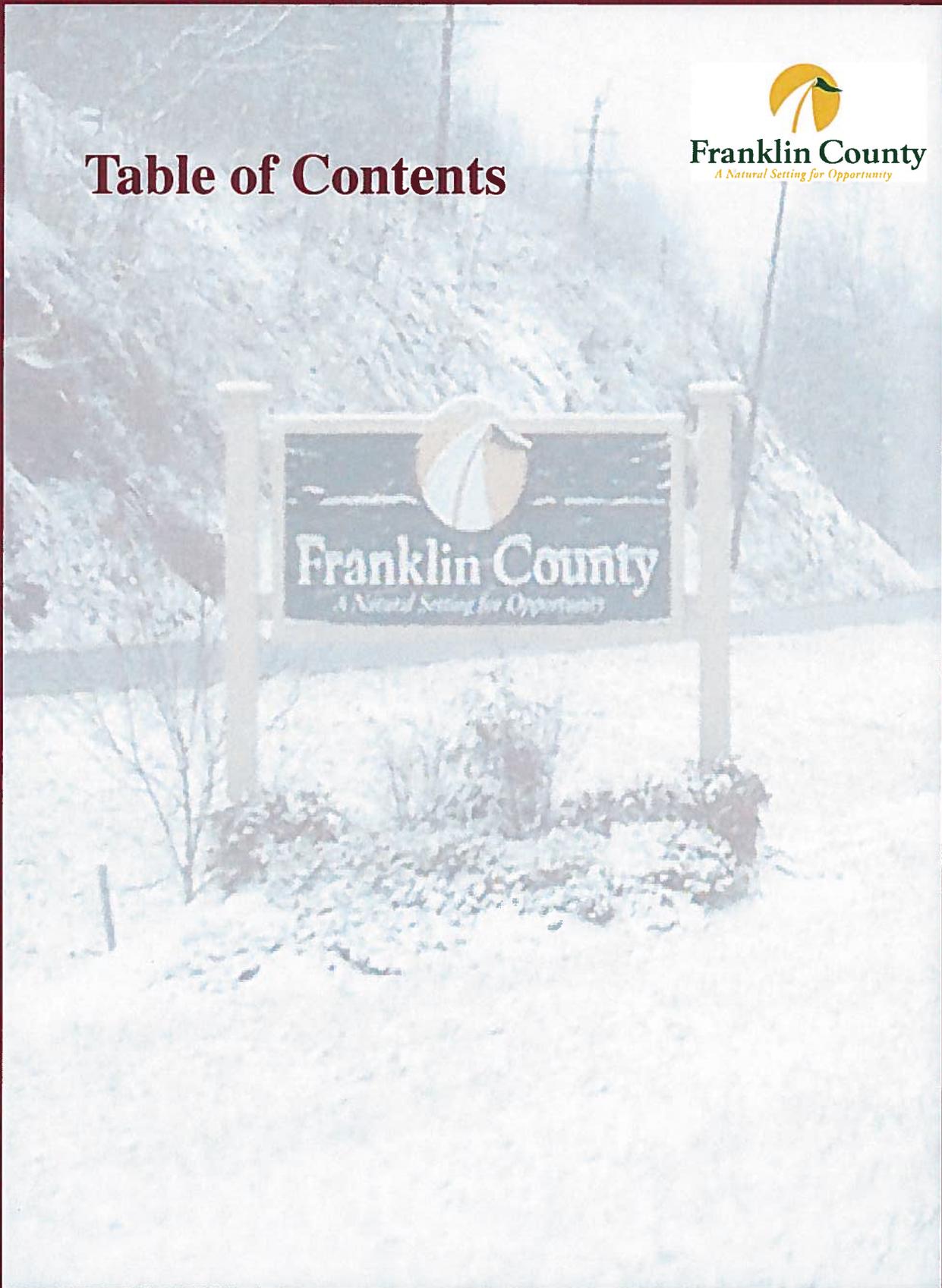


Franklin County, Virginia Adopted Budget 2011-2012



Table of Contents



Franklin County
Adopted Budget FY2011-2012
Table of Contents

INTRODUCTION

Budget Message	1	County Administrator	69
Long/Short -Term Goals	5	Commissioner of the Revenue	70
Historical Sketch	6	Treasurer	71
Locator Map	7	Finance	72
Board of Supervisors	8	Information Technology	73
County Officials	9	Registrar	74
Organization Chart	10	Clerk of the Circuit Court	75
GFOA Budget Award	11	Other Courts	76
Miscellaneous Statistics	12	Commonwealth's Attorney	77
Franklin County Quick Look	13	Sheriff	78
Principal Employers	17	Building Inspections	79
Regional Economic Forecast	17	Public Safety	80
Property Value, Construction	18	Solid Waste and Recycling	81
Debt Ratio Tables	19	General Properties	82
Ten Year Debt/Capital Trends	20	Social Services	83
Largest Assessed Values	20	C.S.A. Office	84

BUDGET OVERVIEW

Summary of the Adopted Budget	21	Family Resource Center	85
Budget Calendar	22	Aging Services	86
Long-Term Financial Policies	23	Parks and Recreation	87
Strategic Plan	27	Library	88
Debt Management	36	Planning & Cmty Development	89
Debt Capacity Analysis	37	Economic Development	90
Basis of Budgeting	41	GIS	91
Fund Balance	44	The Franklin Center	92
		Virginia Cooperative Extension	93
		Transfers to Other Funds	94

FINANCIAL SUMMARIES

Fund Balance, Revenue and	
Expenditure Totals by Fund	47
Total Revenues/Expenditures	49
Revenue Pie Chart	50
Revenue Analysis	51
Revenue Funding Crosswalk	57
Expenditure Pie Chart	59
Expenditure Highlights	60
Table of Departments and Funds	62

OTHER FUNDS, CIP

Summary of Other Funds	95
E911	99
Capital Improvement Program	100
Debt and Utilities	109

SCHOOLS

School Officials	110
School Summary	111

APPENDICES

Authorized Position Count	115
Appropriation Resolution	116
Glossary	122
Index of County Departments	126

GENERAL FUND

General Fund Revenues	63
General Fund Expenditures	66
Board of Supervisors	68



Franklin County
A Natural Setting for Opportunity

Introduction

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



March 15, 2011

Mr. Charles D. Wagner, Chairman
And Members of the Franklin County Board of Supervisors
County Board Room
Rocky Mount, Virginia 24151

Dear Chairman Wagner and Members of the Board:

It is my pleasure to transmit to you today my recommendations for a balanced 2011-2012 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 fiscal plan for the FY11-12 Budget totals \$120,222,536. This total represents a **1% increase** over the current year adopted budget of \$118,994,026. The dollar increase from the current year adopted budget to the FY11-12 proposed budget is \$1,228,510. Highlights of proposed increases and decreases by major category include.

- Increases:
 - General and Financial Administration: \$90,765
 - Public Safety: \$77,779
 - Community Development: \$30,913
 - Non-Departmental: \$527,601
 - Capital: \$120,000
 - Debt: \$131,000
 - Schools: \$346,806

- Decreases in the proposed budget are in the following major categorical areas:
 - Judicial Administration: (\$28,476)
 - Public Works: (\$16,058)
 - Health and Welfare: (\$45,186)
 - Parks, Recreation and Libraries: (\$6,505)

<u>Function</u>	Adopted	Proposed	Difference
	2010-2011	2011-2012	
	<u>Budget</u>	<u>Budget</u>	
General Administration	\$ 3,747,263	\$ 3,838,028	\$ 90,765
Judicial Administration	2,382,048	2,353,572	-28,476
Public Safety	12,580,608	12,658,387	77,779
Public Works	2,897,918	2,881,860	-16,058
Health and Welfare	11,089,719	11,044,533	-45,186
Schools	77,005,421	77,352,227	346,806
Recreation & Libraries	1,754,963	1,748,458	-6,505
Community Development	2,062,625	2,093,538	30,913
Debt, Capital, Utilities	<u>5,473,461</u>	<u>6,251,933</u>	<u>778,472</u>
Totals	\$ <u>118,994,026</u>	\$ <u>120,222,536</u>	\$ <u>1,228,510</u>

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. Virginia's economy continues to be sluggish and recovery is will be slow at best. State-wide, the housing market continues to be troubled 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 causes concern.

Local sales tax (a clear indication of consumer spending) is projected to increase 4% in the FY11-12 proposed budget. Real Estate and Personal Property taxes are projected to show some modest growth next fiscal years. Other revenues, which are reflective of the slow housing market, include building permits, planning and zoning fees, and landfill fees. These revenues are projected to remain level in the proposed FY11-12 budget.

The state has increased its' share of funding for K-12 education by only \$205,888. Federal revenue will also increase for the schools by \$379,090 although it must quickly be noted that included in Federal revenue is the one –time Federal Education Jobs Fund of \$1.6 million. These on-time funds are not anticipated to be available in the following fiscal year (FY12-13).

Of significant note on proposed expenditures are the following:

- Continuing the funding of the following items in the Information Technology Infrastructure area: computer replacement, security and licensing and also new annual maintenance charges on the audio-visual equipment in the board room and on the new software for the Commissioner of Revenue and Treasurer.
- Elimination of the cost center for the armory saving the County a net \$26,875.
- Funded the expenses for an additional election for FY11-12 (\$31,426)

In terms of school funding for FY11-12, I am recommending the following:

- ☐ Level local operational funding of \$27,629,908.
- ☐ Level debt service funding of \$2,856,997 less \$71,000 for the drop in school debt service in FY11-12
- ☐ Continued School Capital funding of \$880,000 plus \$160,000 for school bus replacement and an additional \$180,000 to be added for two more replacement school buses. Total funds included in the county capital fund for school bus replacement are proposed to be \$340,000.

Other Highlights in the Budget Include:

- A one-time cost of living payment of \$600 for full-time county employees and \$300 for part-time county employees.

Major Capital Improvements proposed for FY11-12:

- Funds \$218,772 for Disaster Recovery Protection of Mission Critical Information as well as other Technology Infrastructure Improvements.

- Continues Landfill Monitoring and Groundwater Corrective Action Expenditures as well as preliminary engineering work on the new landfill. Funds through a five-year lease purchase, a replacement collection truck, a D-6 Dozer and an Articulated Dump Truck.
- Includes \$160,421 for Fire/EMS Apparatus and Vehicles and \$220,800 for Law Enforcement Vehicles.
- Provides \$250,000 in local economic development funding incentives, an additional \$100,000 for a Business Park set aside and an additional \$200,000 for the Job Creation Fund.
- Includes \$205,000 for improvements and repairs at various county parks as well as the continuation of the \$100,000 annual payment on the Smith Farm.

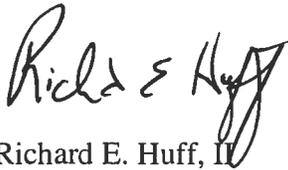
The recommendations outlined above are recommendations that require the 2011-2012 Budget be funded with the following *existing* tax rates:

Real Estate	\$0.48 per \$100 assessed valuation
Personal Property	\$2.04 per \$100 assessed valuation
Personal Property: Heavy Equipment	\$1.89 per \$100 assessed valuation
Machinery & Tools	\$0.60/\$0.27 per \$100 assessed valuation
Merchants Capital	\$1.08 per \$100 assessed valuation

Since the budget will be funded within the existing tax rates, there will be no negative financial impact to homeowners or business owners in the County.

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.

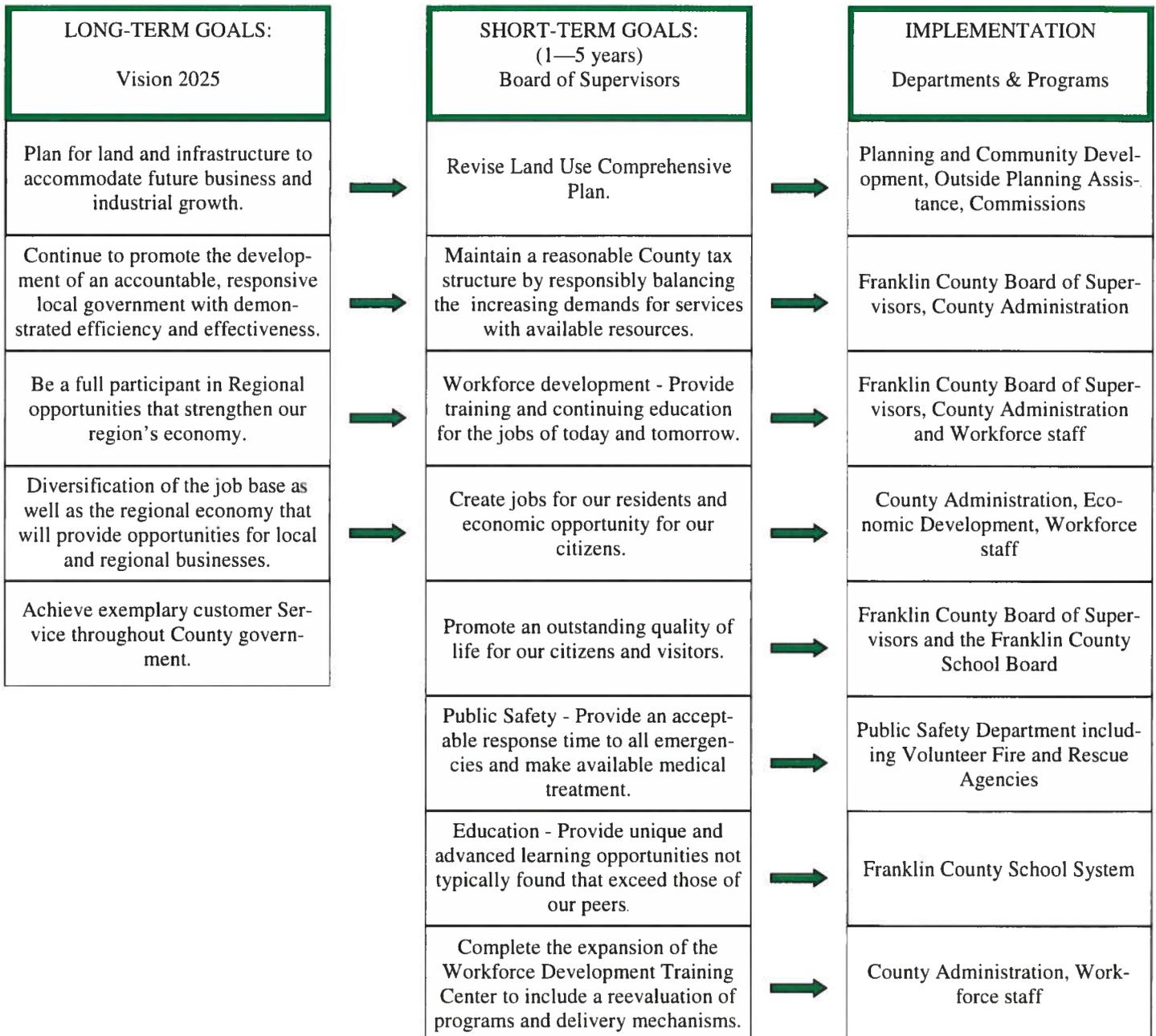
Respectfully submitted,



Richard E. Huff, II
County Administrator

FRANKLIN COUNTY

LINKING LONG - AND SHORT-TERM GOALS



A 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.

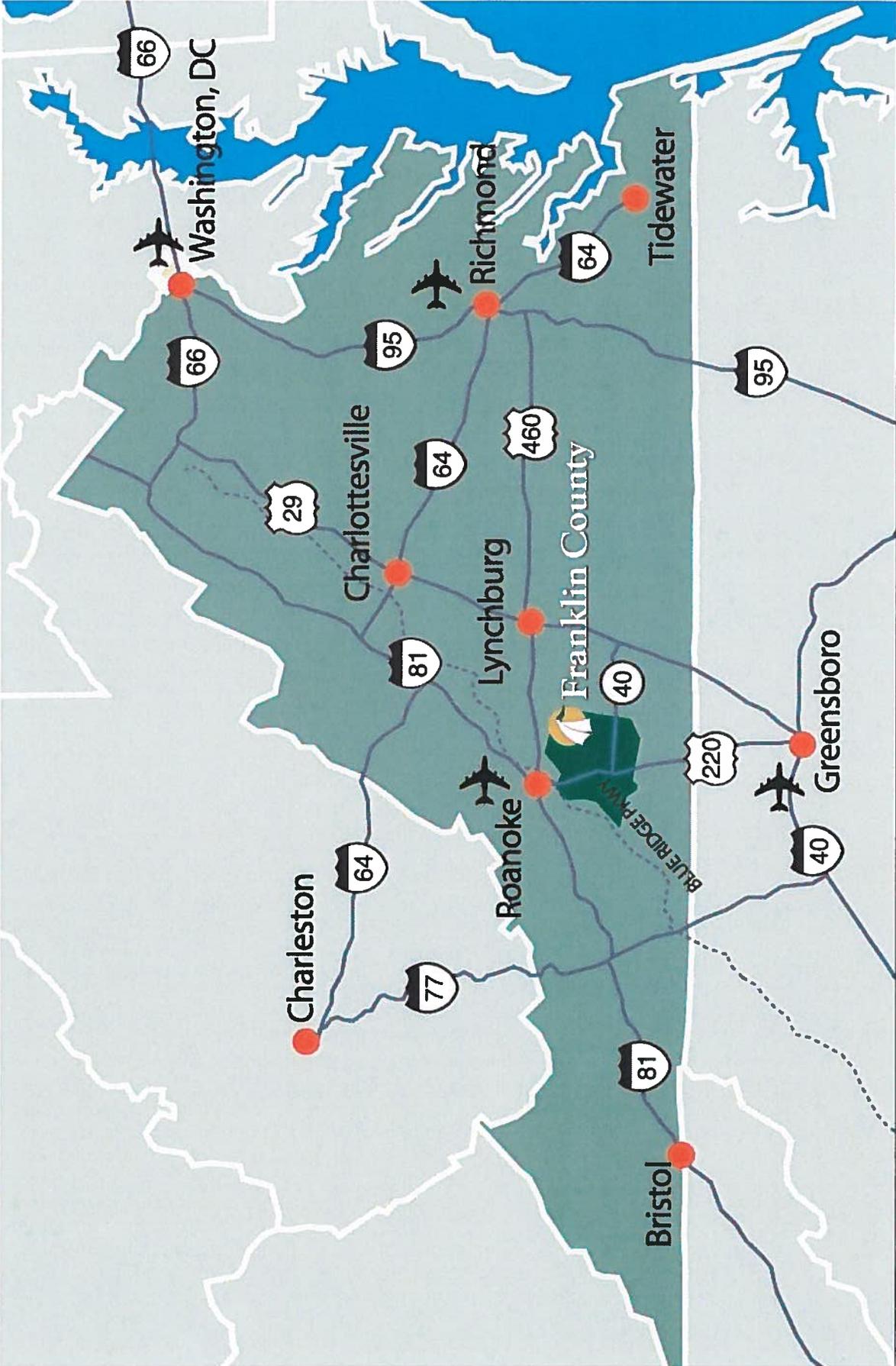
The County lies in the western piedmont, a diverse terrain ranging from flatlands on the east to rugged peaks of the Blue Ridge on the west. The area was home to Native Americans as early as 10,000 B.C. In the 1600's an eastern Siouan tribe inhabited the region. Indian relics, arrowheads and artifacts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

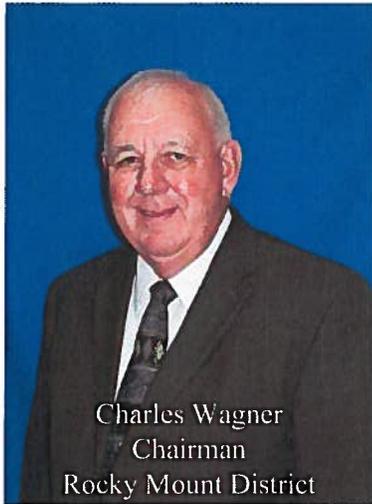
The late nineteenth century saw increasing industrialization. With the entry of the Norfolk and Western railroad in 1892, the Punkin Vine route through the County provided new access for industry. Tobacco factories as well as diversified wood and textile-based industries became significant components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

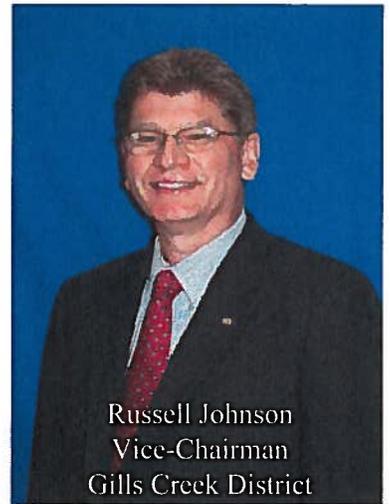


Franklin County Board of Supervisors

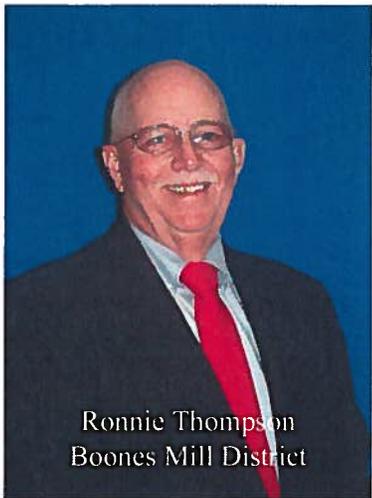
June 30, 2011



Charles Wagner
Chairman
Rocky Mount District



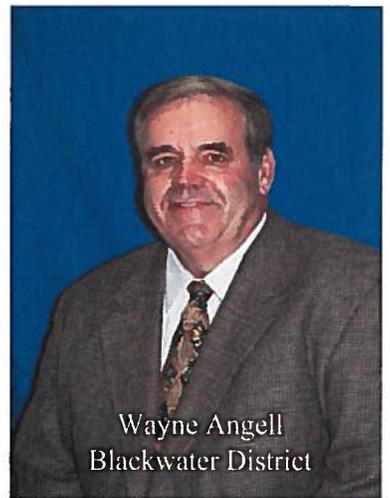
Russell Johnson
Vice-Chairman
Gills Creek District



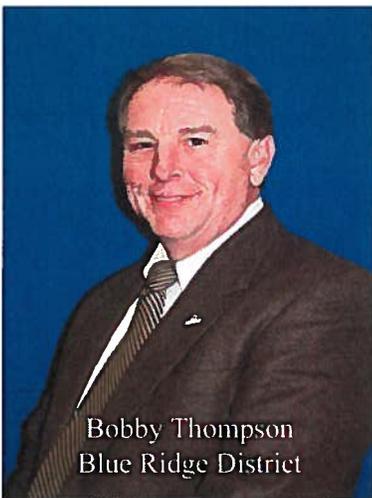
Ronnie Thompson
Boones Mill District



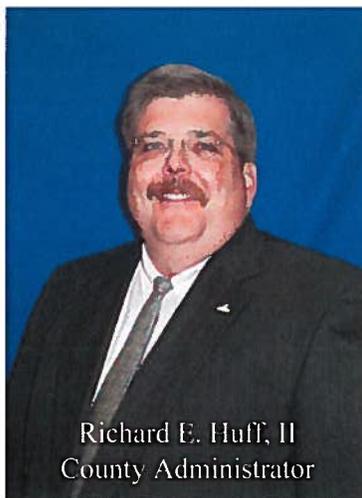
Leland Mitchell
Snow Creek District



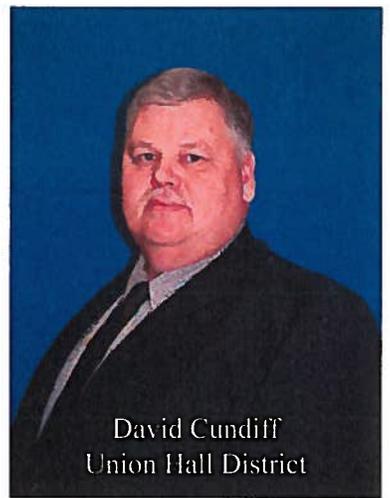
Wayne Angell
Blackwater District



Bobby Thompson
Blue Ridge District



Richard E. Huff, II
County Administrator



David Cundiff
Union Hall District

Franklin County Officials

June 30, 2011

Board of Supervisors

Charles Wagner, Chairman, Rocky Mount District
Russell Johnson, Vice-Chairman, Gills Creek District
Wayne Angell, Blackwater District
Leland Mitchell, Snow Creek District
Ronnie Thompson, Boone District
Bobby Thompson, Blue Ridge District
David Cundiff, Union Hall District

County Administration

Richard E. Huff, II, County Administrator

County Attorney B. James Jefferson
Assistant County Administrator Christopher Whitlow
Assistant County Administrator Larry Moore
Director of Finance Vincent Copenhaver
Director of Commerce & Leisure Services Michael Burnette
Director of Information Technology Sandie Terry
Director of Planning Neil Holthouser
Director of Public Safety Daryl Hatcher
Director of General Properties Michael Thurman
Director of Solid Waste Barry Sink
Director of Aging Services Rose Boyd
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 Shewana Hairston
Registrar Kay Chitwood

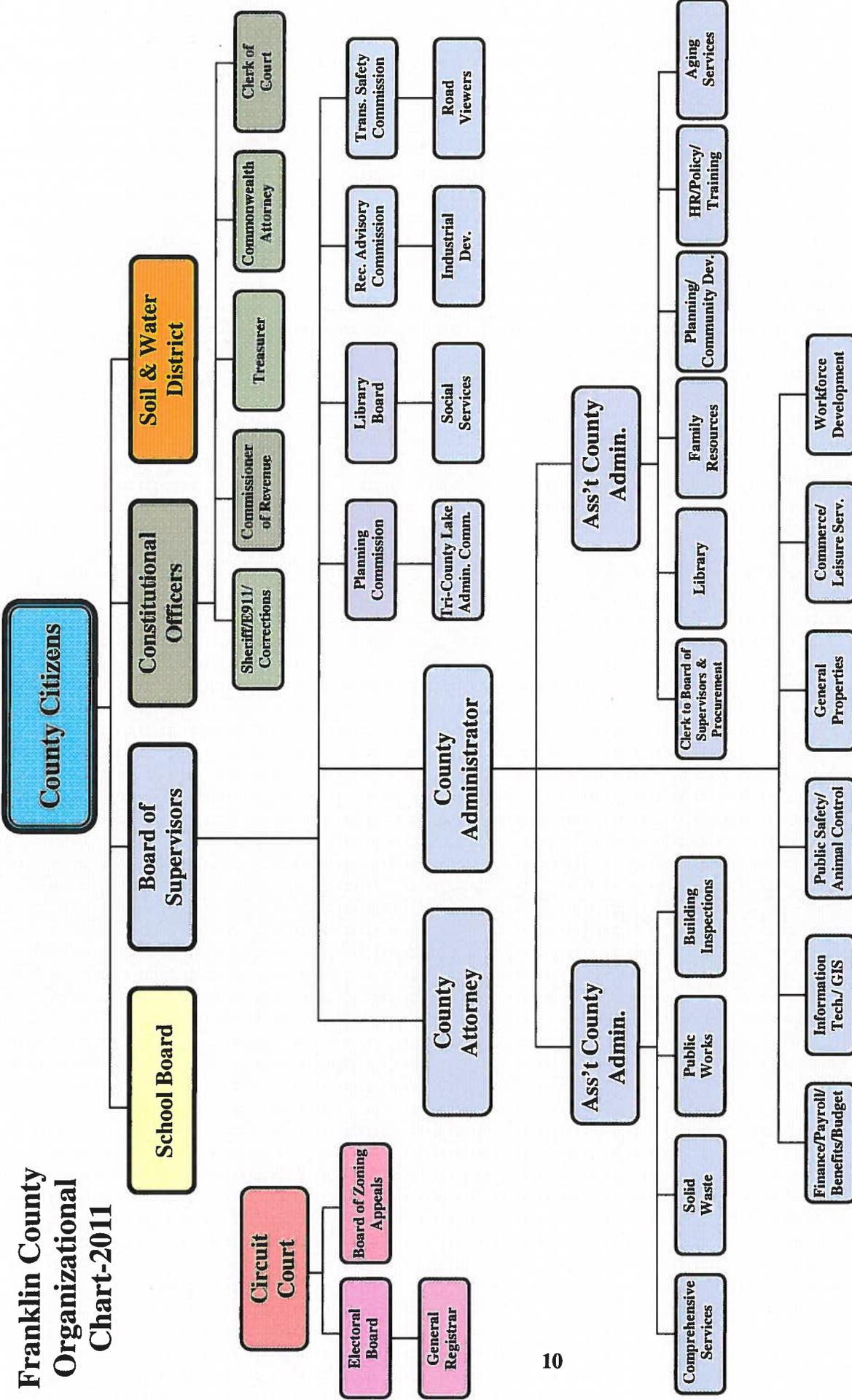
Constitutional Officers

Clerk of the Circuit Court Teresa Brown
Commissioner of the Revenue Margaret Torrence
Commonwealth Attorney Cliff Hapgood
Sheriff Ewell Hunt
Treasurer Lynda Messenger

Franklin County Social Services Board Members

Wendie W. Dungan, Union Hall District
Danny Agee, Blackwater District
Charles Wagner, Rocky Mount District/BOS Representative
Pat Strike, Boone District
Howard Ferguson, Snow Creek District
Benson Beck, Gills Creek District
Martha H. Bowling, Blue Ridge District

Franklin County Organizational Chart-2011





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**County of Franklin
Virginia**

For the Fiscal Year Beginning

July 1, 2010

Two handwritten signatures in black ink. The first signature is on the left and the second is on the right.

