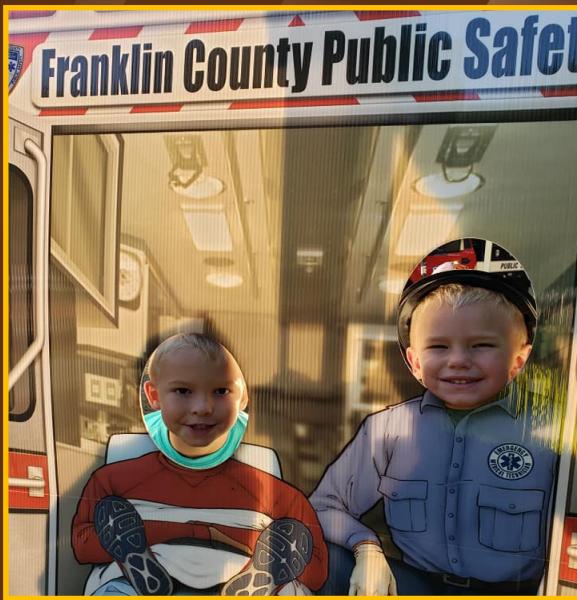
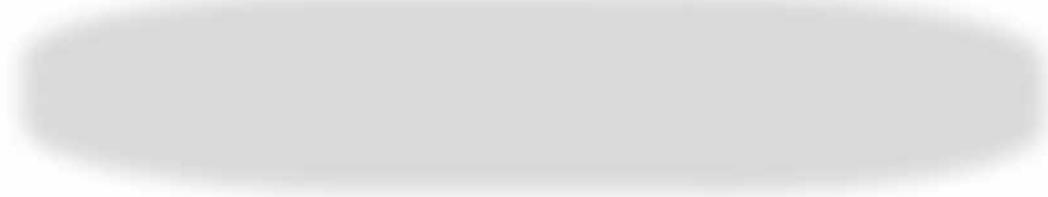


# FRANKLIN COUNTY, VIRGINIA

Adopted Budget Book

Fiscal Year 2022-2023







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Adopted Budget FY 2022-2023  
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For more information, please [click here](#) to visit  
Franklin County's Budget Website. 

# 1

## Introduction



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March 8, 2022

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

Dear Chairman Thompson and Members of the Board:

It is my pleasure to transmit to you today my recommendations for a balanced 2022-2023 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 15 of each year.

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

Staff's recommendation for the County's 22-23 fiscal plan totals \$182,575,816. This total represents an increase of \$22,278,289 over the current year adopted budget of \$160,297,527 or 13.9% primarily due to school federal funding. General Fund increase of \$6.5 million or 6.70%.

The proposed budget can best be described as a maintenance budget including minimal increases in staffing to keep up with services provided to the County's citizens, increasing funding

for employee compensation needs, setting aside funds for additional market-pay adjustments, and to adjust for inflationary pressures. New positions are recommended to be funded in the Public Safety Department to enhance station coverage for emergency services. Funding three lieutenant positions and three paramedic/firefighter positions will provide needed management structure and response capacity with additional staffing possible should the County be awarded funding through a SAFER grant. In addition, a part-time position is proposed to be funded in the Commissioner of the Revenue's office. Other funding initiatives include a 5% cost-of-living increase to match the increase expected to be funded for state employees and state-supported local employees, partially funding salary adjustments based on the compensation study that is nearly complete, funding increased costs at the Western Virginia Regional Jail and the Roanoke Valley Juvenile Detention Center, covering the 12% health insurance premium increase for both the employee and employer portion, funding additional part-time to full-time staffing upgrades for needed capacity in several departments, adding funds for increased vehicle fuel costs, increasing volunteer fire/EMS allocations, increases to the VRS retirement contribution, adjustments for the minimum wage increase on January 1, 2023, and increases due to required contractual agreements or state mandates. County staff has worked diligently to review and reduce, if possible, various departmental budgets and line items. There are no proposed increases to real or personal property taxes. A 2% increase to the meals tax is proposed to provide a recurring funding source for fire apparatus and ambulance replacement.

Increases in functional areas include:

- General and Financial Administration, 7.19% from increases to insurance, contractual services, and maintenance service contracts in the Information Technology department.
- Judicial Administration, 7.14% from operating increases in the Roanoke Valley Juvenile Detention Center.
- Public Safety, 11.12% to fund 3 new Lieutenant and 3 new Paramedic/Firefighter positions in the Public Safety department, additional increases in volunteer fire/EMS allocations, increased fuel costs in Public Safety department and the Sheriff's Office, and Western Virginia Regional Jail debt service and operational costs.
- Public Works, 4.23% for funding part-time staff at the collection sites addressing minimum wage increases, increased fuel costs, and additional recycling costs.
- Health and Welfare, 7.53% due to increases in Social Services and Children's Services Act mandated costs.
- Parks, Recreation & Cultural, 5.56% for increased pay for part-time and seasonal staff, game officials contracted costs addressing minimum wage increases and increased fuel costs.
- Community Development, 8.56% increase to fund additional debt service to the Western Virginia Water Authority, funding for small business development, , and restoring funds for the agricultural fair.
- Non Departmental, 57.96% increase. This area includes personnel and benefits reserves for health insurance premium increases, a 5% cost of living increase for County full-time and part-time employees, funding for market-pay adjustments through the compensation study, funding for part-time minimum wage increases, fuel reserves, and a reserve for employee leave payout.

## Adopted Budget Fiscal Year 2022-2023

- Transfers to Other Funds increased by 2.52% due to an increase in School operation funding and new County capital funding for fire and ems capital.

<u>Expenditures</u>	Adopted		Percent of Total	Increase		<u>% Change</u>
	<u>FY21-22</u>	<u>FY22-23</u>		<u>(Decrease)</u>		
General and Financial Admin	\$ 5,463,978	\$ 5,857,058	3.21%	\$ 393,080	7.19%	
Judicial Admin	\$ 3,011,979	\$ 3,227,051	1.77%	\$ 215,072	7.14%	
Public Safety	\$ 17,187,949	\$ 19,099,706	10.46%	\$ 1,911,757	11.12%	
Public Works	\$ 4,558,924	\$ 4,751,674	2.60%	\$ 192,750	4.23%	
Health and Welfare	\$ 15,489,266	\$ 16,655,373	9.12%	\$ 1,166,107	7.53%	
Parks, Recreation and Cultural	\$ 2,610,505	\$ 2,755,655	1.51%	\$ 145,150	5.56%	
Community Development	\$ 3,108,587	\$ 3,374,573	1.85%	\$ 265,986	8.56%	
Non Departmental	\$ 1,982,476	\$ 3,131,473	1.72%	\$ 1,148,997	57.96%	
Schools	\$ 97,243,282	\$ 113,482,831	62.16%	\$ 16,239,549	16.70%	
Capital	\$ 3,856,775	\$ 4,456,775	2.44%	\$ 600,000	15.56%	
Debt	\$ 5,759,806	\$ 5,759,647	3.15%	\$ (159)	0.00%	
Utilities	\$ 24,000	\$ 24,000	0.01%	\$ -	0.00%	
<b>Totals</b>	<b>\$ 160,297,527</b>	<b>\$ 182,575,816</b>	<b>100.00%</b>	<b>\$ 22,278,289</b>	<b>13.90%</b>	

Revenues are projected to remain stable with increases in vehicle assessments driving increases in projected revenue for personal property taxes. General Property Taxes are projected to increase 6.93%, reflective of nominal growth in real property assessed value and enhanced personal property assessment growth. Local sales tax (a clear indication of consumer spending) is projected to increase 13.11%. Internet sales taxes have helped offset reduced sales taxes from brick and mortar businesses. State revenue is projected to increase by 3.02% due to additional funds from increased costs in Social Services and Children's Services Act as well as funds from the Compensation Board for possible 5% cost-of-living increases for Constitutional Office employees. State School funds are budgeted to increase approximately \$1.6 million due to hold harmless provisions related to a drop in average student enrollment and funding for a 5% cost-of-living increase for SOQ positions. Enrollment, however, continues to decline, and a drop of 143 students is projected for the 2022-23 fiscal year. School Federal funds are projected to increase significantly by approximately \$14.2 million due to Elementary and Secondary School Emergency Relief (ESSER) funds, and other funds are projected to increase \$631,000 due to the increased County contribution.

<u>Revenues</u>	Adopted		Percent of Total	Increase		<u>% Change</u>
	<u>FY 21-22</u>	<u>FY 22-23</u>		<u>(Decrease)</u>		
General Property Taxes/Other Local Taxes	\$ 72,113,460	\$ 77,532,999	42.47%	\$ 5,419,539	7.52%	
County State Funds	\$ 15,294,750	\$ 15,756,821	8.63%	\$ 462,071	3.02%	
Local School Funds (Cafeteria, Misc)	\$ 1,577,920	\$ 1,497,412	0.82%	\$ (80,508)	-5.10%	
State School Funds	\$ 46,196,895	\$ 47,806,544	26.18%	\$ 1,609,649	3.48%	
Federal School Funds	\$ 15,150,294	\$ 29,386,269	16.10%	\$ 14,235,975	93.97%	
Other County Funds/County Federal	\$ 9,964,208	\$ 10,595,771	5.80%	\$ 631,563	6.34%	

## Adopted Budget Fiscal Year 2022-2023

Fund Balance	\$	-	\$	-	0.00%	\$	-
Totals	\$ 160,297,527		\$ 182,575,816		100.00%	\$ 22,278,289	13.90%

Although this is considered a maintenance budget there were still a number of concerns and circumstances that set the stage for the budget development this year and provided the framework by which this proposed budget was developed. Inflation is at a 40-year high. The high energy costs and labor costs are unsustainable. Significant investments are proposed for fair and equitable compensation for employees and to enhance the competitiveness of the County's pay against external public and private competitors. Adequate pay for emergency services including law enforcement, corrections, and fire and ems continues to be a concern and budgetary pressure.

Of significant note on proposed expenditures are the following:

- Funds 6 new positions in the Public Safety department – 3 new Lieutenant positions and 3 new Paramedic/Firefighter positions; Deputy Fire Marshal position is also funded through part-time and overtime savings
- Increases volunteer fire and EMS allocations
- Increases part-time funding for Parks and Recreation staffing addressing minimum wage increases
- Funds a 5% cost of living increase and health insurance premium increases for the employee and employer
- Funds debt service increases to the Western Virginia Regional Jail and to the Western Virginia Water Authority
- Funds operating increases to the Western Virginia Regional Jail and the Roanoke Valley Juvenile Detention Center
- Sets aside a market-pay adjustments reserve
- Creates a recurring funding stream for the replacement of fire apparatus and ambulances
- Funds inflationary increases for fuel and energy costs and contractual services

In terms of school funding for FY22-23, I am recommending the following:

- ☒ Local operational funding of \$34,227,606 which includes new funds of \$900,000
- ☒ Decrease County contribution for School share of CSA private day special education costs by \$150,000
- ☒ Debt service funding of \$565,000. This amount is a reduction of \$425,567 for the drop in school debt service projected for FY22-23
- ☒ Continued School Capital funding of \$1,080,000 plus \$340,000 for school bus replacement for a total of \$1,420,000

Major Capital Improvements proposed for FY22-23:

- Continues Landfill Monitoring and Groundwater Corrective Action Expenditures as well as engineering consulting work on the old and new landfill
- Continues broadband deployment funding and adds Pictometry aerial mapping

- Funds \$474,000 for the upgrade, repair, or replacement of mission critical Information Technology Infrastructure Improvements and computer replacements and user licensing
- Includes \$183,000 for the lease purchase of 3 ambulances, \$287,000 for Fire Apparatus lease purchase payments, and \$515,000 for fire apparatus replacement
- Includes \$450,000 for Sheriff vehicle replacement and \$60,000 for in-car and mobile video cameras
- Provides \$225,000 in local economic development funding incentives
- Funds \$242,000 for various Parks and Recreation maintenance and initiatives
- Funds various vehicle and equipment replacements

The recommendations outlined above require the 2022-2023 Proposed Budget be funded with the following *existing* tax rates:

Real Estate	\$0.61 per \$100 assessed valuation
Personal Property	\$2.41 per \$100 assessed valuation
Personal Property: Heavy Equipment	\$1.89 per \$100 assessed valuation
Machinery & Tools	\$0.70 per \$100 assessed valuation
Merchants Capital	\$1.08 per \$100 assessed valuation
Vehicle License Fee	\$34.25 per vehicle, \$28.50 per trailer and \$25.25 per motorcycle

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

Respectfully submitted,



Christopher L. Whitlow  
County Administrator

NOTE: The FY22-23 budget was adopted April 13, 2022. The proposed existing tax rates were adopted (2 cent meals tax increase was not adopted). Adopted tax rates will not change from the current year in all categories of taxes as shown below:

Real Estate	\$0.61 per \$100 assessed valuation
Personal Property	\$2.41 per \$100 assessed valuation
Personal Property: Heavy Equipment	\$1.89 per \$100 assessed valuation
Machinery & Tools	\$0.70 per \$100 assessed valuation
Merchants Capital	\$1.08 per \$100 assessed valuation
Vehicle License Fee	\$34.25 per vehicle, \$28.50 per trailer and \$25.25 per motorcycle

## ***HISTORICAL SKETCH OF FRANKLIN COUNTY***

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

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

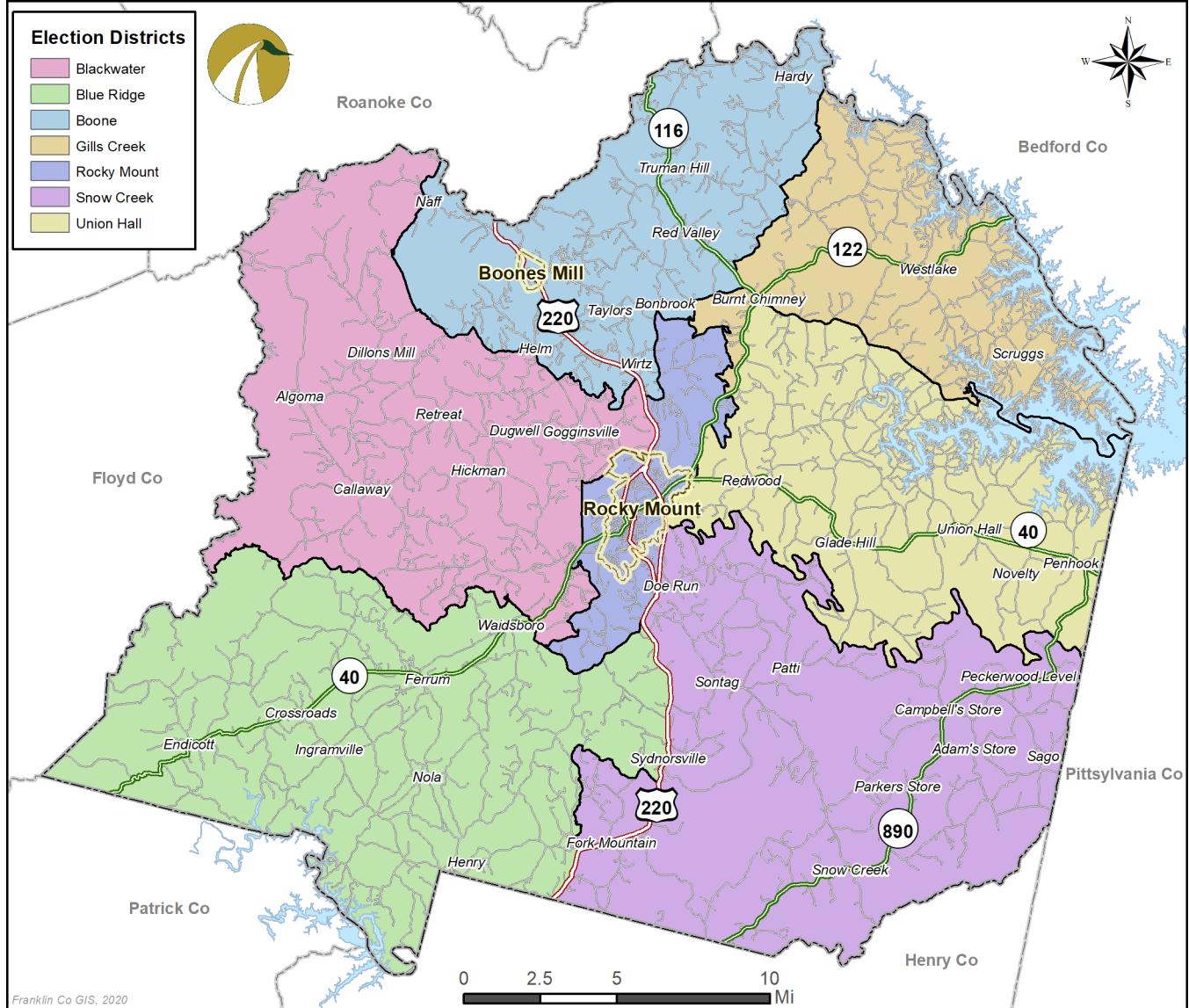
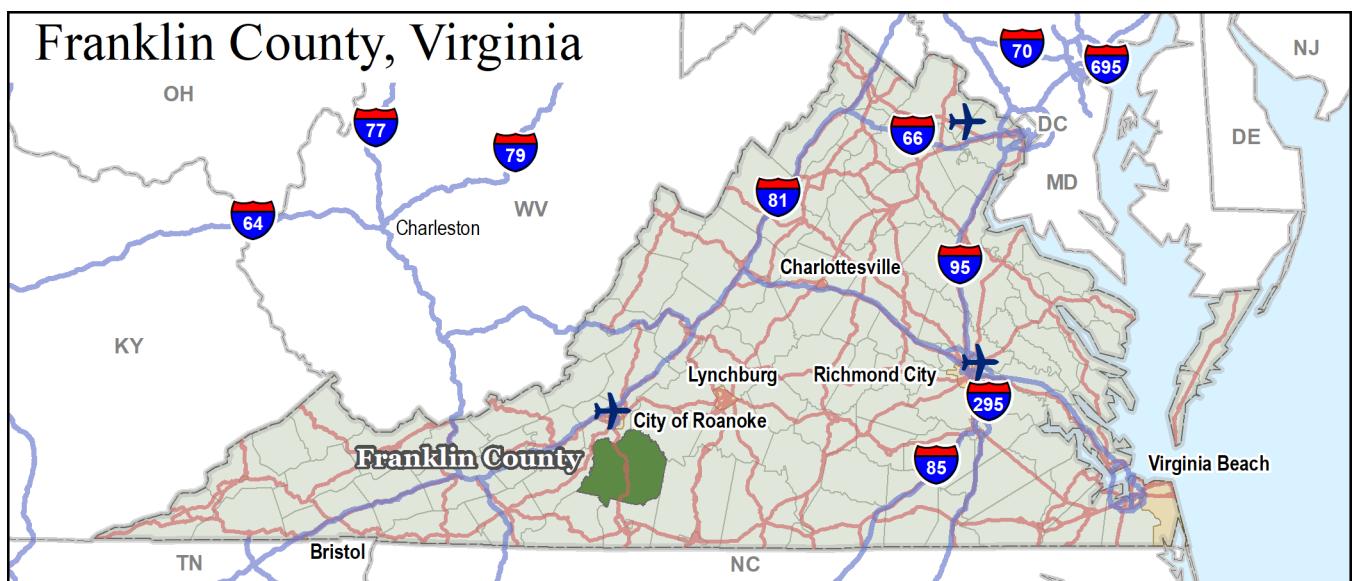
*Since the County's early beginnings, its citizens have served as gallant soldiers in every war the U.S. has known. Notable Confederate General Jubal A. Early was born in the Red Valley community. He went to West Point for his education, represented Franklin County in the General Assembly, and served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

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

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

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

## Franklin County, Virginia



**Franklin County  
Board of Supervisors  
June 30, 2022**



Ronnie Mitchell  
Blackwater District

Ronnie Thompson  
Chairman  
Boone District

Tim Tatum  
Vice-Chairman  
Blue Ridge District

Tommy Cundiff  
Union Hall District

Lorie Smith  
Gills Creek District

Leland Mitchell  
Snow Creek District

Mike Carter  
Rocky Mount District



**Franklin County Officials**  
**June 30, 2022**

**Board of Supervisors**

Ronnie Thompson, Chairman, Boone District  
Tim Tatum, Vice-Chairman, Blue Ridge District  
Lorie Smith, Gills Creek District  
Mike Carter, Rocky Mount District  
Ronnie Mitchell, Blackwater District  
Leland Mitchell, Snow Creek District  
Tommy Cundiff, Union Hall District

**County Administration**

County Attorney.....	Guynn & Waddell, P.C.
County Administrator.....	Christopher Whitlow
Assistant County Administrator.....	Michael Burnette
Assistant County Administrator.....	Steve Sandy
Director of Finance & Human Services .....	Brian Carter
Director of Economic Development.....	Beth Simms
Director of Tourism & Marketing.....	Kevin Tosh
Director of Information Technology .....	John Harrison
Director of Planning.....	Lisa Cooper
Coordinator of GIS.....	Eric Schmidt
Director of Public Safety.....	William Ferguson
Director of General Properties .....	Brandy Rosser
Director of Public Works .....	Don Smith
Director of Park & Recreation .....	Paul Chapman
Director of Library Services.....	Alison Barry
Director of Franklin Center .....	Kathy Hodges
Director of Family Resource Center .....	Angela Phillips
Chief Building Official .....	John Broughton
Unit Coordinator of Va. Cooperative Extension .....	Carol Haynes
General Registrar .....	Kay Chitwood

**Constitutional Officers**

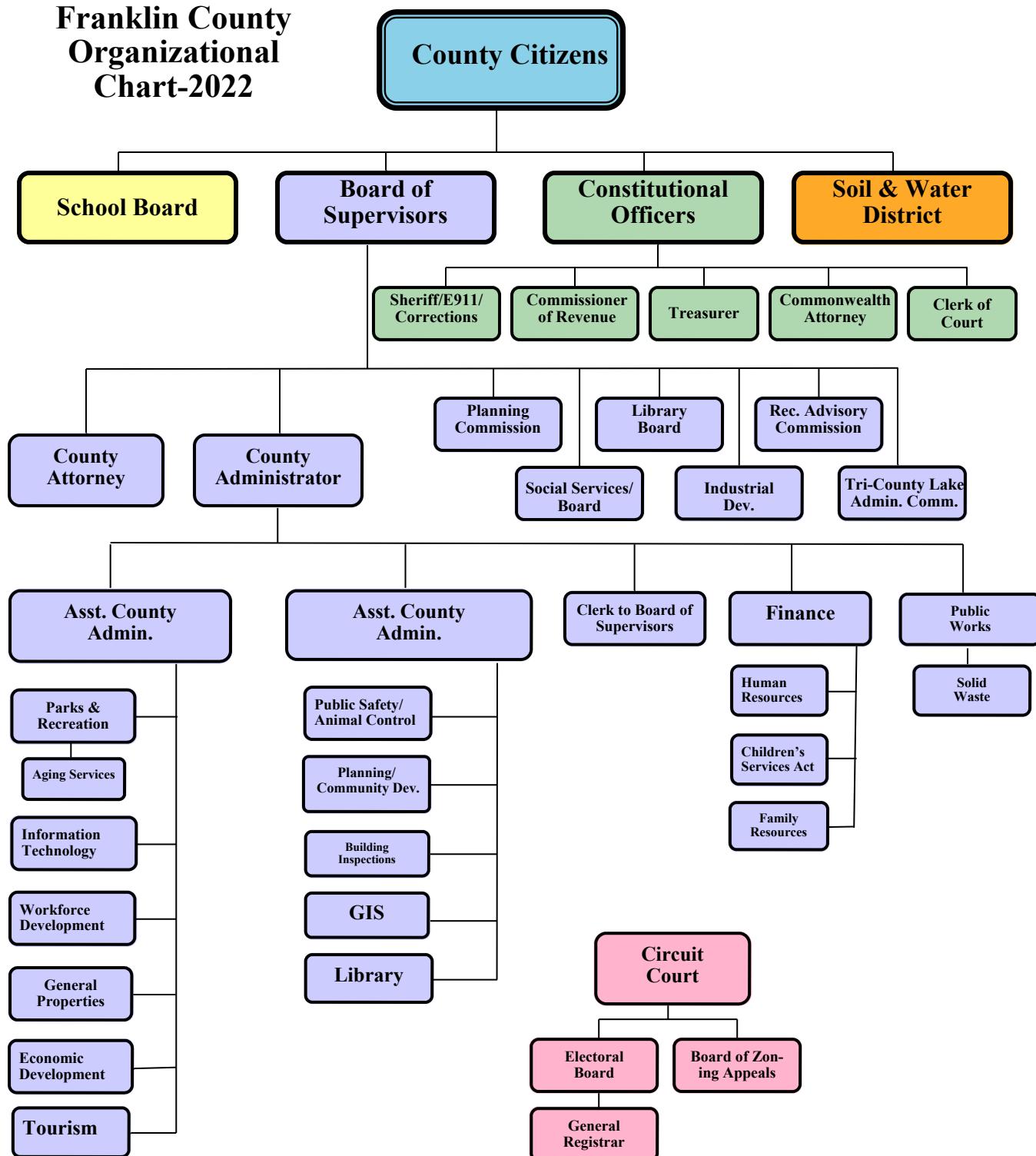
Clerk of the Circuit Court.....	Teresa Brown
Commissioner of the Revenue .....	Margaret Torrence
Commonwealth Attorney (interim).....	Cooper Brown
Sheriff .....	Bill Overton, Jr.
Treasurer .....	Susan Wray

**Franklin County Social Services Board Members**

Ben Cook, Boone District  
B.W. Wright, Blackwater District  
Mark Young, Vice Chair, Gills Creek District  
Leslie Holden, Blue Ridge District  
Vacant, Union Hall District  
Sharon Tudor, Chair, Rocky Mount District  
Kimberly Seagle, Snow Creek District  
Tommy Cundiff, BOS Member

Director of Social Services..... Anita Turner

## Franklin County Organizational Chart-2022



**Franklin County**  
A Natural Setting for Opportunity



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**County of Franklin  
Virginia**

For the Fiscal Year Beginning

**July 01, 2021**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to County of Franklin, Virginia for its annual budget for the fiscal year beginning July 1, 2021. 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, 2022**

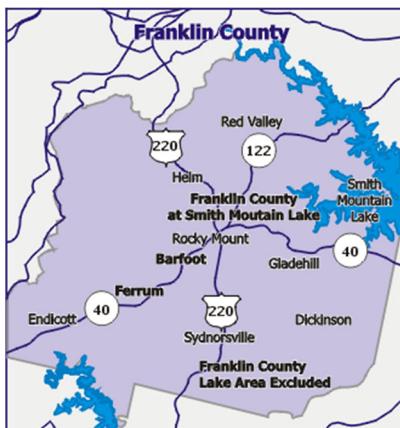
Date Established	1786
Form of Government	County Administrator
Area	692 square miles
Population (estimate)	54,188
Registered Voters (estimated for June 30, 2022)	40,000
Median Age	47.2
Per Capita Personal Income (2019)	\$ 44,821
Building Permits Issued (estimated for June 30, 2022)	1,254
Value of Building Permits Issued (estimated for June 30, 2022)	110,696,000
Unemployment Rate (March)	3.3%
Fire and Rescue Protection:	
Stations	19
Firefighters and Volunteers	263
Police Protection:	
Number of Employees	87
Number of Calls for Service for Sheriffs office (estimated for June 30, 2022)	34,000
Total Number of Calls for Service (estimated for June 30, 2022)	67,000
Education:	
Number of Elementary Schools	12
Number of Middle Schools	1
Number of High Schools	1
Number of Career Centers	1
Enrollment (estimated as of March 31, 2022)	5,840
Parks and Recreation:	
Number of Parks	15
Total Park Acreage	1,140.46
Libraries:	
Number of Sites	2
Program Attendance (estimated for June 30, 2021)	6,000
Total Circulation (estimated for June 30, 2021)	198,000

*A Quick Look at Franklin County, Va.***Household Characteristics**

The number of households in the County grew from 14,655 in 1990 to 21,315 in 2009, an increase of 45.4%. Other statistics are estimated from 2020 Census.gov ( American Fact Finder ) are presented below:

Persons under 5 years, percent	4.5%
Persons under 18 years, percent	18.7%
Persons 65 years and over, percent	24.2%
White alone, percent	89.6%
Black or African American alone, percent	7.9%
American Indian and Alaska Native alone, percent	0.5%
Asian alone	0.5%
Two or more races	1.5%
Hispanic or Latino, percent	2.9%
Veterans, 2016-2020	4,074
Households, 2016-2020	22,730
Persons per household, 2016-2020	2.41
Household with a broadband Internet subscription, 2016-2020	77.5%
In civilian labor force, total, percent of population age 16 years +, 2016-2020	54.3%
Total employer establishments, 2019	1,164
Total Employment, 2019	13,069

## *A Quick Look at Franklin County, Va.*



**Location:** 36.99322 N, 79.88081 W

**Size:** 690.43 sq. miles

**Population:** 54,188

(estimate July 1, 2021)

**Population Density:** 81.12 people/sq. mile

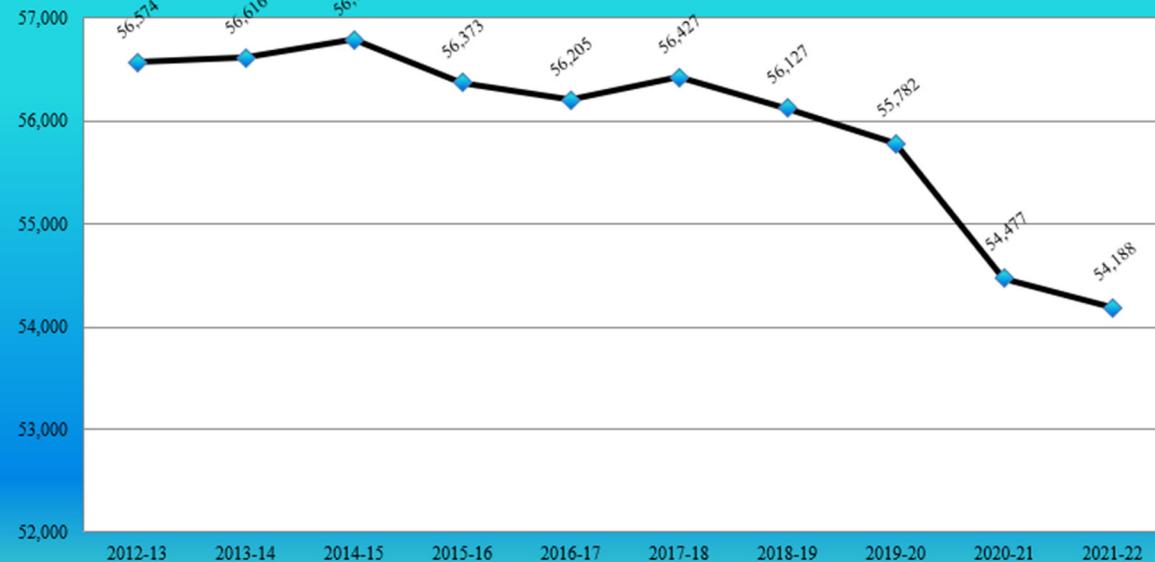
### **Towns & Communities:**

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

### **Population:**

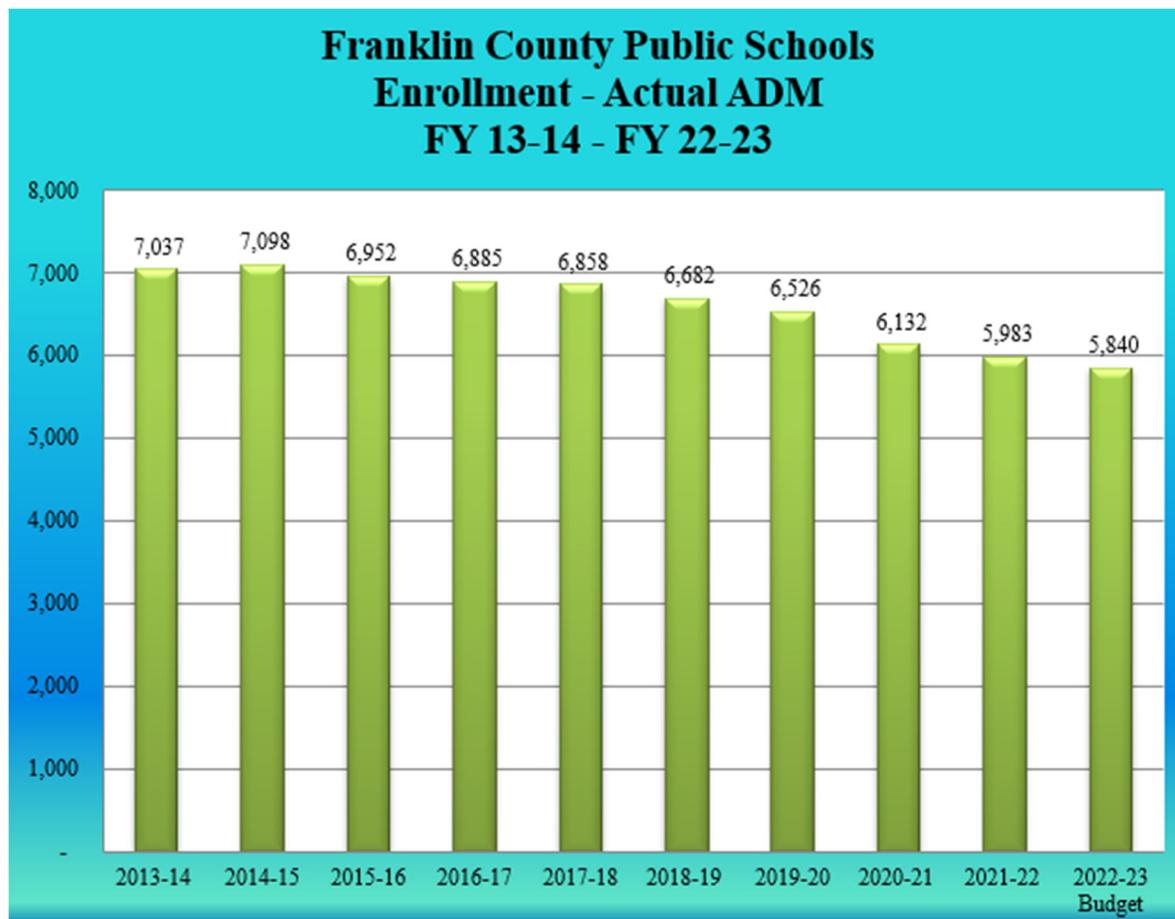
The population and demographic statistics of Franklin County reveal much about the direction in which the County is heading with respect to the need for new or expanded services, recreation, education, healthcare and other services. (<https://demographics.coopercenter.org/virginia-population-estimates> )

### **Franklin County Population Growth FY 12-13 - FY 21-22**



*A Quick Look at Franklin County, Va.*

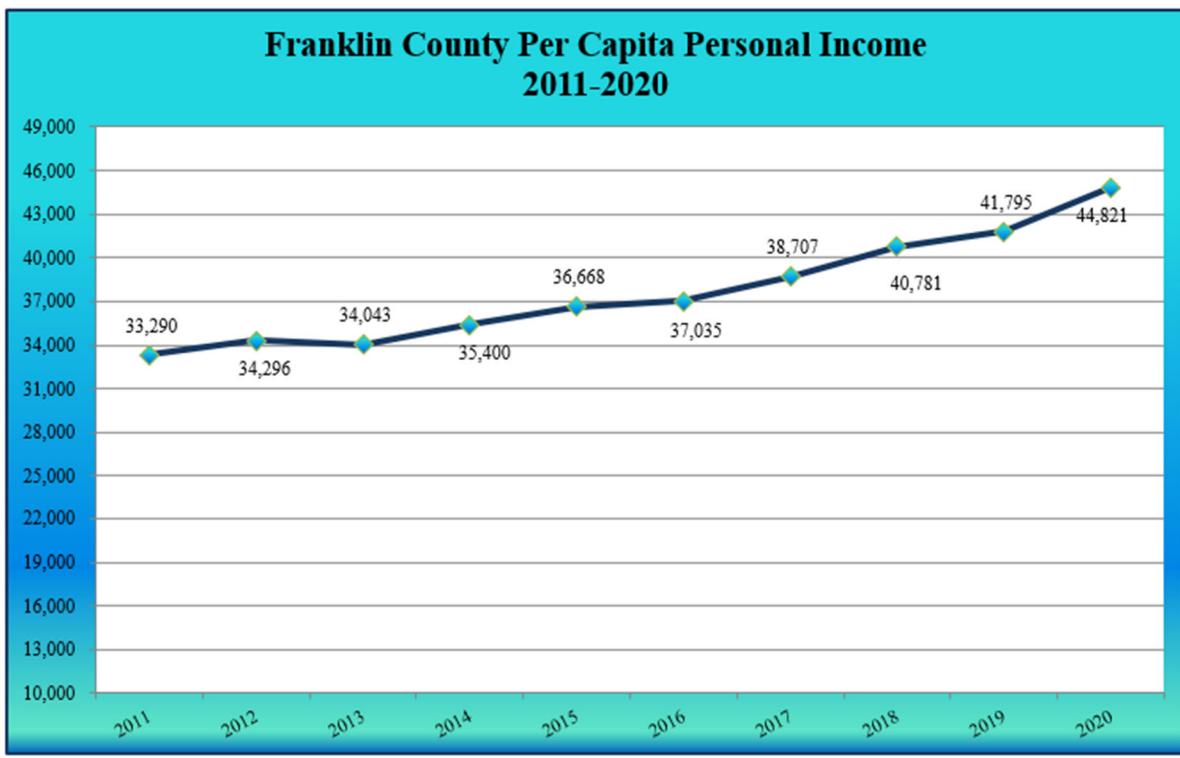
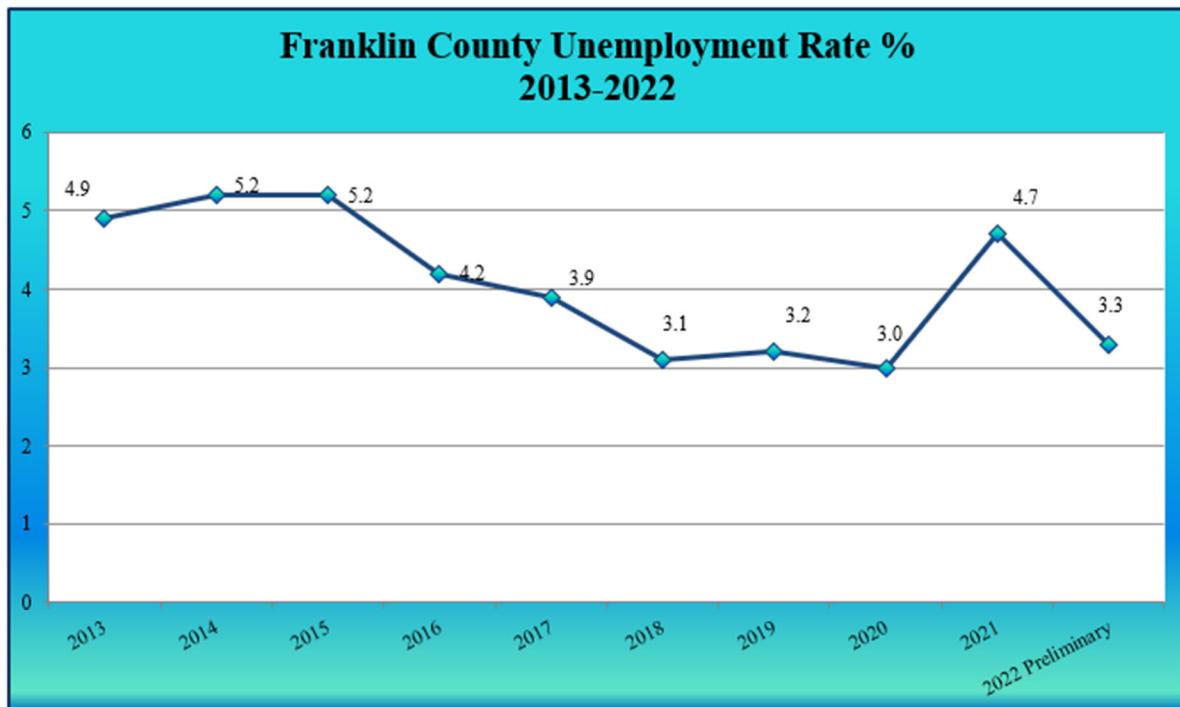
School enrollment has been slowly declining as more retirees re-locate to the County.



**Educational Attainment**

High school graduate or higher, percent of persons age 25+, 2015-2019	88.1%
Bachelor's degree or higher, percent of persons age 25+, 2015-2019	21.9%

*A Quick Look at Franklin County, Va.*



*A Quick Look at Franklin County, Va.****Principal Employers:***

<u>Employer</u>	<u>Product or Service</u>	<u>Estimated Employment</u>
M.W. Manufactures (Ply Gem)	Wood Window/Door Units	1,500
Franklin County Schools	Education	1,387
County of Franklin	Local Government	392
Trinity Packaging, Inc.	Plastic Packaging	350
Franklin Memorial Hospital	Hospital	342
Kroger	Retail	300
Ferrum College	Education	250
Walmart	Retail	175
Fleetwood Homes Inc.	Housing Manufacturer	150
Arrington Mgmt. Group, LLC	Retail / Fast Food	100

***Forecast for the Regional Economy:***

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 14,000 direct new jobs along with 13,000 secondary jobs and almost \$1 billion in new investment. We represent the counties of Alleghany, Botetourt, Franklin and Roanoke; the cities of Covington, Roanoke and Salem and the Town of Vinton.

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

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

*A Quick Look at Franklin County, Va.*

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

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

<u>Fiscal Year</u>	<u>Total Taxable</u>	<u>Residential Construction</u>	
	<u>Assessed Value</u>	<u>Number of Permits</u>	<u>Value</u>
2011-2012	8,493,026,694	1,029	54,910,190
2012-2013	7,311,819,908	1,134	51,347,040
2013-2014	7,377,048,819	1,024	62,465,201
2014-2015	7,441,231,237	1,050	60,805,382
2015-2016	7,552,929,174	978	53,556,958
2016-2017	7,544,523,046	1,003	68,046,885
2017-2018	7,623,205,597	1,058	76,119,496
2018-2019	7,702,650,522	952	78,579,950
2019-2020	7,772,735,979	1,126	100,978,221
2020-2021	8,249,393,801	1,358	121,166,621

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</u> <u>(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>
2011-12	56,300	8,493,026,694	29,042,189	0.34%	515.85
2012-13	56,574	7,311,819,908	26,429,558	0.36%	467.17
2013-14	56,616	7,377,048,819	33,164,494	0.45%	585.78
2014-15	56,793	7,441,231,237	41,841,733	0.56%	736.74
2015-16	56,373	7,552,929,174	37,383,914	0.49%	663.15
2016-17	56,205	7,544,523,046	49,145,015	0.65%	874.39
2017-18	56,427	7,623,205,597	44,481,268	0.58%	788.30
2018-19	56,127	7,702,650,522	56,377,013	0.73%	1004.45
2019-20	56,011	7,772,735,979	52,255,755	0.67%	932.96
2020-21	54,477	8,249,393,801	53,486,438	0.65%	981.82

Note: (1) Bureau of the Census

(2) Includes all long-term general obligation debt

(3) 100% of fair market value

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

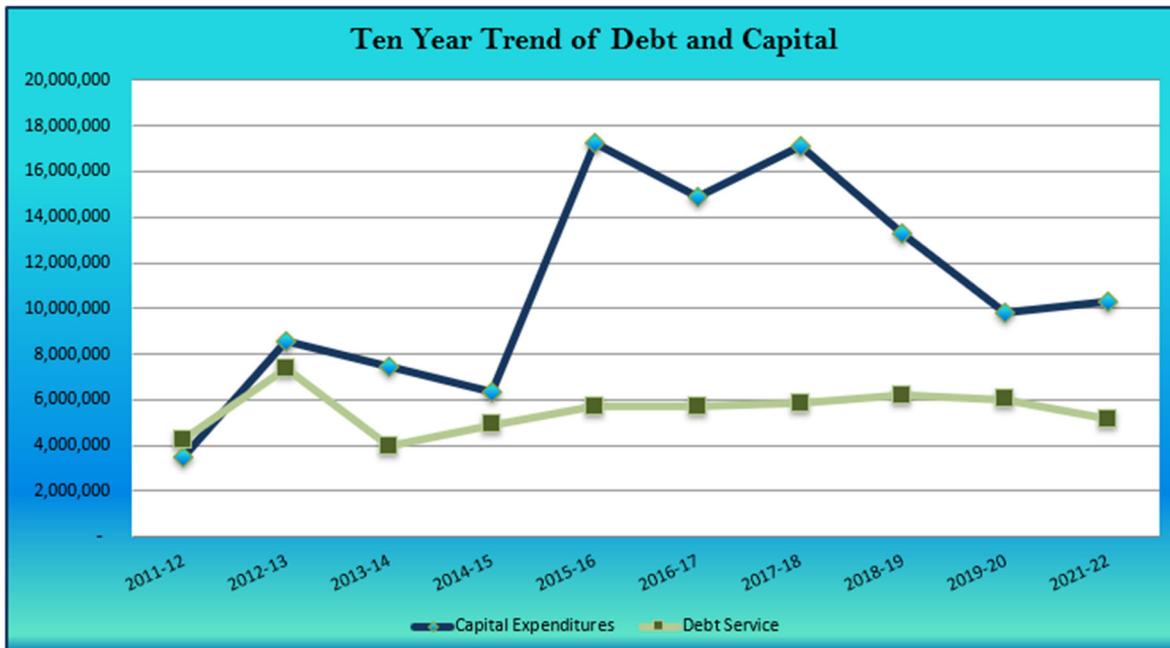
<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Debt Service (1)</u>	<u>Total General Government (2) Expenditures (3)</u>	<u>Ratio of Debt Service to General Governmental Expenditures</u>
2011-12	3,028,681	1,293,215	4,321,896	121,319,835	3.56%
2012-13	6,304,484	1,040,602	7,345,086	125,741,487	5.84%
2013-14	3,122,132	852,941	3,975,073	125,450,864	3.17%
2014-15	3,810,068	1,103,561	4,913,629	128,489,776	3.82%
2015-16	4,566,202	1,150,831	5,717,033	128,400,476	4.45%
2016-17	4,660,578	1,053,422	5,714,000	131,507,844	4.34%
2017-18	4,646,542	1,218,120	5,864,662	137,357,469	4.27%
2018-19	4,782,334	1,424,063	6,206,397	141,350,648	4.39%
2019-20	4,454,961	1,563,703	6,018,664	140,504,446	4.28%
2020-21	3,911,652	1,244,371	5,156,023	157,716,801	3.27%

(1) Exclude bond issuance and refunding of bonds.

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

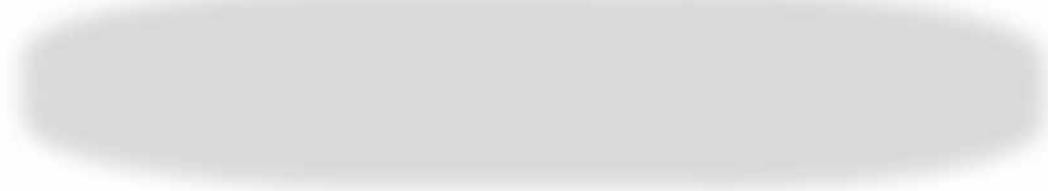
(3) Excludes refunding of bond.

*A Quick Look at Franklin County, Va.*



**Franklin County, Virginia**  
**Ten Largest Real Estate Assessments**  
**June 30, 2021**

<u>Taxpayer</u>	<u>Nature of Business</u>	<u>Assessed Value (Millions)</u>
Appalachian Power Company	Electric Utility	141
McAirlaids	Manufacturing	36
Trinity Packaging Company	Wholesaler	34
Willard Construction Company of Roanoke Valley Inc.	Construction	25
Lineal Technologies	Manufacturing	21
Ply Gem Industries Inc.	Manufacturing	20
Equitrans Midstream Corp	Gas Transmission	20
Central Telephone Company of Virginia	Telephone Utility	16
Franklin Real Estate Company	Real Estate	16
Walmart	Retail	14



# 2

## Budget Overview



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## Franklin County Summary of the Adopted Budget

The adopted budget for fiscal year 2022-2023 is hereby presented on a cash basis of accounting under which revenues and related assets are recorded when received and expenditures are recorded as the related funds are expended.

### **The Budget Process**

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



## FY 22-23 Budget Calendar

<u>Date</u>	<u>Task</u>
September 3, 2021	CIP request, Operating request forms, long-term goals established, and instructions distributed to departments
October 12, 2021	CIP request forms due to Finance Department
October 18, 2021 through November 11, 2021	Preparation of CIP document
November 12, 2021	Operating request forms, long-term goals established due to Finance Department
November 12, 2021	Budget Work Session CIP Overview & FY 23 Budgetary Pressures
November 15, 2021 through January 7, 2022	Department of Finance prepares revenue projections County Administrator begins review of forms and departmental requests
December 20, 2021	Budget Work Session - Public Safety
December 21, 2021	Budget Work Session - Sheriff
January 3, 2022	Budget Work Session – Preliminary FY 23 Revenue Projections Economic Development, Tourism, Parks
January 18, 2022	Budget Work Session- Library, Registrar, Development Services (Planning, Building, GIS)
January 25, 2022	Budget Work Session- Public Works / Utilities, Landfill, General Properties, and Information Technology
February 1, 2022	Budget Work Session – Franklin Center, Social Services, CSA, Family Resources
February 8, 2022	Updated FY 23 Revenue Projections
February 15, 2022	Budget Work Session – Commissioner, Treasurer, Clerk of Court, Commonwealth Attorney, Schools, Other Follow-Up
February 22, 2022	Budget Work Session – Finance, Human Resources, Compensation Study, and Health Insurance Benefits
	Budget Work Session(s) – Capital and Operational Budget Reviews, Expenditure and Revenue Balancing Guidance (i.e. rates, fees, etc.)

## Adopted Budget Fiscal Year 2022-2023

Feb. 28, 2022 through March 14, 2022	Preparation of FY 22-23 Proposed Budget
Feb. 28, 2022	School Board FY 23 Budget Public Hearing
March 7, 2022	School Board Adoption of FY 23 Budget
March 8, 2022	Proposed FY 23 County & School Budgets presented to BOS
March 8, 2022 through March 24, 2022	Budget Review Work Session as needed
March 29, 2022	Public Hearings on FY 23 County Budget and FY22-23 Tax Rates
March 31, 2022 through April 4, 2022	Additional Budget Work Sessions as needed
April 5, 2022	Adoption of Fiscal year 2022-2023 - Twice Per Year Real Estate Tax Collection Notices and tax rates
April 13, 2022	Adoption of County and School Fiscal year 2022-2023 Budgets
July 12, 2022	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 13, 2021 and presented in this budget document is a balanced budget.

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

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

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

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

1. *Pooling of funds*

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

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

3. Other highlight of the policy include:

Standards of Care

Safekeeping and Custody

## Suitable and Authorized Investments Reporting

**Asset Inventory:** This process is routinely performed during the planning process for the ten 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 and revised September 18, 2018. The policy is included in the Debt Management section of this document.

**Reserve Accounts Including Fund Balance:** The following fund balance policy was adopted by the Board of Supervisors on June 21, 2011 and revised on September 18, 2018.

### I. Purpose

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

### II. Components of Fund Balance

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

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

III. Committed Fund Balance Policy

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

IV. Assigned Fund Balance Policy

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

V. Minimum Unassigned Fund Balance Policy

The County will maintain an unassigned fund balance in the general fund of no less than 20% general fund operating revenues. The County considers a balance of less than 20% of general fund operating revenues to be cause for concern, barring unusual or deliberate circumstances.

VI. Resource Flow Policy

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

**Procurement Policy:**

The purpose of this policy, adopted by the County and last amended on July 1, 2019, 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.

