

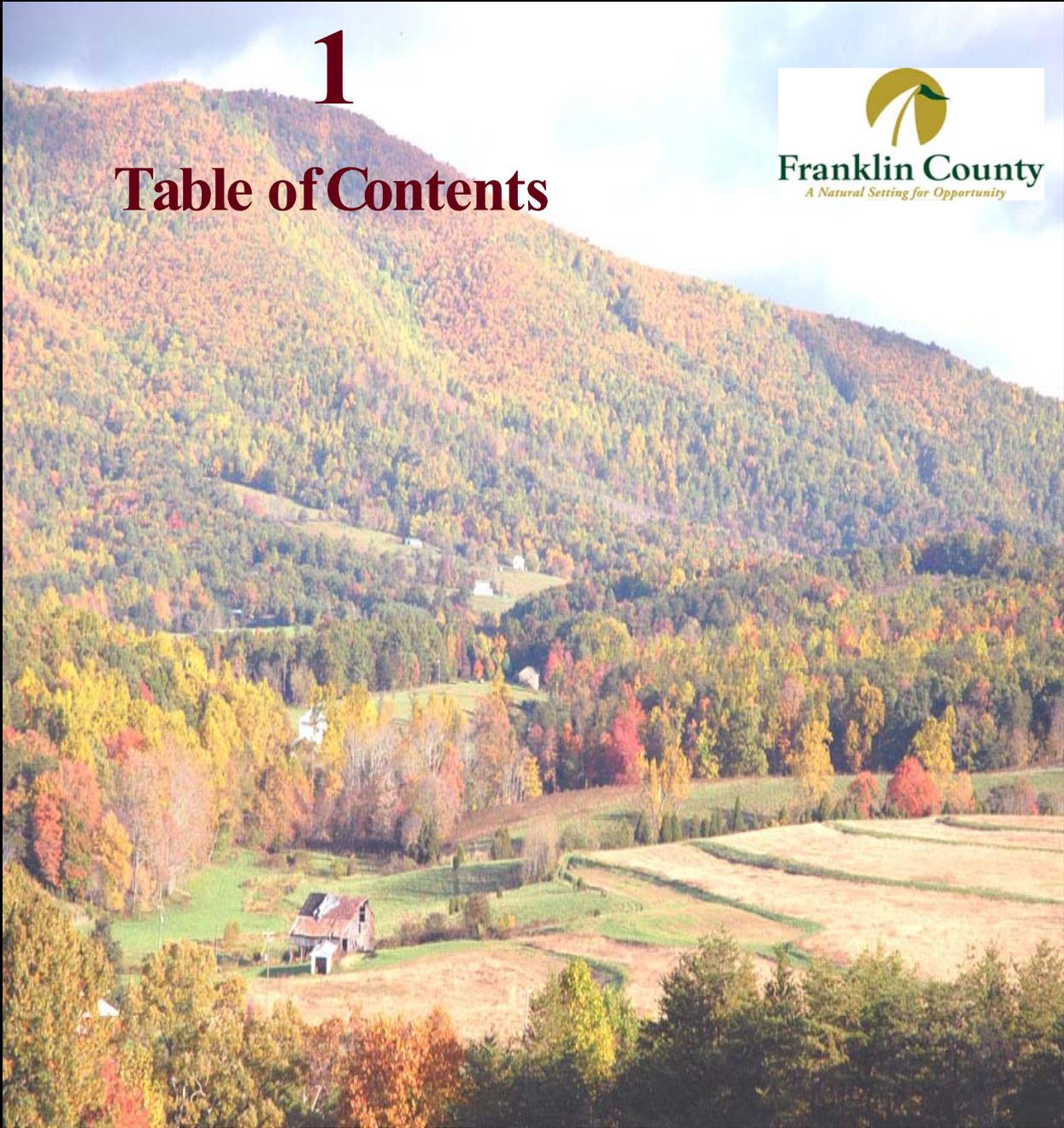
Franklin County, Virginia Adopted Budget Fiscal Year 2016-2017



Franklin County
A Natural Setting for Opportunity

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Franklin County
Adopted Budget FY 2016-2017
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April 4, 2016

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 2016-2017 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 16-17 fiscal plan totals \$133,833,221. This total represents an increase of \$2,611,566 over the current year adopted budget of \$131,221,655 or 2%.

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 or tax increases are proposed.

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:

- Public Works 3%
- Community Development, 0.4%

Increases in functional areas include:

- Judicial Administration, 3% from additional part time recommended for court security and the opening of a second J & D Court.
- Public Safety, 2.2% for additional career EMS staff to be utilized to provide station coverage in key geographical areas of the County. There is also an operational increase for the new radio system
- Non Departmental, 63% increase. This area includes a personnel and benefits reserve.
- Debt, 29% for the first year of debt service on the new radio system.

<u>Expenditures</u> <u>Functional Area</u>	<u>Adopted</u> <u>FY15-16</u>	<u>Proposed</u> <u>FY 16-17</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	\$4,237,200	\$4,293,914	3.2%	\$56,714	1.34%
Judicial Administration	\$2,643,199	\$2,724,453	2.0%	\$81,254	3.07%
Public Safety	\$13,894,282	\$14,204,176	10.6%	\$309,894	2.23%
Public Works	\$3,698,026	\$3,588,083	2.7%	(\$109,943)	-2.97%
Health and Welfare	\$11,641,292	\$11,786,911	8.8%	\$145,619	1.25%
Parks, Recreation and Cultural	\$1,933,329	\$1,976,134	1.5%	\$42,805	2.21%
Community Development	\$2,878,056	\$2,866,548	2.1%	(\$11,508)	-0.40%
Non Departmental	\$329,753	\$536,645	0.4%	\$206,892	62.74%
Schools	\$83,625,158	\$84,620,868	63.2%	\$995,710	1.19%
Capital	\$3,235,501	\$3,235,501	2.4%	\$0	0.00%
Debt	\$3,081,859	\$3,975,988	3.0%	\$894,129	29.01%
Utilities	\$24,000	\$24,000	0.0%	\$0	0.00%
Totals	\$131,221,655	\$133,833,221	100.0%	\$2,611,566	1.99%

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 1.5%, reflective of the improving national and local economy. Other County funds are showing an increase (22%) from the use of reserve funds in the Debt Service fund to cover the first year debt service on the new radio system. State School funds are budgeted to increase 3.9% while School Federal funds will decrease 4.4%

<u>Revenues</u>	<u>Adopted FY15-16</u>	<u>Proposed FY 16-17</u>	<u>Percent of Total</u>	<u>Increase (Decrease)</u>	<u>% Change</u>
General Property Taxes/Other Local Taxes	\$59,512,938	\$60,431,778	45.2%	\$918,840	1.54%
State Funds - County	\$15,733,816	\$15,793,398	11.8%	\$59,582	0.38%
Local School Funds - Cafeteria	\$2,994,028	\$3,052,828	2.3%	\$58,800	1.96%
State School Funds	\$39,067,150	\$40,587,087	30.3%	\$1,519,937	3.89%
Federal School Funds	\$8,452,110	\$8,082,801	6.0%	(\$369,309)	-4.37%
Other County Funds/County Federal	\$4,826,337	\$5,885,329	4.4%	\$1,058,992	21.94%
Fund Balance	\$635,276	\$0	0.0%	(\$635,276)	-100.00%
Totals	\$131,221,655	\$133,833,221	100.0%	\$2,611,566	1.99%

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% in the FY16-17 proposed budget. Real Estate and Personal Property Taxes are continuing to show steady signs of growth at 0.60% and 1.7% respectively.

The state has increased its' share of funding for K-12 education by approximately \$1.5 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 \$369,309 or roughly 4.4%. 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 an increase in Public Safety for additional Career EMS providers for critical station coverage as well as in increase for the new radio system operational costs.
- Adds additional part time funds to the Sheriff for court security as well as the opening of a second J and D court room.
- Funds additional tourism efforts for fishing tournament sponsorships and the Ag fair.

In terms of school funding for FY16-17, I am recommending the following:

- ☞ Local operational funding of \$30,504,781 which includes new funds of \$465,392.
- ☞ Debt service funding of \$2,355,952. This amount is a reduction of \$46,507 for the drop in school debt service projected for FY16-17. The \$46,507 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. \$880,000 has been earmarked for the School five year capital projects plan.

Major Capital Improvements proposed for FY16-17:

- Funds almost \$400,000 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 \$235,000 for EMS Vehicle replacement and \$250,000 for Law Enforcement vehicle replacement.
- Provides \$100,000 in local economic development funding incentives and sets the stage for a possible borrowing for the new Southway business park development.
- 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 2016-2017 Proposed Budget be funded with the following *existing* tax rates:

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

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



Budget Message Addendum

The budget was adopted on June 21, 2016. No changes were made to the proposed tax rates that are presented on the previous page of this budget message.

Additional funds were adopted for the Franklin County Public Schools in the amount of \$576,645 bringing the total School budget to \$85,197,513. These additional funds include:

<u>Additional State Revenues:</u>	<u>Amount</u>
Basic Aid	\$48,668
Race to GED Grant	\$121,258
Regional Program Manager Grant	\$125,000
Virginia Employment Commission Grant	\$52,750
Total Additional State Grants	\$347,676
Additional Other School Funds:	
Donations	\$8,500
Sale of Supplies	\$10,050
Sale of School Buses	\$22,000
Insurance Adjustments	\$23,568
Other Funds	\$164,851
Total Other School Funds	\$228,969
Total	\$576,645

The total adopted budget is now \$134,409,866 - an increase of \$576,645 from the proposed budget of \$133,833,221 which is shown on page 2 and 3 of this budget message.

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.

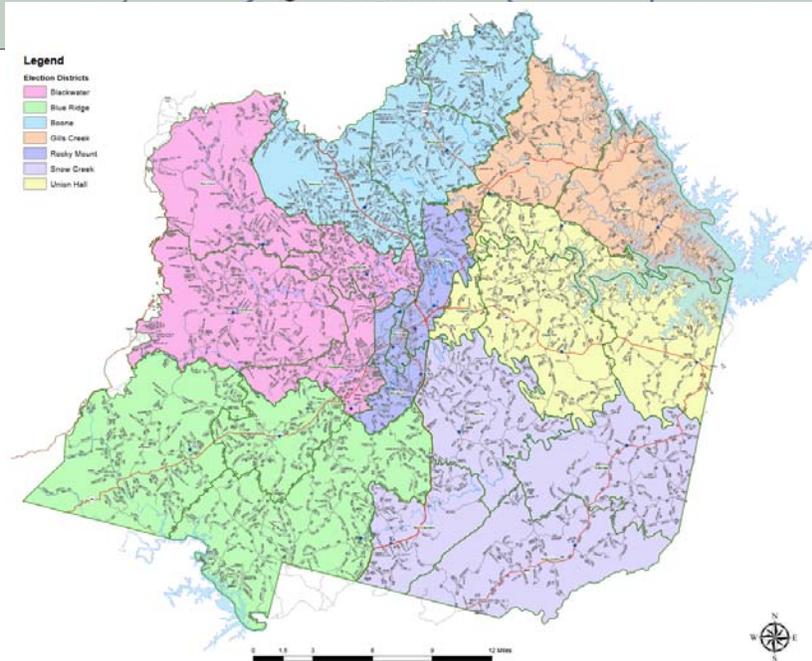
Since the County's early beginnings, its citizens have served as gallant soldiers in every war the U.S. has known. Notable Confederate General Jubal A. Early was born in the Red Valley community. He went to West Point for his education, represented Franklin County in the General Assembly, and served 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, 2016



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



W. Brent Robertson
County
Administrator



Sharon Tudor
Clerk to the Board
of Supervisors

Franklin County Officials June 30, 2016

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	B. James Jefferson
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
Director of Social Services.....	Deborah K. Powell
Chief Building Official	Andy Morris
Unit Coordinator of Va. Cooperative Extension	Sean Duff
General Registrar	Kay Chitwood

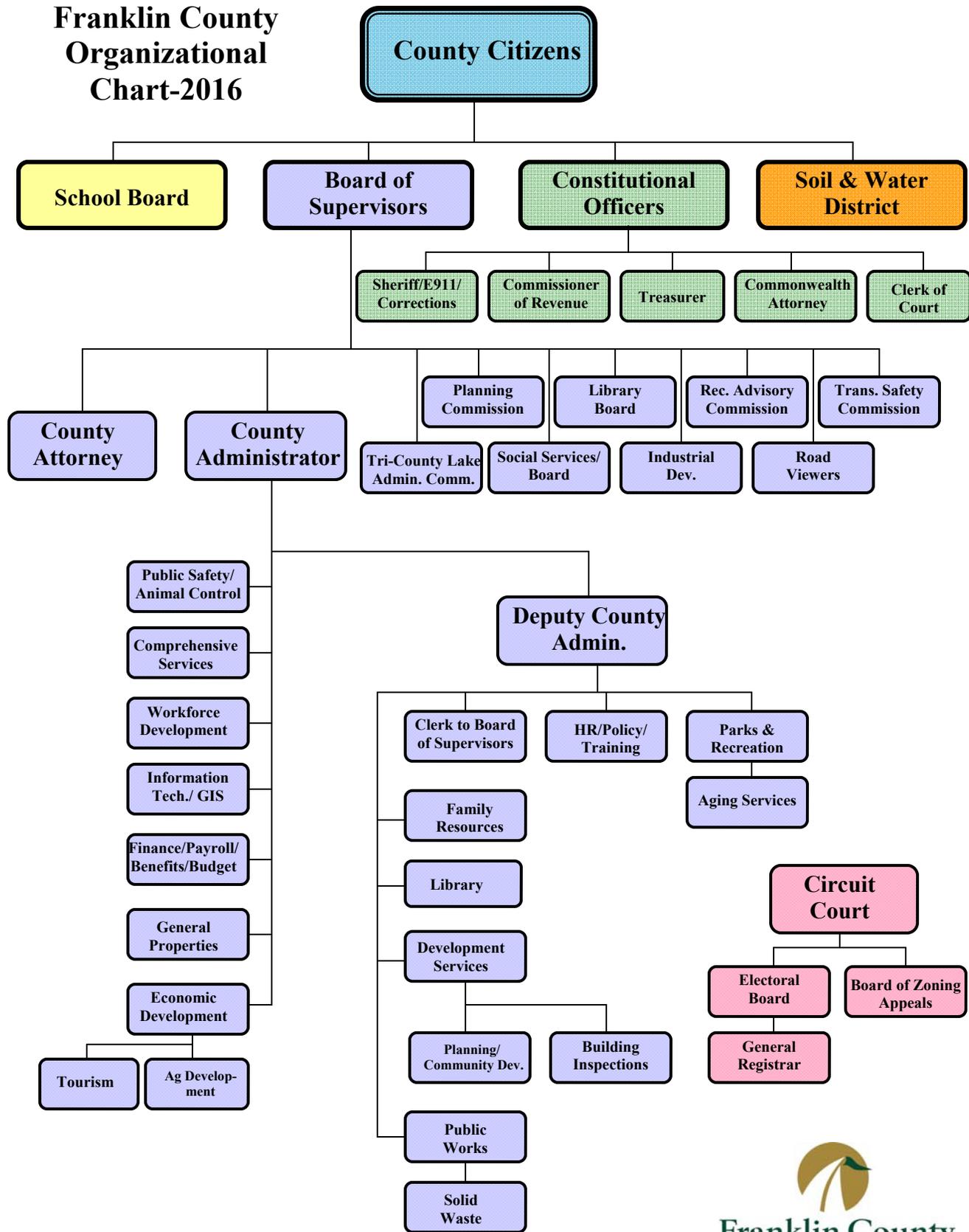
Constitutional Officers

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
Howard Ferguson, Snow Creek District
Richard L. Kleckner, Gills Creek District
Martha H. Bowling, Blue Ridge District

Franklin County Organizational Chart-2016





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, 2015. 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, 2016**

Date Established	1786
Form of Government	County Administrator
Area	692 square miles
Population (estimate)	56,373
Registered Voters	35,805
Median Age	44
Per Capita Personal Income (2014)	\$ 34,586
Building Permits Issued	978
Value of Building Permits Issued	\$ 53,556,958
Unemployment Rate (March)	4.2%
Fire and Rescue Protection:	
Stations	19
Firefighters and Volunteers	245
Police Protection:	
Number of Employees	82
Number of Arrests	2,139
Number of Calls for Service	61,366
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)	6,952
Parks and Recreation:	
Number of Parks	15
Total Park Acreage	1140.46
Libraries:	
Number of Sites	2
Program Attendance	9,502
Total Circulation	218,817

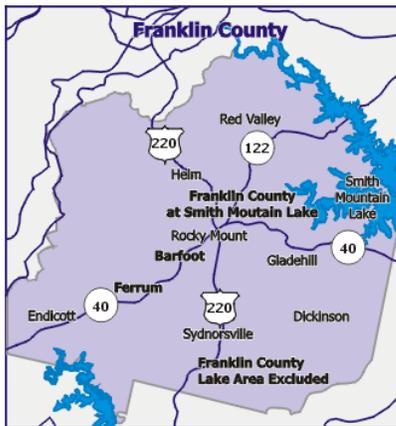
A Quick Look at Franklin County, Va.

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 2014	4.8%
Persons under 18 years, percent, 2014	19.7%
Persons 65 years and over, percent 2014	20.8%
White alone, percent, 2014	89.4%
Black or African American alone, percent 2014	8.4%
American Indian and Alaska Native alone, percent, 2014	0.5%
Hispanic or Latino, percent, 2014	2.7%
High school graduate or higher, percent of persons age 25+, 2010-2014	83.1%
Bachelor's degree or higher, percent of persons age 25+, 2010-2014	19.8%
Veterans, 2010-2014	4,483
Housing units, 2015	29,500
Median value of owner-occupied housing units, 2010-2014	\$163,000
Households, 2010-2014	23,248
Persons per household, 2010-2014	2.36
Median household income, 2010-2014	\$44,827
In civilian labor force, total % of population age 16 + years 2010-2014	58.2%
Total employer establishments 2014	1,178

A Quick Look at Franklin County, Va.



Location: 36.99322 N, 79.88081 W

Size: 690.43 sq. miles

Population: 56,373
(estimate July 1, 2015)

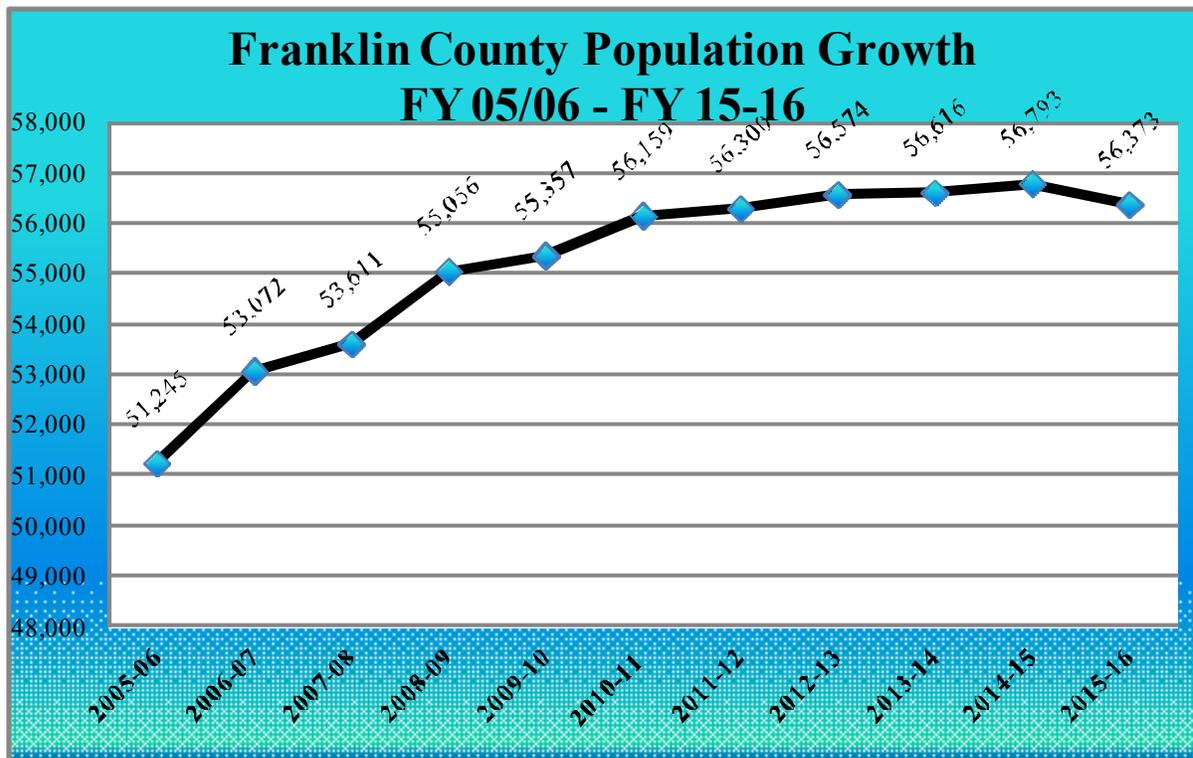
Population Density: 81.64 people/sq. mile

Towns & Communities:

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

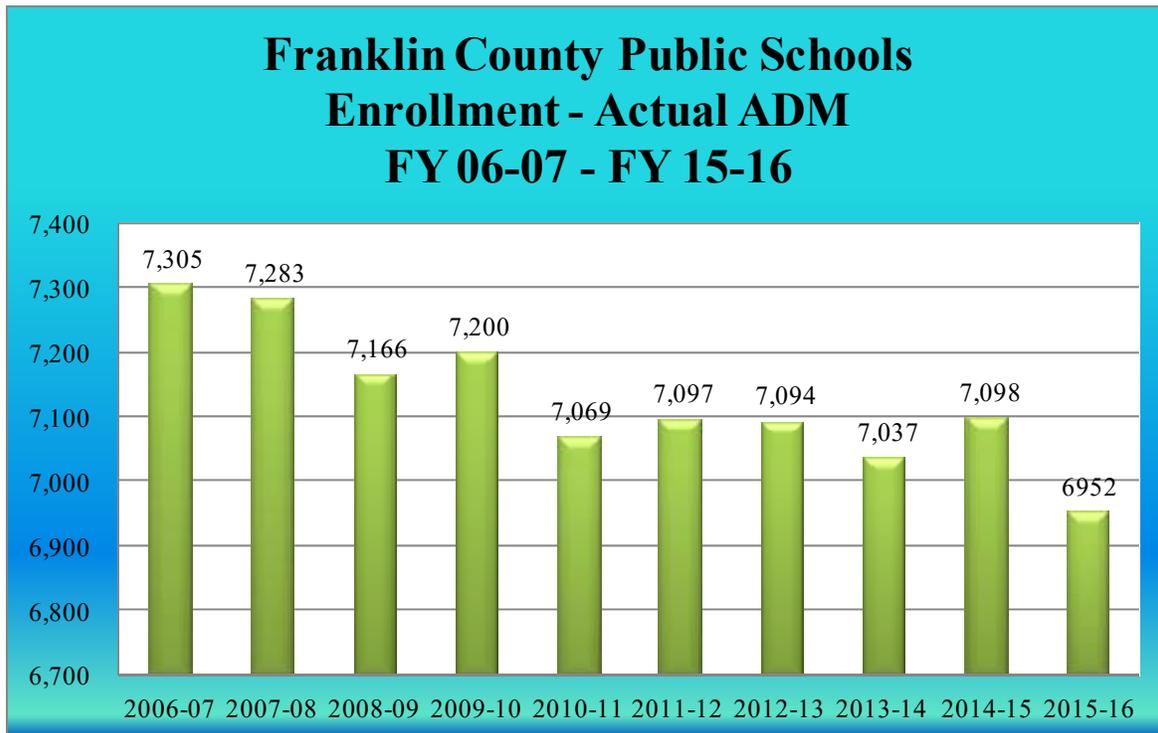
Population:

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.