President

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, 2010. 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.

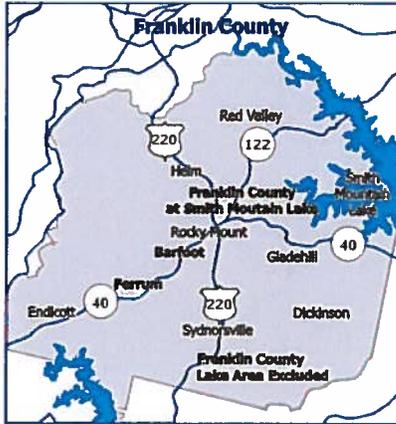
This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

A Quick Look at Franklin County, Va.

**Miscellaneous Statistics
June 30, 2011**

Date Established	1786
Form of Government	County Administrator
Area	722 square miles
Population (estimate)	56,159
Registered Voters	34,406
Median Age	39.7
Per Capita Personal Income	\$33,116
Building Permits Issued	978
Value of Building Permits Issued	\$64,124,405
Unemployment Rate	6.4%
Fire and Rescue Protection:	
Stations	10
Firefighters and Volunteers	231
Police Protection:	
Number of Employees	95
Number of Arrests	4,200
Number of Calls for Service	27,000
Education:	
Number of Elementary Schools	12
Number of Middle Schools	1
Number of High Schools	1
Number of Career Centers	1
Enrollment	7,160
Parks and Recreation:	
Number of Parks	9
Total Park Acreage	696
Libraries:	
Number of Sites	2
Patrons Registered	25,987
Total Circulation	230,280

A Quick Look at Franklin County, Va.



Location: 36.99322 N, 79.88081 W

Size: 721 sq. miles

Population: 56,159

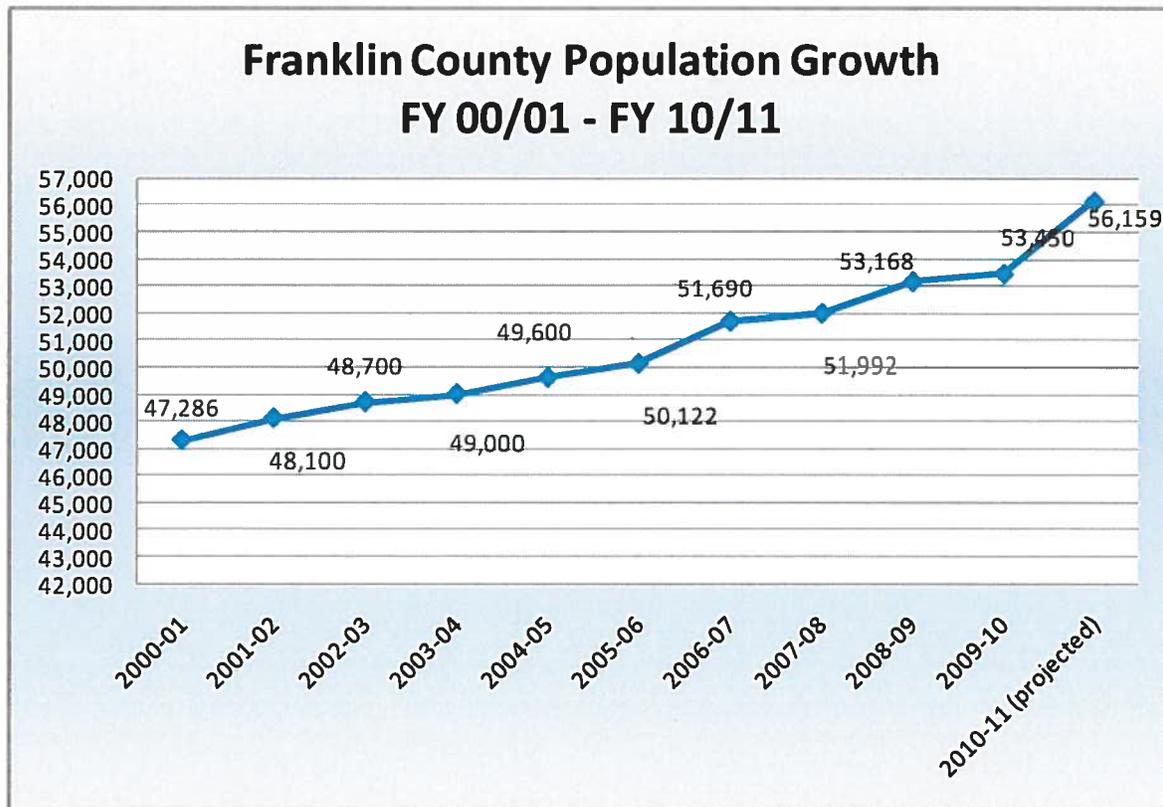
Population Density: 72.4 people/sq. mile

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.



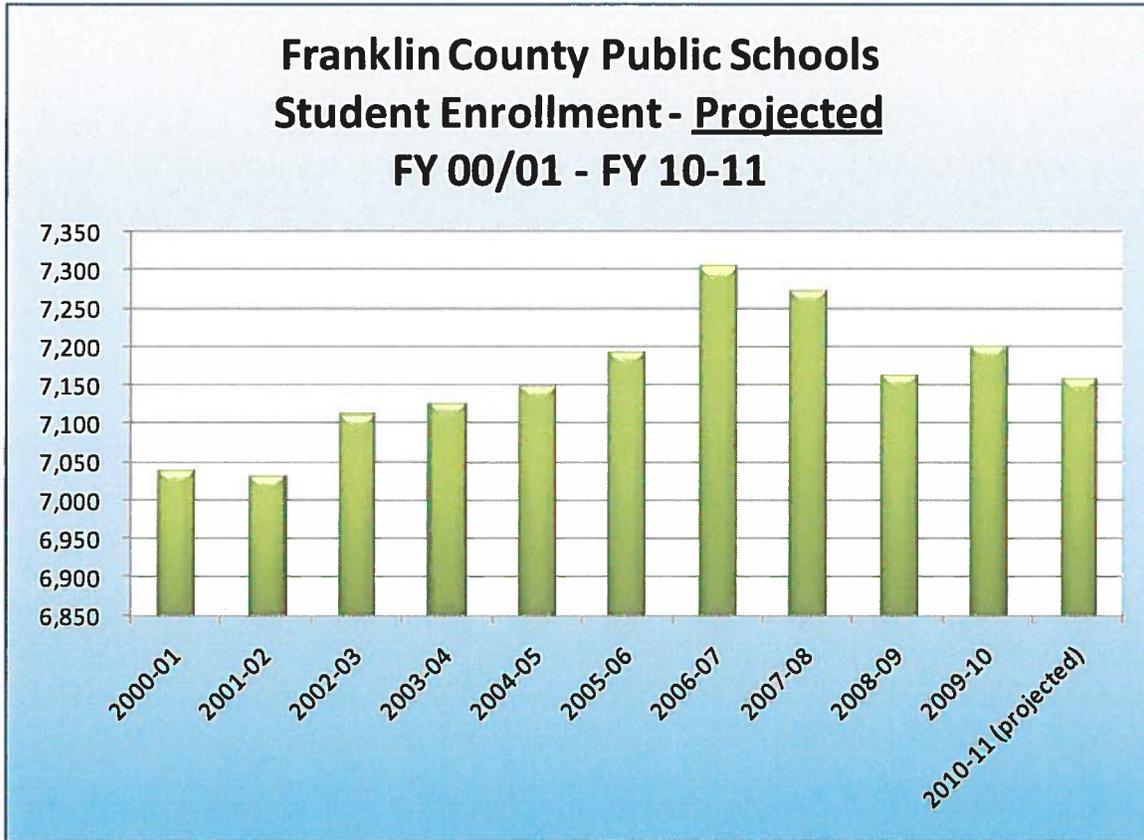
Household Characteristics - 2010

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	39.7
Average household size	2.33
Avg. value of owner occupied housing	\$151,500
Total housing units	26,716
Median household income	\$45,105
Per Capita Income	\$33,116
Population, 2010	56,159
Persons 65 years old and over, percent	16.3%
Persons under 18 years old, percent	20.5%
High school graduates age 25+, percent	79.1%
Bachelor's degree or higher, age 25+,percent	14.3%
Veterans, 2005—2009	4,731
Persons below poverty, percent	14.0%
Person per square mile	81.1

A Quick Look at Franklin County, Va.

School enrollment has shown increases in conjunction with the overall population growth:

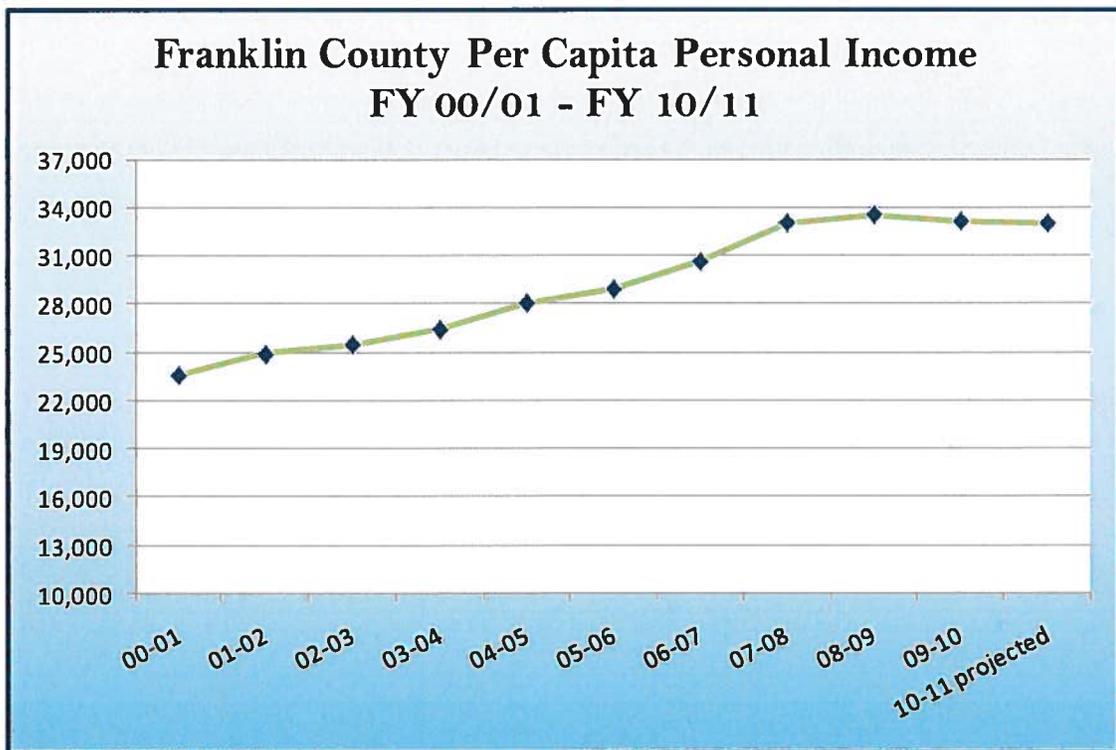
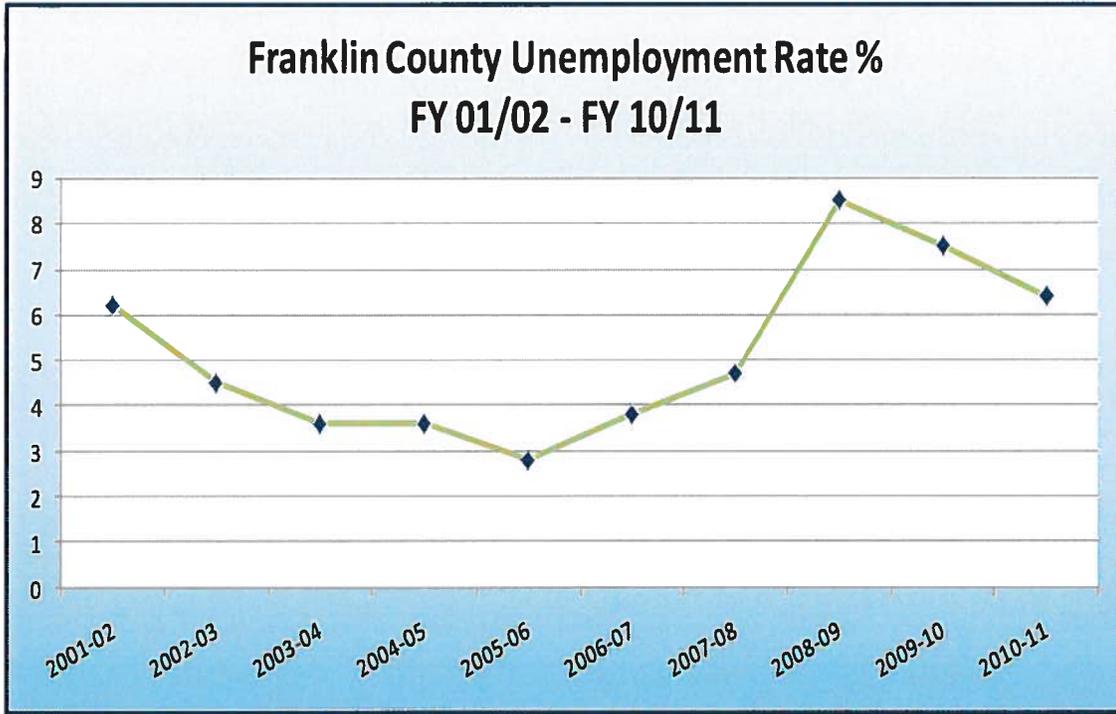


Educational Attainment

No Diploma	High School Diploma (or GED)	Some College (no degree)	Associate's Degree	Bachelor's Degree (or higher)
27.8%	32.6%	19.6%	5.2%	14.8%

(percentage of population 25 and older who have earned)

As of 2000 Census



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	1,097
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	306
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 Property Value</u>	<u>Residential Construction</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

Source: Franklin County Commissioner of Revenue and Building Inspections
Department

A Quick Look at Franklin County, Va.

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

<u>Fiscal Year</u>	<u>Population(1)</u>	<u>Gross Assessed Value (3)</u>	<u>Gross and Net Bonded Debt(2)</u>	<u>Ratio of Bonded Debt to Assessed Value</u>	<u>Net Bonded Debt per Capita</u>
2000-01	47,286	3,241,615,559	27,990,991	0.0086	591.95
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

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**

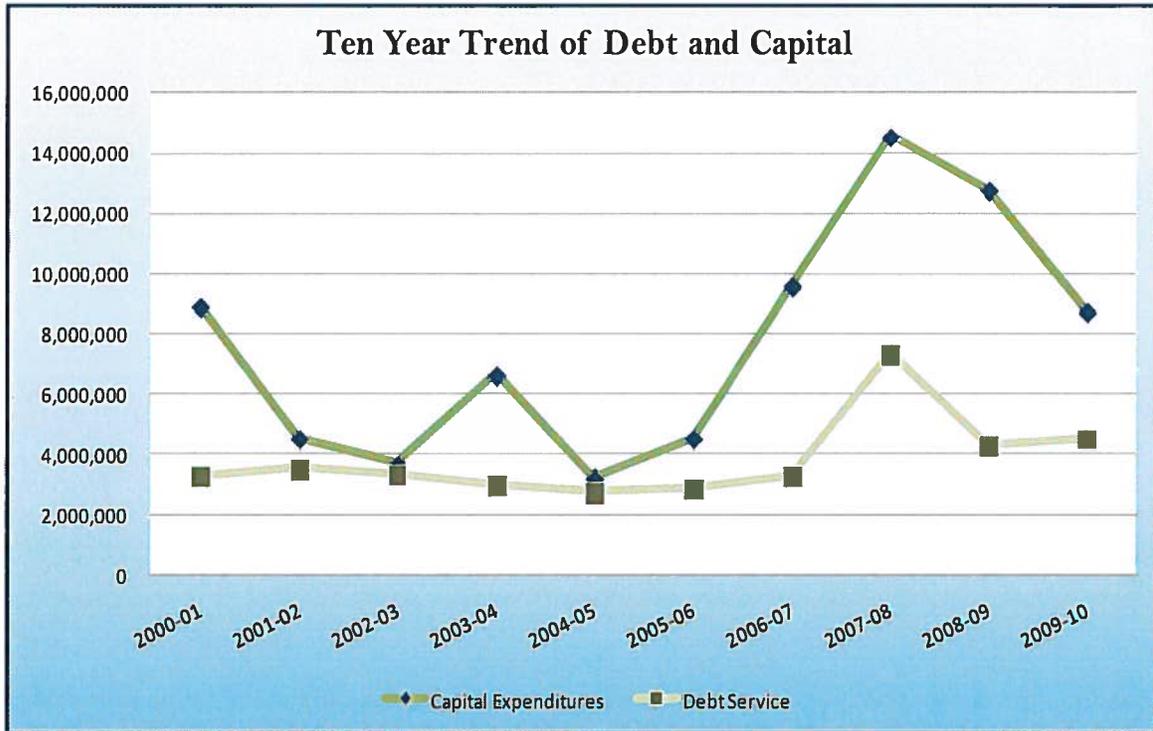
<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Debt Service</u>	<u>Total General Government Expenditures (3)</u>	<u>Ratio of Debt Service to General Governmental Expenditures</u>
1989-90	1,193,811	709,291	1,903,102	36,092,270	5.273%
2000-01	2,073,506	1,216,678	3,290,184	81,104,855	4.06%
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%

(1) Exclude bond issuance and refunding of bonds.

(2) Includes general, special revenue funds and component units.

(3) Excludes refunding of bond.

A Quick Look at Franklin County, Va.



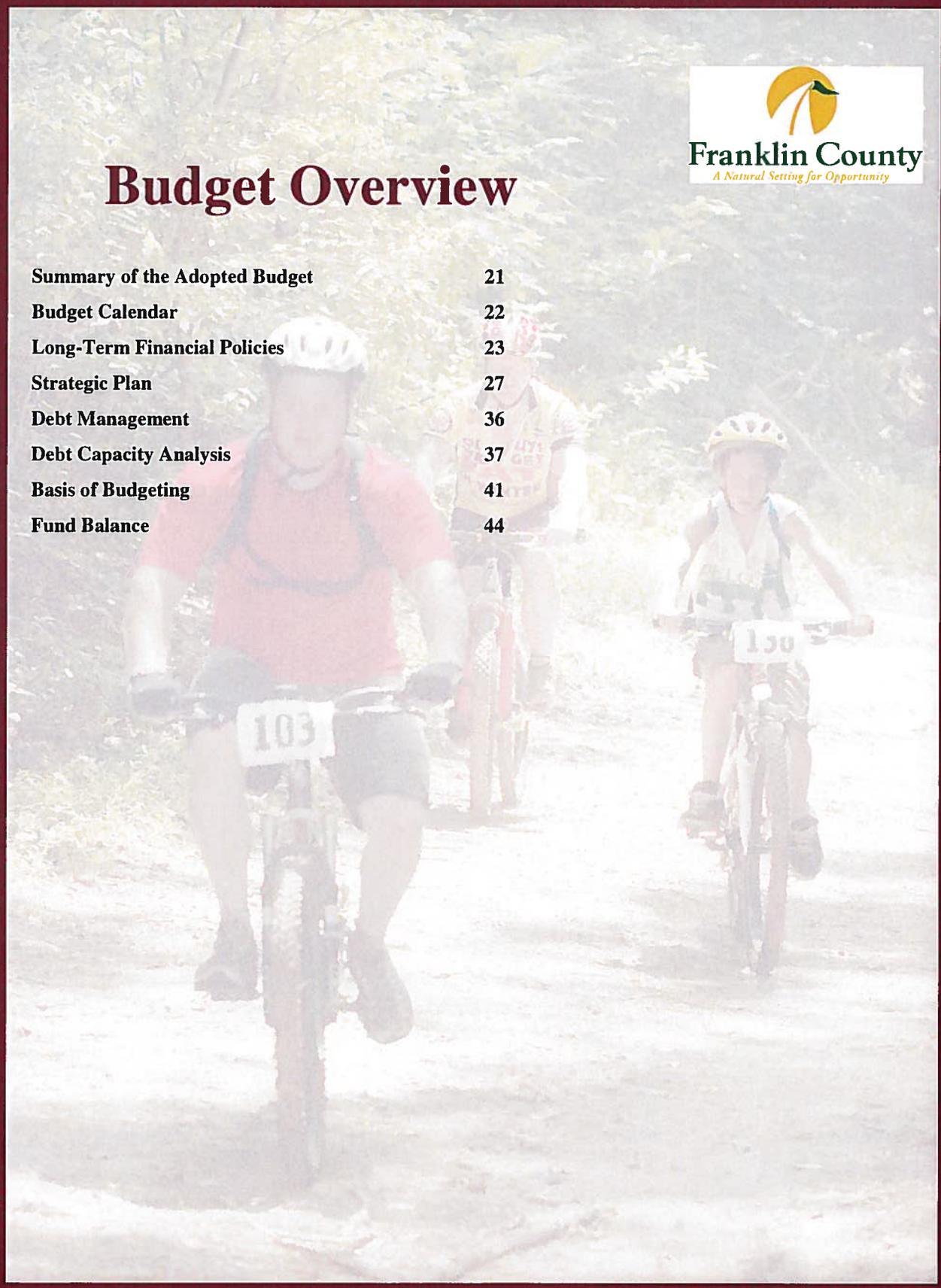
**Franklin County, Virginia
Ten Largest Real Estate Assessments
June 30, 2010**

<u>Taxpayer</u>	<u>Nature of Business</u>	<u>Assessed Value (Millions)</u>
Appalachian Power Company	Electric Utility	98
Franklin Real Estate Company	Real Estate	48
Central Telephone Company	Telephone Utility	48
Branch Banking & Trust Company	Real Estate	41
Willard Construction Company	Construction	27
Lake Watch LLC	Real Estate	23
RKL Holdings	Real Estate	19
Bayview Holdings LLC	Real Estate	16
Windstar Properties LLC	Real Estate	13
Wal Mart	Retail	10



Budget Overview

Summary of the Adopted Budget	21
Budget Calendar	22
Long-Term Financial Policies	23
Strategic Plan	27
Debt Management	36
Debt Capacity Analysis	37
Basis of Budgeting	41
Fund Balance	44



Franklin County Summary of the Adopted Budget

The adopted budget for fiscal year 2011-2012 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 the 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 take 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 6, 2010	CIP forms and instructions distributed to departments
November 8, 2010	CIP forms due to Finance department
November 9, 2010 through December 10, 2010	Preparation of CIP document Department of Finance prepares revenue projections Budget forms and instructions distributed to Departments
January 1, 2011	Budget forms due to Finance department
January 15, 2011	Revenue projections finalized
January 15, 2011	County Administrator begins review of forms and departmental requests
February 28, 2011	Proposed budget decisions and preparation of County budget
March 8, 2011	School Board Public Hearing
March 15, 2011	School Board budget presented to Board of Supervisors
March 15, 2011	County budget presented to Board of Supervisors
March 29, 2011 through April 6, 2011	County/School board budget discussions
April 19, 2011	Public Hearing on combined School and County budget
April 26, 2011	Fiscal Year 2011-2012 budget adoption
May – June, 2011	Preparation of related budget documents
July 1, 2011	Implementation of Fiscal Year 2011-2012 adopted budget
July 26, 2011	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 26, 2011 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 February 17, 2009. 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 equal to 10% of the adopted net county budget. The net County budget is defined as the total County budget less transfers between funds. The County considers a balance of less than 10% to be cause for concern, barring unusual or deliberate circumstances.

VI. Resource Flow Policy

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

Purchasing Policy:

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

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

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

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



Franklin County
A Natural Setting for Opportunity

FRANKLIN COUNTY STRATEGIC PLAN

FEBRUARY, 2009

**Authored By: Franklin County Board of Supervisors
Date: February 17, 2009**

FORWARD

Nestled along the beautiful Roanoke Valley among Virginia's Blue Ridge Mountains lies Franklin County, Virginia. Commonly referred to as the "Land Between the Lakes and the Blue Ridge", Franklin County is an area carved from mountainous terrain with breathtaking vistas of the Blue Ridge Mountains. Our County is thickly carpeted with pastures and blessed on either side by the crystal-blue waters of Philpott Lake and the spectacular shoreline of Smith Mountain Lake.

Franklin County was first settled in the mid 1700s as European immigrants joined Native Americans and African Americans to create a unique community, rich in history. From the slopes of the Blue Ridge Mountains to the rolling countryside, our county is home to many century old structures including the boyhood home of Booker T. Washington – influential African American leader of the post Civil War era – and the home of Jubal Early, the confederate general and acclaimed historian.

Today, Franklin County's abundance of beauty and natural resources continue to attract residents and visitors from around the globe. Our county is "A Natural Setting for Opportunity"... a land of rivers, lakes, forests, modern amenities, old-world charm and Southern hospitality.

The Franklin County community is governed by a Board of Supervisors, composed of one member from each of the county's seven magisterial districts. The Board of Supervisors is vested with all policy making powers and responsibilities conferred on local governing bodies by the Commonwealth of Virginia. This document is the County's strategic planning tool or guide formulated to assist the Board of Supervisors in carrying out such policy making decisions.

BACKGROUND:

Strategic planning in local government involves a structured, analytical approach to setting goals, defining objectives, and strategically pursuing actions in furtherance of a shared community vision. 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.

Franklin County (2008 population estimate 52,841) is one of the fastest growing counties in Western Virginia. Such growth and development creates increasing demands on local government, which must continually update its policies, programs and functions in order to make difficult choices and prepare for the future. The purpose of developing a strategic plan is to assist the County in establishing and maintaining a focus on those policy-making decisions 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 grow in a healthy, prosperous manner.

PROCESS:

In an effort to operate more strategically, the Franklin County Board of Supervisors adopted its first Strategic Plan in February 2005. Since that time, the County has utilized the Plan as a guide for various decisions and projects. As the community’s demographics continue to change, the locality’s Strategic Plan should also be periodically updated. In the Summer and Fall of 2008, the Board and staff held a series of work sessions in order to update the original plan to reflect the Board’s current vision.

The Franklin County Board of Supervisors conducted a priority-setting work session at the Phoebe Needles Conference Center on August 11, 2008. This work session focused on the following:

- Development of a Vision Statement by the Board of Supervisors depicting a desired future state for the County.
- Identification of what the Board would like to keep and change about the County to achieve its ideal future.
- Identification of Board priorities which will be most critical to achieving the Vision.

