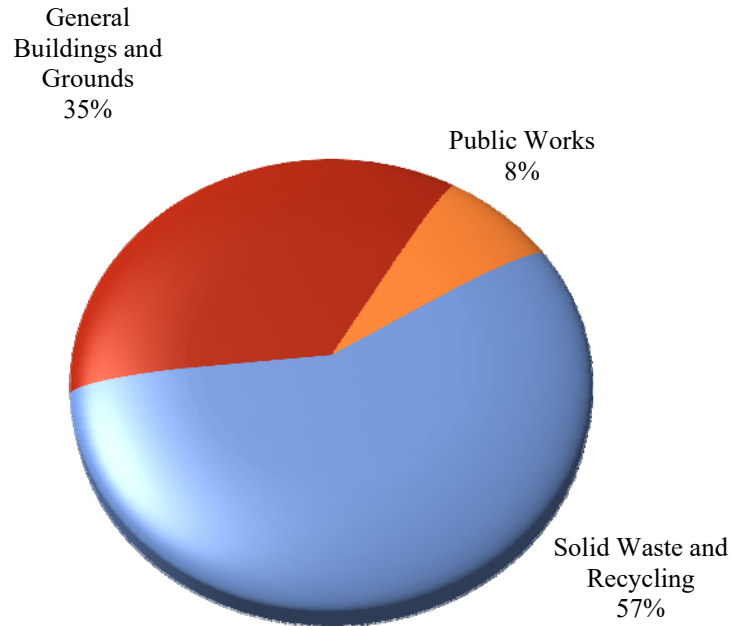
Public Safety

-
- Continue with Public Safety Radio System Project implementation with objective of the system being fully operational by July 2016 with full system acceptance by December 2017.
 - Improve animal adoption and transfer rates caused by overcrowding by constructing a new animal shelter facility. New facility will have extended hours and increased capacity. New facility will require converting current part-time shelter assistant position to full-time and will require 2 part-time positions to assist with daily feeding and cleaning. Objective will seek to further improve live release rates of both dogs and cats. Project may also have positive impacts Parks & Recreation by improving parking for users of the Larc Field recreation field.
 - Utilize Fire Training Coordinator to provide in-service training to all active fire fighters to reduce number of fire fighter injuries by 20% in first year. Increased training will also focus on measures to improve annual fire losses by increasing proficiency of fire suppression tactics.



Public Works

FY 17-18 Adopted Expenditure Budget \$3,643,671



Public Works

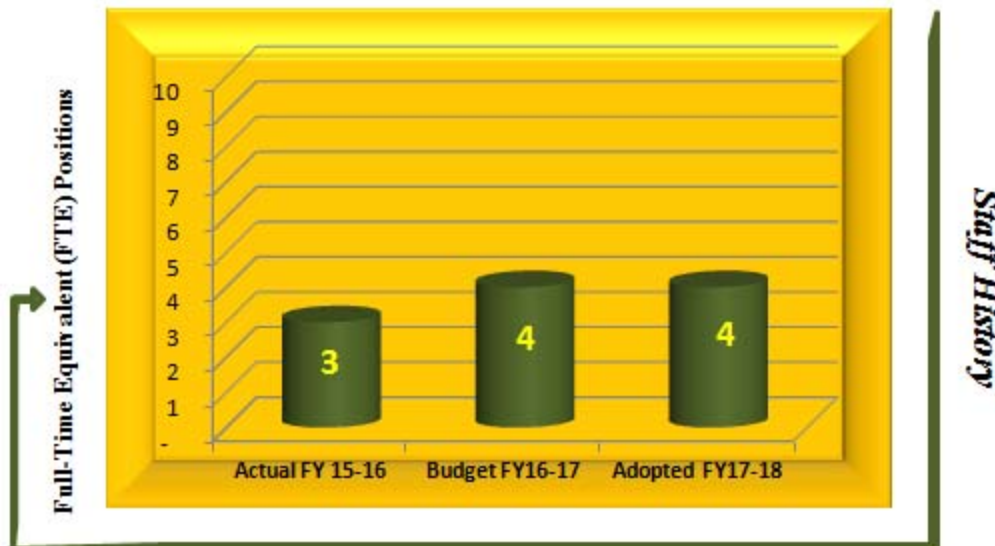
Public Works Expenditure Budget:
\$3,643,671



 Expenditure Budget:
\$281,527

8% of Public Works

<u>Public Works Appropriations</u>				
<u>Description</u>	<u>Actual FY15-16</u>	<u>Budget FY16-17</u>	<u>Adopted FY17-18</u>	<u>Change 2017 to 2018</u>
Personnel	195,745	195,486	261,797	33.92%
Operating	13,791	18,950	19,730	4.12%
Total	209,536	214,436	281,527	31.29%



Public Works

Mission Statement

To provide the highest quality public works services to the public and other County departments, balanced through efforts to maintain a cost effective operation and to provide these services in a responsible and efficient matter.

Strategic Vision Goal

We, as Public Works staff, pledge to continue to build public confidence, conquer all challenges, and demand the best of ourselves to promote growth within the County.

Department Goals and Objectives

- Continue to daily monitor the landfill Corrective Action Pump and Treat facility to continue to prevent any contaminated discharges and will continue our monthly and quarterly monitoring reports to the DEQ on environmental conditions at the landfill.
- Working towards converting our greenbox sites to the manned compactor collection sites with the target of having 4 or 5 functioning this spring.
- Providing the construction stakeout and management for the construction of Cell 2 at the landfill.
- Assist in getting plans approved and construction documents drafted for the bonded road improvements in the Lakewatch Development.
- Work with Western Virginia Water Authority to pursue public water improvements in the Union Hall area which may include development of a new tank site.
- Monitor daily the sewage treatment plant and water supply facility in the Commerce Park and read the associated meters for those utilities monthly to generate their billing.
- We will continue to strive for no damage to County facilities through conscientious Miss Utility work.

Performance Measures

	FY 12-13	FY 13-14	FY14-15	FY 15-16	Estimated FY 16-17
Pump and Treat System Evaluation report		8	4	4	4
VPDES Industrial Discharge permit reports		13	13	13	13
Semiannual landfill groundwater sampling nodes	0	0	72	72	72
Pump and treat extraction well cycle counters read monthly	18	18	18	18	18
Miss Utility tickets processed			28	34	40

Public Works



Construction projects supervised			3	7	9
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Strategic Alignment Summary

- Economic Development – Continue to work with all departments and outside agencies necessary to develop new and existing Business Parks while maintaining the natural beauty and quality of life in the County.

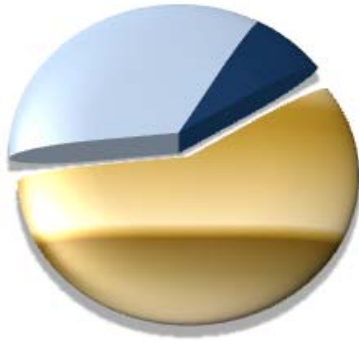
Budget Strategies

With a department of only 2 ½ people Public Works strives to save the County money by using their construction expertise to minimize the need for consultants to look after and design county projects.



Solid Waste and Recycling

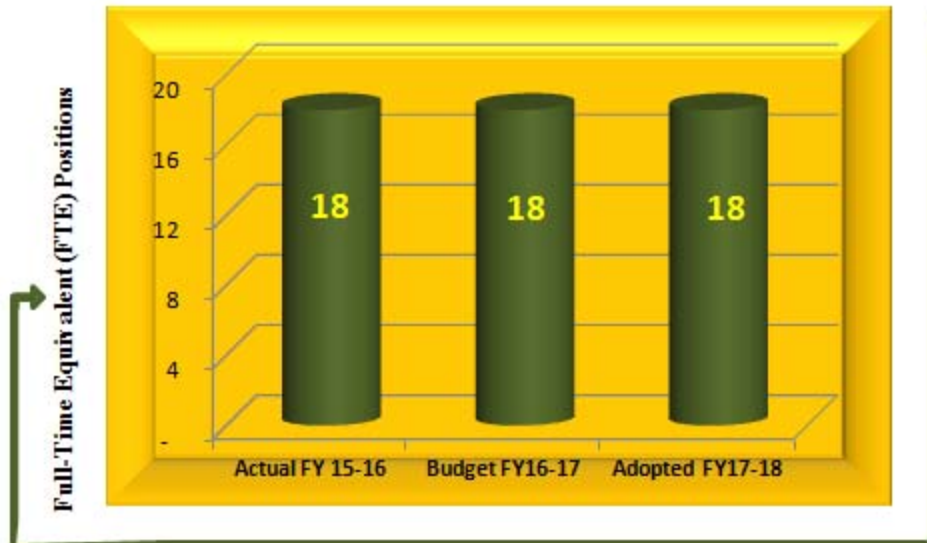
Public Works Expenditure Budget:
\$3,643,671



Expenditure Budget:
\$2,087,344

57% of Public Works

<u>Solid Waste Appropriations</u>				
Description	Actual FY15-16	Budget FY16-17	Adopted FY17-18	Change 2017 to 2018
Personnel	944,892	1,025,693	1,145,031	11.63%
Operating	717,056	1,040,313	942,313	-9.42%
Total	1,661,948	2,066,006	2,087,344	1.03%



Solid Waste and Recycling

Mission Statement

The Franklin County Solid Waste and Recycling Department strives to collect and dispose of the County's solid waste in a safe, efficient and organized manner while complying with all regulations pertaining to this endeavor.

Strategic Vision Goal

To be a leader in the development, implementation, and maintenance of innovative and sustainable waste reduction, recycling and collection services within an engaged County.

Department Goals and Objectives

Solid Waste Collections

- Provide timely pick-up service on the 68 greenbox sites 365 days a year
- Operate trucks in a safe manner
- Operate trucks properly to minimize fuel and repair expense
- Keep sites clean and well maintained to provide the residents a good, safe place to dispose of solid waste
- Interact with the public courteously and safely on the road and at the sites.
- Keep the morale high in our great group of dedicated drivers so we have good employee retention.
- Help work towards getting the new compactor collection site system on line.

Solid Waste Disposal

- Provide a landfill disposal area accessible for use 365 days a year.
- Provide a landfill disposal area accessible by the public during published hours.
- Meet all regulations for monitoring and reporting on incoming waste, groundwater, stormwater, air pollution, recycling, operations, and gas emissions.
- Continue with the daily grading operations to stay ahead of future grading requirements to keep these expenses in house.

Landfill Shop

- Provide quality maintenance on collection trucks and landfill heavy equipment to minimize downtime and repair expense.
- Continually shop for the best buys on tires, oil, filters and other supplies to spend tax dollars responsibly while still meeting DOT operational and safety standards.

Performance Measures

	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Estimated FY 16-17
Tons of trash received	48,778	49,424	47,027	49,142	49,000
Tons of mulch recycled	826	1,367	2,158	1,057	1,000

Solid Waste and Recycling



Tons of other recyclables	586	584	625	733	750
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Strategic Alignment Summary

- Economic Development – To promote agribusiness growth by continuing to add Collection Sites in all communities and business parks in the County while maintaining the natural beauty of our County.

Budget Strategies

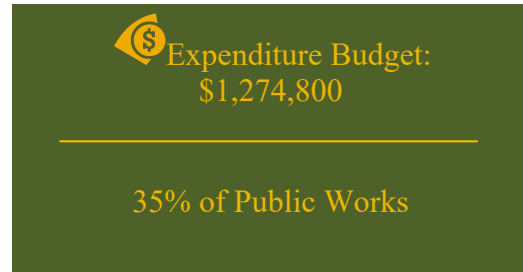
Franklin County provides solid waste collection and landfill disposal services for its citizens, businesses and industries. Currently the County staff works seven days a week including all holidays to collect and dispose the solid waste placed in its 283 boxes at its 68 sites. The landfill receives the County’s public, commercial and industrial solid waste, and properly landfills it on a daily basis. The Department of Environmental Quality regulates the landfill under 2 state issued permits. Permit #72 for the old landfill and permit #577 for the new landfill. In the summer and fall of 2012 the County built the first of six state of the art synthetically lined cells under the new permit #577 to dispose of solid waste for Franklin County. At current disposal volume rates and pending approval of a currently proposed downward vertical expansion, the six new cells of the landfill should have 45 - 50 years of disposal life. The first new cell was put into service mid August of 2013. We have used approximately one half of the four years of airspace in the new cell and in November 2015 we temporarily sealed the new cell off and moved back to the backside of old landfill #72. We will dispose trash in old #72 until we can complete New Cell 2. This will allow us to bring new Cell 2 and the remainder of New Cell 1 up at the same time which will help the landfill operate in a more efficient manner. County staff using County equipment is currently excavating the 250,000 cubic yards of material to construct the second cell in the new permit. This work is done during regular business hours and should save the County taxpayers in excess of a million dollars compared to contracting this work to outsiders. There may be a small amount of blasting required during January 2016.

There is still approximately a year and a half of life left on the back side of old landfill #72. Permit # 72 by current law must be capped and closed by the end of 2020. Both Permit #72 and Permit #577 are required to have a series of groundwater monitoring wells. Permit #72 has 25 and Permit #577 currently has 8. All of these wells are sampled for contaminants semi annually. Adjoining property springs, wells and creeks are also sampled. This sampling requires approximately 10 days each year and is performed by county staff saving tens of thousands of dollars in contractor and consultant services annually. Permit #72 is currently under a DEQ Corrective Action Plan for impacted groundwater. The corrective action is a series of 18 wells that were installed in the contaminated groundwater plume. These wells were designed to collect the water in this contaminated plume and send it to an air stripper treatment facility to remove the contaminants. This system works very well but requires daily monitoring, monthly sampling, and quarterly reports to the DEQ. This work is performed by County staff.

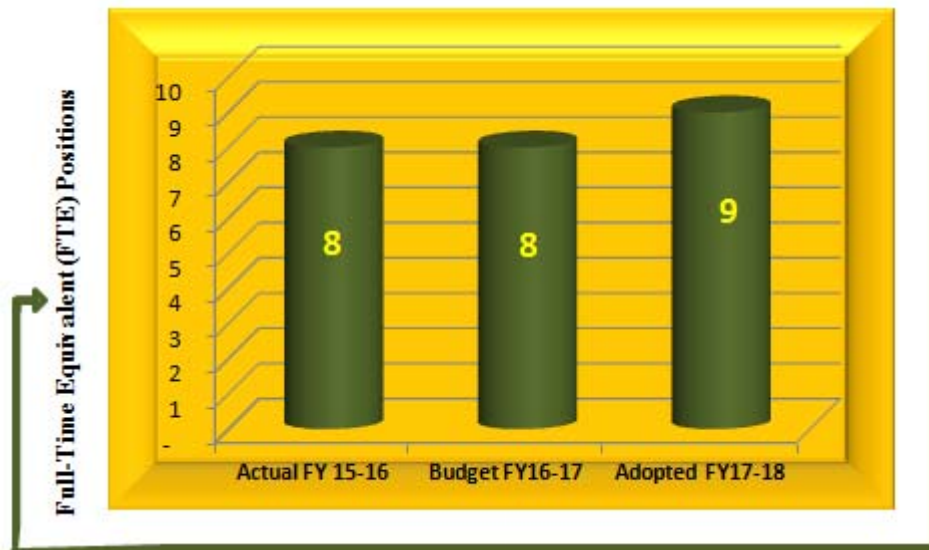
The downward trend on chargeable landfill tonnage continues with FY 14-15 showing a decrease of 2,124 tons from FY 13-14 to a total of 18,000 tons. Total tons across the scale decreased from 49,424 tons in FY13-14 to 47,027 in FY14-15. These are down from highs of 23,819 chargeable

General Properties

Public Works Expenditure Budget:
\$3,643,671



General Properties Appropriations				
Description	Actual FY15-16	Budget FY16-17	Adopted FY17-18	Change 2017 to 2018
Personnel	434,452	468,389	479,548	2.38%
Operating	653,731	795,252	795,252	0.00%
Total	1,088,183	1,263,641	1,274,800	0.88%



General Properties

Mission Statement

General Properties mission is to provide timely and cost effective maintenance on the building and properties which are owned and operated by Franklin County. We take pride in our facilities, placing emphasis on public and employee safety.

Strategic Vision Goal

Provide superior and cost effective infrastructure improvements and maintenance in collaboration with other County Departments which will ultimately provide safe public environments that will benefit the taxpayers of Franklin County.

Department Goals and Objectives

Provide maintenance, cleaning, and repairs efficiently, and promptly to minimize disruption in all facility work environments.

- Meet 98% of the day-to-day demands of maintaining properties.
- Respond to requests for maintenance within 24 hours of receiving the call.
- Provide ongoing management of the County physical plant.
- Coordinate/manage all ongoing special projects to promote the development of Franklin County.
- Focus on space needs/coordinate short term moves, renovations.
- Continue to work with other departments on special projects.
- Assure ongoing compliance issues (underground storage, elevators, boiler inspections, SDS, ADA, etc.
- Continue to manage surplus property/vehicles.
- Continue to manage "Fleet Vehicles."
- Improve vehicle maintenance records.

Improve "tracking" of maintenance calls, responses and all maintenance records.

Performance Measures

	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Estimated FY 16-17
Average response time for maintenance	20 minutes	20 minutes	20 minutes	20 minutes	20 minutes

Strategic Alignment Summary

- Infrastructure...Continue to improve and maintain County properties and monitor potentially large expenses for our aging facilities.
- Financial Stability...Continue to find the best pricing for janitorial and maintenance supplies in order to prevent financial waste and overspending.

Budget Strategies

Facilities Management

General Properties

Facilities Management's strategy for the coming year is to try to maintain our facilities with the funds that we have been allotted. Although some expenses are non-negotiable, such as elevator inspections and other mandated safety inspections, our goal is to stay within our budget as much as possible. However, that said, we do have some buildings which are beginning to show signs of age and some repairs can be quite costly as equipment and materials continue to increase in cost each year.

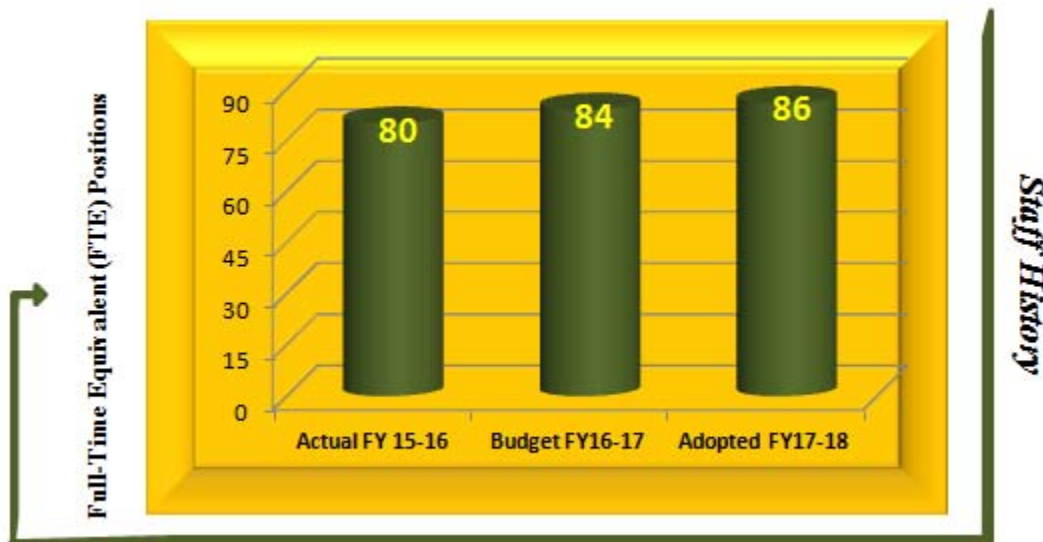
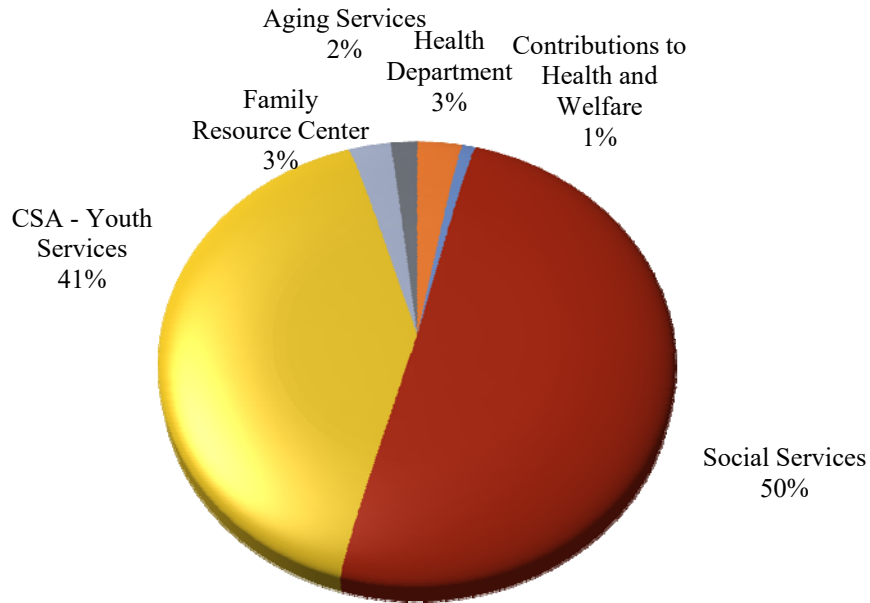
Custodial

Our department continues to be diligent in obtaining the best price for housekeeping and paper supplies while maintaining quality. We receive competitive quotes for janitorial products that we purchase on a regular basis.