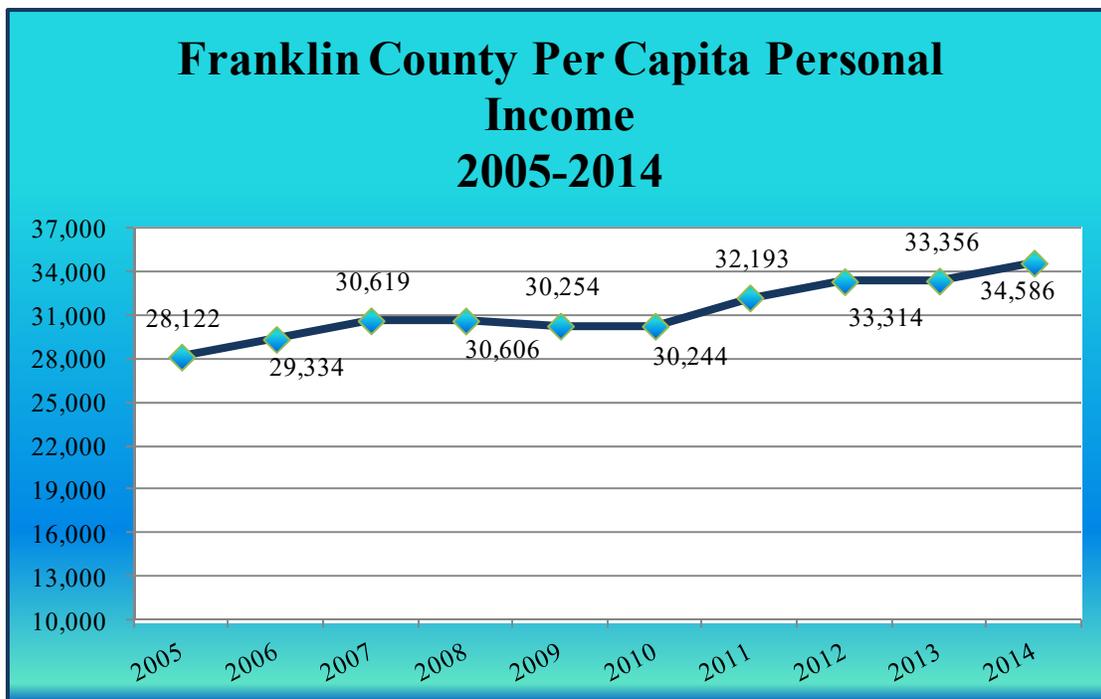
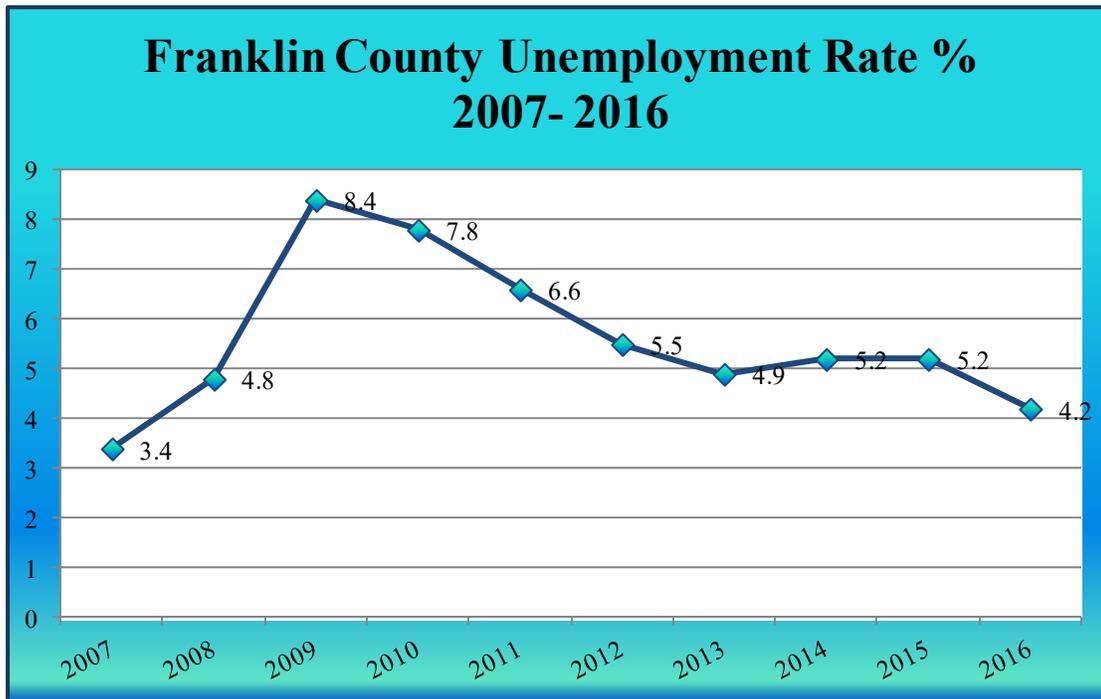
Educational Attainment

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>
2005-2006	5,299,278,776	1,552	213,523,771
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

Source: Franklin County Commissioner of Revenue and Building Inspections
Department

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>
2005-06	50,100	5,299,579,776	28,507,051	0.0054	569.00
2006-07	51,102	5,559,899,532	33,003,883	0.0059	645.84
2007-08	52,202	6,026,055,132	36,938,539	0.0061	707.61
2008-09	52,841	8,292,525,331	36,418,271	0.0044	689.20
2009-10	53,450	8,363,776,434	34,807,635	0.0042	651.22
2010-11	56,159	8,406,494,817	31,900,271	0.0038	568.03
2011-12	56,300	8,493,026,694	29,042,189	0.0034	515.85
2012-13	56,574	7,311,819,908	26,429,558	0.0036	467.17
2013-14	56,616	7,377,048,819	33,164,494	0.0045	585.78
2014-15	56,793	7,441,231,237	41,841,733	0.0056	736.74

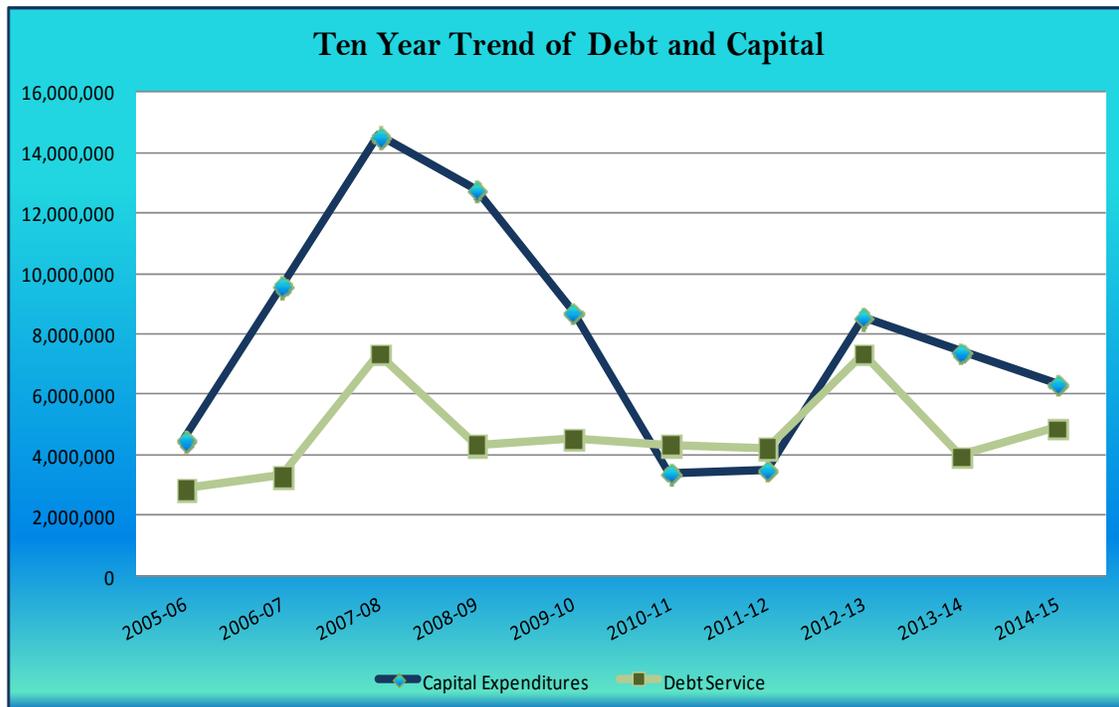
Note: (1) Bureau of the Census
(2) Includes all long-term general obligation debt
(3) 100% of fair market value

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 Expenditures (2)</u>	<u>Ratio of Debt Service to General Governmental</u>
2005-06	1,848,143	1,035,008	2,883,151	102,700,420	2.81%
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%

(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, 2015

<u>Taxpayer</u>	<u>Nature of Business</u>	<u>Assessed Value (Millions)</u>
Appalachian Power Company	Electric Utility	124
Willard Construction Company	Construction	34
Central Telephone Company	Telephone Utility	24
Franklin Real Estate Company	Real Estate	21
Franklin Memorial Hospital	Health Care	16
McAirlaids	Manufacturing	11
Wal Mart	Retail	10
Rocky Mount Development Co	Real Estate	10
RKL Holding LLC	Real Estate	9
Norfolk & Western Railway	Railroad	9

3

Budget Overview



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Franklin County Summary of the Adopted Budget

The adopted budget for fiscal year 2016-2017 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 1, 2015	CIP forms and instructions distributed to departments
November 3, 2015	CIP forms due to Finance department
November 11, 2015 through December 5, 2015	Preparation of CIP document Department of Finance prepares revenue projections Budget forms and instructions distributed to Departments
December 22, 2015	Budget forms due to Finance department
January 19, 2016	Revenue projections finalized
January 20, 2016	County Administrator begins review of forms and departmental requests
February 27, 2016	Proposed budget decisions and preparation of County budget
March 1, 2016	School Board Public Hearing
March 15, 2016	School Board budget presented to Board of Supervisors
April 4, 2016	County budget presented to Board of Supervisors
April 6, 2016 through April 15, 2016	County/School board budget discussions
April 19, 2016	Public Hearing on combined School and County budget
April 26, 2016	Adoption of School budget
April - June, 2016	Budget work sessions
June 21, 2016	Fiscal Year 2016-2017 budget adoption
June – Sept, 2016	Preparation of related budget documents
July 1, 2016	Implementation of Fiscal Year 2016-2017 adopted budget
Sept 21, 2016	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 June 21, 2016 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: 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.

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

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- 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.

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, 2015</i>
The County's debt as a percentage of the real estate assessment.	3.50%	0.56%
The County's debt service as a percentage of general government expenditures	10.00%	3.82%
Overall Debt Per Capita at June 30, 2015	\$1,500.00	\$1,038.69
Net Bonded Debt Per Capita at June 30, 2015	\$1,500.00	\$736.74
(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,	General Obligation Bonds	
	Principal	Interest
2016	\$4,434,636	\$1,147,172
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
2021-2025	15,345,451	1,907,941
2026-2030	4,083,401	484,012
2031-2035	889,999	110,598
Total	\$41,671,485	\$7,047,178

**Change in Long-Term Obligations
as of June 30, 2015**

	<u>Balance</u> <u>June 1, 2014</u>	<u>Increases/</u> <u>Issuances</u>	<u>Decreases/</u> <u>Retirements</u>	<u>Balance</u> <u>June 30, 2015</u>
General Obligation				
Bonds and Notes	\$32,851,741	\$12,500,000	(\$3,680,256)	\$41,671,485
Premiums on Gen. Obligation bonds	312,753		(142,505)	170,248
Capital leases	394,723		(129,812)	264,911
Landfill closure/postclosure liability	9,594,348	143,915		9,738,263
Compensated absences	1,438,974	1,064,728	(1,079,231)	1,424,472
Net OPEB obligation	700,160	103,000	(43,000)	760,160
Net pension liability	8,541,317	5,214,060	(9,230,688)	4,524,689
 Total	 \$53,834,016	 \$19,025,703	 (\$14,305,492)	 \$58,554,228

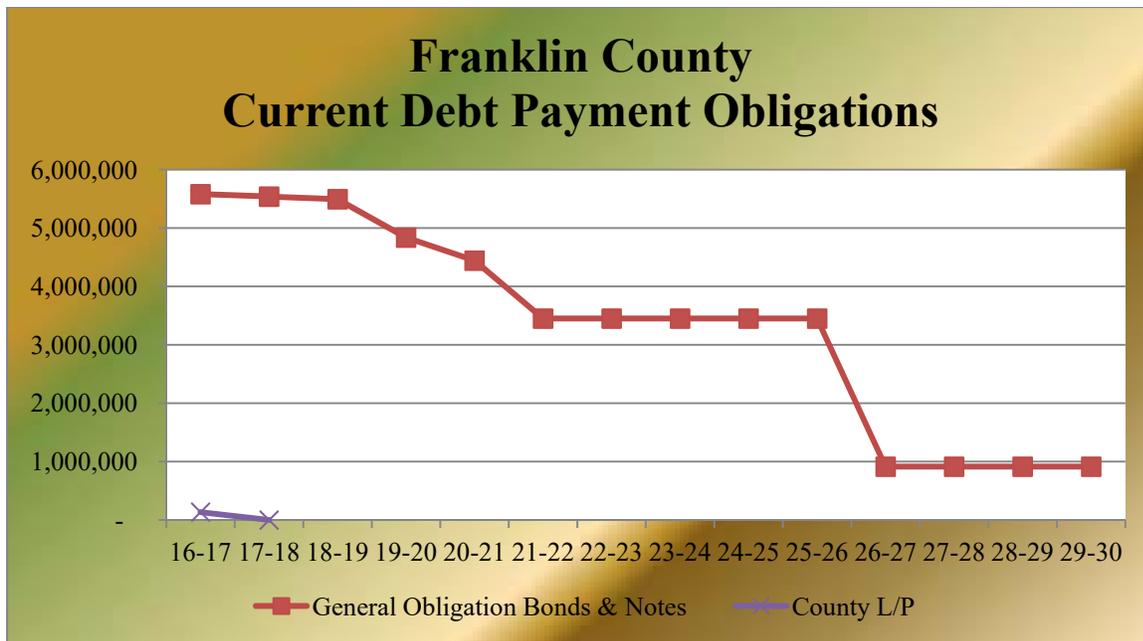
Bond Rating:

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.

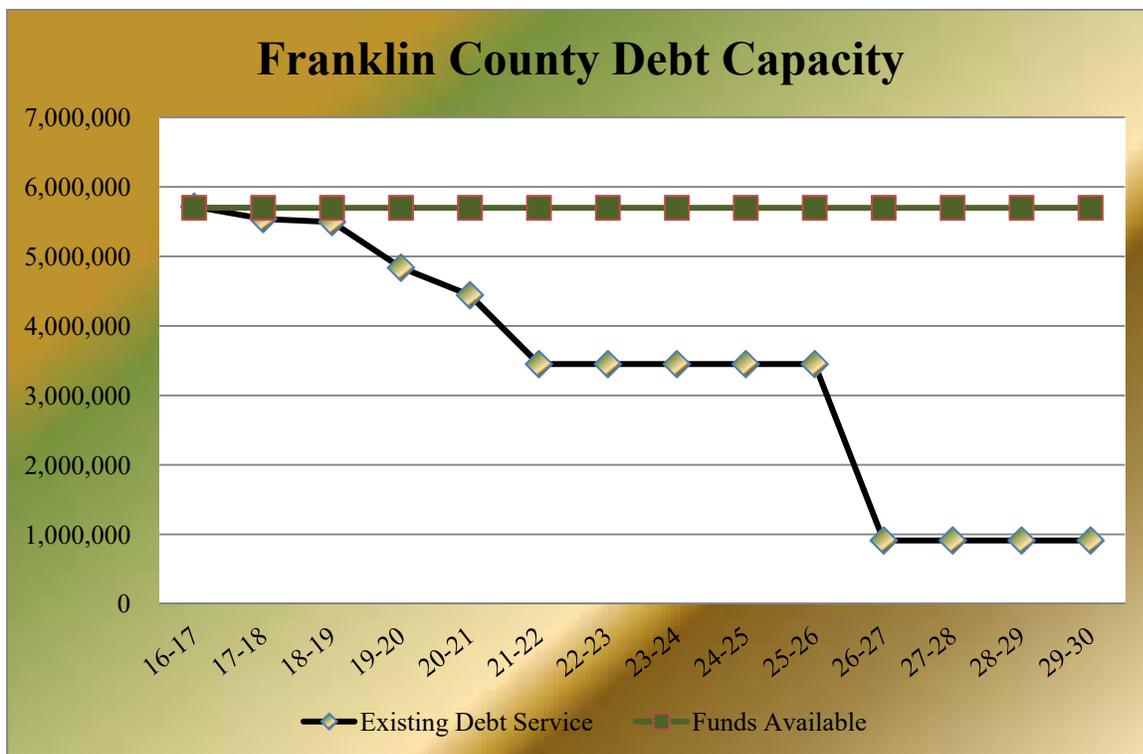
By formalizing the solid financial standing of the County in the eyes of the investment community, Franklin County has maximized their chances to borrow monies at the lowest interest rate possible. These ratings confirm to Wall Street that Franklin County's financial position is strong and as a result, 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 FY16-17 levels nor require increases in future tax rates.

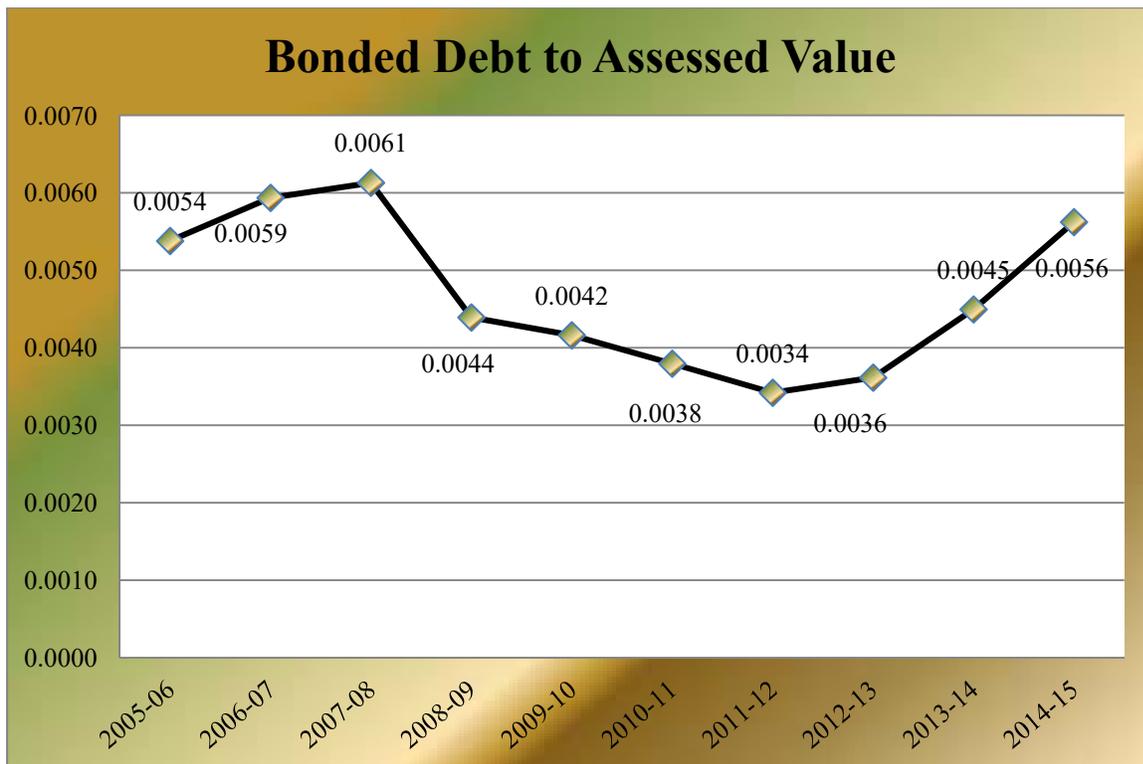
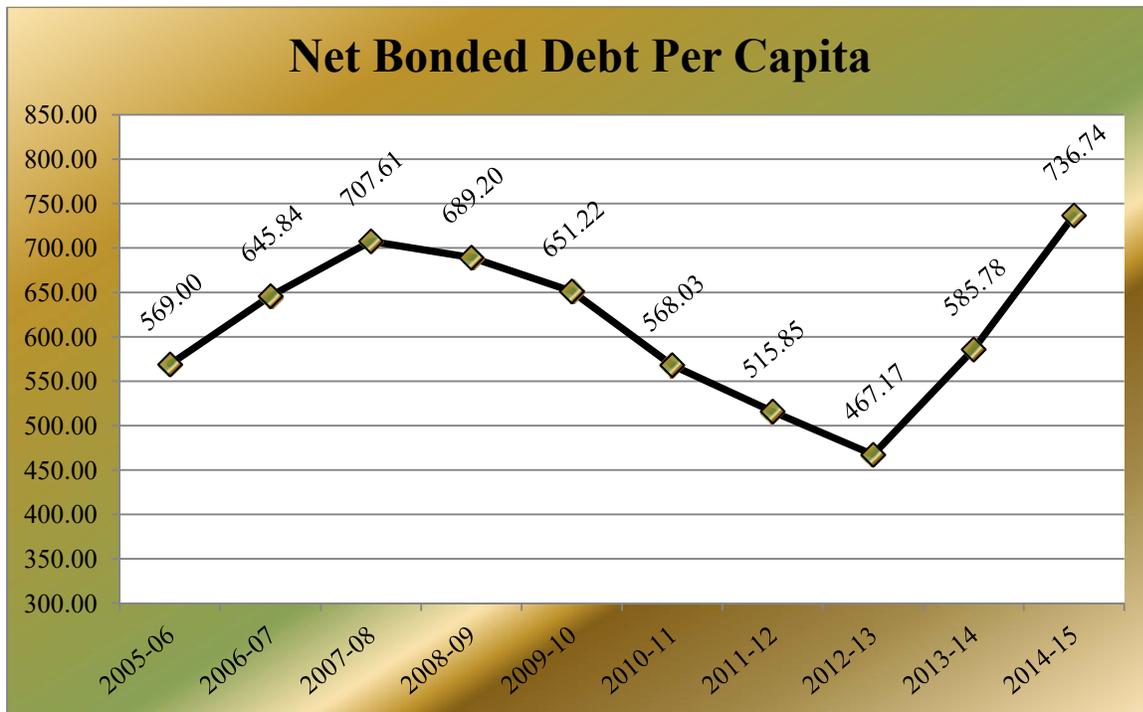


The current level of net bonded debt per capita at June 30, 2015 for Franklin County is \$736.74. The median for the Commonwealth of Virginia is approximately \$1,000. Franklin County's debt to assessed value at June 30, 2015 is 0.56% with the Virginia median being slightly less than 2.00%. Debt service as a percentage of expenditures was 3.82% for the fiscal year ended June 30, 2015. The County is in good financial position to borrow in the future should the need arise. The adopted FY16-17 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>
2005-06	50,100	5,299,579,776	28,507,051	0.0054	569.00
2006-07	51,102	5,559,899,532	33,003,883	0.0059	645.84
2007-08	52,202	6,026,055,132	36,938,539	0.0061	707.61
2008-09	52,841	8,292,525,331	36,418,271	0.0044	689.20
2009-10	53,450	8,363,776,434	34,807,635	0.0042	651.22
2010-11	56,159	8,406,494,817	31,900,271	0.0038	568.03
2011-12	56,300	8,493,026,694	29,042,189	0.0034	515.85
2012-13	56,574	7,311,819,908	26,429,558	0.0036	467.17
2013-14	56,616	7,377,048,819	33,164,494	0.0045	585.78
2014-15	56,793	7,441,231,237	41,841,733	0.0056	736.74

