



Organizational Policies, Plans, & Analyses





Financial Policies

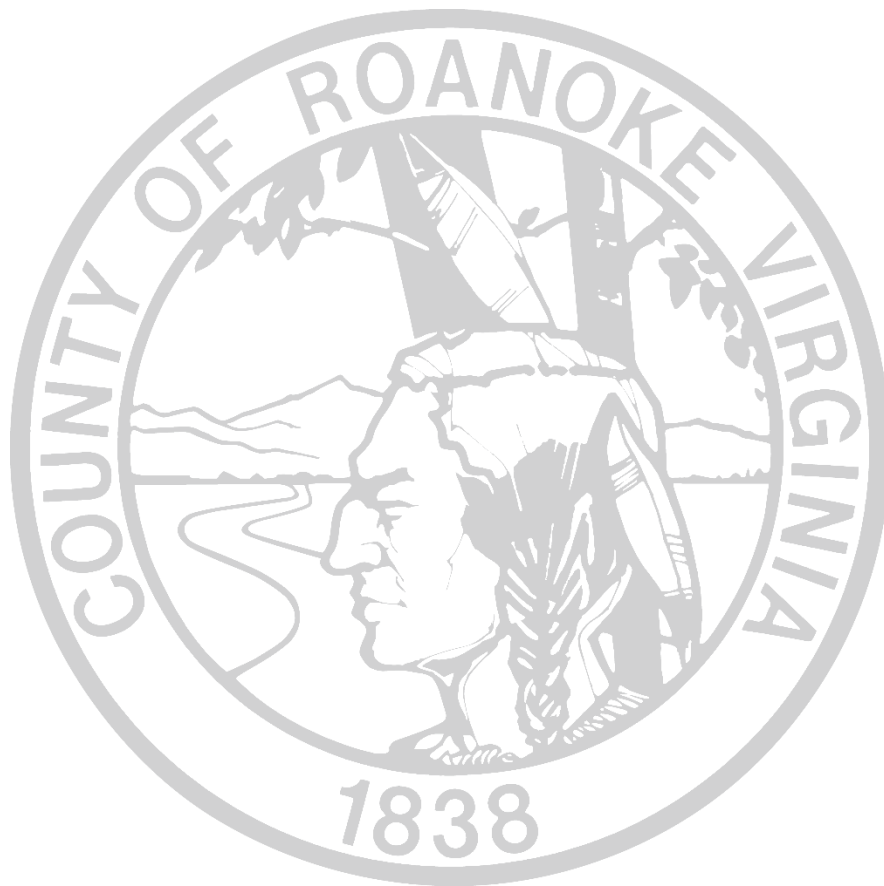




Financial Policies

One of the measures of a fiscally well managed local government is the adoption of formal fiscal policies. Roanoke County recognized the need to develop financial management policies that reflect longstanding principles and practices that have enabled the County to maintain its sound financial position. The Comprehensive Financial Policy is reviewed annually with the Board of Supervisors and updated as necessary for modifications. Rules set forth within the policy may be amended by resolution of the Board of Supervisors. The most recent version of the policy, amended in October 2024, can be found at this link: <https://www.roanokecountyva.gov/DocumentCenter/View/30596/Comprehensive-Financial-Policy-10-21-2024> and in the Appendices section of this document.







Financial Planning Processes





Financial Planning Processes

Financial policies are an essential component to any organization's success, but alone they are insufficient to ensure effective management. With this in mind, Roanoke County has taken several steps toward a meaningful, integrated long-range planning process. Roanoke County's financial planning process is comprised of both strategic and operational planning to ensure economic stability and financial success.

Long-Range Planning

Roanoke County, under direction of County Administration, has made incremental adjustments to improve long-range financial planning. Capital planning, capital maintenance, and vehicle and equipment replacement are developed into a ten-year schedule identifying investment needs and resources. The Board of Supervisors has adopted a Community Strategic Plan, which serves as a guide for the development of the Capital Improvement Plan and Operating Budget.



Departments submit a Performance Management Plan to align department goals and outcomes to Strategic Initiatives within the Community Strategic Plan and Operational Strategic Plan. These planning components identify the County's development goals as well as the departmental strategies and capital investments needed to accomplish those goals.

Roanoke County has a Four-Year Financial Plan for the General Government Fund which includes transfers to other funds. The plan is intended to play a key role in assisting the County in determining funding priorities and balancing the budget. The plan is also an assurance to our citizens that the County is planning for the long term and financially positioning itself to meet the needs of the future.

Roanoke County Vision Statement

"Roanoke County is a vibrant, innovative, and scenic community that values its citizens, heritage, and quality of life."

This statement recognizes that a successful future for Roanoke County depends on facilitating positive change; recognizing and promoting our great natural beauty, outdoor-oriented lifestyle, and amenities; including people of all segments of the community; cherishing the traditional values of our community; and recognizing and promoting the overall excellent quality of life enjoyed by citizens.



Community Strategic Planning



With the Roanoke County Public Schools, the County of Roanoke engages community leaders and citizens to create a desired future for Roanoke County. The Community Strategic Plan identifies six focus areas: Community Health and Well-Being, Economic Development, Education, Public Safety, Quality of Life, and Transportation. The broadly defined goals of the Community Strategic Plan are the result of the public input received and have been developed into Strategic Initiatives that will guide the County over the next several years.

