

# Franklin County, Virginia

Adopted Budget Book

Fiscal Year 2023-2024





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



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**Adopted Budget FY 2022-2023**  
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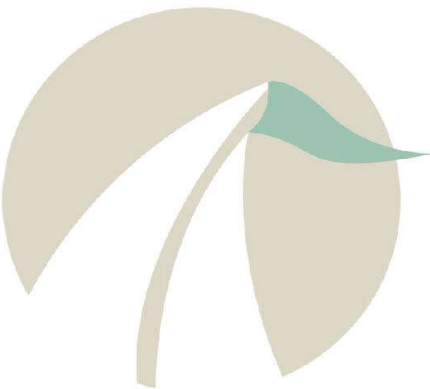
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click here to visit Franklin  
County's Budget Website.





# 1

## Introduction



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March 7, 2023

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

Dear Chairman Tatum and Members of the Board:

It is my pleasure to transmit to you today my recommendations for a balanced 2023-2024 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 23-24 fiscal plan totals \$183,813,817. This total represents an increase of \$1,838,001 over the current year adopted budget of \$181,975,816 or 1.01% primarily due to increase in general property taxes of 1.59% and revenue from money and property of 571.63%. The General Fund increases by \$7.1 million or 6.93%.



The proposed budget can best be described as a maintenance budget increasing funding for employee compensation and benefits needs, maintaining the compensation plan that was implemented on July 1, 2022, and to adjust for inflationary pressures and increased service demands. Other funding initiatives include a 7% cost-of-living increase to match the increase expected to be funded for state employees and state-supported local employees, funding increased costs at the Western Virginia Regional Jail and the Roanoke Valley Juvenile Detention Center, covering the 25% health insurance premium increase for the employer and an additional 18% of the employee portion of the premium, adding funds for increased vehicle fuel costs, increasing funding for fire/EMS apparatus maintenance, adding funds to cover the VRS health insurance credit for all employees and not just state-supported local employees, funding a full year of the minimum wage increase that became effective on January 1, 2023, and increases due to required contractual agreements or state mandates. The proposed budget funds an additional \$961,179 for operations of the Franklin County Public Schools. 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 tax rates.

Increases in functional areas include:

- All functional areas experienced increases from the implementation of a compensation plan that became effective July 1, 2022.
- General and Financial Administration, 5.63% from increases to insurance, contractual services, real estate reassessment, and maintenance service contracts in the Information Technology department.
- Judicial Administration, 12.27% to fund increased part-time costs for the Sheriff's Office for courthouse security and projected operating increases in the Roanoke Valley Juvenile Detention Center.
- Public Safety, 18.60% to fund increased fuel costs in the Public Safety department and the Sheriff's Office, increasing funds for apparatus vehicle maintenance, fixed costs for the emergency radio system, and significant increases to the Western Virginia Regional Jail for debt service and operational costs.
- Public Works, 10.53% for funding part-time staff at the collection sites, addressing minimum wage increases, increased fuel and utility costs, and additional recycling costs.
- Health and Welfare, 5.11% due to increased funding for Piedmont Community Services, Social Services operations, and Children's Services Act mandated costs.
- Parks, Recreation & Cultural, 9.31% addressing minimum wage increases and increased fuel and maintenance costs.
- Community Development, 8.74% increase in maintenance service contracts, additional funding for partner agencies, and additional funds for economic development and tourism initiatives.
- Non Departmental, 5.93% increase. This area includes personnel and benefits reserves for health insurance premium increases, a 7% cost of living increase

## Adopted Budget Fiscal Year 2023-2024

for County full-time and part-time employees, funding for market-pay adjustments, adding the VRS health credit for all County employees, fuel reserves, and a reserve for employee leave payout.

- Transfers to Other Funds increased by 2.26% due to an increase in School operation funding.

<u>Expenditures</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Percent of</u>	<u>Increase</u>	
<u>Functional Area</u>	<u>FY22-23</u>	<u>FY23-24</u>	<u>Total</u>	<u>(Decrease)</u>	<u>% Change</u>
General and Financial Admin	\$ 5,857,058	\$ 6,187,057	3.37%	\$ 329,999	5.63%
Judicial Admin	\$ 3,227,051	\$ 3,621,664	1.97%	\$ 394,613	12.23%
Public Safety	\$ 19,099,706	\$ 22,611,069	12.30%	\$ 3,511,363	18.38%
Public Works	\$ 4,751,674	\$ 5,247,536	2.85%	\$ 495,862	10.44%
Health and Welfare	\$ 16,655,373	\$ 17,505,763	9.52%	\$ 850,390	5.11%
Parks, Recreation and Cultural	\$ 2,755,655	\$ 3,012,321	1.64%	\$ 256,666	9.31%
Community Development	\$ 3,374,573	\$ 3,669,483	2.00%	\$ 294,910	8.74%
Non Departmental	\$ 3,131,473	\$ 3,317,116	1.80%	\$ 185,643	5.93%
Schools	\$ 113,482,831	\$ 109,002,152	59.30%	\$ (4,480,679)	-3.95%
Capital	\$ 3,856,775	\$ 3,856,775	2.10%	\$ -	0.00%
Debt	\$ 5,759,647	\$ 5,758,881	3.13%	\$ (766)	-0.01%
Utilities	\$ 24,000	\$ 24,000	0.01%	\$ -	0.00%
Totals	\$ 181,975,816	\$ 183,813,817	100.00%	\$ 1,838,001	1.01%

Revenues are projected to remain stable with vehicle assessments driving increases in projected revenue for personal property taxes. General Property Taxes are projected to increase 1.59%, reflective of nominal growth in real property assessed value and personal property assessment growth. Local sales tax (a clear indication of consumer spending) is projected to increase 12.90% when compared to the prior year budget. State revenue is projected to increase by 9.74% 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 7% cost-of-living increases for Constitutional Office employees. State School funds are budgeted to increase approximately \$2,927,324 due to hold harmless provisions related to a drop in average student enrollment and funding for a 7% cost-of-living increase for SOQ positions. Enrollment, however, continues to decline, and a drop of 150 students is projected for the 2023-24 fiscal year. School Federal funds are projected to decrease significantly by approximately \$8.1 million due to the expiration of one-time Elementary and Secondary School Emergency Relief (ESSER) funds, and other funds are projected to increase \$961,179 due to the increased County contribution for school operations.



## Adopted Budget Fiscal Year 2023-2024

<u>Revenues</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Percent of</u>	<u>Increase</u>	<u>%</u>
	<u>FY 22-23</u>	<u>FY23-24</u>	<u>Total</u>	<u>(Decrease)</u>	<u>Change</u>
General Property Taxes/Other Local Taxes	\$ 76,932,999	\$ 79,212,387	43.09%	\$ 2,279,388	2.96%
County State Funds	\$ 15,756,821	\$ 17,408,373	9.47%	\$ 1,651,552	10.48%
Local School Funds (Cafeteria, Misc)	\$ 1,497,412	\$ 1,272,412	0.69%	\$ (225,000)	-15.03%
State School Funds	\$ 47,806,544	\$ 50,733,868	27.60%	\$ 2,927,324	6.12%
Federal School Funds	\$ 29,386,269	\$ 21,259,087	11.57%	\$ (8,127,182)	-27.66%
Other County Funds/County Federal	\$ 10,595,771	\$ 13,927,690	7.58%	\$ 3,331,919	31.45%
Fund Balance	\$ -		0.00%	\$ -	
Totals	\$ 181,975,816	\$ 183,813,817	100%	\$ 1,838,001	1.01%

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 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.

Of significant note on proposed expenditures are the following:

- Increases part-time funding addressing minimum wage increases
- Funds a 7% cost of living increase and health insurance premium increases for the employer and a significant portion of the employee premium increases
- Funds debt service increases to the Western Virginia Regional Jail
- Funds operating increases to the Western Virginia Regional Jail and the Roanoke Valley Juvenile Detention Center due to increased and sustained populations
- Sets aside a reoccurring market-pay adjustments reserve
- Funds inflationary increases for fuel and energy costs and maintenance service contracts

In terms of school funding for FY23-24, I am recommending the following:

- 📄 Local operational funding of \$35,188,785 which includes new funds of \$961,179
- 📄 Decrease County contribution for School share of CSA private day special education costs by \$128,912
- 📄 Debt service funding of \$548,000. This amount is a reduction of \$17,000 for the drop in school debt service projected for FY23-24
- 📄 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 FY23-24:

- Continues Landfill Monitoring and Groundwater Corrective Action Expenditures as well as engineering consulting work on the old and new landfill
- Plans to fund the construction of the new landfill cell #3
- Continues broadband deployment funding
- Funds \$415,619 for the upgrade, repair, or replacement of mission critical Information Technology Infrastructure Improvements and computer replacements and user licensing
- Includes \$250,000 for the lease purchase of 3 ambulances, \$287,000 for Fire Apparatus lease purchase payments, and \$500,000 for fire apparatus replacement
- Includes \$540,000 for Sheriff vehicle replacement and \$60,000 for in-car and mobile video cameras
- Provides \$225,000 in local economic development funding incentives
- Funds \$180,000 for various Parks and Recreation maintenance and initiatives
- Funds various equipment replacements

The recommendations outlined above require the 2023-2024 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 FY23-24 budget was adopted on April 6, 2023. The budget was amended to remove SAFER grant funding and was appropriated on June 20, 2023. 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.*

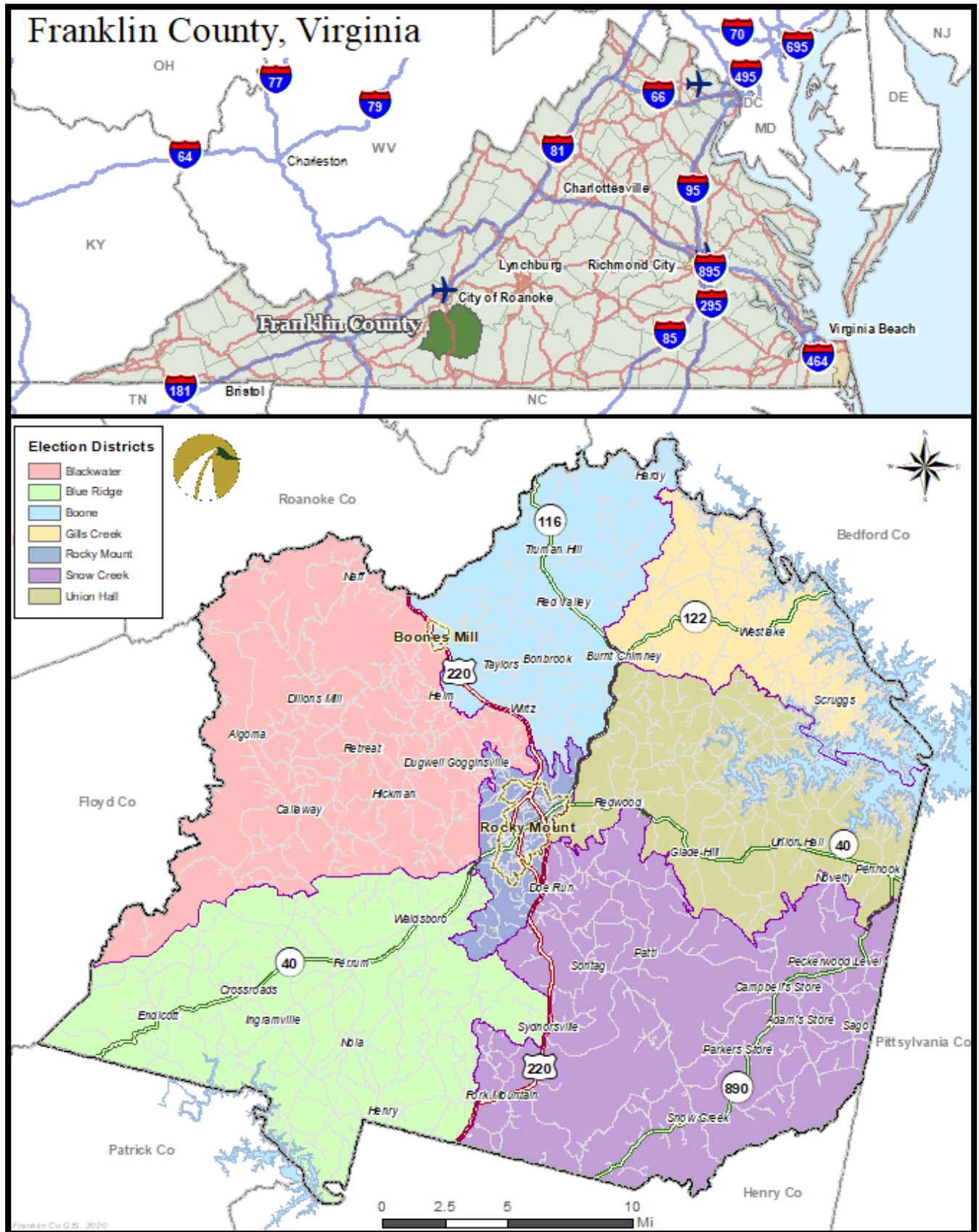
*The County lies in the western piedmont, a diverse terrain ranging from flatlands on the east to rugged peaks of the Blue Ridge on the west. The area was home to Native Americans as early as 10,000 B.C. In the 1600's an eastern Siouan tribe inhabited the region. Indian relics, arrowheads and artifacts 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 Board of Supervisors June 30, 2023



Tommy Cundiff  
Union Hall District

Lorie Smith  
Vice-Chair  
Gills Creek District

Mike Carter  
Rocky Mount District

Ronnie Mitchell  
Blackwater District

Tim Tatum  
Chairman  
Blue Ridge District

Ronnie Thompson  
Boone District

Nick Mitchell  
Snow Creek District





**Franklin County Officials**  
**June 30, 2023**

**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  
Nick 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 ..... Jeff Gauldin  
Director of Park & Recreation ..... Paul Chapman  
Director of Library Services..... Vacant  
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**

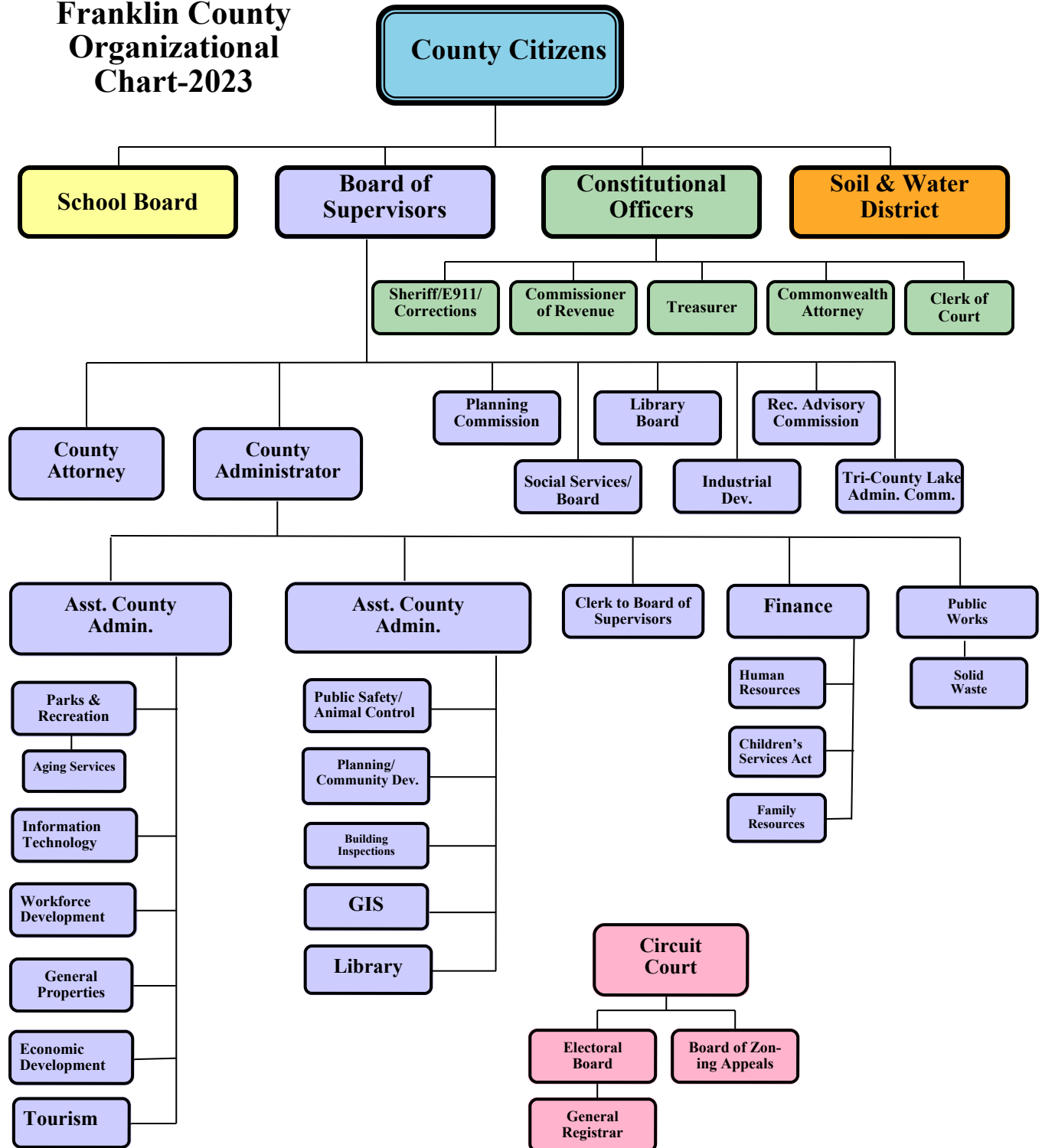
Clerk of the Circuit Court..... Teresa Brown  
Commissioner of the Revenue ..... Margaret Torrence  
Commonwealth Attorney (interim)..... Cooper Brown  
Sheriff ..... Bill Overton, Jr.  
Treasurer ..... Susan Wray

**Franklin County Social Services Board Members**

Vacant, Boone District  
B.W. Wright, Blackwater District  
Mark Young, Vice Chair, Gills Creek District  
Leslie Holden, Blue Ridge District  
Bill Gruchow, 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-2023





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**County of Franklin  
Virginia**

For the Fiscal Year Beginning

**July 01, 2022**

*Christopher P. Morrell*

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, 2022. 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, 2023**

Date Established	1786
Form of Government	County Administrator
Area	692 square miles
Population (estimate)	54,155
Registered Voters (estimated for June 30, 2023)	34,622
Median Age	47.2
Per Capita Personal Income (2021)	\$50,264
Building Permits Issued (estimated for June 30, 2023)	1,461
Value of Building Permits Issued (estimated for June 30, 2023)	148,915,329
Unemployment Rate (March)	3.4%
Fire and Rescue Protection:	
Stations	19
Firefighters and Volunteers	303
Police Protection:	
Number of Employees	88
Number of Calls for Service for Sheriffs office (estimated for June 30, 2023)	34,000
Total Number of Calls for E911 Service (estimated for June 30, 2023)	67,500
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, 2023)	5,940
Parks and Recreation:	
Number of Parks	15
Total Park Acreage	1,140.46
Libraries:	
Number of Sites	2
Program Attendance (estimated for June 30, 2023)	8,500
Total Circulation (estimated for June 30, 2023)	128,000

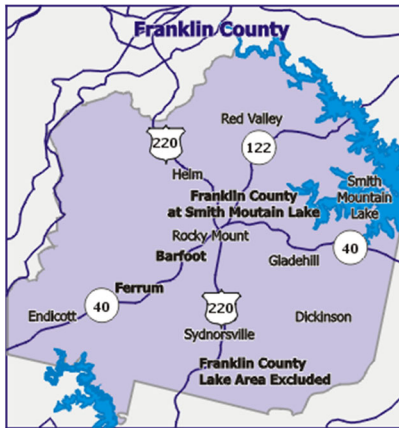
*A Quick Look at Franklin County, Va.*

***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 2021 Census.gov ( American Fact Finder ) are presented below:

Persons under 5 years, percent	4.6%
Persons under 18 years, percent	18.7%
Persons 65 years and over, percent	24.5%
White alone, percent	89.4%
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	1.6%
Hispanic or Latino, percent	3.1%
Veterans, 2017-2021	3,703
Households, 2017-2021	22,033
Persons per household, 2017-2021	2.43
Household with a broadband Internet subscription, 2017-2021	79%
In civilian labor force, total, percent of population age 16 years +, 2017-2021	53.3%
Total employer establishments, 2021	1,186
Total Employment, 2021	12,947

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



**Location:** 36.99322 N, 79.88081 W

**Size:** 690.43 sq. miles

**Population:** 54,155

(estimate July 1, 2022)

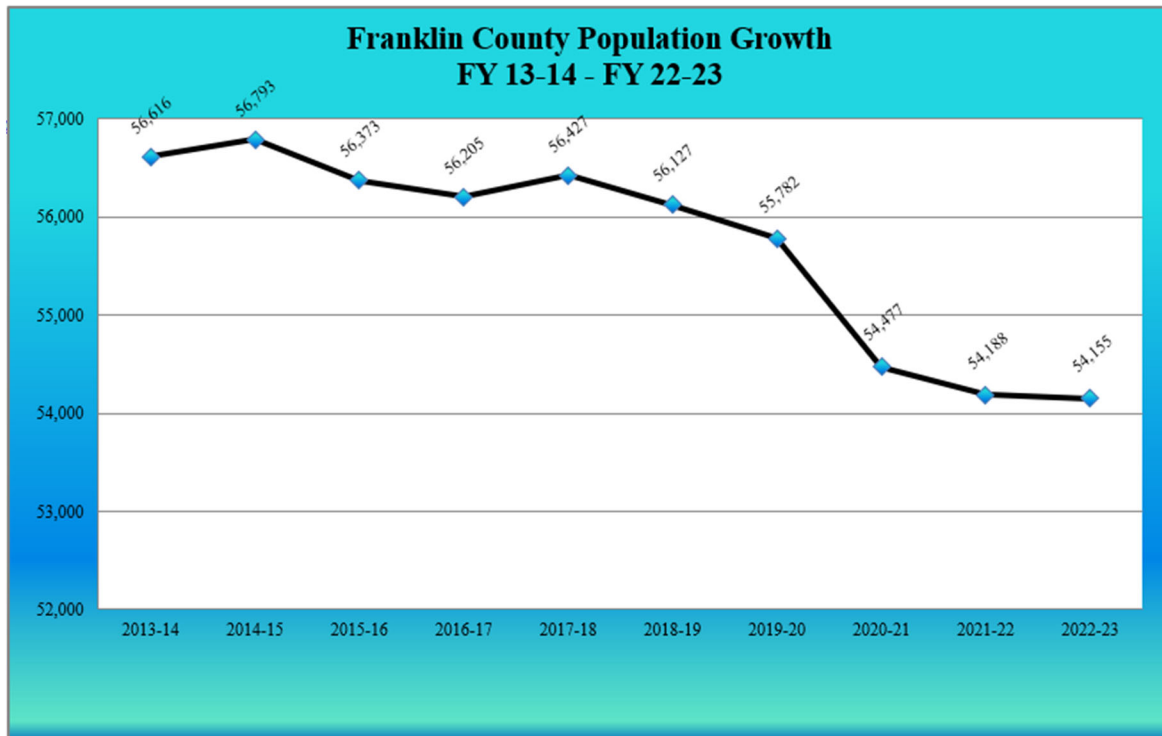
**Population Density:** 78.44 people/sq. mile

### **Towns & Communities:**

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

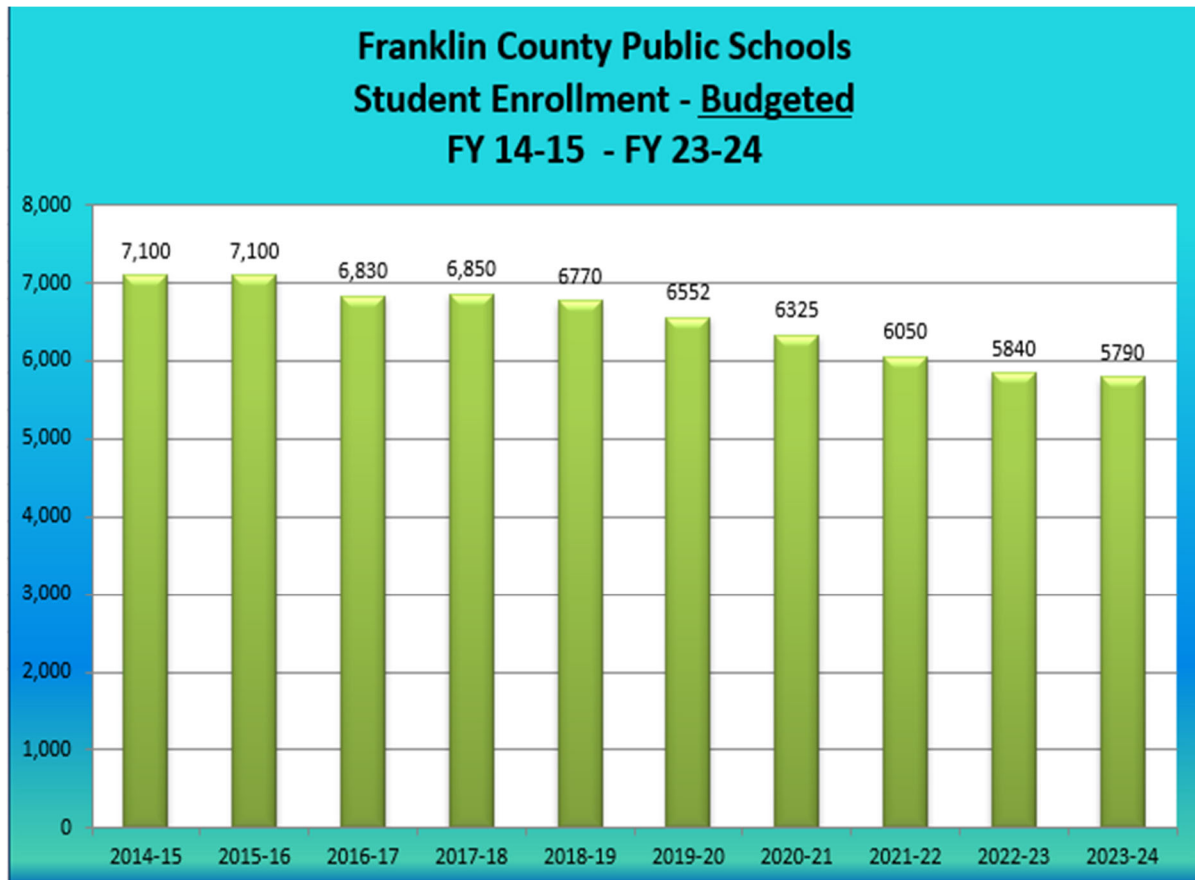
### **Population:**

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> )



*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+, 2017-2021	89.1%
Bachelor's degree or higher, percent of persons age 25+, 2017-2021	22.6%

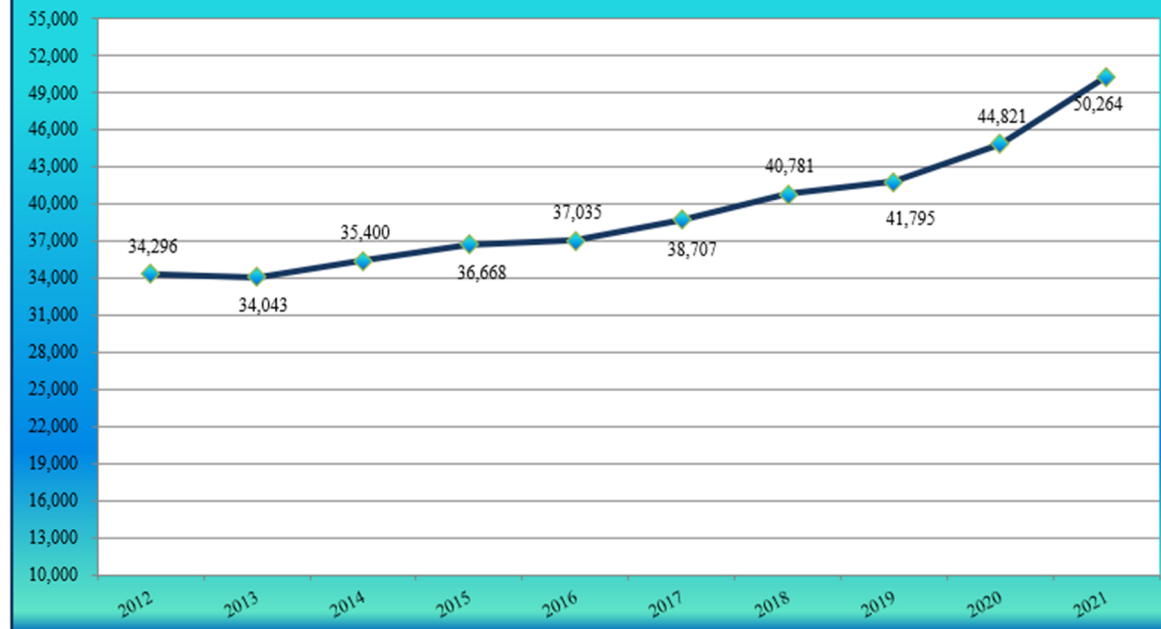


*A Quick Look at Franklin County, Va.*

**Franklin County Unemployment Rate %  
2014-2023**



**Franklin County Per Capita Personal Income  
2012-2021**



*A Quick Look at Franklin County, Va.*

***Principal Employers:***

<b><u>Employer</u></b>	<b><u>Product or Service</u></b>	<b><u>Estimated Employment</u></b>
M.W. Manufactures (Ply Gem)	Wood Window/Door Units	1,500
Franklin County Schools	Education	1,378
County of Franklin	Local Government	414
Trinity Packaging, Inc.	Plastic Packaging	350
Carilion Franklin Mem. Hospital	Hospital	315
Wal Mart	Retail	300
Fleetwood Homes Inc.	Housing Manufacturer	250
Kroger	Retail	175
Ferrum College	Education	150
Carilion Emergency	Hospital	90

***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>
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
2021-2022	8,380,653,382	1,911	148,455,451

Source: Franklin County Commissioner of Revenue and Building Inspections Department

*A Quick Look at Franklin County, Va.*

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

<u>Fiscal Year</u>	<u>Population(1)</u>	<u>Gross Assessed Value (3)</u>	<u>Gross and Net Bonded Debt(2)</u>	<u>Ratio of Bonded Debt to Assessed Value</u>	<u>Net Bonded Debt per Capita</u>
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
2021-22	54,188	8,380,653,382	48,796,025	0.41%	900.50

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

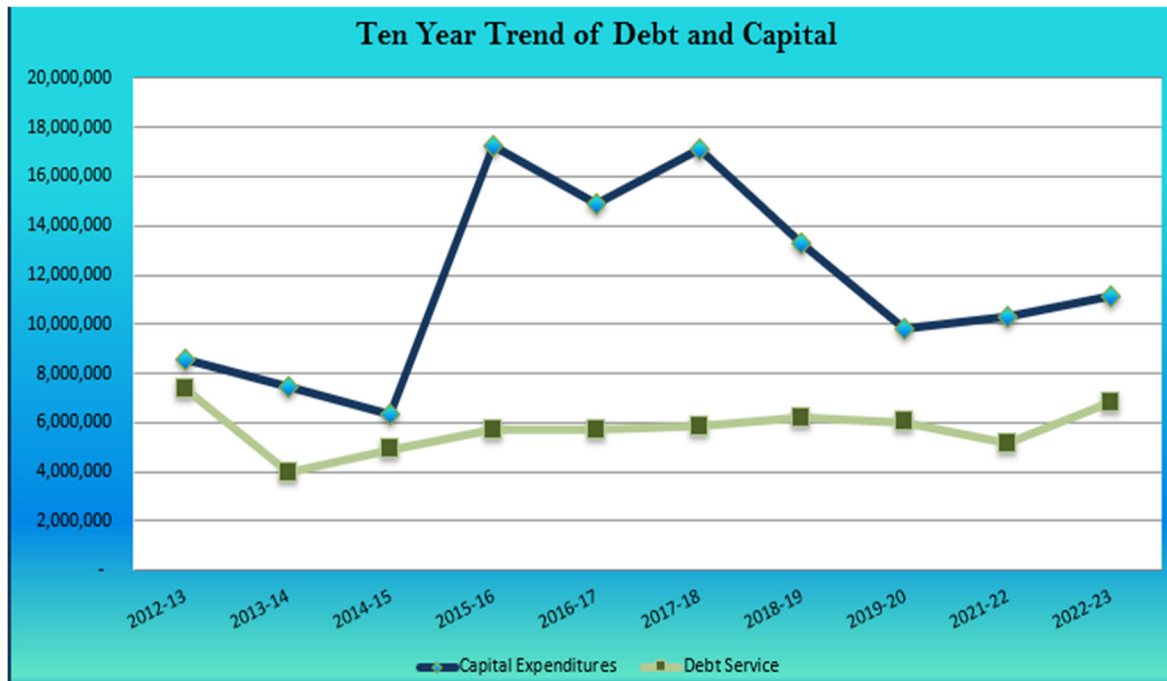
**Ratio of Net Annual Debt Service Expenditures for**  
**General Bonded Debt to Total General Governmental Expenditures**  
**Last Ten Fiscal Years**

<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>
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%
2021-22	4,112,113	2,538,232	6,650,345	156,560,375	4.25%

(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.*



<u>Taxpayer</u>	<u>Nature of Business</u>	<u>Assessed Value (Millions)</u>
Appalachian Power Company	Electric Utility	141
Trinity Packaging Company	Wholesaler	38
McAirlaids	Manufacturing	38
Willard Construction Company of Smith Mountain Lake LLC	Construction	25
Ply Gem Industries Inc.	Manufacturing	21
Lineal Technologies	Manufacturing	20
Equitrans Midstream Corp	Gas Transmission	17
Franklin Real Estate Company	Real Estate	16
Walmart Real Estate	Retail	15
Lowes Home Centers Inc.	Retail	14



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

# 2

## Budget Overview



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## **Franklin County Summary of the Adopted Budget**

The adopted budget for fiscal year 2023-2024 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 November 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. A public hearing is usually held in late March and final adoption usually occurs by early 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 23-24 Budget Calendar

September 15, 2022	CIP request, operating request forms, long-term goals established, and instructions distributed to departments
October 31, 2022	CIP request, operating request forms, and long-term goals due to Finance Department
November 1, 2022, through January 15, 2023	Preparation of CIP document and review revenue projections
January 17, 2023	Regular BOS meeting and afternoon Budget Work Session – Public Safety
January 31, 2023	Budget Work Session – General Properties, Park, and Information Technology
February 7, 2023	Budget Work Session – CSA, Tourism, and Sheriff's Office
February 13, 2023	Budget Work Session – Public Works, Franklin Center, and Commissioner of the Revenue
February 21, 2023	Regular BOS Meeting and Budget Work Session – Final Expenditure, Revenue Balancing Guidance (i.e. rates, fees, etc.), and Compensation/Benefits
February 22, through March 6, 2023	Staff Preparation of FY 23-24 Proposed Budget
Feb. 27, 2023	School Board FY 24 Budget Public Hearing
March 6, 2023	School Board Adoption of FY 24 Budget
March 7, 2023	Proposed FY 24 County & School Budgets presented to BOS
March 14, 2023	Budget Work Session and decision point as to Tax Rate Public Hearing Advertisement
March 17 and 24, 2023	Public Hearing & Tax Rate Advertisement in Local Paper
March 21, 2023	BOS Meeting and Budget Review Work Session
March 28, 2023	Public Hearings on FY 24 County Budget and FY23-24 Tax Rates
March 29, through April 5, 2023	Additional Budget Work Sessions as needed
April 6, 2023	Adoption of County and School Fiscal year 2023-2024 Budgets
July 5, 2023	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 15 of each year. The budget adopted by the Board of Supervisors on April 6, 2023 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

LONG-TERM GOALS: Vision 2030	SHORT-TERM GOALS: (1—5 years) Board of Supervisors	IMPLEMENTATION Departments & Programs
Plan for land and infrastructure to accommodate future business and industrial growth.	Revise Land Use Comprehensive Plan.	Planning and Community Development, Outside Planning Assistance, Commissions
Continue to promote the development of an accountable, responsive local government with demonstrated efficiency and effectiveness.	Maintain a reasonable County tax structure by responsibly balancing the increasing demands for services with available resources.	Franklin County Board of Supervisors, County Administration
Be a full participant in Regional opportunities that strengthen our region's economy.	Workforce development - Provide training and continuing education for the jobs of today and tomorrow.	Franklin County Board of Supervisors, County Administration and Workforce staff
Diversification of the job base as well as the regional economy that will provide opportunities for local and regional businesses.	Create jobs for our residents and economic opportunity for our citizens.	County Administration, Economic Development, Workforce staff
Achieve exemplary customer Service throughout County government.	Promote an outstanding quality of life for our citizens and visitors.	Franklin County Board of Supervisors and the Franklin County School Board
	Public Safety - Provide an acceptable response time to all emergencies and make available medical treatment.	Public Safety Department including Volunteer Fire and Rescue Agencies
	Education - Provide unique and advanced learning opportunities not typically found that exceed those of our peers.	Franklin County School System
	Complete the expansion of the Workforce Development Training Center to include a reevaluation of programs and delivery mechanisms.	County Administration, Workforce staff

2013  
Franklin County  
Strategic Plan  
Adopted August 20, 2013



Franklin County Government Center

Prepared by the Franklin County Staff  
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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 plan was adopted on August 20, 2013.

## **Process:**

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

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

The Board of Supervisors took the initial steps to define a preliminary core vision, vision outcome areas and related goals. Subsequently, various members of the Leadership Team conducted a strategic planning work session on December 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 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 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.



## 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 Rigglesman
- 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**

<b>ACTION</b>	<b>PERSON RESPONSIBLE</b>	<b>BY WHEN</b>	<b>STATUS</b>
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
		Treasurer

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

### **Internal Services Team Goals**

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

### **Internal Services Team Issue Statements**

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

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

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

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

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

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

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

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

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

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

## **Functional Team: Human Services**

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

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

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

### **Human Services Team Goals**

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

### **Human Services Team Issue Statements**

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

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

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

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

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

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

◎ **Expanding partnerships are 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	Solid Waste - Landfill
Building Inspections	Parks & Recreation	Aging Services	Tourism

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

### **Community Services Team Goals**

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

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

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

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

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

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

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

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

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

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

### 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, 2022</i>
The County's debt as a percentage of the real estate assessment.	<b>3.50%</b>	<b>0.41%</b>
The County's debt service as a percentage of general government expenditures	<b>10.00%</b>	<b>3.45%</b>
Net Bonded Debt Per Capita at June 30, 2022	<b>\$1,500.00</b>	<b>\$900.50</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 3.45% 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 2023-2024

<b>Fiscal Year Ending June 30,</b>	<b>General Obligation Bonds</b>		<b>Revenue Bonds</b>		<b>Lease Liabilities</b>	
	<b>Principal</b>	<b>Interest</b>	<b>Principal</b>	<b>Interest</b>	<b>Principal</b>	<b>Interest</b>
2023	634,712	277,914	3,370,000	1,438,650	656,769	101,375
2024	644,174	250,687	2,815,000	1,284,025	668,966	82,450
2025	4,408,209	166,039	2,960,000	1,139,650	651,130	62,957
2026	491,334	84,181	1,740,000	1,022,150	644,494	43,177
2027	507,067	61,836	1,835,000	932,775	426,791	25,921
2028-2032	770,000	172,269	8,870,000	3,260,675	470,206	26,012
2033-2037	535,000	29,541	9,195,000	1,417,975	88,806	3,255
2038-2041	-	-	4,470,000	227,400	-	-
<b>Total</b>	<b>7,990,496</b>	<b>1,042,467</b>	<b>35,255,000</b>	<b>10,723,300</b>	<b>3,607,162</b>	<b>345,147</b>

### Change in Long-Term Obligations as of June 30, 2022

	GASBS No. 87				
	Balance June 1, 2021	Adjustment/ Restatement	Increases/ Issuances	Decreases/ Retirements	Balance June 30, 2022
Direct Borrowing and placements:					
General obligation bonds	\$ 2,654,913	\$ -	\$ -	\$ (472,338)	\$ 2,182,575
Revenue bonds	5,769,236	-	-	(105,000)	5,664,236
Premiums on revenue bonds	148,226	-	-	(44,050)	104,176
Note payable (financed purchase)	-	-	191,580	(47,895)	143,685
Other debt:					
Revenue bonds	38,070,000	-	-	(2,815,000)	35,255,000
Premiums on revenue bonds	6,844,063	-	-	(1,254,025)	5,590,038
Lease liabilities	-	3,371,507	907,535	(671,880)	3,607,162
Capital leases	1,843,941	(1,843,941)	-	-	-
Landfill dosure/postdosure liability	9,333,300	-	706,168	(183,039)	9,856,429
Compensated absences	1,811,544	-	1,822,494	(1,765,604)	1,868,434
Net OPEB obligation	2,648,865	-	625,929	(817,697)	2,457,097
Net pension liability*	8,355,986	-	9,216,027	(17,572,013)	-
<b>Total</b>	<b>\$ 77,480,074</b>	<b>\$ 1,527,566</b>	<b>\$ 13,469,733</b>	<b>\$ (25,748,541)</b>	<b>\$ 66,728,832</b>

\* Beginning balance resulted in net pension liability; however, the ending balance is a net pension asset.

### **Bond Rating:**

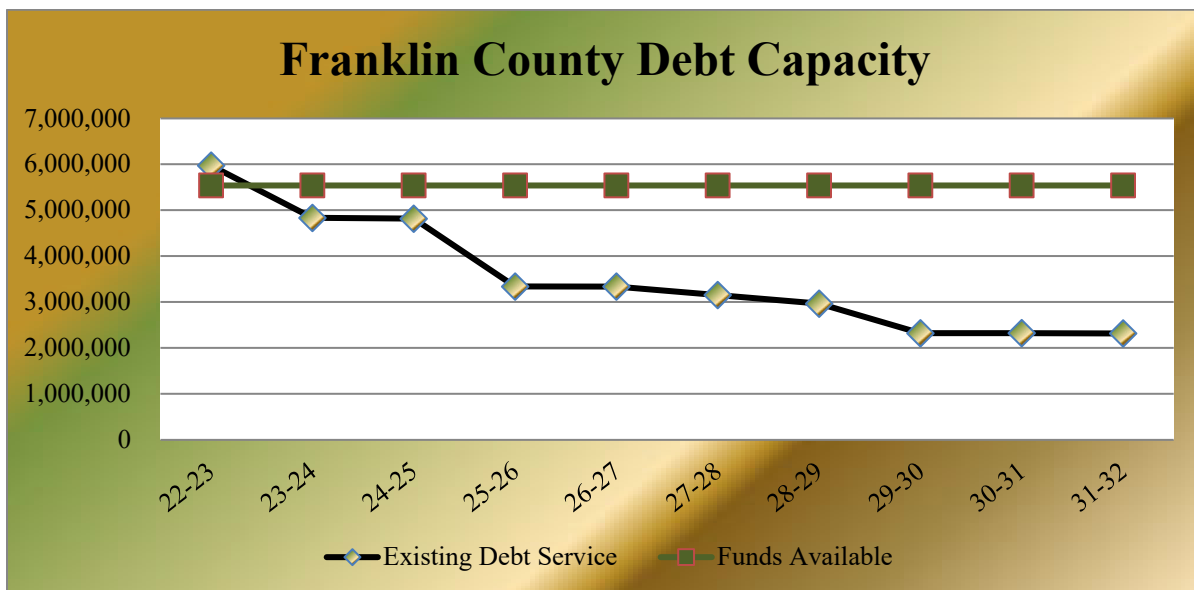
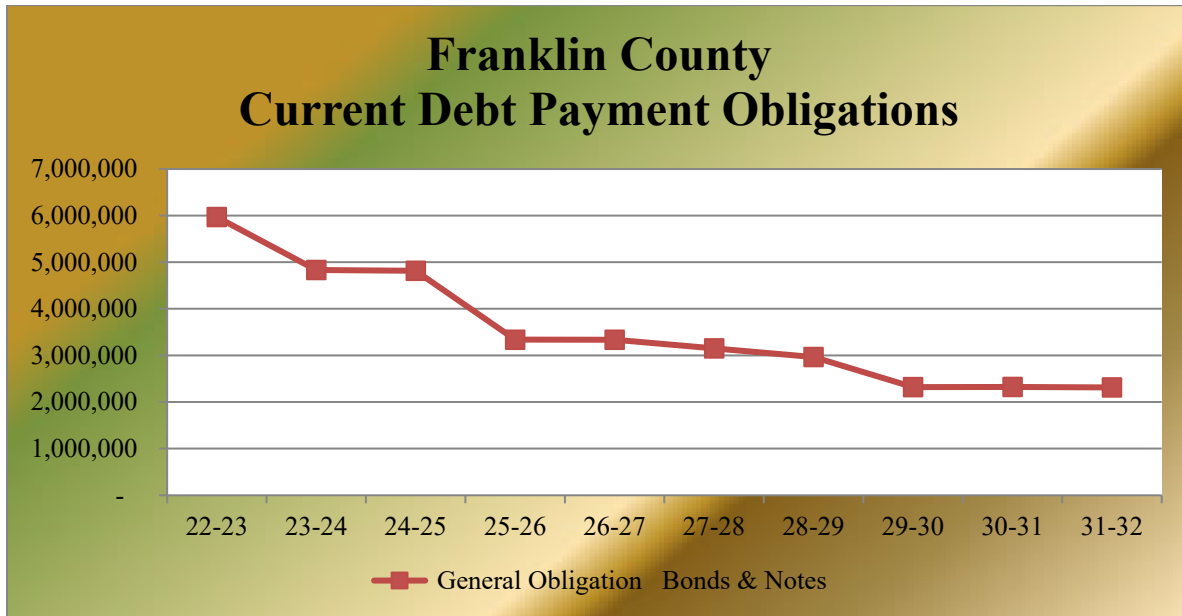
Franklin County's underlying credit rating by Moody's is Aa2, AA+ by Standard & Poor's, and AA by Fitch. All credit rating agencies are favorably impressed with the County's managerial policies as well as its adherence to conservative financial policies. Also cited by both rating agencies is Franklin 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 FY22-23 levels nor require increases in future tax rates.