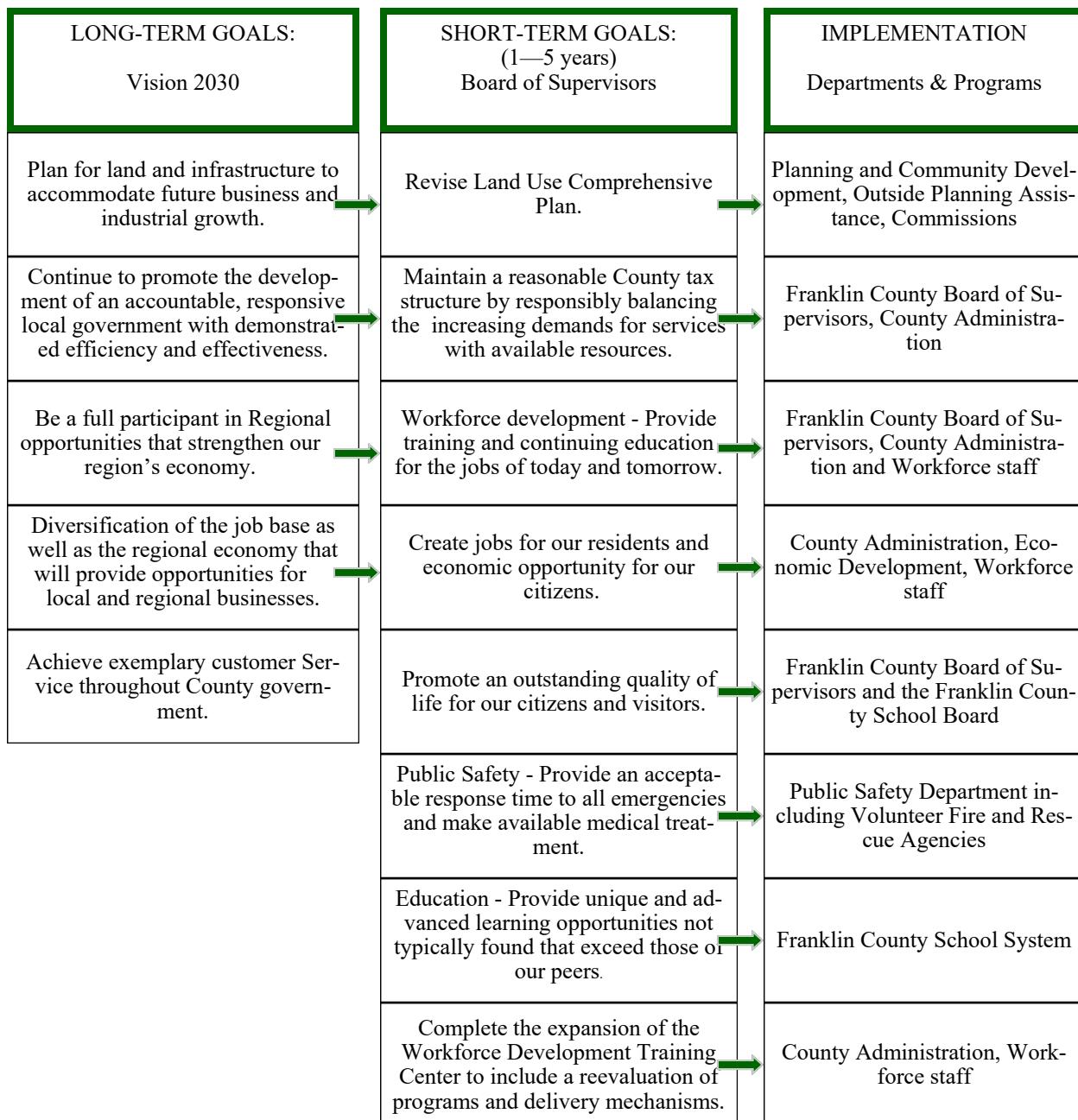
1. Administration of the Board adopted purchasing policy is the ultimate responsibility of the County Administrator. The County Administrator will be the County Procurement Agent and may designate others to administer the purchasing policy and procedures on behalf of the County.
2. Each Department Head 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.
4. The Federal Office of Management and Budget set standards for all recipients of federal grants through the Uniform Grant Guidance and the Commonwealth of Virginia also updated the Virginia Public Procurement Act (VPPA).

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

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

# FRANKLIN COUNTY

## LINKING LONG - AND SHORT-TERM GOALS



2013  
Franklin County  
Strategic Plan  
Adopted August 20, 2013



Franklin County Government Center

Prepared by the Franklin County Staff  
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**FRANKLIN COUNTY  
2013 DRAFT STRATEGIC PLAN  
Franklin County Government Center**

### **Strategic Planning:**

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

### **Background:**

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

### **Process:**

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

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

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

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

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

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

### Working Strategically:

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

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



**Franklin County**  
*A Natural Setting for Opportunity*

**FRANKLIN COUNTY BOARD OF SUPERVISORS**  
**VISION**

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

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

## **FRANKLIN COUNTY BOARD OF SUPERVISORS STRATEGIC OUTCOME AREAS**

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

### **INFRASTRUCTURE**

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

### **SCHOOLS**

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

### **ECONOMIC DEVELOPMENT/JOB CREATION**

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

### **FINANCIAL STABILITY**

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

### **STAFFING NEEDS**

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

### **MANAGED GROWTH**

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

## FRANKLIN COUNTY BOARD OF SUPERVISORS 2-3 YEAR GOALS

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

### INFRASTRUCTURE

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

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

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

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

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

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

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

### SCHOOLS

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

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

Actively pursue STEM-H focus at the Franklin Center.

### ECONOMIC DEVELOPMENT/JOB CREATION

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

Implement new business park plan.

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

Develop plan(s) for business support capability.

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

**FINANCIAL STABILITY**

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

Develop a long-range financial plan.

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

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

**STAFFING NEEDS**

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

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

Develop a financial program to maintain employee's benefits.

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

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

Explore performance based pay.

**MANAGED GROWTH**

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

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

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

Act on appropriate strategies from Aging Services strategic plan.

**STAFF RECOMMENDED GOALS**

**INFRASTRUCTURE**

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

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

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

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

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

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

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

**SCHOOLS**

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

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

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

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

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

**ECONOMIC DEVELOPMENT/JOB CREATION**

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

Goal 1: Implement new business park plan.

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

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

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

### **FINANCIAL STABILITY**

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

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

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

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

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

### **STAFFING NEEDS**

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

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

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

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

### **MANAGED GROWTH**

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

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

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

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



# Franklin County, VA

*A Natural Setting for Opportunity*

## STRATEGIC PLAN UPDATE

### BOARD OF SUPERVISORS PLANNING MEETING

***CREATED NOVEMBER 8, 2018***

Kathy Baske Young  
[kathy@kbyoung.net](mailto:kathy@kbyoung.net)

### Overview

The Board of Supervisors for Franklin County met on November 8, 2018 at the Franklin County Government Center to update their 2025 Strategic Plan, setting a direction and course of action for the next five years.

The last comprehensive strategic planning process for the County took place in 2013. In the years since that strategy was created, there has been significant turnover on the Board. There has also been significant progress on some goals, and some new challenges and opportunities to be considered as direction is set for the next five years.

This planning session's goals were to:

- align the Board around a common Vision;
- set measurable goals; and
- define the critical pathways and decisions to achieve those goals

This update is meant to complement the strategies already in place for other Operational and Financial goals in the original plan.

Supervisors in attendance were:

- Cline Brubaker – Chairman (Blackwater)
- Bob Camicia, Vice-Chairman (Gills Creek)
- Mike Carter (Rocky Mount)
- Tommy Cundiff (Union Hall)
- Leland Mitchell (Snow Creek)
- Tim Tatum (Blue Ridge)
- Ronnie Thompson (Boone)

Also in attendance were:

- Brent Robertson, County Administrator
- Chris Whitlow, Deputy Administrator

There were also were various department heads and the County Attorney there to answer questions and provide context when requested.

Brent Robertson began the meeting by listing some of the many accomplishments since the initial plan was completed, and other projects that were underway. At the end of the meeting, the Board stressed the need for action by staff to get these initiatives rolling quickly and a desire for updates along the way. Those Action Items are included on page 5 of this document.

The following pages outline the Vision and Areas of Focus that were decided upon, as well as some critical decisions that need to be made over the next three months.



## Franklin County, VA

*A Natural Setting for Opportunity*

### 2023 VISION

- 1) ***Addition of 1000 new jobs that pay \$20+ per hour***
- 2) ***750,000 square feet in Business Park fully developed, marketed, and occupied***
- 3) ***Students and adults with comprehensive skills that prepare them for today and tomorrow's available jobs***
- 4) ***24/7 EMS and Fire coverage and marked improved response times across the entire County***
- 5) ***Significant inroads in reducing illicit drug use and addiction***
- 6) ***1% annual population growth across all demographic categories***
- 7) ***Equalize the number of workers coming into and leaving Franklin County to work each day***
- 8) ***Ensure adequate facilities and services to address the needs of an aging population across the County***

## AREAS OF FOCUS & STRATEGIES

### WHERE WE NEED TO FOCUS OUR EFFORTS

*(Numbers in parentheses refer to the specific Vision component it would support)*

- A. Develop 5-year plan with the School Board to assess and prioritize facilities and capital for life-long learning (1 & 3)
- B. Agree on the cost and scope for CTE (1 & 3)
- C. Create a Task Force (*involving law enforcement, social services, citizens, judiciary, educational, medical, non-profit and private entities*) to plan and implement a comprehensive plan to address the causes, impacts and solutions to the drug problem, as well as develop and implement prevention strategies (5)
- D. Develop “soft Infrastructure” plan to ensure quality of life: increase affordable housing, neighborhoods, parks, recreational amenities, etc. (1, 6, 8)
- E. Develop a “hard infrastructure” plan: broadband, water & sewer, natural gas (1, 2, 6)
- F. Collaborative development of plan with paid and volunteer staff on what it will take to deliver on EMS/Fire goals (4)
  - Focus on recruitment/retention of volunteers – explore better ways to incentivize volunteers so they will stay
  - Develop the most efficient/effective ways to serve the entire county as we prepare for the future and the eventual loss of volunteers
  - Assess and develop a plan for facility needs for current and future 911/Fire/EMS
- G. Regular, focused dialogue between the County and its state & federal delegates (All)
  - Create an annual legislative agenda
  - Engage regularly with our delegates through quarterly update meetings
  - Set up a meeting with our new Representative, Denver Riggleman
- H. Identify groups (i.e. young families) that we want to attract and put together an “attraction strategy” through focused marketing and tourism efforts (6, 7)
- I. Identify opportunities to facilitate development of land for senior housing (i.e. Ferrum) (8)

**ACTIONS TO BE TAKEN OVER THE NEXT 3 MONTHS****NOVEMBER 2018 – JANUARY 2019**

ACTION	PERSON RESPONSIBLE	BY WHEN	STATUS
1) Finalize Construction Management contract	Mike Burnette	Nov 20	
2) Initial discussions with developers on Ferrum property (check with Ferrum/1 <sup>st</sup> right of refusal)	Mike Burnette	Dec 9	
3) Staff to decide what to outsource in the soft and hard infrastructure plans to accelerate progress	Brent Robertson	Dec 15	
4) Meeting with Davenport to understand dollars available for investment	Brent Robertson	Dec 18 10A	
5) Board of Supervisors' alignment over priorities for educational investment and preparation for meeting with School Board	Cline Brubaker	Dec 18 after Davenport Meeting	
6) Meeting with BOS, Staff and School Board to come to agreement on needs and determine what is feasible for capital expenditures	Brent Robertson	Dec 19	
7) Identify the amount of money available and set priorities as to how it will be used to move forward on the goals in this plan	Brent	Dec 31	
8) Create a charter for the Drug Task Force	Brent Robertson	Jan 2019	

## Functional Team: Internal Services

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

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

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

### Internal Services Team Goals

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

### Internal Services Team Issue Statements

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

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

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

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

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

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

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

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

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

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

## Functional Team: Human Services

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

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

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

### Human Services Team Goals

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

### Human Services Team Issue Statements

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

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

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

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

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

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

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

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

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

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

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

## Functional Team: Public Safety

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

Animal Control	Commonwealth's Attorney	
EMS	Fire	Sheriff

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

### Public Safety Team Goals

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

### Public Safety Team Issue Statements

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

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

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

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

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

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

◎ **Managing the costs of a fully-functional fleet is essential to high-quality service delivery.**

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

◎ **Service demands evolve as demographics change; funding levels must anticipate service demands.**

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

## **Functional Team: Community Services**

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

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

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

### **Community Services Team Goals**

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

### **Community Services Team Issue Statements**

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

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

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

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

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

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

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

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

### Franklin County - Debt Management

The Commonwealth of Virginia does not impose a legal debt limit on local governments. Debt management is left up to each local governing body. The Franklin County Board of Supervisors adopted the following revised debt policy on September 18, 2018:

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. The County's tax-supported debt outstanding shall not exceed 3.5% of total assessed value during a five year planning window; and
4. The County's tax-supported debt service shall not exceed 10% of general government expenditures, including operational expenditures of the school component unit, during a five year planning window; and
5. 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, 2021</i>
The County's debt as a percentage of the real estate assessment.	<b>3.50%</b>	<b>0.65%</b>
The County's debt service as a percentage of general government expenditures	<b>10.00%</b>	<b>3.27%</b>

The County has the flexibility managing debt without the restrictions of a legal debt limit. The aforementioned debt policy can be amended by the Board of Supervisors at any time without needing additional approval from the Commonwealth of Virginia or any other governing body. As you can see above, the County's debt service payments account for only 3.27% of the total general government expenditures as of the last fiscal year. Debt service is very manageable with little strain or impact on County operations.

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

## Adopted Budget Fiscal Year 2022-2023

<b>Fiscal Year</b>	<b>General Obligation Bonds</b>		<b>Revenue Bonds</b>	
<b><u>Ending June 30,</u></b>	<b>Principal</b>	<b>Interest</b>	<b>Principal</b>	<b>Interest</b>
2022	577,338	304,319	2,815,000	2,170,931
2023	586,817	277,914	3,370,000	1,438,650
2024	596,279	250,687	2,815,000	1,284,025
2024	4,360,314	166,039	2,960,000	1,139,650
2026	491,334	84,181	1,740,000	1,022,150
2027-2031	1,112,067	211,770	9,070,000	3,701,000
2032-2036	700,000	51,875	8,845,000	1,768,850
2037-2041	-	-	6,455,000	368,975
<b>Total</b>	<b>\$8,424,149</b>	<b>\$1,346,785</b>	<b>38,070,000</b>	<b>12,894,231</b>

### Change in Long-Term Obligations as of June 30, 2021

	Balance	Increases/		Decreases/		Balance
	<u>June 1, 2020</u>	<u>Issuances</u>	<u>Retirements</u>	<u>June 30, 2021</u>		
Direct Borrowing and placements:						
General obligation bonds	\$ 3,664,209	\$ -	\$ (1,009,296)	\$ 2,654,913		
Revenue bonds	48,398,329	3,611,907	(46,241,000)	5,769,236		
Premiums on revenue bonds	193,217	-	(44,991)	148,226		
Revenue bonds	-	38,070,000	-	38,070,000		
Premiums on revenue bonds	-	6,844,063	-	6,844,063		
Capital leases	3,269,864	92,433	(1,518,356)	1,843,941		
Landfill closure/postclosure liability	11,204,803	213,126	(2,084,629)	9,333,300		
Compensated absences	1,706,524	1,384,913	(1,279,893)	1,811,544		
Net OPEB obligation	2,543,139	620,846	(515,120)	2,648,865		
Net pension liability	4,078,108	7,563,315	(3,285,437)	8,355,986		
<b>Total</b>	<b>\$ 75,058,193</b>	<b>\$ 58,400,603</b>	<b>\$ (55,978,722)</b>	<b>\$ 77,480,074</b>		

### **Bond Rating:**

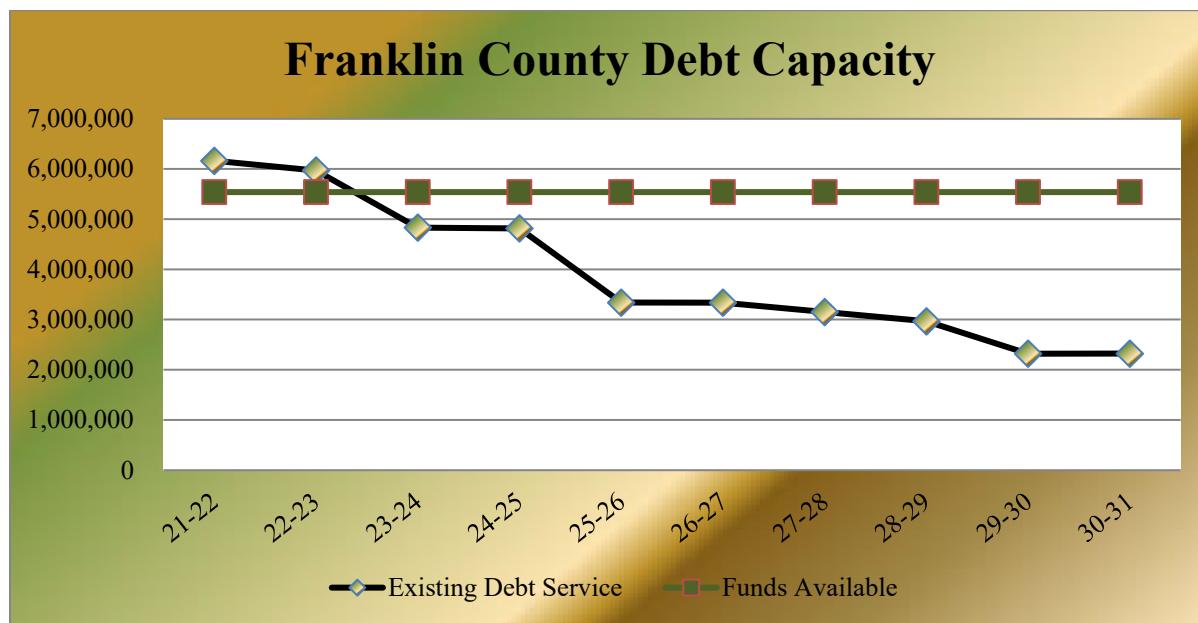
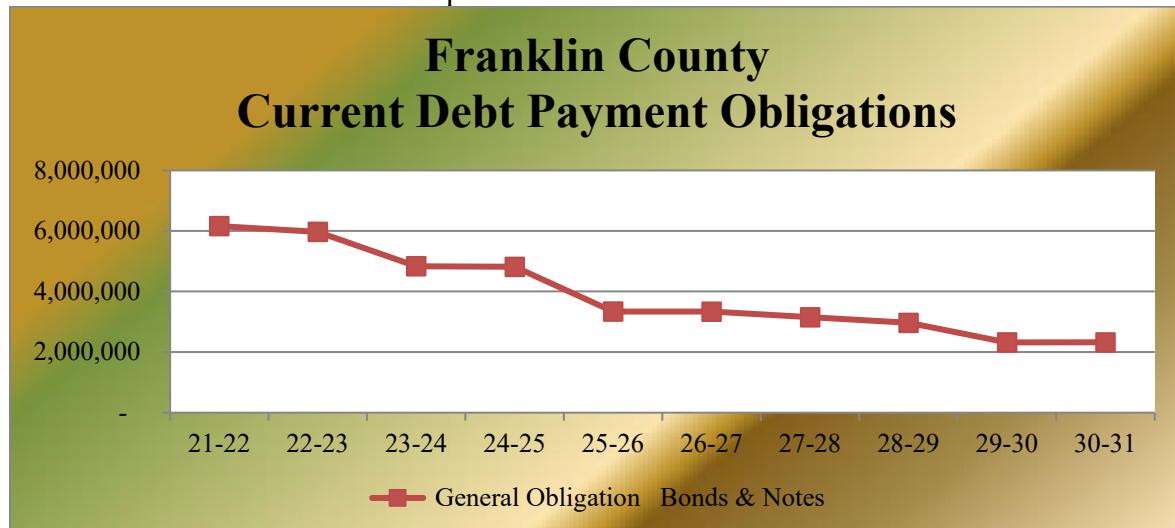
Franklin County's underlying credit rating by Moody's is Aa2, AA+ by Standard & Poor's, and AA by Fitch. All credit rating agencies are favorably impressed with the County's managerial policies as well as its adherence to conservative financial policies. Also cited by both rating agencies is Franklin County's strategic planning for future needs, 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 FY21-22 levels nor require increases in future tax rates.



Franklin County's debt to assessed value at June 30, 2021 is 0.65%. Debt service as a percentage of expenditures was 3.27% for the fiscal year ended June 30, 2021. The County is in good financial position to borrow in the future should the need arise. New debt is expected to be issued during FY22-23 for the construction of a new cell in the County's landfill and for the major replacement of HVAC systems in the middle school.

## Adopted Budget Fiscal Year 2022-2023

### FRANKLIN COUNTY

#### Ratio of Net General Bonded Debt to Assessed Value and Net Bonded Debt per Capita

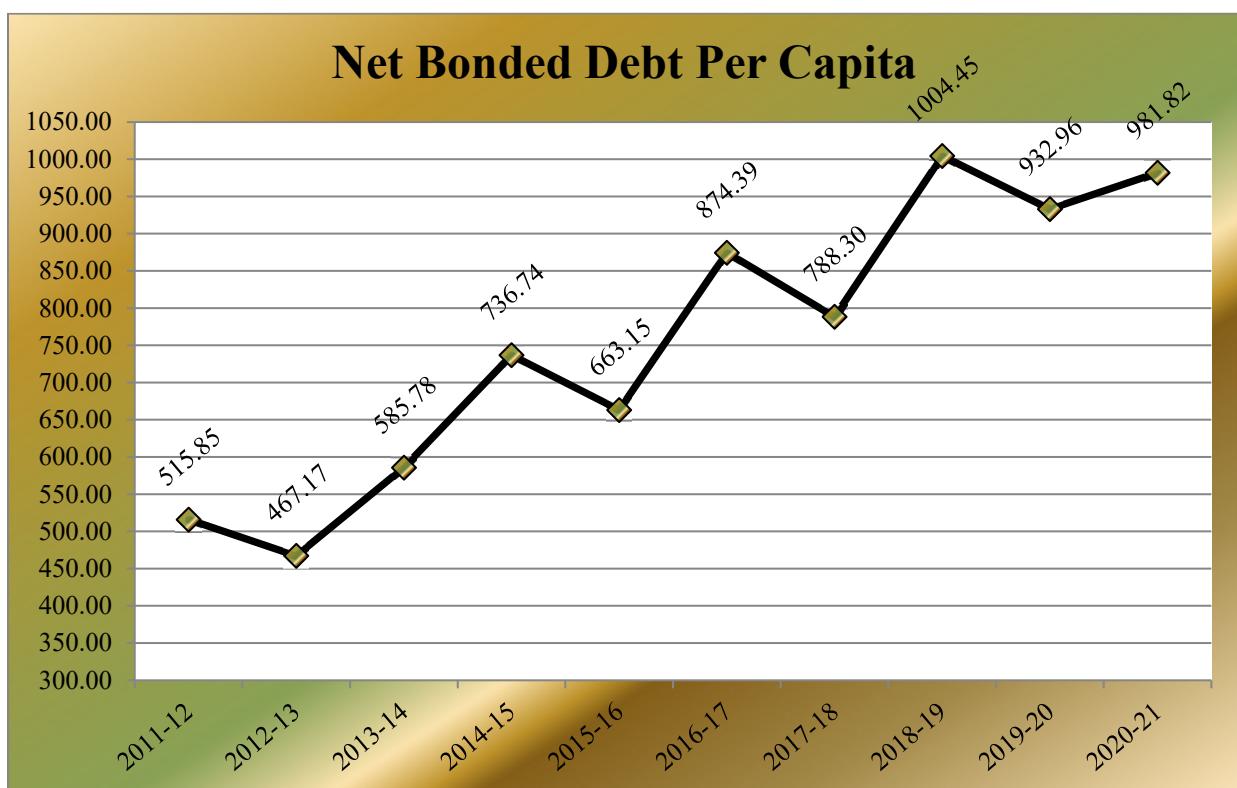
#### Last Ten Fiscal Years

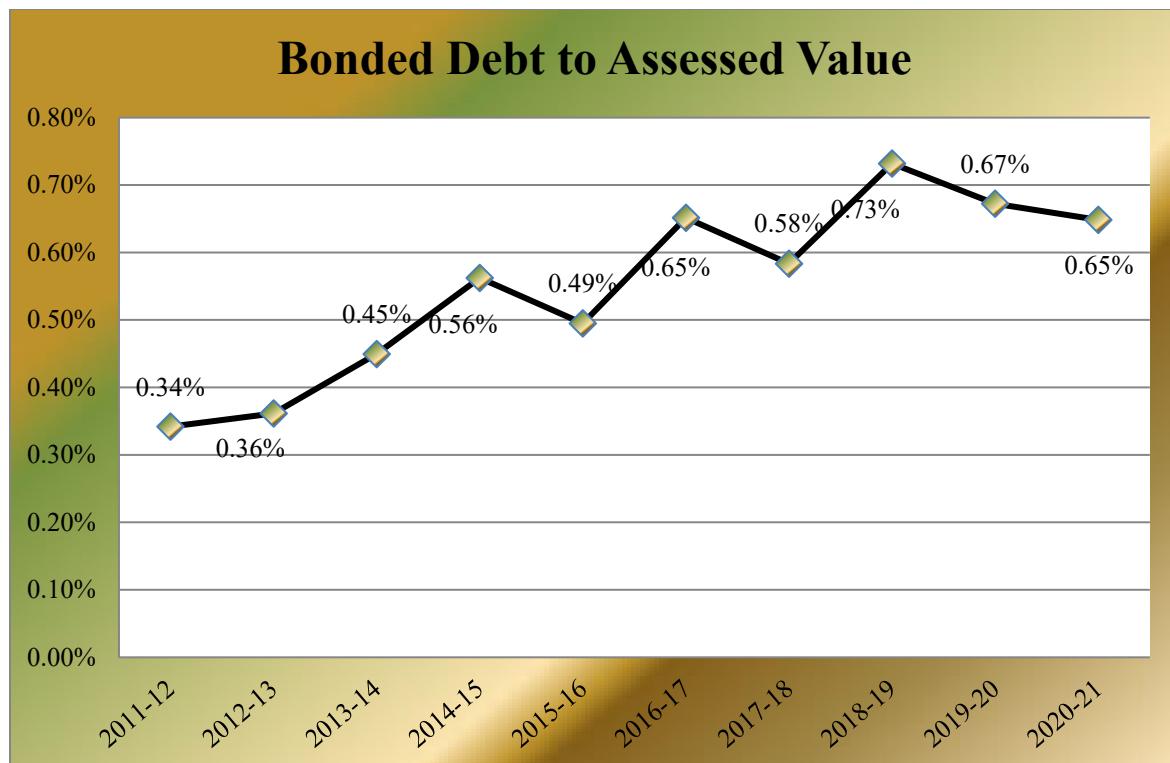
<u>Fiscal Year</u>	<u>Population(1)</u>	<u>Gross Assessed Value (3)</u>	<u>Gross and Net Bonded Debt(2)</u>	<u>Ratio of Bonded Debt to Assessed Value</u>	<u>Net Bonded Debt per Capita</u>
2011-12	56,300	8,493,026,694	29,042,189	0.34%	515.85
2012-13	56,574	7,311,819,908	26,429,558	0.36%	467.17
2013-14	56,616	7,377,048,819	33,164,494	0.45%	585.78
2014-15	56,793	7,441,231,237	41,841,733	0.56%	736.74
2015-16	56,373	7,552,929,174	37,383,914	0.49%	663.15
2016-17	56,205	7,544,523,046	49,145,015	0.65%	874.39
2017-18	56,427	7,623,205,597	44,481,268	0.58%	788.30
2018-19	56,127	7,702,650,522	56,377,013	0.73%	1004.45
2019-20	56,011	7,772,735,979	52,255,755	0.67%	932.96
2020-21	54,477	8,249,393,801	53,486,438	0.65%	981.82

Note: (1) Bureau of the Census

(2) Includes all long-term general obligation debt

(3) 100% of fair market value





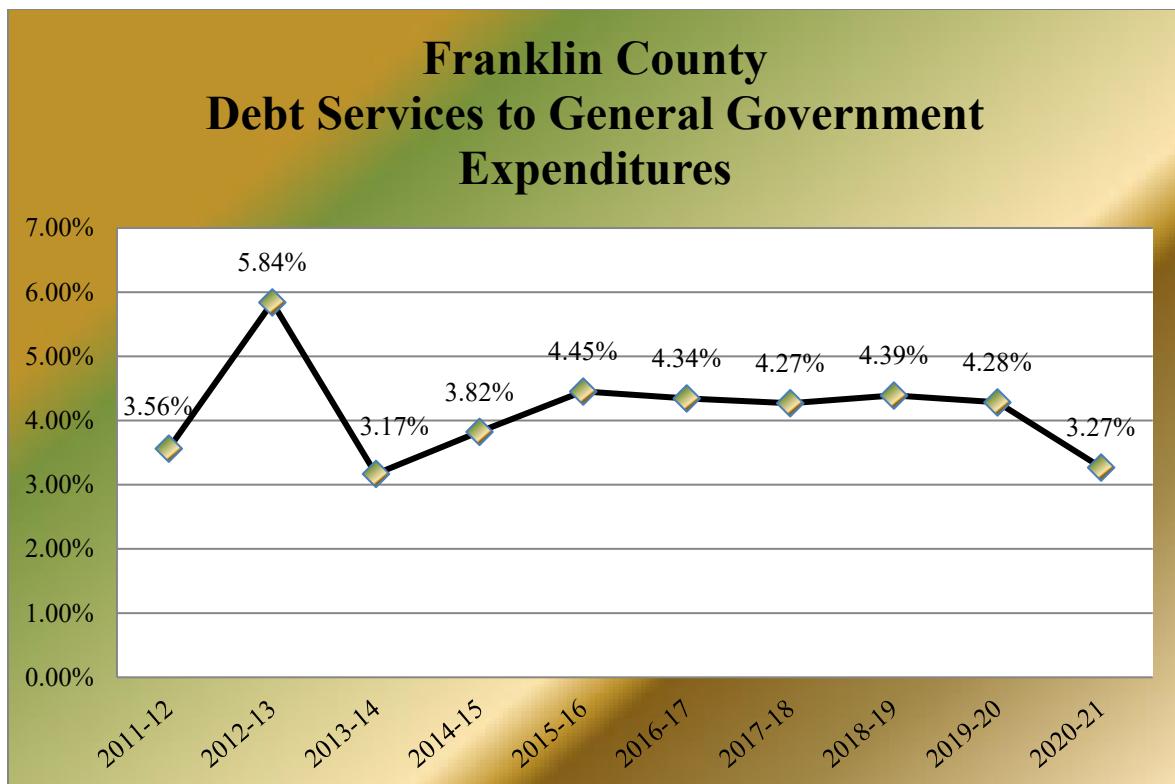
**Ratio of Net Annual Debt Service Expenditures for  
General Bonded Debt to Total General Governmental Expenditures  
Last Ten Fiscal Years**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Debt Service (1)</u>	<u>Total General Government (2) Expenditures (3)</u>	<u>Ratio of Debt Service to General Governmental Expenditures</u>
2011-12	3,028,681	1,293,215	4,321,896	121,319,835	3.56%
2012-13	6,304,484	1,040,602	7,345,086	125,741,487	5.84%
2013-14	3,122,132	852,941	3,975,073	125,450,864	3.17%
2014-15	3,810,068	1,103,561	4,913,629	128,489,776	3.82%
2015-16	4,566,202	1,150,831	5,717,033	128,400,476	4.45%
2016-17	4,660,578	1,053,422	5,714,000	131,507,844	4.34%
2017-18	4,646,542	1,218,120	5,864,662	137,357,469	4.27%
2018-19	4,782,334	1,424,063	6,206,397	141,350,648	4.39%
2019-20	4,454,961	1,563,703	6,018,664	140,504,446	4.28%
2020-21	3,911,652	1,244,371	5,156,023	157,716,801	3.27%

(1) Exclude bond issuance and refunding of bonds.

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

(3) Excludes refunding of bond.



The increase in FY12-13 is due to the refinancing of old debt issues.

**Additional Information on the County's Outstanding Debt:**

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

<b>Purpose</b>	<b>Outstanding Balance at June 30, 2021</b>	
Stadium Expansion at FCHS	\$	500,000
Windy Gap Elementary School		2,154,913
Business Park / Govt. Center & Various Projects		38,070,000
Westlake Sewer Project		2,015,000
Landfill Closure & Various Projects		3,754,236
<b>Total</b>	<b>\$</b>	<b>46,494,149</b>

## **Basis of Budgeting, Basis of Accounting and Fund Structure**

### **Basis of Budgeting**

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

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

The Annual Comprehensive Financial Report (ACFR) 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 ACFR to the numbers presented in the budget document.

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

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

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

### **Fund Accounting**

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

## **Basis of Accounting**

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

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

## **Governmental Fund Types**

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

### **General Fund**

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

### **Special Revenue Funds**

Special Revenue Funds account for the proceeds of specific revenue sources (other than those dedicated for major capital projects) requiring separate accounting because of legal or regulatory provisions or administrative action. The County has two special revenue funds: Law Library and E911. The Law Library Fund is established per State Code to establish a law library and to fund the purchase of law books, periodicals, and computer legal research services through assessed fees to be collected by the Clerk of Circuit Court. The E911 Fund accounts for the County's Emergency 911 Communications Center. Certain State revenues from wireless 911 fees collected are used to supplement local County funds in the operation of the Center.

### **Capital Projects Funds**

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

### **Debt Service Fund**

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

### School Fund (Component Unit)

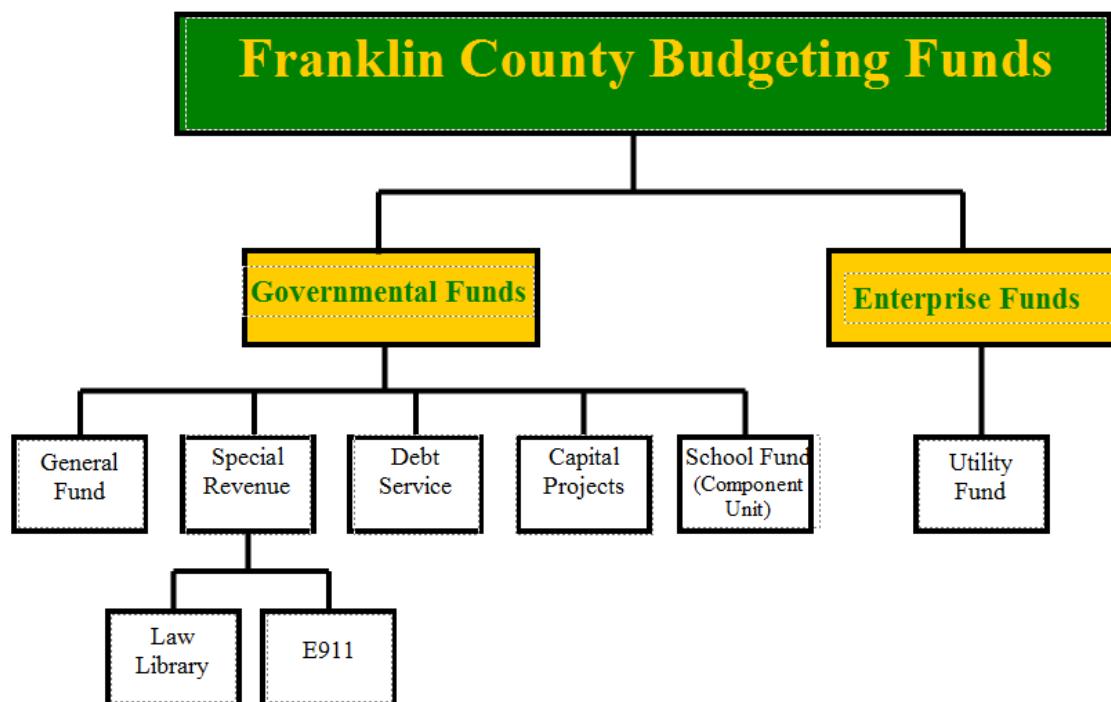
Presented as a Component Unit is the Franklin County School Board which operates the elementary and secondary schools in the County. The School Board is fiscally dependent upon the County because the County approves all debt issuances of the School Board and provides significant funding to operate the public schools since the School Board does not have separate taxing powers.

### Enterprise Funds

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

### Utility Fund

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



**Franklin County**  
**Undesignated and Designated Fund Balances**

**Governmental Funds**

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

Restricted and Assigned Governmental Fund Balance is comprised of those funds that have been reserved from fund balance for a specific use. The following amounts were restricted and assigned- from the Governmental Funds fund balance at June 30, 2021:

<b>Restricted for E911</b>	\$1,099,607
<b>Restricted for Law Library</b>	165,146
<b>Restricted for Forfeited Assets</b>	147,390
<b>Restricted for Courthouse Maintenance</b>	279,208
<b>Restricted for Tourism</b>	7,500
<b>Restricted for Inmates</b>	23,268
<b>Assigned for Debt Service</b>	4,455,744
<b>Nonspendable Capital Projects</b>	1,231,445
<b>Restricted for Capital Projects</b>	9,722,163
<b>Assigned for Capital Projects</b>	14,863,919
<b>Total</b>	<b>31,995,390</b>

This total of \$31,995,390 is included in the June 30, 2021 fund balance amount of \$37,969,021. Unassigned general fund balance on June 30, 2021 was \$34,812,872. Below are summary projections of fund balance for the general fund only:

	Estimate FY21-22	Budget FY 22-23
<b>Fund Balance, Beginning of Year</b>	\$34,812,872	\$37,969,021
<b>Revenue Sources</b>	105,361,468	102,951,859
<b>Expenditures</b>	(53,325,757)	(57,442,944)
<b>Transfers to Other Funds</b>	(48,879,562)	(45,508,915)
<b>Fund Balance, End of Year</b>	\$37,969,021	\$37,969,021

Fund balance is projected to increase slightly in FY22-23 as the economy hopefully cools and inflation stabilizes. A significant recession may substantially impact revenue projections and any resulting operating surplus. The Real Estate taxes, Personal Property and Local Sales Taxes are trending above projections and are driving revenue growth.

**Reserve Accounts Including Fund Balance:** The fund balance policy was adopted by the Board of Supervisors during FY 2012-13 and revised in FY 2018-19 and is included below:

I. Purpose

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

II. Components of Fund Balance

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

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

III. Committed Fund Balance Policy

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

IV. Assigned Fund Balance Policy

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

V. Minimum Unassigned Fund Balance Policy

The County will maintain an unassigned fund balance in the general fund of no less than 20% general fund operating revenues. The County considers a balance of less than 20% of general fund operating revenues to be cause for concern, barring unusual or deliberate circumstances.

VI. Resource Flow Policy

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

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

Fund Balance Projected FY21-22 Balances							
Fund	Fund Balance		Fund Balance		Revenue		Estimated Fund Balance June 30, 2022
	July 1, 2019	July 1, 2020	July 1, 2021	Sources	Expenditures	Transfers Out	
General Fund	23,704,454	28,548,226	34,812,872	105,361,468	(53,325,757)	(48,879,562)	37,969,021
E911 Fund	643,696	886,793	1,099,607	1,801,981	(1,259,888)		1,641,700
Law Library	144,665	154,889	165,146	9,070	0		174,216
Capital Projects	24,729,864	23,002,043	25,817,527	33,979,220	(9,443,026)		50,353,721
Debt Service School Operating	2,019,020	3,076,648	4,455,744	5,720,530	(5,231,403)		4,944,871
Utilities	231,826	(140,249)	2,473,403	90,880,119	(89,470,571)		3,882,951
Totals	51,657,704	55,743,710	69,102,576	237,810,283	(158,747,381)	(48,879,562)	99,285,916

Note: It is the intent of the County for all funds to end the year with the same fund balance as the beginning of the fiscal year. The Capital Projects Fund balance is projected to increase with additional revenue applied due to the implementation of twice-a-year real estate tax collections during calendar year 2022. The change resulted in a one-time surplus due to the difference in timing between the calendar year tax collections and the fiscal year for budgeting purposes. The General Fund balance is projected to increase due to strong real estate, personal property and sales tax collections and conservative expenditure estimates.

# 3

## Financial Summaries



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# Adopted Budget Fiscal Year 2022-2023

**Franklin County, Virginia**  
**Fund Balance, Revenue and Expenditure Totals by Fund**  
**Adopted FY22-23 Budget**

	Fund							<b>Totals</b>
	<b>General</b>	<b>E911</b>	<b>Law Library</b>	<b>Capital Projects</b>	<b>Debt Service</b>	<b>School Operating</b>	<b>Utilities</b>	
Beginning Fund Balance	37,969,021	1,641,700	174,216	50,353,721	4,944,871	3,882,951	319,436	99,285,916
<b>Revenues From Local Sources:</b>								
General Property Taxes	63,156,295							63,156,295
Other Local Taxes	13,766,704		10,000					13,776,704
Permits, Fees and Licenses	471,459							471,459
Fines and Forfeitures	17,331							17,331
Revenue From Money & Property	367,057							367,057
Charges For Services	2,883,766				1,497,412	9,000		4,390,178
Miscellaneous Revenues	713,007			185,732				898,739
Recovered Costs	1,134,139							1,134,139
<b>Revenues From Commonwealth of Virginia:</b>								
School Funds					47,806,544			47,806,544
Public Assistance Revenue	2,669,646							2,669,646
Comprehensive Services Act	4,011,405							4,011,405
Shared Expenses - Constitutional Officers	5,135,349							5,135,349
Personal Property Tax Relief	2,626,618							2,626,618
Other Grants and State Shared Expenses	1,233,803	75,000						1,308,803
Revenue From Federal Government	4,819,280				29,386,269			34,205,549
Total Revenues	103,005,859	75,000	10,000	-	185,732	78,690,225	9,000	181,975,816
<b>Fund Balance</b>								
Interfund Transfers		1,270,619		3,856,775	5,573,915	34,792,606	15,000	45,508,915
Total Available Funds	140,974,880	2,987,319	184,216	54,210,496	10,704,518	117,365,782	343,436	326,770,647

# Adopted Budget Fiscal Year 2022-2023

**Franklin County, Virginia**  
**Fund Balance, Revenue and Expenditure Totals by Fund (Continued)**  
**Adopted FY22-23 Budget**

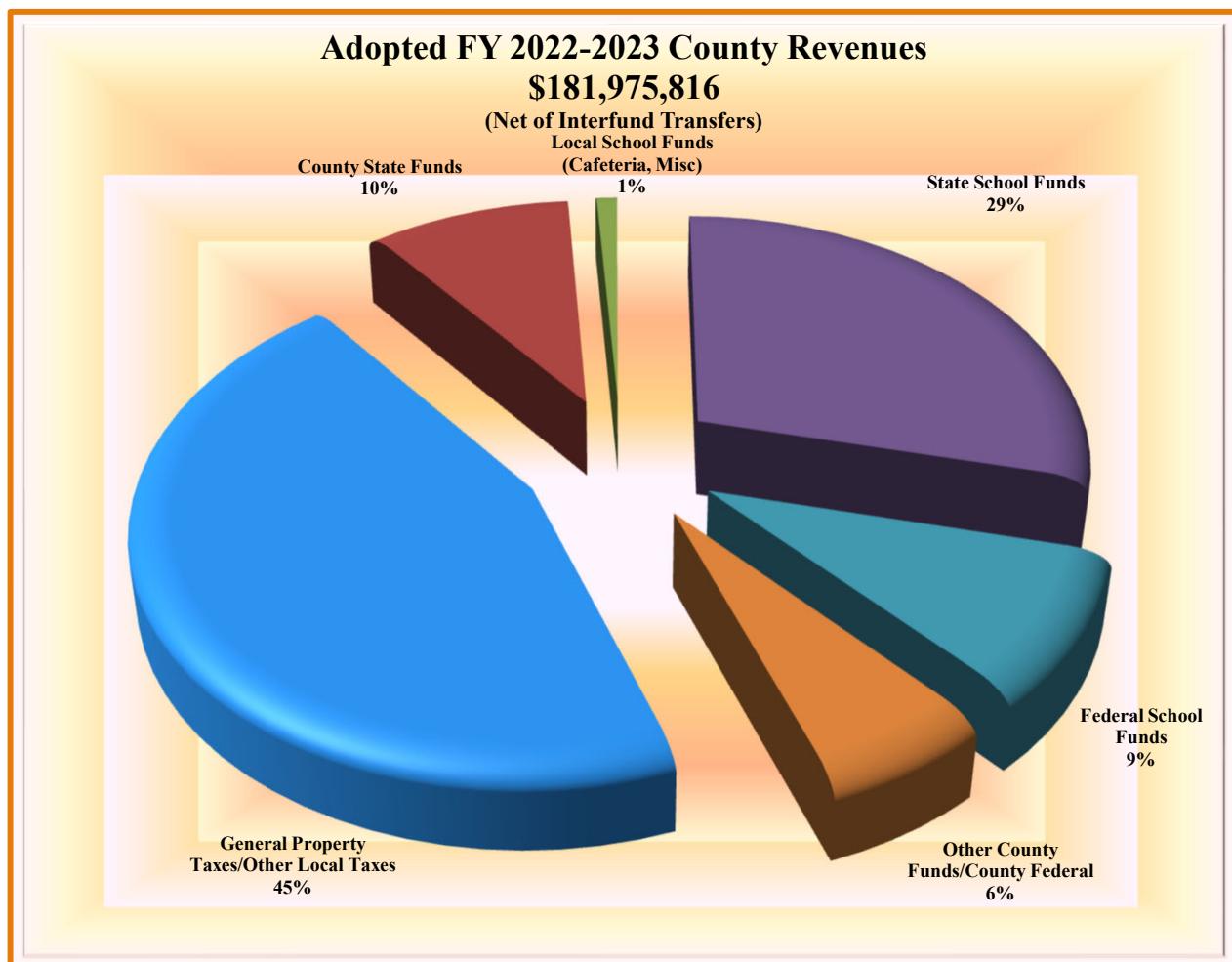
<b>Expenditures:</b>	<b>Fund</b>							<b>Totals</b>
	<b>General</b>	<b>E911</b>	<b>Law Library</b>	<b>Capital Projects</b>	<b>Debt Service</b>	<b>School Operating</b>	<b>Utilities</b>	
General Government Administration	5,857,058							5,857,058
Judicial Administration	3,217,051		10,000					3,227,051
Public Safety	17,754,087	1,345,619						19,099,706
Public Works	4,751,674							4,751,674
Health and Welfare	16,655,373							16,655,373
Parks, Recreation and Cultural	2,755,655							2,755,655
Community Development	3,374,573							3,374,573
Non Departmental	3,131,473							3,131,473
Transfers to Other Funds	45,508,915							45,508,915
Debt Service				5,759,647				5,759,647
School Operating Fund					113,482,831			113,482,831
Capital Projects			3,856,775					3,856,775
Utilities						24,000		24,000
<b>Total Expenditures</b>	<b>103,005,859</b>	<b>1,345,619</b>	<b>10,000</b>	<b>3,856,775</b>	<b>5,759,647</b>	<b>113,482,831</b>	<b>24,000</b>	<b>227,484,731</b>
<b>Ending Fund Balance</b>	<b>37,969,021</b>	<b>1,641,700</b>	<b>174,216</b>	<b>50,353,721</b>	<b>4,944,871</b>	<b>3,882,951</b>	<b>319,436</b>	<b>99,285,916</b>
<b>Total Expenditures Less Interfund Transfers</b>	<b>57,496,944</b>	<b>1,345,619</b>	<b>10,000</b>	<b>3,856,775</b>	<b>5,759,647</b>	<b>113,482,831</b>	<b>24,000</b>	<b>181,975,816</b>

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

<b>Revenues</b> <b>Function/Program</b>	<b>FY20-21</b> <b>Actual</b>	<b>FY21-22</b> <b>Actual (Estimated)</b>	<b>FY21-22</b> <b>Budget</b>	<b>FY22-23</b> <b>Adopted</b>
Revenues From Local Sources:				
General Property Taxes	\$60,500,986	\$61,866,439	\$59,060,870	\$63,156,295
Other Local Taxes	14,306,171	14,830,896	13,052,590	13,776,704
Permits, Fees and Licenses	576,493	675,930	445,293	471,459
Fines and Forfeitures	16,086	30,627	25,038	17,331
Revenue From Use of Money & Property	455,626	302,311	402,937	367,057
Charges For Services	4,757,909	3,392,793	4,513,924	4,390,178
Miscellaneous Revenues	481,683	1,988,405	777,164	898,739
Recovered Costs	2,159,016	728,275	1,038,036	1,134,139
Revenues From Commonwealth of Virginia:				
School Funds	44,965,753	46,759,862	46,196,895	47,806,544
Public Assistance Revenue	2,332,264	3,196,610	2,746,139	2,669,646
Comprehensive Services Act	3,696,899	3,721,197	3,916,006	4,011,405
Shared Expenses - Constitutional Officers	4,835,112	5,123,015	4,836,755	5,135,349
Personal Property Tax Relief	2,626,618	2,626,618	2,626,618	2,626,618
Other Grants and State Shared Expenses	4,308,892	1,718,272	1,164,232	1,308,803
Revenue From Federal Government	22,276,761	25,667,307	19,495,030	34,205,549
From Fund Balance/Borrowed Funds	(6,442,665)	(14,081,456)		
<b>Total Sources of Funding</b>	<b>\$161,853,604</b>	<b>\$158,547,101</b>	<b>\$160,297,527</b>	<b>\$181,975,816</b>

**Total Expenditures - All Funds**

<b>Expenditures</b>	<b>FY19-20</b> <b>Actual</b>	<b>FY20-21</b> <b>Actual (Estimated)</b>	<b>FY20-21</b> <b>Budget</b>	<b>FY21-22</b> <b>Adopted</b>
General Fund				
General Government Administration	\$5,159,542	\$5,345,969	\$5,463,978	\$5,857,058
Judicial Administration	2,827,613	3,182,105	3,001,979	3,227,051
Public Safety	22,747,542	17,977,114	15,917,924	17,754,087
Public Works	3,994,404	4,322,518	4,558,924	4,751,674
Health and Welfare	14,787,784	14,891,578	15,489,266	16,655,373
Parks, Recreation and Cultural	2,193,064	2,597,647	2,610,505	2,755,655
Community Development	2,626,560	3,000,383	3,108,587	3,374,573
Non Departmental	1,856,609	1,773,638	1,982,476	3,131,473
Debt Service	\$5,722,124	5,231,403	5,759,806	5,759,647
E911 Fund	1,283,763	1,259,889	1,270,025	1,345,619
Law Library	-	-	10,000.00	10,000
Capital Projects	10,631,912	9,443,027	3,856,775	3,856,775
Utilities	56,148	51,259	24,000	24,000
School Operating Fund	87,026,256	89,470,571	97,243,282	113,482,831
<b>Total Expenditures</b>	<b>\$160,913,321</b>	<b>\$158,547,101</b>	<b>\$160,297,527</b>	<b>\$181,985,816</b>



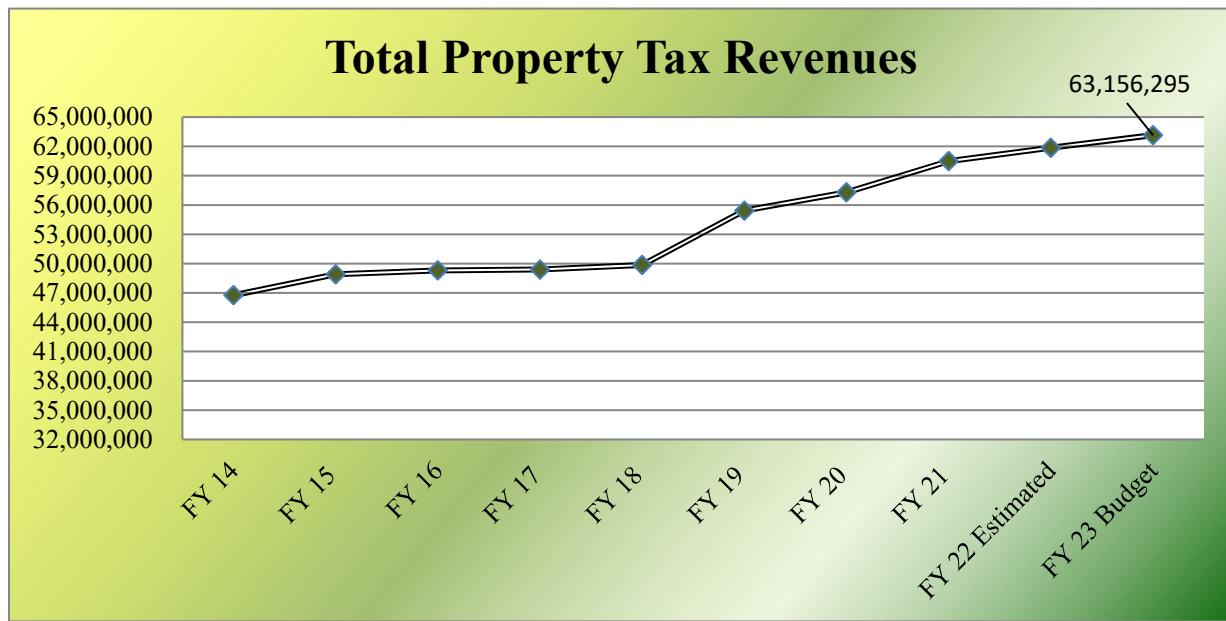
	<u>FY 21-22 Adopted</u>	<u>FY 22-23 Adopted</u>	<u>FY 21-22 / FY 22-23 Difference</u>	<u>% Change</u>	<u>Percent of Total</u>
General Property Taxes/Other Local Taxes	72,113,460	76,932,999	4,819,539	6.68%	42.28%
County State Funds	15,294,750	15,756,821	462,071	3.02%	8.66%
Local School Funds (Cafeteria, Misc)	1,577,920	1,497,412	(80,508)	-5.10%	0.82%
State School Funds	46,196,895	47,806,544	1,609,649	3.48%	26.27%
Federal School Funds	15,150,294	29,386,269	14,235,975	93.97%	16.15%
Other County Funds/County Federal	9,964,208	10,595,771	631,563	6.34%	5.82%
<b>Totals</b>	<b>160,297,527</b>	<b>181,975,816</b>	<b>21,678,289</b>	<b>13.52%</b>	<b>100.00%</b>

## REVENUE ANALYSIS

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

### **General Property Taxes**

General Property Taxes consist of real estate, personal property and public service corporation taxes. By State Law, property is assessed at market value and tax rates are applied per \$100 of assessed value. All real property taxes are due twice a year, June 5<sup>th</sup> and December 5<sup>th</sup>, and all personal property taxes are due December 5<sup>th</sup>.



The FY22-23 adopted budget increases \$21,678,289, or 13.52%, when compared to the FY 2021-22 budget. The vast majority of that growth is caused by increases in federal and state funding through the CARES Act and American Rescue Plan Act (ARPA) to public school system. Personal Property taxes have increased due to rapid inflation growth caused by supply chain issues on the passenger vehicle market. Real property assessments are conducted every four years. The real estate tax rate remains unchanged at \$0.61. The personal property tax rate remains unchanged at \$2.41

**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 from new home construction as well as home addition/remodel projects as many homeowners move from more heavily populated

urban areas and/or work from home. \$63,156,295 is budgeted for General Property Taxes in the FY 22-23 adopted budget. The reassessment of all real property in the County was completed in 2020 with the new reassessed values being effective January 1, 2020. The next reassessment will begin in 2022 and be effective for January 1, 2024. The value of Commercial property has been has seen relatively marginal increases for the past several years.

