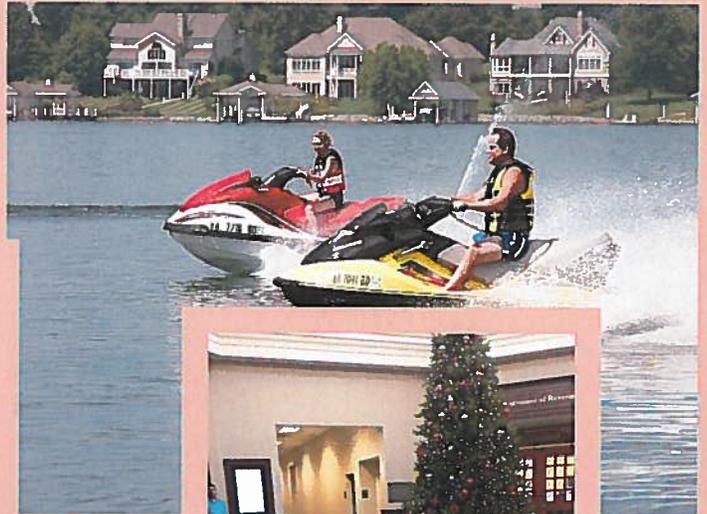
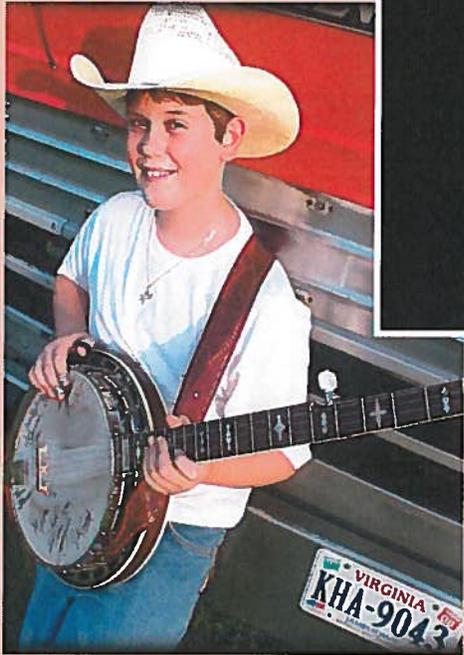


Franklin County, Virginia
Adopted Budget
FY' 2014-2015



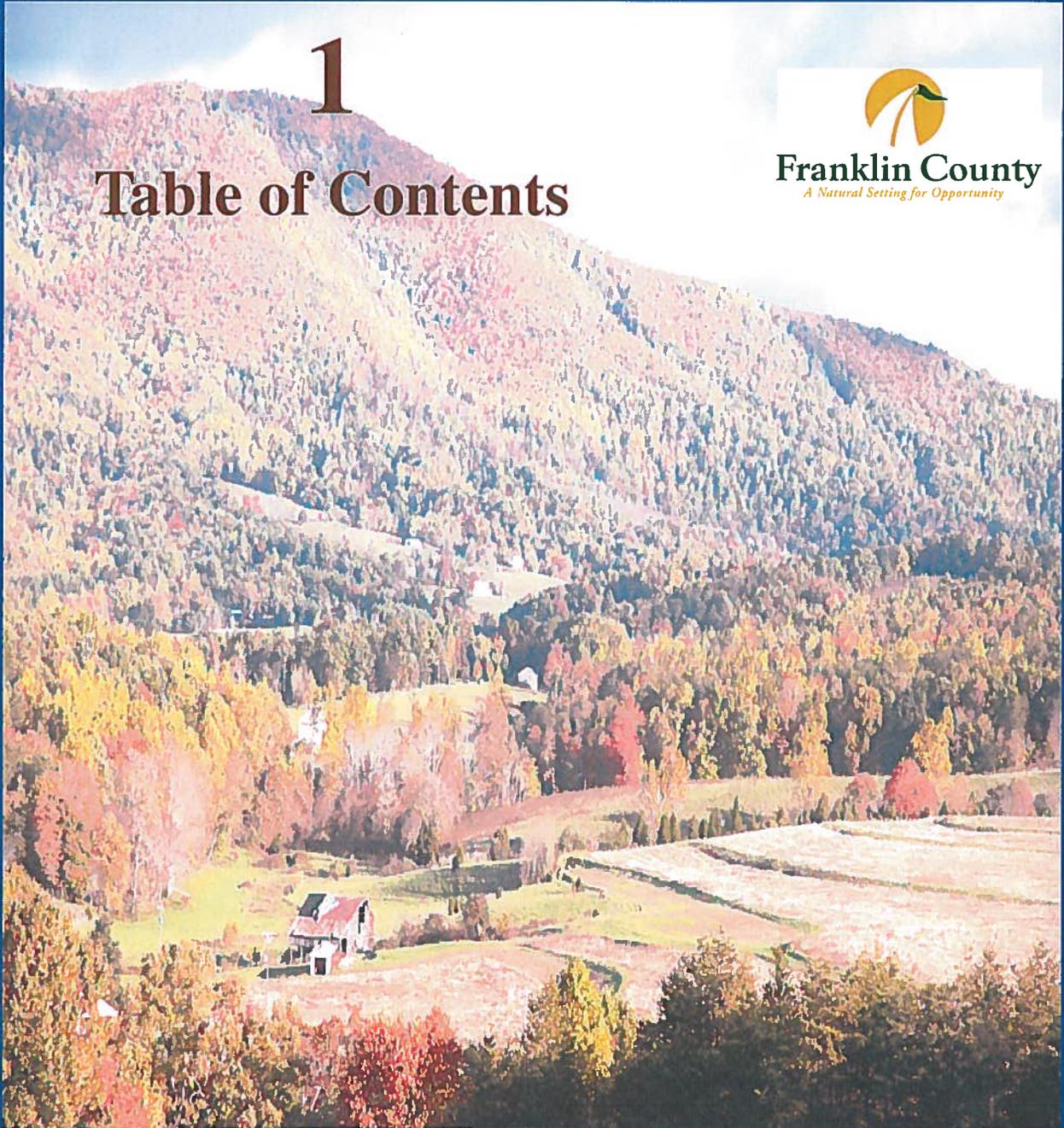
Franklin County
A Natural Setting for Opportunity

1

Table of Contents



Franklin County
A Natural Setting for Opportunity



Franklin County
Adopted Budget FY 2014-15
Table of Contents

INTRODUCTION

Budget Message	1	County Administrator	72
Long/Short -Term Goals	6	Commissioner of the Revenue	73
Historical Sketch	7	Treasurer	74
Locator Map	8	Finance	75
Board of Supervisors	9	Information Technology	76
County Officials	10	Registrar	77
Organization Chart	11	Clerk of the Circuit Court	78
GFOA Budget Award	12	Other Courts	79
Miscellaneous Statistics	13	Commonwealth's Attorney	80
Franklin County Quick Look	14	Sheriff	81
Principal Employers	18	Building Inspections	82
Regional Economic Forecast	18	Public Safety	83
Property Value, Construction	19	Solid Waste and Recycling	84
Debt Ratio Tables	20	General Properties	85
Ten Year Debt/Capital Trends	21	Social Services	86
Largest Assessed Values	21	C.S.A. Office	87
		Family Resource Center	88
		Aging Services	89
		Parks and Recreation	90
		Library	91
		Planning & Cmty Development	92
		Economic Development	93
		GIS	94
		The Franklin Center	95
		Virginia Cooperative Extension	96
		Transfers to Other Funds	97

BUDGET OVERVIEW

Summary of the Adopted Budget	22		
Budget Calendar	23		
Long-Term Financial Policies	24		
Strategic Plan	28		
Debt Management	37		
Debt Capacity Analysis	39		
Basis of Budgeting	42		
Fund Balance	45		

FINANCIAL SUMMARIES

Fund Balance, Revenue and Expenditure Totals by Fund	48
Total Revenues/Expenditures	50
Revenue Pie Chart	51
Revenue Analysis	52
Revenue Funding Crosswalk	58
Expenditure Pie Chart	60
Expenditure Highlights	61
Table of Departments and Funds	63
Long Term Financial Projection	64

OTHER FUNDS, CIP

Summary of Other Funds	98
E911	102
Capital Improvement Program	105
Debt and Utilities	111

SCHOOLS

School Officials	112
School Summary	113

APPENDICES

Authorized Position Count	118
Appropriation Resolution	119
Glossary	125
Index of County Departments	129

GENERAL FUND

General Fund Revenues	66
General Fund Expenditures	69
Board of Supervisors	71

2

Introduction



Budget Message	1
Long/Short - Term Goals	6
Historical Sketch	7
Locator Map	8
Board of Supervisors	9
County Officials	10
Organization Chart	11
GFOA Budget Award	12
Miscellaneous Statistics	13
Franklin County Quick Look	14
Principal Employers	18
Regional Economic Forecast	18
Property Value, Construction	19
Debit Ratio Tables	20
Ten Year Debt/Capital Trends	21
Largest Assessed Values	21





March 18, 2014

Mr. David Cundiff, Chairman
And Members of the Franklin County Board of Supervisors
County Board Meeting Room
1255 Franklin Street
Rocky Mount, Virginia 24151

Dear Chairman Cundiff and Members of the Board:

It is my pleasure to transmit to you today my recommendations for a balanced 2014-2015 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.

Richard E. Huff II
County Administrator
1255 Franklin Street, Suite 112
Rocky Mount, VA 24151
(540) 483-3030
www.franklincountyva.org

Staff's recommendation for the County's 14-15 fiscal plan totals \$129,791,577. This total represents an increase of \$5,495,976 over the current year adopted budget of \$124,295,601 or 4.4%.

The County continues to struggle with state mandated requirements that have little or no new additional state revenues to offset the additional requirements placed upon the County. Examples include an increase in the teacher retirement rate of 2.84% (a 17% increase in the annual contribution needed) and the state and federal mandated storm water management program. The County is also experiencing an increase in the Comprehensive Services Program which serves children in foster care as well as special needs children. Expenditure spikes in fuel prices and other energy costs as well as health insurance increases for employees are continuing challenges faced every year by the County.

Last July the County began seeing an increase in the average daily population at the Regional Jail. At that time the average daily population of inmates was 132. Today that number stands at 172.

Staff has worked diligently to review and reduce if possible, various departmental budgets and line items.

Operational decreases in the following major categorical areas and departments include:

- Judicial Administration including all courts and related functions: overall reduction of 5%
- Treasurer, reduction of 2%.
- Solid Waste, reduction of 4%.
- Social Services, reduction of 5%

Increases in the functional areas and departments listed below include:

- General and Financial Administration, 1.8%
- Public Safety, 8.7%
- Parks, Recreation and Libraries 0.28%
- Overall Health and Welfare, 2.5%
- Community Development, 10%

Function	Adopted	Adopted	Difference
	2013-2014	2014-2015	
	Budget	Budget	
General Administration	\$ 4,125,906	\$ 4,195,798	\$ 69,892
Judicial Administration	2,375,496	2,256,094	-119,402
Public Safety	13,257,144	14,251,880	994,736
Public Works	3,579,834	3,545,150	-34,684
Health and Welfare	11,414,920	11,694,429	279,509
Schools	79,213,145	82,110,612	2,897,467

Recreation & Libraries	1,923,159	1,928,496	5,337
Community Development	2,144,761	2,361,782	217,021
Debt, Capital, Utilities	<u>6,261,236</u>	<u>7,447,336</u>	<u>1,186,100</u>
Totals	\$ <u>124,295,601</u>	\$ <u>129,791,577</u>	\$ <u>5,495,976</u>

Included in the proposed budget is anticipated school operating carryover funding of \$524,670.

There were 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. As previously mentioned in prior years, the County continues to pick up unfunded mandates and shore up significant losses from the Commonwealth. Virginia's economy continues to be sluggish and economic recovery has been slow at best. State-wide, the housing market continues to be challenged with a large inventory of homes for sale and small or little growth in the construction of new homes. Foreclosures and tight credit markets still are reasons to be hesitant about this sector of the economy.

Local sales tax (a clear indication of consumer spending) is projected to only increase 0.06% in the FY14-15 proposed budget but Real Estate and Personal Property Taxes are showing some steady signs of growth at 0.40% and 4.5% respectively. .

The state has increased its' share of funding for K-12 education by approximately \$1.1 million dollars which is largely earmarked to help offset the increase in the retirement rate. The other new additional state revenue is for the Prevention, Intervention and Remediation Programs, At Risk Programs, Virginia Preschool Initiative and Early Reading Intervention. Federal revenue for School programs is projected to decrease \$155,978 or roughly 2%. Federal School funds are earmarked for Title II, Title VI-B programs and School Food.

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

- Continues funding for disaster recovery protection of mission critical Information Technology Infrastructure.
- Provides an additional \$643,467 for housing more inmates at the Regional Jail. Last July the County began seeing an increase in the average daily population at the Regional Jail. At that time the average daily population of inmates was 132. Today the average daily population is 172.
- Funds the Federal and State mandated storm water management program.
- Funds a local increase of \$150,000 for the Comprehensive Services Program (CSA) which serves children in foster care as well as special needs children.

In terms of school funding for FY14-15, I am recommending the following:

- ☞ Local operational funding of \$29,708,271 – an increase of \$846,308 or 2.9%.

- ☞ Level debt service funding of \$2,708,459 less \$58,000 for the drop in school debt service in FY14-15. The \$58,000 is reserved for future School debt service in the County Debt Service Fund and has been earmarked for the School five year capital projects plan which began in FY12-13.
- ☞ Continued School Capital funding of \$880,000 plus \$340,000 for school bus replacement for a total of \$1,220,000. \$880,000 has also been earmarked for the School five year capital projects plan which was started in FY12-13.
- ☞ School Energy Fund Carryover of \$260,640 held in the County's Capital fund.
- ☞ School Carryover funding of \$524,670 for School Contingency Funds. These funds are held in the County's general fund for appropriation as needed to the Schools in FY14-15.
- ☞ Additional funds for the Canneries in the amount of \$805.

Total Local Funds net Increase for the Schools is \$1,371,783.

Other Highlights in the Budget Include:

Major Capital Improvements proposed for FY14-15:

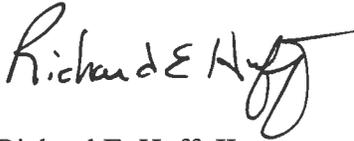
- Funds \$167,274 for Upgrades of Mission Critical Information Technology Infrastructure Improvements.
- Continues Landfill Monitoring and Groundwater Corrective Action Expenditures as well as engineering consulting work on the old and new landfill. Funds replacement landfill capital equipment through a five year lease purchase.
- Includes \$441,429 for Fire/EMS Apparatus and Vehicles and \$225,000 for Law Enforcement Vehicles.
- Provides \$200,000 in local economic development funding incentives, an additional \$100,000 for a Business Park set aside and an additional \$59,274 for the Job Creation Fund.
- Includes \$11,000 for improvements and repairs at various county parks, \$26,000 for a replacement pickup truck as well as the continuation of the \$100,000 annual payment on the Smith Farm.
- Provides \$150,000 for the on-going study of improvements to the public safety radio system.
- Plans for the replacement of voting equipment by setting aside additional funds in FY14-15 from fund balance. The accumulated set aside amount in FY14-15 is projected to be \$500,000, the total amount needed to replace this equipment.

The recommendations outlined above require the 2014-2015 Proposed Budget be funded with the following tax rates:

Real Estate	\$0.56 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,

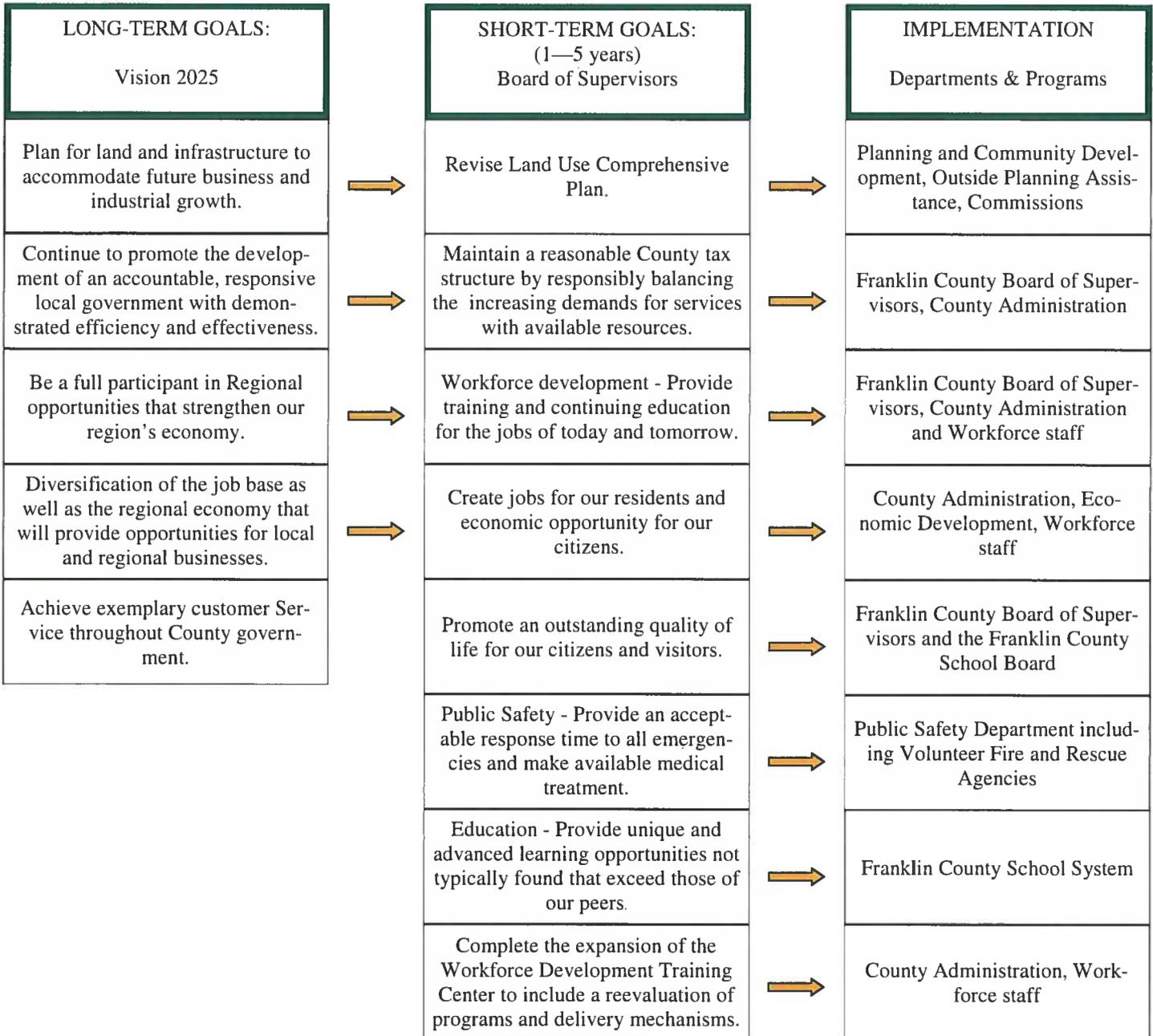


Richard E. Huff, II
County Administrator

The Franklin County budget was adopted on April 22, 2014. The adopted budget reduced the proposed Real Estate tax rate by one cent to \$0.55 per \$100 assessed valuation. All other tax rates were adopted as presented by the County Administrator on March 18, 2014.

FRANKLIN COUNTY

LINKING LONG - AND SHORT-TERM GOALS



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.

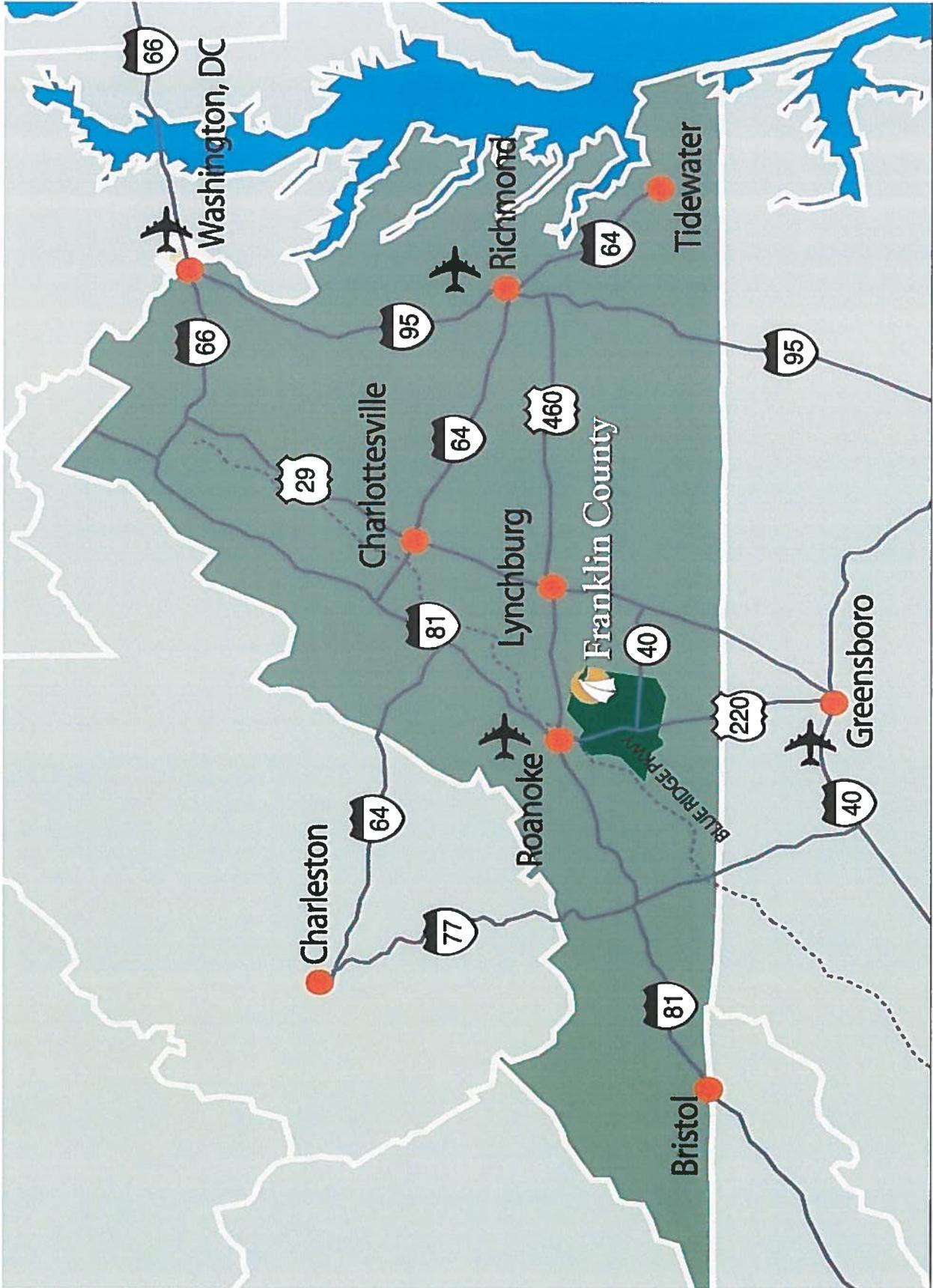
The County lies in the western piedmont, a diverse terrain ranging from flatlands on the east to rugged peaks of the Blue Ridge on the west. The area was home to Native Americans as early as 10,000 B.C. In the 1600's an eastern Siouan tribe inhabited the region. Indian relics, arrowheads and artifacts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

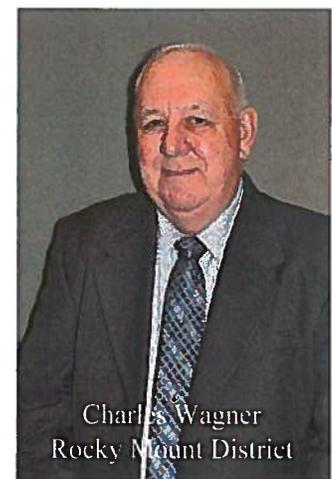
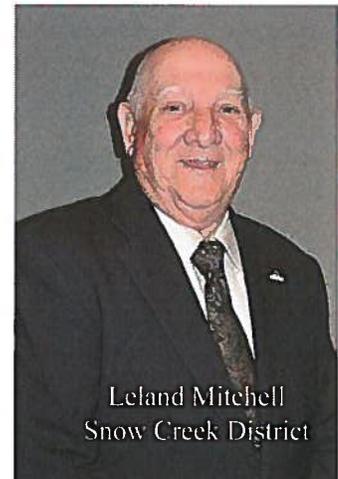
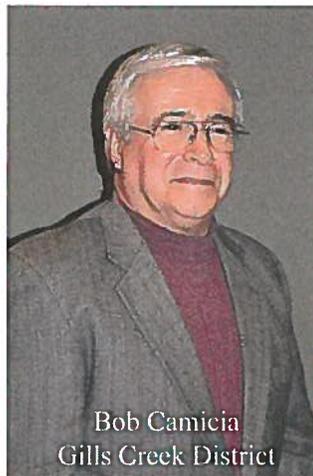
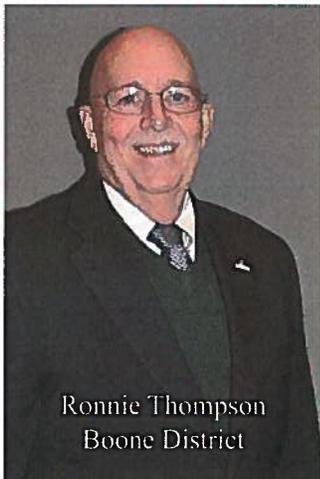
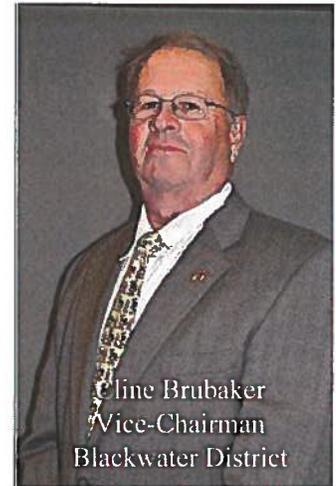
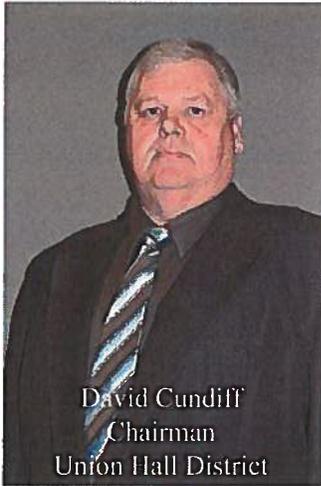
The late nineteenth century saw increasing industrialization. With the entry of the Norfolk and Western railroad in 1892, the Punkin Vine route through the County provided new access for industry. Tobacco factories as well as diversified wood and textile-based industries became significant components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

June 30, 2014



Franklin County Officials
June 30, 2014

Board of Supervisors

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

County Administration

Richard E. Huff, II, 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 Neil Holthouser
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 David Bass
Director of Franklin Center Kathy Hodges
Director of Family Resource Center Cynthia Treadway
Director of Social Services Deborah K. Powell
Chief Building Official Vacant
Unit Coordinator of Va. Cooperative Extension Sean Duff
General Registrar Kay Chitwood