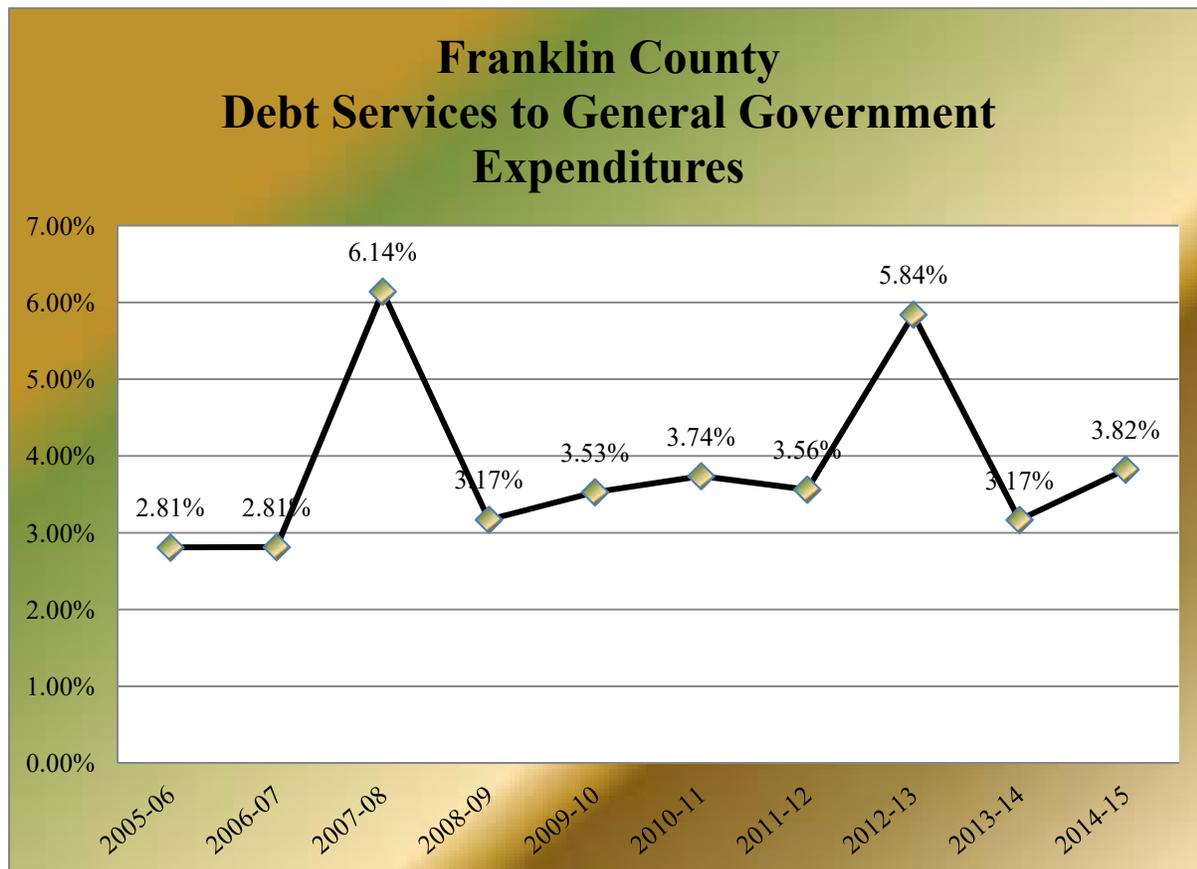
Note: (1) Bureau of the Census
(2) Includes all long-term general obligation debt
(3) 100% of fair market value



**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>
2005-06	1,848,143	1,035,008	2,883,151	102,700,420	2.81%
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%

- (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, 2015</u>
Franklin County High School Improvements	\$2,121,814
Stadium Expansion at FCHS	\$1,250,000
Windy Gap Elementary School	\$7,121,688
Various Elementary School Projects	\$2,861,250
Workforce Center Building	\$1,182,876
Government Center Renovation	\$2,573,857
Business Park	\$9,090,000
Westlake Sewer Project	\$2,570,000
Note Payable to Virginia Western Community College	\$400,000
Radio System Improvements	\$12,500,000
Total	\$41,671,485



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

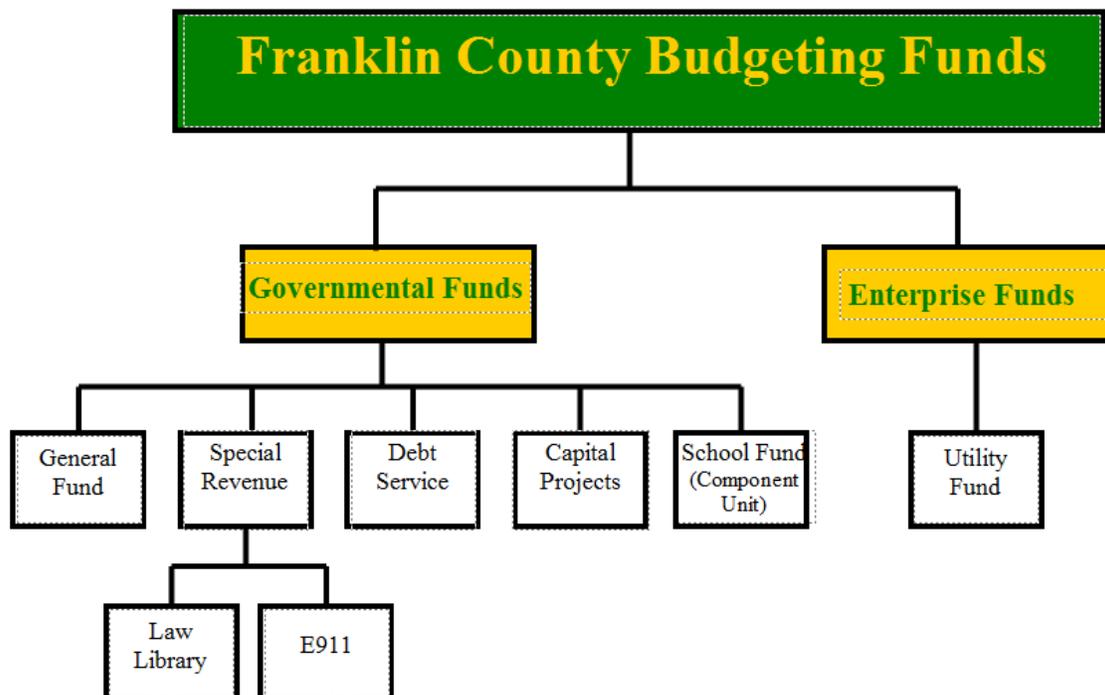
significant funding to operate the public schools since the School Board does not have separate taxing powers.

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, 2015:

Restricted for E911	\$158,391
Restricted for Law Library	109,364
Restricted for Forfeited Assets	31,206
Restricted for Courthouse Maintenance	66,506
Restricted for Capital Projects	17,880,435
Assigned for Debt Service	2,942,604
Assigned for Capital Projects	12,850,860
Total	\$34,039,366

This total of \$34,039,366 is included in the June 30, 2015 fund balance amount of \$52,096,141. Unassigned general fund balance on June 30, 2015 was \$18,056,775. Below are summary projections of fund balance for the general fund only:

	Estimate FY15-16	Budget FY 16-17
Fund Balance, Beginning of Year	\$18,056,775	\$20,817,875
Revenue Sources	82,226,953	80,931,080
Expenditures	-38,544,163	-40,935,201
Transfers to Other Funds	-40,921,690	-39,995,879
Fund Balance, End of Year	\$20,817,875	\$20,817,875

Fund balance is projected to decrease in FY15-16 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: A new 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 FY15-16 Balances					
Fund	Fund Balance July 1, 2015	Revenue Sources	Expenditures	Transfers Out	Estimated Fund Balance June 30, 2016
General Fund	\$18,056,775	\$82,226,953	(\$38,544,163)	(\$40,921,690)	\$20,817,875
E911 Fund	158,391	988,028	(924,787)		221,632
Law Library	109,364	10,119	(5,000)		114,483
Capital Projects	30,731,295	4,197,920	(17,467,871)		17,461,344
Debt Service	2,942,604	3,081,859	(3,925,503)		2,098,960
School Operating	580,389	83,217,789	(83,313,340)		484,838
Utilities	241,149	38,538	(19,990)		259,697
Totals	\$52,819,967	\$173,761,206	(\$144,200,654)	(\$40,921,690)	\$41,458,829

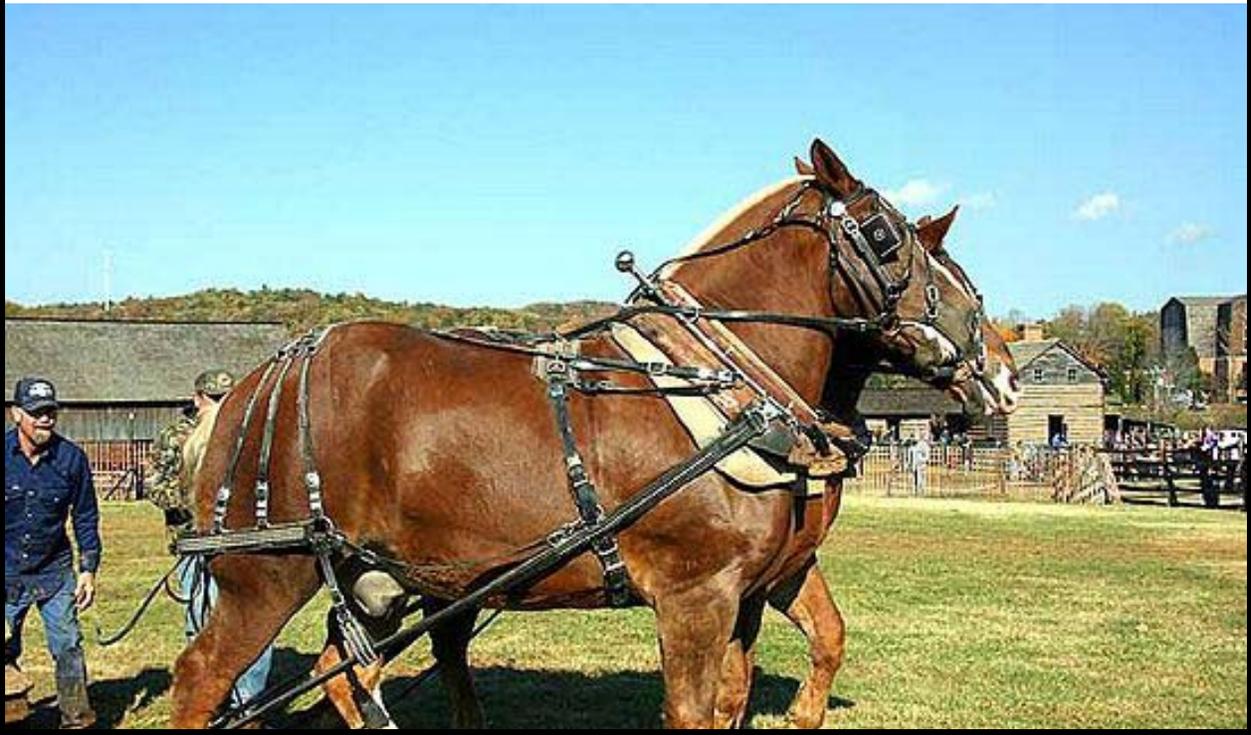
Note: It is the intent of the County for all funds to end the year with the same fund balance as the beginning of the fiscal year. The Capital Projects Fund balance is projected to decrease as borrowed funds are spent on various County projects. The County issued debt in the amount of \$12.5 million 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 2016. The General Fund fund balance is projected to increase from a small surplus of revenues and conservative expenditure estimates.

4

Financial Summaries



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Franklin County, Virginia
Fund Balance, Revenue and Expenditure Totals by Fund
Adopted FY16-17 Budget

	Fund							Totals
	General	E911	Law Library	Capital Projects	Debt Service	School Operating	Utilities	
Beginning Fund Balance	20,817,875	221,632	114,483	17,461,344	2,098,960	484,838	259,697	41,458,829
Revenues From Local Sources:								
General Property Taxes	48,963,964							48,963,964
Other Local Taxes	11,457,814		10,000					11,467,814
Permits, Fees and Licenses	368,778							368,778
Fines and Forfeitures	50,000							50,000
Revenue From Money & Property	785,212							785,212
Charges For Services	2,446,804					3,281,797	9,000	5,737,601
Miscellaneous Revenues	422,078				199,832			621,910
Recovered Costs	596,003							596,003
Revenues From Commonwealth of Virginia:								
School Funds						40,934,763		40,934,763
Public Assistance Revenue	4,641,665							4,641,665
Comprehensive Services Act	3,200,042							3,200,042
Shared Expenses - Constitutional Officers	4,387,533							4,387,533
Personal Property Tax Relief	2,626,618							2,626,618
Other Grants and State Shared Expenses	872,540	60,000						932,540
Revenue From Federal Government	166,029					8,082,801		8,248,830
Total Revenues	80,985,080	60,000	10,000	0	199,832	52,299,361	9,000	133,563,273
Fund Balance					846,593			846,593
Interfund Transfers		917,663		3,235,501	2,929,563	32,898,152	15,000	39,995,879
Total Available Funds	101,802,955	1,199,295	124,483	20,696,845	6,074,948	85,682,351	283,697	215,864,574

Franklin County, Virginia
Fund Balance, Revenue and Expenditure Totals by Fund (Continued)
Adopted FY16-17 Budget

Expenditures:	Fund							Totals
	General	E911	Law Library	Capital Projects	Debt Service	School Operating	Utilities	
General Government Administration	4,293,914							4,293,914
Judicial Administration	2,714,453		10,000					2,724,453
Public Safety	13,226,513	977,663						14,204,176
Public Works	3,588,083							3,588,083
Health and Welfare	11,786,911							11,786,911
Parks, Recreation and Cultural	1,976,134							1,976,134
Community Development	2,866,548							2,866,548
Non Departmental	536,645							536,645
Transfers to Other Funds	39,995,879							39,995,879
Debt Service					3,975,988			3,975,988
School Operating Fund						85,197,513		85,197,513
Capital Projects				3,235,501				3,235,501
Utilities							24,000	24,000
Total Expenditures	80,985,080	977,663	10,000	3,235,501	3,975,988	85,197,513	24,000	174,405,745
Ending Fund Balance	20,817,875	221,632	114,483	17,461,344	2,098,960	484,838	259,697	41,458,829
Total Expenditures Less Interfund Transfers	40,989,201	977,663	10,000	3,235,501	3,975,988	85,197,513	24,000	134,409,866

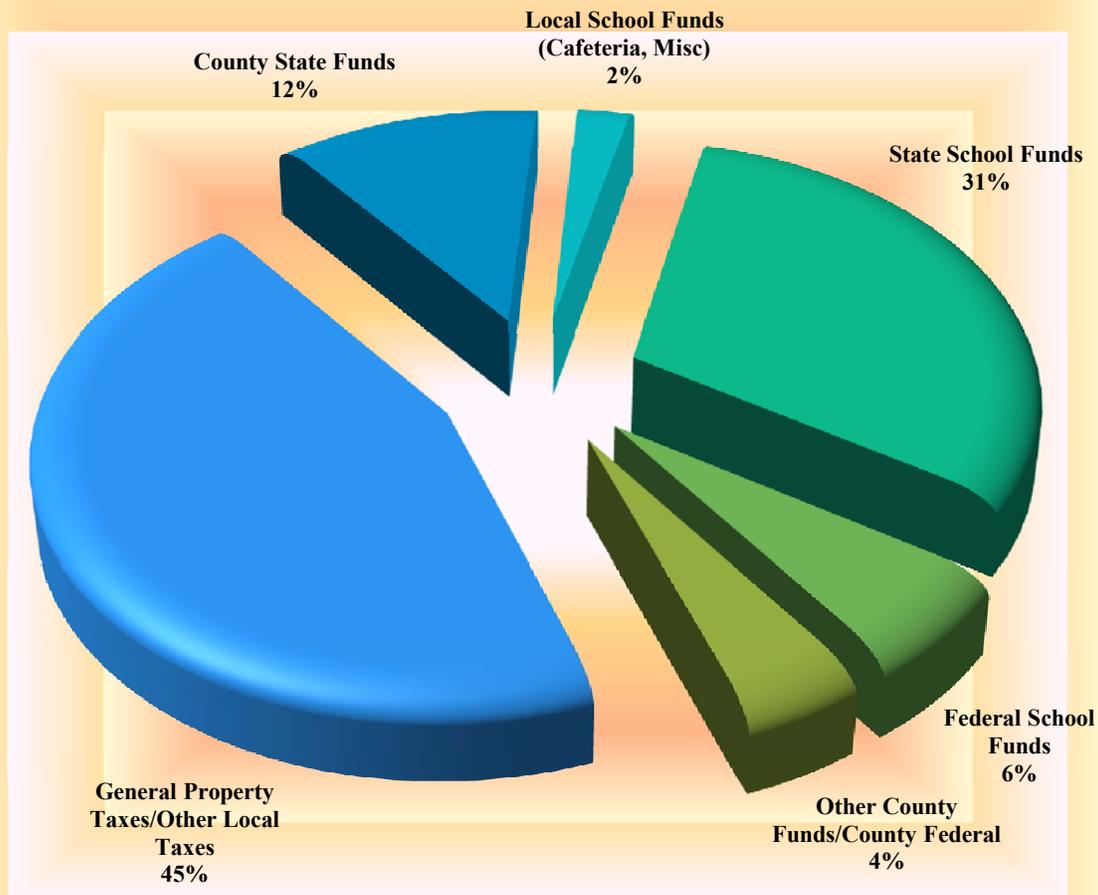
Franklin County, Virginia
Total Revenues - All Funds

Revenues	FY14-15	FY15-16	FY16-17
Function/Program	Actual	Budget	Adopted
Revenues From Local Sources:			
General Property Taxes	\$48,915,292	\$48,250,204	\$48,963,964
Other Local Taxes	11,416,848	11,250,734	11,467,814
Permits, Fees and Licenses	498,572	372,000	368,778
Fines and Forfeitures	110,271	110,000	50,000
Revenue From Use of Money & Property	678,054	600,000	785,212
Charges For Services	5,676,438	5,597,292	5,737,601
Miscellaneous Revenues	803,270	596,363	621,910
Recovered Costs	829,457	415,390	596,003
Revenues From Commonwealth of Virginia:			
School Funds	39,323,540	39,067,150	40,934,763
Public Assistance Revenue	4,548,726	4,565,484	4,641,665
Comprehensive Services Act	2,905,651	3,200,042	3,200,042
Shared Expenses - Constitutional Officers	4,386,259	4,422,535	4,387,533
Personal Property Tax Relief	2,626,618	2,626,618	2,626,618
Other Grants and State Shared Expenses	1,032,334	919,137	932,540
Revenue From Federal Government	7,739,212	8,593,430	8,248,830
From Fund Balance	2,560,844	635,276	846,593
Total Sources of Funding	\$134,051,386	\$131,221,655	\$134,409,866

Total Expenditures - All Funds

Expenditures	FY14-15	FY15-16	FY16-17
	Actual	Budget	Adopted
General Fund			
General Government Administration	\$4,324,376	\$4,237,200	\$4,293,914
Judicial Administration	2,565,126	2,631,199	2,714,453
Public Safety	12,648,035	12,915,616	13,226,513
Public Works	3,129,528	3,698,026	3,588,083
Health and Welfare	11,508,255	11,641,292	11,786,911
Parks, Recreation and Cultural	1,929,832	1,933,329	1,976,134
Community Development	2,715,402	2,878,056	2,866,548
Non Departmental	26,674	329,753	536,645
Debt Service	2,625,838	3,081,859	3,975,988
E911 Fund	921,919	978,666	977,663
Law Library	5,000	12,000	10,000
Capital Projects	7,819,287	3,235,501	3,235,501
Utilities	45,390	24,000	24,000
School Operating Fund	83,786,724	83,625,158	85,197,513
Total Expenditures	\$134,051,386	\$131,221,655	\$134,409,866

Adopted FY 2016-2017 County Revenues (Net of Interfund Transfers)



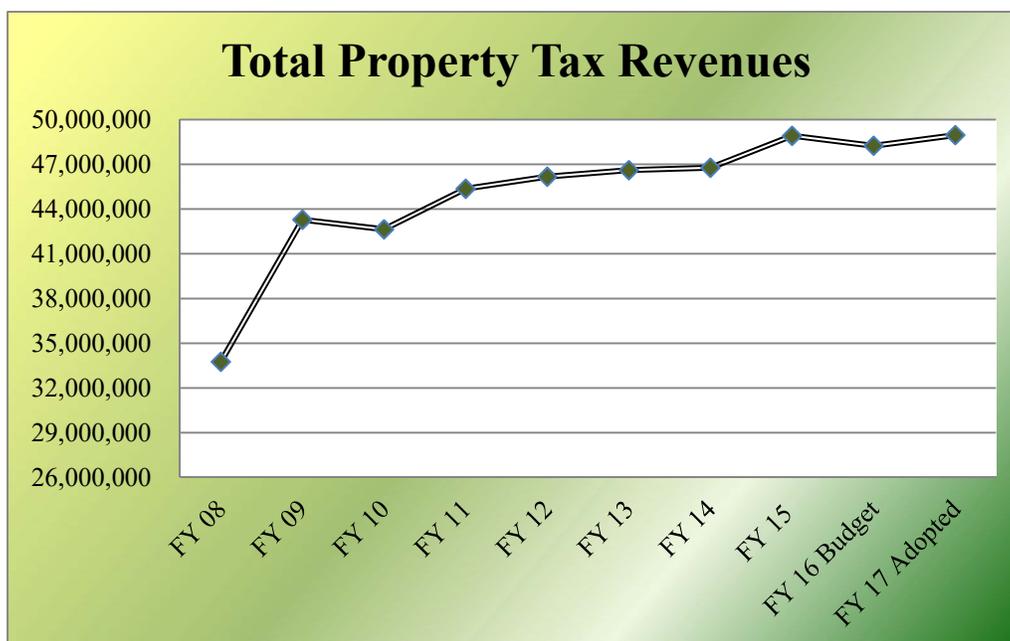
	<u>FY 15-16 Adopted</u>	<u>FY 16-17 Adopted</u>	<u>FY 15-16 / FY 16-17 Difference</u>	<u>FY 15-16 / FY 16-17 % Change</u>	<u>Percent of Total</u>
General Property Taxes/Other Local Taxes	59,512,938	60,431,778	918,840	1.54%	44.96%
County State Funds	15,728,816	15,793,398	64,582	0.41%	11.75%
Local School Funds (Cafeteria, Misc)	2,994,028	3,281,797	287,769	9.61%	2.44%
State School Funds	39,067,150	40,934,763	1,867,613	4.78%	30.46%
Federal School Funds	8,452,110	8,082,801	(369,309)	-4.37%	6.01%
Other County Funds/County Federal	5,466,613	5,885,329	418,716	7.66%	4.38%
Totals	131,221,655	134,409,866	3,188,211	2.43%	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 FY16-17 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 as the population of the County increases. \$48,963,965 is budgeted for General Property Taxes in the FY 16-17 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. Fieldwork was completed December 31, 2015, resulting in a slight overall decrease (less than 1%) in the evaluation of all County real property..