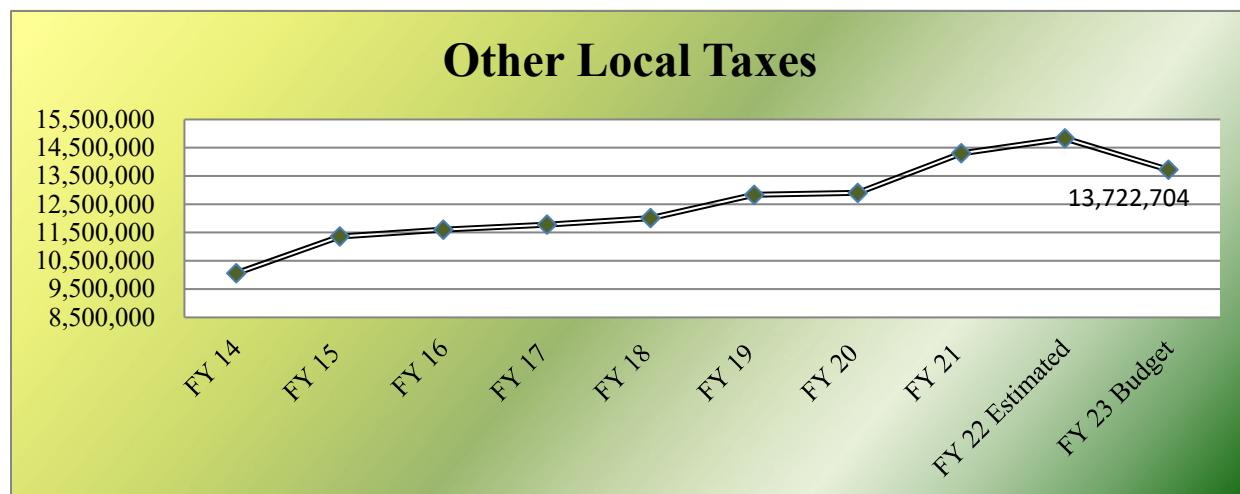
### **Other Local Taxes**

Other local taxes consist of local sales tax, consumer utility taxes, transient occupancy taxes, meals taxes, franchise taxes, local vehicle license fee revenue, recordation taxes and bank stock taxes. The local sales tax percentage that is remitted to the County from the Commonwealth of Virginia remains at 1%.

As we look to the future of these revenues, increases are expected due to the strong resilience and federal stimulus of taxpayers. These taxes are more susceptible to downturns in the economy than property taxes; therefore, we do budget these taxes conservatively due to this volatility. 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. The County projected increase of 13.11% in sales taxes, 11.31% in meals taxes, and 37.25% in transient occupancy taxes for FY 22-23. These large increases are due to the sharp increase in inflation along with natural increases due to healthy economic growth. This causes an overall increase in other local taxes of approximately 5.57% for FY22-23.

A total of \$13,722,704 is budgeted in FY22-23 in this revenue category. Vehicle license fee rates will not change for FY22-23.

**For the Future:** The County's updated strategic plan has set a goal of 1% annual population growth. In order to accomplish this, the County is making investments in the Summit View Business Park as well as future expansion of broadband internet service. A housing summit was recently held with multiple stakeholders to generate solutions and partnerships to address the housing shortage in the County. Population increases and a stable economy will help to maintain these revenues in the future.

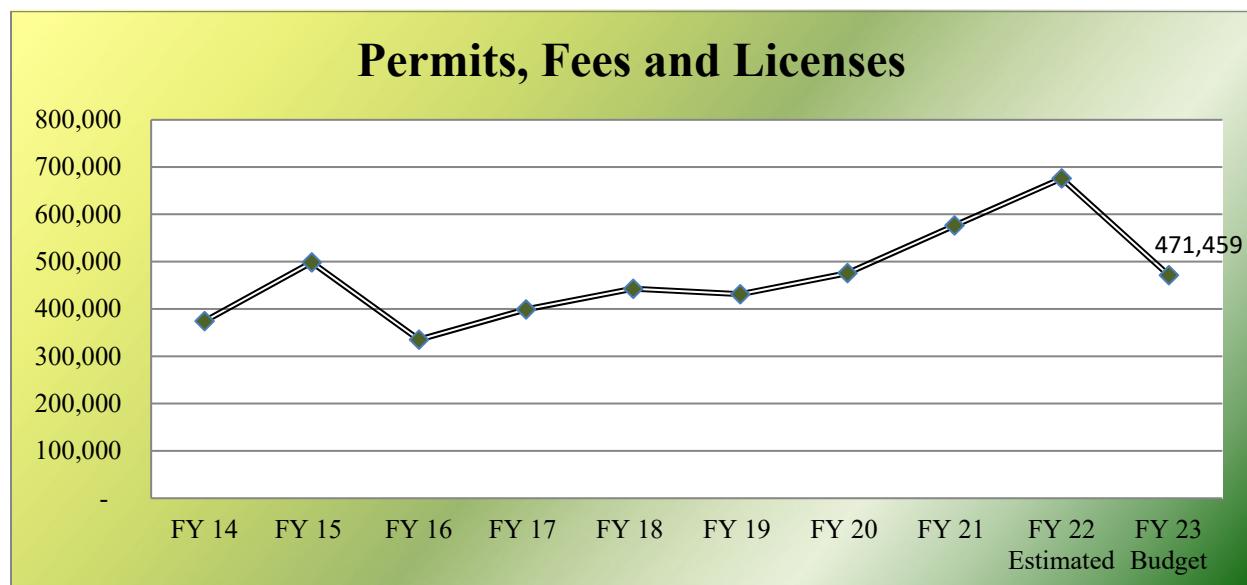


### **Permits, Fees and Licenses**

Revenues in this category include building permit fees and planning and zoning fees. Building permit and planning and zoning fees are projected to increase as a result of the housing industry boom. Even with the pandemic, new housing starts have risen substantially as a sign of a strengthened local economy due to the exodus from cities to suburban and rural areas continues.

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

The total budget for permits, fees and licenses is \$471,459 for FY22-23. This amount has decreased slightly from FY21-22 due mostly to the volatile economy and conservative budgeting.



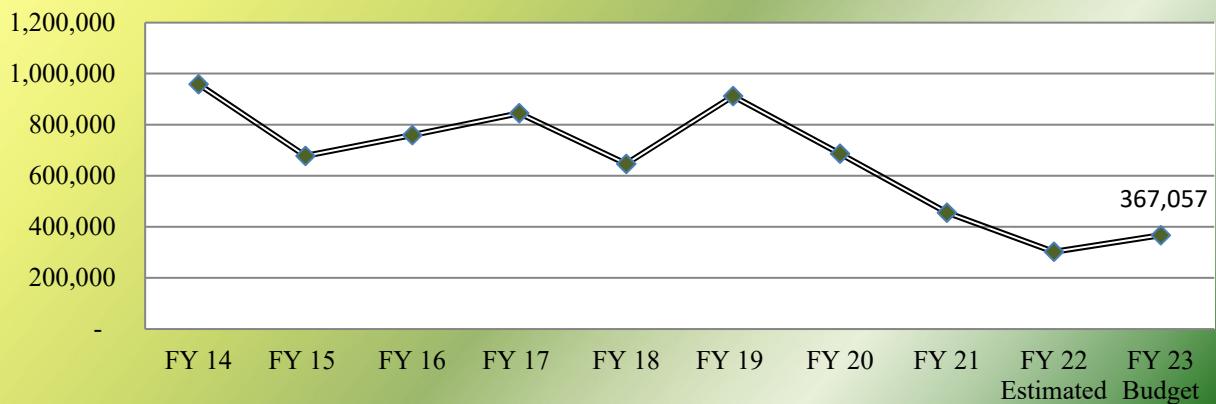
### **Revenue from the Use of Money and Property**

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

A total of \$367,057 is budgeted in this category for FY22-23, which is a -8.90% decrease from FY21-22. The decrease is the result of reduced interest earnings on investments caused by very low rates of return on any secure and stable investments.

**For the Future:** This revenue source is tied to the earnings interest rate the County can obtain on its investments and is anticipated to decrease depending on the rates set by the Federal Reserve as it attempts to mitigate the damage caused by the pandemic.

## Revenue From Use of Money and Property



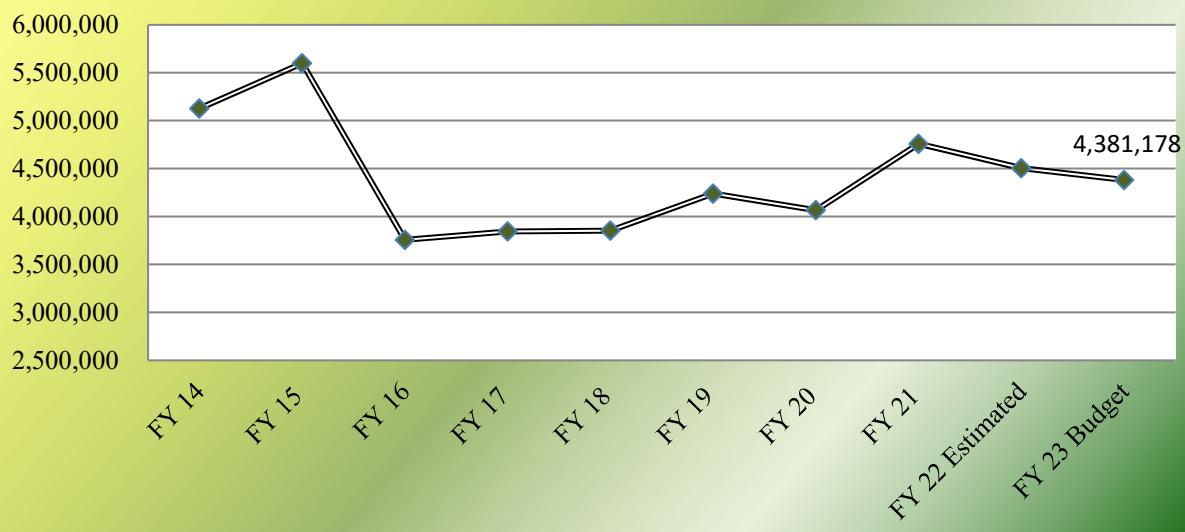
### Charges for Services

This category includes such revenues as fees for recreation programs, library fees, school cafeteria receipts, landfill fees (the County only charges a tipping fee on commercial trash and debris) and EMS billing revenues.

**For the Future:** The County saw significant growth in landfill fees in FY21-22. It is assumed that future revenues in this category will continue to grow as the new collection sites are implemented with compactors to reduce illegal dumping at the “green box” sites.

A total of \$4,381,178 is budgeted for FY22-23. The increase from FY21-22 is the result of a projected School local funds and cafeteria receipts.

## Charges for Services

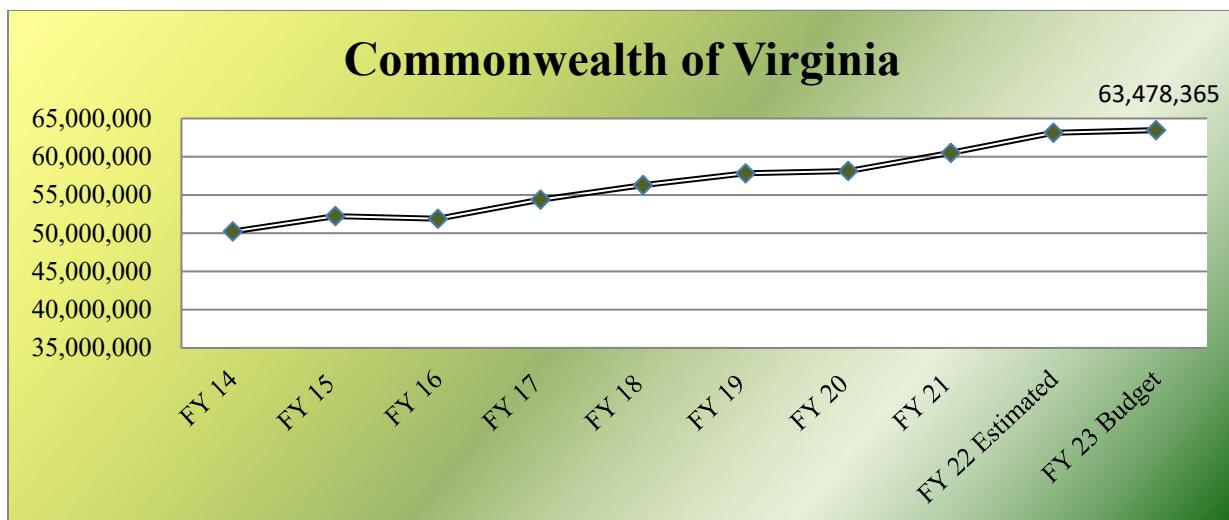


### **Revenue from the Commonwealth of Virginia**

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 Children's Services Act programs for at-risk youth. 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 and CSA programs have increased.

This revenue category is projected to have an increase of \$332,791 mostly due to additional State revenue for the public school system.

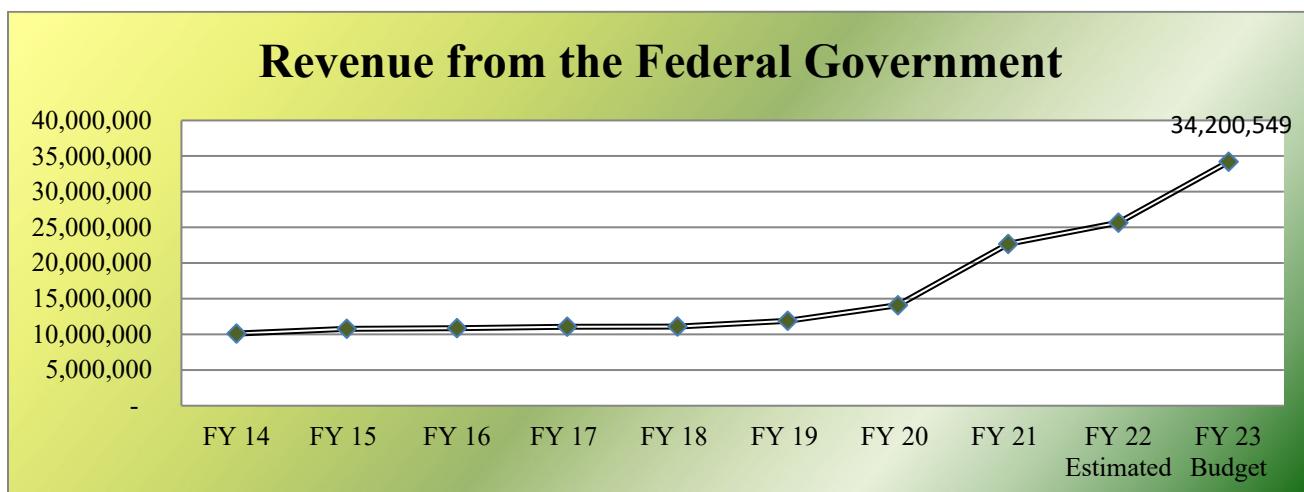
**For the Future:** Revenues from the Commonwealth of Virginia and the Federal Government together are nearly half of the County's budget. Any large negative fluctuations of these revenues in the future will have a serious impact on the County's ability to offer the services it currently provides.



### **Revenue from the Federal Government**

Federal revenue is primarily used to support the County's School System and Social Services Department. The large increase in FY22-23 is caused by CARES Act and ARPA funding received by the School System and incorporated into the FY 2023 budget. \$34,200,549 is budgeted for FY22-23.

**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 construction and development grants that are available.



**Franklin County**  
**Revenue Funding Crosswalk by Department**

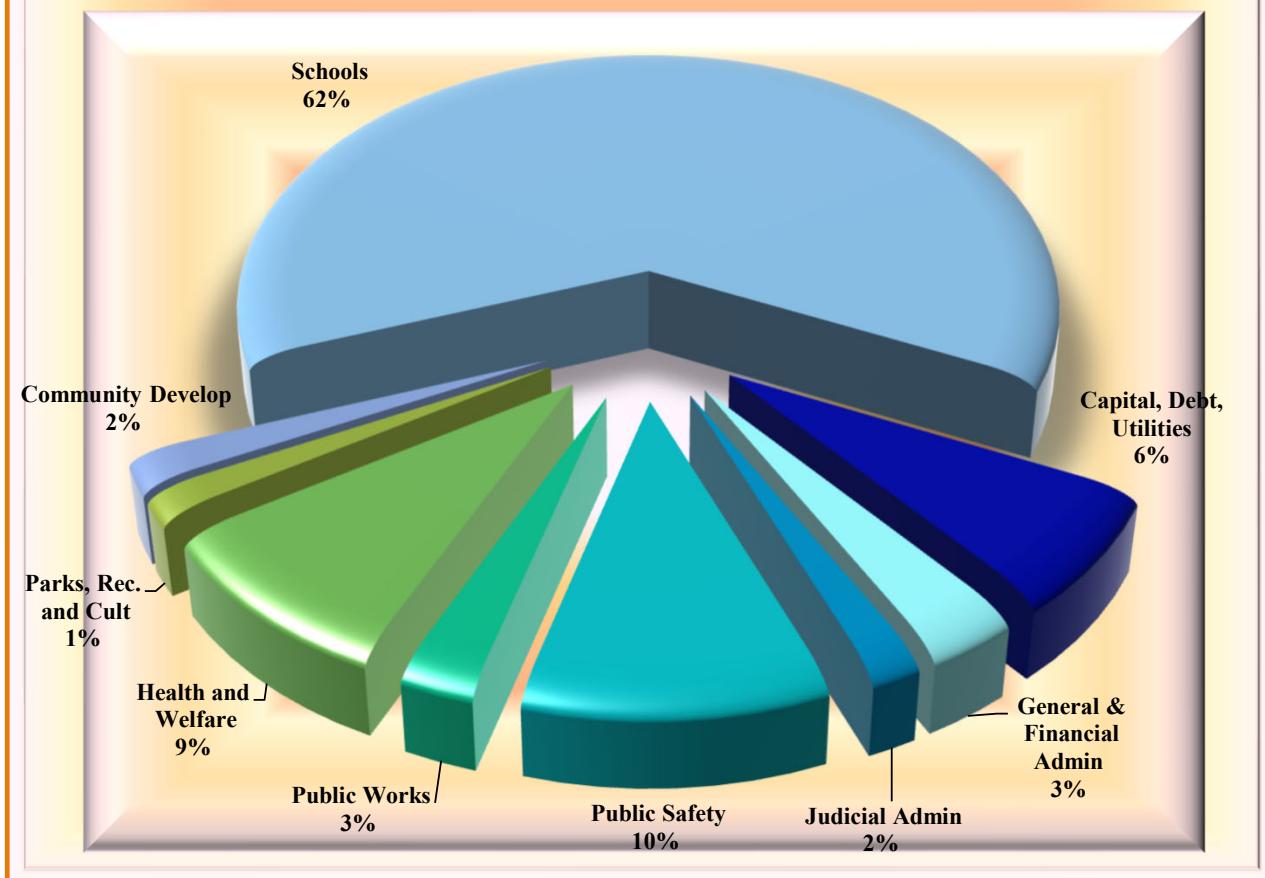
This crosswalk is intended to show the funding sources for each of the major departments of the County for the adopted 2022-2023 budget.

<b>General Fund Department</b>	<b>Revenues From Local Sources</b>	<b>Funding Source</b>		
		<b>State Revenues</b>	<b>Federal Revenues</b>	<b>Local School Revenues</b>
<b>General Government Administration</b>				
Board of Supervisors	516,821			
County Administrator	644,667			
Commissioner of Revenue	497,487	216,134		
General Reassessment	150,000			
Treasurer	457,706	170,098		
Finance	1,304,036			
Information Services	1,459,931			
Registrar	390,275	49,903		
<b>Judicial Administration</b>				
Circuit Court	115,035			
General District Court	6,180			
Magistrate	1,500			
Juvenile and Domestic Relations Court	16,150			
Clerk of the Circuit Court	332,654	426,479		
Sheriff - Courts	750,239			
J and D Court Services	594,203	21,332		
Commonwealth's Attorney	257,729	695,550		
<b>Public Safety</b>				
Sheriff	7,231,185	3,566,875		
Building Inspections	526,955			
Animal Control	318,043			
Public Safety	6,111,029			
<b>Public Works</b>				
Public Works	251,067			
Solid Waste and Recycling	3,040,813	18,895		
General Properties	1,440,899			
<b>Health and Welfare</b>				
Health Department	370,018			
Social Services	1,717,363	2,669,646	4,725,496	
<b>Health and Welfare Continued</b>				
CSA - Youth Services	2,418,170	4,011,405		
Family Resource Center	128,460	274,384		
Contributions to Health and Welfare	125,938			

**Adopted Budget Fiscal Year 2022-2023**

	<u>Revenues From Local Sources</u>	<u>State Revenues</u>	<u>Federal Revenues</u>	<u>Local School Revenues</u>
<b>General Fund</b>				
Aging Services	127,288	18,688	68,517	
<b>Parks, Recreation and Cultural</b>				
Parks and Recreation	1,688,831			
Library Administration	887,351	179,473		
<b>Community Development</b>				
Planning Agencies	544,540			
Planning and Community Development	687,254			
Economic Development	1,196,206			
Work Force Development Consortium	208,402	50,190		
Tourism Development	322,571			
GIS and Mapping	237,564			
Virginia Cooperative Extension	127,846			
<b>Nondepartmental</b>				
Nondepartmental	3,131,473			
Not Allocated to Specific Departments	(3,129,899)	3,110,762	19,137	
<b>Total General Fund</b>	<u>37,203,980</u>	<u>15,479,814</u>	<u>4,813,150</u>	<u>0</u>
<b>Special Revenue Fund - E911</b>	1,270,619	75,000		
<b>Special Revenue Fund - Law Library</b>	10,000			
<b>Capital Projects</b>	3,856,775			
<b>Debt Service</b>	5,759,647			
<b>Utilities</b>	24,000			
<b>School Operating Fund</b>	<u>34,792,606</u>	<u>47,806,544</u>	<u>29,386,269</u>	<u>1,497,412</u>
<b>Total County</b>	<u>82,917,627</u>	<u>63,361,358</u>	<u>34,199,419</u>	<u>1,497,412</u>

**Adopted FY 22-23 County Expenditures**  
**\$181,975,816**  
**(Net of Interfund Transfers)**



	<b>FY 21-22 Adopted</b>	<b>FY22-23 Adopted</b>	<b>FY 21-22/22-23 Difference</b>	<b>% Change</b>	<b>Percent of Total</b>
<b>General and Financial Admin</b>	5,463,978	5,857,058	393,080	7.19%	3.22%
<b>Judicial Admin</b>	3,011,979	3,227,051	215,072	7.14%	1.77%
<b>Public Safety</b>	17,187,949	19,099,706	1,911,757	11.12%	10.50%
<b>Public Works</b>	4,558,924	4,751,674	192,750	4.23%	2.61%
<b>Health and Welfare</b>	15,489,266	16,655,373	1,166,107	7.53%	9.15%
<b>Parks, Recreation and Cult</b>	2,610,505	2,755,655	145,150	5.56%	1.51%
<b>Community Develop</b>	3,108,587	3,374,573	265,986	8.56%	1.85%
<b>Schools</b>	97,243,282	113,482,831	16,239,549	16.70%	62.36%
<b>Capital, Debt, Utilities, Non Dept.</b>	11,623,057	12,771,895	1,148,838	9.88%	7.02%
<b>Totals</b>	<b>160,297,527</b>	<b>181,975,816</b>	<b>21,678,289</b>	<b>13.52%</b>	<b>100.00%</b>

## Franklin County Expenditure Highlights Adopted FY 22-23 Budget

The adopted FY22-23 budget for Franklin County can best be described as a maintenance budget, while trying to navigate a volatile inflationary economy. The overall budget has increased 13.52% from the prior fiscal year due to additional federal and state funding through the American Rescue Plan Act (ARPA). In addition, this budget funds market adjustments identified through a compensation market study to try and address the competitive labor market and the resulting compression. Expenditures by department or major functional area are highlighted below:

### **General Government Administration:**

- **Treasures:** An increase of \$64,084 is mostly due to budgeting additional costs for twice-a-year tax collection.
- **Finance:** An increase of \$71,234 is mostly contributed to increased cost of insurance and personnel increases.
- **Information Technology:** An additional \$97,708 is contributed to an increase in maintenance service contracts and increased cost in internet service.

### **Judicial Administration:**

- **Clerk of the Circuit Court:** An increase of \$69,158 is due to upgrading a part-time position to full time.
- **Juvenile Court Service:** An additional \$161,634 is mostly due to additional funding for regular detention and funding for a family drug court.

### **Public Safety:**

- **Sheriff - Law Enforcement & Corrections:** An additional \$968,873 for salary increases, fuel prices, debt service and per diems for the Western Virginia Regional Jail.
- **Public Safety:** An increase of \$772,456 is mostly contributed to additional funding for six new positions to Fire/EMS, fuel prices and increases in accident insurance.

### **Public Works:**

- **Solid Waste and Recycling:** Increase in fuel, repair/maintenance and tire recycling fees are mostly responsible for an increase of \$160,250.

### **Health and Welfare:**

- **Social Services:** An increase of \$735,763 is budgeted largely for pay/band adjustments and health insurance cost upgrades.
- **CSA-Youth Services:** An increase in mandated services is mostly responsible for an additional \$406,591.

### **Parks, Recreation and Cultural**

- **Parks and Recreation:** Additional funds for seasonal and part time employees, increasing fuel prices and athletic equipment are mostly responsible for an increase of \$120,493.

**Community Development:**

- **Planning & Community Development:** Increase of \$71,242 is mostly due to new software and lease of new equipment.
- **Economic Development:** Additional funds for a position upgrade, business development services and increase in debt support are mostly responsible for an increase of \$96,182
- **Tourism:** An increase of \$52,809 is largely due to upgrading an existing position, change in health insurance and restoring funding for the agricultural fair.

**Non-departmental:**

- **Non-departmental:** Budget increase of \$1,148,997 is contributed to compensation market adjustments, a 5% COLA (cost of living) adjustment for County employees, health insurance increases, a pension retirement rate increase, a fuel reserve, adjustments to the part-time minimum wage, and a leave payout reserve.
- **Transfers to Other Funds:** An increase of \$535,207 is mostly contributed to an increased operational funding for the public school system. 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.

**Capital Projects:**

- Continues funding for maintenance of facilities, equipment and vehicle replacement, and technology infrastructure improvements including licensing and equipment replacement.
- Continues Significant Landfill Monitoring and Groundwater Corrective Action Expenditures.
- Capital projects for the construction of a new landfill cell and a hvac project for the middle school are planned to begin within the fiscal year.

**Schools:**

- The Adopted FY22-23 budget provides total School local operational support of \$34.7 million.



## Adopted Budget Fiscal Year 2022-2023

## **Franklin County**

### **Table of Departments and Funds**

Department	Fund				
	General Fund	Special Revenue Fund	Capital Projects Fund	Debt Service Fund	Utility Fund
Board of Supervisors	516,821				
County Administrator	644,667				
Commissioner of Revenue	863,621				
Treasurer	627,804				
Finance	1,304,036				
Information Technology	1,459,931				
Registrar	440,178				
Courts	1,504,639				
Clerk of Court	759,133				
Commonwealth's Attorney	953,279				
Sheriff	10,798,060				
Building Inspections	526,955				
Public Safety	6,429,072				
Public Works	251,067				
Solid Waste and Recycling	3,059,708				
General Properties	1,440,899				
Social Services	9,608,461				
CSA - Youth Services	6,429,575				
Family Resource Center	402,844				
Aging Services	214,493				
Parks and Recreation	1,688,831				
Library Administration	1,066,824				
Planning and Community Development	1,597,204				
Economic Development	1,518,777				
Work Force Development Consortium	258,592				
Non Departmental	48,640,388				
Debt Service				5,759,647	
E911		1,345,619			
Law Library		10,000			
Capital Projects			3,856,775		
Utilities				24,000	
School Operating Fund					113,482,831
<b>Total</b>	<b>103,005,859</b>	<b>1,355,619</b>	<b>3,856,775</b>	<b>5,759,647</b>	<b>24,000</b>
					<b>113,482,831</b>

Adopted Budget Total        \$ 227,484,731  
Less Interfund Transfers    \$ 45,508,915

Net County Budget \$ 181,975,816



## Ten Year Forecast

The chart on the next pages outlines the County's Ten Year Forecast of General Fund revenues and expenditures beginning FY22-23 and then projections through FY31-32. The forecast shows the potential for challenging future budget preparation, as growth in expenditures is projected to continue to outpace growth in revenues. These projections are based upon a series of conservative assumptions and do not reflect actions the County will take during this period to close the projected gaps.

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

- Raising the Real Estate tax rate. A one cent increase in the real estate tax rate generates approximately \$675,000 in new revenue using the current year assessed value of all Franklin County property.
- Raising the Personal Property tax rate. A one cent increase generates approximately \$70,000 in new revenue.
- Generate economic growth through growing the taxable base in the residential and commercial sectors.

The second conclusion is that the Board of Supervisors, the County Administrator, the Finance Department, as well as all the County departments and offices, have an opportunity to begin identifying and evaluating strategies for improving the financial outlook of the County. Demonstrating the structural imbalance between expenditure and revenue growth indicates that the County must research and implement sustainable alternative methods and approaches to address future budget preparation. In November 2018, the Board of Supervisors adopted a update to the Strategic Plan with a 2023 Vision that contains initiatives to stimulate revenue growth. A full copy can be reviewed in the Strategic Plan section of this document beginning on page

36. Essentially, these initiatives are to stimulate job growth mainly through investment in the development of the Summit View Business Park, working with the public school system and other partners to prepare students and adults for the jobs of the future, and to stimulate 1% population growth annually.

An updated strategic plan is currently underway that will clarify how the County will holistically address the service needs with limited economic growth. Actions taken to this point have included hosting a housing summit with private sector partners and bolstering tourism and economic development resources to market the County and enhance revenue generation. These strategies are long-term and will require patience as they are implemented. The County must work within the confines of managing tax revenue in a fiscally conservative manner to ensure the best return on investment for every tax dollar spent on these initiatives.

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



# Adopted Budget Fiscal Year 2022-2023

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

	<b>22-23 Adopted Budget</b>	<b>23-24 Proposed Budget</b>	<b>24-25 Proposed Budget</b>	<b>25-26 Proposed Budget</b>	<b>26-27 Proposed Budget</b>	<b>27-28 Proposed Budget</b>	<b>28-29 Proposed Budget</b>
General Property Taxes	63,156,295	63,314,186	63,472,471	63,631,152	63,790,230	63,949,706	64,109,580
Other Local Taxes	13,722,704	13,517,721	13,526,762	13,536,613	13,547,262	13,558,698	13,570,910
Permits, Licenses, Fees	471,459	471,459	471,459	471,459	471,459	471,459	471,459
Court Fines/Costs	17,331	17,331	17,331	17,331	17,331	17,331	17,331
Revenue from Money & Property	367,057	402,937	402,937	402,937	402,937	659,864	662,718
Charges for Services	2,883,766	2,910,232	2,910,232	2,910,232	2,910,232	2,918,982	2,922,871
Miscellaneous	713,007	713,007	713,007	713,007	713,007	713,007	713,007
Recovered Costs	1,134,139	1,134,139	1,134,139	1,134,139	1,134,139	1,134,139	1,134,139
Commonwealth of Virginia	15,671,821	15,689,147	15,659,047	15,709,446	15,760,348	15,811,760	15,863,685
Federal Revenues	4,814,280	4,814,966	4,814,966	4,814,966	4,814,966	4,814,966	4,814,966
Fund Balance	-	0	0	0	0	0	0
Total General Fund Revenues	102,951,859	102,985,125	103,122,352	103,341,282	103,561,911	104,049,911	104,280,666
General and Financial Administration	5,857,058	5,871,701	5,886,380	5,901,096	5,915,849	5,930,638	5,945,465
Judicial Administration	3,217,051	3,225,094	3,233,156	3,241,239	3,249,342	3,257,466	3,265,609
Public Safety	17,744,087	17,983,564	18,226,367	18,499,762	18,749,630	19,030,874	19,288,014
Public Works	4,707,674	4,719,443	4,731,242	4,743,070	4,754,928	4,766,815	4,778,732
Health and Welfare	16,655,373	16,903,354	17,155,035	17,412,361	17,671,631	17,936,705	18,203,792
Parks, Recreation and Cultural	2,755,655	2,662,294	2,668,950	2,675,622	2,682,311	2,689,017	2,695,740
Community Development	3,374,573	3,383,009	3,391,467	3,399,946	3,408,445	3,416,967	3,425,509
Nondepartmental	3,131,473	3,139,302	3,147,150	3,155,018	3,162,905	3,170,813	3,178,740
Transfers to Other Funds:	45,508,915	45,622,687	45,736,744	45,851,086	45,965,714	46,080,628	46,195,829
Total General Fund Expenditures	102,951,859	103,510,448	104,176,491	104,879,200	105,560,755	106,279,922	106,977,429
<b>General Fund Surplus/(Deficit)</b>	<b>-</b>	<b>(525,322)</b>	<b>(1,054,139)</b>	<b>(1,537,918)</b>	<b>(1,998,844)</b>	<b>(2,230,011)</b>	<b>(2,696,764)</b>
Surplus/(Deficit) as a Percentage of Operating Revenues	0.00%	-0.51%	-1.02%	-1.49%	-1.93%	-2.14%	-2.59%

# Adopted Budget Fiscal Year 2022-2023

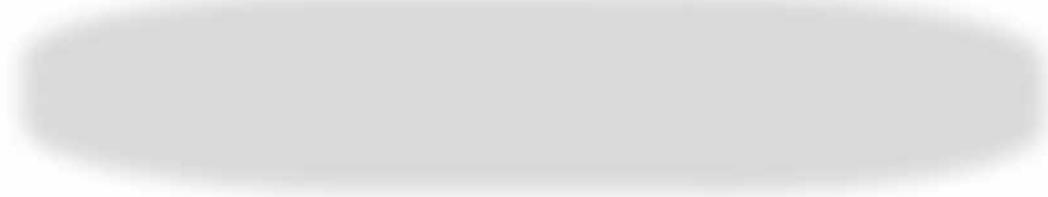
**Franklin County**  
**Ten Year Forecast - General Fund Only**

	<b>29-30 Proposed Budget</b>	<b>30-31 Proposed Budget</b>	<b>31-32 Proposed Budget</b>
General Property Taxes	64,269,854	64,430,529	64,591,605
Other Local Taxes	13,583,888	13,597,621	13,612,100
Permits, Licenses, Fees	471,459	471,459	471,459
Court Fines/Costs	17,331	17,331	17,331
Revenue from Money & Property	665,735	668,929	672,317
Charges for Services	2,926,769	2,926,769	2,926,769
Miscellaneous	713,007	713,007	713,007
Recovered Costs	1,134,139	1,134,139	1,134,139
Commonwealth of Virginia	15,916,130	15,969,099	16,022,598
Federal Revenues	4,814,966	4,814,966	4,814,966
Fund Balance	0	0	0
<b>Total General Fund Revenues</b>	<b>104,513,277</b>	<b>104,743,849</b>	<b>104,976,292</b>

General and Financial AdministrAUion	5,960,328	5,975,229	5,990,167
Judicial AdministrAUion	3,273,773	3,281,958	3,290,163
Public Safety	19,577,334	19,841,958	20,110,261
Public Works	4,790,679	4,802,655	4,814,662
Health and Welfare	18,476,849	18,751,988	19,031,235
Parks, RecreAUion and Cultural	2,702,479	2,709,235	2,716,008
Community Development	3,434,073	3,442,658	3,451,265
Nondepartmental	3,186,687	3,194,653	3,202,640
Transfers to Other Funds:	46,311,319	46,427,097	46,543,165
<b>Total General Fund Expenditures</b>	<b>107,713,521</b>	<b>108,427,433</b>	<b>109,149,566</b>

<b>General Fund Surplus/(Deficit)</b>	<b>(3,200,243)</b>	<b>(3,683,584)</b>	<b>(4,173,274)</b>
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Surplus/(Deficit) as a Percentage of Operating Revenues	-3.06%	-3.52%	-3.98%
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# 4

## General Fund



<b>General Fund Revenues</b>	<b>98</b>	<b>Public Works</b>	<b>153</b>
<b>General Fund Expenditures</b>	<b>102</b>	<b>Public Works</b>	<b>154</b>
<b>General Government Administration</b>	<b>104</b>	<b>Solid Waste and Recycling</b>	<b>157</b>
<b>Board of Supervisors</b>	<b>105</b>	<b>General Properties</b>	<b>162</b>
<b>County Administrator</b>	<b>109</b>	<b>Health and Welfare</b>	<b>165</b>
<b>Commissioner of the Revenue</b>	<b>112</b>	<b>Social Services</b>	<b>166</b>
<b>Treasurer</b>	<b>117</b>	<b>C.S.A. Office</b>	<b>170</b>
<b>Finance</b>	<b>120</b>	<b>Family Resource Center</b>	<b>173</b>
<b>Information Technology</b>	<b>127</b>	<b>Aging Services</b>	<b>176</b>
<b>Registrar</b>	<b>130</b>	<b>Parks, Recreation and Cultural</b>	<b>179</b>
<b>Judicial Administration</b>	<b>133</b>	<b>Parks and Recreation</b>	<b>180</b>
<b>Clerk of the Circuit Court</b>	<b>134</b>	<b>Library</b>	<b>185</b>
<b>Commonwealth's Attorney</b>	<b>137</b>	<b>Community Development</b>	<b>190</b>
<b>Public Safety</b>	<b>140</b>	<b>Planning &amp; Cmty Development</b>	<b>191</b>
<b>Sheriff</b>	<b>141</b>	<b>Economic Development</b>	<b>194</b>
<b>Building Inspections</b>	<b>146</b>	<b>GIS</b>	<b>198</b>
<b>Public Safety</b>	<b>149</b>	<b>The Franklin Center</b>	<b>201</b>
		<b>Transfers to Other Funds</b>	<b>205</b>



# Adopted Budget Fiscal Year 2022-2023

## Franklin County General Fund Revenue Summary

	Actual 20-21	Adopted Budget 21-22	Adopted Budget 22-23	21-22 Adopted to 22-23 Adopted Increase (Decrease)	Adopted to Percent Incr/Decr
<b>General Property Taxes</b>					
Real Estate Taxes (Current)	42,169,847	42,243,181	42,723,467	480,286	1.14%
Real Estate Taxes (Delinquent)	656,314	500,000	550,000	50,000	10.00%
Roll Back Taxes (All)	23,450	15,000	20,000	5,000	33.33%
Real Estate Pre-Paid Taxes	-	-	-	-	-
Public Service Corp. (Current)	1,209,521	1,107,671	1,161,242	53,571	4.84%
Personal Property Taxes (Cur)	12,542,150	12,193,477	15,485,554	3,292,077	27.00%
Personal Property Taxes (Del)	727,027	375,000	475,000	100,000	26.67%
Mobile Home Taxes (Current)	227,358	200,000	227,358	27,358	13.68%
P P Pre-Paid Taxes	-	-	-	-	-
Mobile Home Taxes (Delinquent)	22,129	20,000	20,000	-	0.00%
Machinery & Tools Taxes Cur	988,625	944,639	958,625	13,986	1.48%
Machinery & Tools Taxes Del	15,430	5,212	5,212	-	0.00%
Merchants Capital Taxes Cur	821,888	809,236	809,236	-	0.00%
Merchants Capital (Delinquent)	12,706	-	-	-	-
Penalties (All Taxes)	554,045	463,707	514,285	50,578	10.91%
Interest (All Taxes)	244,546	180,000	203,447	23,447	13.03%
Interest - Clerk Of Court	2,869	3,747	2,869	(878)	-23.43%
<b>Total Gen Property Taxes</b>	<b>60,217,904</b>	<b>59,060,870</b>	<b>63,156,295</b>	<b>4,095,425</b>	<b>6.93%</b>
<b>Other Local Taxes</b>					
Local Sales Tax	6,505,973	5,724,298	6,474,597	750,299	13.11%
Consumers Utility Taxes	1,011,793	996,808	1,002,442	5,634	0.57%
County Business Licenses	5,297	3,083	3,083	-	0.00%
Utility License Tax	211,989	208,682	209,174	492	0.24%
Communications Tax	1,634,426	1,787,524	1,562,745	(224,779)	-12.57%
Motor Vehicle License Fees	2,122,224	2,049,281	2,122,224	72,943	3.56%
Bank Stock Taxes (Franchise)	178,470	175,334	89,100	(86,234)	-49.18%
Grantee Tax On Deeds (Clerk)	1,122,616	678,871	717,084	38,213	5.63%
Transient Occupancy Tax 4%	90,232	112,595	112,595	-	0.00%
Transient Occupancy Tax 3%	138,229	95,496	131,064	35,568	37.25%
Food & Beverage (Meals Tax)	1,324,144	1,166,618	1,298,596	131,978	11.31%
<b>Total Other Local Taxes</b>	<b>14,345,394</b>	<b>12,998,590</b>	<b>13,722,704</b>	<b>724,114</b>	<b>5.57%</b>
<b>Permits and Licenses/Fees</b>					
Land Use Application Fees	19,840	19,315	19,840	525	2.72%
Planning & Zoning Fees	62,751	43,195	50,952	7,757	17.96%
Erosion Control Permits	18,823	14,080	15,664	1,584	11.25%
Septic Tank Pump Out Reg Fees	735		500	500	
Stormwater Mgmt Fees	38,374	35,352	29,840	(5,512)	-15.59%
DEQ Stormwater Mgmt Fees	2,464		500	500	
Short Term Rental Fees	19,300		15,000	15,000	
Transfer Fees	3,065	2,135	2,338	203	9.51%
Scrap Metal Permits	540			-	
Building Permit Fees	380,733	305,621	310,000	4,379	1.43%
Code Academy Fee Levy	8,159	6,577	6,825	248	3.77%
Dog Licenses	21,329	19,018	20,000	982	5.16%
Dangerous Dog License Fees	170			-	

## Adopted Budget Fiscal Year 2022-2023

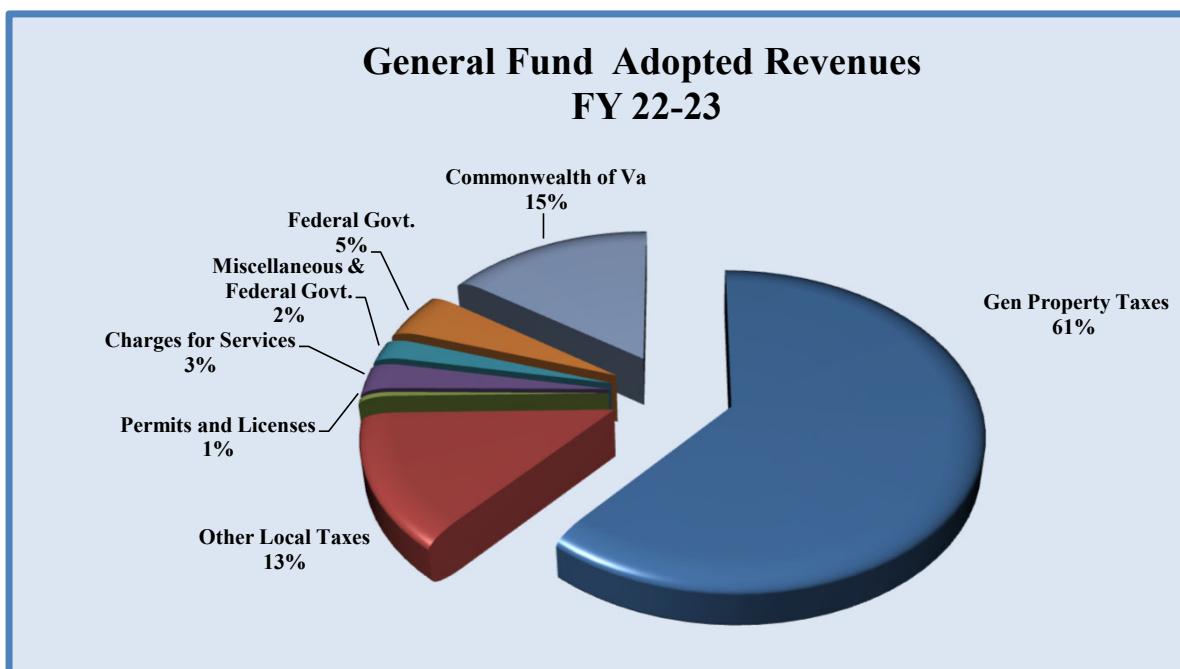
	<u>Actual 20-21</u>	<u>Adopted Budget 21-22</u>	<u>Adopted Budget 22-23</u>	21-22 Adopted to 22-23 Adopted Increase (Decrease)	Adopted to Adopted to Percent Incr/Decr
<b>Total Permits and Licenses</b>	576,283	445,293	471,459	26,166	5.88%
Court Fines And Costs	16,086	25,038	17,331	(7,707)	-30.78%
<b>Revenue From Money &amp; Property</b>					
Interest On Bank Deposits	272,571	250,000	220,000	(30,000)	-12.00%
Rent On County Property	130,829	127,437	127,437	-	0.00%
Tower Sites Lease Revenue	16,320	15,600	16,320	720	4.62%
Rent - Daily Grind	4,950	9,900	3,300	(6,600)	-66.67%
<b>Total Rev Money &amp; Property</b>	424,670	402,937	367,057	(35,880)	-8.90%
<b>Charges for Services</b>					
Sale Of Maps And Code	45	65	45	(20)	-30.77%
Excess Fees Clerk Of Court	-	3,248	-	(3,248)	-100.00%
Concealed Weapon Charge	75,644	47,747	45,000	(2,747)	-5.75%
Dna Sample Of Felons	987			-	
Clerk - Sale Of Copies	7,659	11,233	7,659	(3,574)	-31.82%
Local Probate Tax	18,474	14,112	15,862	1,750	12.40%
Commonwealth Attorney Fees	6,381	4,610	6,208	1,598	34.66%
Court Costs-Sheriffs Fees	3,444		-	-	
Local Booking Fee	6,645	4,694	4,001	(693)	-14.76%
Courthouse Security Fee	4,258	75,000	65,000	(10,000)	-13.33%
Animal Adoption Fees	-	8,622	6,000	(2,622)	-30.41%
Animal Boarding Fees	2,814	628	800	172	27.39%
Rabies Clinic Fees	378			-	
Ems Billing Revenue	-	1,555,433	1,529,316	(26,117)	-1.68%
Private Landfills	101,890	90,000	94,000	4,000	4.44%
Waste Disposal Charges	1,215,479	868,332	900,000	31,668	3.65%
Recreation Fees	105,413	199,148	175,000	(24,148)	-12.13%
Library Fees Fines Charges	29,225	34,689	28,224	(6,465)	-18.64%
Franklin Ctr Comm/Building Use	5,853	9,443	6,651	(2,792)	-29.57%
<b>Total Charges for Services</b>	3,149,350	2,927,004	2,883,766	(43,238)	-1.48%
<b>Miscellaneous</b>					
Expenditure Refunds	450,643	310,758	356,955	46,197	14.87%
Service Charges - Rtnd Checks	-			-	
Svc Chgs: Tax Liens, Judgments	7,353	15,410	15,410	-	0.00%
Dmv Stop Fees	72,864	55,828	65,766	9,938	17.80%
Miscellaneous	91,299		50,000	50,000	
Credit Card Fees	9,025	10,485	10,485	-	0.00%
Sale Of Bicentennial Books	595			-	
Tax Sales Unclaimed Funds	9,741	10,734	9,741	(993)	-9.25%
Filing Fees	706			-	
PEG Funds (Shentel)	12,913	13,753	12,913	(840)	-6.11%
Insurance Proceeds	-			-	
Jail Pay Phone Commission	24,715	18,029	20,697	2,668	14.80%
Off Duty Pay Sheriff Deputies	106,412	90,272	100,412	10,140	11.23%
Animal Shelter Donations	16,739			-	
Sale Of Recycled Goods	77,862	45,376	50,000	4,624	10.19%
Other Community FRC Donations	8,692	5,795	5,795	-	0.00%
FRC - Gift and Donations	800			-	

## Adopted Budget Fiscal Year 2022-2023

	<u>Actual 20-21</u>	<u>Adopted Budget 21-22</u>	<u>Adopted Budget 22-23</u>	21-22 Adopted to 22-23 Adopted Increase (Decrease)	Adopted to Adopted to Percent Incr/Decr
Agng Cash Proj Income-Donation	2,447	3,393	3,393	-	0.00%
Aging Svcs Local Billing	7,927	7,582	7,582	-	0.00%
Aging-Long-Term Care Fds/PP	701	3,858	3,858	-	0.00%
<b>Total Miscellaneous</b>	<b>901,434</b>	<b>591,273</b>	<b>713,007</b>	<b>121,734</b>	<b>20.59%</b>
<b>Recovered Costs</b>					
Rec Cost-Blue Ridge Soil Water	183,810	182,012	182,012	-	0.00%
Refund - Health Department	56,637	14,373	14,373	-	0.00%
Recov Costs School Res Ofcres	86,658	86,658	86,658	-	0.00%
Recov Costs CSA Private Day	(0)	569,371	650,000	80,629	14.16%
Court Reporting Fees	49,958	31,777	47,251	15,474	48.70%
Shared Expenses - Jail Costs	125,940	103,984	103,984	-	0.00%
Radio System from Town,Ferrum College	25,888	25,888	25,888	-	0.00%
Vpa Refunds	4,495	23,973	23,973	-	0.00%
Csa - 3Rd Party Reimbursements	-	-	-	-	-
<b>Total Recovered Costs</b>	<b>533,386</b>	<b>1,038,036</b>	<b>1,134,139</b>	<b>96,103</b>	<b>9.26%</b>
<b>Commonwealth of Virginia</b>					
Motor Vehicle Carrier Tax	36,708	38,272	35,888	(2,384)	-6.23%
Mobile Home Titling Tax	153,889	79,917	153,826	73,909	92.48%
Motor Vehicle Rental Tax	41,356	36,052	36,052	-	0.00%
Grantor Tax On Deeds (Clerk)	322,039	184,815	224,987	40,172	21.74%
Personal Property Tax Relief	2,626,618	2,626,618	2,626,618	-	0.00%
Recordation Taxes - State	-	65,088	65,088	-	0.00%
State Dhcd	10,000			-	-
Shared Expenses - COR	175,126	177,288	216,134	38,846	21.91%
Shared Expenses - Treasurer	161,190	170,098	180,408	10,310	6.06%
Shared Expenses - Registrar	50,822	49,903	49,903	-	0.00%
Va Juv Cnty Crime Control Act	21,332	21,332	21,332	-	0.00%
Drug Court Grant	31,276			-	-
Commonwealth Debit Account	170,352			-	-
Shared Expenses - Clerk Of Cou	447,259	390,958	426,479	35,521	9.09%
Shared Expenses - Comm Atty	615,454	650,377	695,550	45,173	6.95%
Victim Witness Grant	70,629	70,000	70,000	-	0.00%
Shared Expenses - Sheriff	3,259,321	3,398,131	3,566,875	168,744	4.97%
Dcjs Grants	196,972	80,000	80,000	-	0.00%
Dmv Highway Safety Grants	10,850			-	-
Four For Life Grant	60,292			-	-
Public Safety Grants	98,464			-	-
State Social Services	2,332,264	2,746,139	2,669,646	(76,493)	-2.79%
Comprehensive Services Act	3,696,899	3,916,006	4,011,405	95,399	2.44%
Frc-Fam Violence Prev Svcs Act	151,581	148,717	148,717	-	0.00%
FRC-DCJS Sexual Assalt Dom Vio	121,987	125,667	125,667	-	0.00%
VSDVAA Funds	3,333			-	-
Aging Va GA Trans Fds/Match	32,704	18,688	18,688	-	0.00%
Library Grants	180,362	167,648	179,473	11,825	7.05%
Work Force Development Grants	89,950	50,190	50,190	-	0.00%
Deq Litter Control Grant	13,292	12,846	18,895	6,049	47.09%
<b>Total Commonwealth of Va</b>	<b>15,182,321</b>	<b>15,224,750</b>	<b>15,671,821</b>	<b>447,071</b>	<b>2.94%</b>
<b>Federal Government</b>					

## Adopted Budget Fiscal Year 2022-2023

	<u>Actual 20-21</u>	<u>Adopted Budget 21-22</u>	<u>Adopted Budget 22-23</u>	21-22 Adopted to 22-23 Adopted Increase (Decrease)	Adopted to Adopted to Percent Incr/Decr
Park Land - Payment In Lieu Of	20,267	19,137	20,267	1,130	5.90%
CARES ACT	7,696,895			-	-
Ferrum Housing Rehab Project	-			-	-
Bulletproof Vest Grant	3,240			-	-
Emergency Grants (Fema)	4,281			-	-
Federal Social Services	4,177,192	4,252,082	4,725,496	473,414	11.13%
Federal SSBG	214,163			-	-
Title III	43,182	41,959	41,959	-	0.00%
Medicaid	2,813	9,935	9,935	-	0.00%
Senior Transportation Grant	2,836	7,309	7,309	-	0.00%
Trans SAAA FFS Rev	4,770	9,314	9,314	-	0.00%
VDA Grant	-			-	-
<b>Total Federal Govt</b>	<b>12,169,640</b>	<b>4,339,736</b>	<b>4,814,280</b>	<b>474,544</b>	<b>10.93%</b>
<b>Transfers/Beginning Balance</b>					
Overpays				-	-
<b>Total Transfers, Beg Bal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfer from Capital</b>	<b>221,294</b>				-
<b>Total General Fund</b>	<b>107,737,762</b>	<b>97,053,527</b>	<b>102,951,859</b>	<b>5,898,332</b>	<b>6.08%</b>