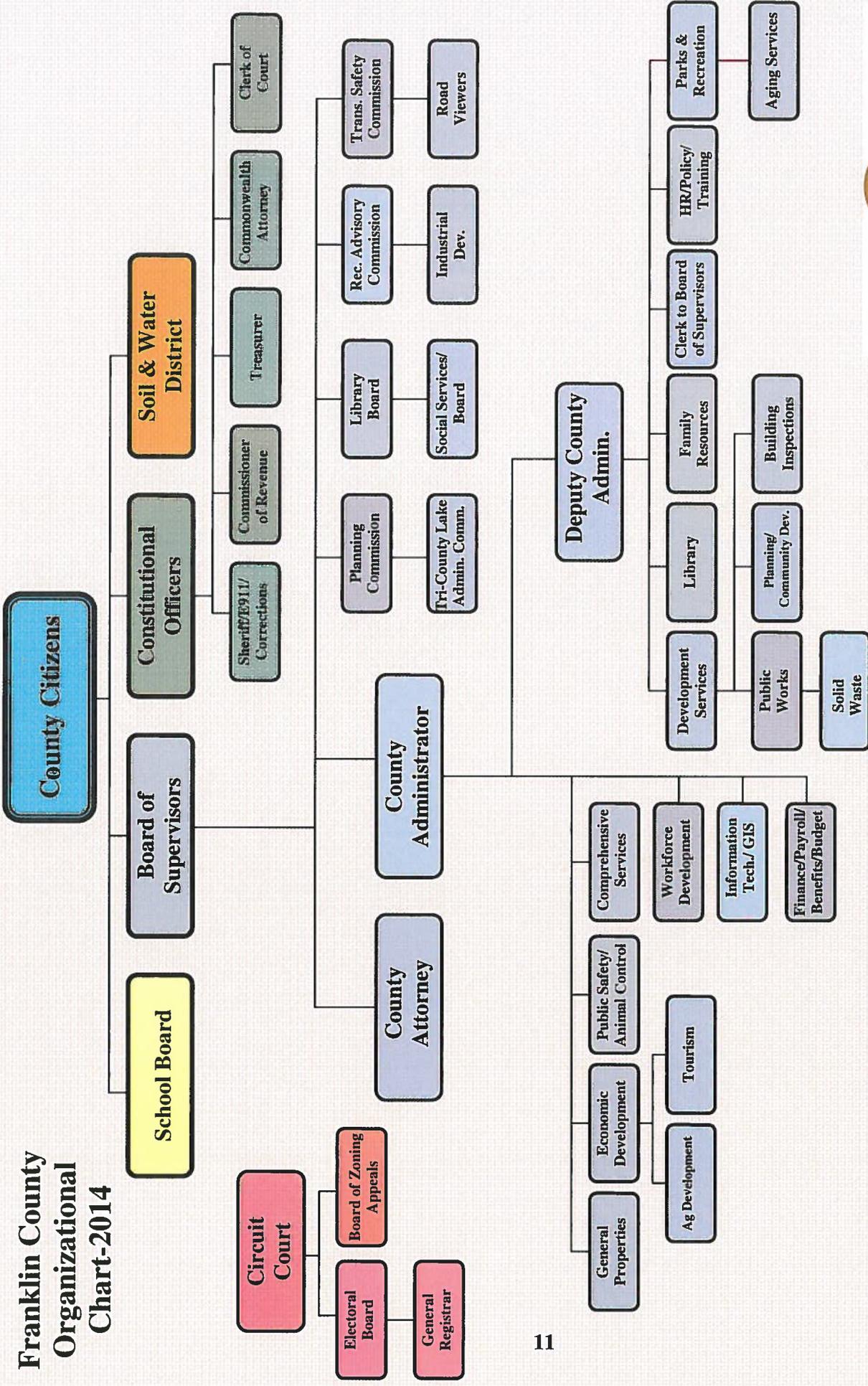
Constitutional Officers

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

Franklin County Social Services Board Members

Wendie W. Dungan, 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-2014





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**County of Franklin
Virginia**

For the Fiscal Year Beginning

July 1, 2013

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Franklin County, Virginia for its annual budget for the fiscal year beginning July 1, 2013. 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, 2014**

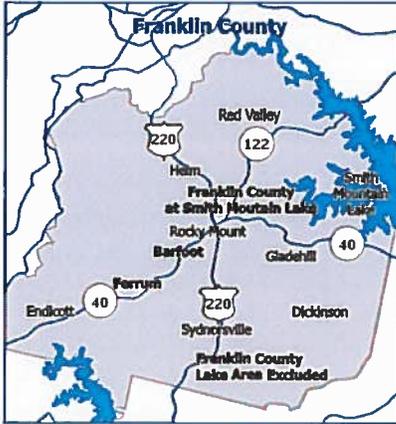
Date Established	1786
Form of Government	County Administrator
Area	721 square miles
Population (estimate)	56,616
Registered Voters	35,282
Median Age	40
Per Capita Personal Income	\$34,614
Building Permits Issued	1,024
Value of Building Permits Issued	\$62,465,201
Unemployment Rate	5.2%
Fire and Rescue Protection:	
Stations	18
Firefighters and Volunteers	230
Police Protection:	
Number of Employees	82
Number of Arrests	2,231
Number of Calls for Service	35,935
Education:	
Number of Elementary Schools	12
Number of Middle Schools	1
Number of High Schools	1
Number of Career Centers	1
Enrollment (actual as	7037
Parks and Recreation:	
Number of Parks	9
Total Park Acreage	696
Libraries:	
Number of Sites	2
Patrons Registered	24,117
Total Circulation	242,338

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 Census are presented below:

Median Age	40
Persons under 18 years, percent, 2012	20.0%
Persons 65 years and over, percent 2012	19.4%
White alone, percent, 2012	89.5%
Black or African American alone, percent 2012	8.3%
American Indian and Alaska Native alone, percent, 2012	0.5%
Hispanic or Latino, percent, 2012	2.6%
High school graduate or higher, percent of persons age 25+, 2008-2012	82.2%
Bachelor's degree or higher, percent of persons age 25+, 2008-2012	17.9%
Veterans, 2008-2012	4,860
Housing units, 2012	29,392
Median value of owner-occupied housing units, 2008-2012	\$164,300
Households, 2008-2012	23,552
Persons per household, 2008-2012	2.32
Median household income, 2008-2012	\$45,049
Persons below poverty level, percent, 2008-2012	14.4%
Unemployment Rate-December 2013	4.6%

A Quick Look at Franklin County, Va.



Location: 36.99322 N, 79.88081 W

Size: 721 sq. miles

Population: 56,616
(estimate July 1, 2013)

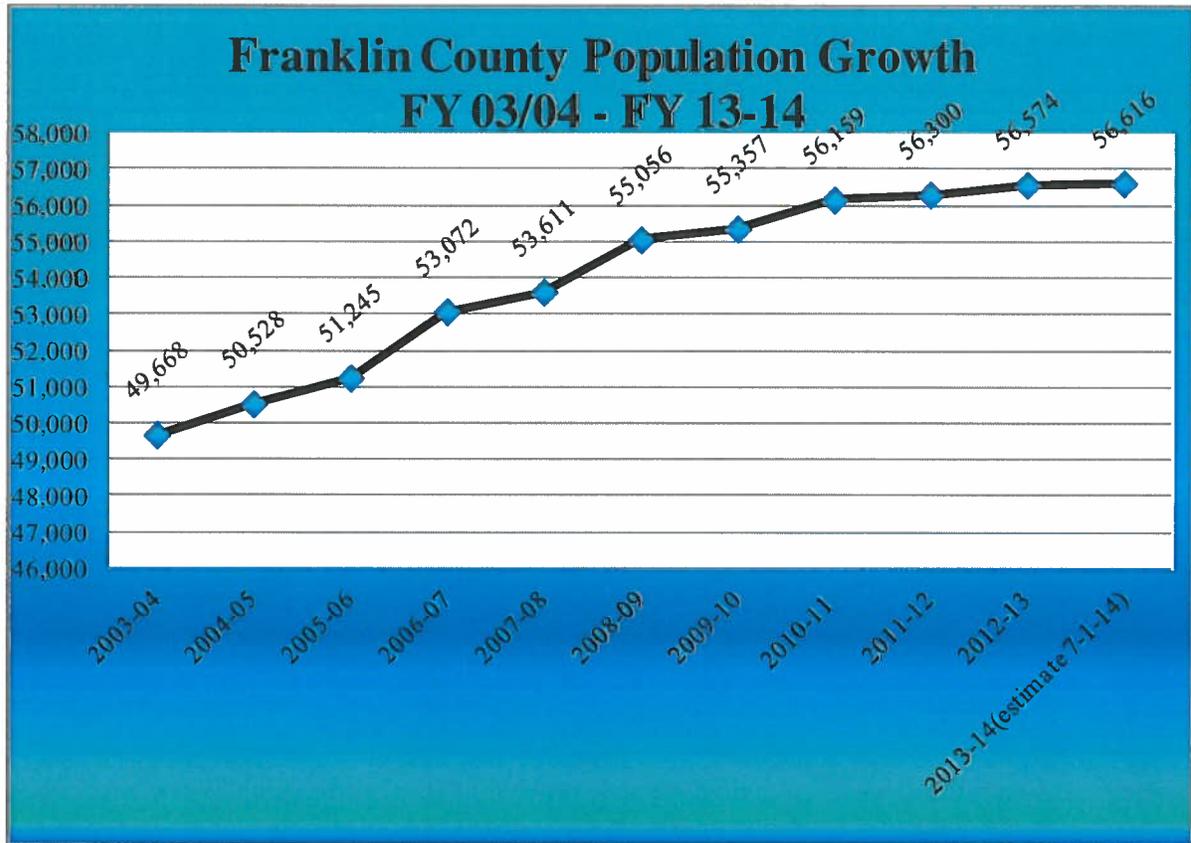
Population Density: 78.46 people/sq. mile

Towns & Communities:

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

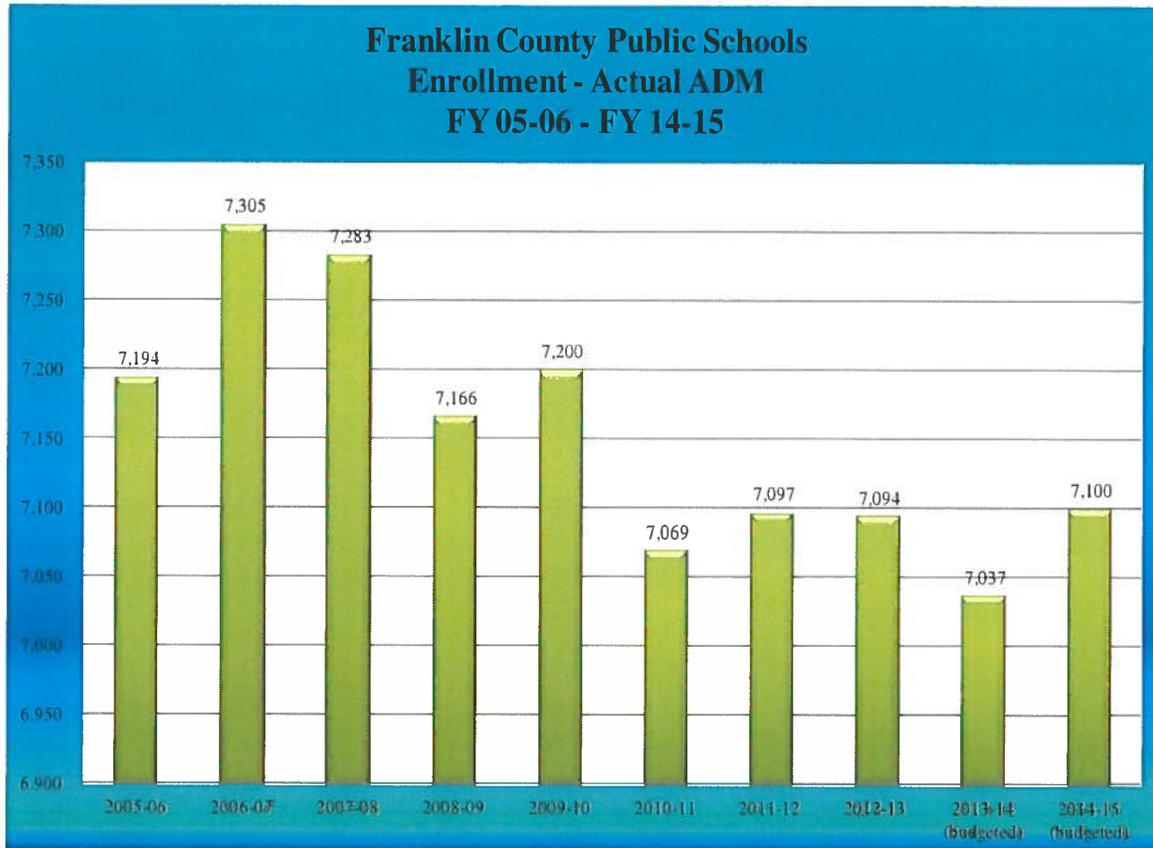
Population:

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 shown increases in conjunction with the overall population growth:



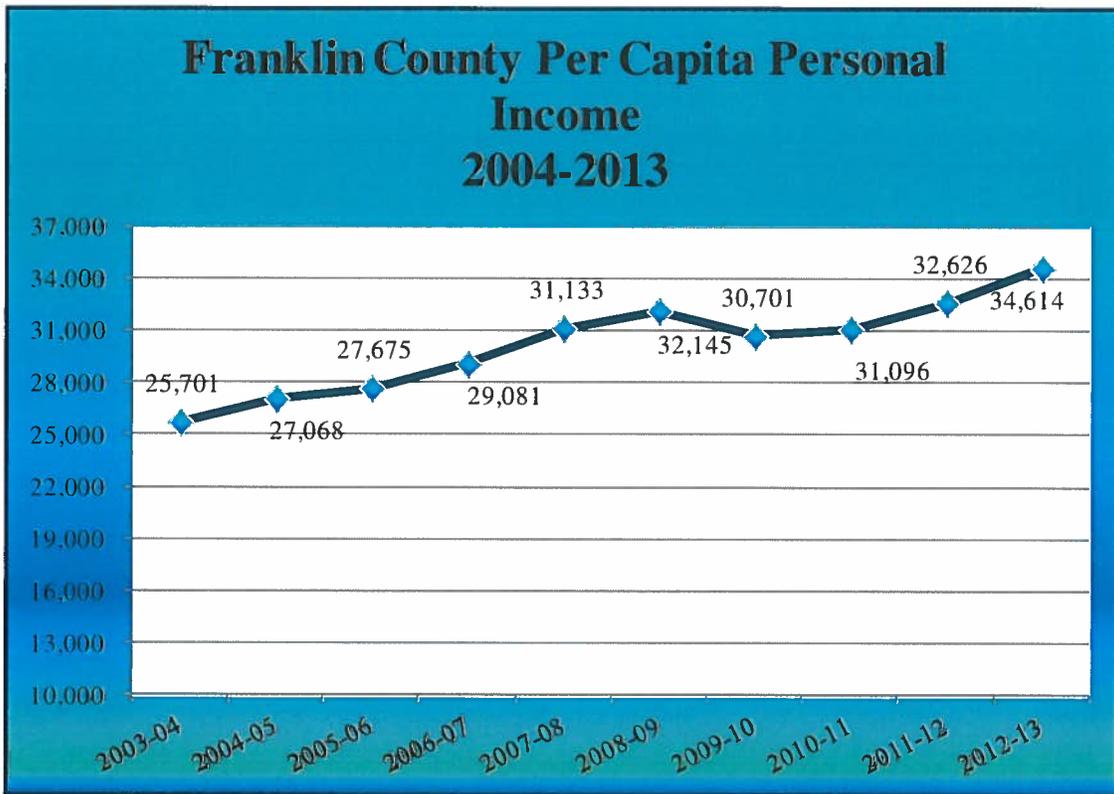
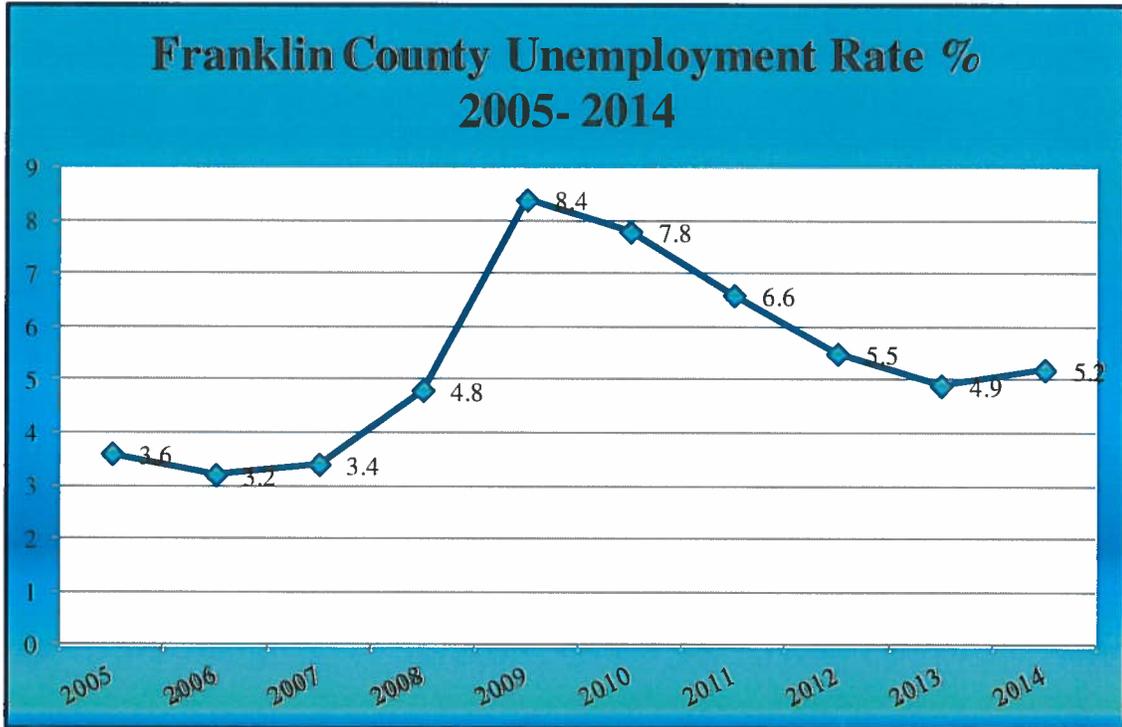
Educational Attainment

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	1,392
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	326
Uttermost Company	Interior Furnishings	150-200
Mod-U-Kraf Homes, Inc.	Modular Homes	100 – 299

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>
2001-2002	\$3,368,029,713	1,346	\$104,898,588
2002-2003	3,503,242,241	1,511	112,521,986
2003-2004	3,650,736,628	1,656	142,222,261
2004-2005	5,039,051,965	1,569	186,932,216
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	1,137	51,347,040

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 Twelve Fiscal Years

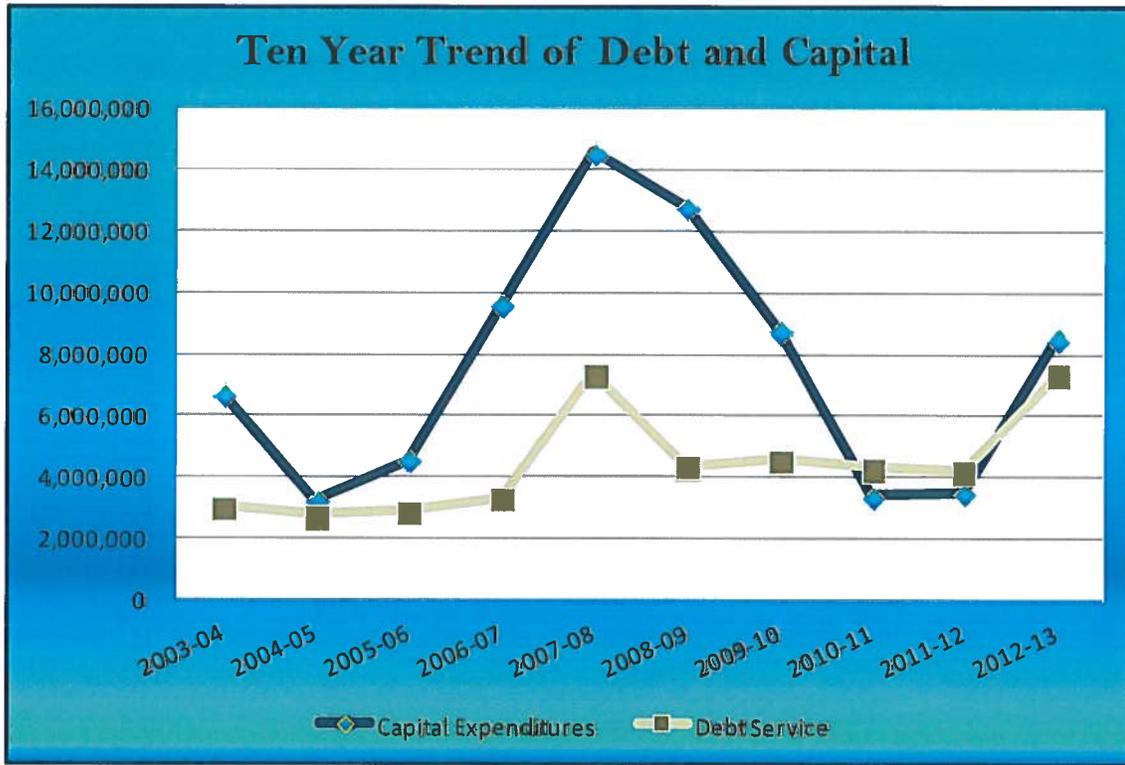
<u>Fiscal Year</u>	<u>Population(1)</u>	<u>Gross Assessed Value (3)</u>	<u>Gross and Net Bonded Debt(2)</u>	<u>Ratio of Bonded Debt to Assessed Value</u>	<u>Net Bonded Debt per Capita</u>
2001-02	47,927	3,368,029,713	25,685,437	0.0076	535.93
2002-03	48,700	3,502,242,241	23,921,816	0.0068	491.21
2003-04	49,000	3,650,736,628	22,282,575	0.0061	454.75
2004-05	49,841	5,039,051,965	23,223,697	0.0046	465.96
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

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 Twelve 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>
2001-02	2,305,554	1,240,177	3,545,731	79,711,574	4.45%
2002-03	2,233,556	1,126,740	3,360,296	80,002,670	4.20%
2003-04	1,985,865	1,026,506	3,012,371	85,418,525	3.53%
2004-05	1,806,075	961,179	2,767,254	91,728,187	3.02%
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%

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



**Franklin County, Virginia
Ten Largest Real Estate Assessments
June 30, 2013**

<u>Taxpayer</u>	<u>Nature of Business</u>	<u>Assessed Value (Millions)</u>
Appalachian Power Company	Electric Utility	109
Franklin Real Estate Company	Real Estate	24
Central Telephone Company	Telephone Utility	23
Willard Construction Company	Construction	22
Wal Mart	Retail	10
McAirlaids	Manufacturing	10
Rocky Mount Development Co	Real Estate	10
Franklin Memorial Hospital	Health Care	8
Lowes	Retail	7
Southgate III LLC	Real Estate	7

3

Budget Overview



Summary of the Adopted Budget	22
Budget Calendar	23
Long-Term Financial Policies	24
Strategic Plan	28
Debt Management	37
Debt Capacity Analysis	38
Basis of Budgeting	42
Fund Balance	45



Franklin County Summary of the Adopted Budget

The adopted budget for fiscal year 2014-2015 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 requests takes place in January and February as well as preliminary meetings with the Board of Supervisors. 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.



Franklin County

A Natural Setting for Opportunity

Budget Calendar

<u>Date</u>	<u>Task</u>
October 3, 2013	CIP forms and instructions distributed to departments
November 1, 2013	CIP forms due to Finance department
November 11, 2013 through December 6, 2013	Preparation of CIP document Department of Finance prepares revenue projections Budget forms and instructions distributed to Departments
January 7, 2014	Budget forms due to Finance department
January 16, 2014	Revenue projections finalized
January 16, 2014	County Administrator begins review of forms and departmental requests
February 28, 2014	Proposed budget decisions and preparation of County budget
March 4, 2014	School Board Public Hearing
March 11, 2014	School Board budget presented to Board of Supervisors
March 18, 2014	County budget presented to Board of Supervisors
March 21, 2014 through April 4, 2014	County/School board budget discussions
April 15, 2014	Public Hearing on combined School and County budget
April 22, 2014	Fiscal Year 2014-2015 budget adoption
May – June, 2014	Preparation of related budget documents
July 1, 2014	Implementation of Fiscal Year 2014-2015 adopted budget
July 22, 2014	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 April 22, 2014 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.

2013
Franklin County
Strategic Plan
Adopted August 20, 2013



Franklin County
A Natural Setting for Opportunity

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 planned 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.

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.

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, 2013</i>
The County's debt as a percentage of the real estate assessment.	3.50%	0.36%
The County's debt service as a percentage of general government expenditures	10.00%	5.84%
Overall Debt Per Capita at June 30, 2013	\$1,500.00	\$679.86
Net Bonded Debt Per Capita at June 30, 2013	\$1,500.00	\$467.17
(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	<u>General Obligation Bonds</u>	
<u>Ending June 30,</u>	<u>Principal</u>	<u>Interest</u>
2014	2,982,084	912,179
2015	3,026,256	818,252
2016	2,553,636	729,589
2017	2,593,234	643,722
2018	2,632,472	557,731
2019-2023	8,766,385	1,628,641
2024-2028	2,340,759	513,628
2029-2033	815,000	192,053
2034-2038	380,000	18,434
Total	\$26,089,826	\$6,014,229

As of June 30, 2013, the County (includes general government and schools) has outstanding \$26.1 million in general obligation bonds and \$534,770 in capital leases. Also included in the County's financial statements in the long-term debt footnote is the liability for bond premiums of \$339,732, compensated absences liability of \$1,548,066, landfill closure/post closure liability of \$9,322,075 and other post-employment benefits of \$628,160. Total long-term obligations at June 30, 2013 for the County is \$38,462,629.

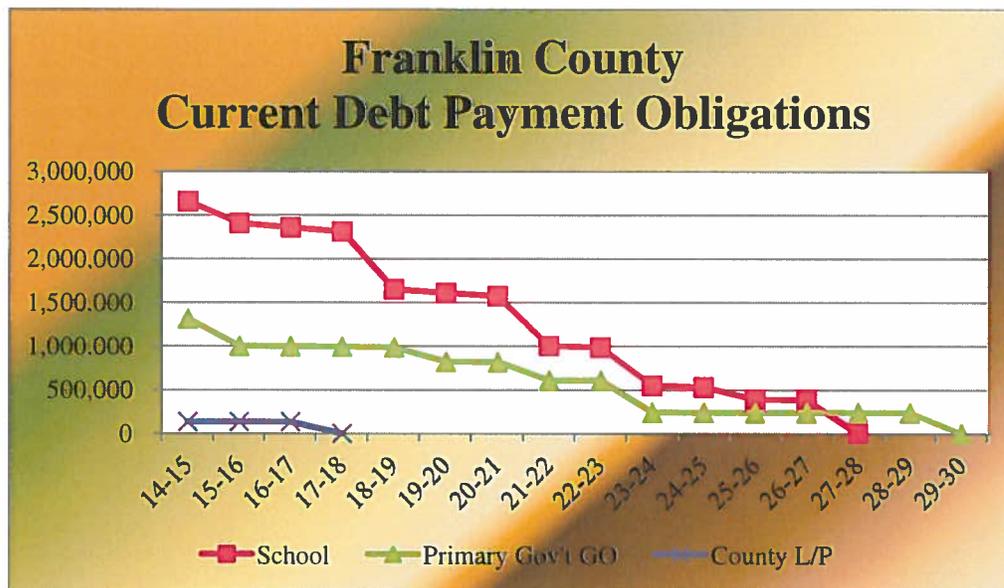
Bond Rating:

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.