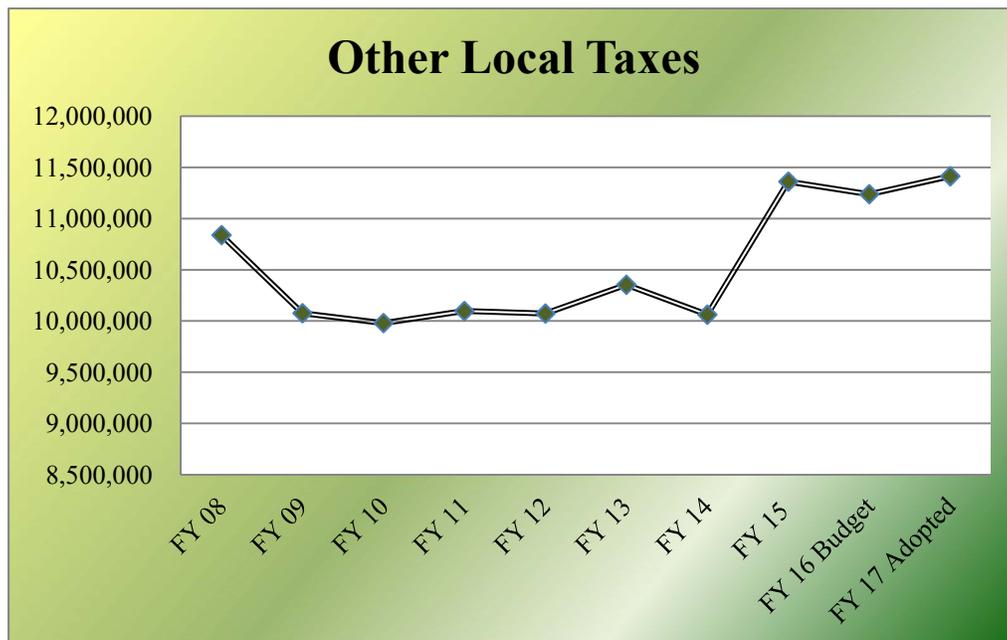
Other Local Taxes

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 FY16-17.

A total of \$11,413,814 is budgeted in FY16-17 in this revenue category. Vehicle license fee rates will not change for FY16-17.

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

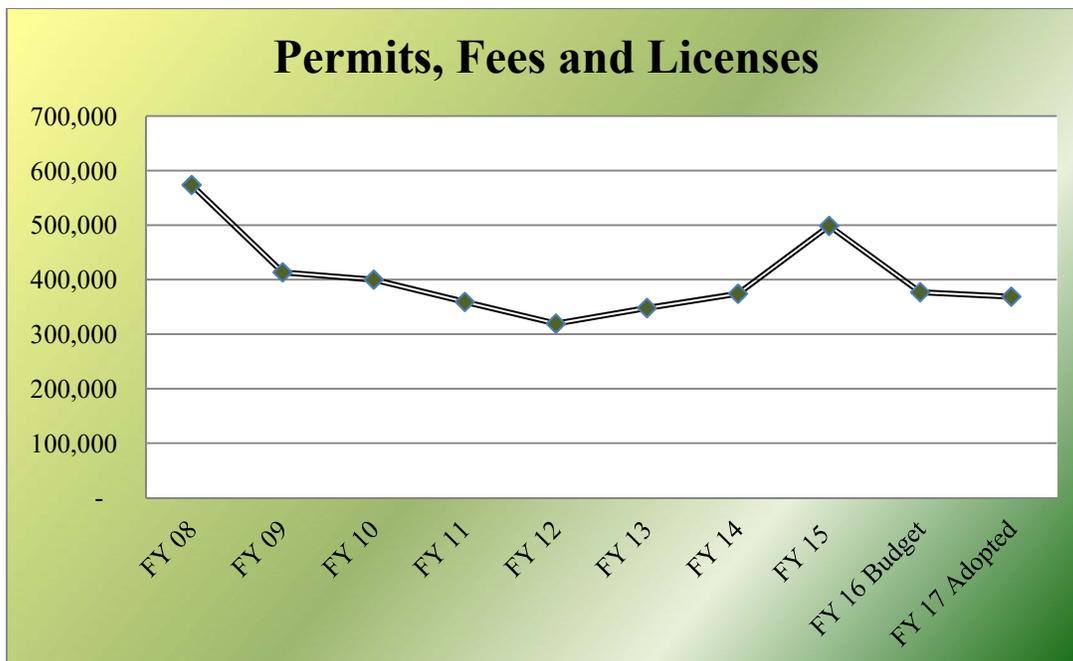


Permits, Fees and Licenses

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 \$368,778 for FY16-17. This amount has decreased slightly from FY15-16 mostly due to slow economy reflected in building and planning permits.

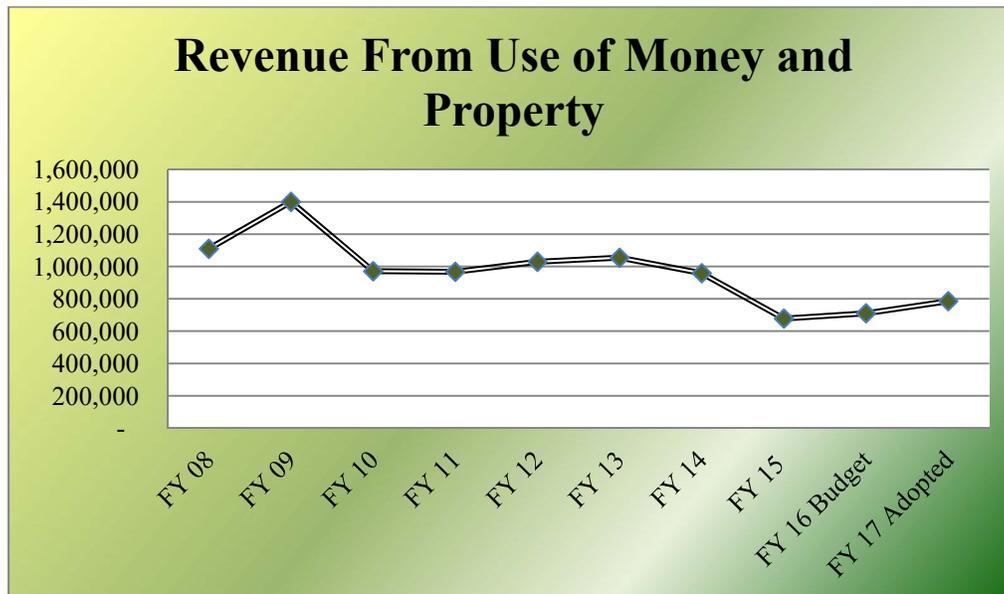


Revenue from the Use of Money and Property

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 \$785,212 is budgeted in this category for FY16-17 which is a small increase from FY15-16.

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.

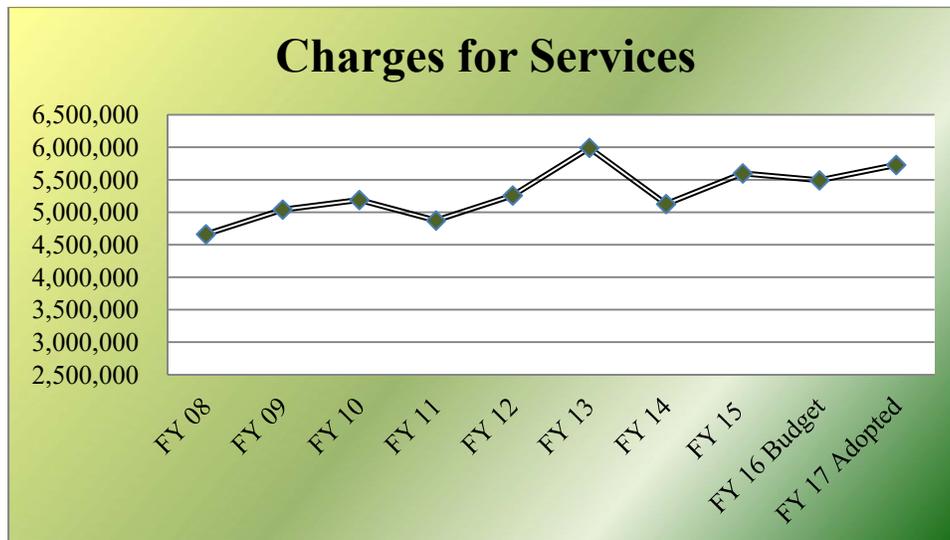


Charges for Services

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 \$5,737,601 is budgeted for FY16-17. This amount has increased from FY 15-16 mostly from the Schools additional funding for the Regional Adult Education Programs and additional cafeteria revenues.

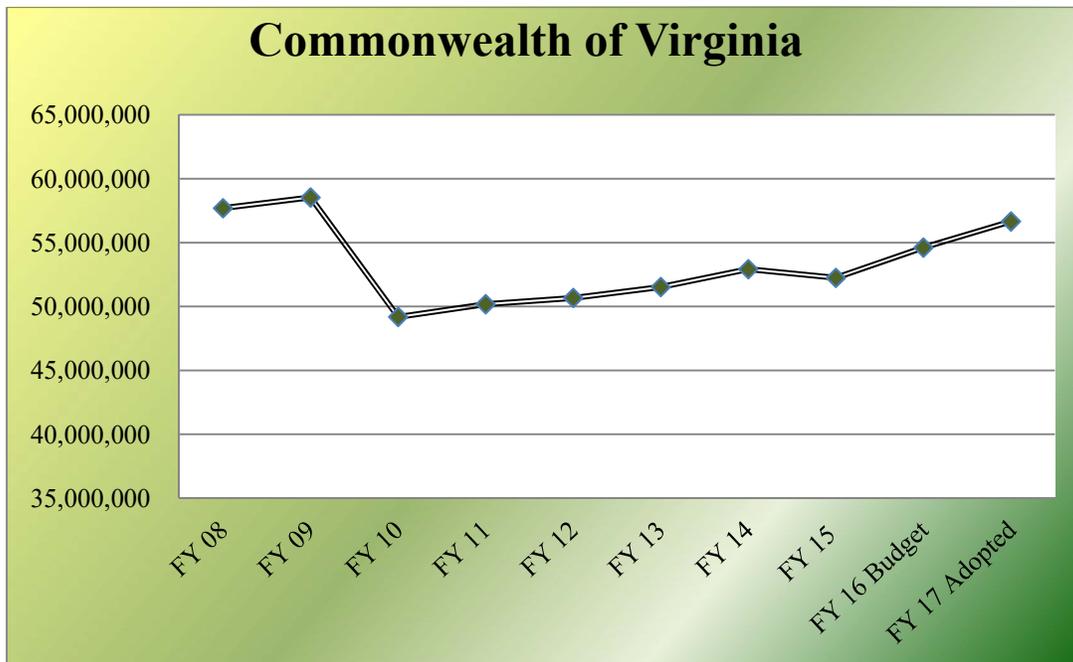


Revenue from the Commonwealth of Virginia

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 FY16-17.

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.

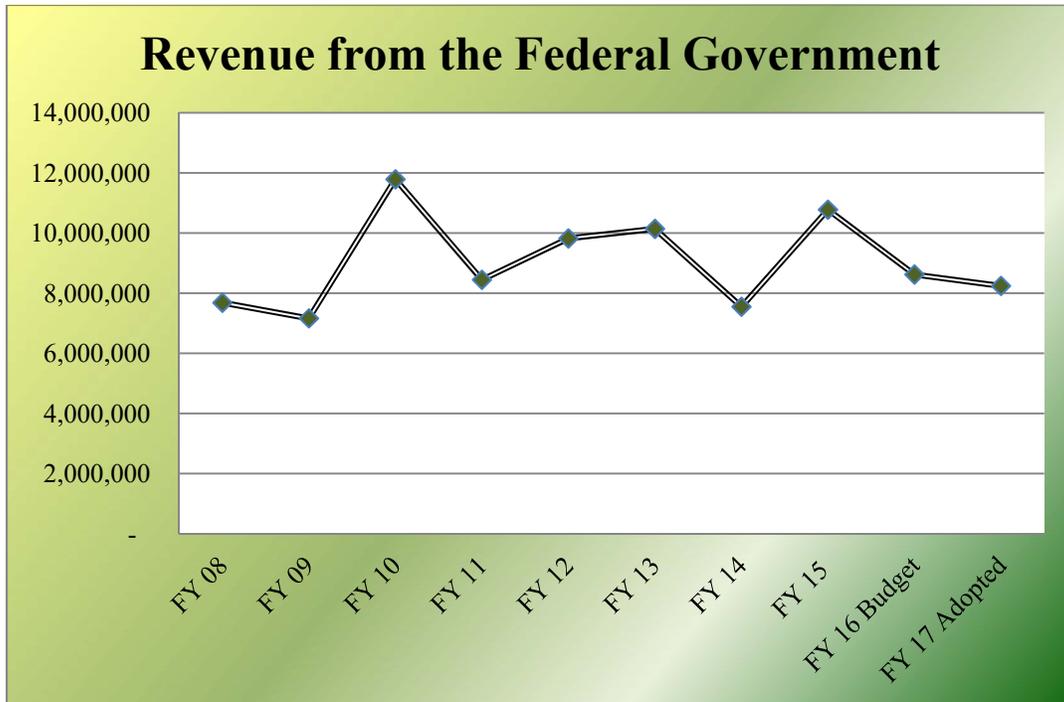


Revenue from the Federal Government

Federal revenue is primarily used to support the County’s School System. For FY16-17 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 FY16-17. The large spike in FY10 was the result of federal stimulus funds received by the County as well as additional grants for utility projects.

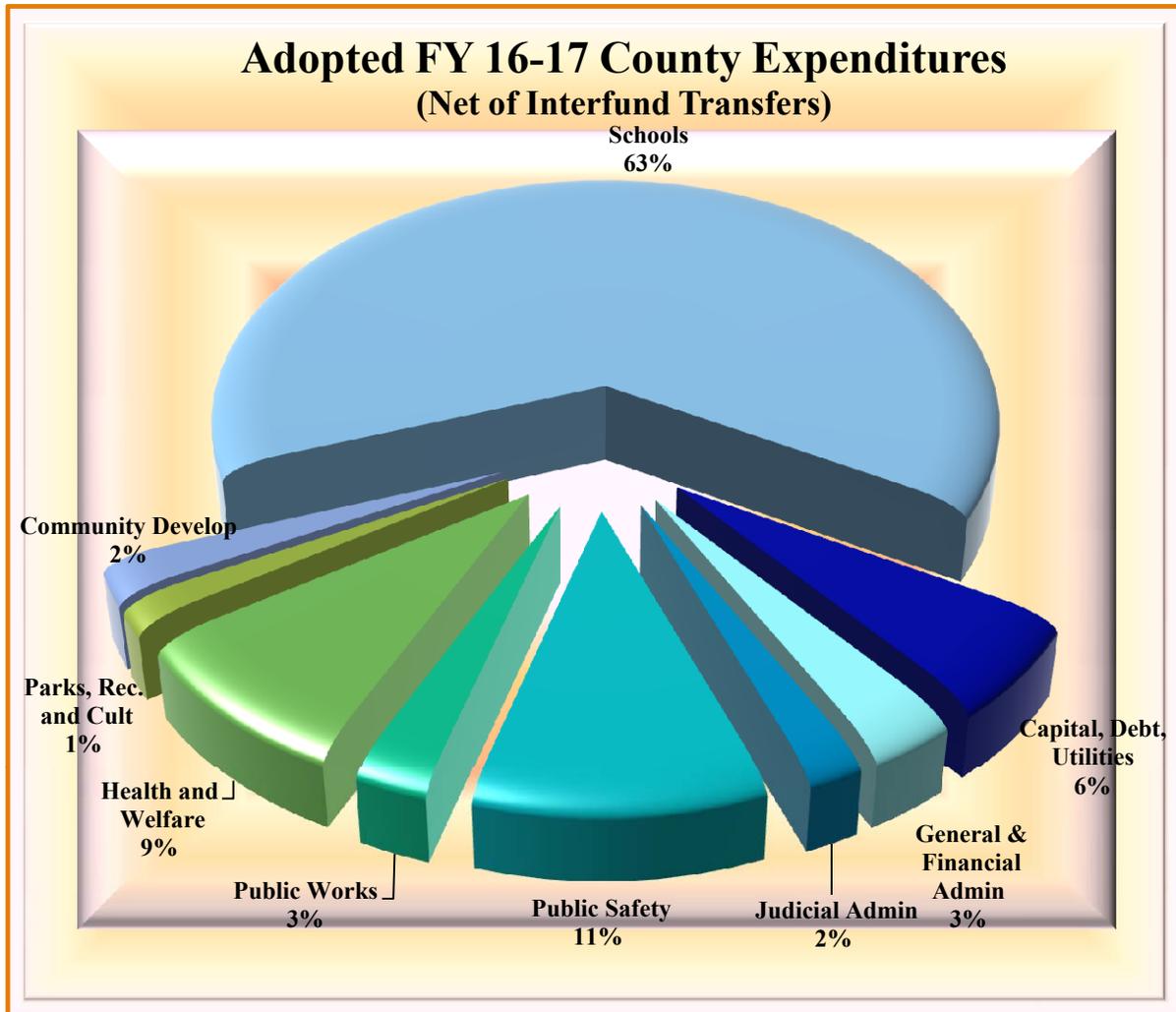


**Franklin County
Revenue Funding Crosswalk by Department**

This crosswalk is intended to show the funding sources for each of the major departments of the County for the adopted 2016-2017 budget.

General Fund Department	Revenues From Local Sources	Funding Source		
		State Revenues	Federal Revenues	Local School Revenues
General Government Administration				
Board of Supervisors	363,317			
County Administrator	402,698			
Commissioner of Revenue	447,782	168,503		
General Reassessment	150,000			
Treasurer	354,505	154,782		
Finance	782,569			
Information Services	1,177,637			
Registrar	248,121	44,000		
Judicial Administration				
Circuit Court	105,437			
General District Court	7,080			
Magistrate	2,000			
Juvenile and Domestic Relations Court	17,750			
Clerk of the Circuit Court	271,888	367,002		
Sheriff - Courts	725,303			
J and D Court Services	430,901			
Commonwealth's Attorney	201,783	585,309		
Public Safety				
Sheriff	4,993,435	3,092,977	17,000	
Building Inspections	499,094			
Animal Control	276,413			
Public Safety	4,182,010		34,584	
Public Works				
Public Works	214,436			
Solid Waste and Recycling	2,066,006			
General Properties	1,307,641			
Health and Welfare				
Health Department	370,000			
Social Services	1,386,471	4,641,665		
Health and Welfare Continued				
CSA - Youth Services	1,597,962	3,200,042		
Family Resource Center	81,509	176,974		
Contributions to Health and Welfare	109,511			

	Funding Source			
	Revenues From Local Sources	State Revenues	Federal Revenues	Local School Revenues
General Fund				
Aging Services	95,455	31,077	96,245	
Parks, Recreation and Cultural				
Parks and Recreation	1,046,040			
Library Administration	776,645	153,449		
Community Development				
Planning Agencies	594,529			
Planning and Community Development	541,050			
Economic Development	1,015,102			
Work Force Development Consortium	149,192	47,000		
Tourism Development	258,221			
GIS and Mapping	151,813			
Virginia Cooperative Extension	109,641			
Nondepartmental				
Nondepartmental	667,645			
Not Allocated to Specific Departments	(3,083,818)	3,065,618	18,200	
Total General Fund	25,094,774	15,728,398	166,029	0
Special Revenue Fund - E911	917,663	60,000		
Special Revenue Fund - Law Library	10,000			
Capital Projects	3,235,501			
Debt Service	3,975,988			
Utilities	24,000			
School Operating Fund	32,898,152	40,934,763	8,082,801	3,281,797
Total County	66,156,078	56,723,161	8,248,830	3,281,797



	<u>FY 15-16 Adopted</u>	<u>FY 16-17 Adopted</u>	<u>FY 15-16 / FY 16-17 Difference</u>	<u>% Change</u>	<u>Percent of Total</u>
General and Financial Admin	4,237,200	4,293,914	56,714	1.34%	3.19%
Judicial Admin	2,643,199	2,724,453	81,254	3.07%	2.03%
Public Safety	13,894,282	14,073,176	178,894	1.29%	10.47%
Public Works	3,698,026	3,588,083	(109,943)	-2.97%	2.67%
Health and Welfare	11,641,292	11,786,911	145,619	1.25%	8.77%
Parks, Recreation and Cult	1,933,329	1,976,134	42,805	2.21%	1.47%
Community Develop	2,878,056	2,866,548	(11,508)	-0.40%	2.13%
Schools	83,625,158	85,197,513	1,572,355	1.88%	63.39%
Capital, Debt, Utilities	6,671,113	7,903,134	1,232,021	18.47%	5.88%
Totals	<u>131,221,655</u>	<u>134,409,866</u>	<u>3,188,211</u>	<u>2.43%</u>	<u>100.00%</u>

Franklin County Expenditure Highlights Adopted FY 16-17 Budget

The adopted FY16-17 budget for Franklin County can best be described as a maintenance budget. The overall budget has only increased 2.4% 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:

- **Treasurer:** Increase of \$42,063 largely due to increased Department of Motor Vehicle registration holds that allows the County to collect delinquent taxes before the registration can be renewed. The cost of the hold is recovered as part of the delinquent tax collection.
- **Commissioner of Revenue:** A new position was approved in FY15-16 for January 2016. This will be the first full funding of this position resulting in an increase of \$21,069.

Judicial Administration:

- A slight overall increase is budgeted for this area as part time was increased in the Sheriff's Courts division 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 somewhat stabilized for the current fiscal year and is expected to remain fairly stable in the next fiscal year.
- **Public Safety Division:** Nine new full time EMS/Fire career staff added to staff two stations for 24 hour coverage for an increase of \$376,232. A new cost center has been established in FY15-16 to account for the operating expenses of the new radio system. This will be the first full year of new maintenance contract and rent expenses resulting in an increase of \$176,910.

Public Works:

- **General Properties:** An increase reflects an additional full time Custodian for cleaning of the Courthouse.

Health and Welfare:

- **Social Services:** Two new Family Service Specialist position have been added to the FY 16-17 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 \$30,791 for the next fiscal year in mandated expenditures.

Parks, Recreation and Cultural

- **Parks and Recreation:** A new position (Outdoor Recreation Manager) has been added to assist in promoting the outdoor amenities of the County and will be partially funded with additional user fee revenue.

Community Development:

- **Tourism:** A slight increase of \$56,396 as Marketing and County Fair funding is projected to increase.

Nondepartmental:

- **Nondepartmental:** This department will increase by \$337,892 to \$667,645 for FY16-17. This includes a reserve for health insurance increases and personnel reserve for salary adjustments and termination leave payouts.
- **Transfers to Other Funds:** Decrease of \$175,706. 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 decrease in FY16-17 is primarily in the County's support of the School System as one-time funding of \$635,276 was included in FY15-16 and is not budgeted to repeat in FY16-17. Other transfers remained at basically the same level as FY15-16.

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 \$547,741 for public safety and law enforcement apparatus, vehicles and improvements.
- Provides \$100,000 in local economic development funding incentives.
- Plans are being developed for a new Animal Shelter.