Franklin County's debt to assessed value at June 30, 2022 is 0.41%. Debt service as a percentage of expenditures was 4.25% for the fiscal year ended June 30, 2022. The County is in good financial

## Adopted Budget Fiscal Year 2023-2024

position to borrow in the future should the need arise. New debt is expected to be issued during FY23-24 for the construction of a new cell in the County's landfill, Middle School HVAC and roof replacement, and for the construction of a new Career & Technical Education Center.

### FRANKLIN COUNTY

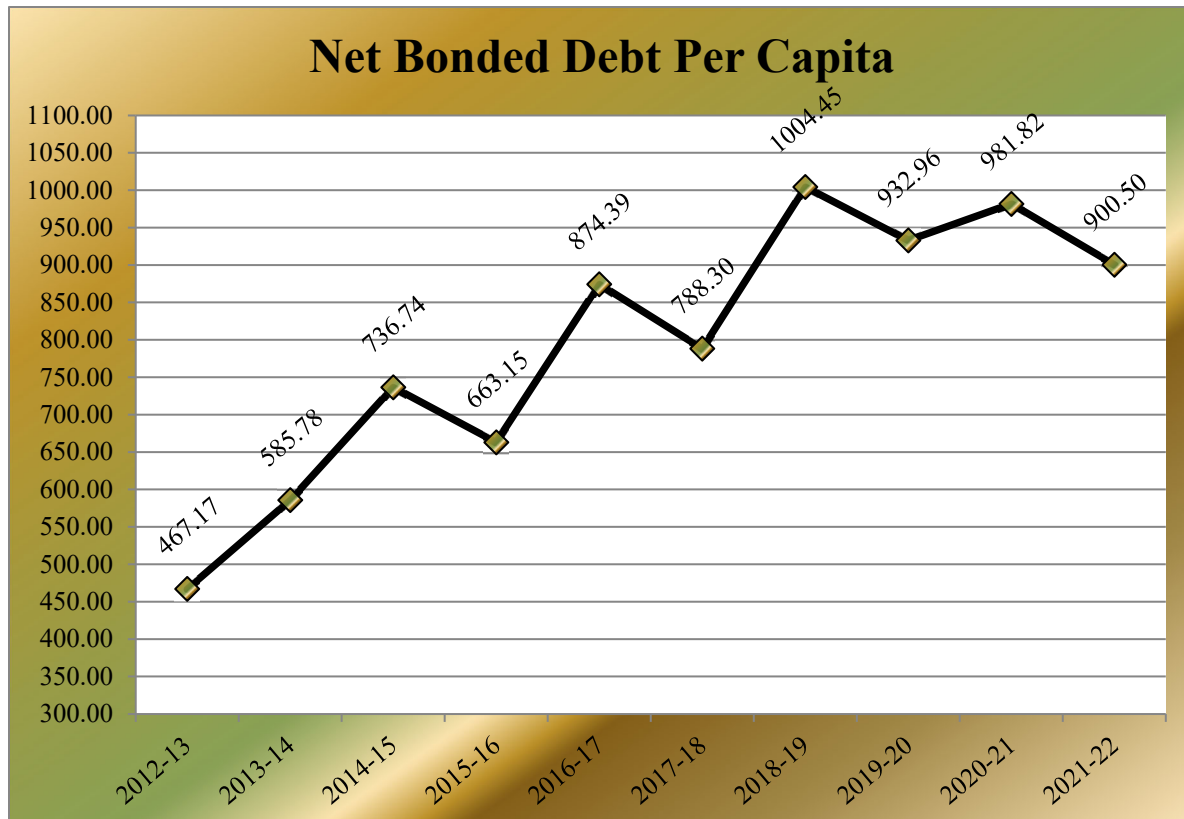
#### Ratio of Net General Bonded Debt to Assessed Value and Net Bonded Debt per Capita Last Ten Fiscal Years

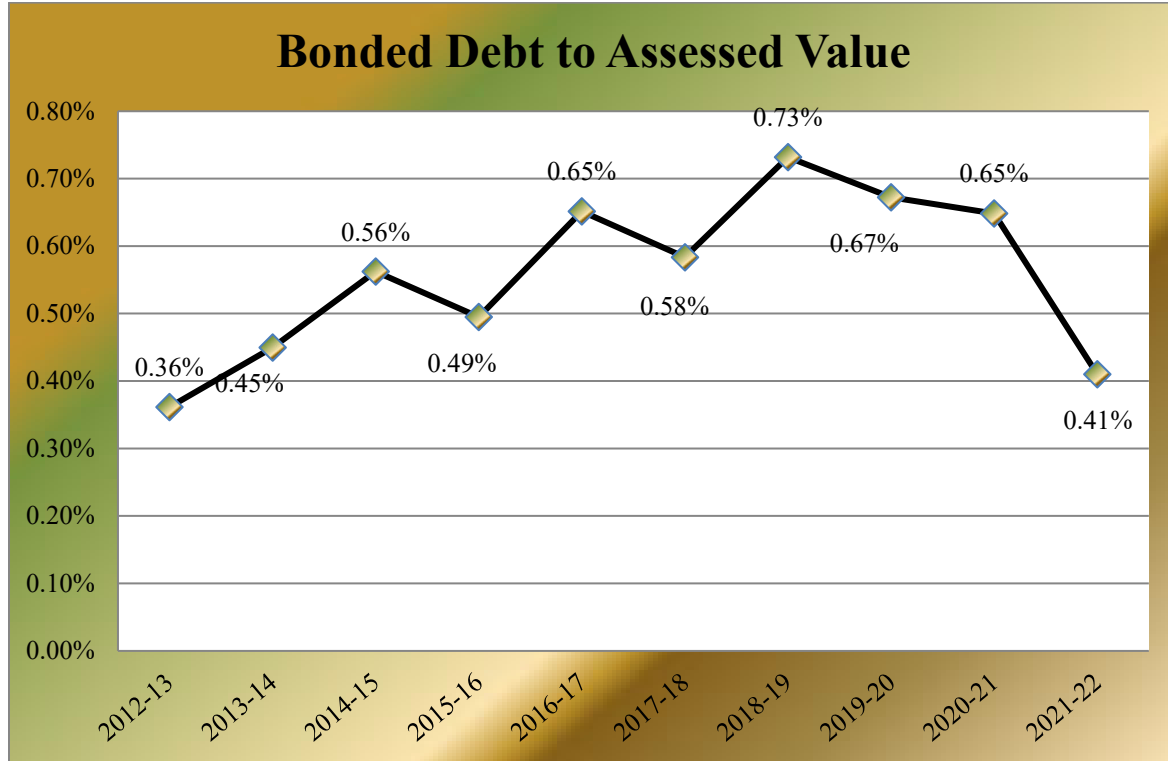
<u>Fiscal Year</u>	<u>Population(1)</u>	<u>Gross Assessed Value (3)</u>	<u>Gross and Net Bonded Debt(2)</u>	<u>Ratio of Bonded Debt to Assessed Value</u>	<u>Net Bonded Debt per Capita</u>
2012-13	56,574	7,311,819,908	26,429,558	0.36%	467.17
2013-14	56,616	7,377,048,819	33,164,494	0.45%	585.78
2014-15	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
2021-22	54,188	8,380,653,382	48,796,025	0.41%	900.50

Note: (1) Bureau of the Census

(2) Includes all long-term general obligation debt

(3) 100% of fair market value





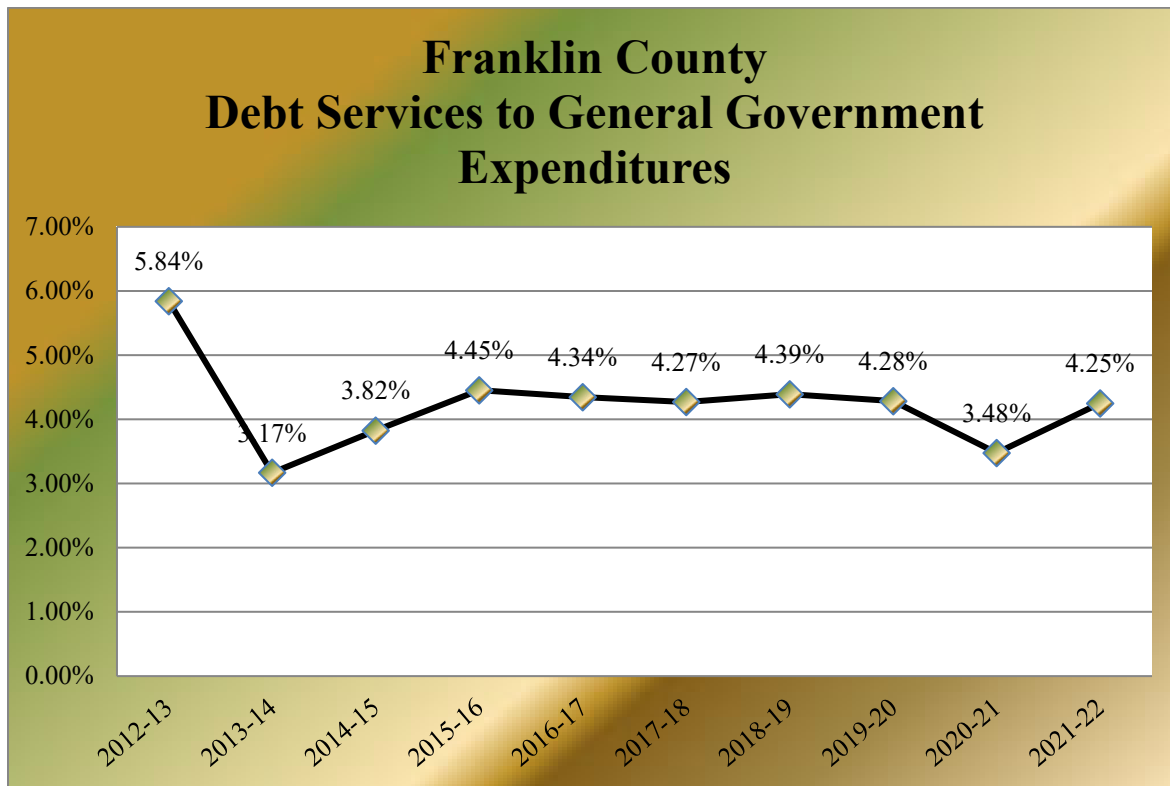
**Ratio of Net Annual Debt Service Expenditures for  
General Bonded Debt to Total General Governmental Expenditures  
Last Ten Fiscal Years**

<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>
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	148,368,652	3.48%
2021-22	4,112,113	2,538,232	6,650,345	156,560,375	4.25%

(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:

Purpose	Outstanding Balance at June 30, 2022
Stadium Expansion at FCHS	\$ 500,000
Windy Gap Elementary School	1,807,575
Business Park / Govt. Center & Various Projects	35,255,000
Westlake Sewer Project	1,910,000
Landfill Closure & Various Projects	3,754,236
Miscellaneous Projects	143,685
<b>Total</b>	<b>\$ 43,245,496</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)

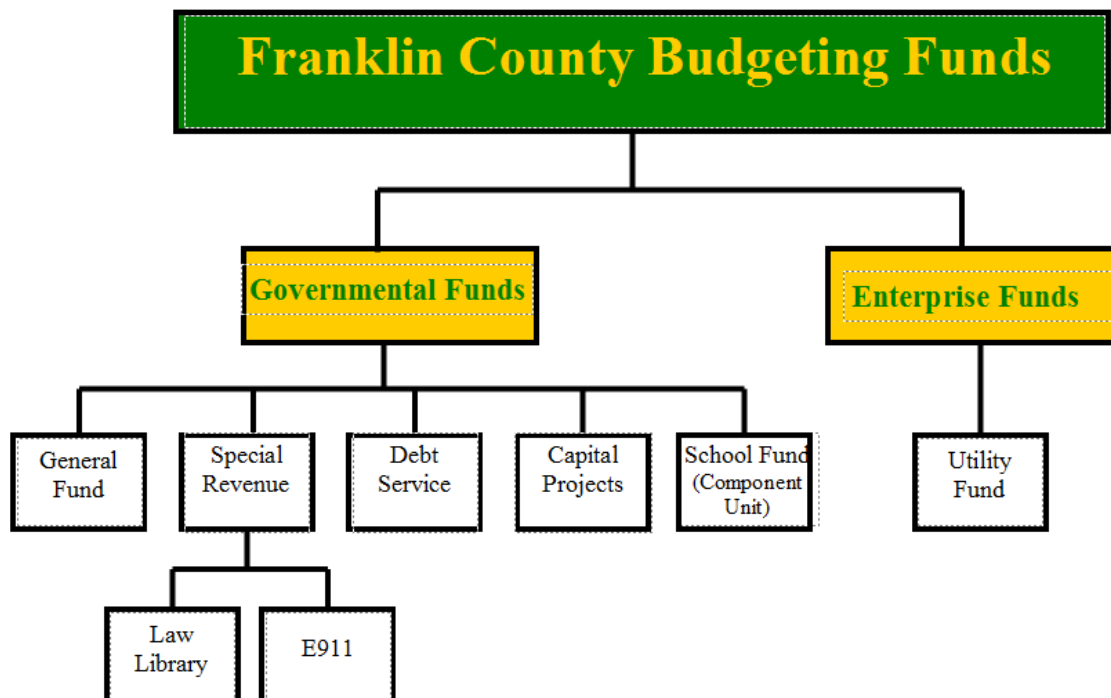
Presented as a Component Unit is the Franklin County School Board which operates the elementary and secondary schools in the County. The School Board is fiscally dependent upon the County because the County approves all debt issuances of the School Board and provides significant funding to operate the 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, 2022:

<b>Restricted for E911</b>	\$1,483,604
<b>Restricted for Law Library</b>	174,427
<b>Restricted for Forfeited Assets</b>	151,728
<b>Restricted for Courthouse Maintenance</b>	307,005
<b>Restricted for Tourism</b>	7,500
<b>Restricted for Inmates</b>	25,573
<b>Opioid Settlement Receivable</b>	38,793
<b>Assigned for Debt Service</b>	5,076,580
<b>Nonspendable Capital Projects</b>	1,311,949
<b>Restricted for Capital Projects</b>	9,750,632
<b>Assigned for Capital Projects</b>	37,371,201
<b>Total</b>	55,698,992

This total of \$55,698,992 is included in the June 30, 2022 fund balance amount of \$40,382,866. Unassigned general fund balance on June 30, 2022 was \$37,926,227. Below are summary projections of fund balance for the general fund only:

	<b>Estimate FY22-23</b>	<b>Budget FY 23-24</b>
<b>Fund Balance, Beginning of Year</b>	\$37,926,227	\$40,382,866
<b>Revenue Sources</b>	106,863,490	110,090,484
<b>Expenditures</b>	(59,897,936)	(63,551,048)
<b>Transfers to Other Funds</b>	(44,508,915)	(46,539,436)
<b>Fund Balance, End of Year</b>	\$40,382,866	\$40,382,866

Fund balance is projected to increase slightly in FY23-24 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, Investment Earnings 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.

## Adopted Budget Fiscal Year 2023-2024

### 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 FY22-23 Balances							
	Fund Balance	Fund Balance	Fund Balance	Revenue		Transfers	Estimated
Fund	July 1, 2020	July 1, 2021	July 1, 2022	Sources	Expenditures	Out	Fund Balance
General Fund	28,548,226	34,812,872	37,926,227	106,863,490	(59,897,936)	(44,508,915)	40,382,866
E911 Fund	886,793	1,099,607	1,483,604	1,506,093	(1,403,246)		1,586,451
Law Library	154,889	165,146	174,427	10,064	0		184,491
Capital Projects	23,002,043	25,817,527	48,433,782	13,336,271	(12,397,865)		49,372,188
Debt Service	3,076,648	4,455,744	5,076,580	5,798,921	(5,071,215)		5,804,286
School							
Operating	(140,249)	2,473,403	4,470,225	107,708,752	(111,098,434)		1,080,543
Utilities	215,360	278,277	299,705	45,030	(46,266)		298,469
Totals	55,743,710	69,102,576	97,864,550	255,887,955	(189,914,962)	(44,508,915)	98,709,294

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 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, investment earnings and sales tax collections and conservative expenditure estimates.



# 3

## Financial Summaries



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# Adopted Budget Fiscal Year 2023-2024

## Franklin County, Virginia Fund Balance, Revenue and Expenditure Totals by Fund Adopted FY23-24 Budget

	<b>Fund</b>							
	<b><u>General</u></b>	<b><u>E911</u></b>	<b><u>Law Library</u></b>	<b><u>Capital Projects</u></b>	<b><u>Debt Service</u></b>	<b><u>School Operating</u></b>	<b><u>Utilities</u></b>	<b><u>Totals</u></b>
Beginning Fund Balance	40,382,866	1,586,451	184,491	49,372,188	5,804,286	1,080,543	298,469	98,709,294
Revenues From Local Sources:								
General Property Taxes	64,163,059							64,163,059
Other Local Taxes	15,039,328		10,000					15,049,328
Permits, Fees and Licenses	580,690							580,690
Fines and Forfeitures	30,354							30,354
Revenue From Money & Property	2,465,276							2,465,276
Charges For Services	3,196,900					1,272,412	9,000	4,478,312
Miscellaneous Revenues	727,820				184,966			912,786
Recovered Costs	1,694,913							1,694,913
Revenues From Commonwealth of Virginia:								
School Funds						50,733,868		50,733,868
Public Assistance Revenue	2,791,343							2,791,343
Comprehensive Services Act	4,463,075							4,463,075
Shared Expenses - Constitutional Officers	5,725,295							5,725,295
Personal Property Tax Relief	2,626,618							2,626,618
Other Grants and State Shared Expenses	1,597,042	200,000						1,797,042
Revenue From Federal Government	5,042,771					21,259,087		26,301,858
Total Revenues	110,144,484	200,000	10,000	-	184,966	73,265,367	9,000	183,813,817
Fund Balance								
Interfund Transfers		1,356,961		3,856,775	5,573,915	35,736,785	15,000	46,539,436
Total Available Funds	150,527,350	3,143,412	194,491	53,228,963	11,563,167	110,082,695	322,469	329,062,547



# Adopted Budget Fiscal Year 2023-2024

**Franklin County, Virginia**  
**Fund Balance, Revenue and Expenditure Totals by Fund (Continued)**  
**Adopted FY23-24 Budget**

<b>Expenditures:</b>	<b>Fund</b>							<b>Totals</b>
	<b><u>General</u></b>	<b><u>E911</u></b>	<b><u>Law Library</u></b>	<b><u>Capital Projects</u></b>	<b><u>Debt Service</u></b>	<b><u>School Operating</u></b>	<b><u>Utilities</u></b>	
General Government Administration	6,187,057							6,187,057
Judicial Administration	3,567,914		10,000					3,577,914
Public Safety	21,244,108	1,556,961						22,801,069
Public Works	5,217,536							5,217,536
Health and Welfare	17,505,763							17,505,763
Parks, Recreation and Cultural	3,012,321							3,012,321
Community Development	3,669,483							3,669,483
Non Departmental	3,200,866							3,200,866
Transfers to Other Funds	46,539,436							46,539,436
Debt Service					5,758,881			5,758,881
School Operating Fund						109,002,152		109,002,152
Capital Projects				3,856,775				3,856,775
Utilities							24,000	24,000
<b>Total Expenditures</b>	<b>110,144,484</b>	<b>1,556,961</b>	<b>10,000</b>	<b>3,856,775</b>	<b>5,758,881</b>	<b>109,002,152</b>	<b>24,000</b>	<b>230,353,253</b>
<b>Ending Fund Balance</b>	<b>40,382,866</b>	<b>1,586,451</b>	<b>184,491</b>	<b>49,372,188</b>	<b>5,804,286</b>	<b>1,080,543</b>	<b>298,469</b>	<b>98,709,294</b>
<b>Total Expenditures Less Interfund Transfers</b>	<b>63,605,048</b>	<b>1,556,961</b>	<b>10,000</b>	<b>3,856,775</b>	<b>5,758,881</b>	<b>109,002,152</b>	<b>24,000</b>	<b>183,813,817</b>

# Adopted Budget Fiscal Year 2023-2024

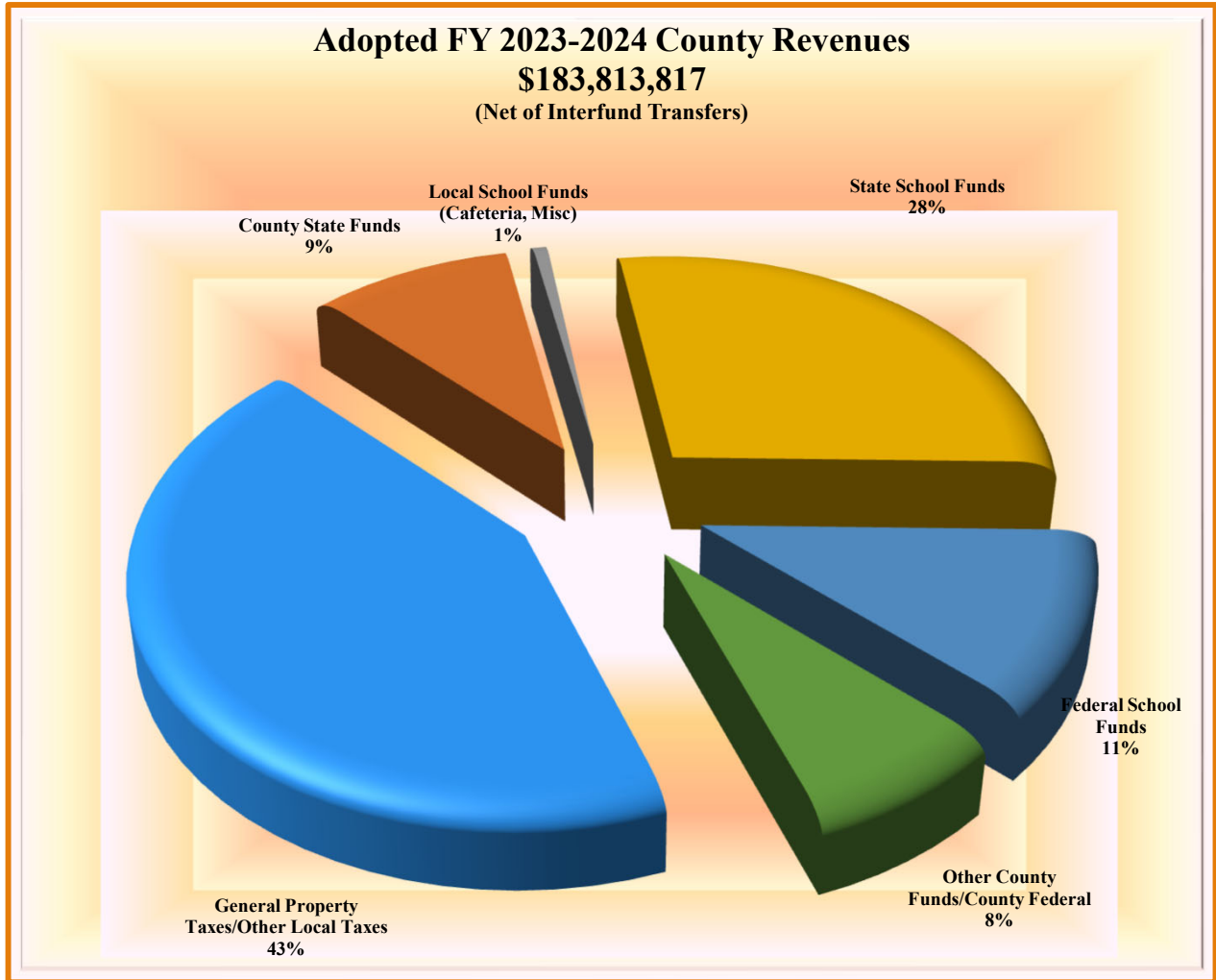
## Franklin County, Virginia Total Revenues - All Funds

Revenues Function/Program	FY21-22 Actual	FY22-23 Actual (Estimated)	FY22-23 Budget	FY23-24 Adopted
Revenues From Local Sources:				
General Property Taxes	\$82,012,233	\$62,876,948	\$63,156,295	\$64,163,059
Other Local Taxes	15,001,956	15,321,801	13,776,704	\$15,049,328
Permits, Fees and Licenses	666,762	590,660	471,459	\$580,690
Fines and Forfeitures	45,353	45,916	17,331	\$30,354
Revenue From Use of Money & Property	335,480	1,276,303	367,057	\$2,465,276
Charges For Services	4,301,574	4,031,401	4,390,178	\$4,478,312
Miscellaneous Revenues	1,302,038	1,136,963	898,739	\$912,786
Recovered Costs	686,191	1,134,292	1,134,139	\$1,694,913
Revenues From Commonwealth of Virginia:				
School Funds	46,574,915	49,354,902	47,806,544	50,733,868
Public Assistance Revenue	2,574,931	3,212,424	2,669,646	2,791,343
Comprehensive Services Act	4,156,653	4,078,294	4,011,405	4,463,075
Shared Expenses - Constitutional Officers	5,245,257	5,326,561	5,135,349	5,725,295
Personal Property Tax Relief	2,626,618	2,626,618	2,626,618	2,626,618
Other Grants and State Shared Expenses	1,984,733	2,361,638	1,308,803	1,797,042
Revenue From Federal Government	23,228,983	26,697,078	34,205,549	26,301,858
From Fund Balance/Borrowed Funds	(25,153,989)	(232,396)		
Total Sources of Funding	<u>\$165,589,688</u>	<u>\$179,839,403</u>	<u>\$181,975,816</u>	<u>\$183,813,817</u>

## Total Expenditures - All Funds

Expenditures	FY21-22 Actual	FY22-23 Actual (Estimated)	FY22-23 Budget	FY23-24 Adopted
General Fund				
General Government Administration	\$5,274,495	\$5,757,382	\$5,857,058	\$6,187,057
Judicial Administration	3,192,113	3,231,676	3,217,051	3,567,914
Public Safety	18,638,433	19,826,882	17,754,087	21,244,108
Public Works	4,510,230	4,921,002	4,751,674	5,217,536
Health and Welfare	15,740,861	15,168,541	16,655,373	17,505,763
Parks, Recreation and Cultural	2,505,864	2,702,252	2,755,655	3,012,321
Community Development	3,222,040	3,460,592	3,374,573	3,669,483
Non Departmental	1,419,692	1,398,263	3,131,473	3,200,866
Debt Service	\$5,231,403	5,071,216	5,759,647	5,758,881
E911 Fund	1,256,518	1,324,741	1,345,619	1,556,961
Law Library	-	-	10,000	10,000
Capital Projects	9,900,563	11,731,312	3,856,775	3,856,775
Utilities	51,164	45,823	24,000	24,000
School Operating Fund	94,646,312	105,199,721	113,482,831	109,002,152
Total Expenditures	<u>\$165,589,688</u>	<u>\$179,839,403</u>	<u>\$181,975,816</u>	<u>\$183,813,817</u>

# Adopted Budget Fiscal Year 2023-2024



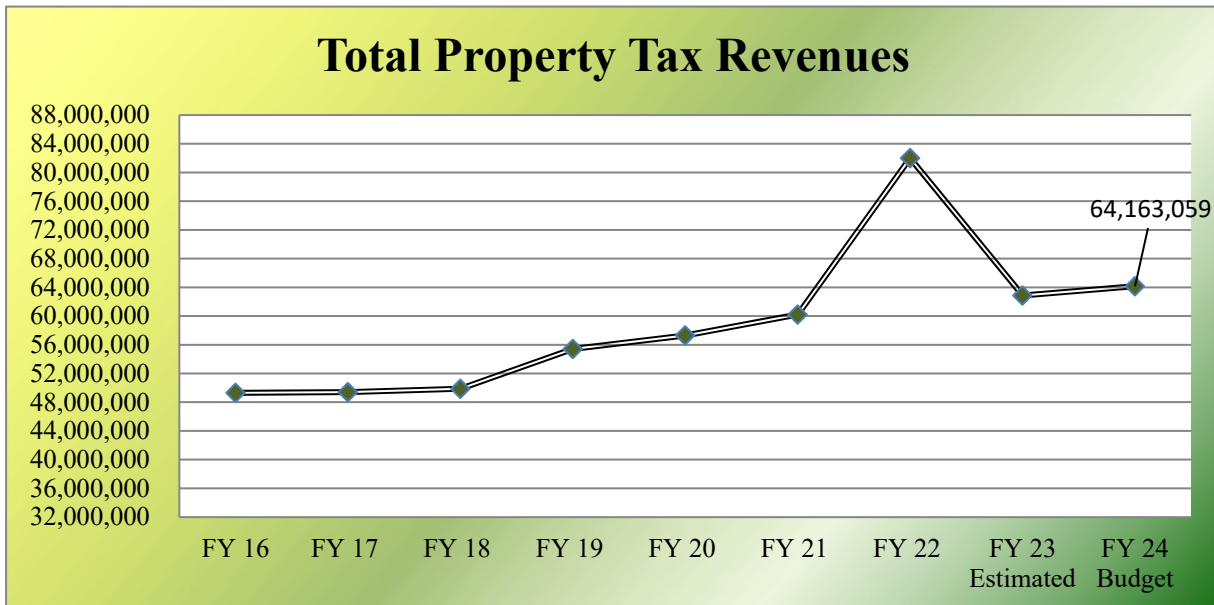
	FY 22-23 Adopted	FY 23-24 Adopted	FY22-23/23-24 Difference	% Change	Percent of Total
General Property Taxes/Other Local Taxes	76,932,999	79,212,387	2,279,388	2.96%	43.09%
County State Funds	15,756,821	17,408,373	1,651,552	10.48%	9.47%
Local School Funds (Cafeteria, Misc)	1,497,412	1,272,412	(225,000)	-15.03%	0.69%
State School Funds	47,806,544	50,733,868	2,927,324	6.12%	27.60%
Federal School Funds	29,386,269	21,259,087	(8,127,182)	-27.66%	11.57%
Other County Funds/County Federal	10,595,771	13,927,690	3,331,919	31.45%	7.58%
<b>Totals</b>	<b>181,975,816</b>	<b>183,813,817</b>	<b>1,838,001</b>	<b>1.01%</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 FY23-24 adopted budget increases \$1,838,001, or 1.01%, when compared to the FY 2022-23 budget. The vast majority of that growth is the result of higher interest earnings on County investments. Personal Property taxes on second hand vehicles is beginning to stabilize. 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. \$64,163,059 is budgeted for General Property Taxes in the FY 23-24 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 began

in 2022 and will be effective for January 1, 2024. The value of Commercial property has seen relatively marginal increases for the past several years.

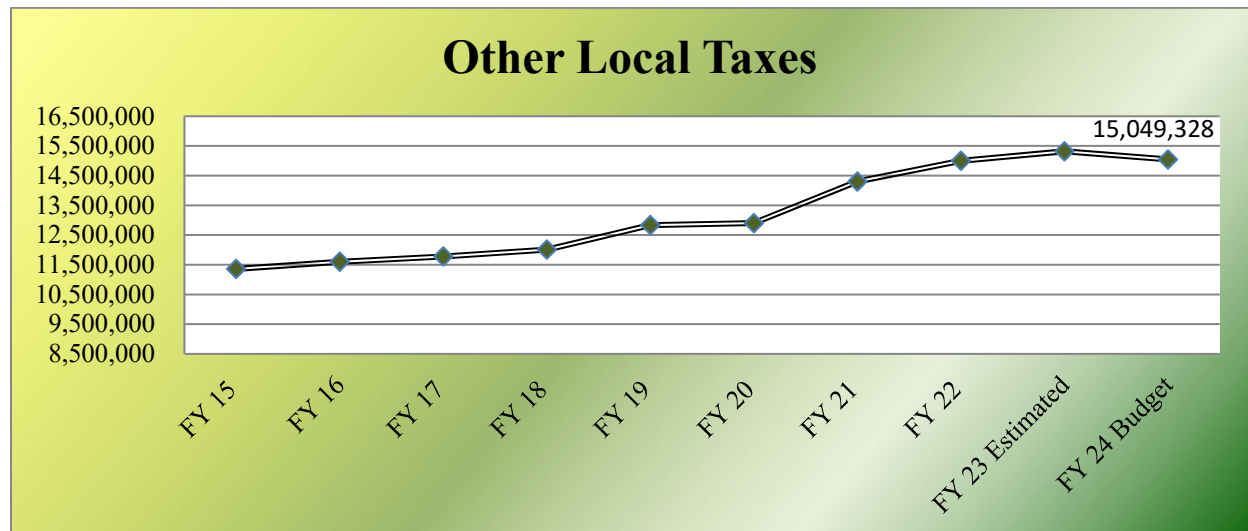
### **Other Local Taxes**

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%.

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 12.9% in sales taxes, 13.53% in meals taxes, and 83.85% in transient occupancy taxes for FY 23-24. 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 9.27% for FY23-24.

A total of \$15,049,328 is budgeted in FY23-24 in this revenue category. Vehicle license fee rates will not change for FY23-24.

**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.

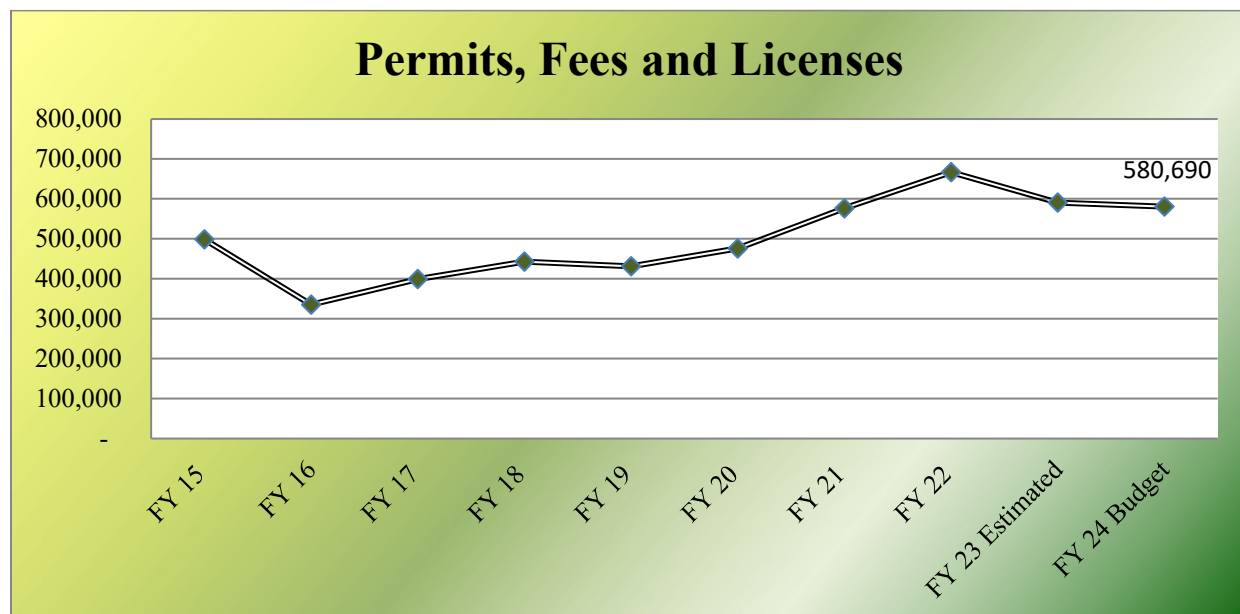


### Permits, Fees and Licenses

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 \$580,690 for FY23-24. This amount has decrease slightly from FY22-23 due mostly to the volatile economy and conservative budgeting.

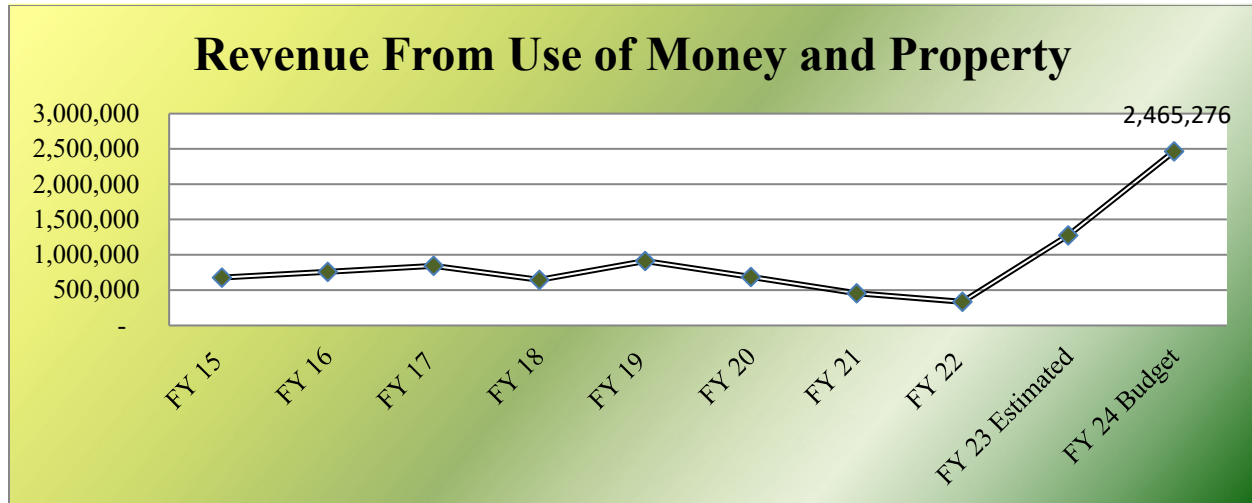


### Revenue from the Use of Money and Property

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 \$2,465,276 is budgeted in this category for FY23-24, which is a 571.63% increase from FY22-23. The increase is mostly the result of increased interest earnings on investments and increase deposits due to a one-time revenue collection by switching to twice-a-year real estate collections.

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

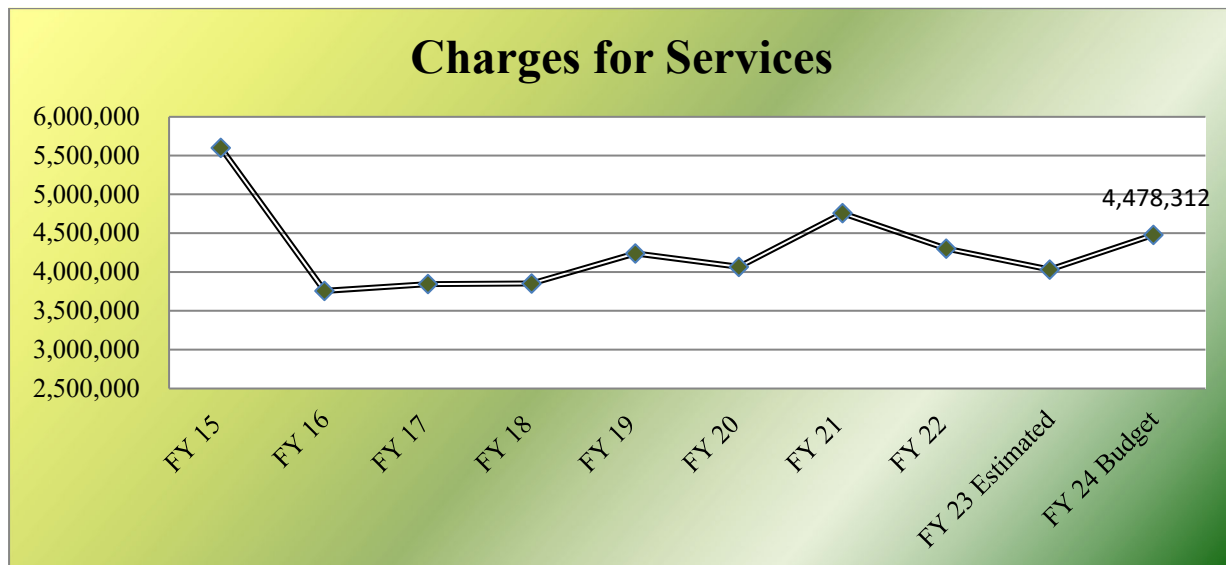


### Charges for Services

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 is expecting significant growth in landfill fees in FY23-24. 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 and an increase in Landfill Tipping fees.

A total of \$4,478,312 is budgeted for FY23-24. The increase from FY22-23 is the result of a projected School local funds and cafeteria receipts.



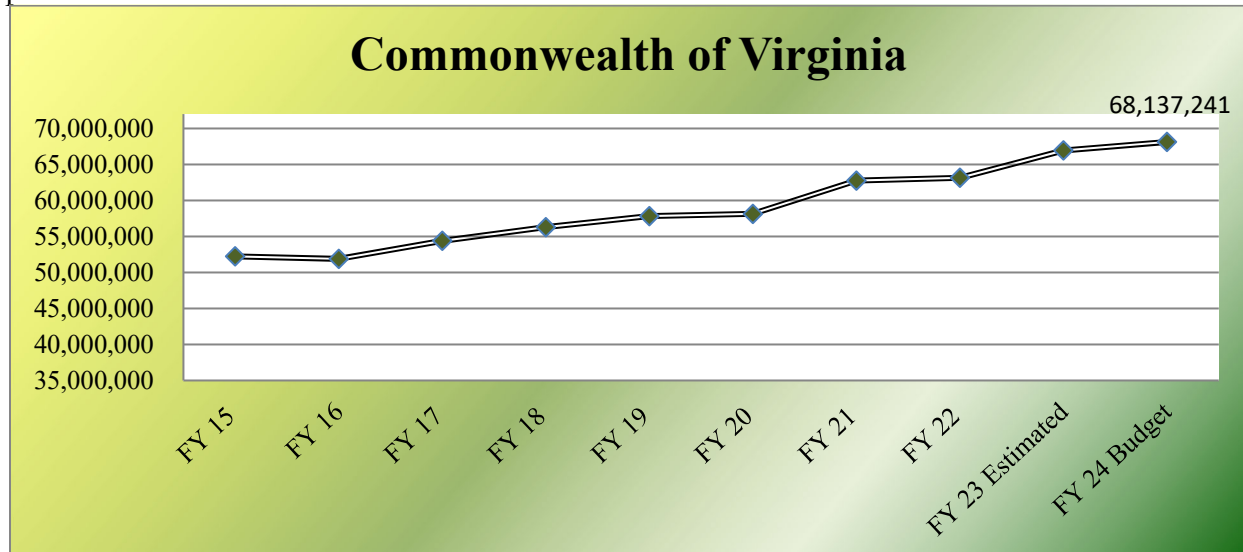


### **Revenue from the Commonwealth of Virginia**

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 \$4,578,876 mostly due to additional State revenue for the public school system, increased funding for constitutional salaries, and funding for Children's Services Act reimbursement.