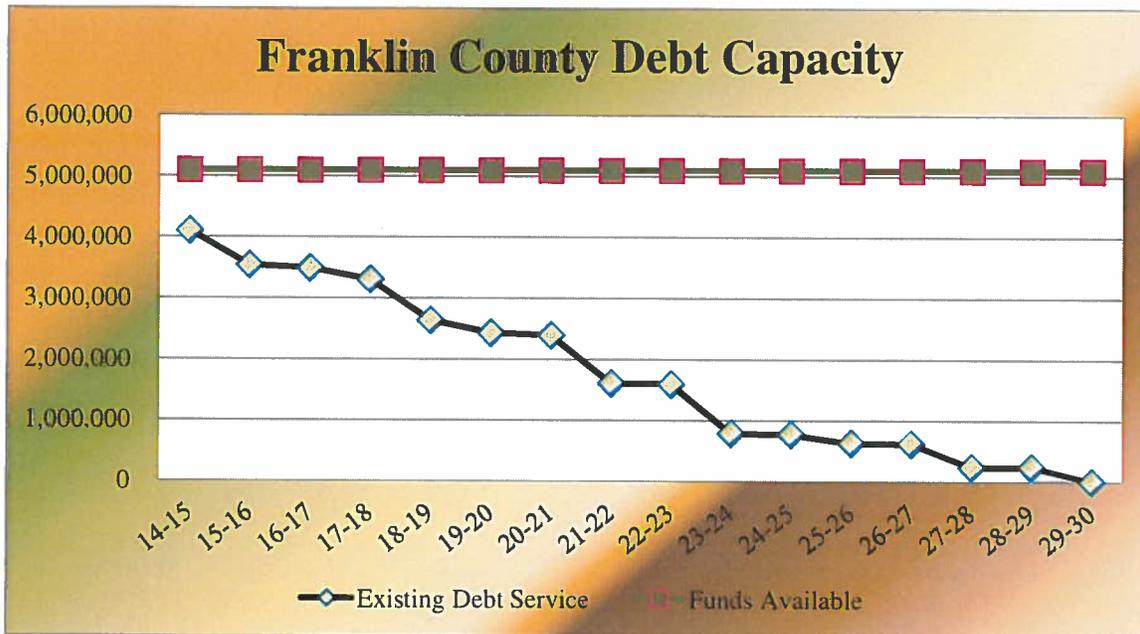
By formalizing the solid financial standing of the County in the eyes of the investment community, Franklin County has maximized their chances to borrow monies at the lowest interest rate possible. These ratings confirm to Wall Street that Franklin County's financial position is strong and as a result, 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 FY14-15 levels nor require increases in future tax rates.

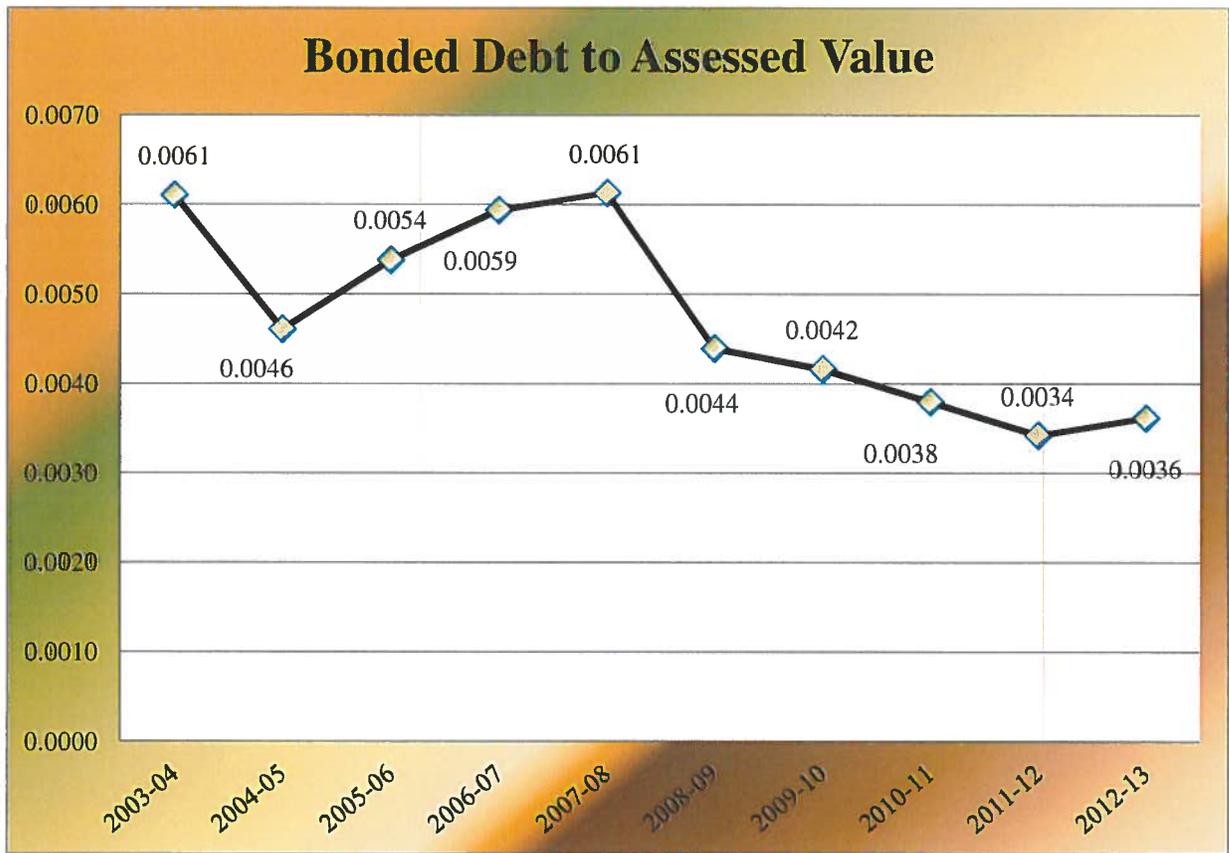
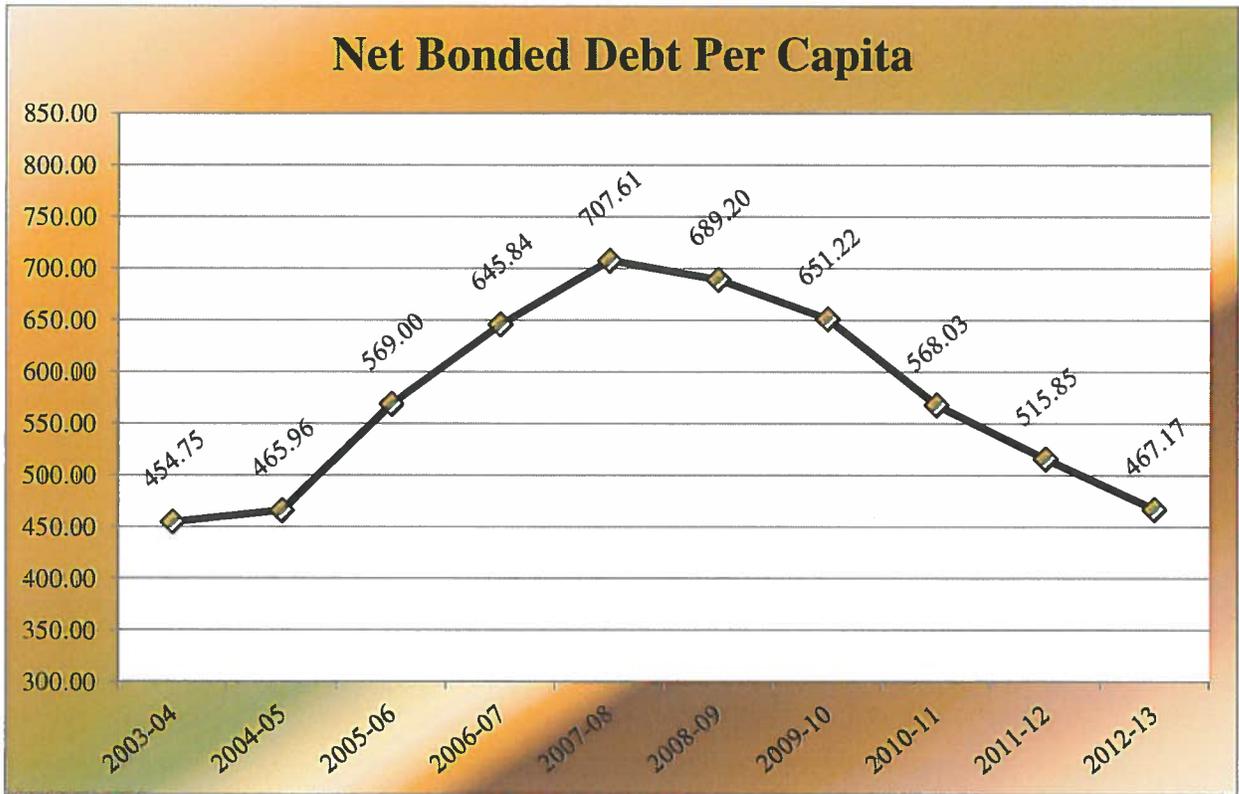


The current level of net bonded debt per capita at June 30, 2013 for Franklin County is \$467.17. The median for the Commonwealth of Virginia is approximately \$1,000. Franklin County's debt to assessed value at June 30, 2013 is 0.36% with the Virginia median being slightly less than 2.00%. Debt service as a percentage of expenditures was 5.84% for the fiscal year ended June 30, 2013. The County is in good financial position to borrow in the future should the need arise. The adopted FY14-15 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>
2001-02	47,927	3,368,029,713	25,685,437	0.0076	535.93
2002-03	48,700	3,502,242,241	23,921,816	0.0068	491.21
2003-04	49,000	3,650,736,628	22,282,575	0.0061	454.75
2004-05	49,841	5,039,051,965	23,223,697	0.0046	465.96
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

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



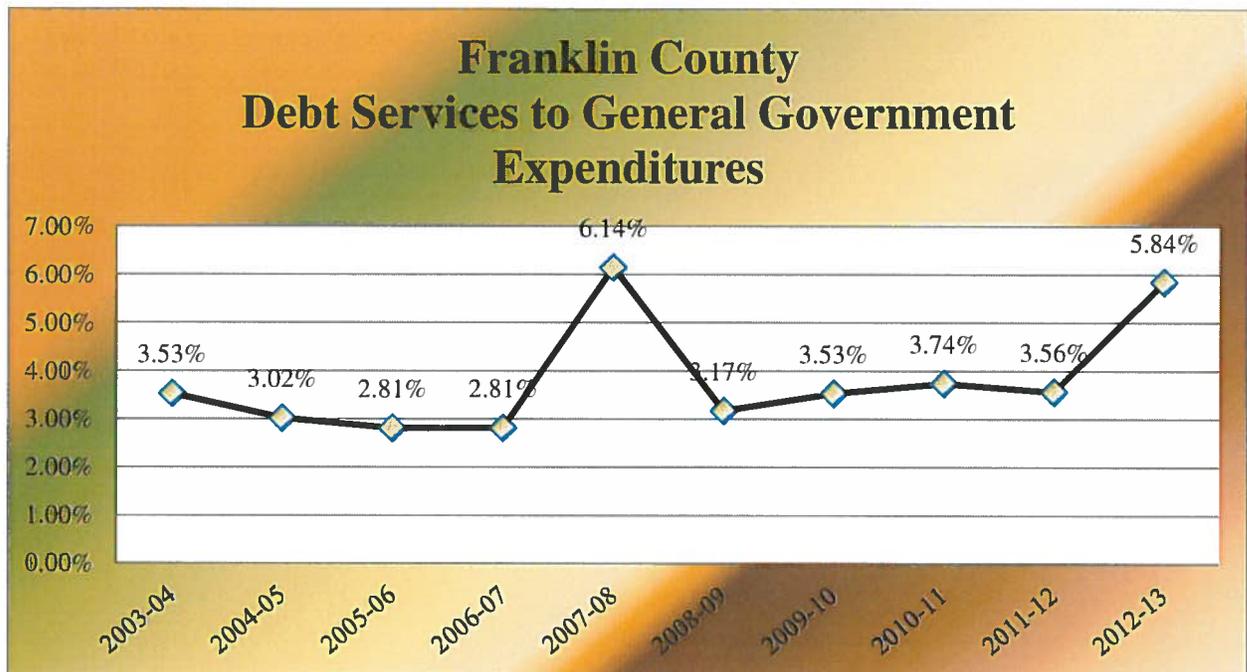
**Ratio of Net Annual Debt Service Expenditures for
General Bonded Debt to Total General Governmental Expenditures
Last Ten Fiscal Years**

<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>
2001-02	2,305,554	1,240,177	3,545,731	79,711,574	4.45%
2002-03	2,233,556	1,126,740	3,360,296	80,002,670	4.20%
2003-04	1,985,865	1,026,506	3,012,371	85,418,525	3.53%
2004-05	1,806,075	961,179	2,767,254	91,728,187	3.02%
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%

(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.

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 May 1, 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)

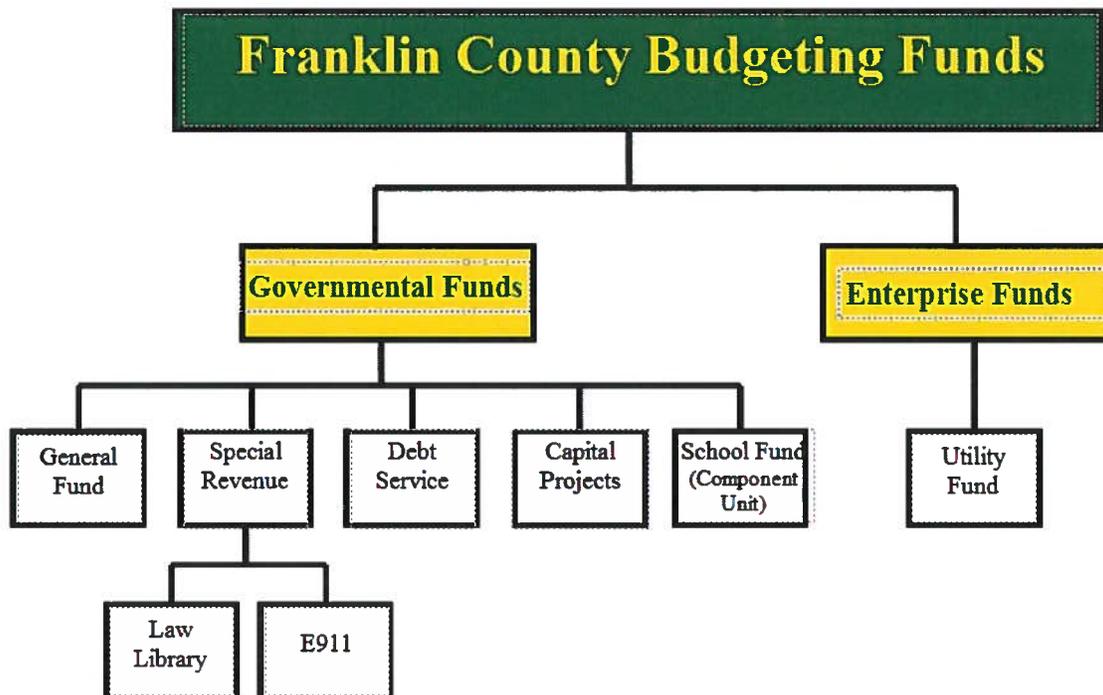
Presented as a Component Unit is the Franklin County School Board which operates the elementary and secondary schools in the County. The School Board is fiscally dependent upon the County because the County approves all debt issuances of the School Board and provides significant funding to operate the 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, 2013:

Restricted for E911	\$135,682
Restricted for Law Library	97,030
Restricted for Forfeited Assets	27,615
Restricted for Courthouse Maintenance	128,579
Assigned for Debt Service	277,289
Assigned for Capital Projects	11,776,528
Total	\$12,442,723

This total of \$12,442,723 is included in the June 30, 2013 fund balance amount of \$32,840,034. Unassigned general fund balance on June 30, 2013 was \$20,397,311. Below are summary projections of fund balance for the general fund only:

	Estimate FY13-14	Budget FY 14-15
Fund Balance, Beginning of Year	\$20,397,311	\$14,180,606
Revenue Sources	75,376,891	79,778,285
Expenditures	-38,873,392	-39,937,040
Transfers to Other Funds	-42,720,204	-39,841,245
Fund Balance, End of Year	\$14,180,606	\$14,180,606

Fund balance is projected to decrease in FY13-14 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 FY13-14 Balances					
Fund	Fund Balance	Revenue	Transfers		Estimated
	July 1, 2013	Sources	Expenditures	Out	Fund Balance June 30, 2014
General Fund	\$20,397,311	\$75,376,891	(\$38,873,392)	(\$42,720,204)	\$14,180,606
E911 Fund	135,682	1,090,342	(1,090,342)		135,682
Law Library	97,030	10,429	0		107,459
Capital Projects	11,776,528	14,864,716	(6,969,612)		19,671,632
Debt Service	277,289	4,035,833	(1,632,111)		2,681,011
School Operating	1,203,965	81,758,906	(81,758,906)		1,203,965
Utilities	182,806	24,000	(24,000)		182,806
Totals	\$34,070,611	\$177,161,117	(\$130,348,363)	(\$42,720,204)	\$38,163,161

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 grow because the County issued debt in the amount of \$9.6 million in the fall of 2013 to fund various capital projects. The General Fund fund balance is projected to decrease from the use of some of these funds to finance other one-time capital expenditures that are not accounted for in the County's Capital Projects fund.

4

Financial Summaries



Fund Balance, Revenue and Expenditure Totals by Fund	48
Total Revenues/Expenditures	50
Revenue Pie Chart	51
Revenue Analysis	52
Revenue Funding Crosswalk	58
Expenditure Pie Chart	60
Expenditure Highlights	61
Table of Departments and Funds	63
Long Term Financial Projection	64



Franklin County, Virginia
Fund Balance, Revenue and Expenditure Totals by Fund
Adopted FY14-15 Budget

	Fund							Totals
	General	E911	Law Library	Capital Projects	Debt Service	School Operating	Utilities	
Beginning Fund Balance	14,180,606	135,682	107,459	19,671,632	2,681,011	1,203,965	182,806	38,163,161
Revenues From Local Sources:								
General Property Taxes	47,349,410							47,349,410
Other Local Taxes	11,052,728		12,000					11,064,728
Permits, Fees and Licenses	372,000							372,000
Fines and Forfeitures	98,000							98,000
Revenue From Money & Property	1,029,323							1,029,323
Charges For Services	2,679,021					2,999,431	7,000	5,685,452
Miscellaneous Revenues	385,560				202,648			588,208
Recovered Costs	415,390							415,390
Revenues From Commonwealth of Virginia:								
School Funds						38,707,535		38,707,535
Public Assistance Revenue	4,552,606							4,552,606
Comprehensive Services Act	3,200,042							3,200,042
Shared Expenses - Constitutional Officers	4,340,516							4,340,516
Personal Property Tax Relief	2,626,618							2,626,618
Other Grants and State Shared Expenses	870,250	52,508						922,758
Revenue From Federal Government	135,151					8,010,170		8,145,321
Total Revenues	79,106,615	52,508	12,000	0	202,648	49,717,136	7,000	129,097,907
Fund Balance	693,670							693,670
Interfund Transfers		989,158		3,235,501	2,684,784	32,393,476	538,326	39,841,245
Total Available Funds	93,980,891	1,177,348	119,459	22,907,133	5,568,443	83,314,577	728,132	207,795,983

Franklin County, Virginia
Fund Balance, Revenue and Expenditure Totals by Fund (Continued)
Adopted FY14-15 Budget

Expenditures:	Fund							Totals
	General	E911	Law Library	Capital Projects	Debt Service	School Operating	Utilities	
General Government Administration	4,195,798							4,195,798
Judicial Administration	2,244,094		12,000					2,256,094
Public Safety	13,210,214	1,041,666						14,251,880
Public Works	3,545,150							3,545,150
Health and Welfare	11,694,429							11,694,429
Parks, Recreation and Cultural	1,928,496							1,928,496
Community Development	2,361,782							2,361,782
Non Departmental	779,077							779,077
Transfers to Other Funds	39,841,245							39,841,245
Debt Service					2,887,432			2,887,432
School Operating Fund						82,110,612		82,110,612
Capital Projects				3,235,501				3,235,501
Utilities							545,326	545,326
Total Expenditures	79,800,285	1,041,666	12,000	3,235,501	2,887,432	82,110,612	545,326	169,632,822
Ending Fund Balance	14,180,606	135,682	107,459	19,671,632	2,681,011	1,203,965	182,806	38,163,161
Total Expenditures Less Interfund Transfers	39,959,040	1,041,666	12,000	3,235,501	2,887,432	82,110,612	545,326	129,791,577

**Franklin County, Virginia
Total Revenues - All Funds**

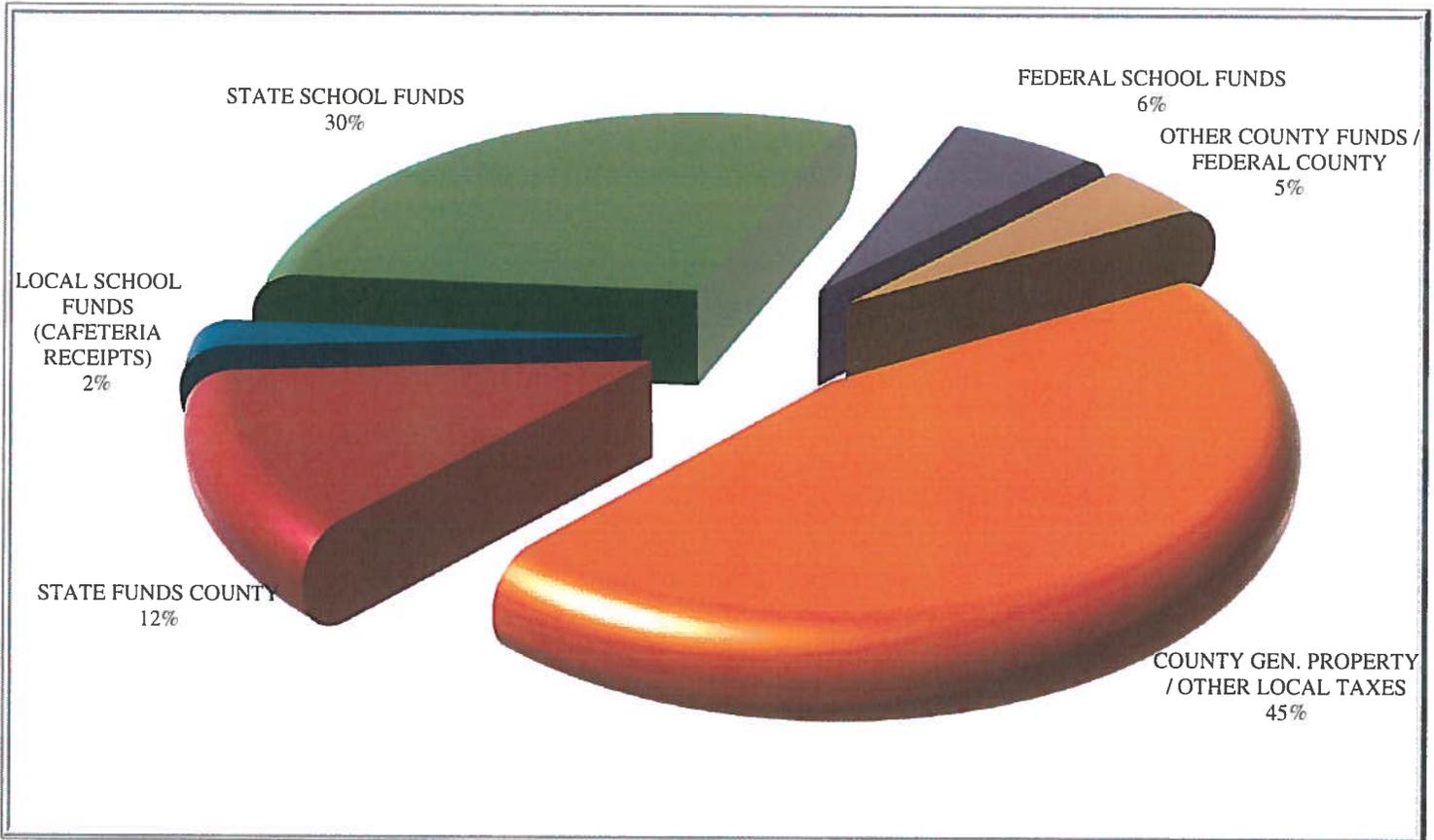
Revenues Function/Program	FY12-13 Actual	FY13-14 Budget	FY14-15 Adopted
Revenues From Local Sources:			
General Property Taxes	\$46,610,681	\$46,059,358	\$47,349,410
Other Local Taxes	10,354,116	10,056,589	11,064,728
Permits, Fees and Licenses	347,955	342,500	372,000
Fines and Forfeitures	67,474	57,000	98,000
Revenue From Use of Money & Property	1,054,213	1,000,000	1,029,323
Charges For Services	5,990,992	5,126,597	5,685,452
Miscellaneous Revenues	632,802	300,000	588,208
Recovered Costs	507,415	415,390	415,390
Revenues From Commonwealth of Virginia:			
School Funds	37,324,611	37,166,481	38,707,535
Public Assistance Revenue	4,200,579	4,712,743	4,552,606
Comprehensive Services Act	2,211,955	2,814,328	3,200,042
Shared Expenses - Constitutional Officers	4,115,716	4,339,226	4,340,516
Personal Property Tax Relief	2,626,618	2,626,618	2,626,618
Other Grants and State Shared Expenses	1,047,642	918,539	922,758
Revenue From Federal Government	7,628,467	7,849,592	8,145,321
From Fund Balance	<u>5,505,412</u>	<u>510,640</u>	<u>693,670</u>
Total Sources of Funding	<u>\$130,226,648</u>	<u>\$124,295,601</u>	<u>\$129,791,577</u>

Total Expenditures - All Funds

Expenditures	FY12-13 Actual	FY13-14 Budget	FY14-15 Adopted
General Fund			
General Government Administration	\$3,893,281	\$4,125,906	\$4,195,798
Judicial Administration	2,398,683	2,363,496	2,244,094
Public Safety	12,059,983	12,166,802	13,210,214
Public Works	2,887,848	3,579,834	3,545,150
Health and Welfare	10,329,613	11,414,920	11,694,429
Parks, Recreation and Cultural	1,863,069	1,923,159	1,928,496
Community Development	2,382,208	2,144,761	2,361,782
Non Departmental	46,893	534,652	779,077
Debt Service	1,865,776	2,035,833	2,887,432
E911 Fund			
E911 Fund	1,025,353	1,090,342	1,041,666
Law Library	0	12,000	12,000
Capital Projects	9,894,714	3,235,501	3,235,501
Utilities	42,490	455,250	545,326
School Operating Fund	<u>81,536,737</u>	<u>79,213,145</u>	<u>82,110,612</u>
Total Expenditures	<u>\$130,226,648</u>	<u>\$124,295,601</u>	<u>\$129,791,577</u>

ADOPTED 2014-2015 COUNTY REVENUES

(Net of Interfund Transfers)



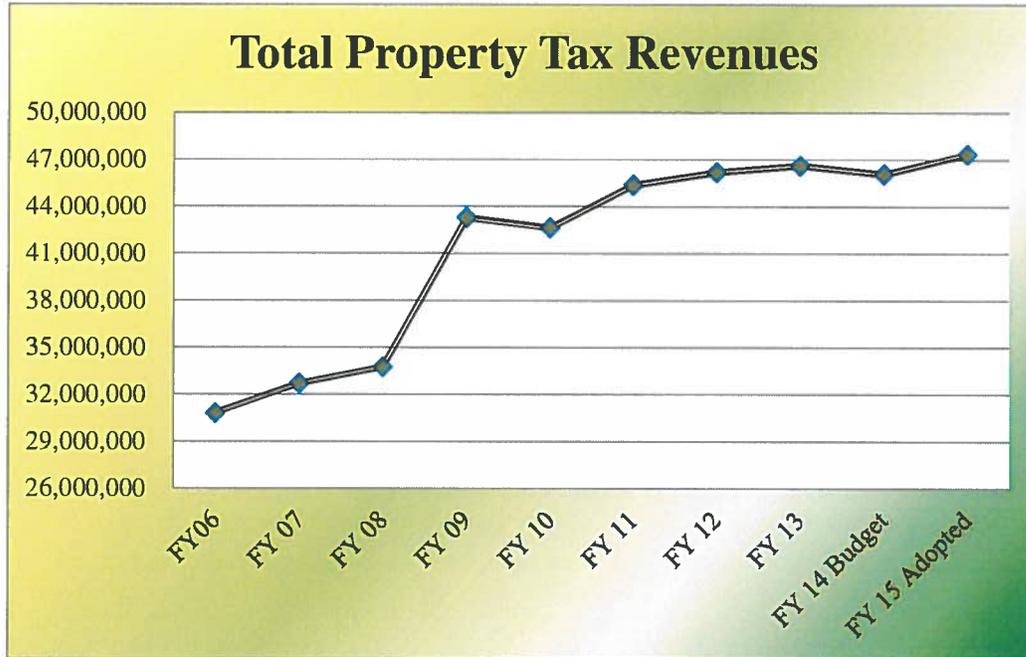
	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED	<u>FY 13-14 / FY 14-15</u> DIFFERENCE	<u>% CHANGE</u>	PERCENT OF TOTAL
COUNTY GEN. PROPERTY / OTHER LOCAL TAXES	56,091,947	58,390,138	2,298,191	4.10%	44.99%
STATE FUNDS COUNTY	15,330,641	15,580,032	249,391	1.63%	12.00%
LOCAL SCHOOL FUNDS (CAFETERIA RECEIPTS)	2,529,144	2,999,431	470,287	18.59%	2.31%
STATE SCHOOL FUNDS	37,166,481	38,707,535	1,541,054	4.15%	29.82%
FEDERAL SCHOOL FUNDS	7,652,517	8,010,170	357,653	4.67%	6.17%
OTHER COUNTY FUNDS / FEDERAL COUNTY	5,524,871	6,104,271 *	579,400	10.49%	4.70%
TOTALS	124,295,601	129,791,577	5,495,976	4.42%	100.00%

* Included in the 14-15 Other County Funds total above is \$524,670 for School Carryover Funding

REVENUE ANALYSIS

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 FY14-15 adopted budget projects a small increase in property tax revenues from an increase in the assessment of public service corporations in the County, small growth in real estate assessed value, a one cent increase in the real estate tax rate and a two cents increase in the personal property tax rate. The real estate tax rate will increase to \$0.55 per \$100 of assessed value. Personal property will increase to \$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.