Schools:

- The Adopted FY16-17 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	363,317					
County Administrator	402,698					
Commissioner of Revenue	766,285					
Treasurer	509,287					
Finance	782,569					
Information Technology	1,329,450					
Registrar	292,121					
Courts	1,288,471					
Clerk of Court	638,890					
Commonwealth's Attorney	787,092					
Sheriff	8,103,412					
Building Inspections	499,094					
Public Safety	4,537,007					
Public Works	214,436					
Solid Waste and Recycling	2,066,006					
General Properties	1,263,641					
Social Services	6,507,647					
CSA - Youth Services	4,798,004					
Family Resource Center	258,483					
Aging Services	222,777					
Parks and Recreation	1,046,040					
Library Administration	930,094					
Planning and Community Development	1,245,220					
Economic Development	1,273,323					
Work Force Development Consortium	196,192					
Non Departmental	40,663,524					
Debt Service				3,975,988		
E911		977,663				
Law Library		10,000				
Capital Projects			3,235,501			
Utilities					24,000	
School Operating Fund						85,197,513
Total	80,985,080	987,663	3,235,501	3,975,988	24,000	85,197,513

Adopted Budget Total \$ 174,405,745
 Less Interfund Transfers \$ (39,995,879)

 Net County Budget \$ 134,409,866



Five Year Forecast

The chart on the next page outlines the County's Five Year Forecast of General Fund revenues and expenditures beginning with actual results for FY14-15, adopted budgets for FY15-16 and FY16-17 and then projections through FY 21-22. 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 \$639,490 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 \$49,197 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
Five Year Forecast - General Fund Only**

	14-15	15-16	16-17	17-18
<u>Major Revenue Category</u>	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Projected Budget</u>
General Property Taxes	48,915,292	48,250,204	48,963,964	49,208,784
Other Local Taxes	11,361,589	11,238,734	11,413,814	11,442,349
Permits, Licenses, Fees	498,572	372,000	368,778	368,778
Court Fines/Costs	110,271	110,000	50,000	50,000
Interest on Bank Deposits	678,054	600,000	785,212	600,000
Charges for Services	2,331,918	2,582,264	2,446,804	2,452,921
Miscellaneous/Recovered Costs	1,433,924	812,950	1,018,081	1,018,081
Commonwealth of Virginia	12,621,699	15,676,308	15,723,398	15,723,398
Federal Revenues	2,967,998	136,320	161,029	161,029
Fund Balance	283,539	635,276	0	-
Total General Fund	81,202,856	80,414,056	80,931,080	81,025,339
<u>Major Expenditure Category</u>				
General and Financial Administration	4,324,376	4,237,200	4,293,914	4,336,853
Judicial Administration	2,565,126	2,631,199	2,714,453	2,741,598
Public Safety	12,648,035	12,905,616	13,085,513	13,216,368
Public Works	3,129,528	3,686,026	3,544,083	3,579,524
Health and Welfare	11,508,255	11,641,292	11,786,911	11,904,780
Parks, Recreation and Cultural	1,929,832	1,933,329	1,976,134	1,995,895
Community Development	2,715,402	2,878,056	2,866,548	2,895,213
Nondepartmental	26,674	329,753	667,645	329,753
Transfers to Other Funds:				
Schools	32,720,571	33,111,870	32,898,152	33,227,134
Capital Projects	6,043,848	3,235,501	3,235,501	3,267,856
Debt Service	2,684,784	2,883,056	2,929,563	2,879,835
E911	889,425	926,158	917,663	926,840
Utilities	17,000	15,000	15,000	15,000
Total Transfers to Other Funds	42,355,628	40,171,585	39,995,879	40,316,664
Total General Fund	81,202,856	80,414,056	80,931,080	81,316,649
Surplus/(Deficit)	0	0	0	(291,309)
Surplus/(Deficit) as a Percentage of Operating Revenues	0.00%	0.00%	0.00%	-0.36%

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

<u>Major Revenue Category</u>	<u>18-19 Projected Budget</u>	<u>19-20 Projected Budget</u>	<u>20-21 Projected Budget</u>	<u>21-22 Projected Budget</u>
General Property Taxes	49,454,828	49,702,102	49,950,612	50,200,365
Other Local Taxes	11,470,954	11,499,632	11,528,381	11,557,202
Permits, Licenses, Fees	368,778	368,778	368,778	368,778
Court Fines/Costs	50,000	50,000	50,000	50,000
Interest on Bank Deposits	600,000	600,000	600,000	600,000
Charges for Services	2,459,053	2,465,201	2,471,364	2,477,542
Miscellaneous/Recovered Costs	1,018,081	1,018,081	1,018,081	1,018,081
Commonwealth of Virginia	15,723,398	15,723,398	15,723,398	15,723,398
Federal Revenues	161,029	161,029	161,029	161,029
Fund Balance	-	-	-	-
Total General Fund	81,306,121	81,588,221	81,871,643	82,156,396
<u>Major Expenditure Category</u>				
General and Financial Administration	4,380,222	4,424,024	4,468,264	4,512,947
Judicial Administration	2,769,014	2,796,704	2,824,671	2,852,917
Public Safety	13,348,532	13,482,017	13,616,837	13,753,006
Public Works	3,615,319	3,651,472	3,687,987	3,724,867
Health and Welfare	12,023,828	12,144,066	12,265,507	12,388,162
Parks, Recreation and Cultural	2,015,854	2,036,013	2,056,373	2,076,937
Community Development	2,924,166	2,953,407	2,982,941	3,012,771
Nondepartmental	329,753	329,753	329,753	329,753
Transfers to Other Funds:				
Schools	33,559,405	33,894,999	34,233,949	34,576,288
Capital Projects	3,300,535	3,333,540	3,366,875	3,400,544
Debt Service	2,879,835	2,879,835	2,879,835	2,879,835
E911	936,108	945,469	954,924	964,473
Utilities	15,000	588,054	588,054	588,054
Total Transfers to Other Funds	40,690,882	41,641,897	42,023,637	42,409,194
Total General Fund	82,097,569	83,459,353	84,255,970	85,060,554
Surplus/(Deficit)	(791,448)	(1,871,133)	(2,384,327)	(2,904,158)
Surplus/(Deficit) as a Percentage of Operating Revenues	-0.97%	-2.29%	-2.91%	-3.53%

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General Fund



General Fund Revenues	81
General Fund Expenditures	85
Board of Supervisors	88
County Administration	90
Commissioner of the Revenue	91
Treasurer	95
Finance	97
Information Technology	103
General Registrar	105
Clerk of the Circuit Court	107
Commonwealth’s Attorney	109
Sheriff	111
Building Inspections	116
Public Safety	118
Public Works	121
Solid Waste and Recycling	123
General Properties	126
Social Services	128
C.S.A.	131
Family Resource Center	133
Aging Services	135
Parks and Recreation	137
Library	141
Planning & Cmty Development	145
Economic Development	147
GIS	149
The Franklin Center	151
Transfers to Other Funds	154



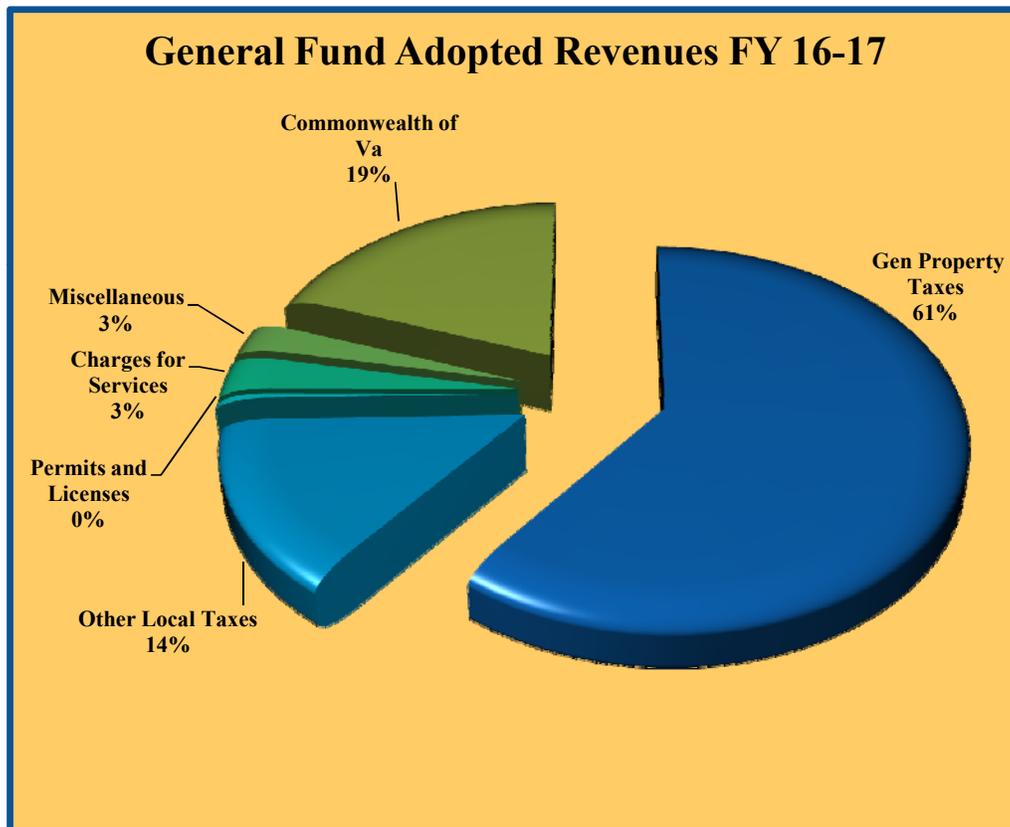
**Franklin County
General Fund Revenue Summary**

	<u>Actual</u> <u>14-15</u>	<u>Adopted</u> <u>Budget</u> <u>15-16</u>	<u>Adopted</u> <u>Budget</u> <u>16-17</u>	<u>15-16 Adopted to</u> <u>16-17 Adopted</u> <u>Increase</u> <u>(Decrease)</u>	<u>Adopted to</u> <u>Adopted</u> <u>Percent</u> <u>Incr/Decr</u>
General Property Taxes					
Real Estate Taxes (Current)	35,058,144.62	34,967,596	35,171,923	204,327	0.58%
Real Estate Taxes (Delinquent)	1,015,459.66	750,000	750,000	0	0.00%
Roll Back Taxes (All)	28,128.26	15,000	15,000	0	0.00%
Public Service Corp. (Current)	969,009.76	969,067	996,113	27,046	2.79%
Personal Property Taxes (Cur)	8,771,400.75	9,101,086	9,253,620	152,534	1.68%
Personal Property Taxes (Del)	683,344.04	250,000	300,000	50,000	20.00%
Mobile Home Taxes (Current)	193,029.25	181,801	200,000	18,199	10.01%
Mobile Home Taxes (Delinquent)	34,259.92	20,000	20,000	0	0.00%
Machinery & Tools Taxes Cur	701,885.43	688,654	832,741	144,087	20.92%
Merchants Capital Taxes Cur	675,220.67	675,000	724,567	49,567	7.34%
Penalties (All Taxes)	495,247.05	632,000	486,643	(145,357)	-23.00%
Interest (All Taxes)	263,205.26	0	213,357	213,357	
Interest - Clerk Of Court	3,367.14	0		0	
Total Gen Property Taxes	48,915,291.56	48,250,204	48,963,964	713,760	1.48%
Other Local Taxes					
Local Sales Tax	4,222,615.46	4,125,000	4,266,691	141,691	3.43%
Consumers Utility Taxes	979,526.80	975,000	980,000	5,000	0.51%
County Business Licenses	4,078.66	4,700	4,000	(700)	-14.89%
Utility License Tax	239,118.01	225,000	237,000	12,000	5.33%
Communications Tax	2,213,616.55	2,244,962	2,175,654	(69,308)	-3.09%
Motor Vehicle License Fees	1,930,605.21	2,024,637	1,970,318	(54,319)	-2.68%
Bank Stock Taxes (Franchise)	188,099.92	128,791	180,000	51,209	39.76%
Grantee Tax On Deeds (Clerk)	452,036.94	425,000	455,000	30,000	7.06%
Transient Occupancy Tax 2%	35,189.69	34,000	35,000	1,000	2.94%
Transient Occupancy Tax 3%	52,850.70	51,644	52,000	356	0.69%
Food & Beverage (Meals Tax)	1,043,850.78	1,000,000	1,058,151	58,151	5.82%
Total Other Local Taxes	11,361,588.72	11,238,734	11,413,814	175,080	1.56%
Permits and Licenses/Fees					
Planning & Zoning Fees	46,721.70	52,500	38,000	(14,500)	-27.62%
Erosion Control Permits	12,490.00	10,000	12,500	2,500	25.00%
Septic Tank Pump Out Reg Fees	3,420.00	4,000		(4,000)	-100.00%
Stormwater Mgmt Fees	13,986.00	25,000	14,000	(11,000)	-44.00%
Transfer Fees	2,045.92	5,000	2,048	(2,952)	-59.04%
Building Permit Fees	260,585.00	250,500	250,230	(270)	-0.11%
Dog Licenses	27,908.00	30,000	28,000	(2,000)	-6.67%
Total Permits and Licenses	498,571.93	377,000	368,778	(8,222)	-2.18%
Court Fines And Costs	110,270.61	110,000	50,000	(60,000)	-54.55%
Revenue From Money & Property					
Interest On Bank Deposits	565,544.46	600,000	620,000	20,000	3.33%
Rent On County Property	101,760.00	110,560	105,212	(5,348)	-4.84%

	Actual 14-15	Adopted Budget 15-16	Adopted Budget 16-17	15-16 Adopted to 16-17 Adopted Increase (Decrease)	Adopted to Adopted Percent Incr/Decr
Armory Rent	0.00	0		0	
Tower Sites Lease Revenue	0.00	0	60,000	60,000	
Rent - Hunt	4,550.00	0		0	
Rent - Daily Grind	6,200.00	0		0	
Rent - Step	0.00	0		0	
Total Rev Money & Property	678,054.46	710,560	785,212	74,652	10.51%
Charges for Services					
Sale Of Maps And Code	414.25	700	540	(160)	-22.86%
Excess Fees Clerk Of Court	717.59	32,000	9,000	(23,000)	-71.88%
Concealed Weapon Charge	26,932.50	33,000	43,000	10,000	30.30%
Dna Sample Of Felons	796.38	0		0	
Clerk - Sale Of Copies	6,690.19	11,000	5,504	(5,496)	-49.96%
Local Probate Tax	17,261.80	18,000	18,000	0	0.00%
Commonwealth Attorney Fees	7,080.07	5,000	5,000	0	0.00%
Local Dui Charges	0.00	0		0	
Court Costs-Sheriffs Fees	3,273.16	0		0	
Local Booking Fee	6,624.06	5,000	4,633	(367)	-7.34%
Courthouse Security Fee	71,326.96	66,000	58,242	(7,758)	-11.75%
Non Consecutive Jail Days	6.64	0		0	
Care Of Prisoners	0.00	5,000		(5,000)	-100.00%
Animal Adoption Fees	2,265.00	3,000	2,093	(907)	-30.23%
Animal Boarding Fees	1,764.75	2,000	3,558	1,558	77.90%
Rabies Clinic Fees	0.00	3,000		(3,000)	-100.00%
Ems Billing Revenue	1,114,096.96	1,294,564	1,294,564	0	0.00%
Radio System Access Fees	0.00	0		0	
Private Landfills	20,702.85	0	18,170	18,170	
Waste Disposal Charges	811,320.21	875,000	800,000	(75,000)	-8.57%
Recreation Fees	183,931.68	100,000	140,000	40,000	40.00%
Library Fees Fines Charges	47,362.51	35,000	35,000	0	0.00%
Franklin Ctr Comm/Building Use	9,350.81	9,500	9,500	0	0.00%
Bulk Water Sales	0.00	0		0	
Total Charges for Services	2,331,918.37	2,497,764	2,446,804	(50,960)	-2.04%
Miscellaneous					
Concession Sales--Courthouse	0.00	0		0	
Sale Of Materials And Supplies	0.00	0		0	
Sale Of Salvage And Surplus	0.00	0		0	
Sale Of Property	0.00	0		0	
Expenditure Refunds	310,758.00	195,000	244,735	49,735	25.51%
Gifts & Donat - Priv Source	3,981.50	0		0	
Service Charges - Rtnl Checks	315.00	0		0	
Svc Chgs: Tax Liens, Judgts	27,288.66	0		0	
Dmv Stop Fees	31,594.52	12,000	42,780	30,780	256.50%
Miscellaneous	0.00	0		0	
Credit Card Fees	10,946.48	0	15,000	15,000	
Sale Of Bicentennial Books	62.60	0		0	
Tax Sales Unclaimed Funds	87,256.10	0		0	

	Actual 14-15	Adopted Budget 15-16	Adopted Budget 16-17	15-16 Adopted to 16-17 Adopted Increase (Decrease)	Adopted to Adopted Percent Incr/Decr
School Donations	270.00	0		0	
Filing Fees	677.20	0		0	
PEG Funds (Shentel)	0.00	0		0	
Insurance Proceeds	0.00	0		0	
Jail Pay Phone Commission	16,070.97	13,000	13,000	0	0.00%
Off Duty Pay Sheriff Deputies	56,153.42	40,000	55,300	15,300	38.25%
Animal Shelter Donations	3,598.90	0		0	
Sale Of Recycled Goods	12,031.29	29,000	13,800	(15,200)	-52.41%
United Fund - Fam Resource Ctr	0.00	0		0	
Other Community FRC Donations	19,832.48	30,500	27,463	(3,037)	-9.96%
Agng Cash Proj Income-Donation	3,502.60	12,000	2,000	(10,000)	-83.33%
Aging Svcs Local Billing	6,655.45	0	3,000	3,000	
Aging-Long-Term Care Fds/PP	13,472.30	0	5,000	5,000	
Total 26 Miscellaneous	604,467.47	331,500	422,078	90,578	27.32%
Recovered Costs					
Rec Cost-Blue Ridge Soil Water	220,115.59	217,090	228,763	11,673	5.38%
Refund - Health Department	16,859.43	17,058	16,000	(1,058)	-6.20%
Recov Costs School Res Ofcrs	86,658.00	86,658	86,658	0	0.00%
Radio System from Town,Ferrum College			40,712	40,712	
Court Reporting Fees	48,870.00	60,000	48,870	(11,130)	-18.55%
Shared Expenses - Jail Costs	152,024.28	130,000	140,000	10,000	7.69%
Vpa Refunds	59,028.10	35,000	35,000	0	0.00%
Total Recovered Costs	829,456.54	545,806	596,003	50,197	9.20%
Commonwealth of Virginia					
Motor Vehicle Carrier Tax	41,742.62	42,500	40,000	(2,500)	-5.88%
Mobile Home Titling Tax	82,381.64	75,000	76,000	1,000	1.33%
Motor Vehicle Rental Tax	39,641.42	50,000	38,000	(12,000)	-24.00%
Grantor Tax On Deeds (Clerk)	130,760.36	125,000	125,000	0	0.00%
Personal Property Tax Relief	2,626,617.81	2,626,618	2,626,618	0	0.00%
Recordation Taxes - State	161,935.74	160,000	160,000	0	0.00%
Shared Expenses - COR	160,544.32	162,620	168,503	5,883	3.62%
Shared Expenses - Treasurer	147,267.92	148,726	154,782	6,056	4.07%
Shared Expenses - Registrar	44,624.85	42,000	44,000	2,000	4.76%
Va Juv Cmty Crime Control Act	20,683.00	20,040	20,040	0	0.00%
Shared Expenses - Clerk Of Cou	369,216.64	356,456	367,002	10,546	2.96%
Shared Expenses - Comm Atty	569,323.01	562,020	585,309	23,289	4.14%
Shared Expenses - Sheriff	2,943,258.02	3,020,713	3,067,937	47,224	1.56%
State Social Services	1,769,487.69	4,565,484	4,641,665	76,181	1.67%
Comprehensive Services Act	2,905,650.72	3,200,042	3,200,042	0	0.00%
Frc-Fam Violence Prev Svcs Act	147,594.67	169,438	176,974	7,536	4.45%
Aging Va GA Trans Fds/Match	19,514.67	19,202	31,077	11,875	61.84%
Library Grants	148,645.68	153,449	153,449	0	0.00%
Work Force Development Grants	60,315.00	47,000	47,000	0	0.00%
Total Commonwealth of Va	12,621,699.45	15,546,308	15,723,398	177,090	1.14%

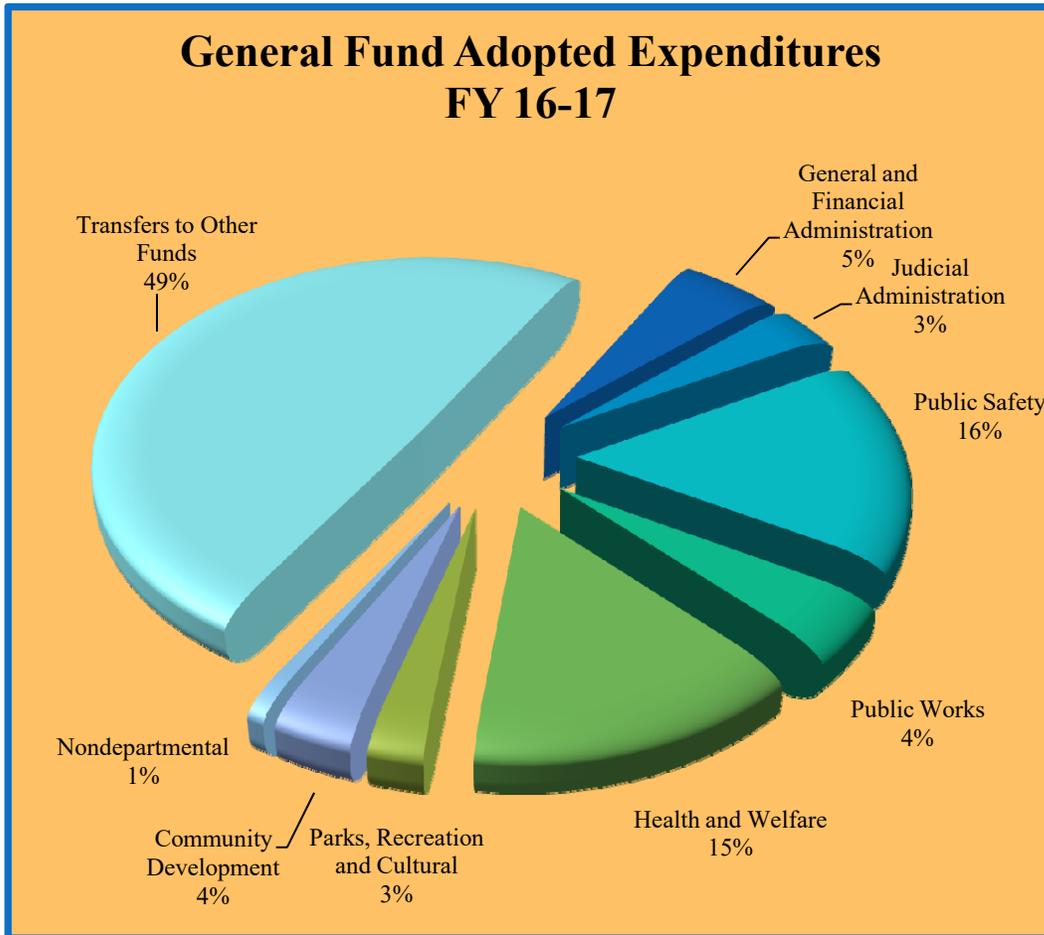
	Actual 14-15	Adopted Budget 15-16	Adopted Budget 16-17	15-16 Adopted to 16-17 Adopted Increase (Decrease)	Adopted to Adopted Percent Incr/Decr
Federal Government					
Park Land - Payment In Lieu Of	16,592.00	18,200	18,200	0	0.00%
Title III Older Americans Act	37,122.28	0	41,959	41,959	
Drug Enhancement Grant	29,636.54	12,000	12,000	0	0.00%
Emergency Grants (Fema)	36,498.00	34,584	34,584	0	0.00%
Medicaid	57,758.40	106,120	36,346	(69,774)	-65.75%
Senior Transportation Grant	0.00	0	7,940	7,940	
Trans SAAA FFS Rev	0.00	0	10,000	10,000	
Total Federal Govt	2,967,998.18	170,904	161,029	(9,875)	-5.78%
Transfers/Beginning Balance					
Beginning Balance	0.00	635,276		(635,276)	-100.00%
Total Transfers, Beg Bal	-88,820.73	635,276	0	(635,276)	-100.00%
Total General Fund	80,830,496.56	80,414,056	80,931,080	517,024	0.64%



**Franklin County
Summary of General Fund Expenditures by Department**

	14-15 Actual	15-16 Adopted	16-17 Adopted
General Government Administration			
Board of Supervisors	338,693	363,940	363,317
General and Financial Administration			
County Administrator	447,371	431,089	402,698
Commissioner of Revenue	607,550	595,663	616,285
Reassessment	339,651	150,000	150,000
Treasurer	482,038	467,224	509,287
Finance	288,945	255,257	256,904
Risk Management	330,802	395,221	400,111
Human Resources	173,885	124,025	125,554
Information Technology	1,123,596	1,164,237	1,177,637
Registrar	191,847	290,544	292,121
	4,324,376	4,237,200	4,293,914
Judicial Administration			
Circuit Court	107,000	106,920	105,437
General District Court	6,841	7,080	7,080
Magistrate	601	2,000	2,000
Juvenile and Domestic Relations Ct	17,486	17,150	17,750
Clerk of the Circuit Court	673,221	645,835	638,890
Sheriff - Courts	519,280	613,361	725,303
Juvenile Court Services	442,256	429,288	430,901
Commonwealth Attorney	798,441	809,565	787,092
	2,565,126	2,631,199	2,714,453
Public Safety			
Sheriff	4,018,434	4,381,797	4,134,070
Corrections	4,131,389	4,050,951	3,959,342
Building Inspections	473,936	540,524	499,094
Animal Control	272,787	268,892	276,413
EMS Billing	1,333,912	1,294,564	1,294,564
Public Safety	2,417,577	2,368,888	2,922,030
	12,648,035	12,905,616	13,085,513
Public Works			
Road Viewers	0	450	0
Public Works	217,734	235,288	214,436
Solid Waste and Recycling	1,820,540	2,197,051	2,066,006
General Buildings and Grounds	1,091,253	1,253,237	1,263,641
	3,129,528	3,686,026	3,544,083
Health and Welfare			

	14-15	15-16	16-17
	Actual	Adopted	Adopted
Health Department	338,705	338,705	370,000
Contributions to Health and Welfar	182,596	107,596	109,511
Social Services	5,787,980	5,933,689	6,028,136
CSA - Youth Services	4,735,996	4,767,213	4,798,004
Family Resource Center	269,592	261,665	258,483
Aging Services	193,385	232,424	222,777
	11,508,255	11,641,292	11,786,911
Parks, Recreation and Cultural			
Parks and Recreation	981,839	993,067	1,046,040
Libraries	947,993	940,262	930,094
	1,929,832	1,933,329	1,976,134
Community Development			
Planning Agencies/Contributions	608,316	573,839	594,529
Planning and Community Developpr	555,592	585,312	541,050
Economic Development	801,087	1,054,372	1,015,102
Franklin Center	205,694	199,234	196,192
Tourism Development	308,553	201,825	258,221
GIS and Mapping	142,809	159,082	151,813
Virginia Cooperative Extension	93,350	104,392	109,641
	2,715,402	2,878,056	2,866,548
Nondepartmental	26,674	329,753	667,645
Transfers to Other Funds			
Schools - Operations	30,035,366	30,674,665	30,504,781
Schools - Debt Service	2,650,459	2,402,459	2,355,952
Schools - Canneries	34,746	34,746	37,419
Schools - Carryovers	0		0
County Capital: School Projects	1,220,000	1,220,000	1,220,000
Debt Service	2,684,784	2,883,056	2,929,563
E911	889,425	926,158	917,663
Utilities	17,000	15,000	15,000
County Capital Projects	4,823,848	2,015,501	2,015,501
Total Transfers	42,355,628	40,171,585	39,995,879
Total General Fund	81,202,855	80,414,056	80,931,080



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.