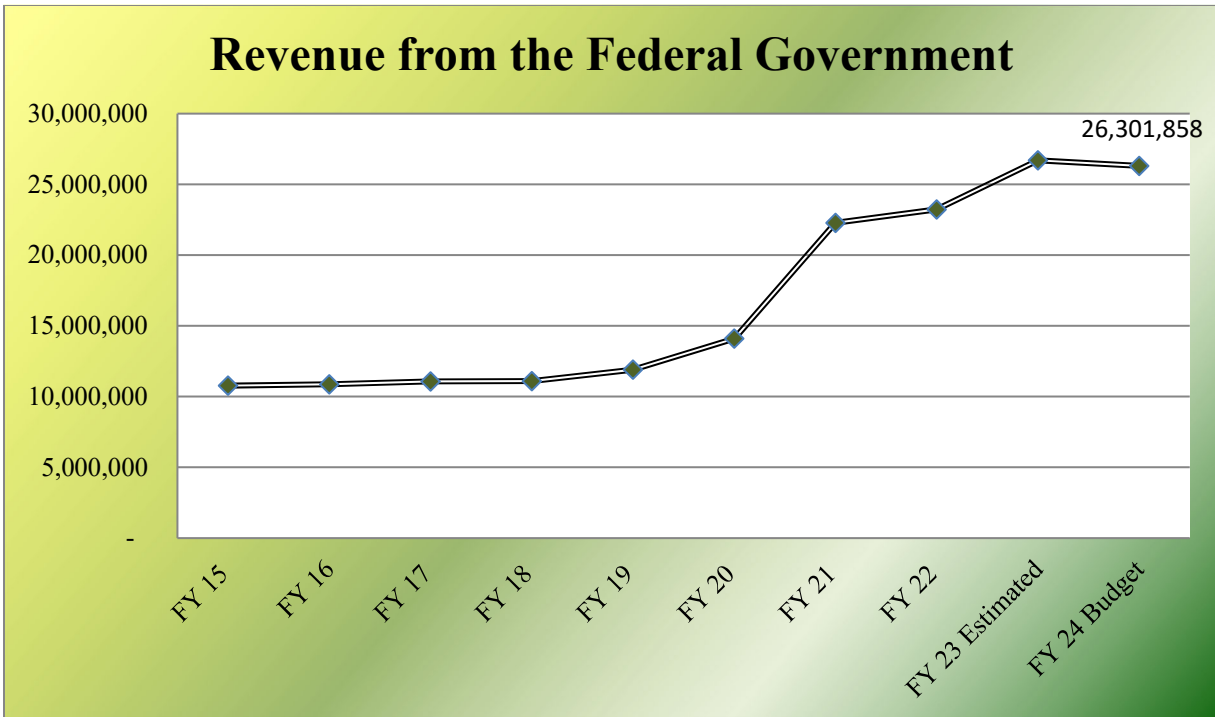
**For the Future:** Revenues from the Commonwealth of Virginia and the Federal Government together are nearly half of the County's budget. Any large negative fluctuations of these revenues in the future will have a serious impact on the County's ability to offer the services it currently provides.



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

Federal revenue is primarily used to support the County's School System and Social Services Department. The large decrease in FY23-24 is caused by the reduction of CARES Act and ARPA funding to the School System. \$26,301,858 is budgeted for FY23-24.

**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.



# Adopted Budget Fiscal Year 2023-2024

## Franklin County Revenue Funding Crosswalk by Department

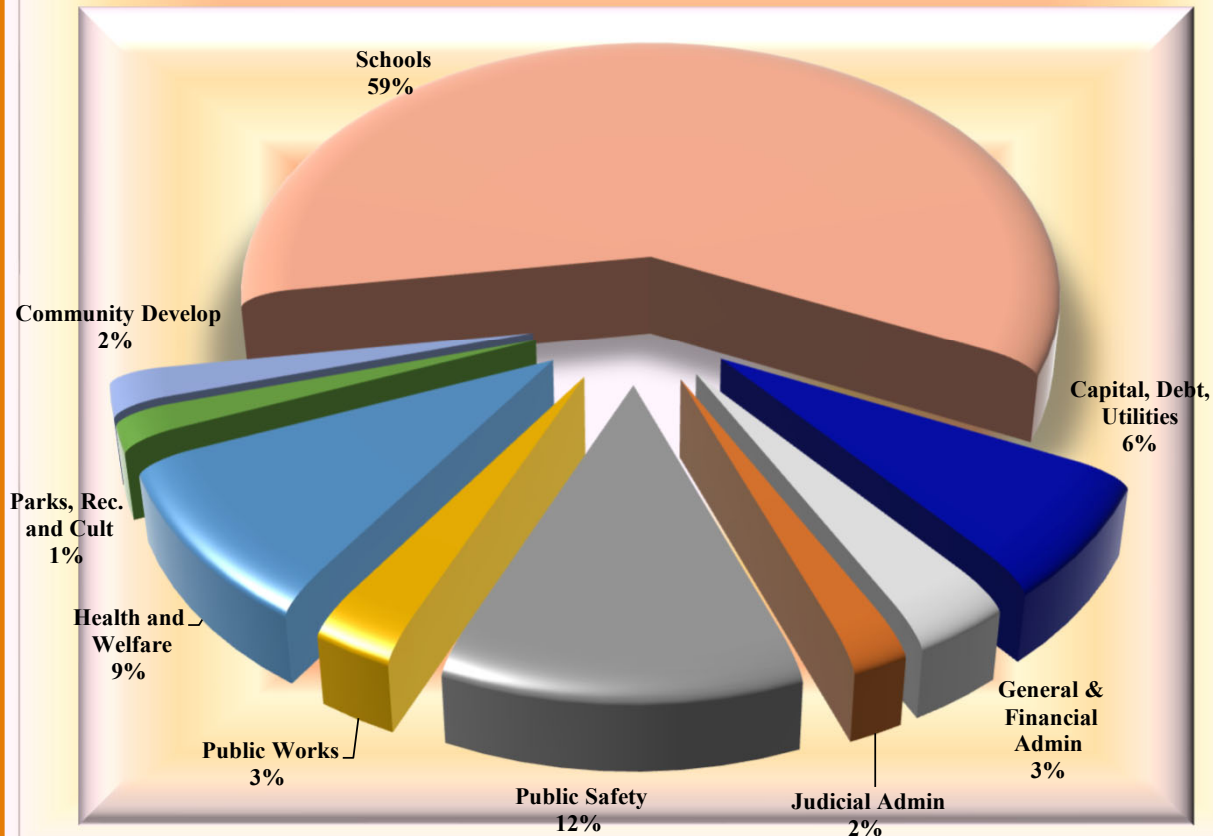
This crosswalk is intended to show the funding sources for each of the major departments of the County for the adopted 2023-2024 budget.

<b><u>General Fund</u></b> <b><u>Department</u></b>	<b><u>Revenues From</u></b> <b><u>Local Sources</u></b>	<b><u>Funding Source</u></b>		
		<b><u>State</u></b> <b><u>Revenues</u></b>	<b><u>Federal</u></b> <b><u>Revenues</u></b>	<b><u>Local School</u></b> <b><u>Revenues</u></b>
<b>General Government Administration</b>				
Board of Supervisors	541,661			
County Administrator	681,503			
Commissioner of Revenue	507,214	233,263		
General Reassessment	200,000			
Treasurer	475,754	183,303		
Finance	1,369,449			
Information Services	1,534,846			
Registrar	364,601	95,463		
<b>Judicial Administration</b>				
Circuit Court	121,659			
General District Court	7,983			
Magistrate	1,500			
Juvenile and Domestic Relations Court	16,150			
Clerk of the Circuit Court	375,301	432,815		
Sheriff - Courts	876,718			
J and D Court Services	722,203	21,332		
Commonwealth's Attorney	288,393	703,860		
<b>Public Safety</b>				
Sheriff	9,133,517	4,076,591		
Building Inspections	549,265			
Animal Control	365,628			
Public Safety	7,119,107			
<b>Public Works</b>				
Public Works	277,725			
Solid Waste and Recycling	3,344,417	22,000		
General Properties	1,573,394			
<b>Health and Welfare</b>				
Health Department	370,018			
Social Services	1,743,188	2,791,343	4,940,910	
<b>Health and Welfare Continued</b>				
CSA - Youth Services	2,346,218	4,463,075		
Family Resource Center	170,312	269,437		
Contributions to Health and Welfare	168,363			

# Adopted Budget Fiscal Year 2023-2024

		<b><u>Funding Source</u></b>		
<b><u>General Fund</u></b>	<b><u>Revenues From Local Sources</u></b>	<b><u>State Revenues</u></b>	<b><u>Federal Revenues</u></b>	<b><u>Local School Revenues</u></b>
Aging Services	136,038	30,267	76,594	
<b>Parks, Recreation and Cultural</b>				
Parks and Recreation	1,879,471			
Library Administration	929,850	203,000		
<b>Community Development</b>				
Planning Agencies	676,720			
Planning and Community Development	793,384			
Economic Development	1,242,696			
Work Force Development Consortium	233,337	50,190		
Tourism Development	278,383			
GIS and Mapping	261,210			
Virginia Cooperative Extension	133,563			
<b>Nondepartmental</b>				
Nondepartmental	3,200,866			
Not Allocated to Specific Departments	(3,642,701)	3,622,434	20,267	
<b>Total General Fund</b>	<b>41,368,904</b>	<b>17,198,373</b>	<b>5,037,771</b>	<b>0</b>
<b>Special Revenue Fund - E911</b>	<b>1,356,961</b>	<b>200,000</b>		
<b>Special Revenue Fund - Law Library</b>	<b>10,000</b>			
<b>Capital Projects</b>	<b>3,856,775</b>			
<b>Debt Service</b>	<b>5,758,881</b>			
<b>Utilities</b>	<b>24,000</b>			
<b>School Operating Fund</b>	<b>35,736,785</b>	<b>50,733,868</b>	<b>21,259,087</b>	<b>1,272,412</b>
<b>Total County</b>	<b>88,112,306</b>	<b>68,132,241</b>	<b>26,296,858</b>	<b>1,272,412</b>

**Adopted FY 23-24 County Expenditures**  
**\$183,813,817**  
**(Net of Interfund Transfers)**



	FY22-23 Adopted	FY23-24 Adopted	FY 22-23/23-24 Difference	% Change	Percent of Total
General and Financial Admin	5,857,058	6,187,057	329,999	5.63%	3.37%
Judicial Admin	3,227,051	3,577,914	350,863	10.87%	1.95%
Public Safety	19,099,706	22,801,069	3,701,363	19.38%	12.40%
Public Works	4,751,674	5,217,536	465,862	9.80%	2.84%
Health and Welfare	16,655,373	17,505,763	850,390	5.11%	9.52%
Parks, Recreation and Cult	2,755,655	3,012,321	256,666	9.31%	1.64%
Community Develop	3,374,573	3,669,483	294,910	8.74%	2.00%
Schools	113,482,831	109,002,152	(4,480,679)	-3.95%	59.30%
Capital, Debt, Utilities, Non Dept.	12,771,895	12,840,522	68,627	0.54%	6.99%
<b>Totals</b>	<b>181,975,816</b>	<b>183,813,817</b>	<b>1,838,001</b>	<b>1.01%</b>	<b>100.00%</b>

**Franklin County  
Expenditure Highlights  
Adopted FY 23-24 Budget**

The adopted FY23-24 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 1.01% from the prior fiscal year due to higher interest earnings on county investments. In addition, this budget funds inflationary costs across all departments. Expenditures by department or major functional area are highlighted below:

**General Government Administration:**

- **Reassessment:** An increase of \$50,000 is due to budgeting additional costs anticipated for future reassessment.
- **Finance:** An increase of \$44,736 is mostly contributed to increased cost of insurance and personnel increases.
- **Information Technology:** An additional \$74,915 is contributed to an increase in maintenance service contracts, increased cost in internet service, and personnel increases.

**Judicial Administration:**

- **Clerk of the Circuit Court:** An increase of \$48,983 is due to increased cost of insurance and personnel increases.
- **Sheriff-Courts:** An increase of \$126,479 is due to personnel, health insurance, and increasing part-time salaries.
- **Juvenile Court Service:** An additional \$128,000 is due to additional funding for regular detention.

**Public Safety:**

- **Sheriff - Law Enforcement & Corrections:** An additional \$2,412,048 for salary increases, fuel prices, debt service and per diems for the Western Virginia Regional Jail.
- **Public Safety:** An increase of \$1,055,663 is mostly contributed to funding two new Fire/EMS full-time positions, increases in salary, health insurance, fuel prices and vehicle repair and maintenance.

**Public Works:**

- **Solid Waste and Recycling:** Increase in fuel, repair/maintenance, tire recycling fees and increase in health insurance are mostly responsible for an increase of \$306,709.

**Health and Welfare:**

- **Social Services:** An increase of \$362,936 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 \$379,718.

**Parks, Recreation and Cultural**

- **Parks and Recreation:** Additional funds for salaries, changes in health insurance, increasing fuel prices and other recreational supplies are mostly responsible for an increase of \$190,640.
- **Libraries:** Increase of \$66,026 is largely due to salaries and health insurance increasing and an increase in building rent.

**Community Development:**

- **Planning Agencies/Contributions:** Additional salary, benefits, and health insurance for a pass-through agency is mostly responsible for an increase of \$132,180.
- **Planning & Community Development:** Increase of \$106,130 is mostly due lease of new equipment, salaries, and changes to health insurance coverage.

**Non-departmental:**

- **Non-departmental:** Budget increase of \$69,393 is contributed to health insurance increases, a pension retirement rate increase, and fuel reserve.
- **Transfers to Other Funds:** An increase of \$1,030,521 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 FY23-24 budget provides total School local operational support of \$35.7 million.





# Adopted Budget Fiscal Year 2023-2024

## Franklin County Table of Departments and Funds

Department	Fund					
	General Fund	Special Revenue Fund	Capital Projects Fund	Debt Service Fund	Utility Fund	Component Unit (Schools)
Board of Supervisors	541,661					
County Administrator	681,503					
Commissioner of Revenue	940,477					
Treasurer	659,057					
Finance	1,369,449					
Information Technology	1,534,846					
Registrar	460,064					
Courts	1,767,545					
Clerk of Court	808,116					
Commonwealth's Attorney	992,253					
Sheriff	13,210,108					
Building Inspections	549,265					
Public Safety	7,484,735					
Public Works	277,725					
Solid Waste and Recycling	3,366,417					
General Properties	1,573,394					
Social Services	10,013,822					
CSA - Youth Services	6,809,293					
Family Resource Center	439,749					
Aging Services	242,899					
Parks and Recreation	1,879,471					
Library Administration	1,132,850					
Planning and Community Development	1,864,877					
Economic Development	1,521,079					
Work Force Development Consortium	283,527					
Non Departmental	49,740,302					
Debt Service				5,758,881		
E911		1,556,961				
Law Library		10,000				
Capital Projects			3,856,775			
Utilities					24,000	
School Operating Fund						109,002,152
<b>Total</b>	<b>110,144,484</b>	<b>1,566,961</b>	<b>3,856,775</b>	<b>5,758,881</b>	<b>24,000</b>	<b>109,002,152</b>

Adopted Budget Total           \$ 230,353,253

Less Interfund Transfers       \$ 46,539,436

Net County Budget               \$ 183,813,817



## Ten Year Forecast

The chart on the next pages outlines the County's Ten Year Forecast of General Fund revenues and expenditures beginning FY23-24 and then projections through FY32-33. 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 \$700,000 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 2023-2024

## Franklin County Ten Year Forecast - General Fund Only

	<b>23-24 Adopted 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>	<b>29-30 Proposed Budget</b>
General Property Taxes	64,163,059	64,323,467	64,484,275	64,645,486	64,807,100	64,969,117	65,131,540
Other Local Taxes	14,995,328	14,832,415	14,847,429	14,863,272	14,879,932	14,897,399	14,915,663
Permits, Licenses, Fees	580,690	580,690	580,690	580,690	580,690	580,690	580,690
Court Fines/Costs	30,354	30,354	30,354	30,354	30,354	30,354	30,354
Revenue from Money & Property	2,465,276	1,681,804	1,703,734	1,727,492	1,753,259	1,781,235	1,811,641
Charges for Services	3,196,900	3,206,784	3,214,064	3,221,374	3,228,715	3,254,992	3,272,894
Miscellaneous	727,820	727,820	727,820	727,820	727,820	727,820	727,820
Recovered Costs	1,694,913	1,694,913	1,694,913	1,694,913	1,694,913	1,694,913	1,694,913
Commonwealth of Virginia	17,198,373	16,810,277	16,865,962	16,922,203	16,899,008	16,956,380	17,014,326
Federal Revenues	5,037,771	5,037,771	5,037,771	5,037,771	5,037,771	5,020,445	5,020,445
Fund Balance	-	0	0	0	0	0	0
Total General Fund Revenues	110,090,484	108,926,293	109,187,012	109,451,375	109,639,561	109,913,346	110,200,285
General and Financial Administration	6,187,057	6,202,525	6,218,031	6,233,576	6,249,160	6,264,783	6,280,445
Judicial Administration	3,567,914	3,576,834	3,585,776	3,594,740	3,603,727	3,612,736	3,621,768
Public Safety	21,234,108	21,520,648	21,811,166	22,138,333	22,437,305	22,773,864	23,081,536
Public Works	5,173,536	5,186,470	5,199,436	5,212,435	5,225,466	5,238,529	5,251,626
Health and Welfare	17,505,763	17,766,499	18,031,128	18,301,595	18,574,204	18,852,817	19,133,645
Parks, Recreation and Cultural	3,012,321	2,919,602	2,926,901	2,934,218	2,941,554	2,948,907	2,956,280
Community Development	3,669,483	3,678,657	3,687,853	3,697,073	3,706,316	3,715,581	3,724,870
Nondepartmental	3,200,866	3,208,868	3,216,890	3,224,933	3,232,995	3,241,077	3,249,180
Transfers to Other Funds:	46,539,436	45,232,235	45,345,315	45,458,678	45,572,325	45,686,256	45,800,472
Total General Fund Expenditures	110,090,484	109,292,337	110,022,497	110,795,582	111,543,050	112,334,552	113,099,822
<b>General Fund Surplus/(Deficit)</b>	<b>-</b>	<b>(366,044)</b>	<b>(835,485)</b>	<b>(1,344,206)</b>	<b>(1,903,489)</b>	<b>(2,421,206)</b>	<b>(2,899,537)</b>
Surplus/(Deficit) as a Percentage of Operating Revenues	0.00%	-0.34%	-0.77%	-1.23%	-1.74%	-2.20%	-2.63%

# Adopted Budget Fiscal Year 2023-2024

## Franklin County Ten Year Forecast - General Fund Only

	<b>30-31 Proposed Budget</b>	<b>31-32 Proposed Budget</b>	<b>32-33 Proposed Budget</b>
General Property Taxes	65,294,369	65,457,605	65,621,249
Other Local Taxes	14,934,712	14,954,537	14,975,128
Permits, Licenses, Fees	580,690	580,690	580,690
Court Fines/Costs	30,354	30,354	30,354
Revenue from Money & Property	1,844,717	1,880,731	1,919,976
Charges for Services	3,291,350	3,310,389	3,321,131
Miscellaneous	727,820	727,820	727,820
Recovered Costs	1,694,913	1,694,913	1,694,913
Commonwealth of Virginia	17,072,851	17,131,962	17,191,664
Federal Revenues	5,020,445	5,020,445	5,020,445
Fund Balance	0	0	0
Total General Fund Revenues	110,492,222	110,789,447	111,083,370
General and Financial Administration	6,296,146	6,311,886	6,327,666
Judicial Administration	3,630,823	3,639,900	3,649,000
Public Safety	23,427,759	23,744,386	24,065,414
Public Works	5,264,755	5,277,917	5,291,111
Health and Welfare	19,420,650	19,709,946	20,003,562
Parks, Recreation and Cultural	2,963,670	2,971,080	2,978,507
Community Development	3,734,183	3,743,518	3,752,877
Nondepartmental	3,257,303	3,265,446	3,273,610
Transfers to Other Funds:	45,914,973	46,029,760	46,144,835
Total General Fund Expenditures	113,910,261	114,693,839	115,486,582
<b>General Fund Surplus/(Deficit)</b>	<b>(3,418,039)</b>	<b>(3,904,392)</b>	<b>(4,403,212)</b>
Surplus/(Deficit) as a Percentage of Operating Revenues	-3.09%	-3.52%	-3.96%



# 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>
Board of Supervisors	105	<b>General Properties</b>	<b>161</b>
County Administrator	109	<b>Health and Welfare</b>	<b>164</b>
Commissioner of the Revenue	112	<b>Social Services</b>	<b>165</b>
Treasurer	116	<b>C.S.A. Office</b>	<b>169</b>
Finance	119	<b>Family Resource Center</b>	<b>172</b>
Information Technology	126	<b>Aging Services</b>	<b>175</b>
Registrar	130	<b>Parks, Recreation and Cultural</b>	<b>178</b>
<b>Judicial Administration</b>	<b>133</b>	<b>Parks and Recreation</b>	<b>179</b>
Clerk of the Circuit Court	134	<b>Library</b>	<b>184</b>
Commonwealth's Attorney	137	<b>Community Development</b>	<b>189</b>
<b>Public Safety</b>	<b>140</b>	<b>Planning &amp; Community Development</b>	<b>190</b>
Sheriff	141	<b>Economic Development</b>	<b>193</b>
		<b>Tourism</b>	<b>196</b>
<b>Building Inspections</b>	<b>146</b>	<b>GIS</b>	<b>199</b>
<b>Public Safety</b>	<b>149</b>	<b>The Franklin Center</b>	<b>202</b>
		<b>Transfers to Other Funds</b>	<b>206</b>





# Adopted Budget Fiscal Year 2023-2024

## Franklin County General Fund Revenue Summary

	<u>Actual 21-22</u>	<u>Adopted Budget 22-23</u>	<u>Adopted Budget 23-24</u>	<u>22-23 Adopted to 23-24 Adopted Increase (Decrease)</u>	<u>Adopted to Adopted to Percent Incr/Decr</u>
<b>General Property Taxes</b>					
<b>General Property Taxes</b>					
Real Estate Taxes (Current)	62,948,332	42,723,467	43,055,863	332,396	0.78%
Real Estate Taxes (Delinquent)	445,465	550,000	500,000	(50,000)	-9.09%
Roll Back Taxes (All)	21,754	20,000	18,000	(2,000)	-10.00%
Real Estate Pre-Paid Taxes	178,439	-	-	-	
Public Service Corp. (Current)	1,161,659	1,161,242	1,019,284	(141,958)	-12.22%
Personal Property Taxes (Cur)	13,781,882	15,485,554	16,113,085	627,531	4.05%
Personal Property Taxes (Del)	587,693	475,000	600,000	125,000	26.32%
Mobile Home Taxes (Current)	234,640	227,358	235,165	7,807	3.43%
P P Pre-Paid Taxes	28,886	-	-	-	
Mobile Home Taxes (Delinquent)	18,130	20,000	17,590	(2,410)	-12.05%
Machinery & Tools Taxes Cur	1,018,491	958,625	1,056,590	97,965	10.22%
Machinery & Tools Taxes Del	54,865	5,212	12,687	7,475	143.42%
Merchants Capital Taxes Cur	747,672	809,236	778,479	(30,757)	-3.80%
Merchants Capital (Delinquent)	12,704	-	-	-	
Penalties (All Taxes)	560,925	514,285	550,000	35,715	6.94%
Interest (All Taxes)	207,552	203,447	203,447	-	0.00%
Interest - Clerk Of Court	3,144	2,869	2,869	-	0.00%
<b>Total Gen Property Taxes</b>	<b>82,012,233</b>	<b>63,156,295</b>	<b>64,163,059</b>	<b>1,006,764</b>	<b>1.59%</b>
<b>Other Local Taxes</b>					
Local Sales Tax	7,043,338	6,474,597	7,309,524	834,927	12.90%
Consumers Utility Taxes	1,017,326	1,002,442	1,002,442	-	0.00%
County Business Licenses	5,517	3,083	3,083	-	0.00%
Utility License Tax	201,654	209,174	203,445	(5,729)	-2.74%
Communications Tax	1,586,389	1,562,745	1,543,222	(19,523)	-1.25%
Motor Vehicle License Fees	2,061,003	2,122,224	2,061,616	(60,608)	-2.86%
Bank Stock Taxes (Franchise)	281,964	89,100	232,616	143,516	161.07%
Grantee Tax On Deeds (Clerk)	1,028,616	717,084	717,084	-	0.00%
Transient Occupancy Tax 4%	190,433	112,595	255,180	142,585	126.64%
Transient Occupancy Tax 3%	144,508	131,064	192,780	61,716	47.09%
Food & Beverage (Meals Tax)	1,404,130	1,298,596	1,474,336	175,740	13.53%
<b>Total Other Local Taxes</b>	<b>14,964,877</b>	<b>13,722,704</b>	<b>14,995,328</b>	<b>1,272,624</b>	<b>9.27%</b>
<b>Permits and Licenses</b>					
Land Use Application Fees	20,705	19,840	18,185	(1,655)	-8.34%
Planning & Zoning Fees	62,286	50,952	56,047	5,095	10.00%
Erosion Control Permits	18,424	15,664	15,664	-	0.00%
Septic Tank Pump Out Reg Fees	735	500	600	100	20.00%
Stormwater Mgmt Fees	31,081	29,840	29,840	-	0.00%
DEQ Stormwater Mgmt Fees	3,976	500	5,316	4,816	963.20%
Short Term Rental Fees	13,213	15,000	12,000	(3,000)	-20.00%
Solicitor Permits	25	-	-	-	
Transfer Fees	2,962	2,338	2,338	-	0.00%
Scrap Metal Permits	48	-	-	-	
Building Permit Fees	481,030	310,000	400,000	90,000	29.03%
Permit Transaction Fee	-	-	7,000	7,000	

# Adopted Budget Fiscal Year 2023-2024

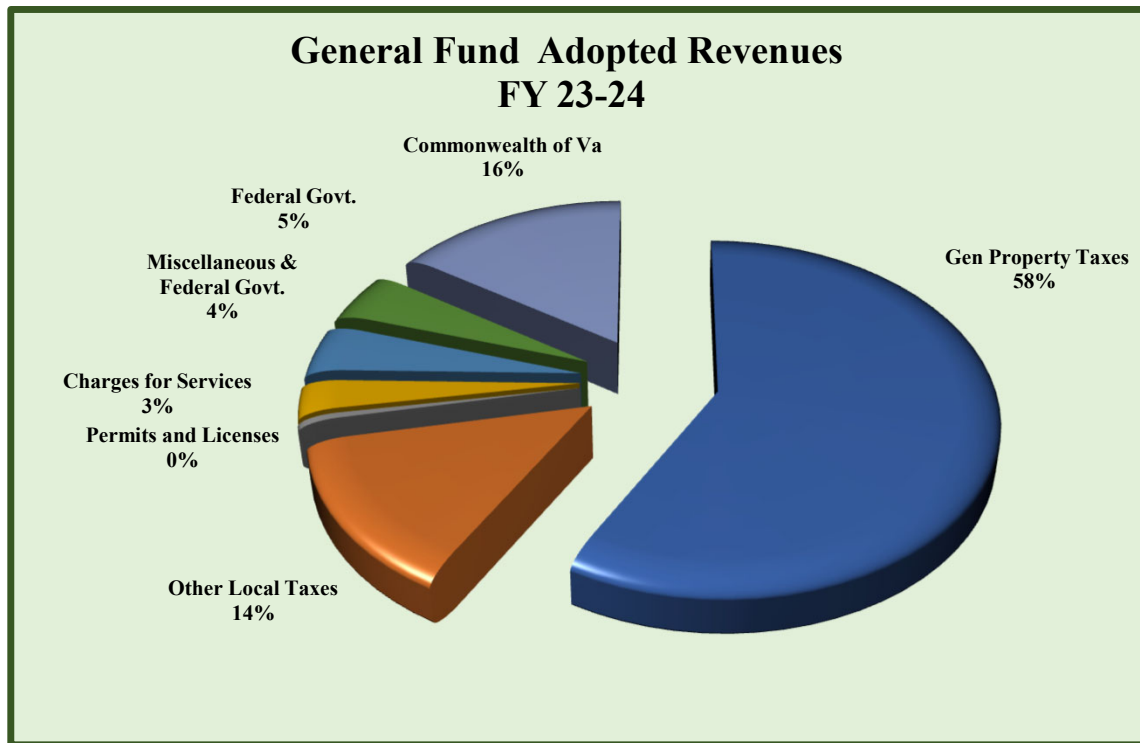
	<u>Actual 21-22</u>	<u>Adopted Budget 22-23</u>	<u>Adopted Budget 23-24</u>	<u>22-23 Adopted to 23-24 Adopted Increase (Decrease)</u>	<u>Adopted to Adopted to Percent Incr/Decr</u>
Code Academy Fee Levy	10,192	6,825	7,200	375	5.49%
Dog Licenses	21,916	20,000	20,000	-	0.00%
Fire Prevention Inspection Fees			6,500	6,500	
Dangerous Dog License Fees	170			-	
<b>Total Permits and Licenses</b>	<b>666,762</b>	<b>471,459</b>	<b>580,690</b>	<b>109,231</b>	<b>23.17%</b>
<b>Fines and Forfeiture</b>					
Court Fines And Costs	45,353	17,331	30,354	13,023	75.14%
<b>Revenue Money &amp; Property</b>					
Interest On Bank Deposits	176,078	220,000	2,300,000	2,080,000	945.45%
Rent On County Property	136,187	127,437	142,036	14,599	11.46%
Armory Rent	2,953			-	
Tower Sites Lease Revenue	16,961	16,320	18,840	2,520	15.44%
Rent - Daily Grind	3,300	3,300	4,400	1,100	33.33%
<b>Total Rev Money &amp; Property</b>	<b>335,479</b>	<b>367,057</b>	<b>2,465,276</b>	<b>2,098,219</b>	<b>571.63%</b>
<b>Charges for Services</b>					
Sale Of Maps And Code	20	45	-	(45)	-100.00%
Concealed Weapon Charge	32,718	45,000	30,000	(15,000)	-33.33%
Dna Sample Of Felons	907			-	
Clerk - Sale Of Copies	7,785	7,659	6,284	(1,375)	-17.95%
Local Probate Tax	17,769	15,862	17,000	1,138	7.17%
Commonwealth Attorney Fees	6,417	6,208	5,308	(900)	-14.50%
Court Costs-Sheriffs Fees	3,444	-	-	-	
Commissary Profit	2,305			-	
Local Booking Fee	4,226	4,001	4,001	-	0.00%
Courthouse Security Fee	67,956	65,000	65,000	-	0.00%
Animal Adoption Fees	9,159	6,000	6,300	300	5.00%
Animal Boarding Fees	1,952	800	1,952	1,152	144.00%
Rabies Clinic Fees	40			-	
Ems Billing Revenue	1,553,283	1,529,316	1,599,562	70,246	4.59%
Private Landfills	115,183	94,000	100,000	6,000	6.38%
Waste Disposal Charges	1,171,050	900,000	1,130,500	230,500	25.61%
Recreation Fees	249,909	175,000	200,000	25,000	14.29%
Library Fees Fines Charges	17,214	28,224	25,000	(3,224)	-11.42%
Franklin Ctr Comm/Building Use	5,993	6,651	5,993	(658)	-9.89%
<b>Total Charges for Services</b>	<b>3,267,331</b>	<b>2,883,766</b>	<b>3,196,900</b>	<b>313,134</b>	<b>10.86%</b>
<b>Miscellaneous</b>					
Expenditure Refunds	563,671	356,955	356,955	-	0.00%
Service Charges - Rtnl Checks	175			-	
Svc Chgs: Tax Liens, Judgts	19,982	15,410	15,410	-	0.00%
Dmv Stop Fees	52,349	65,766	60,766	(5,000)	-7.60%
Miscellaneous	98,071	50,000	86,943	36,943	73.89%
Credit Card Fees	14,946	10,485	14,946	4,461	42.55%
Sale Of Bicentennial Books	657			-	
Tax Sales Unclaimed Funds	-	9,741	10,734	993	10.19%
PEG Funds (Shentel)	12,230	12,913	10,317	(2,596)	-20.10%
Misc - Opioid Settlement	38,793			-	
Jail Pay Phone Commission	23,850	20,697	20,697	-	0.00%
Off Duty Pay Sheriff Deputies	103,004	100,412	70,737	(29,675)	-29.55%

# Adopted Budget Fiscal Year 2023-2024

	<u>Actual 21-22</u>	<u>Adopted Budget 22-23</u>	<u>Adopted Budget 23-24</u>	<u>22-23 Adopted to 23-24 Adopted Increase (Decrease)</u>	<u>Adopted to Adopted to Percent Incr/Decr</u>
Animal Shelter Donations	40,151			-	
Sale Of Recycled Goods	122,963	50,000	63,000	13,000	26.00%
Other Community FRC Donations	9,609	5,795	6,000	205	3.54%
FRC - Gift and Donations	1,520			-	
Agng Cash Proj Income-Donation	2,429	3,393	3,393	-	0.00%
Aging Svcs Local Billing	11,746	7,582	7,922	340	4.48%
Aging-Long-Term Care Fds/PP	-	3,858		(3,858)	-100.00%
<b>Total Miscellaneous</b>	<b>1,116,147</b>	<b>713,007</b>	<b>727,820</b>	<b>14,813</b>	<b>2.08%</b>
<b>Recovered Costs</b>					
Rec Cost-Blue Ridge Soil Water	204,044	182,012	285,702	103,690	56.97%
Refund - Health Department	58,309	14,373	44,373	30,000	208.72%
Recov Costs School Res Ofcrs	86,658	86,658	386,658	300,000	346.19%
Recov Costs CSA Private Day	-	650,000	650,000	-	0.00%
Court Reporting Fees	71,205	47,251	47,251	-	0.00%
Shared Expenses - Jail Costs	133,456	103,984	131,068	27,084	26.05%
Radio System from Town,Ferrum College	25,888	25,888	25,888	-	0.00%
Vpa Refunds	106,630	23,973	23,973	-	0.00%
Csa - 3Rd Party Reimbursements	-	-	100,000	100,000	
<b>Total Recovered Costs</b>	<b>686,191</b>	<b>1,134,139</b>	<b>1,694,913</b>	<b>560,774</b>	<b>49.44%</b>
<b>Commonwealth of Va.</b>					
Motor Vehicle Carrier Tax	37,199	35,888	37,199	1,311	3.65%
Mobile Home Titling Tax	198,915	153,826	153,826	-	0.00%
Motor Vehicle Rental Tax	48,532	36,052	47,832	11,780	32.68%
Grantor Tax On Deeds (Clerk)	306,384	224,987	224,987	-	0.00%
Personal Property Tax Relief	2,626,618	2,626,618	2,626,618	-	0.00%
Recordation Taxes - State	-	65,088	-	(65,088)	-100.00%
State Dhcd	2,500			-	
Shared Expenses - COR	199,170	216,134	233,263	17,129	7.93%
Shared Expenses - Treasurer	169,677	180,408	183,303	2,895	1.60%
Shared Expenses - Registrar	81,332	49,903	95,463	45,560	91.30%
Va Juv Cmty Crime Control Act	21,332	21,332	21,332	-	0.00%
Drug Court Grant	1,939			-	
Commonwealth Debit Account	13,824			-	
Shared Expenses - Clerk Of Cou	543,986	426,479	432,815	6,336	1.49%
Shared Expenses - Comm Atty	637,923	695,550	703,860	8,310	1.19%
Victim Witness Grant	70,216	70,000	65,000	(5,000)	-7.14%
Shared Expenses - Sheriff	3,613,169	3,566,875	4,076,591	509,716	14.29%
Dcjs Grants	202,616	80,000	446,972	366,972	458.72%
Dmv Highway Safety Grants	11,382		20,000	20,000	
Four For Life Grant	57,218			-	
Public Safety Grants	90,057			-	
State Social Services	2,574,931	2,669,646	2,791,343	121,697	4.56%
Comprehensive Services Act	4,156,653	4,011,405	4,463,075	451,670	11.26%
Frc-Fam Violence Prev Svcs Act	158,498	148,717	150,000	1,283	0.86%
FRC-DCJS Sexual Assalt Dom Vio	93,912	125,667	119,437	(6,230)	-4.96%
Aging Va GA Trans Fds/Match	32,905	18,688	30,267	11,579	61.96%
Library Grants	183,398	179,473	203,000	23,527	13.11%
Work Force Development Grants	79,450	50,190	50,190	-	0.00%
Deq Litter Control Grant	18,895	18,895	22,000	3,105	16.43%
<b>Total Commonwealth of Va</b>	<b>16,232,632</b>	<b>15,671,821</b>	<b>17,198,373</b>	<b>1,526,552</b>	<b>9.74%</b>

## Adopted Budget Fiscal Year 2023-2024

	<u>Actual 21-22</u>	<u>Adopted Budget 22-23</u>	<u>Adopted Budget 23-24</u>	<u>22-23 Adopted to 23-24 Adopted Increase (Decrease)</u>	<u>Adopted to Adopted to Percent Incr/Decr</u>
<b>Federal Govt.</b>					
Park Land - Payment In Lieu Of	20,762	20,267	20,267	-	0.00%
CDBG Grant	103,000			-	
ARP Funds	3,529,032			-	
Federal Grants	148,133			-	
SAFER Grant			-	-	
Federal Social Services	4,412,192	4,725,496	4,940,910	215,414	4.56%
Federal SSBG	231,202			-	
Title III	77,377	41,959	67,280	25,321	60.35%
Medicaid	1,711	9,935	-	(9,935)	-100.00%
Senior Transportation Grant	7,394	7,309	-	(7,309)	-100.00%
Trans SAAA FFS Rev	14,412	9,314	9,314	-	0.00%
<b>Total Federal Govt</b>	<b>8,545,216</b>	<b>4,814,280</b>	<b>5,037,771</b>	<b>223,491</b>	<b>4.64%</b>
<b>Transfers, Beg. Balance</b>					
Overpays	(13,352)			-	
<b>Total Transfers, Beg Bal</b>	<b>(13,352)</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total General Fund</b>	<b>127,858,868</b>	<b>102,951,859</b>	<b>110,090,484</b>	<b>7,138,625</b>	<b>6.93%</b>



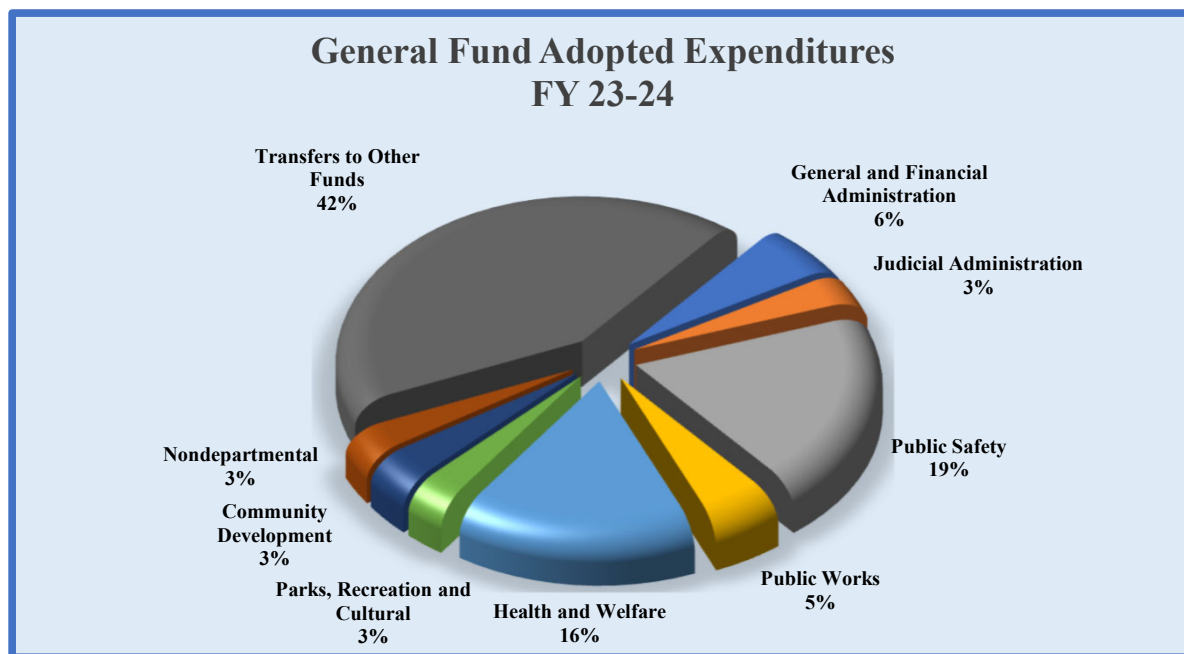
# Adopted Budget Fiscal Year 2023-2024

## Franklin County Summary of General Fund Expenditures by Department

	Actual <u>21-22</u>	Adopted Budget <u>22-23</u>	Adopted Budget <u>23-24</u>	22-23 Adopted to 23-24 Adopted Increase (Decrease)	22-23 Adopted to 23-24 Adopted Percent Incr/Decr
<b>General Government Administration</b>					
Board of Supervisors	556,268	516,821	541,661	24,840	4.81%
<b>General and Financial Administration</b>					
County Administrator	665,807	644,667	681,503	36,836	5.71%
Commissioner of Revenue	680,133	713,621	740,477	26,856	3.76%
Reassessment	-	150,000	200,000	50,000	33.33%
Treasurer	608,279	627,804	659,057	31,253	4.98%
Finance	404,105	462,494	507,230	44,736	9.67%
Risk Management	475,112	614,430	616,175	1,745	0.28%
Human Resources	168,469	227,112	246,044	18,932	8.34%
Information Technology	1,371,426	1,459,931	1,534,846	74,915	5.13%
Registrar	344,896	440,178	460,064	19,886	4.52%
	5,274,495	5,857,058	6,187,057	329,999	5.63%
<b>Judicial Administration</b>					
Circuit Court	134,390	115,035	121,659	6,624	5.76%
General District Court	9,043	6,180	7,983	1,803	29.17%
Magistrate	-	1,500	1,500	-	0.00%
Juvenile and Domestic Relations Ct.	23,908	16,150	16,150	-	0.00%
Clerk of the Circuit Court	862,923	759,133	808,116	48,983	6.45%
Sheriff - Courts	818,199	750,239	876,718	126,479	16.86%
Juvenile Court Services	408,879	615,535	743,535	128,000	20.79%
Commonwealth Attorney	934,771	953,279	992,253	38,974	4.09%
	3,192,113	3,217,051	3,567,914	350,863	10.91%
<b>Public Safety</b>					
Sheriff	5,821,409	5,336,821	6,394,365	1,057,544	19.82%
Corrections	4,694,993	5,451,239	6,805,743	1,354,504	24.85%
Building Inspections	508,078	526,955	549,265	22,310	4.23%
Animal Control	375,620	318,043	365,628	47,585	14.96%
EMS Billing	1,946,439	1,598,603	1,724,892	126,289	7.90%
Public Safety	5,236,424	4,512,426	5,394,215	881,789	19.54%
	18,582,962	17,744,087	21,234,108	3,490,021	19.67%
<b>Public Works</b>					
Public Works	270,024	251,067	277,725	26,658	10.62%
Solid Waste and Recycling	2,950,368	3,059,708	3,366,417	306,709	10.02%
General Buildings and Grounds	1,289,838	1,396,899	1,529,394	132,495	9.48%
	4,510,230	4,707,674	5,173,536	465,862	9.90%
<b>Health and Welfare</b>					
Health Department	381,598	370,018	370,018	-	0.00%
Contributions to Health and Welfare	114,358	125,938	168,363	42,425	33.69%
Social Services	8,653,820	9,112,505	9,475,441	362,936	3.98%
CSA - Youth Services	5,992,477	6,429,575	6,809,293	379,718	5.91%
Family Resource Center	398,410	402,844	439,749	36,905	9.16%
Aging Services	200,198	214,493	242,899	28,406	13.24%
	15,740,861	16,655,373	17,505,763	850,390	5.11%
<b>Parks, Recreation and Cultural</b>					
Community Colleges	100,000	100,000	100,000	-	0.00%