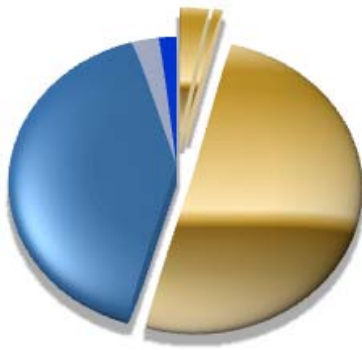
Health and Welfare

FY 17-18 Adopted Expenditure Budget \$12,290,872



Social Services

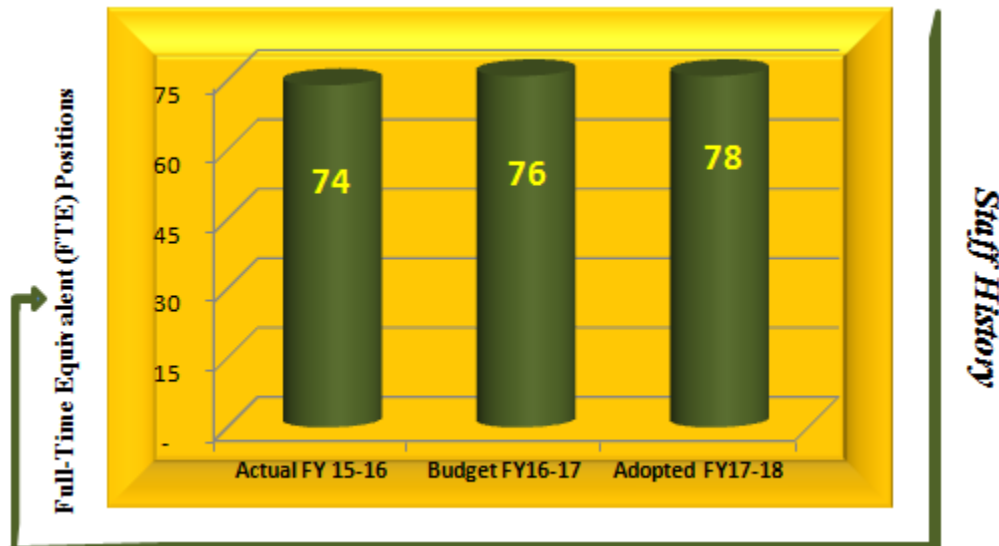
Health and Welfare Expenditure Budget:
\$12,290,872



 Expenditure Budget:
\$6,695,437

54% of Health and Welfare

<u>Social Services Appropriations</u>				
Description	Actual FY15-16	Budget FY16-17	Adopted FY17-18	Change 2017 to 2018
Personnel	3,034,629	3,399,738	3,587,528	5.52%
Operating	3,255,625	3,107,909	3,107,909	0.00%
Total	6,290,254	6,507,647	6,695,437	2.89%



Social Services

Mission Statement

Protect the vulnerable, promote self-sufficiency or maximum economic independence, and prevent negative social outcomes for the residents of Franklin County.

Strategic Vision Goal

Explore long-term solutions that bring employees together who are located in multiple work sites to provide the best external and internal customer service and maximize agency resources.

Department Goals and Objectives

Public Assistance Programs

Administer all public assistance programs in accordance with Federal and State requirements

- Determine eligibility for Supplemental Nutrition Assistance Program (SNAP), Auxiliary Grants, Medical Assistance Programs, Temporary Assistance to Needy Families (TANF), and Energy Assistance programs within established guidelines.
- Increase the number of benefit application submitted online via the CommonHelp website

Family Services

Promote and support the development of healthy families and protect children and adults from abuse and neglect

- Provide a safe and stable placement for children through Foster Care placement until the issues that made placement outside the home necessary are resolved
- Provide another permanent home through adoption or legal custody by a relative when a child cannot return home

Engage families in services to enhance their quality of life and to develop natural supports by insuring the safety, permanency and well-being of its children

Receive reports of abuse and neglect; conduct investigations to determine the validity of CPS reports; and provide services that enhance child safety and prevent further abuse and neglect to families and children within mandated state and federal timelines

Deliver services to elderly and incapacitated adults that promote independence and stability in the least restrictive environment

- Provide information and referrals to community resources to meet emergency needs.
- Promote economic independence with support for employment, education, and training
Assess employment strengths and needs, eliminate barriers, and provide resources for employment through the Virginia Initiative for Employment Not Welfare (VIEW) program
- Assess family need and facilitate affordable, quality child care services that are support the goal of family self-sufficiency

Organizational Structure

Maximize department efficiency and effectiveness.

Social Services

- Maintain a skilled, trained professional workforce.
- Implement and foster an effective organizational structure.
- Consolidate the existing three offices into one main location that is convenient for customers

Community Support

Collaborate with community resources to meet community needs and educate citizens

- Provide opportunities for educating and informing citizens about social services programs
- Support the Children’s Services Act (CSA) process by serving on the Community Policy and Management Team (CPMT) and Family Assessment and Planning Teams (FAPT) to provide family centered, community based, cost-effective services

Performance Measures

	State/ Federal Goal	FY12-13	FY13-14	FY14-15	FY15-16	Estimated FY16-17
Eligibility for Medicaid determined timely	97%	97.18%	73.95%	79.84%	97%	97%
Eligibility for SNAP determined timely	97%	99.11%	98.6%	97.87%	97%	97%
Eligibility for TANF determined timely	97%	100%	100%	100%	100%	100%
Percent of VIEW recipients in Employment	50%	41.62%	50.22%	43.48%	55%	55%
Foster Care children discharged to reunification within 12 months of their removal	75.2%	42.9%	55%	55%	75.2%	75%
Children who were discharged to adoption in within 24 months of the removal date	45.75%	16.7%	0%	27.3%	45.75%	50%

Strategic Alignment Summary

Social Services

-
- Operational Effectiveness - Explore or act upon opportunities to have one unified building for DSS.
 - Financial Stability - Maximize State and Federal reimbursement to limit the use of local money.

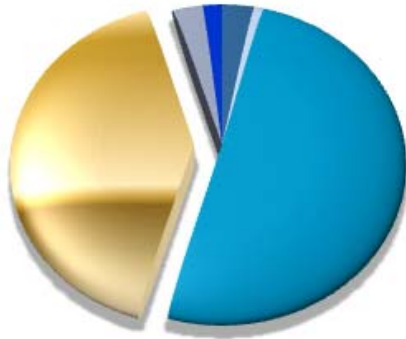
Budget Strategies


The Department of Social Services primary goal is to provide a high level of customer service while administering all departmental programs in compliance with federal and state laws/regulations/guidelines. The Department will maximize state and federal reimbursements and limit the usage of local funds. The Department will utilize available federal and state funding effectively in order to promote self-sufficiency, safety and stability of individuals and families. The Department will use due diligence to identify and investigate fraudulent activities and collect reimbursements related to overpayments, which will result in cost savings as well as provide additional administrative funding to the locality.



C. S. A. Office

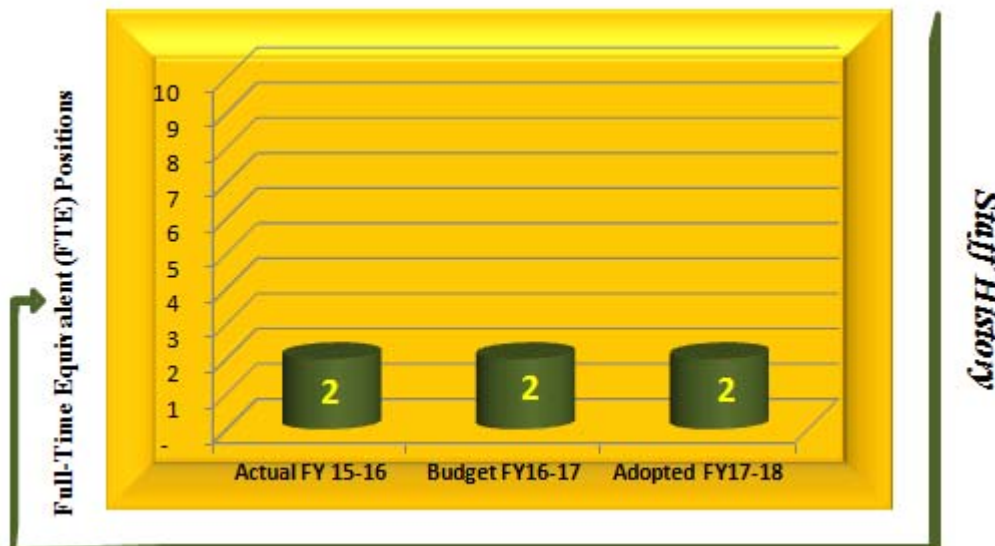
Health and Welfare Expenditure Budget:
\$12,290,872



 Expenditure Budget:
\$5,025,361

41% of Health and Welfare

Description	CSA Appropriations			Change 2017 to 2018
	Actual FY15-16	Budget FY16-17	Adopted FY17-18	
Personnel	112,356	112,296	112,650	0.32%
Operating	4,599,543	4,685,708	4,912,711	4.84%
Total	4,711,899	4,798,004	5,025,361	4.74%



C. S. A. Office

Mission Statement

The Children's Services Act (C.S.A.) is Virginia law 2.2-5211 designed to help at-risk youth. State and local agencies, parents and private service providers work together to plan and provide services to troubled youths and their families. In each community, the local Community Policy and Management Team decide how these funds should be spent.

Strategic Vision Goal

The Franklin County Children's Services Act Program seeks to ensure that all Franklin County citizens can be self-sufficient and provide opportunities for citizens to better themselves and improve mental, physical, and emotional health to increase quality of life.

Department Goals and Objectives

- Enhance Families ability to become safe and self sufficient thereby reducing the economic and social impact of dysfunctional families on the County.
 - Review all C.S.A. cases every quarter and develop appropriate service plans to provide services to children and families in the least restrictive and least expensive setting possible.
 - Maintain the C.S.A. database to improve C.S.A. reporting requirements and use the C.S.A. database to develop reports to assist the Family Assessment and Planning Team and Community Policy Management Team.
 - Research ideas to improve fiscal awareness among departments and agencies accessing the program, implement helpful approaches.
 - Reduce the utilization of out-of-home placements to serve the C.S.A. population and increase the utilization of community-based services to prevent out of home placements.
 - Reduce the number of children entering D.S.S. custody for reasons other than abuse and neglect to access the mandated funding system.

Performance Measures

	FY 12-13	FY 13-14	FY14-15	FY15-16	Estimated FY16-17
Case Load – Number of Children	240	262	306	297	311
Percentage of CSA foster children screened for Medicaid eligibility and Title IVE eligibility	100%	100%	100%	100%	100%
Number of children in Foster Care	106	93	90	93	83
Avg. Length Of Stay Group Home & Residential	211	234	211	189	180

C. S. A. Office



Number of Group Home & Residential Placements	58	65	74	35	25
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Strategic Alignment Summary

- Lifelong Learning – Identifying needs, developing and delivering services for children and youth who are at risk of developing behavioral and/or emotional problems.

Budget Strategies

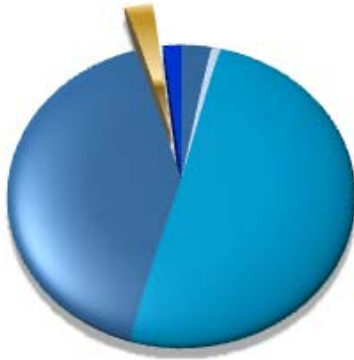
Reduce the utilization of out-of-home placement services to serve the C.S.A. population and increase the utilization of community-based services to prevent out of home placements.

The CSA caseload continues to be very volatile. Overall, program expenditures and number of clients served are increasing.



Family Resource Center

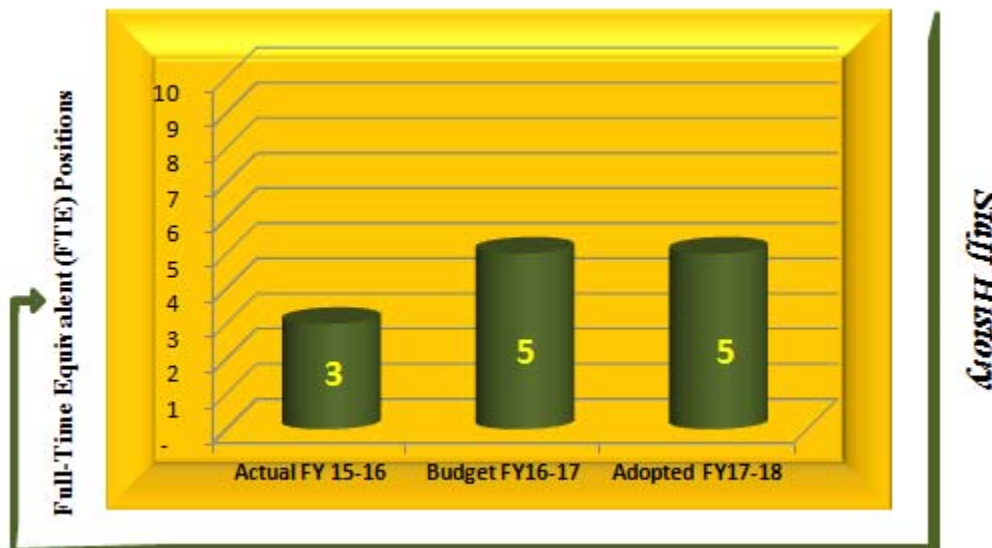
Health and Welfare Expenditure Budget:
\$12,290,872



Expenditure Budget:
\$345,924

3% of Health and Welfare

Family Resource Center Appropriations				
Description	Actual FY15-16	Budget FY16-17	Adopted FY17-18	Change 2017 to 2018
Personnel	241,085	236,414	312,443	32.16%
Operating	34,408	22,069	33,481	51.71%
Total	275,493	258,483	345,924	33.83%



Family Resource Center

Mission Statement

To promote safe and healthy living environments for Franklin County families in crisis who are victims of domestic violence.

Strategic Vision Goal

To provide superior training for staff and other agencies as well as the public to help bring continued awareness of domestic violence to the community.

Department Goals and Objectives

- To maintain a state accredited domestic violence program through successful application of said accreditation every 2nd year of a 3 year accredited period.
- To ensure all staff continues to develop and/or strengthen knowledge through continued training as needed in the area of domestic violence issues.
- To continue to seek out ongoing public awareness and outreach opportunities in order to reach the underserved population in our County.
- To continue with the reorganization of our Department as to provide services which are most beneficial to the clientele we serve.

Performance Measures

	FY 12-13	FY 13-14	FY14-15	FY15-16	Estimated FY 16-17
Calls for DV shelter program only	178	204	146	201	200
Shelter clients	70	52	49	32	*50

**We have had an increase this fiscal year inclients, and we expect that number to continue to increase with the implementation of the Lethality Assessment Protocol as more of our community learns of our services.*

Strategic Alignment Summary

- Financial Stability: Administer all departmental programs in compliance with federal and state grant policies and maximize our reimbursement from those funds.
- Lifelong Learning: Continue building upon our in house training programs for staff as well as taking advantage of state offered training that will aid in assisting staff in meeting the challenges of more complex and ever-changing programs.

Budget Strategies

We will continue to administer all departmental programs in compliance with federal and state confidentiality policies with our services law/regulations/guidelines, maximizing state reimbursement, and limiting the use of local dollars to the extent possible.

Family Resource Center

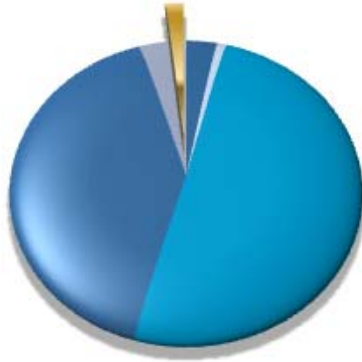


We will utilize available state funding effectively in order to promote self sufficiency and the safety and stability of individuals and families in crisis due to domestic violence.



Aging Services

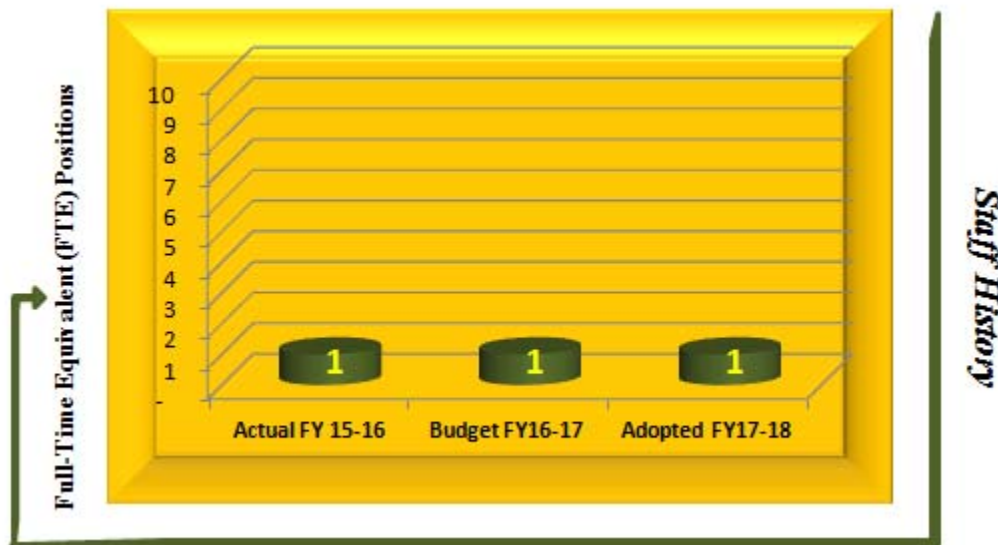
Health and Welfare Expenditure Budget:
\$12,290,872



 Expenditure Budget:
\$224,150

2% of Health and Welfare

<u>Aging Services Appropriations</u>				
<u>Description</u>	<u>Actual FY15-16</u>	<u>Budget FY16-17</u>	<u>Adopted FY17-18</u>	<u>Change 2017 to 2018</u>
Personnel	165,814	174,123	174,496	0.21%
Operating	27,813	48,654	49,654	2.06%
Total	193,627	222,777	224,150	0.62%



Aging Services



Mission Statement

The Office of Aging provides services so that residents can continue to lead independent, meaningful and dignified lives as they age.

Strategic Vision Goal

To anticipate the needs of our County's elderly population by providing lifelong learning through educational and recreational activities and meeting the daily demands through reliable and safe transportation.

Department Goals and Objectives

Transportation: Provide medical transportation for qualifying seniors that is both customer friendly and efficient.

- Provide regular training for drivers to upgrade knowledge of ADA rules and regulations.
- Continue to seek and obtain grants for transportation and vehicle maintenance/replacement.
- Continue to seek gains in efficiency so as to serve more clients within the same budget constraints.