After careful consideration of its values, priorities, and resources, the Franklin County Board of Supervisors established the following vision statement:

OUR VISION - 2025

Franklin County, Virginia – appreciating its rural, scenic Blue Ridge landscape and rich cultural and agricultural heritage is a uniquely balanced, well educated, prosperous, and diverse land of families, businesses, and communities of faith who thrive amongst interconnected neighborhoods, where personal responsibility and community interdependence are cherished. Our vision is hereby achieved through the following focus areas:

Unity	Our local government, appointed boards, educational system and community organizations work to establish common goals and are committed to promoting and encouraging "One County". Through strong neighborhoods and villages, Franklin County families recognize, respect, and continually strengthen their reliance and interdependence on one another.
Family	Franklin County is a caring community that promotes maximum self-sufficiency and economic independence to encourage and sustain secure, healthy families and individuals.
Economic Development	Franklin County's workforce is trained for the careers of tomorrow. Its residents possess a strong work ethic, critical thinking skills, and a deep sense of pride in their community. The County facilitates the creation of jobs for all sections of the population with a special emphasis on encouraging the return of our youth after advanced learning. The County has created new employment opportunities by capitalizing on its natural resources to significantly improve the standard of living in the community.
Education	Franklin County's citizens and decision makers value and encourage lifelong learning and avail themselves of extensive opportunities for self-improvement. Franklin County creates eager learners through our diverse educational system and has broad educational options to insure economic success and a high quality of life.
Land Use & Environmental Quality	Franklin County is a balanced community consisting of abundant working farms, historic sites, forests, beautiful mountains, and clean rivers and lakes where families live within connected neighborhoods supported by sustainable transportation and adequate infrastructure. Urban centers and mixed-use village centers provide residents with diverse housing, employment, educational, and recreational opportunities. The County maintains its natural setting with protected view sheds through respected ecological and low impact development strategies. Franklin County is a land of clean water, pristine air and stable soils.
Community Infrastructure & Facilities	Franklin County is well served by flexible, adaptable, accessible community facilities that encourage and strengthen family, neighborhood, natural environment, and local government functions. The County continually plans for sustainable and affordable infrastructure including schools, highways, roads, utilities, solid waste, and other essential facilities. Franklin County is viewed as a national leader in the delivery of parks, recreation programs, libraries, arts, and cultural events that enrich the quality of life and health for residents and visitors alike.
County Government Services	Franklin County provides services that are easily accessed and delivered with excellent customer service in a timely and efficient manner by well-trained professionals, including the County's many dedicated volunteers. The County fully utilizes the collective resources of a vibrant region to enhance its services.

In addition to its vision and focus areas, the Board established a list of priorities that should guide strategic thinking in the near-term. These priorities included the following:

- Create a mechanism to effectively involve the broader community in major issues, especially land use. (Objective 9.2)
- Enhance County fire and EMS by increased support of volunteers, expansion of paid staff where it is needed, strategic placement of new and refurbished facilities, and emergency medical dispatch. (Objective 4.3)
- Implement a water/sewer strategy for the County. (Objective 4.1)
- Develop and implement a comprehensive agriculture support plan. (Objective 5.3)
- Develop and implement a strategy to effectively coordinate and strengthen human services in the county to address the social factors identified in our Vision (i.e. poverty, child abuse, domestic violence, self-sufficiency, mental health, school performance). (Objective 8.1, 8.2 & 8.3)
- Develop a specific strategy to more fully realize the potential of Philpott Lake, including protection of it and the use of it as an economic catalyst. (Objective 5.5)
- Develop and implement a strategy with the County School System that results in an effective process of setting goals and allocating resources. (Objective 6.1)
- Continue the process of rewriting the Zoning and Subdivision Ordinance with a focus on strengthening the village concept and using flexible standards to meet needs of all areas of the County. (Objective 10.2 & 10.3)
- Re-examine and revise the Comprehensive Plan to insure broader community support. (Consider whether a build-out analysis would be a useful tool for the Board and the staff in arriving at a consensus on the Plan). (Objective 10.1)
- Develop a strategy and timeline for job growth and economic development that raises the County's median income to include site development, funding set-asides, and a marketing plan. (Include the role/growth of Ferrum College as part of the strategy). (Objective 5.1 & 5.2)
- Investigate the flexible design of strategies to deliver service based on the needs of the community (i.e. achieve a greater understanding of the individual needs/income of County residents; examine strategies to give more flexibility in the incremental payment of taxes; examine service/taxing districts). (Objective 3.5)
- Match capital improvements realistically with anticipated funding, including merging school needs with other County needs. (Objective 7.1)
- Pilot at least one solid waste compacting and recycling site. (Objective 4.2)
- Achieve exemplary customer service throughout County government (including measures and attention to problem areas). (Objective 3.1)
- Develop an effective process for working with the Planning Commission to insure a greater understanding of vision, goals, and the rationale for decisions. (Objective 9.1)
- Plan the next step in the County's branch library system. (Objective 4.6)
- Continue the program of purchase development rights to preserve land for conservation. (Objective 5.3)
- Continue to investigate passenger rail and bus service to Franklin County. (Objective 10.4)
- Develop a ridgeline protection ordinance. (Objective 10.2)
- Use the Parks and Recreation Master Plan to guide recreational facility development and programming, to include: (Objective 4.5)
 - Ensure that there is Lake access and access to recreation facilities for County residents that do not currently have them.
 - Implementation of the existing Trail Plan

PLAN SYNTHESIS:

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. A few of these steps are listed as follows:

- Endorse the Strategic Plan
- Base policy and operating decision on the Strategic Plan
- Link the Strategic Plan to other Planning Documents (i.e. Capital Improvement Plan, Comprehensive Plan, County Work Plans and report progress quarterly, 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 a performance report of the Strategic Plan into the Annual Report
- Review the Strategic Plan periodically and report update/success of completion of target dates at the monthly Management Team meetings in order to report progress to the Board of Supervisors
- Engage Board, Staff and citizens in achieving Action Strategies
- Post the Strategic Plan on the County's website including updates periodically.

After establishing a vision and near-term priorities, the Board of Supervisors directed County staff to develop a Strategic Plan to implement the Board's vision. The County's Management Team – consisting of County Administration, department heads, and other senior staff – conducted a strategic planning work session on September 30 and October 1, 2008, to begin processing the Board's vision into a series of goals, objectives and tasks. The Management Team undertook the following:

- Developed an understanding of the Board's work session process and results; developed an interpretation that was meaningful for the staff in developing 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 affecting staff members and identified the highest priority staff issues that need to be addressed in the strategic plan
- For each of the Board's vision targets and for the highest priority staff issues, staff developed an ideal future state and goals that must be accomplished to achieve the ideal state, including and highlighting the Board's priorities within the goals framework

In the weeks following this strategic work session, staff continued to refine the goals, objectives and tasks of the Strategic Plan. Staff developed a new construct for the Strategic Plan, recognizing that the Board's seven focus areas are inherently interconnected and interdependent. Staff therefore sought to develop goals, objectives and tasks with broad application across multiple focus areas, seeking a holistic approach that recognizes the cause-and-effect relationships between various actions and choices. To maximize efforts in implementing this

holistic construct, the Strategic Plan also considers the mutual roles and responsibilities of the Board and staff in implementing the plan.

On November 25, 2008 staff presented a draft strategic plan to the Board of Supervisors at a follow up session at Phoebe Needles. The Board of Supervisors gave the staff further feedback on the draft plan. During the months of December and January, County staff revised the plan into the final draft. The final draft was presented and adopted at the February 17, 2009 meeting of the Board of Supervisors.

Roles & Responsibilities in Strategic Planning	
Board of Supervisors	County Government Staff
1. Consider all interests.	1. Identify options.
2. Analyze information.	2. Provide expertise.

3. Establish vision.	3. Implement vision.
4. Set priorities.	4. Maximize efficiency.

Roles & Responsibilities.

The Strategic Plan forms a partnership between the Board of Supervisors and the County Government staff. The Board, representing a diverse set of stakeholders, must analyze all available information in order to establish a vision for the County, set priorities and make choices. Staff helps to frame the Board’s options by providing information and expertise; staff implements the Board’s vision with a commitment to efficiency and maximization of resources. Both must remain focused on established goals and objectives in order to achieve results.



Vision & Focus Areas.

The Board’s strategic vision for the year 2025 depicts a desired future of health, prosperity and vitality for the community. This vision revolves around seven “focus areas,” each describing a distinct aspect or function within the community that is essential to achieving the desired vision. These seven focus areas do not work independently. A successful Strategic Plan must recognize the interrelatedness and interdependencies among these focus areas. The best strategies will have broad application, and will understand the cause-and-effect relationships between various actions and choices.

Goals, Objectives & Tasks:	
Goal: A desired outcome or result that advances the Board's vision.	Focus: How the goal relates to the Board's vision and focus areas.
Objective: A measurable work product or activity that is necessary to achieve a goal.	Team: Staff and inter-agency support assigned to meet an objective.
Task: A key action that is required to accomplish an objective.	Target Date: Estimated date of completion for the task.

Goals, Objectives & Tasks.

The Strategic Plan consists of 10 primary goals, each representing an outcome that is deemed essential to implementing the Board’s vision. These goals weave together the seven focus areas, touching on diverse yet interconnected aspects of community life. The goals are achieved through measurable objectives, with a focus on accomplishment and end-product. Objectives are assigned to various teams of County staff, who pool expertise from relevant fields to solve problems and complete tasks. Tasks are given priority through targeted dates of completion.

SUMMARY OF STRATEGIC PLAN GOALS:

The following is a summary of goals developed by County staff in a holistic effort to achieve the Board's vision. These goals are designed to have broad application across the Board's established focus areas.

- Goal (1): **Regional Context.**
Define Franklin County's role within the region by developing an understanding of its geographic, economic, social and cultural context. Examine data, analyze trends, and identify opportunities and constraints to maximize Franklin County's advantages within the region.
- Goal (2): **Physical Growth Model.**
Develop a physical build-out model for Franklin County that achieves the Board's vision and maximizes the county's competitive advantages within the region. Explore various growth and development scenarios, examine their impacts, and reach consensus on an appropriate model.
- Goal (3): **Role of County Government.**
Assess the role of County Government in shaping the desired future state of the community. Analyze the impact of growth and change on the demand for government services; establish level of service (LOS) expectations; ensure that County Government is best positioned to provide efficient and quality customer service.
- Goal (4): **Coordinated Public Investment.**
Develop a Master Plan to guide public investment in facilities and infrastructure; coordinate the use, location, construction, operation, and funding of facilities and infrastructure to maximize levels of service and advance the county's desired build-out model.
- Goal (5): **Economic Development Strategy.**
Develop a strategic understanding of economic development that maximizes Franklin County's unique assets and competitive regional advantages. Commit to a strategy that includes: 1) a preferred mix of industries; 2) aggressive workforce development; 3) promotion of tourism and cultural amenities; 4) agribusiness development; and 5) capital investment.
- Goal (6): **Educational Investment.**
Develop a strategic understanding of the linkage between education and economic development. Align Franklin County's investment in educational resources with desired economic and social results.
- Goal (7): **Educational Partnerships.**
Form meaningful partnerships with the County school system, institutions of higher learning, and other entities to set goals and allocate resources. Recognize the linkage between economic development, social equity, and educational attainment.
- Goal (8): **Community Needs.**
Develop ongoing mechanisms to measure, assess and analyze community needs. Develop indicators to determine progress and identify gaps in services for families and individuals.
- Goal (9): **Community Input.**
Develop and implement a strategy to enable and encourage greater citizen participation in goal setting and effective governance. Identify or create forums, settings, and venues that create opportunities for collaboration between local government, citizens, boards, commissions, businesses, and other community stakeholders.
- Goal (10): **Regulatory Framework.**
Develop an efficient and effective policy and regulatory framework to guide public and private decisions and investments related to the physical development of the community. Continually assess the policy and regulatory framework based on its relationship to the Comprehensive Plan and the desired build-out model for the county.

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, 2010</i>
The County's debt as a percentage of the real estate assessment.	3.50%	0.46%
The County's debt service as a percentage of general government expenditures	10.00%	3.97%
Overall Debt Per Capita at June 30, 2010	\$1,500.00	\$852.93
Net Bonded Debt Per Capita at June 30, 2010	\$1,500.00	\$651.22
(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)		

Debt service requirements on currently outstanding general obligation bonds and school literary loans as of June 30, 2010 are as follows:

<u>Fiscal Year</u> <u>Ending June 30,</u>	<u>General Obligation Bonds</u>		<u>Literary Fund Loans</u>	
	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>
2011	\$2,293,614	\$1,193,116	\$613,750	\$147,908
2012	2,320,631	1,120,798	613,750	129,495
2013	2,276,537	1,033,370	613,750	111,083
2014	2,332,456	946,664	613,750	92,670
2015	2,383,018	857,863	613,750	74,258
2016-2020	9,960,062	3,004,939	1,861,500	119,798
2021-2025	5,977,666	1,094,338	-	-
2026-2030	1,443,401	336,365	-	-
2031-2035	890,000	110,600	-	-
Total	\$29,877,385	\$9,698,053	\$4,930,250	\$675,212

As of June 30, 2010, the County (includes general government and schools) has outstanding \$29.9 million in general obligation bonds, \$4.9 million in State Literary Loans, and \$548,397 in capital leases. Also included in the County's financial statements in the long-term debt footnote is the liability for bond premiums of \$420,671, compensated absences liability of \$1,477,390, landfill closure/post closure liability of \$4,756,606 and other post-employment benefits of \$349,160. Total long-term debt at June 30, 2010 for the County is \$42,359,859.

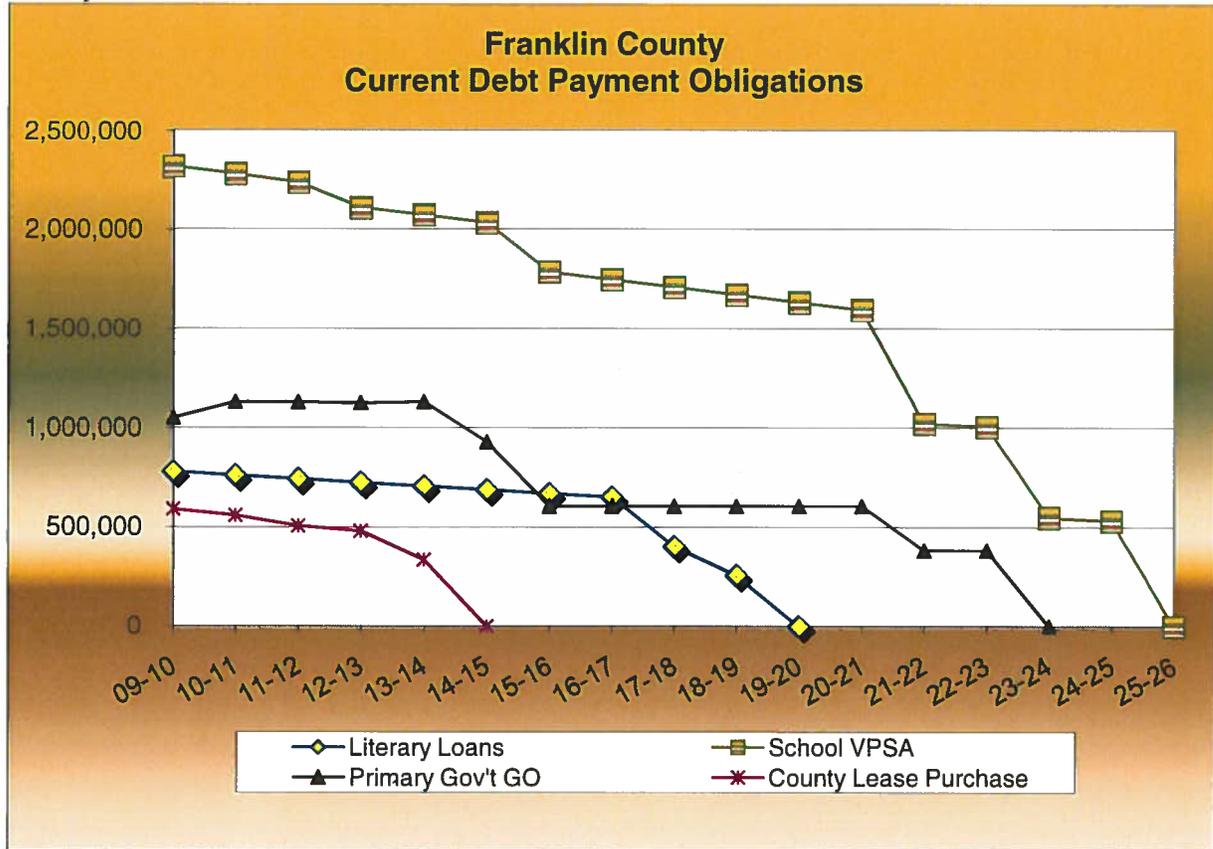
Bond Rating:

Franklin County's underlying credit rating by Moody's is Aa2. The rating from Standard & Poor's was recently upgraded from A+ 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.

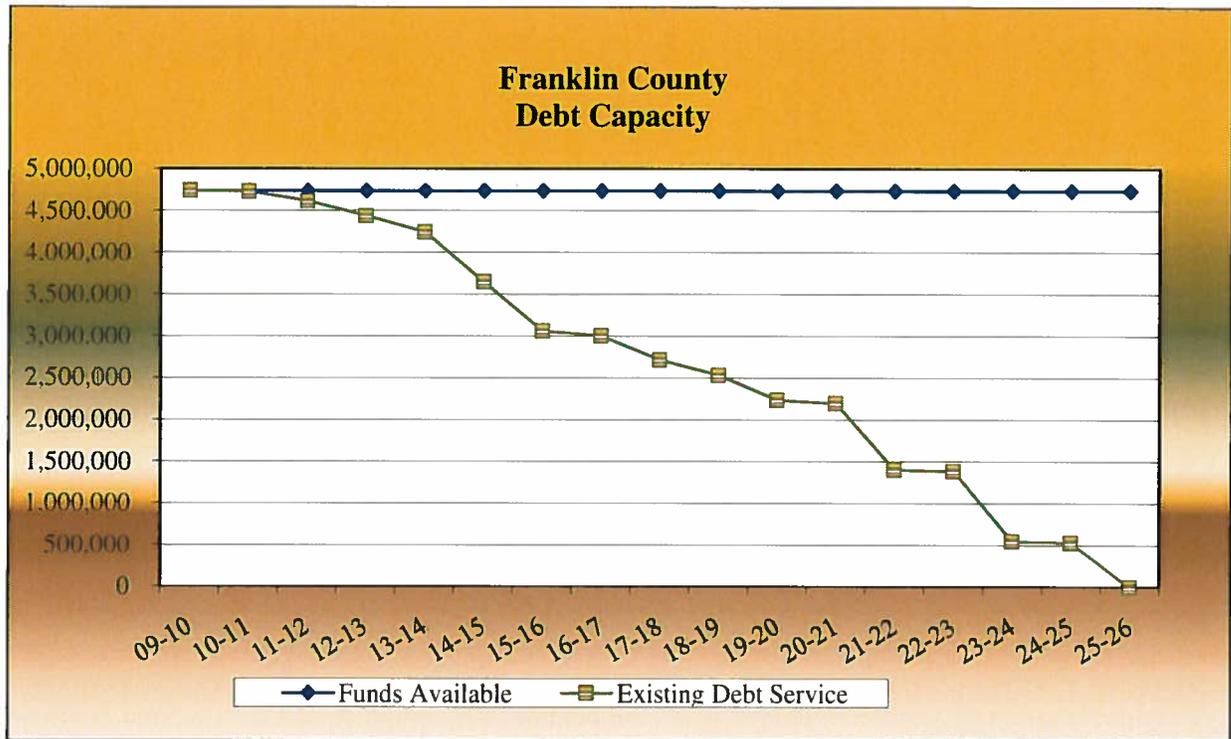
By formalizing the solid financial standing of the County in the eyes of the investment community, Franklin County has maximized their chances to borrow monies at the lowest interest rate possible. These ratings confirm to Wall Street that Franklin County's financial position is strong and as a result, 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.



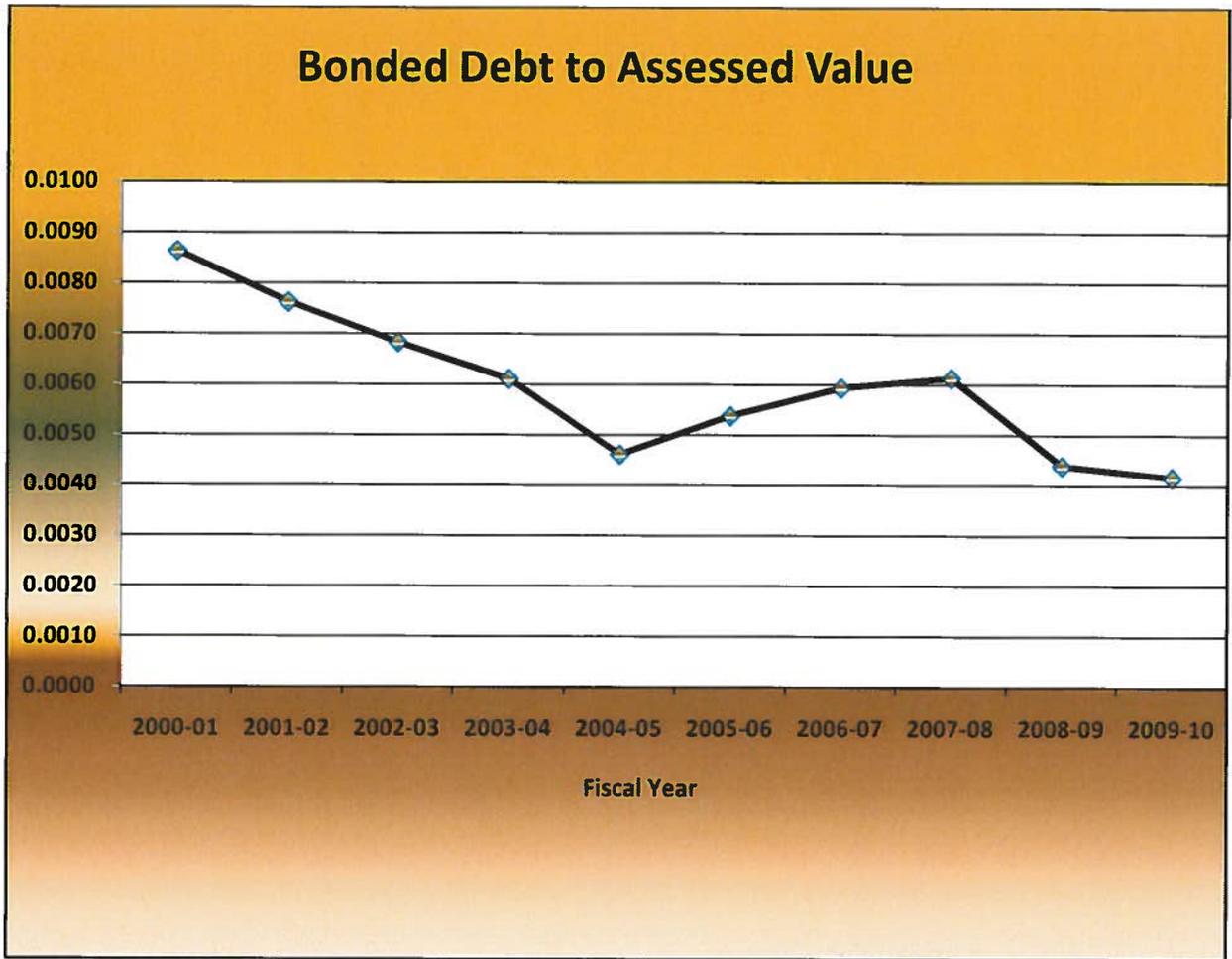
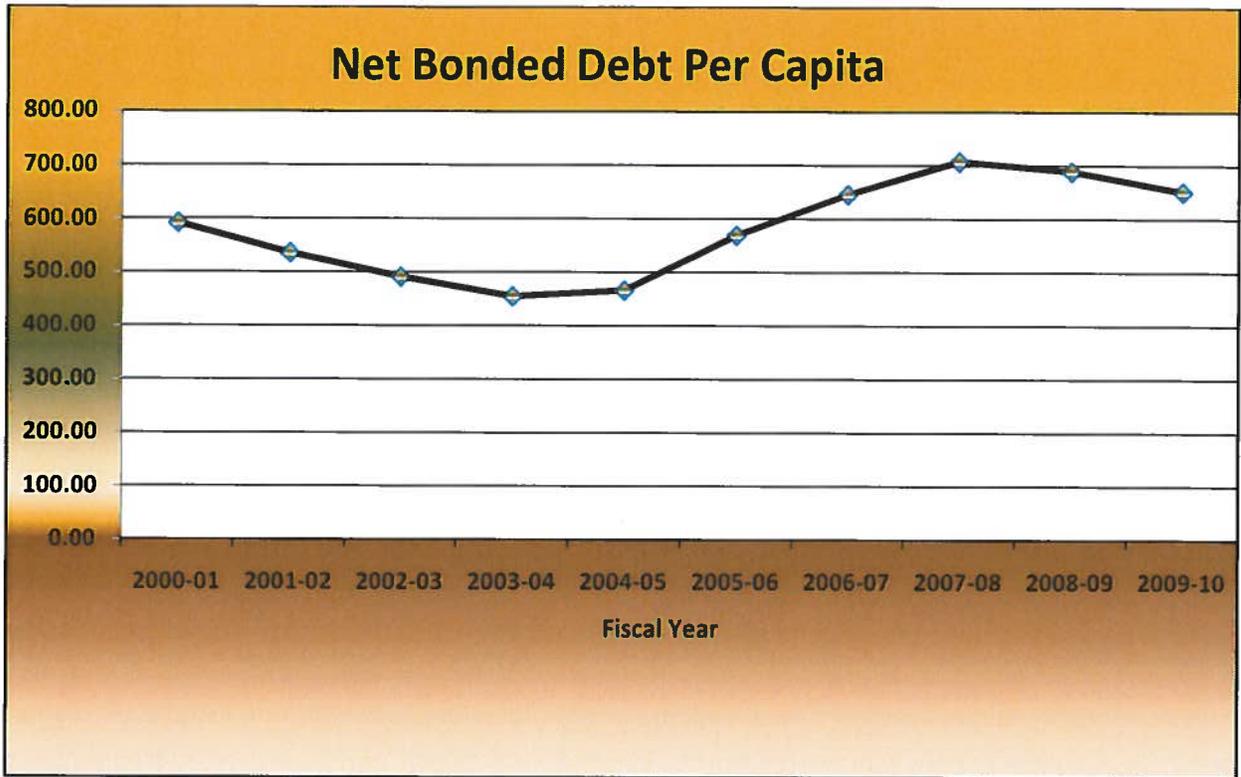
The next chart examines the County of Franklin’s ability to borrow in future years based upon the amount of annual debt service retired that year. This capacity assumes that total debt service will not exceed FY09-10 levels nor require increases in future tax rates.



The current level of net bonded debt per capita at June 30, 2010 for Franklin County is \$651. The median for the Commonwealth of Virginia is approximately \$1,000. Franklin County’s debt to assessed value at June 30, 2010 is 0.46% with the Virginia median being slightly less than 2.00%. Debt service as a percentage of expenditures was 3.97% for the fiscal year ended June 30, 2010. The County is in good financial position to borrow in the future should the need arise. There are no plans to borrow any funds in FY11-12.