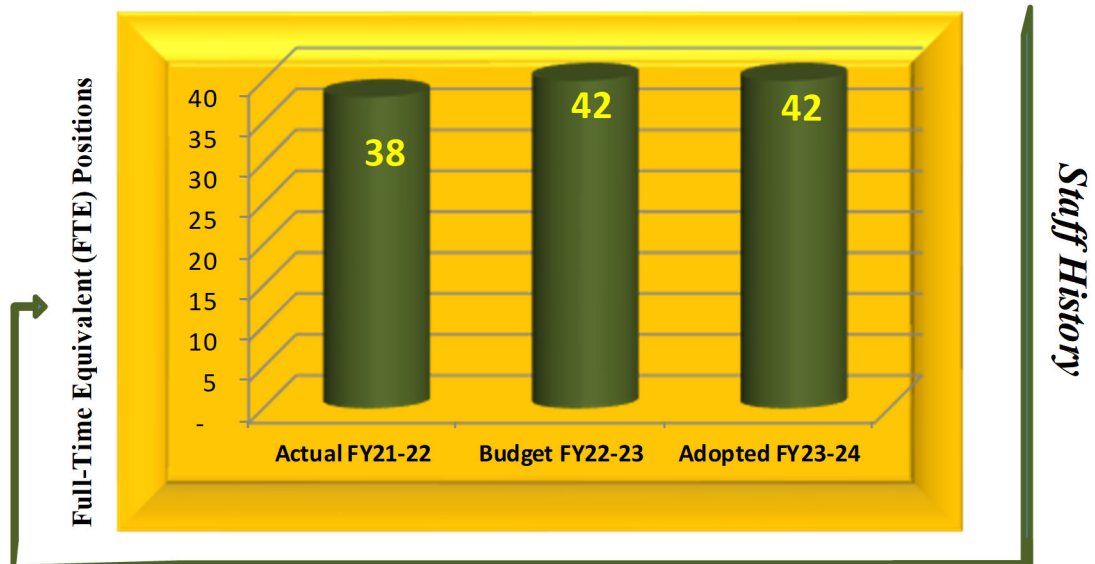
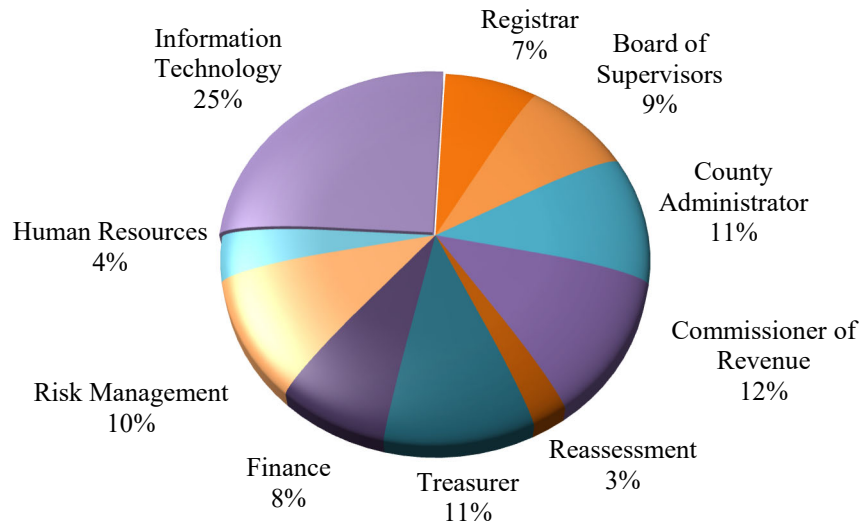
## Adopted Budget Fiscal Year 2023-2024

	Actual 21-22	Adopted Budget 22-23	Adopted Budget 23-24	22-23 Adopted to 23-24 Adopted Increase (Decrease)	22-23 Adopted to 23-24 Adopted Percent Incr/Decr
Parks and Recreation	1,509,827	1,588,831	1,779,471	190,640	12.00%
Libraries	896,036	1,066,824	1,132,850	66,026	6.19%
	2,505,864	2,755,655	3,012,321	256,666	9.31%
<b>Community Development</b>					
Planning Agencies/Contributions	570,051	544,540	676,720	132,180	24.27%
Planning and Community Dev.	679,179	687,254	793,384	106,130	15.44%
Economic Development	1,190,018	1,196,206	1,242,696	46,490	3.89%
Franklin Center	241,819	258,592	283,527	24,935	9.64%
Tourism Development	194,327	322,571	278,383	(44,188)	-13.70%
GIS and Mapping	252,181	237,564	261,210	23,646	9.95%
Virginia Cooperative Extension	94,465	127,846	133,563	5,717	4.47%
	3,222,040	3,374,573	3,669,483	294,910	8.74%
<b>Nondepartmental</b>	1,419,692	3,131,473	3,200,866	69,393	2.22%
<b>Transfers to Other Funds</b>					
Schools - Operations	32,883,294	34,190,187	35,151,366	961,179	2.81%
Schools - Debt Service	408,801	565,000	548,000	(17,000)	-3.01%
Schools - Canneries	37,419	37,419	37,419	-	0.00%
Schools - Carryovers	-	-	-	-	-
County Capital: School Projects	2,382,992	1,420,000	1,420,000	-	0.00%
Debt Service	5,573,915	5,573,915	5,573,915	-	0.00%
E911	1,344,198	1,270,619	1,356,961	86,342	6.80%
Utilities	15,000	15,000	15,000	-	0.00%
County Capital Projects	28,705,573	2,436,775	2,436,775	-	0.00%
Total Transfers	71,351,193	45,508,915	46,539,436	1,030,521	2.26%
<b>Total General Fund</b>	<b>125,799,448</b>	<b>102,951,859</b>	<b>110,090,484</b>	<b>7,138,625</b>	<b>6.93%</b>



**General Government Administration**

**FY 23-24 Adopted Expenditure Budget \$6,187,057**

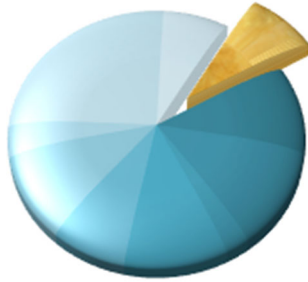




# Adopted Budget Fiscal Year 2023-2024

## Board of Supervisors

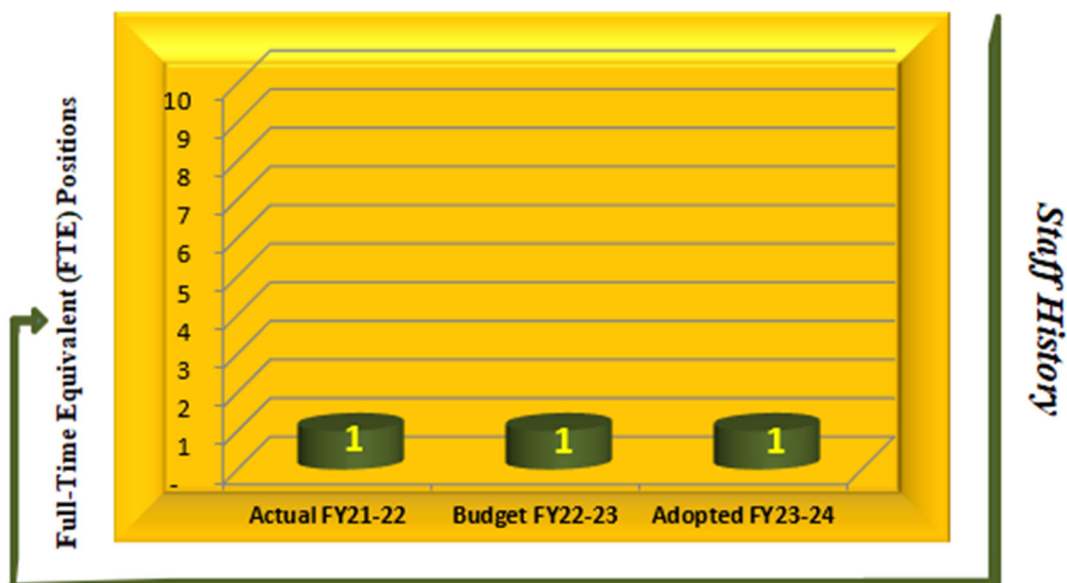
General Government Administration Expenditure Budget:  
\$6,187,057



Expenditure Budget:  
\$541,661

9% of Gen. Government Admin.

<u>Board of Supervisors Appropriations</u>				
<u>Description</u>	<u>Actual FY21-22</u>	<u>Budget FY22-23</u>	<u>Adopted FY23-24</u>	<u>Change 2023 to 2024</u>
Personnel	203,017	198,281	206,521	4.16%
Operating	353,251	318,540	335,140	5.21%
Total	556,268	516,821	541,661	4.81%



## Board of Supervisors

### **Mission Statement**

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

### **Strategic Vision Goal**

#### OUR 2025 VISION

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

### **Department Goals and Objectives**

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

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

Maintain high standards of customer service to citizens

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

Serve as liaison between Board members, staff and citizens

## Board of Supervisors

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

### Performance Measures

	Actual FY19-20	Actual FY20-21	Actual FY21-22	Target FY22-23	Projected FY23-24
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

- 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**

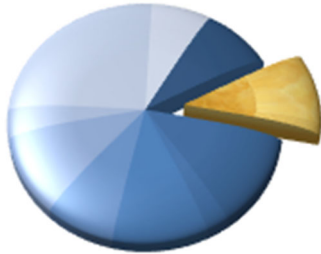
The Clerk's office will continue to attempt to create opportunities to find cost-effective and creative methods for achieving its goals in a continued professional manner.



# Adopted Budget Fiscal Year 2023-2024

## County Administration

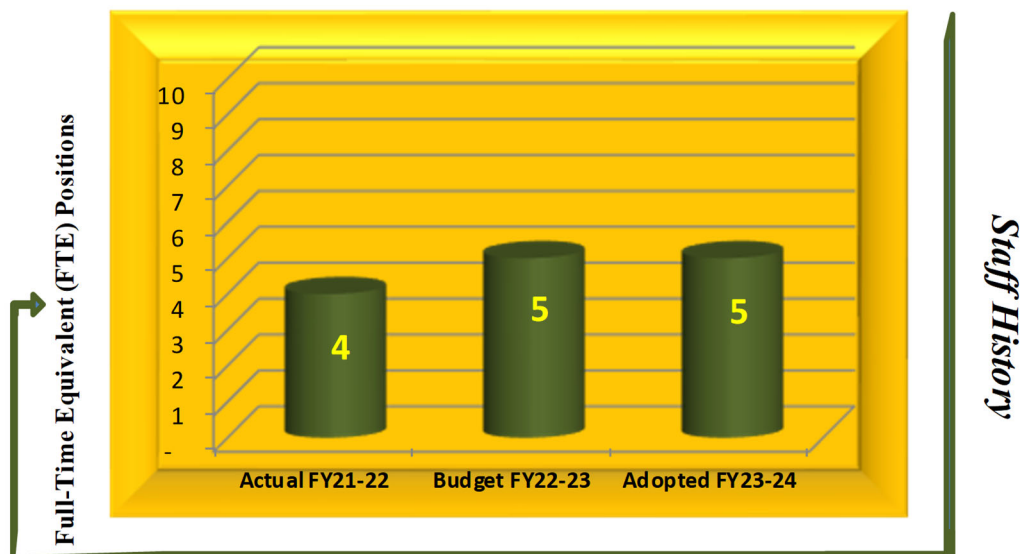
General Government Administration Expenditure Budget:  
\$6,187,057



Expenditure Budget:  
\$681,503

11% of Gen. Government Admin.

<u>County Administration Appropriations</u>				
<u>Description</u>	<u>Actual FY21-22</u>	<u>Budget FY22-23</u>	<u>Adopted FY23-24</u>	<u>Change 2023 to 2024</u>
Personnel	622,344	614,947	647,783	5.34%
Operating	43,463	29,720	33,720	13.46%
Total	665,807	644,667	681,503	5.71%



## 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 FY19-20	Actual FY20-21	Actual FY21-22	Target FY22-23	Projected FY23-24
Annual Budget Submittal	100%	100%	100%	100%	100%
Issue Tracker Request (completed on time)	100%	100%	100%	100%	100%

### **Strategic Alignment Summary**

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

## County Administration

### **Budget Strategies**

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

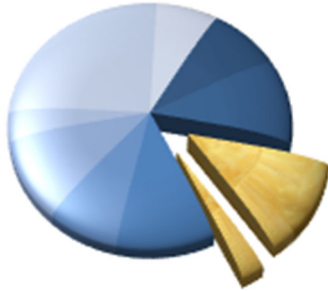




# Adopted Budget Fiscal Year 2023-2024

## Commissioner of Revenue

General Government Administration Expenditure Budget:  
\$6,187,057

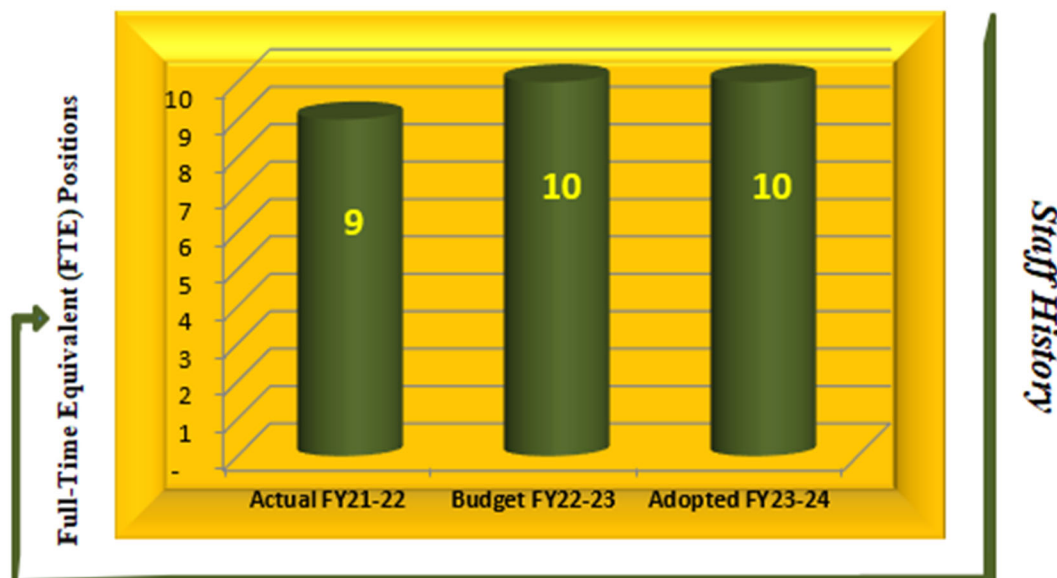


Expenditure Budget:  
\$940,477

15% of Gen. Government Admin.

### Commissioner of the Revenue Appropriations

Description	Actual FY21-22	Budget FY22-23	Adopted FY23-24	Change 2023 to 2024
Personnel	594,749	628,287	650,543	3.54%
Operating	85,384	235,334	289,934	23.20%
Total	680,133	863,621	940,477	8.90%



## Commissioner of the Revenue

### **Mission Statement**

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

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

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

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

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

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

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

## Commissioner of the Revenue

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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

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 19-20	Actual FY 20-21	Actual FY 21-22	Target FY 22-23	Projected FY 23-24
Number of personal property assessed annually	67,779	68,732	70,396	75,000	85,000
Number of business personal property accounts assessed annually	2,946	3,142	3,390	4,000	5,000
Number of Real Estate Transfers	9,150	10,275	11,139	12,200	13,000
Number of Disabled Veterans exemptions	215	235	255	270	280
Number of Land Use applications	150	175	202	225	250

### **Strategic Alignment Summary**

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

### **Budget Strategies**

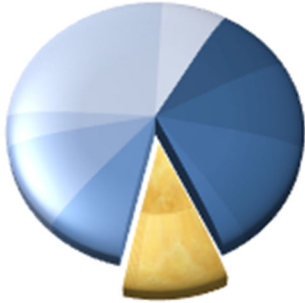
Continue the fair and equitable assessment of all real and personal property in Franklin County.



# Adopted Budget Fiscal Year 2023-2024

## Treasurer

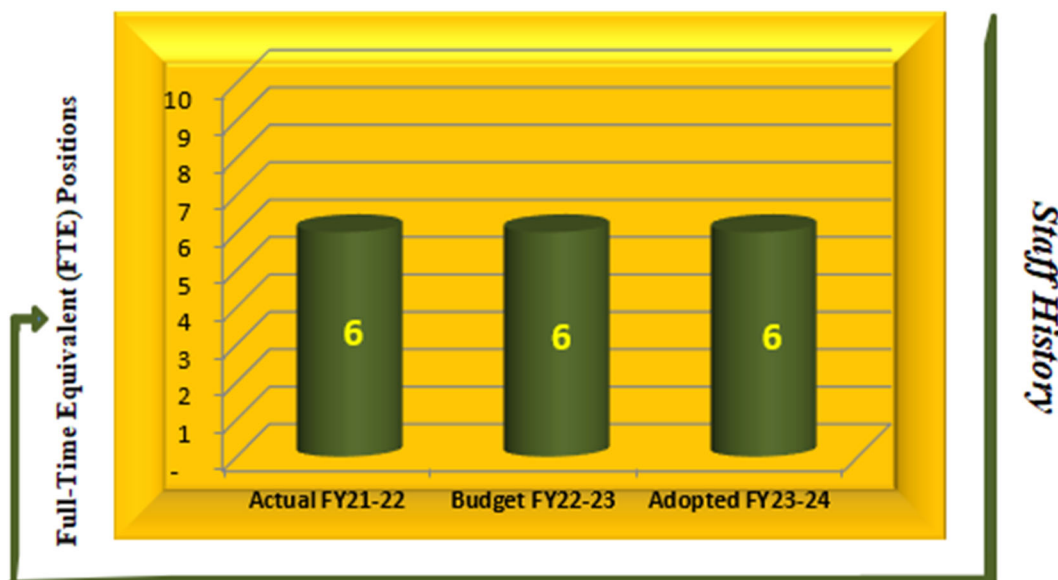
General Government Administration Expenditure Budget:  
\$6,187,057



Expenditure Budget:  
\$659,057

11% of Gen. Government Admin.

<b><u>Treasurer's Office Appropriations</u></b>				
<b>Description</b>	<b>Actual FY21-22</b>	<b>Budget FY22-23</b>	<b>Adopted FY23-24</b>	<b>Change 2023 to 2024</b>
Personnel	466,176	436,604	467,857	7.16%
Operating	142,103	191,200	191,200	0.00%
<b>Total</b>	<b>608,279</b>	<b>627,804</b>	<b>659,057</b>	<b>4.98%</b>



## Treasurer

### **Mission Statement**

The Franklin County Treasurer's Office is responsible for collecting real estate, personal property, state income, estimated income, transient occupancy, meals tax, issuing dog tags and processing revenues collected by other county departments. They also 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

### Performance Measures

	Actual FY19-20	Actual FY20-21	Actual FY21-22	Target FY22-23	Projected FY23-24
Tax Collection rate	97%	97%	97%	97%	97%
Average Return on Investments	2.02 % (Based on Federal Reserve Fund Rate)	0.70% (Interest on Money Market Acct.)	0.30% (Interest on Money Market Acct.)	2.5% (Interest on Money Market Acct.) 4.74% (interest with LGIP)	4.75% Return on all investments.

### 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.





# Adopted Budget Fiscal Year 2023-2024

## Finance

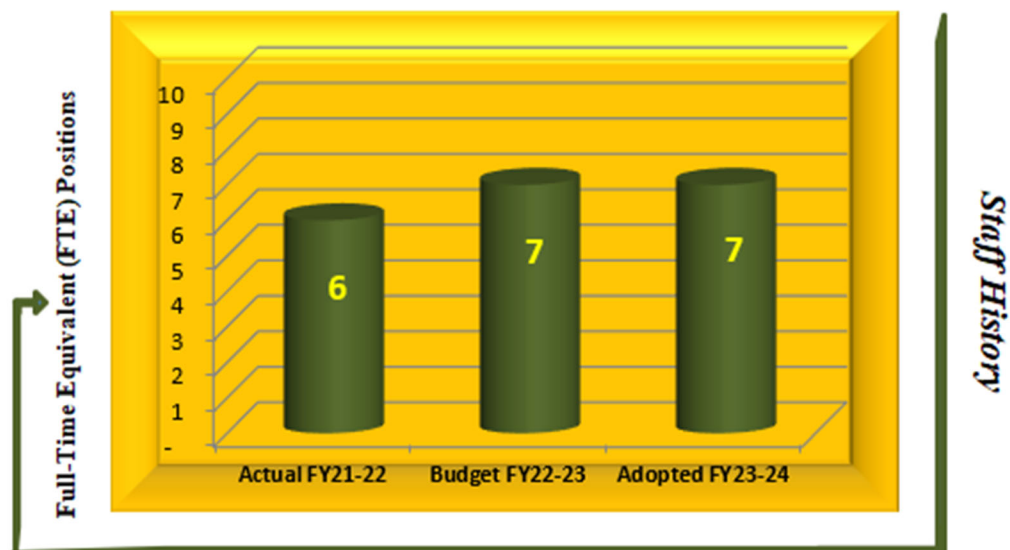
General Government Administration Expenditure Budget:  
\$6,187,057



Expenditure Budget:  
\$1,369,449

22% of Gen. Government Admin.

<b>Finance Department Appropriations</b>				
<b>Description</b>	<b>Actual FY21-22</b>	<b>Budget FY22-23</b>	<b>Adopted FY23-24</b>	<b>Change 2023 to 2024</b>
Personnel	785,297	932,006	992,534	6.49%
Operating	262,389	372,030	376,915	1.31%
<b>Total</b>	<b>1,047,686</b>	<b>1,304,036</b>	<b>1,369,449</b>	<b>5.02%</b>



## Finance

### **Mission Statement**

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

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

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

### **Accounting**

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

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

## Finance

### 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

### 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

- 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 19-20	Actual FY 20-21	Actual FY 21-22	Target FY 22-23	Projected FY 23-24
Number of training sessions held annually for the departmental end users	4	4	3	3	3
Average number of purchasing cards audited monthly	50	50	54	60	62
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	41,495	42,343	43,512	43,000	43,500
Number of Invitations for Bid, Request for Proposals & Request for Quotations	29	30	18	18	20
Percent Variance in Actual vs. Revised Adopted Revenue	8.52%	15.53%	-0.59%	5%	5%
Percent Variance in Actual vs. Revised Adopted General Government Fund Expenditures	-1.13%	3.25%	3.09%	5%	5%
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+
County bond rating (Fitch)	AA	AA	AA	AA	AA

## Finance

### 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

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

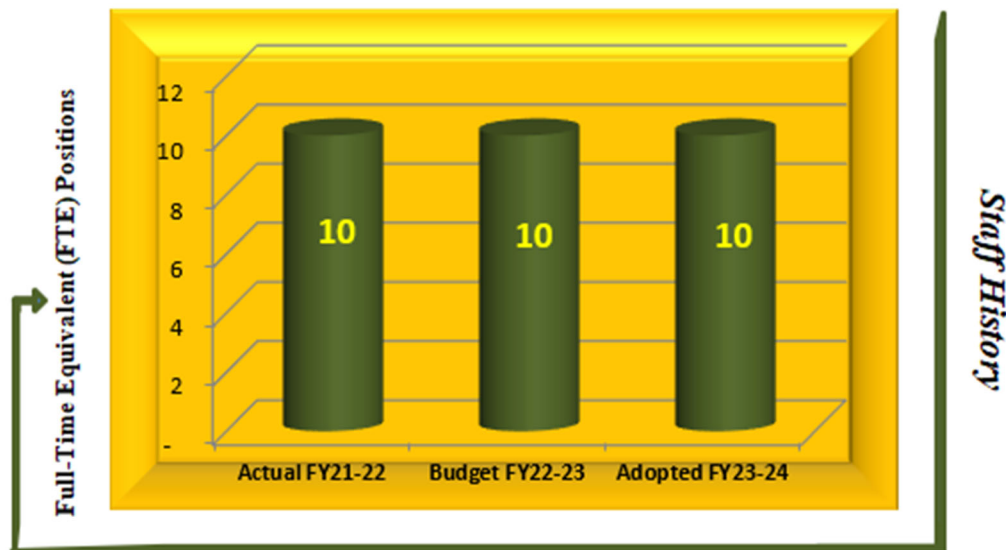
General Government Administration Expenditure Budget:  
\$6,187,057



Expenditure Budget:  
\$1,534,846

25% of Gen. Government Admin.

Description	Information Technology Appropriations			Change 2023 to 2024
	Actual FY21-22	Budget FY22-23	Adopted FY23-24	
Personnel	802,719	799,263	856,998	7.22%
Operating	568,707	660,668	677,848	2.60%
Total	1,371,426	1,459,931	1,534,846	5.13%



## Information Technology

### Mission Statement

The Department of Information Technology will ensure the citizens, Board of County Supervisors, County Executive and County Agencies receive an excellent return on investment in technology utilization and maintain confidence in the integrity of the information with which we are entrusted.

### Strategic Vision Goal

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

### Department Goals and Objectives

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

- 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 expenses and contracts to identify cost savings in service delivery.
- Develop, maintain, and measure internal processes to maximize available resources and continually improve service reliability.
- Manage the enterprise infrastructure to ensure performance and reliability.

### Department Metrics

	Actual FY19-20	Actual FY20-21	Actual FY21-22	Target FY22-23	Projected FY23-24
<b><i>Performance Metrics</i></b>					
Security Scorecard Rating	-	-	92B	93A	93A
Helpdesk ticket count % tickets completed	3662 98.7%	3646 98.9%	3645 98.8%	98.0%	98.8%
PC's refreshed on schedule	-	-	80%	88%	90%
Security Training KB4 (completion rate)	70.6%	78.0%	71.5%	80%	Unknown
Annual Customer Survey	4.5/5.0	3.0/4.0	3.5/4.0	3.8/4.0	Unknown
Open Response Email Survey*	4.71/5.0	4.9/5.0	4.9/5.0	3.8/4.0	Unknown
<b><i>Security Reporting Metrics : Workload Indicators</i></b>					

## Information Technology

Endpoint Detection and Response Platform Alerts	-	9836	45,160	-	NA
Microsoft Alerts**					
Alerts – High	-	-	7	-	NA
Alerts – Med	-	-	334	-	NA
Alerts – Low	-	-	1750	-	NA
<b>Network Intrusion Detection</b>				-	
Non-whitelisted	-	-	319,317	-	NA
Informational	-	-	677	-	NA
Warning	-	-	13	-	NA
<b>Malicious Domain Blocking</b>					
DNS Requests	-	-	163,138,611	-	NA
Blocked Activity	-	-	113,574	-	NA
Breaches***	-	-	0	0	NA

\*modified to 4 point scale in 2022

\*\*reporting only April 2022-October 2022

\*\*\*an incident where confidential information has been accessed by an inappropriate external party

### Strategic Alignment Summary

- The Franklin County IT Department provides information and supporting data to assist in the analysis for decision-making process and guidance concerning short- and long-term County Strategic Goals.
- The department ensures that the security, reliability, and integrity of the County data is maintained.

### 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**

Ensure 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

## Information Technology

### 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.

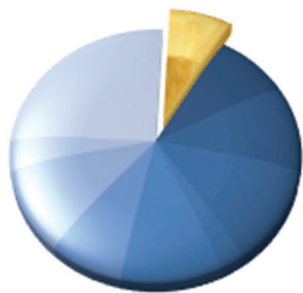
### Innovation


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

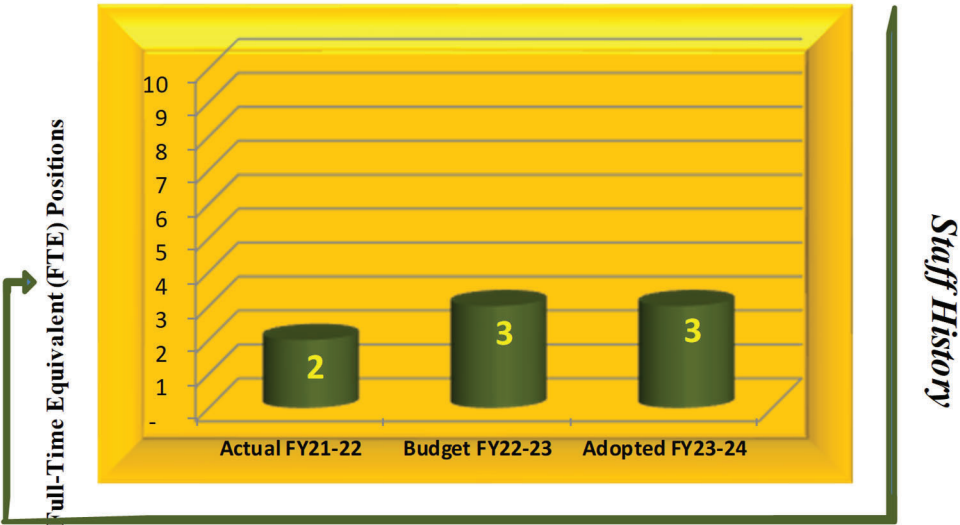
General Government Administration Expenditure Budget:  
\$6,187,057



 Expenditure Budget:  
\$460,064

7% of Gen. Government Admin.

Voter Registrar Appropriations				
Description	Actual FY21-22	Budget FY22-23	Adopted FY23-24	Change 2023 to 2024
Personnel	231,469	323,248	338,354	4.67%
Operating	113,428	116,930	121,710	4.09%
Total	344,896	440,178	460,064	4.52%



## General Registrar/Director of Elections

### **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 FY19-20	Actual FY20-21	Actual FY21-22	Target FY22-23	Projected FY23-24
Registered Voters	36,565	39,395	38,894	40,000	42,000
Election Officers Trained (200+ for each Federal, State and Local Election)	100%	100%	100%	100%	100%
VERIS Stats (Virginia Election Registration Information System)	36,099	36,212	28,122	34,622	37,583
Absentee Mail/In-Person	2,446	12,232	6,429	12,000	24,000
Total Number Voted	28,227	29,839	29,235	29,525	30,000

\*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.

\*VERIS Special Project – State and Local Decennial Redistricting 2022 – Census data changes encompassing the entire county and affecting every voter (39,000+), and every street (2,834) in the county, with voter notifications mailed to every voter.

## General Registrar/Director of Elections

### **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**

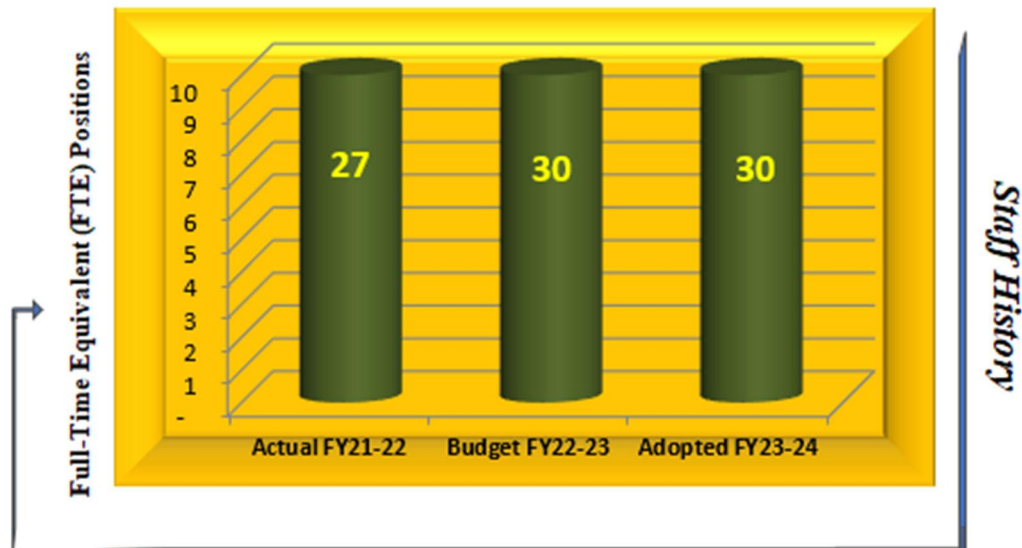
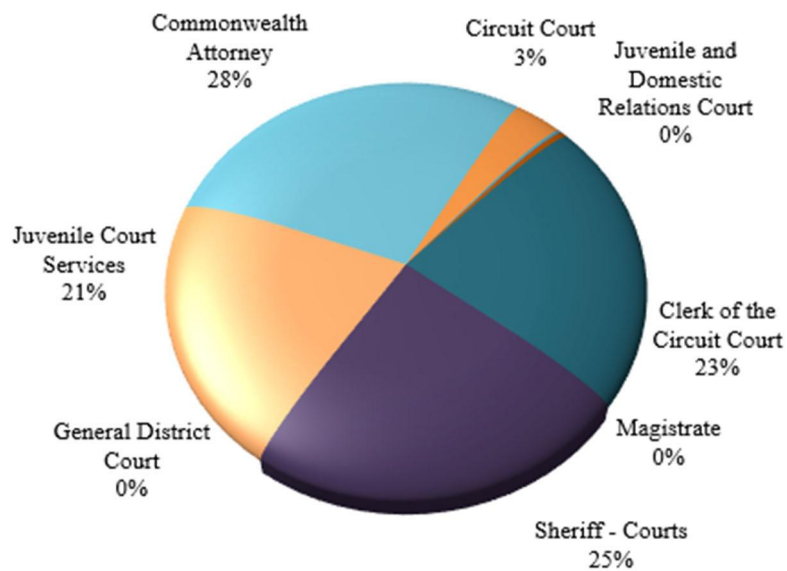
- Cost and number of elections with the trend of political parties opting for primaries rather than party nomination.
- Continuous recruiting and retaining poll workers for Election Day.
- Staffing





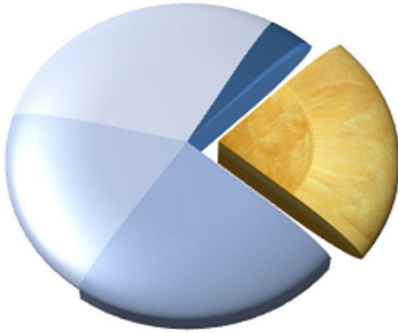
**Judicial Administration**

**FY 23-24 Adopted Expenditure Budget \$3,567,914**



## Clerk of the Circuit Court

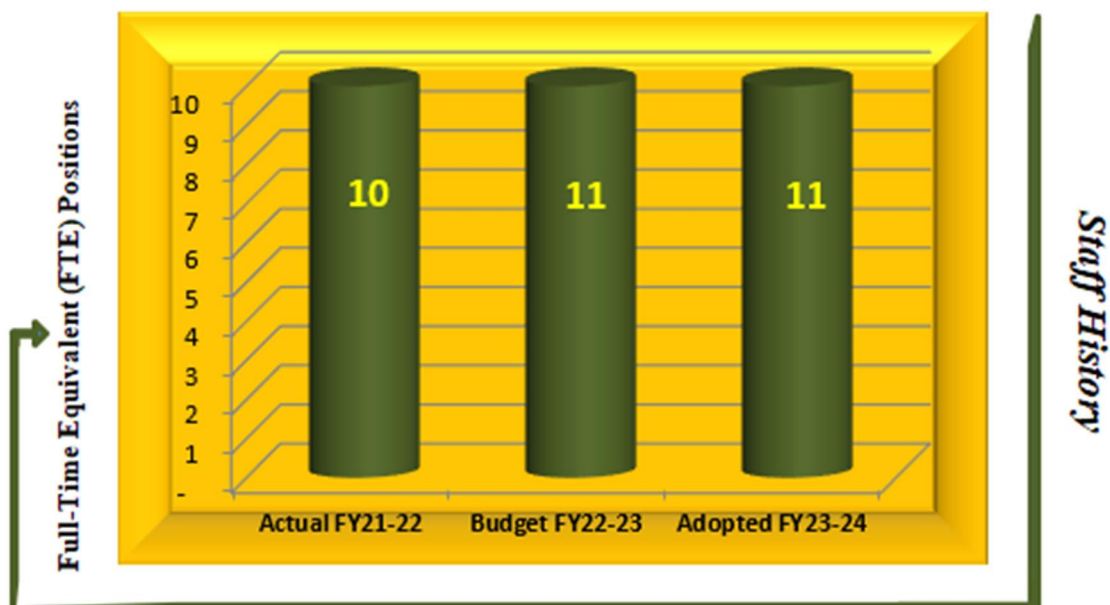
Judicial Administration Expenditure Budget:  
\$3,567,914



Expenditure Budget:  
\$808,116

23% of Judicial Administration

<u>Clerk of Circuit Court Appropriations</u>				
<u>Description</u>	<u>Actual FY21-22</u>	<u>Budget FY22-23</u>	<u>Adopted FY23-24</u>	<u>Change 2023 to 2024</u>
Personnel	712,833	707,008	755,991	6.93%
Operating	150,089	52,125	52,125	0.00%
Total	862,923	759,133	808,116	6.45%



## Clerk of the Circuit Court

### **Mission Statement**

To serve the citizens of Franklin County, including members of the legal profession by preparing and maintaining accurate records in all civil and criminal cases brought before the circuit court, providing assistance to the Judge during all trials and hearings, 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 19-20	Actual FY 20-21	Actual FY 21-22	Target FY 22-23	Projected FY 23-24
Criminal Cases Commenced	2255	1912	2102	2110	2120
Wills/Estates Initiated	422	429	523	545	550
Judgments/Admin Liens/Notices	1353	1507	1416	1425	1430
Deeds Recorded	11024	12053	9262	9500	9500
Number of Passports Issued	111	143	856	750	750
Number of Concealed Weapon Permits issued	2443	1220	1131	1150	1150

### **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

### **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.

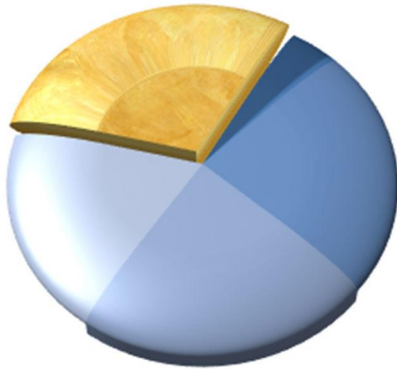
Also, our office has been utilizing the SCV's Computerized Information System (CIS) for the past nine years and, within the previous fiscal year, has begun using its web-based JAVA case management system (CMS) combined with CIS, and its new subscriber-only "Officer of the Court Records Administration" (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

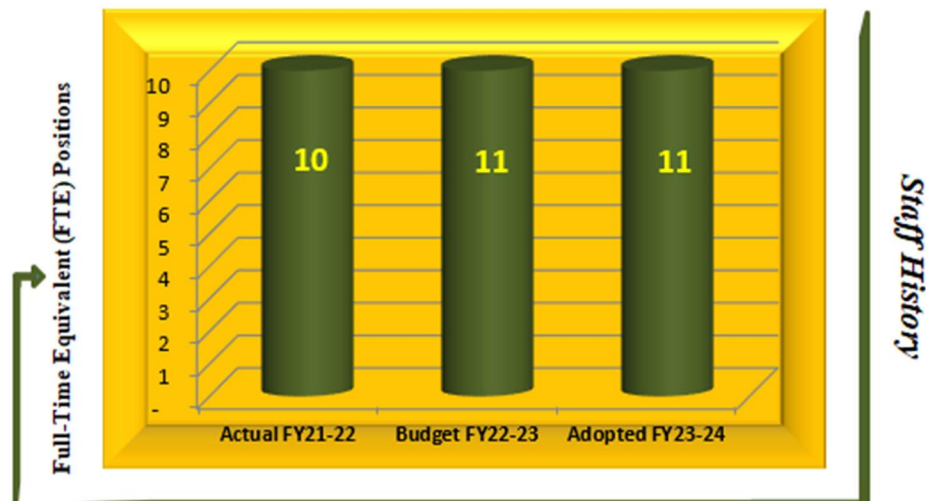
Judicial Administration Expenditure Budget:  
\$3,567,914



Expenditure Budget:  
\$992,253

28% of Judicial Administration

<u>Commonwealth Attorney Appropriations</u>				
<u>Description</u>	<u>Actual FY21-22</u>	<u>Budget FY22-23</u>	<u>Adopted FY23-24</u>	<u>Change 2023 to 2024</u>
Personnel	906,205	926,724	960,190	3.61%
Operating	28,565	26,555	32,063	20.74%
Total	934,770	953,279	992,253	4.09%



## Commonwealth's Attorney

### **Mission Statement**

The Franklin County Commonwealth's Attorney is committed to improving the quality of life for the citizens by ensuring public safety and providing justice through the 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 2019	Actual 2020	Actual 2021	Actual 2022	Projected 2023
Criminal Cases – Circuit Court	1,912	1,710	1,913	1,800	1,800
General District Criminal/Traffic Cases	9,393	5,334	7,335	8,000	8,000
Juvenile Cases	1,252	932	1,001	1,150	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

- 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.

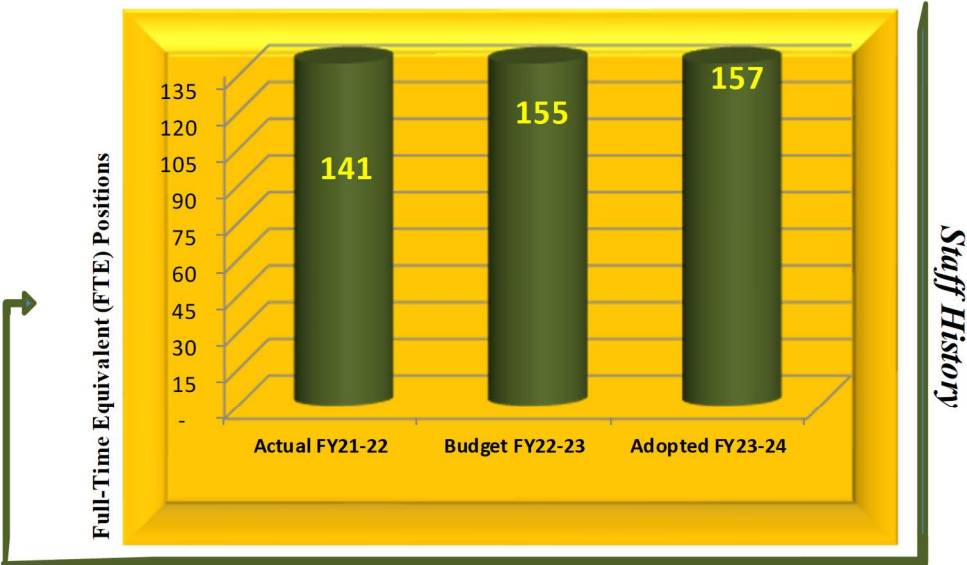
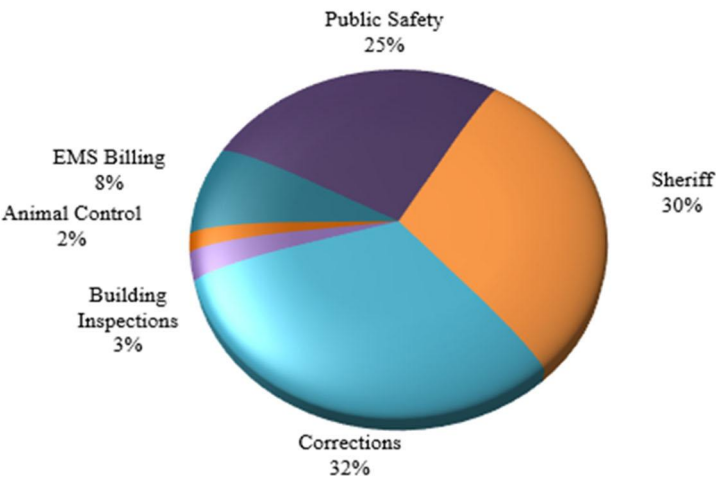
Recently, the General Assembly provided funding to survey how prosecutors spend their time each day. This data collection effort, being conducted statewide, should help demonstrate that staff in the Commonwealth's Attorney's Offices spend their time engaged in a wide range of functions, and are not merely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





Public Safety

FY 23-24 Adopted Expenditure Budget \$21,234,108

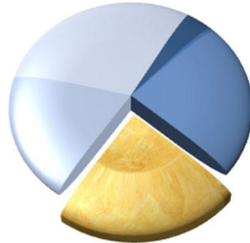
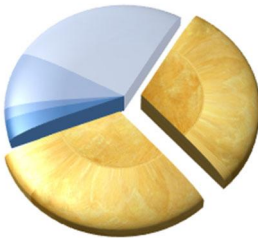


# Adopted Budget Fiscal Year 2023-2024

## Sheriff

Public Safety  
Expenditure Budget:  
\$21,234,108

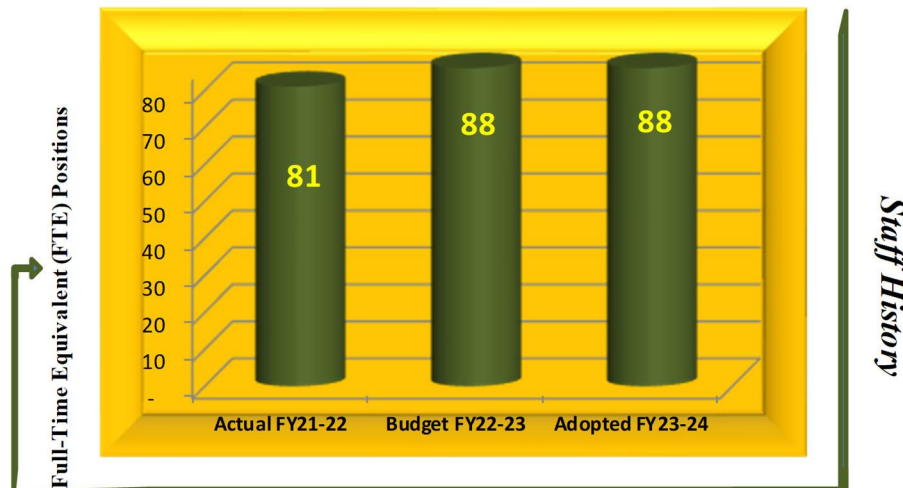
Judicial Administration  
Expenditure Budget:  
\$3,567,914



Expenditure Budget:  
\$14,076,826

62% of Public Safety  
25% of Judicial Administration

Description	Sheriff's Department Appropriations			Change 2023 to 2024
	Actual FY21-22	Budget FY22-23	Adopted FY23-24	
Personnel	7,135,676	6,636,640	8,185,604	23.34%
Operating	4,198,924	4,901,659	5,891,222	20.19%
Total	11,334,601	11,538,299	14,076,826	22.00%



## Sheriff's Office

### **Mission Statement**

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

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

#### **Administration and Civil**

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

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

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

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

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

#### **Care & Confinement**

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

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

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

Continue to attract and hire the best qualified applicants.