Recreation: Provide programs, classes, and activities that promote the health and well being of seniors.

- Continue efforts to educate and inform citizens about the County's Aging services program through advertising and publications.
- Evaluate the success rate and life cycle of existing programs and make modifications to improve cost recovery and expand customer base on a quarterly bases.
- Continue to work toward 100% self-sustainability for direct costs.
- Offer a minimum of five new programs/activities that meet trends and growing recreational demands.

Administration: Provide oversight for services to ensure that they best meet the needs of the community.

- Work with the Aging Services Advisory Commission to ensure that senior needs are best being met with the resources available.
- Track and report data in a timely manner to the Southern Area Agency on Aging.
- Manage funds so that the budget stays within projections.

Performance Measures

	FY13-14	FY 14-15	FY 15-16	Estimated FY16-17
Number of persons served (transportation and recreation)	1,307	5,348	8,228	8,500

Aging Services

Number of one way trips	4,379	4,041	4,437	3,500
Mileage driven transporting seniors	77,249	75,047	63,309	50,000
Number of recreational activities	294	462	535	600

Strategic Alignment Summary

- **Managed Growth:** Anticipate demographic changes, particularly growth in senior citizens by providing access to daily needs such as transportation to medical appointments.
- **Lifelong Learning:** Provide quality of life recreational and educational activities for the senior population.
- **Economic Development:** Work with Economic and Tourism staff to help promote the County as a welcoming place for seniors to retire.

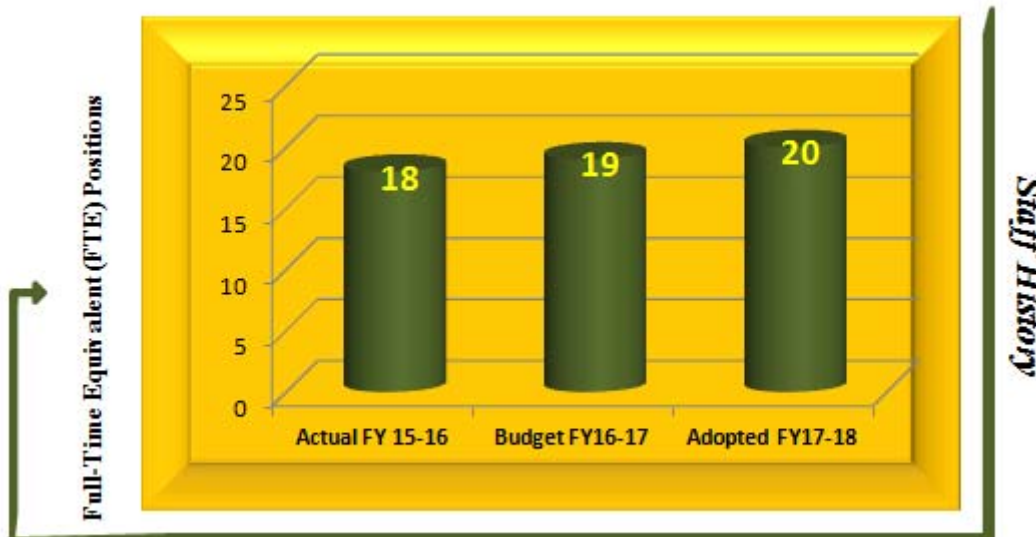
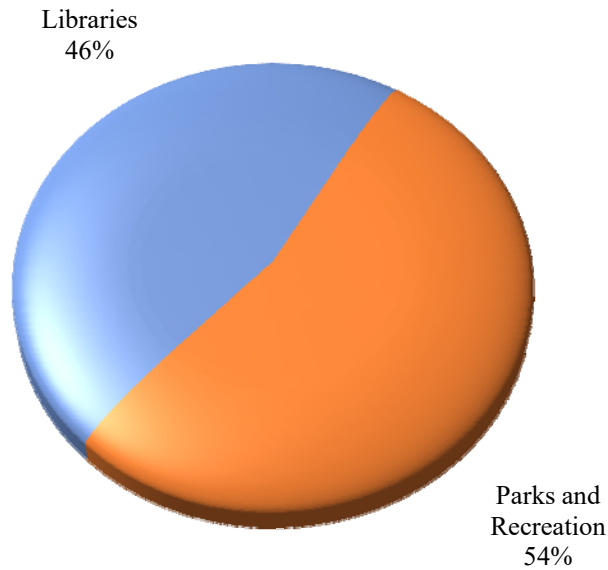
Budget Strategies

The Office of Aging Services' primary budget strategy is to offer affordable programs that best meet the demands of Franklin County's aging population. Aging Services has greatly increased efficiencies over the past few years by closer oversight and management of medical transportation. By combining and better scheduling of medical appointments, Aging Services has been able to serve more people with few miles and trips. The addition of the Essig Recreation Center has greatly enabled Aging Services to provide more recreational programs and reach more people. Aging Services will continue to work with state, regional and local agencies to gain assistance in the form of grants, donations, and in-kind support.



Parks, Recreation and Cultural


FY 17-18 Adopted Expenditure Budget \$2,099,222



Parks and Recreation

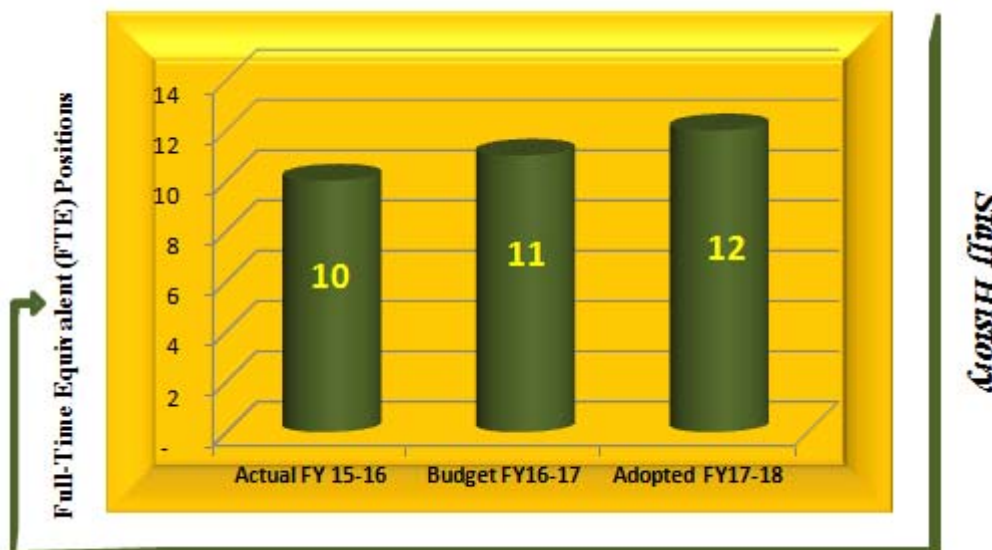
Parks, Recreation and Cultural Expenditure Budget:
\$2,099,222



 Expenditure Budget:
\$1,130,575

54% of Parks, Rec., and Cultural

<u>Parks and Recreation Appropriations</u>				
<u>Description</u>	<u>Actual FY15-16</u>	<u>Budget FY16-17</u>	<u>Adopted FY17-18</u>	<u>Change 2017 to 2018</u>
Personnel	579,885	663,075	692,004	4.36%
Operating	452,526	382,965	438,571	14.52%
Total	1,032,411	1,046,040	1,130,575	8.08%



Parks and Recreation

Mission Statement

The Franklin County Parks and Recreation Department provides quality recreational activities, public parks and recreational facilities to enhance the quality of life for Franklin County residents and visitors.

Strategic Vision Goal

The Franklin County Parks and Recreation Department strives to provide services that improve our resident's quality of life and attracts new businesses, residents and visitors.

Department Goals and Objectives

Athletics: To provide organized recreation level sports leagues for Franklin County residents that promote sportsmanship, physical fitness, teamwork, and skill development.

- Provide fourteen youth team sports each year.
- Increase overall participation by 2% each year.
- Insure that participation is evenly distributed across the county.
- Distinguish and promote recreational youth sports for its benefits (community organized, all-play, and sportsmanship focused).
- Provide new activities and programs that promote and recognize sportsmanship and teamwork.

Community Recreation: To provide recreational programs and classes that promotes fitness, personal enrichment, and life skills.

- Provide over 200 activities each year for a variety of ages, abilities and interests (arts, fitness/wellness, life skills, nature/science, and seniors).
- Evaluate the success rate and life cycle of existing programs and make modifications to improve cost recovery and expand customer base on a quarterly bases.
- Continue to work toward 100% self-sustainability for direct costs.
- Offer a minimum of five new programs/activities that meet trends and growing recreational demands.

Events: To provide special events that promotes vibrant communities and showcase Franklin County for economic development.

- Develop and work toward cost recovery targets for each event type (public service, individual competition, youth activity).
- Explore opportunities to partner with other community organizers to add additional events to our present line-up.
- Continue to work with Economic Development to develop and promote events.
- Play a supportive roll in collaborative events (Antique Farm Days, 4th of July, Come Home to a FC Christmas, etc.)

Parks and Recreation

Outdoor Recreation: To provide outdoor recreational opportunities that promotes vibrant communities and showcase Franklin County for economic development.

- Explore opportunities to partner with other corporate sponsors (local and national) to add additional activities/services/events to our present line-up.
- Provide a variety of activities each year for all ages, abilities and interests with a focus on trails and water sports.
- Work with economic development initiatives to develop and promote Franklin County as an outdoor recreation destination.
- Work towards 100% self-sustainability for direct costs.

Essig Recreation Center: To provide a venue for indoor recreational programming that is clean, safe and welcoming for all residents and visitors.

- Work towards financial program self-sustainability by recovering 100% of direct cost quarterly.
- Maintain a facility that is consistently clean and inviting with little to no customer complaints.
- Provide programs and services for a variety of ages, interests, and abilities.
- Provide an even distribution of programming during all operation.

Smith Mountain Lake Community Park Beach: To provide public access to Smith Mountain Lake and a swimming area that is clean, safe, accessible, and welcoming for all residents and visitors.

- Provide lifeguard overseen swimming from Memorial Day to Labor Day (when school is not in session).
- Explore and provide additional amenities to improve the visitor experience such as shade structures, SUP board rentals, volley ball nets, etc.
- Provide a recreational site that is maintained to a high level whereas little to no customer complaints are received regarding staff or the facility.

Administration: Provide internal and external customer service that is efficient, timely, accurate and easily accessible.

- Provide quality customer service that responds to inquiries and requests in a timely manner.
- Provide registration services that are easily accessible for customers.
- Submit all internal reports and documents on or before established deadlines.
- Plan and track funds so as to stay within budget projections.
- Create a healthy and productive work environment for employees.

Parks and Recreation

Park and Grounds Maintenance: Provide safe, attractive, and well-maintained grounds, landscaping, and outdoor structures at park sites.

- Support maintenance requirements for approved capital improvement projects.
- Maintain an inventory for all grounds and facilities requiring maintenance.
- Develop and implement maintenance plans for the routine care of all grounds and facilities based on established standards.
- Maintain a basketball court, four boat launches, five concession stands, a disc golf course, two fishing piers, eleven miles of trail, seven playgrounds, six shelters, a skate park, six tennis courts, and fourteen restrooms.
- Evaluate the efficiency and effectiveness of all work performed.

Turf and Athletic Field Maintenance: Provided safe and playable athletic fields for all sport leagues.

- Maintain communications with all athletic field user groups to determine the appropriate repairs and facility improvements to support their programs.
- Identify annual field renovation repairs by conducting post-season field inspections for each athletic field and include user comments.
- Manage fifteen athletic fields (six diamonds and nine rectangular) so that they are safe and encourage play.
- Manage the open space turf at ten different park sites.

Park Management and Planning: Develop, recommend, and manage improvement projects that sustain and enhance the appearance of park facilities and other county properties.

- Manage Capital Improvement Projects as allocated.
- Manage the Community Park Development Grant Program
- Manage volunteer community service programs for park improvements.
- Identify needs and deficiencies in County parks, park facilities and amenities.

Performance Measures

	FY 13-14	FY 14-15	FY 15-16	Estimated FY 16-17
Youth Athletic Registration	3,619	3,624	3,786	3,862
Athletic Volunteer Coaches	Data not collected	558	585	596
Number of Games Played	Data not collected	1,493	1,513	1,530
Community Recreation	2,567	3,670	6,569	7,000

Library

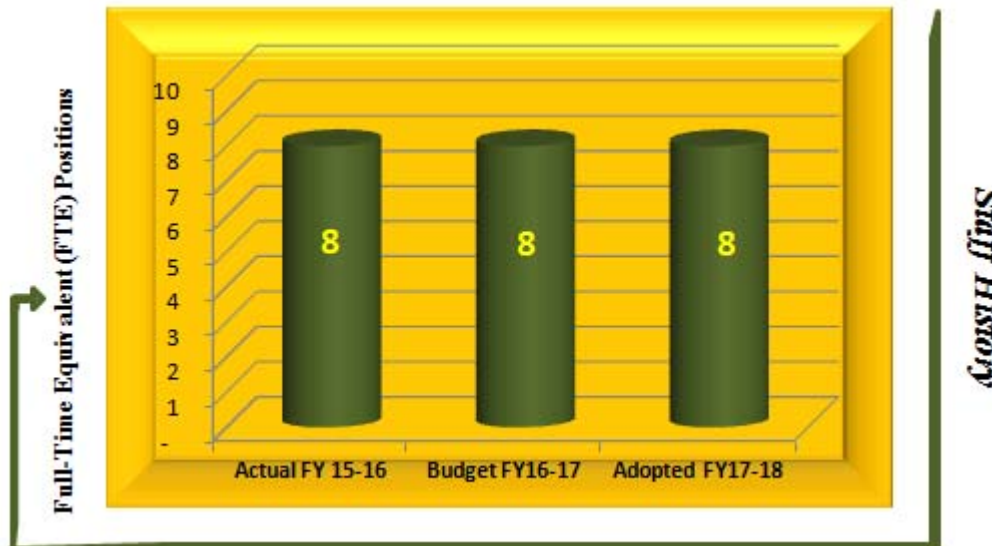
Parks, Recreation and Cultural Expenditure Budget:
\$2,099,222



 Expenditure Budget:
\$968,647

46% of Parks, Rec., and Cultural

<u>Library Appropriations</u>				
<u>Description</u>	<u>Actual FY15-16</u>	<u>Budget FY16-17</u>	<u>Adopted FY17-18</u>	<u>Change 2017 to 2018</u>
Personnel	651,000	612,360	628,313	2.61%
Operating	324,987	317,734	340,334	7.11%
Total	975,987	930,094	968,647	4.15%



Library

Mission Statement

The mission statement of the Franklin County Library is to provide access to informational, educational, cultural and recreational materials and services in a variety of formats and technologies; to promote reading, literacy, and lifelong learning; and to protect the public's right to know by resisting censorship and providing equal access to information.

Strategic Vision Goal

To offer Franklin County residents materials and programming that stimulate life-long learning while providing a centralized location that promotes a sense of community for all. In order to provide these services all library staff must have access and funding for professional development opportunities and/or training.

Department Goals and Objectives

Reader and Borrower Services

Provide customer access to a diverse and balanced collection that promotes lifelong learning

- Complete a full item-by-item inventory of all library materials at both locations, Main and Westlake in order to add items to in-demand and underrepresented collection areas with a priority on educational and Science, Technology, Engineering and Math (STEM) subjects, medicine, personal interest and self-improvement.
- Continue development of our Young Adult centered area with emphasis on "maker spaces" that focus on science and technology while providing a safe teen area for studying and programs.

Education and Social Development Services

Create and promote programming that encourages literacy through educational, cultural, and informational events

- To develop and support young readers through expansion and upgrade of our emergent reader and youth literacy resources and technologies
- Provide all state-defined literacy and educational programs, according to directives from LVA and the Library Board of Trustees.
- Expand our Westlake branch footprint by adding approximately 1000 square feet and locating children's programming and storytime within this new area.
- Recruit and train a minimum of one part-time staff member for young adult services to develop and deliver targeted programming and establish effective relationships with teen and 'tween patrons.
- Develop programming for all that focuses on our 3D printer; both designing and printing.

Information Services

Provide assistance, educational services, and technology instruction to promote subject knowledge and literacy

- To provide training opportunities focused on 3D printing technology.

Library

Technology Services

Manage the Library's extensive public and staff inventory of equipment, software, applications, licenses, and other electronic products

- Maintain computer stock at 95% availability at both sites.
- Introduce two iMac computers with graphics software for patrons in teen and adult area at Main and two at the Westlake branch.

Outreach Initiatives

Provide library services and programs to currently underserved areas of Franklin County through Bookmobile "Pop Up Library"

- Develop and improve traveling book and dvd collection to better serve those residents who are unable to reach the Main and Westlake locations
- Schedule regular library programming, such as children's story time, which will be available at Bookmobile stops

Administration

Establish an environment that encourages quality library services to flourish in facilities that are safe, accessible and comfortable

- Provide continuing professional development to all staff
- Continue developing Franklin County Library presence at state wide library meetings and conferences

Performance Measures

	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Estimated FY 16-17
Annual circulation	224,099	222,338	218,037	233,598	240,000
Library program attendance	7,222	7,551	7,872	8,500	8,750
Annual patron count *no data available	*	*	*	166,003	180,000

Strategic Alignment Summary

- Lifelong Learning - Continue to seek out both materials and program offerings that will provide Franklin County residents with opportunities. Offer employees opportunities to further both training and development along with competitive compensation to ensure both continuity and appropriate workforce growth for optimum operational effectiveness.

Library

Budget Strategies

The Library's primary goal is to provide a high level of customer service in a cost-effective manner. A carefully chosen and well-maintained collection is fundamental to achieving it. To relieve overcrowding which impairs use and causes damage, staff members have been engaged in a process of reviewing and removing outdated or worn materials. Technology will continue to impact acquisitions in a variety of ways and the Library will expand the number of e-book titles it purchases (and has to repurchase) for casual readers. However, demand for print materials, online subscriptions, and educational products is steady and will continue to limit the amount of funding that can be diverted to e-books.

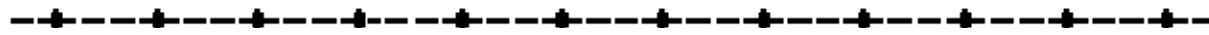
Encouraging literacy for all ages improves the quality of life for the community as a whole. Assisted by contributions from area businesses and donors, the Library will provide a variety of engaging educational opportunities, such as the Summer Learning Program, which has a demonstrable record of success in helping children and teens maintain reading skill levels over the vacation months. Small incentives provided by the Friends of the Library and entertaining programs, will be used to increase participation. While not yet mandated by the state, staff time and funding will be invested in the Winter Reading Program, which targets the preschool, home school, and adult reader demographics. As a side benefit, greater attendance at programs can also lead to more opportunities to market meeting room spaces and upcoming library programming. With additional space added to our Westlake branch, the community/meeting room space will be available to the residents of the Lake area more often.

Staff must deliver competent and responsive services. An increased dependence on part-time staffing makes training and service consistency challenging. Years of relying on fewer staff to assume more responsibilities has led to significant inequities and will require revising out of date job descriptions to reflect actual duties for some positions. With a number of Library staff reaching or currently at retirement age, we will be in the position to promote or hire a significant portion of our full time department head positions in the next 2-4 years. Job descriptions and duties have been changing as have the education and experience requirements. With these changes it is important to realize that salaries offered must reflect these requirements in order to attract the best personnel for the positions. As communities expect more services and offerings from their libraries, libraries expect more from their employees; salaries must continue to improve and increase in order to provide the excellent quality library service users have become accustomed to.