# Adopted Budget Fiscal Year 2022-2023

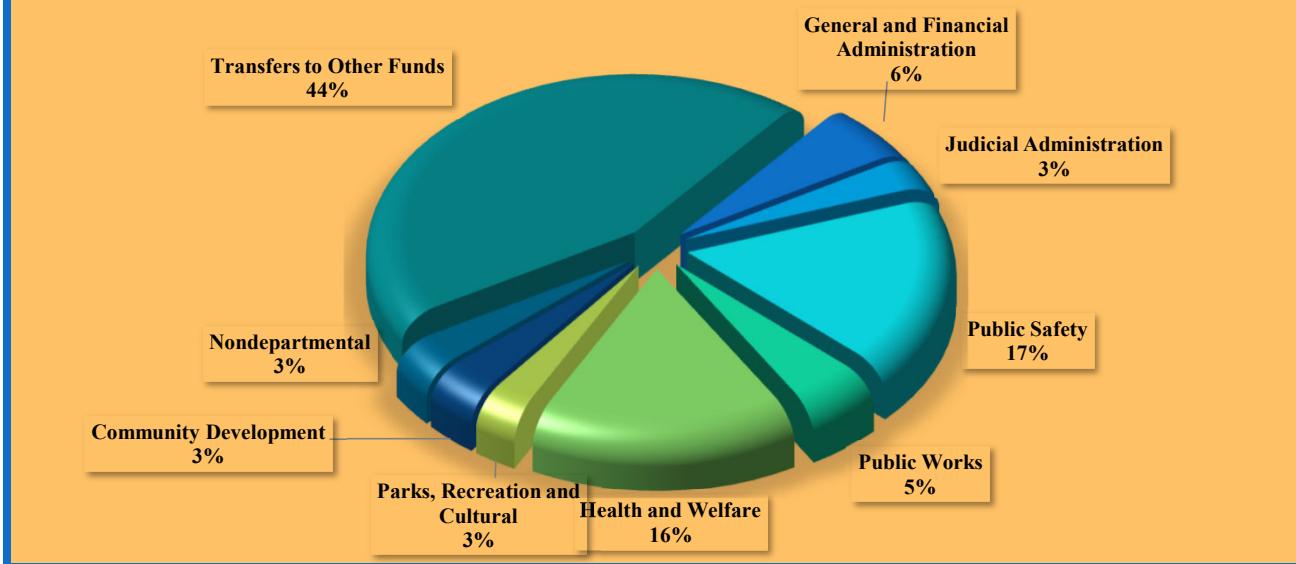
## Franklin County Summary of General Fund Expenditures by Department

	Actual 20-21	Adopted Budget 21-22	Adopted Budget 22-23	21-22 Adopted to 22-23 Adopted	21-22 Adopted to 22-23 Adopted
				Increase (Decrease)	Percent Incr/Decr
<b>General Government Administration</b>					
Board of Supervisors	513,621	484,803	516,821	32,018	6.60%
<b>General and Financial Administration</b>					
County Administrator	572,593	639,397	644,667	5,270	0.82%
Commissioner of Revenue	637,243	677,823	713,621	35,798	5.28%
Reassessment	2,589	150,000	150,000	-	0.00%
Treasurer	581,441	563,720	627,804	64,084	11.37%
Finance	371,735	391,260	462,494	71,234	18.21%
Risk Management	574,334	603,091	614,430	11,339	1.88%
Human Resources	172,302	211,525	227,112	15,587	7.37%
Information Technology	1,321,874	1,362,223	1,459,931	97,708	7.17%
Registrar	410,565	380,136	440,178	60,042	15.79%
	5,158,296	5,463,978	5,857,058	393,080	7.19%
<b>Judicial Administration</b>					
Circuit Court	115,053	111,065	115,035	3,970	3.57%
General District Court	11,308	6,180	6,180	-	0.00%
Magistrate	-	1,500	1,500	-	0.00%
Juvenile and Domestic Relations Ct.	43,538	16,150	16,150	-	0.00%
Clerk of the Circuit Court	760,013	689,975	759,133	69,158	10.02%
Sheriff - Courts	696,349	804,023	750,239	(53,784)	-6.69%
Juvenile Court Services	372,751	453,901	615,535	161,634	35.61%
Commonwealth Attorney	902,819	919,185	953,279	34,094	3.71%
	2,901,830	3,001,979	3,217,051	215,072	7.16%
<b>Public Safety</b>					
Sheriff	4,586,857	4,967,845	5,336,821	368,976	7.43%
Corrections	4,906,476	4,851,342	5,451,239	599,897	12.37%
Building Inspections	481,103	488,122	526,955	38,833	7.96%
Animal Control	263,147	305,212	318,043	12,831	4.20%
EMS Billing	1,282,161	1,555,433	1,598,603	43,170	2.78%
Public Safety	3,520,896	3,739,970	4,512,426	772,456	20.65%
	15,040,639	15,907,924	17,744,087	1,836,163	11.54%
<b>Public Works</b>					
Public Works	227,355	260,338	251,067	(9,271)	-3.56%
Solid Waste and Recycling	2,596,045	2,890,187	3,059,708	169,521	5.87%
General Buildings and Grounds	1,171,007	1,364,399	1,396,899	32,500	2.38%
	3,994,406	4,514,924	4,707,674	192,750	4.27%
<b>Health and Welfare</b>					
Health Department	381,598	381,598	370,018	(11,580)	-3.03%
Contributions to Health and Welfare	114,358	114,358	125,938	11,580	10.13%
Social Services	8,347,915	8,376,742	9,112,505	735,763	8.78%
CSA - Youth Services	5,312,249	6,022,984	6,429,575	406,591	6.75%
Family Resource Center	362,632	388,291	402,844	14,553	3.75%
Aging Services	164,397	205,293	214,493	9,200	4.48%
	14,683,149	15,489,266	16,655,373	1,166,107	7.53%
<b>Parks, Recreation and Cultural</b>					
Community Colleges	104,635	100,000	100,000	-	0.00%

## Adopted Budget Fiscal Year 2022-2023

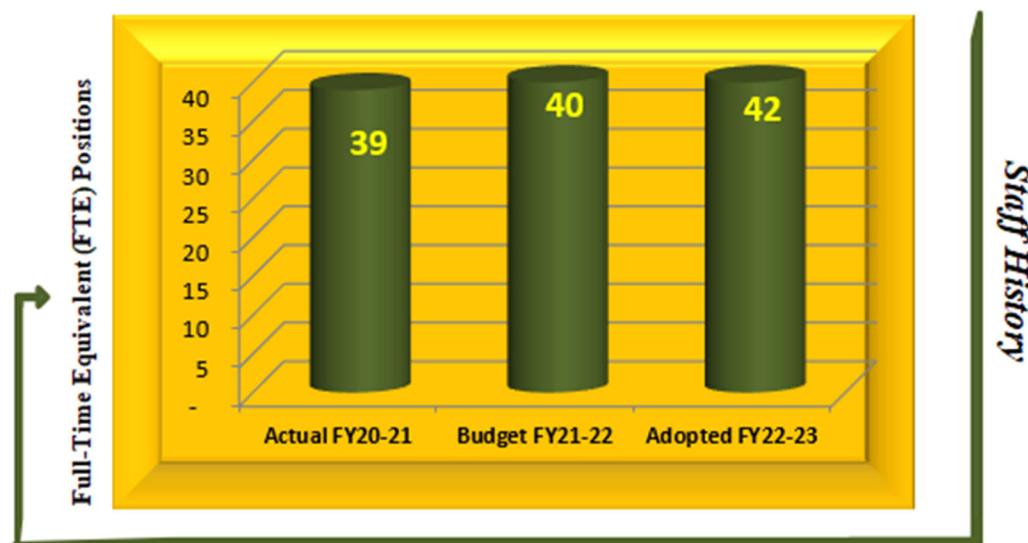
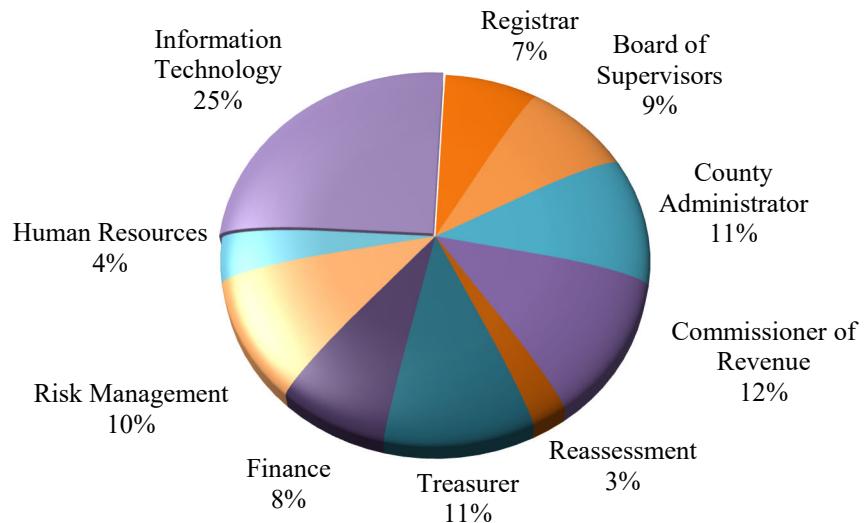
Parks and Recreation	1,241,821	1,468,338	1,588,831	120,493	8.21%
Libraries	934,180	1,042,167	1,066,824	24,657	2.37%
	2,280,635	2,610,505	2,755,655	145,150	5.56%
<b>Community Development</b>					
Planning Agencies/Contributions	546,608	543,377	544,540	1,163	0.21%
Planning and Community Dev.	505,373	616,012	687,254	71,242	11.57%
Economic Development	931,562	1,100,024	1,196,206	96,182	8.74%
Franklin Center	198,696	243,587	258,592	15,005	6.16%
Tourism Development	152,184	269,762	322,571	52,809	19.58%
GIS and Mapping	200,004	213,702	237,564	23,862	11.17%
Virginia Cooperative Extension	92,136	122,123	127,846	5,723	4.69%
	2,626,563	3,108,587	3,374,573	265,986	8.56%
<b>Nondepartmental</b>	<b>1,856,609</b>	<b>1,982,476</b>	<b>3,131,473</b>	<b>1,148,997</b>	<b>57.96%</b>
<b>Transfers to Other Funds</b>					
Schools - Operations	31,727,183	33,290,187	34,190,187	900,000	2.70%
Schools - Debt Service	5,851	990,567	565,000	(425,567)	-42.96%
Schools - Canneries	37,419	37,419	37,419	-	0.00%
Schools - Carryovers	-	-	-	-	-
County Capital: School Projects	1,686,000	1,420,000	1,420,000	-	0.00%
Debt Service	5,003,328	5,573,915	5,573,915	-	0.00%
E911	1,130,924	1,210,025	1,270,619	60,594	5.01%
Utilities	15,000	15,000	15,000	-	0.00%
County Capital Projects	5,751,226	2,436,775	2,436,775	-	0.00%
Total Transfers	45,356,931	44,973,888	45,508,915	535,027	1.19%
<b>Total General Fund</b>	<b>93,899,060</b>	<b>97,053,527</b>	<b>102,951,859</b>	<b>5,898,332</b>	<b>6.08%</b>

### General Fund Adopted Expenditures FY 22-23



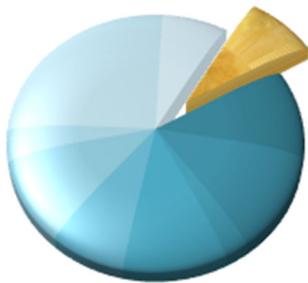
## General Government Administration

**FY 22-23 Adopted Expenditure Budget \$5,857,058**



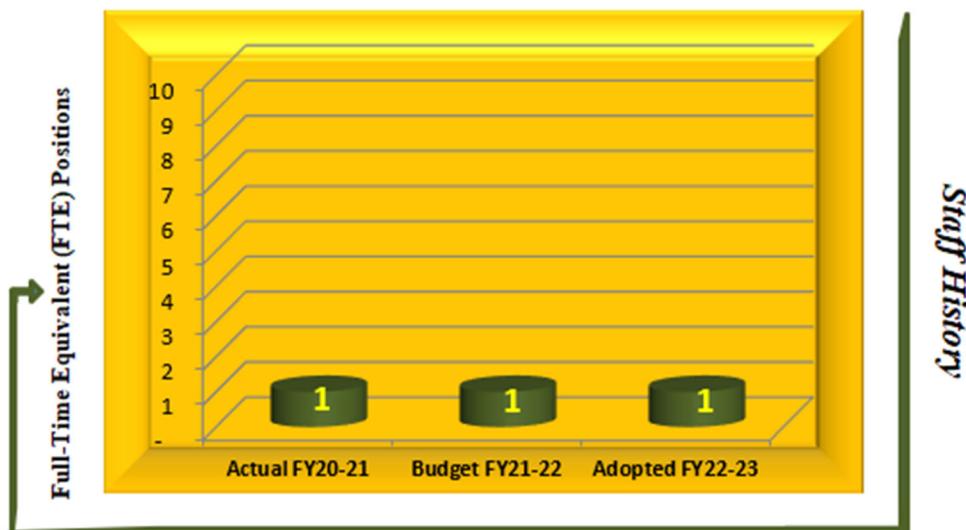
## Board of Supervisors

General Government Administration Expenditure Budget:  
\$5,857,058



Expenditure Budget:  
\$516,821  
  
9% of Gen. Government Admin.

<b>Description</b>	<b>Board of Supervisors Appropriations</b>			
	<b>Actual FY20-21</b>	<b>Budget FY21-22</b>	<b>Adopted FY22-23</b>	<b>Change 2022 to 2023</b>
Personnel	186,015	178,513	198,281	11.07%
Operating	327,606	306,290	318,540	4.00%
<b>Total</b>	<b>513,621</b>	<b>484,803</b>	<b>516,821</b>	<b>6.60%</b>



## Board of Supervisors

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### **Mission Statement**

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

### **Strategic Vision Goal**

#### OUR 2025 VISION

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

### **Department Goals and Objectives**

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

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

Maintain high standards of customer service to citizens

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

Serve as liaison between Board members, staff and citizens

## Board of Supervisors

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

### **Performance Measures**

	Actual FY18-19	Actual FY19-20	Actual FY20-21	Target FY21-22	Projected FY22-23
Percentage of Board actions completed within three business days of Board meeting.	100%	100%	100%	100%	100%
Percentage of minutes for regularly scheduled Board meetings completed within 30 business days or within two meeting cycles	100%	100%	100%	100%	100%
Percentage of minutes requiring no correction based on total number of pages produced annually	100%	100%	100%	100%	100%

### **Strategic Alignment Summary**

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

## Board of Supervisors

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- Economic Development. County provides healthy economic development and job creation. County actively works to provide higher paying jobs, clean businesses, and pursues target sectors advantageously. The County's quality of life is perceived to be an asset in locating a business here. Businesses come here because their employees have a mindset that they want to live in Franklin County.
- Managed Growth and Operational Effectiveness. County provides essentials to have good diverse growth in the County. County offers more capabilities to follow its dreams and to insure implementation of what its residents want to have happen. County provides dedicated staffing, the right infrastructure, clear ideas about where it wants things, and an aggressive and competitive strategy.

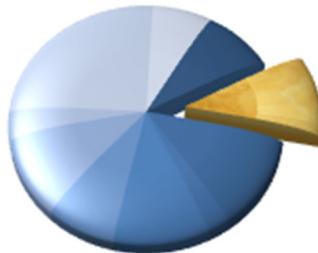
### **Budget Strategies**

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



## County Administration

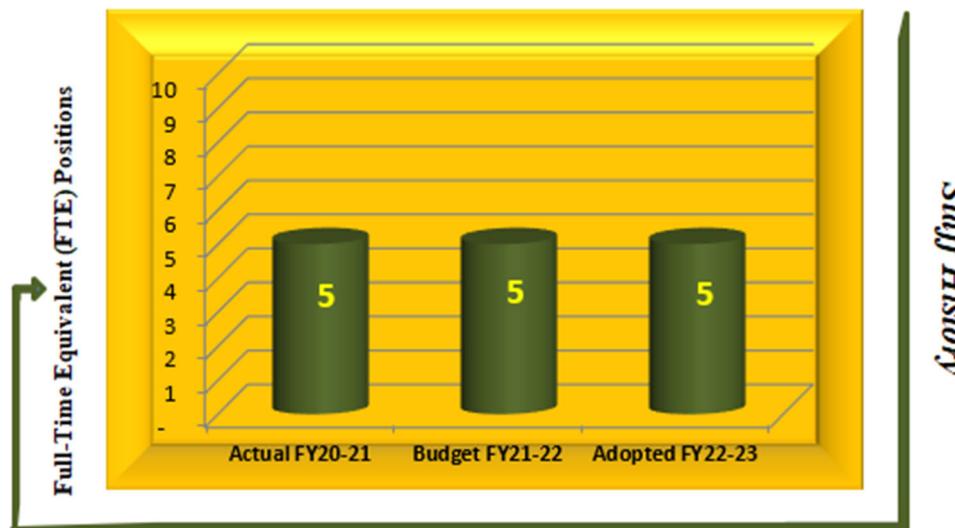
General Government Administration Expenditure Budget:  
\$5,857,058



Expenditure Budget:  
\$644,667

11% of Gen. Government Admin.

Description	<u>County Administration Appropriations</u>			
	Actual FY20-21	Budget FY21-22	Auxiliary FY22-23	Change 2022 to 2023
Personnel	539,647	611,157	614,947	0.62%
Operating	32,945	28,240	29,720	5.24%
Total	572,593	639,397	644,667	0.82%



## County Administration

### **Mission Statement**

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

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

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

### **Performance Measures**

	Actual FY18-19	Actual FY19-20	Actual FY20-21	Target FY21-22	Projected FY22-23
Annual Budget Submittal	100%	100%	100%	100%	100%
Issue Tracker Request (completed on time)	100%	100%	100%	100%	100%

### **Strategic Alignment Summary**

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

## County Administration

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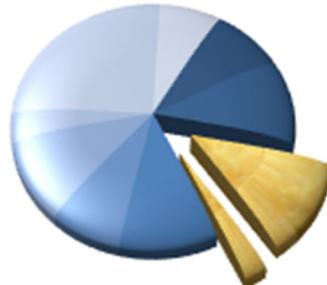
### **Budget Strategies**

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



## Commissioner of Revenue

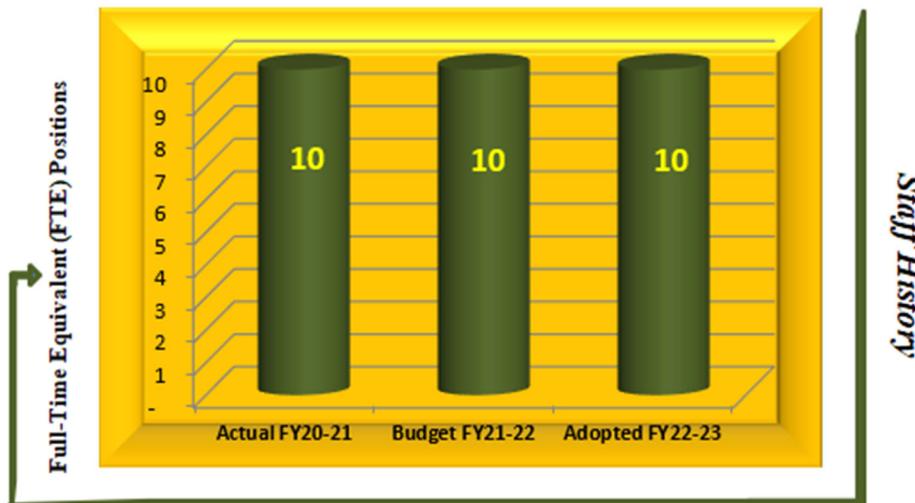
General Government Administration Expenditure Budget:  
\$5857,058



Expenditure Budget:  
\$863,621

15% of Gen. Government Admin.

Description	Commissioner of the Revenue Appropriations			
	Actual FY20-21	Budget FY21-22	Adopted FY22-23	Change 2022 to 2023
Personnel	564,643	595,489	628,287	5.51%
Operating	75,190	232,334	235,334	1.29%
Total	639,832	827,823	863,621	4.32%



## Commissioner of the Revenue

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### **Mission Statement**

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

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

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

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

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

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

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

## Commissioner of the Revenue

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

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

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

The Commissioner of Revenue office works with County Administration and the appraisal firm hired by the Board of Supervisors every four years when the general reassessment is performed. Currently, for the reassessment that will become effective January 1, 2020, the Commissioner's office is proofing all field sheets after data entry by the assessment firm and providing data entry and proofing for all mobile homes assessed. This will maintain the integrity of our data.

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

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

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

## Commissioner of the Revenue

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

### **Recap of Goals and Objectives**

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

### **Performance Measures**

	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Target FY 21-22	Projected FY 22-23
Personal Property tax assessments, meals tax, transient tax, merchants 'capital, machinery & tools, public service, mobile home assessments, state income tax estimates and payables, airplanes, BPP, bank franchise, taxpayer assistance, exonerations, supplemental, # of vehicles qualified for PPTR, VLF's, tax relief for the elderly and disabled homeowner, correspondence, campgrounds, mobile home parks, shopping centers, marina's, storage units, sales tax, summons letters, data entry, DMV import processing, walk-ins, phone calls etc....	250,003	251,680	254,126	255,000	255,000
Real Estate assessments, transfers, new construction assessments, plats, land use applications, land use revalidations, correspondence, data entry, taxpayer assistance, disabled Veterans applications, building permits appraised, creating and proofing plats	68,302	69,997	68,531	69,000	69,000

## Commissioner of the Revenue

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

### **Strategic Alignment Summary**

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

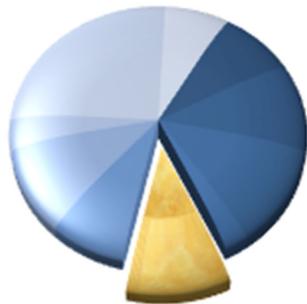
### **Budget Strategies**

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



## Treasurer

General Government Administration Expenditure Budget:  
\$5,857,058



Expenditure Budget:  
\$627,804

11% of Gen. Government Admin.

Description	Treasurer's Office Appropriations			
	Actual FY20-21	Budget FY21-22	Adopted FY22-23	Change 2022 to 2023
Personnel	429,117	423,520	436,604	3.09%
Operating	152,324	140,200	191,200	36.38%
Total	581,441	563,720	627,804	11.37%



## Treasurer

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### **Mission Statement**

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

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

Provide premier customer service.

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

Maintain a top tier collection rate

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

Ensure fiscal integrity as Chief Investment Officer

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

Technological automated improvements

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

## Treasurer

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### Performance Measures

	Actual FY18-19	Actual FY19-20	Actual FY20-21	Target FY21-22	Projected FY22-23
Tax Collection rate	97%	97%	97%	97%	97%
Average Return on Investments	2.10% (Based on Federal Reserve Fund Rate)	2.02 % (Based on Federal Reserve Fund Rate)	0.70% (Interest on Money Market Acct.)	0.95% (Interest on Money Market Acct.)	0.95% (Interest on Money Market Acct.)

### Strategic Alignment Summary

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

### Budget Strategies

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

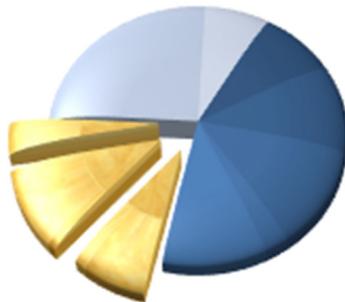
The past few years have been challenging as the financial instability has been felt by everyone including households and private businesses. This is no different for local governmental units involved with collection of taxes. For this department to achieve our stated collection goals, we had to adhere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

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



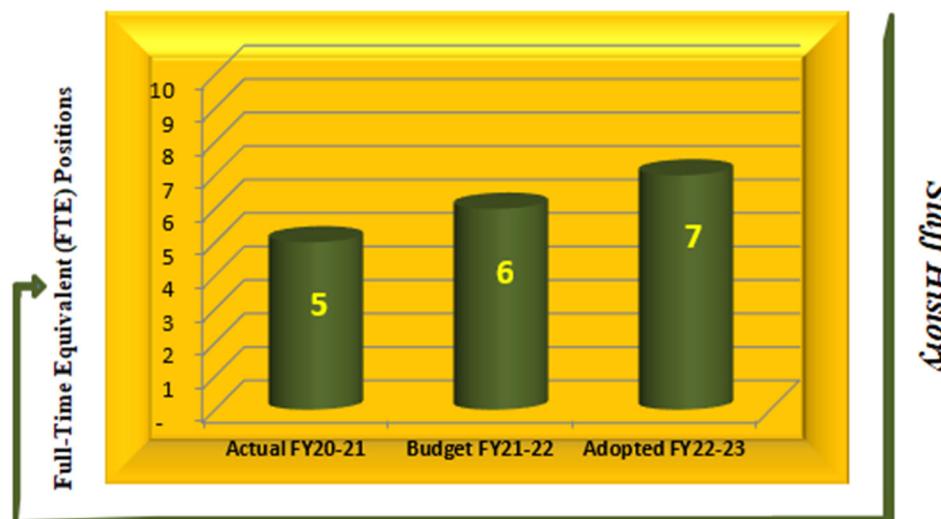
## Finance

General Government Administration Expenditure Budget:  
\$5,857,058



Expenditure Budget:  
\$1,304,036  
22% of Gen. Government Admin.

Description	Finance Department Appropriations			
	Actual FY20-21	Budget FY21-22	Adopted FY22-23	Change 2022 to 2023
Personnel	826,398	855,185	932,006	8.98%
Operating	291,972	350,691	372,030	6.08%
Total	1,118,370	1,205,876	1,304,036	8.14%



## Finance

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### **Mission Statement**

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

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

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

### **Accounting**

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

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

## Finance

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### Debt Administration

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

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

### Financial Systems

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

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

### Internal Control and Compliance

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

- Conduct monthly audits of over 40 County purchasing cards.

### Accounts Payable

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

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

### Payroll

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

- Prepare monthly payroll on time with no substantial errors in accordance with applicable laws and regulations for County and fiscal agency employees.
- File all federal, state and other reports by required deadlines.
- Provide accurate W-2 information by January 31, with no corrections or adjustments, to current and former employees.

## Finance

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### Purchasing

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

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

### Budgeting

Manage and coordinate the development and implementation of the County's annual budget utilizing a collaborative process with a long-term perspective that seeks to link resources allocation decisions to community priorities and outcomes. Establish a revenue projection process that maximizes accuracy and consistency, while maintaining a conservative approach that ensures stable and reliable delivery of services to the citizens (structural balance).

Coordinate preparation and update of the annual Capital Improvement Program consistent with the long-term priorities of the Board of Supervisors and community. Provide accurate and timely budgetary and financial information, management consultation, fiscal analysis and long-range planning assistance to all stakeholders of the organization to enhance the effectiveness of Franklin County Government.

- Ensure each operating department prepares/updates an annual Business Plan that identifies its core service area responsibilities by identifying the departmental mission, goals, objectives and desired outcomes consistent with county-wide priorities.
- Accumulate and disseminate budgetary information to all stakeholders of the organization to enhance decision-making, promote awareness, and provide information concerning County operations.
  - Prepare and publish the budget in accordance with the Government Finance Officers Association Criteria for Distinguished Budget Award-Financial plan, Policy document, Operations guide and Communications device.
  - Publish the County's Departmental Annual Report that summarizes the results of operations for each operating department in regard to the department's adopted business plan from the preceding year.
- Analyze effectiveness of, modify, and/or develop projection models to estimate revenues within 2% of actual.
- Update and present adjusted revenue projections to Administration and the Board of Supervisors each month for possible adjustments to formal appropriations.
- Establish and maintain a process that provides an effective method for operating departments to update plans for future capital expenditures by identifying specific projects, time-frame and capital and operational costs.
- Annually publish a formal Capital Improvement Program document, indicating the County's plan for facility and infrastructure improvements for the next 5 years.

## Finance

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- Provide budgetary information and analysis to Administration and Board of Supervisors to facilitate effective day-to-day management and to aid in the formulation and implementation of long-term policy decisions.
- Provide on-going monitoring of the state budget and fiscal impact analysis of proposed legislation by the General Assembly and/or executive amendments by the Governor.
- Provide and make available citizen-friendly and transparent budgetary information for the general public that will increase awareness and understanding of the County's operations.

### ***Performance Measures***

	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Target FY 21-22	Projected FY 22-23
Number of training sessions held annually for the departmental end users	4	4	4	4	4
Average number of purchasing cards audited monthly	50	50	50	52	52
Percent of payrolls prepared on time with no substantial errors	100%	100%	100%	100%	100%
Percent of W-2's prepared with no correction or adjustment required	100%	100%	100%	100%	100%
Number of Checks processed for payment to County & School vendors	41,551	41,495	42,343	43,000	43,000
Number of Invitations for Bid, Request for Proposals & Request for Quotations	25	29	30	25	25
Percent Variance in Actual vs. Adopted Revenue	6.88%	8.52%	15.53%	5%	5%
Percent Variance in Actual vs. Adopted General Government Fund Expenditures	-2.81%	-1.13%	3.25%	1%	1%
Receipt of the GFOA certificate for excellence in financial reporting	Yes	Yes	Yes	Yes	Yes
County bond rating (Moody's Investor Service)	Aa2	Aa2	Aa2	Aa2	Aa2
County bond rating (Standard & Poor's)	AA+	AA+	AA+	AA+	AA+

## Finance

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### **Strategic Alignment Summary**

- Financial Stability - To promote financial stability throughout all County projects both new and existing

### **Budget Strategies**

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

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

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

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

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

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

The Finance Department will strive to receive the Government Finance Officers Association Award for Distinguished Budget Presentation annually. GFOA makes this award based on the Adopted Budget Book use as a financial plan, a policy document, an operations guide and a communication device. This document is one of several prepared and published annually by the

## Finance

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Department. Other documents include the Capital Improvement Program and Comprehensive Annual financial Report. The Finance Department will publish a reduced number of printed copies of the Budget Book and Capital Improvement Program. These publications will continue to be available on the County's internet site.



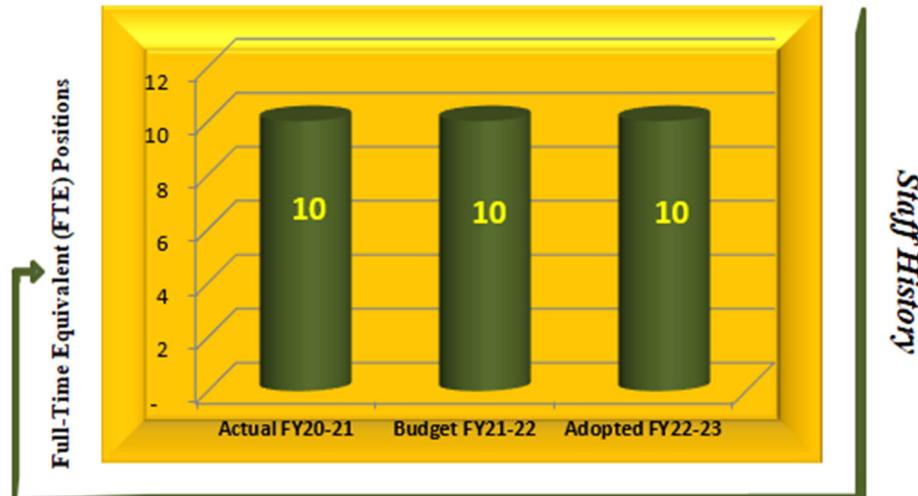
## Information Technology

General Government Administration Expenditure Budget:  
\$5,857,058



Expenditure Budget:  
\$1,459,931  
25% of Gen. Government Admin.

Description	Information Technology Appropriations			
	Actual FY20-21	Budget FY21-22	Adopted FY22-23	Change 2022 to 2023
Personnel	770,704	755,261	799,263	5.83%
Operating	551,170	606,962	660,668	8.85%
Total	1,321,874	1,362,223	1,459,931	7.17%



## Information Technology

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### **Mission Statement**

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

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

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

- Promote the development and use of E-Government services.
- Develop and maintain a Cybersecurity plan and systems for the County's core applications and communications services.
- Monitor and modify processes to provide the best possible response time for technology requests.
- Develop, maintain, and measure internal processes to maximize available resources and continually improve service reliability.
- Stabilize enterprise infrastructure to enhance performance and serviceability.

### **Performance Measures**

	Actual FY18-19*	Actual FY19-20	Actual FY20-21	Target FY21-22	Projected FY22-23
<b><i>Customer Satisfaction</i></b>					
Annual Survey	-	4.5/5.0	3.0/4.0	3.5/4.0	3.5/4.0
Track-It Survey	-	4.6/5.0	4.4/5.0	4.7/5.0	4.7/5.0
Open Response Survey	-	4.71 /5.0	4.9/5.0	4.9/5.0	4.9/5.0
<b><i>Resolution Time Performance to SLA Based on Criticality</i></b>					
High – 2 Hours	N/A	90%	94.7%	98%	98%
Medium – 1-5 Days	N/A	95%	97.1%	98%	98%
Low – 1 – 10 Days	N/A	95%	99.1%	100%	100%

### **Strategic Alignment Summary**

- Infrastructure - The counties Infrastructure is powered by the technology installed and managed by Information Technology.

## Information Technology

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### Budget Strategies

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

#### **Reliability**

Insure availability of all mission critical systems by developing transparent failover and redundancy. Availability goal of mission critical systems is 99 % for unplanned outages. This goal will be met by active monitoring of system health and performance, by virtualizing critical systems, and by managing equipment lifecycles and periodic redesigns/upgrades of core infrastructure

#### **Efficiency**

Franklin county IT uses its human and financial capital to maximize our effectiveness in the county. Every one of our staff serve the county with multiple skill sets as well as backing up other staff members. Technology equipment is deployed in a carefully architected manner and is used until upgrades are required to remain viable and sustainable or parts or software are no longer available or until the functionality it offers no longer meets the operational needs of the County. Staffing levels are maintained at a minimum required to provide necessary services and external partners are utilized as needed.

#### **Alignment**

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

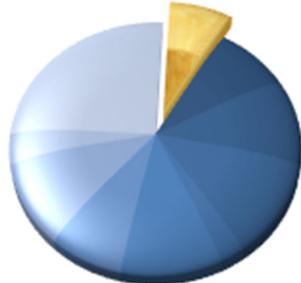
#### **Innovation**

Keeping pace with technology growth and change is part of the ongoing process of review and realignment. Innovations are considered based on the functionality offered, it's potential impact to business processes and overall cost. Franklin County IT monitors technology on an ongoing basis and weighs the advantages/ disadvantages and ROI for technology adoption.

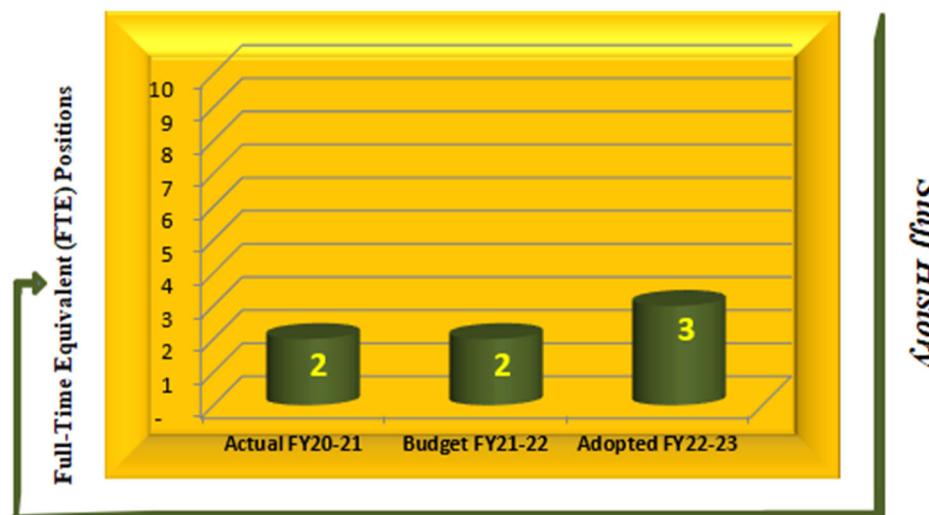


## General Registrar

General Government Administration Expenditure Budget:  
\$5,857,058



Description	<u>Voter Registrar Appropriations</u>			
	Actual FY20-21	Budget FY21-22	Adopted FY22-23	Change 2022 to 2023
Personnel	259,903	265,976	323,248	21.53%
Operating	150,662	114,160	116,930	2.43%
Total	410,565	380,136	440,178	15.79%



## General Registrar/Director of Elections

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### **Mission Statement**

The mission of the General Registrar's Office is to provide opportunities, in an equitable and courteous manner, for all qualified citizens of Franklin County to register to vote; to promote the integrity of the electoral process by maintaining accurate and current voter registration records used in elections in accordance with the Constitutions of the United States and the Commonwealth of Virginia and the Code of Virginia; to coordinate elections so they are conducted in a manner that secures the qualified citizen's right to vote and ensures accuracy of election results.

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

- Provide equal opportunity for all qualified citizens of Franklin County to register to vote
- Maintain accurate voter records
- Conduct all elections at the highest level of professional standards, ensuring public confidence in the integrity of the results
- A resource of information for citizens regarding voter registration, absentee voting, elections, and elected officials

### **Performance Measures**

	Actual FY18-19	Actual FY 19-20	Actual FY 20-21	Target FY21-22	Projected FY22-23
Registered Voters	36,500	36,565	39,395	40,000	40,000
Election Officers Trained (200+ for each Federal, State and Local Election)	100%	100%	100%	100%	100%
VERIS Stats (Virginia Election Registration Information System)	30,000	36,099	36,212	36,212	36,212
Absentee Mail/In-Person	2,000	2,446	12,232	13,000	13,000
Total Number Voted	25,022	28,227	29,839	30,000	30,000
Candidate Processing (Local) Campaign Finance	26	23	8	13	13

\*Election and registration totals vary due to Virginia Department of Elections schedule of elections in a calendar year. Example: Presidential Election Year vs. State and Local Elections.

## General Registrar/Director of Elections

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### **Strategic Alignment Summary:**

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

### **Budget Strategies**

Compliance with Virginia Department of Elections, Electoral Board, Code of Virginia, Election Laws and State Mandates.

#### **Short-Term**

- Continue to educate and train the Officers of Election on changes in laws and procedures.
- Managing the increasing cost of elections from unfunded State and Federal mandates with election forms and supplies not being provided by the Virginia Department of Elections.
- Additional staff needs as the County continues to grow, voter registration increases, more primaries are ordered, increased duties with new state and federal regulations.
- Recruiting and retaining poll workers for Election Day.
- Early Voting – HB 2790 and SB1026

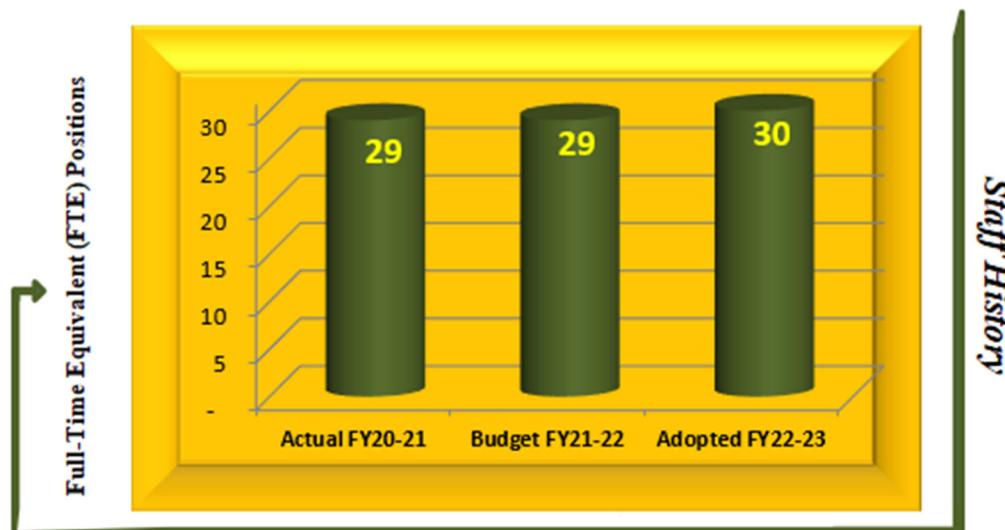
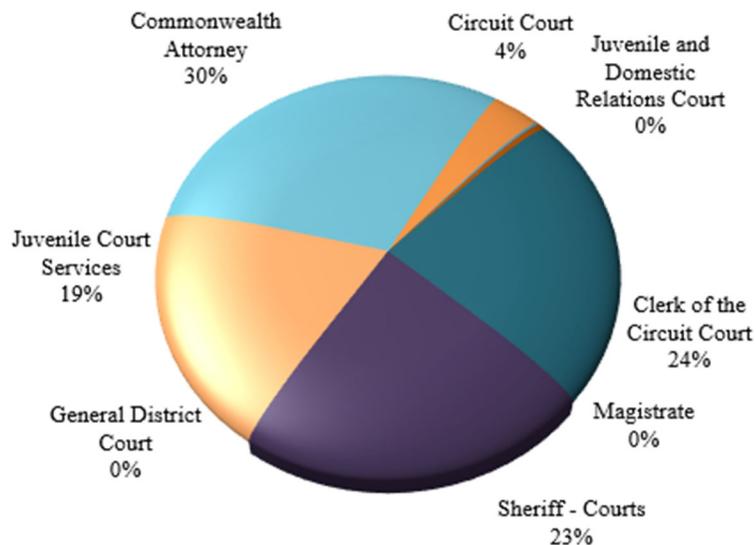
#### **Long-Term**

- Cost and number of elections with the trend of political parties opting for primaries rather than party nomination.
- Continuous recruiting and retaining poll workers for Election Day.
- Staffing



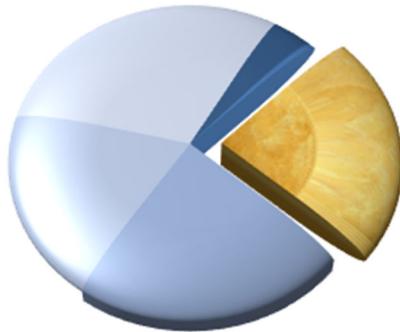
## Judicial Administration

**FY 22-23 Adopted Expenditure Budget \$3,217,051**



## Clerk of the Circuit Court

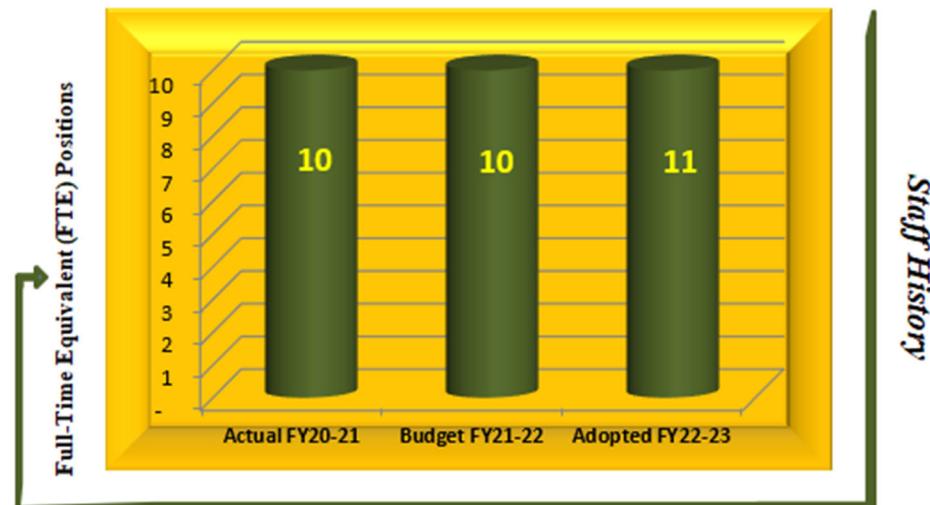
Judicial Administration Expenditure Budget:  
\$3,217,051



Expenditure Budget:  
\$759,133

24% of Judicial Administration

Description	Clerk of Circuit Court Appropriations			
	Actual FY20-21	Budget FY21-22	Adopted FY22-23	Change 2022 to 2023
Personnel	651,788	637,850	707,008	10.84%
Operating	108,224	52,125	52,125	0.00%
Total	760,013	689,975	759,133	10.02%



## Clerk of the Circuit Court

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### **Mission Statement**

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

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

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

### **Performance Measures**

	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Target FY 21-22	Projected FY 22-23
Criminal Cases Commenced	1915	2255	1912	2300	2300
Wills/Estates Initiated	383	422	429	430	430
Judgments/Admin Liens/Notices	1575	1353	1507	1520	1520
Deeds Recorded	8433	11024	12053	12000	12000
Number of Passports Issued	272	111	143	160	160
Number of Concealed Weapon Permits issued	1287	2443	1220	1400	1400

### **Strategic Alignment Summary**

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

## Clerk of the Circuit Court

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### **Budget Strategies**

In FY18-19, our office recorded 8,336 real estate-related documents, just a marginal increase from FY17-18. Considering the current rate of recordings, we believe that we will record approximately 8,400 such documents in this coming fiscal year.

For the previous fiscal year, our office commenced 590 civil cases. We expect to commence approximately the same amount for this fiscal year. Even though we set up a civil file for each concealed handgun permit application, they are not included in this field.

This office has continued to process a large number of concealed handgun permit applications from 1370 in FY17-18 to 1344 in FY18-19. Applications are still very steady and we expect we will process around the same amount next year.

Our office commenced nearly 1,660 criminal cases. While the number of cases may have declined. There is a tremendous amount of work involved: i.e., preparing files, entering into CCMS system, filing paperwork, scanning all documents, preparing court orders, disbursing court orders & preparing disposition forms for Department of Corrections, and this is a significant factor in our case data workload.

For the past fiscal year, our office issued 273 marriage licenses and expects to process approximately 300 of them in the coming fiscal year. Also, we have docketed 1482 judgments and processed 375 estates, and we anticipate handling similar numbers in the coming fiscal year.

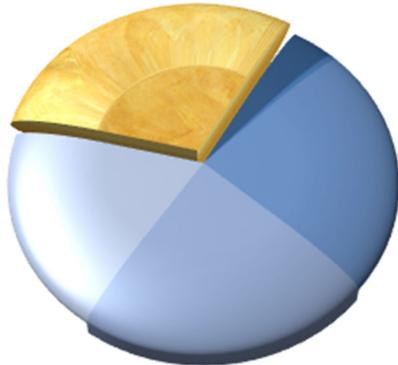
This office has continued to improve its record keeping and duplicating processes, primarily via the Supreme Court of Virginia's Reflections computerized imaging/indexing system. As of July 1, 2008, our office began making its real-estate related records available on the Internet via subscriber-only "Secure Remote Access" and we now have approximately 65 users. There is a \$50 monthly subscription rate.

Also, our office has been utilizing the SCV's Computerized Information System (CIS) for the past nine years and, within the previous fiscal year, has begun using its web-based JAVA case management system (CMS) combined with CIS, and its new subscriber-only "Officer of the Court Records Administration" (OCRA) system, which allows remote access to our more recent civil and criminal cases – at a cost of \$150 per year with 39 current subscribers.

The ultimate goal is to back scan all records from 1786 to present over the next few years.

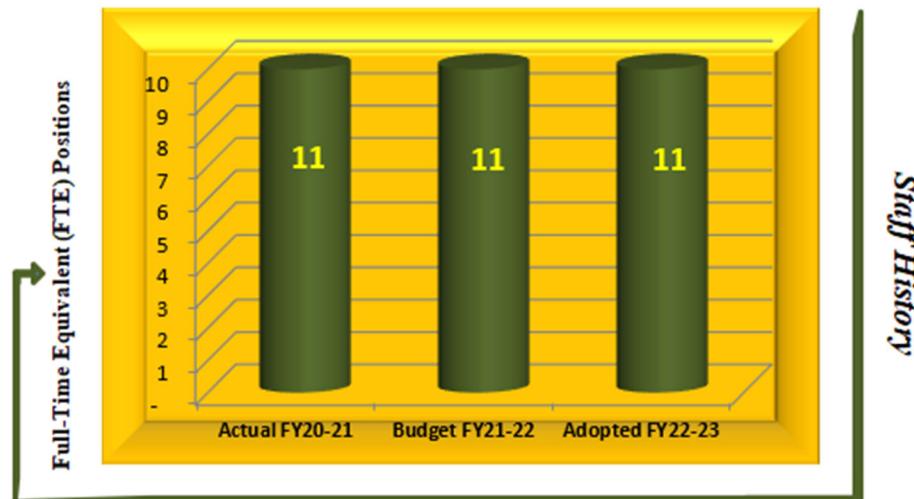
## Commonwealth's Attorney

Judicial Administration Expenditure Budget:  
\$3,217,051



 Expenditure Budget:  
\$953,279  
30% of Judicial Administration

Description	Commonwealth Attorney Appropriations			Change 2022 to 2023
	Actual FY20-21	Budget FY21-22	Adopted FY22-23	
Personnel	872,169	892,830	926,724	3.80%
Operating	30,650	26,355	26,555	0.76%
Total	902,819	919,185	953,279	3.71%



## Commonwealth's Attorney

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### **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 enforcement of criminal laws in a just, honest, compassionate, efficient and ethical manner, while at the same time protecting the constitutional and legal rights of the accused. Our office works with every component of the criminal justice system and the community to protect the innocent, to convict and appropriately punish the guilty, and to protect the rights of victims and witnesses.

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

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

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

### **Performance Measures<sup>1</sup>**

	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Projected 2022
Criminal Cases – Circuit Court	1,640	1,912	1,710	1,913	1,800
General District Criminal/Traffic Cases	9,778	9,393	5,334	7,335	8,000
Juvenile Cases	1,371	1,252	932	1,001	1,150

### **Strategic Alignment Summary**

<sup>1</sup> Numbers represented are for a calendar year (January – December). The numbers are for “filings” only in the various courts, and do not capture the number of ‘hearings’ that occur in these courts on criminal cases.

## Commonwealth's Attorney

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

### **Budget Strategies**

Our office's largest expense is payroll, and, presently, salaries are almost entirely funded by the state compensation board (the state 'reimburses' the County, who actually pays our employees). When the state determines how many prosecutors our office should have, the state only considers (a) cases prosecuted in Circuit Court and (b) felonies that pass through the (lower) District Courts. A misdemeanor in District Court is *not* counted by the state to determine funding needs, even though our office staffs a prosecutor for nearly all such misdemeanor cases.

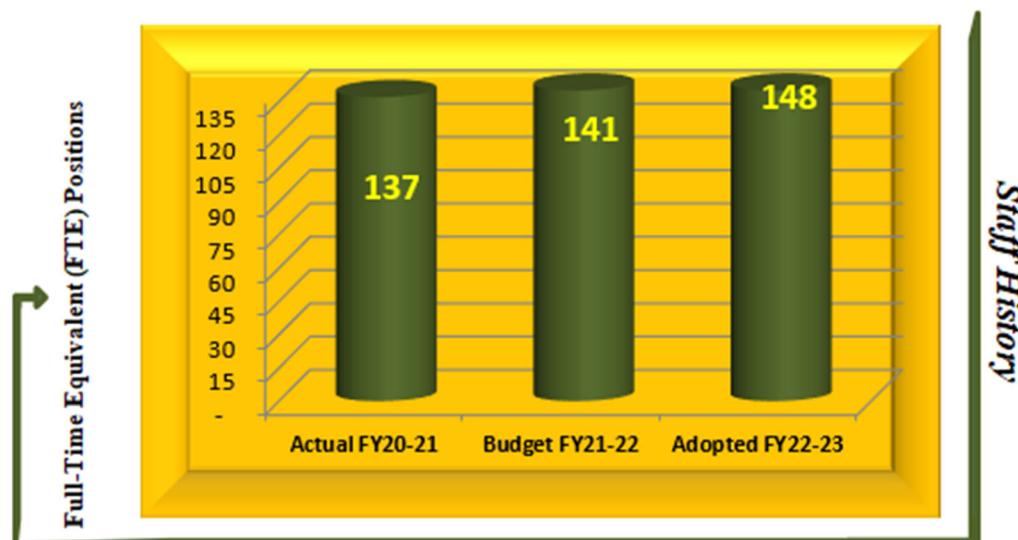
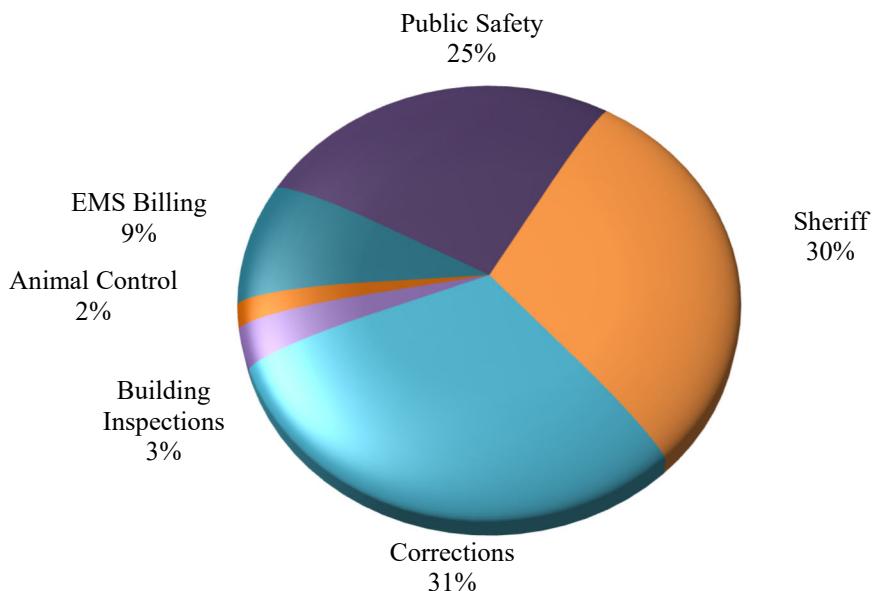
Our office obtained a grant for a Victim-Witness Coordinator. Although not an attorney, this person helps communicate with victims and witnesses, and explains the process to them, keeps them informed of key dates, and such. Because this was funded by a grant, the expense to the county is disproportionately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

Recently, the General Assembly provided funding to survey how prosecutors spend their time each day. This data collection effort, being conducted statewide, should help demonstrate that staff in the Commonwealth's Attorney's Offices spend their time engaged in a wide range of functions, and are not merely lawyers in a courtroom.