In FY05, the real estate tax rate was also decreased by \$.08 from \$0.60 per \$100 of assessed value to \$0.52 per \$100 of assessed value. Franklin County reassesses property every four years. The large increase in property values explains the spike in the FY05 general property tax revenues even though the actual tax rate was decreased. The tax rate was increased by 1 cent to the FY05-06 adopted rate of \$0.53 per \$100 of assessed value. It is assumed that General Property Taxes will remain strong in future years due to population growth in the County. Franklin County is one the ten fastest growing Counties in the State of Virginia and has seen a huge influx of retired and semi-retired people moving to the Smith Mountain Lake area of the County.

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. \$47,349,410 is budgeted for General Property Taxes in the FY 14-15 adopted budget. The every four year reassessment of all real property in the County was completed in 2011 with the new reassessed values being effective January 1, 2012. Fieldwork for the next reassessment has begun and is expected to be completed by December 31, 2015.

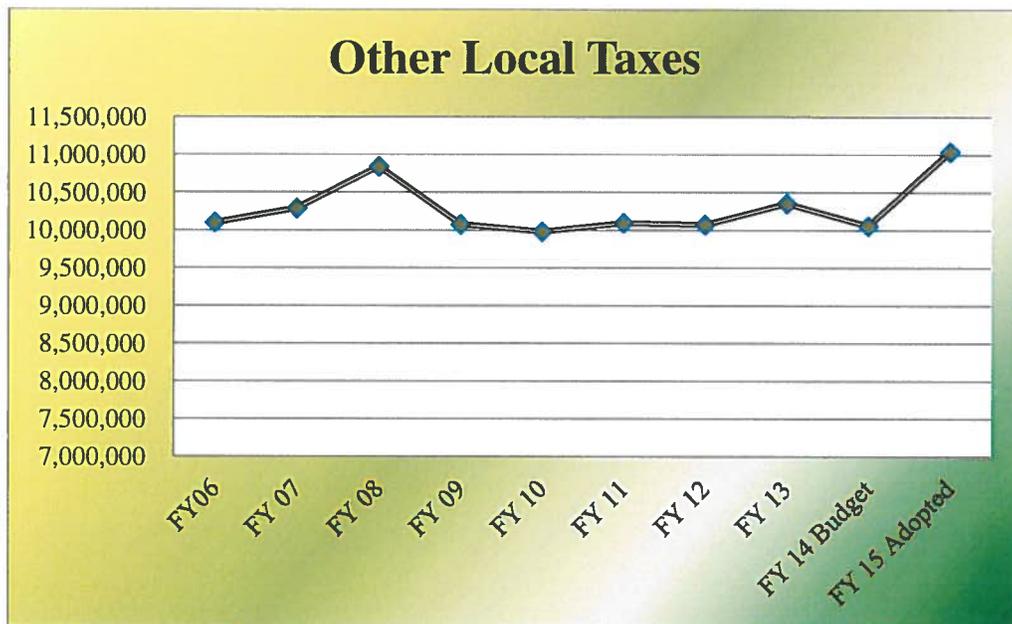
Other Local Taxes

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 FY14-15.

A total of \$11,064,728 is budgeted in FY14-15 in this revenue category. The adopted budget includes an increase in the vehicle license fee rates causing this category to increase by 10%.

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

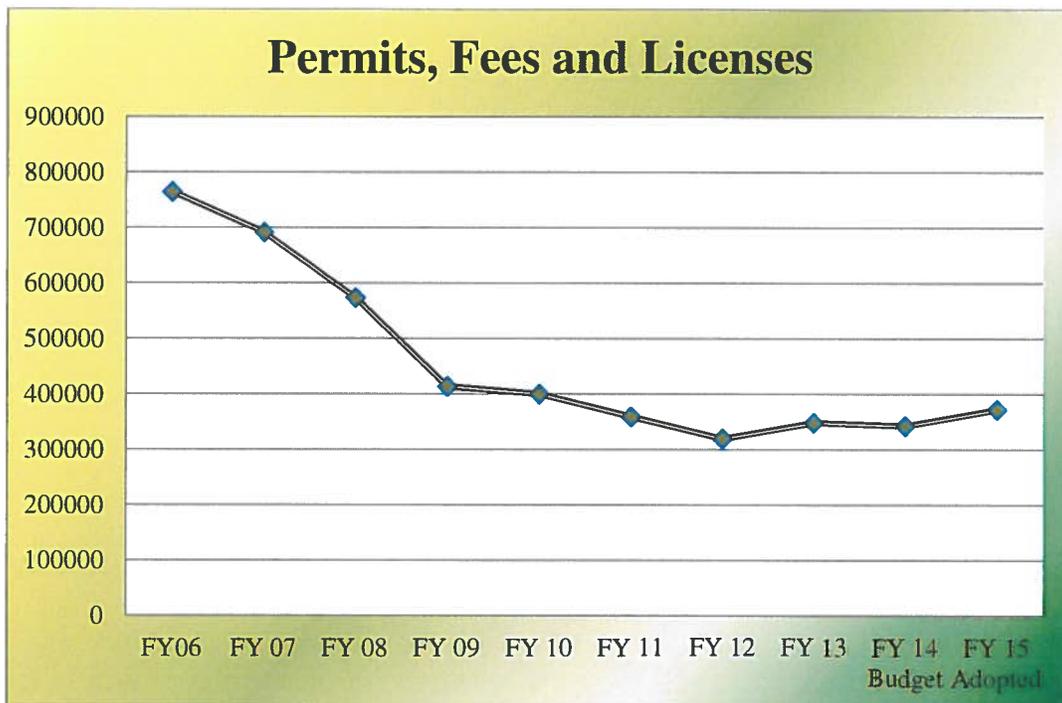


Permits, Fees and Licenses

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.

\$372,000 is budgeted for FY14-15 (a small increase from FY13-14) and includes a new fee for Storm water management.

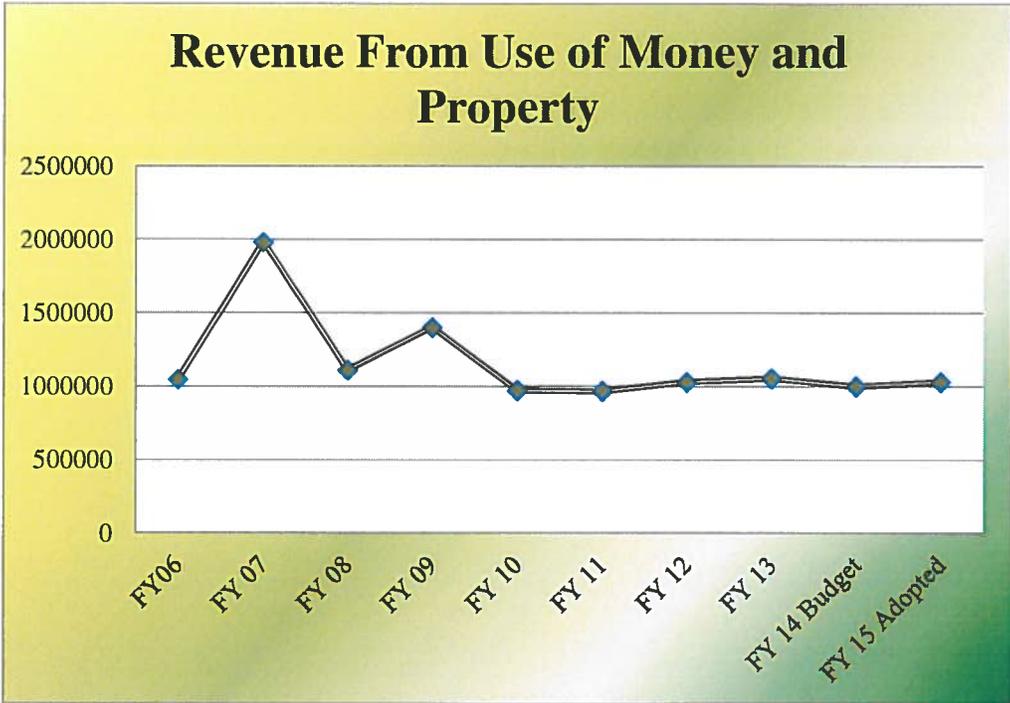


Revenue from the Use of Money and Property

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 earns on property it owns and leases to local businesses. The dramatic drop in interest rates during the past three to four years caused actual interest income to fall short of its projected budget level. The trend of low interest rates continued into early FY04, but has rebounded during the 06-07 fiscal year.

A total of \$1,029,323 is budgeted in this category for FY14-15.

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.

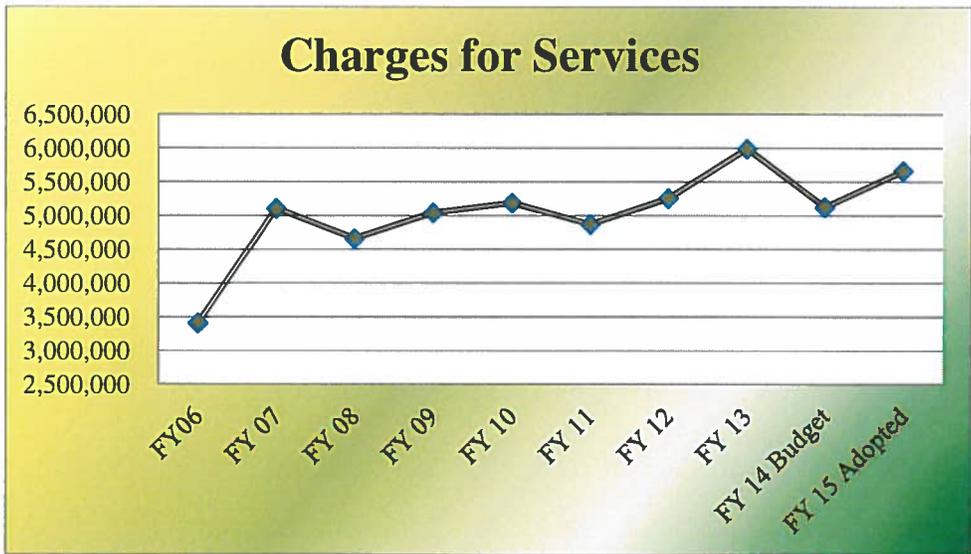


Charges for Services

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 increase in this category reflects a increase in cafeteria receipts from more accurate budgetary projections.

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 \$5,685,452 is budgeted for FY14-15.

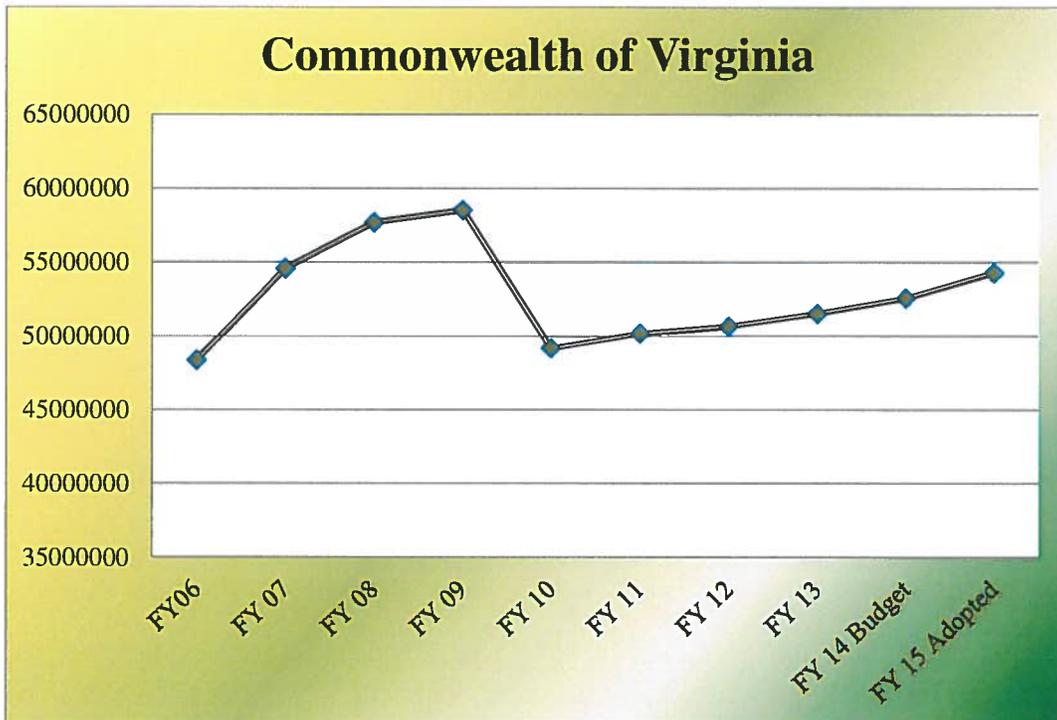


Revenue from the Commonwealth of Virginia

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 \$54.4 million. 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 further State reductions in FY14-15. A small increase in public education funding is projected for next fiscal year.

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.

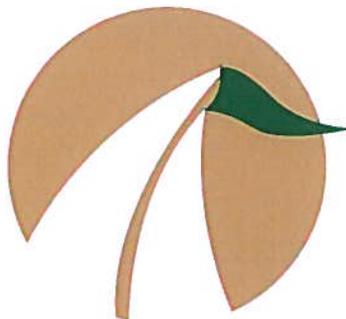
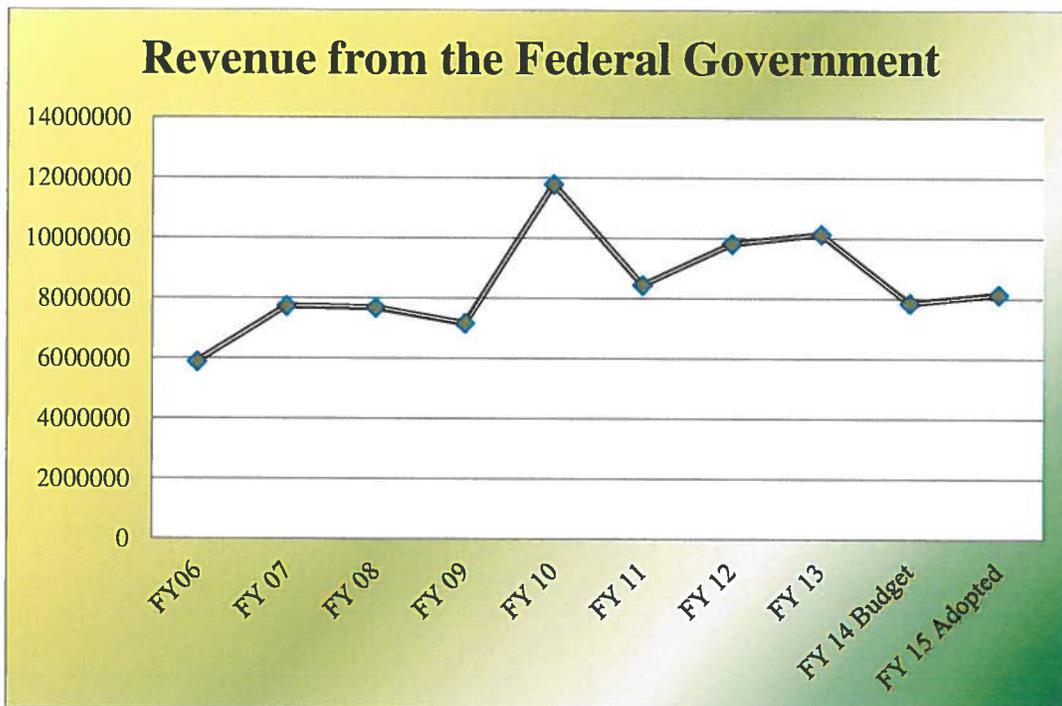


Revenue from the Federal Government

Federal revenue is primarily used to support the County's School System. For FY14-15 these revenues will show a small increase as the School system anticipates receiving additional 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.

\$8.1 million is budgeted for FY14-15. The large spike in FY10 was the result of federal stimulus funds received by the County as well as additional grants for utility projects.



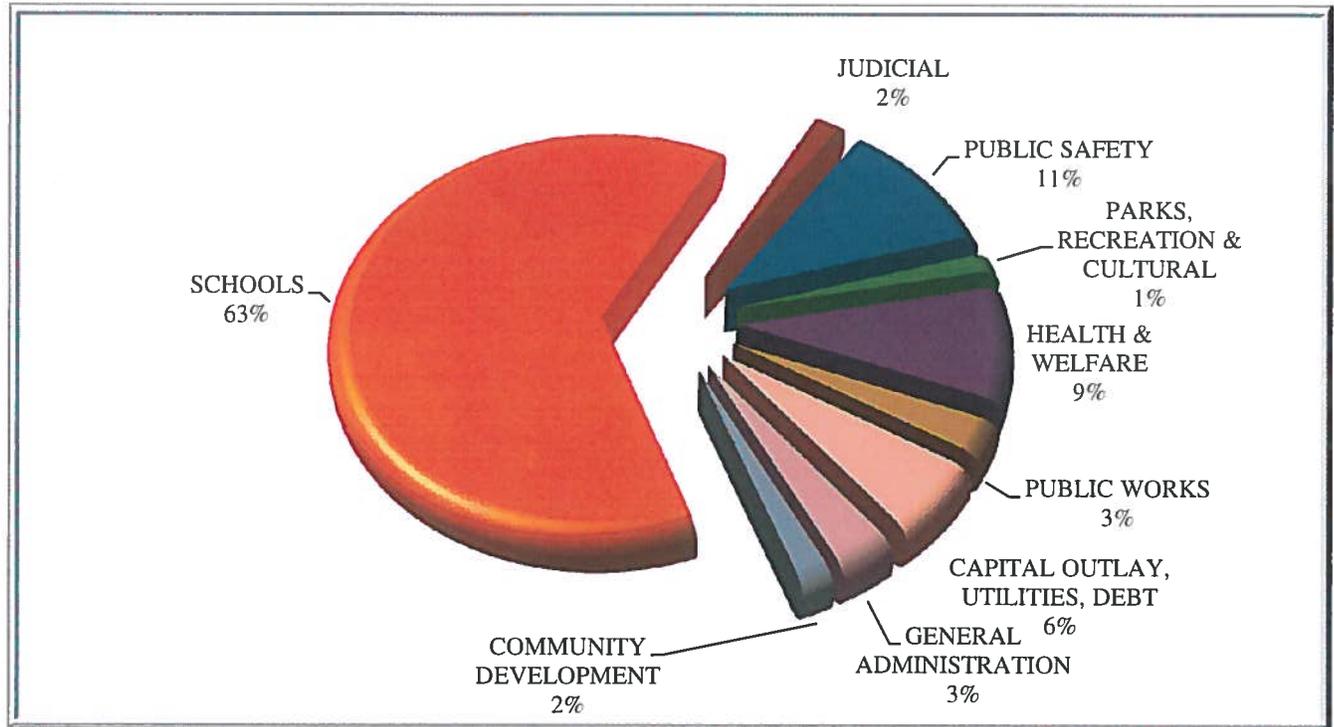
**Franklin County
Revenue Funding Crosswalk by Department**

This crosswalk is intended to show the funding sources for each of the major departments of the County for the adopted 2014-2015 budget.

<u>General Fund</u> Department	<u>Revenues From</u> <u>Local Sources</u>	<u>Funding Source</u>		
		<u>State</u> <u>Revenues</u>	<u>Federal</u> <u>Revenues</u>	<u>Local School</u> <u>Revenues</u>
General Government Administration				
Board of Supervisors	301,508			
County Administrator	428,119			
Commissioner of Revenue	424,229	151,795		
General Reassessment	150,000			
Treasurer	307,606	149,892		
Finance	810,021			
Information Services	1,202,336			
Registrar	228,292	42,000		
Judicial Administration				
Circuit Court	98,658			
General District Court	7,580			
Magistrate	2,000			
Juvenile and Domestic Relations Court	17,180			
Clerk of the Circuit Court	286,521	356,829		
Sheriff - Courts	354,398			
J and D Court Services	308,248	20,040		
Commonwealth's Attorney	272,640	520,000		
Public Safety				
Sheriff	5,638,987	3,130,000	12,000	
Building Inspections	505,136			
Animal Control	280,393			
Public Safety	3,643,698			
Public Works				
Public Works	236,802			
Solid Waste and Recycling	2,076,877			
General Properties	1,231,471			
Health and Welfare				
Health Department	338,705			
Social Services	1,267,657	4,552,606		

<u>General Fund</u>	<u>Revenues From Local Sources</u>	<u>Funding Source</u>		
		<u>State Revenues</u>	<u>Federal Revenues</u>	<u>Local School Revenues</u>
Health and Welfare Continued				
CSA - Youth Services	1,594,882	3,200,042		
Family Resource Center	96,462	119,438		
Community Colleges and Boards	199,860			
Aging Services	199,455	19,202	106,120	
Parks, Recreation and Cultural				
Parks and Recreation	994,905			
Library Administration	780,142	153,449		
Community Development				
Planning Agencies	573,988			
Planning and Community Development	643,887			
Economic Development	478,837			
Work Force Development Consortium	130,811	67,000		
Tourism Development	200,821			
GIS and Mapping	162,046			
Virginia Cooperative Extension	104,392			
Nondepartmental				
Nondepartmental	779,077			
Not Allocated to Specific Departments	(3,124,770)	3,107,739	17,031	
Total General Fund	24,233,857	15,590,032	135,151	0
Special Revenue Fund - E911	989,158	52,508		
Special Revenue Fund - Law Library	12,000			
Capital Projects	3,235,501			
Debt Service	2,887,432			
Utilities	545,326			
School Operating Fund	32,409,898	38,707,535	8,010,170	2,983,009
Total County	64,313,172	54,350,075	8,145,321	2,983,009

ADOPTED FY 14-15 COUNTY EXPENDITURES
(Net of Interfund Transfers)



	FY 2013-14	FY 2014-15	<u>FY 2013-14/ FY 2014-15</u>	PERCENT
	ADOPTED	ADOPTED	DIFFERENCE	OF TOTAL
			% CHANGE	
SCHOOLS	79,213,145	82,110,612	2,897,467	63.26%
JUDICIAL	2,375,496	2,256,094	-119,402	1.74%
PUBLIC SAFETY	13,257,144	14,251,880	994,736	10.98%
PARKS, RECREATION & CULTURAL	1,923,159	1,928,496	5,337	1.49%
HEALTH & WELFARE	11,414,920	11,694,429	279,509	9.01%
PUBLIC WORKS	3,579,834	3,545,150	-34,684	2.73%
CAPITAL OUTLAY, UTILITIES, DEBT	6,261,236	7,447,336	1,186,100	5.74%
GENERAL ADMINISTRATION	4,125,906	4,195,798	69,892	3.23%
COMMUNITY DEVELOPMENT	2,144,761	2,361,782	217,021	1.82%
TOTALS	124,295,601	129,791,577	5,495,976	100.00%

**Franklin County
Expenditure Highlights
Adopted FY 14-15 Budget**

General Government Administration:

- **Reassessment:** Continued funding of the future reassessment of all property in Franklin County by an outside appraisal firm on a four year cycle in the amount of \$150,000 per year. The next reassessed values will be effective January 1, 2016.
- **Information Technology:** Increase of \$67,347. Annual maintenance costs on existing software are scheduled to increase in FY14-15 and additional security software and licenses for new users will also be required.
- **Registrar:** The local cost of elections continues to increase. Multiple election-related bills were introduced in the General Assembly this past spring that focus on voter ID, ballot access, election day procedures and the absentee process.

Judicial Administration:

- A slight overall decrease is budgeted for this area as several full time deputy positions were re-assigned from Courts to Law Enforcement which is included in the Public Safety grouping of departments.

Public Safety:

- **Sheriff - Corrections:** The County has experienced a 28% increase in inmates housed in the Regional Jail. This increase will also cause an increase to Franklin County in the Regional Jail debt service allocation among the localities that participate in the Regional Jail. Total financial impact of this increase is estimated to be \$643,467.
- **Public Safety Department:** Overall increase of \$158,706. \$90,276 of the increase is funded by EMS billing revenue (no General Fund dollars) and will be used to help support the volunteers and volunteer system in the County. The Communications Coordinator position has been moved from the E911 department to the Public Safety department. Other line items have been adjusted to reflect the increased work load in this department.

Public Works:

- **Solid Waste and Landfill:** Decrease of \$83,960. After adding a significant amount of trash in the new landfill, the County has determined that expenditures for leachate hauling can be reduced because the dumped trash and debris are absorbing some of the liquid run-off. The new landfill has a liner and any liquid run-off must be captured and treated before being released.

Franklin County Expenditure Highlights (Continued)

- **General Properties:** A small increase reflects the full year funding of a maintenance technician position.

Health and Welfare:

- **Social Services:** Program costs are beginning to level out in the current year and the County actually anticipates a small decrease in the overall Social Services budget.
- Comprehensive Services (CSA) has experienced an increase in the number of foster children that are in the custody of Social Services and this increase is projected to cost \$535,750.

Nondepartmental:

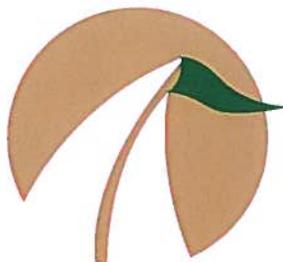
- **Nondepartmental:** Included in this category is \$524,670 that will serve as an operating contingency for the Franklin County Public Schools in FY14-15.
- **Transfers to Other Funds:** Increase of \$1,222,129. This section of the budget is used to record funds that have been requested for the local portion of the School Operating budget, the County Capital budget, the E911 budget, the Debt Service Fund and the Utility Fund. The increase in FY14-15 is primarily in the County's support of the School System and to the Debt Service fund in anticipation of future debt service. Other transfers remained at basically the same level as FY13-14.

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 \$666,429 for public safety and law enforcement apparatus, vehicles and improvements.
- Provides \$359,274 in local economic development funding incentives.

Schools:

- The Adopted FY14-15 budget provides total School local operational support of \$32.4 million.



**Franklin County
Table of Departments and Funds**

Department	Fund					Component Unit (Schools)
	General Fund	Special Revenue Fund	Capital Projects Fund	Debt Service Fund	Utility Fund	
Board of Supervisors	✓					
County Administrator	✓					
Commissioner of Revenue	✓					
Treasurer	✓					
Finance	✓					
Information Technology	✓					
Registrar	✓					
Circuit Court	✓					
General District Court	✓					
Magistrate	✓					
Juvenile and Domestic Relations Court	✓					
Clerk of the Circuit Court	✓					
J and D Court Services	✓					
Commonwealth's Attorney	✓					
Sheriff	✓					
Building Inspections	✓					
Public Safety	✓					
Public Works	✓					
Solid Waste and Recycling	✓					
General Properties	✓					
Health Department	✓					
Social Services	✓					
CSA - Youth Services	✓					
Family Resource Center	✓					
Aging Services	✓					
Community Colleges and Boards	✓					
Parks and Recreation	✓					
Library Administration	✓					
Planning Agencies	✓					
Planning and Community Development	✓					
Economic Development	✓					
Work Force Development Consortium	✓					
Tourism Development	✓					
GIS and Mapping	✓					
Virginia Cooperative Extension	✓					
Nondepartmental	✓					
Debt Service				✓		
E911		✓				
Law Library		✓				
Capital Projects			✓			
Utilities					✓	
School Operating Fund						✓



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

The following chart outlines the County's Five Year Forecast of General Fund revenues and expenditures beginning with actual results for FY12-13, adopted budgets for FY13-14 and FY14-15 and then projections through FY 19-20. 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.