Strategic Initiatives

- Connect Roanoke County to the World
- Position Roanoke County for Future Economic Growth
- Promote Neighborhood Connections
- Ensure Citizen Safety
- Be a Caring & Inclusive Community
- Promote Lifelong Learning
- Keep Roanoke County Healthy, Clean, and Beautiful

The Community Strategic Plan provides guidance and influences the development of annual budget planning. The County's Operating Budget and CIP development process includes review of the departmental submissions and requests in light of the vision and strategic direction provided by the community. The entire Community Strategic Plan can be viewed at <https://www.roanokecountyva.gov/1676/Community-Strategic-Plan>.

Organizational Strategic Planning

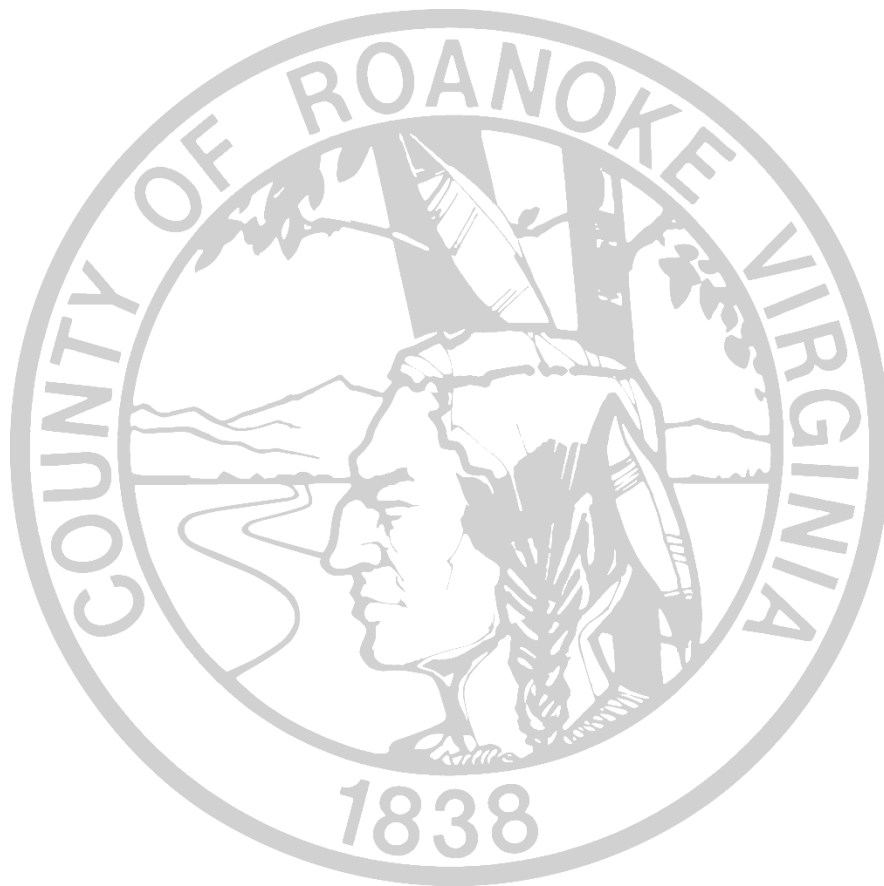
Roanoke County has an internal Organizational Strategic Plan, which identifies strategies to be used by departments and employees to deliver quality services with integrity and distinction. The Organizational Strategic Plan develops goals to support responsive delivery of services to citizens, develops branding and marketing that has the full ownership of the organization, and develops a workplace culture that makes the County an employer of choice in the Roanoke Valley. As a result, departments align their goals and outcomes within Performance Management Plans and CIP project submissions to Outcome Areas identified within the plan.



Capital Planning

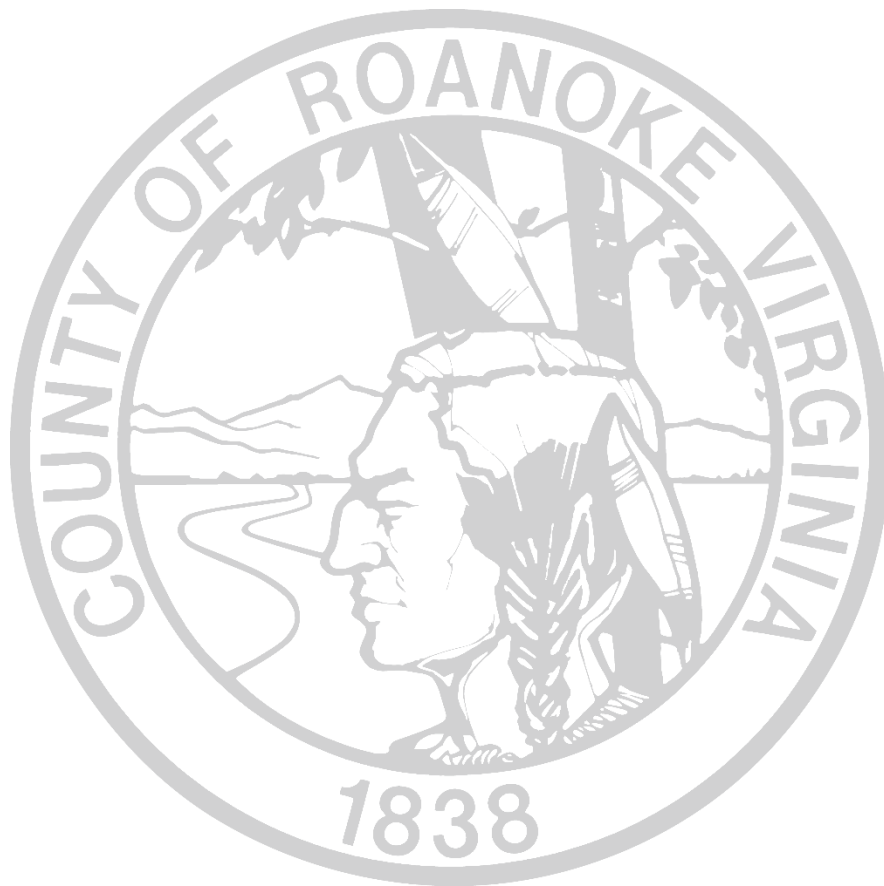
Capital Improvement Program (CIP) planning and fleet replacements are developed on a ten-year schedule including identified resources. A summary of the FY 2026 capital year budget is contained in this document. The underlying strategy to this approach is to plan for the construction and maintenance of investments necessary to provide public services in compliance with the County's Comprehensive Plan and other adopted policies. By looking beyond the current year and projecting what, where, when, and how capital investments should be made, capital programming enables the County to maintain an effective level of service for both the present and future population.