## Public Safety

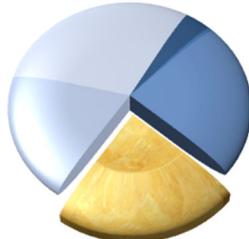
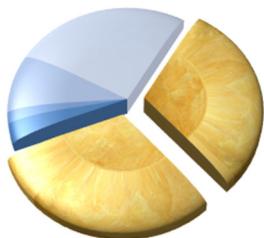
**FY 22-23 Adopted Expenditure Budget \$17,744,087**



## Sheriff

Public Safety  
Expenditure Budget:  
\$17,744,087

Judicial Administration  
Expenditure Budget:  
\$3,217,051

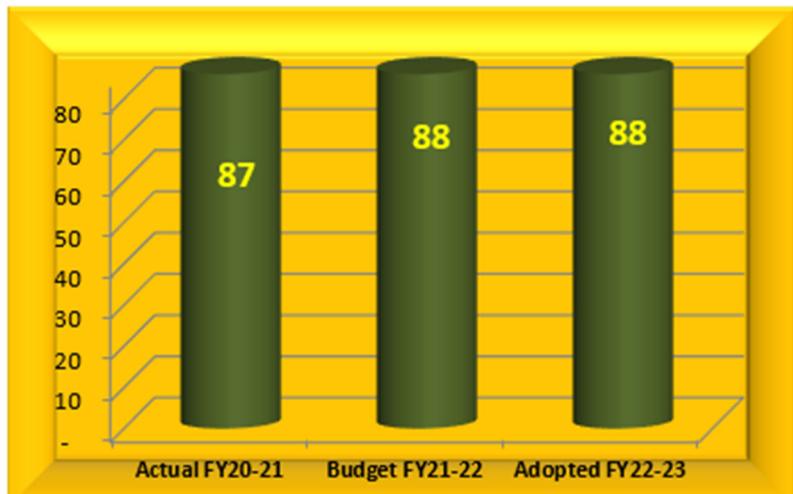


Expenditure Budget:  
\$11,538,299

61% of Public Safety  
23% of Judicial Administration

<b>Description</b>	<b>Sheriff's Department Appropriations</b>			
	<b>Actual FY20-21</b>	<b>Budget FY21-22</b>	<b>Adopted FY22-23</b>	<b>Change 2022 to 2023</b>
Personnel	5,749,508	6,304,270	6,636,640	5.27%
Operating	4,440,173	4,318,940	4,901,659	13.49%
<b>Total</b>	<b>10,189,682</b>	<b>10,623,210</b>	<b>11,538,299</b>	<b>8.61%</b>

Full-Time Equivalent (FTE) Positions



Sheriff History

## Sheriff's Office

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### **Mission Statement**

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

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

#### **Administration and Civil**

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

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

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

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

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

#### **Care & Confinement**

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

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

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

Continue to attract and hire the best qualified applicants.

- The Office of the Sheriff will continue to advertise in local mediums and on the Internet to attract the best qualified applicants. A written testing procedure is patterned around actual situations faced by a deputy sheriff during the course of their duties. A physical agility test is also conducted to ensure that applicants possess the necessary physical skills to perform task unique to a correctional/court services deputy sheriff.

## Sheriff's Office

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- Continue to offer internships to local criminal justice students to provide them first-hand experience of working in the field of law enforcement.
- Demonstrate compliance and effectively manage certification standards through supervision, training and performance.

### **Law Enforcement**

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

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

#### Improve employee retention

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

#### Recruit and hire well-qualified candidates

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

#### Provide comprehensive and specialized training for all employees

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

#### Create and implement a comprehensive leadership development program

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

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

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

## Sheriff's Office

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### Establish partnerships with the faith-based community

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

### Improve traffic safety throughout Franklin County

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

### Establish comprehensive process for preventing and responding to domestic assaults.

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

### Improve responses to people in crisis

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

### Enhance school safety

- Continue to work with Franklin County Public Schools to enhance physical security of schools.
- Increase school security with the addition of two School Safety Officers.
- Continue to expand school safety tours by on-duty deputies.

### ***Performance Measures***

	*Actual FY18-19	*Actual FY19-20	*Actual FY20-21	*Target FY21-22	*Projected FY22-23
Calls for service	44,121	38,913	33,091	33,909	34,747

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

## Sheriff's Office

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### **Strategic Alignment Summary**

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

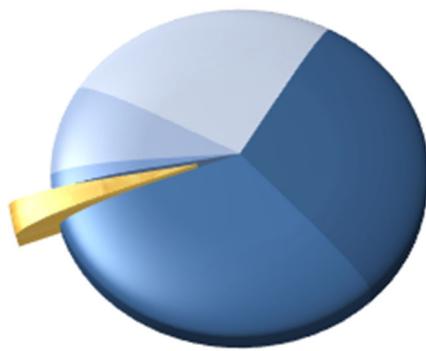
### **Budget Strategies**

Police staffing strategies vary. Political considerations, economic conditions, demographics, leadership goals, crime trends, calls for service (CFS) and community expectations, to one degree or another, have all factored into staffing plans. Accreditation programs strive to promote quality practices in public safety services, primarily by maintaining a body of standards developed by public safety practitioners covering a wide range of contemporary public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence. The Office of the Sheriff, Franklin County has been accredited by the Virginia Law Enforcement Professional Standards Commission (VLEPSC) since December 4, 2013. The Office of the Sheriff, Franklin County was re-accredited through the Virginia Law Enforcement Professional Standards Commission (VLEPSC) in January 2018.



## Building Inspections

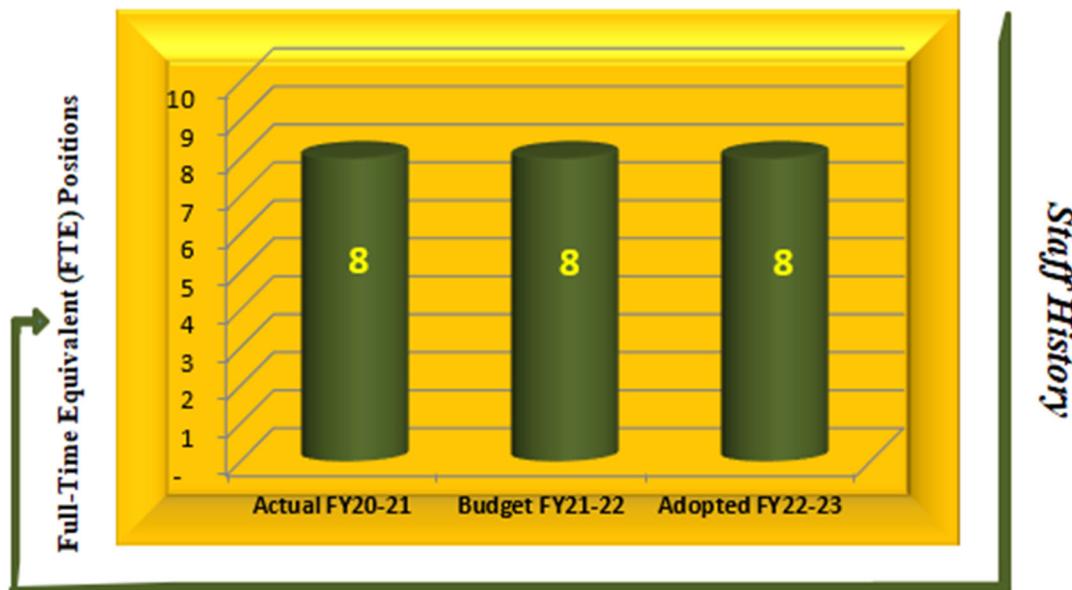
Public Safety Expenditure Budget:  
\$17,744,087



Expenditure Budget:  
\$526,955

3% of Public Safety

Description	Building Inspections Appropriations			
	Actual FY20-21	Budget FY21-22	Adopted FY22-23	Change 2022 to 2023
Personnel	442,853	443,972	477,805	7.62%
Operating	38,250	44,150	49,150	11.33%
Total	481,103	488,122	526,955	7.96%



## Building Inspections

### Mission Statement

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

### Strategic Vision Goal

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

### Department Goals and Objectives

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

### Performance Measures

	Actual FY18-19	Actual FY19-20	Actual FY20-21	Target FY21-22	Projected FY22-23
Building plans reviewed	872	955	1000	1254	1300
Building permits issued	975	1,126	1118	1250	1290
Building inspections performed	5,127	5,523	5827	6053	6250
Miles traveled	65,866	67,753	67,309	70,000	71,000
Total value of permits	74,524,979	100,501,671	98,140,182	110,696,000	112,500,000

## Building Inspections

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### Strategic Alignment Summary

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

### Budget Strategies

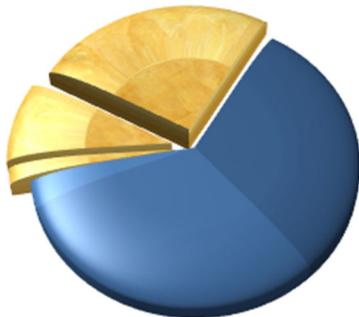
The Building Department continues to improve our educational materials and communication efforts to our various customers, our residents, the general public, agencies and organizations through a variety of print and electronic media. Staff currently uses the latest version of the permitting software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

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



## Public Safety

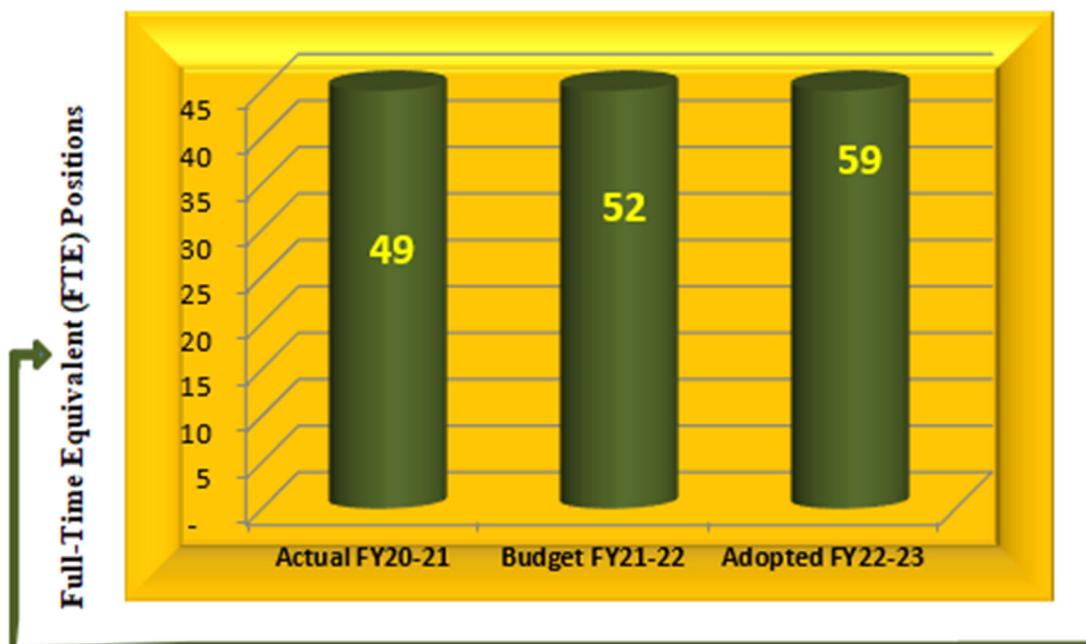
Public Safety Expenditure Budget:  
\$17,744,087



Expenditure Budget:  
\$6,429,072

36% of Public Safety

Description	Public Safety and Animal Control Appropriations			
	Actual FY20-21	Budget FY21-22	Adopted FY22-23	Change 2022 to 2023
Personnel	4,298,101	3,610,650	4,183,020	15.85%
Operating	8,399,780	1,989,965	2,246,052	12.87%
Total	12,697,881	5,600,615	6,429,072	14.79%



## Public Safety

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### Mission Statement

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

### Strategic Vision Goal

Provide outstanding fire and EMS services to our citizens, visitors, and businesses along with superior customer service. Recruit and Retain well qualified volunteers and career staffing. Work to assure that emergency facilities, staffing and apparatus are placed in adequate locations and meeting minimum National Standards.

### Department Goals and Objectives

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

- Improve Fire and Emergency Medical Service responses to our citizens, visitors, and businesses by improving response times and improving system efficiencies with the addition of personnel as needed.
- Improve Public Safety Radio Communications system that provides reliable and effective radio communications for all emergency responders in 95% of all areas of the county.
- Reduce fire losses through public fire safety education, improved fire responses, and increased training opportunities for fire fighters. Implement plan to increase fire safety inspections and preplans for all commercial structures. Develop contingency plan to assure non-interruption of services as volunteers continue to decrease.
- Reduce Fire Fighter injuries through increased training opportunities with emphasis on increased in-service training to active fire fighters. Implement accountability system for on scene personnel management.
- Implement Rapid Intervention Company (R.I.T.) to improve fire ground safety, along with accountability system development.
- Continue development and education of utilizing one set of rules for everyone. Work to get buy in from both volunteers and career staff.

### Performance Measures

	Actual FY18-19	Actual FY19-20	Actual FY20-21	Actual FY21-22	Projected FY22-23
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## Public Safety



EMS Calls	6,733	7,271	7,600	8,164	8,491
Fire Calls	2088	2,255	2,261	2,315	2,408
*Fire Loss Value (millions)	2.1 M	2.75M	6.6 M	3.2 M	3.5 M
Civilian Fire Injuries	1	0	4	8	4
Civilian Fire Deaths	1	0	1	1	1
Fire Personnel Injuries	6	4	2	6	5
Fire Personnel Deaths	0	0	0	1	0
Average Response time EMS calls (mins)	9.85	8.9	10.2	9.0	9.0
Average Response time Fire calls (mins)	5.76	5.7	6.2	6.3	6.3
Animal Shelter Live Release Rate (Canine)	93%	93%	93%	94%	94%
Animal Shelter Live Release Rate (Feline)	77%	80%	80%	83%	83%

### Strategic Alignment Summary

- Operational Effectiveness - Recruit and Retain outstanding well qualified volunteers and career staffing.
- Infrastructure - Work to evaluate all fire and EMS stations to maintain them in excellent condition for staffing along with continued evaluation of the need for new stations. New fire and EMS station still being planned. Will continue to evaluate other locations including, Hardy and Virgil Goode Highway Corridor.
- Public Safety—Improve reaction and response times by maintaining adequate volunteer and career staffing to meet minimum response standards of NFPA 1720.

### Budget Strategies

- Explore alternate EMS staffing options to address reduced volunteer available. Volunteer coordinator has been added to staff. Explore “Out-of-the-box” incentives for volunteer staffing.
- Improve EMS response times through the addition of career staff to address reduced volunteer EMS availability and to address extended travel distances, thus reducing response times. Objective is to reduce fire/EMS response times to less than 8 minutes in all village centers by increasing number of available personnel in stations to reduce/eliminate reaction times.
- Promote construction of Fire/EMS station(s) on the Virgil Goode corridor, and Hardy. Station(s) in these areas will reduce improve fire insurance ratings for existing homeowners and industries and allow for more strategic positioning of existing personnel to provide better coverage to the communities. This objective when completed will

## Public Safety

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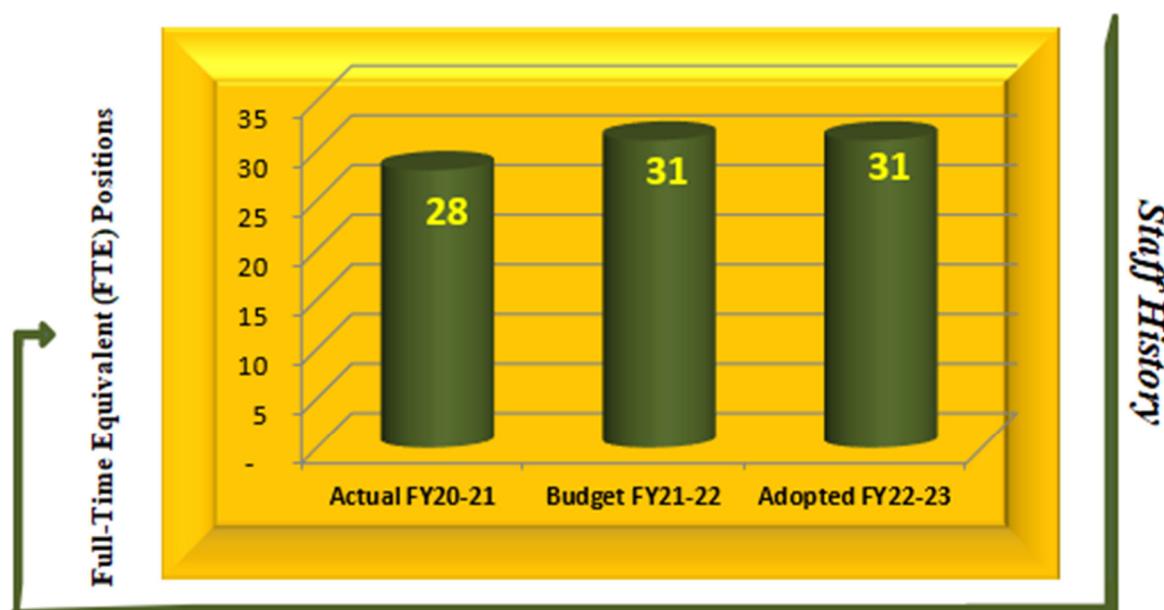
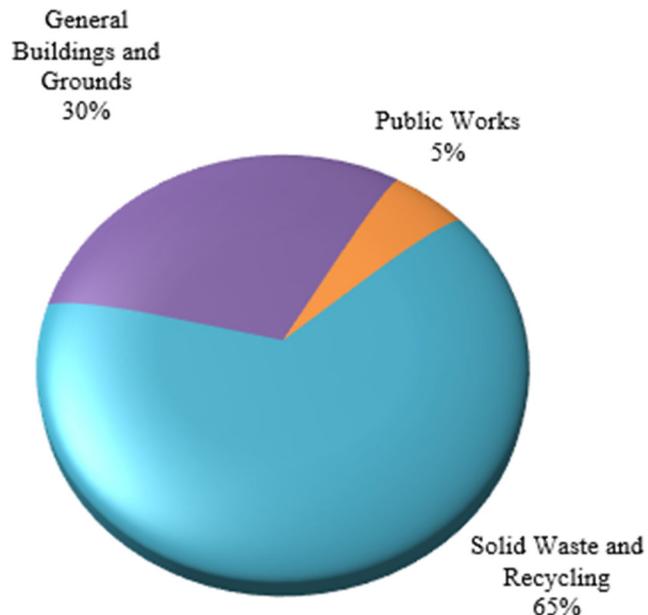
immediately reduce insurance ratings from 10 to a rating of 4 for property located with 5 miles of the station and 1,000 feet of hydrants which will result in approximately a 50% reduction in fire insurance premiums.

- Improve animal adoption and transfer rates caused by overcrowding by constructing a new animal shelter facility. New facility will have extended hours and increased capacity. New facility will require converting current part-time shelter assistant position to full-time and will require 2 part-time positions to assist with daily feeding and cleaning. Objective will seek to further improve live release rates of both dogs and cats.



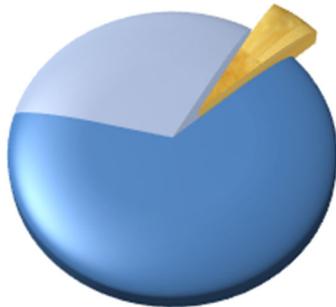
## Public Works

**FY 22-23 Adopted Expenditure Budget \$4,707,674**



## Public Works

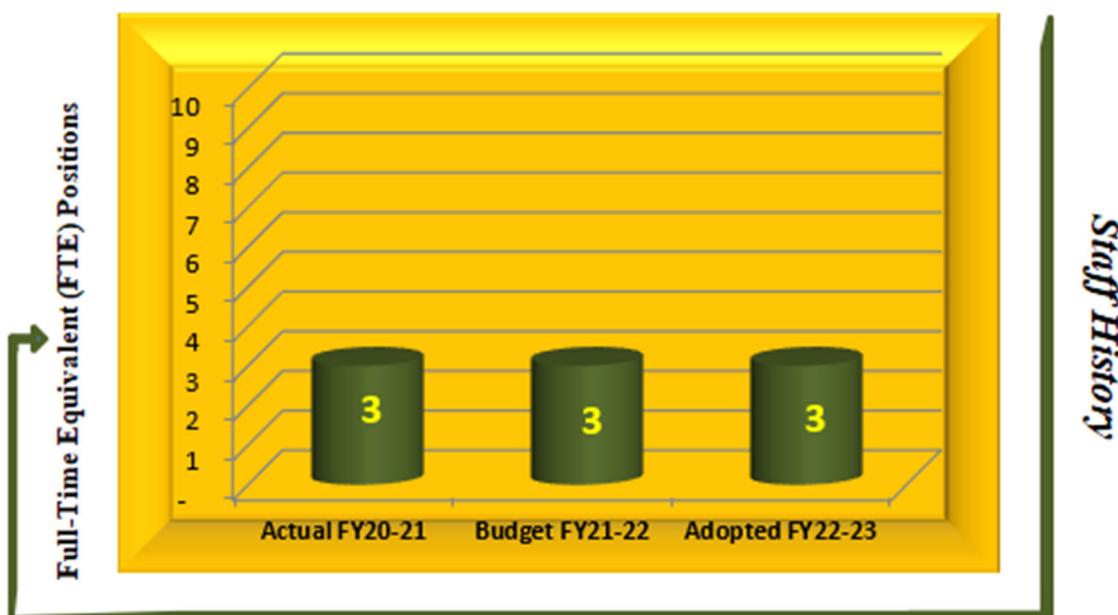
Public Works Expenditure Budget:  
\$4,707,674



Expenditure Budget:  
\$251,067

5% of Public Works

<b>Description</b>	<b>Public Works Appropriations</b>			
	<b>Actual FY20-21</b>	<b>Budget FY21-22</b>	<b>Adopted FY22-23</b>	<b>Change 2022 to 2023</b>
Personnel	218,786	238,664	226,033	-5.29%
Operating	8,569	21,674	25,034	15.50%
<b>Total</b>	<b>227,355</b>	<b>260,338</b>	<b>251,067</b>	<b>-3.56%</b>



## Public Works

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### **Mission Statement**

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

### **Strategic Vision Goal**

Public Works staff will work to build public confidence that their tax dollars are being used most efficiently by providing necessary public services.

### **Department Goals and Objectives**

- The Public Works Department will continue to daily monitor the landfill Corrective Action Pump and Treat facility to prevent any contaminated discharges.
- We will continue our monthly and quarterly monitoring reports to the DEQ on environmental conditions at the landfill.
- We will continue completing all groundwater sampling and subsequent support documents for both landfill permits.
- We will continue training and educating landfill personnel to keep in compliance with state licensing regulations.
- We will continue to complete the extra grading work required to maximize the life span of the old landfill.
- We will continue working on converting our inefficient greenbox sites to manned compactor collection sites.
- We will continue to work with Western Virginia Water Authority to pursue public water improvements in the Union Hall area which may include development of a new tank site.
- We will continue to monitor daily the sewage treatment plant and water supply facility in the Commerce Park.
- We will read the associated meters for those utilities monthly to generate their billing.
- We will continue to strive for no damage to County facilities through conscientious Miss Utility work.
- We are now flying the County drone in support of many county projects. The drone has been in the air 26% of work days since its first flight.
- Prepare the 5 Year Solid Waste Management Plan per state law saving \$10,000 of consultant fees.
- Prepare the 5 Year VPDES stormwater registration for the landfill
- Prepare the Landfill Underdrain sampling document for the DEQ saving \$7000 of consultant fees.
- Continue to bush hog and maintain the remaining 14 acres at the Lakewatch collection site
- Bush hog and maintain the regional pond are at the Commerce Center.
- Bush hog and maintain the Conservation Easements at the Commerce Center.

## Public Works

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### Performance Measures

	Actual FY18-19	Actual FY19-20	Actual FY20-21	Target FY21-22	Projected FY22-23
Pump and Treat System Evaluation report	4	4	4	4	4
VPDES Industrial Discharge permit reports	12	12	12	12	12
Semiannual landfill groundwater sampling nodes	72	72	72	72	72
Pump and treat extraction well cycle counters read monthly	18	18	18	18	18
Miss Utility tickets processed	30	37	25	30	30
VPDES Stormwater Permits renewed for county properties	2	2	2	2	2
Construction projects supervised	6	4	4	3	3
Air Pollution and landfill gas permits updated	3	3	3	3	3
Collection sites completed	6	3	1	0	1
Drone flight requests	50	54	25	0	0
Days of Bush hogging	10	10	12	12	12

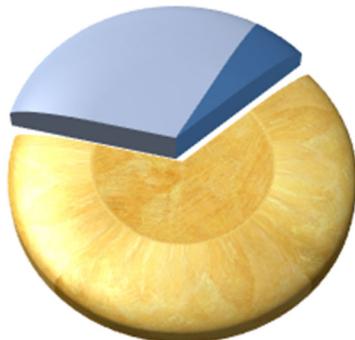
### Budget Strategies

With a department of only 3 people Public Works strives to save the County money by using their construction and management expertise to minimize the need for consultants to look after and design county projects.



## Solid Waste and Recycling

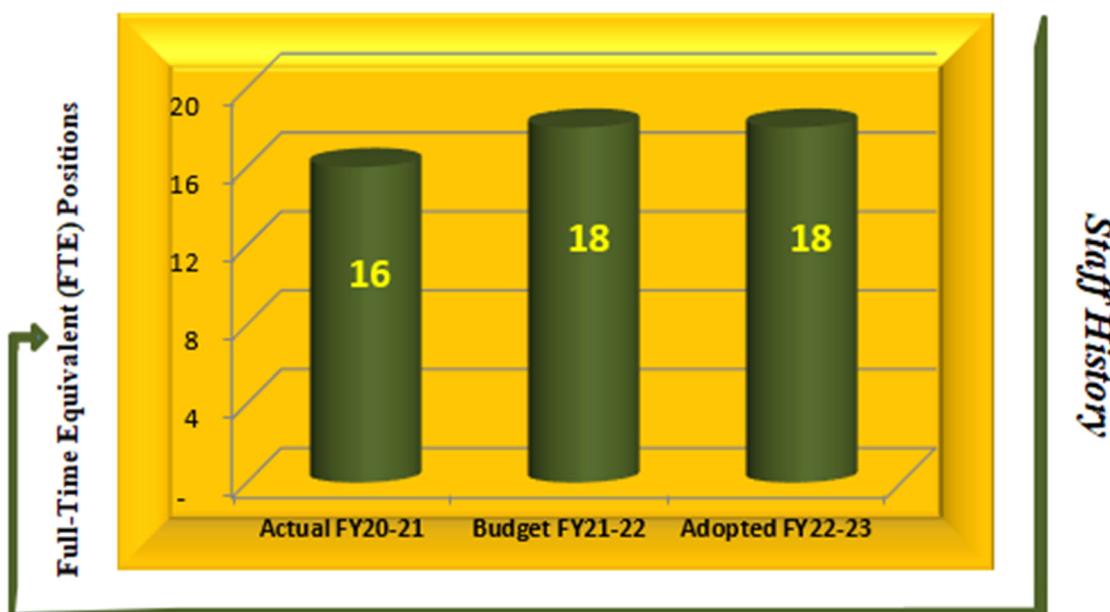
Public Works Expenditure Budget:  
\$4,707,674



Expenditure Budget:  
\$3,059,708

65% of Public Works

<u>Description</u>	<u>Solid Waste Appropriations</u>			
	<u>Actual</u> <u>FY20-21</u>	<u>Budget</u> <u>FY21-22</u>	<u>Adopted</u> <u>FY22-23</u>	<u>Change</u> <u>2022 to 2023</u>
Personnel	1,587,107	1,784,112	1,824,770	2.28%
Operating	1,008,938	1,106,075	1,234,938	11.65%
Total	2,596,045	2,890,187	3,059,708	5.87%



## **Solid Waste and Recycling**

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### **Mission Statement**

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

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

#### **Solid Waste Collections:**

- Provide timely pick-up service on the 9 manned compactor sites, 9 school compactor sites, 4h center compactor site, and 35 other solid waste collection sites
- Operate trucks in a safe manner
- Operate trucks properly to minimize fuel and repair expense
- Keep sites clean and well maintained to provide the residents a clean, safe place to dispose of solid waste
- Interact with the public courteously and safely on the road and at the sites.
- Keep the morale high in our great group of dedicated drivers so we have good employee retention.
- Help work towards completing the new compactor collection site system.
- Continue to try to make recycling a financially viable alternative.
- Maintain free solid waste collection service for Ferrum College.

#### **Solid Waste Disposal:**

- Provide a landfill disposal area accessible for use 365 days a year.
- Provide a landfill disposal area accessible by the public during published hours.
- Meet all regulations for monitoring and reporting on incoming waste, groundwater, stormwater, air pollution, recycling, operations, and gas emissions.
- Continue with the daily grading operations to stay ahead of future grading requirements to keep these expenses in house.
- Provide the public that pays to use the landfill with an efficient, straight forward billing system.
- Keep leachate tanks at safe levels by hauling leachate to approved dumping site.
- Continue to recycle material out of the waste stream to save landfill space and generate additional revenue.

## Solid Waste and Recycling

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### **Landfill Shop:**

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

### **Performance Measures**

	Actual FY18-19	Actual FY19-20	Actual FY20-21	Actual FY21-22	Projected FY22-23
Tons of trash received	57,842	58,935	59,730	59,529	63,000
Tons of other recyclables	970	1,180	1,244	1,567	2,000
Gallons of leachate hauled	10,420,586	7,321,902	6,268,995	Old landfill 842,625 New landfill 1,250,425	4,000,000

### **Strategic Alignment Summary**

Handle Franklin County solid waste in the most efficient and environmentally safe methods while trying to take care of our dedicated employees.

### **Budget Strategies**

Franklin County provides solid waste collection and landfill disposal services for its citizens, businesses and industries. Currently the County staff works seven days a week including all holidays to collect and dispose the solid waste placed in containers at its 53 sites. The landfill receives the County's public, commercial and industrial solid waste, and properly landfills it on a daily basis. The Department of Environmental Quality regulates the landfill under 2 state issued permits. Permit #72 for the old unlined landfill and permit #577 for the new lined landfill. In the summer and fall of 2012 the County built the first of six state of the art synthetically lined cells under the new permit #577 for disposal of solid waste. In the summer of 2017 the second of the six new cells was constructed and the County received a permit amendment to go deeper in the ground with the waste to increase landfill life expectancy. At current disposal volume rates, the

## Solid Waste and Recycling

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six new cells' remaining airspace life should be 35-40 years. The first new cell was put into service mid-August of 2013. Currently the bulk of the waste is placed in new landfill Cell 2. Permit #72 by current law had to be capped and closed by June 2021. Closure construction of the #72 was completed in 2021 and we are currently waiting for the Department of Environmental Quality (DEQ) final approval. During the spring of 2022 staff had future Cell 3 and Cell 4 timbered generating approximately \$50,000 in revenue. Staff is currently doing excavating in Cell 3 to help minimize contractor costs when it is built in FY 23-24. We have awarded the contract for the 28,000 tons of stone for Cell 3 so the quarry can start stockpiling on site to prevent holdups during construction.

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

Both chargeable tons and total tons across the scale increased from the previous year to exceed 23,000 tons and 58,000 tons. These will exceed our all-time highs. Both landfills continue to get quarterly good compliance inspections from the DEQ. The amounts of trees and yard waste has doubled to over 2,700 tons per year.

In February 2015 the Board of Supervisors approved the change from the inefficient unmanned green box system currently in place to manned collection sites with compactors and specific hours of operation. This move is being made to improve the traffic safety, the collection efficiency, the upward spiraling collection costs, and the control of what is being disposed of in the landfill. This project will take several years to be phased in and should be completed with funds on hand and no tax increase. One of the long-term benefits should be a significant money savings to Franklin County residents. Compactors are installed at all nine outlying schools and the 4-H center. We have the Windy Gap site up and running. We have added a cardboard compactor to Lake Watch and Scruggs and are currently preparing for a cardboard compactor at Windy Gap, Boones Mill, and Ferrum. We have paved Scruggs and Boones Mill and are scheduled to pave Waid Park.

Recycling has improved with cardboard prices staying around \$100 a ton and ferrous metal getting as high as \$220 per ton. Recycling should exceed \$120,000 in revenue. Hopefully a recession will not kill the growth.

## Solid Waste and Recycling

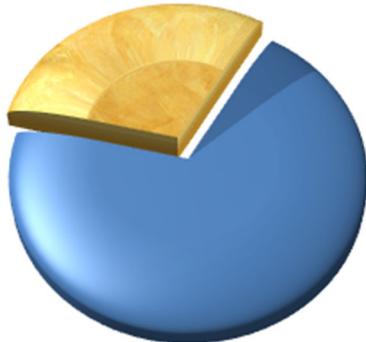
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The scalehouse attendants continue to monitor all traffic into the landfill. They track the waste stream and categorize it into the various ledger items that we compile for our DEQ reports. They perform load inspections on 10% of the loads per our DEQ permit. They prepare the solid waste accounts payable and accounts receivable billings each month.



## General Properties

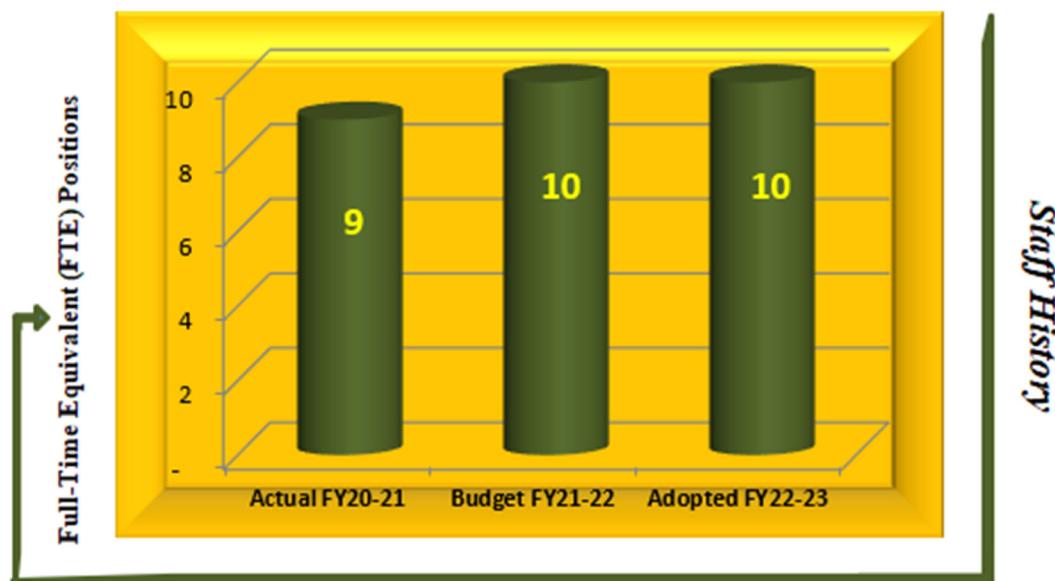
Public Works Expenditure Budget:  
\$4,707,674



Expenditure Budget:  
\$1,396,899

30% of Public Works

<u>Description</u>	<u>General Properties Appropriations</u>			<u>Change 2022 to 2023</u>
	<u>Actual FY20-21</u>	<u>Budget FY21-22</u>	<u>Adopted FY22-23</u>	
Personnel	545.789	618.899	641.399	3.64%
Operating	625.218	745.500	755.500	1.34%
<b>Total</b>	<b>1,171,007</b>	<b>1,364,399</b>	<b>1,396,899</b>	<b>2.38%</b>



## General Properties

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### Mission Statement

The Franklin County Department of General Properties manages the operations of County-owned buildings and grounds with the mission of keeping them attractive, safe, and hazard free while providing a comfortable work environment for employees and an effective place for citizens to conduct County business. Responsibilities of the Department include the general maintenance and janitorial services needed to ensure the proper upkeep of the County's facilities, installation and/or replacement of County street signs, management and disposal of surplus goods, fleet vehicle management, and project management.

### Strategic Vision Goal

Provide superior and cost-effective infrastructure improvements and maintenance in collaboration with other County departments, which will ultimately provide safe public environments to serve the citizens and employees of Franklin County.

### Department Goals and Objectives

- Efficiently address maintenance, repair, and janitorial needs to minimize disruption in all facility work environments.
- Meet 98% of the day-to-day demands of maintaining properties
- Respond to requests for maintenance within 24 hours of receiving the call
- Provide oversight for all ongoing special projects to promote the development of Franklin County
- Ensure regulatory compliance with items such as underground storage tanks, elevators, boiler inspections, fire protection systems, SDS, ADA, etc.
- Continue to manage surplus property/vehicles and ensure the proper auction or disposal of such items
- Expand staff's role in the management of the County's fleet vehicles and provide greater assistance with the execution of routine maintenance
- Develop a policy for how to handle facilities that are known to have asbestos containing materials present
- Improve general maintenance records, vehicle maintenance records, and office filing system
- Establish more defined metrics that will allow for the tracking of maintenance calls, responses, and all maintenance records
- Strengthen partnerships with other departments

### Performance Measures

	Actual FY18-19	Actual FY19-20	Actual FY20-21	Target FY21-22	Projected FY22-23
Average response time for maintenance	20 minutes				

## General Properties

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### Strategic Alignment Summary

- Infrastructure: General Properties will work diligently to improve and maintain County-owned facilities in the most efficient and cost-effective manner possible. Staff will continue to monitor aging facilities and infrastructure to allow for proper planning for potentially large capital improvement projects.
- Financial Stability: Staff will work to maximize the funding that has been appropriated to our department, while continuing to provide the high level of service that we are known for.

### Budget Strategies

#### **Facilities Management**

General Properties' strategy for Facilities Management for the coming year is provide superior maintenance and implement cost effective improvements for County-owned facilities. While some expenditures are non-negotiable, we will work to secure the best pricing for the goods and services that are needed by our department with the goal of staying within our budget.

Due to the aging of infrastructure and facilities, along with unprecedented inflation, maintenance and repair costs will continue to increase each year. Staff will do its best to monitor these costs closely to allow for the proper planning needed to fund and implement all necessary maintenance activities and repairs.

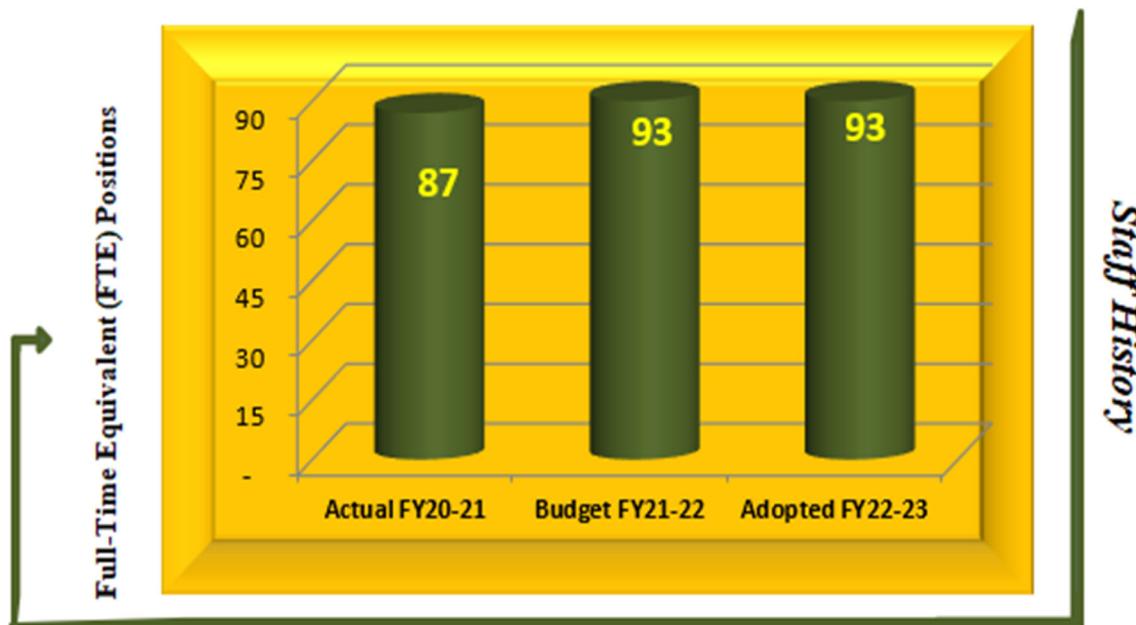
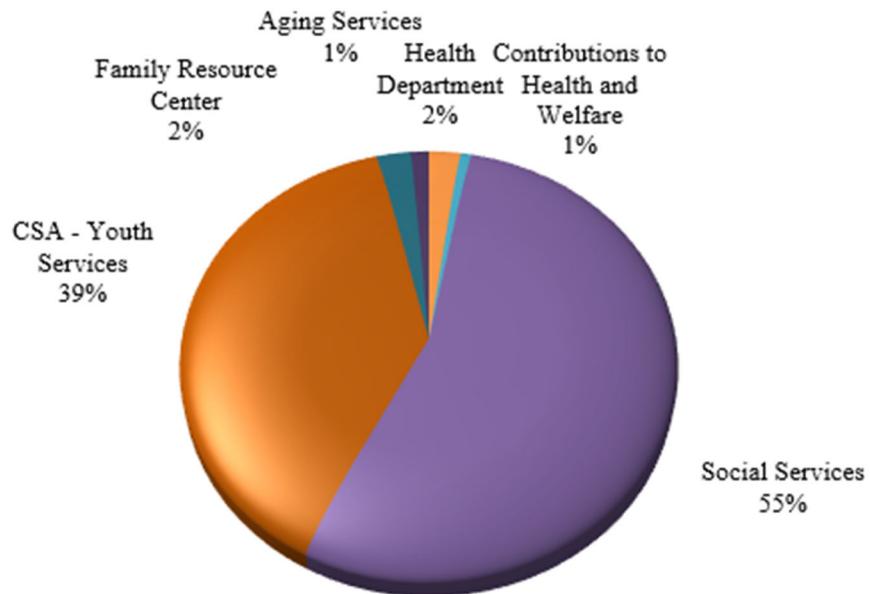
#### **Custodial Services**

Our department will continue to be diligent in obtaining the best pricing for equipment and supplies, while maintaining a high level of quality for staff and citizens. We will also explore ways in which we can streamline processes so that we can deliver custodial services in a more effective and efficient manner.



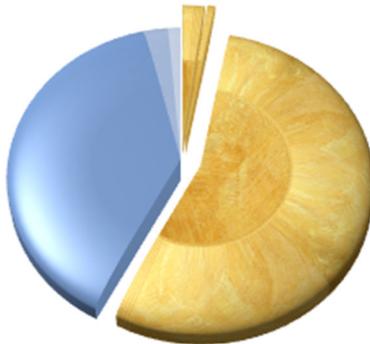
## Health and Welfare

**FY 22-23 Adopted Expenditure Budget \$16,655,373**



## Social Services

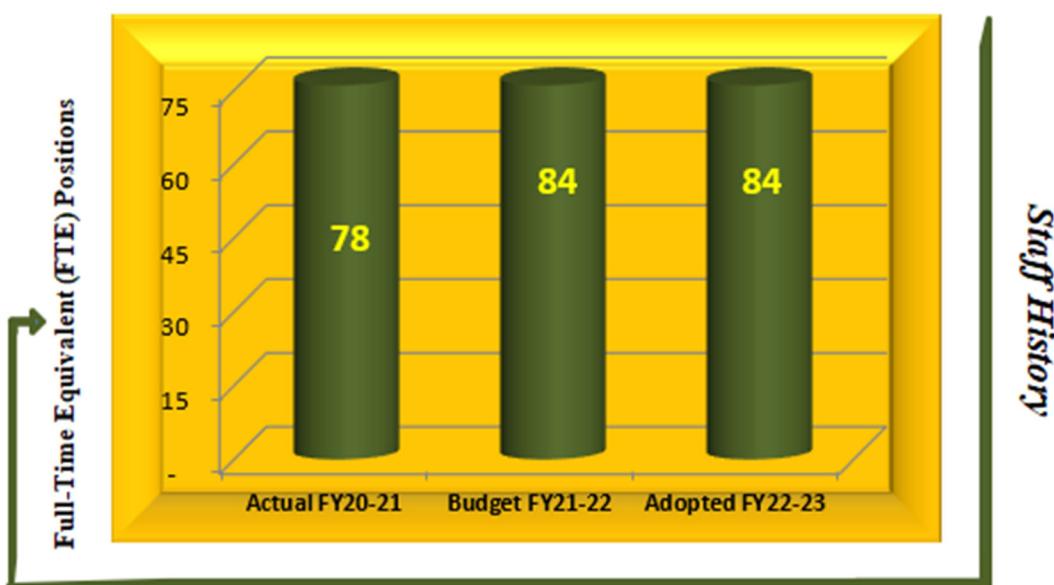
Health and Welfare Expenditure Budget:  
\$15,489,266



Expenditure Budget:  
\$9,608,461

58% of Health and Welfare

<b>Description</b>	<b>Social Services Appropriations</b>			
	<b>Actual FY20-21</b>	<b>Budget FY21-22</b>	<b>Adopted FY22-23</b>	<b>Change 2022 to 2023</b>
Personnel	4,309,248	4,508,176	5,258,090	16.63%
Operating	4,534,623	4,364,522	4,350,371	-0.32%
<b>Total</b>	<b>8,843,871</b>	<b>8,872,698</b>	<b>9,608,461</b>	<b>8.29%</b>



## Social Services

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### **Mission Statement**

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

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

#### **Public Assistance Programs**

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

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

#### **Family Services**

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

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

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

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

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

- Provide information and referrals to community resources to meet emergency needs.
- Promote economic independence with support for employment, education, and training

Assess employment strengths and needs, eliminate barriers, and provide resources for employment through the Virginia Initiative for Employment Not Welfare (VIEW) program

- Assess family need and facilitate affordable, quality child care services that are support the goal of family self-sufficiency

### **Organizational Structure**

## Social Services

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Maximize department efficiency and effectiveness.

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

### Community Support

Collaborate with community resources to meet community needs and educate citizens

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

### Performance Measures

	State/ Federal Goal	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Target FY 21-22	Projected FY 22-23
Eligibility for Medicaid determined timely	97%	95%	95%	92.325%	97%	97%
Eligibility for SNAP determined timely	97%	99%	99%	99.375%	97%	97%
Eligibility for TANF determined timely	97%	100%	100%	100%	97%	97%
Percent of VIEW recipients in Employment	50%	55%	55%	27.47%	60%	60%
Foster Care children discharged to reunification within 12 months of their removal	75.2%	75%	58.5%	75.2%	77%	77%
Children who were discharged to adoption in within 24 months of the removal date	36.6%	20%	25.5%	36.6%	25%	25%

## Social Services

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### **Strategic Alignment Summary**

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

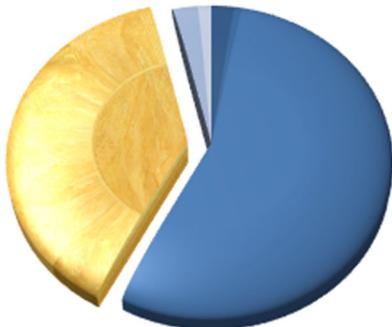
### **Budget Strategies**

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



C. S. A. Office

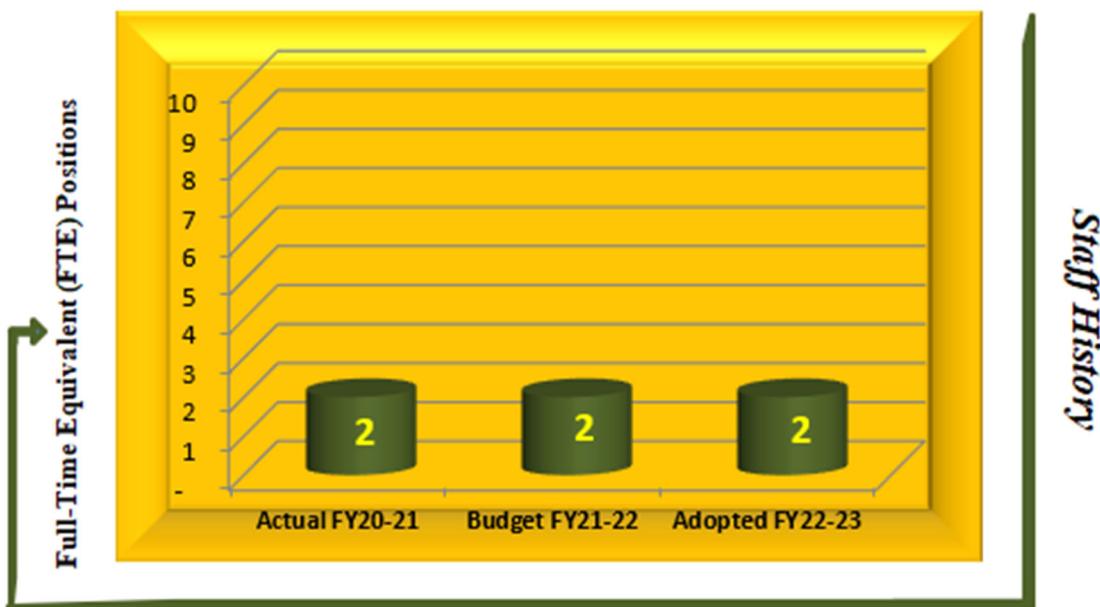
Health and Welfare Expenditure Budget:  
\$16,655,373



Expenditure Budget:  
\$6,429,575

39% of Health and Welfare

<b>Description</b>	<b>CSA Appropriations</b>			
	<b>Actual FY20-21</b>	<b>Budget FY21-22</b>	<b>Adopted FY22-23</b>	<b>Change 2022 to 2023</b>
Personnel	115,552	121,966	123,128	0.95%
Operating	5,196,697	5,901,018	6,306,447	6.87%
<b>Total</b>	<b>5,312,249</b>	<b>6,022,984</b>	<b>6,429,575</b>	<b>6.75%</b>



## C. S. A. Office

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### Mission Statement

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

### Strategic Vision Goal

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

### Department Goals and Objectives

- Enhance Families ability to become safe and self-sufficient thereby reducing the economic and social impact of dysfunctional families on the County.
  - Review all CSA cases at a minimum of 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 CSA database to improve CSA reporting requirements and use the CSA database to develop reports to assist the Family Assessment and Planning Team and Community Policy Management Team.
  - Research ideas to improve fiscal awareness among departments and agencies accessing the program, implement helpful approaches.
  - Reduce the utilization of out-of-home placements to serve the CSA population and increase the utilization of community-based services to prevent out of home placements.
  - Reduce the number of in DSS custody placed in either a Therapeutic Foster Home (TFC) or Congregate Care placement by increasing the use of Local Foster Homes.

### Performance Measures

	Actual FY18-19	Actual FY19-20	Actual FY20-21	Target FY21-22	Projected FY22-23
Case Load – Number of Children	311	211	218	215	210
Percentage of CSA foster children screened for Medicaid eligibility and Title IVE eligibility	100%	100%	100%	100%	100%
Number of children in Foster Care	98	110	114	100	95
Avg. Length Of Stay Group Home & Residential	GH – 106 Res - 140	GH – 108 Res – 117	GH – 143 Res - 228	GH – 150 Res - 200	GH – 195 Res - 175

## C. S. A. Office

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Number of Group Home & Residential Placements	49	46	37	35	44
Number of Children in DSS custody placed in a TFC	64	63	57	55	62
Number of Children in DSS custody in congregate care	27	25	23	22	24

### **Strategic Alignment Summary**

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

### **Budget Strategies**

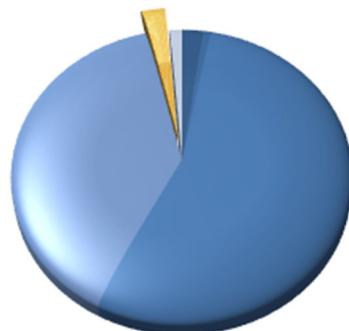
Reduce the utilization of out-of-home placement services to serve the CSA population and increase the utilization of community-based services to prevent out of home placements. In addition, increase the use of local foster homes to decrease the need for costly TFC and congregate care placements.

While CSA expenditures were down in FY 20-21, there has been an increase in referrals at the beginning of FY 22-23 as children return to school. Cases heard by the FAPT and CPMT are increasingly complex, and some require multiple services to meet the child and family needs.



## Family Resource Center

Health and Welfare Expenditure Budget:  
\$16,655,373



Expenditure Budget:  
\$402,844

2% of Health and Welfare

<u>Description</u>	<u>Family Resource Center Appropriations</u>			<u>Change</u> <u>2022 to 2023</u>
	<u>Actual</u> <u>FY20-21</u>	<u>Budget</u> <u>FY21-22</u>	<u>Adopted</u> <u>FY22-23</u>	
Personnel	326,400	319,119	333,672	4.56%
Operating	36,232	69,172	69,172	0.00%
<b>Total</b>	<b>362,632</b>	<b>388,291</b>	<b>402,844</b>	<b>3.75%</b>



## Family Resource Center

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### **Mission Statement**

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

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

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

### **Performance Measures**

	Actual FY18-19	Actual FY19-20	Actual FY20-21	Target FY21-22	Projected FY22-23
Calls for DV Services	200	170	278	200	200
Shelter clients	80	58	*59	75	75
Client Advocacy non sheltered	44	31	67	50	50

*\*We have a decrease in contacts for shelter service the first 6 months of the fiscal year, but a significant increase in calls to our hotline and for victim services outside of shelter due to the COVID19 pandemic, although we understand the increase in instances of violence occurring the ability for our clients to seek help was greatly impacted, as was the many agencies around the State. We are already seeing an increase in shelter request in the last half of the FY.\**

### **Strategic Alignment Summary**

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

### **Budget Strategies**

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

## Family Resource Center

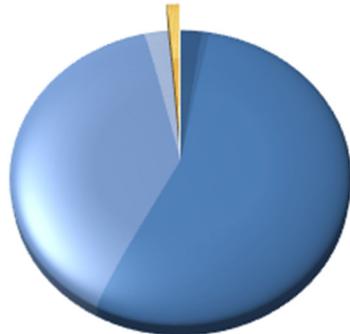
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We will utilize available state funding effectively in order to promote self-sufficiency and the safety and stability of individuals and families in crisis due to domestic violence.