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</u>	<u>Gross Assessed Value</u>	<u>Gross and Net Bonded Debt</u>	<u>Ratio of Bonded Debt to Assessed Value</u>	<u>Net Bonded Debt per Capita</u>
2000-01	47,286	3,241,615,559	27,990,991	0.0086	591.95
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



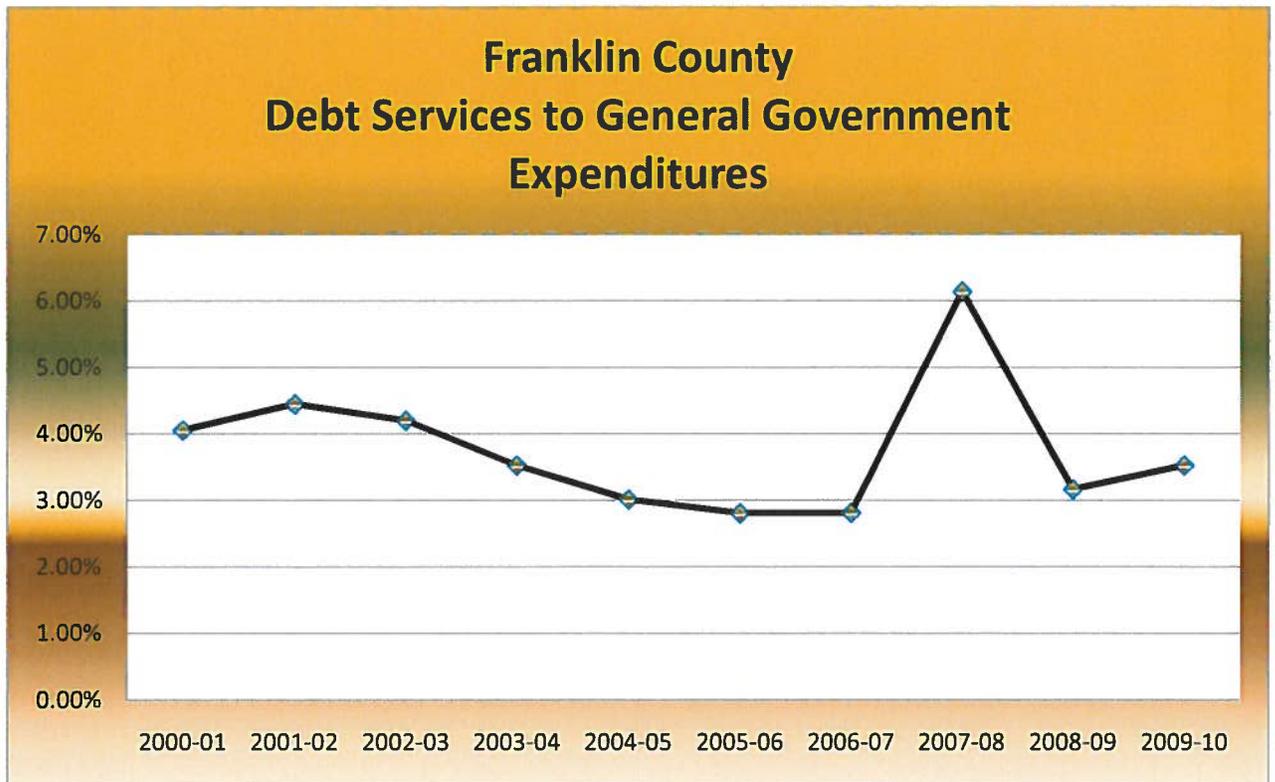
**Ratio of Net Annual Debt Service Expenditures for
General Bonded Debt to Total General Governmental Expenditures
Last Ten Fiscal Years**

<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>
1999-00	2,372,360	1,198,965	3,571,325	69,868,253	5.11%
2000-01	2,073,506	1,216,678	3,290,184	81,104,855	4.06%
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	124,771,520	3.66%

(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.

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 be 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, 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 species 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 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.

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.

Designated Governmental Fund Balance is comprised of those funds that have been reserved from fund balance for a specific use. The following amounts were designated and reserved from the Governmental Funds fund balance at June 30, 2010:

Reserved for School Capital Projects	\$295,455
E911 Fund	46,367
Designated for County Capital Projects	13,037,850
Total	\$13,379,672

This total of \$13,379,672 is included in the June 30, 2010 fund balance amount of \$33,251,892. Unreserved/undesignated general fund balance on June 30, 2010 was \$19,872,220. Below are summary projections of fund balance for the general fund only:

	Estimate FY10-11	Budget FY 11-12
Fund Balance, Beginning of Year	\$19,872,220	\$21,976,802
Revenue Sources	74,087,684	73,815,405
Expenditures	(32,278,248)	(36,237,379)
Transfers to Other Funds	(39,704,854)	(37,578,026)
Fund Balance, End of Year	\$21,976,802	\$21,976,802

Fund balance is projected to increase 10.6% in FY10-11 from revenues received that were greater than budgeted revenues. 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 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 equal to 10% of the adopted net county budget. The net County budget is defined as the total County budget less transfers between funds. The County considers a balance of less than 10% 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.

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

Fund Balance Projected FY10-11 Balances					
Fund	Estimated Fund Balance July 1, 2010	Revenue Sources	Expenditures	Transfers Out	Estimated Fund Balance June 30, 2011
General Fund	\$19,872,220	\$74,087,684	(\$32,278,248)	(\$39,704,854)	\$21,976,802
E911 Fund	46,367	1,077,868	(1,077,868)		46,367
Law Library	57,579	14,224	(160)		71,643
Capital Projects	13,037,850	5,372,250	(4,135,245)		14,274,855
Debt Service	19,186	1,636,068	(1,636,068)		19,186
School Operating	321,159	77,005,421	(77,005,421)		321,159
Utilities	296,579	461,127	(461,127)		296,579
Totals	\$33,650,940	\$159,654,642	(\$116,594,137)	(\$39,704,854)	\$37,006,591

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 General Fund balance is projected to grow 10.6% from revenues received that were greater than budgeted revenues. 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.

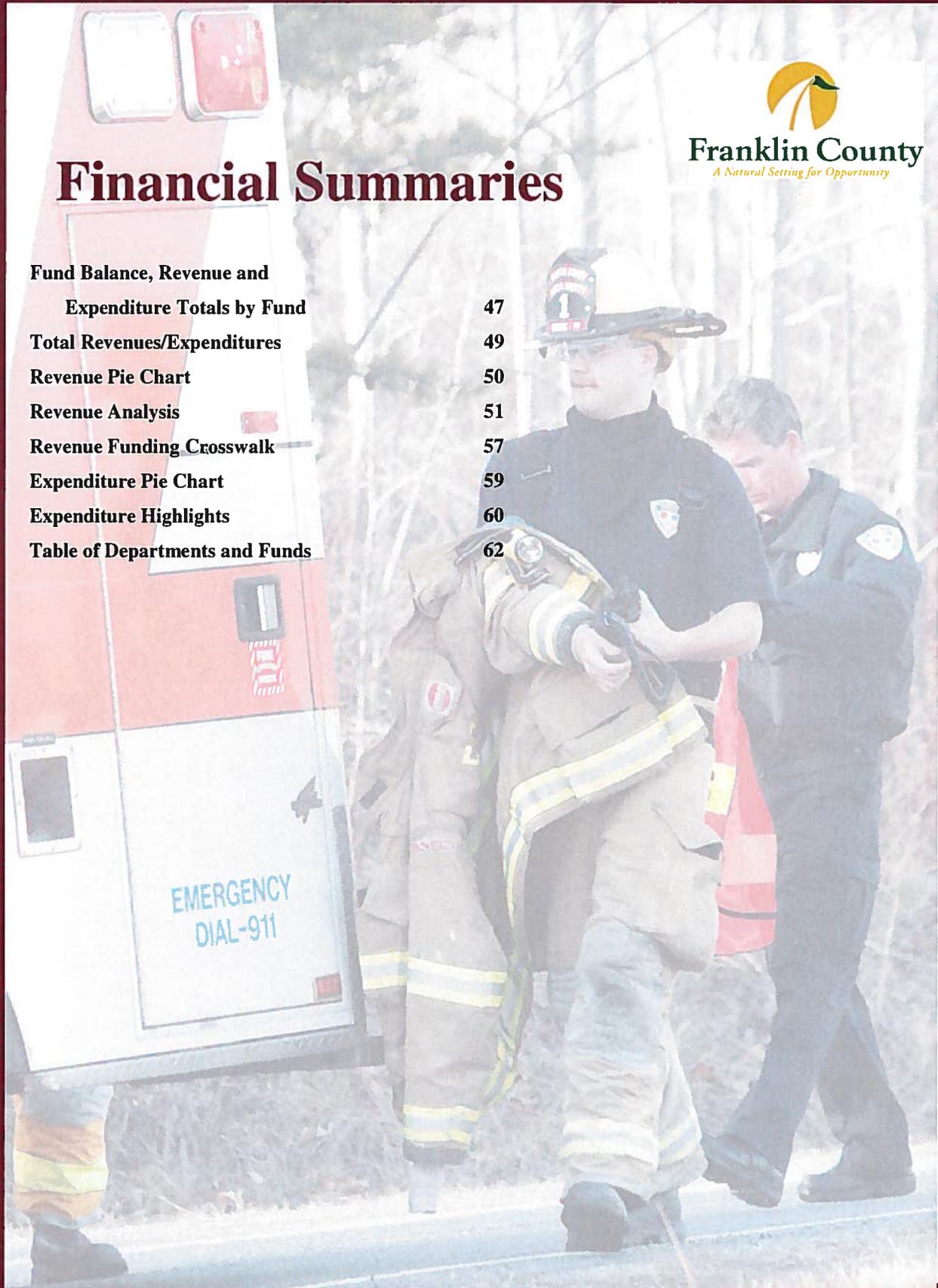




Franklin County
A Natural Setting for Opportunity

Financial Summaries

Fund Balance, Revenue and Expenditure Totals by Fund	47
Total Revenues/Expenditures	49
Revenue Pie Chart	50
Revenue Analysis	51
Revenue Funding Crosswalk	57
Expenditure Pie Chart	59
Expenditure Highlights	60
Table of Departments and Funds	62



Franklin County, Virginia
Fund Balance, Revenue and Expenditure Totals by Fund
Adopted FY11-12 Budget

	<u>Fund</u>							<u>Totals</u>
	<u>General</u>	<u>E911</u>	<u>Law Library</u>	<u>Capital Projects</u>	<u>Debt Service</u>	<u>School Operating</u>	<u>Utilities</u>	
Beginning Fund Balance	21,976,802	46,367	71,643	14,274,855	19,186	321,159	296,279	37,006,291
Revenues From Local Sources:								
General Property Taxes	44,341,025							44,341,025
Other Local Taxes	9,765,800	500	12,000					9,778,300
Permits, Fees and Licenses	340,000							340,000
Fines and Forfeitures	15,600							15,600
Revenue From Money & Property	875,000							875,000
Charges For Services	1,812,000					3,308,950	7,000	5,127,950
Miscellaneous Revenues	300,000							300,000
Recovered Costs	415,390							415,390
Revenues From Commonwealth of Virginia:								
School Funds						35,015,526		35,015,526
Public Assistance Revenue	4,340,476							4,340,476
Comprehensive Services Act	2,932,750							2,932,750
Shared Expenses - Constitutional Officers	4,169,000							4,169,000
Personal Property Tax Relief	2,626,618							2,626,618
Other Grants and State Shared Expenses	882,712	65,000						947,712
								15,016,556
Revenue From Federal Government	279,329					8,507,860		8,787,189
Total Revenues	73,095,700	65,500	12,000	0	0	46,832,336	7,000	120,012,536
Fund Balance	756,705							756,705
Interfund Transfers		1,054,098		3,782,206	1,767,833	30,519,891	453,998	37,578,026
Total Available Funds	95,829,207	1,165,965	83,643	18,057,061	1,787,019	77,673,386	757,277	195,353,558

Franklin County, Virginia
Fund Balance, Revenue and Expenditure Totals by Fund (Continued)
Adopted FY2011-2012 Budget

Expenditures:	Fund							Totals
	General	E911	Law Library	Capital Projects	Debt Service	School Operating	Utilities	
General Government Administration	3,838,028							3,838,028
Judicial Administration	2,341,572		12,000					2,353,572
Public Safety	11,538,789	1,119,598						12,658,387
Public Works	2,881,860							2,881,860
Health and Welfare	11,044,533							11,044,533
Parks, Recreation and Cultural	1,748,458							1,748,458
Community Development	2,093,538							2,093,538
Non Departmental	787,601							787,601
Transfers to Other Funds	37,578,026							37,578,026
Debt Service					1,767,833			1,767,833
School Operating Fund						77,352,227		77,352,227
Capital Projects				3,782,206				3,782,206
Utilities							460,998	460,998
Total Expenditures	73,852,405	1,119,598	12,000	3,782,206	1,767,833	77,352,227	460,998	158,347,267
Ending Fund Balance	21,976,802	46,367	71,643	14,274,855	19,186	321,159	296,279	37,006,291
Total Expenditures Less Interfund Transfers	36,274,379	1,119,598	12,000	3,782,206	1,767,833	77,352,227	460,998	120,769,241

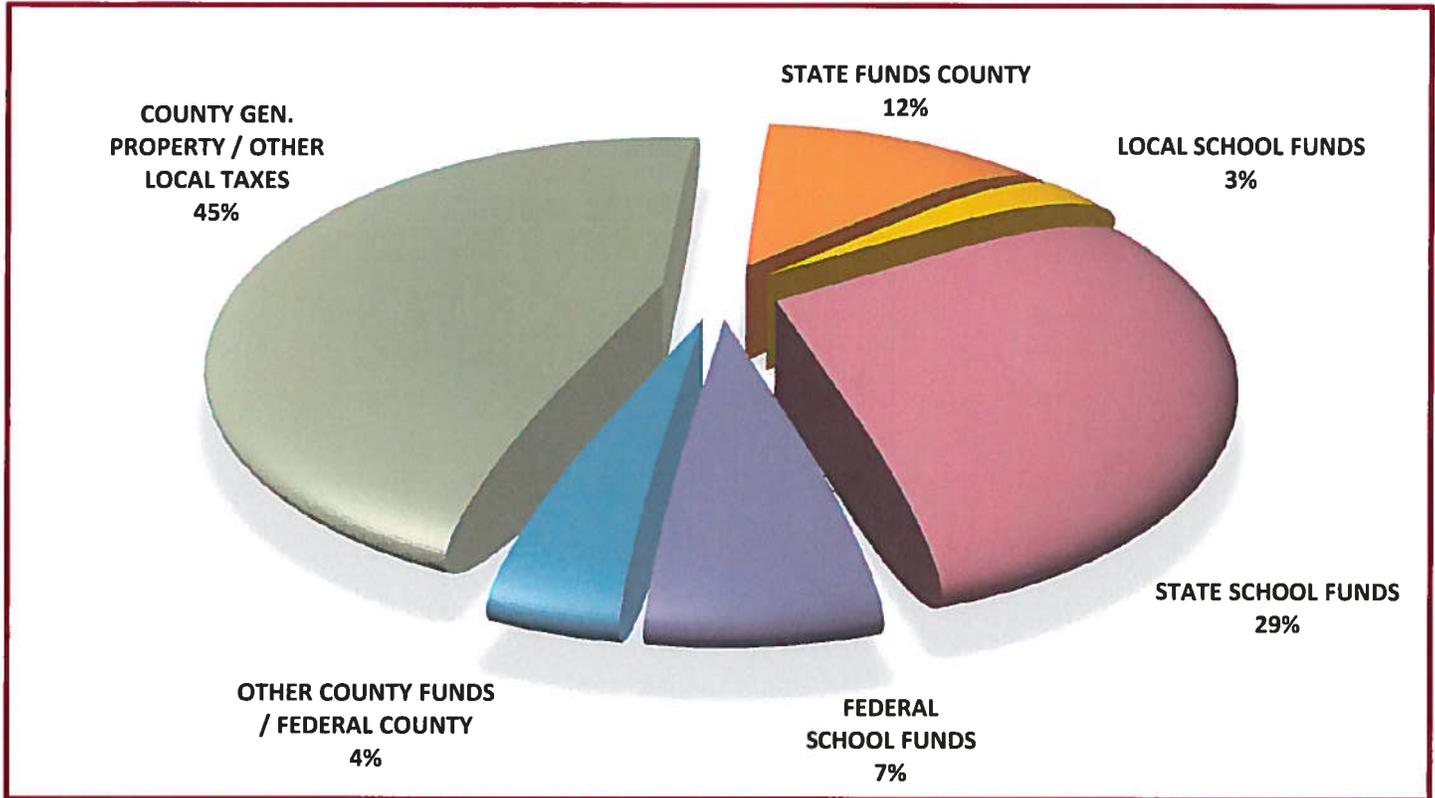
**Franklin County, Virginia
Total Revenues - All Funds**

Revenues Function/Program	FY09-10 Actual	FY10-11 Budget	FY11-12 Adopted
Revenues From Local Sources:			
General Property Taxes	\$42,639,258	\$43,783,719	\$44,341,025
Other Local Taxes	9,980,457	9,663,300	9,778,300
Permits, Fees and Licenses	359,451	340,000	340,000
Fines and Forfeitures	15,002	31,300	15,600
Revenue From Use of Money & Property	970,718	800,000	875,000
Charges For Services	5,189,033	5,288,245	5,127,950
Miscellaneous Revenues	256,699	350,000	300,000
Recovered Costs	576,022	425,390	415,390
Revenues From Commonwealth of Virginia:			
School Funds	36,836,807	34,809,638	35,015,526
Public Assistance Revenue	4,235,629	4,590,228	4,340,476
Comprehensive Services Act	2,473,025	2,627,669	2,932,750
Shared Expenses - Constitutional Officers	4,173,837	4,256,110	4,169,000
Personal Property Tax Relief	2,626,618	2,626,618	2,626,618
Other Grants and State Shared Expenses	1,168,443	1,073,416	947,712
Revenue From Federal Government	11,790,878	8,328,393	8,787,189
From Fund Balance	2,474,156	0	756,705
Total Sources of Funding	<u>\$125,766,033</u>	<u>\$118,994,026</u>	<u>\$120,769,241</u>

Total Expenditures - All Funds

Expenditures	FY09-10 Actual	FY10-11 Budget	FY11-12 Adopted
General Fund			
General Government Administration	\$3,433,924	\$3,747,263	\$3,838,028
Judicial Administration	2,406,096	2,370,048	2,341,572
Public Safety	11,322,155	11,502,740	11,538,789
Public Works	2,666,388	2,897,918	2,881,860
Health and Welfare	10,282,573	11,089,719	11,044,533
Parks, Recreation and Cultural	1,787,390	1,754,963	1,748,458
Community Development	1,942,744	2,062,625	2,093,538
Non Departmental	124,130	260,000	787,601
Debt Service	1,315,281	1,636,833	1,767,833
E911 Fund	1,095,151	1,077,868	1,119,598
Law Library	0	12,000	12,000
Capital Projects	8,209,444	3,115,501	3,782,206
Utilities	651,981	461,127	460,998
School Operating Fund	80,528,776	77,005,421	77,352,227
Total Expenditures	<u>\$125,766,033</u>	<u>\$118,994,026</u>	<u>\$120,769,241</u>

ADOPTED 2011-2012 COUNTY REVENUES
(Net of Interfund Transfers)

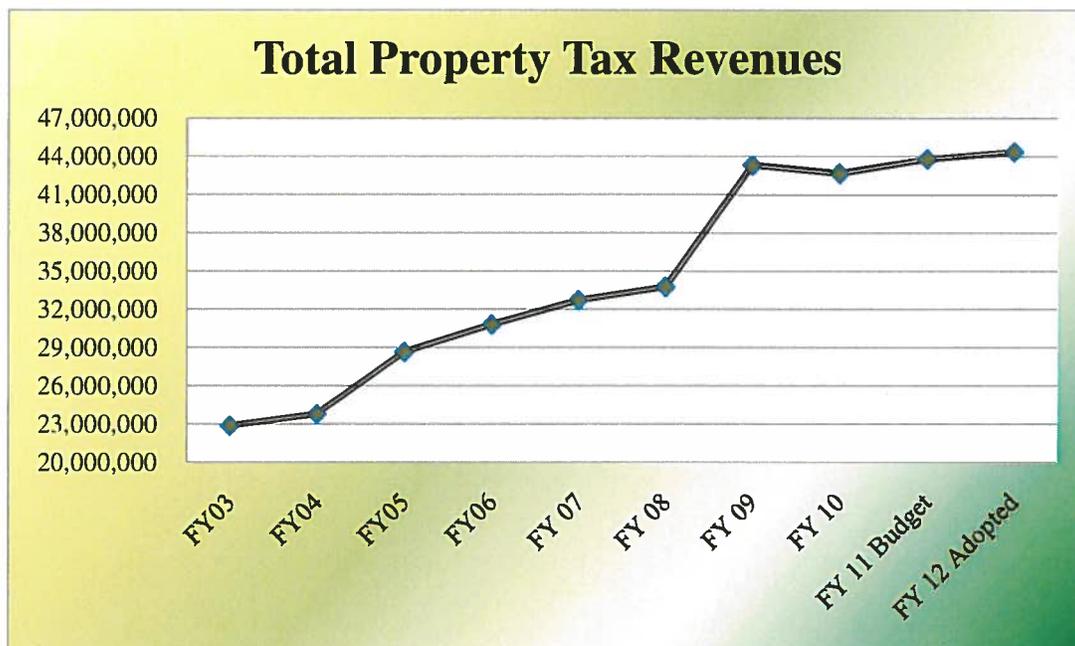


	FY 2010-11 ADOPTED	FY 2011-12 ADOPTED	FY 2010-2011 / FY 2011- DIFFERENCE	% CHANGE	PERCENT OF TOTAL
COUNTY GEN. PROPERTY / OTHER LOCAL TAXES	53,422,219	54,094,825	672,606	1.26%	44.79%
STATE FUNDS COUNTY	15,123,041	14,951,556	-171,485	-1.13%	12.38%
LOCAL SCHOOL FUNDS	3,456,711	3,291,196	-165,515	-4.79%	2.73%
STATE SCHOOL FUNDS	34,809,638	35,015,526	205,888	0.59%	28.99%
FEDERAL SCHOOL FUNDS	8,128,770	8,507,860	379,090	4.66%	7.04%
OTHER COUNTY FUNDS / FEDERAL COUNTY	4,053,647	4,908,278	854,631	21.08%	4.06%
TOTALS	118,994,026	120,769,241	1,775,215	1.49%	100.00%

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 100% valuation and tax rates are applied per \$100 of assessed value. All real and personal property taxes are due December 5.



The FY11-12 adopted budget projects a small increase in property tax revenues from slight increases in the assessed value of property in the County. The real estate tax rate will not change and will remain at \$0.48 per \$100 of assessed value. Personal property will remain at \$2.04 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%. 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. A complete reassessment of all County property was completed during the prior fiscal year (FY03-04) that produced an average increase in property values of approximately 44%. The new tax rate became effective with the FY 04-05 fiscal year (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 annual population growth in the County of greater than 1% per year. Franklin County is one the

ten fastest growing Counties in the State of Virginia and has seen a huge influx of retired or 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. \$44,341,025 is budgeted for General Property Taxes in the FY 11-12 adopted budget. The every four year reassessment of all real property in the County is taking place now with the new reassessed values being effective January 1, 2012.

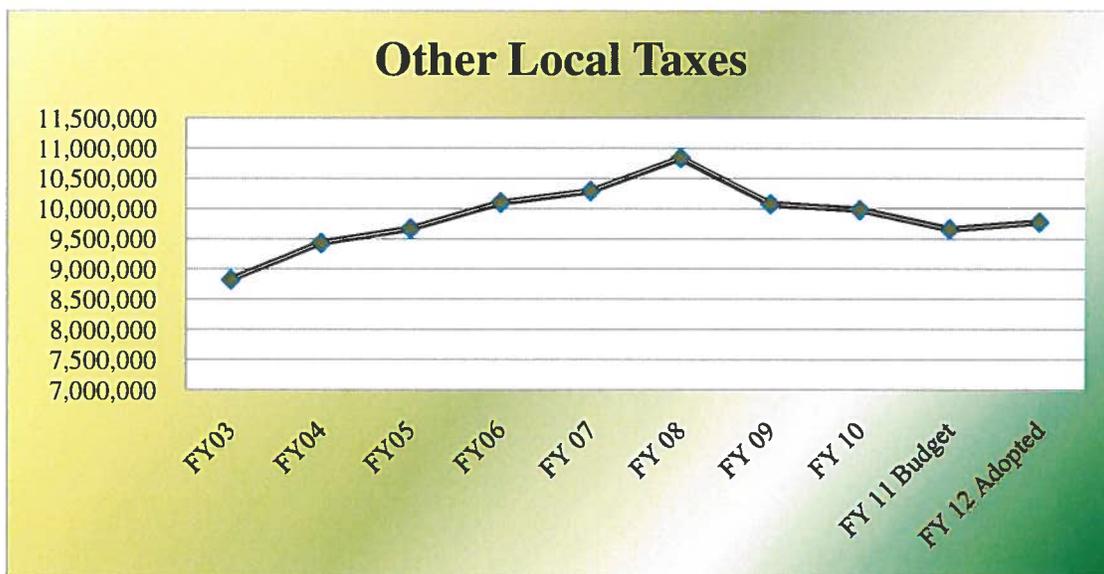
Other Local Taxes

Other local taxes consist of local sales tax, consumer utility taxes, transient occupancy taxes, meals tax, franchise taxes, local decal 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% and is showing a small increase as a reflection of the improving local economy.

As we look to the future of these revenues, the County must be aware that a slow down in the housing market has made a small impact on the recordation tax revenue which comprises 9% 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 FY11-12.

A total of \$9,778,300 is budgeted in FY11-12 in this revenue category. The revenues included in this category are projected to increase slightly as a result of a slowly improving economy.

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

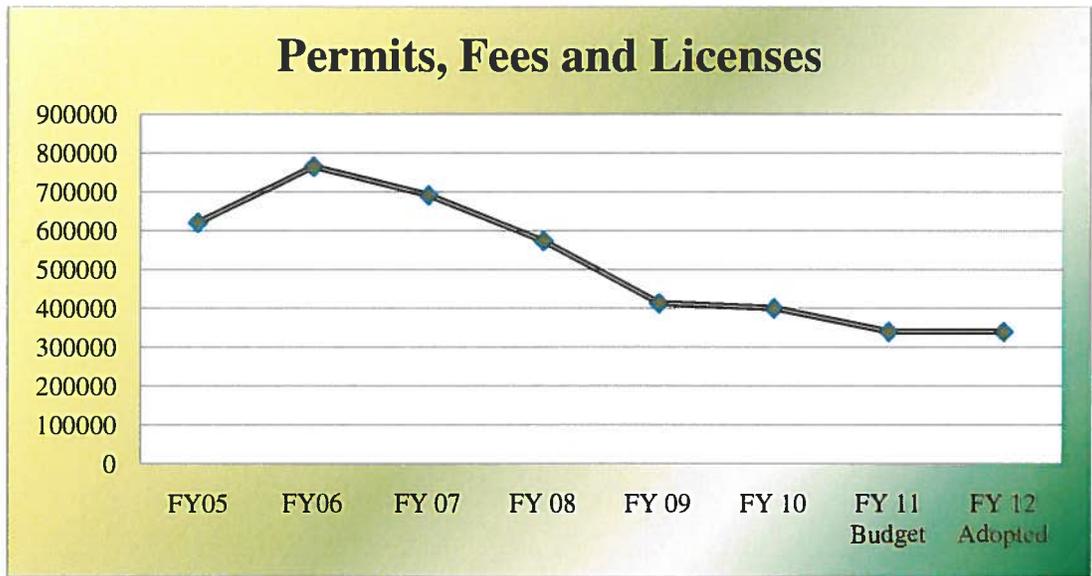


Permits, Fees and Licenses

Revenues in this category include building permit fees and planning and zoning fees. In FY04, planning and zoning fees were raised to help offset the expenses of the planning and zoning department. A small increase in planning and zoning fees was also implemented in FY06 as a continuing measure to offset the continued growth of the building inspection and planning and zoning departments. Building permit and planning and zoning fees are projected to stabilize as a result of the housing industry returning to more predictable levels. New housing starts still remain very slow in the current economy.

These fees are closely tied to increases or decreases in the new housing market and will be difficult to project in future years. The County has experienced overall continued growth in residential and commercial building projects during the past 10 years.

\$340,000 is budgeted for FY11-12, which is unchanged from FY10-11.