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

## Sheriff's Office

- 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

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 FY19-20	Actual FY20-21	Actual FY21-22	Target FY22-23	Projected FY23-24
Calls for service	38,913	33,091	35,413	37,379	39,500

\*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

### **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.

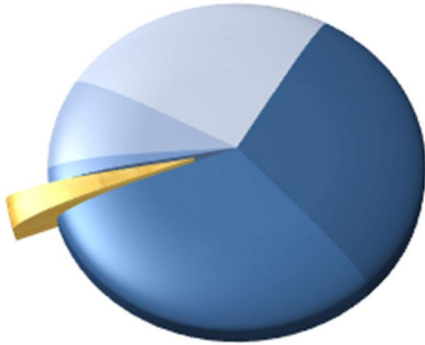
### **Budget Strategies**

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

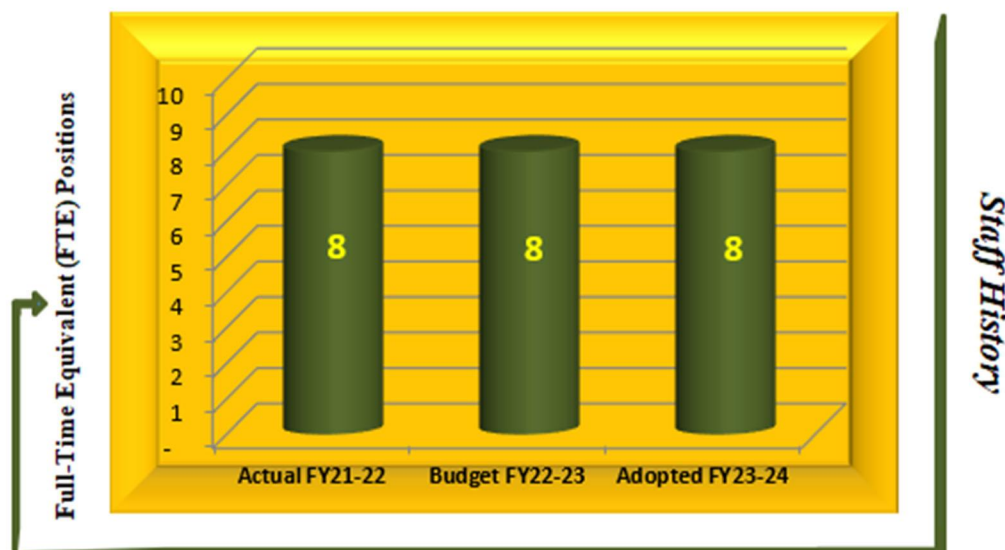
Public Safety Expenditure Budget:  
\$21,234,108



 Expenditure Budget:  
\$549,265

3% of Public Safety

<b>Building Inspections Appropriations</b>				
<b>Description</b>	<b>Actual FY21-22</b>	<b>Budget FY22-23</b>	<b>Adopted FY23-24</b>	<b>Change 2023 to 2024</b>
Personnel	477,784	477,805	505,115	5.72%
Operating	30,294	49,150	44,150	-10.17%
<b>Total</b>	<b>508,078</b>	<b>526,955</b>	<b>549,265</b>	<b>4.23%</b>





## 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, education, and excellence in customer service.

### Strategic Vision Goal

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

### Department Goals and Objectives

- To continue to streamline the permit application process and reduce the time required to complete this process by 10- 20%.
- To simultaneous review building permit application plans once submitted and prior to full zoning approval.
- 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 and other topics of interest.
- To continue 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 stored paper document files by 50% while transitioning to digital storage.
- To present an efficient and friendly 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 FY19-20	Actual FY20-21	Actual FY21-22	Target FY22-23	Projected FY23-24
Building plans reviewed	955	1000	1386	1290	1250
Building permits issued	1,126	1118	1520	1461	1450
Building inspections performed	5,523	5827	7408	7357	7000
Miles traveled	67,753	67,309	72,474	71,000	68,000
Total value of permits	100,501,671	98,140,182	190,343,901	148,915,329	120,500,000

## Building Inspections

### **Strategic Alignment Summary**

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

### **Budget Strategies**

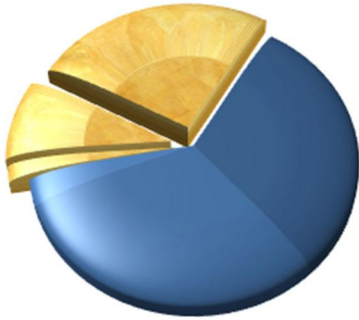
The Building Department continues to improve our educational materials and communication efforts to our various customers, our residents, the general public, agencies and organizations through a variety of print and electronic media. Staff currently uses the latest version of the permitting software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



## Public Safety

Public Safety Expenditure Budget:  
\$21,234,108

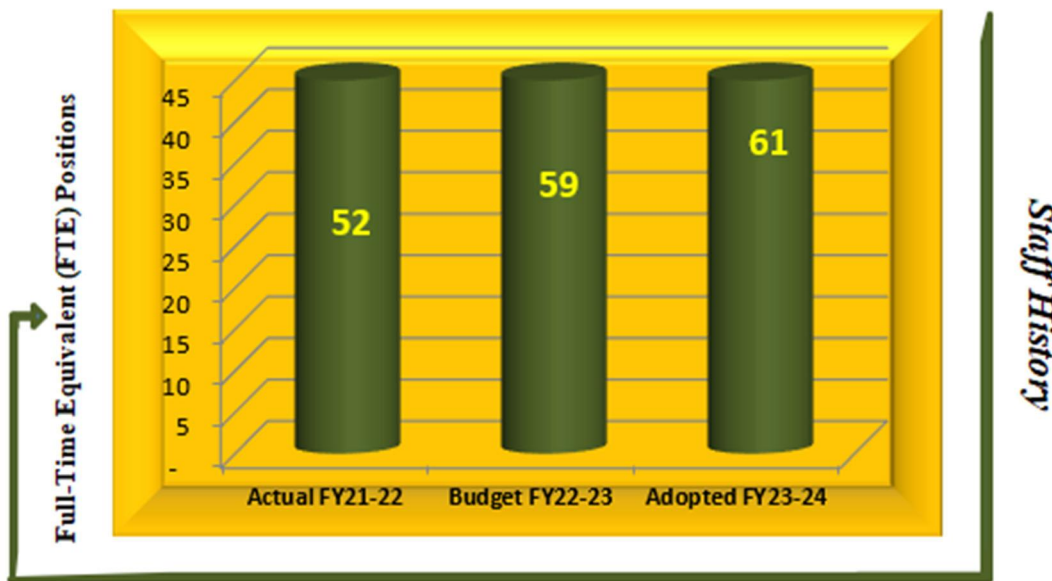


Expenditure Budget:  
\$7,484,735

35% of Public Safety

### Public Safety and Animal Control Appropriations

Description	Actual FY21-22	Budget FY22-23	Adopted FY23-24	Change 2023 to 2024
Personnel	4,211,340	4,183,020	4,767,891	13.98%
Operating	3,347,142	2,246,052	2,716,844	20.96%
Total	7,558,483	6,429,072	7,484,735	16.42%



## Public Safety

### **Mission Statement**

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

### **Strategic Vision Goal**

Provide outstanding fire and EMS services to our citizens, visitors, and businesses along with superior customer service. Recruit and Retain well qualified volunteers and career staffing. 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.C.) to improve fire ground safety, along with accountability system development.
- Continue development and education of utilizing one set of rules (SOG's/Policies) for everyone. Work to get buy in from both volunteers and career staff.

## Public Safety

### Performance Measures

	Actual FY19-20	Actual FY20-21	Actual FY21-22	Actual FY22-23	Projected FY23-24
EMS Calls	7,271	7,600	8,164	8,491	9,268
Fire Calls	2,255	2,261	2,315	2,408	2,648
*Fire Loss Value (millions)	2.75M	6.6 M	3.2 M	3.5 M	4.0 M
Civilian Fire Injuries	0	4	8	4	2
Civilian Fire Deaths	0	1	1	1	0
Fire Personnel Injuries	4	2	6	5	6
Fire Personnel Deaths	0	0	1	0	0
Average Response time EMS calls (mins)	8.9	10.2	9.0	9.0	7.82
Average Response time Fire calls (mins)	5.7	6.2	6.3	6.3	6.08
Animal Shelter Live Release Rate (Canine)	93%	93%	94%	94%	96%
Animal Shelter Live Release Rate (Feline)	80%	80%	83%	83%	92%

### 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.

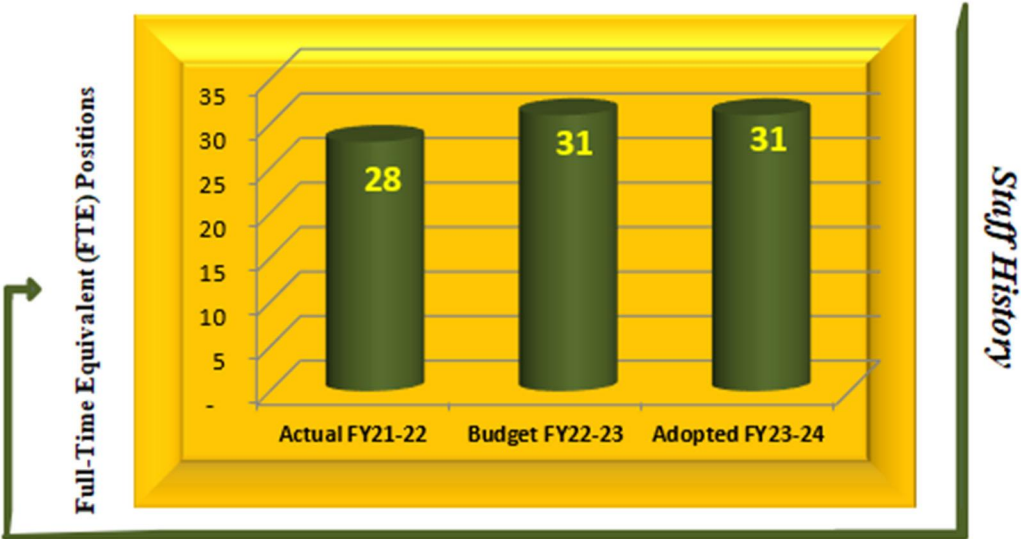
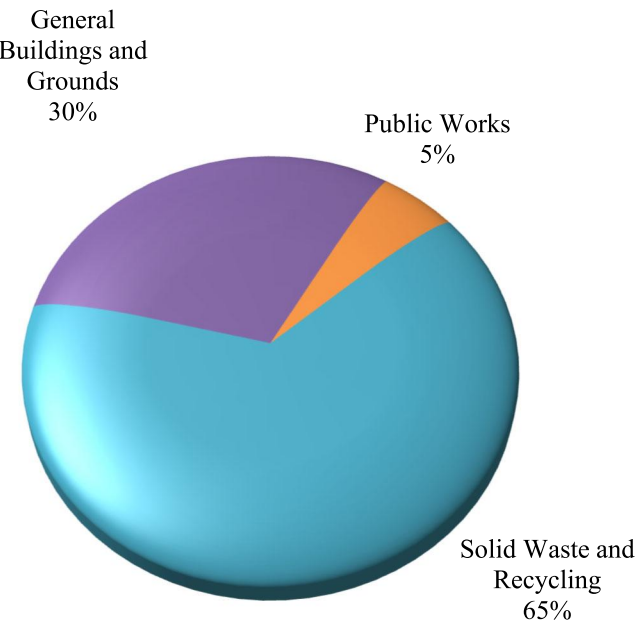
## Public Safety

- 
- 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 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. Hours have been extended at the new shelter from 20 to 25 per week. 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**

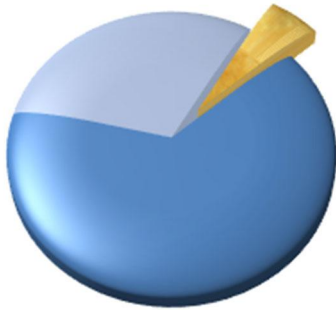
**FY 23-24 Adopted Expenditure Budget \$5,173,536**





## Public Works

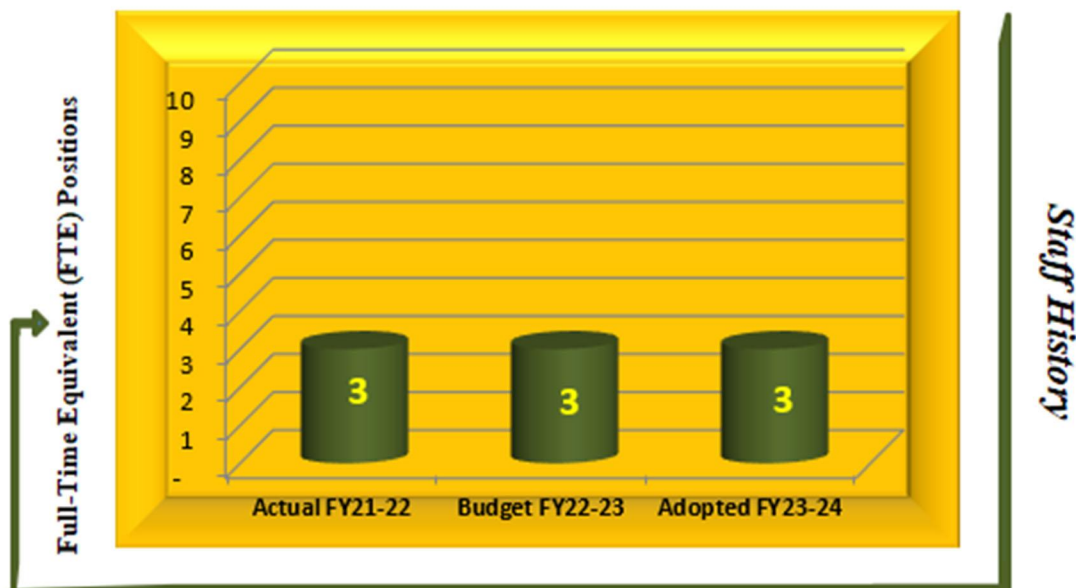
Public Works Expenditure Budget:  
\$5,173,536



 Expenditure Budget:  
\$277,725

5% of Public Works

<b>Public Works Appropriations</b>				
<b>Description</b>	<b>Actual FY21-22</b>	<b>Budget FY22-23</b>	<b>Adopted FY23-24</b>	<b>Change 2023 to 2024</b>
Personnel	232,657	226,033	252,691	11.79%
Operating	37,367	25,034	25,034	0.00%
<b>Total</b>	<b>270,024</b>	<b>251,067</b>	<b>277,725</b>	<b>10.62%</b>



## Public Works

### **Mission Statement**

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

### Performance Measures

	Actual FY19-20	Actual FY20-21	Actual FY21-22	Target FY22-23	Projected FY23-24
Pump and Treat System Evaluation report	4	4	4	4	4
VPDES Industrial Discharge permit reports	12	12	4	26	26
Semiannual landfill groundwater sampling nodes	72	72	72	74	74
Pump and treat extraction well cycle counters read monthly	18	18	18	18	18
Miss Utility tickets processed	37	25	72	65	70
VPDES Stormwater Permits renewed for county properties	2	2	1	1	1
Construction projects supervised	4	4	2	3	2
Air Pollution and landfill gas permits updated	3	3	2	2	2
Collection sites completed	3	1	1	1	0
Drone flight requests	54	25	3	10	25
Days of Bush hogging	10	12	6	8	10

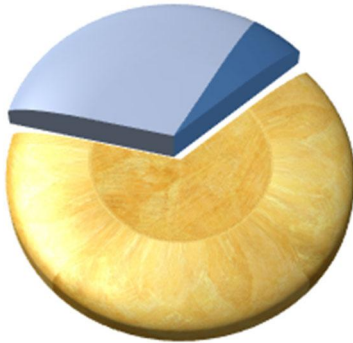
### Budget Strategies

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

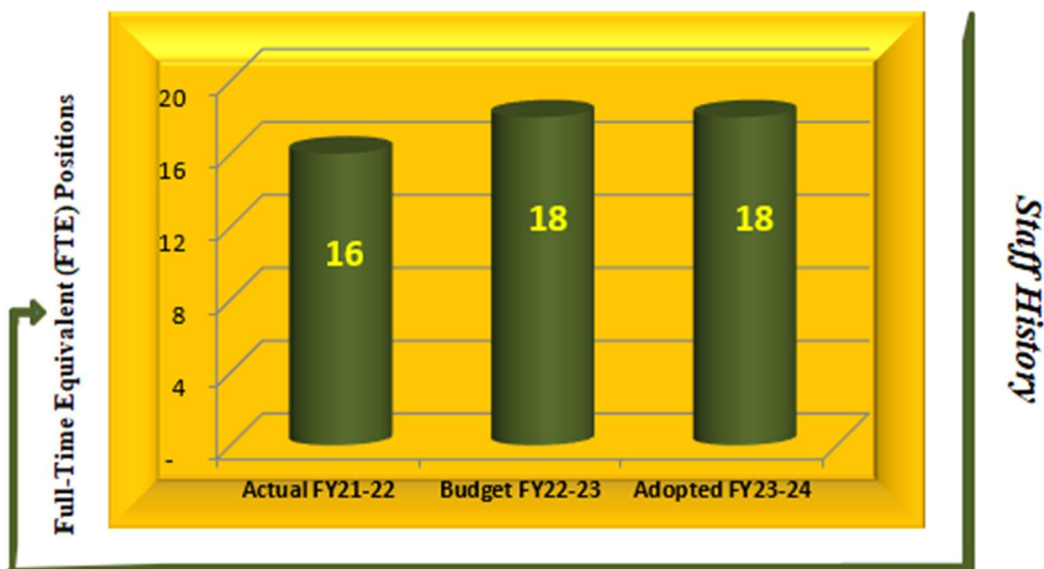
Public Works Expenditure Budget:  
\$5,173,536



 Expenditure Budget:  
\$3,366,417

65% of Public Works

<u>Solid Waste Appropriations</u>				
<u>Description</u>	<u>Actual FY21-22</u>	<u>Budget FY22-23</u>	<u>Adopted FY23-24</u>	<u>Change 2023 to 2024</u>
Personnel	1,781,657	1,824,770	1,996,479	9.41%
Operating	1,168,710	1,234,938	1,369,938	10.93%
Total	2,950,368	3,059,708	3,366,417	10.02%



## Solid Waste and Recycling

### **Mission Statement**

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

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

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

- Provide timely pick-up service on the 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

### 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 FY19-20	Actual FY20-21	Actual FY21-22	Target FY22-23	Projected FY23-24
Tons of trash received	58,935	59,730	57,864	59,000	60,000
Tons of other recyclables	1,180	1,244	1,209	1,300	1,500
Gallons of leachate hailed	7,321,902	6,268,995	2,296,186	2,300,000	2,300,00

### 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

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.

## Solid Waste and Recycling

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 2700 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.

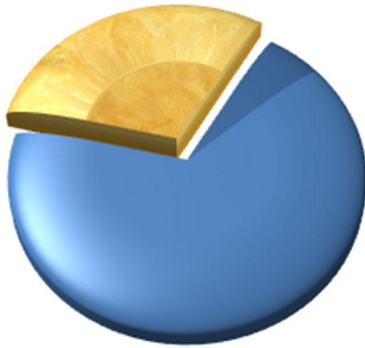
The scalehouse attendants continue to monitor all traffic into the landfill. They track the waste stream and categorize it into the various ledger items that we compile for our DEQ reports. They perform load inspections on 10% of the loads per our DEQ permit. They prepare the solid waste accounts payable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





## General Properties

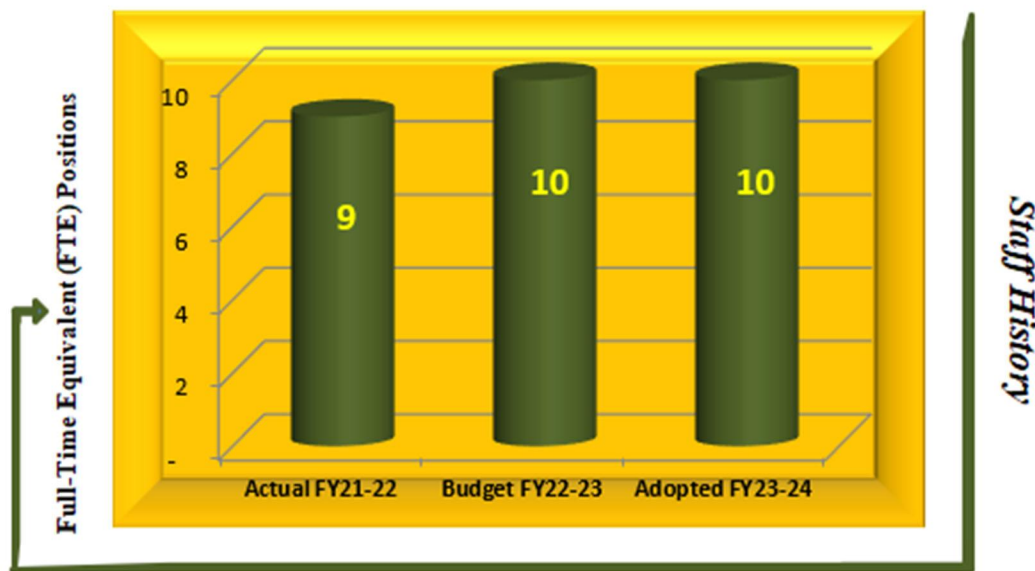
Public Works Expenditure Budget:  
\$5,173,536



Expenditure Budget:  
\$1,529,394

30% of Public Works

<u>General Properties Appropriations</u>				
Description	Actual FY21-22	Budget FY22-23	Adopted FY23-24	Change 2023 to 2024
Personnel	607,449	641,399	707,894	10.37%
Operating	682,389	755,500	821,500	8.74%
Total	1,289,838	1,396,899	1,529,394	9.48%



## General Properties

### **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 roll 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 FY19-20	Actual FY20-21	Actual FY21-22	Target FY22-23	Projected FY23-24
Average response time for maintenance	20 minutes	20 minutes	20 minutes	20 minutes	20 minutes

## General Properties

### 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.

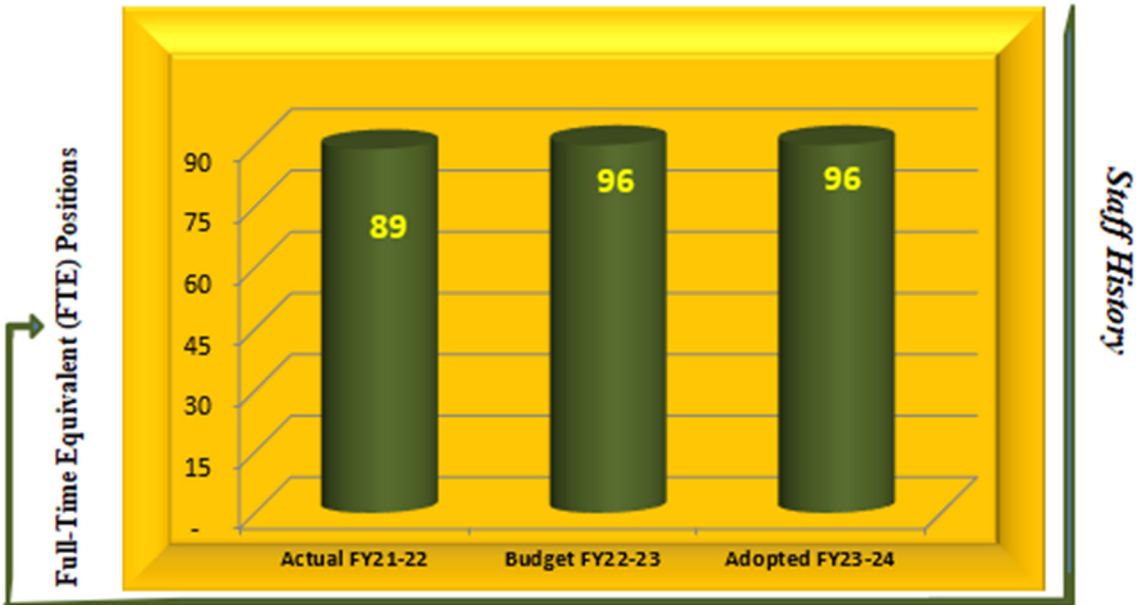
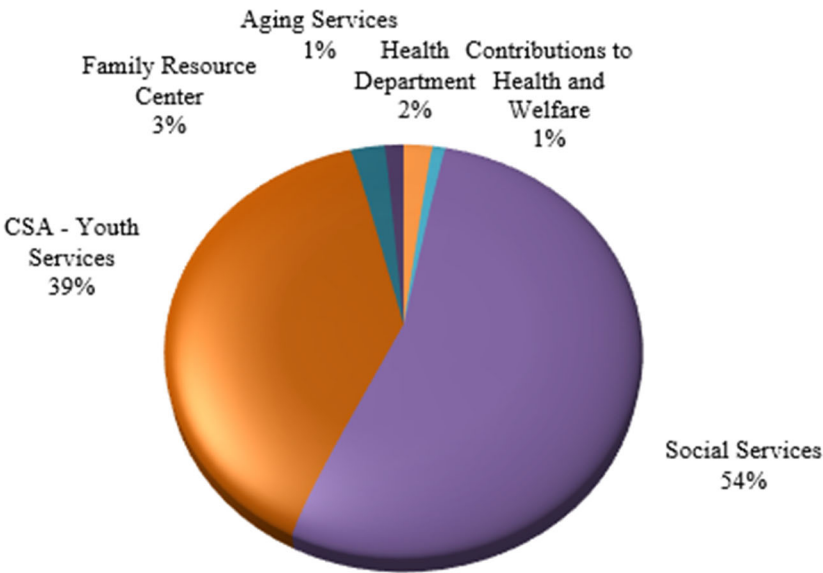
#### **Custodial Services**

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 23-24 Adopted Expenditure Budget \$17,505,763**



## Social Services

Health and Welfare Expenditure Budget:  
\$17,505,763

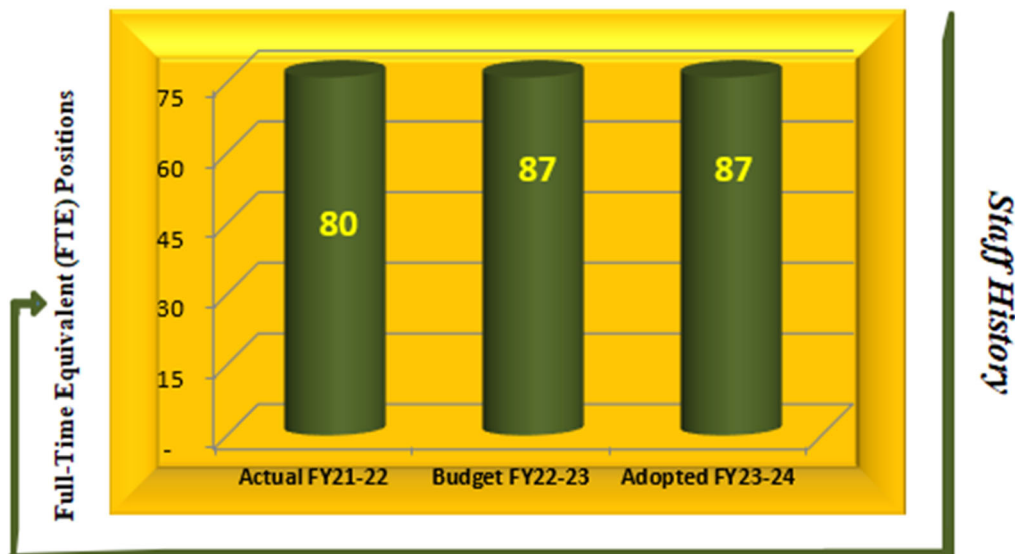


Expenditure Budget:  
\$10,013,822

57% of Health and Welfare

### Social Services Appropriations

Description	Actual FY21-22	Budget FY22-23	Adopted FY23-24	Change 2023 to 2024
Personnel	4,649,325	5,258,090	5,601,149	6.52%
Operating	4,500,451	4,350,371	4,412,673	1.43%
Total	9,149,776	9,608,461	10,013,822	4.22%



## Social Services

### **Mission Statement**

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

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

#### **Public Assistance Programs**

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

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

#### **Family Services**

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

- Provide a safe and stable placement for children through Foster Care placement until the issues that made placement outside the home necessary are resolved
- Provide another permanent home through adoption or legal custody by a relative when a child cannot return home  
Engage families in services to enhance their quality of life and to develop natural supports by insuring the safety, permanency and well-being of its children  
Receive reports of abuse and neglect; conduct investigations to determine the validity of CPS reports; and provide services that enhance child safety and prevent further abuse and neglect to families and children within mandated state and federal timelines  
Deliver services to elderly and incapacitated adults that promote independence and stability in the least restrictive environment
- Provide information and referrals to community resources to meet emergency needs.
- Promote economic independence with support for employment, education, and training  
Assess employment strengths and needs, eliminate barriers, and provide resources for employment through the Virginia Initiative for Employment Not Welfare (VIEW) program
- Assess family need and facilitate affordable, quality child care services that are support the goal of family self-sufficiency

#### **Organizational Structure**

## Social Services

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 19-20	Actual FY 20-21	Actual FY 21-22	Target FY 22-23	Projected FY 23-24
Eligibility for Medicaid determined timely	97%	95%	92.325%	93.02	96	97
Eligibility for SNAP determined timely	97%	99%	99.375%	98.3	99.62	97
Eligibility for TANF determined timely	97%	100%	100%	100	99.35	97
Percent of VIEW recipients in Employment	50%	55%	27.47%	18.39	18.43	50
Foster Care children discharged to reunification within 12 months of their removal	75.2%	58.5%	75.2%	76.2	75.2	75.2
Children who were discharged to adoption in within 24 months of the removal date	36.6%	25.5%	36.6%	20.0	36.6	36.6
Child Care program	N/A	N/A	N/A	100%	99.46%	97%



## Social Services

### 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

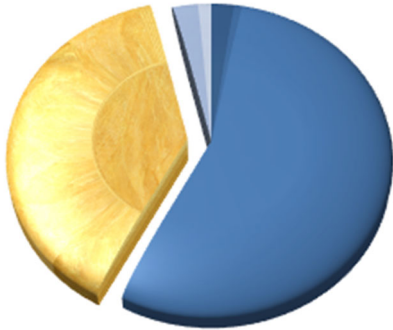
The Department of Social Services primary goal is to provide a high level of customer service while administering all departmental programs in compliance with federal and state laws/regulations/guidelines. The Department will maximize state and federal reimbursements and limit the usage of local funds. 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.



# Adopted Budget Fiscal Year 2023-2024

## C. S. A. Office

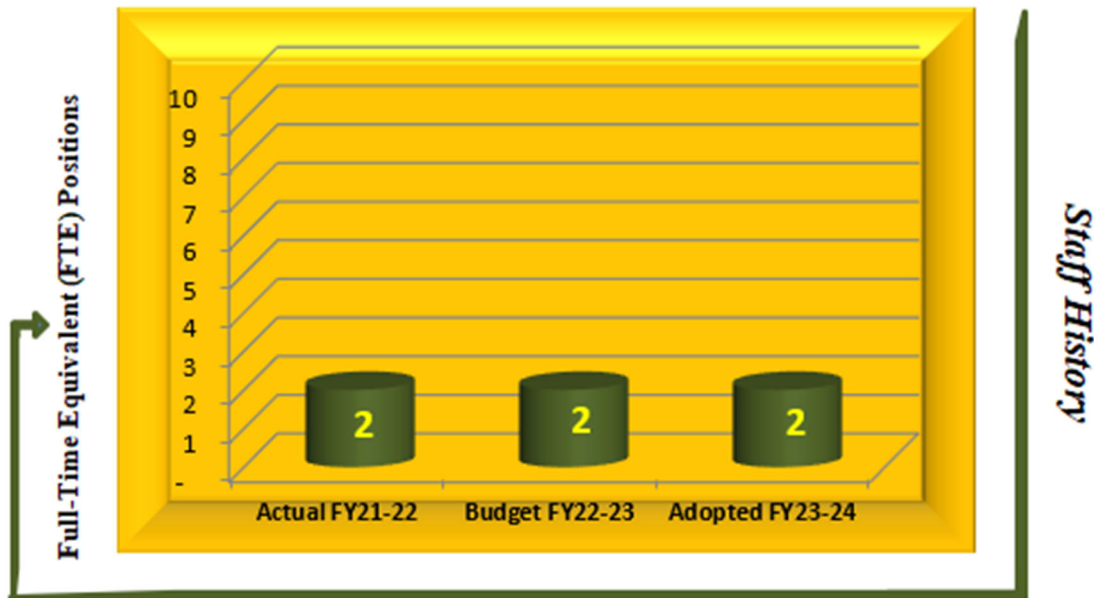
Health and Welfare Expenditure Budget:  
\$17,505,763



Expenditure Budget:  
\$6,809,293

39% of Health and Welfare

Description	CSA Appropriations			Change 2023 to 2024
	Actual FY21-22	Budget FY22-23	Adopted FY23-24	
Personnel	115,507	123,128	130,532	6.01%
Operating	5,876,970	6,306,447	6,678,761	5.90%
Total	5,992,477	6,429,575	6,809,293	5.91%



## CSA Office

### **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 at-risk 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 FY19-20	Actual FY20-21	Actual FY21-22	Target FY22-23	Projected FY23-24
Case Load – Number of Children	211	218	220	235	220
Percentage of CSA foster children screened for Medicaid eligibility and Title IVE eligibility	100%	100%	100%	100%	100%
Number of children in Foster Care	110	114	97	100	100
Avg. Length of Stay Group Home & Residential	GH – 108 Res– 117	GH – 143 Res - 228	GH – 170 Res - 135	GH – 150 Res - 130	GH – 140 Res - 120

## CSA Office

Number of Group Home & Residential Placements	46	37	43	40	38
Number of Children in DSS custody placed in a TFC	63	57	64	50	50
Number of Children in DSS custody in congregate care	25	23	28	22	20

### **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**

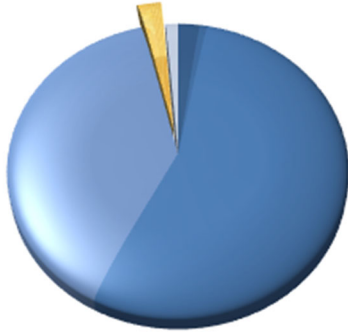
Reduce the utilization of out-of-home placement services to serve the CSA population and increase the utilization of community-based services to prevent out of home placements. In addition, increase the use of local foster homes to decrease the need for costly TFC and congregate care placements.

While CSA expenditures were down in FY 20-21, there was an increase in referrals at the beginning of FY 22-23 as children returned 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

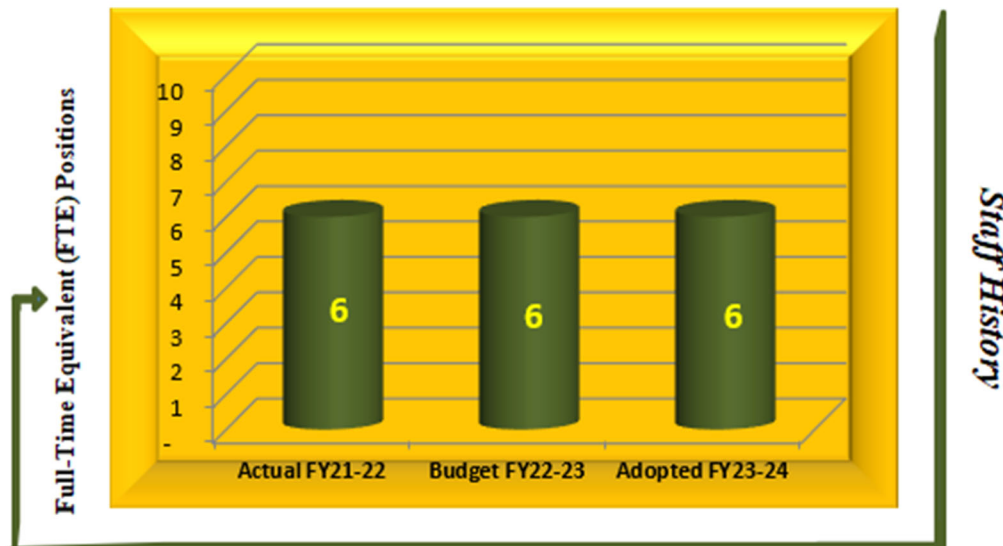
Health and Welfare Expenditure Budget:  
\$17,505,763



Expenditure Budget:  
\$439,749

3% of Health and Welfare

Description	<u>Family Resource Center Appropriations</u>			Change 2023 to 2024
	Actual FY21-22	Budget FY22-23	Adopted FY23-24	
Personnel	316,843	333,672	359,312	7.68%
Operating	81,567	69,172	80,437	16.29%
Total	398,410	402,844	439,749	9.16%



## Family Resource Center

### **Mission Statement**

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

### **Strategic Vision Goal**

To provide superior training for staff and other agencies as well as the public to help bring continued awareness of domestic violence to the community, as well as enhance and deliver trauma informed services to all victims of domestic violence within our 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 FY19-20	Actual FY20-21	Actual FY21-22	Target FY22-23	Projected FY23-24
Calls for DV Services	170	278	264	200*	200*
Shelter clients	58	59	77	55*	55*
Client Advocacy non sheltered	31	67	84	25*	25*

*\*FY 22-23 and FY23-24 are grant projected numbers\**

### **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**

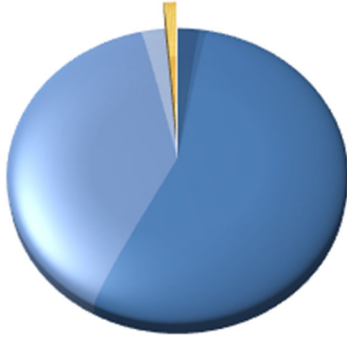
We will continue to administer all departmental programs in compliance with federal and state confidentiality policies with our services law/regulations/guidelines, maximizing state reimbursement, and limiting the use of local dollars to the extent possible.

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

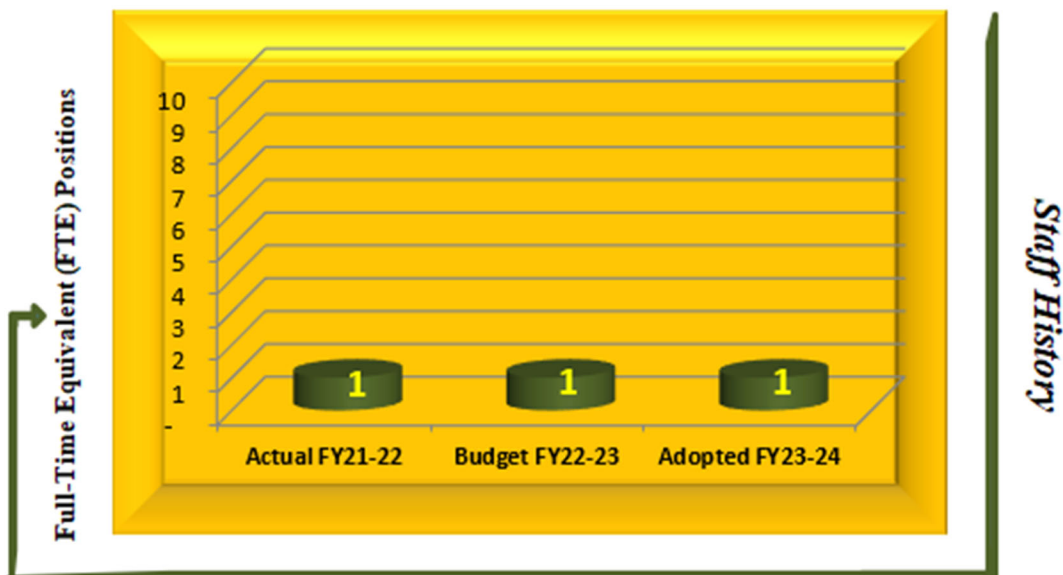
Health and Welfare Expenditure Budget:  
\$17,505,763



Expenditure Budget:  
\$242,899

1% of Health and Welfare

<u>Aging Services Appropriations</u>				
<u>Description</u>	<u>Actual FY21-22</u>	<u>Budget FY22-23</u>	<u>Adopted FY23-24</u>	<u>Change 2023 to 2024</u>
Personnel	155,982	169,039	186,885	10.56%
Operating	44,216	45,454	56,014	23.23%
Total	200,198	214,493	242,899	13.24%



## Aging Services

### **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.

## Aging Services

### Performance Measures

	Actual FY19-20	Actual FY20-21	Actual FY21-22	Target FY22-23	Projected FY23-24
Number of persons served (transportation and recreation)	11,742	7,336	19,456	23,186	25,000
Number of one way trips	2,575	1,223	7,250	8,277	5,500
Mileage driven transporting seniors	38,554	48,152	52,000	56,076	58,000
Number of recreational activities	482	426	201	498	550

### 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.

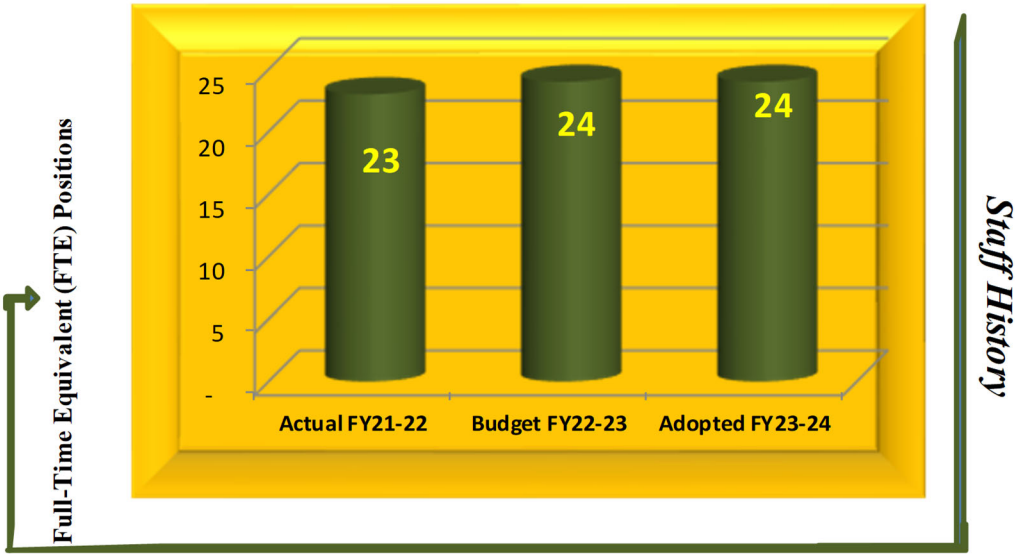
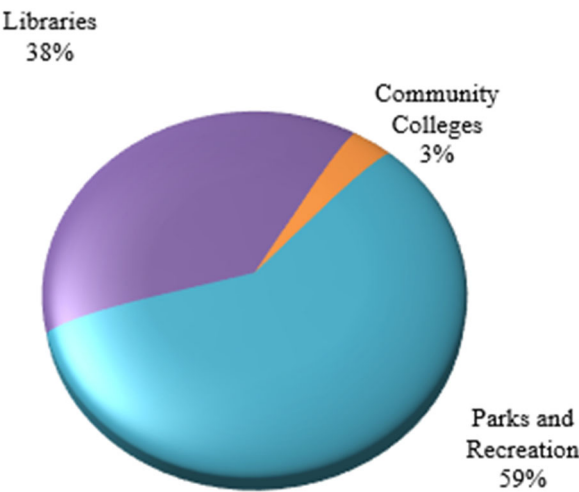
### Budget Strategies

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.