Performance Measurement





Performance Measurement Introduction

As part of Roanoke County's budget development process, departments submit Performance Management Plans in the adopted budget. Departments review their core objectives and subsequent measures of those objectives. All core objectives are aligned to County's Strategic Initiatives within the Community Strategic Plan, or the Organizational Strategic Plan.

Performance measures identify opportunities to monitor progress towards achieving the vision and strategic direction set forth in the Community Strategic Plan. Specifically, data on the progress toward services and programs. Some additional outcome measures will continue in the future years with the understanding that outcome measures for some programs may be more challenging than others. More information on the implementation of the Community Strategic Plan can be found at the following link: www.roanokecountyva.gov/CSP.

The Performance Management Plans allow departments to monitor measures year over year to determine progress and identify opportunities to improve. County of Roanoke department leaders along with Finance and Management Services staff continue to identify ways to enhance the measurement of department performance while aligning the goals to priorities identified internally by staff through the Organizational Strategic Plan and externally by citizens through the Community Strategic Plan.



ROANOKE COUNTY'S PERFORMANCE MEASURES

GENERAL GOVERNMENT

BOARD OF SUPERVISORS	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 TARGET	FY2026 PROJECTED
Complete Board actions for County Administrator's signature within 4 business days	75%	85%	90%	90%
Complete Board minutes within 30 days of Board Meeting and maintain 80% no correction rate based on total number of pages produced annually.	75%	85%	90%	90%
Publish final Board Agendas, Board Actions, Minutes, Special Notices within 10 business days from meeting date	50%	85%	90%	90%
Process appointments upon Board approval within 10 business days	70%	85%	90%	90%
Update website within 3 days of change	70%	85%	90%	90%
Number of Boards and Commission Members appointed	no data available	22	35	40
Number of Ordinance Amendments (Clerk can only provide actual number of items approved)	no data available	2	3	0

INTERNAL AUDITOR	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 TARGET	FY2026 PROJECTED
Perform engagements in accordance with the audit work plan based on the organizational risk assessment prepared over the established audit universe	Yes	Yes	Yes	Yes
Percent of time spent on direct audit hours	62%	37%	60%	60%
Presentations to Audit Committee	4	2	2	2
Number of performance audit, turnover audit, or investigation reports issued by Internal Audit	4	4	3	3
Number of recommendations made to departments & management action plans received	11	26	TBD	TBD
Number of Fraud Waste & Abuse Hotline complaints received	9	22	TBD	TBD



PUBLIC INFORMATION OFFICE	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 TARGET	FY2026 PROJECTED
Number of media advisories, news releases, media contacts, and interviews	330	335	340	345
Total page views to the Roanoke County website	2,548,605	2,472,135	2,500,000	2,550,000
Number of online Inquiry/Request for Service/Complaint Form submissions	295	298	280	270
Number of video productions, Public Service Announcements (PSAs), Board of Supervisors meetings	153	157	160	165
Number of FOIA requests received	90	110	TBD	TBD
Maintain Branding Guidelines throughout organization	Ongoing	Ongoing	Ongoing	Ongoing
Social media reach on main County platforms (Views, Reach, Interactions, Clicks, Visits)	279,552	235,500	275,000	290,000
HUMAN RESOURCES	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 TARGET	FY2026 PROJECTED
% of Workforce Turnover (excluding retirement)	9.3%	8.1%	11.0%	12.0%
Number of Applications Received	4,058	4,821	3,212	3,900
Percent of positions filled within 90 days of initial advertisement	80%	82%	93%	85%
Number of New Hires	148	117	105	110
Number of Grievances Filed	1	1	2	2
Percent of employees who complete their probationary	97%	98%	95%	95%
Retirement - Average number of County service years	27.1	23.5	21.4	22.0