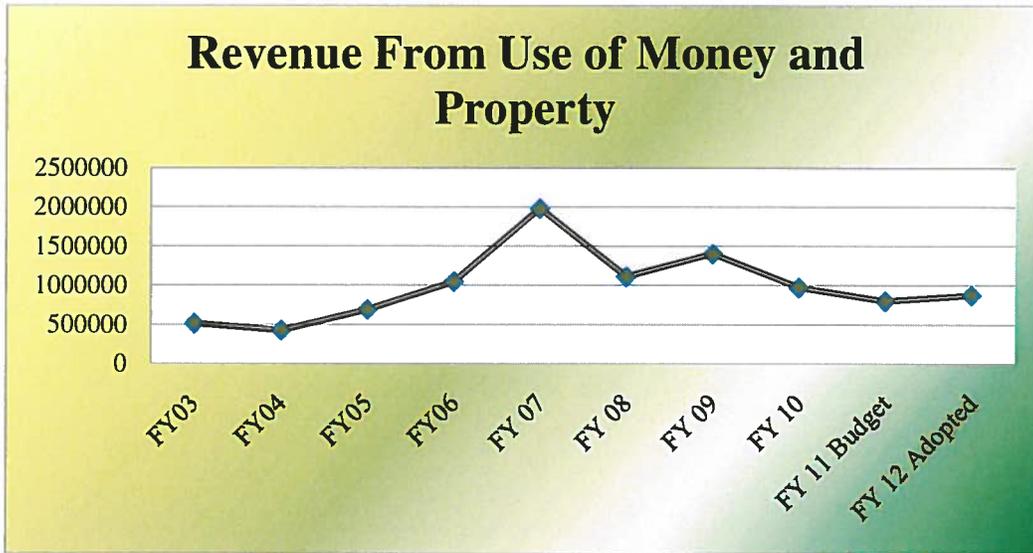


Revenue from the Use of Money and Property

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. Recent drops in the interest rate will again cause this revenue to decline from the current fiscal year.

A total of \$875,000 is budgeted in this category for FY11-12.

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.

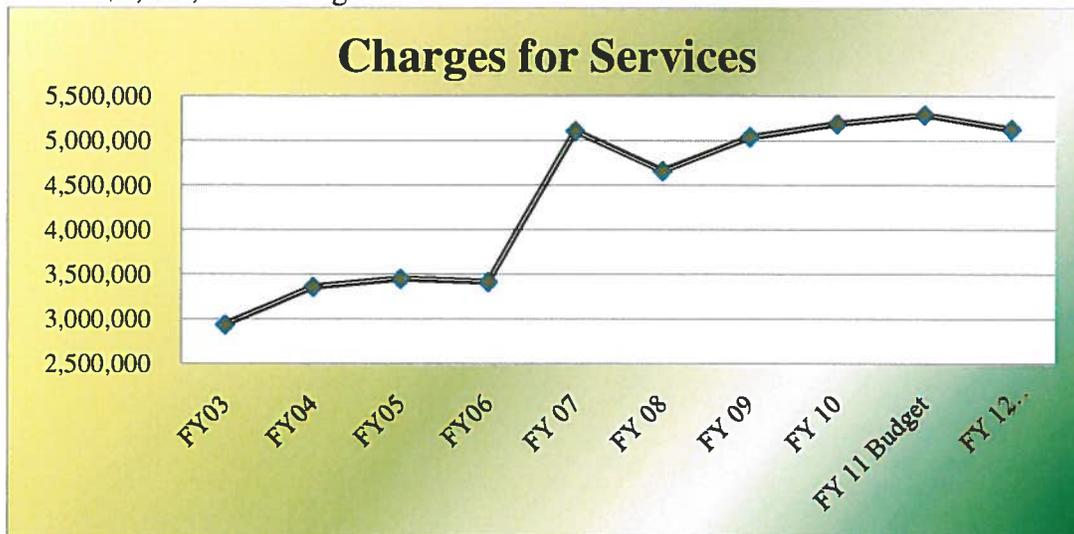


Charges for Services

This category includes such revenues as fees for recreation programs, library fees, school cafeteria receipts, landfill fees and EMS billing revenues. These fees have increased slightly as prices have increased for school cafeteria meals. The tipping fee at the landfill was increased \$4 per ton during the FY04-05 budget process. The overall decrease in this category reflects current economic conditions of less construction activity which in turn produces less waste and tonnage fees at the landfill. The County only charges a tipping fee on commercial trash and debris.

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. Offsetting this small growth will be a decline in the landfill fees resulting from less residential and commercial construction.

A total of \$5,127,950 is budgeted for FY11-12.

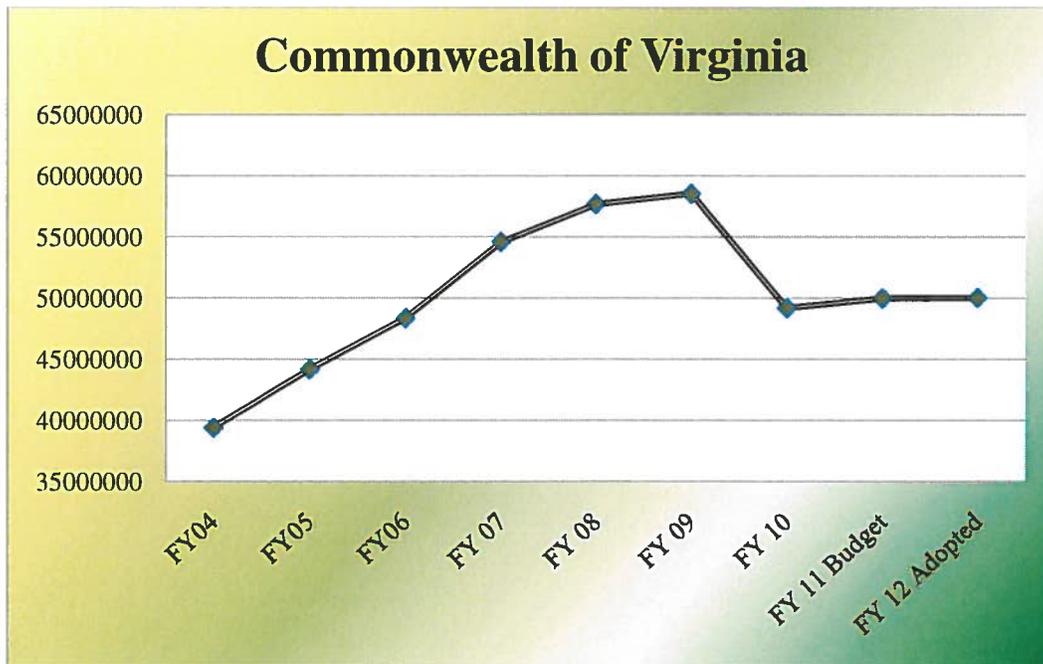


Revenue from the Commonwealth of Virginia

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 of \$205,888 and a total budget of slightly over \$50 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 FY11-12. A small increase in public education is projected for next fiscal year.

For the Future: Revenues from the Commonwealth of Virginia and the Federal Government together are almost 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 offers.

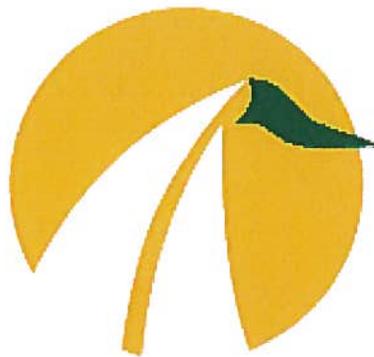


Revenue from the Federal Government

Federal revenue is primarily used to support the County’s School System. However, this funding source showed an increase in FY05 because of an anticipated grant to assist with the building of the county water system. For FY11-12 these revenues will show an increase as the School system anticipates additional grants and stimulus funds.

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.

\$8.8 million is budgeted for FY11-12.



Franklin County
A Natural Setting for Opportunity

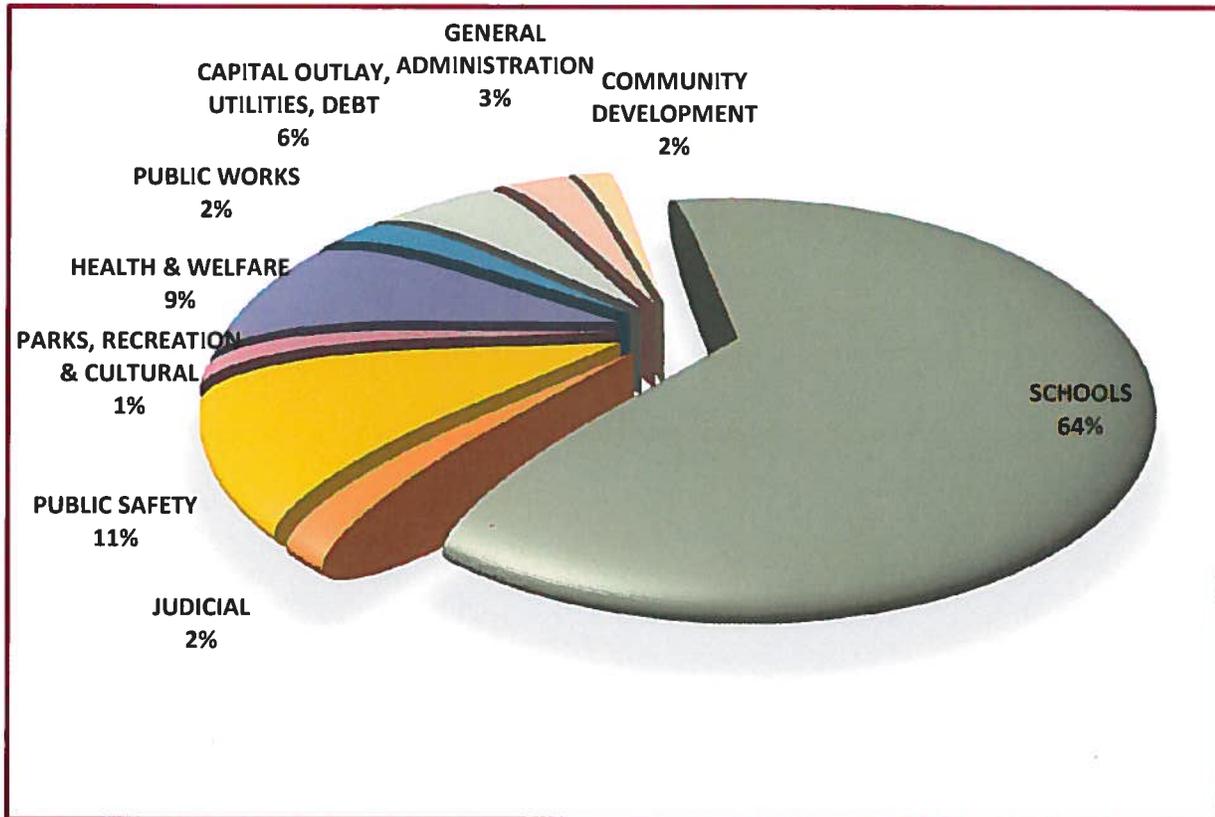
**Franklin County
Revenue Funding Crosswalk by Department**

This crosswalk is intended to show the funding sources for each of the major departments of the County for the adopted 2011-2012 budget.

<u>General Fund</u> <u>Department</u>	<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	329,644			
County Administrator	385,359			
Commissioner of Revenue	378,622	150,000		
General Reassessment	150,000			
Treasurer	345,621	140,000		
Finance	749,368			
Information Services	961,108			
Registrar	198,306	50,000		
Judicial Administration				
Circuit Court	92,113			
General District Court	8,074			
Magistrate	1,575			
Juvenile and Domestic Relations Court	16,650			
Clerk of the Circuit Court	255,771	350,000		
Sheriff - Courts	491,288			
J and D Court Services	426,535	21,200		
Commonwealth's Attorney	188,366	490,000		
Public Safety				
Sheriff	4,863,651	2,989,000	61,328	
Building Inspections	398,954			
Animal Control	256,493			
Public Safety	2,969,363			
Public Works				
Public Works	239,149			
Solid Waste and Recycling	1,530,198			
General Properties	1,112,513			
Health and Welfare				
Health Department	330,000			
Social Services	1,215,516	4,340,476		
Health and Welfare Continued				

General Fund	Revenues From Local Sources	Funding Source		Local School Revenues
		State Revenues	Federal Revenues	
CSA - Youth Services	1,525,555	2,932,750		
Family Resource Center	27,122	136,500	12,444	
Community Colleges and Boards	169,688			
Aging Services	125,183	40,492	188,807	
Parks, Recreation and Cultural				
Parks and Recreation	897,580			
Library Administration	699,358	151,520		
Community Development				
Planning Agencies	540,966			
Planning and Community Development	544,743			
Economic Development	467,840			
Work Force Development Consortium	128,860	63,000		
Tourism Development	95,000			
GIS and Mapping	163,074			
Virginia Cooperative Extension	90,055			
Nondepartmental				
Nondepartmental	787,601			
Not Allocated to Specific Departments	(3,113,368)	3,096,618	16,750	
Total General Fund	21,043,494	14,951,556	279,329	0
Special Revenue Fund - E911	1,054,598	65,000		
Special Revenue Fund - Law Library	12,000			
Capital Projects	3,782,206			
Debt Service	1,767,833			
Utilities	460,998			
School Operating Fund	30,537,645	35,015,526	8,507,860	3,291,196
Total County	58,658,774	50,032,082	8,787,189	3,291,196

ADOPTED 2011-2012 COUNTY EXPENDITURES (Net of Interfund Transfers)



	FY 2010-2011 ADOPTED	FY 2011-2012 ADOPTED	FY 2010-2011/2011-2012		PERCENT OF TOTAL
			DIFFERENCE	% CHANGE	
SCHOOLS	77,005,421	77,352,227	346,806	0.45%	64.05%
JUDICIAL	2,382,048	2,353,572	-28,476	-1.20%	1.95%
PUBLIC SAFETY	12,580,608	12,658,387	77,779	0.62%	10.48%
PARKS, RECREATION & CULTURAL	1,754,963	1,748,458	-6,505	-0.37%	1.45%
HEALTH & WELFARE	11,089,719	11,044,533	-45,186	-0.41%	9.15%
PUBLIC WORKS	2,897,918	2,881,860	-16,058	-0.55%	2.39%
CAPITAL OUTLAY, UTILITIES, DEBT	5,473,461	6,798,638	1,325,177	24.21%	5.63%
GENERAL ADMINISTRATION	3,747,263	3,838,028	90,765	2.42%	3.18%
COMMUNITY DEVELOPMENT	2,062,625	2,093,538	30,913	1.50%	1.73%
TOTALS	118,994,026	120,769,241	1,775,215	1.49%	100.00%

**Franklin County
Expenditure Highlights
Adopted FY 11-12 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, 2012. Field work on the current reassessment is scheduled to be completed this fall.
- **Information Technology:** Increase of \$98,735. Annual maintenance costs on the new software for the Commissioner of Revenue and Treasurer as well as annual maintenance costs on the audio visual equipment in the Board of Supervisors meeting room.
- **Registrar:** A total of four elections are scheduled for next fiscal year including primaries and general elections

Judicial Administration:

- Funding has been reduced in the Juvenile Court Services budget because fewer juveniles are being housed in the regional detention center. There has also been a reduction in the number of juveniles requiring electronic monitoring and juvenile outreach detention – a total operational decrease of \$29,212 in the 11-12 budget.

Public Safety:

- **Public Safety Department:** Additional part-time funds are required to fully fund 24/7 five day a week staffing and provide adequate advanced life support coverage.

Public Works:

- Continues significant landfill monitoring and engineering expenditures. A vacant position in public works has been moved to the landfill to assist in the maintenance of the working face.

Health and Welfare:

- **Social Services:** Overall decrease of \$163,263. A 2.9% decrease is projected in State and Federal social services programs such as food stamps, child protective service referrals, energy assistance and adult services.
- **CSA - Youth Services.** Increase of \$159,682. A 3.7% increase is projected in CSA expenditures for FY11-12. This program remains very unpredictable and year to year projections are extremely difficult to make. The State match rate remains at 71.7%.

Franklin County Expenditure Highlights (Continued)

Nondepartmental:

- **Nondepartmental:** Increase of \$527,601. Increases to this cost center include:
 - \$100,000 for a fuel reserve to cushion fuel/utility spikes
 - \$100,000 caseload and staffing reserve for Social Services
 - \$210,000 for a onetime cost of living payment for County employees
 - \$117,601 addition to the Board's contingency to serve as a revenue stabilization fund.

- **Transfers to Other Funds:** Increase of \$748,106. 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 FY11-12 is primarily in the County capital fund (\$666,705). Other transfers remained at basically the same level as FY10-11.

Capital Projects:

- Funds \$218,772 for disaster recovery protection of mission critical information as well as other technology infrastructure improvements including licensing and equipment replacement.
- Funds \$205,000 for park expansion projects and maintenance equipment.
- Continues Significant Landfill Monitoring and Groundwater Corrective Action Expenditures.
- Includes \$227,047 for public safety and law enforcement apparatus, vehicles and improvements.
- Provides \$550,000 in local economic development funding incentives and a job creation fund of \$200,000.

Schools:

- Total School local operational support of \$30.5 million.

- Increases School Capital funding from \$1.1 million to \$1.2 million.



**Franklin County
Table of Departments and Funds**

<u>Department</u>	<u>Fund</u>					<u>Component Unit (Schools)</u>
	<u>General Fund</u>	<u>Special Revenue Fund</u>	<u>Capital Projects Fund</u>	<u>Debt Service Fund</u>	<u>Utility Fund</u>	
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
A Natural Setting for Opportunity

General Fund

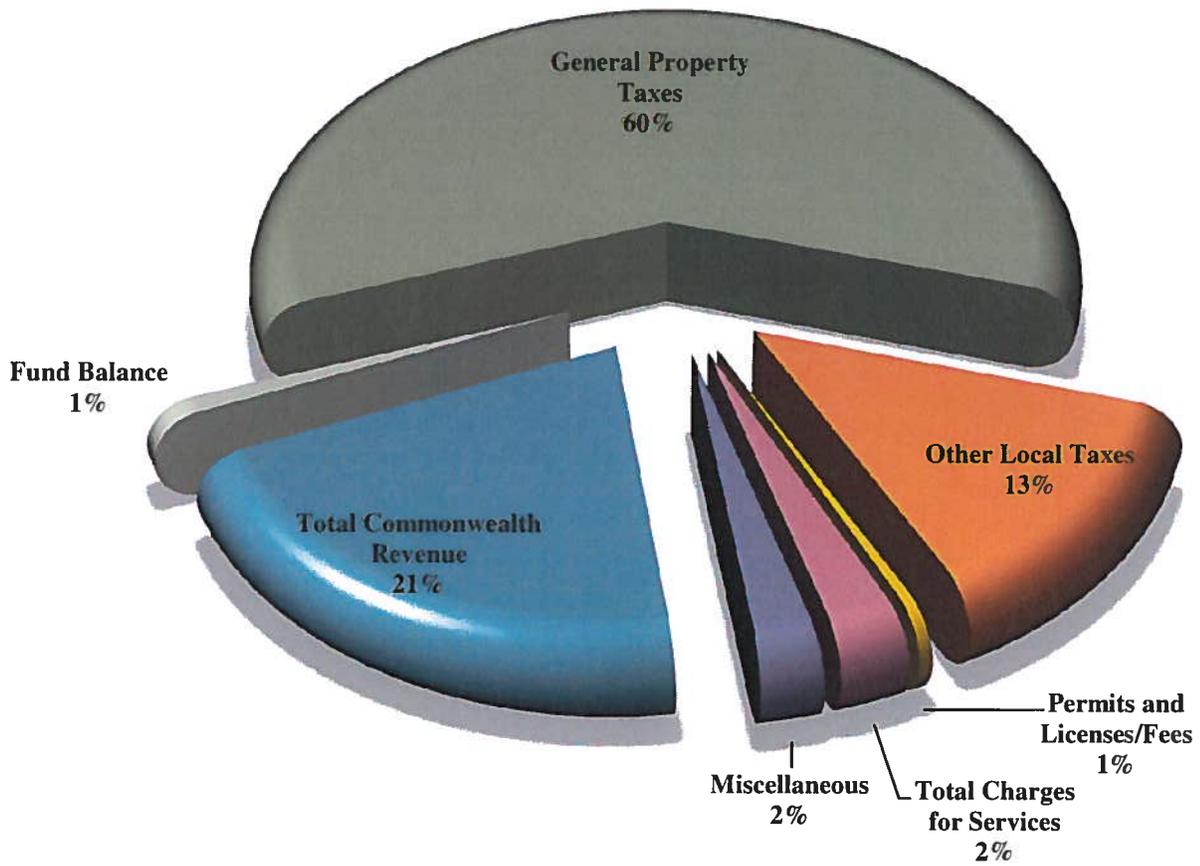
General Fund Revenues	63	Solid Waste and Recycling	81
General Fund Expenditures	66	General Properties	82
Board of Supervisors	68	Social Services	83
County Administrator	69	C.S.A. Office	84
Commissioner of the Revenue	70	Family Resource Center	85
Treasurer	71	Aging Services	86
Finance	72	Parks and Recreation	87
Information Technology	73	Library	88
Registrar	74	Planning & Cmty Development	89
Clerk of the Circuit Court	75	Economic Development	90
Other Courts	76	GIS	91
Commonwealth's Attorney	77	The Franklin Center	92
Sheriff	78	Virginia Cooperative Extension	93
Building Inspections	79	Transfers to Other Funds	94
Public Safety	80		

**Franklin County
General Fund Revenue Summary**

	Actual 2009-2010	Adopted Budget 10-11	Projected Actual 10-11	Adopted Budget 11-12	10-11 Adopted to 11-12 Adopted Increase (Decrease)	Adopted to Adopted Percent Incr/Decr	Adopted to Projected Percent Incr/Decr
General Property Taxes:							
Real Estate	34,447,164	35,214,412	35,700,978	35,612,265	397,853	1.13%	-0.25%
Public Service Corp	738,892	715,000	716,771	720,000	5,000	0.70%	0.45%
Personal Property	5,772,521	6,335,307	6,370,426	6,461,730	126,423	2.00%	1.43%
Machinery and Tools	534,755	485,000	505,756	513,308	28,308	5.84%	1.49%
Merchants Capital	657,593	634,000	631,308	584,722	(49,278)	-7.77%	-7.38%
Penalties and Interest	488,333	400,000	489,578	449,000	49,000	12.25%	-8.29%
General Property Taxes	42,639,258	43,783,719	44,414,817	44,341,025	557,306	1.27%	-0.17%
Other Local Taxes:							
Sales Tax	3,634,352	3,360,000	3,684,864	3,494,400	134,400	4.00%	-5.17%
Consumer Utility Taxes	970,934	965,000	974,811	975,000	10,000	1.04%	0.02%
County Business License	4,440	4,500	4,500	4,400	(100)	-2.22%	-2.22%
Utility License Tax	283,224	200,000	241,245	225,000	25,000	12.50%	-6.73%
Communications Tax	2,324,280	2,300,000	2,429,613	2,350,000	50,000	2.17%	-3.28%
Motor Vehicle Decals	1,207,504	1,227,000	1,207,000	1,207,000	(20,000)	-1.63%	0.00%
Bank Stock Taxes	125,681	106,000	125,000	125,000	19,000	17.92%	0.00%
Tax on Deeds	497,231	575,000	461,725	450,000	(125,000)	-21.74%	-2.54%
Hotel/Motel Trans Occ Tax 2%	39,384	40,000	39,000	39,000	(1,000)	-2.50%	0.00%
Hotel/Motel Trans Occ Tax 3%	58,810	61,000	59,000	59,000	(2,000)	-3.28%	0.00%
Meals Tax	834,617	800,000	836,450	825,000	25,000	3.13%	-1.37%
Other Local Taxes	9,980,457	9,638,500	10,063,208	9,753,800	115,300	1.20%	-3.07%
Permits and Licenses/Fees	359,451	340,000	344,990	340,000	0	0.00%	-1.45%
Court Fines and Costs	15,002	31,300	15,621	15,600	(15,700)	-50.16%	-0.13%
Interest on Bank Deposits	970,718	800,000	895,055	875,000	75,000	9.38%	-2.24%
Charges for Services:							
Clerk of Court Fees	163,770	160,000	155,347	155,000	(5,000)	-3.13%	-0.22%
Commonwealth Attorney Fees	2,301	2,890	2,544	2,500	(390)	-13.49%	-1.73%
Off Duty Pay-Sheriff Deputies	52,074	15,000	25,623	25,000	10,000	66.67%	-2.43%
Care of Prisoners	9,768	9,000	9,000	9,000	0	0.00%	0.00%
Animal Control Fees	4,455	4,000	4,926	4,500	500	12.50%	-8.65%
Landfill Fees	624,968	620,000	620,000	620,000	0	0.00%	0.00%
Family Resource Ctr Donations	9,109	18,500	18,500	27,500	9,000	48.65%	48.65%
Aging Services Local Revenue	22,198	25,233	20,042	19,500	(5,733)	-22.72%	-2.70%
Recreation Fees	72,258	60,000	56,023	60,000	0	0.00%	7.10%
EMS Billing Revenue	1,107,486	850,000	900,000	850,000	0	0.00%	-5.56%
Library Fines and Fees	26,569	33,000	30,785	30,000	(3,000)	-9.09%	-2.55%
Franklin Center Fees		4,000	4,000	4,000	0	0.00%	0.00%
Sale of Maps and Code	9,920	5,000	5,363	5,000	0	0.00%	-6.77%
Total Charges for Services	2,104,876	1,806,623	1,852,153	1,812,000	5,377	0.30%	-2.17%
Miscellaneous	256,699	350,000	300,000	300,000	(50,000)	-14.29%	0.00%

	Actual 2009-2010	Adopted Budget 10-11	Projected Actual 10-11	Adopted Budget 11-12	10-11 Adopted to 11-12 Adopted Increase (Decrease)	Adopted to Adopted Percent Incr/Decr	Adopted to Projected Percent Incr/Decr
Recovered Costs	576,022	425,390	425,390	415,390	(10,000)	-2.35%	-2.35%
Commonwealth of Virginia Revenues:							
Motor Vehicle Carriers Tax	2,774	37,000	37,000	37,000	0	0.00%	0.00%
Mobile Home Titling Tax	80,012	85,000	80,000	80,000	(5,000)	-5.88%	0.00%
Motor Vehicle Rental Tax	28,355	25,000	28,000	28,000	3,000	12.00%	0.00%
Shared Expenses Comm Atty	498,007	485,609	490,342	490,000	4,391	0.90%	-0.07%
Shared Expenses Sheriff	2,764,087	2,961,240	2,903,136	2,855,000	(106,240)	-3.59%	-1.66%
Shared Expenses Comm of Rev	169,166	144,611	150,396	150,000	5,389	3.73%	-0.26%
Shared Expenses Treasurer	158,139	135,140	146,023	140,000	4,860	3.60%	-4.12%
Shared Expenses Registrar	50,340	53,777	50,340	50,000	(3,777)	-7.02%	-0.68%
Shared Expenses Clerk of Court	373,199	318,880	350,530	350,000	31,120	9.76%	-0.15%
Shared Expenses Jail Costs	160,899	156,853	134,984	134,000	(22,853)	-14.57%	-0.73%
Public Assistance Grants	4,235,629	4,590,228	4,590,228	4,340,476	(249,752)	-5.44%	-5.44%
VJCCCA Grant	26,420	22,432	21,200	21,200	(1,232)	-5.49%	0.00%
Family Resources Grants	117,834	178,338	178,338	136,500	(41,838)	-23.46%	-23.46%
Comprehensive Services	2,473,025	2,627,669	2,627,669	2,932,750	305,081	11.61%	11.61%
Selective Enforcement Grant		20,000		0	(20,000)	-100.00%	#DIV/0!
Workforce Development Grants	93,357	63,000	63,000	63,000	0	0.00%	0.00%
Other State Grants	294,636						
Personal Property Tax Relief	2,626,618	2,626,618	2,626,618	2,626,618	0	0.00%	0.00%
Library Grants	173,919	158,301	151,528	151,520	(6,781)	-4.28%	-0.01%
Recordation Taxes - State	219,771	200,000	197,703	195,000	(5,000)	-2.50%	-1.37%
Aging Services Revenue		93,345	40,492	40,492	(52,853)	-56.62%	0.00%
Grantor Tax on Deeds	131,365	140,000	129,865	130,000	(10,000)	-7.14%	0.10%
Total Commonwealth Revenue	14,677,552	15,123,041	14,997,392	14,951,556	(171,485)	-1.13%	-0.31%
Federal Revenues:							
Park Land-Pymt in Lieu of Tax	16,956	16,575	16,956	16,750	175	1.06%	-1.21%
Aging Services Federal Grants	178,202	132,220	188,000	188,807	56,587	100.00%	0.43%
Family Resources Grants	27,274	14,500	1,450	12,444	(2,056)	100.00%	758.21%
Drug Enhancement Grant	117,108	16,328	16,328	36,328	20,000	100.00%	122.49%
Total Federal Revenue	339,540	179,623	222,734	254,329	74,706	41.59%	14.19%
Subtotal	71,919,575	72,478,196	73,531,360	73,058,700	580,504	0.80%	-0.64%
Fund Balance		0		756,705	756,705	100.00%	100.00%
Total General Fund	71,919,575	72,478,196	73,531,360	73,815,405	1,337,209	1.84%	0.39%