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

- 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

Board of Supervisors



Performance Measures

	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
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%

Budget Strategies

The Clerk's office will continue to attempt to create opportunities to find cost-effective and creative methods for achieving its goals in a continued professional manner.

<u>Board of Supervisors Appropriations</u>				
<u>Description</u>	<u>Actual FY14-15</u>	<u>Budget FY15-16</u>	<u>Adopted FY16-17</u>	<u>Change 2016 to 2017</u>
Personnel	114,698	150,090	147,167	-1.95%
Operating	223,995	213,850	216,150	1.08%
Total	338,693	363,940	363,317	-0.17%
Positions	1	1	1	0



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.

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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Annual Budget Submittal	100%	100%	100%	100%	100%
Issue Tracker Request (completed on time)	100%	100%	100%	100%	100%

Budget Strategies

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

County Administration Appropriations				
Description	Actual FY14-15	Budget FY15-16	Adopted FY16-17	Change 2016 to 2017
Personnel	428,376	406,089	347,698	-14.38%
Operating	18,995	25,000	25,000	0.00%
Total	447,371	431,089	372,698	-13.54%
Positions	3	3	3	0



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.

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.

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

Commissioner of the Revenue

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.

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

Commissioner of the Revenue

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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
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...	181,850	195,080	196,000 (estimate)	207,669	338,869
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 for GIS, print and mail revalidation forms, cover letters, proof deeds transfers, wills etc., print and file new	66,717	65,742	65,000 (estimate)	65,975	127,529

Commissioner of the Revenue



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.					
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<u>Commissioner of the Revenue Appropriations</u>				
<u>Description</u>	<u>Actual FY14-15</u>	<u>Budget FY15-16</u>	<u>Adopted FY16-17</u>	<u>Change 2016 to 2017</u>
Personnel	540,483	523,757	542,379	3.56%
Operating	406,718	221,906	223,906	0.90%
Total	947,201	745,663	766,285	2.77%
Positions	9	10	10	0



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.

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 11-12	FY 12-13	FY 13-14	FY14-15	FY15-16
Tax Collection rate	96%	97%	97%	97%	*97%
Average Return on Investments	2.50%	2.50%	2.50%	1.50%	*1.50%

* Estimated

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.

Treasurer's Office Appropriations				
Description	Actual FY14-15	Budget FY15-16	Adopted FY16-17	Change 2016 to 2017
Personnel	382,554	383,559	378,022	-1.44%
Operating	99,484	83,665	131,265	56.89%
Total	482,038	467,224	509,287	9.00%
Positions	6	6	6	0



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.

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

Monitor matters of financial planning and capital financing to ensure that resources are being allocated to best serve the needs of the County citizens.

- Make recommendations regarding the County's debt policy and monitor County debt capacity with the goal of maintaining the County's General Obligation bond ratings at AA+ and Aa2 by Standard & Poor's and Moody's Investors Services respectively.
- Ensure timely payments of principal, interest and fees for County bond issues.

Finance

Financial Systems

To continually maintain and improve the financial management systems, which are to be used in accordance with sound principles of internal control, minimizing inefficiencies or redundancies and assuring the integrity of data used by the public, the governing body and departments.

- Serve as liaison with the Information Technology staff to relay needs and participate in system upgrades and problem resolutions for the Accounting, Purchasing, Payroll, Financial Reporting, Fixed Assets, Accounts Receivable and other software programs that interface into the major systems.
- Provide training programs on the accounting system, reporting system and other systems to County and School.

Internal Control and Compliance

Evaluate the adequacy of internal control and compliance as related to the new statements of auditing standards and revised government auditing standards.

- Conduct monthly audits of over 40 County purchasing cards.
- Randomly perform internal reviews concerning compliance with policies and procedures and accuracy of transaction in the area of payroll, cash receipts and disbursements, information technology access controls, fixed assets, grant management and record retention.

Accounts Payable

Provide efficient and cost effective accounts payable service that is responsive to County and School needs.

- Utilize technology such as accounting and document imaging software to process payments and achieve efficiencies and cost savings.
- Interpret and comply with privacy issues and regulatory requirements relating to vendor information and 1099 reporting.

Payroll

Provide efficient and cost effective payroll service that is responsive to County and School needs.

- Prepare monthly payroll on time with no substantial errors in accordance with applicable laws and regulations for County and fiscal agency employees.
- File all federal, state and other reports by required deadlines.
- 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,

Finance

-
- 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Number of training sessions held annually for the departmental end users	2	2	2	10	4
Number of departmental internal control/compliance reviews conducted	3	3	3	3	3
Average number of purchasing cards audited monthly	40	40	40	40	46
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	39,655	39,277	38,019	35,380	40,152
Number of Invitations for Bid, Request for Proposals & Request for Quotations	20	14	16	16	18
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%	2%	1%
Receipt of the GFOA certificate for excellence in financial reporting	Yes	Yes	Yes	Yes	Pending
County bond rating (Moody's Investor Service)	Aa2	Aa2	Aa2	Aa2	Aa2
County bond rating (Standard & Poor's)	AA-	AA-	AA+	AA+	AA+

Finance

Budget Strategies

The Finance Department will provide basic services to customers including vendors, citizens and departments with administering and properly accounting for all County and School funds in accordance with generally accepted accounting principles.

Finance staff will produce the Comprehensive Annual Financial Report that was again recognized for excellence in financial reporting by the Governmental Finance Officers Association (GFOA). This designation represents many hours of work dedicated to producing a document that is usable by citizens at large. More importantly, information contained in the CAFR is critical to management and visionary decision making processes. Criteria for receiving the GFOA recognition include accurate and relevant financial statements, compliance to all applicable GASB, state and federal reporting requirements and adherence to a GFOA established reporting format.

Staff of the Finance Department will provide grant administration, compliance monitoring and reporting for County grants.

Accounts Payable will process vendor invoices for all the County departments as well as the fiscal agents in a cost-effective and efficient manner. Staff ensures the accuracy of all payments prior to the bi-monthly check disbursement.

Payroll is responsible for the timely and accurate processing of all County payrolls. The Payroll staff will provide cost effective payroll service to the County and all the fiscal entities. Staff implemented the Virginia Retirement System Hybrid Plan which changed processes for retirement payments and disability. The Payroll staff continues to evaluate the benefits of department time entry.

Purchasing is a centralized authority for the acquisition of materials, equipment and services for the County. Purchasing promotes the County's best interest by providing a professional purchasing system of quality and integrity whereby all persons involved in public purchasing are treated fairly and equitable. In addition, Purchasing provides these services to all entities/organizations for whom the County serves as fiscal agent.

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.

Finance

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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.

Finance Department Appropriations				
Description	Actual FY14-15	Budget FY15-16	Adopted FY16-17	Change 2016 to 2017
Personnel	587,202	518,357	519,533	0.23%
Operating	206,429	256,146	263,036	2.69%
Total	793,631	774,503	782,569	1.04%
Positions	4	4	4	0



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.

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 through out the County.

Performance Measures

Type	Average Response Time (In Days)				
	FY 11-12	FY 12-13	FY13-14	FY14-15	FY15-16
Tech Support	5	5	3	4	2
Telephone	4	4	3	3	1
Operations	0	0	0	0	0
Applications	14	13	7	10	1
Web	1	1	1	1	1
GIS	9	9	7	7	1
Overall Average Response	5.5	5.3	3.5	4.2	1.0

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.

Information Technology

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.

<u>Information Technology Appropriations</u>				
<u>Description</u>	<u>Actual FY14-15</u>	<u>Budget FY15-16</u>	<u>Adopted FY16-17</u>	<u>Change 2016 to 2017</u>
Personnel	706,512	691,637	683,786	-1.14%
Operating	417,084	472,600	493,851	4.50%
Total	1,123,596	1,164,237	1,177,637	1.15%
Positions	10	10	10	0



General Registrar

Mission Statement

The Registrar's Office Customer Service Mission is 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. The Registrar's Office will accomplish their Customer Service Mission by embracing Franklin County's Customer Service Philosophy and Core Values. The Registrar's Office will be supportive, respectful and empathetic to the voter's individual needs and requests whether they are registering, requesting an absentee ballot, changing an address or requesting information. The Registrar's office will strive to exceed voters expectations by providing information, listening effectively and building relationships by educating voters on required process and procedures to exercise their right to vote in Virginia in the various types of elections.

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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Registered Voters	35,026	35,282	35,235	35,363	35,805
Officials Trained (100+ for each Federal, State and Local Election)	100%	100%	100%	100%	100%
VERIS Stats (Virginia Election Registration Information System)	26,841	42,718	13,063	27,521	29,018
Absentee Mail/Person	747	2,201	684	777	1,291
Total Number Voted	22,395	26,848	17,555	16,727	46,100
Candidate Processing (Local)	37	15	29	25	34

General Registrar

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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. Implementation of Electronic Poll Books.
- 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.
- Additional voting machine storage space and installing counter space for the office lobby area.

Long-Term:

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

<u>Voter Registrar Appropriations</u>				
<u>Description</u>	<u>Actual FY14-15</u>	<u>Budget FY15-16</u>	<u>Adopted FY16-17</u>	<u>Change 2016 to 2017</u>
Personnel	158,886	203,289	217,732	7.10%
Operating	32,961	87,255	74,389	-14.75%
Total	191,847	290,544	292,121	0.54%
Positions	2	2	2	0



Clerk of the Circuit Court

Our office has continued to process a large number of concealed handgun permit applications from 776 in FY11-12 to 1337 in FY13-14. Applications are still holding strong at 1,100 for this fiscal year and we expect we will continue at the same pace for next year.

Our office commenced and concluded nearly 1,950 criminal cases. In 2014, we had 1,429 cases, so this is an increase of 22% in court work. There is a tremendous amount of work involved: i.e., preparing file, 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.

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 58 users. There is a \$50 monthly subscription rate.

Other miscellaneous activities exceeded 1,100 actions, including judgments, financing statements, fictitious names, oaths of office and is expected to stay steady.

<u>Clerk of Circuit Court Appropriations</u>				
Description	Actual FY14-15	Budget FY15-16	Adopted FY16-17	Change 2016 to 2017
Personnel	596,423	590,710	583,765	-1.18%
Operating	76,798	55,125	55,125	0.00%
Total	673,221	645,835	638,890	-1.08%
Positions	10	10	10	0



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.

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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Criminal Cases Commenced	1,517	1,837	2,001	1,635	1,853 ¹
General District Criminal/Traffic Cases	9,331	15,474	18,085	17,985	10,870 ²
Juvenile Cases (All)	4,689	4,704	4,605	4,307	1,374 ³

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

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. 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.

Commonwealth Attorney

³ This 1,374 is the number of criminal cases in Juvenile Court for the year 2015, 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.

Commonwealth Attorney Appropriations				
Description	Actual FY14-15	Budget FY15-16	Adopted FY16-17	Change 2016 to 2017
Personnel	784,045	789,390	766,317	-2.92%
Operating	14,395	20,175	20,775	2.97%
Total	798,441	809,565	787,092	-2.78%
Positions	9	9	9	0



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.

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

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- 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.

Sheriff's Office



Establish partnerships with the faith-based community

- 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Calls for service	21,837	27,969	35,935	37,929	38,203

Sheriff's Office

Budget Strategies

The Franklin County Sheriff's Office uses CCTVs, x-ray machines, and metal detectors to enhance the security within the County Courthouse. The CCTVs are monitored by the deputies and are used to view the interior and exterior areas of the courthouse and parking lot. The x-ray machines and metal detectors are located at the only public entrance. The Sheriff's Office continually seeks grants funding, which allows us to provide the latest and most effective security equipment possible.

Court service deputies are also responsible for searches of the courthouses, opening and closing of the courts, providing assistance to the judges, clerks and citizens; maintaining an appropriate number of jurors for jury trials; serving arrest warrants; transporting inmates to and from jail; monitoring the courthouse parking facilities, and providing after hour security for courthouse cleaning crews. An additional court day has been added to the docket in the Juvenile & Domestic Court for civil cases.

Civil process deputies not only serve civil process generated in Franklin County, but also serve process from jurisdictions in Virginia as well as other states. Civil process deputies perform evictions, levies on personal property, sheriff sales, collect money from court judgments, and collect delinquent taxes for the Franklin County Treasurer.

Also, deputies assigned to courthouse security have been issued an earphone device which allows the deputy to hear vital radio information without disturbing the judge or the courtroom, and does not allow the sensitive information to be heard by the public.

The FCSO received accreditation by the Virginia Law Enforcement Professional Standards Commission (VLEPSC) in 2014. The VLEPSC's goals are to increase the effectiveness and efficiency of law enforcement agencies in the Commonwealth through the delivery of services, to promote cooperation among all components in the criminal justice system, to ensure the appropriate level of training for law enforcement personnel, and to promote public confidence in law enforcement. We are responsible for, and must comply with, 190 standards. These standards are divided into 4 categories: administration, operations, personnel, and training.

The FCSO will continue to provide professional service to the inmates, and the citizens of Franklin County, as demonstrated by our continual compliance with the regulations of the American Correctional Association.

The Sheriff's Office will continue to stay active in the community by participating in activities such as the Law Enforcement Special Olympics. Our Deputies volunteer their time and resources in such events as the Drug-Take-Back, Torch Run. Many Special Olympian families are touched each year by the funds that are raised by these events, which provide Special Olympian athletes an opportunity to participate each year.

Sheriff's Office

An inmate work program, used to pick up trash along the County's highways, the Sheriff's is attempting to fund this program from his current budget, supervised by a deputy, who pick up trash along County highways, which helps keep Franklin County clean and beautiful. This inmate labor is also used for painting and landscaping on county property. A Community inmate Work Program has also been established, as partnership with Franklin County Parks and Recreation Department, to help maintain and improve the grounds, landscaping and outdoor structures at County facilities. This program will be continued.

We will continue to operate a Home Electronic Monitoring Program. This program provides eligible inmates with the opportunity to keep their jobs, pay their bills, provide financial support to their families, and still be held accountable for serving their sentences. This program saves the cost of incarceration by diverting persons from jail to the Home Electronic Monitoring Program. This program requires inmates to pay for all equipment and other costs, and for monitoring their limited activities while outside of the jail facility.

<u>Sheriff's Department Appropriations</u>				
<u>Description</u>	<u>Actual FY14-15</u>	<u>Budget FY15-16</u>	<u>Adopted FY16-17</u>	<u>Change 2016 to 2017</u>
Personnel	5,545,263	5,353,762	5,424,538	1.32%
Operating	3,123,840	3,692,347	3,394,177	-8.08%
Total	8,669,103	9,046,109	8,818,715	-2.51%
Positions	83	83	83	0



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. We believe that through education and cooperation, we can and will build positive working relationships within the building community, consumers and citizens alike. Our primary mission is to safeguard the public by promoting the health, safety and welfare of Franklin County and through enforcement of the Virginia Building Code. We believe in equitable treatment for all individuals regardless of circumstances and strive to enforce all building codes in a fair and considerate manner.

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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Building plans reviewed	895	982	928	921	213
Building permits issued	1,029	1,134	1040	1046	978
Building inspections performed	7,288	6,829	6,573	6259	5,796
Miles traveled	63,299	81,006	82,272	96,210	83,113
Total value of permits	54,910,190	51,347,040	58,673,779	69,253,177	53,556,958

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 is currently working to utilize technology to improve inspection programs.

Building Inspections

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.

<u>Build Inspections Appropriations</u>				
<u>Description</u>	<u>Actual FY14-15</u>	<u>Budget FY15-16</u>	<u>Adopted FY16-17</u>	<u>Change 2016 to 2017</u>
Personnel	437,925	494,801	456,644	-7.71%
Operating	32,162	45,723	42,450	-7.16%
Total	470,087	540,524	499,094	-7.66%
Positions	9	9	9	0



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.

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

	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16
EMS Calls	5540	6484	6625	6714	6479
Fire Calls	1729	3917	3065	1541	2021
*Fire Loss Value (millions)	N/A	N/A	N/A	2.5M	6.2M
Civilian Fire Injuries	N/A	N/A	N/A	2	0
Civilian Fire Deaths	0	0	0	0	1
Fire Personnel Injuries	N/A	8	4	7	5
Fire Personnel Deaths	0	1	0	0	0
Average Response time EMS calls (mins)	16.5	13.3	13.1	11.3	13.2
Average Response time Fire calls (mins)	12.6	11.8	12.7	13.7	12.7
Animal Shelter Live Release Rate (Canine)	N/A	N/A	95%	95%	95%
Animal Shelter Liver Release Rate (Feline)	N/A	N/A	32%	73%	10%

Public Safety

*Fire loss data not collected prior to 2014

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.
- 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

Public Safety



focus on measures to improve annual fire losses by increasing proficiency of fire suppression tactics.

<u>Public Safety and Animal Control Appropriations</u>				
Description	Actual FY14-15	Budget FY15-16	Adopted FY16-17	Change 2016 to 2017
Personnel	2,131,634	2,053,903	2,380,824	15.92%
Operating	1,892,642	1,878,441	2,112,183	12.44%
Total	4,024,276	3,932,344	4,493,007	14.26%
Positions	29	30	39	9



Public Works

Mission Statement

The Franklin County Public Works Department strives to insure that public tax dollars are spent most efficiently in the construction and maintenance of the County's infrastructure responsibilities. These areas of responsibility include solid waste collection and disposal, public water and sewer planning and construction, Miss Utility oversight for county utilities, and new county property site development and construction.

Department Goals and Objectives

The Public Works Department will continue to daily monitor the landfill Corrective Action Pump and Treat facility to continue to prevent any contaminated discharges. We will continue our monthly and quarterly monitoring reports to the DEQ on environmental conditions at the landfill. We will continue to look after the Burnt Chimney Water Tank Project to insure proper construction and to have it up and functional this winter. We will continue working on converting our greenbox sites to the manned compactor collection sites with the target of having 4 or 5 functioning this spring. We will continue providing the construction stakeout and management for the construction of Cell 2 at the landfill. We will continue to assist in getting plans approved and construction documents drafted for the bonded road improvements in the Lakewatch Development. We will continue to 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. We will continue to monitor daily the sewage treatment plant and water supply facility in the Commerce Park. We will 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 11 -12	FY 12-13	FY 13-14	FY14-15	FY 15-16
Pump and Treat System Evaluation report			8	4	4
VPDES Industrial Discharge permit reports			13	13	13
Semiannual landfill groundwater sampling nodes		0	0	72	72
Pump and treat extraction well cycle counters read monthly		18	18	18	18
Miss Utility tickets processed				28	34
Construction projects supervised				3	7

Public Works

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.

<u>Public Works Appropriations</u>				
<u>Description</u>	<u>Actual FY14-15</u>	<u>Budget FY15-16</u>	<u>Adopted FY16-17</u>	<u>Change 2016 to 2017</u>
Personnel	200,909	200,688	195,486	-2.59%
Operating	16,826	34,600	18,950	-45.23%
Total	217,734	235,288	214,436	-8.86%
Positions	3	3	3	0



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.

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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Tons of trash received	52,812	48,778	49,424	47,027	49,142
Tons of mulch recycled	1,349	826	1,367	2,158	1,057
Tons of other recyclables	581	586	584	625	733

Solid Waste and Recycling

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 tons and 53,302 total tons in FY 12-13. Both landfills continue to get quarterly good compliance inspections from the DEQ.

In February 2015 the Board of Supervisors approved the change from the inefficient unmanned greenbox system currently in place to manned collection sites with compactors and specific hours of operation. This move is being made to improve the traffic safety, the collection efficiency, the upward spiraling costs, and the control of what is being disposed of in the landfill.

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. Our goal is to work as closely as possible with other County Departments in matters involving improvements and maintenance to ultimately 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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Average response time for maintenance	20 minutes				

Budget Strategies

Facilities Management

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.

General Properties



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.

<u>General Properties Appropriations</u>				
<u>Description</u>	<u>Actual FY14-15</u>	<u>Budget FY15-16</u>	<u>Adopted FY16-17</u>	<u>Change 2016 to 2017</u>
Personnel	399,337	439,231	468,389	6.64%
Operating	691,916	814,456	795,252	-2.36%
Total	1,091,253	1,253,687	1,263,641	0.79%
Positions	8	8	9	1



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.

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.

- Maintain a skilled, trained professional workforce.
- Implement and foster an effective organizational structure.

Social Services



- 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	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%	75.2%
Children who were discharged to adoption in within 24 months of the removal date	45.75%	16.7%	0%	27.3%	45.75%	45.75%

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

Social Services

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.

<u>Social Services Appropriations</u>				
<u>Description</u>	<u>Actual FY14-15</u>	<u>Budget FY15-16</u>	<u>Adopted FY16-17</u>	<u>Change 2016 to 2017</u>
Personnel	2,999,862	3,264,555	3,399,738	4.14%
Operating	3,309,419	3,115,435	3,107,909	-0.24%
Total	6,309,281	6,379,990	6,507,647	2.00%
Positions	72	72	74	2



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.

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 placement services 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 11-12	FY 12-13	FY 13-14	FY14-15	FY15-16
Case Load – Number of Children	260	240	262	306	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	102	106	93	90	93
Avg. Length Of Stay Group Home & Residential	189	211	234	211	189
Number of Group Home & Residential Placements	53	58	65	74	35

C. S. A. Office

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.