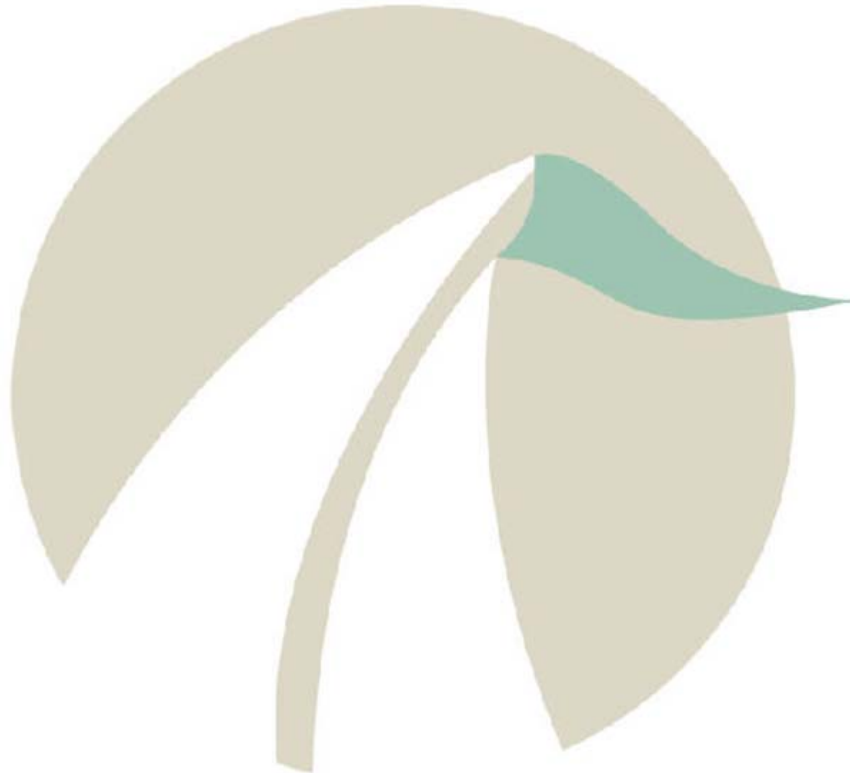
Our door counts consistently see over 10,000 library patrons each month. With the added programming and more up to date collection, we are also seeing more first time library users. Current staffing levels, particularly full time positions, are not sufficient to provide the sustained level of service that our community is deserving of. It is imperative that the number of full time positions in the libraries be proportionate to the number of Franklin County residents visiting and using the libraries on a regular basis.

The Library is the face of the County and its governing body. First impressions of a town are often determined by the state of its library. We work hard to constantly assess the wants and needs of the community we serve while also trying to stay ahead of the curve by offering programs and materials that are on the cutting edge. Continued support of the library, particularly with an increase in full time

Library

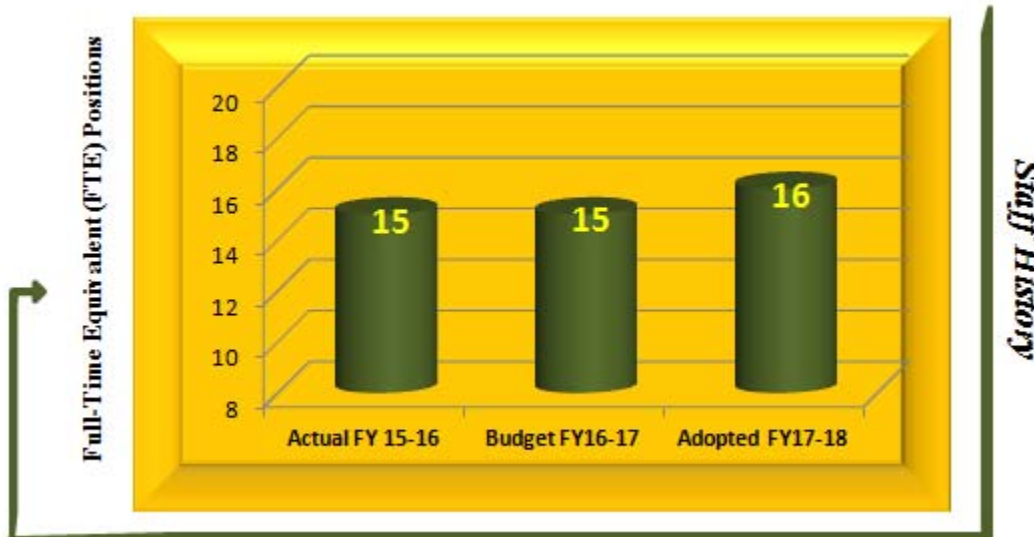
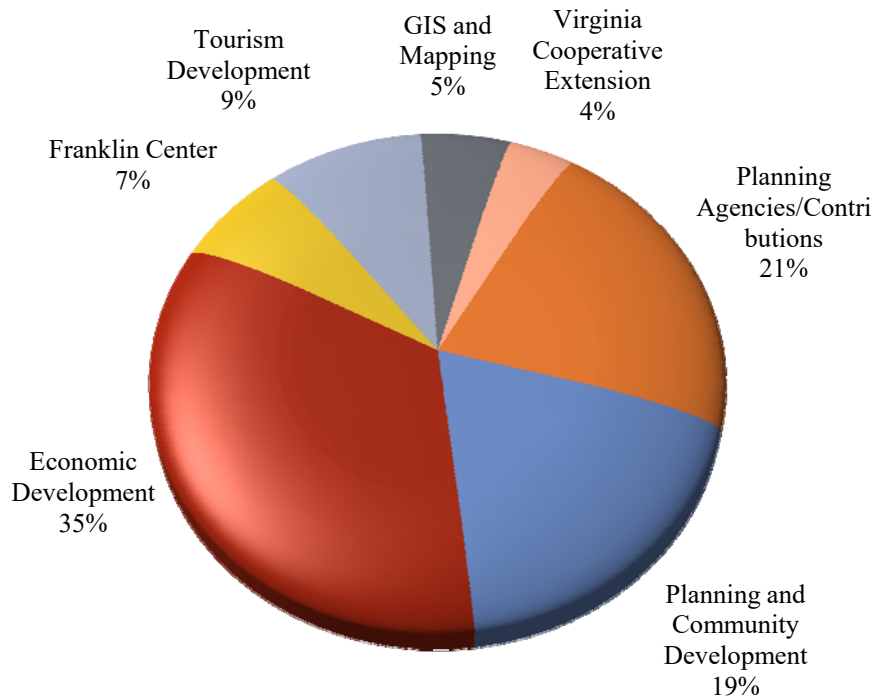


staffing, enables the "face" of the County to remain one that reflects the importance of access to information and programming for its residents.



Community Development

FY 17-18 Adopted Expenditure Budget \$2,916,970



Planning and Community Development

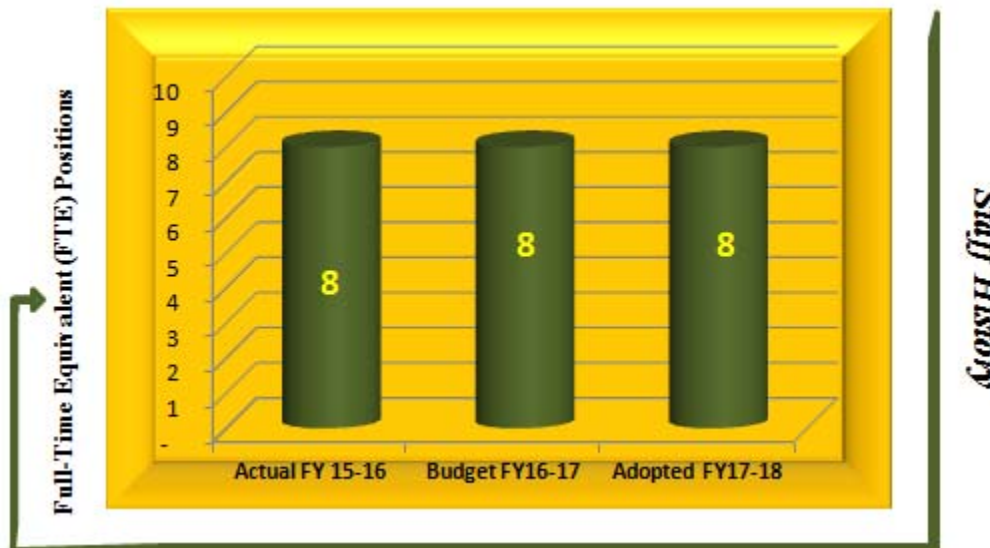
Community Development Expenditure Budget:
\$2,916,970



Expenditure Budget:
\$1,159,845

40% of Community Development

<u>Planning - Community Development Appropriations</u>				
<u>Description</u>	<u>Actual FY15-16</u>	<u>Budget FY16-17</u>	<u>Adopted FY17-18</u>	<u>Change 2017 to 2018</u>
Personnel	683,887	716,063	726,780	1.50%
Operating	447,384	419,516	433,065	3.23%
Total	1,131,271	1,135,579	1,159,845	2.14%



Planning and Community Development



Mission Statement

The mission of the Planning & Community Development Department is to plan and manage the development of Franklin County in a manner that insures a healthy economic base, safe and livable neighborhoods, a range of shopping and cultural opportunities and quality public facilities to build a vibrant community through professional guidance and technical expertise.

Strategic Vision Goal

Provide consistency in planning, zoning and infrastructure to facilitate managed growth in the County through targeted zoning, citizen input, village planning, and resource management.

Department Goals and Objectives

- **Long Range Planning: "Preparing for Change"** "With community input, establish a vision for the future & anticipate change. Research and analyze trends. Identify opportunities and constraints. Develop plans, programs and regulations to manage change. Seek opportunities for grants and community improvements.
- **Current Planning: "Guiding & Managing Change"** Administer regulations related to land use and development. Assist property owners and developers in the application process; "Shepherd" applications through the process. Where appropriate, influence applications to incorporate sound planning principles and techniques.
- **Plan Review & Enforcement: "Providing Standards for Change"** Ensure that changes to the physical environment comply with applicable codes and standards. Manage non-discretionary processes related to land development. Inspect for compliance; enforce the rules. Provide information and education about regulatory environment.

Performance Measures

	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Estimated FY 17-18
Total number of permits issued	256	250	110	98	100
Number of E&SC permits issued	70	45	102	92	100
Number of Sign permits issued	10	5	8	6	10
Number of Site Plan submittals	14	12	13	14	15
Number of Subdivision plat submittals	145	115	169	142	150
Number of Rezoning applications submitted	3	6	5	8	7
Number of Special Use Permit applications submitted	8	8	7	16	16

Planning and Community Development



Number of Variance applications submitted	4	3	3	3	8
Number of pre-application meetings	0	20	0	48	50
Number of Planning Commission meetings	11	12	10	10	12
Number of inspections performed	1004	934	994	676	700

Strategic Alignment Summary

- Infrastructure - Update Comprehensive Plan and growth management tools such as zoning and subdivision regulations to reflect current desires of citizens and Board of Supervisors. Develop new village plans throughout County as identified in Comprehensive Plan. Anticipate changes in demographics of County and develop services and amenities to meet demands of citizens

Budget Strategies

The Department continues to improve our educational materials and communication efforts to our various customers, our residents, the general public, agencies and organizations through a variety of print and electronic media. Staff is continues to work to utilize new technology to improve our code permitting enforcement reporting and inspection programs, our project and asset management systems, and our record management system. Staff is also continuing to make improvements to our development review process and reviewing as well as updating our comprehensive plan, zoning ordinance to deal with development issues.

The Department will continue to search for other funding sources to implement various environmental and transportation projects. The Department will continue partnering with other County departments in order to maximize our resources to completing projects and tasks. The Department will also continue to utilize the many different skills and talents of our employees in order to reach our goals.



Economic Development & Tourism

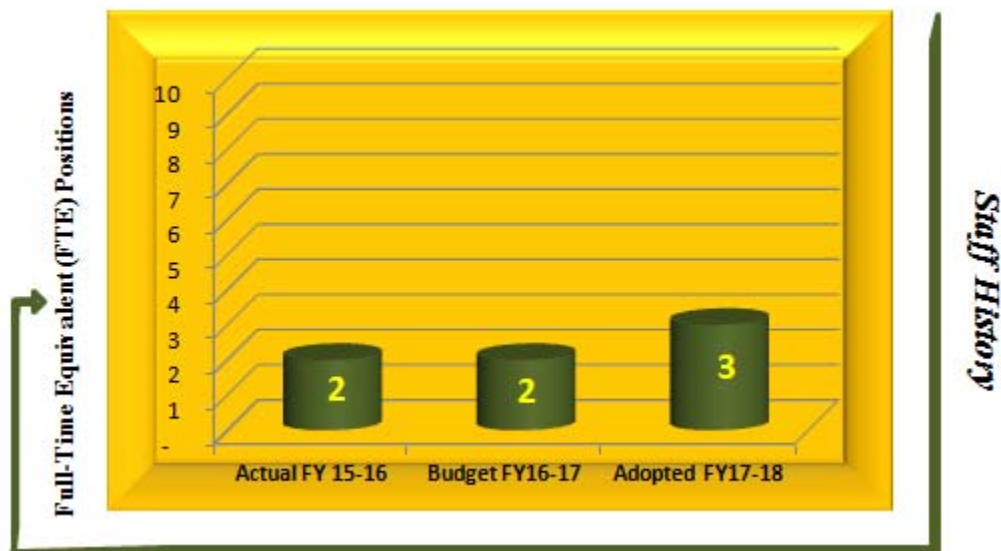
Community Development Expenditure Budget:
\$2,916,970



Expenditure Budget:
\$1,285,658

44% of Community Development

<u>Economic Development / Tourism Appropriations</u>				
<u>Description</u>	<u>Actual FY15-16</u>	<u>Budget FY16-17</u>	<u>Adopted FY17-18</u>	<u>Change 2017 to 2018</u>
Personnel	152,695	159,446	185,627	16.42%
Operating	1,040,586	1,113,877	1,100,031	-1.24%
Total	1,193,281	1,273,323	1,285,658	0.97%



Economic Development / Tourism

Mission Statement

The mission of the Franklin County Office of Economic Development is to create opportunities for existing business development, attract new business investments to the County, and enhance the future of the community's residents and businesses by strengthening and expanding the County's economic base.

Strategic Vision Goal

The goal of the Office of Economic Development is to align with the County's strategic focus areas of Infrastructure (water & sewer, development, and transportation); Financial Stability (water & sewer, development, and transportation); Managed Growth (anticipate demographic changes and link infrastructure planning to growth planning); Economic Development (enhance relationships with partners, business park, tourism infrastructure, increase "soft infrastructure", diversify commercial and industrial base, promote agribusiness growth, and retiree growth); and Lifelong Learning.

Department Goals and Objectives

- To create new jobs for our citizens as well as economic opportunity.
- To achieve a balance in the commercial/industrial and residential tax base.
- To maintain a diverse economic base to provide for stability and a broad selection of employment opportunities for our citizens.
- To create an inviting business environment that fosters growth and prosperity of new and existing businesses – facilitate the new location or expansion of at least 5 companies within the County during the year.
- To enhance communication between the business community and the local government such that the needs of the businesses can be recognized and incorporated into public policy.
- To facilitate productive dialogue, projects and programs with key federal, state, and regional organizations, agencies and institutions to further the department's mission.
- To create and market an appropriate inventory of available industrial and commercial sites and buildings for transfer to new and expanding businesses.

Performance Measures

	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Estimated FY 16-17
Unemployment Rate (April)	5.5%	4.8%	4.4%	3.6%	3.4%
Number of Employed Franklin Countians (April)	25,710	26,029	25,867	25,584	26,000
Number of Facilitated New and Expanding Business Projects (VEDP)	3	2	2	3	3

Economic Development / Tourism

Virginia Tourism Corporation Annual Tourism Expenditure Estimates	94,891,808	96,593,644	102,416,866	105,262,670	107,000,000
Local Lodging Tax Revenue	187,451	171,378	185,700	202,075	215,000
Local Meals Tax Revenue	2,075,766	2,155,256	2,237,907	2,396,002	2,410,000
Local Sales Tax Revenue	2,706,301	2,794,967	2,909,921	3,089,246	3,100,000

Strategic Alignment Summary

- Infrastructure (water & sewer, development, and transportation) –
 - Plan and construct water, sewer, and other utility infrastructure in the new business park and in other areas of the County to encourage development.
 - Develop transportation accesses to and within the new business park and continue to advocate for Interstate 73.
- Financial Stability (water & sewer, development, and transportation) –
 - Continue to work to attract new businesses and existing business expansions to increase tax revenues into the County
- Managed Growth (anticipate demographic changes and link infrastructure planning to growth planning) –
 - Work to attract retirees to the County and provide needed infrastructure to accommodate their needs.
- Economic Development (enhance relationships with partners, business park, tourism infrastructure, increase “soft infrastructure”, diversify commercial and industrial base, promote agribusiness growth, and retiree growth) –
 - Continue existing business visitation program.
 - Continue development of the new business park on Route 220 North
 - Continue to aggressively push tourism program and attraction of hotels, restaurants, and activities to take advantage of new tourist growth.
 - Continue to foster agribusiness growth through specific projects such as a new consolidated cannery and the relocation of the Foothills Produce Auction.
 - Work to attract new and diversifying businesses into the new business park.
 - Work to attract retirees to Franklin County.
- Lifelong Learning –
 - Work with workforce development partners to increase workforce training opportunities and encourage lifelong learning.

Economic Development / Tourism

Budget Strategies

- We will continue to maximize the use of regional, state, and federal grants to offset costs of the economic development program as much as possible and minimize the use of County funds.
- We will utilize the upcoming financing instrument to do basic business park development in an attempt to bring new businesses and tax base to the County as quickly as possible.



GIS – Geographic Information Systems

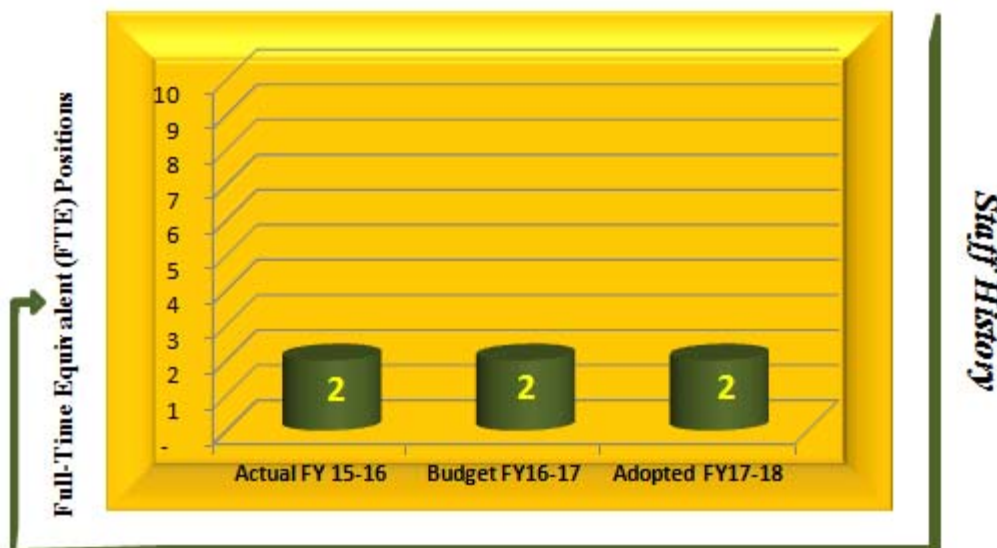
Community Development Expenditure Budget:
\$2,916,970



 Expenditure Budget:
\$158,384

5% of Community Development

GIS Mapping Appropriations				
Description	Actual FY15-16	Budget FY16-17	Adopted FY17-18	Change 2017 to 2018
Personnel	101,772	101,713	109,784	7.94%
Operating	43,349	50,100	48,600	-2.99%
Total	145,121	151,813	158,384	4.33%



GIS – Geographic Information Systems



Mission Statement

The mission of the GIS team is to provide the County customers, internal and external, with various digital mapping services. Mapping services include, but are not limited to the following:

- Online Web GIS Mapping Site with Extensive Citizen Query Features
- Mapping Support and Spatial Analysis for County Services
- E911 Building Polygon Addressing
- Parcel Update/Maintenance

Strategic Vision Goal

GIS will support the Public safety functions of Franklin by producing exemplary digital maps and supporting documentation that is timely and accurate.

Department Goals and Objectives

- Maintain and update the addressing and road data.
- Complete annual parcel edits and create digital Map Books.
- Add customizations to internal GIS for different departments.
- Automate updates to Web-GIS site, Dispatch & 911, and other external partners.