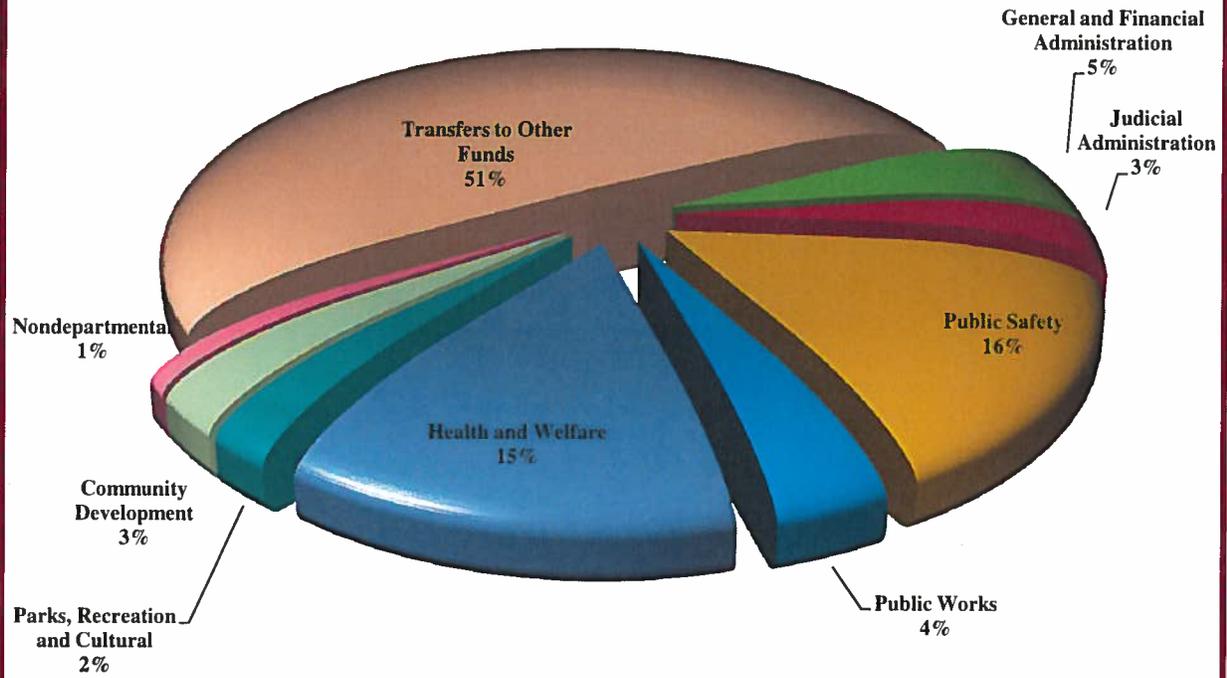
General Fund Adopted Revenues FY 11-12



Franklin County
Summary of General Fund Expenditures By Department

	FY09-10 Actual	FY10-11 Budget	FY11-12 Adopted
General Government Administration			
Board of Supervisors	296,460	333,674	329,644
County Administrator	376,234	387,231	385,359
Commissioner of Revenue	512,180	533,649	528,622
Reassessment	-	175,000	150,000
Treasurer	481,309	490,348	485,621
Finance	268,856	276,940	279,276
Risk Management	335,207	352,735	352,210
Human Resources	109,377	118,433	117,882
Information Technology	843,432	862,373	961,108
Registrar	208,532	216,880	248,306
	3,431,587	3,747,263	3,838,028
Judicial Administration			
Circuit Court	109,257	92,383	92,113
General District Court	7,052	8,074	8,074
Magistrate	724	1,575	1,575
Juvenile and Domestic Rel Court	14,796	16,650	16,650
Clerk of the Circuit Court	683,402	618,500	605,771
Sheriff - Courts	549,957	474,614	491,288
Juvenile Court Services	367,726	476,947	447,735
Commonwealth Attorney	668,229	681,305	678,366
	2,401,143	2,370,048	2,341,572
Public Safety			
Sheriff	3,028,482	3,135,665	2,947,757
Corrections	4,453,636	4,895,965	4,941,222
Building Inspections	396,567	407,366	398,954
Animal Control	271,494	256,603	256,493
EMS Billing	923,218	850,000	850,000
Public Safety	2,141,923	1,932,141	2,119,363
	11,215,320	11,477,740	11,513,789
Public Works			
Road Viewers	210	450	450
Public Works	283,330	284,722	238,699
Solid Waste and Recycling	1,389,636	1,470,549	1,530,198
General Buildings and Grounds	993,170	1,130,197	1,100,513
	2,666,346	2,885,918	2,869,860
Health and Welfare			
Health Department	360,000	324,000	330,000
Contributions to Health and Welfare	171,297	168,747	169,688
Social Services	5,276,579	5,719,255	5,555,992
CSA - Youth Services	3,995,631	4,298,623	4,458,305
Family Resource Center	221,739	223,576	176,066
Aging Services	285,717	355,518	354,482
	10,310,963	11,089,719	11,044,533
Parks, Recreation and Cultural			
Parks and Recreation	893,758	897,757	897,580
Libraries	865,153	857,206	850,878
	1,758,911	1,754,963	1,748,458
Community Development			
Planning Agencies/Contributions	565,781	540,375	540,966
Planning and Community Development	522,822	552,830	544,743
Economic Development	286,937	457,634	467,840
Franklin Center	175,216	193,525	191,860
Tourism Development	138,583	95,000	95,000
GIS and Mapping	155,310	133,206	163,074
Virginia Cooperative Extension	91,607	90,055	90,055
	1,936,256	2,062,625	2,093,538
Nondepartmental			
	124,129	260,000	787,601
Transfers to Other Funds			
	34,740,208	36,829,920	37,578,026
Total General Fund	68,584,863	72,478,196	73,815,405

General Fund Adopted Expenditures FY 11-12



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

	2007-08	2008-09	2009-10	2010-11	Projected FY 11-12
Percentage of action agendas completed within two business days of Board meeting	100%	95%	95%	95%	96%
Percentage of minutes completed within 30 days of Board meeting	100%	97%	97%	97%	98%

Appropriations

<u>Description</u>	<u>Actual FY 09-10</u>	<u>Budget FY 10-11</u>	<u>Adopted FY 11-12</u>	<u>Change 2011 to 2012</u>
Personnel	\$ 98,800	\$ 102,494	\$ 102,494	0%
Operating	197,600	231,180	227,150	-1.74%
Total	\$ 296,460	\$ 333,674	\$ 329,644	-1.21%
Number of Positions	0	0	0	0

Funding/Service Level Changes

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 investments.
- Provide leadership for efficiency enhancements throughout the organization.

Appropriations

<u>Description</u>	<u>Actual FY 09-10</u>	<u>Budget FY 10-11</u>	<u>Adopted FY 11-12</u>	<u>Change 2011 to 2012</u>
Personnel	\$ 354,337	\$ 360,831	\$ 359,459	-0.38%
Operating	21,897	26,400	25,900	-1.89%
Total	\$ 376,234	\$ 387,231	\$ 385,359	-0.48%
Number of Positions	3	3	3	0

Funding/Service Level Changes

Commissioner of the Revenue

Department Summary

The Commissioner of the Revenue processes personal property, machinery and tools, furniture and fixtures, merchant's capital, state income tax returns and state estimated tax. This office also administers the personal property tax relief program as well as meals tax, transient occupancy tax, tax relief and land use programs. This office handles all real estate transactions including assessment, building permits, construction and ownership records and proration on new construction. Assigns Cadastral map numbers. Generates bills from assessments provided by SCC for Public Service Corporations including Railroad Properties. Issues County license and verifies and submits Bank Franchise Tax Returns to the Department of Taxation. Business and meals tax accounts are audited and citizens are provided assistance 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.
- Update and qualify approximately 425 tax relief accounts by June 30th.
- Provide daily assistance to citizens with preparation, information and corrections of VA State Income Tax Returns.
- To respond to customer inquiries within 24 hours.

Performance Measures

	FY 08-09	FY 09-10	FY 10-11	Projected FY 11-12
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...	98,719	106,470	171,742	165,000
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, building permits appraised etc...	55,080	54,307	64,465	63,000

Appropriations

<u>Description</u>	<u>Actual FY 09-10</u>	<u>Budget FY 10-11</u>	<u>Adopted FY 11-12</u>	<u>Change 2011 to 2012</u>
Personnel	\$ 457,867	\$ 463,466	\$ 458,999	-0.96%
Operating	54,313	245,183	219,623	-10.42%
Total	\$ 512,180	\$ 708,649	\$ 678,622	-4.24%
Number of Positions	10	9	9	0

Funding/Service Level Changes

Operating reduction reflects \$25,000 less in reassessment costs for FY 11-12.

Treasurer

Department Summary

The Treasurer's office is responsible for selling county decals and dog tags, collecting real estate, personal property, state income, estimated income, transient occupancy, meals tax and also processing revenues collected by other County departments. Other responsibilities of this office include balancing bank statements for all county and school accounts, and collecting delinquent taxes, tax letters and judgments. 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 as to why something cannot be done. The Treasurer's office goal is to provide answers and services that exceed customer's expectations.

Goals and Objectives

- Redesign office space to function more efficiently.
- 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

	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Projected
Tax Collection rate	96.78%	96.79%	96.44%	96.23%	96.2%	96%
Average Return on Investments	N/A	4.85%	3.40%	2.50%	2.50%	2.50%

Appropriations

<u>Description</u>	<u>Actual FY 09-10</u>	<u>Budget FY 10-11</u>	<u>Adopted FY 11-12</u>	<u>Change 2011 to 2012</u>
Personnel	\$ 394,991	\$ 401,999	\$ 400,301	-0.42%
Operating	86,318	88,349	85,320	-3.43%
Total	\$ 481,309	\$ 490,348	\$ 485,621	-0.96%
Number of Positions	7	7	7	0

Funding/Service Level Changes

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.

Performance Measures

	FY 08-09	FY 09-10	FY 10-11	Projected FY 10-11
Receipt of the GFOA certificate for excellence in financial reporting	Yes	Yes	Pending	Pending
County bond rating (Moody's Investor Service)	Aa2	Aa2	Aa2	Aa2
County bond rating (Standard & Poor's)	A+	A+	AA-	AA-
Percent of payrolls prepared on time with no substantial errors	100%	100%	100%	100%
Percent of W-2's prepared with no correction or adjustment required	100%	100%	100%	100%
Number of Checks processed for payment to County & School vendors	20,707	21,142	20,956	21,000
Number of Invitations for Bid, Request for Proposals & Request for Quotations	21	24	13	15

Appropriations

Description	Actual FY 09-10	Budget FY 10-11	Adopted FY 11-12	Change 2011 to 2012
Personnel	\$ 313,606	\$ 319,298	\$ 317,883	-0.44%
Operating	399,834	428,810	431,485	0.62%
Total	\$ 713,440	\$ 748,108	\$ 749,368	0.17%
Number of Positions	5	5	5	0

Funding/Service Level Changes

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 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.
- Implement a commercial tax solution for tax assessment (Commissioner of Revenue) and tax collection (Treasurer) that supports the ability for accepting tax payments online.
- Provide an enterprise content management system for the County Intranet and Internet websites.
- 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 with a target of a average response under 5 days.
- Expand virtualization to the desktop to realize reduction in costs and support for desktops/laptops.

Performance Measures

Type	Average Response Time (In Days)						
	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10	FY10-11	Projected FY 11-12
Tech Support	6	6	5	5	5	5	5
Telephone	17	7	7	8	6.5	7	6.5
Operations	4.75	<1.0	1	1	1	<1.0	<1.0
Applications	12	4	5	6	6	** 9	7
Web	6	5	4	5	5	1	1
GIS		4	7	6	*9	7	7
Overall Average Response	9.15	4.46	4.83	5.16	5.41	4.91	4.25

* Note: FY09-10 GIS response time increased as direct result of losing 1 of the 2 F/T staff.

** Note: FY10-11 Applications response increased due to support with tax project including application interface and data conversion

Appropriations

Description	Actual FY 09-10	Budget FY 10-11	Adopted FY 11-12	Change 2011 to 2012
Personnel	\$ 597,559	\$ 608,333	\$ 605,708	-0.43%
Operating	199,384	254,040	355,400	39.90%
Total	\$ 843,432	\$ 862,373	\$ 961,108	11.45%
Number of Positions	9	9	9	0

Funding/Service Level Changes:

Annual maintenance costs on new software for the Commissioner of Revenue and Treasurer's Office as well as annual maintenance on audio visual equipment in the Board meeting room account for the large operating increase in FY 11-12.

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 07-08	FY 08-09	FY 09-10	FY 10-11	Projected FY 11-12
Registered Voters	32,320	34,003	34,034	34,406	34,500
Officials Trained	100%	100%	100%	100%	100%
VERIS Stats (Application Processing)	19,570	20,574	13,025	15,807	17,000
Absentee Mail/Person	539	2073	645	1,060	800
Total Number Voted	15,085	26,296	15,875	22,715	20,000
Candidate Processing (Local)	32	15	10	15	15

Appropriations

<u>Description</u>	<u>Actual FY 09-10</u>	<u>Budget FY 10-11</u>	<u>Adopted FY 11-12</u>	<u>Change 2011 to 2012</u>
Personnel	\$ 156,992	\$ 157,767	\$ 185,718	17.72%
Operating	51,540	59,113	62,588	5.88%
Total	\$ 208,532	\$ 216,880	\$ 248,306	14.49%
Number of Positions	2	2	2	0

Funding/Service Level Changes

The Registrar anticipates four elections in FY 11-12 which will require additional election workers and supplies.

Clerk of the Circuit Court

Department Summary

The Clerk of the Circuit Court processes all criminal and civil cases coming before the Circuit Court, assists judges in their judicial functions and files and records all real estate and personal property documents including deeds, deeds of trust, surveys, financing statements and judgments. The Clerk's office also issues marriage licenses, concealed handgun permits and processes adoptions, divorces and name changes.

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 record, 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

	2006	2007	2008	2009	2010	Projected FY 11-12
Criminal Cases Commenced	1,927	1,817	1,704	2,070	1,661	1,700
Wills/Estates Initiated	188	246	253	264	255	250
Judgments/Admin Liens/Notices	1,991	1,948	2,343	2,095	2,057	2,000
Deeds Recorded	14,234	12,736	11,033	11,280	9,581	10,000
Number of Passports Issued	371	902	674	601	669	650
Number of Concealed Weapon Permits issued	194	495	753	746	555	500

Appropriations

<u>Description</u>	<u>Actual FY 09-10</u>	<u>Budget FY 10-11</u>	<u>Adopted FY 11-12</u>	<u>Change 2011 to 2012</u>
Personnel	\$ 570,038	\$ 558,600	\$ 548,646	-1.78%
Operating	113,364	59,900	57,125	-4.63%
Total	\$ 683,402	\$ 618,500	\$ 605,771	-2.03%
Number of Positions	11	10	10	0

Funding/Service Level Changes

A slight decrease in office expenses is anticipated for FY 11-12.

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 VJCCCA 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 09-10</u>	<u>Budget FY 10-11</u>	<u>Adopted FY 11-12</u>	<u>Change 2011 to 2012</u>
Personnel	\$ 122,028	\$ 122,505	\$ 122,023	-0.39%
Operating	377,527	473,124	444,124	-6.13%
Total	\$ 499,555	\$ 595,629	\$ 566,147	-4.95%
Number of Positions	2	2	2	0

Funding/Service Level Changes

The large decreased adopted for FY 11-12 is the result of reduced utilization of services at various juvenile detention centers as well as case load decreased for electronic monitoring and outreach detentions.

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 07-08	FY 08-09	FY 09-10	FY 10-11	Projected FY 11-12
Circuit Court Cases (Felonies & Appeals)	1,817	1,704	2,070	1,810	1,950
General District Criminal/Traffic Cases	9,056	9,555	9,268	9,899	9,600
Juvenile Cases (All)	2,332	2,548	2,763	2,992	3,100

Appropriations

<u>Description</u>	<u>Actual FY 09-10</u>	<u>Budget FY 10-11</u>	<u>Adopted FY 11-12</u>	<u>Change 2011 to 2012</u>
Personnel	\$ 650,377	\$ 663,196	\$ 660,257	-0.44%
Operating	17,852	18,109	18,109	0%
Total	\$ 668,229	\$ 681,305	\$ 678,366	-0.43%
Number of Positions	8	8	8	0

Funding/Service Level Changes

Sheriff

Department Summary

The sheriff's office is responsible for County law enforcement, effective processing and service 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 and practicing 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.
- Prepare for the opening of the new regional jail in March 2009.
- Maintain a level of staffing to provide for protection of the citizen's, 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 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	Projected FY 11-12
Calls for service	26,047	19,501	18,877	19,237	20,768	21,000

Appropriations

<u>Description</u>	<u>Actual FY 09-10</u>	<u>Budget FY 10-11</u>	<u>Adopted FY 11-12</u>	<u>Change 2011 to 2012</u>
Personnel	\$ 4,790,241	\$ 4,796,666	\$ 4,786,435	-0.21%
Operating	3,278,513	3,709,578	3,593,832	-3.12%
Total	\$ 8,068,754	\$ 8,506,244	\$ 8,380,267	-1.48%
Number of Positions	83	81	81	0

Funding/Service Level Changes

Building Inspections

Department Summary

The Building Inspection Office is responsible for ensuring public health, safety and welfare associated with the design, construction, use of buildings and structures. The department inspects construction for compliance with the Virginia Uniform Statewide Building Code.

Mission Statement

The Franklin County Building Inspections Department strives to achieve excellence in all facets of building inspection through providing timely, efficient and thorough 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 promote 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 provide inspectors and staff with additional training opportunities.
- To increase the consistency and accuracy of inspection results by 5%.
- 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 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	Projected FY 11-12
Building permits issued	1,358	1484	1042	974	980	1000
Total value of permits	\$153,694,094	\$136,739,602	\$123,734,343	\$58,752,602	\$60,857,340	\$80,000,000

Appropriations

<u>Description</u>	<u>Actual FY 09-10</u>	<u>Budget FY 10-11</u>	<u>Adopted FY 11-12</u>	<u>Change 2011 to 2012</u>
Personnel	\$ 360,066	\$ 367,991	\$ 359,579	-2.29%
Operating	36,501	39,375	39,375	0%
Total	\$ 396,567	\$ 407,366	\$ 398,954	-2.06%
Number of Positions	8	7	7	0

Funding/Service Level Changes

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

	2007	2008	2009	2010	Projected 2011
Fire investigations	165	132	96	200	150
EMS calls for service	4,254	4,247	4,947	5,123	5,200
Fire calls for service	1,225	1,322	1,309	1,462	1,500
Number of Active Volunteers	218	235	251	229	235

Appropriations

Description	Actual FY 09-10	Budget FY 10-11	Adopted FY 11-12	Change 2011 to 2012
Personnel	\$ 1,651,110	\$ 1,554,048	\$ 1,643,970	5.79%
Operating	1,685,525	1,484,696	1,581,886	6.55%
Total	\$ 3,336,635	\$ 3,038,744	\$ 3,225,856	6.16%
Number of Positions	28	27	27	0

Funding/Service Level Changes

Additional part-time funds are budgeted for FY 11-12 to fully provide 24/7 fire day a week staffing and provide adequate advanced life support coverage. Allocations to various volunteer agencies were also increased for FY 11-12.

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.

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

	2005	2006	2007	2008	2009	2010	Projected FY 11-12
Tons of trash received	59,698	61,866	59,842	55,491	49,355	54,398	54,000
Tons of mulch recycled	N/A	N/A	1,888	1,463	1,331	1,227	1,200

Appropriations

<u>Description</u>	<u>Actual FY 09-10</u>	<u>Budget FY 10-11</u>	<u>Adopted FY 11-12</u>	<u>Change 2011 to 2012</u>
Personnel	\$ 839,767	\$ 812,046	\$ 859,026	5.79%
Operating	549,869	658,503	671,172	1.92%
Total	\$ 1,389,636	\$ 1,470,549	\$ 1,530,198	4.06%
Number of Positions	16	15	16	1

Funding/Service Level Changes

A vacant position in the public works department has been moved to solid waste for FY 11-12 to assist in the maintenance of the working face and to also begin preparing for the opening of the new landfill.

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 07-08	FY 08-09	FY 09-10	FY 10-11	Projected FY 11-12
Average response time for maintenance	30 minutes	20 minutes	20 minutes	20 minutes	18 Minutes

Appropriations

<u>Description</u>	<u>Actual FY 09-10</u>	<u>Budget FY 10-11</u>	<u>Adopted FY 11-12</u>	<u>Change 2011 to 2012</u>
Personnel	\$ 366,064	\$ 363,206	\$ 364,197	0.27%
Operating	595,871	766,991	736,316	-4.00%
Total	\$ 993,170	\$ 1,130,197	\$ 1,100,513	-2.63%
Number of Positions	8	7	7	0

Funding/Service Level Changes

The decrease for FY 11-12 largely reflects the elimination of the utility and maintenance costs of the National Guard Armory. Beginning July 1, 2011, the County will no longer be required to maintain this 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 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 other permanency goals for children in foster care as appropriate.
- Continue to work with the Commonwealth Attorney's office to pursue fraud prosecution to promote a better quality of life.
- Seek opportunities to secure appropriate office space for the entire agency.
- Pursue grant opportunities.
- Implement State required improvements in Child Welfare Services.

Performance Measures

	FY 08-09	FY 09-10	FY 10-11	Projected FY 11-12
Children in Foster Care	88	77	95	90
Prevention Cases	55	26	68	70
Foster/Adopt Homes	17	24	24	25
SNAP Applications	2072	2422	2282	2300
Ongoing Medicaid Participants	6767	7021	7,189	7300
Energy Assistance	2462	3040	2918	3000

Appropriations

<u>Description</u>	<u>Actual FY 09-10</u>	<u>Budget FY 10-11</u>	<u>Adopted FY 11-12</u>	<u>Change 2011 to 2012</u>
Personnel	\$ 2,443,142	\$ 2,517,265	\$ 2,592,044	2.97%
Operating	2,833,437	3,201,990	2,963,948	-7.43%
Total	\$ 5,276,579	\$ 5,719,255	\$ 5,555,992	-2.85%
Number of Positions	53	59	59	0

Funding/Service Level Changes

A decrease in federal social service programs such as food stamps, child protective services referrals, energy assistance and adult services is anticipated for FY11-12.

C.S.A. Office

Department Summary

The C.S.A. is a Virginia law designed to help troubled youths and their families. State and local agencies, parents and private service providers work together to plan and provide services. 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 high-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

	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	Projected FY 11-12
Case Load – Number of Children	242	260	279	284	280	280
Percentage of CSA foster children screened for Medicaid eligibility and Title IVE eligibility	100%	100%	100%	100%	100%	100%

Appropriations

<u>Description</u>	<u>Actual FY 09-10</u>	<u>Budget FY 10-11</u>	<u>Adopted FY 11-12</u>	<u>Change 2011 to 2012</u>
Personnel	\$ 107,124	\$ 110,090	\$ 105,774	-3.92%
Operating	3,888,507	4,188,533	4,352,531	3.92%
Total	\$ 3,995,631	\$ 4,298,623	\$ 4,458,305	3.71%
Number of Positions	2	2	2	0

Funding/Service Level Changes

The CSA caseload continues to be very volatile. Overall, the large increases appear to have slowed somewhat, but the County remains cautious with this budget, and has budgeted a small increase for FY 11-12.

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. It is also our philosophy to promote community awareness and support the victims who enter the system. The Franklin County 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. The department also provides shelter and services to women and their children whom are victims of homelessness. The staff makes every effort to provide education on budgeting, housing, job readiness and family life to families entering under these situations, to ensure more knowledgeable choices in future decisions made for the welfare of the family unit.

Mission Statement

To promote safe and healthy living environments for Franklin County families in crisis who are victims of domestic violence and/or homelessness with support and respect for the customers, while embracing Franklin County Customer Service Philosophy and Core Values.

Goals and Objectives

- To ensure all staff continue to develop and/or strengthen knowledge through continued training in needed areas of domestic violence and homelessness 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 our clients.
- To reach Accreditation status during the FY 11-12.

Performance Measurers

	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	Projected FY 11-12
Calls for shelter	204	139	161	160	168	160
Shelter clients	153	139	160	131	88	100

Appropriations

<u>Description</u>	<u>Actual FY 09-10</u>	<u>Budget FY 10-11</u>	<u>Adopted FY 11-12</u>	<u>Change 2011 to 2012</u>
Personnel	\$ 179,410	\$ 190,483	\$ 149,016	-21.77%
Operating	42,329	33,093	27,050	-18.26%
Total	\$ 221,739	\$ 223,576	\$ 176,066	-21.25%
Number of Positions	5	3	2	-1

Funding/Service Level Changes

This department is funded primarily by grants. The VDSS grant was reduced by a third for FY 2010-11. Because of continued loss in grant money, Departmental Reorganization has occurred. The County continued with funding the two part time positions created last FY as a result of the loss of two fulltime positions. The Friends of the Family Resource Center continued with their assistance of funding one part time position. The Family Resource Center will continue to seek new grant funding to replace the loss in grant funding during the FY 11-12.

Aging Services

Department Summary

Aging Services provides residential repair and renovation to persons 60 years and older, congregate meals, transportation, health education programs and activities, health screenings, insurance counseling, tax assistance, and recreational programs for the elderly. Services are available to 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 public presentations to civic and church groups, advertising and publications to provide the citizens with a better quality of life.
- Provide additional training for drivers to upgrade knowledge of ADA rules and regulations as changes are made in legislature.

Performance Measures

	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	Projected FY 11-12
Transportation Clients	1,104	572	604	614	621	650

Appropriations

<u>Description</u>	<u>Actual FY 09-10</u>	<u>Budget FY 10-11</u>	<u>Adopted FY 11-12</u>	<u>Change 2011 to 2012</u>
Personnel	\$ 217,253	\$ 268,526	\$ 268,540	0%
Operating	68,464	86,992	85,942	-1.21%
Total	\$ 285,717	\$ 355,518	\$ 354,482	-.029%
Number of Positions	2	2	2	0

Funding/Service Level Changes

No significant changes are projected for FY 11-12.

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 for 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 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

- Expand community special events that foster increased tourism.
- Improve administrative and operational policies to better meet customer demands and needs.
- Address challenge of a shortage of indoor public recreation access for growing county youth recreational leagues.
- Complete blueway development along Pigg, Smith and Blackwater Rivers to enhance the County's growth.
- Accommodate increasing demands for youth recreational activities.
- Meet increasing demands for adult recreation programming with a limited amount of facilities.
- Complete development of Smith Mountain Lake Community Park.
- Begin development of Countywide Trail System.
- Develop a comprehensive Parks and Recreation System Plan.
- Acquire additional land for future park development.
- Manage major infrastructure replacement projects.

Performance Measures

	2006	2007	2008	2009	2010	Projected FY 11-12
Sports Registration	5,311	5,329	5,746	5,449	5,451	5,575
Shelter Reservations	291	295	301	358	268	250
Total number of activities offered	64	67	60	60	93	93

Appropriations.

<u>Description</u>	<u>Actual FY 09-10</u>	<u>Budget FY 10-11</u>	<u>Adopted FY 11-12</u>	<u>Change 2011 to 2012</u>
Personnel	\$ 579,309	\$ 548,680	\$ 561,437	2.33%
Operating	314,449	349,077	336,143	-3.71%
Total	\$ 893,758	\$ 897,757	\$ 897,580	-0.02%
Number of Positions	10	10	10	0

Funding/Service Level Changes

No service level changes are anticipated for FY 11-12.

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.
- Insure the new branch library operates to serve the Westlake community.
- To expand the collection of downloadable resources.
- To increase the use of downloadable materials by 5%.