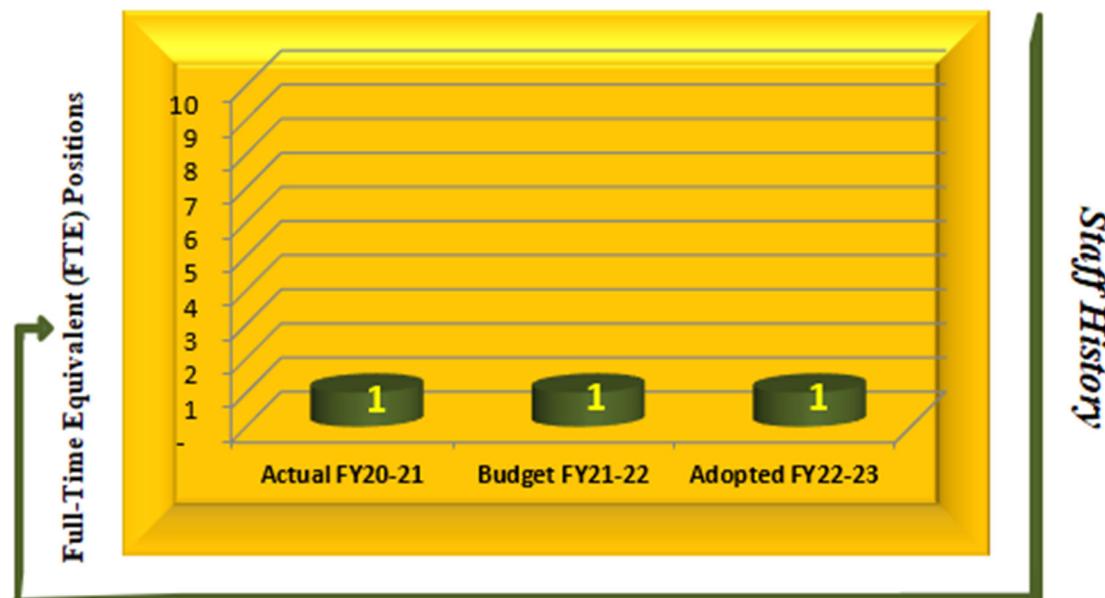
## Aging Services

Health and Welfare Expenditure Budget:  
\$16,655,373



Expenditure Budget:  
\$214,493  
1% of Health and Welfare

<b>Description</b>	<b>Aging Services Appropriations</b>			
	<b>Actual FY20-21</b>	<b>Budget FY21-22</b>	<b>Adopted FY22-23</b>	<b>Change 2022 to 2023</b>
Personnel	122,006	161,839	169,039	4.45%
Operating	42,391	43,454	45,454	4.60%
<b>Total</b>	<b>164,397</b>	<b>205,293</b>	<b>214,493</b>	<b>4.48%</b>



## Aging Services

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### **Mission Statement**

The Office of Aging provides services to improve the quality of life for seniors and to attract retirees to the County.

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

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

- Continue efforts to educate and inform citizens about the County's Aging services program through advertising and publications.
- Evaluate the success rate and life cycle of existing programs and make modifications to improve cost recovery and expand customer base on a quarterly bases.
- Continue to work toward 100% self-sustainability for direct costs.
- Offer a minimum of 10% new programs/activities that meet trends and growing recreational demands.

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

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

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

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

### **Performance Measures**

	Actual FY18-19	Actual FY19-20	Actual FY20-21	Target FY21-22	Projected FY22-23
Number of persons served (transportation and recreation)	11,508	14,148	11,742	14,000	15,400

## Aging Services

Number of one way trips	3,408	3,631	2,575	3,500	3,850
Mileage driven transporting seniors	45,529	44,076	38,554	44,000	48,400
Number of recreational activities	n/a	627	770	800	880

### **Strategic Alignment Summary**

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

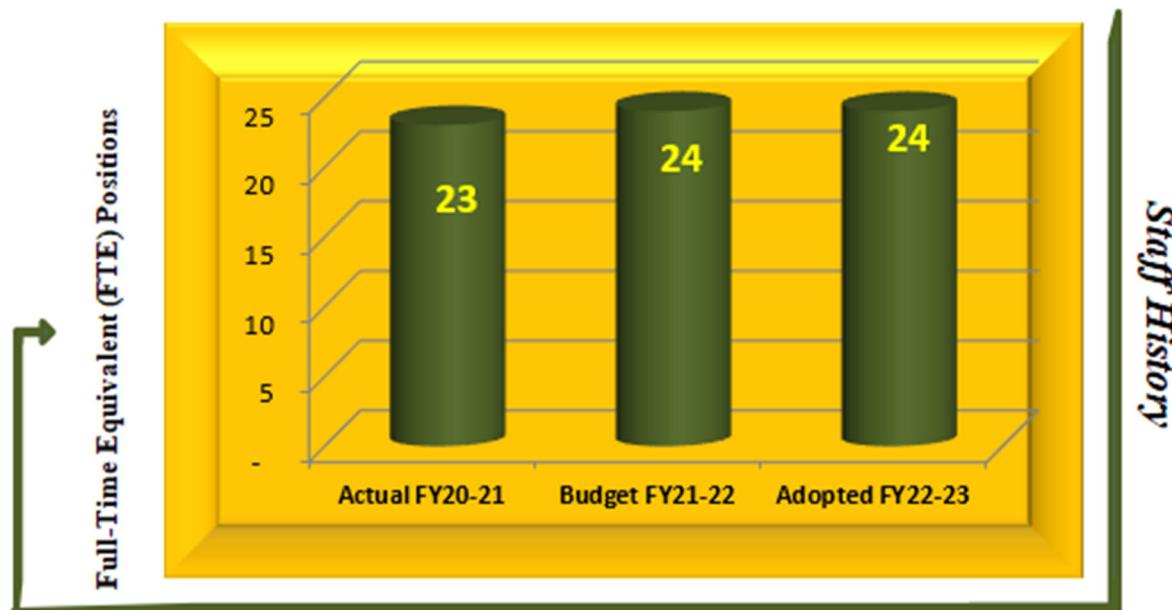
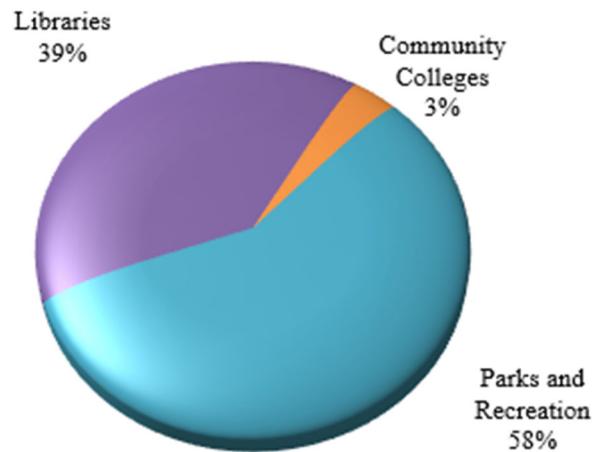
### **Budget Strategies**

The Office of Aging Services' primary budget strategy is to offer affordable programs that best meet the demands of Franklin County's aging population. Aging Services will continue to work with state, regional and local agencies to gain assistance in the form of grants, donations, and in-kind support.



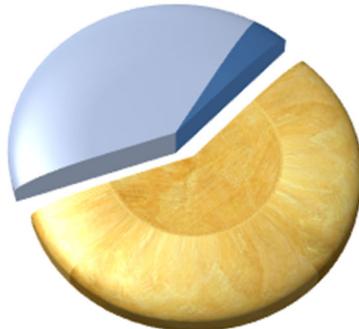
**Parks, Recreation and Cultural**

**FY 22-23 Adopted Expenditure Budget \$2,755,655**



## Parks and Recreation

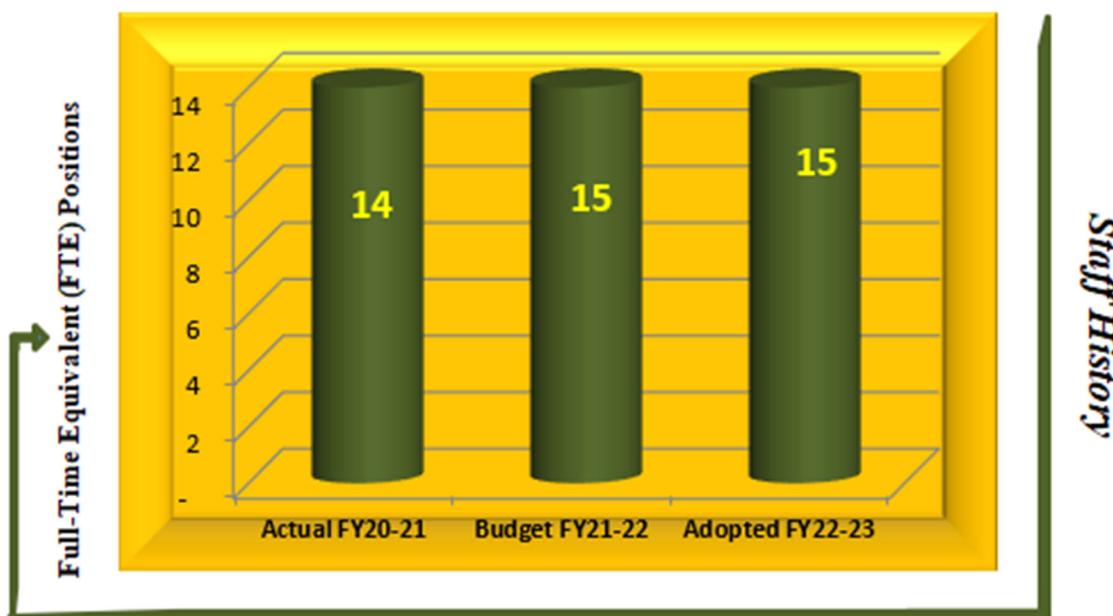
Parks, Recreation and Cultural Expenditure Budget:  
\$2,755,655



Expenditure Budget:  
\$1,588,831

58% of Parks, Rec., and Cultural

Description	<u>Parks and Recreation Appropriations</u>			
	Actual FY20-21	Budget FY21-22	Adopted FY22-23	Change 2022 to 2023
Personnel	857,127	924,922	1,001,424	8.27%
Operating	401,756	543,416	587,407	8.10%
Total	1,258,883	1,468,338	1,588,831	8.21%



## Parks and Recreation

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### Mission Statement

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

### Strategic Vision Goal

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

### Department Goals and Objectives

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

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

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

- Provide approximately 200 activities each year for a variety of ages, abilities and interests (arts, fitness/wellness, life skills, nature/science, and seniors).
- Evaluate the success rate and life cycle of existing programs and make modifications to improve cost recovery and expand customer base on a quarterly bases.
- Continue to work toward 100% self-sustainability for direct costs.
- Offer a minimum of 10% new programs/activities that meet trends and growing recreational demands.

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

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

## Parks and Recreation

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

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

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

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

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

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

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

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

## Parks and Recreation

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

- Support maintenance requirements for approved capital improvement projects.
- Provide grounds maintenance for Summit View business park and recreational area to serve the community and support economic development initiatives.
- Maintain an inventory for all grounds and facilities.
- Develop and implement maintenance plans for the routine and long-term care of all grounds and facilities based on established standards.
- Maintain a basketball court, five boat launches, five concession stands, a disc golf course, two fishing piers, over twenty miles of trail, seven playgrounds, seven shelters, a skate park, six tennis courts, a campground, and seventeen restrooms.
- Evaluate the efficiency and effectiveness of all work performed.

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

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

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

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

### Performance Measures

	Actual FY18-19	Actual FY19-20	Actual FY20-21	Target FY21-22	Projected FY22-23
Youth Athletic Registration	3,456	2,706	2,676	3,154	3,300
Athletic Volunteer Coaches	564	74	405	501	525

## Parks and Recreation

Number of Games Played	1,438	152	607	1,156	1,225
Community Recreation Attendance	16,142	8,500	620	7,041	14,000
Community Programs Offered	199	64	25	160	190
Community Success Rate	85%	86%	87%	85%	85%
Shelter Reservations	343	111	231	300	350
Beach Attendance	12,963	6,613	11,747	12,000	12,500

### **Strategic Alignment Summary**

- Lifelong Learning - Administer all departmental programs that enhance the quality of life for Franklin County residents such recreational activities, public parks and recreational facilities.
- Economic Development - Support economic development initiatives that attract new residents, businesses and visitors to Franklin County.

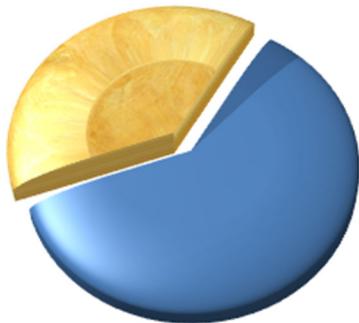
### **Budget Strategies**

Parks and Recreation's primary budget strategy is to offer affordable programs and services that best meet recreational demands. Parks and Recreation has increased cost recovery rates over the past few years. We will be refining our cost recovery efforts by establishing targets for each type of program offered (i.e. public service activity, instructional classes, youth athletics, competitive events, etc.). We will continue to work with state, regional and local agencies to gain assistance in the form of grants, donations, and in-kind support.



## Library

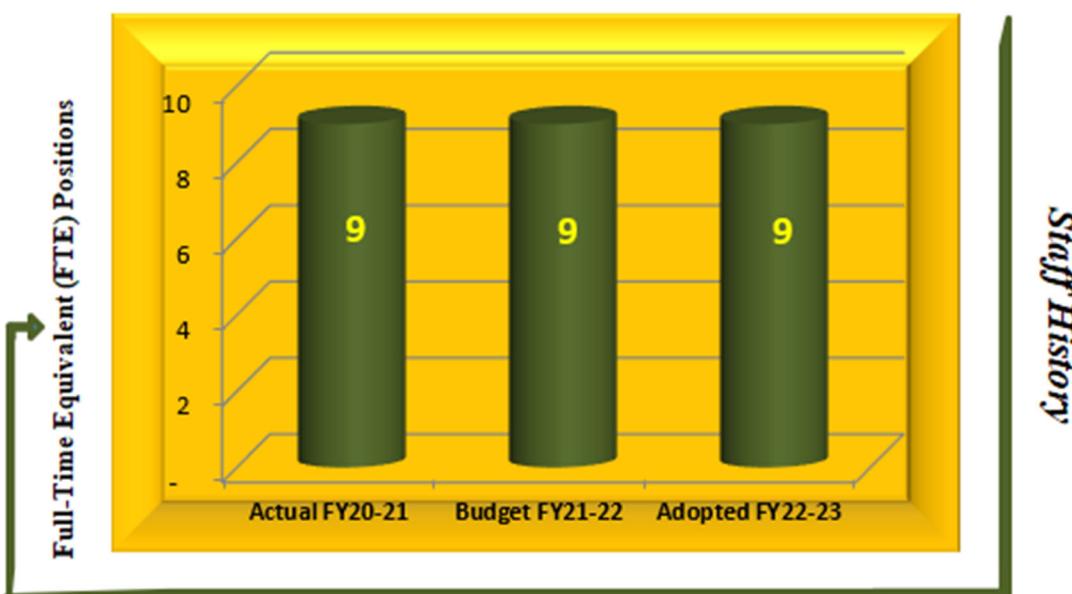
Parks, Recreation and Cultural Expenditure Budget:  
\$2,755,655



 Expenditure Budget:  
\$1,066,824

39% of Parks, Rec., and Cultural

<u>Description</u>	<u>Library Appropriations</u>			
	<u>Actual</u> <u>FY20-21</u>	<u>Budget</u> <u>FY21-22</u>	<u>Adopted</u> <u>FY22-23</u>	<u>Change</u> <u>2022 to 2023</u>
Personnel	592,840	726,579	749,194	3.11%
Operating	341,400	315,588	317,630	0.65%
<b>Total</b>	<b>934,240</b>	<b>1,042,167</b>	<b>1,066,824</b>	<b>2.37%</b>



## Library

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### **Mission Statement**

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

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

#### **Reader and Borrower Services**

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

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

#### **Education and Social Development Services**

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

- To develop and support young readers through expansion and upgrade of our emergent reader and youth literacy resources and technologies
- Provide all state-defined literacy and educational programs, according to directives from LVA and the Library Board of Trustees.
- Recruit and train a minimum of one part-time staff member for young adult services to develop and deliver targeted programming and establish effective relationships with teen and 'tween patrons.
- Schedule full complement of "drop-in" craft and activities for youth at both branches.

#### **Information Services**

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

#### **Technology Services**

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

## Library

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

### Outreach Initiatives

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

- Develop and improve traveling book and dvd collection to better serve those residents who are unable to reach the Main and Westlake locations
- Plan and promote Pop Up visits to apartment complexes throughout the County; bring the Library to those who are unable to get to either branch.
- Schedule regular library programming, such as children's story time, which will be available at Bookmobile stops

### Administration

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

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

### Performance Measures

	Actual FY18-19	Actual FY19-20	Actual FY 20-21	Target FY 21-22	Projected FY 22-23
Annual circulation	206,108	210,000	176,500	198,000	212,000
Library program attendance	11,428	11,500	1882* Covid restrictions	6,000	12,000
Annual patron count *no data available	151,729	162,000	1514 Covid restrictions	144,000	160,000

\*Includes online program attendance

### Strategic Alignment Summary

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

## Library

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### **Budget Strategies**

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

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

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

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

## Library

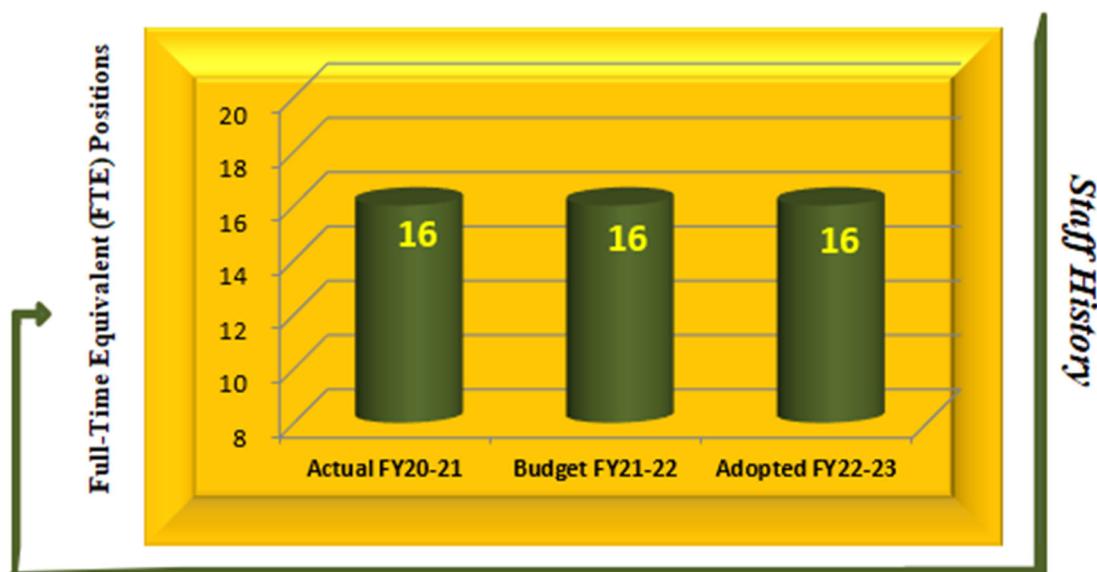
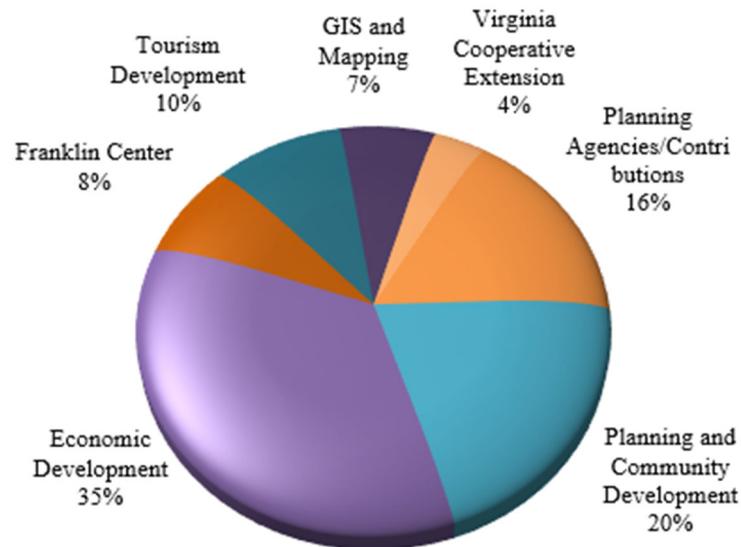
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The Library is the face of the County and its governing body. First impressions of a town are often determined by the state of its library. We work hard to constantly assess the wants and needs of the community we serve while also trying to stay ahead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



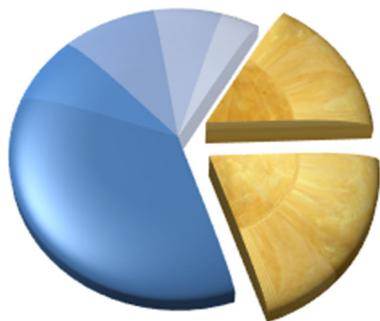
## Community Development

**FY 22-23 Adopted Expenditure Budget \$3,374,573**



## Planning and Community Development

Community Development Expenditure Budget:  
\$3,374,573

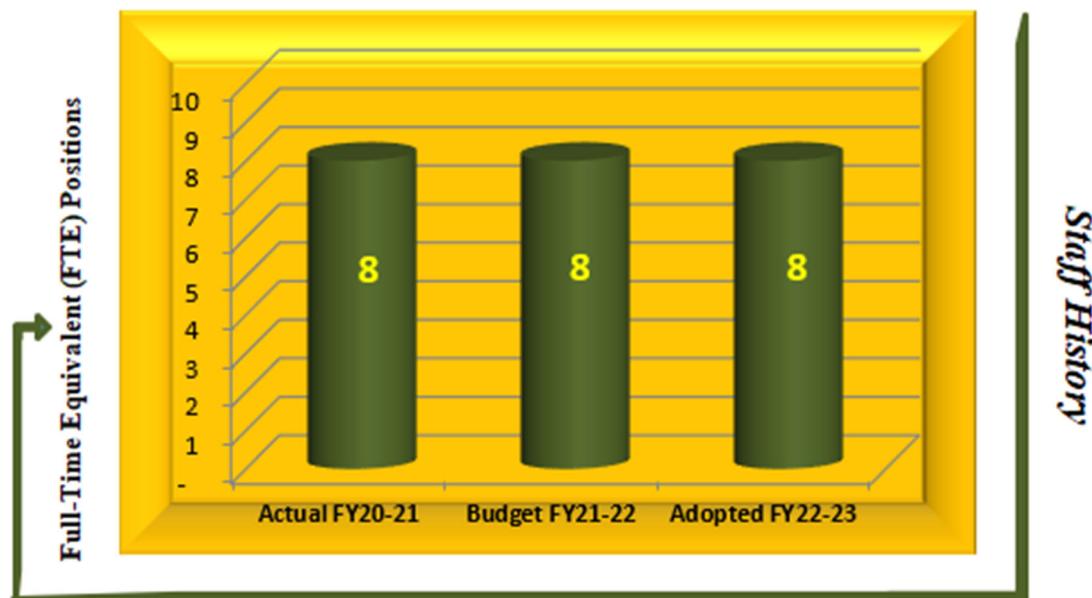


Expenditure Budget:  
\$1,231,794

36% of Community Development

### Planning - Community Development Appropriations

<u>Description</u>	<u>Actual</u>	<u>Budget</u>	<u>Adopted</u>	<u>Change</u>
	<u>FY20-21</u>	<u>FY21-22</u>	<u>FY22-23</u>	<u>2022 to 2023</u>
Personnel	690,608	833,347	885,972	6.31%
Operating	391,374	326,042	345,822	6.07%
Total	1,051,982	1,159,389	1,231,794	6.25%



## Planning and Community Development

### **Mission Statement**

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

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

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

### **Performance Measures**

	Actual FY18-19	Actual FY19-20	Actual FY20-21	Target FY21-22	Projected FY22-23
Total number of permits issued	255	225	555	600	620
Number of E&SC permits issued	80	75	120	150	160
Number of Sign permits issued	1	10	10	10	10
Number of Site Plan submittals	9	15	9	10	10
Number of Subdivision plat submittals	315	155	145	155	150
Number of Rezoning applications submitted	2	5	11	12	15
Number of Special Use Permit applications submitted	17	15	35	35	40

## Planning and Community Development

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Number of Variance & Appeal applications submitted	2	7	1	1	1
Number of pre-application meetings	30	40	1	5	10
Number of Planning Commission meetings	10	10	12	12	12
Number of inspections performed (ESC, SW, Code)	720	1200	4205	4200	4250
Other plans (DMV, STR, AGV, etc.)	35	60	23	40	50

### Strategic Alignment Summary

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

### Budget Strategies

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

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



## Economic Development & Tourism

Community Development Expenditure Budget:  
\$3,374,573

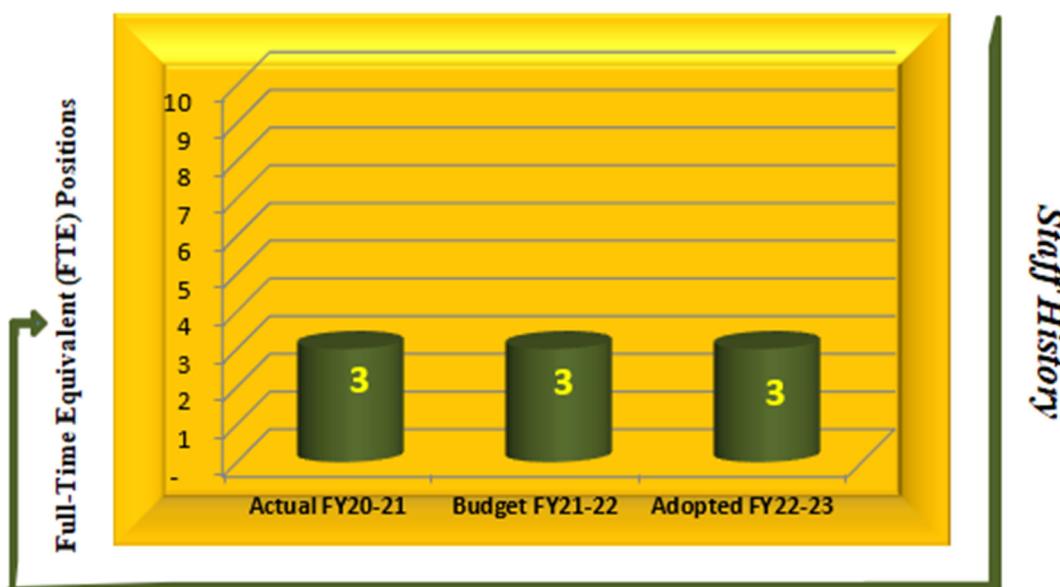


Expenditure Budget:  
\$1,518,777

45% of Community Development

### Economic Development / Tourism Appropriations

<u>Description</u>	<u>Actual</u>	<u>Budget</u>	<u>Adopted</u>	<u>Change</u>
	<u>FY20-21</u>	<u>FY21-22</u>	<u>FY22-23</u>	<u>2022 to 2023</u>
Personnel	129,928	221,290	272,453	23.12%
Operating	953,818	1,148,496	1,246,324	8.52%
<b>Total</b>	<b>1,083,746</b>	<b>1,369,786</b>	<b>1,518,777</b>	<b>10.88%</b>



## Economic Development / Tourism

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### **Mission Statement**

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

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

- To create new jobs for our citizens as well as economic opportunity.
- To achieve a balance in the commercial/industrial and residential tax base.
- To maintain a diverse economic base to provide for stability and a broad selection of employment opportunities for our citizens.
- To create an inviting business environment that fosters growth and prosperity of new and existing businesses – facilitate the new location or expansion of at least 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 federal, state, and regional organizations, agencies and institutions to further the department's mission.
- To create and market an appropriate inventory of available industrial and commercial sites and buildings for transfer to new and expanding businesses.

### **Performance Measures**

	Actual FY18-19	Actual FY19-20	Actual FY20-21	Target FY21-22	Projected FY22-23
Unemployment Rate (April)	2.5%	9.3%	3.4%	2.5%	2.5%
Number of Employed Franklin Countians (April)	25,919	23,509	24,489	26,100	25,000

## Economic Development / Tourism

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Number of Facilitated New and Expanding Business Projects (VEDP)	2	2	1	3	2
Virginia Tourism Corporation Annual Tourism Expenditure Estimates (\$)	108,909,280	116,691,785	120,912,240	121,000,000	128,166,974
Local Lodging Tax Revenue (\$)	?	?	Get correct ones from Brian (19, 20, 21)	143,000	2020-2021 Actual x 6% (this would be 3% growth per year)
Local Meals Tax Revenue (\$)	?	?	Get correct ones from Brian (19, 20, 21)	1,175,000	2020-2021 Actual x 6% (this would be 3% growth per year)
Local Sales Tax Revenue (\$)	?	?	Get correct ones from Brian (19, 20, 21)	5,000,000	2020-2021 Actual x 6% (this would be 3% growth per year)
Tourism Employment	1,280	1,319	1,367	1,400	1,449
Tourism Payroll (\$)	24,703,742	26,254,093	27,729,918	28,000,000	29,393,713

### Strategic Alignment Summary

- Infrastructure (water & sewer, development, and transportation) –
  - Plan and construct water, sewer, and other utility infrastructure in the Summit View Business Park and in other areas of the County to encourage development.
  - Develop transportation accesses to and within the new business park and continue to advocate for Interstate 73.
- Financial Stability (water & sewer, development, and transportation) –
  - Continue to work to attract new businesses and existing business expansions to increase tax revenues into the County
- Managed Growth (anticipate demographic changes and link infrastructure planning to growth planning) –
  - Work to attract new population to the County and provide needed infrastructure to accommodate their needs.

## Economic Development / Tourism

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- Economic Development (enhance relationships with partners, business park, tourism infrastructure, increase “soft infrastructure”, diversify commercial and industrial base, promote agribusiness growth, and retiree growth) –
  - Continue existing business visitation program.
  - Continue development of the Summit View Business Park
  - Continue to aggressively push the tourism program and attraction of hotels, restaurants, and activities to take advantage of new tourist growth.
  - Continue to foster agribusiness growth through specific projects.
  - Work to attract new and diversifying businesses into the Summit View Business Park.
  - Work to attract new population to Franklin County.
- Lifelong Learning –
  - Work with workforce development partners to increase workforce training opportunities and encourage lifelong learning.

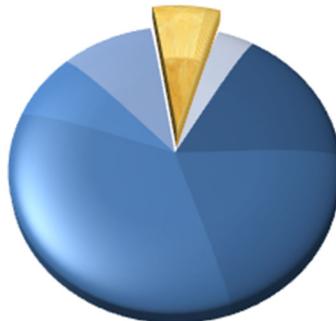
### **Budget Strategies**

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



## GIS – Geographic Information Systems

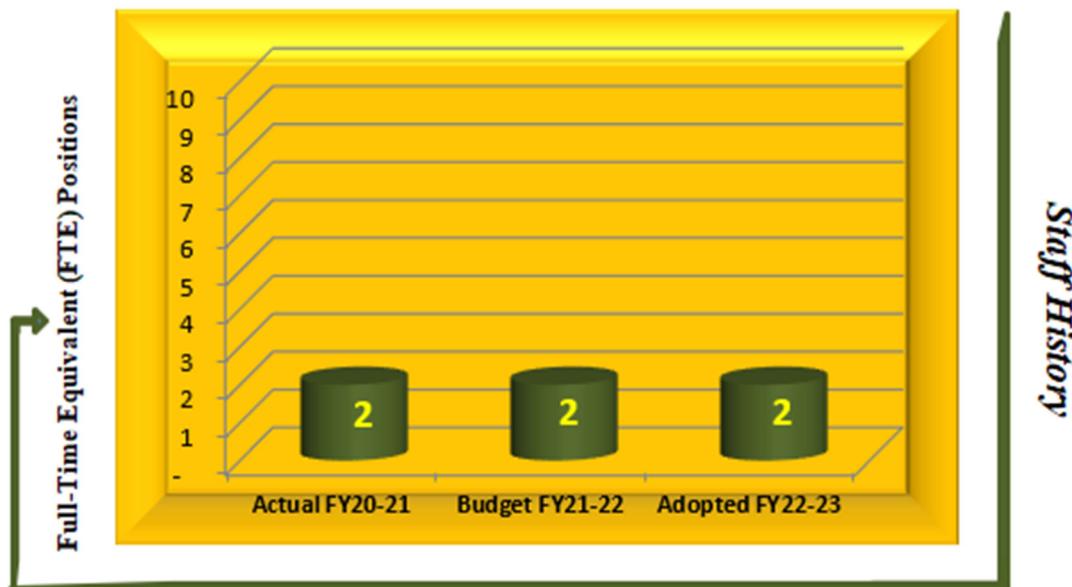
Community Development Expenditure Budget:  
\$3,374,573



Expenditure Budget:  
\$237,564

7% of Community Development

<b>Description</b>	<b><u>GIS Mapping Appropriations</u></b>			
	<b>Actual FY20-21</b>	<b>Budget FY21-22</b>	<b>Adopted FY22-23</b>	<b>Change 2022 to 2023</b>
Personnel	126,194	126,202	132,564	5.04%
Operating	73,811	87,500	105,000	20.00%
<b>Total</b>	<b>200,005</b>	<b>213,702</b>	<b>237,564</b>	<b>11.17%</b>



## GIS – Geographic Information Systems

### **Mission Statement**

To serve the citizens of Franklin County, VA by supporting internal County operations and providing direct public access to geospatial tools and data that are collected, created, housed, and maintained within a robust, growing, and dynamic GIS enterprise.

### **Strategic Vision Goal**

Franklin County GIS will support and serve the strategic goals established by County leadership while leading the adoption and use of geospatial technology within County operations so as to build the most efficient and reliable local government organization possible.

### **Department Goals and Objectives**

- Work with County IT to build the best possible infrastructure available to facilitate and support a perpetually growing GIS enterprise.
- Elevate Franklin County's public profile as a technology-friendly county that can fully support new business.
- Stabilize Franklin County's geospatial expenses and deliver a clear return on investment in GIS technology.
- Elevate County staff's efficiency and technical sophistication by deploying geospatial technologies in new and creative ways in order to gain process improvements.
- Support enhancements in local business intelligence for prospective residents and new businesses in order to facilitate stable and sustainable growth.

### **Sample Performance Measures**

	Actual FY18-19	Actual FY19-20	Actual FY20-21	Target FY21-22	Projected FY22-23
Number of edits to the parcel database, including new parcel splits, transfers, and other edits required of existing parcels.	174	1,451	1,623	1,700	2,000
Online GIS Viewer Usage: Comprehensive Parcel Viewer	n/a	n/a	186,973	200,000	225,000
Online GIS Viewer Usage: Simple Parcel Viewer	n/a	n/a	55,557	60,000	75,000
New 9-1-1 Addresses created or existing addresses edited:	183	267	273	300	500

### **Strategic Alignment Summary**

- Community Development – Support EnerGov permitting system, keep regulatory data layers up-to-date, provide analysis for community development activities, and fulfill ad-hoc GIS requests.
- Commissioner of Revenue – Maintain geometric parcel data and addressing of new and existing taxable structures.

## GIS – Geographic Information Systems

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- Sheriff's Office – Support the 9-1-1 Dispatch Center operations and maintain data for NG-911 system.
- Public Safety – Support and participate in Emergency Management operations, provide analysis for district coverage, response analysis, and other operational needs.
- Registrar of Elections – Support voter addressing, VERIS data updates, election operations, redistricting requirements, etc.
- Infrastructure – Access to tools and data supporting all aspects of county development.
- Local Business Community – Provide the public with fresh and accurate information in support of the local business community.
- Regional Government Partners – Work with regional GIS offices to coordinate efforts and to share data and ideas so as to advance the GIS platform in Southwestern Virginia as a whole.

### **Budget Strategies**

The Franklin County GIS has a comparatively small budget, but the GIS Office is committed to maximizing the return on the County's investment in Geospatial technology. The GIS Office has sought to normalize expenditures on GIS in the following areas; Software & Service Licensing, Data Acquisition, Hardware Acquisition & Maintenance, Training & Education, and Supplies. The County is now on an enterprise license agreement for core GIS software and access to historic aerial imagery. The County is on a regular schedule to acquisition of aerial imagery for County operations. The County owns and maintains its own plotter, GIS computers, GIS servers, and UAV/Drone. Outside of these costs, the GIS Office leans heavily toward low cost/no cost options where feasible.

### **Reliability**

While most of the data to which the GIS Office provides public access is not legally authoritative, it does serve as an effective index to guide users back to legally recorded data and documentation which are authoritative. This is the primary intent of GIS data and in that role it is reliable within its established parameters.

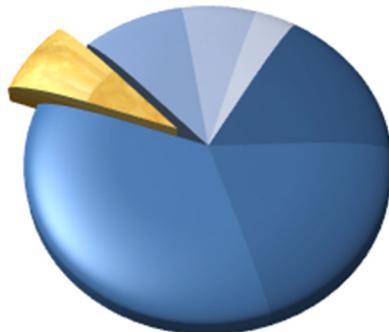
### **Service Level Agreements**

The GIS Office provides services to internal and external clients alike. Specific service requests are triaged and prioritized within the broader context of standing maintenance requirements and other county-level projects. That said, it is the commitment of the GIS Office to turn around most standard requests within a two-week window, usually far faster.



## Franklin Center for Advanced Learning and Enterprise

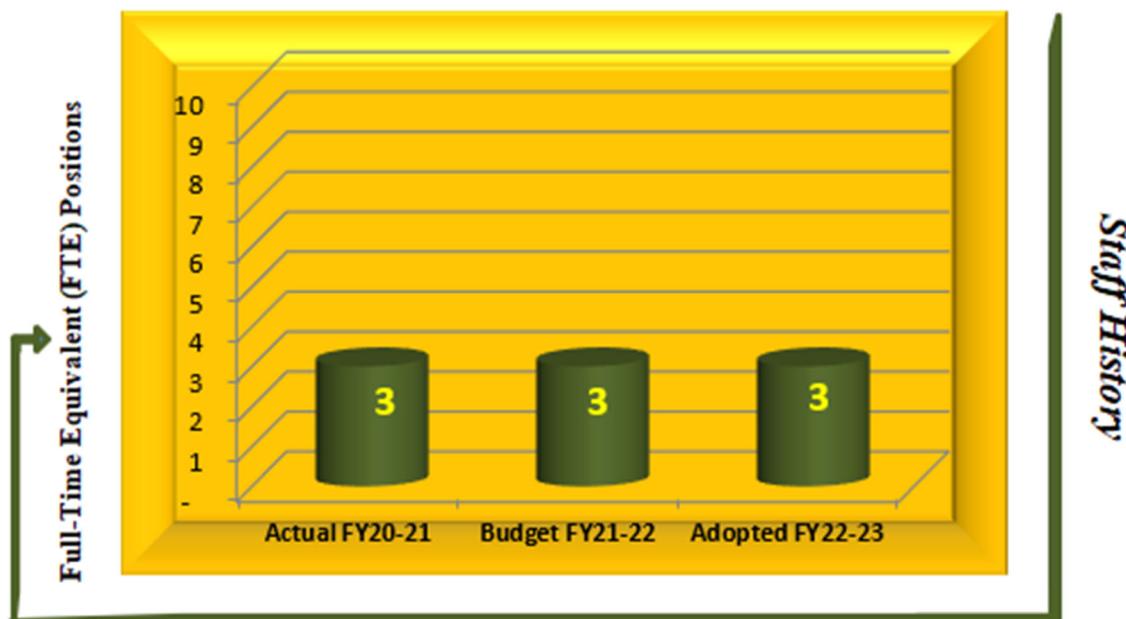
Community Development Expenditure Budget:  
\$3,374,573



Expenditure Budget:  
\$258,592

8% of Community Development

Description	<u>Franklin Center Appropriations</u>			
	Actual FY20-21	Budget FY21-22	Adopted FY22-23	Change 2022 to 2023
Personnel	172,572	213,687	228,692	7.02%
Operating	26,123	29,900	29,900	0.00%
Total	198,696	243,587	258,592	6.16%



## Franklin Center for Advanced Learning and Enterprise

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### **Mission Statement**

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

### **Strategic Vision Goal**

Promote policies to support lifelong learning programs

### **Department Goals and Objectives**

- Develop marketing actions (further marketing of brand identity and attraction of workforce; expand target populations to include CTE, manufacturing, industrial skill sets).
- Promote curriculum development to support workforce, economic mission and opportunities that strengthen our region's economy.
- To increase the classes offered in demand occupations and those that address business needs.

### **Performance Measures**

	Actual FY18-19	Actual FY19-20	Actual FY20-21	Target FY21-22	Projected FY22-23
Total Visitor Transactions	48,000	48,000	3831 (2020-2021)	29513 (2021)	30000
Total diplomas, GED's	91	75	61 (2021)	80	100
Total classes offered—all educational partners	64	65	24 (2021)	28	30
VWCC Degrees	90	50	54 (2021)	55	60
VWCC Certificates	9	15	30 (2021)	35	40
Ferrum Classes	2	2	2 (2021)	3	4
FCHS/VWCC DE			305	280	280

## Franklin Center for Advanced Learning and Enterprise

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### Statistics for Annual Year: January 2021 thru December 2021

Educationa l Partners	Classes/ Events	No. Students Enrolled	Certificates	Degrees/ Diplomas	Dual Enrolled	GED Taken	GED Passed
FC Adult Education Ferrum VWCC (includes FCHS DES*)	12	146	n/a	n/a	n/a		8
	2	18	n/a	7	n/a	n/a	n/a
	10	86	30	54	305*	n/a	n/a
<b>Total</b>	<b>24</b>	<b>250</b>	<b>30</b>	<b>61</b>	<b>305</b>	<b>0</b>	<b>8</b>

Workforce Service Partners	No. Programs/ Events	No. Clients/ Participants	No. Job Placements	Completions/ Credentials			
Brain Injury Services	7	22	n/a	n/a	19 Rehab closures  20 prestart/18 existing businesses  Total Members 665  ^Estimated based room size  7 Enrolled in college		
DRS Intake	39	149	34	n/a			
Longwood SBDC	9	38	n/a	n/a			
Piedmont Comm. Serv.	n/a	45	17	n/a			
SCSEP	n/a	3	1	n/a			
SML Regional Chamber	11	250	n/a	n/a			
STEP, Inc.	43	860 ^	n/a	n/a			
TRIO EOC	3	13	n/a	n/a			
VEC	n/a	838		n/a			
WIOA Adult	n/a						
WIOA Dislocated Worker	n/a				Total WIOA Clients = 21		
WIOA Youth	n/a						
<b>Total</b>	<b>112</b>	<b>1342</b>	<b>52</b>	<b>0</b>			

Franklin County Partners	No. Programs/ Events	No. of Participants	No. Credits/ Recerts				
FC Public Safety FC Sheriff's Office	49	192	192	577 Hours of Instruction			
	9	365	30				

## Franklin Center for Advanced Learning and Enterprise

FC Voter Registrar	17	400	n/a	Covered 2 election events
<b>Total:</b>	<b>58</b>	<b>557</b>	<b>222</b>	

Franklin County Partners	No. Programs/Events	No. of Visitors	Business/Resource Participation	Applications Taken	Applicant Hired Aug 26th		

August 26th, The Franklin Center partnered with Franklin County Re-Entry Council to host a Career & Resource Fair.

<b>Total:</b>	<b>1</b>	<b>88</b>	<b>32</b>	<b>12</b>
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Cells marked with yellow highlight are non-reporting partners

### Strategic Alignment Summary

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

### Budget Strategies

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

Actively pursue STEM-H focus at the Franklin Center.

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

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

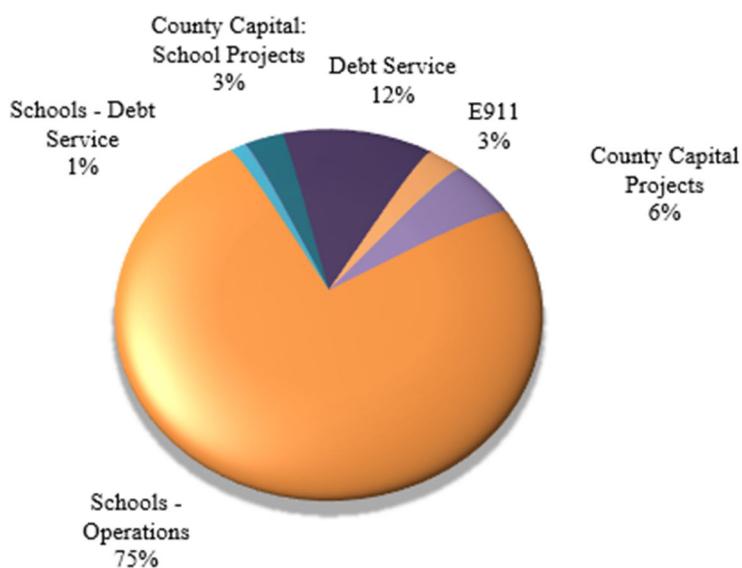


## Transfers

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

The FY 22-23 budget adopts the following transfers from the General Fund to the following funds:

Transfer to Schools - Operations	\$34,190,187
Transfer to Schools - Debt Service	565,000
Transfer to Schools - Canneries	37,419
Transfer to County Capital	2,436,775
Transfer to Debt Service Fund	5,573,915
Transfer to Utility Fund	15,000
Transfer to Schools - Capital	1,420,000
Transfer to E911	1,270,619
<b>Total</b>	<b>\$45,508,915</b>





# 5

## Other Funds, CIP



<b>Summary of Other Funds</b>	<b>208</b>
<b>E911</b>	<b>211</b>
<b>Capital Improvement Program</b>	<b>213</b>
<b>Debt</b>	<b>261</b>



## Franklin County Summary of Other Funds

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

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

- E911 Fund
- Law Library Fund

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

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

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

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



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

### Special Revenue Funds:

<b><u>E911 Fund</u></b>	<b>FY20-21</b>	<b>FY21-22</b>	<b>FY22-23</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Revenues:			
E911 Taxes/Other	\$0	\$0	\$0
State Wireless Board Funds	365,653	60,000	75,000
Transfer from General Fund	1,130,924	1,210,025	1,270,619
	<b><u>\$1,496,577</u></b>	<b><u>\$1,270,025</u></b>	<b><u>\$1,345,619</u></b>
Expenditures:			
Dispatch Operations	<b><u>\$1,283,764</u></b>	<b><u>\$1,270,025</u></b>	<b><u>\$1,345,619</u></b>

<b><u>Law Library Fund</u></b>	<b>FY20-21</b>	<b>FY21-22</b>	<b>FY22-23</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Revenues:			
Law Library Fees	<b><u>\$10,258</u></b>	<b><u>\$10,000</u></b>	<b><u>\$10,000</u></b>
Expenditures:			
Law Library Operations	<b><u>\$0</u></b>	<b><u>\$10,000</u></b>	<b><u>\$10,000</u></b>

<b><u>Special Revenue Funds Totals</u></b>	<b>FY20-21</b>	<b>FY21-22</b>	<b>FY22-23</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Revenues:			
	<b><u>\$1,506,835</u></b>	<b><u>\$1,280,025</u></b>	<b><u>\$1,355,619</u></b>
Expenditures:			
	<b><u>\$1,283,764</u></b>	<b><u>\$1,280,025</u></b>	<b><u>\$1,355,619</u></b>

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

<b><u>Debt Service Fund (County only)</u></b>	<b>FY20-21</b>	<b>FY21-22</b>	<b>FY22-23</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
(School debt service payments included in the School Fund)			
Revenues:			
Western VA Water Authority			
Reimburse for Westlake Sewer Debt	\$185,469	\$185,891	\$185,732
Debt Proceeds	\$0	\$0	\$0
Fund Balance		\$0	\$0
Transfer from General Fund	5,003,328	5,573,915	5,573,915
	<b><u>\$5,188,797</u></b>	<b><u>\$5,759,806</u></b>	<b><u>\$5,759,647</u></b>
Expenditures:			
Transfer to School Capital Fund	\$0	\$0	\$0
Debt Proceeds Uses & Issuance Costs	\$0	\$0	\$0
Principal and Interest Payments	48,723,764	5,286,823	5,109,382
Future Debt Service Reserve	0	472,983	650,265
	<b><u>\$48,723,764</u></b>	<b><u>\$5,759,806</u></b>	<b><u>\$5,759,647</u></b>
<b><u>Utility Fund</u></b>	<b>FY20-21</b>	<b>FY21-22</b>	<b>FY22-23</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Revenues:			
Charges for Water	\$71,220	\$9,000	\$9,000
Transfer from General Fund	15,000	15,000	15,000
	<b><u>\$86,220</u></b>	<b><u>\$24,000</u></b>	<b><u>\$24,000</u></b>
Expenditures:			
Operations	\$56,147	\$24,000	\$24,000
	<b><u>\$56,147</u></b>	<b><u>\$24,000</u></b>	<b><u>\$24,000</u></b>
<b><u>Capital Fund</u></b>	<b>FY20-21</b>	<b>FY21-22</b>	<b>FY22-23</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Revenues:			
Local/Miscellaneous	\$247,284	\$0	\$0
Proceeds from Borrowing	3,611,907	0	0
State and Federal Grants	2,369,773	0	0
Transfer from General Fund	7,437,226	3,856,775	3,856,775
	<b><u>\$13,666,190</u></b>	<b><u>\$3,856,775</u></b>	<b><u>\$3,856,775</u></b>
Expenditures:			
Transfer to School Capital	\$1,686,000	\$1,080,000	\$1,080,000
Capital Outlay	9,167,204	2,776,775	2,776,775
	<b><u>\$10,853,204</u></b>	<b><u>\$3,856,775</u></b>	<b><u>\$3,856,775</u></b>

**E911****Mission Statement**

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

**Strategic Vision Goal**

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

**Department Goals and Objectives**

- Increase staff levels to better handle call load of center, and setting tier personnel levels to establish higher quality of service and promotion opportunities.
- Establish a public education/awareness program.
- Complete upgrades to equipment to enable Next Generation 9-1-1 and complete personnel training for new systems and equipment.

**Performance Measures**

	Actual FY18-19	Actual FY19-20	Actual FY20-21	Target FY21-22	Projected FY22-23
E911 CAD Calls for Service	96,914	84,618	79,866	79,800	87,000
Total Wireless Calls	24,969	22,141	23,949	24,000	26,000
Total Wireline Calls					
Total Administrative Calls	56,022	52,223	48,185	43,000	47,000
<b>Total Telephone Calls:</b>	<b>80,991</b>	<b>74,364</b>	<b>72,134</b>	<b>67,000</b>	<b>73,000</b>

**Strategic Alignment Summary**

To implement a shared Call Handling Equipment (CHE) 911 system that will provide the Communications Center a more Next Generation 911 ready platform. The Shared CHE will provide redundancy (dual) that will allow the Communications Center to provide services to the citizens of Franklin County in the event the Communications Center needs to be evacuated or the loss of the system.

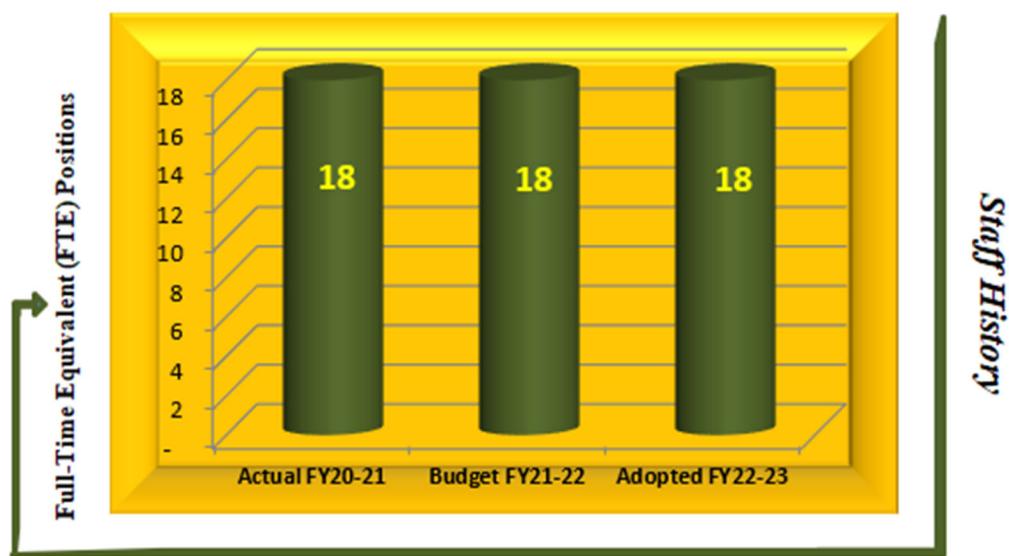
**Budget Strategies**

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

**E911**

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

<b>Description</b>	<b><u>E-911 Appropriations</u></b>			
	<b>Actual FY20-21</b>	<b>Budget FY21-22</b>	<b>Adopted FY22-23</b>	<b>Change 2022 to 2023</b>
Personnel	817,279	950,009	1,001,726	5.44%
Operating	466,485	320,016	343,893	7.46%
<b>Total</b>	<b>1,283,764</b>	<b>1,270,025</b>	<b>1,345,619</b>	<b>5.95%</b>





**Capital Improvement Program (CIP)**  
**FY 2022-2023 through FY 2026-2027**

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 \$30.9 million for all County projects. The major source of funding is General Fund with grants, planned debt issuance, and year-end surplus providing the remainder of the funding.