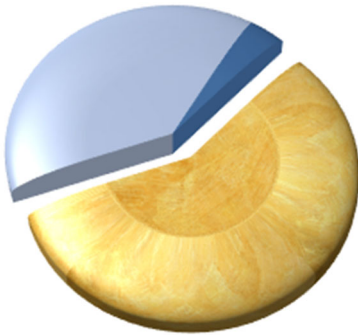
*Parks, Recreation and Cultural*

FY 23-24 Adopted Expenditure Budget \$3,012,321



## Parks and Recreation

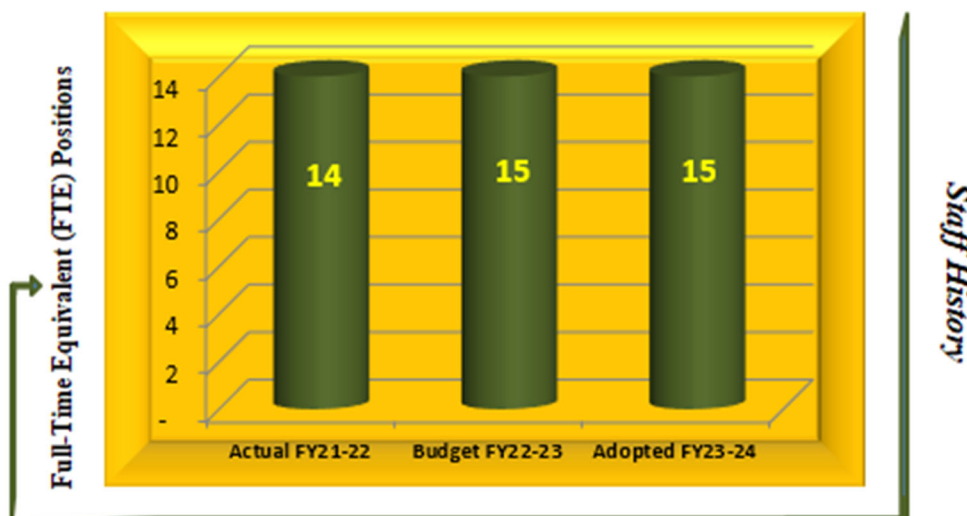
Parks, Recreation and Cultural Expenditure Budget:  
\$3,012,321



Expenditure Budget:  
\$1,779,471

59% of Parks, Rec., and Cultural

<u>Parks and Recreation Appropriations</u>				
<u>Description</u>	<u>Actual FY21-22</u>	<u>Budget FY22-23</u>	<u>Adopted FY23-24</u>	<u>Change 2023 to 2024</u>
Personnel	935,475	1,001,424	1,156,814	15.52%
Operating	574,352	587,407	622,657	6.00%
Total	1,509,827	1,588,831	1,779,471	12.00%



## Parks and Recreation

### **Mission Statement**

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

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

**Athletics:** To provide organized recreation level sports 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 basis.
- 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

**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

**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 FY19-20	Actual FY20-21	Actual FY21-22	Target FY22-23	Projected FY23-24
Youth Athletic Registration	2,706	2,676	3,125	3,419	2,450
Athletic Volunteer Coaches	74	405	539	573	590

## Parks and Recreation

Number of Games Played	152	607	1,316	1,353	1,375
Community Recreation Attendance	8,500	620	5749	7,186	8,000
Community Programs Offered	64	25	234	292	300
Community Success Rate	86%	87%	89%	91%	91%
Shelter Reservations	111	231	447	396	380
Beach Attendance	6,613	11,747	10,593	10,000	10,000

### **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**

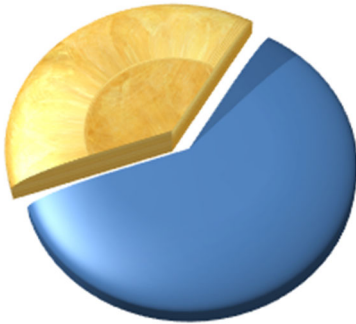
Parks and Recreation's primary budget strategy is to offer affordable programs and services that best meet recreational demands. Parks and Recreation has increased cost recovery rates over the past few years. We will be refining our cost recovery efforts by establishing targets for each type of program 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.



# Adopted Budget Fiscal Year 2023-2024

## Library

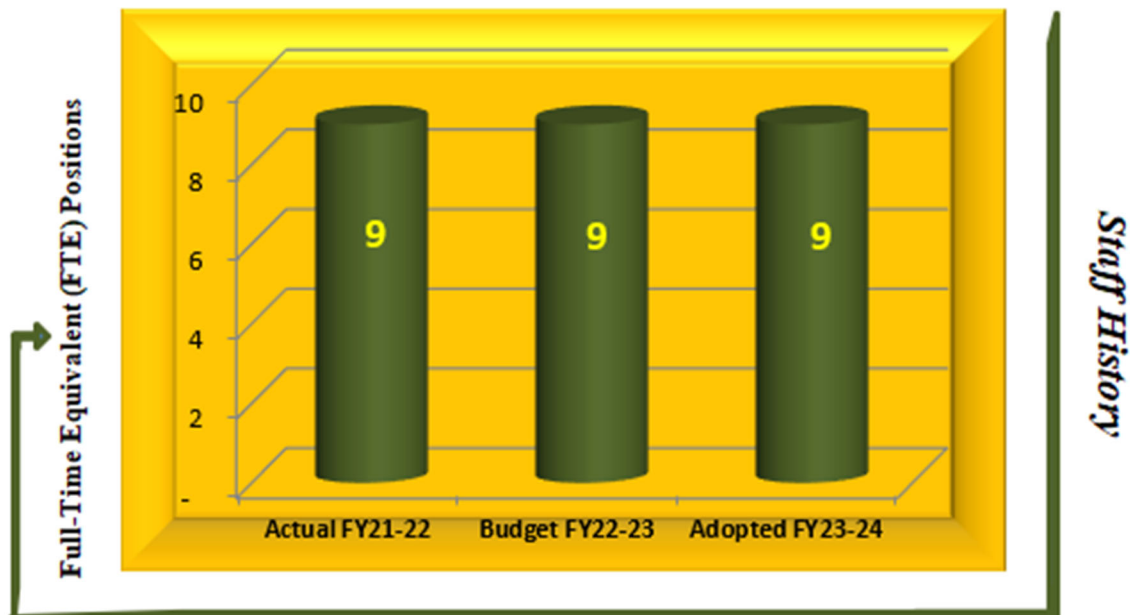
Parks, Recreation and Cultural Expenditure Budget:  
\$3,012,321



Expenditure Budget:  
\$1,132,850

38% of Parks, Rec., and Cultural

Description	Library Appropriations			Change 2023 to 2024
	Actual FY21-22	Budget FY22-23	Adopted FY23-24	
Personnel	688,802	749,194	800,174	6.80%
Operating	207,235	317,630	332,676	4.74%
Total	896,036	1,066,824	1,132,850	6.19%



## Library

### **Mission Statement**

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

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

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

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

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

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

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

- To develop and support young readers through expansion and upgrade of our emergent reader and youth literacy resources and technologies
- Provide all state-defined literacy and educational programs, according to directives from LVA and the Library Board of Trustees.
- 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

- 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 FY19-20	Actual FY20-21	Actual FY21-22	Target FY22-23	Projected FY23-24
Annual circulation	210,000	176,500	170,435	172,000	175,000
Library program attendance	11,500	1882* Covid restrictions	6,575	8,500	10,500
Annual patron count *no data available	162,000	1514 Covid restrictions	98,056	128,000	158,000

\*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

### **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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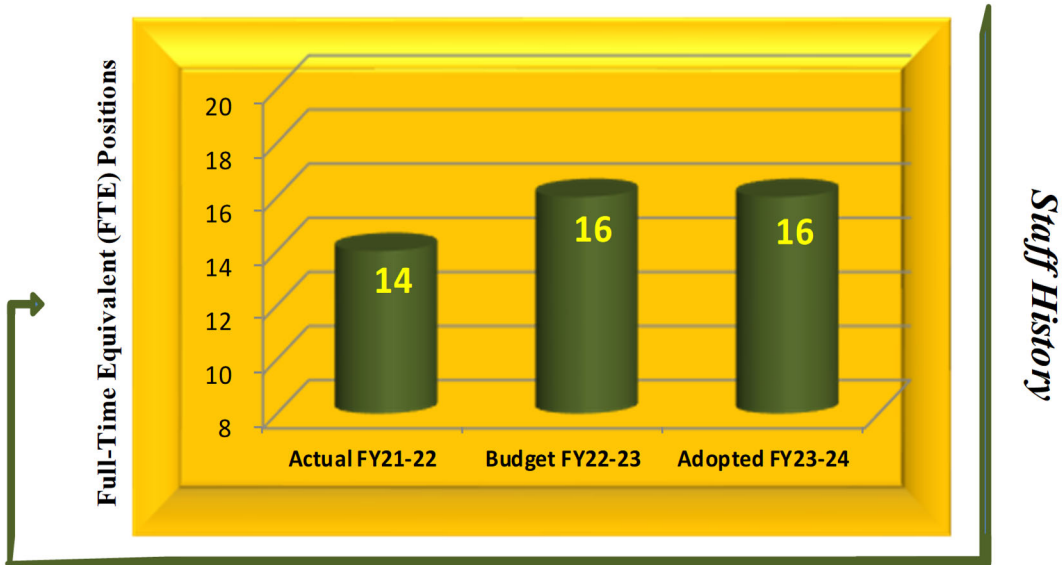
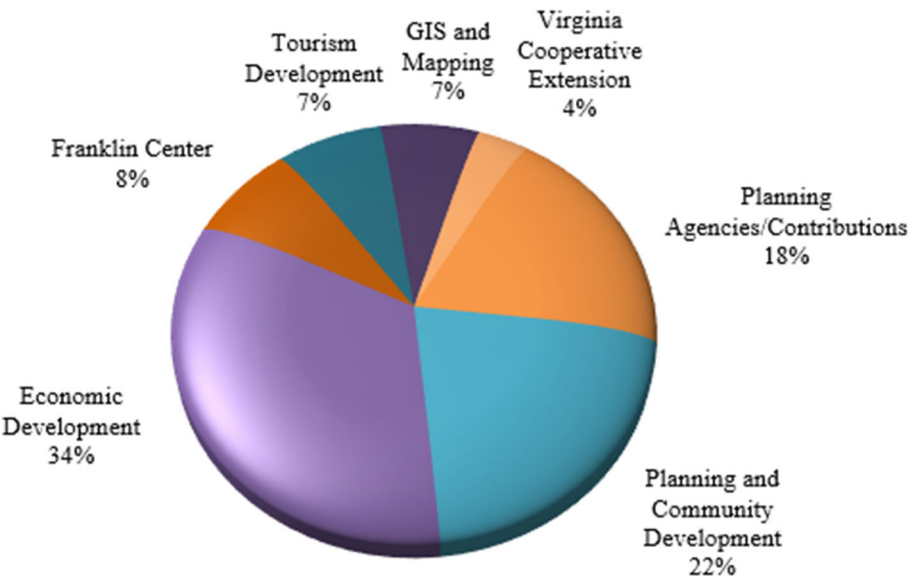
The Library is the face of the County and its governing body. First impressions of a town are often determined by the state of its library. We work hard to constantly assess the wants and needs of the community we serve while also trying to stay ahead of the curve by offering programs and materials that 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.





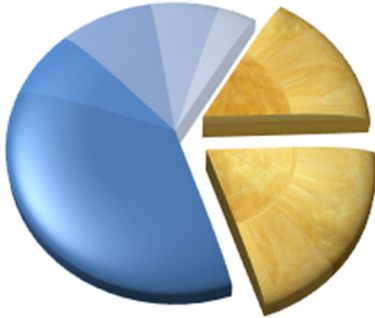
**Community Development**

**FY 23-24 Adopted Expenditure Budget \$3,669,483**



## Planning and Community Development

Community Development Expenditure Budget:  
\$3,669,483

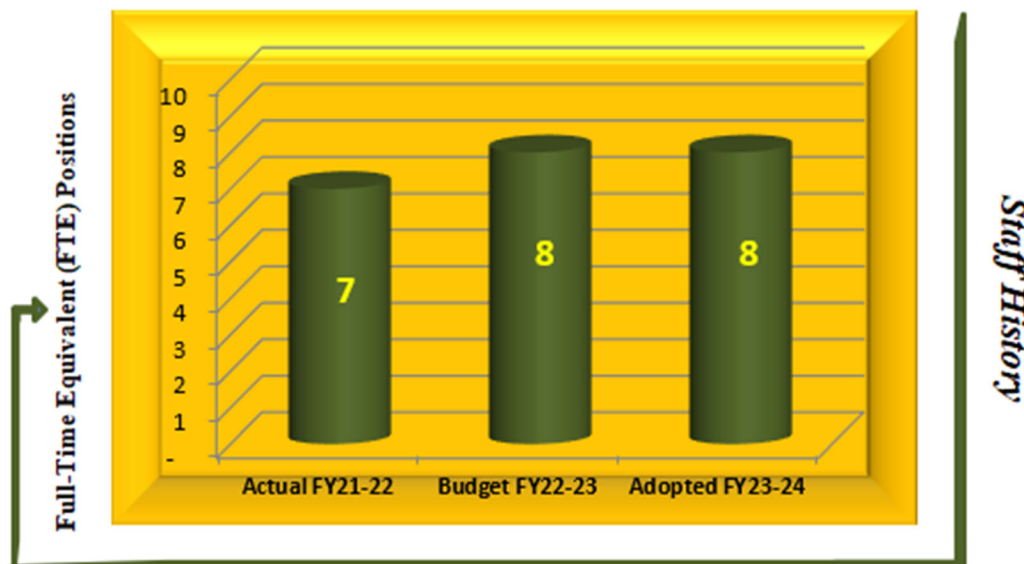


Expenditure Budget:  
\$1,470,104

40% of Community Development

### Planning - Community Development Appropriations

Description	Actual FY21-22	Budget FY22-23	Adopted FY23-24	Change 2023 to 2024
Personnel	811,867	885,972	1,053,282	18.88%
Operating	355,538	345,822	367,121	6.16%
Total	1,167,405	1,231,794	1,420,403	15.31%



## 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 FY19-20	Actual FY20-21	Actual FY21-22	Target FY22-23	Projected FY23-24
Total number of permits issued	225	555	341	400	450
Number of E&SC permits issued	75	120	163	160	173
Number of Sign permits issued	10	10	8	10	10
Number of Site Plan submittals	15	9	10	10	15
Number of Subdivision plat submittals	155	145	157	150	160
Number of Rezoning applications submitted	5	11	5	15	10
Number of Special Use Permit applications submitted	15	35	16	40	25

## Planning and Community Development

Number of Variance & Appeal applications submitted	7	1	2	1	5
Number of pre-application meetings	40	1	30	10	20
Number of Planning Commission meetings	10	12	12	12	12
Number of inspections performed (ESC, SW, Code)	1200	4205	2479*	4250	4000
Other plans (DMV, STR, AGV, etc.)	60	23	52	50	60

\*Number of inspections down due to staffing

### **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. Continue housing initiatives and grants to facilitate all types of housing due to shortages throughout the County.

### **Budget Strategies**

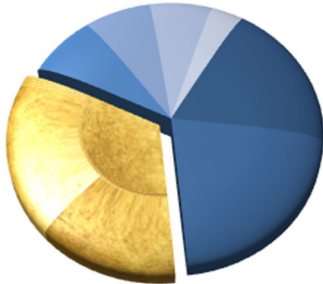
The Department continues to improve our educational materials and communication efforts to our various customers, our residents, the general public, agencies and organizations through a variety of print and electronic media. Staff continue to work to utilize new technology to improve our code permitting 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. Staff continue to make improvements on the short-term rental program concerning enforcement, inspections, and compliance with all regulatory requirements.

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

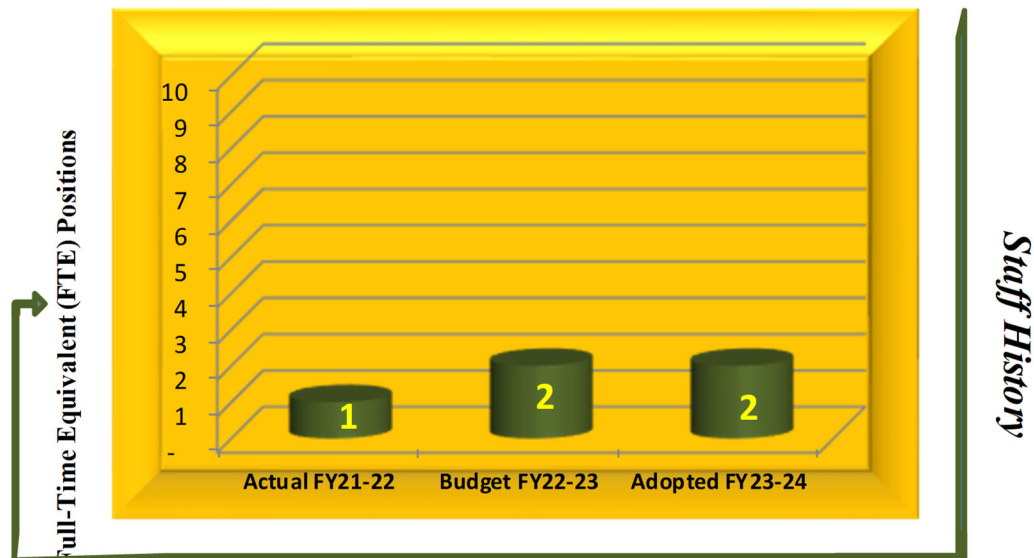
Community Development Expenditure Budget:  
\$3,669,483



Expenditure Budget:  
\$1,242,696

34% of Community Development

Description	Economic Development Appropriations			Change 2023 to 2024
	Actual FY21-22	Budget FY22-23	Adopted FY23-24	
Personnel	113,017	120,862	178,830	47.96%
Operating	1,077,001	1,075,344	1,063,866	-1.07%
Total	1,190,018	1,196,206	1,242,696	3.89%



## Economic Development

### 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 FY19-20	Actual FY20-21	Actual FY21-22	Target FY22-23	Projected FY23-24
Unemployment Rate (January)	3.2%	4.6%	3.3%	3.4%	3.2%
Number of new and expanding Business Projects (VEDP)	2	1	N/A	5	5
Number of commercial and industrial properties & infrastructure development projects supported	N/A	N/A	N/A	3	3
Number of identified and redeveloped underutilized properties	N/A	N/A	N/A	2	2

## Economic Development

### 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 (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.

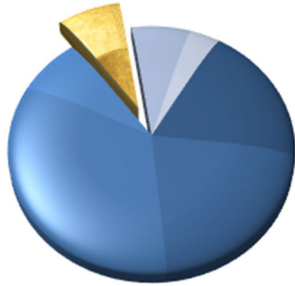




# Adopted Budget Fiscal Year 2023-2024

## Tourism

Community Development Expenditure Budget:  
\$3,669,483

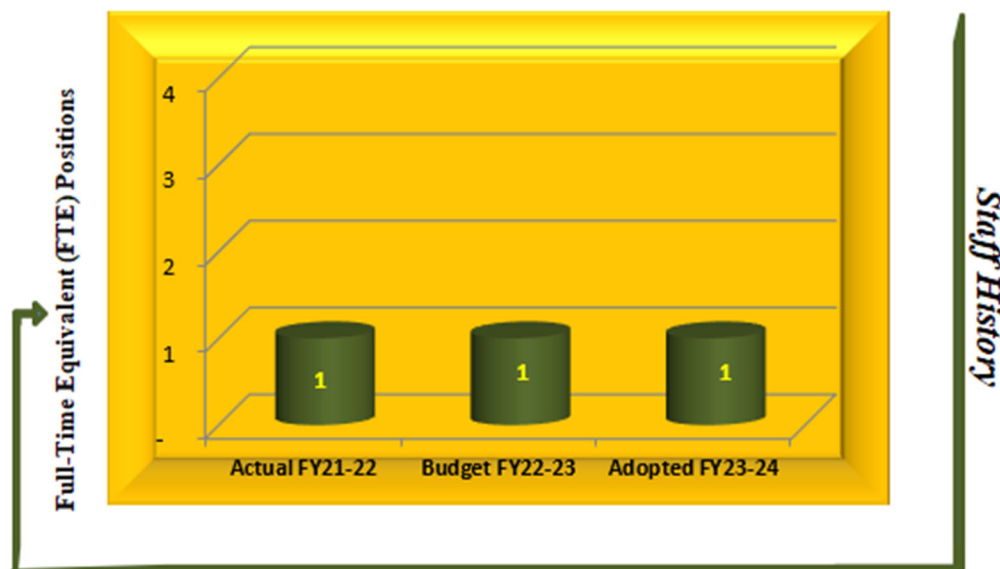


Expenditure Budget:  
\$278,383

7% of Community Development

### Tourism Appropriations

Description	Actual FY21-22	Budget FY22-23	Adopted FY23-24	Change 2023 to 2024
Personnel	39,240	151,591	85,683	-43.48%
Operating	155,087	170,980	192,700	12.70%
Total	194,327	322,571	278,383	-13.70%



## Tourism

### Mission Statement

The mission of the Franklin County Tourism Office is to improve the quality of life for residents, improve the visitor experience, and diversify the Franklin County economy by introducing, through travel, the aspects that make the county a great place to live, work and play.

### Strategic Vision Goal

The goal of the Tourism Department is to align with the County's strategic focus areas of Infrastructure (tourism infrastructure); Financial Stability (diversify tax base); Managed Growth (sustainable tourism program growth) Economic Development (enhance relationships with partners, tourism infrastructure, increase "soft infrastructure", diversify accommodation options, promote agritourism, and population growth); and Lifelong Learning.

### Department Goals and Objectives

- To promote Franklin County as a travel destination.
- To sustainably grow the visitor economy in Franklin County
- 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.
- To enhance communication between the public and private sector regarding the visitor economy.
- Promote cultural and heritage tourism within Franklin County.
- Promote population growth across Franklin County.

### Performance Measures

	Actual FY19-20	Actual FY20-21	Actual FY21-22	Target FY22-23	Projected FY23-24
Virginia Tourism Corporation Annual Tourism Expenditure Estimates (\$)	\$59,600,000	\$48,500,000	\$65,600,000	\$67,000,000	\$68,500,000
Local Lodging Tax Revenue (\$)	\$130,555	\$227,285	\$308,527	\$243,659	\$310,000
Local Meals Tax Revenue (\$)	\$1,182,996	\$1,300,152	\$1,397,536	\$1,298,596	\$1,400,000

## Tourism

Local Sales Tax Revenue (\$)	\$5,454,695	\$6,474,597	\$6,961,452	\$6,474,597	\$7,000,000
Tourism Employment	734	663	688	695	700
Tourism Payroll (\$)	\$12,700,000	\$11,400,00	\$12,700,000	\$12,829,215	\$12,921,511

### Strategic Alignment Summary

- Infrastructure
  - Aid in the furthering of County Village Plans to create additional destinations for visitors.
- Financial Stability
  - Continue to work to attract new visitors and businesses to further diversify the tax base and reduce the financial burden on county residents.
- Managed Growth
  - Work to attract new visitors at a pace that is sustainable by current and future infrastructure restraints.
  - Work to improve infrastructure in key areas of the county that have been designated for growth.
- Economic Development
  - Continue to bolster existing partnerships regarding tourism.
  - Create new partnerships that address changing needs in the tourism world.
  - Continue to aggressively push the tourism program and attraction of hotels, restaurants, and activities to take advantage of new tourist growth.
  - Continue to foster agritourism growth through specific projects.
  - Work to attract new and diverse destination businesses to further the county's position as a travel destination.
- Lifelong Learning
  - Work with local businesses to educate proper marketing tactics and ways to become a "destination business".

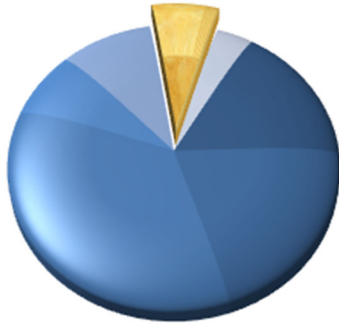
### Budget Strategies

- We will continue to maximize the use of regional, state, and federal grants to offset costs of the tourism program as much as possible and minimize the use of County funds.
- We will utilize existing local, regional and statewide partnerships to further Franklin County and our regions position in the travel economy.



## GIS – Geographic Information Systems

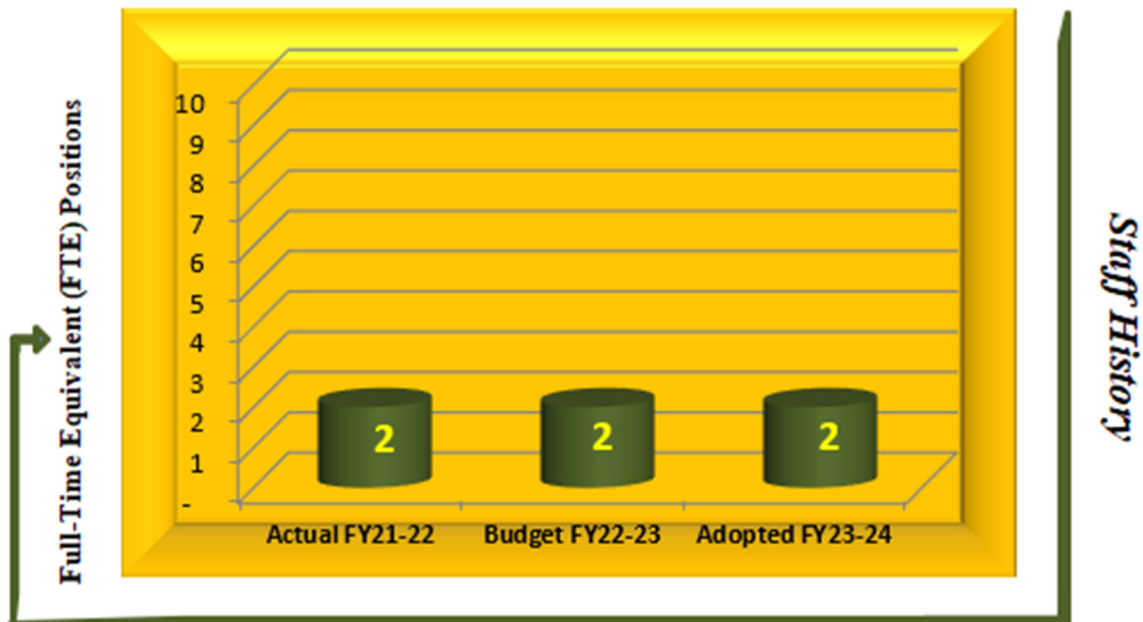
Community Development Expenditure Budget:  
\$3,669,483



Expenditure Budget:  
\$261,210

7% of Community Development

<b>GIS Mapping Appropriations</b>				
<b>Description</b>	<b>Actual FY21-22</b>	<b>Budget FY22-23</b>	<b>Adopted FY23-24</b>	<b>Change 2023 to 2024</b>
Personnel	135,690	132,564	145,810	9.99%
Operating	116,492	105,000	115,400	9.90%
<b>Total</b>	<b>252,181</b>	<b>237,564</b>	<b>261,210</b>	<b>9.95%</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 FY19-20	Actual FY20-21	Actual FY21-22	Target FY22-23	Projected FY23-24
Number of edits to the parcel database, including new parcel splits, transfers, and other edits required of existing parcels.	1,451	1,547	1,623	2,000	2,200
Online GIS Viewer Usage: Comprehensive Parcel Viewer	n/a	186,973	193,962	200,000	225,000
Average Daily Comprehensive Parcel Viewer Views:	n/a	513	532	550	600
New 9-1-1 Addresses created or existing addresses edited:	259	273	270	400	450

### **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

- 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.

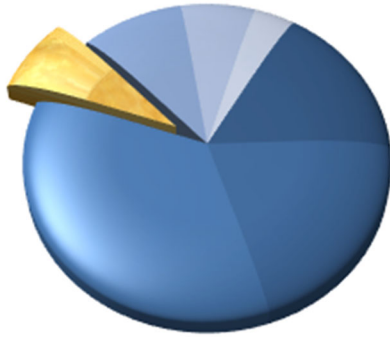
### **Service Level Agreements**

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

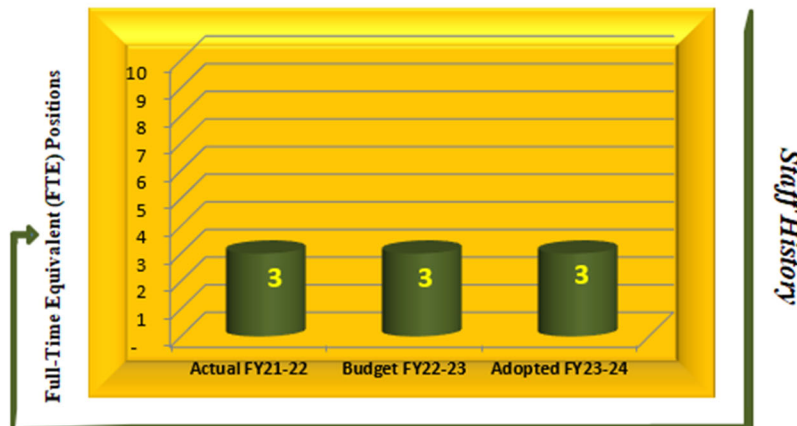
Community Development Expenditure Budget:  
\$3,669,483



Expenditure Budget:  
\$283,527

8% of Community Development

<u>Franklin Center Appropriations</u>				
<u>Description</u>	<u>Actual FY21-22</u>	<u>Budget FY22-23</u>	<u>Adopted FY23-24</u>	<u>Change 2023 to 2024</u>
Personnel	210,694	228,692	248,027	8.45%
Operating	31,124	29,900	35,500	18.73%
Total	241,819	258,592	283,527	9.64%





## Franklin Center for Advanced Learning and Enterprise

### Mission Statement

The mission of The Franklin Center for Advanced Learning and Enterprise is to promote and enhance workforce and economic development through lifelong learning in the Franklin County and 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; expand target populations to include top levels).
- Seek alternate funding sources.
- Promote curriculum development to support workforce, economic mission and opportunities that strengthen our region's economy.
- To increase the classes offered in demand occupations and those that address business needs.

### Performance Measures

		Actual FY18-19	Actual FY19-20	Actual FY20-21	Actual 2022	Projected 2023
Total Visitor Transactions		48,000	48,000	22,000	26085	27000
Total diplomas, GED's		91	75	113	122	130
Total classes offered—all educational partners		64	65	40	49	50
VWCC		90 Assoc. Degrees	50 Assoc. Degrees	71 Assoc. Degrees	105~	110~
VWCC		9 Certificates	15 Certificates	9 Certificates	N/A	N/A
VWCC				25 (CRC)-Career Readiness Certificates	N/A	N/A
Mary Baldwin		2 classes	2 classes	0 classes	0 classes	0 classes
Ferrum		2 classes	2 classes	2 classes	2 classes	2 classes
FCHS/VWCC DE			330	354	163	u/k

## Franklin Center for Advanced Learning and Enterprise

January 2022-December 2022

Franklin Center Partner	Number Classes/ Programs	Participants/ Students Enrolled	Certificates or Degrees (includes GED)	Number of Job Placements
FC Adult Ed	18	133	17	3+
VWCC	24	769	105	40
Ferrum (Fall 2022 Semester)	2	12	n/a	u/k
FCHS	5	163	n/a	n/a
<b>Total Educational Partners:</b>	<b>49</b>	<b>1077</b>	<b>122</b>	<b>43</b>
WIOA Customers	^	^	^	^
WIOA Adult	^	^	^	^
WIOA Youth	^	^	^	^
WIOA Dislocated Worker	^	^	^	^
VEC Customers	n/a	504	n/a	n/a
VEC Telephone Customers	n/a	132	n/a	n/a
TRIO EOC / FAFSA – Enrolled	n/a	11	n/a	n/a
DARS - Current caseload	n/a	137	n/a	n/a
- Rehab Closures	n/a	55	n/a	n/a
Non-Rehab Closures	n/a	33	n/a	n/a
Vocational Rehab VR	n/a	22	n/a	n/a
Pre-Employment Transit.	n/a	15	n/a	n/a
Brain Injury – Current CaseLd FC	n/a	22	n/a	1
Goodwill/SAAA SCSEP	n/a	1	n/a	0
<b>Total Career Services:</b>		<b>932</b>		<b>1</b>
Public Safety	30	714	n/a	n/a
Sheriff's Dept.	20	625	n/a	n/a
Voter Registrar	5	440	n/a	n/a
<b>Total Other Training Prog.</b>	<b>55</b>	<b>1779</b>		
<b>Of the groups reporting, the following Certifications/Recertifications were obtained:</b>				
Multiple Trades Recertifications (Electrical, Plumbing, Mechanical)			50	
OSHA Recertifications			8	
FBI Supervisor Leadership			30	
<b>Total Certifications/Recerts.</b>			<b>88</b>	

## Franklin Center for Advanced Learning and Enterprise

### **Table notes:**

n/a = not applicable

u/k = unknown

^ = Information not provided by partner agency

~ = VWCC did not break out the degrees from certificates. Total applies to all.

+ = Jesse Trexler was hired through a WIOA program after completing his GED. Mr. Trexler was also awarded VACE Student of the Year for State of Virginia.

### **Strategic Alignment Summary**

- Lifelong Learning - Create/maintain partnerships to support educational programs in demand with specific focus on STEM-H, CTE 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 and CTE 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.

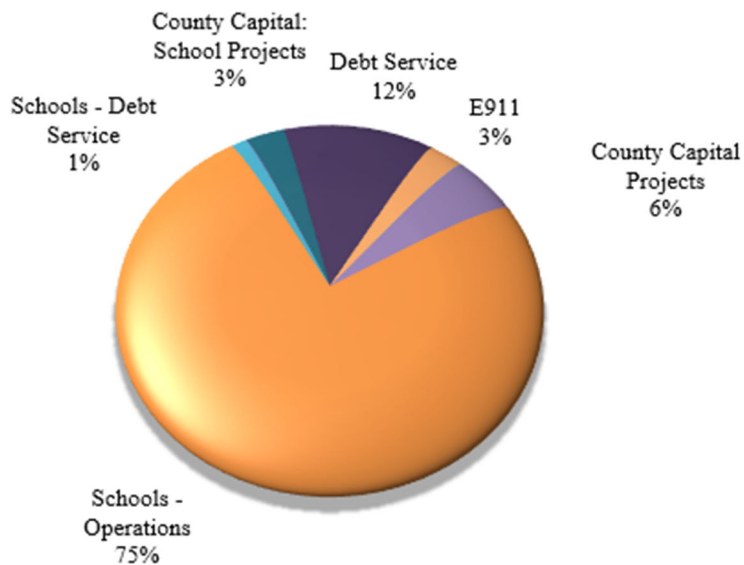


## Transfers

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 23-24 budget adopts the following transfers from the General Fund to the following funds:

Transfer to Schools - Operations	35,151,366
Transfer to Schools - Debt Service	548,000
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	1,356,961
Total	<u>\$46,539,436</u>



# 5

## Other Funds, CIP



Summary of Other Funds	208
E911	211
Capital Improvement Program	213
Debt	270



## 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><u>FY21-22</u></b>	<b><u>FY22-23</u></b>	<b><u>FY23-24</u></b>
Revenues:	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Adopted</u></b>
E911 Taxes/Other	\$0	\$0	\$0
State Wireless Board Funds	181,584	75,000	200,000
Transfer from General Fund	1,344,198	1,270,619	1,356,961
	<u>\$1,525,782</u>	<u>\$1,345,619</u>	<u>\$1,556,961</u>
Expenditures:			
Dispatch Operations	<u>\$1,256,518</u>	<u>\$1,345,619</u>	<u>\$1,556,961</u>
<b><u>Law Library Fund</u></b>	<b><u>FY21-22</u></b>	<b><u>FY22-23</u></b>	<b><u>FY23-24</u></b>
Revenues:	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Adopted</u></b>
Law Library Fees	<u>\$9,281</u>	<u>\$10,000</u>	<u>\$10,000</u>
Expenditures:			
Law Library Operations	<u>\$0</u>	<u>\$10,000</u>	<u>\$10,000</u>
<b><u>Special Revenue Funds Totals</u></b>	<b><u>FY21-22</u></b>	<b><u>FY22-23</u></b>	<b><u>FY23-24</u></b>
Revenues:	<u>\$1,535,063</u>	<u>\$1,355,619</u>	<u>\$1,566,961</u>
Expenditures:	<u>\$1,256,518</u>	<u>\$1,355,619</u>	<u>\$1,566,961</u>

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

<b><u>Debt Service Fund (County only)</u></b>	<b><u>FY21-22</u></b>	<b><u>FY22-23</u></b>	<b><u>FY23-24</u></b>
(School debt service payments included in the School Fund)	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Adopted</u></b>
Revenues:			
Western VA Water Authority			
Reimburse for Westlake Sewer Debt	\$185,891	\$185,732	\$184,966
Debt Proceeds	\$0		
Fund Balance		\$0	\$0
Transfer from General Fund	5,573,915	5,573,915	5,573,915
	<u>\$5,759,806</u>	<u>\$5,759,647</u>	<u>\$5,758,881</u>
Expenditures:			
Transfer to School Capital Fund	\$0	\$0	\$0
Debt Proceeds Uses & Issuance Costs	\$0	\$0	\$0
Principal and Interest Payments	5,231,403	5,109,382	4,398,991
Future Debt Service Reserve	0	650,265	1,359,890
	<u>\$5,231,403</u>	<u>\$5,759,647</u>	<u>\$5,758,881</u>

<b><u>Utility Fund</u></b>	<b><u>FY21-22</u></b>	<b><u>FY22-23</u></b>	<b><u>FY23-24</u></b>
	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Adopted</u></b>
Revenues:			
Charges for Water	\$24,746	\$9,000	\$9,000
Transfer from General Fund	15,000	15,000	15,000
	<u>\$39,746</u>	<u>\$24,000</u>	<u>\$24,000</u>
Expenditures:			
Operations	\$32,845	\$24,000	\$24,000
	<u>\$32,845</u>	<u>\$24,000</u>	<u>\$24,000</u>

<b><u>Capital Fund</u></b>	<b><u>FY21-22</u></b>	<b><u>FY22-23</u></b>	<b><u>FY23-24</u></b>
	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Adopted</u></b>
Revenues:			
Local/Miscellaneous	\$235,381	\$0	\$0
Proceeds from Borrowing	0	0	0
State and Federal Grants	2,421,862	0	0
Transfer from General Fund	29,859,573	3,856,775	3,856,775
	<u>\$32,516,816</u>	<u>\$3,856,775</u>	<u>\$3,856,775</u>
Expenditures:			
Transfer to School Capital	\$1,154,000	\$1,080,000	\$1,080,000
Capital Outlay	8,746,563	2,776,775	2,776,775
	<u>\$9,900,563</u>	<u>\$3,856,775</u>	<u>\$3,856,775</u>



## E911

### **Mission Statement**

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

### **Strategic Vision Goal**

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

### **Department Goals and Objectives**

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

### **Performance Measures**

	Actual FY19-20	Actual FY20-21	Actual FY21-22	Target FY22-23	Projected FY23-24
E911 CAD Calls for Service	84,618	79,866	80,165	80,000	82,000
Total Wireless Calls	22,141	23,949	23,513	24,000	24,500
Total Wireline Calls					
Total Administrative Calls	52,223	48,185	43,313	43,500	45,000
Total Telephone Calls:	<b>74,364</b>	<b>72,134</b>	<b>66,826</b>	<b>67,500</b>	<b>69,500</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.

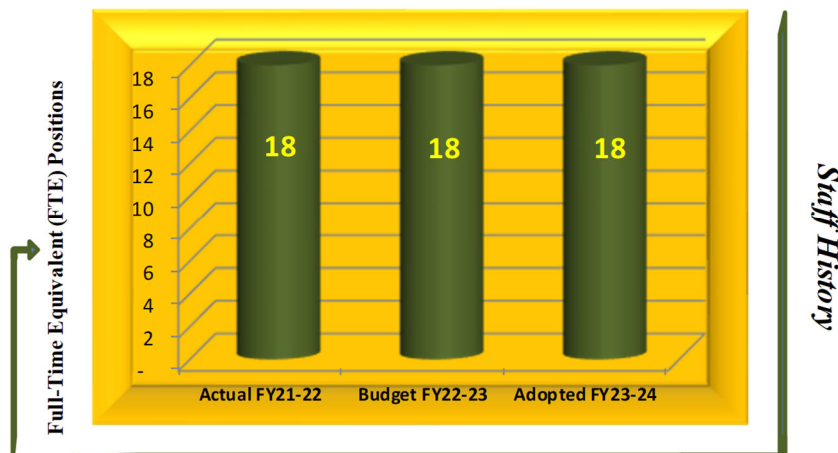
### **Budget Strategies**

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.