Performance Measures

	FY 07-08	FY 08-09	FY 09-10	FY 10-11	Projected FY 11-12
Annual circulation	180,738	224,908	235,448	230,280	232,000
Library program attendance	22,806	23,967	26,406	25,987	26,000

Appropriations

<u>Description</u>	<u>Actual FY 09-10</u>	<u>Budget FY 10-11</u>	<u>Adopted FY 11-12</u>	<u>Change 2011 to 2012</u>
Personnel	\$ 578,305	\$ 590,041	\$ 595,694	0.96%
Operating	286,848	267,165	255,184	-4.48%
Total	\$ 865,153	\$ 857,206	\$ 850,878	-0.74%
Number of Positions	8	8	8	0

Funding/Service Level Changes

No changes in service levels are anticipated in FY 11-12.

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

- Complete 220 Corridor Study - Plan
- 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 07-08	FY 08-09	FY 09-10	FY 10-11	Projected FY 11-12
Total number of permits issued	816	941	714	1165	1200
Number of E&SC permits issued	195	205	60	61	70
Number of Sign permits issued	21	15	15	18	15
Number of Site Plan submittals	55	22	8	14	15
Number of Subdivision plat submittals	196	206	154	151	150
Number of Rezoning applications submitted	7	9	5	3	4
Number of Special Use Permit applications submitted	7	5	10	4	4
Number of Variance applications submitted	7	8	3	6	5
Number of pre-application meetings	16	19	30	1	1
Number of Planning Commission meetings	15	9	10	8	8
Number of inspections performed	583	1515	1167	1108	1200

Appropriations

Description	Actual FY 09-10	Budget FY 10-11	Adopted FY 11-12	Change 2011 to 2012
Personnel	\$ 472,432	\$ 492,080	\$ 480,943	-2.26%
Operating	50,390	60,750	63,800	5.02%
Total	\$ 522,822	\$ 552,830	\$ 544,743	-1.46%
Number of Position	11	8	8	0

Funding/Service Level Changes

A small increase in professional services is budgeted for FY 11-12 to continue assistance with the update of the zone ordinance.

Economic Development / Tourism

Department Summary

The Department of Economic Development seeks to attract and retain to the County quality jobs and investment that diversify the economy, broaden the tax base and provide long-term employment opportunities for residents.

Mission Statement

The mission of the Franklin County Economic Development is to create opportunities for existing business development, attracting new business investments to the County and enhance the future of the community 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.
- Support the efforts of the Roanoke Regional Partnership.
- To create an effective business environment that fosters growth and prosperity of existing business and industry – facilitate the expansion of at least 3 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 regional organizations, agencies and institutions.
- To publish and maintain a marketable inventory of available industrial and commercial sites and buildings in both print and electronic format for placement on the County's website, and distribution to prospective businesses.

Appropriations

<u>Description</u>	<u>Actual FY 09-10</u>	<u>Budget FY 10-11</u>	<u>Adopted FY 11-12</u>	<u>Change 2011 to 2012</u>
Personnel	\$ 104,314	\$ 87,837	\$ 87,457	-0.43%
Operating	321,206	464,797	475,383	2.28%
Total	\$ 425,520	\$ 552,634	\$ 562,840	1.85%
<u>Number of Positions</u>	1	1	1	0

Funding/Service Level Changes

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 2010 annual parcel edits and create digital Map Books
- Add customizations to internal GIS for different departments
- Complete Redistricting for 2011
- Complete Zoning transition to GIS layer
- Automate updates to WebGIS site, Dispatch & 911, and other external partners

Performance Measures

Measure	FY 08-09	FY 09-10	FY 10-11	Projected FY 11-12
Number of edits to the parcel database, including new parcel splits, transfers and other requested edits.	1750	1875	1500	1600
Number of WebGIS hits for the GIS team's online services.	7,799,591	9,046,697	9,503,212	9,500,000
Total GIS Helpdesk Requests	247	242	122	150

Appropriations

Description	Actual FY 09-10	Budget FY 10-11	Adopted FY 11-12	Change 2011 to 2012
Personnel	\$ 111,997	\$ 83,406	\$ 114,962	37.83%
Operating	43,313	49,800	48,112	-3.39%
Total	\$ 155,310	\$ 133,206	\$ 163,074	22.42%
Number of Positions	2	1	2	1

Funding/Service Level Changes

Prior investments in ArcGIS Server have allowed us to become less reactionary to requests and get ahead of our customers by serving maps and data online via the intranet and always having the most up to date data available to them. This has decreased the number of requests for both maps and data as it is now available on demand in near real time to those internal customers. The number of hits/requests on our WebGIS site has increased over 22% since FY 08-09 (using projected numbers for this year) and we hope to continue to be able to make improvements to both the external WebGIS and internal GIS site to serve our customers better and more efficiently. There was also a part-time position that has been upgraded to full-time.

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 Franklin County.

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 and 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 by 10% annually within building capacity.

Performance Measures

	FY 07-08	FY 08-09	FY09-10	FY10-11	Projected FY 11-12
Total Visitor Transactions	31,589	36711	32,304	18,712	19,000
Total diplomas, GED's	158	143	89	106	100
Total classes offered—all educational partners	82	124	112	145	150
PHCC	10 Assoc. Degrees	16 Assoc. Degrees	12 Assoc. Degrees	24 Assoc. Degrees	20 Assoc. Degrees
PHCC	10 Certificates	14 certificates	15 Certificates	21 Certificates	20 Certificates
VWCC	58 Assoc. Degrees	68 Assoc. Degrees	26 Assoc. Degrees	31 Assoc. Degrees	35 Assoc. Degrees
VWCC	7 Certificates	14 certificates	18 Certificates	28 Certificates	30 Certificates

Appropriations

<u>Description</u>	<u>Actual FY 09-10</u>	<u>Budget FY 10-11</u>	<u>Adopted FY 11-12</u>	<u>Change 2011 to 2012</u>
Personnel	\$ 143,505	\$ 146,368	\$ 145,703	-0.45%
Operating	31,711	47,157	46,157	-2.12%
Total	\$ 175,216	\$ 193,525	\$ 191,860	-0.86%
Number of Positions	3	3	3	0

Funding/Service Level Changes

Multiple operating line items have been reduced to reflect an overall reduction in local county revenues. The Franklin Center is now closed on Friday evenings and Saturdays.

Virginia Cooperative Extension

Department Summary

The Virginia Cooperative Extension local unit provides educational programs on nutrition, food safety, production and marketing techniques for commercial agriculture and horticulture, and horticultural information for homeowners. The Extension Service also administers and supervises the County's 4-H Youth Program.

Mission Statement

The mission of Virginia Cooperative Extension is to provide scientifically based knowledge and programs, so the residents of Franklin County may use the information given to make decisions which contribute to an improved quality of life.

Goals and Objectives

- To enhance the skills, knowledge, and attitude of 4-H members
- To improve the health and wellness of citizens in Franklin County to promote an outstanding quality of life.
- To provide programs to the public that will improve financial literacy.
- To assist Virginia's agricultural, forestry, and agribusiness firms in becoming competitive and profitable.
- To educate the public about water quality, waste management, erosion control, air and noise pollution.
- To encourage the use of equipment, pesticides, and fertilizers that maximize value and minimize negative impact.

Performance Measures

Agriculture	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	Projected FY 11-12
Total face to face contacts	3246	1589	4,015	3,597	2,598	2,700
Total for all other contacts	6433	3235	5,008	5,776	4,656	5,000
Environmental	700	500	1,000	950	1,000	1,000
4-H Youth Development						
Total face to face contacts	1604	637	3709	2,779	4,943	4,000
Total of all other contacts	3423	4988	4202	4,521	15,023	10,000
Family Consumer Science						
Environmental	200	150	123	146	500	350
Total face to face contacts	10,875	12,509	12,762	12,148	9,058	10,000
Total of all other contacts	32,923	32,886	34,023	33,723	33,133	33,000

Appropriations

<u>Description</u>	<u>Actual FY 09-10</u>	<u>Budget FY 10-11</u>	<u>Adopted FY 11-12</u>	<u>Change 2011 to 2012</u>
Personnel	\$ 89,682	\$ 90,055	\$ 90,055	0%
Operating	1,925	0	0	0%
Total	\$ 91,607	\$ 90,055	\$ 90,055	0%

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 as or 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 10-11 budget adopts the following transfers from the General Fund:

Transfer to Schools - Operations	\$27,629,908
Transfer to Schools - Debt Service	2,856,997
Transfer to Schools - Canneries	32,986
Transfer to Schools - Capital	1,766,705
Transfer to Debt Service Fund	1,767,833
Transfer to E911	1,054,098
Transfer to Utilities	453,998
Transfer to County Capital Projects	2,015,501
Total	37,578,026

Appropriations

<u>Description</u>	<u>Actual</u> <u>FY 09-10</u>	<u>Budget</u> <u>FY 10-11</u>	<u>Adopted</u> <u>FY 11-12</u>	<u>Change</u> <u>2011 to 2012</u>
Transfers	34,740,208	36,829,920	37,578,026	2.03%
Total	\$ 34,740,208	\$ 36,829,920	\$ 37,578,026	2.03%

Funding/Service Level Changes



Franklin County
A Natural Setting for Opportunity

Other Funds, CIP

Summary of Other Funds	95
E911	99
Capital Improvement Program	100
Debt and Utilities	109





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

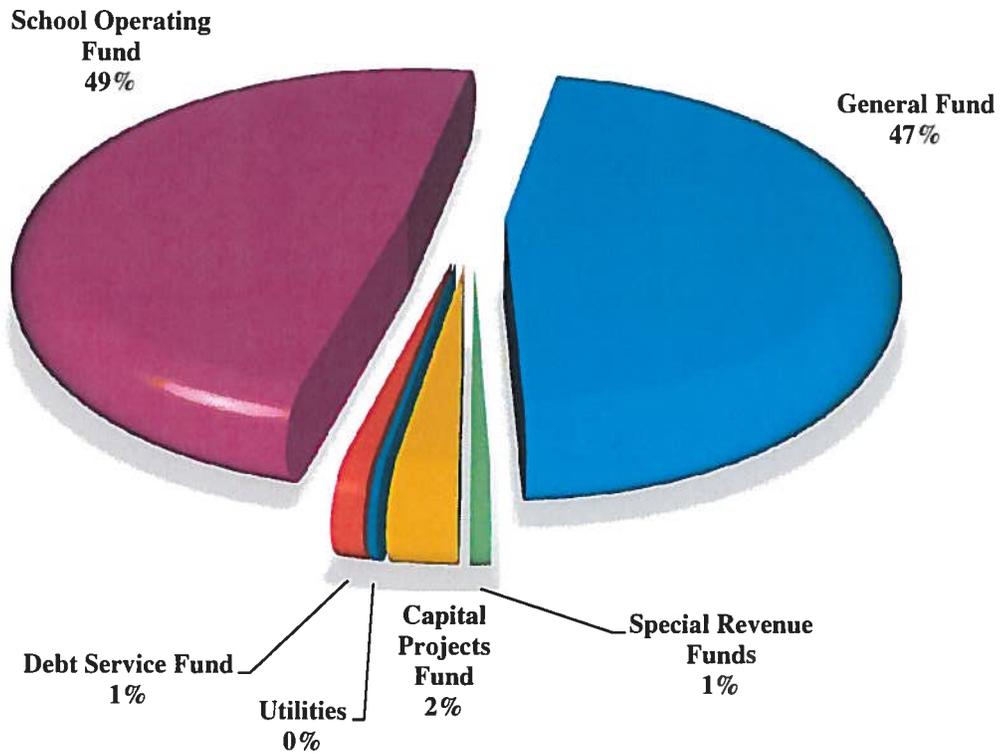
The Debt Service Fund is used to account for the payment of general long-term debt principal, interest and related costs. The repayment of school debt is recorded in the School fund. The Debt Service fund is funded by a transfer from the County's general fund.

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.

Adopted Expenditures by Fund





Franklin County
A Natural Setting for Opportunity

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

Special Revenue Funds:

	FY09-10 Actual	FY10-11 Budget	FY11-12 Adopted
<u>E911 Fund</u>			
Revenues:			
E911 Taxes	\$1,635	\$800	\$500
State Wireless Board Funds	60,696	46,000	65,000
Transfer from General Fund	1,031,068	1,031,068	1,054,098
	<u>\$1,093,399</u>	<u>\$1,077,868</u>	<u>\$1,119,598</u>
Expenditures:			
Dispatch Operations	<u>\$1,095,151</u>	<u>\$1,077,868</u>	<u>\$1,119,598</u>

<u>Law Library Fund</u>			
Revenues:			
Law Library Fees	<u>\$13,809</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>\$1,107,208</u>	<u>\$1,089,868</u>	<u>\$1,131,598</u>
Expenditures:	<u>\$1,095,151</u>	<u>\$1,089,868</u>	<u>\$1,131,598</u>

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

	FY09-10	FY10-11	FY11-12
	<u>Actual</u>	<u>Budget</u>	<u>Adopted</u>
<u>Debt Service Fund (County only)</u>			
(School debt service payments included in the School Fund)			
Revenues:			
Transfer from Utility Fund	123,884	0	0
Transfer from General Fund	1,197,105	1,636,833	1,767,833
	<u>\$1,320,989</u>	<u>\$1,636,833</u>	<u>\$1,767,833</u>
Expenditures:			
Principal and Interest Payments	1,315,281	1,636,833	1,767,833
	<u>\$1,315,281</u>	<u>\$1,636,833</u>	<u>\$1,767,833</u>

<u>Utility Fund</u>			
Revenues:			
Charges for Water	\$8,078	\$5,500	\$7,000
Availability/Connection Fees	0	0	0
Interest Income	373	0	0
Transfer from General Fund	621,980	455,627	453,998
	<u>\$630,431</u>	<u>\$461,127</u>	<u>\$460,998</u>
Expenditures:			
Operations	\$27,139	\$30,000	\$24,000
Payments to Western Virginia Water	441,632	431,127	436,998
Transfer to Debt Service	123,884	0	0
	<u>\$592,655</u>	<u>\$461,127</u>	<u>\$460,998</u>

<u>Capital Fund</u>			
Revenues:			
Contributions/Local Miscellaneous	\$43,976	\$0	\$0
Interest Income	1,020	0	0
State Grants	982,436	0	0
Transfer from General Fund	3,053,025	3,115,501	3,782,206
	<u>\$4,080,457</u>	<u>\$3,115,501</u>	<u>\$3,782,206</u>
Expenditures:			
Capital Outlay	\$7,298,388	\$3,115,501	\$3,782,206

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

- Plan for and implement Emergency Medical Dispatch by January 2013.
- 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

Performance Measures over 5 years						
	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	Projected FY 11-12**
E911 CAD Calls for Service	34,175	37,063	37,440	35,025	34,512	34,000
Annual % Incr Calls for Service:	-4.29%	8.45%	1.02%	-6.45%	-1.46%	-1.48%
Change over the 5 years:	-4.29%	3.80%	4.86%	-1.91%	-3.34%	-4.78%
Total Wireless Calls	10,550	11,246	12,294	14,199	14,647	15,008
Total Wireline Calls	9,998	9,605	8,751	7,670	7,585	7,500
Total Administrative Calls	159,340	155,597	136,406	131,954	129,946	127,900
Total Telephone Calls:	179,888	176,448	157,451	153,823	152,178	150,408

**FY 11-12 figures are estimates based on the last 3 months of previous.

Appropriations

<u>Description</u>	<u>Actual FY 09-10</u>	<u>Budget FY 10-11</u>	<u>Adopted FY 11-12</u>	<u>Change 2011-2012</u>
Personnel	\$ 710,463	\$ 730,994	\$ 772,724	5.70%
Operating	384,678	346,874	346,874	0%
Transfers				%
Total	\$ 1,095,141	\$ 1,077,868	\$ 1,119,598	3.87%

Number of Positions	14	14	15	1
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Funding/Service Level Changes

Data Lines have been reduced to reflect the replacement of a leased fiber line between E911 and the Rocky Mount Police Department with an unused microwave radio system. Those funds were moved to the Repairs & Maintenance and the Maintenance Service Contracts line items to fund previously unfunded maintenance service contracts and increases due to new equipment installations.



Franklin County

A Natural Setting for Opportunity

Capital Improvement Program (CIP) 2011-2012 through 2015-2016

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 well over \$58 million for all county and school 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. Although there is not any planned issuance of general obligation bonds for fiscal year 2011-2012, there may be a need to borrow for future projects in a future year. 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 2011-2012 recurring revenue in the amount of \$3.2 million is proposed as General Fund support to the County capital fund. The County also anticipates using one-time fund balance revenues of \$546,705 next fiscal year for various 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
Summary of Capital Improvement Projects by Department

<u>Project</u>	<u>Total Amount Requested FY 2011-2012</u>	<u>Adopted Budget FY 2011-2012</u>	<u>Total Amount Requested FY 2012-2013</u>	<u>Total Amount Requested FY 2013-2014</u>	<u>Total Amount Requested FY 2014-2015</u>	<u>Total Amount Requested FY 2015-2016</u>	<u>Five Year Total Requested</u>
<u>Aging Services</u>							
0009 Mini-Bus Van Replacement (Local Funds only)			9,600		9,600		19,200
<u>Building Inspections</u>							
0008 Vehicle Replacement	14,000	14,000	14,000	15,000	15,000	15,000	73,000
<u>E911</u>							
0018 Replace CAD System/Records Mgmt							0
0130 Reverse E911 Wireless							0
0160 Dispatch Positions for EOC							0
0160 E911 Phone Replacement							0
0183 GIS Updates							0
New Tom's Knob Radio Site Power Improvements	14,000	14,000					14,000
New Radio System Receiver Sites Generator	19,000	19,000					19,000
0154 Regional E911 VOIP							0
0156 Generator Replacement							0
Department Total	33,000	33,000	0	0	0	0	33,000
<u>Economic Development</u>							
0007 Economic Development Set Aside	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
0106 Business Park Set Aside	500,000	100,000	500,000	500,000	500,000		2,000,000
0127 Commerce Center Grading/Site Improvements							0
0191 Job Creation Fund	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Commerce Center Utility Improvements			232,200	367,538			599,738
0193 Infrastructure Development/Business Creation							0
Department Total	950,000	550,000	1,182,200	1,317,538	950,000	450,000	4,849,738
<u>Franklin Center</u>							
0105 Franklin Center Carilion Grant							0
0187 Franklin Center Lower Level							0
New Computer Replacement			50,000				50,000
0073 Partnership Capital Maintenance Reserve							0
Department Total	0	0	50,000	0	0	0	50,000
<u>General Properties</u>							
0006 Maintenance Contingency							0
0055 Courthouse Security/Renovations							0
0071 Vehicle Replacement Fund							0
0107 (1986 Section) Courthouse Roof Replacement							0
0108 Jail (Dorm Section) Roof Replacement							0
0109 Department Truck Replacement							0
0161 Courthouse Fire Alarm System							0
0174 Government Center							0
0185 Parking Lot Upgrade							0
New Former Library Renovation			1,668,325				1,668,325
County Facilities Capital Maintenance Reserve	100,000	25,000					100,000
New Goode Building Renovation			1,790,099				1,790,099
0192 Central Storage Facility	120,000	10,000	60,000				180,000
Department Total	220,000	35,000	3,518,424	0	0	0	3,738,424
<u>Information Technology</u>							
0021 Software Licensing							0
New Document Imaging	67,235	67,235	5,000				72,235
0022 Building, P&Z Software							0

Project	Total Amount Requested FY 2011-2012	Adopted Budget FY 2011-2012	Total Amount Requested FY 2012-2013	Total Amount Requested FY 2013-2014	Total Amount Requested FY 2014-2015	Total Amount Requested FY 2015-2016	Five Year Total Requested
0025 GIS - Trimble GPS Units							0
0036 Infrastructure Upgrades			60,000	15,000	15,000	15,000	105,000
0045 Computer Replacement	45,000	45,000	30,000	25,000	20,000	15,000	135,000
0110 IT Storage Solution			10,000	10,000	20,000	10,000	50,000
0111 Disaster Recovery & Prevention	10,000	10,000		20,000			30,000
0117 Network Switch Upgrade			30,000				30,000
0134 Security Upgrades			30,000	30,000		20,000	80,000
0135 ArcGIS Server Enterprise GIS Implementation							0
0136 Virtual Desktop Infrastructure	21,600	21,600	60,000	10,000	10,000	10,000	111,600
0137 Voice Over IP Phone			50,000				50,000
0164 Real Estate & Assessment Software Solution							0
0179 Wireless Broadband Infrastructure	25,000	25,000					25,000
0180 Tax Processing and Cashiering System							0
0189 Web Filter and Antivirus							0
New Desktop Virtualization Phase II	10,480	10,480					10,480
New Employee Self Service Portal Upgrade	14,500	14,500					14,500
New Upgrade Base Map Imagery (GIS)	24,957	24,957					24,957
0190 Data Protection Manager Upgrade				30,000			30,000
Department Total	218,772	218,772	275,000	140,000	65,000	70,000	768,772
Library							
0069 Westlake Library							0
Parks and Recreation							
0013 Maintenance Equipment							0
0027 Waid Park Improvements	75,000	25,000	15,000				90,000
0028 Windy Gap Field/Park Development							0
0029 Skate Park Phase II							0
0043 Smith Mountain Lake Park							0
0062 SML Community Park Shoreline Stabilization			100,000	200,000	200,000	300,000	800,000
0063 Trails							0
0067 Franklin County Rec Park Rehabilitation	25,000						25,000
0077 New Recreation Facilities							0
0118 Hales Ford Community Park Development							0
0120 Community Parks Development Fund	20,000	20,000	20,000	20,000	20,000	20,000	100,000
0125 Pigg River Dam Removal Project							0
0141 Jamison Mill Rehab and Redevelopment							0
0142 Lake Access Facility							0
0153 Golf Instruction Facility							0
0157 Veterans Park Project							0
0166 Bowman Farm Clean Up	5,000	5,000	5,000	5,000	5,000	5,000	25,000
0167 Henry Park playground							0
0168 Snow Creek Park Rehab	20,000						20,000
0177 North County Park							0
0178 Disc Golf Course							0
New Recreation Park Tennis Courts Rehab	25,000	25,000					25,000
New Recr Dept Maintenance Shop Construction			75,000	75,000			150,000
New SML Community Park Phase III	20,000	20,000	328,200	178,200			526,400
New Smith Farm Maintenance & Planning	10,000	10,000					10,000
0181 Smith Farm Park Project	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Department Total	300,000	205,000	643,200	578,200	325,000	425,000	2,271,400
Planning & Zoning							
0014 Vehicle Replacement				18,000	18,000		36,000
0033 Open Space Planning (PDR)							0
Department Total	0		0	18,000	18,000	0	36,000

Project	Total Amount Requested FY 2011-2012	Adopted Budget FY 2011-2012	Total Amount Requested FY 2012-2013	Total Amount Requested FY 2013-2014	Total Amount Requested FY 2014-2015	Total Amount Requested FY 2015-2016	Five Year Total Requested
Public Safety							
0030 Vehicle Refurbishment	15,000	15,000					15,000
0039 Fire/EMS Equipment							0
0042 Public Safety Central Stations							0
0056 Dry Hydrants							0
0060 Non Jurisdictional Capital							0
0143 Animal Shelter Maintenance							0
0144 Burn Building Project							0
0145 Staff Response Vehicle Replacement							0
0146 Westlake Station			250,000	1,875,000	150,000		2,275,000
0147 Emergency Fire Vehicle Replacement	201,705	91,705	50,000				251,705
0148 EMS Vehicle Replacement	68,716	68,716					68,716
0170 Replace Animal Control Vehicle							0
0182 Westlake fire fighting equipment							0
New Glade Hill Fire and EMS Station			250,000	1,100,000	75,000		1,425,000
New Mobile Data Laptop Replacement			8,000	8,000	8,000	8,000	32,000
New Bariatric Transport Cot	12,638	6,319					12,638
New Fire Fighting Personal Protective Equip Repl	41,350	38,392	41,645	42,000	42,264	42,600	209,859
New Swift Water Team Trailer Replacement	6,915	6,915					6,915
0188 Public Safety Paging System							0
Department Total	346,324	227,047	599,645	3,025,000	275,264	50,600	4,296,833
Registrar							
0050 Electronic Poll books		0					0
New Replacement of Voting Equipment	25,000		100,000	125,000	125,000	125,000	500,000
Department Total	25,000	0	100,000	125,000	125,000	125,000	500,000
Sheriff							
0017 Vehicle Replacement	220,800	220,800	222,700	221,300	253,100	253,100	1,171,000
New Goode Building Security	40,000	0					40,000
New In-car Cameras	60,480	60,480	20,160	20,160	20,160	20,160	141,120
New Mobile Data Laptop Replacement	59,930		35,958	35,958	35,958	35,958	203,762
0151 Local Jail Engineering/Arch Assessment							0
0173 Regional Jail Local Visitation Area							0
Department Total	381,210	281,280	278,818	277,418	309,218	309,218	1,555,882
Social Services							
New Storage Building	6,000	0					6,000
Replacement Vehicles (Budgeted in General Fund)		0	23,996	24,956			48,952
Department Total	6,000	0	23,996	24,956	0	0	54,952
Solid Waste/Landfill							
0001 Landfill Engineering	90,000	90,000	90,000	90,000	90,000	90,000	450,000
0002 Landfill Compliance A/B areas	70,000	70,000	70,000	70,000	70,000	70,000	350,000
0003 Landfill Closure Set Aside	280,000		280,000	280,000	280,000	280,000	1,400,000
0004 Equipment Replacement	950,000	216,402	820,000	300,000	350,000	300,000	2,720,000
0005 Landfill Development	50,000	50,000	50,000	50,000	50,000	50,000	250,000
0044 Collection/Box Sites	55,000	0	55,000	55,000	55,000	55,000	275,000
0048 Groundwater Studies	0						0
0049 Landfill Gas Control	25,000	25,000	25,000	25,000	25,000	25,000	125,000
0172 New Landfill Phase I							0
0175 New Landfill Phase II							0
Department Total	1,520,000	451,402	1,390,000	870,000	920,000	870,000	5,570,000
Total Local Government Requests	4,014,306	2,015,501	8,084,883	6,391,112	3,012,082	2,314,818	23,817,201

<u>Project</u>	<u>Total Amount Requested FY 2011-2012</u>	<u>Adopted Budget FY2011-2012</u>	<u>Total Amount Requested FY 2012-2013</u>	<u>Total Amount Requested FY 2013-2014</u>	<u>Total Amount Requested FY 2014-2015</u>	<u>Total Amount Requested FY 2015-2016</u>	<u>Five Year Total Requested</u>
School Projects							
Bus Replacement	908,250	340,000	953,663	1,001,346	1,051,413	1,103,984	5,018,656
Bus Replacement Special Ed.	279,300		169,097	177,552	186,430	195,752	1,008,131
Asbestos Removal and Floor Replacement	70,000		70,000	70,000	70,000	70,000	350,000
Floor Tile Replacement	70,000		70,000	70,000	70,000	70,000	350,000
Plumbing/Restroom Partition Upgrades	100,000		100,000	100,000	100,000	100,000	500,000
Roof Replacements	446,485		577,080	607,482	568,781	728,062	2,927,890
FCHS: Automotive Services Building						951,526	951,526
FCHS: Stadium Artificial Surface				778,500			778,500
FCHS: Floor Replacement Central Gym						180,000	180,000
FCHS: Bridge to West Campus						1,300,000	1,300,000
FCHS: Sports Turf Track Field					815,580		815,580
FCHS: Sports Turf Practice Field						600,300	600,300
FCHS: Press Box additions					155,000		155,000
BFMS: Field House						2,069,760	2,069,760
BFMS: Baseball Practice Field Lighting					89,885		89,885
BFMS: Softball Field Lighting					43,068		43,068
BFMS: New Athletic Fields						482,944	482,944
Asphalt Replacement/Repair	689,386		253,780	607,159	390,699	440,819	2,381,843
Air Conditioning Replacement	145,661		299,117				444,778
New Air Conditioning in Cafeterias	1,010,098		1,168,699				2,178,797
Central Office Expansion				550,000			550,000
Maint/Purchasing/Transportation Expansion					302,903		302,903
Additional Bus Garage Bay						1,000,000	1,000,000
Central Station Smoke Detectors						320,000	320,000
Special Education/Tech Services Building						2,855,938	2,855,938
Lighting, Ceiling & HVAC System Replace BFMSW						3,397,500	3,397,500
Lighting, Ceiling & HVAC System Replace BFMSSE						3,533,800	3,533,800
Future Debt Service Reserve							0
0068 Non-Appropriated Funds		1,426,705					0
Total School Projects	3,719,180	1,766,705	3,661,436	3,962,039	3,843,759	19,400,385	34,586,799
County Total	7,733,486	3,782,206	11,746,319	10,353,151	6,855,841	21,715,203	58,404,000

Franklin County – CIP FY11-12

A brief description of each project is presented below:

Building Inspections: The adopted CIP provides a replacement vehicle for this department.