Performance Measures

	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Estimated FY 16-17
Number of edits to the parcel database, including new parcel splits, transfers and other requested edits.	1,121	1,614	1,356	1,712	1,356 Parcel edits are reduced since the large backlog has been worked off
Number of Web-GIS hits for the GIS team's online services.	9,608,403	10,343,958	5,904,965	12,088,759	11,439,355
Number of Pictometry Online hits		9,028	35,866	50,357	70,538
Total GIS Helpdesk Requests	141 (Parcel edit request not counted)	608 (Parcel edit request not counted)	702 (Parcel edit request not counted)	885 (Parcel edit request not counted)	1,922 (Parcel edit request not counted)

GIS – Geographic Information Systems

Strategic Alignment Summary

- Public Safety - Building accurate documentation that directs our public safety and Law enforcement staff in the course of their jobs.
- Infrastructure - User friendly and accurate data supporting all county geographic development.

Budget Strategies

The Franklin County GIS Department is focused on providing the best possible service to all County employees and the Citizens of Franklin County. GIS technology has become critical and drives Organizations such as planning, permitting, voter registration, Commissioner of Revenue, 911, Law enforcement and public safety. Other organizations such as real estate and small businesses rely heavily on accurate geographic data. We function with only two full time employees in GIS and use outsource labor to supplement peak workloads or project requirements.

Reliability

Our web based GIS system is hosted by Anderson and Anderson engineering in Roanoke. The system is monitored 7X24 and has incurred very little down time since our move to Anderson and Anderson. Statistics on traffic and page hits are documented and logged.

Alignment

Citizen and county requirements and issues are documented and usually resolved in less than a week. We respond directly to requesters so that they are aware of the status of their requests.



Franklin Center for Advanced Learning and Enterprise

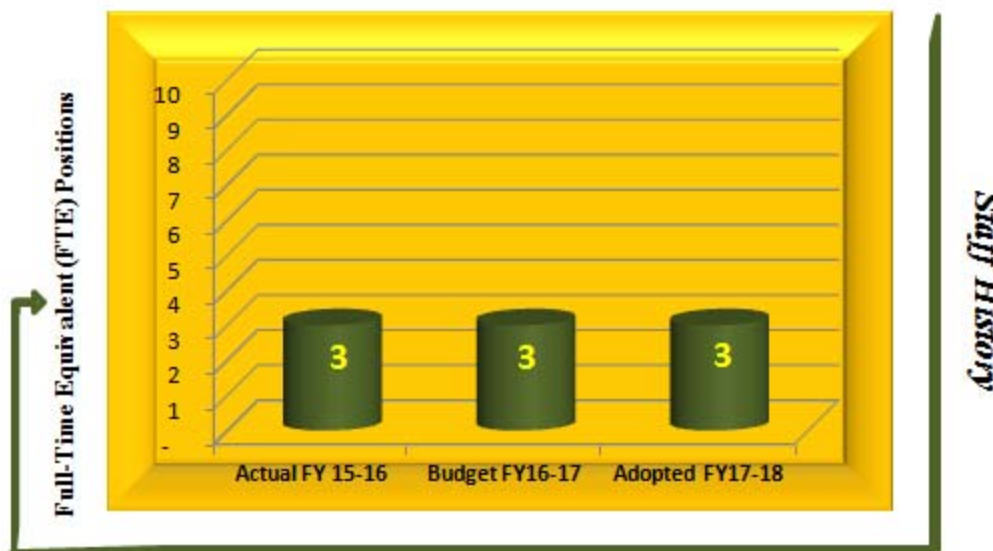
Community Development Expenditure Budget:
\$2,916,970



 Expenditure Budget:
\$198,650

7% of Community Development

Franklin Center Appropriations				
Description	Actual FY15-16	Budget FY16-17	Adopted FY17-18	Change 2017 to 2018
Personnel	162,402	161,892	165,550	2.26%
Operating	34,120	34,300	33,100	-3.50%
Total	196,522	196,192	198,650	1.25%



Franklin Center for Advanced Learning and Enterprise



Mission Statement

The mission of The Franklin Center for Advanced Learning and Enterprise is to promote and enhance workforce and economic development through lifelong learning in the Franklin County and Southside Region.

Strategic Vision Goal

Promote policies to support lifelong learning programs

Department Goals and Objectives

- Develop marketing actions (further marketing of brand identity; expand target populations to include top levels).
- Seek alternate funding sources.
- Promote curriculum development to support workforce, economic mission and opportunities that strengthen our region's economy.
- To increase the classes offered in demand occupations and those that address business needs.

Performance Measures

	FY 12-13	FY 13-14	FY 14-15	FY 15-16	Estimated FY 16-17
Total Visitor Transactions	28,216	28,086	23,750	21,924	36,204
Total diplomas, GED's	107	104	27	149	24
Total classes offered—all educational partners	131	128	167	97	60
VWCC	82 Assoc. Degrees	29 Assoc. Degrees	73 Assoc. Degrees	84 Assoc. Degrees	35 Assoc. Degrees
VWCC	24 Certificates	59 Certificates	50 Certificates	58 Certificates	27 Certificates
VWCC				25 (CRC)-Career Readiness Certificates	25 (CRC)-Career Readiness Certificates
Mary Baldwin				2 classes	5 classes

Franklin Center for Advanced Learning and Enterprise



July 2016 thru June 2017					
	Number Classes	#Students Enrolled	Certificates	Degrees	No. Passed GED
FC Adult Ed	18	310			24
VWCC	34	388	52	35	
Mary Baldwin	5	19			
Total:	57	717			
	#Orientations/ Workshps	#Clients Enrolled	#Placed in Jobs	#Graduated	
ResCare Adult		28	24		
ResCare Dislocated Worker		20	24		
VEC		361			
TRIO EOC	2	42			
DRS Intake	48	76	24	8	
Brain Injury	2	10			
SCSEP	1	4	1		
Total:	53	541	73	8	

Strategic Alignment Summary

- Lifelong Learning - Create/maintain partnerships to support educational programs in demand with specific focus on STEM-H careers and job placements

Budget Strategies

Advocate for and develop a financing plan for expanded career and technical education training, with consideration of mentoring and apprenticeship programs.

Actively pursue STEM-H focus at the Franklin Center.

Pursue a strategy to increase collaboration and specific efforts with the Franklin County School Board to enhance the school system's effectiveness and outcome accountability in tailoring Pre-K-12 education to ensure that we can graduate students who will contribute to a highly trained workforce.

Franklin Center for Advanced Learning and Enterprise



Maximize partnerships among institutions of higher education and prospective businesses to align and coordinate strengths from those programs with needs and demands of current and future businesses.

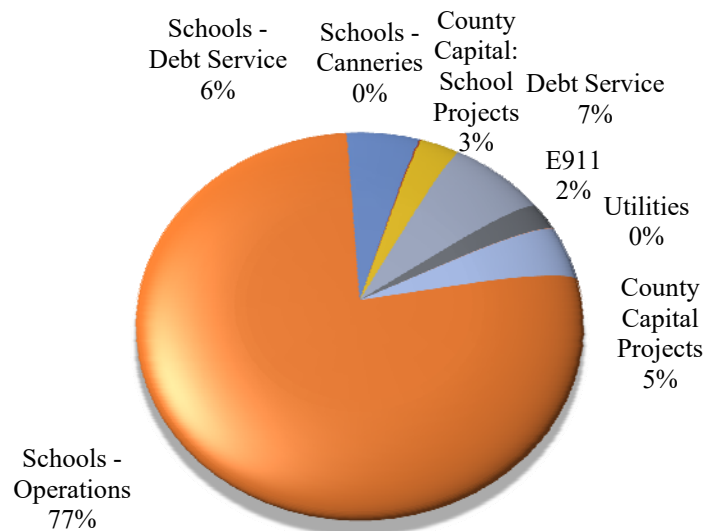


Transfers

Transfers from the General Fund provide support to other County operations. The largest transfer is between the General Fund and the School Operations Fund. This transfer allows the general tax base to support public education in the County. Similar transfers are made to the County Capital Fund and other smaller funds.

The FY 17-18 budget adopts the following transfers from the General Fund to the following funds:

Transfer to Schools - Operations	\$30,741,332
Transfer to Schools - Debt Service	2,295,523
Transfer to Schools - Canneries	37,419
Transfer to Schools - Carryovers	0
Transfer to County Capital	1,815,501
Transfer to Debt Service Fund	2,989,992
Transfer to Utility Fund	15,000
Transfer to Schools - Capital	1,220,000
Transfer to E911	953,663
Total	<u>\$40,068,430</u>



6

Other Funds, CIP



Summary of Other Funds	189
E911	192
Capital Improvement Program	194
Debt	212



Franklin County Summary of Other Funds

The County also utilizes several other types of funds which are described below:

Special Revenue Funds account for the proceeds of specific revenue sources (other than those dedicated for major capital projects) requiring separate accounting because of legal or regulatory provisions or administrative action. The following funds of the County are reported as special revenue funds:

- E911 Fund
- Law Library Fund

The Debt Service Fund is used to account for the payment of general long-term debt principal, interest and related costs. The repayment of school debt is recorded in the School fund. The Debt Service fund is funded by a transfer from the County's general fund.

The Utility Fund accounts for the activities of the County's water and sewer system at the Commerce Center Industrial park. The fund includes user fees for water and sewer, connection and availability fees, operating expenses for maintenance and utilities and any capital projects that are needed. The Utility fund is supported by user fees for water and sewer and a small transfer from the County's general fund.

Capital Projects Funds account for financial resources to be used for the acquisition or construction of major capital facilities, other than those financed in the Utility fund. Funding is also provided by a transfer from the general fund.

Component Unit – School Board. The School Operating Fund is a special revenue fund that accounts for the operations of the County's school system. Financing is provided by the State and Federal governments as well as contributions from the General Fund. School fund operations are addressed in the following section of this document.



Summary of Special Revenue, Debt Service, Utility and Capital Funds

Special Revenue Funds:

<u>E911 Fund</u>	<u>FY15-16</u>	<u>FY16-17</u>	<u>FY17-18</u>
Revenues:	<u>Actual</u>	<u>Budget</u>	<u>Adopted</u>
E911 Taxes	\$10	\$0	\$0
State Wireless Board Funds	61,977	60,000	60,000
Transfer from General Fund	926,158	917,663	953,663
	<u>\$988,145</u>	<u>\$977,663</u>	<u>\$1,013,663</u>
Expenditures:			
Dispatch Operations	<u>\$925,151</u>	<u>\$977,663</u>	<u>\$1,013,663</u>

<u>Law Library Fund</u>	<u>FY15-16</u>	<u>FY16-17</u>	<u>FY17-18</u>
Revenues:	<u>Actual</u>	<u>Budget</u>	<u>Adopted</u>
Law Library Fees	<u>\$10,519</u>	<u>\$10,000</u>	<u>\$10,000</u>
Expenditures:			
Law Library Operations	<u>\$5,000</u>	<u>\$10,000</u>	<u>\$10,000</u>

<u>Special Revenue Funds Totals</u>	<u>FY15-16</u>	<u>FY16-17</u>	<u>FY17-18</u>
Revenues:	<u>\$998,664</u>	<u>\$987,663</u>	<u>\$1,023,663</u>
Expenditures:	<u>\$930,151</u>	<u>\$987,663</u>	<u>\$1,023,663</u>

Summary of Special Revenue, Debt Service, Utility and Capital Funds

<u>Debt Service Fund (County only)</u>	<u>FY15-16</u>	<u>FY16-17</u>	<u>FY17-18</u>
(School debt service payments included in the School Fund)	<u>Actual</u>	<u>Budget</u>	<u>Adopted</u>
Revenues:			
Western VA Water Authority			
Reimburse for Westlake Sewer Debt	\$198,803	\$199,832	\$189,575
Fund Balance		\$846,593	\$903,350
Transfer from General Fund	2,883,056	2,929,563	2,989,992
	<u>\$3,081,859</u>	<u>\$3,975,988</u>	<u>\$4,082,917</u>
Expenditures:			
Transfer to School Capital Fund	\$705,000	\$95,062	\$561,190
Principal and Interest Payments	3,220,503	3,224,481	3,470,342
Future Debt Service Reserve	0	656,445	51,385
	<u>\$3,925,503</u>	<u>\$3,975,988</u>	<u>\$4,082,917</u>

<u>Utility Fund</u>	<u>FY15-16</u>	<u>FY16-17</u>	<u>FY17-18</u>
	<u>Actual</u>	<u>Budget</u>	<u>Adopted</u>
Revenues:			
Charges for Water	\$23,576	\$9,000	\$9,000
Transfer from General Fund	15,000	15,000	15,000
	<u>\$38,576</u>	<u>\$24,000</u>	<u>\$24,000</u>
Expenditures:			
Operations	\$43,924	\$24,000	\$24,000
	<u>\$43,924</u>	<u>\$24,000</u>	<u>\$24,000</u>

<u>Capital Fund</u>	<u>FY15-16</u>	<u>FY16-17</u>	<u>FY17-18</u>
	<u>Actual</u>	<u>Budget</u>	<u>Adopted</u>
Revenues:			
Local/Miscellaneous	\$163,436	\$0	\$0
Proceeds from Borrowing	0	0	0
State and Federal Grants	691,068	0	0
Transfer from General & Utility Fund	4,929,569	3,235,501	3,035,501
	<u>\$5,784,073</u>	<u>\$3,235,501</u>	<u>\$3,035,501</u>
Expenditures:			
Transfer to School Capital	\$1,218,000	\$0	\$880,000
Capital Outlay	16,539,856	3,235,501	2,155,501
	<u>\$17,757,856</u>	<u>\$3,235,501</u>	<u>\$3,035,501</u>

E911

Mission Statement

The mission of the E911 Communications Division is to “Actively listen to our customers, providing a calm reassurance or controlling the situation in order to respond to customer needs 24/7/365”. To be a 9-1-1 Center that provides a professional work force capable of preventing and/or minimizing harmful effects to persons or property with the optimum utilization of available resources.

Strategic Vision Goal

Provide staff with the most up to date training available. To provide the citizens of the county with professional service.

Department Goals and Objectives

- Increase staff levels to better handle call load of center, and setting tier personnel levels to establish higher quality of service and promotion opportunities.
- Establish a public education/awareness program.
- Complete upgrades to equipment to enable Next Generation 9-1-1 and complete personnel training for new systems and equipment.
- Implement Text to 9-1-1, to offer citizens an alternative to contacting 9-1-1 when speech is not an option.
- Implement EMD to offer citizens enhanced response to medical emergencies, especially when response times are extended.

Performance Measures

	FY12-13	FY 13-14	FY 14-15	FY 15-16	Estimated FY 16-17
E911 CAD Calls for Service	47,069	51,453	71,766	141,127	85,000
Total Wireless Calls	15,507	15,155	16,838	18,213	18,700
Total Wireline Calls	7,297	7,424	7,414	7,490	7,500
Total Administrative Calls	112,932	69,213*	46,974	69,039	70,100
Total Telephone Calls:	135,736	91,792	85,557	94,742	94,900

Strategic Alignment Summary

To implement a EMD program to provide the citizens of Franklin County a means to provide care before arrival of EMS responders.

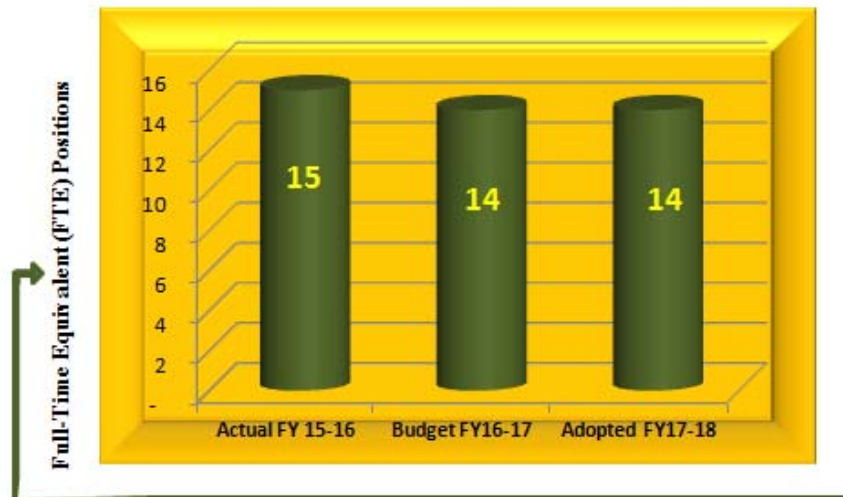
Budget Strategies

To continue to function as efficiently as possible, and be a good steward of the funds available to the center. Grant requests have been made to fund ongoing projects. Workload continues to increase making staffing a challenge, without additional personnel. Within the next year the 9-1-

E911

1 telephone system will be replaced and within two years the software for this system will need to be replaced due to the expiration of contract services. Communications center continues to provide training opportunities to Communications Officers in order to develop/maintain a professional organization.

Description	E-911 Appropriations			Change 2017 to 2018
	Actual FY15-16	Budget FY16-17	Adopted FY17-18	
Personnel	715,024	725,190	741,329	2.23%
Operating	210,127	252,473	288,473	14.26%
Total	925,151	977,663	1,029,802	5.33%





**Capital Improvement Program (CIP)
FY 2017-2018 through FY 2021-2022**

The Capital Improvement Program (CIP) is a listing of capital needs projected over a 5-year period for County services. It is a planning document and provides a listing of projects requested by County departments. The CIP is updated annually. Projects are removed from the plan as they are completed or as priorities change. The plan is intended to assist the County Board of Supervisors in the preparation of the County budget.

A capital project is defined as:

- ✓ A tangible asset that has a useful life of at least five years.
- ✓ A tangible asset that costs at least \$10,000.

The annual review process begins in the fall with the submission of capital expenditure requests from county departments. Requests are reviewed by the Finance Department and the County Administrator before being submitted to the Board of Supervisors for review.

To be funded, projects in the CIP must be included in the County's annual capital budget approved by the Board of Supervisors. Following inclusion in the annual capital budget, individual projects may go forward at the direction, approval and appropriation of the Board of Supervisors on a project-by-project basis. Alternatives or other planning considerations may develop over time and affect the need, design, funding mechanism and timetable for specific projects.

It is understood that the CIP remains fluid. Prior to implementation, each project is considered on its own merit and final approval for projects planned or funded on a yearly basis must be considered and approved by the Franklin County Board of Supervisors in the year funding is to begin.

The 5-year CIP totals \$43.3 million for all county projects. The major source of funding is General Fund with grants, general obligation bonds, rollovers, and set aside funds providing the remainder of the funding.

It is important to continue monitoring and planning for the capital needs of the County in order to ensure the maintenance and continued development of facilities and infrastructure. This will help to secure durable, efficient and quality facilities and equipment for the citizens of Franklin County.

Impact of the Capital Program on the Operating Budget: The Capital Program has three direct impacts on the operating budget: Debt Service accounts, General Fund un-appropriated balance and the County operations budget. At this point the County does not plan to issue any general obligation bonds for fiscal year 2017-2018, although there may be a need to borrow for future projects in the out years. In FY 17-18 the County is considering lease purchasing Fire Apparatus and some Landfill equipment. Every year it is important to plan for the impact on the operating budget that capital projects may have. As projects are completed, there will often be associated operating costs. An example would be the purchase and implementation of a major software system. The large majority of purchased software requires that the user also pay an annual maintenance fee for that software that allows upgrades and enhancements to be received by the user.

As the capital needs of the County grow, the Board of Supervisors has recognized that not all capital projects could be funded from the county's fund balance. For fiscal year 2017-2018 recurring revenue of just over \$3 million is proposed as General Fund support to the County capital fund. The County does anticipate using any one-time fund balance next fiscal year for any capital projects.

The third impact of the CIP on the operating budget is the result of new facilities being completed and the corresponding operating costs that are associated with that facility. These costs could include furnishings, utilities, additional insurance premiums, maintenance costs and additional staff. An example from several years ago was the opening of the Government Center, which required additional operating funds for utilities, property insurance premiums and IT support personnel once it opened.

The five year CIP is presented on the next several pages. Following the five year summary is a brief description of each project and a detailed schedule showing the impact of each capital project on the current and future operating budget.