<u>Description</u>	<u>E-911 Appropriations</u>			<u>Change 2023 to 2024</u>
	<u>Actual FY21-22</u>	<u>Budget FY22-23</u>	<u>Adopted FY23-24</u>	
Personnel	904,940	1,001,726	1,209,468	20.74%
Operating	351,577	343,893	347,493	1.05%
Total	1,256,518	1,345,619	1,556,961	15.71%





**Capital Improvement Program (CIP)**  
**FY 2023-2024 through FY 2027-2028**

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 \$34 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 FY23-24 budget. Debt is planned to be issued for the construction of a new landfill cell and middle school HVAC replacement/other improvements. One-time revenue from implementing twice-a-year real estate tax collection were used to fund 1.5 million in additional capital projects. 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 2023-2024 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 2023-2024

## Franklin County Capital Improvement Program FY23-24 Requested Budget Funding

County Revenue Sources					
Funding Resource	FY23-24 Adopted Local	FY23-24 Adopted Grant	FY23-24 Adopted Debt	FY23-24 Adopted Carryover/ Reserve	FY 23-24 Adopted CIP Budget
Transfer from General Fund - General Government Projects	2,436,775				2,436,775
Other Carryover Funds				1,500,000	1,500,000
Fund Balance Reserves					-
Borrowing			5,800,000		5,800,000
<b>Community Services Revenues</b>					
Revenue Sharing Project - VDOT					
Revenue Sharing Private Contributions					
<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>5,800,000</b>	<b>1,500,000</b>	<b>9,941,775</b>

County Expenditures					
Department/Project	FY23-24 Adopted Local	FY23-24 Adopted Grant	FY23-24 Adopted Debt	FY23-24 Adopted Carryover/ Reserve	FY 23-24 Adopted CIP Budget
<b>Franklin County Government Expenditures</b>					
<b>Community Services</b>					
<b>Community Development</b>					
<b>Community Development</b>					
Broadband Deployment	75,000			606,106	681,106
Village Improvements /Housing/Utilities	20,000				20,000
Update Comprehensive Plan/Zoning				50,000	50,000
<b>Total</b>	<b>95,000</b>	<b>-</b>	<b>-</b>	<b>656,106</b>	<b>751,106</b>
<b>GIS</b>					
GIS Equipment/Aerial Mapping (should/b Eric Schmidt)	50,000				50,000
<b>Total</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>
<b>Economic Development</b>					
Job Creation Fund	150,000				150,000
Infrastructure Development Fund	75,000				75,000
<b>Total</b>	<b>225,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>225,000</b>

# Adopted Budget Fiscal Year 2023-2024

Department/Project	FY23-24 Adopted Local	FY23-24 Adopted Grant	FY23-24 Adopted Debt	FY23-24 Adopted Carryover/ Reserve	FY 23-24 Adopted CIP Budget
<b>Solid Waste</b>					
Cell 3 New Construction/Scalehouse/Garage			5,800,000		5,800,000
Landfill Engineering / Compliance / Groundwater	170,000				170,000
Landfill Equipment	144,000				144,000
<b>Total</b>	314,000	-	5,800,000	-	6,114,000
<b>Total Community Services</b>	<b>684,000</b>	<b>-</b>	<b>5,800,000</b>	<b>656,106</b>	<b>7,140,106</b>
<b>Human Services</b>					
Parks and Recreation					
Capital Maintenance	110,000				110,000
Playground Repair, Replacement, and Construction	20,000				20,000
Park Development - Expansion and Improvements	20,000				20,000
Park Development - Trails and Blueways	30,000				30,000
Smith Farm Development				50,000	50,000
Ferrum College Tuition Assistance Program				50,000	50,000
<b>Total</b>	180,000	-	-	100,000	280,000
<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	11,500				11,500
<b>Total</b>	51,500	-	-	-	51,500
<b>Total Human Services</b>	<b>246,500</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>346,500</b>
<b>Internal Services</b>					
<b>Information Technology</b>					
MS EA Licensing (MEA-001)	154,943				154,943
PC Replacement (DEK-001)	110,676				110,676
Inf Refresh O & M (IRF-001)	150,000				150,000
Managed SOC (SEC-003)				10,000	10,000
<b>Total</b>	415,619	-	-	10,000	425,619
<b>General Properties</b>					
Facilities Maintenance Reserve	75,000				75,000

# Adopted Budget Fiscal Year 2023-2024

Department/Project	FY23-24 Adopted Local	FY23-24 Adopted Grant	FY23-24 Adopted Debt	FY23-24 Adopted Carryover/ Reserve	FY 23-24 Adopted CIP Budget
Repairs/Renovation - Jail	40,000			60,000	100,000
Elevator Modernization - Courthouse (2)				132,000	132,000
HVAC Upgrade/Replacement				25,000	25,000
<b>Total</b>	115,000	-	-	217,000	332,000
<b>Total Internal Services</b>	<b>530,619</b>	<b>-</b>	<b>-</b>	<b>227,000</b>	<b>757,619</b>
<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	250,000				250,000
Radio Communications	43,108				43,108
<b>Volunteer Fire/EMS Station Requests</b>					
Fire Apparatus Replacement / Callaway Tanker for FY23-24 request				500,000	500,000
<b>Total</b>	375,656	205,000	-	500,000	1,080,656
<b>Sheriff</b>					
Vehicle Replacement/Upfit	540,000				540,000
Sheriff In-Car Cameras	60,000				60,000
Mobile Emergency Radios				9,894	9,894
Portable Emergency Radios				7,000	7,000
<b>Total</b>	600,000	-	-	16,894	616,894
<b>Total Public Safety</b>	<b>975,656</b>	<b>205,000</b>	<b>-</b>	<b>516,894</b>	<b>1,697,550</b>
<b>Total CIP Requested</b>	<b>2,436,775</b>	<b>205,000</b>	<b>5,800,000</b>	<b>1,500,000</b>	<b>9,941,775</b>
	-	-	-	-	-

## Franklin County Public Schools

School Projects	1,080,000				1,080,000
School Bus Replacement	340,000				340,000
Career & Technical Education Center			50,000,000		50,000,000
Middle School HVAC & Roof Replacement			30,000,000		30,000,000
<b>Total Public Schools</b>	<b>1,420,000</b>	<b>-</b>	<b>80,000,000</b>	<b>-</b>	<b>81,420,000</b>

# Adopted Budget Fiscal Year 2023-2024

Franklin County  
Capital Improvement Program  
FY2024 - FY2028

County Revenue Sources							
Funding Resource	FY23-24 Requested	FY23-24 Total Adopted	FY24-25 Requested	FY25-26 Requested	FY26-27 Requested	FY27-28 Requested	5 Year Total Requested
Transfer from General Fund - General Government Projects	2,436,775	2,436,775	2,636,775	2,836,775	3,236,775	3,436,775	14,583,875
Other Carryover Funds			1,485,376	952,570	847,720	1,031,674	4,317,340
Fund Balance Reserves							-
Borrowing		5,800,000			6,100,000		11,900,000
<b>Community Services Revenues</b>							
Revenue Sharing Project - VDOT					1,980,000	150,000	2,130,000
Revenue Sharing Private Contributions							-
<b>Public Safety Revenues</b>							
Fire Apparatus Replacement Fire Program Funds		205,000	205,000	205,000	205,000	205,000	1,025,000
<b>Total Revenues</b>	<b>2,436,775</b>	<b>8,441,775</b>	<b>4,327,151</b>	<b>3,994,345</b>	<b>12,369,495</b>	<b>4,823,449</b>	<b>33,956,215</b>
County Expenditures							
Department/Project	FY23-24 Requested	FY23-24 Total Adopted	FY24-25 Requested	FY25-26 Requested	FY26-27 Requested	FY27-28 Requested	5 Year Total Requested
<b>Franklin County Government Expenditures</b>							
<b>Community Services</b>							
<b>Community Development</b>							
<b>Community Development</b>							
Broadband Deployment	1,000,000	75,000	75,000	75,000	75,000	75,000	375,000
Village Improvements /Housing/Utilities	150,000	20,000	20,000	20,000	20,000	20,000	100,000
Update Comprehensive Plan/Zoning	100,000		10,000	10,000	10,000	10,000	40,000
Parkcrest Dr/122 Improvements (Rev Share FY23)	1,500,000				1,500,000		1,500,000
Mapleridge Drive (Rev Share FY23)	480,000				480,000		480,000
Revenue Sharing (Transportation Matching Funds)						150,000	150,000
Planning Vehicle Replacement			25,000				25,000
<b>Total</b>	<b>3,230,000</b>	<b>95,000</b>	<b>130,000</b>	<b>105,000</b>	<b>2,085,000</b>	<b>255,000</b>	<b>2,670,000</b>
<b>GIS</b>							
GIS Equipment/Aerial Mapping (should/b Eric Schmidt)	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Building Footprints Acquisition	12,747						-
<b>Total</b>	<b>62,747</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>250,000</b>
<b>Building Inspections</b>							
Vehicle Replacements				40,000		40,000	80,000
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>40,000</b>	<b>80,000</b>
<b>Economic Development</b>							
Job Creation Fund	150,000	150,000	150,000	150,000	150,000	150,000	750,000
Infrastructure Development Fund	75,000	75,000	75,000	75,000	75,000	75,000	375,000
Matching Grant Funds	25,000				10,000	10,000	20,000
Construction/Redevelopment of 40 W Church St	500,000						-
<b>Total</b>	<b>750,000</b>	<b>225,000</b>	<b>225,000</b>	<b>225,000</b>	<b>235,000</b>	<b>235,000</b>	<b>1,145,000</b>
<b>Tourism</b>							
Waid Park Event Space Improvements	98,000				75,000	25,000	100,000
<b>Total</b>	<b>98,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75,000</b>	<b>25,000</b>	<b>100,000</b>
<b>Solid Waste</b>							



# Adopted Budget Fiscal Year 2023-2024

Department/Project	FY23-24 Requested	FY23-24 Total Adopted	FY24-25 Requested	FY25-26 Requested	FY26-27 Requested	FY27-28 Requested	5 Year Total Requested
Cell 3 New Construction/Scalehouse/Garage	5,800,000	5,800,000					5,800,000
Landfill Engineering / Compliance / Groundwater	180,000	170,000	150,000	150,000	185,000	160,000	815,000
Landfill Equipment	400,000	144,000	154,000	154,000	154,000	154,000	760,000
Collection Site Development	200,000			100,000		100,000	200,000
Vehicle Replacement					400,000	200,000	600,000
Collection Site New Site Purchase/Development			25,000	25,000	25,000	25,000	100,000
<b>Total</b>	6,580,000	6,114,000	329,000	429,000	764,000	639,000	8,275,000
<b>Total Community Services</b>	<b>10,720,747</b>	<b>6,484,000</b>	<b>734,000</b>	<b>849,000</b>	<b>3,209,000</b>	<b>1,244,000</b>	<b>12,520,000</b>
<b>Human Services</b>							
<b>Parks and Recreation</b>							
Capital Maintenance	340,000	110,000	120,000	130,000	130,000	200,000	690,000
Playground Repair, Replacement, and Construction	50,000	20,000	20,000	20,000	20,000	50,000	130,000
Park Development - Expansion and Improvements	80,000	20,000	20,000	20,000	20,000	20,000	100,000
Park Development - Trails and Blueways	50,000	30,000	30,000	30,000	30,000	30,000	150,000
Beach Renovation	50,000		10,000	10,000	10,000	10,000	40,000
Athletic Field Lighting and Improvements	2,000,000				100,000	200,000	300,000
Smith Farm Development	100,000				25,000	50,000	75,000
Equipment Replacement	38,000			30,000		50,000	80,000
Vehicle Replacement	40,000			30,000		50,000	80,000
Summit View-Semi Permanent Maintenance Area	117,000				20,000	20,000	40,000
Ferrum College Tuition Assistance Program	50,000						-
<b>Total</b>	2,915,000	180,000	200,000	270,000	355,000	680,000	1,685,000
<b>Library</b>							
Trailer for Event Equipment/Supplies	6,500						-
Bookmobile	15,000	15,000	15,000	15,000	15,000	15,000	75,000
Space for Friends Retail Space not in library	12,000					20,000	20,000
Book Lockers @ Ferrum College + LMS License	22,000						-
24 Hour Library Book	150,000						-
<b>Total</b>	205,500	15,000	15,000	15,000	15,000	35,000	95,000
<b>Registrar</b>							
Voting Equipment Replacement	40,000	40,000	40,000	40,000	40,000	40,000	200,000
Elect. Pollbooks Replacement	11,500	11,500	10,000	10,000	10,000	10,000	51,500
HB2178 Minimum Security	5,000		5,000	5,000			10,000
Voting Booth Replacement	6,000		5,000				5,000
<b>Total</b>	62,500	51,500	60,000	55,000	50,000	50,000	266,500
<b>Total Human Services</b>	<b>3,183,000</b>	<b>246,500</b>	<b>275,000</b>	<b>340,000</b>	<b>420,000</b>	<b>765,000</b>	<b>2,046,500</b>
<b>Internal Services</b>							
<b>Information Technology</b>							
MS EA Licensing (MEA-001)	154,943	154,943	187,093	187,093	187,093	196,447	912,669
PC Replacement (DEK-001)	127,510	110,676	127,510	99,454	99,454	99,454	536,548
Inf Refresh O & M (IRF-001)	163,289	150,000	150,000	150,000	150,000	150,000	750,000
Managed SOC (SEC-003)	26,000						-
SecureLink (SEC-004)	15,000						-
Bitdender Patch Management 3rd Party (SEC-005)	11,000						-
Storage Replace 911 and Backup Site (INF-101)					300,000	100,000	400,000
<b>Total</b>	497,742	415,619	464,603	436,547	736,547	545,901	2,599,217

# Adopted Budget Fiscal Year 2023-2024

Department/Project	FY23-24 Requested	FY23-24 Total Adopted	FY24-25 Requested	FY25-26 Requested	FY26-27 Requested	FY27-28 Requested	5 Year Total Requested
<b>Finance</b>							
Finance Software	150,000			30,000	50,000	80,000	160,000
Safety & Security (Safety Team)	50,000			30,000	30,000	30,000	90,000
<b>Total</b>	200,000	-	-	60,000	80,000	110,000	250,000
<b>General Properties</b>							
Facilities Maintenance Reserve	100,000	75,000	75,000	75,000	100,000	100,000	425,000
Repairs/Renovation - Jail	150,000	40,000	50,000	25,000		50,000	165,000
Elevator Modernization - Courthouse (2)	132,000		132,000				132,000
HVAC Upgrade/Replacement	100,000		50,000	25,000		50,000	125,000
YMCA Facility	150,000		20,000	20,000	40,000	40,000	120,000
Upgrades to Safety Systems - Various Facilities	25,000			10,000		25,000	35,000
Carpet Replacement - General District Court	40,000						-
Exterior Painting - Extension Office Building	25,000						-
Vehicle Replacement			40,000		40,000		80,000
<b>Total</b>	722,000	115,000	367,000	155,000	180,000	265,000	1,082,000
<b>Total Internal Services</b>	<b>1,419,742</b>	<b>530,619</b>	<b>831,603</b>	<b>651,547</b>	<b>996,547</b>	<b>920,901</b>	<b>3,931,217</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	562,520
Fire Apparatus Replacement: Fork Mtn & Boones Mill Fire	175,044	175,044	175,044	175,044	175,044	175,044	875,220
EMS Vehicle Replacement	250,000	250,000		300,000	25,000	250,000	825,000
Radio Communications	100,000	43,108	50,000	50,000	75,000	100,000	318,108
Animal Control Vehicle	50,000				60,000		60,000
Fire/EMS Equipment	275,000		100,000	50,000	100,000	50,000	300,000
EMS Vehicle Refurbishment	50,000					100,000	100,000
Replacement Fire Marshal Vehicle	60,000					60,000	60,000
Paving/Concrete of Training Facility Lot	175,000					75,000	75,000
Shelter for Captains Vehicle	15,000						-
Addition of 3 Outdoor Dog Kennels	35,000		30,000				30,000
Public Safety Facility	250,000				5,000,000		5,000,000
Fire/EMS Staff Vehicle Replacement (DFM)	50,000		50,000		50,000		100,000
Replacement Communications Vehicle					75,000		75,000
Fire Apparatus Replacement			200,000	200,000	1,100,000	200,000	1,700,000
<b>Total</b>	11,569,346	580,656	1,762,548	1,433,798	6,772,548	1,122,548	11,672,098
<b>Sheriff</b>							
Future Communication Center Plan	2,000,000				200,000		200,000
Vehicle Replacement/Upfit	540,000	540,000	550,000	550,000	575,000	575,000	2,790,000
Sheriff In-Car Cameras	60,000	60,000	60,000	75,000	75,000	75,000	345,000
Mobile Emergency Radios	9,894		12,000		20,000	14,000	46,000
Portable Emergency Radios	7,000		7,000			12,000	19,000
Jail maintenance/upgrade: security locks, intercom, exterior doors	125,000		25,000	25,000	25,000	25,000	100,000
Courthouse X-ray machine/ 2 metal detectors	41,697		25,000	25,000			50,000

## Adopted Budget Fiscal Year 2023-2024

Department/Project	FY23-24 Requested	FY23-24 Total Adopted	FY24-25 Requested	FY25-26 Requested	FY26-27 Requested	FY27-28 Requested	5 Year Total Requested
Tactical Vest/Helmets	25,000			20,000		20,000	40,000
Shoot House at Range	30,000				20,000	20,000	40,000
Drone Replacement	15,000				20,000	10,000	30,000
Cameras - Goode Building	30,000		15,000	15,000			30,000
Patrol Rifles	5,000					10,000	10,000
Repair/Upgrade Impound Lot	15,000		10,000	10,000	10,000	10,000	40,000
Taser Replacement			20,000		26,400		46,400
<b>Total</b>	2,903,591	600,000	724,000	720,000	971,400	771,000	3,786,400
<b>Total Public Safety</b>	14,472,937	1,180,656	2,486,548	2,153,798	7,743,948	1,893,548	15,458,498
<b>Total CIP Requested</b>	29,796,426	8,441,775	4,327,151	3,994,345	12,369,495	4,823,449	33,956,215
<b>CIP Requested less Revenues</b>	27,359,651	-	-	-	-	-	-

School Revenue Sources							
Funding Resource	FY23-24 Requested	FY23-24 Adopted Local	FY24-25 Requested	FY25-26 Requested	FY26-27 Requested	FY27-28 Requested	5 Year Total Requested
Transfer from General Fund - General							
Government Projects	1,420,000	1,420,000	1,620,000	1,820,000	2,020,000	2,220,000	9,100,000
Other Carryover Funds							-
Grants		10,000,000					10,000,000
Borrowing		20,000,000	50,000,000				70,000,000
<b>Total Revenues</b>	1,420,000	31,420,000	51,620,000	1,820,000	2,020,000	2,220,000	89,100,000

Schools Expenditures							
Department/Project	FY23-24 Requested	FY23-24 Adopted Local	FY24-25 Requested	FY25-26 Requested	FY26-27 Requested	FY27-28 Requested	5 Year Total Requested
<b>Franklin County Public Schools</b>							
School Projects	1,080,000	1,080,000	1,280,000	1,480,000	1,680,000	1,880,000	7,400,000
School Bus Replacement	340,000	340,000	340,000	340,000	340,000	340,000	1,700,000
Career & Technical Education Center	50,000,000		50,000,000				50,000,000
Middle School HVAC & Roof Replacement	30,000,000	30,000,000					30,000,000
<b>Total School</b>	81,420,000	31,420,000	51,620,000	1,820,000	2,020,000	2,220,000	89,100,000
<b>CIP Requested less Revenues</b>	80,000,000	-	-	-	-	-	-

## Franklin County - Capital Improvement Project Information Planning and Community Development

<u><b>Project Name</b></u>	<u><b>Description</b></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
<u><b>Funding Request</b></u>	
FY23-24            \$200,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u><b>Funding Approved</b></u>	
\$681,106	
<u><b>Other Funding</b></u>	<u><b>Operating Budget Impact</b></u>
	The buildout of the broadband network will increase annual leases on some existing sites and will require new leases for other sites.

<u><b>Project Name</b></u>	<u><b>Description</b></u>
EnerGov Upgrades	Continuation of the CSS Portal and making new upgrades when needed.
<u><b>Funding Request</b></u>	
FY23-24            \$15,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u><b>Funding Approved</b></u>	
<u><b>Other Funding</b></u>	<u><b>Operating Budget Impact</b></u>
	None expected

## Franklin County - Capital Improvement Project Information Planning and Community Development

<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. The County requested additional money from FLAP to construct Segments 2 and 3. (Constructions estimates came in higher than anticipated) The County will receive a supplemental FLAP funding of \$780,990 with a County match of \$155,990.
<u>Funding Request</u>	
FY23-24            \$155,990	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	None expected

<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>	
FY23-24            \$150,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
\$20,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	None Expected

## Franklin County - Capital Improvement Project Information Planning and Community Development

<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>	
FY23-24            \$100,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
\$50,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	None Expected

<u>Project Name</u>	<u>Description</u>
Update the 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>	
FY23-24            \$100,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	None Expected

## Franklin County - Capital Improvement Project Information Planning and Community Development

<u>Project Name</u>	<u>Description</u>
Parkcrest Drive/122 Improvements	The intersection of Route 122 and Parkcrest Drive has become a major intersection needing improvements. Development is increasing along Route 122 especially at Parkcrest Drive. Along with development comes improvements to existing major primary roads like Route 122. Developers do not want to have to pay for all the improvements. The County could apply for a revenue sharing grant and split the cost between developers and the County; such as the Willards, Dollar Tree developer, and the new owners of the empty Grand Piano and property behind. The cost would be split four ways taking the burden of one developer or the County. (The entire corridor from Lost Mountain to Hales Ford Bridge has seen increased development over the last year the pressure for improvements along this corridor are going to only increase.)
<u>Funding Request</u>	
FY23-24 1,500,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	None Expected

<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 available in 3 to 5 years.
<u>Funding Request</u>	
FY23-24 \$150,000	
FY24-25	
FY25-26 \$150,000	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	
	None expected

## Franklin County - Capital Improvement Project Information Planning and Community Development

<u>Project Name</u>	<u>Description</u>
Mapleridge Drive/Revenue Sharing	Request for Revenue Sharing grant which is a 50/50 match. However, this is a private road requesting to be taken into the VDOT secondary system with the residents of the street paying the County's Match. VDOT-\$125,000/Mapleridge Residents-\$125,000.
<u>Funding Request</u>	
FY23-24 \$250,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	None





## Franklin County - Capital Improvement Project Information GIS

<u>Project Name</u>	<u>Description</u>
Building Footprints Acquisition	This is a request for updated building footprint data. This would be as a "buy-up" through VGIN's annual data acquisition program for state GIS stakeholders. I say this to share that, as part of a state-wide program, this option is far more cost effective and affordable than if we were to contract the work out ourselves.
<u>Funding Request</u>	Building footprints have many uses and are an often requested data layer by the public and outside agencies. These data offer polygon representations of existing buildings in the County. This can be a key factor in risk analysis, valuation of potential damage scenarios, confirmation of taxation of all taxable structures, etc. One sample use is, when we have fresh building footprint data, we can help the Commissioner's Office confirm that they have taxed all taxable structured on every parcel in the County. If we are able to use building footprints to find more than \$12K in tax dollars, they will have quickly paid for themselves.
FY23-24 \$12,747	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	No known impact beyond initial acquisition...

<u>Project Name</u>	<u>Description</u>
GIS Equipment/Aerial Mapping (should/b Eric Schmidt)	These funds are needed for the remaining bi-annual flights in our existing contract. We have flights scheduled in the spring of 2024 and 2026. We will need \$100,000 available over the course of FY24 and FY25 to cover the next flight, and then again over the course of FY26 and FY27 to cover the next flight.
<u>Funding Request</u>	
FY23-24 \$50,000	
FY24-25 \$50,000	
FY25-26 \$50,000	
FY26-27 \$50,000	
FY27-28	
<u>Funding Approved</u>	
\$50,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	None expected

## Franklin County - Capital Improvement Project Information Building Inspections

<u>Project Name</u>	<u>Description</u>
Vehicle Replacements	Amount Requested for FY23-24 is for industry cost increases to add to existing approved funding. For FY25-26 maintaining consistent vehicle replacement.
<u>Funding Request</u>	
FY23-24            \$12,600	
FY24-25	
FY25-26            \$37,000	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>



## Franklin County - Capital Improvement Project Information Economic Development

<u><b>Project Name</b></u>	<u><b>Description</b></u>
Job Creation Fund	This is used as incentives for new and expanding businesses in Franklin County.
<u><b>Funding Request</b></u>	
FY23-24      \$150,000	
FY24-25      \$150,000	
FY25-26      \$150,000	
FY26-27      \$150,000	
FY27-28      \$150,000	
<u><b>Funding Approved</b></u>	
\$150,000	
<u><b>Other Funding</b></u>	<u><b>Operating Budget Impact</b></u>

<u><b>Project Name</b></u>	<u><b>Description</b></u>
Infrastructure Development Fund	This is used for various site and infrastructure projects related to economic development throughout Franklin County
<u><b>Funding Request</b></u>	
FY23-24      \$75,000	
FY24-25      \$75,000	
FY25-26      \$75,000	
FY26-27      \$75,000	
FY27-28      \$75,000	
<u><b>Funding Approved</b></u>	
\$75,000	
<u><b>Other Funding</b></u>	<u><b>Operating Budget Impact</b></u>

## Franklin County - Capital Improvement Project Information Economic Development

<u><b>Project Name</b></u>	<u><b>Description</b></u>
Grant Funds	There are occasionally smaller projects that come up throughout the year that need grant funds. Instead of taking this out of our operating budget we would like to start a fund that accumulates.
<u><b>Funding Request</b></u>	
FY23-24            \$25,000	
FY24-25            \$25,000	
FY25-26            \$25,000	
FY26-27            \$25,000	
FY27-28            \$25,000	
<u><b>Funding Approved</b></u>	
<u><b>Other Funding</b></u>	<u><b>Operating Budget Impact</b></u>

<u><b>Project Name</b></u>	<u><b>Description</b></u>
Renovation @ 40 West Church Street	Conversion of 40 West Church St building to coworker/business development space.
<u><b>Funding Request</b></u>	
FY23-24            \$500,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u><b>Funding Approved</b></u>	
<u><b>Other Funding</b></u>	<u><b>Operating Budget Impact</b></u>

## Franklin County - Capital Improvement Project Information Economic Development

<u>Project Name</u>	<u>Description</u>
SVBP Site and Target Sector Analysis	Target sectors were never identified for Summit View Business Park. This money would be used for site analysis of SVBP and will include recommendations for Franklin County to implement in the future.
<u>Funding Request</u>	
FY23-24	\$75,000
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>



## Franklin County - Capital Improvement Project Information Tourism

<u>Project Name</u>	<u>Description</u>
Waid Park Event Space Improvements	The improvement to the Waid Park event space area includes the grading of a pad for the mobile stage, installation of eight light poles with power hook ups, string lights throughout the event area, and the replacement of two small wooden bridges leading to the event area. This improvement area would allow for the added facilitation of small to medium sized regional sporting events, food truck rodeos, concert series, and other events for visitors and residents. This space could also be utilized for annual county events such as Ramble Weekend.
<u>Funding Request</u>	
FY23-24 \$98,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	None expected

<u>Project Name</u>	<u>Description</u>
Video and Audio Equipment	This request is for the purchase of video, audio and lighting equipment to enable the in-house creation of certain video production projects. Video has become a large engine in the tourism marketing world ranging from social media to longform content. This requests includes camera, lens, microphones, lighting equipment and editing equipment. This would allow for quicker turnaround on in-house video projects and reduce the costs associated with outsourcing video work.
<u>Funding Request</u>	
FY23-24 \$15,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	Positive impact on operating budget due to reduced need for outsourcing of a portion of video-related projects.

**Franklin County - Capital Improvement Project Information  
Public Works/Solid Waste**

<b><u>Project Name</u></b>	<b><u>Description</u></b>
Landfill Equipment	Landfill shovel dozer
<b><u>Funding Request</u></b>	
FY23-24            \$400,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<b><u>Funding Approved</u></b>	
\$144,000	
<b><u>Other Funding</u></b>	<b><u>Operating Budget Impact</u></b>
	Save money on repairs on worn equipment that has to perform everyday

<b><u>Project Name</u></b>	<b><u>Description</u></b>
Landfill engineering/compliance	Annual DEQ permits and reports, groundwater sampling and lab work, Upkeep on Pump and Treat facility, monitoring wells, and anything we have to do to be compliant with DEQ operating rules.
<b><u>Funding Request</u></b>	
FY23-24            \$180,000	
FY24-25            \$150,000	
FY25-26            \$150,000	
FY26-27            \$185,000	
FY27-28            \$160,000	
<b><u>Funding Approved</u></b>	
\$170,000	
<b><u>Other Funding</u></b>	<b><u>Operating Budget Impact</u></b>
	None expected

**Franklin County - Capital Improvement Project Information  
Public Works/Solid Waste**

<b><u>Project Name</u></b>	<b><u>Description</u></b>
Collection site development 30360044-57001	Construction and upgrades on collection sites
<b><u>Funding Request</u></b>	
FY23-24            \$200,000	
FY24-25	
FY25-26            \$200,000	
FY26-27	
FY27-28	
<b><u>Funding Approved</u></b>	
<b><u>Other Funding</u></b>	<b><u>Operating Budget Impact</u></b>

<b><u>Project Name</u></b>	<b><u>Description</u></b>
Vehicle Replacement	New frontload garbage truck. New roll off truck.
<b><u>Funding Request</u></b>	
FY23-24	
FY24-25	
FY25-26            \$400,000	
FY26-27            \$200,000	
FY27-28	
<b><u>Funding Approved</u></b>	
<b><u>Other Funding</u></b>	<b><u>Operating Budget Impact</u></b>



**Franklin County - Capital Improvement Project Information  
Public Works/Solid Waste**

<b><u>Project Name</u></b>	<b><u>Description</u></b>
Solid waste Collection site new site purchase	Purchase of new collection sites.
<b><u>Funding Request</u></b>	
FY23-24	
FY24-25	
FY25-26           \$400,000	
FY26-27	
FY27-28	
<b><u>Funding Approved</u></b>	
<b><u>Other Funding</u></b>	<b><u>Operating Budget Impact</u></b>

<b><u>Project Name</u></b>	<b><u>Description</u></b>
Cell 3 New Construction/Scalehouse/ Garage	Construction of cell 3 at landfill, repairs on existing scalehouse, and construction of new garage for repair and maintenance work on landfill equipment and vehicles.
<b><u>Funding Request</u></b>	
FY23-24           \$5,800,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<b><u>Funding Approved</u></b>	
\$5,800,000	
<b><u>Other Funding</u></b>	<b><u>Operating Budget Impact</u></b>

## Franklin County - Capital Improvement Project Information Parks & Recreation

<u>Project Name</u>	<u>Description</u>
Capital Maintenance	Projects to maintain safe and attractive parks: 1) SML Beach Security Cameras: \$20,000, 2) Recreation Park Multi-Use Shelter Renovation - Replace Roof and Lighting: \$60,000, 3) Skate Park Rehab 2/2 - Replace degraded equipment: \$30,000, 4) Jamison Mill Dredging: \$40,000, 5) Jamison Mill Asphalt Resurfacing: \$50,000, 6) LARC Landscaping: \$ \$15,000, 7) Lions Field Dug Out and Seating Replacement: \$15,000, 8) Waid Park Commodity Bins: \$10,000, 9) Recreational Parking Lot Renovation: \$100,000.
<u>Funding Request</u>	
FY23-24 \$340,000	
FY24-25 \$325,000	
FY25-26 \$250,000	
FY26-27 \$255,000	
FY27-28 \$255,000	
<u>Funding Approved</u>	
\$110,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	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>
Playground Repair, Replacement, and Construction	This annual investment funds the repair of playgrounds, replacement of old playgrounds and construction of new playgrounds. The funds this year will be used to improve and expand the playground at Lynch Park.
<u>Funding Request</u>	
FY23-24 \$50,000	
FY24-25 \$50,000	
FY25-26 \$50,000	
FY26-27 \$50,000	
FY27-28 \$50,000	
<u>Funding Approved</u>	
\$20,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	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 & Recreation

<u>Project Name</u>	<u>Description</u>
Park Development and Expansion	1) Waid Park Campground Planning - Develop a conceptual plan for a public campground: \$25,000 2) Snow Creek Park Planning - Develop a conceptual planning for improving Snow Creek Park: \$15,000
<u>Funding Request</u>	Jamison Mill Campground Improvement - Update and expand utilities to campground sites: \$40,000
FY23-24 \$80,000	
FY24-25 \$60,000	
FY25-26 \$60,000	
FY26-27 \$60,000	
FY27-28 \$60,000	
<u>Funding Approved</u>	
\$20,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

<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>	
FY23-24 \$50,000	
FY24-25 \$75,000	
FY25-26 \$75,000	
FY26-27 \$100,000	
FY27-28 \$100,000	
<u>Funding Approved</u>	
\$30,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	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.

## Franklin County - Capital Improvement Project Information Parks & Recreation

<u>Project Name</u>	<u>Description</u>
Smith Mountain Lake Community Park Shoreline Maintenance	This line item was previously dedicated towards the construction of shoreline stabilization but is now used to maintain the shoreline (rip rap and tree removal) and maintain the swimming 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>	
FY23-24            \$25,000	
FY24-25            \$25,000	
FY25-26            \$25,000	
FY26-27            \$25,000	
FY27-28            \$25,000	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	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.

<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>	
FY23-24            \$100,000	
FY24-25            \$100,000	
FY25-26            \$100,000	
FY26-27            \$100,000	
FY27-28            \$100,000	
<u>Funding Approved</u>	
\$50,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	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.

## Franklin County - Capital Improvement Project Information Parks & Recreation

<u>Project Name</u>	<u>Description</u>
Equipment Replacement	Replace 2 park maintenance UTVs with base model 2WD John Deere Gators and purchase additional attachments for Ventrac tractors.
<u>Funding Request</u>	
FY23-24	\$38,000
FY24-25	\$80,000
FY25-26	\$80,000
FY26-27	\$80,000
FY27-28	\$80,000
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	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.

<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.
<u>Funding Request</u>	
FY23-24	\$40,000
FY24-25	\$80,000
FY25-26	\$80,000
FY26-27	\$80,000
FY27-28	\$80,000
<u>Funding Approved</u>	
<u>Other Funding</u>	
	Maintenance of older vehicles is costly with more frequent repairs. A shortage of vehicles reduce staff productivity.

## Franklin County - Capital Improvement Project Information Parks & Recreation

<u>Project Name</u>	<u>Description</u>
Summit View - Semi Permanent Maintenance Area	The existing maintenance area (old Fike farm) will likely be demolished to construct a pad. The Future maintenance area on the connector road is not yet ready. This would be a solution to provide a maintenance area that could be used for either a short or an extended time. Once a final maintenance area is completed these structures could be repurposed another County purpose.
<u>Funding Request</u>	
FY23-24      \$117,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	A site is needed to protect County equipment.

<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. This would fund lighting one field every other year.
<u>Funding Request</u>	
FY23-24      \$110,000	
FY24-25      \$110,000	
FY25-26      \$110,000	
FY26-27      \$110,000	
FY27-28      \$110,000	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	minimal electrical increase (LED lights) Estimate \$200 per month.

## Franklin County - Capital Improvement Project Information Library

<u>Project Name</u>	<u>Description</u>
Trailer for event equipment/supplies	We are looking to purchase a small/medium trailer that we can transport our supplies/equipment/portable kitchen (Charlie Cart, purchased with TARP funds) to events & various locations in order to bring our programs & events to our patrons! We have some truly wonderful programs planned with our new Charlie Cart but do need a way to transport it. During the summer time months our Bookmobile plans a number of summer "block" parties at county apartment complexes that include a number of children's outdoor games and activities and this trailer would expedite the transport & setup time.
<u>Funding Request</u>	
FY23-24 \$6,500	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

<u>Project Name</u>	<u>Description</u>
FCPL Book Lockers at Ferrum	We purchased book lockers during the pandemic to allow patrons to pick up material after library hours and at non-library locations. This addition to our library offerings has been wonderful; much loved & appreciated by our patrons. For the past year and 1/2 I have met monthly with the Director of the Stanley Library, Eric Rector, to discuss plans and ideas to offer Ferrum students/faculty and Franklin County residents. We have hosted 2 five week book clubs for our patrons, one that a Ferrum faculty member facilitated and another that Eric Rector facilitated- both were a total success. Eric and I have discussed adding Franklin County book lockers to the Ferrum campus and both think that this would be a wonderful partnership between the two.
<u>Funding Request</u>	
FY23-24 \$22,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	\$6,000.00

## Franklin County - Capital Improvement Project Information Library

<u>Project Name</u>	<u>Description</u>
Bookmobile replacement fund	Our bookmobile is a 2005 Chevy truck that has relatively low mileage. I've begun a replacement fund so that Franklin County is not caught by surprise with a \$150,000 price tag for an in-kind replacement. The better option may be to purchase 2 much less expensive transport vans that could be fitted with shelving and enable us to cover twice as much ground with double our offerings to the community. Either way, putting some money away each year will prepare us for whichever we choose to purchase.
<b><u>Funding Request</u></b>	
FY23-24 \$15,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<b><u>Funding Approved</u></b>	
\$15,000	
<b><u>Other Funding</u></b>	<b><u>Operating Budget Impact</u></b>

<u>Project Name</u>	<u>Description</u>
Friends of the Library retail space	Our Friends of the Library is a non-profit 401 3c group that sells used books (donations or discards) to raise money for library programs and events. The Friends group routinely pays for our children's summer learning program (usually between 3 and 4 thousand dollars each year), various programs for adults and teens. The Friends support both locations (Westlake & Rocky Mount) and we greatly appreciate all of there support. That being said they have taken over a large part of our limited storage area. We would love to have them reside in Rocky Mount at one of the numerous vacant store fronts....we need our space back but also need there support.
<b><u>Funding Request</u></b>	
FY23-24 \$12,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<b><u>Funding Approved</u></b>	
<b><u>Other Funding</u></b>	<b><u>Operating Budget Impact</u></b>



## Franklin County - Capital Improvement Project Information Library

<u>Project Name</u>	<u>Description</u>
24- hour library	We would like to purchase & install another 24 hour library in one of the outlying areas of the County. Our Summit View location has been met with much enthusiasm and enjoys a steady stream of patron visits. With no building to maintain or staff to operate it the 24-hour library is the perfect answer to the question of how to provide library materials to those not living near our main or Westlake location. We have a wonderful relationship with the company (Envisionware) and feel 100% confident in its ability to provide services and answer our questions were we to acquire another unit. We only need a small, partially covered area and an internet connection.
<u>Funding Request</u>	
FY23-24      \$150,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>



**Franklin County - Capital Improvement Project Information  
Voter Registrar**

<u><b>Project Name</b></u>	<u><b>Description</b></u>
Voting Equipment Replacement	Voting Equipment Replacement
<u><b>Funding Request</b></u>	
FY23-24 \$40,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u><b>Funding Approved</b></u>	
\$40,000	
<u><b>Other Funding</b></u>	<u><b>Operating Budget Impact</b></u>

<u><b>Project Name</b></u>	<u><b>Description</b></u>
Electronic Pollbooks	Tablets and Printers for electronic pollbooks and software.
<u><b>Funding Request</b></u>	
FY23-24 \$15,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u><b>Funding Approved</b></u>	
\$11,500	
<u><b>Other Funding</b></u>	<u><b>Operating Budget Impact</b></u>
	None expected

**Franklin County - Capital Improvement Project Information  
Voter Registrar**

<u><b>Project Name</b></u>	<u><b>Description</b></u>
HB 2178 Minimum Security	Security updated for all voting equipment.
<u><b>Funding Request</b></u>	
FY23-24 \$5,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u><b>Funding Approved</b></u>	
<u><b>Other Funding</b></u>	<u><b>Operating Budget Impact</b></u>

<u><b>Project Name</b></u>	<u><b>Description</b></u>
Voting Booth Replacement	Replacement of table-top voting booths and stands for marking ballots.
<u><b>Funding Request</b></u>	
FY23-24 \$6,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u><b>Funding Approved</b></u>	
<u><b>Other Funding</b></u>	<u><b>Operating Budget Impact</b></u>

## 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, Database licensing, enhanced Threat Protection, server licensing, and all Microsoft subscription based licensing. 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>	
FY23-24 \$187,093	
FY24-25 \$187,093	
FY25-26 \$187,093	
FY26-27 \$196,447	
FY27-28 \$196,447	
<u>Funding Approved</u>	
\$154,943	
<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. 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 funding requested is to establish a level funding model with a built in escrow for over/underfunding situations.
<u>Funding Request</u>	
FY23-24 \$127,510	
FY24-25 \$99,454	
FY25-26 \$99,454	
FY26-27 \$99,454	
FY27-28 \$99,454	
<u>Funding Approved</u>	
\$110,676	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	None expected

## Franklin County - Capital Improvement Project Information Information Technology

<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, when such information becomes available. This CIP represents the core of the entire network without which no data or voice communications will function.
<u>Funding Request</u>	
FY23-24      \$163,289	
FY24-25      \$163,289	
FY25-26      \$163,289	
FY26-27      \$163,289	
FY27-28      \$163,289	
<u>Funding Approved</u>	
\$150,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

<u>Project Name</u>	<u>Description</u>
Managed SOC (SEC-003)	Managed SOC will improve visibility into our organization's security posture & threat intelligence; allow for immediate response to cyber attacks; access to expert security analysts & a managed SOC team; includes 24/7 monitoring and reporting of our network environment via security software.
<u>Funding Request</u>	
FY23-24      \$26,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
\$10,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	The initial cost is for the licenses and 1 year support. Future years are paid from the Maintenance line item. The cost is less as it will only need to cover annual support and maintenance. This is an unquoted cost.

## Franklin County - Capital Improvement Project Information Information Technology

<u>Project Name</u>	<u>Description</u>
SecureLink (SEC-004)	Secure portal for vendor/external partner access to internal systems.
<u>Funding Request</u>	
FY23-24                \$15,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	The initial cost is for the licenses and 1 year support. Future years are paid from the Maintenance line item. The cost is less as it will only need to cover annual support and maintenance. This is an unquoted cost.

<u>Project Name</u>	<u>Description</u>
Bitdefender Patch Management 3rd Party (SEC-005)	Evaluate Bitdefender as a patch management solution. Manage patches and updates for non-Microsoft 3rd party applications, i.e. adobe. (\$11,000 for 3 years then \$6k)
<u>Funding Request</u>	
FY23-24                \$11,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	The initial cost is for the licenses and 1 year support. Future years are paid from the Maintenance line item.

## Franklin County - Capital Improvement Project Information Information Technology

<u>Project Name</u>	<u>Description</u>
Storage Replace 911 and Backup Site (INF-101)	Replace the SAN or Storage Area Network equipment for 911 Center and the Backup DR Site. Equipment is End of Life and End of Support. Equipment costs: E911 SAN = \$204K; DR Site SAN = \$274K.
<u>Funding Request</u>	
FY23-24	
FY24-25	\$478,000
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</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>	
FY23-24            \$150,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28            \$150,000	
<u>Funding Approved</u>	
<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>	
FY23-24            \$50,000	
FY24-25            \$50,000	
FY25-26            \$50,000	
FY26-27            \$50,000	
FY27-28            \$50,000	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>



## Franklin County - Capital Improvement Project Information General Properties

<u>Project Name</u>	<u>Description</u>
Priority 1: General Properties Contingency	During this last two years, General Properties has funded many projects using the Department's Contingency line item. The projects that were funded were not considered routine or scheduled maintenance so they were coded separately from that type of work. Projects include expenditures related to: Facilities Master Plan (ongoing), guardrail replacement at Government Center (ongoing), replacement of 20 AED's at County facilities, installation of Knox Boxes at County facilities, expansion of the panic button system for the Registrar's Office, upgrading software for door locking system at Government Center, jail repairs (ongoing), AV upgrades in the Administration Conference Room, Animal Shelter issues, and renovation of the 40 West Church Street facility for Piedmont Community Services. Staff is requesting funding to replenish the reserve line item so that we have sufficient funding to handle these types of project, specifically those emergency in nature, in the future.
<u>Funding Request</u>	
FY23-24 \$100,000	
FY24-25 \$100,000	
FY25-26 \$100,000	
FY26-27 \$100,000	
FY27-28 \$100,000	
<u>Funding Approved</u>	
\$75,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	There will be no impact on the operating budget from this project.

<u>Project Name</u>	<u>Description</u>
Priority 2: Repairs - Jail	General Properties' staff has been working with the Sheriff's Office to identify several areas of concern at the Jail that need immediate attention. Items include: exterior security doors that are part of the Emergency Evacuation Plan swell making it nearly impossible for staff to open/close them, electrical & plumbing systems are regularly failing, windows have been broken and staff is unable to find replacement panes, staff is unable to find contractors to work on the manual style gates, and electronic door locks are routinely failing. Other items: repair/repaint exterior of facility, repairs to boilers, and significant plumbing repairs. Sheriff's Office staff is working to secure grant funding to assist with the repairs, but staff does not anticipate the funding being nearly enough to cover the costs. The funding being requested will allow staff to work towards resolving issues identified in the Facility Condition Assessment and request appropriate CIP funding in the future.
<u>Funding Request</u>	
FY23-24 \$150,000	
FY24-25 \$100,000	
FY25-26 \$100,000	
FY26-27 \$100,000	
FY27-28 \$100,000	
<u>Funding Approved</u>	
\$100,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
Virginia Department of Corrections	There will be no impact on the operating budget from this project.