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									
Major Revenue Category	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	
	Actual	Adopted Budget	Adopted Budget	Projected Budget					
General Property Taxes	46,610,681	46,059,358	47,349,410	47,586,157	47,824,088	48,063,208	48,303,524	48,545,042	
Other Local Taxes	10,354,116	10,032,589	11,040,728	11,068,330	11,096,001	11,123,741	11,151,550	11,179,429	
Permits, Licenses, Fees	347,955	342,500	372,000	372,000	372,000	372,000	372,000	372,000	
Court Fines/Costs	67,474	57,000	98,000	98,000	98,000	98,000	98,000	98,000	
Interest on Bank Deposits	1,054,213	1,000,000	1,029,323	629,323	629,323	629,323	629,323	629,323	
Charges for Services	2,593,699	2,590,453	2,679,021	2,685,719	2,692,433	2,699,164	2,705,912	2,712,677	
Miscellaneous/Recovered Costs	1,140,217	715,390	800,950	800,950	800,950	800,950	800,950	800,950	
Commonwealth of Virginia	14,202,510	15,330,641	15,580,032	15,580,032	15,580,032	15,580,032	15,580,032	15,580,032	
Federal Revenues	134,844	197,075	135,151	135,151	135,151	135,151	135,151	135,151	
Fund Balance	0	510,640	693,670	-	-	-	-	-	
Total General Fund	76,505,709	76,835,646	79,778,285	78,955,661	79,227,977	79,501,569	79,776,442	80,052,603	
Major Expenditure Category									
General and Financial Administration	3,893,281	4,125,906	4,195,798	4,237,756	4,280,134	4,322,935	4,366,164	4,409,826	
Judicial Administration	2,398,683	2,363,496	2,244,094	2,266,535	2,289,200	2,312,092	2,335,213	2,358,565	
Public Safety	12,059,983	12,141,802	13,200,214	13,332,216	13,465,538	13,600,194	13,736,196	13,873,558	
Public Works	2,887,848	3,567,834	3,533,150	3,568,482	3,604,166	3,640,208	3,676,610	3,713,376	
Health and Welfare	10,329,613	11,414,920	11,694,429	11,811,373	11,929,487	12,048,782	12,169,270	12,290,962	
Parks, Recreation and Cultural	1,863,069	1,923,159	1,928,496	1,947,781	1,967,259	1,986,931	2,006,801	2,026,869	
Community Development	2,382,208	2,144,761	2,361,782	2,385,400	2,409,254	2,433,346	2,457,680	2,482,257	
Nondepartmental	46,893	534,652	779,077	254,407	254,407	254,407	254,407	254,407	
Transfers to Other Funds:									
Schools	31,356,948	31,865,003	32,393,476	32,717,411	33,044,585	33,375,031	33,708,781	34,045,869	
Capital Projects	6,081,229	3,235,501	3,235,501	3,267,856	3,300,535	3,333,540	3,366,875	3,400,544	
Debt Service	1,932,833	2,035,833	2,684,784	2,635,056	2,635,056	2,635,056	2,635,056	2,635,056	
E911	1,040,404	1,034,529	989,158	999,050	1,009,040	1,019,130	1,029,322	1,039,615	
Utilities	17,000	448,250	538,326	588,054	588,054	588,054	588,054	588,054	
Total Transfers to Other Funds	40,428,414	38,619,116	39,841,245	40,207,426	40,577,270	40,950,811	41,328,088	41,709,138	
Total General Fund	76,289,992	76,835,646	79,778,285	80,011,376	80,776,715	81,549,707	82,330,428	83,118,958	
Surplus/(Deficit)	215,717	0	0	(1,055,715)	(1,548,737)	(2,048,138)	(2,553,986)	(3,066,354)	
Surplus/(Deficit) as a Percentage of Operating Revenues	0.28%	0.00%	0.00%	-1.34%	-1.95%	-2.58%	-3.20%	-3.83%	

5

General Fund



General Fund Revenues	66	Solid Waste and Recycling	84
General Fund Expenditures	69	General Properties	85
Board of Supervisors	71	Social Services	86
County Administrator	72	C.S.A. Office	87
Commissioner of the Revenue	73	Family Resource Center	88
Treasurer	74	Aging Services	89
Finance	75	Parks and Recreation	90
Information Technology	76	Library	91
Registrar	77	Planning & Cmty Development	92
Clerk of the Circuit Court	78	Economic Development	93
Other Courts	79	GIS	94
Commonwealth's Attorney	80	The Franklin Center	95
Sheriff	81	Virginia Cooperative Extension	96
Building Inspections	82	Transfers to Other Funds	97
Public Safety	83		

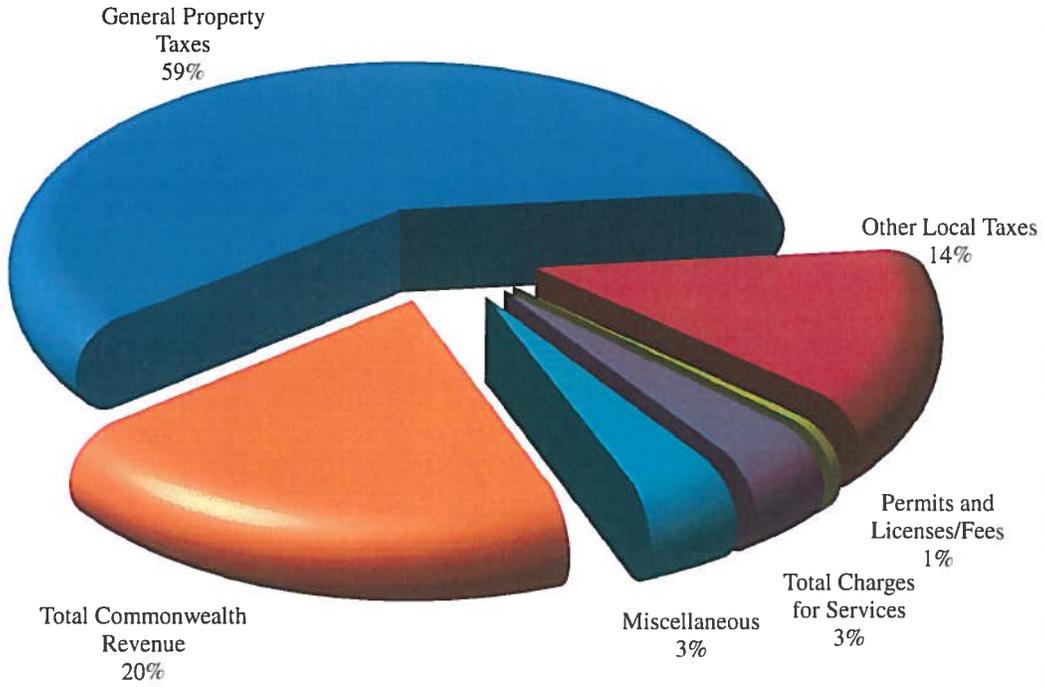


**Franklin County
General Fund Revenue Summary**

	<u>Actual 12-13</u>	<u>Adopted Budget 13-14</u>	<u>Projected Actual 13-14</u>	<u>Adopted Budget 14-15</u>	<u>13-14 Adopted to 14-15 Adopted Increase (Decrease)</u>	<u>Adopted to Adopted Percent Incr/Decr</u>
General Property Taxes:						
Real Estate	35,007,280	34,711,444	35,295,182	35,484,134	772,690	2.23%
Public Service Corp	874,873	860,000	872,246	872,246	12,246	1.42%
Personal Property	8,630,226	8,557,044	8,966,110	9,042,197	485,153	5.67%
Machinery and Tools	673,047	680,817	642,177	639,709	(41,108)	-6.04%
Merchants Capital	706,676	673,840	649,145	671,124	(2,716)	-0.40%
Penalties and Interest	718,579	576,213	642,407	640,000	63,787	11.07%
General Property Taxes	46,610,681	46,059,358	47,067,267	47,349,410	1,290,052	2.80%
Other Local Taxes:						
Sales Tax	4,029,528	4,001,050	4,003,534	4,003,534	2,484	0.06%
Consumer Utility Taxes	973,782	970,000	973,782	973,782	3,782	0.39%
County Business License	4,798	4,400	4,698	4,700	300	6.82%
Utility License Tax	250,098	218,000	220,000	220,000	2,000	0.92%
Communications Tax	2,271,784	2,300,000	2,271,784	2,271,784	(28,216)	-1.23%
Motor Vehicle License Fee	1,148,502	932,000	913,278	1,876,174	944,174	101.31%
Bank Stock Taxes	128,791	119,639	128,791	128,791	9,152	7.65%
Tax on Deeds	499,113	460,000	500,158	500,000	40,000	8.70%
Hotel/Motel Trans Occ Tax 2%	34,014	36,500	32,752	32,750	(3,750)	-10.27%
Hotel/Motel Trans Occ Tax 3%	51,110	51,000	49,213	49,213	(1,787)	-3.50%
Meals Tax	962,596	940,000	980,834	980,000	40,000	4.26%
Other Local Taxes	10,354,116	10,032,589	10,078,824	11,040,728	1,008,139	10.05%
Permits and Licenses/Fees	347,955	342,500	347,955	372,000	29,500	8.61%
Court Fines and Costs	67,474	57,000	93,000	98,000	41,000	71.93%
Interest on Bank Deposits	1,054,213	1,000,000	1,029,323	1,029,323	29,323	2.93%
Charges for Services:						
Clerk of Court Fees	172,712	130,000	160,000	160,000	30,000	23.08%
Commonwealth Attorney Fees	5,572	3,000	5,000	5,000	2,000	66.67%
Off Duty Pay-Sheriff Deputies	40,779	36,800	40,000	40,000	3,200	8.70%
Care of Prisoners	4,960	9,000	5,000	5,000	(4,000)	-44.44%
Animal Control Fees	4,843	11,903	4,843	5,000	(6,903)	-57.99%
Landfill Fees	908,077	980,000	995,000	1,000,000	20,000	2.04%
Family Resource Center Donations	38,257	29,550	30,500	30,500	950	3.21%
Aging Services Local Revenue	13,425	19,000	12,000	12,000	(7,000)	-36.84%
Recreation Fees	124,780	120,000	82,000	82,757	(37,243)	-31.04%
EMS Billing Revenue	1,241,510	1,200,000	1,294,000	1,294,564	94,564	7.88%
Library Fines and Fees	31,165	35,000	34,995	35,000	0	0.00%
Franklin Center Fees	6,242	15,000	8,400	8,400	(6,600)	-44.00%
Sale of Maps and Code	1,377	1,200	800	800	(400)	-33.33%
Total Charges for Services	2,593,699	2,590,453	2,672,538	2,679,021	88,568	3.42%
Miscellaneous	632,802	300,000	385,000	385,560	85,560	28.52%
Recovered Costs	507,415	415,390	415,390	415,390	0	0.00%
Commonwealth of Virginia Revenues:						
Motor Vehicle Carriers Tax	40,962	35,353	40,962	40,962	5,609	15.87%
Mobile Home Titling Tax	110,499	100,000	110,499	110,499	10,499	10.50%
Motor Vehicle Rental Tax	46,661	36,738	46,660	46,660	9,922	27.01%
Shared Expenses Commonwealth Atty	518,654	516,151	520,000	520,000	3,849	0.75%
Shared Expenses Sheriff	2,775,467	2,988,929	2,990,000	2,990,000	1,071	0.04%

	Actual 12-13	Adopted Budget 13-14	Projected Actual 13-14	Adopted Budget 14-15	13-14 Adopted to 14-15 Adopted Increase (Decrease)	Adopted to Adopted Percent Incr/Decr
Shared Expenses Comm of Revenue	142,544	151,128	151,795	151,795	667	0.44%
Shared Expenses Treasurer	138,140	150,946	149,892	149,892	(1,054)	-0.70%
Shared Expenses Registrar	42,574	44,845	42,000	42,000	(2,845)	-6.34%
Shared Expenses Clerk of Court	367,681	359,227	356,829	356,829	(2,398)	-0.67%
Shared Expenses Jail Costs	130,656	128,000	130,000	130,000	2,000	1.56%
Public Assistance Grants	4,200,579	4,712,743	4,384,971	4,552,606	(160,137)	-3.40%
VJCCA Grant	20,341	20,040	20,040	20,040	0	0.00%
Family Resources Grants	99,579	119,438	119,438	119,438	0	0.00%
Comprehensive Services	2,211,955	2,814,328	2,814,328	3,200,042	385,714	13.71%
Workforce Development Grants	75,755	67,000	67,000	67,000	0	0.00%
Other State Grants	198,335					
Personal Property Tax Relief	2,626,618	2,626,618	2,626,618	2,626,618	0	0.00%
Library Grants	142,820	149,134	153,449	153,449	4,315	2.89%
Recordation Taxes - State	159,045	163,130	159,000	159,000	(4,130)	-2.53%
Aging Services Revenue	29,482	26,893	19,000	19,202	(7,691)	-28.60%
Grantor Tax on Deeds	124,163	120,000	124,000	124,000	4,000	3.33%
Total Commonwealth Revenue	14,202,510	15,330,641	15,026,481	15,580,032	249,391	1.63%
Federal Revenues:						
Park Land-Pymt in Lieu of Tax	17,031	17,400	17,031	17,031	(369)	-2.12%
Aging Services Federal Grants	102,636	167,675	105,000	106,120	(61,555)	-36.71%
Drug Enhancement Grant	15,177	12,000	12,000	12,000	0	0.00%
Total Federal Revenue	134,844	197,075	134,031	135,151	(61,924)	-31.42%
Subtotal	76,505,709	76,325,006	77,249,809	79,084,615	2,759,609	3.62%
Fund Balance		510,640		693,670	183,030	35.84%
Total General Fund	76,505,709	76,835,646	77,249,809	79,778,285	2,942,639	3.83%

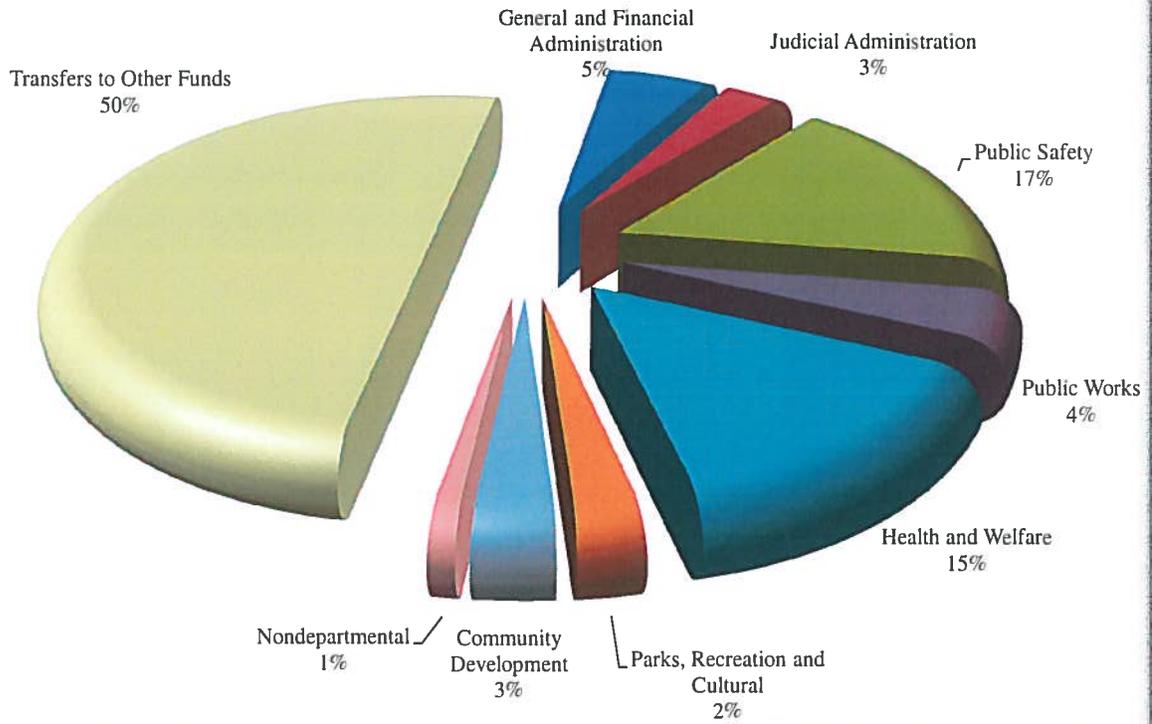
General Fund Adopted Revenues FY 14-15



Franklin County
Summary of General Fund Expenditures by Department

	<u>12-13</u> <u>Actual</u>	<u>13-14</u> <u>Adopted</u>	<u>14-15</u> <u>Adopted</u>
General Government Administration			
Board of Supervisors	300,196	301,598	301,508
General and Financial Administration			
County Administrator	414,460	428,145	428,119
Commissioner of Revenue	521,269	576,427	576,024
Reassessment	0	150,000	150,000
Treasurer	500,340	466,708	457,498
Finance	297,407	320,303	319,051
Risk Management	327,201	354,210	367,963
Human Resources	251,857	122,461	123,007
Information Technology	1,044,106	1,134,989	1,202,336
Registrar	236,445	271,065	270,292
	3,893,281	4,125,906	4,195,798
Judicial Administration			
Circuit Court	90,671	98,570	98,658
General District Court	11,919	8,074	7,580
Magistrate	416	2,000	2,000
Juvenile and Domestic Relations Court	14,280	16,650	17,180
Clerk of the Circuit Court	660,147	643,173	643,350
Sheriff - Courts	459,211	468,380	354,398
Juvenile Court Services	396,246	339,625	328,288
Commonwealth Attorney	765,793	787,024	792,640
	2,398,683	2,363,496	2,244,094
Public Safety			
Sheriff	3,630,024	3,504,819	3,784,559
Corrections	4,426,049	4,403,091	4,986,428
Building Inspections	436,679	474,653	505,136
Animal Control	249,384	274,247	280,393
EMS Billing	968,503	1,200,000	1,290,276
Public Safety	2,349,344	2,284,992	2,353,422
	12,059,983	12,141,802	13,200,214
Public Works			
Road Viewers	0	450	450
Public Works	233,647	229,114	236,352
Solid Waste and Recycling	1,631,507	2,160,837	2,076,877
General Buildings and Grounds	1,022,694	1,177,433	1,219,471
	2,887,848	3,567,834	3,533,150
Health and Welfare			
Health Department	330,000	338,705	338,705
Contributions to Health and Welfare	140,737	158,673	199,860
Social Services	5,589,388	6,123,290	5,820,263
CSA - Youth Services	3,765,315	4,259,174	4,794,924
Family Resource Center	220,923	199,038	215,900
Aging Services	283,250	336,040	324,777
	10,329,613	11,414,920	11,694,429
Parks, Recreation and Cultural			
Parks and Recreation	936,289	994,380	994,905
Libraries	926,780	928,779	933,591
	1,863,069	1,923,159	1,928,496
Community Development			
Planning Agencies/Contributions	635,488	535,359	573,988
Planning and Community Development	529,539	568,286	643,887
Economic Development	707,881	496,170	478,837
Franklin Center	190,431	196,892	197,811
Tourism Development	109,323	90,350	200,821
GIS and Mapping	97,188	161,601	162,046
Virginia Cooperative Extension	112,358	96,103	104,392
	2,382,208	2,144,761	2,361,782
Nondepartmental	46,893	534,652	779,077
Transfers to Other Funds			
Schools - Operations	25,623,917	28,981,425	29,708,271
Schools - Debt Service	2,691,997	2,588,997	2,650,459
Schools - Canneries	32,986	33,941	34,746
Schools - Carryovers	3,008,048	260,640	
County Capital: School Projects	1,630,613	1,220,000	1,220,000
Debt Service	1,932,833	2,035,833	2,684,784
E911	1,040,404	1,034,529	989,158
Utilities	17,000	448,250	538,326
County Capital Projects	4,450,616	2,015,501	2,015,501
Total Transfers	40,428,414	38,619,116	39,841,245
Total General Fund	76,289,992	76,835,646	79,778,285

General Fund Adopted Expenditures FY 14-15



Board of Supervisors

Department Summary

The seven members of the Board of Supervisors are each elected from seven separate magisterial districts. They are authorized to set policy, enact ordinances, set tax rates and approve the annual budget in accordance with the desires of Franklin County residents and applicable state and federal laws.

Mission Statement

Our mission is to provide services and leadership in order to protect the health, safety and welfare of the Citizens of Franklin County and to promote an outstanding quality of life. We will balance the needs and desires of the public with available resources while administering policies and ordinances in a fair and courteous manner. We will protect our community and environment, preserve our heritage and anticipate future needs, demands and opportunities.

Goals and Objectives

- To promote economic development in Franklin County that will create 250 new jobs with a reasonable return on taxpayer investment.
- To maintain and enhance the quality of life of Franklin County residents by enhancing one existing park next fiscal year.
- To insure that County capital resources are administered efficiently.
- Develop land use policies that meet the needs of the community.

Performance Measures

	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Percentage of minutes completed within 30 days of Board meeting	100%	100%	100%	100%	100%

Appropriations

<u>Description</u>	<u>Actual FY 12-13</u>	<u>Budget FY 13-14</u>	<u>Adopted FY 14-15</u>	<u>Change 2014 to 2015</u>
Personnel	\$ 94,892	\$ 91,948	\$ 88,358	-3%
Operating	205,305	209,650	213,150	1%
Total	\$ 300,197	\$ 301,598	\$ 301,508	-2%
Number of Positions	0	0	0	0

Note: Members of the Board of Supervisors are considered part time employees and are not shown as full time positions.

County Administrator

Department Summary

The County Administrator is appointed by and accountable to the Board of Supervisors and is responsible for implementing the policies and programs of the Board and for coordinating the daily operations of the County government. The County Administrator is also tasked with seeking to identify and develop various types of economic development projects for the County.

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.

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.
- To maintain a 95 % citizen satisfaction rate with County service delivery.
- 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.

Appropriations

<u>Description</u>	<u>Actual FY 12-13</u>	<u>Budget FY 13-14</u>	<u>Adopted FY 14-15</u>	<u>Change 2014 to 2015</u>
Personnel	\$ 390,810	\$ 402,945	\$ 403,119	0.4%
Operating	23,651	25,200	25,000	-0.7%
Total	\$ 414,461	\$ 428,145	\$ 428,119	-0.3%
Number of Positions	3	3	3	0

Commissioner of the Revenue

Department Summary

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 personal property assessment book, as well as all tax bills, are generated.

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 (adopted in 1998) as well as the vehicle license fee (that was adopted in lieu of decals) effective for tax bills in 2013. All meals taxes, transient occupancy taxes, and Tax Relief for the Elderly and Disabled homeowner are managed by the Commissioner as well.

The Commissioner of Revenue office is responsible for all real estate transactions including maintaining ownership records, subdividing or combining parcels based on recorded survey plats and assigning Cadastral map numbers when applicable, the assessment of subdivided parcels and improvements, monitoring building permits for alterations or new construction, assessing and prorating taxes on new construction, administering the Land Use program, as well as the Disabled Veterans Real Estate Tax Relief (effective January 1, 2011). The 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 Commissioner of Revenue office works with the County Administration and the appraisal firm hired by the Board of Supervisors every four years when the general reassessment is performed.

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 is then created and billed.

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

The Commissioner of Revenue office issues selected County business licenses and audits meals tax and business returns as well as providing assistance to citizens on a daily basis.

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.

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 accounts.
- Hold appointments and process approximately 425 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.

Performance Measures

	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Personal Property tax assessments, meals tax, transient tax, merchants' capital, machinery & tools, public service, mobile home assessments, state income tax, airplanes, BPP, bank franchise, taxpayer assistance, exonerations, supplemental, # of vehicles qualified for PPTR, sales tax, summons letters, etc...	106,470	171,742	181,850	195,080	196,000 (estimate)
Real Estate assessments, transfers, new construction assessments, plats, land use applications, land use revalidations, correspondence, date entry, tax relief for the elderly and disabled taxpayer, taxpayer assistance, disabled Veterans, building permits appraised etc...	54,307	64,465	66,717	65,742	65,000 (estimate)

Appropriations

Description	Actual FY 12-13	Budget FY 13-14	Adopted FY 14-15	Change 2014 to 2015
Personnel	\$ 455,626	\$ 505,530	\$ 506,526	0.20%
Operating	65,644	220,898	219,498	-0.63%
Total	\$ 521,270	\$ 726,428	\$ 726,024	-0.06%
Number of Positions	9	9	9	0

Treasurer

Department Summary

Taxes are the lifeblood of government. The Treasurer’s office is responsible for collecting real estate, personal property, state income, estimated income, transient occupancy, meals tax, selling dog tags and also processing revenues collected by other County departments. It is the intent of the Treasurer to offer citizens as many alternatives as possible to pay local taxes by the due date. Programs to help citizens satisfy their obligations include; the acceptance of credit cards, both on line and in the office and payment plans. However, when a taxpayer fails to take proper action to pay a tax debt on the due date and/or fails to make arrangements for the timely resolution of a Delinquent account, the Treasurer will take appropriate action to remedy the debt as quickly as possible. Other responsibilities of this office include balancing bank statements for all county and school accounts including social services and collecting delinquent taxes, tax letters, judgments, tax liens, DMV holds and distress warrants & tax sales. The Treasurer, as an elected Constitutional Officer of this County, 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.

Mission Statement

The Franklin County Treasurer Office is dedicated to help the citizens receive efficient and informative responses to their concerns and questions. They strive to build relationships with the customers 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’s office goal is to provide answers and services that exceed customer’s expectations.

Goals and Objectives

- Handle customer requests within 24 hours.
- Train staff on new computer programs.
- Utilize the powers authorized to this office by the State Code of Virginia to maximize collection efforts.
- Achieve the highest possible safety of depository accounts, maximize investment returns and maintain the integrity of investment principal.

Performance Measures

	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Tax Collection rate	96.23%	96.2%	96%	97%	97%
Average Return on Investments	2.50%	2.50%	2.50%	2.50%	2.50%

Appropriations

<u>Description</u>	<u>Actual FY 12-13</u>	<u>Budget FY 13-14</u>	<u>Adopted FY 14-15</u>	<u>Change 2014 to 2015</u>
Personnel	\$ 407,516	\$ 404,358	\$ 385,948	-4.55%
Operating	92,825	62,350	71,550	14.75%
Total	\$ 500,341	\$ 466,708	\$ 457,498	10.2%
Number of Positions	7	6	6	0

Finance

Department Summary

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.

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.

Goals and Objectives

- 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.
- To formulate and annually update a five year financial projection to support the strategic plan.

Performance Measures

	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
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)	A+	AA-	AA-	AA-	AA+
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	21,142	20,956	39,655	39,277	38,019
Number of Invitations for Bid, Request for Proposals & Request for Quotations	24	13	20	14	16

Appropriations

<u>Description</u>	<u>Actual</u> <u>FY 12-13</u>	<u>Budget</u> <u>FY 13-14</u>	<u>Adopted</u> <u>FY 14-15</u>	<u>Change</u> <u>2014 to 2015</u>
Personnel	\$ 339,215	\$ 363,489	\$ 366,783	0.1%
Operating	537,248	433,485	443,238	2%
Total	\$ 876,463	\$ 796,974	\$ 810,021	2.1%
Number of Positions	5	5	5	0

Information Technology

Department Summary

Information Technology is responsible for the County's technology network, hardware and communications infrastructure in addition to applications development and support and geographic information system. IT provides overall technology services and operations including hardware and technical support for network, data center, audio/visual equipment, desktops, laptops, printers and phones. IT also provides support for the Sheriff's department and Dispatch systems. Communications equipment and services are in operation 24-hours a day, 365 days a year supporting multiple facilities over a wide-area network and remote application access for telework. Department staff respond to problems causing disruption of services during and after normal working hours.