Franklin County
Five Year Summary of Capital Improvement Projects by Department
and Adopted Funding for FY 17-18

Adopted County Revenue Sources						
Funding Source	Local	Debt	Grant	Rollover	Fund Balance	FY 17-18 Adopted
Transfer from General Fund - General Government Projects	1,815,501					1,815,501
FY20-21 Borrowing (Landfill, Southway, Commerce Public Safety Station)						
Other Carryover Funds				1,076,313		1,076,313
Fund Balance Reserves					563,687	563,687
Unfunded						
Community Services Revenues						
Ferrum Bridge Project - VDOT Funds			550,000			550,000
Ferrum Bridge Project - Ferrum College Donation			175,000			175,000
Village Improvements						-
Westlake Trails - Federal Land Access Program Grant (FLAP)			309,000			309,000
Westlake Trails - Local Contributions			26,000			26,000
Bridle Lane Revenue Sharing - VDOT Funds						
Bridle Lane Revenue Sharing - Citizen Contributions						
Revenue Sharing Projects						-
Economic Development - Southway Business Park Borrowed Funds		4,604,286				4,604,286
Economic Development - Southway Bus Park Revenue Sharing						-
Economic Development - Southway Bus Park Smart Scale Funding						
Economic Development - Southway Bus Park EDA Grant			650,000			650,000
Landfill - Borrowed Funds for Cell 2 Construction		1,874,983				1,874,983
Human Services Revenues						
Parks and Rec Grants for New Park Develop/Expansion			410,000			410,000
Public Safety Revenues						
Fire Apparatus Replacement Fire Program Funds			165,894			165,894
EMS Vehicle Replacement Grant Funds			98,000			98,000
EMS Equipment Defibrillators/EKG Monitors Grants			34,000			34,000
Burn Training Building Maintenance Grants			31,000			31,000
Public Safety Borrowed Funds for Glade Hill Station		2,000,000				2,000,000
Animal Shelter Carryover Funds				1,735,226		1,735,226
Total Revenues	1,815,501	8,479,269	2,448,894	2,811,539	563,687	16,118,890
Adopted County Expenditures						
Department/Project	Local	Debt	Grant	Rollover	Fund Balance	FY 17-18 Adopted
Franklin County Government Expenditures						
Community Services						
Community Development						
Revenue Sharing (Transportation Matching Funds)						
Village Improvements						
Westlake Trails Project			335,000		49,500	384,500
Ferrum Bridge Project			725,000	245,318		970,318
Bridle Lane Revenue Sharing Project						
Economic Development						
Southway Business Park		4,604,286				4,604,286
Southway Business Park Roads			650,000			650,000
Job Creation Fund	125,000					125,000
Infrastructure Development Fund	50,000					50,000

Adopted County Expenditures						
Department/Project	Local	Debt	Grant	Rollover	Fund Balance	FY 17-18 Adopted
Solid Waste						
New Landfill Construction/Development						
Cell 2 Construction		1,874,983				1,874,983
Collection Sites				830,995		830,995
Landfill Closure					50,000	50,000
Landfill Equipment						
Landfill Engineering and Compliance	135,000					135,000
Landfill Gas Control						
Human Services						
Parks and Recreation						
Playground Replacement and Repairs					73,000	73,000
Capital Maintenance	79,000					79,000
New Park Development/Expansion			410,000		48,000	458,000
Smith Mountain Lake Shoreline Stabilization	100,000					100,000
Lakewatch Paved Shoulder						-
Athletic Field Improvements - Waid Park					45,000	45,000
Recreational Programming Equipment						-
Community Parks Grants						-
Smith Farm Annual Payment (Installment Purchase)	100,000					100,000
						-
Registrar						
Voting Equipment Replacement	40,000					40,000
Internal Services						
Information Technology						
Communications Networks	50,000					50,000
Broadband Infrastructure						-
Internet Speed and Availability					50,000	50,000
PC Replacement, VOIP, etc	75,500					75,500
Disaster Recovery, Server Backup, Storage, Networ	50,000					50,000
Software Licensing					75,000	75,000
Cybersecurity						-
GIS Data Acquisition and Development						-
Public Safety Data Support						-
Infrastructure Upgrades						-
						-
General Properties						
Courthouse Sprinkler System Installation					-	-
Courthouse Replacement Window Installation					-	-
Capital Maintenance Reserve	100,000					100,000
Public Safety						
E-911						
Expansion of E911 Center						-
						-
Public Safety						
Animal Shelter Project				1,735,226		1,735,226
Radio System Upgrade						-
Glade Hill Fire Station		2,000,000				2,000,000
Fire Apparatus Replacement	53,752		165,894			219,646
EMS Vehicle Replacement	231,448		98,000		85,552	415,000
EMS Equipment Defibrillators/EKG Monitors			34,000		34,000	68,000
Animal Control Vehicle Replacement	30,000					30,000

Adopted County Expenditures						
Department/Project	Local	Debt	Grant	Rollover	Fund Balance	FY 17-18 Adopted
PS Staff Vehicle Replacement	40,000					40,000
Southway Industrial Park Fire Station						-
Commerce Park Fire Station						-
Fire Equipment SCBA Replacement	175,801					175,801
Burn Training Building Maintenance	5,000		31,000			36,000
EMS Station Planning Set Aside						-
Sheriff						-
Body Cameras					53,635	53,635
Camera/Security System for Goode Building						-
Vehicle Replacement/Upfit	335,000					335,000
Sheriff In-Car Cameras	30,000					30,000
Mobile Data Terminals						-
Tactical Vests	10,000					10,000
Future Debt Service (20-21 Borrowing)						
Total CIP Requested	1,815,501	8,479,269	2,448,894	2,811,539	563,687	16,118,890
CIP Requested less Revenues	-	-	-	-	-	-
Franklin County Public Schools						
Funding Sources						
Transfer from General Fund - School Projects	1,220,000					1,220,000
FY18-19 School Borrowing for CTE, Middle School						-

Franklin County
Five Year Summary of Capital Improvement Projects by Department
and Adopted Funding for FY 17-18

Adopted County Revenue Sources					
Funding Source	FY18-19 Proposed	FY19-20 Proposed	FY20-21 Proposed	FY21-22 Proposed	Five Year Total Requested
Transfer from General Fund - General Government Projects	2,015,501	2,015,501	2,015,501	2,015,501	20,155,010
FY20-21 Borrowing (Landfill, Southway, Commerce Public Safety Station)			20,800,000		20,800,000
Other Carryover Funds					1,076,313
Fund Balance Reserves					563,687
Unfunded					4,050,934
Community Services Revenues					
Ferrum Bridge Project - VDOT Funds					550,000
Ferrum Bridge Project - Ferrum College Donation					175,000
Village Improvements		200,000	200,000	200,000	1,800,000
Westlake Trails - Federal Land Access Program Grant (FLA)	309,000				618,000
Westlake Trails - Local Contributions	26,000				52,000
Bridle Lane Revenue Sharing - VDOT Funds			55,000		55,000
Bridle Lane Revenue Sharing - Citizen Contributions			55,000		55,000
Revenue Sharing Projects		-	450,000	-	450,000
Economic Development - Southway Business Park Borrowed	1,250,000	4,459,005			10,313,291
Economic Development - Southway Bus Park Revenue Sharing			1,270,163		1,270,163
Economic Development - Southway Bus Park Smart Scale Funding				3,750,000	3,750,000
Economic Development - Southway Bus Park EDA Grant	650,000				1,300,000
Landfill - Borrowed Funds for Cell 2 Construction					1,874,983
Human Services Revenues					
Parks and Rec Grants for New Park Develop/Expansion					410,000
Public Safety Revenues					
Fire Apparatus Replacement Fire Program Funds	165,894	165,894	165,894	165,894	829,470
EMS Vehicle Replacement Grant Funds	98,000	98,000	98,000	98,000	490,000
EMS Equipment Defibrillators/EKG Monitors Grants					34,000
Burn Training Building Maintenance Grants					31,000
Public Safety Borrowed Funds for Glade Hill Station					2,000,000
Animal Shelter Carryover Funds					1,735,226
Total Revenues	4,514,395	6,938,400	25,109,558	6,229,395	58,910,638
Adopted County Expenditures					
Department/Project	FY18-19 Proposed	FY19-20 Proposed	FY20-21 Proposed	FY21-22 Proposed	Five Year Total Requested
Franklin County Government Expenditures					
Community Services					
Community Development					
Revenue Sharing (Transportation Matching Funds)			600,000		600,000
Village Improvements		250,000	250,000	250,000	750,000
Westlake Trails Project	384,500				769,000
Ferrum Bridge Project					970,318
Bridle Lane Revenue Sharing Project			110,000		110,000
Economic Development					
Southway Business Park	600,000	4,475,000	14,533,755	-	24,213,041
Southway Business Park Roads	650,000		1,270,163	3,750,000	6,320,163
Job Creation Fund	200,000	200,000	200,000	200,000	925,000
Infrastructure Development Fund	100,000	100,000	100,000	100,000	450,000

Adopted County Expenditures					
Department/Project	FY18-19 Proposed	FY19-20 Proposed	FY20-21 Proposed	FY21-22 Proposed	Five Year Total Requested
Solid Waste					
New Landfill Construction/Development					1,874,983
Cell 2 Construction					830,995
Collection Sites					3,250,000
Landfill Closure	50,000		3,150,000		564,000
Landfill Equipment	141,000	141,000	141,000	141,000	487,000
Landfill Engineering and Compliance	75,000	105,000	80,000	92,000	150,000
Landfill Gas Control	150,000				
Human Services					
Parks and Recreation					
Playground Replacement and Repairs	25,000	25,000	25,000	25,000	173,000
Capital Maintenance	78,000	75,000	75,000	75,000	382,000
New Park Development/Expansion	-	420,000	240,000	140,000	1,258,000
Smith Mountain Lake Shoreline Stabilization	100,000	100,000	100,000	100,000	500,000
Lakewatch Paved Shoulder	9,000	9,000	9,000	9,000	36,000
Athletic Field Improvements - Waid Park	55,000	55,000	55,000	55,000	265,000
Recreational Programming Equipment	30,000	30,000	30,000	30,000	120,000
Community Parks Grants	9,000	9,000	9,000	9,000	36,000
Smith Farm Annual Payment (Installment Purchase)	100,000				200,000
Registrar					
Voting Equipment Replacement	40,000	40,000	40,000	40,000	200,000
Internal Services					
Information Technology					
Communications Networks	50,000	50,000	50,000	153,023	353,023
Broadband Infrastructure				201,000	201,000
Internet Speed and Availability	50,000	50,000	50,000	130,000	330,000
PC Replacement, VOIP, etc	75,500	75,500	75,500	100,500	402,500
Disaster Recovery, Server Backup, Storage, Network	50,000	50,000	50,000	226,666	426,666
Software Licensing	75,000	75,000	75,000	195,920	495,920
Cybersecurity				75,000	75,000
GIS Data Acquisition and Development				76,073	76,073
Public Safety Data Support					
Infrastructure Upgrades					
General Properties					
Courthouse Sprinkler System Installation					
Courthouse Replacement Window Installation			92,400		92,400
Capital Maintenance Reserve	100,000	100,000	100,000	100,000	500,000
Public Safety					
E-911					
Expansion of E911 Center				1,200,000	1,200,000
Public Safety					
Animal Shelter Project					1,735,226
Radio System Upgrade					2,000,000
Glade Hill Fire Station					1,537,146
Fire Apparatus Replacement	475,000	145,000	197,500	500,000	947,500
EMS Vehicle Replacement	50,000	145,000	197,500	140,000	272,000
EMS Equipment Defibrillators/EKG Monitors	68,000		68,000	68,000	60,000
Animal Control Vehicle Replacement				30,000	

Adopted County Expenditures					
Department/Project	FY18-19 Proposed	FY19-20 Proposed	FY20-21 Proposed	FY21-22 Proposed	Five Year Total Requested
PS Staff Vehicle Replacement	30,000		30,000	40,000	140,000
Southway Industrial Park Fire Station	150,000			4,650,000	4,800,000
Commerce Park Fire Station	150,000	50,000	3,100,000		3,300,000
Fire Equipment SCBA Replacement	40,000	40,000	40,000	40,000	335,801
Burn Training Building Maintenance					36,000
EMS Station Planning Set Aside					
Sheriff					
Body Cameras					53,635
Camera/Security System for Goode Building					
Vehicle Replacement/Upfit	360,000	360,000	360,000	360,000	1,775,000
Sheriff In-Car Cameras	30,000	30,000	30,000	30,000	150,000
Mobile Data Terminals	26,500	26,500	26,500	26,500	106,000
Tactical Vests	10,000	10,000	10,000	10,000	50,000
Future Debt Service (20-21 Borrowing)				1,463,510	1,463,510
Total CIP Requested	4,586,500	7,241,000	25,570,318	14,832,192	68,348,900
CIP Requested less Revenues	72,105	302,600	460,760	8,602,797	9,438,262
Franklin County Public Schools					
Funding Sources					
Transfer from General Fund - School Projects	1,220,000	1,220,000	1,220,000	1,220,000	6,100,000
FY18-19 School Borrowing for CTE, Middle School	52,000,000				52,000,000

Franklin County - Capital Improvement Project Information Community Development

Project Name:

Westlake Trails Project

Funding Approved:

No Local Funding

Other Funding:

Federal Land	\$	335,000
Access Program (FLAP) grant		

Description:

Design and construction of approximately two miles of multi-use trail to connect the Village Center of Westlake on Smith Mountain Lake on Franklin County, Virginia with the Booker T Washington National Monument.

Maintenance Cost Impact:

Annual maintenance costs are anticipated to be less than \$5,000. Future costs include gravel and upkeep of signage and bridges.

Strategic Plan Goals:

Economic Development, Infrastructure, Manged Growth
and Public Safety

Project Name:

Ferrum Pedestrian Bridge Project

Funding Approved:

No Additional Local Funding
(approx \$300,000 was appropriated in prior years)

Other Funding:

State Grant	\$	725,000
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Description:

Construction of a pedestrian bridge between commercial businesses (uptown/downtown Ferrum) so citizens/college students do not have to walk across the existing vehicular bridge. Safety is a motivating force for the bridge project as well as helping existing businesses and other economic development ventures in the future.

Maintenance Cost Impact:

No additional maintenance costs are anticipated after construction since this structure will be owned by the State of Virginia or Ferrum College and not Franklin County

Strategic Plan Goals:

Economic Development and Infrastructure

Franklin County - Capital Improvement Project Information Economic Development

Project Name:

Job Creation Fund &
Infrastructure Development Fund

Funding Approved:

Local Funding	\$	125,000
Local Funding	\$	50,000

Other Funding:

No other funding

Description:

Both the Job Creation and Infrastructure Development Funds work together to fund new and expanding companies locating jobs and investments in the community

Maintenance Cost Impact:

These funds provide financial incentives for expansions of new and existing businesses - there is no impact on the operating budget of the County.

Strategic Plan Goals:

Enhance relationships with partners and business parks

Project Name:

Southway Business Park & Roads

Funding Approved:

No Local Funding

Other Funding:

Borrowed Funds	\$	4,604,286
Grant	\$	650,000

Description:

The County has purchased land for a new business park. A great deal of work is needed to make the sites into a functioning business park. The extension of appropriate utilities and construction of access roads is among the first phase of project development. This will be an ongoing project for the next eight to ten years. It is expected that the park will accommodate the County's needs for the next twenty to thirty years.

Maintenance Cost Impact:

In the first few years of the development of this business park, the County anticipates spending approximately \$30,000 per year for routine grounds maintenance.

Strategic Plan Goals:

Infrastructure development of a new business park. Host events, provide recreational and lifelong learning opportunities through venues.

Franklin County - Capital Improvement Project Information Solid Waste

Project Name:

Landfill Cell 2 Construction

Funding Approved:

No Local Funding

Other Funding:

Borrowing \$ 1,874,983

Maintenance Cost Impact:

Low or no impact to the operational budget as personnel and equipment will be diverted from the existing cell to this new cell.

Description:

Construction of Cell 2 of the New Landfill is needed by fall 2017. Included in this project is engineering, grading and liner construction, balances of drainage stone and Quality Control documents for DEQ.

Strategic Plan Goals:

Managed growth with consistent planning for the future

Project Name:

Landfill Engineering and Compliance

Funding Approved:

Local \$ 135,000

Other Funding:

Maintenance Cost Impact:

No impact on the operational budget

Description:

Annual engineering fees are established by the County's landfill engineering firm. The Compliance is a combination of lab, engineering reports and permit fees to DEQ for landfill operation.

Strategic Plan Goals:

Operational Effectiveness by proper engineering and compliance.

Franklin County - Capital Improvement Project Information Parks and Recreation

Project Name:

Capital Maint., New Park
Develop. & Shoreline Stabilization

Funding Approved:

Local \$ 179,000

Other Funding:

Grant \$ 410,000

Description:

Capital Maintenance funds will be replacing the Essig Center entry doors, repairs at the Recreation Park and LARC Field renovations. The County has two new parks, Jamison Mill Park and Smith Farm. Both parks need repair and renovation before they are opened to the public. Shoreline stabilization is an ongoing effort at Smith Mountain Lake Community Park. This erosion has rapidly increased in recent years as boat traffic is creating greater waves.

Maintenance Cost Impact:

Additional part time personnel will be needed for the New Park Development as well as contractual maintenance services. Annual cost is estimated at \$30,000.

Strategic Plan Goals:

Economic development and tourism infrastructure and promote tourism and soft infrastructure.

Project Name:

Smith Farm Annual Payment

Funding Approved:

Local

Other Funding:

Description:

The County purchased the Smith Farm for 10 annual payments to Virginia Western Community College. These funds are given back to Franklin County college students through grants. There will be one additional payment of \$100,000 after FY 17-18.

Maintenance Cost Impact:

No impact

Strategic Plan Goals:

Economic development and tourism infrastructure and promote tourism and soft infrastructure.

Franklin County - Capital Improvement Project Information General Registrar

Project Name:

Voting Equipment Replacement

Funding Approved:

Local \$ 40,000

Other Funding:

Maintenance Cost Impact:

No impact because existing maintenance funds can be used for future annual maintenance on the replacement voting machines.

Description:

The County anticipates the replacement of voting equipment. At this time we are uncertain when and how much this will cost the County.

Strategic Plan Goals:

Operational effectiveness by planning for the future

Franklin County - Capital Improvement Project Information Information Technology

Project Name:

Communication Network & PC Replacement, VOIP, etc

Funding Approved:

Local	\$	50,000
Local	\$	75,000

Other Funding:

Maintenance Cost Impact:

No local impact to the operation budget

Description:

Communication Network hardware and software supporting the County network infrastructure constantly needs upgrading to stay current and function effectionly. This includes new build outs of fiber and other critical network infrastructure. PC and VOIP replacement also needs to be upgraded to help the County stay with current technology.

Strategic Plan Goals:

Operational effectiveness within the County

Project Name:

Disaster Recovery, Server Backup, Storage and Network

Funding Approved:

Local	\$	50,000
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Other Funding:

Maintenance Cost Impact:

No impact on the operating budget of the County

Description:

Disaster recovery technology and process help to insure we have a stable and recoverable technology environment. Consistent backups and data transport to a remote but accessible storage area are the foundation of a recovery program. As the County continues to grow, it's imperative that we replace and increase the Storage and Network systems for the County.

Strategic Plan Goals:

Infrastructure development and operational effectiveness through succession planning.

Franklin County - Capital Improvement Project Information Public Safety

Project Name:

Glade Hill Fire Station

Funding Approved:

No Local Funding

Other Funding:

Borrowing \$ 2,000,000

Description:

The construction of a Glade Hill Fire Station is needed to replace the current facility that is best described as a heated garage that offers storage. The current station does not have enough room for utility vehicles or a meeting area for business meetings. Different sites are currently being reviewed as well as the design of the new station.

Maintenance Cost Impact:

A small increase is anticipated in annual maintenance costs since the new facility is anticipated to be larger than the existing facility. An annual increase of \$5,000 should cover additional property insurance, custodial and utility costs.

Strategic Plan Goals:

Public Safety determines appropriate resources to ensure services align with projected needs and reduce response times.