FINANCE AND MANAGEMENT SERVICES	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 TARGET	FY2026 PROJECTED
Receipt of the GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes
Receipt of GFOA Popular Annual Financial Report Award Criteria	N/A	Yes	Yes	Yes
Receipt of GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes
County Bond Ratings for General Obligation Bonds (Standard & Poor's, Fitch, and Moody's Investor Service)	AA+,AA+, Aa1	AA+,AA+, Aa1	AA+,AA+, Aa1	AA+,AA+, Aa1
Percentage of County Departments for which Delegation of Authority audits are performed with no substantial errors	85%	75%	90%	90%
Payrolls prepared and processed on time with no substantial errors	100%	100%	100%	100%
Federal and state reporting processed timely	100%	100%	100%	100%
Number of system updates to ensure the financial application version is current and supported	2	2	2	2
General Government revenues are within 1% of year-end budget	2.0%	0.4%	1.0%	1.0%
General Government expenditures are within 1% of year-end budget	1.6%	0.1%	1.0%	1.0%

REAL ESTATE VALUATION	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 TARGET	FY2026 PROJECTED
Sales Ratio compares the market versus assessed value (should be within 91-105% as a target sales ratio)	91%	92%	94%	94%
Coefficient of Dispersion measures assessment uniformity (should be 15 or below)	6.2	6.2	10.0	10.0
Land Use Parcels	1,705	1,667	1,700	1,700
Roll Back Collected	\$15,078	\$59,447	\$25,000	\$25,000
Board of Equalization (BOE) appointments to reassessment appeals of the total parcels assessed	20 of 46,950	19 of 46,950	30 of 46,950	30 of 46,950
Changes Suggested by the BOE based on appeals	8	3	10	10
Number of property transfers	958	977	1,000	1,100
Median Sales Price	\$320,000	\$377,500	\$390,000	\$401,700



INFORMATION TECHNOLOGY	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 TARGET	FY2026 PROJECTED
Maintain 100% of IT Personnel trained in Project Management	0%	0%	100%	100%
Maintain a 99.9% uptime for over 25 applications currently supported, ensuring the total downtime for these applications does not exceed 0.1% annually.	100%	100%	100%	100%
Maintain GIS Maps and Apps with 100% updated content.	100%	100%	100%	100%
Number of computers supported by 3 Technical Analysts	1,683	1,700	1,717	1,734
Number of desk phones supported by 1 Telecommunications Architect	1,188	1,200	1,212	1,224
Maintain 100% Annual Cybersecurity Training for all Roanoke County Employees	1,304	1,304	1,304	1,304
Number of IT led targeted phishing campaigns	0	2	4	4
Maintain 100% compliant with all database services applications, servers, and 3rd party tools	100%	100%	100%	100%

CONSTITUTIONAL OFFICERS

COMMISSIONER OF REVENUE	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 TARGET	FY2026 PROJECTED
Number of personal property assessed annually	145,111	146,160	147,037	147,919
Number of business personal property accounts assessed annually	4,559	4,490	4,550	4,600
Number of Business, Professional, and Occupational (BPOL) Licenses	5,385	5,586	5,650	5,700
Amount of BPOL fees collected	\$8,512,459	\$8,787,867	\$8,900,000	\$9,000,000
Number of Real Estate Transfers	3,693	4,103	3,800	3,800
Number of Real Estate Veteran exemptions	1,636	559	575	600
Number of tax returns prepared and processed	2,294	2,310	2,325	2,350



TREASURER	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 TARGET	FY2026 PROJECTED
Combined Personal Property and Real Estate collection rates based upon VGFOA calculation methods	96.9%	95.9%	96.0%	96.0%
Combined current year and delinquent tax collection to current year levy	98.9%	98.0%	97.5%	98.0%
Real Estate payments initiated via electronic file transfer	53.1%	42.9%	40.0%	40.0%
Average annual return on Investments	2.4%	4.2%	3.5%	3.5%
Number of payments initiated via our Citizen Self-service portal or e-payments	28,369	32,194	33,500	35,000
Current year delinquent notices processed	21,237	20,684	20,000	19,750

CLERK OF CIRCUIT COURT	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 TARGET	FY2026 PROJECTED
Number of Active Secure Remote Access Users	159	167	170	175
Civil Cases Commenced	1,206	1,099	1,150	1,200
Criminal Cases Commenced	1,790	1,988	2,000	2,200
Concealed Weapon permits issued	2,155	1,905	1,950	2,000
Marriage Licenses Issued	414	395	400	410
Deeds recorded	10,871	9,652	9,625	9,650
Wills probated	924	701	755	800
Judgment docketed	1,662	1,551	1,575	1,600

COMMONWEALTH'S ATTORNEY	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 TARGET	FY2026 PROJECTED
Circuit Court Cases (Felonies & Misdemeanors)	1,763	2,028	2,100	2,150
General District Court Cases (Traffic & Criminal Cases)	18,585	19,185	19,200	20,000
Juvenile & Domestic Court Cases (Traffic & Criminal)	2,171	3,556	3,600	3,650
Victim Witness Services Provided	934	950	975	980



SHERIFF'S OFFICE	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 TARGET	FY2026 PROJECTED
Maintenance of American Correctional Association (ACA) accreditation	Yes	Yes	Yes	Yes
Obtain Commission on Accreditation of Law Enforcement Agencies (CALEA) accreditation	On Target	On Target	On Target	On Target
Percent of uniformed staff and supervisory staff who have completed required training	100%	100%	100%	100%
Number of educational programs offered	8	8	8	8
Number of participants in community and public education outreach programs	1,000	1,000	1,000	1,000
Annual court dockets in session	1,083	1,098	1,100	1,150
Civil Process Papers Served	67,975	69,446	70,700	72,000
Number of applicants hired	10	6	6	6
Number of residents processed for release	2,942	3,445	3,500	3,500
Number of prisoners transported each fiscal year	1,008	1,026	1,050	1,100