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.

Goals and Objectives

- Revise, write or purchase new applications as part of the day-to-day operations.
- Provide hardware, software and connectivity necessary to support County business functions.
- Continue development/expansion of eGovernment 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 fall over in the event of a connection interruption.

Performance Measures

Type	Average Response Time (In Days)				
	FY09-10	FY10-11	FY 11-12	FY 12-13	FY13-14
Tech Support	5	5	5	5	3
Telephone	6.5	7	4	4	3
Operations	1	<1.0	0	0	0
Applications	6	9	14	13	7
Web	5	1	1	1	1
GIS	9	7	*9	*9	7
<i>Overall Average Response</i>	5.41	4.91	5.5	5.3	3.5

Appropriations

Description	Actual FY 12-13	Budget FY 13-14	Adopted FY 14-15	Change 2014 to 2015
Personnel	\$ 618,818	\$ 686,907	\$ 695,636	1%
Operating	425,288	448,083	506,700	13%
Total	\$ 1,044,106	\$ 1,134,990	\$ 1,202,336	14%*
Number of Positions	9	10	10	0

Funding/Service Level Changes:

Maintenance agreements continue to increase and this department must also absorb the cost of maintenance agreements for new software purchased by the County. New software was purchased for the Sheriff, Library and Finance departments during the 13-14 fiscal year.

General Registrar

Department Summary

The Registrar is responsible for administering a comprehensive program of uniform statewide voter registration to qualify voters and maintain registration records. The Registrar also ensures that all Federal, State and Local Election laws are followed as well as enforcing guidelines for elections, absentee voting and candidacy filings.

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.

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.
- Quickly and accurately administer the Absentee Ballot process.
- Maintain confidentiality of voter 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.

Performance Measures:

	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Registered Voters	34,034	34,406	35,026	35,282	35,235
Officials Trained (100+ for each Federal, State and Local Election)	100%	100%	100%	100%	100%
VERIS Stats (Virginia Election Registration Information System)	13,025	15,807	26,841	42,718	13,063
Absentee Mail/Person	645	1,060	747	2,201	684
Total Number Voted	15,875	22,715	22,395	26,848	17,555
Candidate Processing (Local)	10	15	37	15	29

Appropriations

<u>Description</u>	<u>Actual</u> <u>FY 12-13</u>	<u>Budget</u> <u>FY 13-14</u>	<u>Adopted</u> <u>FY 14-15</u>	<u>Change</u> <u>2014 to 2015</u>
Personnel	\$ 197,348	\$ 210,940	\$ 206,167	-2.30%
Operating	39,096	60,125	64,125	6.65%
Total	\$ 236,444	\$ 271,065	\$ 270,292	4.35%
Number of Positions F/T Staff	2	2	2	0

Clerk of the Circuit Court

Department Summary

The Clerk of the Circuit Court is an elected Constitutional Officer serving an eight year term of office. The Clerk is responsible for the custody, safekeeping and proper indexing of legal and quasi-legal papers filed in the office. The Clerk serves as the recorder of all real estate transactions, probates wills, issues marriage licenses and concealed handgun permits, processes passports, and is the official court administrator for all criminal and civil cases, adoptions, name changes, and divorces. The Clerk creates and maintains all court files and records, prepares court orders, issues subpoenas and provides staff to the Judge during all trials and hearing. The Code of Virginia lists over 800 separate responsibilities for the Clerk of Circuit Court.

Mission Statement

The Mission of the Office of the Clerk of the Circuit Court is to function as a team dedicated to the citizens of Franklin County, general public and members of the legal profession by preparing and maintaining accurate records, furnishing assistance in an understanding and compassionate manner, and providing prompt services with competence, professionalism, and courtesy in compliance with laws, rules and regulations.

Goals and Objectives

- To ensure the Clerk's Office provides excellent customer service to all the citizens of Franklin County.
- To process all civil and criminal cases brought before the Circuit Court.
- Maintain consistent hours of operation and procedure.
- To file, process, record, and make available for inspection all public documents maintained by the Clerk's office.
- Provide a competent, courteous and well-trained staff to assist in administration of justice and to provide the public with procedural information.

Performance Measures

	FY 09-10	FY10-11	FY 11-12	FY 12-13	FY 14-15
Criminal Cases Commenced	2,070	1,661	1517	1837	
Wills/Estates Initiated	264	255	284	284	
Judgments/Admin Liens/Notices	2,095	2,057	2021	1798	
Deeds Recorded	11,280	9,581	9789	9521	
Number of Passports Issued	601	669	475	466	
Number of Concealed Weapon Permits issued	746	555	776	863	

Appropriations

<u>Description</u>	<u>Actual</u> <u>FY 12-13</u>	<u>Budget</u> <u>FY 13-14</u>	<u>Adopted</u> <u>FY 14-15</u>	<u>Change</u> <u>2014 to 2015</u>
Personnel	\$ 576,956	\$ 586,048	\$ 586,225	0.03%
Operating	83,190	57,125	57,125	0%
Total	\$ 660,146	\$ 643,173	\$ 643,350	0.03%
Number of Positions	10	10	10	0

Other Courts

Department Summary

This page summarizes the other courts that are part of Franklin County's budget. These courts include the Circuit Court, General District Court, Magistrate, Juvenile and Domestic Relations Court, and the Court Services Unit. Issues, goals and objectives are similar across all these units.

Mission Statement

To assure the protection of the citizens of Franklin County through a balanced approach of court service to help reduce crimes and work with other agencies to provide the opportunity for delinquent youth to develop into responsible and productive citizens. To provide an independent and unbiased review of complaints by victims/witnesses and law enforcement in a timely, courteous and professional manner.

Goals and Objectives

- To administer justice fairly, according to existing laws, and in a timely manner.
- To operate efficient and effective courts.
- To maintain an open record of matters before all courts.
- Incorporate additional record keeping requirements by Department of Juvenile Justice.
- Maintain VJCCA delinquency prevention programs and maintain funding for existing services, now and in future years.
- Provide requested and relevant training opportunities for all unit staff.
- Manage demands of client workload and utilization of existing and available services effectively in order to minimize staff caseloads and concentrate services for client population demonstrating greatest need for supervision.

Appropriations

<u>Description</u>	<u>Actual FY 12-13</u>	<u>Budget FY 13-14</u>	<u>Adopted FY 14-15</u>	<u>Change 2014 to 2015</u>
Personnel	\$ 75,480	\$ 84,670	\$ 84,758	0.1%
Operating	438,055	380,249	368,950	-2%
Total	\$ 513,535	\$ 464,919	\$ 453,708	-1.9%
Number of Positions	2	1	1	0

Commonwealth's Attorney

Department Summary

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.

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.

Goals and Objectives

- 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 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Circuit Court Cases (Felonies & Appeals)	2,070	1,810	1,517	1,837	2,001
General District Criminal/Traffic Cases	9,268	9,899	9,331	15,474	18,085
Juvenile Cases (All)	4,889	4,505	4,689	4,700 (estimate)	4,700 (estimate)

Appropriations

<u>Description</u>	<u>Actual FY 12-13</u>	<u>Budget FY 13-14</u>	<u>Adopted FY 14-15</u>	<u>Change 2014 to 2015</u>
Personnel	\$ 750,085	\$ 765,649	\$ 770,265	0.60%
Operating	15,707	21,375	22,375	4.68%
Total	\$ 765,792	\$ 787,024	\$ 792,640	0.71%
Number of Positions	8	8	8	0

Sheriff

Department Summary

The sheriff's office is responsible for County law enforcement, effective processing and servicing of all civil papers, jail operations and providing security and order in all courts of jurisdiction.

Mission Statement

It is the mission of the Franklin County Sheriff's Department to protect the lives, property and rights of all people, to provide professional, high quality and effective police, correctional and court security services in partnership with the community. We will strive to accomplish this mission by setting goals and objectives by putting into practice the values of the Department.

Goals and Objectives

- Continue to apply for state and federal grants as well as matching funds to support programs such as: domestic violence advocacy, selective enforcement and DARE.
- Maintain a level of staffing to provide for protection of the citizens, courthouse employees, judges and prisoners.
- To serve all civil process received in a timely and efficient manner according to the Code of Virginia requirements, and provide adequate staffing to serve civil process to the residents of Franklin County.
- Provide adequate training to all Officers on an on-going basis that maintains the most current knowledge of trends and procedures in the Criminal Justice System.

Performance Measures

	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Calls for service	19,237	20,768	21,837	27,969	35,935

Appropriations

<u>Description</u>	<u>Actual FY 12-13</u>	<u>Budget FY 13-14</u>	<u>Adopted FY 14-15</u>	<u>Change 2014 to 2015</u>
Personnel	\$ 5,248,140	\$ 5,253,815	\$ 5,344,375	2%
Operating	3,212,901	3,122,475	3,781,010	21%
Total	\$ 8,461,041	\$ 8,376,290	\$ 9,125,385	23%
Number of Positions	81	82	82	0

Funding/Service Level Changes

The number of inmates housed in the Regional Jail has increased 28% - this will cause our per diem and share of regional jail debt service to increase \$643,467 in FY 14-15.

Building Inspections

Department Summary

The Building Inspections Department is responsible for ensuring public health, safety and welfare associated with the design, construction, use of buildings and structures. The department processes building permit applications, reviews building plans, and inspects construction for compliance with the Virginia Uniform Statewide Building Code. The department serves the public by facilitating customers through the permit process, answering questions, coordinating inspections, issuing Certificates of Occupancy and Certificates of Completion. Additional requests / concerns from the public are managed through the Customer Request Management system.

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.

Goals and Objectives

- To revise the permit application process and reduce the time required to complete this process by 25%
- 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 40%
- 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 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Building plans reviewed	656**	646**	895	982	881*
Building permits issued	975	978	1,029	1,134	1024*
Building inspections performed	7,449	7,347	7,288	6,829	6,507*
Miles traveled	62,233	62,691	63,299	81,006	82,814*
Total value of permits	\$60,888,530	64,124,405	54,910,190	51,347,040	62,465,201*

*Estimating June's numbers

**Residential (footings & wall bracing only) and Non-residential plans

Appropriations

Description	Actual FY 12-13	Budget FY 13-14	Adopted FY 14-15	Change 2014 to 2015
Personnel	\$ 402,337	\$ 433,603	\$ 458,536	5.75%
Operating	34,341	41,050	46,600	13.52%
Total	\$ 436,678	\$ 474,653	\$ 505,136	6.42%
Number of Positions	7	8	8	0

Funding/Service Level Changes

A new Combination Code Inspector position was approved for this department beginning in January 2014. FY 14-15 personnel budget increased due to budgeting a full year for the new position.

Public Safety

Department Summary

The Public Safety Department is the parent agency charged with the provision of all aspects of Emergency Medical Services, Fire suppression, prevention, and investigation, Emergency Management, hazardous material issues as well as enforcement county ordinances related to animal control. Tasks related to these duties are delegated through the various divisions of the department and all volunteer rescue and fire agencies in the County.

Mission Statement

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

Goals and Objectives

- Continue to improve fire and emergency medical services delivered to citizens.
- Evaluate service areas and response radius criteria based on the Comprehensive Plan and the preferred growth management model for the County
- Develop response criteria based on best practices.
- Promote methods and programs to improve volunteer recruitment and retention.
- Complete Mutual Aid Agreements with bordering jurisdictions.
- Complete exercise requirements to continue eligibility for FEMA/DEMS funding.
- Solicit special funding for EMS and Fire projects from various sources.
- Increasing the training certifications of volunteer EMS/Fire personnel to a level expected and required by the community.
- Develop Levels of Service standards for Public Safety operations & facilities
- Maintain the integrity of the EMS/Fire system while researching methods and techniques to reduce operational expenses.

Performance Measures

	2009	2010	2011	2012	2013
Fire investigations	96	200	157	148	129
EMS calls for service	4,947	5123	5540	6484	6625
Fire calls for service	1,309	1,462	1,729	3917	3065
Number of Active Volunteers	251	229	260	230	248

Appropriations

<u>Description</u>	<u>Actual</u> <u>FY 12-13</u>	<u>Budget</u> <u>FY 13-14</u>	<u>Adopted</u> <u>14-15</u>	<u>Change</u> <u>2014 to 2015</u>
Personnel	\$ 1,837,114	\$ 2,049,102	\$ 2,084,717	1.74%
Operating	1,706,594	1,710,137	1,815,374	6.15%
Total	\$ 3,543,708	\$ 3,759,239	\$ 3,900,091	3.75%
Number of Positions	24	28	29	1

Funding/Service Level Changes

Vacant Emergency Services Communications Coordinator position moved from the E911 department and filled to provide oversight of the radio communications system. This position will manage the radio improvement project as well as the emergency notifications system (ENS).

Solid Waste and Recycling

Department Summary

The Franklin County Landfill collects all the solid waste from the public. There is an intensive cleanup effort to keep the County litter free, especially at green box sites and along major roads. We have 67 sites and 257 green boxes in the County. The landfill takes all the public, commercial and industrial solid waste, compacts it, and landfills it on a daily basis. The Department of Environmental Quality regulates the landfill. In the summer and fall of 2012 the County built a new landfill to dispose of solid waste for Franklin County. The new landfill is made up of 6 different phases and should last at least 30 years or more. The new landfill was put into service mid August of 2013 and operated 2 different landfills during the winter months. During the summer of 2014 we will be disposing solid waste in the new landfill, than during the winter months we will be disposing solid waste in the old landfill.

Mission Statement

The mission of the Solid Waste and Recycling Department is to maintain all waste collect in the County and dispose trash according to regulations of Department of Environmental Quality. Our Recycling Department recycles to keep from using landfill space. Also, by recycling we are helping our environment.

Goals and Objectives

- Provide additional convenience boxes at the Landfill.
- Provide a minimum of 3 training sessions for staff
- Educate the public about the use of the green boxes to promote the development of the County.
- Explore the possibility of monitored sites.

Performance Measures

	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Tons of trash received	49,355	54,398	52,908	52,910	51,646
Tons of mulch recycled	1,331	1,227	1,349	1,352	1,459

Appropriations

<u>Description</u>	<u>Actual</u> <u>FY 12-13</u>	<u>Budget</u> <u>FY 13-14</u>	<u>Adopted</u> <u>FY 14-15</u>	<u>Change</u> <u>2014 to 2015</u>
Personnel	\$ 883,514	\$ 997,637	\$ 996,646	-0.10%
Operating	747,994	1,163,200	1,080,231	-7.10%
Total	\$ 1,631,508	\$ 2,160,837	\$ 2,076,877	-7.20%
Number of Positions	16	18	18	0

Funding/Service Level Changes

The large decrease in the Solid Waste operating budget is due to less leachate hauling expense. As trash is added to the new landfill, there is less run-off of liquid waste (leachate) thereby reducing the need for transporting the liquid waste to a sewer treatment facility.

General Properties

Department Summary

General Properties is responsible for the maintenance and upkeep of all physical properties. In addition, this department is responsible for coordinating and managing new construction projects, other special projects, moves, etc. County street signs are also maintained by this department.

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 matter involving improvements and maintenance to ultimately benefit the taxpayers of Franklin County.

Goals and Objectives

- 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.
- Improve recycling efforts (County Offices) by 10%.
- Assure ongoing compliance issues (underground storage, elevators, boiler inspections, MSDS, ADA, etc).
- Continue to manage surplus property/vehicles.
- Continue to manage and schedule “Fleet Vehicles” uses.
- Improve vehicle maintenance records

Performance Measures

	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Average response time for maintenance	20 minutes				

Appropriations

<u>Description</u>	<u>Actual</u> <u>FY 12-13</u>	<u>Budget</u> <u>FY 13-14</u>	<u>Adopted</u> <u>FY 14-15</u>	<u>Change</u> <u>2014 to 2015</u>
Personnel	\$ 363,890	\$ 374,450	\$ 407,731	8%
Operating	658,804	802,984	811,740	1%
Total	\$ 1,022,694	\$ 1,177,434	\$ 1,219,471	9%
Number of Positions	7	7	8	1

Funding/Service Level Changes:

An additional maintenance technician was added to this department to assist with the addition of a major county facility.

Social Services

Department Summary

The Department of Social Services provides both financial and social work services which are administered according to state and federal regulations.

Mission Statement

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

Goals and Objectives

- Continue to advocate for services for the disabled adults and elderly.
- Continue to ensure safety to children and prevent further maltreatment
- Continue to advocate for additional staff so community needs can sufficiently be met.
- Collaborate with CSA and other community agencies and resources to better serve children in their own homes
- Achieve permanency for children in foster care
- To reduce public assistance fraud, waste and abuse by ensuring benefits and services are received by eligible individuals, and in the correct amount
- Continue to work with the Commonwealth Attorney's office to pursue fraud prosecution
- Pursue grant opportunities.
- Implement State required improvements in Child Welfare Services.

Performance Measures

	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Children in Foster Care	77	95	94	116	107
Prevention Cases	26	68	38	51	71
Foster/Adopt Homes	24	24	30	30	38
SNAP Applications	2422	2282	2226	2126	2006
Ongoing Medicaid Participants	7021	7,189	9931	8535	7820
Energy Assistance	3040	2918	3788	3130	3326

Appropriations

<u>Description</u>	<u>Actual</u> <u>FY 12-13</u>	<u>Budget</u> <u>FY 13-14</u>	<u>Adopted</u> <u>FY 14-15</u>	<u>Change</u> <u>2014 to 2015</u>
Personnel	\$ 2,871,502	\$ 3,090,902	\$ 3,015,548	-2.04%
Operating	2,717,888	3,032,388	2,804,715	-7.50%
Total	\$ 5,589,390	\$ 6,123,290	\$ 5,820,263	-4.95%
Number of Positions	59	64	64	0

Funding/Service Level Changes

An overall decrease is projected for this department as service levels are expected to decrease in FY14-15.

C.S.A. Office

Department Summary

The C.S.A. is a Virginia law 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, local teams decide how these funds should be spent.

Mission Statement

Comprehensive Services Act (C.S.A.) mission is to provide high quality, child centered, family focused, community-based and strength-based services to at-risk youth and their families while being respectful of all customer situations and mindful of our responsibility to be good stewards of the public funds.

Goals and Objectives

- Enhance Families to become 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 County's reliance on therapeutic foster care and residential service providers by 10%.
- 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

Fiscal Year	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Case Load – Number of Children	284	278	258	242	249
Percentage of CSA foster children screened for Medicaid eligibility and Title IVE eligibility	100%	100%	100%	100%	100%

Appropriations

<u>Description</u>	<u>Actual</u> FY 12-13	<u>Budget</u> FY 13-14	<u>Adopted</u> FY 14-15	<u>Change</u> 2013 to 2014
Personnel	\$ 109,689	\$ 111,443	\$ 111,479	0.03%
Operating	3,655,627	4,147,731	4,683,445	12.90%
Total	\$ 3,765,316	\$ 4,259,174	\$ 4,794,924	12.93%
Number of Positions	2	2	2	0

Funding/Service Level Changes

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

Family Resource Center

Department Summary

The Franklin County Family Resource Center provides shelter and services to victims of domestic violence in our community. By providing services to these victims, it is our intention to reduce the incidents of domestic violence in our county. Included in these services available is an emergency shelter program for women or men and their children whom are victims of domestic violence. The staff makes every effort to provide education on safety, healthy living, self-esteem, groups, housing, job readiness and family resilience to all families entering under these situations, to ensure more knowledgeable choices in future decisions made for the safety and welfare of the family unit. It is also our philosophy to promote community awareness and support the victims who enter the system. The Franklin County Family Resource Center strives to enhance victims' self esteem, self worth and enhance empowerment to break free from the violence. The Franklin County Family Resource Center staff will aim to work in partnership, utilizing other community resources to best handle each victim's unique situation.

Mission Statement

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

Goals and Objectives

- 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 Measurers

	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Calls for shelter	160	168	151	178	204
Shelter clients	131	88	101	70	*52

Appropriations

<u>Description</u>	<u>Actual FY 12-13</u>	<u>Budget FY 13-14</u>	<u>Adopted FY 14-15</u>	<u>Change 2014 to 2015</u>
Personnel	\$ 185,752	\$ 182,264	\$ 193,366	6.1%
Operating	35,171	16,774	22,534	34.0%
Total	\$ 220,923	\$ 199,038	\$ 215,900	40.1%
Number of Positions	3	3	3	0

Funding/Service Level Changes

This department is funded 55% by grants, 25% by the County, 8% by Friends of the Family Resource Center and 12% by Private/Community donations. When Homeless grant funding ended 6/30/12; the Family Resource Center became solely a State Accredited Domestic Violence Program. All full-time positions in this department are grant funded therefore those staff are aware that in times of grant funding decrease/increase, their positions will reflect such happenings. **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.*

Aging Services

Department Summary

Aging Services provides congregate meals, transportation, health education programs and activities, as well as recreational activities. Partnerships with other entities also allow insurance counseling and tax preparation assistance. Services are available to qualified persons 60 years and older and to persons with disabilities of all ages.

Mission Statement

The mission statement for the Department of Aging Services is to develop, coordinate and deliver a senior center where activities and programs geared to the elderly population can be enjoyed in order for them to lead independent, meaningful and dignified lives.

Goals and Objectives

- Continue to seek and obtain grants for transportation and vehicle maintenance/replacement.
- Continue efforts to educate and inform citizens about the County's Aging services through advertising and publications
- Provide additional training for drivers to upgrade knowledge of ADA rules and regulations as changes are made in legislature
- Continue to develop and implement more educational and recreational activities for the senior population

Performance Measures

TRANSPORTATION	FY 11-12	FY 12-13	FY13-14* projected
Unduplicated Transportation Clients	465	466	444
# of 1 way trips	6,979	5,172	2,614
Mileage	98,489	80,818	65,697
RECREATION			
# of Activities	125	129	311
Participation Numbers	610	626	1,270

Appropriations

<u>Description</u>	<u>Actual FY 12-13</u>	<u>Budget FY 13-14</u>	<u>Adopted FY 14-15</u>	<u>Change 2014 to 2015</u>
Personnel	\$ 207,385	\$ 253,188	\$ 263,771	4.2%
Operating	75,866	82,852	61,006	-26.4%
Total	\$ 283,251	\$ 336,040	\$ 324,777	-22.2%
Number of Positions	2	2	2	0

Funding/Service Level Changes

Parks and Recreation

Department Summary

The Franklin County Parks and Recreation Department provides quality leisure service programming and public park and recreation facilities to enhance the quality and quantity of life for Franklin County residents and visitors.

Mission Statement

The mission of the Franklin County Parks & Recreation Department is to provide parks and recreation opportunities and promote a general healthy lifestyle and healthy environment for the citizens of Franklin County.

The County recognizes the community value derived by participation in athletic, recreation, and sporting activities/programs. The County further recognizes the role that the County has in providing a public park system for the citizens to use for their enjoyment. Participation in these programs, and visitation to these parks, helps improve health, community interconnectedness, and overall personal well-being for citizens. A chief purpose of public parks and recreation program shall be to encourage a commitment to healthy lifestyles and physical fitness for youth, adults, seniors and families, and conservation of natural resources at the park sites in perpetuity. The County shall provide a wide range of public parks and recreation programming, and facilities, families, individuals, teams and community groups.

Goals and Objectives

- Make improvements to existing facilities and programs as well as create new services with an emphasis on promoting healthy lifestyles and physical fitness.
- Expand programs at the Essig Recreation Center with an emphasis on activities for seniors.
- Complete Comprehensive Master Plan and prioritize park development projects.
- Implement customer service evaluation programs for activities and facilities, track and monitor responses, and respond appropriately.
- Improve County's blue way and trail systems to expand passive recreational opportunities and enhance the County's growth.
- Improve Department's marketing and public information to promote recreational opportunities and improve customer service.

Performance Measures

	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Youth and Adult Athletic Registration	5,449	5,451	5,350	4,537	4,527
Activity Registration					3,624
Activities Offered	60	93	103	265	378
Activity Success Rate	Future Measurement				
Shelter Reservations	358	268	278	167	160
Beach Attendance					9,117

Appropriations.

<u>Description</u>	<u>Actual FY 12-13</u>	<u>Budget FY 13-14</u>	<u>Adopted FY 14-15</u>	<u>Change 2014 to 2015</u>
Personnel	\$ 544,573	\$ 677,555	\$ 625,193	-7.70%
Operating	363,556	316,825	369,712	16.70%
Total	\$ 908,129	\$ 994,380	\$ 994,905	9.0%
Number of Positions	10.5	11	10	-1

Funding/Service Level Changes

The Tourism position was moved into the tourism budget in FY 14-15.

Library

Department Summary

The Library provides reference and research materials both in-house and via the Internet, as well as leisure activity items through print, audio and video formats, and downloadable sources. In addition, the Library presents a wide variety of programs for both children and adults. The bookmobile and other outreach programs provide service to those who are not able to come to the physical location of the Library. The Library is involved in joint projects with libraries in other municipalities for the mutual benefit of each systems patrons.

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.

Goals and Objectives

- To initiate and implement 2 new programs for both children and adults.
- To promote activities that raises the community's awareness of the Library and its programs.
- To increase Story Hour participation by 5%.
- To increase the Summer Reading Program participation by 5%.
- To increase the circulation of materials system-wide by 10%.
- To increase the circulation of bookmobile materials by 15%.
- To maintain a quality collection of materials in various formats.
- To increase the circulation of materials at the Westlake Branch and the overall service level by 15%.
- To expand the collection of downloadable resources.
- To increase the use of downloadable materials by 5%.

Performance Measures

	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Annual circulation	235,448	230,280	236,758	254,099	242,338
Library program attendance	26,406	25,987	24,871	25,013	24,117

Appropriations

<u>Description</u>	<u>Actual</u> <u>FY 12-13</u>	<u>Budget</u> <u>FY 13-14</u>	<u>Adopted</u> <u>FY 14-15</u>	<u>Change</u> <u>2014 to 2015</u>
Personnel	\$ 638,439	\$ 636,167	\$ 629,321	-1%
Operating	288,341	292,612	304,270	4%
Total	\$ 926,780	\$ 928,779	\$ 933,591	3%
Number of Positions	8	8	8	0

Planning and Community Development

Department Summary

This department develops and administers plans, ordinances and programs to promote the public health, safety and welfare of present and future County residents. The Department maintains and updates the County's Comprehensive Plan, administers Zoning, Subdivision, Erosion and Sediment Control and Manufactured Home Park Ordinances, coordinates federal and state grants for community development projects, and provides staff support to the Board of Supervisors, the Planning Commission and the Board of Zoning Appeals. Areas of policy interest include transportation planning, affordable housing, environmental quality and information management.

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.

Goals and Objectives

- Continue implementation of the EnerGOV permitting, inspections, and plans review software
- Update the County Zoning and Subdivision Ordinances
- Administer and close out environmental quality grants for septic system repair, septic maintenance and shoreline erosion.
- Plan for Phase II – Comprehensive Revisions to the Zoning and Subdivision Ordinances.
- To increase the number of inspections by 10% annually.

Performance Measures

	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Total number of permits issued	714	1165	1251	256	250
Number of E&SC permits issued	60	61	80	70	45
Number of Sign permits issued	15	18	7	10	5
Number of Site Plan submittals	8	14	7	14	12
Number of Subdivision plat submittals	154	151	150	145	115
Number of Rezoning applications submitted	5	3	6	3	6
Number of Special Use Permit applications submitted	10	4	6	8	8
Number of Variance applications submitted	3	6	5	4	3
Number of pre-application meetings	30	1	6	0	20
Number of Planning Commission meetings	10	8	11	11	12
Number of inspections performed	1167	1108	1349	1004	934

Appropriations

Description	Actual FY 12-13	Budget FY 13-14	Adopted FY 14-15	Change 2014 to 2015
Personnel	\$ 501,210	\$ 510,635	\$ 582,637	14.01%
Operating	28,331	57,650	61,250	6.24%
Total	\$ 529,541	\$ 767,792	\$ 643,887	20.25%
Number of Position	8	8	9	+1

Funding/service level Changes

FY 14-15 includes a new Storm Water Manager position.

Economic Development / Tourism

Department Summary

The Office of Economic Development seeks to attract and retain quality jobs and increased investment within Franklin County to diversify the economy, broaden the tax base and provide long-term employment opportunities for residents and higher profitability for local businesses.