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

**Impact of the Capital Program on the Operating Budget:** The Capital Program has three direct impacts on the operating budget: Debt Service accounts, General Fund un-appropriated balance and the County operations budget. There was no use of the General Fund unappropriated fund balance in the FY22-23 budget. Capital reserves of \$1 million were used to fully fund the capital project priorities. Debt is planned to be issued for the construction of a new landfill cell and for field lighting at County parks. 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 reserves. For fiscal year 2022-2023 recurring revenue of \$2.4 million is proposed as General Fund support to the County Capital Fund. The recurring General Fund transfer is planned to be increased very year over the 5-year planning window to address capital needs and to assist with inflationary price increases.

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. A current example will be the opening of a new fire/ems station during the fiscal year. This new building will require additional operating funds for utilities, property insurance premiums and support personnel.

The five-year CIP is presented on the next several pages. Following the five-year summary is a brief description of each project including the impact of each capital project on the current and future operating budgets.

# Adopted Budget Fiscal Year 2022-2023

**Franklin County  
Capital Improvement Program  
FY22-23 Requested Budget Funding**

County Revenue Sources						
Funding Resource		FY22-23 Approved Local	FY22-23 Approved Grant	FY22-23 Approved Debt	FY22-23 Approved Capital Reserve	FY22-23 Adopted CIP Budget
Transfer from General Fund - General Government Projects		2,436,775				2,436,775
<b>Public Safety Revenues</b>						
Fire Apparatus Replacement Fire Program Funds			205,000			205,000
<b>Total Revenues</b>	<b>2,436,775</b>	<b>205,000</b>	<b>5,350,000</b>		<b>1,000,000</b>	<b>8,991,775</b>
County Expenditures						
Department/Project		FY22-23 Approved Local	FY22-23 Approved Grant	FY22-23 Approved Debt	FY22-23 Approved Fund Balance/ Carryover	FY22-23 Adopted CIP Budget
<b>Franklin County Government Expenditures</b>						
<b>Community Services</b>						
<b>Community Development</b>						
Broadband Deployment		75,000				75,000
Village Improvements /Housing/Utilities		20,000				20,000
GIS Equipment/Aerial Mapping		50,000				50,000
<b>Total</b>	<b>145,000</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>145,000</b>
<b>Building Inspections</b>						
Vehicle Replacements		28,000				28,000
<b>Total</b>	<b>28,000</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>28,000</b>
<b>Economic Development</b>						
Wayfinding					80,000	80,000
Infrastructure Development Fund		75,000				75,000
Job Creation Fund		150,000				150,000
<b>Total</b>	<b>225,000</b>	<b>-</b>	<b>-</b>		<b>80,000</b>	<b>305,000</b>
<b>Solid Waste</b>						
Landfill Equipment		40,000			370,000	410,000
Landfill Engineering / Compliance / Groundwater		170,000				170,000
Cell 3 New Construction/Scalehouse/Garage				3,350,000		3,350,000
<b>Total</b>	<b>210,000</b>	<b>-</b>	<b>3,350,000</b>		<b>370,000</b>	<b>3,930,000</b>
<b>Total Community Services</b>	<b>608,000</b>	<b>-</b>	<b>3,350,000</b>		<b>450,000</b>	<b>4,408,000</b>
<b>Human Services</b>						
<b>Parks and Recreation</b>						
Capital Maintenance		110,000				110,000

# Adopted Budget Fiscal Year 2022-2023

<b>County Expenditures</b>						
<b>Department/Project</b>		<b>FY22-23 Approved Local</b>	<b>FY22-23 Approved Grant</b>	<b>FY22-23 Approved Debt</b>	<b>FY22-23 Approved Fund Balance/ Carryover</b>	<b>FY22-23 Adopted CIP Budget</b>
Beach Renovation		50,000				50,000
Park Development - Trails and Blueways		30,000				30,000
Athletic Field Lighting and Improvements		-		2,000,000		2,000,000
Park Development - Expansion and Improvements		20,000				20,000
Playground Repair, Replacement, and Construction		20,000				20,000
Smith Farm Development					20,000	20,000
Equipment Replacement		12,000				12,000
<b>Total</b>		242,000	-	2,000,000	20,000	2,262,000
<b>Library</b>						
Bookmobile		15,000				15,000
<b>Total</b>		15,000	-	-	-	15,000
<b>Registrar</b>						
Voting Equipment Replacement		40,000				40,000
Elect. Pollbooks Replacement		15,000				15,000
<b>Total</b>		55,000	-	-	-	55,000
<b>Total Human Services</b>		312,000	-	2,000,000	20,000	2,332,000
<b>Internal Services</b>						
<b>Information Technology</b>						
MS EA Licensing (MEA-001)		154,943				154,943
PC Replacement (DEK-001)		108,134				108,134
Inf Refresh O & M (IRF-001)		150,000				150,000
Gov't Ctr AV Refresh (GAV-001)		60,650				60,650
<b>Total</b>		473,727	-	-	-	473,727
<b>Commissioner of the Revenue</b>						
Appraisal/Land Records Software		70,000				70,000
<b>General Properties</b>						
Vehicle Replacement					30,000	30,000
Fire Alarm Control Panel Replacement		7,500				7,500
Facilities Maintenance Reserve		40,000				40,000
<b>Total</b>		47,500	-	-	30,000	77,500
<b>Total Internal Services</b>		591,227	-	-	30,000	621,227
<b>Public Safety</b>						
<b>Public Safety</b>						
Fire Apparatus Replacement: Scruggs Quint Lease Purchase			112,504			112,504
Fire Apparatus Replacement: Fork Mtn & Boones Mill Fire		82,548	92,496			175,044
EMS Vehicle Replacement		183,000				183,000
Replacement Communications Vehicle		35,000				35,000
Fire/EMS Equipment		45,000			200,000	245,000

**Adopted Budget Fiscal Year 2022-2023**

<b>County Expenditures</b>						
<b>Department/Project</b>		<b>FY22-23 Approved Local</b>	<b>FY22-23 Approved Grant</b>	<b>FY22-23 Approved Debt</b>	<b>FY22-23 Approved Fund Balance/ Carryover</b>	<b>FY22-23 Adopted CIP Budget</b>
Radio Communications					100,000	100,000
Fire/EMS Staff Vehicle Replacement					100,000	100,000
<b>Total</b>		345,548	205,000	-	400,000	950,548
<b>Sheriff</b>						
Vehicle Replacement/Upfit		450,000				450,000
Sheriff In-Car Cameras		60,000				60,000
9-1-1 Recording System					100,000	100,000
Electronic Summons		70,000				70,000
<b>Total</b>		580,000	-	-	100,000	680,000
<b>Total Public Safety</b>		925,548	205,000	-	500,000	1,630,548
<b>Total CIP Requested</b>		2,436,775	205,000	5,350,000	1,000,000	8,991,775
<b>CIP Requested less Revenues</b>		-	-	-	-	-

<b>Franklin County Public Schools</b>	
<b>Funding Sources</b>	
Transfer from General Fund - School Projects	1,420,000

# Adopted Budget Fiscal Year 2022-2023

**Franklin County**  
**Capital Improvement Program**  
**FY22-23 Requested Budget Funding**

<b>County Revenue Sources</b>							
<b>Funding Resource</b>	<b>FY22-23 Requested</b>	<b>FY22-23 Total Approved</b>	<b>FY23-24 Requested</b>	<b>FY24-25 Requested</b>	<b>FY25-26 Requested</b>	<b>FY26-27 Requested</b>	<b>5 Year Total Requested</b>
Projects	3,036,775	2,436,775	3,236,775	3,436,775	3,636,775	3,836,775	16,583,875
Other Carryover Funds	-		1,536,599	968,099	1,494,835	-	3,999,533
Capital Reserves	-	1,000,000	-				1,000,000
Debt		5,350,000	1,500,000				6,850,000
<b>Community Services Revenues</b>							
Revenue Sharing Project - VDOT			-	-	689,000		689,000
Revenue Sharing Private Contributions					689,000		689,000
<b>Public Safety Revenues</b>							
Fire Apparatus Replacement Fire Program Funds		205,000	210,000	215,000	220,000	225,000	1,075,000
<b>Total Revenues</b>	<b>3,036,775</b>	<b>8,991,775</b>	<b>6,483,374</b>	<b>4,619,874</b>	<b>6,729,610</b>	<b>4,061,775</b>	<b>30,886,408</b>
<b>County Expenditures</b>							
<b>Department/Project</b>	<b>FY22-23 Requested</b>	<b>FY22-23 Total Approved</b>	<b>FY23-24 Requested</b>	<b>FY24-25 Requested</b>	<b>FY25-26 Requested</b>	<b>FY26-27 Requested</b>	<b>5 Year Total Requested</b>
<b>Franklin County Government Expenditures</b>							
<b>Community Services</b>							
<b>Community Development</b>							
Broadband Deployment	200,000	75,000	200,000	100,000	100,000	100,000	575,000
Energov upgrades	15,000						-
Update Comprehensive Plan/Zoning	50,000						-
Westlake Trails	300,000						-
Village Improvements /Housing/Utilities	150,000	20,000	20,000	20,000	20,000	20,000	100,000
GIS Equipment/Aerial Mapping	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Update Zoning Code							-
Planning Vehicle Replacement	25,000			25,000			25,000
Revenue Sharing (Transportation Matching Funds)	-	-					-
- Shady Acres				231,400			231,400
- Foxglove Lane				169,000			169,000
- Cahas Lane				325,000			325,000
- Becky's Creek				240,500			240,500
- Rocky Lane				145,600			145,600
- Big Oak				266,500			266,500
<b>Total</b>	<b>790,000</b>	<b>145,000</b>	<b>270,000</b>	<b>195,000</b>	<b>1,548,000</b>	<b>170,000</b>	<b>2,328,000</b>
<b>Building Inspections</b>							
In Building Communication Equipment	10,000						-
Vehicle Replacements	28,000	28,000		30,000			58,000
<b>Total</b>	<b>38,000</b>	<b>28,000</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>58,000</b>
<b>Economic Development</b>							
Wayfinding	80,000	80,000					80,000
Infrastructure Development Fund	75,000	75,000	75,000	75,000	75,000	75,000	375,000
Job Creation Fund	150,000	150,000	150,000	150,000	150,000	150,000	750,000
Summit View Business Park	-	-	-	-	-	-	-
Connector Road							-
<b>Total</b>	<b>305,000</b>	<b>305,000</b>	<b>225,000</b>	<b>225,000</b>	<b>225,000</b>	<b>225,000</b>	<b>1,205,000</b>

# Adopted Budget Fiscal Year 2022-2023

County Expenditures										
Department/Project	FY22-23 Requested	FY22-23 Total Approved	FY23-24 Requested	FY24-25 Requested	FY25-26 Requested	FY26-27 Requested	5 Year Total Requested			
<b>Solid Waste</b>										
Landfill Equipment	410,000	410,000	400,000				810,000			
Landfill Engineering / Compliance / Groundwater	170,000	170,000	180,000	150,000	150,000	185,000	835,000			
Cell 3 New Construction/Scalehouse/Garage	3,350,000	3,350,000	-				3,350,000			
Collection Site Development			200,000		200,000		400,000			
Leachate Tank Repair/Replace	-	-	-				-			
Vehicle Replacement	-	-	-				-			
Collection Site New Site Purchase/Development	-	-	-				400,000			
Collection Site Development - Paving	-	-	-				-			
Landfill Closure	-	-	-				-			
Landfill Gas Control	-	-	-				-			
<b>Total</b>	3,930,000	3,930,000	780,000	150,000	750,000	185,000	5,795,000			
<b>Total Community Services</b>	<b>5,063,000</b>	<b>4,408,000</b>	<b>1,275,000</b>	<b>600,000</b>	<b>2,523,000</b>	<b>580,000</b>	<b>9,386,000</b>			
<b>Human Services</b>										
<b>Parks and Recreation</b>										
Capital Maintenance	130,000	110,000	110,000	110,000	110,000	110,000	550,000			
Beach Renovation	100,000	50,000	25,000	25,000	25,000	25,000	150,000			
Park Development - Trails and Blueways	50,000	30,000	30,000	30,000	30,000	30,000	150,000			
Athletic Field Lighting and Improvements	2,000,000	2,000,000	-				2,000,000			
Park Development - Expansion and Improvements	40,000	20,000	60,000	60,000	60,000	60,000	260,000			
Playground Repair, Replacement, and Construction	50,000	20,000	20,000	20,000	20,000	20,000	100,000			
Smith Farm Development	100,000	20,000	-				20,000			
Vehicle Replacement	40,000	-	80,000	80,000	80,000	40,000	280,000			
Equipment Replacement	12,000	12,000	80,000	80,000	80,000	80,000	332,000			
<b>Total</b>	<b>2,522,000</b>	<b>2,262,000</b>	<b>405,000</b>	<b>405,000</b>	<b>405,000</b>	<b>365,000</b>	<b>3,842,000</b>			
<b>Library</b>										
Capital Facilities Planning	35,000									
Bookmobile	15,000	15,000	15,000	15,000	15,000	15,000	75,000			
Story Walk (2) 1@Summit View #2 @Booker T. Washington Nat'l Park	10,000									
24 Hour Library Book	35,000	-	-				-			
Vehicle Maintenance			-				-			
<b>Total</b>	<b>95,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>75,000</b>			
<b>Registrar</b>										
Voting Equipment Replacement	40,000	40,000	40,000	40,000	40,000	40,000	200,000			
Elect. Pollbooks Replacement	20,000	15,000	11,500	10,000	10,000	10,000	56,500			
HB2178 Minimum Security	5,000									
Voting Booth Replacement	15,000									
<b>Total</b>	<b>80,000</b>	<b>55,000</b>	<b>56,500</b>	<b>55,000</b>	<b>55,000</b>	<b>50,000</b>	<b>271,500</b>			
<b>Total Human Services</b>	<b>2,697,000</b>	<b>2,332,000</b>	<b>476,500</b>	<b>475,000</b>	<b>475,000</b>	<b>430,000</b>	<b>4,188,500</b>			
<b>Internal Services</b>										
<b>Information Technology</b>										
MS EA Licensing (MEA-001)	154,943	154,943	154,943	178,184	178,184	178,184	844,438			
PC Replacement (DEK-001)	127,510	108,134	127,510	127,510	99,454	99,454	562,062			
Inf Refresh O & M (IRF-001)	163,289	150,000	163,289	163,289	163,289	163,289	803,156			
Vulnerability Remediation (SEC-002)	35,000									
Data Center High Availability - 911 and GC (IGR-005)	135,000									
Gov't Ctr AV Refresh (GAV-001)	60,650	60,650	-				60,650			
Storage Backup and Maintenance (IRF-003)	42,000									

# Adopted Budget Fiscal Year 2022-2023

County Expenditures								
Department/Project	FY22-23 Requested	FY22-23 Total Approved	FY23-24 Requested	FY24-25 Requested	FY25-26 Requested	FY26-27 Requested	5 Year Total Requested	
VLAN/Routing/Subnet Redesign(IGR-001)	35,000							-
Franklin Center Segmentation (TFC-001)	85,000							-
SQL Redundancy (DRC-001)	50,000							-
<i>CIS Endpoint Security Services (SEC-003)</i>	-							-
<b>Total</b>	<b>888,392</b>	<b>473,727</b>	<b>480,742</b>	<b>503,983</b>	<b>475,927</b>	<b>475,927</b>	<b>2,410,306</b>	
<b>Finance</b>								
Finance Software	200,000					150,000		
Safety & Security (Safety Team)	50,000					-		
<b>Total</b>	<b>250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150,000</b>	<b>-</b>	<b>150,000</b>	
<b>Commissioner of the Revenue</b>								
Appraisal/Land Records Software	150,000	70,000	140,000	140,000			350,000	
<b>General Properties</b>								
Vehicle Replacement	35,000	30,000	-	30,000	-	30,000		
Fire Alarm Control Panel Replacement	7,500	7,500	-	-	-	-		
YMCA Facility	150,000			1,500,000	150,000	300,000	300,000	2,250,000
Facilities Maintenance Reserve	50,000	40,000	50,000	50,000	50,000	50,000		
Zero Turn Mower Replacement	20,000			-	-	-		
Elevator Upgrades	-	-	-	-	-	-		
Goode Building Upgrades	-	-	25,000	25,000	25,000	25,000		
HVAC Upgrade/Replacement	-	-	25,000	25,000	25,000	25,000		
<b>Total</b>	<b>262,500</b>	<b>77,500</b>	<b>1,600,000</b>	<b>280,000</b>	<b>400,000</b>	<b>430,000</b>	<b>2,787,500</b>	
<b>Total Internal Services</b>	<b>1,550,892</b>	<b>621,227</b>	<b>2,220,742</b>	<b>923,983</b>	<b>1,025,927</b>	<b>905,927</b>	<b>5,697,806</b>	
<b>Public Safety</b>								-
<b>Public Safety</b>								-
Fire Apparatus Replacement: Scruggs Quint Lease Purchase	112,504	112,504	112,504	112,504	112,504	112,504		
Fire Apparatus Replacement: Fork Mtn & Boones Mill Fire	175,044	175,044	175,044	175,044	175,044	175,044		
EMS Vehicle Replacement	268,000	183,000	183,000	472,020	297,000	306,620		
Fire Apparatus Replacement	515,000			519,044	599,500	546,250	177,595	1,842,389
Replacement Communications Vehicle	50,000	35,000						
Fire/EMS Equipment	398,000	245,000	200,000	138,402	198,302	290,470		
Radio Communications	100,000	100,000	250,000	369,975	443,594	377,231		
Replacement Fire Marshal Vehicle	60,000							-
Fire/EMS Staff Vehicle Replacement	171,376	100,000	73,518	151,446	155,989	80,334		
EMS Vehicle Refurbishment	-	-	170,000	-	-	-		
Animal Control Vehicle Replacement	-	-	45,000	-			49,050	94,050
Future Fire/EMS Station	-	-			200,000			200,000
Public Safety Building	-	-	200,000	-	-			200,000
Public Safety Facilities Planning								
Animal Control Vehicle								
Communications Vehicle								
<b>Total</b>	<b>1,849,924</b>	<b>950,548</b>	<b>1,928,110</b>	<b>2,018,891</b>	<b>2,128,683</b>	<b>1,568,848</b>	<b>8,595,080</b>	
<b>Sheriff</b>								
Vehicle Replacement/Upfit	450,000	450,000	450,000	450,000	475,000	475,000		
Sheriff In-Car Cameras	60,000	60,000	60,000	60,000	65,000	65,000		
9-1-1 Recording System	100,000	100,000						
Electronic Summons	166,118	70,000						
Drone Replacement	15,000							-
Cameras - Goode Building	55,000							-
Patrol Rifles	57,200							-

## Adopted Budget Fiscal Year 2022-2023

County Expenditures								
Department/Project	FY22-23 Requested	FY22-23 Total Approved	FY23-24 Requested	FY24-25 Requested	FY25-26 Requested	FY26-27 Requested	5 Year Total Requested	
Repair/Upgrade Impound Lot	15,000		15,000	15,000	15,000	15,000	60,000	
Shoot House at Range	50,000						-	
Mobile Emergency Radios	9,894		9,894	12,000	12,000	12,000	45,894	
Portable Emergency Radios	8,128		8,128	10,000	10,000	10,000	38,128	
Jail Remodel Study	15,000						-	
Future Communication Center Plan	-	-	-	-			-	
Paint Exterior Jail							-	
Taser Replacement	-	-	-	55,000			55,000	
TacticalVest/Helmets			40,000				40,000	
Extra Capacity for Basement UPS							-	
							-	
<b>Total</b>	<b>1,001,340</b>	<b>680,000</b>	<b>583,022</b>	<b>602,000</b>	<b>577,000</b>	<b>577,000</b>	<b>3,019,022</b>	
<b>Total Public Safety</b>	<b>2,851,264</b>	<b>1,630,548</b>	<b>2,511,132</b>	<b>2,620,891</b>	<b>2,705,683</b>	<b>2,145,848</b>	<b>11,614,102</b>	
<b>Total CIP Requested</b>	<b>12,162,156</b>	<b>8,991,775</b>	<b>6,483,374</b>	<b>4,619,874</b>	<b>6,729,610</b>	<b>4,061,775</b>	<b>30,886,408</b>	
<b>CIP Requested less Revenues</b>	<b>9,125,381</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

Franklin County Public Schools								
Funding Sources								
Transfer from General Fund - School Projects	1,420,000	1,420,000	1,620,000	1,820,000	2,020,000	2,220,000	9,100,000	

## Franklin County - Capital Improvement Project Information Planning

<u>Project Name</u>	<u>Description</u>
Revenue Sharing	Revenue sharing is a 50/50 funding program offered by VDOT for transportation improvements as part of a 6-year funding cycle. Projects can be initiated and funded by the county, or initiated and funded by citizens. This request is for a dedicated funding stream be provided for projects that may arise for this program which is open for applications every two years. The next program will be available in FY23 with funding approved for 2029 or 2030.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$0.00	
FY23-24 \$150,000.00	
FY24-25 \$0.00	
FY25-26 \$150,000.00	
FY26-27 \$0.00	
<u>Funding Approved</u>	
\$0	
<u>Other Funding</u>	

<u>Project Name</u>	<u>Description</u>
Planning Vehicle Replacement	Planning has a 2005 Ford Escape that needs to be replaced. Other older cars have been replaced over the years with the goal of a fleet of vehicles of the same make and model.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$25,000.00	
FY23-24 \$0.00	
FY24-25 \$0.00	
FY25-26 \$0.00	
FY26-27 \$0.00	
<u>Funding Approved</u>	
\$0	
<u>Other Funding</u>	

## Franklin County - Capital Improvement Project Information Planning

<u>Project Name</u>	<u>Description</u>
Village Improvements/Housing/Utilities	Funding is requested to continue a funding source for improvements made in Villages/growth areas, especially those recommended by adopted area plans. This funding is anticipated to be used as match funding for grants or to provide consultant assistance for project preparation. Focus will be on advancing the county's housing goals.  Utility upgrades and extensions are potentially necessary to help further the housing and other goals of the area plans.
<u>Funding Request</u>	
FY22-23      \$150,000.00	
FY23-24      \$150,000.00	
FY24-25      \$150,000.00	
FY25-26      \$150,000.00	
FY26-27      \$150,000.00	
<u>Funding Approved</u>	
\$20,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	None expected

<u>Project Name</u>	<u>Description</u>
Westlake Trails	Westlake Trail is a trail system recommended by the Westlake-Hales Ford Area Plan. The overall cost of the project is estimated at \$2.2 million, divided into phases to be developed over time. A successful FLAP grant funded \$783,559 of the overall cost. The county's match for that grant was \$150,000. This request sets aside matching funds for grants and in-kind matches that the staff is actively seeking to complete the project over time. This request sets aside additional matching funds for grants. The County recently applied for a \$780,990 Transpiration Alternatives grant to complete the first phase of the trail.
<u>Funding Request</u>	
FY22-23      \$300,000.00	
FY23-24      \$0.00	
FY24-25      \$0.00	
FY25-26      \$0.00	
FY26-27      \$0.00	
<u>Funding Approved</u>	
\$0	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	None expected

## Franklin County - Capital Improvement Project Information Planning

<u>Project Name</u>	<u>Description</u>
Broadband Deployment	The County will need to provide matching funds for VATI funding we are seeking from the state. Our match would fund additional broadband network buildout. In addition, funding is needed for future grant programs and matching funds to continue the broadband buildout in Franklin County.
<u>Funding Request</u>	
FY22-23 \$200,000.00	
FY23-24 \$0.00	
FY24-25 \$0.00	
FY25-26 \$0.00	
FY26-27 \$0.00	
<u>Funding Approved</u>	
\$75,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	The buildout of the broadband network will increase annual leases on some existing sites and will require new leases for other sites.

<u>Project Name</u>	<u>Description</u>
In Building Communication Equipment	VA Building Code requires that structures over 20,000 SF have radio communications equipment installed to ensure that Public Safety has clear communication within the building. The regulation requires the building owner to provide conduit, wiring and equipment space however the locality is required to provide the necessary equipment and maintenance of said equipment. THIS REQUEST SHOULD BE COORDINATED WITH PUBLIC SAFETY SINCE THIS IS A PUBLIC SAFETY ISSUE.
<u>Funding Request</u>	
FY22-23 \$10,000.00	
FY23-24 \$0.00	
FY24-25 \$0.00	
FY25-26 \$0.00	
FY26-27 \$0.00	
<u>Funding Approved</u>	
\$0	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	This equipment will require ongoing maintenance.

## Franklin County - Capital Improvement Project Information Planning

<u>Project Name</u>	<u>Description</u>
Energov Upgrades	Community Development uses an enterprise permitting management system called Energov. This Tyler product has recently been updated, moving from Silverlight to HTML applications. The next phase of this software is to provide online permitting and inspections services to customers (CSS). Funding is requested for the technical assistance we need from Tyler, or 3rd party vendors to ensure all systems/applications function together after upgrade and during CSS implementation. It is envisioned that this will be a multi-phase/year upgrade.
<u>Funding Request</u>	
FY22-23 \$15,000.00	
FY23-24 \$15,000.00	
FY24-25 \$0.00	
FY25-26 \$0.00	
FY26-27 \$0.00	
<u>Funding Approved</u>	
\$0	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

<u>Project Name</u>	<u>Description</u>
Pictometry	Pictometry imagery is used by the General Public, Commissioner of Revenue, 911 Dispatch, The Sheriff's Office, Public Safety, Economic Development & Tourism, Planning & Zoning, Building Department, Public Works, Parks & Recreation, Administration, and Outside Agencies & National Companies such as the towns, WVWA, AEP, VDOT, Norfolk Southern and others.
<u>Funding Request</u>	
FY22-23 \$50,000.00	
FY23-24 \$50,000.00	
FY24-25 \$50,000.00	
FY25-26 \$50,000.00	
FY26-27 \$50,000.00	
<u>Funding Approved</u>	
\$50,000	
<u>Other Funding</u>	

## Franklin County - Capital Improvement Project Information Planning

<u>Project Name</u>	<u>Description</u>
Update Comprehensive Plan	The County's Comprehensive Plan must be updated to direct growth and development toward the Supervisors' vision and strategic plan. This funding would match or supplement grants to update relevant portions of the plan.
<u>Funding Request</u>	
FY22-23      \$50,000.00	
FY23-24      \$0.00	
FY24-25      \$0.00	
FY25-26      \$0.00	
FY26-27      \$0.00	
<u>Funding Approved</u>	
\$0	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

<u>Project Name</u>	<u>Description</u>
Update Zoning Code	Following the update of the Comprehensive Plan, zoning codes will require review and updating to implement the plan. The code was written in 1988 and updated over the years since then. This project would accomplish a consultant led comprehensive update of the code.
<u>Funding Request</u>	
FY22-23      \$0.00	
FY23-24      \$100,000.00	
FY24-25      \$0.00	
FY25-26      \$0.00	
FY26-27      \$0.00	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

## Franklin County - Capital Improvement Project Information

### Building Inspections

<u>Project Name</u>	<u>Description</u>
Vehicle Replacement	2014 Ford Explorer #4622 with 130,000+ miles will need to be replaced in FY22-23.
<b><u>Funding Request</u></b>	
FY22-23      \$28,000.00	2015 Ford Explorer #8540 currently has 80,585 miles will need to be replaced in 2024.
FY23-24      \$0.00	
FY24-25      \$30,000.00	
FY25-26      \$0.00	
FY26-27      \$0.00	
<b><u>Funding Approved</u></b>	
\$28,000	
<b><u>Other Funding</u></b>	<b><u>Operating Budget Impact</u></b>

<u>Project Name</u>	<u>Description</u>
Code Book Updates	Code books will need to be updated in 2024.
<b><u>Funding Request</u></b>	
FY22-23      \$0.00	
FY23-24      \$5,000.00	
FY24-25      \$0.00	
FY25-26      \$0.00	
FY26-27      \$0.00	
<b><u>Funding Approved</u></b>	
\$0	
<b><u>Other Funding</u></b>	<b><u>Operating Budget Impact</u></b>

## Franklin County - Capital Improvement Project Information

### Economic Development

<u>Project Name</u>	<u>Description</u>
Job Creation Fund	This is used as incentives for new and expanding businesses in Franklin County.
<u>Funding Request</u>	
FY22-23      \$150,000.00	
FY23-24      \$150,000.00	
FY24-25      \$150,000.00	
FY25-26      \$150,000.00	
FY26-27      \$150,000.00	
<u>Funding Approved</u>	
\$150,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

<u>Project Name</u>	<u>Description</u>
Infrastructure Development Fund	This is used for various site and infrastructure projects related to economic development throughout Franklin County
<u>Funding Request</u>	
FY22-23      \$75,000.00	
FY23-24      \$75,000.00	
FY24-25      \$75,000.00	
FY25-26      \$75,000.00	
FY26-27      \$75,000.00	
<u>Funding Approved</u>	
\$75,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

## Franklin County - Capital Improvement Project Information

### Tourism

<u>Project Name</u>	<u>Description</u>
Wayfinding	These funds will be used to develop signs to help the public find their way around business, institutions or other physical locations. It will direct you from point to point and confirm your progress along a route.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$80,000.00 FY23-24 \$0.00 FY24-25 \$0.00 FY25-26 \$0.00 FY26-27 \$0.00	
<u>Funding Approved</u>	
\$0	
<u>Other Funding</u>	



## Franklin County - Capital Improvement Project Information

### Solid Waste

<u>Project Name</u>	<u>Description</u>
Cell 3 New Construction	Possible rock removal and surveying to continue grading Cell 3 and new Leachate Tank.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$1,000,000.00	
FY23-24 \$2,350,000.00	
FY24-25 \$0.00	
FY25-26 \$0.00	
FY26-27 \$0.00	
<u>Funding Approved</u>	<u>Operating Budget Impact</u>
\$0	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

<u>Project Name</u>	<u>Description</u>
Landfill Equipment	New Garbage Truck and slope mower for FY22-23. New Shovel Dozer for FY23-24.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$410,000.00	
FY23-24 \$400,000.00	
FY24-25 \$0.00	
FY25-26 \$0.00	
FY26-27 \$0.00	
<u>Funding Approved</u>	<u>Operating Budget Impact</u>
\$40,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

## Franklin County - Capital Improvement Project Information Solid Waste

<u>Project Name</u>	<u>Description</u>
Landfill Engineering / Compliance / Groundwater	This covers air permit fees, ground water lab work, storm water permits, solid waste permits, mitigation report fees, LaBella Engineering and DEQ surveying for landfill lifespan requirements.
<u>Funding Request</u>	
FY22-23      \$170,000.00	
FY23-24      \$180,000.00	
FY24-25      \$150,000.00	
FY25-26      \$150,000.00	
FY26-27      \$185,000.00	
<u>Funding Approved</u>	
\$170,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>



## Franklin County - Capital Improvement Project Information

### Parks and Recreation

<u>Project Name</u>	<u>Description</u>
Parks and Recreation Capital Maintenance - Repairs and	Replace deteriorated signage at the Franklin County Recreational Park: \$15,000. Renovate Iron Bridge at Waid Park: \$50,000. Add additional features to the Rocky Mount Skatepark (built 17 years ago) to reactivate site: \$30,000. Renovate the stage at the Franklin County Recreational Park as a pad for the mobile stage: \$35,000
<u>Funding Request</u>	
FY22-23 \$130,000.00	
FY23-24 \$263,500.00	
FY24-25 \$325,000.00	
FY25-26 \$250,000.00	
FY26-27 \$255,500.00	
<u>Funding Approved</u>	
\$110,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
local fundraising	These park structures have exceeded their expected life span and are in need of renovation. If not funded these projects will cost additional funds/staff time to maintain, may pose a safety hazard, and will harm the County's image of livability.

<u>Project Name</u>	<u>Description</u>
SML Beach Renovation	This line item was previously dedicated towards shoreline stabilization. With the shoreline expected to be complete in FY22, these funds would be best transitioned into renovating the beach. The SML beach was constructed 15 years ago and is showing its age. The beach fence/wall needs to be replaced and the beach regraded. The guard stands and entrance booth needs to be replaced and modernized. Funds in future years would be used to yearly maintenance of shoreline and beach structure.
<u>Funding Request</u>	
FY22-23 \$100,000.00	
FY23-24 \$25,000.00	
FY24-25 \$25,000.00	
FY25-26 \$25,000.00	
FY26-27 \$25,000.00	
<u>Funding Approved</u>	
\$50,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
none	This heavily used park amenity is highly visible by both locals and visitors. The beach is often the first impression people have of Franklin County. Failure to maintain this park will dull the County's image and reduce public use.

## Franklin County - Capital Improvement Project Information

### Parks and Recreation

<u>Project Name</u>	<u>Description</u>
Trails and Blueways	These funds will be used to develop trails and blueways in the County. Projects include trail development at County owned sites such as Summit View, Waid Park and Jamison Mill. Projects also include blueway development such improvements to existing access points and development of canoe/kayak launches.
<u>Funding Request</u>	
FY22-23 \$50,000.00	
FY23-24 \$50,000.00	
FY24-25 \$75,000.00	
FY25-26 \$75,000.00	
FY26-27 \$100,000.00	
<u>Funding Approved</u>	
\$30,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
local fundraising, sponsorships, in-kind donations, Project Outside, VOF grants, DCR grants	Trails and blueways are the most frequently requested amenity by in Franklin County and across the state. Trails and blueways are marketed by Virginia's Blue Ridge and Roanoke Regional Partnership regionally and nationally. Ongoing investment in trails and blueways is needed for Franklin County to remain competitive.

<u>Project Name</u>	<u>Description</u>
Athletic Field Lighting	Athletic fields are in high demand in Franklin County. This is in part due to the quantity of fields as well as lighting. An expectation for many sports, especially Fall sports, is that there be lighting for night play. Currently Franklin County only has one lit rectangular field. Many fall soccer teams have to play in the out field of baseball fields so they can have a fall season.
<u>Funding Request</u>	
FY22-23 \$110,000.00	
FY23-24 \$220,000.00	
FY24-25 \$220,000.00	
FY25-26 \$220,000.00	
FY26-27 \$220,000.00	
<u>Funding Approved</u>	
\$0	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
EDA grants, other possible tourism / COVID grants.	If additional fields were lit and improved the County would be able to properly serve our residents with quality fields as well as be able to offer fields for tournaments and travel teams to support tourism.

## Franklin County - Capital Improvement Project Information

### Parks and Recreation

<u>Project Name</u>	<u>Description</u>
Park Improvements and Expansion	Funding for Jamison Mill campground improvements was partially funded with roll over funds (\$25,000) will be used to replace electrical service at existing sites (estimate is for \$25,350 11/1/21). To extend power to overflow camping has been quoted at \$22,250. Cost for extending water has not been obtained yet but staff estimated it to be \$15,000. Develop park master plan for Snow Creek Park: \$15,000
<u>Funding Request</u>	
FY22-23 \$40,000.00	
FY23-24 \$100,000.00	
FY24-25 \$60,000.00	
FY25-26 \$60,000.00	
FY26-27 \$60,000.00	
<u>Funding Approved</u>	
\$20,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
none	The campground could serve as a tourism draw for this section of the County. Current campground conditions are not at industry standard. Improved campground could draw additional visitors to our County.

<u>Project Name</u>	<u>Description</u>
Playground repair, replacement, and construction	This annual investment would fund the repair of playgrounds, replacement of old playgrounds and construction of new playgrounds. These funds would be used to construct a new playground in Jamison Mill.
<u>Funding Request</u>	
FY22-23 \$50,000.00	
FY23-24 \$50,000.00	
FY24-25 \$50,000.00	
FY25-26 \$50,000.00	
FY26-27 \$50,000.00	
<u>Funding Approved</u>	
\$20,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
local fundraising and sponsorships	Playgrounds that are not kept to industry standards would be a liability to the County if someone were to be injured.

## Franklin County - Capital Improvement Project Information

### Parks and Recreation

<u>Project Name</u>	<u>Description</u>
Smith Farm Development	It is proposed that the funds used towards purchasing the Smith Farm property would be utilized to develop the site for public recreation. A master plan for the park was developed in 2016 and ready for implementation
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$100,000.00	
FY23-24 \$100,000.00	
FY24-25 \$100,000.00	
FY25-26 \$100,000.00	
FY26-27 \$100,000.00	
<u>Funding Approved</u>	<u>Project Name</u>
\$0	
<u>Other Funding</u>	<u>Description</u>
public/private partnerships, DCR, EDA	The Union Hall portion of the County does not have any County operated parks. This park has the potential of being a regional park (similar to Waid Park) and offer camping, water access, trails, wedding venue, etc. This park would serve both local residents as well as attract visitors.

<u>Project Name</u>	<u>Description</u>
Vehicle Replacement	Replace a 2009 Ford E350 with 179,000 miles for a Ford Transit van. This vehicle is used by recreational staff to transport both participants and equipment. Additionally, this van is used by other departments for groups like the Board of Supervisors, Planning Commission and Public Safety. *This original request included two vehicles but carry over funds were obtained to replace a maintenance truck.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$40,000.00	
FY23-24 \$80,000.00	
FY24-25 \$80,000.00	
FY25-26 \$80,000.00	
FY26-27 \$80,000.00	
<u>Funding Approved</u>	<u>Project Name</u>
\$0	
<u>Other Funding</u>	<u>Description</u>
none	Maintenance of older vehicles is costly with more frequent repairs. A shortage of vehicles reduce staff productivity.

## Franklin County - Capital Improvement Project Information

### Parks and Recreation

<u>Project Name</u>	<u>Description</u>
Equipment Replacement	Replace the 2005 Honda Rancher for a utility vehicle (JD Gator or similar). Replace the 2005 John Deere Field Groomer for a newer model. *This original request included replacing a tractor however carry over funds were approved and this item was removed.
<u>Funding Request</u>	
FY22-23 \$12,000.00	
FY23-24 \$80,000.00	
FY24-25 \$80,000.00	
FY25-26 \$80,000.00	
FY26-27 \$80,000.00	
<u>Funding Approved</u>	
\$12,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
none	Older equipment is more costly to operate with more frequent repairs. If equipment is not operational park properties can not be maintained and available for the public.



## Franklin County - Capital Improvement Project Information Library

<u>Project Name</u>	<u>Description</u>
Bookmobile	Bookmobile replacement fund. Bookmobile replacement cost approx.. \$100,000 and an trying to save a small percentage each year.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$15,000.00	
FY23-24 \$15,000.00	
FY24-25 \$15,000.00	
FY25-26 \$15,000.00	
FY26-27 \$15,000.00	
<u>Funding Approved</u>	<u>Operating Budget Impact</u>
\$15,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

<u>Project Name</u>	<u>Description</u>
Capital Facility Planning	Planning for a new location (Westlake alternative) to be determined at a later date.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$35,000.00	
FY23-24 \$0.00	
FY24-25 \$0.00	
FY25-26 \$0.00	
FY26-27 \$0.00	
<u>Funding Approved</u>	<u>Operating Budget Impact</u>
\$0	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

## Franklin County - Capital Improvement Project Information

### Library

<u>Project Name</u>	<u>Description</u>
24 Hour Library	Start planning ahead & saving for another 24 hr. library for somewhere else in the County.
<b><u>Funding Request</u></b>	
FY22-23      \$50,000.00	
FY23-24      \$50,000.00	
FY24-25      \$50,000.00	
FY25-26      \$0.00	
FY26-27      \$0.00	
<b><u>Funding Approved</u></b>	
\$0	
<b><u>Other Funding</u></b>	<b><u>Operating Budget Impact</u></b>

<u>Project Name</u>	<u>Description</u>
Storywalk	We would like to add 2 outdoor storywalks in Franklin County-one at Summit View (Pocket Park area) and another at Booker T. Washington Park (we have their total support).
<b><u>Funding Request</u></b>	
FY22-23      \$10,000.00	
FY23-24      \$0.00	
FY24-25      \$0.00	
FY25-26      \$0.00	
FY26-27      \$0.00	
<b><u>Funding Approved</u></b>	
\$0	
<b><u>Other Funding</u></b>	<b><u>Operating Budget Impact</u></b>

## Franklin County - Capital Improvement Project Information

### General Registrar/Electoral Board

<u>Project Name</u>	<u>Description</u>
Voting Equipment Replacement	Funding request is ongoing for replacement of voting equipment.
<u>Funding Request</u>	
FY22-23 \$40,000.00	
FY23-24 \$40,000.00	
FY24-25 \$40,000.00	
FY25-26 \$40,000.00	
FY26-27 \$40,000.00	
<u>Funding Approved</u>	
\$40,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

<u>Project Name</u>	<u>Description</u>
Electronic Pollbook Replacement	The funding request is ongoing for replacement of tablets, laptops, printers, cases, scanners.
<u>Funding Request</u>	
FY22-23 \$20,000.00	
FY23-24 \$20,000.00	
FY24-25 \$20,000.00	
FY25-26 \$20,000.00	
FY26-27 \$20,000.00	
<u>Funding Approved</u>	
\$15,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

## Franklin County - Capital Improvement Project Information

### General Registrar/Electoral Board

<u>Project Name</u>	<u>Description</u>
Voting Booth Replacement	Ballot marking booths at precinct and Registrar office. Funding request is ongoing for replacements.
<u>Funding Request</u>	
FY22-23 \$5,000.00	
FY23-24 \$5,000.00	
FY24-25 \$5,000.00	
FY25-26 \$5,000.00	
FY26-27 \$5,000.00	
<u>Funding Approved</u>	
\$0	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

<u>Project Name</u>	<u>Description</u>
HB2178 Minimum Security	Security standards related to information systems and networks identified as containing sensitive data or critical to election activities. Software and hardware upgrades to the voting equipment and electronic pollbooks.
<u>Funding Request</u>	
FY22-23 \$5,000.00	
FY23-24 \$5,000.00	
FY24-25 \$5,000.00	
FY25-26 \$5,000.00	
FY26-27 \$5,000.00	
<u>Funding Approved</u>	
\$0	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

## Franklin County - Capital Improvement Project Information

### Information Technology

<u>Project Name</u>	<u>Description</u>
Gov't Ctr AV Refresh (GAV-001)	This project is to replace the AV systems that support the Board chambers and the systems in the entry way of the government center. This will cover the remaining systems not upgraded in FY20 -FY22 in response to failing components or that were included in recent streaming upgrades. Systems include the core switching equipment and mixers, screens, projectors, and the TVs used in the entry way of the Government Center as well as Commissioner of Revenue, Treasurer and Planning. This will also include updates for varying teleconference capabilities (e.g. Zoom, Teams, etc.).
<u>Funding Request</u>	
FY22-23 \$60,650.00	
FY23-24 \$0.00	
FY24-25 \$0.00	
FY25-26 \$0.00	
FY26-27 \$0.00	
<u>Funding Approved</u>	
\$60,650	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

<u>Project Name</u>	<u>Description</u>
PC Desktop Replacement and Refresh (DEK-001)	Maintain the current end user hardware with an up-to-date inventory of both the end user software applications and hardware configurations. This includes all hardware in The Franklin Center. Without this program the systems are not upgraded and will be unable to support newer operating systems or operating system updates along with needed software packages and security patches. The actual costs per fiscal year are projected as: FY22-23 (\$65,171), FY23-24 (\$116,298), FY24-25 (\$144,773), FY25-26 (\$1,450). The funding requested is to establish a level funding model with a built in escrow for over/underfunding situations.
<u>Funding Request</u>	
FY22-23 \$127,510.00	
FY23-24 \$127,510.00	
FY24-25 \$127,511.00	
FY25-26 \$99,454.00	
FY26-27 \$99,454.00	
<u>Funding Approved</u>	
\$108,134	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

## Franklin County - Capital Improvement Project Information

### Information Technology

<u>Project Name</u>	<u>Description</u>
SQL Redundancy (DRC-001)	Evaluate and implement a SQL redundancy configuration to ensure continuity of operations for critical Enterprise Applications in case of failure. SQL databases are the underlying, critical infrastructure behind County enterprise systems including 911, Energov, Munis, and RCS/RBS. Consulting \$10K. Implementation and support estimated at \$40K.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$50,000.00	
FY23-24 \$0.00	
FY24-25 \$0.00	
FY25-26 \$0.00	
FY26-27 \$0.00	
<u>Funding Approved</u>	
\$0	
<u>Other Funding</u>	

<u>Project Name</u>	<u>Description</u>
VLAN and Routing Redesign (IGR-001)	The first year cost is to engage consulting services in a complete design assessment and to develop a 5+ year plan of remediative and growth projects, to be estimated and submitted in future CIP requests. The follow up years represent a block of hours for consulting and engineering services on those project. Some of this may be accomplished with the Carryover monies allotted this fiscal year. This will affect the request in the outyears. Unknown until the project is completed.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$35,000.00	
FY23-24 \$35,000.00	
FY24-25 \$35,000.00	
FY25-26 \$35,000.00	
FY26-27 \$35,000.00	
<u>Funding Approved</u>	
\$0	
<u>Other Funding</u>	

## Franklin County - Capital Improvement Project Information

### Information Technology

<u>Project Name</u>	<u>Description</u>
Storage Backup and Maintenance (IRF-003)	Storage backup expansion budget for 20% growth each FY at a cost of 26,000 annually. The County's data storage requirements are ever increasing and all such data must be maintained and backed up to multiple locations. The first year is the additional storage required for upgrades to GIS storage for data caching to make the GIS information more readily accessible to both internal and external customers. .
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$42,000.00 FY23-24 \$26,000.00 FY24-25 \$26,000.00 FY25-26 \$26,000.00 FY26-27 \$26,000.00	
<u>Other Funding</u>	<u>Funding Approved</u>
	\$0

<u>Project Name</u>	<u>Description</u>
Data Center High Availability 911 and Gov't Center (IGR-005)	Various options exist to improve the recovery time and data recovery points of the critical 911 dispatch environment. These options range from \$5000 to \$800,000 dollars. Discussions between IT and the Sheriff's Office continue in order to identify the best, fundable solution(s) and follow up decisions will be reflected in changes to the funding request amount. Upgrade the VmWare licensing model to Enterprise across the Government Center. The existing licensing level does not allow for advanced engineering involving high availability of critical services at both the 911 and Government Center data centers.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$135,000.00 FY23-24 \$0.00 FY24-25 \$0.00 FY25-26 \$0.00 FY26-27 \$0.00	
<u>Other Funding</u>	<u>Funding Approved</u>
	\$0

## Franklin County - Capital Improvement Project Information

### Information Technology

<u>Project Name</u>	<u>Description</u>
MS EA Licensing (MEA-001)	This covers the annual subscription of Microsoft Office and server licensing. The current Enterprise Agreement (EA) has ended. After negotiating the second 3 year contract, which took affect in July 2021, costs have been greatly reduced with services added. Without the EA the County has no access to Office, servers, email, or critical databases that run everything from Energov and Munis to CAD.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$158,222.00	
FY23-24 \$158,222.00	
FY24-25 \$181,955.00	
FY25-26 \$181,955.00	
FY26-27 \$181,955.00	
<u>Funding Approved</u>	<u>Operating Budget Impact</u>
\$154,943	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

<u>Project Name</u>	<u>Description</u>
Infrastructure Refresh (INF-001)	The Network & Server Infrastructure Refresh covers the replacement of all data/voice network components and servers that support all data and voice communications, applications and data storage for the entire County. This is a critical function that is based on the projected end of support life for the equipment by the manufacturers. All projections request replacement funds based on the manufacturer stated end of life (EOL) date minus two years to engineer, procure, and perform the replacements. This CIP represents the core of the entire network without which no data or voice communications will function.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$163,289.00	
FY23-24 \$163,289.00	
FY24-25 \$163,289.00	
FY25-26 \$163,289.00	
FY26-27 \$163,289.00	
<u>Funding Approved</u>	<u>Operating Budget Impact</u>
\$150,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

## Franklin County - Capital Improvement Project Information

### Information Technology

<u>Project Name</u>	<u>Description</u>
Franklin Center Segmentation (TFC-001)	This is to segregate off classroom related systems and any non-County computers from the internal County network. This is intended to improve security while also improving manageability of the classroom computers and to make the WiFi network more robust and useable by the numerous entities within the facility.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23      \$85,000.00	
FY23-24      \$0.00	
FY24-25      \$0.00	
FY25-26      \$0.00	
FY26-27      \$0.00	
<u>Funding Approved</u>	<u>Operating Budget Impact</u>
\$0	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

<u>Project Name</u>	<u>Description</u>
Cyber - Vulnerability Remediation (SEC-002)	Work with consultants to address vulnerabilities that have been identified. Vulnerabilities or projects identified as necessary during audits will require consultant support in both engineering and labor to remediate.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23      \$35,000.00	
FY23-24      \$35,000.00	
FY24-25      \$35,000.00	
FY25-26      \$35,000.00	
FY26-27      \$35,000.00	
<u>Funding Approved</u>	<u>Operating Budget Impact</u>
\$0	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

## Franklin County - Capital Improvement Project Information

### Information Technology

<u>Project Name</u>	<u>Description</u>
Cyber - CIS Endpoint Security Services (SEC-003)	Incident monitoring, reporting, and incident management response. CIS provides the County's existing ALBERT sensors and 24x7 monitoring of traffic across the perimeter. This service is an additional service to monitor all internal activity and to provide real-time reporting and remediation assistance should an incident occur.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$0.00	
FY23-24 \$50,000.00	
FY24-25 \$0.00	
FY25-26 \$0.00	
FY26-27 \$0.00	
<u>Funding Approved</u>	
\$0	
<u>Other Funding</u>	



## Franklin County - Capital Improvement Project Information

### Finance

<u>Project Name</u>	<u>Description</u>
Finance Software	Funds are needed to purchase more components to our current Munis system and for training on current / new systems.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23      \$200,000.00 FY23-24      \$0.00 FY24-25      \$0.00 FY25-26      \$0.00 FY26-27      \$0.00	
<u>Funding Approved</u>	<u>Operating Budget Impact</u>
\$0	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

<u>Project Name</u>	<u>Description</u>
Safety & Security (Safety Team)	The Safety Team is identifying the needs of all County offices safety and security. New security cameras, panic buttons, safety backpacks and training are a among the first that need to be purchased.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23      \$50,000.00 FY23-24      \$50,000.00 FY24-25      \$50,000.00 FY25-26      \$50,000.00 FY26-27      \$50,000.00	
<u>Funding Approved</u>	<u>Operating Budget Impact</u>
\$0	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

## Franklin County - Capital Improvement Project Information

### General Properties

<u>Project Name</u>	<u>Description</u>
Vehicle Replacement	General Properties is in the process of filling a Maintenance Technician position that has been open for an extended period of time. When the new Technician joins our team it will be necessary to provide them with a work vehicle to perform County work. General Properties has one vehicle that would be appropriate this use and that is the truck that is currently assigned to the General Properties Director. The two other department vehicles that are not assigned to a specific staff person are experiencing mechanical and mileage issues and are not suitable for daily utilization. Staff is proposing that one of those vehicles be surplused in 2022 and that a new vehicle be ordered for the Director's daily use.
<b><u>Funding Request</u></b>	
FY22-23      \$35,000.00	
FY23-24      \$0.00	
FY24-25      \$30,000.00	
FY25-26      \$0.00	
FY26-27      \$30,000.00	
<b><u>Funding Approved</u></b>	
\$0	
<b><u>Other Funding</u></b>	
	<b><u>Operating Budget Impact</u></b>
	There will be additional maintenance and fuel costs, but the existing budget should be able to absorb them.

<u>Project Name</u>	<u>Description</u>
Zero Turn Mower Replacements	General Properties is currently utilizing two zero turn mowers that are in need of replacement. The first is a 2003 Gravely 148Z with 1478.2 hours. The second is a 2009 John Deere Z Trak 810A with 1056.0 hours. The replacement of the equipment will allow staff to continue to provide high quality, efficient grounds maintenance for our facilities.
<b><u>Funding Request</u></b>	
FY22-23      \$20,000.00	
FY23-24      \$0.00	
FY24-25      \$0.00	
FY25-26      \$0.00	
FY26-27      \$0.00	
<b><u>Funding Approved</u></b>	
\$0	
<b><u>Other Funding</u></b>	
	<b><u>Operating Budget Impact</u></b>
	In general, this project will not impact the operating budget. There may be a small reduction maintenance costs with the newer equipment.