COMMUNITY SERVICES AND DEVELOPMENT

ECONOMIC DEVELOPMENT	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 TARGET	FY2026 PROJECTED
Number of new businesses and existing businesses expansions	7	5	5	5
Amount of new taxable investment secured through business growth	\$100 Million	\$113 Million	\$70 Million	\$70 Million
Number of new jobs announced	409	1,280	300	200
Number of development and redevelopment projects supported	5	5	5	4
Number of events hosted with partners	1	2	7	6
Number of business visits and outreach	37	50	55	55



DEVELOPMENT SERVICES	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 TARGET	FY2026 PROJECTED
Percent of commercial building permits reviewed on time	87%	80%	85%	85%
Percent of residential building permits reviewed on time	77%	75%	80%	100%
Number of major drainage project of effort identified in the Stormwater Maintenance Program completed	4	9	8	10
Percent of Annual Private Best Management Practices (BMPs) inspections	17%	20%	20%	20%
Percent of Private BMPs in compliance within County's Municipal Separate Storm Sewer System (MS4) permit	60%	70%	80%	80%
Address water quality as part of the MS4 requirements via public education & outreach focusing on sediment, bacteria, and nutrients as pollutants of concerns	100%	80%	100%	100%
Response and investigate illicit discharge complaints	15%	18%	20%	20%
Percent of Annual Public Best Management Practices (BMP) inspections	100%	85%	87%	100%



PLANNING	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 TARGET	FY2026 PROJECTED
Plans (comprehensive, activity center, area, transportation, neighborhood) adopted or amended by the BOS to plan for future growth and development	2	0	3	3
Continue to expand community outreach through social media for targeted plans and special projects	40,000	45,000	50,000	55,000
Percent of local tax dollars matched by transportation funding	10%	13%	20%	20%
Coordinate and submit grant applications for transportation related projects	16	13	11	7
Number of zoning complaints received	1,496	1,597	1,600	1,600
Percentage of zoning complaints investigated that were violations	57%	58%	58%	58%
Total number of zoning enforcement investigations	3,059	3,138	3,200	3,200
Total number of zoning inspections	4,881	5,179	5,200	5,200
Average number of days to resolve zoning violations	20.82	20.5	20.5	20.5
Number of site plan review - large subdivision plats	6	5	6	6
Number of site plan review - erosion & sediment control	37	51	50	50
Number of variance and administrative appeals heard by the Board of Zoning Appeals	3	4	4	5
Number of rezoning and special use permits processed and heard by the Planning Commission and Board of Supervisors	15	15	15	16



GENERAL SERVICES	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 TARGET	FY2026 PROJECTED
Amount of municipal waste (per ton) collected per Full Time Employee (FTE)	1,460	1,382	1,300	1,300
Number of solid waste work orders performed	14,062	10,825	10,000	10,000
Number of recycling trailers dumped	2,037	2,102	2,000	2,000
Achieve 90% completion of scheduled preventative maintenance tasks on time	94%	90%	90%	90%
Number of facilities work orders completed	6,235	6,545	6,000	6,000
Percent of building and facility maintenance program funds expended or contractually encumbered	100%	100%	90%	90%
Fleet Services direct labor rate	79%	71%	65%	65%
Number of fleet work orders performed	5,083	5,119	4,800	4,800
Percent of fleet and equipment replacement funds expended or contractually encumbered	100%	100%	90%	90%

RECREATION & CULTURE

PARKS, RECREATION, & TOURISM	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 TARGET	FY2026 PROJECTED
Maintained miles of Greenways & Trails	51	52	53	54
Offer variety of programs annually for all citizens	698	819	800	850
Number of Parks Maintenance work orders performed annually	864	751	800	800
Number of acres in Public Parks maintained annually for public use	2,662	2,662	2,662	2,662
Number of hosted annual events and tournaments that provide a positive economic impact to Virginia's Blue Ridge	40	20	25	25
Economic impact from tournaments and events to Virginia's Blue Ridge	\$6,850,000	\$9,152,659	\$7,500,000	\$7,500,000



LIBRARY	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 TARGET	FY2026 PROJECTED
Annual circulation of physical materials	739,221	758,154	765,000	773,000
Annual circulation of electronic & digital materials	173,028	156,315	177,000	200,000
Number of public computer sessions	43,547	42,479	39,000	37,000
Number of patron visits	336,634	337,058	347,000	358,000
Number of contacts during outreach events	4,601	7,036	6,000	6,500
Reference questions answered	72,987	74,399	76,000	78,000
Percent of registered users as percent of population	25%	23%	24%	25%
Attendance at library programs	40,938	40,326	38,000	39,000