## Franklin County - Capital Improvement Project Information General Properties

<u>Project Name</u>	<u>Description</u>
Priority 3: Elevator Modernization at Courthouse	General Properties staff recently had an assessment done on two elevators that are currently operating at the Courthouse. It was determined that the following items need to be replaced for each unit: new controller, new power unit, new car operating station, new hall fixture, and new door operator. Based off of the estimates provided staff is requesting funding in the FY2023-2024 budget for modernization of the first elevator, with additional funding being requested in FY2024-2025 for the second.
<u>Funding Request</u>	
FY23-24      \$132,000	
FY24-25      \$132,000	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
\$132,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	There will be no impact on the operating budget from this project.

<u>Project Name</u>	<u>Description</u>
Priority 4: HVAC Upgrade/Replacement	General Properties maintains over 100 HVAC units at our County facilities. Many of these units that are over 20 years in age and are in need of replacement. Due to the significant rise in HVAC related expenditures, along with lead times of six months or more for HVAC parts and equipment, we feel that conducting planned replacements will allow the County to avoid paying emergency replacement costs and better control the down time when replacing units.
<u>Funding Request</u>	
FY23-24      \$100,000	
FY24-25      \$100,000	
FY25-26      \$100,000	
FY26-27      \$100,000	
FY27-28      \$100,000	
<u>Funding Approved</u>	
\$25,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	There will be no impact on the operating budget from this project.

## Franklin County - Capital Improvement Project Information General Properties

<u>Project Name</u>	<u>Description</u>
Priority 5: 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 being making the much needed repairs/replacements that were identified in the assessment.
<u>Funding Request</u>	
FY23-24      \$150,000	
FY24-25      \$150,000	
FY25-26      \$300,000	
FY26-27      \$300,000	
FY27-28      \$300,000	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	There will be no impact on the operating budget from this project.

<u>Project Name</u>	<u>Description</u>
Priority 6: Upgrades to Safety Systems - Various Facilities	General Properties, in conjunction with the Safety Team, has identified several safety issues that need to be addressed at our County owned facilities. These items include: installation of Knox boxes, replacement of AED's, installation of smoke detectors, expansion/addition of panic button systems, etc.
<u>Funding Request</u>	
FY23-24      \$25,000	
FY24-25      \$25,000	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	General Properties staff will be asking Public Safety staff to perform monthly checks on new equipment when necessary (AED's). Funding will also need to be set aside for the replacement of equipment as it ages.

## Franklin County - Capital Improvement Project Information General Properties

<u>Project Name</u>	<u>Description</u>
Priority 7: Carpet Replacement - General District Court	General District Court has requested that the carpet be replaced in their office, conference room, and courtroom. General Properties' staff solicited a quote for the replacement and it will cost approximately \$40,000.
<u>Funding Request</u>	
FY23-24 \$40,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

<u>Project Name</u>	<u>Description</u>
Priority 8: Exterior Painting - Extension Office Building	The exterior of the Extension Office building is need of minor repairs, pressure washing, and repainting.
<u>Funding Request</u>	
FY23-24 \$25,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	
	There will be no impact on the operating budget from this project.

## Franklin County - Capital Improvement Project Information

### Public Safety/Animal Control

<u>Project Name</u>	<u>Description</u>
Fire/EMS Volunteer/Career Staff Vehicles (QVR)	Staff has been approved for a "Deputy Fire Marshal" and this would allow for them to have a vehicle that will allow for quicker responses to calls for service. Will also allow for implementation of program to supply Quick Response Vehicles (QVR'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 QVR's. Plan is to first provide QVR's to agencies that do not have them and/or 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>	
FY23-24      \$113,500	
FY24-25      \$151,446	
FY25-26      \$155,989	
FY26-27      \$80,334	
FY27-28      \$160,668	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	\$661,937.00 over the next 5 years.

<u>Project Name</u>	<u>Description</u>
Fire/EMS Equipment	25 sets of PPE gear for new volunteer and career staff. In 2020 CARES funding was provided by the county to replace all county PPE including RMVFD. However, as new members join the companies size-specific PPE is needed prior to taking training and/or answering calls. Replacement of "Lucas Devices", "Stair Chairs" and Cardiac Monitors for EMS agencies. Currently 2 of each is needed, system wide. Replacement of 1 and addition of 1 lighted road sign utilized as Safety and Recruitment devices by all agencies. Thermal Imaging and L-Tron OSCR3660 Camara to aid in investigations by the FMO. Battery operated extrication equipment for CVFD & FVFD. 9 Pagers for the RVVRS, all their do not have pagers. Training Prop for usage by all agencies at the burn facility.
<u>Funding Request</u>	
FY23-24      \$275,000	
FY24-25      \$138,402	
FY25-26      \$198,302	
FY26-27      \$290,470	
FY27-28      \$247,000	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
Possible grant funding	\$1,200,681 over the next 5 years.

## Franklin County - Capital Improvement Project Information Public Safety/Animal Control

<u>Project Name</u>	<u>Description</u> <u>-Volunteer Fire/EMS</u>
Fire Apparatus	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. 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 committee has recommended that 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 (Scruggs VFD). In addition an "Alternate" program is being reviewed to determine the best way moving forward in apparatus replacement.
<u>Funding Request</u>	
FY23-24            \$500,000	
FY24-25            \$1,045,000	
FY25-26            \$1,149,000	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
\$500,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	\$2,849,658.00 Over the next 3 years.

<u>Project Name</u>	<u>Description</u>
Public Safety Building (Future building needs)	Funding to provide for new building needs and planning for future buildings.
<u>Funding Request</u>	
FY23-24            \$250,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

## Franklin County - Capital Improvement Project Information Public Safety/Animal Control

<u>Project Name</u>	<u>Description</u>
Fire Marshal Vehicle	The current Fire Marshal is on-call 24/7/365 and must respond to all fire investigations, fire inspections, Haz-Mat, environmental crimes, structural issues and as requested by the local fire companies. The current vehicle is a 2013 Chevrolet Tahoe 4 X 4 with 147,000 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. Plan is to replace this vehicle with a 2023 Chevrolet Tahoe (Or Similar). The 2013 Tahoe will be passed down to the Deputy Fire Marshal for use, as needed.
<u>Funding Request</u>	
FY23-24            \$60,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28            \$70,000	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	\$130,000 over the next 5 years.

<u>Project Name</u>	<u>Description</u>
Radio Project	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.) This number does not include any radios that may have been purchased by the agency. Also note that APX-7000 portables have been replaced by APX-8000 costing ~\$8,000.00 each.
<u>Funding Request</u>	
FY23-24            \$100,000	
FY24-25            \$250,000	
FY25-26            \$443,594	
FY26-27            \$377,231	
FY27-28	
<u>Funding Approved</u>	
\$43,108	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
Possible grant funding.	\$1,170,825.00 over the next 5 years. This equipment will also require ongoing maintenance.

## Franklin County - Capital Improvement Project Information

### Public Safety/Animal Control

<u>Project Name</u>	<u>Description</u>
Shelter For Captains Vehicle	Currently the vehicle being utilized by our Operations Captain is basically parked outside in all weather. There is a metal roof shelter over the vehicle as the only protection. This vehicle contains medical equipment along with many pharmaceutical agents that are required to be climate controlled. This will allow for the vehicle to be in a climate controlled atmosphere when not in service and avoid having to remove the drug kits from the vehicle between responses, thus saving valuable time.
<u>Funding Request</u>	
FY23-24	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	\$15,000.00 over one year.

<u>Project Name</u>	<u>Description</u> <u>-Volunteer Fire/EMS</u>
Building modifications at 3 facilities.	Currently the Snow Creek Rescue Squad and the Red Valley Rescue Squad lack shower and adequate sleeping facilities in their stations. Snow Creek Rescue Squad is currently staffed 7 days a week 12 hours per day with career staff. Red Valley Rescue Squad currently maintains staffing with an all volunteer force and are marked up every night with 1 or 2 crews. Both locations are in dire need of showering facilities made more important recently with the proliferation of COVID and other viral/biological agents. In addition both facilities are also in need of bedroom facilities for staff. Fork Mountain Fire Rescue is requesting that exterior steps to their upstairs storage areas be replaced. The current steps have become unsafe over the years and are in need of replacement.
<u>Funding Request</u>	
FY23-24	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	
Possible usage of some	\$348,157.00 over the next year.



## Franklin County - Capital Improvement Project Information Public Safety/Animal Control

<u>Project Name</u>	<u>Description</u>
Outdoor Kennels located at the Animal Shelter.	The animal shelter currently has 3 outdoor kennels. This addition would allow for additional animals to be taken outside for needed exercise and well being. In addition to having more outside kennels this would allow for ease of cleaning and disinfecting of the facility which is required by the Code of Virginia (COV) daily. The outdoor kennels will be the same as the existing kennels located at the rear of the facility
<u>Funding Request</u>	
FY23-24 \$35,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
Possible donations from	\$35,000 over the next year.

<u>Project Name</u>	<u>Description</u>
Replacement of Animal Control Officer Vehicle	This request is to replace and aging 2017 Ford F-150 Animal Control vehicle that currently has 123,000 miles on it. This vehicle is projected to have an additional 15,000-20,000 miles before the end of FY-22/23. Per Public Safety SOG ADM#4, the goal is to remove emergency vehicles with greater than 125,000 from front line services and reallocate them to "Reserve Status." In addition to day-to-day operations this vehicle is also required for after-hour response. This vehicle is required to be equipped with emergency equipment along with special Code of Virginia (COV) required items for animal transport. The has been approximately \$10,000 cost increase over the 22/23 budget due to inflation, availability and supply chain issues. If purchase is delayed additional cost increases can be anticipated.
<u>Funding Request</u>	
FY23-24 \$50,000	
FY24-25	
FY25-26	
FY26-27 \$60,000	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	\$110,000.00 spread over 5 years.

## Franklin County - Capital Improvement Project Information

### Public Safety/Animal Control

<u>Project Name</u>	<u>Description -Volunteer Fire/EMS</u>
Future Fire/EMS Stations	Historically, most of the fire/EMS stations in Franklin County are owned by the volunteer department. The exceptions are Ferrum Rescue Squad & the new Glade Hill Fire Department which are owned by the county. Due to aging of facilities, location, size of vehicles and safety concerns replacement and/or additional stations are needed. Current stations to not meet current safety standards for a variety of issues but most importantly the elimination of Cancer causing antigens. Volunteer and career staff are constantly exposed to potency unsafe atmospheric conditions on a daily basis due to safety defense in current stations. Franklin County has stepped up to the challenge and are currently constructing a new station for the Glade Hill Fire Department. Future station are currently needed in Hardy, Ferrum, and Snow Creek. In addition Boones Mill Fire Department current station needs to be repurposed and a new station constructed in a better location. Staff has received a CIP request from the BMFD for construction of a new station in the SVBP at a cost of approximately \$9 Million. The current facility could be sold (Town of BM has expressed interest) and funds be utilized to help with funding of new station. This would allow for an ISO of 4 from the Commerce Center to the Roanoke County line.
<u>Funding Request</u>	
FY23-24      \$9,000,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
Possible sale of current	\$9,000,000.00

<u>Project Name</u>	<u>Description</u>
EMS Ambulance Replacement	Currently there are 13 front line ambulances in the system along with 3 reserves. Per Public Safety SOG ADM#4, the goal is to remove emergency vehicles with greater than 125,000 from front line services and reallocate them to "Reserve Status." As of 11/15/2022 two of our ambulances are over that threshold, one with 136,181 miles and another with 180,968 miles. In addition 2 other ambulances have in excess of 98,000 miles. Of the 3 reserves all have in excess of 144K miles with 2 over 130K. Ambulances similar to the ones in our system are currently priced between \$349K and \$399K. In addition the deliver dates are 900-960 days after order placement. Currently there is a need for 2 ambulances, HOWEVER, there will be a need for 5 within the deliver date time frame.
<u>Funding Request</u>	
FY23-24      \$250,000	
FY24-25      \$250,000	
FY25-26      \$250,000	
FY26-27      \$250,000	
FY27-28      \$250,000	
<u>Funding Approved</u>	
\$250,000	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
Possible RSAF grant funds	\$2,181,735.00 - \$326,730.00 = \$1,855,005 Over 2.5 years.

**Franklin County - Capital Improvement Project Information**  
**Public Safety/Animal Control**

<u><b>Project Name</b></u>	<u><b>Description</b></u>
Paving of the Training facility parking lot at Ferrum	Franklin County maintains a Class "B" burn facility along with a classroom, repelling tower, confined space prop and entanglement maze at its Ferrum training facility. In last years CIP restrooms and sewer improvements were approved. Currently the entire parking area is gravel. As part of these improvements the drain field will be placed underneath the parking lot. The engineer has "Highly Recommended" that the parking area over the drain field be paved. In addition each year we must purchase \$1,500.00 - \$2,000.00 of gravel each year for resurfacing. It is also noted that there are issues with water "Pooling" instead of draining into the retention pond. This facility is utilized often for training by both volunteer and career providers.
<u><b>Funding Request</b></u>	
FY23-24 \$175,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u><b>Funding Approved</b></u>	
<u><b>Other Funding</b></u>	<u><b>Operating Budget Impact</b></u>
	\$175,000.00 for the project.

<u><b>Project Name</b></u>	<u><b>Description</b></u>
EMS Vehicle Refurbishment	As the cost of ambulances continues to increase exponentially, the concept of rechassis is becoming more common. Franklin County has utilized this process successfully a number of times the most recent being in 2020. Franklin County currently has 1 or 2 ambulances that could meet the requirements for rechassis at a cost savings over a new vehicle.
<u><b>Funding Request</b></u>	
FY23-24 \$50,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u><b>Funding Approved</b></u>	
<u><b>Other Funding</b></u>	<u><b>Operating Budget Impact</b></u>
	\$170,000.00

**Franklin County - Capital Improvement Project Information  
Public Safety/Animal Control**

<u><b>Project Name</b></u>	<u><b>Description</b></u>
Fire Apparatus Replacement: Scruggs Quint Lease Purchase	Finance payment for fire apparatus for Scruggs
<u><b>Funding Request</b></u>	
FY23-24      \$112,504	
FY24-25      \$112,504	
FY25-26      \$112,504	
FY26-27      \$112,504	
FY27-28      \$112,504	
<u><b>Funding Approved</b></u>	
\$112,504	
<u><b>Other Funding</b></u>	<u><b>Operating Budget Impact</b></u>

<u><b>Project Name</b></u>	<u><b>Description</b></u>
Fire Apparatus Replacement: Fork Mtn & Boones Mill Fire	Finance payment for fire apparatus for Fork Mountain and Boones Mill
<u><b>Funding Request</b></u>	
FY23-24      \$175,044	
FY24-25      \$175,044	
FY25-26      \$175,044	
FY26-27      \$175,044	
FY27-28      \$175,044	
<u><b>Funding Approved</b></u>	
\$175,044	
<u><b>Other Funding</b></u>	<u><b>Operating Budget Impact</b></u>

## Franklin County - Capital Improvement Project Information Sheriff

<u>Project Name</u>	<u>Description</u>
Vehicle Replacement/Upfit	Currently funded at \$450,000. Vehicle prices has increased significantly and I added a 20% inflation cost to request 540,000. We will be managing more vehicles moving forward with the additional school resource officers. Upfitting costs has increased and as we surplus five year old vehicles that equipment no longer works in the new vehicles.
<b><u>Funding Request</u></b>	
FY23-24      \$540,000	
FY24-25      \$550,000	
FY25-26      \$550,000	
FY26-27      \$575,000	
FY27-28      \$575,000	
<b><u>Funding Approved</u></b>	
\$540,000	
<b><u>Other Funding</u></b>	<b><u>Operating Budget Impact</u></b>

<u>Project Name</u>	<u>Description</u>
Sheriff In-Car Cameras/Body Cameras	We currently are in year 3 of a 5 year contract with Watchguard In-Car/BWC. We have an annual payment from the original purchase price of \$240,000. Watchguard representative advises once we complete our contract we will be moving into a monthly per unit price of \$205. This would project to approximately \$125,000 starting in FY25-26.
<b><u>Funding Request</u></b>	
FY23-24      \$60,000	
FY24-25      \$60,000	
FY25-26      \$125,000	
FY26-27      \$125,000	
FY27-28      \$125,000	
<b><u>Funding Approved</u></b>	
\$60,000	
<b><u>Other Funding</u></b>	<b><u>Operating Budget Impact</u></b>
	None expected

## Franklin County - Capital Improvement Project Information Sheriff

<u>Project Name</u>	<u>Description</u>
Drone Replacement	Drones have become an important component in investigation of crime. Drones have been used to locate homicide suspects, federal fugitives, and missing people. We currently have three drones. The life span is 3-5 years.
<u>Funding Request</u>	
FY23-24            \$15,000	
FY24-25	
FY25-26            \$30,000	
FY26-27            \$20,000	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

<u>Project Name</u>	<u>Description</u>
Cameras Goode Building	The Goode Building houses the Office of the Sheriff. There is a lot of activity in and around this building. Law Enforcement facilities must maintain strict security and control. The existing cameras are analog and have poor resolution. Due to the constantly evolving technology, old analog systems can now be upgraded to HD or IP without replacing existing cables. Templeton Vest can upgrade the system to include 270 multisensor cameras that allow for multiple angles in one camera.
<u>Funding Request</u>	
FY23-24            \$30,000	
FY24-25            \$15,000	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

## Franklin County - Capital Improvement Project Information Sheriff

<u>Project Name</u>	<u>Description</u>
Patrol Rifles	Patrol rifles were purchased last year and have been implemented. The need for five more additional rifles is requested to supplement.
<u>Funding Request</u>	
FY23-24 \$5,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

<u>Project Name</u>	<u>Description</u>
Repair/Upgrade Impound Lot	The Impound Lot is an important component in our evidence and accreditation process. This facility assists in storing Office equipment, work area, and evidence. The building has no water or heat. The parking lot is in needed of paving. We are currently funded \$5,000 per year which is not enough to make these needed repairs.
<u>Funding Request</u>	
FY23-24 \$15,000	
FY24-25 \$15,000	
FY25-26 \$60,000	
FY26-27 \$5,000	
FY27-28 \$5,000	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>
	This equipment will require ongoing maintenance.

## Franklin County - Capital Improvement Project Information Sheriff

<u>Project Name</u>	<u>Description</u>
Firearms Range- De-escalation center	Training is vitally important in policing in the 21st century. Due to many high profile situations involving inappropriate use of force nationally, law enforcement has come under a magnifying glass. Proper training is crucial in keeping our deputies safe and reducing county liability. The Sheriff's Office has taken tremendous strides in improving our firearms range and developing a de-escalation center. We are requesting monies to finish the exterior of the de-escalation center structure so it can be utilized to its fullest potential.
<b><u>Funding Request</u></b>	
FY23-24                \$30,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<b><u>Funding Approved</u></b>	
<b><u>Other Funding</u></b>	<b><u>Operating Budget Impact</u></b>

<u>Project Name</u>	<u>Description</u>
Mobile Emergency Radios	Additional manpower and replacement radios requires additional funding.
<b><u>Funding Request</u></b>	
FY23-24                \$9,894	
FY24-25                \$12,000	
FY25-26                \$12,000	
FY26-27                \$12,000	
FY27-28                \$14,000	
<b><u>Funding Approved</u></b>	
\$9,894	
<b><u>Other Funding</u></b>	



## Franklin County - Capital Improvement Project Information Sheriff

<u><b>Project Name</b></u>	<u><b>Description</b></u>
Portable Emergency Radios	Replacement portable radios are needed due to usage and additional personnel.
<u><b>Funding Request</b></u>	
FY23-24 \$7,000	
FY24-25	
FY25-26 \$7,000	
FY26-27	
FY27-28 \$12,000	
<u><b>Funding Approved</b></u>	
\$7,000	
<u><b>Other Funding</b></u>	<u><b>Operating Budget Impact</b></u>

<u><b>Project Name</b></u>	<u><b>Description</b></u>
911 Center remodel/expansion	Emergency Communications Center is in need of expansion. Several years ago we were given a figure of 1.2 million by general properties for expansion. That number has grown significantly in the past few years.
<u><b>Funding Request</b></u>	
FY23-24 \$2,000,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u><b>Funding Approved</b></u>	
<u><b>Other Funding</b></u>	<u><b>Operating Budget Impact</b></u>

## Franklin County - Capital Improvement Project Information Sheriff

<u>Project Name</u>	<u>Description</u>
Jail maintenance/upgrade	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. Plumbing and maintenance issues are constant issues and are in immediate need of long-term evaluation. An upgrade on the security locks and intercom system is needed that dates back to 1985. The Frontside/Backside jail door locking mechanism needs to be replaced and updated so I tentatively set that for FY26/27.
<u>Funding Request</u>	
FY23-24            \$125,000	
FY24-25	
FY25-26	
FY26-27            \$250,000	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

<u>Project Name</u>	<u>Description</u>
Courthouse X-ray machine/2 metal detectors	The courthouse screening station's is to screen those entering into the courthouse complex. This accomplished by the X-ray machine and two walkthrough metal detectors. These are at end of life and need to be replaced. Life expectancy is seven years.
<u>Funding Request</u>	
FY23-24            \$41,697	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>

## Franklin County - Capital Improvement Project Information Sheriff

<u>Project Name</u>	<u>Description</u>
Tactical Vest/Plates	The ERT team needs to replace there tactical vest with plates due to vest being end of life.
<u>Funding Request</u>	
FY23-24                \$25,000	
FY24-25	
FY25-26	
FY26-27	
FY27-28	
<u>Funding Approved</u>	
<u>Other Funding</u>	<u>Operating Budget Impact</u>



# Adopted Budget Fiscal Year 2023-2024

## Franklin County Proposed Budget FY23-24

### Debt Service Fund:

	<u>Budget</u>	<u>Adopted</u>
<u>Revenues</u>	<u>FY22-23</u>	<u>FY23-24</u>
Transfer from the General Fund - County Debt	\$5,573,915	\$5,573,915
Transfer from the General Fund - School Debt	0	0
Total Transfers	5,573,915	5,573,915
Beginning Fund Balance	0	0
Westlake Sewer Debt Reimbursement from Western Virginia Water Authority	185,732	184,966
	5,759,647	5,758,881
<u>Expenditures</u>		
Bank Charges	\$1,000	\$1,000
Westlake Sewer Debt Payment	185,732	184,966
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*	4,808,650	4,099,025
Transfer to School Capital Projects	0	0
Reserve for Future Debt	650,265	1,359,890
	5,759,647	5,758,881

### 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.

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## Schools



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**Franklin County Public Schools  
June 30, 2023**

**School Board Members**



Jonathan Holley  
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Blue Ridge District



Arlet Greer  
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Blackwater District



Dawn McCray  
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Vice Chairperson  
Boone District



Jon Atchue  
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Gills Creek District



Kevin David  
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Member at Large



Jeff Worley  
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Chairperson  
Rocky Mount  
District



P.D. Hambrick  
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Union Hall District



Carletta Whiting  
carletta.whiting@frco.k12.va.us  
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 .....	Jeff Hodges
Supervisor of Maintenance .....	Mark Law
Coordinator of Purchasing .....	Jessica Pendleton

**Franklin County  
Summary of the Adopted 2023-2024 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.

All Franklin County Public Schools are fully accredited except for Rocky Mount Elementary School which is Accredited with Conditions. In order to improve the school division's salary competitiveness, a new compensation plan is being implemented in the 2023-24 school year. The new plan is based on the recovery of lost steps over the next three years that occurred during the 2008-2022 time period. We have seen early indications that the new compensation structure is having a positive impact on employee recruitment and retention. A new Private Day Program is being implemented at the middle school in 23-24 that will improve the educational experience for our students with special needs and will also have a long term positive expenditure impact. The 2022-23 school year marked the first year that our school division became eligible for the Community Eligibility Provision (CEP) under the USDA. The 2023-24 school year will also mark the second year of a GO TEC Career Connections Lab at the middle school. GO TEC is a collaborative talent pathway program starting in middle school where students engage in hands-on learning in high demand career pathways such as precision machining, welding, IT and cyber security, robotics and automation, mechatronics, advanced materials, precision agriculture and biotechnology.

The 2023-24 adopted operating Budget totals \$109,002,152. Significant revenue changes include the following:

- Decrease in state revenue of \$371,068 due to planned enrollment decreases that offset increased state funding for a 5% increase for SOQ funded positions in the state biennial budget. State Sales Tax projections are expected to remain relatively flat for 2023-24.
- A decrease in Federal Funds of \$8,772,909 due to the continued spend down of Federal Grants until ESSER III funds expire on September 30, 2024.

- Net decrease of \$225,000 in the other funds category due to a reduction in the subsidy required for the School Nutrition Program since becoming a CEP school division.
- An increase in County funding to the Schools for operations of \$944,179 due to the required local effort needed to support the new compensation plan. Capital improvements funding remains level at \$1,420,000 for bus purchases and building improvements.

The adopted budget for 2023-24 also reflects the following major expenditure items:

- Funding for a BCBA position that will allow the implementation of the middle school rise program and allow Franklin County students the ability to continue their education in the county rather than a private day facility
- Funding through staff and operating expenditure reductions and increased revenue for compensation in the amount of the first year implementation cost of the Evergreen compensation study totaling \$5.3M which includes benefits.
- Health insurance premium increase for FCPS and division employees in 2023-24 of 6.8%. FCPS will contribute an additional \$468,556 (6.8%) to the plan and employees will contribute \$192k more, an increase of 6.8%.
- Increased costs for fuel, parts, and instructional supplies due to continued inflationary pressures.
- A planned reduction of 37 staff and teaching positions and selected budgeted positions that we have not been able to staff.

Planned expenditures continue to be targeted to issues that are driven by our school metrics, pandemic response, and the six-year comprehensive plan to positively impact the following areas:

- Address student learning loss due to the pandemic (Critical Need)
- Enhanced special education and alternative education support in addressing learning loss
- Mental Health support for students due to the pandemic (Critical Need)
- Address the Social/Emotional Support required by many of our students
- Community-based learning experiences for high school students and the use of Technology to provide virtual learning experiences
- Improve our Technology Infrastructure (ESSER provided much improvement but more is needed)
- Address teacher and staff salary schedules and other compensation issues (Critical Need)

**Major Budget Issues:** The major changes in the overall 2023-24 school budget relate to the following initiatives:

### **Major Budget Initiatives for 2023-24:**

- Full funding of \$5.3M for the new compensation plan created by increase revenue from the state and the county's increase for the required local effort
- Health insurance premium increase for FCPS and division employees in 2023-24 of 6.8%. FCPS will contribute an additional \$468,556 (6.8%) to the plan and employees will contribute \$192k more, an increase of 6.8%.



- Increased costs for fuel, parts, and instructional supplies due to continued inflationary pressures.
- A planned reduction of 37 staff and teaching positions and selected budgeted positions that the school division has not been able to staff.
- VRS employer contribution rate change unchanged from the 22-23 rate
- No increase in the dental plan rates for employees and the employer
- ADM budgeted at 5,790, 50 less than 2022-23 budgeted amount of 5,840.

The following is brief summary of each budget category:

### **Instruction:**

All instructional personnel and related expenditures are included in this category.

This category includes funding for several state-Initiated expenditure Increases and other major budget Increases including the proposed compensation plan increase and the first year of a new teacher salary schedule conversion. The overall proposed net decrease (due to federal grants spend downs and planned expenditure reductions) in the instructional category of the budget is (\$1,130,024) from an expenditure of \$73,231,491 in 2022-23 to a proposed expenditure of \$72,101,467 in 2023-24.

### **Administration, Attendance and Health:**

Administrators, secretaries, school nurses and psychologists are included as a mandated part of this section of the budget.

Also included in this category are salaries for School Board members, attorney fees, state and local audit fees, required legal advertising, consultant fees, association dues, division medical supplies, travel and supplies. For 2023-24 an overall net decrease of (\$2.5M) is proposed based on the spend down of ESSER funds for mental health and nursing support.

### **Pupil Transportation:**

Bus drivers, bus monitors, mechanics, part time garage employees, the routing coordinator, secretary, bus driver trainer and supervisory personnel are included in this category.

The bus replacement plan continues to lag behind schedule as we are only funding replacements less than the 12 that 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. The funding needed to fully fund the addition of 12 buses per year is \$1,440,000 annually. The cost of gasoline and diesel fuel is planned to continue to increase in 2023-24 due to potential market volatility and we are planning to be able to hedge prices thru a fixed forward pricing contract.

### **Operation and Maintenance:**

This budget category includes funding for maintenance staff, full time and part time custodians, supervisors, a secretary and campus safety officers.

Maintenance contracts, security, utilities, liability and property insurance, supplies and building materials for the entire school division are examples of items included in the category. Other expenditures are maintenance contracts for boiler inspections, HVAC units, fire alarm and elevator systems.

**School Food Services:**

This budget category is self-supporting and includes cafeteria workers and food and supplies for cafeteria operations at all County schools. Expenditures for food and supplies are projected to continue to increase. Increases also include additional capital outlay for cafeteria equipment.

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 are experiencing an increase in revenues for breakfast and lunch due to increased student participation in the program from becoming a CEP (Community Eligibility Provision) school division in 22-23. CEP is a non-pricing meal service option for schools and school districts in low income areas.

**Canneries:**

The two canneries are located at Callaway and Glade Hill Elementary Schools and are administered by the School Division. This budget is funded by amounts charged to patrons (\$13, 500) and an appropriation from the Franklin County Board of Supervisors (\$37,419).

**Facilities:**

The current 10 Year Capital Improvement Plan includes consideration for projects such as a new Career and Technical Center on the campus of Franklin County High School and renovations to Benjamin Franklin Middle School that include HVAC infrastructure upgrades. New air conditioning projects for cafeterias and gyms at all elementary schools are also included.

New Projects for 2023-24 include \$85,000 for maintenance vehicles replacement, \$85,000 for maintenance equipment replacement, \$50,000 for flooring projects, 75,000 for plumbing and electrical projects each, \$75,000 for roof replacement at the Tech Service Buildings, \$148,000 for school system radio upgrades, \$80,000 for Central Gym restroom upgrades, \$77,000 for FCHS door lock and hardware replacement, \$10,000 for the Law Building kitchen renovation, and \$300,000 for secure entrances to address those schools that need access re-directed through a secure access corridor or the Principal's office.

**Debt Service:**

This budget category includes all school building financing debt payments resulting from building programs from past years. The overall decrease in the Debt Service budget for 2023-24 is \$17,000 which results from reductions in principal and interest payments. An application for a new Literary Loan through the state has been made and we are awaiting a decision which will come most likely in July, 2023. This loan, if awarded, will provide the resources to close the funding gap for the middle school HVAC project at a competitive 3% interest rate.

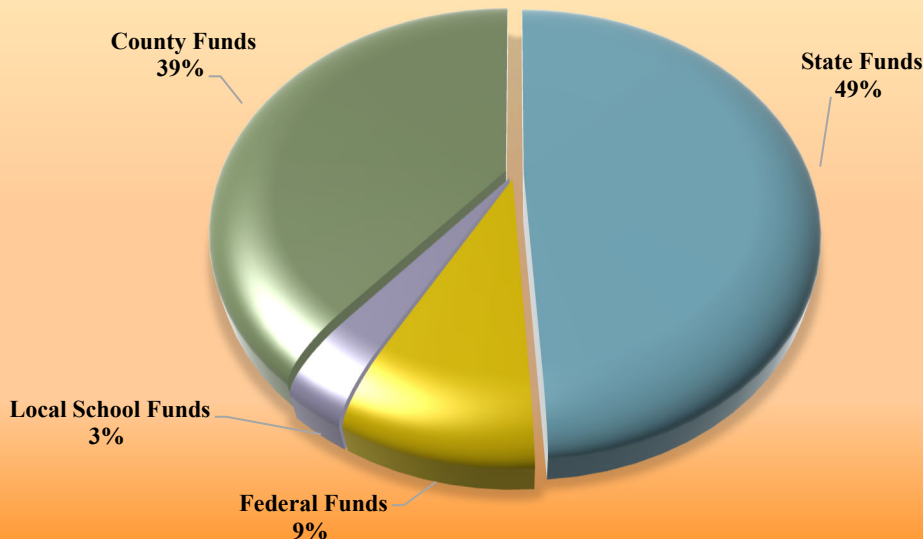
**Technology:**

This category includes funding for IT management, secretaries, ITRT's and technical staff. Also included is funding for staff development, community instruction, equipment maintenance and software support, internet services and additional items to meet the technology needs of the Division. Continued upgrades for the division-wide IT initiatives come from the operational and capital budgets and grants depending on the nature of the expenditure.

Franklin County Public Schools  
Adopted Revenues

<b><u>Budget Category</u></b>	<b><u>Actual 2021-22</u></b>	<b><u>Budget 2022-23</u></b>	<b><u>Adopted 2023-24</u></b>	<b><u>Percent of Total</u></b>
State Funds	\$46,007,155	\$47,806,544	\$50,733,868	49%
Federal Funds	14,018,169	29,386,269	\$21,259,087	9%
Local School Funds	938,032	1,497,412	\$1,272,412	3%
County Funds	32,622,046	34,792,606	\$35,736,785	39%
Total	\$93,585,402	\$113,482,831	\$109,002,152	100%

Franklin County Public Schools  
Adopted Revenues

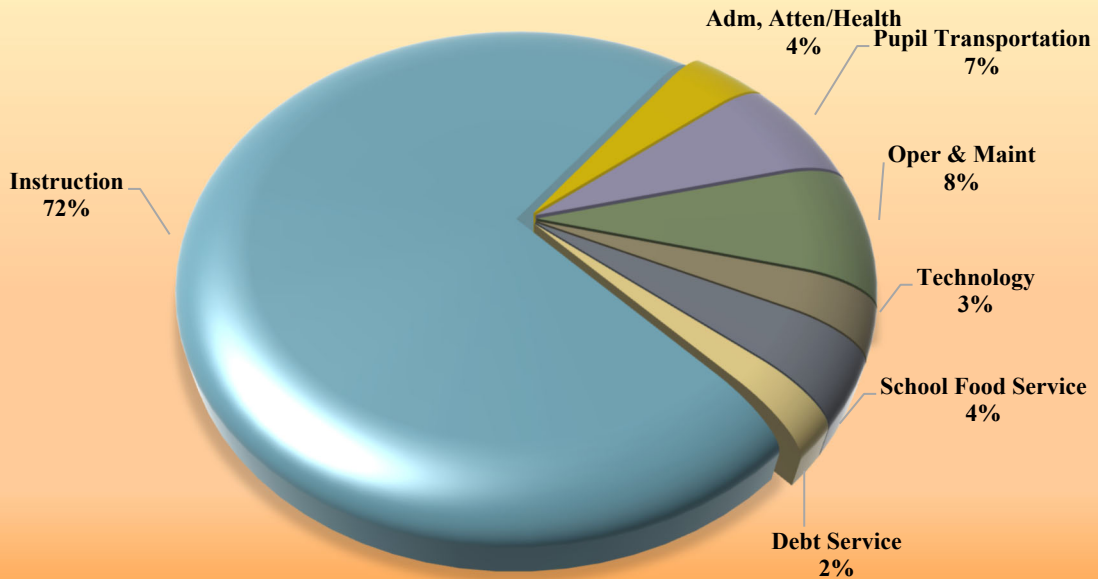


## Adopted Budget Fiscal Year 2023-2024

### Franklin County Public Schools Summary of Expenditures

<u>Budget Category</u>	<u>Actual 2021-22</u>	<u>Budget 2022-23</u>	<u>Adopted 2023-24</u>	<u>Percent of Total</u>
Instruction	\$67,932,860	\$73,168,311	\$71,828,608	72%
Adm, Atten/Health	3,687,649	6,330,447	3,827,347	4%
Pupil Transportation	7,209,215	6,744,394	7,507,097	7%
Oper & Maint	7,969,742	8,290,672	8,787,525	8%
Technology	2,386,032	5,134,830	3,231,764	3%
School Food Service	3,647,525	3,336,185	3,696,512	4%
Facilities	104,048	9,912,993	9,575,299	
Debt Service	581,766	564,999	548,000	2%
<b>Total</b>	<b>\$93,518,837</b>	<b>\$113,482,831</b>	<b>\$109,002,152</b>	<b>100%</b>

### Franklin County Public Schools Adopted Expenditures



# 7

## Appendices



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# Adopted Budget Fiscal Year 2023-2024

## Franklin County Authorized Positions By Department

<u>Fund/Department</u>	<u>Actual FY 21-22</u>	<u>Budget FY 22-23</u>	<u>Adopted FY23-24</u>	<u>Variance FY 23 to FY 24</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	6	7	7	0
Information Technology	10	10	10	0
Registrar	2	3	3	0
Circuit Court	1	1	1	0
Clerk of the Circuit Court	10	11	11	0
Sheriff - Courts	6	6	6	0
Juvenile Courts	0	1	1	0
Commonwealth Attorney	10	11	11	0
Sheriff - Law Enforcement	60	64	64	0
Domestic Violence	1	1	1	0
Sheriff - Correction and Detention	20	23	23	0
Building Inspections	8	8	8	0
Animal Control	3	3	3	0
Public Safety (20 Charged to EMS Billing Revenue)	48	55	57	2
Radio Maintenance	1	1	1	0
Public Works	3	3	3	0
Solid Waste	16	18	18	0
General Properties	9	10	10	0
Social Services	80	87	87	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.	7	8	8	0
Economic Development	1	2	2	0
Tourism Development	1	1	1	0
GIS & Mapping	2	2	2	0
The Franklin Center	3	3	3	0
<b>General Fund Total</b>	<b>360</b>	<b>394</b>	<b>396</b>	<b>2</b>
Special Revenue Fund - E911 Dept	16	18	18	0
Utility Fund				
School Fund (Full Time Equivalents)	1387.5	1378.5	1378.5	0
<b>Total County</b>	<b>1763.5</b>	<b>1790.5</b>	<b>1792.5</b>	<b>2</b>

### Explanations of Changes from 22-23 Budget to Adopted 23-24 Budget:

Two Fire/EMS position were approved for FY23-24.

**ANNUAL RESOLUTION OF APPROPRIATION OF THE COUNTY OF  
FRANKLIN FOR THE FISCAL YEAR BEGINNING JULY 1, 2023 AND ENDING  
JUNE 30, 2024**

*A resolution to appropriate designated funds and accounts from specified estimated revenues for FY 23-24 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 20<sup>th</sup> day of June, 2023 that, for the fiscal year beginning on July 1, 2023, and ending on June 30, 2024, 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, 2023 shall be reappropriated to the 2023-2024 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, 2023 and appropriations as they are made in the FY 23-24 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, 2023 and appropriations in the FY 23-24 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, 2023, plus the total amount of receipts for the fiscal year 2023-2024. 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, 2023.



# Adopted Budget Fiscal Year 2023-2024

## APPROPRIATIONS RESOLUTION EXHIBIT A

### County of Franklin Adopted Revenues Fiscal Year 2023-2024

Real Estate	\$ 43,573,863	Shared Expenses Sheriff	\$ 4,076,591
Public Service Corp	1,019,284	Shared Expenses Comm of Revenue	233,263
Personal Property	16,965,840	Shared Expenses Treasurer	183,303
Machinery and Tools	1,069,277	Shared Expenses Registrar	95,463
Merchants Capital	778,479	Shared Expenses Clerk of Court	432,815
Penalties and Interest	756,316	Grantor Tax on Deeds	224,987
		Recordation Taxes	0
Sales Tax	7,309,524	Public Assistance Grants	7,732,253
Communications Tax	1,543,222	VJCCCA Grant	21,332
Consumer Utility Taxes	1,002,442	Sheriff Grants	466,972
County Business License	3,083	Family Resources Grants	269,437
Franchise License Tax	203,445	Comprehensive Services Grant	4,463,075
Motor Vehicle License Fees	2,061,616	Franklin Center Grants	50,190
Bank Stock Taxes	232,616	Victim Witness Grant	65,000
Tax on Deeds	717,084	Personal Property Tax Relief	2,626,618
Hotel/Motel Trans Occupancy Tax 4%	255,180	Library Grants	203,000
Hotel/Motel Trans Occupancy Tax 3%	192,780	Aging Services Grants	106,861
Meals Tax	1,474,336	DEQ Litter Control Grant	22,000
Licenses and Fees	580,690	Park Land - Pymt in Lieu of Tax	20,267
Court Fines and Costs	30,354	SAFER Grant	0
Interest on Bank Deposits	2,300,000	Total General Fund	110,090,484
Rent, Miscellaneous	805,044	Capital Fund	3,856,775
Clerk of Court Fees	122,285	Asset Forfeiture Fund	10,000
Commonwealth Attorney Fees	5,308	E911 Fund	1,556,961
Off Duty Pay for Sheriff Deputies	70,737	School Capital Fund	0
Animal Control Fees	8,252	Law Library	10,000
Landfill Fees	1,230,500	Debt Service Fund	5,758,881
Aging Services Local Revenue	11,315	Utilities	24,000
Family Resource Center Donations	6,000	Courthouse Maintenance Fund	44,000
Recreation Fees	200,000	Total - Other Funds	11,260,617
EMS Billing Revenue	1,599,562	Schools: Local (Cafeteria, Miscellaneous)	1,272,412
Library Fines and Fees	25,000	State	50,733,868
Franklin Center Fees	5,993	Federal	21,259,087
Sale of Maps and Code	0	County	35,699,366
Recovered Costs	1,694,913	Canneries (County Funds)	37,419
		Total School Funds	109,002,152
Motor Vehicle Carriers Tax	37,199	Total Budget	230,353,253
Mobile Home Titling Tax	153,826	Less Transfers Between Funds	(46,539,436)
Motor Vehicle Rental Tax	47,832	Total Net Budget	\$ 183,813,817
Shared Expenses Comm Attorney	703,860		

# Adopted Budget Fiscal Year 2023-2024

## APPROPRIATIONS RESOLUTION EXHIBIT B

### County of Franklin Adopted Expenditures Fiscal Year 2023-2024

#### General Government Administration

Board of Supervisors \$ 541,661

#### General and Financial Administration

County Administrator 681,503  
Commissioner of Revenue 740,477  
Reassessment 200,000  
Treasurer 659,057  
Finance 507,230  
Risk Management 616,175  
Human Resources 246,044  
Information Technology 1,534,846  
Registrar 460,064  
6,187,057

#### Judicial Administration

Circuit Court 121,659  
General District Court 7,983  
Magistrate 1,500  
Juvenile and Domestic Rel Court 16,150  
Clerk of the Circuit Court 808,116  
Sheriff - Courts 876,718  
Juvenile Court Services 743,535  
Commonwealth Attorney 992,253  
3,567,914

#### Public Safety

Sheriff - Law Enforcement 6,394,365  
Correction and Detention 6,805,743  
Building Inspections 549,265  
Animal Control 365,628  
Public Safety 7,119,107  
21,234,108

#### Public Works

Public Works 277,725  
Solid Waste and Recycling 3,366,417  
General Buildings and Grounds 1,529,394  
5,173,536

#### Health and Welfare

Health Department 370,018  
Community Services 168,363  
Social Services 9,475,441  
CSA 6,809,293

Family Resource Center \$ 439,749  
Aging Services 242,899  
17,505,763

#### Parks, Recreation and Cultural

Parks and Recreation 1,879,471  
Library Administration 1,132,850  
3,012,321

#### Community Development

Planning Agencies 676,720  
Planning & Community Development 793,384  
Economic Development 1,242,696  
GIS and Mapping 283,527  
Franklin Center 278,383  
Tourism Development 261,210  
Virginia Cooperative Extension 133,563  
3,669,483

#### Nondepartmental

3,200,866

#### Transfers to Other Funds

Schools - Operations 35,151,366  
Schools - Debt Service 548,000  
Schools - Canneries 37,419  
County Capital 3,856,775  
Utilities 15,000  
Debt Service 5,573,915  
E911 1,356,961  
Subtotal 46,539,436

#### Total General Fund

110,090,484

#### Other Funds:

E911 1,556,961  
Debt Service 5,758,881  
Capital Fund 3,856,775  
Law Library 10,000  
Courthouse Maintenance 44,000  
Utilities 24,000  
School Capital 0  
Forfeited Assets 10,000  
Schools 109,002,152  
230,353,253

Less Transfers Between Funds (46,539,436)

Total Net Budget \$ 183,813,817

## 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 over all 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 2023-2024

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.



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
VJCCCA	Virginia Juvenile Community Crime Control Act
WFDC	Workforce Development Consortium



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