## Franklin County - Capital Improvement Project Information

### General Properties

<u>Project Name</u>	<u>Description</u>
Replacement of Fire Alarm Control Panel	The fire alarm control panel at the Government Center has reached its end of life and is no longer supported by the vendor. In the event that the panel malfunctions, staff has been informed that the cost to repair the equipment will exceed the replacement of it. In order to avoid having to address the replacement of the panel as an emergency which would greatly increase the vendor's fee, General Properties is proposing the replacement of the equipment as part of our FY2022-2023 CIP budget request.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$7,500.00	
FY23-24 \$0.00	
FY24-25 \$0.00	
FY25-26 \$0.00	
FY26-27 \$0.00	
<u>Funding Approved</u>	
\$7,500	
<u>Other Funding</u>	

<u>Project Name</u>	<u>Description</u>
Facilities Maintenance Reserve	Given the unknown nature of facility and equipment maintenance, General Properties is requesting an annual appropriation for our Facilities Maintenance Reserve. The reserve will allow for staff to plan for activities outside of routine or scheduled maintenance and have the funding set aside to pay for them.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$50,000.00	
FY23-24 \$50,000.00	
FY24-25 \$50,000.00	
FY25-26 \$50,000.00	
FY26-27 \$50,000.00	
<u>Funding Approved</u>	
\$40,000	
<u>Other Funding</u>	

## Franklin County - Capital Improvement Project Information

### General Properties

<u>Project Name</u>	<u>Description</u>
YMCA Facility	In September 2017 staff had Thompson and Litton perform a physical needs assessment for the YMCA facility. The study identified immediate, short term and long term needs totaling approximately \$1.6 million. The funding being requested over the next several years will allow for staff to make the much needed repairs/replacements that were identified in the assessment.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23    \$150,000.00 FY23-24    \$150,000.00 FY24-25    \$150,000.00 FY25-26    \$300,000.00 FY26-27    \$300,000.00	
<u>Funding Approved</u>	<u>Operating Budget Impact</u>
\$0	
<u>Other Funding</u>	<u>Operating Budget Impact</u>



## Franklin County - Capital Improvement Project Information

### Public Safety

<u>Project Name</u>	<u>Description</u>
Fire Apparatus Replacement Plan	A vehicle committee composed of all the volunteer fire Chief's and one representative from the administrative staff of public safety meets periodically to evaluate apparatus needs. The committee has recommended the purchase of a new Engine for Ferrum Volunteer Fire Department in the 22/23 budget. This vehicle will replace a 2001 International Engine with 30,965 miles and 2,083 hours. This vehicle currently serves as the first run apparatus for Ferrum VFD. Per county Standard Operating Guide ADM #4 (E) "In an effort to maintain the fleet in ready condition, vehicles that respond to emergency calls should be replaced after exceeding 125,000 miles for EMS vehicles or 20 years for fire apparatus." The 2001 engine will be re-allocated as a reserve apparatus or sold by the county on EGOV, based on need. Apparatus for future replacement are as follows; FY 23/24 Tanker 5 (Callaway VFD), FY 24/25 Tanker 7 (Boones Mill VFD, and FY 25/26 Tanker 10 (Saugus VFD)
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$515,000.00 FY23-24 \$519,044.00 FY24-25 \$599,500.00 FY25-26 \$546,250.00 FY26-27 \$0.00	Per manufactures the age and safety in regards to getting parts is the concern
<u>Funding Approved</u>	<u>Operating Budget Impact</u>
\$82,548	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
Grant funding for existing lease purchase \$112,504 \$92,496	

<u>Project Name</u>	<u>Description</u>
Fire/EMS Equipment	PPE gear for new volunteer and career staff. Replacement of Lucas unit and stair chairs. Also replacement of 2 cardiac monitors and 2 lighted road signs utilized by various agencies. SCBA Compressors and Fill Stations and Gear Racks. Thermal Imaging for FMO.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$398,000.00 FY23-24 \$200,000.00 FY24-25 \$138,402.00 FY25-26 \$198,302.00 FY26-27 \$290,470.00	
<u>Funding Approved</u>	<u>Operating Budget Impact</u>
\$45,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
Possible grants thru USDA Rural Grant	

## Franklin County - Capital Improvement Project Information

### Public Safety

<u>Project Name</u>	<u>Description</u>
Replacement of Fire Marshal Vehicle	The current Fire Marshal is on-call 24/7/365 and must respond to all fires as requested by the local fire companies. This vehicle is also utilized for investigations, inspections, etc. The current vehicle is a 2013 Chevrolet Tahoe 4 X 4 with 140,000 miles. Current public safety SOG's call for replacement of vehicles at 125,000 miles or 20 years old. While this vehicle is in need of replacing it still maintains some useful life and can be reallocated. Cost will include purchase of the vehicle and all required upgrades, including emergency equipment. The 2013 Tahoe will be passed down to the Deputy Fire Marshal for use, use as needed.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$60,000.00	
FY23-24 \$0.00	
FY24-25 \$0.00	
FY25-26 \$0.00	
FY26-27 \$0.00	
<u>Funding Approved</u>	<u>Operating Budget Impact</u>
\$0	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

<u>Project Name</u>	<u>Description</u>
Fire/EMS staff vehicle (QRV)	Allow for implementation of program to supply Quick Response Vehicles (QRV's) to stations. This will allow for quicker response for fire/EMS volunteers due to reduction in number of volunteers. Would also allow for member usage to attend training, meetings, etc., without having to utilize larger more costly apparatus or personal vehicles. Currently Companies 3, 4, 7, 8, 9, 10, and 14 along with Squads 2, 3, 4, 6, 8, 9 and 10 have QRV's. Plan is to first provide QRV's to agencies that do not have them and then replace ones that have reached end of life. In years where more than one is sought (FY 24/25, FY 25/26) one will be dedicated to career staffing.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$71,376.00	
FY23-24 \$73,518.00	
FY24-25 \$151,446.00	
FY25-26 \$155,989.00	
FY26-27 \$80,334.00	
<u>Funding Approved</u>	<u>Operating Budget Impact</u>
\$183,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

## Franklin County - Capital Improvement Project Information

### Public Safety

<u>Project Name</u>	<u>Description</u>
Replacement of current communications vehicle	The Communications Coordinator often is required to go to various tower sites around the county for preventive maintenance and for emergencies. The current communications vehicle is a 2009 Chevrolet Silverado 1500 4 X 4 with 191,000 miles on it. Currently the vehicle is still reliable but is beginning to experience issues (Cruise Control and windows do not function properly and one headlight (Daylight) shorts out). This vehicle is requested to be replaced with a 2022 Chevrolet Silverado (Or Similar) 4 doors, 4 X 4 with more room (Back Seat) to carry needed supplies. At times several trips may have to be made to a site due to lack of space in the current vehicle. Current public safety SOG is to replace vehicles at 125,000 miles or 20 years of age. Current vehicle could be reallocated within PS or another county department. This request was also made last year.
<u>Funding Request</u>	
FY22-23 \$50,000.00	
FY23-24 \$0.00	
FY24-25 \$0.00	
FY25-26 \$0.00	
FY26-27 \$0.00	
<u>Funding Approved</u>	
\$35,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

<u>Project Name</u>	<u>Description</u>
Replacement of end-user communications equipment reaching end	End user radios will begin to reach the end of life and must be replaced. This will be on-going expense for a number of years. Currently there are approximately 912 radios (Mobile and Portable) within the system. This includes Fire/EMS, LE (SO, RMPD, BMPD, Ferrum, VDOT ETC.).
<u>Funding Request</u>	
FY22-23 \$100,000.00	
FY23-24 \$250,000.00	
FY24-25 \$369,975.00	
FY25-26 \$443,594.00	
FY26-27 \$377,231.00	
<u>Funding Approved</u>	
\$0	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
Potential grant funding	

## Franklin County - Capital Improvement Project Information

### Office of the Sheriff

<u>Project Name</u>	<u>Description</u>
9-1-1 Recording System	The E-9-1-1 center is required by statutory code to record certain 9-1-1 traffic and radio traffic. The current recording system is over __ years old and is overdue for replacement.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$100,000.00	
FY23-24 \$0.00	
FY24-25 \$0.00	
FY25-26 \$0.00	
FY26-27 \$0.00	
<u>Funding Approved</u>	<u>Operating Budget Impact</u>
\$0	There are no funds in the operating budget to pay for the purchase of a new system.
<u>Other Funding</u>	<u>Operating Budget Impact</u>

<u>Project Name</u>	<u>Description</u>
Electronic Summons	The Code of Va now requires law enforcement agencies to number and track uniform summonses. Many agencies have transitioned to electronic summonses. The system we are looking at purchasing will integrate with our current MUNIS budgeting software as well as the software with the Virginia Court system. This system also helps mitigate the spread of COVID by officers due to the limit on the exchange of paperwork. It also helps promote officer safety by keeping the officer and the citizen on the stop for a lesser amount of time.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$166,118.00	
FY23-24 \$0.00	
FY24-25 \$0.00	
FY25-26 \$0.00	
FY26-27 \$0.00	
<u>Funding Approved</u>	<u>Operating Budget Impact</u>
\$0	Code of VA allows county governments to impose a \$5.00 fee on each criminal and traffic case in general and circuit courts to help fund the purchase of esummons. This fee would provide the annual operating funds for esummons.
<u>Other Funding</u>	<u>Operating Budget Impact</u>

## Franklin County - Capital Improvement Project Information

### Office of the Sheriff

<u>Project Name</u>	<u>Description</u>
Vehicle Replacement/Upfit	Currently funded at \$415,000.00. Ford Utility SUVs just took a \$5,000.00 increase. Based on rapidly rising prices, funding should be increased to 450,000 next budget year and increased again to \$475,000.00 by 2025. A pursuit rated Ford Utility or Dodge Durango is around 33,000.00. Upfit of a marked vehicle is around 12,000.00. Total cost is 45,000. Ten vehicles per year equates to 450k.
<u>Funding Request</u>	
FY22-23      \$450,000.00	
FY23-24      \$450,000.00	
FY24-25      \$450,000.00	
FY25-26      \$475,000.00	
FY26-27      \$475,000.00	
<u>Funding Approved</u>	
\$0	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	There is no operating budget for vehicle replacement.

<u>Project Name</u>	<u>Description</u>
Emergency Radio Equipment	Combined Mobile and Portable Radios. Additional manpower and replacement of radios requires additional funding. System is relatively new so we have previously only asked for two every other year but that needs to be increased to every year. Pricing is for 2 mobile radios and 2 portable radios.
<u>Funding Request</u>	
FY22-23      \$18,022.00	
FY23-24      \$18,022.00	
FY24-25      \$18,022.00	
FY25-26      \$18,022.00	
FY26-27      \$18,022.00	
<u>Funding Approved</u>	
\$0	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	Our budget for police equipment/supplies is 35k per year. If we had to purchase radios from that line, 2 mobile and 2 portable radios would consume 51.5% of the budget.

## Franklin County - Capital Improvement Project Information

### Office of the Sheriff

<u>Project Name</u>	<u>Description</u>
Sheriff In Car Cameras	In car cameras have become an invaluable tool just like body worn cameras. They can keep a great deal of liability off of the county. We now have a quality camera system through Watchguard. We have purchased both body cameras and in car cameras. Both of these items would be combined in to the 60,000 annually. Based on the liability faced by the Sheriff's Office and the County, this is a top priority funding issue. The contract is currently 48k per year but we will transition to cloud storage from our current onsite storage in the coming year which will increase the cost to 60k per year.
<u>Funding Request</u>	
FY22-23      \$60,000.00	
FY23-24      \$60,000.00	
FY24-25      \$60,000.00	
FY25-26      \$65,000.00	
FY26-27      \$65,000.00	
<u>Funding Approved</u>	
\$0	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	There is no funding in the current operating budget for in car and body cameras.

<u>Project Name</u>	<u>Description</u>
Taser Replacement	Axon (Taser) has decided it will not repair Tasers after 5 years. New Tasers will need to be purchased every 5 years. This is a very effective tool that provides officer safety. It is also gives deputies an additional non-lethal alternative . Next purchase will be in the FY24-25 year. An increase to at least 55k is expected.
<u>Funding Request</u>	
FY22-23      \$0.00	
FY23-24      \$0.00	
FY24-25      \$55,000.00	
FY25-26      \$0.00	
FY26-27      \$0.00	
<u>Funding Approved</u>	
\$0	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	There is no funding in the operating budget for Taser replacement.

## Franklin County - Capital Improvement Project Information

### Office of the Sheriff

<u>Project Name</u>	<u>Description</u>
Tactical Helmets and Vests	The ERT team requires vests and helmets to be replaced every 5 years. They were replaced in Summer 2020 at a cost of approximately 35,000. Capital should be budgeted every 5 years moving forward with an increase of 5,000 every 5 years due to cost of living and inflationary increases.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$0.00	
FY23-24 \$40,000.00	
FY24-25 \$0.00	
FY25-26 \$0.00	
FY26-27 \$0.00	
<u>Funding Approved</u>	<u>Operating Budget Impact</u>
\$0	The ERT team has an operating budget of 2000.00 per year and cannot afford to purchase these items from that budget.
<u>Other Funding</u>	<u>Operating Budget Impact</u>

<u>Project Name</u>	<u>Description</u>
Range Shoot House	The Sheriff's Office has already completed the initial phase of a shoot house at our firing range. This has been done through budget savings in our annual budget. So far the county has not funded the project. We are requesting 50,000.00 now to complete the shoot house. Our government is constantly advocating for more police training. This will be an invaluable tool for training professional law enforcement officers. It will easily be converted to a classroom at the range when needed. The request include 15,000 for a catwalk, 25,000.00 for walls and a breeching door as well as 10,000.00 for wiring, electrical and lighting.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$50,000.00	
FY23-24 \$0.00	
FY24-25 \$0.00	
FY25-26 \$0.00	
FY26-27 \$0.00	
<u>Funding Approved</u>	<u>Operating Budget Impact</u>
\$0	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

## Franklin County - Capital Improvement Project Information

### Office of the Sheriff

<u>Project Name</u>	<u>Description</u>
Patrol Rifles	The Sheriff's Office currently has patrol rifles that are 15 years old. When they were purchased, only 20 were initially purchased. We currently have 32 officers in patrol plus 12 in investigations. That is 44,000.00 for rifles at 1,000.00 each plus 300 each for optics for the rifles for a total of 57,200.00. The 20 we have will be transitioned over to corrections staff. These rifles are invaluable when responding to active shooter events at schools or businesses, when facing barricaded subjects, and for the ERT team. These rifles must be replaced routinely and kept in good working order.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23      \$57,200.00	
FY23-24      \$0.00	
FY24-25      \$0.00	
FY25-26      \$0.00	
FY26-27      \$0.00	
<u>Funding Approved</u>	<u>Operating Budget Impact</u>
\$0	Our budget has 10,000.00 for ammo. There are no funds for weapon replacement.
<u>Other Funding</u>	<u>Operating Budget Impact</u>

<u>Project Name</u>	<u>Description</u>
Camera Replacement - Goode building	The existing cameras are analog and have poor resolution. One incident not captured on video could create huge liability for the county. Old analog systems can now be upgraded to HD or IP without replacing existing cables. By replacing with HD technology, the system will be able to give greater image and video quality along with better software enhancements and features, unlike what we have today. Based on a September 2019 quote, to add (1) new NVR 12TB server, UPS Battery Backup and (1) 24 port POE switch along with installing (13) new 3MP indoor cameras and (5) 8MP exterior cameras and (2) 180 degree multi sensor cameras for an estimated cost of \$31,000. If new cable is needed, due to the asbestos in the old side of the Virgil Goode building, the camera replacement project could start in the communications center, data room and lobby area. While we have seen different times from our society, the importance of having security cameras is critical to our safety.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23      \$55,000.00	
FY23-24      \$0.00	
FY24-25      \$0.00	
FY25-26      \$0.00	
FY26-27      \$0.00	
<u>Funding Approved</u>	<u>Operating Budget Impact</u>
\$0	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	There is no funding in our budget for surveillance camera replacement.

## Franklin County - Capital Improvement Project Information

### Office of the Sheriff

<u>Project Name</u>	<u>Description</u>
Jail Remodel Study	The Franklin County Jail is over 80 years old and the last addition was 35 years ago (1985). As our county has grown so has our jail and jail staff. We are in need of additional office space and currently have two employees sharing an office. We are in immediate need of additional storage space as well. Also, we routinely are having plumbing and maintenance issues within the facility due to its aged and fatigued parts. We are also finding it hard to locate repair men to work on windows and locking mechanisms due to the age of our jail. I would request funds to pay for a study of our facility and what the cost would be to remodel/expand our current jail footprint to allow us to continue to operate a safe and secure facility for both our staff and inmates. No idea what the cost would be but we are starting with 15,000.00.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$15,000.00 FY23-24 \$0.00 FY24-25 \$0.00 FY25-26 \$0.00 FY26-27 \$0.00	
<u>Funding Approved</u>	
\$0	
<u>Other Funding</u>	

<u>Project Name</u>	<u>Description</u>
Drone	The Sheriff's Office funded its own drone program through asset forfeiture 3 years ago. In todays tech savvy world, the drone is an invaluable tool. That drone is now due for replacement. We are asking the county to support this endeavor. The drone has already been used with its thermal vison to locate missing persons as swell as visuals of the Mountain Valley Pipeline. We are asking for 15,000.00 to purchase the new drone as well as 3000.00 per year to help maintain the program.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$15,000.00 FY23-24 \$3,000.00 FY24-25 \$3,000.00 FY25-26 \$3,000.00 FY26-27 \$3,000.00	
<u>Funding Approved</u>	
\$0	
<u>Other Funding</u>	
	There is no funding in the operating budget for a drone program.

## Franklin County - Capital Improvement Project Information

### Office of the Sheriff

<u>Project Name</u>	<u>Description</u>
Repair/Upgrade Impound Lot	Impound lot is in need of much needed repairs. Water and heat currently not working. Plumbing needs repair. Fence needs replacing. Parking lot needs paving. We are currently funded 5,000 per year which is not enough to make needed repairs on impound lot. The impound lot affects our accreditation due to evidence stored there.
<u>Funding Request</u>	<u>Operating Budget Impact</u>
FY22-23 \$15,000.00 FY23-24 \$15,000.00 FY24-25 \$15,000.00 FY25-26 \$60,000.00 FY26-27 \$5,000.00	There are no funds in the operating budget for repairs to the impound lot.
<u>Other Funding</u>	



**Franklin County**  
**Adopted Budget FY22-23**

**Debt Service Fund:**

**Revenues**

	<b>Budget</b>	<b>Adopted</b>
	<b>FY21-22</b>	<b>FY22-23</b>
Transfer from the General Fund - County Debt	\$5,573,915	\$5,573,915
Transfer from the General Fund - School Debt	0	0
<b>Total Transfers</b>	<b>5,573,915</b>	<b>5,573,915</b>
Beginning Fund Balance	0	0
Westlake Sewer Debt Reimbursement from Western Virginia Water Authority	185,891	185,732
	<b>\$5,759,806</b>	<b>\$5,759,647</b>

**Expenditures**

Bank Charges	\$1,000	\$1,000
Westlake Sewer Debt Payment	185,891	185,732
Radio System Borrowing	0	0
2016A and 2017A Refunding	0	0
2016B and 2017B New Money Borrowing	0	0
2018 Bond Anticipation Notes	0	0
2018 Equipment Lease Financing	0	0
2019 Revenue Note	114,000	114,000
2020 Lease Revenue Refunding Bonds*	4,985,932	4,808,650
Transfer to School Capital Projects	0	0
Reserve for Future Debt	472,983	650,265
	<b>\$5,759,806</b>	<b>\$5,759,647</b>

**Notes:**

\* The 2020 Lease Revenue Refunding Bonds permanently financed the 2018 Bond Anticipation Notes and refunded the Radio System Borrowing, 2016A, 2017A, 2016B, 2017B, and 2018 Equipment Lease Financing.



# 6

## Schools



<b>School Officials</b>	264
<b>School Summary</b>	265



**Franklin County Public Schools**  
**June 30, 2022**

**School Board Members**



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*Chairperson*  
Blue Ridge District



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Boone District



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Gills Creek District



[Kevin David](#)  
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Member at Large



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*Vice Chairperson*  
Rocky Mount  
District



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Union Hall District



[Carletta Whiting](#)  
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Snow Creek District

**School Administration**

Dr. Bernice Cobbs, Superintendent of Schools

Assistant Superintendent.....	Suzanne M. Rogers
Director of Human Resources.....	Gregg Cuddy
Director of Business & Finance.....	C. David Terry
K-12 Director of Curriculum & Instruction.....	Brenda Muse
Coordinator of Federal Programs.....	Brenda McGrath
Coordinator of Testing.....	Kara Bernard
Director of Pupil Personnel Services .....	Sherry Lynch
Director of Technology.....	Timothy H. Morris
Coordinator of Student Services/Clerk .....	Janet J. Stockton
Coordinator School Food Services/Nutrition.....	Heather Snead
Director of Operations .....	Jason Guilliams
Supervisor of Transportation .....	Cherie Whitlow
Supervisor of Maintenance .....	Mark Law
Coordinator of Purchasing .....	Jessica Pendleton

**Franklin County  
Summary of the Adopted 2021-2022 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 on the school division's website and by request.

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

Accreditation for all K-12 public schools in Virginia was waived in April 2020 for the 2020-21 school year due to the continued impacts of the COVID-19 pandemic. The State superintendent of Public Instruction also exercised emergency authority granted by the 2020 General Assembly to waive annual school accreditation for the 2021-22 academic year. Accreditation ratings are based on performance during the previous school year. The statewide closure of schools in March, 2020 in response to the coronavirus pandemic resulted in the cancellation of the Spring Standards of Learning testing. Without spring 2020 SOL results, there was insufficient data for the Virginia Department of Education to calculate accreditation ratings for the 2021 and 2022 school years. Waiving accreditation for 2021-22 also provided FCPS the opportunity to begin to focus on assessing the impact of the pandemic shut down on students academically as well as their social and emotional well-being. A large portion of the federal ESSER funding is directed to learning loss recovery and mental health services for students. Franklin County Schools opened in September, 2020 with a hybrid schedule which allowed in-person attendance for one half of all students two days a week due to social distancing requirements. Franklin County Schools opened for a four day a week schedule beginning on January 26, 2021 and then re-opened for full five day a week instruction on March 29, 2021. Full five day a week instruction has been maintained throughout the 21-22 school year. Many challenges remain that are pandemic related including student behaviors, teacher and staff compensation, teacher and staffing shortages, substitute shortages, and covering classes with these constraints.

The total budget for Franklin County Public Schools, including capital improvements, is \$113,611,743 which is a \$16.1 million increase from the 2021-22 total of \$97,522,194. This amount represents a budget of \$89,300,340 for School Operations, \$14,582,865 for ESSER III, \$4,648,914 for ESSER II, \$3,282,383 for the School Nutrition Program Fund, \$1,232,191 for the

Governor's HVAC grant, \$565,000 for debt service, and \$1,420,000 for the School Capital Fund (\$1,080,000 for Building maintenance and \$340,000 for school bus replacements).

Priority was continued in the 2022-23 budget to effectively administer and target federal grant money from the CARES Act, GEER set aside grants from the state, and ESSER II grant monies for maximum impact to students and staff. Since March of 2020, a total of \$25,533,634 has been received in Federal grant monies. In addition to pandemic recovery, great attention has been given to remote learning capability and technology infrastructure to assure that proper preparations have been made in the event of additional pandemic emergency measures. Expenditures in the operating fund remain targeted to the fullest extent possible to strategic goals that are driven by school metrics and the six-year comprehensive plan to reverse trends and/or provide positive results in these areas:

- Assess student learning loss and increase student achievement
- Teacher and Principal use of problem-based learning and STEM-H/STREAM
- Performance based assessments for students that include critical thinking, creative thinking, collaboration, communication, and citizenship
- Increase operational efficiency thru adoption of “software as a service” business models
- Address the Social/Emotional support required by many of our students post-pandemic
- Enhance special education and alternative education opportunities
- Community-based learning experiences for high school students
- Enhance our ability to work effectively with students identified with Autism Spectrum Disorder
- Increase and modernize science classrooms at the middle school level to allow for successful articulation with high school courses

***Major Budget Issues:*** The major changes in the overall 2022-23 school budget relate to the following initiatives:

### **Major Budget Initiatives for 2022-23:**

- Step increase with a minimum 5% increase to salaries for all employees (\$2.4M)
- Five percent increase for those at the top of their salary scales
- Minimum wage increase for impacted employee groups (\$276,000)
- Health insurance premium increase for FCPS and division employees in 2022-23 with the school division absorbing one-half of the required employee rate (\$300,000) increase. FCPS will contribute an additional \$1.5M (26.8%) to the plan and employees will contribute \$300k more, an increase of 9%.
- Increased costs for fuel, parts, and instructional supplies due to inflationary pressures.
- A reduction of 21 elementary school teachers over this year and next saving \$1.4M in salary and benefits expense.
- Significant increase in Federal funding due to the ESSER II Grant and the Amercian Recovery Plan Act (ESSER III) resulting in increases in spending for Educational Technology, HVAC systems in several schools for improved air quality, and large

expenditures in learning loss recovery, special education, and social and mental health recovery programs for students.

- VRS employer contribution rate remains unchanged at 16.62%
- No increase in the dental plan rates for employees and employer
- ADM budgeted at 5,840 which is 210 less than the 2021-22 budgeted number

The following is a brief summary of each budget category:

### **Instruction**

This category includes funding for several state-Initiated expenditure Increases and other major budget Increases including the proposed 5% step pay increase and the first year of a new teacher salary schedule conversion. Other major increases in this section include additional instructional staffing expenditures of \$1,749,454 that includes 2 additional ITRTS, additional Family Liaison staffing, and Instructional ESSER funds. The overall proposed net increase in the instructional category of the budget is \$3,904,343 from an expenditure of \$69,528,833 in 2021-22 to a proposed expenditure of \$73,433,176 in 2022-23.

### **Administration, Attendance and Health**

Administrators, secretaries, school nurses and psychologists are included as a mandated part of this section of the budget.

The budgeting of School Board members' salaries, attorneys' fees, state and local audits, required legal advertising, health insurance, consultant fees, association dues, retirement, social security, division medical supplies, travel and supplies are also in this part of the budget. The additional cost of the LPN scale adjustment, (\$225,000) is not in the budget plan but it provided for consideration.

For 2022-23 an overall net increase of \$1,941,325 is proposed based on the 5% raise and the inclusion of ESSER III funds for mental health support. The budget is going from a total expenditure of \$4,389,122 in 2021-22 to a proposed expenditure of \$6,330,447 in 2022-23.

### **Pupil Transportation**

Bus drivers, bus monitors, mechanics, part-time garage employees, routing coordinators, the secretary, the bus driver trainer and the supervisory personnel are included in this category.

Our bus replacement plan continues to fall behind needs as we are only funding 3 replacements a year when 12 are needed. We have been able to fund an additional 5 buses from ESSER funds but we are losing a substantial number of spare buses to the fleet as buses age out and are retired for sale as surplus or recycling. We are recommending the funding needed to fully fund the addition of 12 buses per year (\$780,000). The cost of gasoline and diesel fuel is expected to continue to increase in 2022-23 and we expect to be able to hedge prices in the first half of the year thru the existing fixed forward pricing contract.

The overall increase in the pupil transportation category for 2022-23 is \$869,560 from an expenditure of \$5,874,834 in 2021-22 to a proposed expenditure of \$6,744,394 in 2022-23. The projected per pupil daily cost of bus transportation is \$ 6.42 (based upon a 180-day year and 5,840 students in ADM).

### **Operations and Maintenance**

This budget category includes funding for maintenance staff, full-time and part-time custodians, supervisors, a secretary and campus safety officers.

Maintenance contracts, security, electricity, heating fuel, communications including telephone, postage and shipping, water services, sewage disposal, insurance for liability, fire, flood, etc., building materials and supplies for the entire school division are also included in this category. Other expenditures in this category are maintenance contracts for boiler inspections, HVAC units, fire alarm and elevator systems.

Changes in this section also include the planned 5% compensation step increase adjustments, recommended market value adjustments, masters or journeyman's license stipend (5,000), and parking upgrades. Heating and other utility costs are planned to experience increases during the year and we plan to hedge these costs also. The total expenditure increase for Operation & Maintenance for 2022-23 is planned at \$450,380. This budget functional category has increased from an expenditure of \$7,840,292 in 2021-22 to a projected expenditure of \$8,290,672 for 2022-23.

### **School Food Services**

This budget category is operated and managed to be self-supporting. The School Food Services program has both full-time and part-time employees. Planned increases for the program include rising food costs, planned compensation and health insurance increases, and capital outlay replacement. The program was greatly impacted financially during the pandemic due to lower meal and breakfast counts but staff continued to work and excel in assuring that meals were prepared and students and families benefited greatly. The program did well financially under the Summer Food Service Program during the pandemic and we expect a return to normal operations in 22-23.

The overall increase in the School Food Services expenditure budget for 2022-23 is budgeted at \$102,794. This section of the budget will increase from a budgeted total expenditure of \$3,179,589 in 2021-22 to a proposed expenditure of \$3,282,383 for 2022-23. Revenues and participation have benefited from the CEP program with higher participation and student breakfast and meal counts.

### **Non Instructional Operations - Canneries**

This budget is funded by the amounts charged to Patrons who use the service and an appropriation from the Franklin County Board of Supervisors of \$37,419. The two canneries are

located at Callaway and Glade Hill Elementary Schools and are administered by the School Division. Overall, the budgeted expenditure will increase slightly for 2022-23 by \$456.

### **Facilities**

This budget category includes architectural services, site improvements and building improvements. Also included is a proposed ten-year School Capital Projects Plan that identifies specific school division needs.

An updated 10 Year Capital Improvement Plan (Copy Attached) is developed each year for needed maintenance items at all schools. Also under consideration are new major construction projects including a new Career Technical Center and facility renovation for Franklin County High School and renovations to Benjamin Franklin Middle School.

The appropriation each past year for this category is \$1,220,000. Thru an effort by the county to start increasing funding for capital replacement after the pandemic has created an addition for FY23 of \$200,000 bringing the total request to \$1,420,000. Maintenance projects for 2022-23 in the new updated ten year CIP plan include \$42,700 for tile replacement, \$75,000 for Plumbing upgrades, \$75,000 for electrical upgrades, and \$300,000 for upgrades at the high school. A total of \$90,000 has been allocated for the Sontag entrance for the car rider land and \$60,000 for the West Campus canopy ceiling installation. An additional \$307,300 is budgeted for HVAC replacements. Federal grants are budgeted to have a major impact on air quality at the schools with the HVAC replacement project at the middle school and air conditioning additions at the Sontag and Glade Hill cafeterias during the summer of 2022. Please see the ESSER II and ESSER III budgets for complete details.

### **Debt Service**

This budget category includes all school building financing debt payments resulting from building programs from past years. Overall debt service payments continue to decrease which will assist with additional debt capacity to address pending projects such as the middle school HVAC renovation project.

The overall decrease in the Debt Service appropriation for 2022-23 is \$425,569 which results from reductions in principal and interest payments. Only two debt financings remain for school construction with one ending in 2024 and the other ending in 2026.

### **Technology**

This budget category includes funding for IT management, secretaries, ITRT's and technical staff. This budget also includes funding for staff development, community instruction, equipment maintenance and software support, internet services, materials and supplies, on-line content software and capital outlay replacement and additional to meet the technology needs of the Division. Increases in this budget section include salaries and benefits for the minimum 5% salary increase, and continued upgrades for division-wide IT initiatives and Technology initiatives thru federal grant funding. The total net expenditure increase of \$995,331 in 2022-23

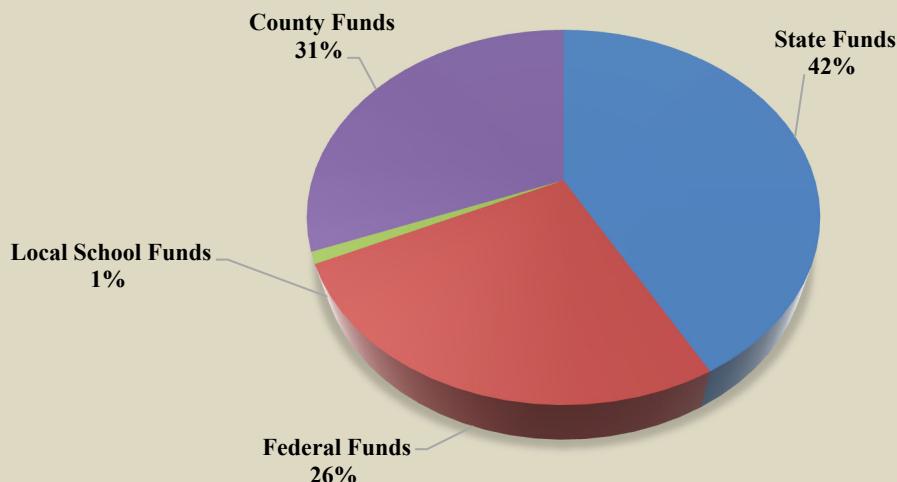
## Adopted Budget Fiscal Year 2022-2023

for Technology is proposed going from a total of \$4,139,499 to an expenditure of \$5,134,830 for 2022-23. This is a result of several IT initiatives including additional personnel, an increase in technician and Network Engineer salary schedules, new software initiatives, hardware replacements, and school server replacements, and infrastructure, hardware, software, and virtual education and technology initiatives funded thru federal grants such as ESSER II and ESSER III and operating funds. Please see the ESSER II and ESSER III budgets for the complete list of approved technology projects in 22-23 and 23-34.

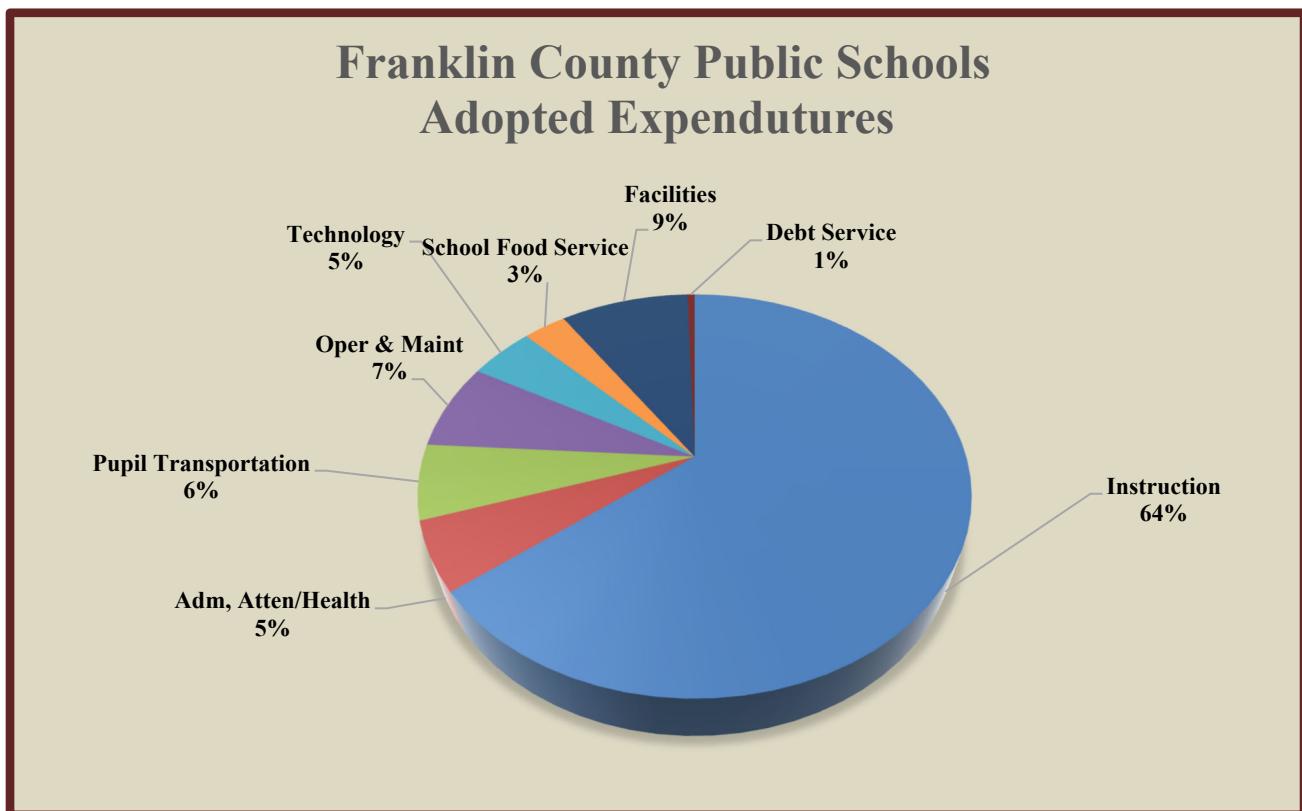
### Franklin County Public Schools Adopted Revenues

<u>Budget Category</u>	<u>Actual 2020-21</u>	<u>Budget 2021-22</u>	<u>Adopted 2022-23</u>	<u>Percent of Total</u>
State Funds	\$45,237,765	\$46,896,895	\$47,806,544	42%
Federal Funds	8,931,984	14,450,294	\$29,386,269	26%
Local School Funds	1,258,256	1,577,920	\$1,497,412	1%
County Funds	33,081,383	34,597,085	\$34,921,518	31%
Total	\$88,509,388	\$97,522,194	\$113,611,743	100%

### Franklin County Public Schools Adopted Revenues



Franklin County Public Schools Summary of Expenditures				
<u>Budget Category</u>	<u>Actual 2020-21</u>	<u>Budget 2021-22</u>	<u>Adopted 2022-23</u>	<u>Percent of Total</u>
Instruction	\$62,799,823	\$69,528,833	\$73,283,176	64.5%
Adm, Atten/Health	4,243,951	4,389,122	6,339,447	5.5%
Pupil Transportation	6,327,046	5,874,834	6,744,394	6%
Oper & Maint	7,808,085	7,840,292	8,290,672	7%
Technology	2,793,420	4,139,499	5,134,830	4.5%
School Food Service	2,981,761	3,232,935	3,336,185	3%
Facilities	0	1,526,111	9,912,993	9%
Debt Service	1,555,303	990,568	565,000	.5%
Total	\$88,509,389	\$97,522,194	\$113,611,743	100%





# 7

## Appendices



<b>Authorized Position Count</b>	<b>274</b>
<b>Appropriation Resolution</b>	<b>275</b>
<b>Glossary</b>	<b>281</b>
<b>Index of County Departments</b>	<b>286</b>



# Adopted Budget Fiscal Year 2022-2023

## Franklin County Authorized Positions By Department

<u>Fund/Department</u>	<u>Actual FY 20-21</u>	<u>Budget FY 21-22</u>	<u>Adopted FY22-23</u>	<u>Variance FY 22 to FY 23</u>
<b>General Fund</b>				
Board of Supervisors	1	1	1	0
County Administrator	4	5	5	0
Commissioner of Revenue	9	10	10	0
Treasurer	6	6	6	0
Finance/Human Resources	5	6	7	1
Information Technology	10	10	10	0
Registrar	2	2	3	1
Circuit Court	1	1	1	0
Clerk of the Circuit Court	10	10	11	1
Sheriff - Courts	7	7	7	0
Commonwealth Attorney	11	11	11	0
Sheriff - Law Enforcement	60	60	60	0
Domestic Violence	1	1	1	0
Sheriff - Correction and Detention	20	20	20	0
Building Inspections	8	8	8	0
Animal Control	3	3	3	0
Public Safety (20 Charged to EMS Billing Revenue)	45	48	55	7
Radion Manitenance	1	1	1	0
Public Works	3	3	3	0
Solid Waste	16	18	18	0
General Properties	9	10	10	0
Social Services	79	84	84	0
CSA - Youth Services	2	2	2	0
Family Resource Center	6	6	6	0
Aging Services	1	1	1	0
Parks and Recreation	14	15	15	0
Library Administration	9	9	9	0
Planning & Community Dev.	8	8	8	0
Economic Development	1	1	1	0
Tourism Development	2	2	2	0
GIS & Mapping	2	2	2	0
The Franklin Center	3	3	3	0
General Fund Total	359	374	384	10
Special Revenue Fund - E911 Dept	18	18	18	0
Utility Fund				
School Fund (Full Time Equivalents)	1387.5	1387	1378.5	-8.5
<b>Total County</b>	<b>1764.5</b>	<b>1779</b>	<b>1780.5</b>	<b>1.5</b>

### **Explanations of Changes from 21-22 Budget to Adopted 22-23 Budget:**

Ten new full time positions were approved for FY22-23. One part-time position was upgraded to full-time in Finance, Registrar and Clerk of the Circuit Court. Seven positions were added to Public Safety. Three Lieutenant positions were added for span of control, three Paramedic/Firefighter positions were added for additional emergency coverage, and a deputy fire marshal position was funded through projected part-time and overtime budgetary savings.

**ANNUAL RESOLUTION OF APPROPRIATION OF THE COUNTY OF  
FRANKLIN FOR THE FISCAL YEAR BEGINNING JULY 1, 2022 AND ENDING  
JUNE 30, 2023**

*A resolution to appropriate designated funds and accounts from specified estimated revenues for FY 22-23 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, 2022 that, for the fiscal year beginning on July 1, 2022, and ending on June 30, 2023, the following sections are hereby adopted.

- Section 1. The cost centers shown on the attached table labeled Appropriations Resolution, Exhibit B, are hereby appropriated from the designated estimated revenues as shown on the attached table labeled Appropriations Resolution, Exhibit A.
- Section 2. Appropriations, in addition to those contained in this general Appropriations Resolution, may be made by the Board of Supervisors only if deemed appropriate and there is available in the fund unencumbered or unappropriated sums sufficient to meet such appropriations.
- Section 3. The School Board and the Social Services Board are separately granted authority for implementation of the appropriated funds for their respective operations. By this resolution the School Board and the Social Services Board are authorized to approve the transfer of any unencumbered balance or portion thereof from one classification of expenditure to another within their respective funds in any amount.
- Section 4. The County Administrator is expressly authorized to approve transfers of any unencumbered balance or portion thereof from one classification of expenditure to another within the same cost center for the efficient operation of government.

Section 5. All outstanding encumbrances, both operating and capital, at June 30, 2022 shall be reappropriated to the 2022-2023 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, 2022 and appropriations as they are made in the FY 22-23 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, 2022 and appropriations in the FY 22-23 Budget.

Section 9. The County Administrator may reduce revenue and expenditure appropriations related to programs funded all or in part by the

Commonwealth of Virginia and/or the Federal Government to the level approved by the responsible state or federal agency.

Section 10. The County Administrator is authorized to make transfers to the various funds for which there are transfers budgeted. The County Administrator shall transfer funds only as needed up to amounts budgeted or in accordance with any existing bond resolutions that specify the matter in which transfers are to be made.

Section 11. Appropriations are hereby authorized for the Courthouse Maintenance Fund, the Forfeited Assets Program Fund, the Law Library Fund, the E911 Fund, the Debt Service Fund, the Utility Fund and EMS Billing Revenue equal to the total cash balance on hand at July 1, 2022, plus the total amount of receipts for the fiscal year 2022-2023. The County Administrator is also authorized to appropriate carryover funds from any designated revenues or donated funds.

Section 12. The Treasurer may advance monies to and from the various funds of the County to allow maximum cash flow efficiency. The advances must not violate County bond covenants or other legal restrictions that would prohibit an advance.

Section 13. All procurement activities with funds appropriated herein shall be made in accordance with the County purchasing ordinance and applicable state statutes.

Section 14. It is the intent of this resolution that funds be expended for the purpose indicated in the budget; therefore, budgeted funds may not be transferred from operating expenditures to capital projects or from capital projects to operating expenses without the prior approval from the Board of Supervisors. Also, funds may not be transferred from one capital project to another without the prior approval of the Board of Supervisors.

Section 15. The County Administrator is authorized, pursuant to State statute, to issue orders and checks for payments where funds have been budgeted, appropriated, and where sufficient funds are available. A listing of vendor payments shall be presented to the Board of Supervisors not less frequently than monthly.

Section 16. Subject to the qualifications in this resolution contained, all appropriations are declared to be maximum, conditional and proportionate appropriations – the purpose being to make the appropriations payable in full in the amount named herein if necessary and then only in the event the aggregate revenues

collected and available during the fiscal year for which the appropriations are made are sufficient to pay all the appropriations in full. Otherwise, the said appropriations shall be deemed to be payable in such proportions as the total sum of all realized revenue of the respective funds is to the total amount of revenue estimated to be available in the said fiscal year by the Board of Supervisors.

Section 17. All revenues received by an agency under the control of the Board of Supervisors or by the School Board or by the Social Services Board not included in its estimate of revenue for the financing of the fund budget as submitted to the Board of Supervisors may not be expended by said agency under the control of the Board of Supervisors or by the School Board or by the Social Services Board without the consent of the Board of Supervisors being first obtained, and those sums appropriated to the budget. Any grant approved by the Board for application shall not be expended until the grant is approved by the funding agency for drawdown. Nor may any of these agencies or boards make expenditures which will exceed a specific item of an appropriation.

Section 18. Allowances out of any of the appropriations made in this resolution by any or all County departments, commissions, bureaus, or agencies under the control of the Board of Supervisors to any of their officers and employees for expense on account of the use of such officers and employees of their personal automobiles in the discharge of their official duties shall be paid at the same rate as that established by the State of Virginia for its employees and shall be subject to change from time to time to maintain like rates.

Section 19. All previous appropriation ordinances or resolutions to the extent that they are inconsistent with the provisions of this resolution shall be and the same are hereby repealed.

Section 20. This resolution shall become effective on July 1, 2022.



# Adopted Budget Fiscal Year 2022-2023

## APPROPRIATIONS RESOLUTION EXHIBIT A

### County of Franklin Adopted Revenues Fiscal Year 2022 - 2023

Real Estate	\$ 43,293,467	Shared Expenses Sheriff	\$ 3,566,875
Public Service Corp	1,161,242	Shared Expenses Comm of Revenue	216,134
Personal Property	16,207,912	Shared Expenses Treasurer	180,408
Machinery and Tools	963,837	Shared Expenses Registrar	49,903
Merchants Capital	809,236	Shared Expenses Clerk of Court	426,479
Penalties and Interest	720,601	Grantor Tax on Deeds	224,987
		Recordation Taxes	65,088
 Sales Tax	 6,474,597	 Public Assistance Grants	 7,395,142
Communications Tax	1,562,745	VJCCCA Grant	21,332
Consumer Utility Taxes	1,002,442	Sheriff Grants	80,000
County Business License	3,083	Family Resources Grants	274,384
Franchise License Tax	209,174	Comprehensive Services Grant	4,011,405
Motor Vehicle License Fees	2,122,224	Franklin Center Grants	50,190
Bank Stock Taxes	89,100	Victim Witness Grant	70,000
Tax on Deeds	717,084	Personal Property Tax Relief	2,626,618
Hotel/Motel Trans Occupancy Tax 4%	112,595	 Library Grants	 179,473
Hotel/Motel Trans Occupancy Tax 3%	131,064	Aging Services Grants	87,205
Meals Tax	1,298,596	DEQ Litter Control Grant	18,895
Licenses and Fees	471,459	Park Land - Pymt in Lieu of Tax	20,267
 Court Fines and Costs	 17,331		
Interest on Bank Deposits	220,000	Total General Fund	102,951,859
Rent, Miscellaneous	739,024	Capital Fund	3,856,775
		Asset Forfeiture Fund	10,000
Clerk of Court Fees	137,522	E911 Fund	1,345,619
Commonwealth Attorney Fees	6,208	School Capital Fund	0
Off Duty Pay for Sheriff Deputies	100,412	Law Library	10,000
		Debt Service Fund	5,759,647
Animal Control Fees	6,800	Utilities	24,000
Landfill Fees	994,000	Courthouse Maintenance Fund	44,000
Aging Services Local Revenue	14,833	Total - Other Funds	<u>11,050,041</u>
Family Resource Center Donations	5,795		
Recreation Fees	175,000	Schools: Local (Cafeteria, Miscellaneous)	1,497,412
EMS Billing Revenue	1,529,316	State	47,806,544
Library Fines and Fees	28,224	Federal	29,386,269
Franklin Center Fees	6,651	County	34,755,187
Sale of Maps and Code	45	Canneries (County Funds)	37,419
		Total School Funds	<u>113,482,831</u>
Recovered Costs	1,134,139	Total Budget	227,484,731
Motor Vehicle Carriers Tax	35,888	Less Transfers Between Funds	<u>(45,508,915)</u>
Mobile Home Titling Tax	153,826		
Motor Vehicle Rental Tax	36,052	Total Net Budget	\$ <u>181,975,816</u>
Shared Expenses Comm Attorney	695,550		

# Adopted Budget Fiscal Year 2022-2023

## APPROPRIATIONS RESOLUTION EXHIBIT B

### County of Franklin Adopted Expenditures Fiscal Year 2022-2023

<b>General Government Administration</b>			
Board of Supervisors	\$ 516,821	Family Resource Center	\$ 402,844
		Aging Services	214,493
			<u>16,655,373</u>
<b>General and Financial Administration</b>			
County Administrator	644,667	<b>Parks, Recreation and Cultural</b>	
Commissioner of Revenue	713,621	Parks and Recreation	1,688,831
Reassessment	150,000	Library Administration	1,066,824
Treasurer	627,804		<u>2,755,655</u>
Finance	462,494		
Risk Management	614,430	<b>Community Development</b>	
Human Resources	227,112	Planning Agencies	544,540
Information Technology	1,459,931	Planning & Community Development	687,254
Registrar	440,178	Economic Development	1,196,206
	<u>5,857,058</u>	GIS and Mapping	258,592
		Franklin Center	322,571
		Tourism Development	237,564
		Virginia Cooperative Extension	<u>127,846</u>
<b>Judicial Administration</b>			<u>3,374,573</u>
Circuit Court	115,035	<b>Nondepartmental</b>	
General District Court	6,180		3,131,473
Magistrate	1,500		
Juvenile and Domestic Rel Court	16,150	<b>Transfers to Other Funds</b>	
Clerk of the Circuit Court	759,133	Schools - Operations	34,190,187
Sheriff - Courts	750,239	Schools - Debt Service	565,000
Juvenile Court Services	615,535	Schools - Canneries	37,419
Commonwealth Attorney	953,279	County Capital	3,856,775
	<u>3,217,051</u>	Utilities	15,000
		Debt Service	5,573,915
<b>Public Safety</b>		E911	<u>1,270,619</u>
Sheriff - Law Enforcement	5,336,821		<u>45,508,915</u>
Correction and Detention	5,451,239		
Building Inspections	526,955	<b>Subtotal</b>	
Animal Control	318,043		
Public Safety	6,111,029	<b>Total General Fund</b>	<u>102,951,859</u>
	<u>17,744,087</u>		
		<b>Other Funds:</b>	
<b>Public Works</b>			
Public Works	251,067	<b>E911</b>	1,345,619
Solid Waste and Recycling	3,059,708	<b>Debt Service</b>	5,759,647
General Buildings and Grounds	1,396,899	<b>Capital Fund</b>	3,856,775
	<u>4,707,674</u>	<b>Law Library</b>	10,000
		<b>Courthouse Maintenance</b>	44,000
		<b>Utilities</b>	24,000
<b>Health and Welfare</b>		<b>School Capital</b>	0
Health Department	370,018	<b>Forfeited Assets</b>	10,000
Community Services	125,938	<b>Schools</b>	<u>113,482,831</u>
Social Services	9,112,505		<u>227,484,731</u>
CSA	6,429,575		
		Less Transfers Between Funds	<u>(45,508,915)</u>
		<b>Total Net Budget</b>	<u>\$ 181,975,816</u>

## Glossary

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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.
Audit	A comprehensive investigation of the manner in which the government's resources were actually utilized. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the legislative body's appropriations. A performance audit consists of a review of how well the government met its stated goals. The Commonwealth of Virginia requires that an independent certified public accountant conduct an annual financial audit of each municipality.
Auditor of Public Accounts	A state agency that oversees accounting, financial reporting, and audit requirements for units of local government.
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	Children's 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 overall management responsibility for an operation or a group of related operations within a functional area.
Depreciation	The process of estimating and recording the lost value, expired useful life or diminution of service from a fixed asset that cannot - or will not - be restored by repair, and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.
DEQ	Department of Environmental Quality

## Adopted Budget Fiscal Year 2022-2023

DJJ	Department of Juvenile Justice
DSS	Department of Social Services
EMD	Emergency Medical Dispatch
EMS	Emergency Medical Services
Enterprise Fund	A fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenses. Enterprise funds are established for services such as water and sewer.
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.
GFOA	Governmental Finance Officers Association
GIS	Geographic Information System
Goal	A broad statement of outcomes to be achieved on behalf of the customers.

Governmental Funds	These funds are typically used to account for most of a government's activities, including those that are tax supported. The County maintains the following types of governmental funds: a general fund to account for all activities not required to be accounted for in another fund, a debt service fund, proprietary fund, and capital projects fund.
Intergovernmental Revenue	Revenue from other governments, such as the State and Federal governments, in the form of grants, entitlements, shared revenue, or payments in lieu of taxes.
IPR	Indoor Plumbing Rehabilitation Grant
Long-Term Debt	Debt with a maturity of more than one year after the date of issuance.
Modified Accrual	Revenues are recorded when susceptible to accrual, i.e., both measurable and available to finance expenditures of the fiscal period.
MSDS	Material Safety Data Sheets
Object Series	A subsection of a department's budget which groups similar accounts. Personnel, operating and capital outlay are the three major series used.
Objectives	A statement of results to be achieved by a specific period of time in order to accomplish stated goals. Objectives describe specific measurable outputs within a designated time frame.
Personal Property	A category of property, other than real estate, so identified for purposes of taxation. It includes personally owned items, corporate property and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishings, and manufacturing equipment.
Program	This is a plan or unit under which action may be taken towards meeting an individual or set of goals(s) in the provision of a particular service.
Property Tax Rate	The level at which property values are calculated to determine the amount of taxes to be collected.
PSAP	Public Safety Answering Point
Public Service Property	Property specifically designated for public service use. This includes property purchased or received as a gift by a government. It includes property such as land and buildings, and other property, such as computers, copiers and cash registers.
Real Property	Real estate, including land and improvements (building, fencing, paving, etc.) classified for purposes of tax assessment.
Recovered Costs	Specific revenues, usually from other entities, that compensate or reimburse the County for specific expenditures.
Reserve	A portion of a fund's assets that is restricted for a certain purpose and not available for appropriation.

## Adopted Budget Fiscal Year 2022-2023

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.
Structurally Balanced Budget	A budget that is financially sustainable where recurring revenues equal or exceed recurring expenditures.
TEA-21	Transportation Enhancement Act Grant
VJCCA	Virginia Juvenile Community Crime Control Act
WFDC	Workforce Development Consortium



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