HUMAN SERVICES

SOCIAL SERVICES	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 TARGET	FY2026 PROJECTED
Approved caseworkers will complete at least 90% of monthly face-to-face contacts with foster children	98%	98%	98%	98%
Eligibility for Medicaid, SNAP and Temporary Assistance for Needy Families (TANF) benefits will be determined timely, in accordance with state guidelines, at least 97% of the time	97%	95%	97%	97%
Unless exempted, at least 50% of the Virginia Initiative for Employment not Welfare (VIEW) caseload is participating successfully monthly	28%	54%	50%	50%
Timeliness of first contact with victim child in a valid Child Protective Services complaint	94%	93%	95%	95%
Adult Services long term care screenings completed within 30 days	95%	99%	95%	95%

EXTENSION & CONTINUING EDUCATION	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 TARGET	FY2026 PROJECTED
Surveyed participants will increase knowledge on class topics including nutrition, cooking skills, and health	no data available	441	1,000	1,500
Number of youth enrolled in the 4-H Program	3,955	4,278	4,500	4,750
Percentage of teachers/parents reporting increased knowledge and skills gained through 4-H programs	99%	99%	99%	99%
Number of individuals reached through Agriculture & Natural Resources (ANR) Agent and Master Gardener Programming	7,422	8,134	8,000	8,000
Contacts to Extension Master Gardener Help Desk and one-on-one site visits/meetings with ANR Agent	1,617	1,909	2,000	2,000



PUBLIC SAFETY

EMERGENCY COMMUNICATIONS	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 TARGET	FY2026 PROJECTED
Ensure the Public Safety Radio System is available 100% of the time for the users.	100%	100%	100%	100%
Maintain the microwave backbone for the 800MHZ radio system for peak performance and operation 100% of the time	100%	100%	100%	100%
Maintain Commission on Accreditation of Law Enforcement Agencies (CALEA) certification by reviewing 210 Time Sensitive Standards and 380 data points yearly.	590	590	590	590
Dispatch 90% of all Fire calls for service in 90 seconds or less as set by the National Fire Prevention Association (NFPA)	97%	98%	98%	98%
Dispatch 90% of all EMS call for service in 90 seconds or less as set by NFPA.	99%	99%	99%	99%
Dispatch 90% of all Police, priority 1 calls for service in 90 seconds or less as set by NFPA.	95%	95%	96%	96%
Conduct monthly simulated evacuations to Roanoke City E911 Center	0	7	5	12
Perform 2% Quality Assurance reviews based on the number of dispatched calls the prior year as set forth by CALEA standard C.1.a.i.	1,661	1,744	1,850	2,000
Perform 2% Emergency Medical Quality Assurance reviews based on the number of dispatched EMS calls monthly as set forth by CALEA standard C.2.a.	270	613	625	625



FIRE & RESCUE	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 TARGET	FY2026 PROJECTED
Percent of reaction times to all emergency calls within 90 seconds	96%	97%	97%	97%
Percentage of Advanced Life Support (ALS) responses within 6 minutes	64%	62%	90%	90%
Fractile response time to all incidents within 12 minutes	95%	98%	98%	98%
Personal Protective Equipment should meet current National Fire Protection Association (NFPA) standards	100%	100%	100%	100%
Percent of Roanoke County Elementary Schools visited by Fire & Rescue staff	100%	100%	100%	100%
Number of education programs facilitated by Fire Marshal's Office	186	196	200	215
In conjunction with Police Department, Fire Marshals provide unannounced facility safety checks at all county schools	164	167	170	180
Number of fire investigations conducted (including arson cases and hazardous material cases)	61	52	65	70
Number of inspections conducted (including annual, commercial sprinkler systems, fire alarms, burn sites, hazardous material complaints, etc.)	2083	2219	2250	2300



POLICE	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 TARGET	FY2026 PROJECTED
Enhance officer tactics training to ensure preparedness for critical incidents	no data available	100%	100%	100%
Create and implement a centralized process for communicating wellness, health, and financial educational programs	no data available	100%	100%	100%
Average Number of Vacancies	5	4	8	12
Clearance Rate (Homicide)	no data available	100	100	100
Number of fatality crashes	7	5	6	6
Number of traffic summons	16,871	17,120	16,500	16,500
Percent of recruits successfully completing the academy	80	60	75	75
Number of authorized sworn officers per 1,000 population	1.45	1.45	1.45	1.45
Number of actual sworn officers per 1,000 population	1.40	1.42	1.38	1.33



Financial Analyses





Financial Trend Analysis

Local, state, and national economic conditions influence the complex fiscal environment in which the County of Roanoke, Virginia operates. The Financial Trend Analysis section of the Adopted Budget describes the financial strengths and weaknesses of Roanoke County, as well as quantifies and explains the volatile factors affecting the County's ability to provide high quality services to its citizens.

In the analysis, the County's budgetary and financial reports are combined with selected economic and demographic data to create local financial indicators. When observed over time, these indicators can be used to monitor changes in the government's financial condition. In many instances, indicators are reported as a percent of General Fund revenues or net operating revenues.

Economic Outlook

The nation continues to navigate an economy with higher costs due to inflation. Roanoke County is monitoring local and national trends to develop a more accurate picture of how operations will be impacted moving forward. The following economic indicators are utilized by Roanoke County to develop a balanced budget. Considering the unknown fiscal impact from each of these factors, the County has taken a pragmatic approach in developing the revenue budget.