Mission Statement

The mission of the Franklin County Office of Economic Development is to create opportunities for existing business development, attracting 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.

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 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Unemployment Rate (April)	7.6%	6.4%	5.5%	4.9%	4.7%
Number of Employed Franklin Countians (April)	26,019	26,400	26,721	26,930	27,232
Number of Facilitated New and Expanding Business Projects (VEDP)	1	2	2	3	2
Virginia Tourism Corporation Annual Tourism Expenditure Estimates	84,737,405	87,344,362	91,857,082	94,891,808	Available August 2014
Local Lodging Tax Revenue	186,810	183,084	186,288	187,451	Available August 2014
Local Meals Tax Revenue	1,905,749	1,891,901	1,937,314	2,075,766	Available August 2014
Local Sales Tax Revenue	2,630,395	2,644,493	2,651,386	2,706,301	Available August 2014

Appropriations

<u>Description</u>	<u>Actual FY 12-13</u>	<u>Budget FY 13-14</u>	<u>Adopted FY 14-15</u>	<u>Change 2014 to 2015</u>
Personnel	\$ 104,651	\$ 124,929	\$ 157,633	26.18%
Operating	712,553	461,591	522,025	13.09%
Total	\$ 817,204	\$ 586,520	\$ 679,658	15.88%
Number of Positions	0.5	1.5	2	1

Funding/Service Level Changes

Tourism Manager position was moved from Parks and Recreation to the Tourism budget for FY 14-15.

GIS – Geographic Information Systems

Department Summary

The GIS Department provides map and survey related information to the departments of the County. The GIS maps are spatially associated with database links to supply various forms of analysis for County departments and other jurisdictions within the County. GIS serves to create greater efficiencies towards several routine duties of various departments.

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

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 WebGIS site, Dispatch & 911, and other external partners

Performance Measures

Measure	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Number of edits to the parcel database, including new parcel splits, transfers and other requested edits.	1875	1500	1200	1121	1614
Number of WebGIS hits for the GIS team's online services.	9,046,697	9,503,212	9,328,335	9,608,403	10,343,958
Number of Pictometry Online hits					*9028
Total GIS Helpdesk Requests	242	122 (Parcel edit request not counted)	155 (Parcel edit request not counted)	141 (Parcel edit request not counted)	**608 (Parcel edit request not counted)

Appropriations

Description	Actual FY 12-13	Budget FY 13-14	Adopted FY 14-15	Change 2014 to 2015
Personnel	\$ 67,439	\$ 116,132	\$ 113,575	\$ 2.0%
Operating	29,740	45,469	48,471	7.0%
Total	\$ 97,187	\$ 161,601	\$ 162,046	9.0%
Number of Positions	2	2	2	0

Franklin Center for Advanced Learning and Enterprise

Department Summary

The Franklin Center for Advanced Learning and Enterprise represents an unprecedented community partnership with representatives from the local school system, colleges, government and community agencies.

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.

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

	FY09-10	FY10-11	FY 11-12	FY 12-13	FY 13-14
Total Visitor Transactions	32,304	18,712	31,287	28,216	28,086
Total diplomas, GED's	157	110	113	107	104
Total classes offered—all educational partners	112	145	150	131	128
PHCC	12 Assoc. Degrees	24 Assoc. Degrees	34 Assoc. Degrees	11 Assoc. Degrees	20 Assoc. Degrees
PHCC	15 Certificates	21 Certificates	18 Certificates	15 Certificates	35 Certificates
VWCC	26 Assoc. Degrees	31 Assoc. Degrees	90 Assoc. Degrees	82 Assoc. Degrees	29 Assoc. Degrees
VWCC	18 Certificates	28 Certificates	66 Certificates	24 Certificates	59 Certificates

Appropriations

<u>Description</u>	<u>Actual FY 12-13</u>	<u>Budget FY 13-14</u>	<u>Adopted FY 14-15</u>	<u>Change 2014 to 2015</u>
Personnel	\$ 154,670	\$ 157,292	\$ 158,211	-0.05%
Operating	35,760	39,600	39,600	0%
Total	\$ 190,430	\$ 196,892	\$ 197,811	-0.05%
Number of Positions	3	3	3	0

Virginia Cooperative Extension

Department Summary

The Franklin County Virginia Cooperative Extension Unit provides educational programs, research knowledge and assistance to all citizens of Franklin County and administers the above mentioned under the following subject areas:

- Commercial Agriculture
- Environmental Science
- Marketing & Business Mgt.
- Economic Development
- Forestry
- 4-H Youth Leadership & Engagement
- Horticulture
- Nutrition & Food Safety

Mission Statement

Virginia Cooperative Extension helps lead the engagement mission of Virginia Tech and Virginia State University, the commonwealth's land-grant universities. Building local relationships and collaborative partnerships, we help people put scientific knowledge to work through learning experiences that improve economic, environmental, and social well-being.

Goals and Objectives:

- I. Increase the profitability and sustainability of Franklin's commercial food, fiber, animal recreation, and green industries.
- II. Prepare the agricultural industry for future opportunities and challenges in urban and rural environments.
- III. Research and disseminate methods and recommendations to ensure that consumers have access to safe, high-quality agricultural products.
- IV. Develop and deliver programs to enhance agricultural literacy.
- V. Interpret policy and legislation, identify opportunities, and provide training to comply with regulations that affect farm profitability and environmental quality.
- VI. Support the management, use, and sustainability of Franklin's natural resource capital for the benefit of future generations.
- VII. Provide natural resource and environmental education.
- VIII. Provide educational resources to address urban/rural interface issues.
- IX. Provide education to conserve and protect Franklin's surface and groundwater resources.
- X. Develop and deliver programs in green energy/bioenergy/energy efficiency.
- XI. Improve competencies of Franklin's youth in the following life skills: knowledge, reasoning, creativity, personal, social, vocational, citizenship, health, and physical.
- XII. Develop supporting environments for 4-H youth development.
- XIII. Design volunteer development systems that attract, retain, train, and energize youth and adult volunteers who are progressive and have an enduring commitment to youth.

Performance Measures

Agriculture	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Total face to face contacts	3,597	2,598	2,800	12,830	
Total for all other contacts	5,776	4,656	3,538	18,200	
Environmental	950	1,000	200	1,100	
4-H Youth Development					
Total face to face contacts	2,779	4,943	5021	5729	
Total of all other contacts	4,521	15,023	9506	8516	
Family Consumer Science					
Environmental	146	500	328	350	
Total face to face contacts	12,148	9,058	15,254	15,528	
Total of all other contacts	33,723	33,133	64,548	57,635	

Appropriations

<u>Description</u>	<u>Actual FY 12-13</u>	<u>Budget FY 13-14</u>	<u>Adopted FY 14-15</u>	<u>Change 2014 to 2015</u>
Personnel	\$ 112,358	\$ 96,103	\$ 104,392	8.63%
Operating			0	
Total	\$ 112,358	\$ 96,103	\$ 104,392	8.63%

Note: Virginia Cooperative Extension employees are paid by the State of Virginia. The personnel costs reflected above are the amounts the County pays to the State or as local share of this program.

Funding/Service Level Changes

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 14-15 budget adopts the following transfers from the General Fund to the following funds:

Transfer to Schools - Operations	\$29,708,271
Transfer to Schools - Debt Service	2,650,459
Transfer to Schools - Canneries	34,746
Transfer to Schools – Capital	1,220,000
Transfer to Debt Service Fund	2,684,784
Transfer to E911	989,158
Transfer to Utilities	538,326
Transfer to County Capital Projects	2,015,501
Total	<u>\$39,841,245</u>

Appropriations

<u>Description</u>	<u>Actual FY 12-13</u>	<u>Budget FY 13-14</u>	<u>Adopted FY 14-15</u>	<u>Change 2014 to 2015</u>
Transfers	<u>40,428,414</u>	<u>38,619,116</u>	<u>39,841,245</u>	<u>3.16%</u>
Total	\$ <u>40,428,414</u>	<u>38,619,116</u>	<u>39,841,245</u>	<u>3.16%</u>

6

Other Funds, CIP



Summary of Other Funds	98
E911	102
Capital Improvement Program	105
Debt and Utilities	111





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

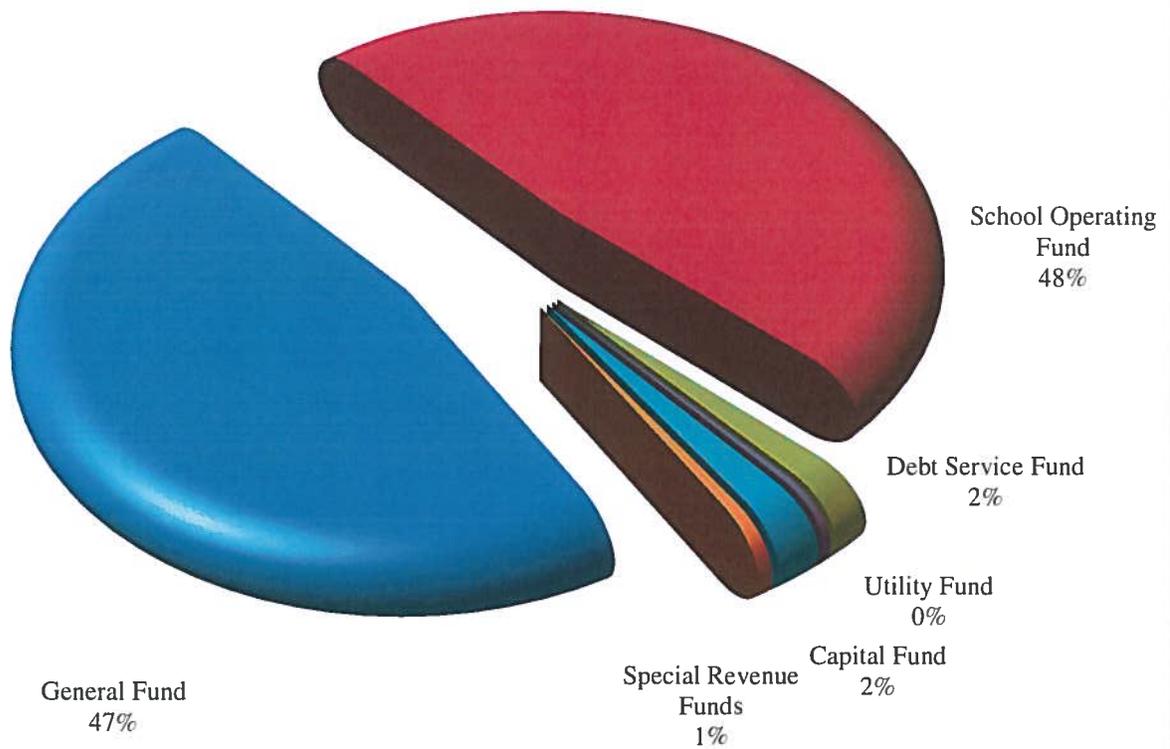
The Debt Service Fund is used to account for the payment of general long-term debt principal, interest and related costs. The repayment of school debt is recorded in the School fund. The Debt Service fund is funded by a transfer from the County's general fund.

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 14-15 Adopted Fund Totals





Franklin County

A Natural Setting for Opportunity

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

Special Revenue Funds:

	<u>FY12-13</u> <u>Actual</u>	<u>FY13-14</u> <u>Budget</u>	<u>FY14-15</u> <u>Adopted</u>
<u>E911 Fund</u>			
Revenues:			
E911 Taxes	\$3,367	\$0	\$0
State Wireless Board Funds	65,336	55,813	52,508
Transfer from General Fund	1,040,404	1,024,268	989,158
	<u>\$1,109,107</u>	<u>\$1,080,081</u>	<u>\$1,041,666</u>
Expenditures:			
Dispatch Operations	<u>\$1,025,353</u>	<u>\$1,080,081</u>	<u>\$1,041,666</u>
<u>Law Library Fund</u>			
Revenues:			
Law Library Fees	<u>\$11,595</u>	<u>\$12,000</u>	<u>\$12,000</u>
Expenditures:			
Law Library Operations	<u>\$0</u>	<u>\$12,000</u>	<u>\$12,000</u>
<u>Special Revenue Funds Totals</u>			
Revenues:	<u>\$1,120,702</u>	<u>\$1,092,081</u>	<u>\$1,053,666</u>
Expenditures:	<u>\$1,025,353</u>	<u>\$1,092,081</u>	<u>\$1,053,666</u>

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

	<u>FY12-13</u> <u>Actual</u>	<u>FY13-14</u> <u>Budget</u>	<u>FY14-15</u> <u>Adopted</u>
<u>Debt Service Fund (County only)</u>			
(School debt service payments included in the School Fund)			
Revenues:			
Western Va Water Authority			
Reimburse for Westlake Sewer Debt	\$0	\$0	\$202,648
Transfer from General Fund	1,932,833	2,035,833	2,684,784
	<u>\$1,932,833</u>	<u>\$2,035,833</u>	<u>\$2,887,432</u>
Expenditures:			
Transfer to School Capital Fund	\$487,000	\$0	\$0
Principal and Interest Payments	1,378,776	1,237,123	2,169,340
Future Debt Service Reserve	0	798,710	718,092
	<u>\$1,865,776</u>	<u>\$2,035,833</u>	<u>\$2,887,432</u>

<u>Utility Fund</u>			
Revenues:			
Charges for Water	\$23,272	\$7,000	\$7,000
Availability/Connection Fees	7,813	0	0
Transfer from General Fund	17,000	448,250	538,326
	<u>\$48,085</u>	<u>\$455,250</u>	<u>\$545,326</u>
Expenditures:			
Operations	\$42,490	\$24,000	\$24,000
Payments to Western Virginia Water	0	431,250	521,326
Transfer to County Capital	800,000	0	0
	<u>\$842,490</u>	<u>\$455,250</u>	<u>\$545,326</u>

<u>Capital Fund</u>			
Revenues:			
Contributions/Local Miscellaneous	\$277,291	\$0	\$0
Proceeds from Borrowing	655,000	0	0
State and Federal Grants	924,885	0	0
Transfer from Utility Fund	800,000	0	0
Transfer from General Fund	5,684,229	3,235,501	3,235,501
	<u>\$8,341,405</u>	<u>\$3,235,501</u>	<u>\$3,235,501</u>
Expenditures:			
Capital Outlay	<u>\$11,344,594</u>	<u>\$3,235,501</u>	<u>\$3,235,501</u>

E911

Department Summary

The E911 Communications Division is tasked with the operation of the County's Public Safety Answering Point (PSAP). The division is responsible for receiving all emergency calls of assistance from County Citizens and dispatching the appropriate County agency to assist. Additional responsibilities include answering administrative calls for the Sheriff's department, maintaining the Public Safety Radio System, maintaining the computer hardware and software for the division and maintenance of the E911 mapping/addressing databases.

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".

Goals and Objectives

- Increase staff levels to better handle call load of Center, allowing for EMD implementation and setting tier personnel levels to establish higher quality of service and promotion opportunities.
- Establish a public education/awareness program.
- Reduce amount of administrative calls to Dispatch Center to allow personnel to devote more time and better handle emergency dispatch situations.
- Complete upgrades to equipment to enable Next Generation 9-1-1 and complete personnel training for new systems and equipment.

Performance Measures

	FY 09-10	FY 10-11	FY 11-12	FY12-13	FY 13-14
E911 CAD Calls for Service	35,025	34,512	35,906	47,069	51,453
Total Wireless Calls	14,199	14,647	14,649	15,507	15,155
Total Wireline Calls	7,670	7,585	8,188	7,297	7,424
Total Administrative Calls	131,954	129,946	132,769	112,932	69,213*
Total Telephone Calls:	153,823	152,178	155,606	135,736	91,792

* Reflects less calls because the Sheriff's office is now answering the majority of the administrative calls.

Appropriations

Description	Actual FY 12-13	Budget FY 13-14	Adopted FY 14-15	Change 2014-2015
Personnel	\$ 709,936	\$ 779,468	\$ 712,597	-8.6%
Operating	315,415	310,874	329,069	5.9%
Total	\$ 1,025,351	\$ 1,090,342	\$ 1,041,666	-2.7%

Number of Positions	14	15	14	-1
----------------------------	-----------	-----------	-----------	-----------

Funding/Service Level Changes

The vacant Communications Coordinator position has been moved to the Department of Public Safety for FY 14-15.



Franklin County

A Natural Setting for Opportunity

Capital Improvement Program (CIP) FY 2014-2015 through FY 2018-2019

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 \$26.3 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 unappropriated balance and the County operations budget. At this point the County does not plan to issue any general obligation bonds for fiscal year 2014-2015, 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 2014-2015 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 Franklin 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 2014-2015

Account Name	Total Amount Requested FY 14-15	Adopted FY 14-15	Total Amount Requested FY 15-16	Total Amount Requested FY 16-17	Total Amount Requested FY 17-18	Total Amount Requested FY 18-19	Five Year Total Requested
<u>DEPT 010: BOARD OF SUPERVISORS</u>							
SCHOOL CAPITAL PROJECTS	880,000	880,000					880,000
SCHOOL BUS REPLACEMENT	340,000	340,000					340,000
FUTURE DEBT SERVICE PAYMENTS FOR FINANCED LANDFILL EQUIPMENT	131,086	131,086					131,086
	1,351,086	1,351,086	0	0	0	0	1,351,086
<u>DEPT 016: INFORMATION</u>							
PC REPLACEMENT	60,000	50,000					60,000
NETWORK SPARES	34,157	23,947	24,000	24,000			82,157
NETWORK VPN/FIREWALLS	8,575	6,012					8,575
VIRTUAL SERVER PLATFORM			38,500	38,500			77,000
SERVER AND NETWORK	30,000	21,033	5,000	5,000			40,000
REPLACEMENT OF DOMAIN	20,800	14,583					20,800
WIRELESS CONTROLLER	7,500	5,258					7,500
DATA BASE SERVER			11,350	11,350			22,700
DATA BASE TEST SERVER	22,700	15,915					22,700
SERVERS FOR DISASTER RECOVERY	24,000	16,826					24,000
CITRIX SERVER REPLACEMENT	9,072	6,360	8,000	8,000			25,072
MICROSOFT EXCHANGE SOFTWARE	10,470	7,340					10,470
	227,274	167,274	86,850	86,850	0	0	400,974
<u>DEPT 017: REGISTRAR</u>							
REPLACEMENT OF VOTING EQUIPMENT	250,000		125,000				375,000
	250,000	0	125,000	0	0	0	375,000
<u>DEPT 021: SHERIFF</u>							
SHERIFF VEHICLE REPLACEMENT	225,000	225,000	250,000	175,000	175,000	175,000	1,000,000
SHERIFF IN-CAR CAMERAS	15,000	15,000	15,000	15,000	15,000	15,000	75,000
MOBILE DATA TERMINALS	25,000	25,000	20,000	20,000	20,000	20,000	105,000
MOBIL COMMAND VEHICLE	50,000						50,000
FIRING RANGE	20,000	20,000					20,000
VGB RENOVATION	195,000						195,000
AIR CONDITION UNIT FOR JAIL KITCHEN	8,100						8,100
REPLACE RETIRING K-9	10,000						10,000
NIGHT VISION DEVICES FOR PATROL	30,000		30,000	30,000	30,000	30,000	150,000
NEW LINE ITEM FOR OUTFITTING NEW CARS	27,000	27,000	30,500	22,000	22,000	22,000	123,500
TRAFFIC LIGHT CHANGERS	10,000	10,000	10,000				20,000
	615,100	322,000	355,500	262,000	262,000	262,000	1,756,600
<u>DEPT 022: BUILDING INSPECTIONS</u>							
BUILDING INSPECTOR VEHICLES	25,000	25,000				30,000	55,000
	25,000	25,000	0	0	0	30,000	55,000
<u>DEPT 023: PUBLIC SAFETY</u>							
PUBLIC SAFETY VEHICLE REFURBISHMENT	200,000	100,000					200,000
RADIO SYSTEM UPGRADE	1,300,000	150,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
FIRE/EMS EQUIPMENT	13,000	13,000	13,000	13,000	13,000	13,000	65,000
PUBLIC SAFETY STATION CONSTRUCTION - Includes \$2.6 million borrowing proceeds			176,632	176,632	176,632	176,632	706,528
ANIMAL SHELTER MAINTENANCE	80,000	10,000	80,000	80,000	80,000	80,000	400,000
PUBLIC SAFETY STAFF VEHICLES	40,000	40,000					40,000
FIRE APPARATUS REPLACEMENT	325,000	142,571	250,000	250,000	250,000	130,000	1,205,000
EMS VEHICLE REPLACEMENT	340,000	168,858	350,000	350,000	350,000	375,000	1,765,000
EKG Monitors/Defibrillators	56,000	0	56,000	56,000	56,000	56,000	280,000
POWER COT SYSTEM PURCHASE AND INSTALL	18,253	0	0	0	0	0	18,253

Franklin County
Five Year Summary of Capital Improvement Projects by Department and Adopted Funding for 2014-2015

Account Name	Total Amount Requested FY 14-15	Adopted FY 14-15	Total Amount Requested FY 15-16	Total Amount Requested FY 16-17	Total Amount Requested FY 17-18	Total Amount Requested FY 18-19	Five Year Total Requested
BURN TRAINING BUILDING MAINTENANCE AND IMPROVEMENTS	68,000	0	26,500	41,500	0	0	136,000
COMMERCE CENTER FIRE/EMS	200,000	5,000	250,000				450,000
	2,640,253	629,429	2,502,132	2,267,132	2,225,632	2,130,632	11,765,781
<u>DEPT 025: GENERAL PROPERTIES</u>							
VEHICLE REPLACEMENT FUND			17,721				17,721
MAINTENANCE TECH VEHICLE	17,979	17,979					17,979
COURTHOUSE HVAC UPGRADE	50,000						50,000
VIRGIL H. GOODE BOILER UPGRADE	40,000						40,000
UTILITY BUILDING BUILDOUT	64,800						64,800
CARPET REPLACEMENT COURTHOUSE GROUND FLOOR	20,826						20,826
	193,605	17,979	17,721	0	0	0	211,326
<u>DEPT 029: AGING SERVICES</u>							
AGING VEHICLE REPLACEMENT	82,295	16,459	16,459				98,754
	82,295	16,459	16,459	0	0	0	98,754
<u>DEPT 030: PARKS AND RECREATION</u>							
RECREATION MAINT EQUIPMENT	46,015	26,000	46,015				92,030
WAID PARK DEVELOPMENT	310,000		205,788				515,788
SMITH MOUNTAIN LAKE PARK	526,450		178,200	343,200			1,047,850
SMITH FARM PARK PROJECT	100,000	100,000					100,000
SML PARK EROSION CONTROL	150,000		150,000				300,000
BLUEWAY DEVELOPMENT	40,000		20,000				60,000
PLAYGROUND SHADE STRUCTURE	22,000	11,000	22,000				44,000
	1,194,465	137,000	622,003	343,200	0	0	2,159,668
<u>DEPT 032: ECONOMIC DEVELOPMENT</u>							
ECONOMIC DEVELOPMENT FUNDS	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
BUSINESS PARK SET ASIDE (Includes \$3 million in bond proceeds)	100,000	100,000	100,000	100,000	100,000	100,000	500,000
JOB CREATION FUND	100,000	59,274	100,000	100,000	100,000	100,000	500,000
	400,000	359,274	400,000	400,000	400,000	400,000	2,000,000
<u>DEPT 033: FRANKLIN CENTER</u>							
WFDC INTERIORS	10,000	10,000	10,000	10,000	10,000	10,000	50,000
	10,000	10,000	10,000	10,000	10,000	10,000	50,000
<u>DEPT 035: E911</u>							
9-1-1 CPE EQUIPMENT REPLACEMENT				500,000			500,000
VOICE RECORDER REPLACEMENT	42,000	42,000					42,000
SERVER REPLACEMENT	50,000	0					50,000
VIDEO RECORDER AND CAMERAS	30,000	0					30,000
9-1-1 VEHICLE REPLACEMENT	32,000	0					32,000
	154,000	42,000	0	500,000	0	0	654,000
<u>DEPT 036: PUBLIC WORKS</u>							
LANDFILL ENGINEERING	60,000	30,000	60,000	20,000	20,000	20,000	180,000
LANDFILL COMPLIANCE A/B	30,000	0	30,000	30,000	30,000	30,000	150,000
LANDFILL CLOSURE SET-ASIDE	150,000	0	1,000,000	50,000	50,000	180,000	1,430,000
LANDFILL EQUIPMENT	900,000	0	300,000	200,000	400,000	300,000	2,100,000
LANDFILL DEVELOPMENT	37,000	37,000	10,000	10,000	10,000	10,000	77,000
COLLECTION SITES	100,000	0	50,000	50,000	50,000	50,000	300,000
LANDFILL GROUNDWATER STUDIES	10,000	0	10,000	10,000	10,000	10,000	50,000
LANDFILL GAS CONTROL	10,000	0	10,000	10,000	10,000	10,000	50,000
NEW LANDFILL CONSTRUCTION	250,000	0	350,000	50,000	800,000	600,000	2,050,000
TSK 1,JOYCE:GENERAL LANDFILL CONSULTING	10,000	10,000	10,000	10,000	10,000	10,000	50,000
TSK 3,JOYCE:GRDWATER REPORTING (72)	16,000	16,000	17,000	18,000	19,000	20,000	90,000
TSK 4,JOYCE:P&T SYSTEM O&M,VPDES SAMPLE	2,000	2,000	2,000	2,000	2,000	2,000	10,000

Franklin County
Five Year Summary of Capital Improvement Projects by Department and Adopted Funding for 2014-2015

Account Name	Total Amount Requested FY 14-15	Adopted FY 14-15	Total Amount Requested FY 15-16	Total Amount Requested FY 16-17	Total Amount Requested FY 17-18	Total Amount Requested FY 18-19	Five Year Total Requested
TSK 5,JOYCE:ANNUAL CASE, P&T SYSTEM	15,000	15,000	15,000	16,000	16,000	17,000	79,000
TSK 6,JOYCE:GRDWATER SAMPLING (577)	1,000	1,000	1,000	1,000	1,000	1,000	5,000
TSK 7,JOYCE:GRDWATER REPORTING (577)	9,000	9,000	9,000	9,000	9,000	9,000	45,000
TSK 8 JOYCE:LANDFIL GAS	25,000	0	5,000	10,000	5,000	5,000	50,000
TSK 9,JOYCE:LANDFIL OPS CONSULTING	1,000	0	1,000	1,000	1,000	1,000	5,000
TSK 1 AIR PERMIT & TESTING	5,000	0	5,000	5,000	5,000	5,000	25,000
TSK 1 SOLID WASTE MGMT PLAN 5 YR UPDATE	0	0	0	0	0	15,000	15,000
MNA CASE REPORT	13,000	13,000	0	0	15,000	0	28,000
CMS WEBSITE	5,000	5,000	5,000	5,000	5,000	5,000	25,000
TSK 2 STORM WTR POLLUTION PREV PLAN UD	0	0	0	0	0	6,500	6,500
SCALE HOUSE SOFTWARE	20,000	20,000	0	0	0	0	20,000
	1,669,000	158,000	1,890,000	507,000	1,468,000	1,306,500	6,840,500
	8,812,078	3,235,501	6,025,665	4,376,182	4,365,632	4,139,132	27,718,689

Franklin County – CIP FY14-15 Through FY18-19

A brief description of each project is presented below:

Information Technology: \$167,274 is included for computer replacement, database server upgrades, storage upgrades and software replacement.

Registrar – Replacement of Voting Equipment: Voting machines currently being used by the County are coming to the end of their useful life and will need to be replaced in the near future. No new funding is adopted for this capital project in FY14-15 but the County is hopeful that there will be enough funding available at June 30, 2014 in the general fund un-appropriated balance to assist with additional funding for this project. \$250,000 is currently set aside towards the total estimate of this project of \$500,000.

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 begin replacing the computers in the Sheriff's fleet as well upgrading the firing range utilized by the employees of the Sheriff's office.

Public Safety: Capital funds for the replacement of fire and rescue apparatus total \$351,429. In addition, \$13,000 is budgeted for protective equipment.