<u>CSA Appropriations</u>				
<u>Description</u>	<u>Actual FY14-15</u>	<u>Budget FY15-16</u>	<u>Adopted FY16-17</u>	<u>Change 2016 to 2017</u>
Personnel	120,270	117,992	112,296	-4.83%
Operating	4,615,726	4,649,221	4,685,708	0.78%
Total	4,735,996	4,767,213	4,798,004	0.65%
Positions	2	2	2	0



Family Resource Center

Mission Statement

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

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 in needed 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 11-12	FY 12-13	FY 13-14	FY14-15	FY15-16
Calls for DV shelter program only	151	178	204	146	201
Shelter clients	101	70	*52	*49	**32

**Although there were less sheltered this fiscal year, there were several single individuals without children so there were actually more units served than last fiscal year.*

***The Shelter Program was on lock-down with a high-risk case for four months, thus our Shelter Services were referred to the surrounding DV Shelter Programs and transportation and all other DV Program Services were provided during this time to those clients during this time. We are not allowed to include those clients in our shelter count.*

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.
- 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.
- The strength of our in-house training program, as well as taking advantage of state offered training and will aid in assisting staff in meeting the challenges of more complex and ever-changing programs.

Family Resource Center



Family Resource Center Appropriations				
Description	Actual FY14-15	Budget FY15-16	Adopted FY16-17	Change 2016 to 2017
Personnel	239,225	244,540	236,414	-3.32%
Operating	30,367	17,125	22,069	28.87%
Total	269,592	261,665	258,483	-1.22%
Positions	5	5	5	0



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.

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 wellbeing 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 insure that they best meet the needs of the community.

- Work with the Aging Services Advisory Commission to insure 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
Number of persons served (transportation and recreation)	1,307	5,348	8,228
Number of one way trips	4,379	4,041	4,437
Mileage driven transporting seniors	77,249	75,047	63,309
Number of recreational activities	294	462	535

Aging Services



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.

<u>Aging Services Appropriations</u>				
<u>Description</u>	<u>Actual FY14-15</u>	<u>Budget FY15-16</u>	<u>Adopted FY16-17</u>	<u>Change 2016 to 2017</u>
Personnel	154,509	176,378	174,123	-1.28%
Operating	38,876	56,046	48,654	-13.19%
Total	193,385	232,424	222,777	-4.15%
Positions	1	1	1	0



Parks and Recreation

Mission Statement

The Franklin County Parks and Recreation Department strives to create a vibrant community that improves our resident's health and wellness and attracts others to our county. 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.

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 220 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, JAKES, 4th of July, Come Home to a FC Christmas, etc.)

Parks and Recreation



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
Youth Athletic Registration	3,619	3,624	3,685
Athletic Volunteer Coaches	Data not collected	558	579
Number of Games Played	Data not collected	1,493	1,513
Community Recreation Attendance	2,567	3,670	4,200
Community Programs Offered	Data not collected	205	222
Community Success Rate	Data not collected	76%	78%
Shelter Reservations	160	226	235
Beach Attendance	9,117	11,179	11,200

Budget Strategies

Parks and Recreation’s primary budget strategy is to offer affordable programs and services that best meet recreational demands. Parks and Recreation has greatly increased our overall cost recovery rates over the past few years. We will be refining our cost recovery efforts by establishing targets for each type of program offered (i.e. public service activity, instructional classes, youth athletics, competitive events, etc.). Furthermore, we will be working on minimizing costs for utilities this upcoming year with better management and oversight of

Parks and Recreation



electric and water usage. We will continue to work with state, regional and local agencies to gain assistance in the form of grants, donations, and in-kind support.

<u>Parks and Recreation Appropriations</u>				
Description	Actual FY14-15	Budget FY15-16	Adopted FY16-17	Change 2016 to 2017
Personnel	547,547	602,372	663,075	10.08%
Operating	417,079	386,060	378,330	-2.00%
Total	964,625	988,432	1,041,405	5.36%
Positions	10	10	11	1



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.

Department Goals and Objectives

Reader and Borrower Services

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

- Complete a comprehensive collection assessment focusing on reviewing and removing outdated and worn items.
- 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.
- Introduce e-reader and Ipad patron borrowing using the devices the state has provided.
- Develop a 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. Will add new "early literacy" corner with 2 new touch-screen computers and activities/games/books specifically aimed at improving literacy.
- Provide all state-defined literacy and educational programs, according to directives from LVA and the Library Board of Trustees
- 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

Information Services

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

- Introduce a minimum of three new public technology classes per site
- To expand public access to library services through upgraded databases and an additional outlet in Boones Mill offering library services.

Library

-
- Expand book mobile route and add service stops to reach 20% more of the county who cannot get to the library locations.
 - Add 5 "little free library" book exchange centers throughout the county that will also promote library materials and programs.

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
- Add a full time library technology staff member to oversee and troubleshoot library computers and library online and website presence

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
- Add 2 laptops and 1 e-reader for Bookmobile patron use
- Schedule regular library programming, such as children's story time, which will be available at Bookmobile stops
- Increase Bookmobile/Outreach staff to 2 full time positions

Administration

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

- Reorganize personnel structure and duties to reflect current practices and system needs
- Provide continuing professional development to all staff showing interest and initiative
- Continue developing Franklin County Library presence at state wide library meeting and conferences

Performance Measures

	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Annual circulation	236,758	224,099	222,338	218,037	233,598
Library program attendance	7,327	7,222	7,551	7,872	8,500

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 Reading 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. 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.

Having added 3 sets of doorway patron counters (2 for the Main doors and 1 for the Westlake door) in August, we consistently see over 10,000 library patron 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

Library

with an increase in full time staffing, enables the "face" of the County to remain one that reflects the importance of access to information and programming for its residents.

Library Appropriations				
Description	Actual FY14-15	Budget FY15-16	Adopted FY16-17	Change 2016 to 2017
Personnel	643,677	636,115	612,360	-3.73%
Operating	304,315	304,147	317,734	4.47%
Total	947,993	940,262	930,094	-1.08%
Positions	8	8	8	0



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.

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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Total number of permits issued	1251	256	250	110	98
Number of E&SC permits issued	80	70	45	102	92
Number of Sign permits issued	7	10	5	8	6
Number of Site Plan submittals	7	14	12	13	14
Number of Subdivision plat submittals	150	145	115	169	142
Number of Rezoning applications submitted	6	3	6	5	8
Number of Special Use Permit applications submitted	6	8	8	7	16
Number of Variance applications submitted	5	4	3	3	3
Number of pre-application meetings	6	0	20	0	48

Planning and Community Development



Number of Planning Commission meetings	11	11	12	10	10
Number of inspections performed	1349	1004	934	994	676

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.

<u>Planning - Community Development Appropriations</u>				
<u>Description</u>	<u>Actual FY14-15</u>	<u>Budget FY15-16</u>	<u>Adopted FY16-17</u>	<u>Change 2016 to 2017</u>
Personnel	835,966	850,194	825,704	-2.88%
Operating	264,555	283,987	287,074	1.09%
Total	1,100,521	1,134,181	1,112,778	-1.89%
Positions	9	8	8	0



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.

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 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Unemployment Rate (April)	6.2%	5.5%	4.8%	4.7%	4.7%
Number of Employed Franklin Countians (April)	25,722	25,710	26,222	26,008	26,012
Number of Facilitated New and Expanding Business Projects (VEDP)	2	3	2	2	3
Virginia Tourism Corporation Annual Tourism Expenditure Estimates	91,857,082	94,891,808	96,593,644	102,416,866	Available August 2016
Local Lodging Tax Revenue	186,288	187,451	171,378	185,700	Available August 2016
Local Meals Tax Revenue	1,937,314	2,075,766	2,155,256	2,237,907	Available August 2016

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

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

Measure	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Number of edits to the parcel database, including new parcel splits, transfers and other requested edits.	1,200	1,121	1,614	1,356	1,712
Number of Web-GIS hits for the GIS team's online services.	9,328,335	9,608,403	10,343,958	5,904,965	12,0885,759
Number of Pictometry Online hits			9,028	35,866	50,357
Total GIS Helpdesk Requests	155 (Parcel edit request not counted)	141 (Parcel edit request not counted)	608 (Parcel edit request not counted)	702 (Parcel edit request not counted)	885 (Parcel edit request not counted)

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.

GIS – Geographic Information Systems

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.

GIS Mapping Appropriations				
Description	Actual FY14-15	Budget FY15-16	Adopted FY16-17	Change 2016 to 2017
Personnel	77,983	103,312	101,713	-1.55%
Operating	64,826	55,770	50,100	-10.17%
Total	142,809	159,082	151,813	-4.57%
Positions	2	2	2	0



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.

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.
- Provide directional signage from major highways and in the town of Rocky Mount in partnership with CPR.
- To increase the classes offered in demand occupations and those that address business needs.

Performance Measures

	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Total Visitor Transactions	31287	28,216	28,086	23,750	21,924
Total diplomas, GED's	113	107	104	27	149
Total classes offered—all educational partners	150	131	128	167	97
PHCC (1)	34 Assoc. Degrees	11 Assoc. Degrees	20 Assoc. Degrees		
PHCC (1)	18 Certificates	15 Certificates	35 Certificates		
VWCC	90 Assoc. Degrees	82 Assoc. Degrees	29 Assoc. Degrees	73 Assoc. Degrees	84 Assoc. Degrees
VWCC	66 Certificates	24 Certificates	59 Certificates	50 Certificates	58 Certificates
VWCC					25 (CRC)-Career Readiness Certificates
Mary Baldwin					2 classes

Franklin Center for Advanced Learning and Enterprise

(1) Due to budgetary constraints, PHCC could no longer offer classes at the Franklin Center beginning in FY 14-15.

January 2015 thru December 2015					
	NumberClasses	#StudentsEnrolled	Certificates	Degrees	No. Passed GED
FC Adult Ed	11	186			7
VWCC	10	142	58	84	
Total:	21	328	58	84	
	#Orientations/Wkshps	#Clients Enrolled	#Placed in Jobs	#Graduated	
Goodwill Adult	12	23	12		
Goodwill Dislocated Worker	12	24	17	11	
ResCare	36	23	11	18	
VEC		548			
TRIO EOC	14	27			
DRS Intake	5	104	16	11	
SCSEP	4	2	1		
Total:	71	375	57	40	

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.

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.

Franklin Center for Advanced Learning and Enterprise



<u>Franklin Center Appropriations</u>				
<u>Description</u>	<u>Actual FY14-15</u>	<u>Budget FY15-16</u>	<u>Adopted FY16-17</u>	<u>Change 2016 to 2017</u>
Personnel	165,385	164,634	161,892	-1.67%
Operating	40,309	34,600	34,300	-0.87%
Total	205,694	199,234	196,192	-1.53%
Positions	3	3	3	0



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 16-17 budget adopts the following transfers from the General Fund to the following funds:

Transfer to Schools - Operations	\$30,504,781
Transfer to Schools - Debt Service	2,355,952
Transfer to Schools - Canneries	37,419
Transfer to Schools - Carryovers	0
Transfer to County Capital	2,015,501
Transfer to Debt Service Fund	2,929,562
Transfer to Utility Fund	15,000
Transfer to Schools - Capital	1,220,000
Transfer to E911	917,663
Total	\$39,995,879

<u>Appropriations</u>				
<u>Description</u>	<u>Actual</u>	<u>Budget</u>	<u>Adopted</u>	<u>Change</u>
	<u>FY14-15</u>	<u>FY15-16</u>	<u>FY16-17</u>	<u>2016 to 2017</u>
Transfers	42,355,628	40,171,585	39,995,879	-0.44%
Total	42,355,628	40,171,585	39,995,879	-0.44%



6

Other Funds, CIP



Summary of Other Funds	155
E911	159
Capital Improvement Program	161
Debt	168



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

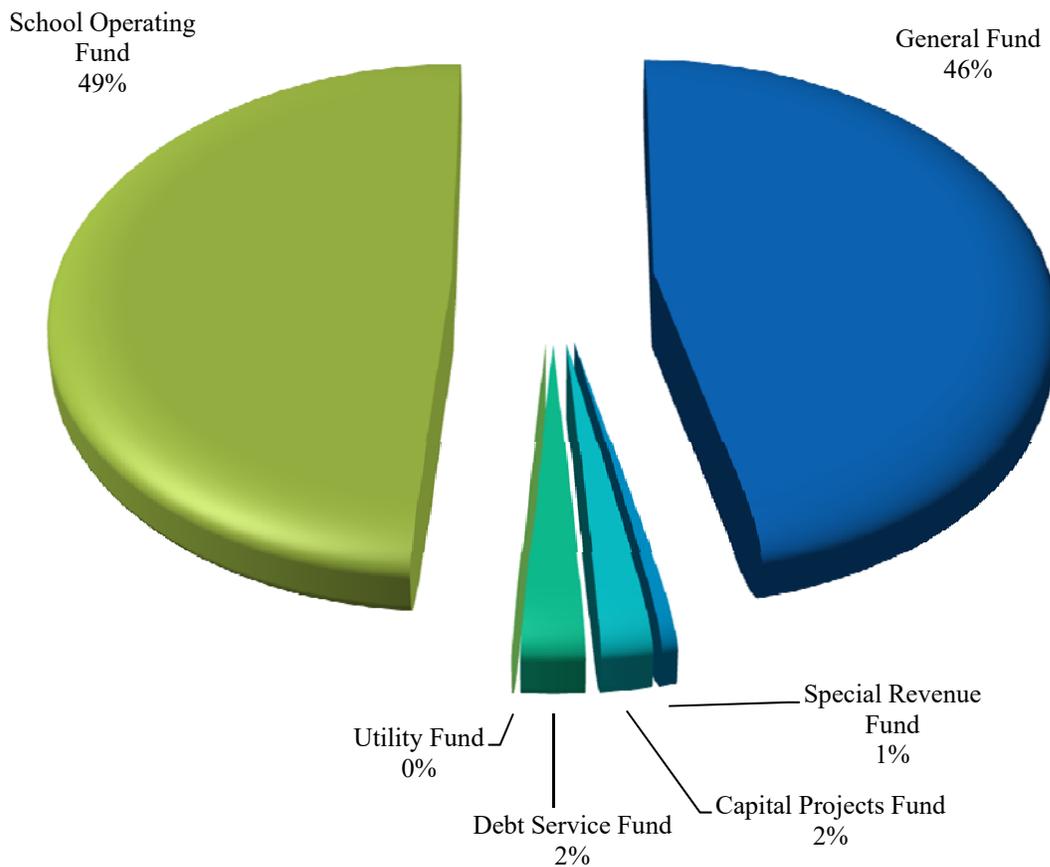
The Debt Service Fund is used to account for the payment of general long-term debt principal, interest and related costs. The repayment of school debt is recorded in the School fund. The Debt Service fund is funded by a transfer from the County's general fund.

The Utility Fund accounts for the activities of the County's various water systems including user fees for water, connection and availability fees, operating expenses for purchased water and maintenance, the payment of debt service and any capital projects. This fund is funded by user fees for water and a 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.

Franklin County FY 16-17 Adopted Fund Totals





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

Special Revenue Funds:

<u>E911 Fund</u>	<u>FY14-15</u>	<u>FY15-16</u>	<u>FY16-17</u>
Revenues:	<u>Actual</u>	<u>Budget</u>	<u>Adopted</u>
E911 Taxes	\$1,147	\$0	\$0
Miscellaneous	\$500	\$0	\$0
State Wireless Board Funds	60,737	52,508	60,000
Transfer from General Fund	889,425	926,158	917,663
	<u>\$951,809</u>	<u>\$978,666</u>	<u>\$977,663</u>
Expenditures:			
Dispatch Operations	<u>\$920,919</u>	<u>\$978,666</u>	<u>\$977,663</u>

<u>Law Library Fund</u>	<u>FY14-15</u>	<u>FY15-16</u>	<u>FY16-17</u>
Revenues:	<u>Actual</u>	<u>Budget</u>	<u>Adopted</u>
Law Library Fees	<u>\$10,540</u>	<u>\$12,000</u>	<u>\$10,000</u>
Expenditures:			
Law Library Operations	<u>\$5,000</u>	<u>\$12,000</u>	<u>\$10,000</u>

<u>Special Revenue Funds Totals</u>	<u>FY14-15</u>	<u>FY15-16</u>	<u>FY16-17</u>
Revenues:	<u>\$962,349</u>	<u>\$990,666</u>	<u>\$987,663</u>
Expenditures:	<u>\$925,919</u>	<u>\$990,666</u>	<u>\$987,663</u>

**Franklin County
Summary of Special Revenue, Debt Service, Utility and Capital Funds (Continued)**

<u>Debt Service Fund (County only)</u>	<u>FY14-15</u>	<u>FY15-16</u>	<u>FY16-17</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	\$202,647	\$198,803	\$199,832
Fund Balance			\$846,593
Transfer from General Fund	2,684,784	2,883,056	2,929,563
	<u>\$2,887,431</u>	<u>\$3,081,859</u>	<u>\$3,975,988</u>
Expenditures:			
Transfer to School Capital Fund	\$457,000	\$0	\$95,062
Principal and Interest Payments	2,168,838	1,855,377	3,224,481
Future Debt Service Reserve	0	1,226,482	656,445
	<u>\$2,625,838</u>	<u>\$3,081,859</u>	<u>\$3,975,988</u>

<u>Utility Fund</u>	<u>FY14-15</u>	<u>FY15-16</u>	<u>FY16-17</u>
	<u>Actual</u>	<u>Budget</u>	<u>Adopted</u>
Revenues:			
Charges for Water	\$26,314	\$9,000	\$9,000
Transfer from General Fund	17,000	15,000	15,000
	<u>\$43,314</u>	<u>\$24,000</u>	<u>\$24,000</u>
Expenditures:			
Operations	\$45,390	\$24,000	\$24,000
	<u>\$45,390</u>	<u>\$24,000</u>	<u>\$24,000</u>

<u>Capital Fund</u>	<u>FY14-15</u>	<u>FY15-16</u>	<u>FY16-17</u>
	<u>Actual</u>	<u>Budget</u>	<u>Adopted</u>
Revenues:			
Local Miscellaneous	\$109,436	\$0	\$0
Proceeds from Borrowing	12,500,000	0	0
State and Federal Grants	762,390	0	0
Transfer from General Fund	6,043,848	3,235,501	3,235,501
	<u>\$19,415,674</u>	<u>\$3,235,501</u>	<u>\$3,235,501</u>
Expenditures:			
Transfer to School Capital	\$1,193,700	\$0	\$880,000
Capital Outlay	6,625,587	3,235,501	2,355,501
	<u>\$7,819,287</u>	<u>\$3,235,501</u>	<u>\$3,235,501</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.

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

	FY 11-12	FY12-13	FY 13-14	FY 14-15	FY 15-16
E911 CAD Calls for Service	35,906	47,069	51,453	71,766	141,127
Total Wireless Calls	14,649	15,507	15,155	16,838	18,213
Total Wireline Calls	8,188	7,297	7,424	7,414	7,490
Total Administrative Calls	132,769	112,932	69,213*	46,974	69,039
Total Telephone Calls:	155,606	135,736	91,792	85,557	94,742

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 9-1-1 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.

E911

<u>E-911 Appropriations</u>				
<u>Description</u>	<u>Actual FY14-15</u>	<u>Budget FY15-16</u>	<u>Adopted FY16-17</u>	<u>Change 2016 to 2017</u>
Personnel	712,241	741,329	725,190	-2.18%
Operating	208,678	237,337	252,473	6.38%
Total	920,919	978,666	977,663	-0.10%
 Positions	 14	 14	 14	 0



**Capital Improvement Program (CIP)
FY 2016-2017 through FY 2020-2021**

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 2016-2017, although there may be a need to borrow for future projects in the out years. 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 2016-2017 recurring revenue in the amount of \$3.2 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 16-17

FY 16-17 Adopted Capital Improvement Projects	Adopted FY 16-17	Total Amount Req. FY 17-18	Total Amount Req. FY 18-19	Total Amount Req. FY 19-20	Total Amount Req. FY 20-21	Five Year Total Requested
Department/Project						
General Government Expenditures						
Community Services						
Planning and Community Development						
Ferrum Bridge Project	122,160	913,750	300,000	300,000	300,000	1,935,910
Village Pedestrian Enhancement				250,000		250,000
Vehicle Replacement	25,000					25,000
Economic Development						
Smith Farm	100,000	100,000	100,000			300,000
Southway Business Park Development		4,220,514	1,150,000	2,150,000	4,190,000	11,710,514
Job Creation Fund	50,000	200,000	200,000	200,000	200,000	850,000
Produce Auction		50,000	5,000			55,000
Infrastructure Development Fund	50,000	100,000	100,000	100,000	100,000	450,000
Business Park Set Aside						
Solid Waste						
New Landfill Construction						
Landfill Equipment			800,000	400,000		1,200,000
Landfill Closure		100,000	50,000	2,600,000	100,000	2,850,000
Landfill Professional Services	121,000					121,000
Total Community Services	468,160	5,684,264	2,705,000	6,000,000	4,890,000	19,747,424
Human Services						
Parks and Recreation						
SML Shoreline Stabilization	100,000	100,000	100,000	100,000	100,000	500,000
New Park Development/Other Improvements		145,000	600,000	600,000	150,000	1,495,000
Other Small Projects	17,542	80,000	80,000	80,000	80,000	337,542
Vehicle Replacement	25,000					25,000
Library						
Study Rooms/Main Room Expansion	-					
Aging						
Aging Vehicle Replacement					20,150	20,150
Social Services						
Social Services Departmental Relocation		2,000,000				2,000,000
Total Human Services	142,542	2,325,000	780,000	780,000	350,150	4,377,692
Internal Services						
Information Technology Large Projects	201,000	305,000	60,000	50,000	190,000	806,000
Information Technology Small Projects		100,000	100,000	100,000	100,000	400,000
PC Replacement	49,000	50,000	50,000	50,000	50,000	249,000
General Prop Capital Maint. Reserve	25,000	250,000	250,000	250,000	250,000	1,025,000
Board Capital Reserve	140,000					
Registrar						
Voting Equipment Replacement		40,000	40,000	40,000	40,000	160,000
Electronic Pollbook Replacement				48,600		48,600
Image Cast Evolution Voting Equipment			13,200			13,200
Voting Booths			20,000			20,000
Total Internal Services	415,000	745,000	533,200	538,600	630,000	2,721,800
Public Safety						
Public Safety						
Commerce Park Fire/EMS Station		2,705,000				2,705,000
Animal Shelter Project	236,458					236,458
Franklin Co SCBA Grant Project						
Southway Station			2,500,000			2,500,000
Glade Hill Station						
Fire Apparatus Replacement	162,741	850,000				1,012,741
Ambulance Replacement	135,000					135,000

FY 16-17 Adopted Capital Improvement Projects		Total	Total	Total	Total	Five Year
Department/Project	Adopted FY 16-17	Amount Req. FY 17-18	Amount Req. FY 18-19	Amount Req. FY 19-20	Amount Req. FY 20-21	Total Requested
Public Safety Staff Vehicles	100,000					100,000
Sheriff						
Vehicle Replacement	150,000	250,000	250,000	250,000	250,000	1,150,000
Mobile Command Station		50,000	50,000	20,000	20,000	140,000
L-3 In-Car Cameras	30,000	20,000	20,000	20,000	20,000	110,000
Mobile Data Terminal Replacement	25,600	25,600	25,600	25,600	25,600	128,000
Tactical Vests	10,000	20,000	20,000	20,000	20,000	90,000
Vehicle Upfit	40,000	80,000	80,000	80,000	80,000	360,000
E-911						
Server Replacement		15,000	10,000			25,000
Seating Replacement		10,000				10,000
E911 Telephones and Consoles	100,000					100,000
E911 Communications Center Expansion		1,299,000		75,000	50,000	1,424,000
Total Public Safety	989,799	5,324,600	2,955,600	490,600	465,600	10,226,199
Total County CIP	2,015,501	14,078,864	6,973,800	7,809,200	6,335,750	37,073,115
Schools						
School Projects - Total	880,000	880,000	880,000	880,000	880,000	4,400,000
School Bus Replacement	340,000	340,000	340,000	340,000	340,000	1,700,000
Total School CIP	1,220,000	1,220,000	1,220,000	1,220,000	1,220,000	6,100,000
Total County Capital Projects	3,235,501	15,298,864	8,193,800	9,029,200	7,555,750	43,173,115

Franklin County – CIP FY16-17 through FY20-21

A brief description of each project is presented below by department:

Community Services

Planning and Community Development: Local engineering funds are budgeted for the Ferrum Pedestrian Bridge Project. The new bridge will be attached to the existing Shively Bridge on Route 40 and will provide pedestrians with safe access between commercial businesses with the Ferrum community.