GDP

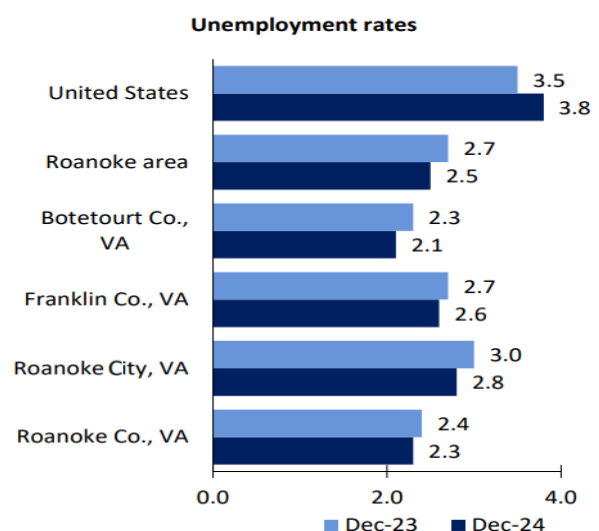
The U.S. Bureau of Economic Analysis as of February 27, 2025, has reported that GDP is increasing. The GDP increased at an annual rate of 2.3% in the fourth quarter of 2024 calendar year. This growth was the result of increases in consumer spending and government spending that were partly offset by a decrease in investment.

Unemployment Rate

While GDP growth is arguably the best indicator of overall economic strength, another indicator of the economy, at both the national and local level, is the unemployment rate. Before the onset of the pandemic, the unemployment rate was at 3.7% average in 2019 (not seasonally adjusted). However, due to the events surrounding the impacts of COVID-19, the average in 2020 rose to 8.1%. Since then, we have seen the unemployment rate improve and fall to historic lows in 2025. Despite somewhat conflicting indicators, the unemployment rate gives reason to be optimistic for a stabilized economy.

Roanoke County consistently experiences a lower unemployment rate than national averages. The typical unemployment rate in Roanoke County is between 3.0% – 4.0%. At the height of the lockdown efforts to help slow the spread of COVID-19, the unemployment rate in Roanoke County in April of 2020 rose to 9.6%. Since April 2020, the unemployment rate has steadily dropped. As of February 2025, the rate was 2.3%, based on data from the U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics.

Unemployment rates for the nation and selected areas



Source: U.S. BLS, Local Area Unemployment Statistics.

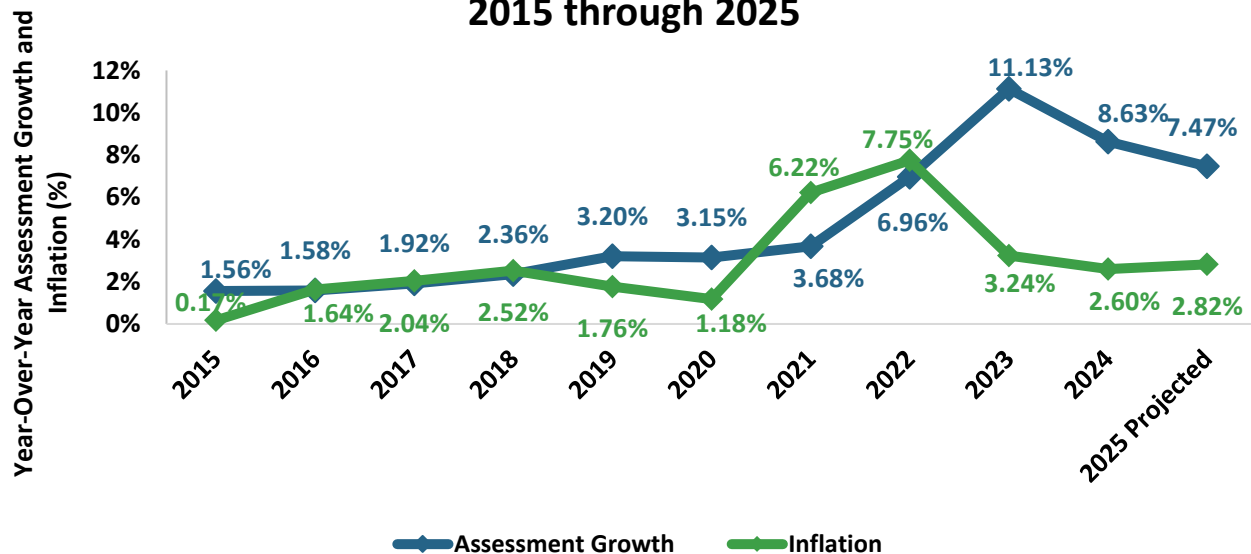


Inflation

The inflation rate in the United States has seen a surging increase over the past few years reaching a record high 9.0% in the month of June 2023. This drastic increase has caused reason for concern in how the County provides services for citizens. With the rising rate of inflation, the County has seen the rise in costs for Fuel, Repairs and Maintenance, and Other Goods and Services that directly impact the expenses that are incurred. While the inflation rate has slowed, the cumulative impacts over the past few years have dramatically increased costs for many goods and services. As the inflationary market continues to change and costs continue to rise, County staff will continue to monitor these items and provide Administration and the Board of Supervisors with updates and recommendations to make sure that continued extraordinary service levels are provided to the citizens of the County. As of February 2025, the U.S. annual inflation rate, measured by the Consumer Price Index (CPI), was 2.8%.