Project Name:

Fire Apparatus Replacement &
EMS Vehicle Replacement

Funding Approved:

Local: Fire \$ 53,752
Local: EMS \$ 231,448

Other Funding:

Grant: Fire \$ 165,894
Grant: EMS \$ 98,000

Description:

Both Fire Apparatus and EMS vehicles are on replacement schedules. Fire and ambulance emergency vehicles experience significant wear and tear due to the extended idle times at emergency scenes. These need to be maintained and replaced on schedule. Typical EMS vehicles are replaced when they reach 125,00 miles. NFPA guidelines recommend that front line fire apparatus be replaced when they meet 20 years of service.

Maintenance Cost Impact:

Since these are replacement vehicles, there is no impact on the operating budget.

Strategic Plan Goals:

Public Safety determines appropriate resources to ensure services align with projected needs and reduce response times.

Franklin County - Capital Improvement Project Information Public Safety

Project Name:

EMS Equipment
Defibrillators/EKG Monitors

Funding Approved:

No Local Funding

Other Funding:

Grant	\$	34,000
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Description:

This purchase will replace two patient EKG monitor defibrillators that have reached the end of the serviceable lifespan. There are currently 19 patient care monitor defibrillators in service in ambulances in the County. Thirteen of these monitors have been in service greater than ten years. These devices are used on every EMS call and are vital to daily EMS operations.

Maintenance Cost Impact:

No impact to the operational budget - replacement equipment

Strategic Plan Goals:

Public Safety and operational effectiveness.

Project Name:

Animal Control Vehicle & Public
Safety Staff Vehicle Replacement

Funding Approved:

Local Anim Control	\$	30,000
Local PS Staff	\$	40,000

Other Funding:

Description:

Animal Control and Public Safety Staff have a vehicle that has reached the end of life and need to be replace within the FY 17-18 year. These vehicle take daily ware and tare.

Maintenance Cost Impact:

No significant impact on the operational budget - replacement vehicles.

Strategic Plan Goals:

Public Safety determines appropriate resources to ensure services align with projected needs and reduce response times.

Franklin County - Capital Improvement Project Information Public Safety

<p><u>Project Name:</u> Fire Equipment SCBA Replacement</p>	<p><u>Description:</u> Replacement of SCBA's (self-contained breathing apparatus) used by Burnt Chimney Fire Department. Models currently being used will be out of compliance within the FY 17-18 year. It is recommended that all fire departments use compatible SCBA devices to improve fire fighter safety and inter-operability at fire scenes.</p>
<p><u>Funding Approved:</u> Local \$ 175,801</p>	
<p><u>Other Funding:</u></p>	
<p><u>Maintenance Cost Impact:</u> No impact to the operational budget</p>	<p><u>Strategic Plan Goals:</u> Public Safety and operational effectiveness, determine appropriate resources to ensure services meet community expectations</p>

<p><u>Project Name:</u> Burn Training Building Maintenance</p>	<p><u>Description:</u> This project is to complete needed repairs to the Fire Training Facility which includes; burn panel replacements, concrete repair, replace and or refurbish current roof, replace galvanized steel columns for exterior stair, refurbish and or replace rusted building materials, replace floor fire bricks, replace temperature monitoring alarm system, repair existing and upgrade the ground ventilation prop. and finish construction on current mayday rope tower.</p>
<p><u>Funding Approved:</u> Local \$ 5,000</p>	
<p><u>Other Funding:</u> Grant \$ 31,000</p>	
<p><u>Maintenance Cost Impact:</u></p>	<p><u>Strategic Plan Goals:</u> Public Safety encourage long term volunteer training to retain volunteers.</p>

Franklin County - Capital Improvement Project Information Sheriff's Office

Project Name:

Vehicle Replacement/Upfit & In-car Cameras

Funding Approved:

Local	\$	335,000
Local	\$	30,000

Other Funding:

Maintenance Cost Impact:

No impact on the operational budget - replacement vehicles and equipment

Description:

The Sheriff's Office will have twenty vehicles with over 125,000 miles of service by the beginning of the FY 17-18 budget year. All emergency vehicles respond to call for service must be the highest caliber and condition available. Body cameras are now a necessity in law enforcement. Body cameras would allow deputies to capture video of arrest, traffic stops, etc.

Strategic Plan Goals:

Public Safety reduce response time and economic development.

Project Name:

Tactical Vest

Funding Approved:

Local	\$	10,000
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Other Funding:

Maintenance Cost Impact:

No impact to the operational budget - these funds replace old expired vests.

Description:

Tactical vests are a necessity in law enforcement given the environment deputies are required to operate in. Tactical vests allow for maximum officer protection during special, high risk operations and enhance the deputies safety while allowing them to respond to hostage situations, drug warrant service, active shooter incidents, etc.

Strategic Plan Goals:

Operational effectiveness through employee development and support career progression.

**Franklin County
Adopted Budget 17-18**

Debt Service Fund:

	Adopted FY16-17	Adopted FY17-18
Revenues		
Transfer from the General Fund - County Debt	\$2,178,056	\$2,178,056
Transfer from the General Fund - School Debt	751,507	811,936
Total Transfers	2,929,563	2,989,992
Beginning Fund Balance	846,593	903,350
Westlake Sewer Debt Reimbursement from Western Virginia Water Authority	199,832	189,575
	\$3,975,988	\$4,082,917
Expenditures		
Bank Charges	\$500	\$500
Franklin Center Debt Payment	209,932	0
Government Center Debt Payment	357,763	0
Westlake Sewer Debt Payment	199,832	189,575
Lease for Treasurer and Commissioner of Revenue Software and Landfill Equipment	135,146	0
2013 Borrowing	955,229	0
Radio System Borrowing	1,366,079	1,365,673
2016A and 2017A Refunding ^		1,495,258
2016B and 2017B New Money Borrowing #		419,336
Transfer to School Capital Projects	95,062	561,190
Reserve for Future Debt - Schools *	656,445	51,385
	\$3,975,988	\$4,082,917

Notes:

* As annual debt service drops off for the schools, the savings are captured in the Reserve for Future Debt account in anticipation of future projects that will require borrowings. The accumulated funds in the School reserve for future debt account are being utilized for School capital projects until there is a need for these funds to be used for future debt service.

^ Franklin Center, Government Center and 2013 Borrowing were all refunded during the FY16-17 fiscal year.

\$16 million was borrowed in FY6-17 for the new Business Park, a Public Safety station and a new cell at the Landfill.

7

Schools



School Officials	213
School Summary	214



**Franklin County Public Schools
June 30, 2017**

School Board Members

			
<u>G.B. Washburn, Jr.</u> <i>Chairperson</i> Snow Creek District	<u>Julie Nix</u> <i>Vice Chairperson</i> Blue Ridge District	<u>Dr. Karen M.S. Hiltz</u> Gills Creek District	<u>Charles E. Jamison</u> Blackwater District
			
<u>P.D. Hambrick</u> Union Hall District	<u>Thad Montgomery</u> Boones District	<u>Sarah Alexander</u> Rocky Mount District	<u>Penny Blue</u> Member at Large

School Administration

Dr. W. Mark Church, Superintendent of Schools

Assistant Superintendent.....	Suzanne M. Rogers
Director of Human Resources.....	James Derek Bryant
Director of Business & Finance.....	C. David Terry
K-12 Director of Curriculum & Instruction.....	Brenda Muse
Coordinator of Federal Programs.....	Brenda McGrath
Coordinator of Testing.....	Elaine Hawkins
Director of Special Programs & Services.....	Judy C. Falls
Supervisor of Technology Services.....	Timothy H. Morris
Coordinator of Student Services/Clerk.....	Janet J. Stockton
Coordinator School Food Services/Nutrition.....	Heather Snead
Director of Operations.....	Gregg J. Cuddy
Supervisor of Transportation.....	Donna C. Carter
Supervisor of Maintenance.....	Darryl K. Spencer
Coordinator of Purchasing.....	J. T. Hodges

Franklin County Summary of the Adopted 2017-2018 School Budget

Introduction- The Franklin County School Board operates the elementary and secondary public schools in the County. The School board is fiscally dependent upon the County because the County approves all debt issuances of the School Board and provides significant funding to operate the public schools since the School Board does not have separate taxing powers. The School Board is granted authority for implementation of the appropriated funds for their respective operations.

The educational needs of the Franklin County Public Schools are conveyed to the residents of the County and the Members of the Franklin County Board of Supervisors by the Franklin County School Board and the Superintendent of Schools. Copies of detailed school budgets are available to the public in the county libraries and in all school libraries.

Virginia state law requires that a public school budget be developed into ten general categories covering (1) Instruction; (2) Administration, Attendance & Health; (3) Pupil Transportation; (4) Operation & Maintenance; (5) School Food Services; (6) Canneries, (7) Facilities, (8) Debt Service, (9) Technology and (10) Contingency Reserve.

Franklin County Public Schools are all fully accredited. Dudley Elementary School received the International Lighthouse Award for the Leader in Me program. Callaway Elementary, Glade Hill Elementary and Snow Creek Elementary have been named 2015-16 Title 1 Distinguished Schools. The School division is also forming a New Tech Academy at the Gereau Center during the 2017-18 school year. A total of \$3.6 million in scholarships were awarded to Franklin County High School Seniors in 2015-16.

The FY17-18 adopted budget totals \$86,410,978. Revenue changes for 2017-18 include:

- Increase in state revenue of \$1,245,616 due to an increased per pupil state funding for the standards of quality and the composite index adjustment.
- Slight decrease in Federal Funds of \$78,197 due to a reduction in anticipated revenues for the school nutrition program.
- Net increase of \$13,626 in other funds due to a reduction in school food receipts and an anticipated reimbursement increase from the special education regional program.
- Net increase in County funding to the Schools of \$642,250 for operations and capital improvements

Priority was given to salary increases for the 2017-18 budget due to the minimal compensation adjustments that we have been able to provide since 2009. Movement to a self-funded health plan has resulted in two years of premium rate stability for the school division where rate increases have not been required.

Expenditure increases are also targeted to issues that are driven by school metrics and the six-year comprehensive plan to reverse trends in the following areas:

- Graduation Rate/Dropout-alternative school, expanded career and technical offerings/choices/SAS. Pre-K, Early Childhood Special Education Program
- Drop Out rate/special education-revamp SPED coordinator position and added an Assistant Director position
- Need for Autism Support-VCU ACE/Nest Model
- Increased Social/Emotional Support required by many of our students

Major Budget Issues: The major changes in the overall 2017-18 school budget relate to the following items:

State Mandated Expenditure Increases - The State is mandating the following expenditure increases:

Virginia Retirement System increase in payroll contribution for teachers from 14.66% to 16.32% resulting in an estimated increase to the expenditure budget of \$761,155.

Other Major Budget Issues:

- Step increase with minimum 2% increase for all employees \$1,359,082
- Pay scale adjustment for Speech/Language Pathologists \$165,000
- Two middle school math teachers \$135,000
- Additional Art and Music Teachers \$135,000
- Revised pay scales for LPN's and Paraprofessionals (TA's) \$93,257
- Increase for Bus Drivers and Bus Aides \$150,000
- Additional SPED Teacher \$67,500
- Special Education Coordinator salary schedule adjustments \$44,770

The following is brief summary of each budget category:

Instruction:

All instructional personnel and related expenditures are included in this category. Major increases include the 2% move-up-one-step pay increase and additional staffing expenditures.

Administration, Attendance and Health:

Administrators, secretaries, school nurses and psychologists are included as a mandated part of this section of the budget.

Also included in this category are salaries for School Board members, attorney fees, state and local audit fees, required legal advertising, consultant fees, association dues, division medical supplies, travel and supplies.

Pupil Transportation:

Bus drivers, bus monitors, mechanics, part time garage employees, the routing coordinator, secretary, bus driver trainer and supervisory personnel are included in this category.

Progress has been made in the bus replacement plan as nine buses were purchased in the FY16-17 fiscal year. The cost of gasoline and diesel fuel is expected to remain consistent on a budgetary basis with 16-17 expenditures.

Operation and Maintenance:

This budget category includes funding for maintenance staff, full time and part time custodians, supervisors, a secretary and campus safety officers.

Maintenance contracts, utilities, liability and property insurance, supplies and building materials for the entire school division are examples of items included in the category. Other expenditures are maintenance contracts for boiler inspections, HVAC units, fire alarm and elevator systems.

School Food Services:

This budget category is mostly self-supporting and includes cafeteria workers and food and supplies for cafeteria operations at all County schools. Expenditures for food and supplies have decreased by \$70,007 due primarily to enrollment and meal count reductions.

A new Point-of-Sale computer system was implemented in 2016-17 to enhance student record-keeping and financial reporting.

Canneries:

The two canneries are located at Callaway and Glade Hill Elementary Schools and are administered by the School Division. This budget is funded by amounts charged to patrons (\$15,927) and an appropriation from the Franklin County Board of Supervisors (\$37,419).

Facilities:

The School Board and the Board of Supervisors jointly approved a five-year school capital improvement plan totaling \$6.3 million in 2012. Included in the plan were roof replacements at four elementary schools, water system upgrades at three schools, asbestos removal and floor tile replacement, gym floor replacement at two schools, plumbing fixture upgrades, asphalt replacement, air conditioning for two elementary school cafeterias and security upgrades and central smoke detectors for all schools. Fiscal year 2016-17 marked the end of the current five year Capital Improvement plan. A new 10 Year Capital Improvement Plan is in the first year of implementation for 2017-18 and includes projects such as a new Career and Technical Center for Franklin County High School and renovations to Benjamin Franklin Middle School that include a ten classroom addition and infrastructure upgrades.

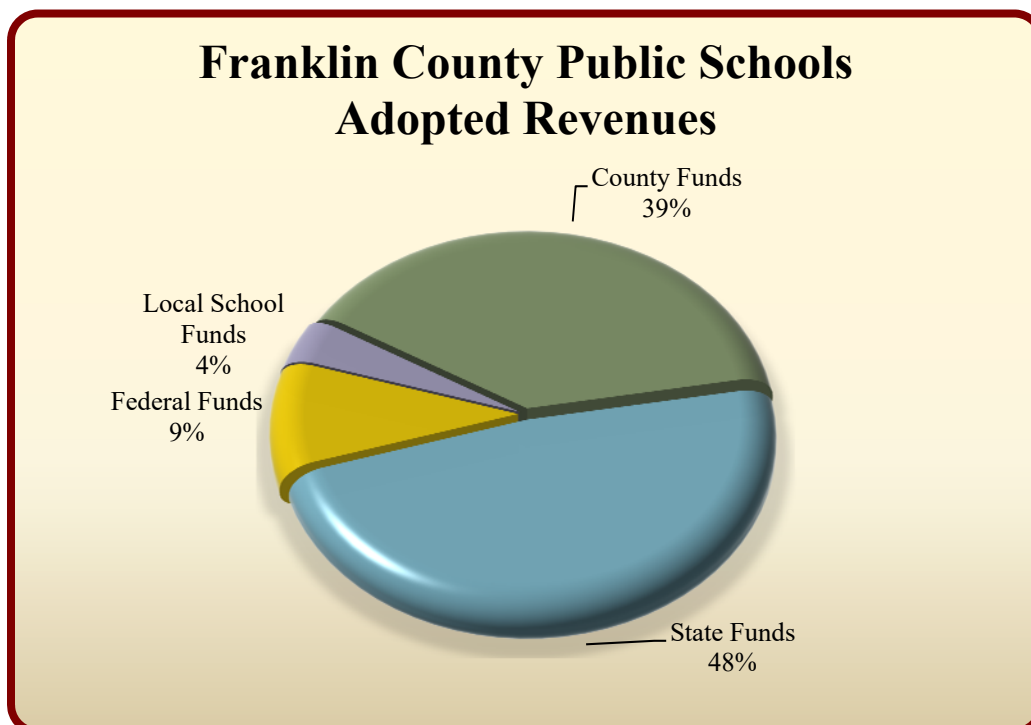
Debt Service:

This budget category includes all school building mortgages resulting from building programs from past years. The overall decrease in the Debt Service budget for 2017-18 is \$59,829 which results from reductions in principal and interest payments.

Technology:

This category includes funding for IT management, secretaries, ITRT’s and technical staff. Also included is funding for equipment and software maintenance, community instruction, internet services and additional items to meet the technology needs of the Division. Increases in this budget section include continued upgrades for the division-wide IT initiatives.

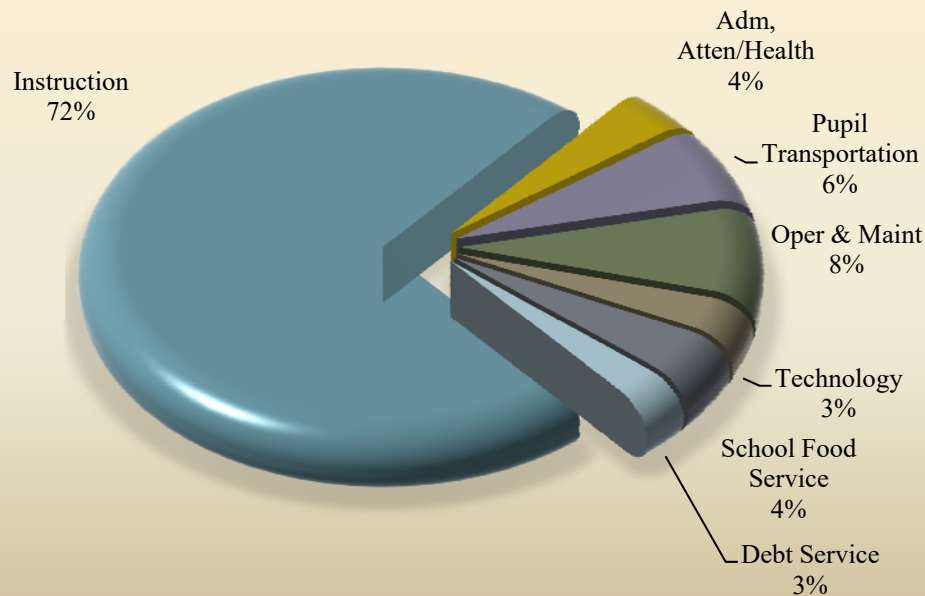
Franklin County Public Schools Adopted Revenues				
<u>Budget Category</u>	<u>Actual 2015-16</u>	<u>Budget 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent of Total</u>
State Funds	\$38,707,658	\$40,934,763	\$42,036,677	49%
Federal Funds	7,938,479	8,082,801	8,004,604	9%
Local School Funds	2,974,916	3,281,797	3,295,423	4%
County Funds	34,004,105	32,898,152	33,074,274	38%
Total	\$83,625,158	\$85,197,513	\$86,410,978	100%



Franklin County Public Schools
Summary of Expenditures

<u>Budget Category</u>	<u>Actual 2015-16</u>	<u>Budget 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent of Total</u>
Instruction	\$58,833,180	\$61,764,497	\$62,523,888	72%
Adm, Atten/Health	2,905,368	3,048,719	3,150,433	4%
Pupil Transportation	5,860,937	5,537,773	5,580,722	6%
Oper & Maint	6,830,884	6,539,808	6,675,582	8%
Technology	2,859,515	2,413,884	2,717,868	3%
School Food Service	3,626,927	3,536,881	3,466,363	4%
Debt Service	2,396,530	2,355,951	2,296,122	3%
Total	\$83,313,341	\$85,197,513	\$86,410,978	100%

**Franklin County Public Schools
Adopted Expenditures**



8

Appendices



Authorized Position Count	219
Appropriation Resolution	220
Glossary	226
Index of County Departments	230



**Franklin County
Authorized Positions By Department**

<u>Fund/Department</u>	<u>Actual FY 15-16</u>	<u>Budget FY 16-17</u>	<u>Adopted FY 17-18</u>	<u>Variance FY 17 to FY 18</u>
General Fund				
Board of Supervisors	1	1	1	0
County Administrator	3	4	4	0
Commissioner of Revenue	9	10	10	0
Treasurer	6	6	6	0
Finance/Human Resources	4	4	4	0
Information Technology	10	10	10	0
Registrar	2	2	2	0
Circuit Court	1	1	1	0
Clerk of the Circuit Court	10	10	10	0
Sheriff - Courts	8	8	8	0
Commonwealth Attorney	9	10	10	0
Sheriff - Law Enforcement	54	55	55	0
Domestic Violence	1	1	1	0
Sheriff - Correction and Detention	20	20	20	0
Building Inspections	9	8	8	0
Animal Control	3	3	3	0
Public Safety (16 Charged to EMS Billing Revenue)	30	39	39	0
Public Works	3	4	4	0
Solid Waste	18	18	18	0
General Properties	8	8	9	1
Social Services	74	76	78	2
CSA - Youth Services	2	2	2	0
Family Resource Center	3	5	5	0
Aging Services	1	1	1	0
Parks and Recreation	10	11	12	1
Library Administration	8	8	8	0
Planning & Community Dev.	8	8	8	0
Economic Development	1	1	1	0
Tourism Development	1	1	2	1
GIS & Mapping	2	2	2	0
The Franklin Center	3	3	3	0
General Fund Total	322	340	345	5
Special Revenue Fund - E911 Dept	15	14	14	0
Utility Fund	No full-time positions			
School Fund (Full Time Equivalents)	1261	1282	1287	5
Total County	1598	1636	1646	10

Explanations of Changes from 16-17 Budget to Adopted 17-18 Budget:

An additional Maintenance position was approved for the General Properties department
 Two additional Family Service Specialists for Social Services based on current caseload
 Maintenance Supervisor approved for Parks and Recreation
 Special Events Coordinator for the Tourism department
 Schools: two Middle School Math Teachers, one Art Teacher, one Music Teacher and one Special Ed Teacher

**ANNUAL RESOLUTION OF APPROPRIATION OF THE COUNTY OF FRANKLIN
FOR THE FISCAL YEAR BEGINNING JULY 1, 2017 AND ENDING JUNE 30, 2018**

A resolution to appropriate designated funds and accounts from specified estimated revenues for FY 17-18 for the operating budget and the Capital Improvements Program for the County of Franklin and to authorize and empower County officers to expend funds and manage cash assets; and to establish policies under which funds will be expended and managed.