Economic Development: Capital funds of \$100,000 are included to replenish funds that are used to offer economic financial incentives to companies that may want to relocate or expand in Franklin County. These funds will also assist in planning for land and infrastructure to accommodate future business and industrial growth. \$100,000 is budgeted to continue the purchase of the Smith Farm park project and make minor improvements to that property

Public Works/Solid Waste: Projects include groundwater studies, landfill engineering, collection box sites and future closure expenditures at the current landfill. The new landfill became operational in August 2013.

Human Services

Parks and Recreation: \$100,000 is budgeted for shoreline improvements at Smith Mountain Lake Park. The Parks and Recreation department has several small park improvement projects to be completed in FY16-17 as well as a pick-up truck to be replaced.

Internal Services

Information Technology: \$250,000 is included for computer replacement, database server upgrades, storage upgrades and software replacement.

General Properties: No specific projects are requested for next fiscal year. As the County grows, it has become apparent that a Capital Maintenance Contingency account should be established to fund emergency maintenance needs such as heating/cooling units. The County has begun this account for FY16-17 with an initial deposit of \$25,000. It is certainly anticipated that the funding amount should increase in future years as the unanticipated maintenance needs of the County increase.

Board Capital Reserve: As part of the FY16-17 budget process, a Board Capital Reserve was established in the County capital fund. These funds may be used throughout the fiscal year to supplement the capital requests of the County departments.

Public Safety

Public Safety Department:

- **Animal Shelter Project:** The Adopted FY16-17 budget includes additional funds for this project in the amount of \$236,458 bringing the total project to \$1.8 million. At the present time, architect and engineering plans are being developed with construction planned to start in late 2016 or early 2017.
- Capital funds for the replacement of fire and rescue apparatus total \$397,741.

Sheriff: Provides a funding source for the replacement of current police vehicles as well as in-car cameras for those vehicles. Funds are also included to continue replacing the in-car computers in the Sheriff's fleet, tactical vests and vehicle equipment.

E911: \$100,000 is included as local matching funds to replace the existing 911 telephone system and radio console desks in the communications center.

Various School Projects: The Schools have entered into a five year capital maintenance program that includes school bus replacement, roof and asphalt replacement and security upgrades at all schools.

The impact of each capital project on the current and future operating budget is shown in the table below. The County has attempted to identify any additional operating funds required for that project as well as any funds that can be saved by the purchase of new equipment.

Project	Anticipated Budgetary Impact	Operating Cost Impact
Ferrum Pedestrian Bridge Project	None - this bridge project will be maintained by the Virginia Department of Transportation once the project is completed.	None
Economic Development Set Aside Funds	None – economic development incentives for new businesses and industry considering locating to Franklin County.	None
Smith Farm Park Project	None – The County will continue to make the annual \$100,000 payment for the purchase of this property.	Additional annual maintenance costs of \$5,000 have been identified.
Public Works/Solid Waste Engineering Services	None - annual engineering services and groundwater testing	None
Smith Mountain Lake Shoreline Stabilization	None - Funds to combat erosion of this lake park shore line	None
Database Server Upgrade	None – this project involves the deployment of 2 new servers	None

	configured in a cluster.	
Computer Replacement	None – personal computer replacement.	None
Storage Upgrade	None – Replication Manager Software.	None
UCS Switch for Virtualization	This server will create more room in the computer racks and provided a greatly improved server platform	None
Animal Shelter Project	This will be a much larger facility for the County.	Additional utility costs estimated at \$25,000 per year.
Fire/EMS Vehicle Replacement	None – these are replacement fire and rescue apparatus.	Annual maintenance savings of \$10,000
Sheriff Vehicle Replacement	None – replacement of current vehicles and cameras.	Annual maintenance savings of \$15,000
E911 Telephone system and console desk replacement	None - replacement project	None
Schools: Various Projects	None – repair and replacement projects and replacement school buses.	None



Franklin County
Adopted Budget 16-17

Additional detailed information is provided below for the Debt Service Fund:

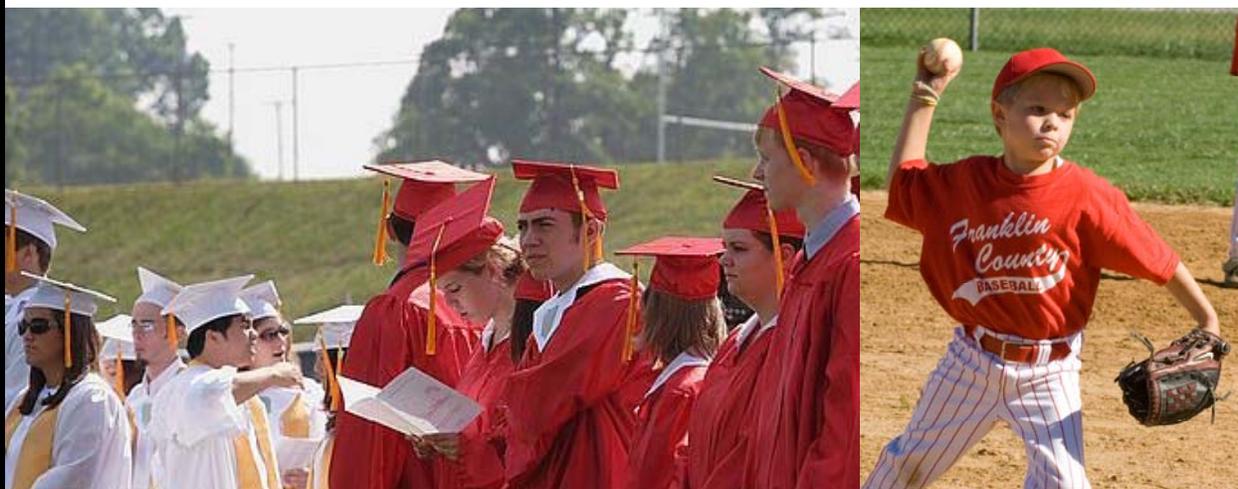
Debt Service Fund:		
<u>Revenues</u>	<u>Adopted FY15-16</u>	<u>Adopted FY16-17</u>
Transfer from the General Fund - County Debt	\$2,178,056	\$2,178,056
Transfer from the General Fund - School Debt	705,000	751,507
Total Transfers	2,883,056	2,929,563
Beginning Fund Balance	0	846,593
Westlake Sewer Debt Reimbursement from Western Virginia Water Authority	198,803	199,832
	\$3,081,859	\$3,975,988
<u>Expenditures</u>		
Bank Charges	\$500	\$500
Franklin Center Debt Payment	209,313	209,932
Government Center Debt Payment	356,788	357,763
Westlake Sewer Debt Payment	198,803	199,832
Lease for Treasurer and Commissioner of Revenue Software and Landfill Equipment	135,146	135,146
2013 Borrowing	954,827	955,229
Radio System Borrowing	0	1,366,079
Transfer to School Capital Projects		95,062
Reserve for Future Debt - County *	521,482	0
Reserve for Future Debt - Schools *	705,000	656,445
	\$3,081,859	\$3,975,988
Notes:		
* As annual debt service drops off for the county and schools, the savings are captured in the Reserve for Future Debt accounts in anticipation of future projects that will require borrowings. The County Reserve for Future Debt was utilized in FY16-17 to help offset the additional debt service of the radio system borrowing.		

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Schools



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**Franklin County Public Schools
June 30, 2016**

School Board Members

			
<u>Sarah Alexander</u> <i>Chairperson</i> Rocky Mount District	<u>G.B. Washburn, Jr.</u> <i>Vice Chairperson</i> Snow Creek 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>Julie Nix</u> Blue Ridge 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.....Phillip L. Poff
 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 & ServicesJudy C. Falls
 Director of Technology Services K-12..... Matthew D. Fitzgerald
 Coordinator of Student Services/Clerk.....Janet J. Stockton
 Coordinator School Food Services/Nutrition..... Heather Snead
 Director of OperationsAnthony Patterson
 Supervisor of Transportation Donna C. Carter
 Supervisor of Maintenance Darryl K. Spencer
 Coordinator of Purchasing J. T. Hodges

Franklin County Summary of the Adopted 2016-2017 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 Library 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 fully accredited. Snow Creek Elementary has been named a 2015 National Blue Ribbon School. Callaway Elementary, Glade Hill Elementary and Snow Creek Elementary have been named 2015-16 Title 1 Distinguished Schools. Franklin County Schools was also recognized as the #24 top Virginia school division in schooldigger.com and \$4.4 million in scholarships were awarded to Franklin County High School Seniors in 2014-15.

The FY16-17 adopted budget totals \$86,172,575. Revenue changes for 2016-17 include:

- Increase in state revenue of \$1,347,985 due to an increased per pupil state funding for the standards of quality and the composite index adjustment.
- Increase in projected sales tax revenues of \$379,194
- Decrease in Federal Funds of \$807,331 due to a reduction in anticipated revenues for the school nutrition program.
- Net increase of \$77,912 in other funds due to a reduction in school food receipts and an anticipated reimbursement increase from the special education regional program.

Priority was given to salary increases for the 2016-17 budget due to the minimal compensation adjustments that we have been able to provide since 2009. In addition, the 14.8% increase in health insurance this year created a financial hardship when combined with the 1.7% salary increase or step provided.

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
- Social/Emotional Support required by many of our students

Major Budget Issues: The major changes in the overall 2016-17 school budget relate to the following items:

State Mandated Expenditure Increases - The State is mandating the following expenditure increases:

Virginia Retirement System phase-in pay raise of 1.15% to offset an additional 1% retirement withholding from employees pay. Net pay of each employee will basically stay the same as the previous year.

Other Major Budget Issues:

- Proposed minimum 2% cost-of-living move-up-one-step pay increase
- Additional instructional staffing
- Health Insurance increase projected to cost \$225,000
- School bus replacement
- The addition of contract substitute bus drivers
- One routing coordinator for Transportation and Special Education
- One full time substitute custodian
- IP telephone upgrade

The following is brief summary of each budget category:

Instruction:

All instructional personnel and related expenditures are included in this category. Major increases include additional tuition paid to regional schools - \$242,893, salary increases for Principals and Teachers and additional instructional staff

Administration and 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, and division medical supplies.

Pupil Transportation:

Bus drivers, bus monitors, mechanics, garage employees and supervisory personnel are included in this category.

The School system continues to fall behind in the bus replacement plan and hopes to purchase 12 replacement buses in FY16-17. The cost of gasoline and diesel fuel is estimated to decrease by \$274,583 because of lower fuel prices.

Operation and Maintenance:

This budget category included 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.

Utilities are estimated to decrease by a total amount of \$292,062 as costs have leveled out over the past several years.

School Food Services:

This budget category is self-supporting and includes cafeteria workers, food and supplies for cafeteria operations at all County schools. Expenditures for food and supplies have decreased by \$332,141 due primarily to Average Daily Membership and meal count reductions.

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 (\$16,422) 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. Included in the plan are 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 marks the end of the current five year Capital Improvement plan.

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 2016-17 is \$46,508 which results from reductions in principal and interest payments.

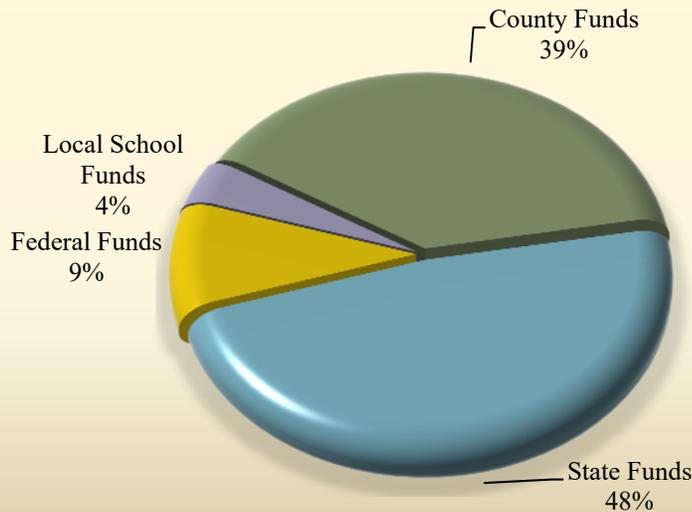
Technology:

This category included funding for the director, 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 IP telephone initiative.

Franklin County Public Schools
Adopted Revenues

<u>Budget Category</u>	<u>Actual 2014-15</u>	<u>Budget 2015-16</u>	<u>Adopted 2016-17</u>	<u>Percent of Total</u>
State Funds	\$39,620,693	\$39,067,150	\$40,934,763	48%
Federal Funds	7,810,941	8,452,110	8,082,801	9%
Local School Funds	3,266,460	2,994,028	3,281,797	4%
County Funds	33,034,271	33,111,870	32,898,152	39%
Total	\$83,732,365	\$83,625,158	\$85,197,513	100%

Franklin County Public Schools
Adopted Revenues

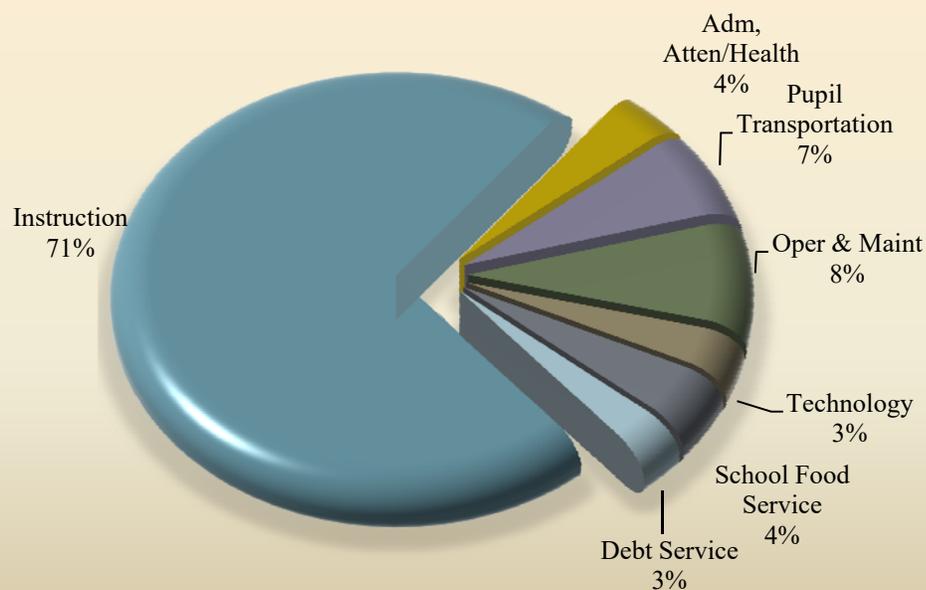


Franklin County Public Schools
Summary of Expenditures

<u>Budget Category</u>	<u>Actual 2014-15</u>	<u>Budget 2015-16</u>	<u>Adopted 2016-17</u>	<u>Percent of Total</u>
Instruction	\$61,170,844	\$57,836,737	\$60,988,184	71%
Adm, Atten/Health	2,423,031	2,725,420	3,080,748	4%
Pupil Transportation	6,115,167	6,942,840	5,673,326	7%
Oper & Maint	7,637,279	6,930,592	6,927,542	8%
Technology	0	2,853,922	2,662,786	3%
School Food Service	3,760,404	3,933,188	3,508,976	4%
Debt Service	2,643,999	2,402,459	2,355,951	3%
Total	\$83,786,724	\$83,625,158	\$85,197,513	100%

The School Capital Fund was also appropriated as part of the Adopted FY16-17 budget in the amount of \$975,062 bringing the total of all School funds to \$86,172,575

**Franklin County Public Schools
Adopted Expenditures**



8

Appendices



Authorized Position Count	175
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**Franklin County
Authorized Positions By Department**

<u>Fund/Department</u>	<u>Actual FY 14-15</u>	<u>Budget FY 15-16</u>	<u>Adopted FY 16-17</u>	<u>Variance FY 16 to FY 17</u>
General Fund				
Board of Supervisors	1	1	1	0
County Administrator	3	3	3	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	7	8	8	0
Commonwealth Attorney	9	9	9	0
Sheriff - Law Enforcement	54	54	54	0
Domestic Violence	1	1	1	0
Sheriff - Correction and Detention	20	20	20	0
Building Inspections	9	9	9	0
Animal Control	3	3	3	0
Public Safety (16 Charged to EMS Billing Revenue)	28	30	39	9
Public Works	3	3	3	0
Solid Waste	16	16	16	0
General Properties	7	8	9	1
Social Services	70	72	74	2
CSA - Youth Services	2	2	2	0
Family Resource Center	3	5	5	0
Aging Services	2	1	1	0
Parks and Recreation	10	10	11	1
Library Administration	8	8	8	0
Planning & Community Dev.	8	8	8	0
Economic Development	1	1	1	0
Tourism Development	1	1	1	0
GIS & Mapping	2	2	2	0
The Franklin Center	3	3	3	0
General Fund Total	313	321	334	13
Special Revenue Fund - E911 Dept	15	14	14	0
Utility Fund		No full-time positions		
School Fund (Full Time Equivalents)	1231	1247	1247	0
Total County	1559	1582	1595	13

Explanations of Changes from 15-16 Budget to Adopted 16-17 Budget:

An additional Custodian position was approved for the General Properties department for courthouse cleaning
 Two additional Family Service Specialists for Social Services based on current caseload
 Outdoor Recreation Manager approved for Parks and Recreation to develop and manage outdoor programs
 Nine addition EMS/Firefighters positions was approved to provide 24 coverage at two stations

**ANNUAL RESOLUTION OF APPROPRIATION OF THE COUNTY OF FRANKLIN
FOR THE FISCAL YEAR BEGINNING JULY 1, 2016 AND ENDING JUNE 30, 2017**

A resolution to appropriate designated funds and accounts from specified estimated revenues for FY 16-17 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 21st day of June, 2016 that, for the fiscal year beginning on July 1, 2016, and ending on June 30, 2017, 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, 2016 shall be reappropriated to the FY 2016-2017 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, 2016 and appropriations as they are made in the FY16-17 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, 2016 and appropriations in the FY 16-17 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, 2016, plus the total amount of receipts for the fiscal year 2016-2017. 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, 2016.



APPROPRIATIONS RESOLUTION EXHIBIT A

County of Franklin
Adopted Revenues
Fiscal Year 2016 - 2017

Real Estate	\$ 35,936,923	Shared Expenses Sheriff	\$ 3,067,937
Public Service Corp	996,113	Shared Expenses Comm of Revenue	168,503
Personal Property	9,773,620	Shared Expenses Treasurer	154,782
Machinery and Tools	832,741	Shared Expenses Registrar	44,000
Merchants Capital	724,567	Shared Expenses Clerk of Court	367,002
Penalties and Interest	700,000		
		Public Assistance Grants	4,641,665
Sales Tax	4,266,691	VJCCCA Grant	20,040
Communications Tax	2,175,654	Family Resources Grants	176,974
Consumer Utility Taxes	980,000	Comprehensive Services Grant	3,200,042
County Business License	4,000	Franklin Center Grants	47,000
Franchise License Tax	237,000		
Motor Vehicle License Fees	1,970,318	Personal Property Tax Relief	2,626,618
Bank Stock Taxes	180,000		
Tax on Deeds	455,000	Library Grants	153,449
Hotel/Motel Trans Occupancy Tax 2%	35,000	Recordation Taxes - State	160,000
Hotel/Motel Trans Occupancy Tax 3%	52,000	Aging Services Grants	127,322
Meals Tax	1,058,151	Grantor Tax on Deeds	125,000
		Drug Enforcement Grants	12,000
Licenses and Fees	368,778	Park Land - Pymt in Lieu of Tax	18,200
Court Fines and Costs	50,000	Fund Balance	<u>0</u>
Interest on Bank Deposits	620,000	Total General Fund	<u>80,931,080</u>
Rent, Miscellaneous	494,527	Capital Fund	3,235,501
		Asset Forfeiture Fund	10,000
Clerk of Court Fees	138,379	E911 Fund	977,663
Commonwealth Attorney Fees	5,000	School Capital Fund	975,062
Off Duty Pay for Sheriff Deputies	55,300	Law Library	10,000
		Debt Service Fund	3,975,988
Animal Control Fees	5,651	Utilities	24,000
Landfill Fees	818,170	Courthouse Maintenance Fund	44,000
Aging Services Local Revenue	10,000	Total - Other Funds	<u>9,252,214</u>
Family Resource Center Donations	27,463		
Recreation Fees	140,000	Schools: Local (Cafeteria, Miscellaneous)	3,281,797
EMS Billing Revenue	1,294,564	State	40,934,763
Library Fines and Fees	35,000	Federal	8,082,801
Franklin Center Fees	9,500	County	32,860,733
Sale of Maps and Code	540	Canneries	37,419
		Total School Funds	<u>85,197,513</u>
Recovered Costs	630,587		
		Total Budget	<u>175,380,807</u>
Motor Vehicle Carriers Tax	40,000		
Mobile Home Titling Tax	76,000	Less Transfers Between Funds	<u>(40,970,941)</u>
Motor Vehicle Rental Tax	38,000		
Shared Expenses Comm Attorney	585,309	Total Net Budget	<u>\$ 134,409,866</u>

APPROPRIATIONS RESOLUTION EXHIBIT B

County of Franklin
Adopted Expenditures
Fiscal Year 2016-2017

General Government Administration

Board of Supervisors \$ 363,317

General and Financial Administration

County Administrator 402,698
Commissioner of Revenue 616,285
Reassessment 150,000
Treasurer 509,287
Finance 256,904
Risk Management 400,111
Human Resources 125,554
Information Technology 1,177,637
Registrar 292,121
4,293,914

Judicial Administration

Circuit Court 105,437
General District Court 7,080
Magistrate 2,000
Juvenile and Domestic Rel Court 17,750
Clerk of the Circuit Court 638,890
Sheriff - Courts 725,303
Juvenile Court Services 430,901
Commonwealth Attorney 787,092
2,714,453

Public Safety

Sheriff - Law Enforcement 4,134,070
Correction and Detention 3,959,342
Building Inspections 499,094
Animal Control 276,413
Public Safety 4,216,594
13,085,513

Public Works

Road Viewers 0
Public Works 214,436
Solid Waste and Recycling 2,066,006
General Buildings and Grounds 1,263,641
3,544,083

Health and Welfare

Health Department 370,000
Community Services 109,511
Social Services 6,028,136
CSA 4,798,004

Family Resource Center \$ 258,483
Aging Services 222,777
11,786,911

Parks, Recreation and Cultural

Parks and Recreation 1,046,040
Library Administration 930,094
1,976,134

Community Development

Planning Agencies 594,529
Planning & Community Development 541,050
Economic Development 1,015,102
GIS and Mapping 151,813
Franklin Center 196,192
Tourism Development 258,221
Virginia Cooperative Extension 109,641
2,866,548

Nondepartmental

667,645

Transfers to Other Funds

Schools - Operations 30,504,781
Schools - Debt Service 2,355,952
Schools - Canneries 37,419
County Capital 3,235,501
Utilities 15,000
Debt Service 2,929,563
E911 917,663
Subtotal 39,995,879

Total General Fund

80,931,080

Other Funds:

E911 977,663
Debt Service 3,975,988
Capital Fund 3,235,501
Law Library 10,000
Courthouse Maintenance 44,000
Utilities 24,000
School Capital 975,062
Forfeited Assets 10,000
Schools 85,197,513
175,380,807

Less Transfers Between Funds (40,970,941)

Total Net Budget \$ 134,409,866

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



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