Public Safety - Radio System Upgrade: Included in the FY14-15 public safety CIP is \$150,000 for the continuation of consulting fees towards the possibility of a replacement radio system. The replacement radio system would be a comprehensive system to improve communications throughout the county and would likely include additional tower sites, replacement radio equipment and improvements to existing tower sites. It is estimated that this total project could cost \$20 million and would require the County to borrow funds in a future year to complete the project (No timeline for this project has been established to date but is expected within the next six months).

General Properties: Projects requested next fiscal year can be funded from the Capital Maintenance Contingency account and will not require additional funds.

- \$50,000 is budgeted to upgrade the HVAC system for the Court house
- \$40,000 will be used to replace the Boiler in the Goode Building
- \$64,800 is required to finish the build out of the utility building
- \$20,826 will be used to replace the carpet on the ground floor of the courthouse

Parks and Recreation: \$100,000 is budgeted to continue the purchase of the Smith Farm park project and make minor improvements to that property. The Parks and Recreation department will soon begin work on a master plan for all parks and recreational facilities in the County.

Economic Development Projects: Capital funds are included to replenish a fund 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. \$59,274 is also included in the Economic Development Capital account for a job creation fund. It is anticipated that these funds will be used to encourage local county employers to maintain or increase their employment of Franklin County residents. \$100,000 is budgeted to begin the planning of a new business park.

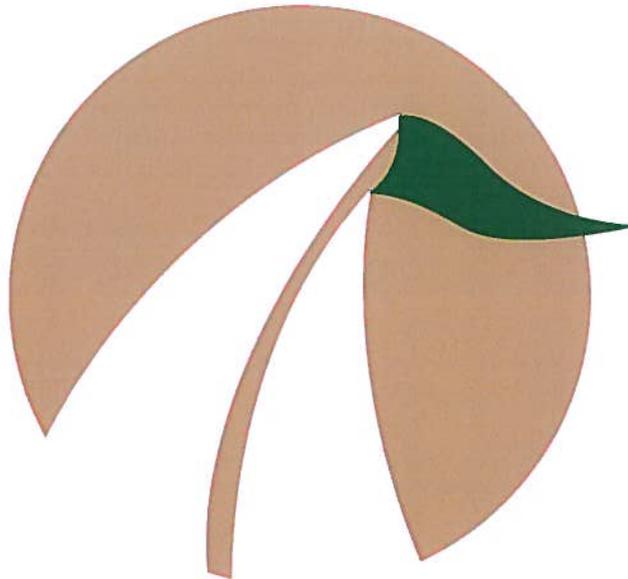
Public Works/Solid Waste: Projects include groundwater studies, landfill engineering, collection box sites and future closure expenditures at the current landfill. The new landfill became operational last August 2013. Funds have also been included for equipment replacement.

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.

Impact of Each Capital Project on the Current and Future Operating Budget:

<u>Project</u>	<u>Anticipated Budgetary Impact</u>
Computer Replacement	None – personal computer replacement.
Database Server Upgrade	None – this project involves the deployment of 2 new servers configured in a cluster.
Storage Upgrade	None – Replication Manager Software.
UPS Battery Replacement	None – Replacement of current equipment
Voting Machine Replacement	Small operating budget impact for programming costs.
Sheriff Vehicle Replacement	None – replacement of current vehicles and cameras.
Fire/EMS Vehicle Replacement	None – these are replacement fire and rescue apparatus.
Public Safety Radio System Upgrade	None in the first year since this will be a continuation of the study and recommendation by a professional radio engineering firm. Additional tower sites may be added in future years which will require additional funds for maintenance and possibly additional staff to maintain a larger system.
Other Public Safety Projects	None – replacement equipment
HVAC System Upgrade, Boiler Replacement and Courthouse Carpet Replacement	None – replacement HVAC system. Boiler Replacement and Carpet Replacement will not require additional operating funds.
Utility Building Build Out	Once this building is occupied, additional

	operating funds will be needed for utilities, janitorial expense, insurance and a small amount of additional equipment that will be utilized in the building.
Smith Farm Park Project	None – The County will continue to make the annual \$100,000 payment for the purchase of this property.
Economic Development Set Aside Funds	None – economic development incentives for new businesses and industry considering locating to Franklin County.
Economic Development: Job Creation Fund	None – funds used to encourage/incent local employers.
Economic Development Business Park Set Aside	None in the current fiscal year. The project will not be developed for several years - these funds will provide for the preliminary architectural and engineering fees.
Landfill Engineering/Development	The new landfill is scheduled to open in 2013. A minimum amount of additional operating funds will be needed at that point although the majority of resources can be shifted from the current landfill operation.
Schools: Various Projects	None – repair and replacement projects and replacement school buses.



**Franklin County
Adopted Budget 14-15**

Debt Service Fund:		
	Adopted FY13-14	Adopted FY14-15
Revenues		
Westlake Sewer Debt Reimb from WWA	\$0	\$202,648
Transfer from the General Fund	2,035,833	2,684,784
	<u>\$2,035,833</u>	<u>\$2,887,432</u>
Expenditures		
Bank Charges	\$500	\$500
99 Refunding Bonds	309,482	308,807
Franklin Center Debt Payment	212,913	208,712
Government Center Debt Payment	365,222	355,826
Westlake Sewer Debt Payment	201,251	202,647
Lease for Treas/COR Software & Landfill Equipment	135,146	135,146
2013 Borrowing	0	957,702
Voice Over IP Phone System Lease Payment	12,609	0
Reserve for Future Debt - County	399,710	261,092
Reserve for Future Debt - Schools	399,000	457,000
	<u>\$2,035,833</u>	<u>\$2,887,432</u>

Utility Fund:		
	Adopted FY13-14	Adopted FY14-15
Budgeted Revenues:		
Water/Sewer Revenues	\$7,000	\$7,000
Transfer from General Fund	448,250	538,326
Total Revenues	<u>\$455,250</u>	<u>\$545,326</u>
Budgeted Expenses:		
Commerce Utilities	\$24,000	\$24,000
Payment to WWA on Phase 1 Debt Service	186,705	183,514
Payment to WWA on Burnt Chimney Water Line	0	94,657
Payment to WWA on 220 Debt Service	244,545	243,155
Total Expenses	<u>\$455,250</u>	<u>\$545,326</u>

7

Schools



Franklin County
A Natural Setting for Opportunity

School Officials	112
School Summary	113



**Franklin County Public Schools
June 30, 2014**

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>Bill Brush</u> Gills Creek District	<u>Crystal Naff</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..... Lee E. Cheatham, CPA
 K-12 Director of Curriculum & Instruction..... Keith Pennington
 Coordinator of Federal Programs..... Brenda McGrath
 Coordinator of Testing..... Elaine Hawkins
 Director of Special Programs & Services..... Gwendolyn A. Adkins
 Director of Technology Services K-12..... George F. Washington
 Coordinator of Student Services/Clerk..... Janet J. Stockton
 Supervisor of Food Services..... Vacant
 Director of Facilities & Transportation..... Jonathan Crutchfield
 Supervisor of Transportation..... Donna C. Carter
 Supervisor of Maintenance..... Darryl K. Spencer
 Coordinator of Purchasing..... J. T. Hodges

Franklin County Summary of the Adopted 2014-2015 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) Contingencies.

In the past five years State revenue to the Franklin County school division has declined by \$7.1 million or 19.7%. To counter this reduction in State funds, the division has:

- Reduced staff and programs
- Relied on temporary stimulus funding and temporary education jobs funding from the federal government
- Received additional local support from the Franklin County Board of Supervisors
- Utilized carryover funding of \$1.4 million from FY11-12 into FY12-13.

During these difficult economic times the School system has been able to maintain a quality system. Franklin County's schools received 15 A's and 1 B from the State's new grading system. All 16 schools are also fully accredited by the State.

The FY14-15 adopted budget totals \$82,110,612 and is an increase of \$2,897,467 (3.7%) from the FY13-14 budget. The budget has already been greatly reduced during the period from November 2013 to March 2014 before it was presented to the Board of Supervisors. These reductions have been made with full and due consideration to the current State and County revenue situations. These situations have forced the School System to leave out many needs for additional staffing and supplies because sufficient revenues are not available to pay for them at this time:

The adult education regional program budget has been included in the total school budget for the first time in FY14-15. This program totals \$893,653 and was included as an additional budget appropriation in years past (not included as part of the original budget).

Major Budget Issues: The major changes in the overall 2014-15 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 Increases: Increases in three VRS rates including the retirement rate, the health care credit rate and the group life insurance rate. The total cost of these rate increases is estimated at \$1.5 million. New state revenues to offset this expense are estimated at \$447,335 leaving a shortfall of \$1.1 million.

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 - \$327,912 and tuition paid to local community colleges - \$174,627.

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.

There are 41 school buses in the fleet which are twelve years in age or older and 41 that have been driven more than 140,000 miles. This is an improved situation compared to last year and several years ago. 12 replacement buses were purchased in the 13-14 fiscal year. The cost of gasoline and diesel fuel is estimated to increase by \$178,305 mainly from the estimated price of diesel fuel.

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 net amount of \$185,000 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. This budget will decrease slightly for FY14-15 due to less student participation because of a change in the NSLP meal composition regulations.

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 (\$34,746).

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.

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 2014-2015 is \$58,000 which results primarily from reductions in interest payments and the refinancing of ten Literary Fund loans in FY12-13.

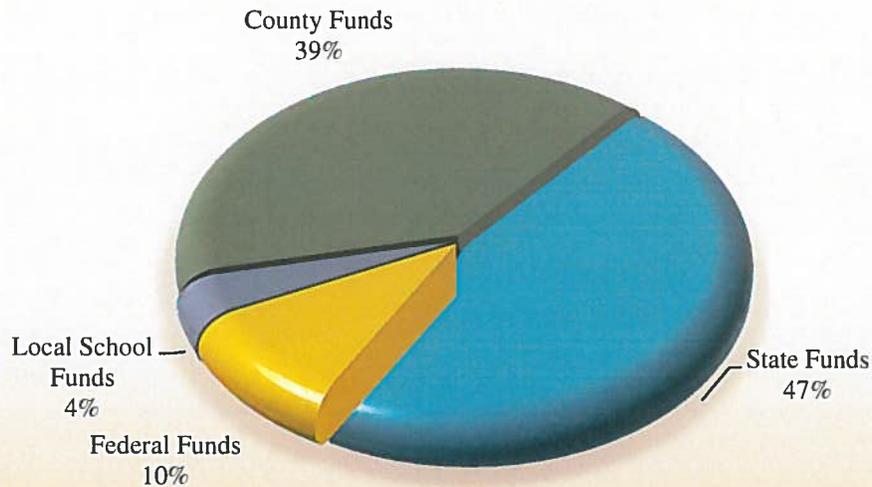
Technology:

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 an additional \$58,523 for software on-line content.

**Franklin County Public Schools
Revenue Summary**

<u>Budget Category</u>	<u>Actual 2012-13</u>	<u>Budget 2013-14</u>	<u>Adopted 2014-15</u>
State Funds	\$37,601,939	\$37,166,481	\$38,707,535
Federal Funds	8,001,492	7,652,517	8,010,170
Local School Funds	2,670,729	2,529,144	2,983,009
County Funds	32,439,126	31,865,003	32,358,730
Total	\$80,713,286	\$79,213,145	\$82,110,612

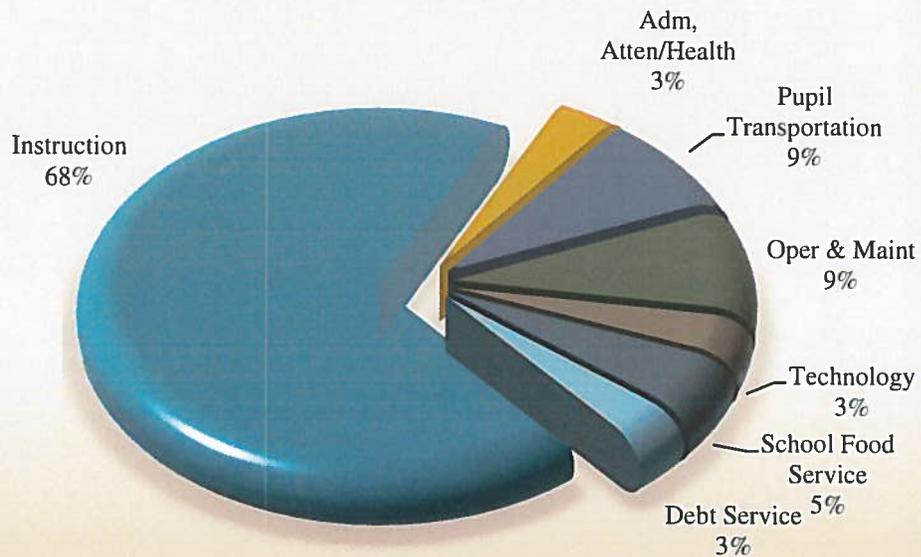
**Franklin County Public Schools
Adopted Revenues**



Franklin County Public Schools
Summary of Expenditures

<u>Budget Category</u>	<u>Actual</u> <u>2012-13</u>	<u>Budget</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>
Instruction	\$57,373,392	\$54,841,781	\$55,965,771
Admin, Attend/Health	2,502,815	2,477,283	2,696,188
Pupil Transportation	6,731,960	5,359,247	6,893,267
Operation & Maint.	7,564,865	7,195,468	7,158,413
Technology	0	2,455,607	2,724,999
School Food Service	4,245,320	4,175,300	4,021,515
Facilities	320,830	0	0
Debt Service	2,797,558	2,708,459	2,650,459
Total	\$81,536,740	\$79,213,145	\$82,110,612

**Franklin County Public Schools
Adopted Expenditures**



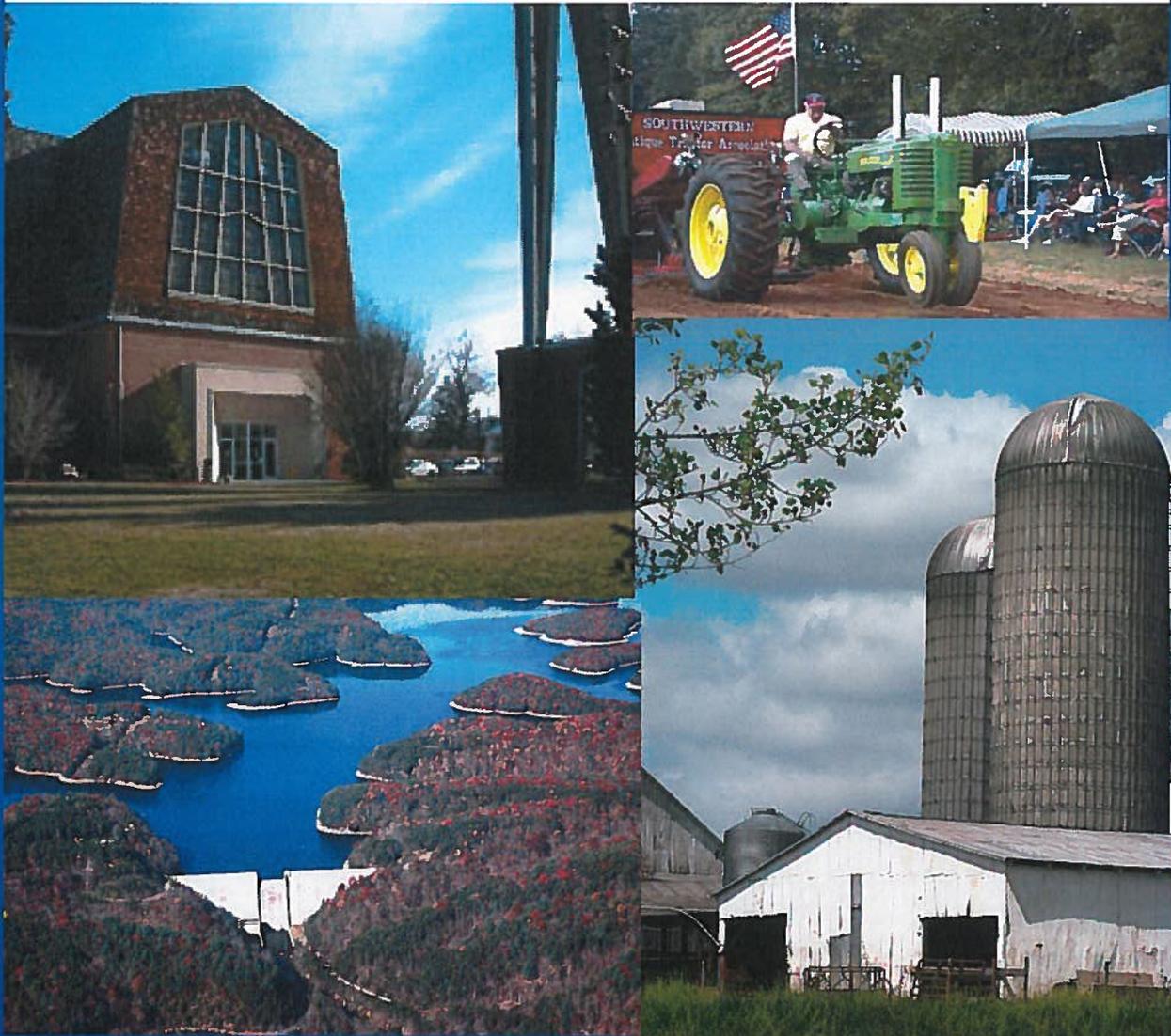
8

Appendices



Franklin County
A Natural Setting for Opportunity

Authorized Position Count	118
Appropriation Resolution	119
Glossary	125
Index of County Departments	129



**Franklin County
Authorized Positions By Department**

<u>Fund/Department</u>	<u>Actual FY 12-13</u>	<u>Budget FY 13-14</u>	<u>Budget FY 14-15</u>	<u>Variance FY 14 to FY 15</u>
General Fund				
Board of Supervisors	0	0	0	0
County Administrator	3	3	3	0
Commissioner of Revenue	9	9	9	0
Treasurer	7	6	6	0
Finance/Human Resources/Board Clerk	5	5	5	0
Information Technology	9	10	10	0
Registrar	2	2	2	0
Circuit Court	1	1	1	0
Clerk of the Circuit Court	10	10	10	0
Juvenile Court Services	0	0	0	0
Sheriff - Courts	7	7	5	-2
Commonwealth Attorney	9	9	9	0
Sheriff - Law Enforcement	36	38	43	5
Domestic Violence	1	1	1	0
Sheriff - Correction and Detention	38	37	34	-3
Building Inspections	7	8	8	0
Animal Control	3	3	3	0
Public Safety (16 Chgd to EMS Billing)	24	28	29	1
Public Works	3	3	3	0
Solid Waste	16	18	18	0
General Properties	7	7	8	1
CSA - Youth Services	2	2	2	0
Family Resource Center	3	3	3	0
Aging Services	2	2	2	0
Parks and Recreation	10.5	11	10	-1
Library Administration	8	8	8	0
Planning & Community Dev.	8	8	9	1
Economic Development	0.5	1	1	0
Tourism Development	0	0	1	1
GIS & Mapping	2	2	2	0
The Franklin Center	3	3	3	0
Sub-total General Fund	236	245	248	3
Social Services	64	64	64	0
Total General Fund	300	309	312	3
Special Revenue Fund - E911 Dept	15	15	14	-1
Utility Fund	No full-time positions			
School Fund (Full Time Equivalents)	1392	1392	1392	0
Total County	1643	1652	1654	2

Explanations of Changes from 13-14 Budget to Adopted 14-15 Budget:

**ANNUAL RESOLUTION OF APPROPRIATION OF THE COUNTY OF
FRANKLIN FOR THE FISCAL YEAR BEGINNING JULY 1, 2014 AND ENDING
JUNE 30, 2015**

A resolution to appropriate designated funds and accounts from specified estimated revenues for FY 14-15 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 17th day of June, 2014 that, for the fiscal year beginning on July 1, 2014, and ending on June 30, 2015, 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 cost center for the efficient operation of government.

- Section 5. All outstanding encumbrances, both operating and capital, at June 30, 2014 shall be reappropriated to the FY 2014-2015 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, 2014 and appropriations as they are made in the FY14-15 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, 2014 and appropriations in the FY 14-15 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, 2014, plus the total amount of receipts for the fiscal year 2014-2015. 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

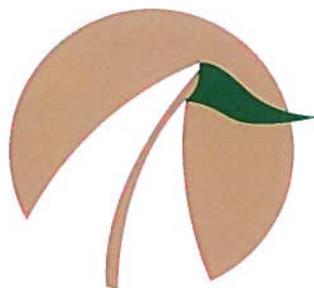
appropriations payable in full in the amount named herein if necessary and then only in the event the aggregate revenues collected and available during the fiscal year for which the appropriations are made are sufficient to pay all the appropriations in full. Otherwise, the said appropriations shall 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, 2014.



**County of Franklin
Adopted Revenues
Fiscal Year 2014 - 2015**

Real Estate	\$ 35,484,134	Shared Expenses Sheriff	\$ 2,990,000
Public Service Corp	872,246	Shared Expenses Comm of Revenue	151,795
Personal Property	9,042,197	Shared Expenses Treasurer	149,892
Machinery and Tools	639,709	Shared Expenses Registrar	42,000
Merchants Capital	671,124	Shared Expenses Clerk of Court	356,829
Penalties and Interest	640,000	Shared Expenses Jail Costs	130,000
		Public Assistance Grants	4,552,606
Sales Tax	4,003,534	VJCCCA Grant	20,040
Communications Tax	2,271,784	Family Resources Grants	119,438
Consumer Utility Taxes	973,782	Comprehensive Services Grant	3,200,042
County Business License	4,700	Selective Enforcement Grant	0
Franchise License Tax	220,000	Franklin Center Grants	67,000
Motor Vehicle License Fees	1,876,174		
Bank Stock Taxes	128,791		
Tax on Deeds	500,000	Personal Property Tax Relief	2,626,618
Hotel/Motel Trans Occupancy Tax 2%	32,750		
Hotel/Motel Trans Occupancy Tax 3%	49,213	Library Grants	153,449
Meals Tax	980,000	Recordation Taxes - State	159,000
		Aging Services Grants	125,322
Licenses and Fees	372,000	Grantor Tax on Deeds	124,000
		Drug Enforcement Grants	12,000
Court Fines and Costs	98,000	Park Land - Pymt in Lieu of Tax	17,031
Interest on Bank Deposits	1,029,323		
		Fund Balance	<u>693,670</u>
Rent, Miscellaneous	385,560		
		Total General Fund	<u>79,778,285</u>
Clerk of Court Fees	160,000		
Commonwealth Attorney Fees	5,000	Capital Fund	3,235,501
Off Duty Pay for Sheriff Deputies	40,000	Asset Forfeiture Fund	10,000
Care of Prisoners	5,000	E911 Fund	1,041,666
Animal Control Fees	5,000	Law Library	12,000
Landfill Fees	1,000,000	Debt Service Fund	2,887,432
Aging Services Local Revenue	12,000	Utilities	545,326
Family Resource Center Donations	30,500	Courthouse Maintenance Fund	<u>12,000</u>
Recreation Fees	82,757	Total - Other Funds	<u>7,743,925</u>
EMS Billing Revenue	1,294,564		
Library Fines and Fees	35,000		
Franklin Center Fees	8,400		
Sale of Maps and Code	800	Schools: Local (Cafeteria, Miscellaneous)	2,983,009
		State	38,707,535
Recovered Costs	415,390	Federal	8,010,170
		County	32,358,730
Motor Vehicle Carriers Tax	40,962	Canneries	<u>51,168</u>
Mobile Home Titling Tax	110,499	Total School Funds	<u>82,110,612</u>
Motor Vehicle Rental Tax	46,660		
Shared Expenses Comm Attorney	520,000		
			\$ <u><u>169,632,822</u></u>

County of Franklin
Adopted Expenditures (Excluding Capital Outlay)
Fiscal Year 2014-2015

General Government Administration

Board of Supervisors \$ 301,508

General and Financial Administration

County Administrator 428,119
 Commissioner of Revenue 576,024
 Reassessment 150,000
 Treasurer 457,498
 Finance 319,051
 Risk Management 367,963
 Human Resources 123,007
 Information Technology 1,202,336
 Registrar 270,292
4,195,798

Judicial Administration

Circuit Court 98,658
 General District Court 7,580
 Magistrate 2,000
 Juvenile and Domestic Rel Court 17,180
 Clerk of the Circuit Court 643,350
 Sheriff - Courts 354,398
 Juvenile Court Services 328,288
 Commonwealth Attorney 792,640
2,244,094

Public Safety

Sheriff - Law Enforcement 3,784,559
 Correction and Detention 4,986,428
 Building Inspections 505,136
 Animal Control 280,393
 Public Safety 3,643,698
13,200,214

Public Works

Road Viewers 450
 Public Works 236,352
 Solid Waste and Recycling 2,076,877
 General Buildings and Grounds 1,219,471
3,533,150

Health and Welfare

Health Department 338,705
 Community Services 199,860
 Social Services 5,820,263
 CSA 4,794,924

Family Resource Center \$ 215,900
 Aging Services 324,777
11,694,429

Parks, Recreation and Cultural

Parks and Recreation 994,905
 Library Administration 933,591
1,928,496

Community Development

Planning Agencies 573,988
 Planning & Community Development 643,887
 Economic Development 478,837
 GIS and Mapping 162,046
 Franklin Center 197,811
 Tourism Development 200,821
 Virginia Cooperative Extension 104,392
2,361,782

Nondepartmental

779,077

Transfers to Other Funds

Schools - Operations 29,708,271
 Schools - Debt Service 2,650,459
 Schools - Canneries 34,746
 Schools - Energy Fund Carryover 0
 County Capital: School CIP 1,220,000
 Utilities 538,326
 Debt Service 2,684,784
 County Capital: County CIP 2,015,501
 E911 989,158
 Subtotal 39,841,245

Total General Fund

79,778,285

Other Funds:

E911 1,041,666
Debt Service 2,887,432
Capital Fund 3,235,501
Law Library 12,000
Courthouse Maintenance 12,000
Utilities 545,326
Forfeited Assets 10,000
Schools 82,110,612

\$ 169,632,822

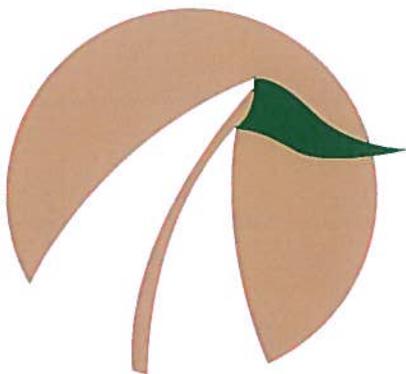
Glossary

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.
Reserve	A portion of a fund's assets that is restricted for a certain purpose and not available for appropriation.
Revenue	A source of income that provides an increase in net financial resources, and is used to fund expenditures. Budgeted revenue is categorized according to its source, such as local, state, federal or other financing sources.
SCC	State Corporation Commission
SML	Smith Mountain Lake
STAG	State and Tribal Assistance Grant
Special Revenue Fund	A fund used to account for revenues from specific taxes or other earmarked revenue sources which by law are designated to finance particular functions or activities of government. After the fund is established, it usually continues year after year until discontinued or revised by proper legislative authority.
TEA-21	Transportation Enhancement Act Grant
VJCCCA	Virginia Juvenile Community Crime Control Act
WFDC	Workforce Development Consortium



Index

Aging Services	89
Appropriations Resolution	119
Authorized Position Count	118
Board of Supervisors	71
Budget Calendar	23
Budget Message	1
Building Inspections	82
Comprehensive Services Act (CSA) Office	87
Capital Improvement Program	105
Courts	79
Clerk of Circuit Court	78
Commissioner of the Revenue	73
Commonwealth's Attorney	80
County Administrator	72
Debt Fund	111
Debt Management	37
E-911	102
Economic Development	93
Family Resource Center	88
Finance Department	75
Franklin Center for Advanced Learning and Enterprise	95
Franklin County Locator Map	8
Franklin County Statistics	13
General Properties	85
GIS	94
Glossary	125
Historical Sketch of Franklin County	7
Information Technology Department	76
Library	91
Organization Chart	11
Parks and Recreation	90
Planning and Community Development	92
Public Safety	83
Registrar	77
Revenue Analysis	52
Schools (Education)	112
Sheriff	81
Social Services	86
Solid Waste and Recycling	84
Transfers to Other Funds	97
Treasurer	74
Utilities	111
Virginia Cooperative Extension	96