The Franklin County Board of Supervisors does hereby resolve on this 20th day of June, 2017 that, for the fiscal year beginning on July 1, 2017, and ending on June 30, 2018, the following sections are hereby adopted.

- Section 1. The cost centers shown on the attached table labeled Appropriations Resolution, Exhibit B, are hereby appropriated from the designated estimated revenues as shown on the attached table labeled Appropriations Resolution, Exhibit A.
- Section 2. Appropriations, in addition to those contained in this general Appropriations Resolution, may be made by the Board of Supervisors only if deemed appropriate and there is available in the fund unencumbered or unappropriated sums sufficient to meet such appropriations.
- Section 3. The School Board and the Social Services Board are separately granted authority for implementation of the appropriated funds for their respective operations. By this resolution the School Board and the Social Services Board are authorized to approve the transfer of any unencumbered balance or portion thereof from one classification of expenditure to another within their respective funds in any amount.
- Section 4. The County Administrator is expressly authorized to approve transfers of any unencumbered balance or portion thereof from one classification of expenditure to another within the same fund for the efficient operation of government.
- Section 5. All outstanding encumbrances, both operating and capital, at June 30, 2017 shall be reappropriated to the FY 2017-2018 fiscal year to the same cost center and account for which they are encumbered in the previous year.

- Section 6. At the close of the fiscal year, all unencumbered appropriations lapse for budget items other than those involving ongoing operational projects, or programs supported by grants or County funds, which must be preapproved by the County Administrator or his designee. Such funds must be applied to the purpose for which they were originally approved.
- Section 7. Appropriations previously designated for capital projects will not lapse at the end of the fiscal year but shall remain appropriated until the completion of the project if funding is available from all planned sources, or until the Board of Supervisors, by appropriate ordinance or resolution, changes or eliminates the appropriation. Upon completion of a capital project, the County Administrator is hereby authorized to close out the project and return to the funding source any remaining balances. This section applies to all existing appropriations for capital projects at June 30, 2017 and appropriations as they are made in the FY17-18 Budget. The County Administrator is hereby authorized to approve construction change orders to contracts up to an increase not to exceed the budgeted project contingency and approve all change orders for reduction of contracts.
- Section 8. The approval of the Board of Supervisors of any grant of funds to the County shall constitute the appropriation of both the revenue to be received from the grant and the County's expenditure required by the terms of the grant, if any. The appropriation of grant funds will not lapse at the end of the fiscal year but shall remain appropriated until completion of the project or until the Board of Supervisors, by appropriate resolution, changes or eliminates the appropriation. The County Administrator may increase or reduce any grant appropriation to the level approved by the granting agency during the fiscal year. The County Administrator may approve necessary accounting transfers between cost centers and funds to enable the grant to be accounted for in the correct manner. Upon completion of a grant project, the County Administrator is authorized to close out the grant and return to the funding source any remaining balance. This section applies to appropriations for grants outstanding at June 30, 2017 and appropriations in the FY 17-18 Budget.
- Section 9. The County Administrator may reduce revenue and expenditure appropriations related to programs funded all or in part by the Commonwealth of Virginia and/or the Federal Government to the level approved by the responsible state or federal agency.
- Section 10. The County Administrator is authorized to make transfers to the various funds for which there are transfers budgeted. The County Administrator shall transfer funds only as needed up to amounts budgeted or in accordance with any existing bond resolutions that specify the matter in which transfers are to be made.

- Section 11. Appropriations are hereby authorized for the Courthouse Maintenance Fund, the Forfeited Assets Program Fund, the Law Library Fund, the E911 Fund, the Debt Service Fund, the Utility Fund and EMS Billing Revenue equal to the total cash balance on hand at July 1, 2017, plus the total amount of receipts for the fiscal year 2017-2018. The County Administrator is also authorized to appropriate carryover funds from any designated revenues or donated funds.
- Section 12. The Treasurer may advance monies to and from the various funds of the County to allow maximum cash flow efficiency. The advances must not violate County bond covenants or other legal restrictions that would prohibit an advance.
- Section 13. All procurement activities with funds appropriated herein shall be made in accordance with the County purchasing ordinance and applicable state statutes.
- Section 14. It is the intent of this resolution that funds be expended for the purpose indicated in the budget; therefore, budgeted funds may not be transferred from operating expenditures to capital projects or from capital projects to operating expenses without the prior approval from the Board of Supervisors. Also, funds may not be transferred from one capital project to another without the prior approval of the Board of Supervisors.
- Section 15. The County Administrator is authorized, pursuant to State statute, to issue orders and checks for payments where funds have been budgeted, appropriated, and where sufficient funds are available. A listing of vendor payments shall be presented to the Board of Supervisors not less frequently than monthly.
- Section 16. Subject to the qualifications in this resolution contained, all appropriations are declared to be maximum, conditional and proportionate appropriations – the purpose being to make the appropriations payable in full in the amount named herein if necessary and then only in the event the aggregate revenues collected and available during the fiscal year for which the appropriations are made are sufficient to pay all the appropriations in full. Otherwise, the said appropriations shall be deemed to be payable in such proportions as the total sum of all realized revenue of the respective funds is to the total amount of revenue estimated to be available in the said fiscal year by the Board of Supervisors.
- Section 17. All revenues received by an agency under the control of the Board of Supervisors or by the School Board or by the Social Services Board not included in its estimate of revenue for the financing of the fund budget as submitted to the Board of Supervisors may not be expended by said

agency under the control of the Board of Supervisors or by the School Board or by the Social Services Board without the consent of the Board of Supervisors being first obtained, and those sums appropriated to the budget. Any grant approved by the Board for application shall not be expended until the grant is approved by the funding agency for drawdown. Nor may any of these agencies or boards make expenditures which will exceed a specific item of an appropriation.

- Section 18. Allowances out of any of the appropriations made in this resolution by any or all County departments, commissions, bureaus, or agencies under the control of the Board of Supervisors to any of their officers and employees for expense on account of the use of such officers and employees of their personal automobiles in the discharge of their official duties shall be paid at the same rate as that established by the State of Virginia for its employees and shall be subject to change from time to time to maintain like rates.
- Section 19. All previous appropriation ordinances or resolutions to the extent that they are inconsistent with the provisions of this resolution shall be and the same are hereby repealed.
- Section 20. This resolution shall become effective on July 1, 2017.



APPROPRIATIONS RESOLUTION EXHIBIT A

County of Franklin
Adopted Revenues
Fiscal Year 2017 - 2018

Real Estate	\$ 36,105,791	Shared Expenses Sheriff	\$ 3,107,317
Public Service Corp	1,008,877	Shared Expenses Comm of Revenue	169,211
Personal Property	10,351,448	Shared Expenses Treasurer	155,509
Machinery and Tools	853,988	Shared Expenses Registrar	46,399
Merchants Capital	737,369	Shared Expenses Clerk of Court	375,563
Penalties and Interest	662,896		
		Public Assistance Grants	4,920,616
Sales Tax	4,420,737	VJCCCA Grant	21,332
Communications Tax	2,122,040	Family Resources Grants	286,890
Consumer Utility Taxes	904,937	Comprehensive Services Grant	3,362,674
County Business License	3,114	Franklin Center Grants	81,000
Franchise License Tax	219,264	Victim Witness Grant	70,000
Motor Vehicle License Fees	2,051,260	Personal Property Tax Relief	2,626,618
Bank Stock Taxes	150,778		
Tax on Deeds	455,147	Library Grants	153,449
Hotel/Motel Trans Occupancy Tax 2%	44,296	Recordation Taxes - State	158,677
Hotel/Motel Trans Occupancy Tax 3%	66,445	Aging Services Grants	127,322
Meals Tax	1,063,199	Grantor Tax on Deeds	138,072
		Drug Enforcement Grants	30,557
Licenses and Fees	349,928	Park Land - Pymt in Lieu of Tax	18,336
		Emergency Grants - FEMA	<u>34,584</u>
Court Fines and Costs	41,892		
		Total General Fund	82,302,442
Interest on Bank Deposits	310,000		
		Capital Fund	3,035,501
Rent, Miscellaneous	459,743	Asset Forfeiture Fund	10,000
		E911 Fund	1,013,663
Clerk of Court Fees	133,224	School Capital Fund	0
Commonwealth Attorney Fees	6,637	Law Library	10,000
Off Duty Pay for Sheriff Deputies	91,579	Debt Service Fund	4,082,917
		Utilities	24,000
Animal Control Fees	3,289	Courthouse Maintenance Fund	<u>44,000</u>
Landfill Fees	890,000	Total - Other Funds	<u>8,220,081</u>
Aging Services Local Revenue	21,421		
Family Resource Center Donations	10,500	Schools: Local (Cafeteria, Miscellaneous)	3,295,423
Recreation Fees	140,633	State	42,036,677
EMS Billing Revenue	1,350,000	Federal	8,004,604
Library Fines and Fees	35,000	County	33,036,855
Franklin Center Fees	11,876	Canneries (County Funds)	<u>37,419</u>
Sale of Maps and Code	138	Total School Funds	<u>86,410,978</u>
Recovered Costs	594,311	Total Budget	176,933,501
Motor Vehicle Carriers Tax	34,890	Less Transfers Between Funds	<u>(40,068,430)</u>
Mobile Home Titling Tax	77,032		
Motor Vehicle Rental Tax	37,622	Total Net Budget	<u>\$ 136,865,071</u>
Shared Expenses Comm Attorney	597,015		

APPROPRIATIONS RESOLUTION EXHIBIT B

**County of Franklin
Adopted Expenditures
Fiscal Year 2017-2018**

General Government Administration

Board of Supervisors \$ 430,037

General and Financial Administration

County Administrator 446,197
Commissioner of Revenue 631,118
Reassessment 150,000
Treasurer 517,225
Finance 270,178
Risk Management 420,727
Human Resources 134,574
Information Technology 1,214,408
Registrar 292,811
4,507,275

Judicial Administration

Circuit Court 105,789
General District Court 7,080
Magistrate 2,000
Juvenile and Domestic Rel Court 17,750
Clerk of the Circuit Court 640,306
Sheriff - Courts 769,811
Juvenile Court Services 430,901
Commonwealth Attorney 830,201
2,803,838

Public Safety

Sheriff - Law Enforcement 4,113,069
Correction and Detention 4,112,067
Building Inspections 483,470
Animal Control 277,385
Public Safety 4,455,574
13,441,565

Public Works

Road Viewers 0
Public Works 281,527
Solid Waste and Recycling 2,087,344
General Buildings and Grounds 1,274,800
3,643,671

Health and Welfare

Health Department 370,000
Community Services 109,511
Social Services 6,215,926
CSA 5,025,361

Family Resource Center \$ 345,924
Aging Services 224,150
12,290,872

Parks, Recreation and Cultural

Parks and Recreation 1,130,575
Library Administration 968,647
2,099,222

Community Development

Planning Agencies 605,934
Planning & Community Development 553,911
Economic Development 1,009,637
GIS and Mapping 158,384
Franklin Center 198,650
Tourism Development 276,021
Virginia Cooperative Extension 114,433
2,916,970

Nondepartmental

530,599

Transfers to Other Funds

Schools - Operations 30,741,332
Schools - Debt Service 2,295,523
Schools - Canneries 37,419
County Capital 3,035,501
Utilities 15,000
Debt Service 2,989,992
E911 953,663
Subtotal 40,068,430

Total General Fund

82,302,442

Other Funds:

E911 1,013,663
Debt Service 4,082,917
Capital Fund 3,035,501
Law Library 10,000
Courthouse Maintenance 44,000
Utilities 24,000
School Capital 0
Forfeited Assets 10,000
Schools 86,410,978
176,933,501

Less Transfers Between Funds (40,068,430)

Total Net Budget \$ 136,865,071

Glossary

Accrual Basis of Accounting	A basis of accounting under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefits received.
ADA	Americans with Disabilities Act
ALS	Advanced Life Support
Appropriation	An authorization granted by the Board of Supervisors to a specified organization, such as a unit of the County Government, to make expenditures and to incur obligations for specific purposes. An appropriation is limited in dollar amount and as to when it may be spent, usually expiring at the end of the fiscal year.
Appropriation Resolution	A legally binding document prepared by the County Administrator which delineates by fund and department all expenditures and revenue adopted by the Board of Supervisors which are reflected in the Adopted Fiscal Plan.
Assessed Valuation	The official valuation of property as a basis for property taxation.
Balanced Budget	A fiscal plan showing estimated expenditures equal to estimated revenues for a specific fiscal year.
Basis of Budgeting	The modified accrual is used as the basis for budgeting. Revenues are recognized in the accounting period in which they become available, except for property taxes not collected 45 days after year end. Expenditures are recognized in the accounting period when the liability is incurred, except for general long-term debt.
BLS	Basic Life Support
Bond	A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common type of bonds are general obligation bonds and revenue bonds usually issued for construction of large capital projects such as buildings, utility systems, parks, etc. General obligation bonds require approval through voter referendum for counties in Virginia.
Bonded Debt	The portion of the indebtedness represented by outstanding bonds.
Budget	An annual financial plan that identifies revenues specifies the type and level of services to be provided and establishes the amount of money which can be spent.
Budgetary Control	The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping

	expenditures within the limitations of available appropriation and available revenues.
CAD	Computer Aided Dispatch
Capital Outlay	Expenditures for items of a substantial nature (more than \$1,000) that are expected to have a useful life of several years. Examples include personal computers, vehicles, radios, tape recorders, etc.
Carryover Funds	Unexpended funds from the previous fiscal year which may be used to make payments in the current fiscal year. This may also be referred to as the beginning fund balance.
CDBG	Community Development Block Grant
CIP	Capital Improvement Program
Constitutional Officers	Elected officials whose positions are established by the Constitution of the Commonwealth or its statutes (Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff and Treasurer.)
CSA	Comprehensive Services Act – Provides funding for foster children and children with special educational needs that cannot be accommodated by the School System.
DARE	Drug Abuse Resistance Education
DEMS	Department of Emergency Medical Services
Department	A major administrative division of the County which indicates over all management responsibility for an operation or a group of related operations within a functional area.
DEQ	Department of Environmental Quality
DJJ	Department of Juvenile Justice
DSS	Department of Social Services
EMD	Emergency Medical Dispatch
EMS	Emergency Medical Services
Expenditure	This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds.
FEMA	Federal Emergency Management Agency
Fiscal Year	A fixed period of time for which expenditures and revenues are provided in Franklin County. The fiscal year is July 1 through June 30.
Fixed Assets	Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

Full Time Position	An employment position authorized by the Board of Supervisors and included in the Table of Authorized Positions. Funding may or may not be included in the budget for the positions.
Fund	An accounting entity with a group of self-balancing accounts recording cash and other financial resources, together with all related liabilities and residual balances, and changes therein, which are separated by specific activities in accordance with special regulations, restrictions or limits. Commonly used funds include the general fund, special revenue funds and capital project funds.
Fund Balance	The difference between costs and revenue. A negative fund balance is sometimes called a deficit.
GASB	Governmental Accounting Standards Board.
General Fund	The general operating fund that is used to account for all financial resources except those required to be accounted for in another fund.
GIS	Geographic Information System
Goal	A broad statement of outcomes to be achieved on behalf of the customers.
Intergovernmental Revenue	Revenue from other governments, such as the State and Federal governments, in the form of grants, entitlements, shared revenue, or payments in lieu of taxes.
IPR	Indoor Plumbing Rehabilitation Grant
Long-Term Debt	Debt with a maturity of more than one year after the date of issuance.
Modified Accrual	Revenues are recorded when susceptible to accrual, i.e., both measurable and available to finance expenditures of the fiscal period.
MSDS	Material Safety Data Sheets
Object Series	A subsection of a department's budget which groups similar accounts. Personnel, operating and capital outlay are the three major series used.
Objectives	A statement of results to be achieved by a specific period of time in order to accomplish stated goals. Objectives describe specific measurable outputs within a designated time frame.
Personal Property	A category of property, other than real estate, so identified for purposes of taxation. It includes personally owned items, corporate property and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishings, and manufacturing equipment.
Program	This is a plan or unit under which action may be taken towards meeting an individual or set of goals(s) in the provision of a particular service.

Property Tax Rate	The level at which property values are calculated to determine the amount of taxes to be collected.
PSAP	Public Safety Answering Point
Public Service Property	Property specifically designated for public service use. This includes property purchased or received as a gift by a government. It includes property such as land and buildings, and other property, such as computers, copiers and cash registers.
Real Property	Real estate, including land and improvements (building, fencing, paving, etc.) classified for purposes of tax assessment.
Recovered Costs	Specific revenues, usually from other entities, that compensate or reimburse the County for specific expenditures.
Reserve	A portion of a fund's assets that is restricted for a certain purpose and not available for appropriation.
Revenue	A source of income that provides an increase in net financial resources, and is used to fund expenditures. Budgeted revenue is categorized according to its source, such as local, state, federal or other financing sources.
SCC	State Corporation Commission
SML	Smith Mountain Lake
STAG	State and Tribal Assistance Grant
Special Revenue Fund	A fund used to account for revenues from specific taxes or other earmarked revenue sources which by law are designated to finance particular functions or activities of government. After the fund is established, it usually continues year after year until discontinued or revised by proper legislative authority.
TEA-21	Transportation Enhancement Act Grant
VJCCCA	Virginia Juvenile Community Crime Control Act
WFDC	Workforce Development Consortium



Index

Aging Services	159
Appropriations Resolution	220
Authorized Position Count	219
Board of Supervisors	89
Budget Calendar	22
Budget Message	1
Building Inspections	130
Comprehensive Services Act (CSA) Office	153
Capital Improvement Program	194
Clerk of Circuit Court	118
Commissioner of the Revenue	96
Commonwealth's Attorney	121
County Administration	93
Debt Fund	212
Debt Management	48
E-911	192
Economic Development	177
Family Resource Center	156
Finance Department	104
Franklin Center for Advanced Learning and Enterprise	184
Franklin County Locator Map	7
Franklin County Statistics	12
General Properties	145
General Registrar	114
GIS	181
Glossary	226
Historical Sketch of Franklin County	6
Information Technology Department	111
Library	168
Organization Chart	10
Parks and Recreation	163
Planning and Community Development	174
Public Safety	133
Revenue Analysis	65
Schools (Education)	213
Sheriff	125
Social Services	149
Solid Waste and Recycling	141
Transfers to Other Funds	188
Treasurer	101