E911: Improvements to two different radio tower sites in the County include a replacement backup generator and upgrades to the existing solar power system

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. \$200,000 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.

General Properties: Funds are included to continue work on a new central maintenance facility that will include a workshop and associated offices for the general properties department. \$25,000 is also budgeted to begin a Facilities Capital Maintenance Reserve which will begin to address some of the small capital needs of our aging buildings.

Information Technology: \$218,772 is included for computer replacement, GIS improvements, disaster recovery, desktop virtualization including a third virtualization host server and a document imaging project.

Parks and Recreation: \$110,000 is budgeted to continue the purchase of the Smith Farm park project and \$95,000 is included for improvements at several of the County's parks.

Public Safety: Capital funds for the replacement of fire and rescue apparatus total \$160,421. In addition, \$66,626 is budgeted for vehicle refurbishment and protective equipment.

Public Works/Solid Waste: Projects include groundwater studies, landfill engineering, collection box sites and future closure expenditures at the current landfill. Cash funds have been accumulating for the closure of the existing landfill and now total \$2,662,949. It is anticipated that the County will continue engineering of the new landfill in 2011-12. Funds have also been included to replace a collection truck, dozer and articulated dump truck.

Sheriff: Provides a funding source for the replacement of current police vehicles as well as in-car cameras for those vehicles.

Various School Projects: Items include

• Glade Hill Elementary roof replacement	\$446,485
• Lee M. Waid Elementary and Rocky Mount Elementary asphalt replacement	472,292
• Reserve for future projects	507,928
• Purchase of 65 passenger replacement school buses	<u>340,000</u>
Total	<u>\$1,766,705</u>

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

<u>Project</u>	<u>Anticipated Budgetary Impact</u>
Building Inspection Department: Vehicle Replacement	None – replacement vehicle.
E911 Radio Tower Site Improvements	None – replacement generator and improvements to existing solar power system.
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.
Central Maintenance Facility	\$10,000 annually for additional utility costs.
Facilities Capital Maintenance Reserve	No impact – would be used to replace large heating/air conditioning systems or other non-budgeted maintenance items.
Computer Replacement	None – personal computer replacement.
Virtual Desktop Infrastructure	Annual software maintenance: FY 12-13: \$1,000 FY 13-14: \$2,400 FY 14-15: \$4,400
Disaster Recovery and Business Continuity	None – professional services.
Document Imaging	\$8,000 in annual maintenance costs beginning in fiscal year 12-13.
Smith Farm Park Project	Construction of this park will require \$20,000 in additional annual maintenance funds.
Minor Park Improvements	None – proposed improvements are to existing parks and will not impact the operating budget.

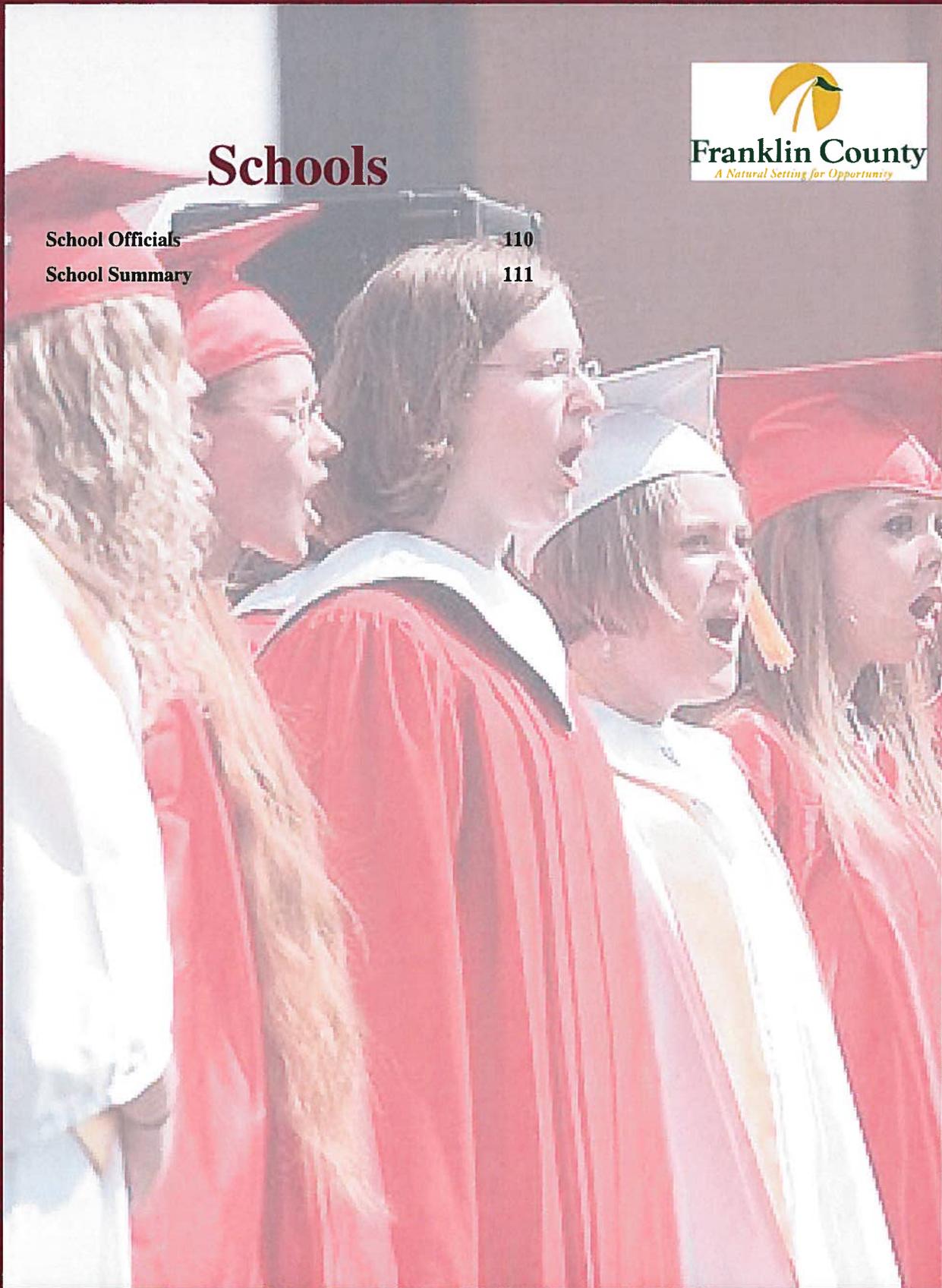
Fire/EMS Vehicle Replacement	None – these are replacement fire and rescue apparatus.
Other Public Safety Projects	None – minor capital repairs and replacement equipment
Equipment Replacement	None – no new equipment is being planned – only replacement equipment.
Landfill Engineering/Development	The new landfill is scheduled to open in 2014. 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.
Sheriff Vehicle Replacement	None – replacement of current vehicles and cameras.
Schools: Various Projects	None – repair and replacement projects or replacement school buses.



**Franklin County
Adopted Budget 11-12**

Debt Service Fund:		
	Adopted FY10-11	Adopted FY11-12
Revenues		
Transfer from the General Fund	\$1,636,833	\$1,767,833
	<u>\$1,636,833</u>	<u>\$1,767,833</u>
Expenditures		
Bank Charges	\$500	\$500
99 Refunding Bonds	324,308	306,897
Franklin Center Debt Payment	224,019	223,914
Track Loader Lease Payment	48,704	0
Government Center Debt Payment	381,786	381,718
Westlake Sewer Debt Payment	200,481	202,678
Lease for Treas/COR Software & Landfill Equipment	270,075	181,027
Lease for Bldg/Planning Software/Track Excavator	125,156	121,407
Voice Over IP Phone System Lease Payment	61,804	61,804
Reserve for Future Debt - County		156,888
Reserve for Future Debt - Schools		131,000
	<u>\$1,636,833</u>	<u>\$1,767,833</u>

Utility Fund:		
	Adopted FY10-11	Adopted FY11-12
Budgeted Revenues:		
Water/Sewer Revenues	\$5,500	\$7,000
Transfer from General Fund	455,627	453,998
Total Revenues	<u>\$461,127</u>	<u>\$460,998</u>
Budgeted Expenses:		
Commerce Utilities	\$30,000	\$24,000
Payment to WVWA on Phase 1 Debt Service	189,059	192,894
Payment to WVWA on 220 Debt Service	242,068	244,104
Total Expenses	<u>\$461,127</u>	<u>\$460,998</u>



Schools



School Officials	110
School Summary	111

Franklin County Public Schools
School Board Members
June 30, 2011

Evelyn Cundiff, Chair, Gills Creek District
G. B. Washburn, Jr., Vice-Chair, Snow Creek District
Sarah Alexander, Rocky Mount District
Stephen E. Brubaker, Blackwater District
P. D. Hambrick, Union Hall District
William O. Helm, Jr., Member-At-Large
Edward C. Jamison, Blue Ridge District
Marilyn R. Starkey, Boone District

School Administration

Dr. Charles H. Lackey, 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
Elementary Coordinator for Special Education Sherry Whitaker
Director of Technology Services K-12 George F. Washington
Coordinator of Student Services/Clerk Janet J. Stockton
Supervisor of Food Services Chuck L. Hutto
Director of Facilities & Transportation..... Steven C. Oakes
Supervisor of Transportation Donna C. Carter
Supervisor of Maintenance Darryl K. Spencer
Coordinator of Purchasing David M. Leffue

Franklin County
Summary of the Adopted 2011-2012 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 eight general categories covering (1) Instruction; (2) Administration, Attendance & Health; (3) Pupil Transportation; (4) Operation & Maintenance; (5) School Food Services; (6) Facilities, (7) Debt Service and (8) Technology.

The FY11-12 adopted budget totals \$77,352,227 and is an increase of \$346,806 or 0.45% from the FY10-11 budget. The budget has already been greatly reduced during the period from November 2010 to March 2011 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:

Major Budget Issues: The major changes in the overall 2011-12 school budget relate to the following items:

- State Mandated Expenditure Increases - The State is mandating the following expenditure increases: Virginia Preschool Initiative Program - increase of \$18,000, increase in the Virginia Retirement System rate from 8.93% to 11.33%.
- Requests for 8 additional instructional staff costing \$431,846. Additional instructional staff would be added to the following schools:
 - Sontag Elementary and Windy Gap Elementary – 3 teachers
 - Boones Mill Elementary and Dudley Elementary – 2 instructional coaches
 - Benjamin Franklin Middle School – 1 mathematics teacher
 - Franklin County High School – 1 science teacher
 - County-wide – 1 elementary guidance counselor
- Increase in electricity costs of \$72,911.
- Increase in heating fuel of \$245,285.
- Increase in transportation fuel of \$344,956.
- Increase in regional special education tuition of \$62,618.

Instruction:

- Increase in salaries and fringe benefits for 8 additional instructional positions at a total cost of \$431,846.
- Increase in retirement of \$688,548
- Increase in employer's contribution for hospitalization of \$145,000.
- Increase in compensation of teachers of \$50,000 for Master's degree attainment.
- Increase in tuition paid to regional special education program of \$62,618.
- Increase in tuitions paid to private schools of \$32,657.
- Increase in purchased instructional services which will cost \$70,840 more. (This increase includes \$94,986 to fund the local Division Supplemental Income Retirement Program and \$24,146 less for other items).
- Increase in material and supplies of \$54,662.
- Increase in capital outlay additional of \$35,821.
- Increase in Virginia Preschool Initiative of \$18,000.
- Increase in schools budgeted staff development training of \$34,857.

Administration and Attendance and Health:

- Increase in employer's contribution for hospitalization of \$10,000.

Pupil Transportation:

- Increase in fuel costs of \$344,956.
- Decrease in replacement of 14 school buses costing \$1,187,550. (Notes: Funding for the replacement of 14 school buses is being requested in an Additional Separate School Board Capital Budget in the amount of \$1,187,550. Previously, funding of \$923,328 was cut from this part of the budget in 2009-10).

Operation and Maintenance:

- Increase in electrical services of \$72,911.
- Increase in heating fuel services of \$245,285.

School Food Services:

- Increase in expenditures for food and food supplies of \$96,467.
- Increase in capital outlay replacement of \$11,557.

Facilities:

- During 2010-11 the County included \$1,100,000 in the County budget that could be used for school capital projects. (Funding for the total school transportation and facilities projects has been included in an Additional Separate School Board Capital Budget at a total cost of \$3,719,180.)

Debt Service:

- Decrease in principal and interest payments of \$71,000 which has been placed into a Reserve for Future Debt Service.

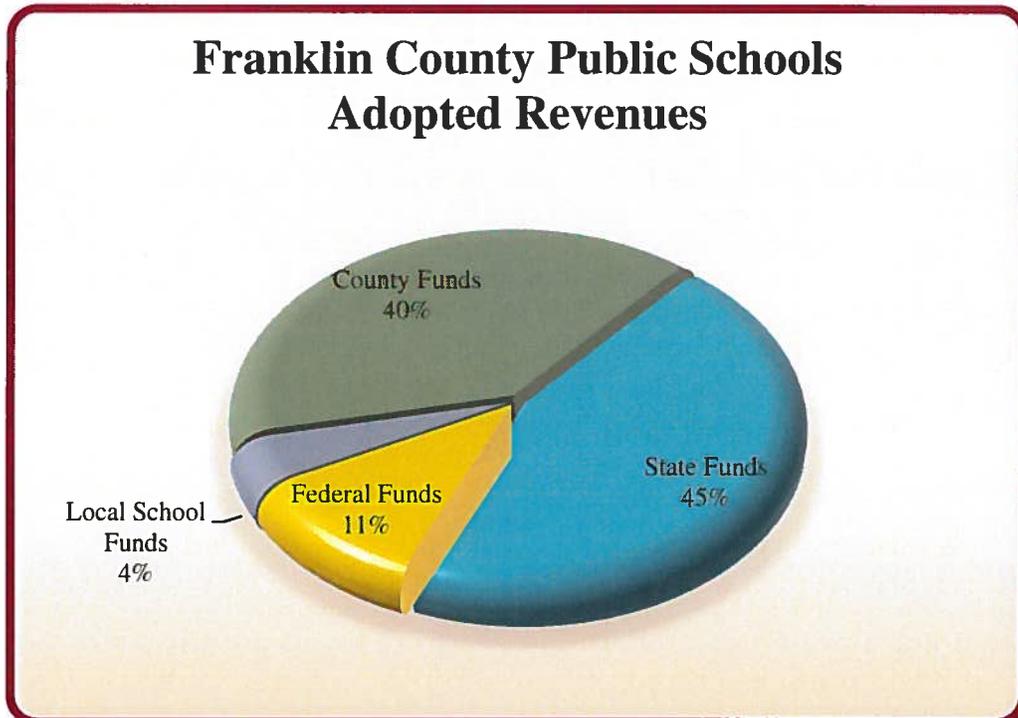
Technology:

- Increase in telecommunications networks – internet services of \$37,569. (This increase is 74% offset by increased Federal e-rate revenues).
- Increase in software-on-line content of \$16,045

Summary:

The items listed above are projected to cost an additional \$2,459,639. Other items in the budget have declined thus increasing the total budget by a net amount of \$346,806 from the FY10-11 adopted budget.

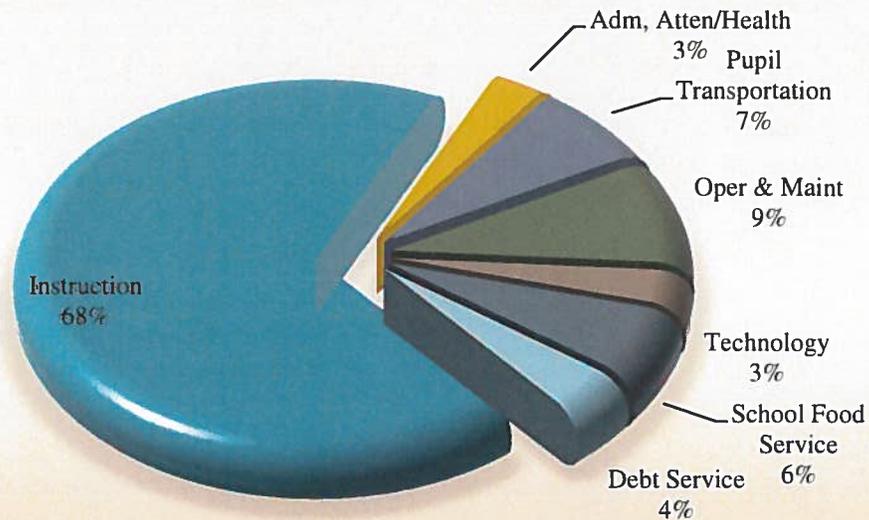
Franklin County Public Schools Revenue Summary			
<u>Budget Category</u>	<u>Actual 2009-10</u>	<u>Budget 2010-11</u>	<u>Adopted 2011-12</u>
State Funds	\$36,836,807	\$34,809,638	\$35,015,526
Federal Funds	11,451,338	8,128,770	8,507,860
Local School Funds	3,084,157	3,476,122	3,308,950
County Funds	28,833,684	30,590,891	30,519,891
Total	\$80,205,986	\$77,005,421	\$77,352,227



Franklin County Public Schools
Summary of Expenditures

<u>Budget Category</u>	<u>Actual</u> <u>2009-10</u>	<u>Budget</u> <u>2010-11</u>	<u>Adopted</u> <u>2011-12</u>
Instruction	\$56,475,587	\$51,346,564	\$52,641,907
Admin, Attend/Health	2,291,694	2,490,174	2,328,373
Pupil Transportation	5,866,741	5,473,760	5,459,591
Operation & Maint.	7,216,834	7,301,659	6,971,115
Technology	0	2,559,870	2,343,525
School Food Service	4,316,805	4,725,935	4,631,257
Facilities	1,413,207	0	0
Debt Service	3,102,097	3,107,459	2,976,459
Total	\$80,682,965	\$77,005,421	\$77,352,227

**Franklin County Public Schools
Adopted Expenditures**



ISSMASTER.



Appendices

Authorized Position Count	115
Appropriation Resolution	116
Glossary	122
Index of County Departments	126



**Franklin County
Authorized Positions By Department**

Fund/Department	Actual FY 09-10	Budget FY 10-11	Adopted FY 11-12	Variance FY 11 to FY 12
General Fund				
Board of Supervisors	0	0	0	0
County Administrator	3	3	3	0
Commissioner of Revenue	10	9	9	0
Treasurer	7	7	7	0
Finance/Human Resources/Board Clerk	5	5	5	0
Information Technology	9	9	9	0
Registrar	2	2	2	0
Circuit Court	1	1	1	0
Clerk of the Circuit Court	11	10	10	0
Juvenile Court Services	1	1	1	0
Sheriff - Courts	9	8	8	0
Commonwealth Attorney	8	8	8	0
Sheriff - Law Enforcement	39	33	33	0
Domestic Violence	1	1	1	0
Correction and Detention	35	39	39	0
Building Inspections	8	7	7	0
Animal Control	4	3	3	0
Public Safety	24	24	24	0
Public Works	4	4	3	-1
Solid Waste	16	15	16	1
General Properties	8	7	7	0
Social Services	53	59	59	0
CSA - Youth Services	2	2	2	0
Family Resource Center	5	3	2	-1
Aging Services	2	2	2	0
Parks and Recreation	10	10	10	0
Library Administration	8	8	8	0
Planning & Community Dev.	11	8	8	0
Economic Development	1	1	1	0
GIS & Mapping	2	1	2	1
The Franklin Center	3	3	3	0
Total General Fund	302	293	293	0
Special Revenue Fund - E911 Dept	14	14	15	1
Utility Fund			No full-time positions	
School Fund (Full Time Equivalents)	1384	1384	1392	8
Total County	1700	1691	1700	9

Explanations of Changes from 10-11 Budget to Adopted 11-12 Budget:

- A vacant public works position was transferred to the solid waste department for FY 11-12
- Family Resources lost a full-time position due to less grant funding in FY 11-12.
- A part-time GIS position was upgraded to full-time.
- The E911 Department was authorized an additional dispatch position to assist with shift coverage.
- The Schools have proposed 8 additional instructional staff positions as follows:
 - Sontag Elementary and Windy Gap Elementary – 3 teachers
 - Boones Mill Elementary and Dudley Elementary – 2 instructional coaches
 - Benjamin Franklin Middle School – 1 mathematics teacher
 - Franklin County High School – 1 science teacher
 - County-wide – 1 elementary guidance counselor

**ANNUAL RESOLUTION OF APPROPRIATION OF THE COUNTY OF
FRANKLIN FOR THE FISCAL YEAR ENDING JUNE 30, 2012**

A resolution to appropriate designated funds and accounts from specified estimated revenues for FY 11-12 for the operating budget and the Capital Improvements Program for the County of Franklin and to authorize and empower County officers to expend funds and manage cash assets; and to establish policies under which funds will be expended and managed.

The Franklin County Board of Supervisors does hereby resolve on this 21st day of June, 2011 that, for the fiscal year beginning on July 1, 2011, and ending on June 30, 2012, the following sections are hereby adopted.

- Section 1. The cost centers shown on the attached table labeled Appropriations Resolution, Exhibit A, are hereby appropriated from the designated estimated revenues as shown on the attached table labeled Appropriations Resolution, Exhibit B.
- 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, 2011 shall be reappropriated to the FY 2011-2012 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, 2011 and appropriations as they are made in the FY11-12 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, 2011 and appropriations in the FY 11-12 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, Debt Service Fund and the Utility Fund equal to the total cash balance on hand at July 1, 2011, plus the total amount of receipts for the fiscal year 2011-2012.
- 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, 2011.



County of Franklin
Adopted Expenditures (Excluding Capital Outlay)
Fiscal Year 2011-2012

General Government Administration

Board of Supervisors \$ 329,644

Family Resource Center \$ 176,066
 Aging Services 354,482

11,044,533

General and Financial Administration

County Administrator 385,359
 Commissioner of Revenue 528,622
 Reassessment 150,000
 Treasurer 485,621
 Finance 279,276
 Risk Management 352,210
 Human Resources 117,882
 Information Technology 961,108
 Registrar 248,306
3,838,028

Parks, Recreation and Cultural

Parks and Recreation 897,580
 Library Administration 850,878
1,748,458

Community Development

Planning Agencies 540,966
 Planning & Community Development 544,743
 Economic Development 467,840
 GIS and Mapping 163,074
 Franklin Center 191,860
 Tourism Development 95,000
 Virginia Cooperative Extension 90,055
2,093,538

Judicial Administration

Circuit Court 92,113
 General District Court 8,074
 Magistrate 1,575
 Juvenile and Domestic Rel Court 16,650
 Clerk of the Circuit Court 605,771
 Sheriff - Courts 491,288
 Juvenile Court Services 447,735
 Commonwealth Attorney 678,366
2,341,572

Nondepartmental

787,601

Transfers to Other Funds

Schools - Operations 27,629,908
 Schools - Debt Service 2,856,997
 Schools - Canneries 32,986
 County Capital: School CIP 1,766,705
 Utilities 453,998
 Debt Service 1,767,833
 County Capital: County CIP 2,015,501
 E911 1,054,098
37,578,026

Subtotal

37,578,026

Total General Fund

73,815,405

Public Works

Road Viewers 450
 Public Works 238,699
 Solid Waste and Recycling 1,530,198
 General Buildings and Grounds 1,100,513
2,869,860

Other Funds:

E911 1,119,598
Debt Service 1,767,833
Law Library 12,000
Courthouse Maintenance 12,000
Utilities 460,998
Forfeited Assets 25,000
Schools 77,352,227
77,352,227

Health and Welfare

Health Department 330,000
 Community Services 169,688
 Social Services 5,555,992
 CSA 4,458,305

\$ 154,565,061

**County of Franklin
Adopted Revenues
Fiscal Year 2011 - 2012**

Real Estate	\$ 35,612,265	Shared Expenses Sheriff	\$ 2,855,000
Public Service Corp	720,000	Shared Expenses Comm of Revenue	150,000
Personal Property	6,461,730	Shared Expenses Treasurer	140,000
Machinery and Tools	513,308	Shared Expenses Registrar	50,000
Merchants Capital	584,722	Shared Expenses Clerk of Court	350,000
Penalties and Interest	449,000	Shared Expenses Jail Costs	134,000
		Public Assistance Grants	4,340,476
Sales Tax	3,494,400	VJCCCA Grant	21,200
Communications Tax	2,350,000	Family Resources Grants	148,944
Consumer Utility Taxes	975,000	Comprehensive Services Grant	2,932,750
County Business License	4,400	Selective Enforcement Grant	0
Franchise License Tax	225,000	Franklin Center Grants	63,000
Motor Vehicle Decals	1,207,000		
Bank Stock Taxes	125,000		
Tax on Deeds	450,000	Personal Property Tax Relief	2,626,618
Hotel/Motel Trans Occupancy Tax 2%	39,000		
Hotel/Motel Trans Occupancy Tax 3%	59,000	Library Grants	151,520
Meals Tax	825,000	Recordation Taxes - State	195,000
		Aging Services Grants	229,299
Licenses and Fees	340,000	Grantor Tax on Deeds	130,000
		Drug Enforcement Grants	36,328
Court Fines and Costs	15,600	Park Land - Pymt in Lieu of Tax	16,750
Interest on Bank Deposits	875,000		
		Fund Balance	<u>756,705</u>
Rent, Miscellaneous	300,000		
		Total General Fund	<u>73,815,405</u>
Clerk of Court Fees	155,000		
Commonwealth Attorney Fees	2,500	Capital Fund	3,782,206
Off Duty Pay for Sheriff Deputies	25,000	Asset Forfeiture Fund	25,000
Care of Prisoners	9,000	E911 Fund	1,119,598
Animal Control Fees	4,500	Law Library	12,000
Landfill Fees	620,000	Debt Service Fund	1,767,833
Aging Services Local Revenue	19,500	Utilities	460,998
Family Resource Center Donations	27,500	Courthouse Maintenance Fund	<u>12,000</u>
Recreation Fees	60,000	Total - Other Funds	<u>7,179,635</u>
EMS Billing Revenue	850,000		
Library Fines and Fees	30,000		
Franklin Center Fees	4,000	Schools: Local	3,291,196
Sale of Maps and Code	5,000	State	35,015,526
		Federal	8,507,860
Recovered Costs	415,390	County	30,486,905
		Canneries	<u>50,740</u>
Motor Vehicle Carriers Tax	37,000	Total School Funds	<u>77,352,227</u>
Mobile Home Titling Tax	80,000		
Motor Vehicle Rental Tax	28,000		
Shared Expenses Comm Attorney	490,000		
			\$ <u><u>158,347,267</u></u>

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	86
Appropriations Resolution	116
Authorized Position Count	115
Board of Supervisors	68
Budget Calendar	22
Budget Message	1
Building Inspections	79
Comprehensive Services Act (CSA) Office	84
Capital Improvement Program	100
Courts	76
Clerk of Circuit Court	75
Commissioner of the Revenue	70
Commonwealth's Attorney	77
County Administrator	69
Debt Fund	109
Debt Management	36
E-911	99
Economic Development	90
Family Resource Center	85
Finance Department	72
Franklin Center for Advanced Learning and Enterprise	92
Franklin County Locator Map	7
Franklin County Statistics	12
General Properties	82
GIS	91
Glossary	122
Historical Sketch of Franklin County	6
Information Technology Department	73
Library	88
Organization Chart	10
Parks and Recreation	87
Planning and Community Development	89
Public Safety	80
Registrar	74
Schools (Education)	110
Sheriff	78
Social Services	83
Solid Waste and Recycling	81
Transfers to Other Funds	94
Treasurer	71
Utilities	109
Virginia Cooperative Extension	93