The County has seen steady growth in its Real Estate Assessments (6.96% in 2022, 11.13% in 2023, 8.63% in 2024). In 2025, the increase in the Real Estate assessment was 7.47%. This is in part due to the expectations of increased demand of real estate in the region, low inventory, and increasing inflation. With current trends in the economy, county staff look for assessment growth to continue for the foreseeable future, though we expect growth to slow to more historical modest rates.

Assessment Growth and Inflation 2015 through 2025



Local Economic Outlook

As mentioned earlier, inflation has slowed to more normal levels, the cumulative impact of high inflation over the past few years have led to continued increases in costs for goods and services. As federal tariff discussions risk inflationary increases, the Federal Reserve will wait for more updated data from the labor market and more clarity on international tariffs and other policies from the Executive Branch before making another decision on interest rates. Given these variables, the outlook for the economy remains uncertain. Despite this volatility, departments throughout Roanoke County will continue to provide quality services within the available resources.



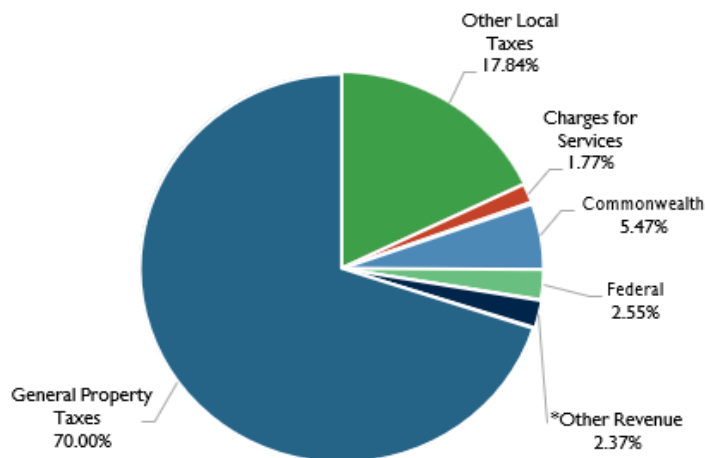
General Government Revenue Analysis

The County Assessor, Commissioner of Revenue, and Treasurer have responsibilities associated with General Government revenues. The County Assessor appraises all real estate, the elected Commissioner of Revenue assesses all personal property, and the Roanoke County Treasurer is an elected official responsible for the collection of all taxes and other payments made to the County. These officials work to ensure revenue streams exist to sustain daily government operations in Roanoke County.

Total General Government revenues, net beginning balance, for FY 2026 are budgeted to total \$272,191,500. This is an increase of \$11,709,997 or 4.5%, compared to the FY 2025 adopted budget. This increase mainly resulted from the increase in real estate assessments. The Roanoke County Board of Supervisors approved a reduction in the real estate tax rate to \$1.03 per \$100 of assessed value from \$1.04 per \$100 of assessed value.

Roanoke County's principal source of operating funds is locally generated revenue. The County expects local revenues to account for 91.9% or \$250.09 million of the FY 2026 General Government revenue budget. While this is an increase of \$11.5 million over the prior year, the percent of local sources of revenue to total general government revenue increases slightly from 91.6% in FY 2025 to 91.9% in FY 2026.

**FY 2026 General Government Revenue,
Net Beginning Balance
\$272,191,500**



Real estate and personal property taxes alone are responsible for 67.2%, or \$183.0 million of the FY 2026 budget. Aside from fees for services and intergovernmental revenues, sales tax revenue is projected to account for the next largest portion of total General Government revenue at 6.3%.

Projected increases in areas such as sales tax, hotel/motel tax, meals tax, bank franchise tax, and business license tax account for an increase of \$1.3 million dollars.

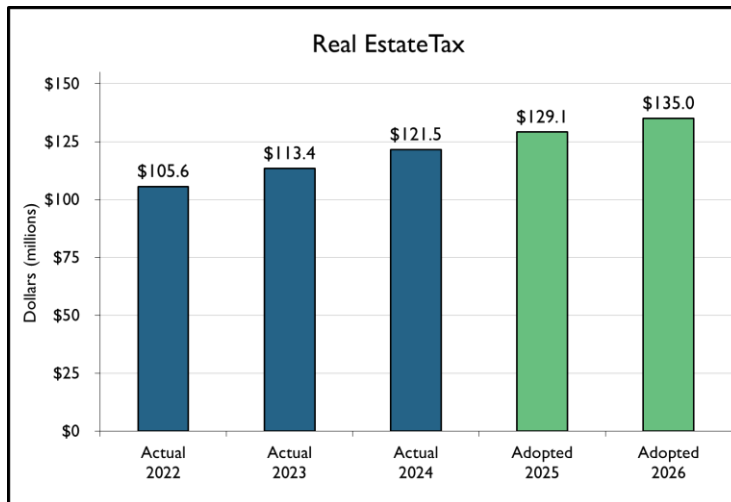
Historically, the Commonwealth contributes approximately 6.0% of the total General Government budget. While that percentage decreased for several years, the three most recent years of projections

anticipate an increased rate of contribution primarily due to revenue received from the Commonwealth for mandated Social Services. In FY 2026, Commonwealth contributions are expected to be \$14.9 million of the overall budget, or 5.5%.

The following pages represent a detailed examination of the County's major General Government Fund revenue sources. Graphs illustrate historical trends from FY 2022 to FY 2024 and budget amounts (denoted in green) for FY 2025 and FY 2026.



Real Estate Taxes



The real estate tax rate for FY 2026 decreases to \$1.03 per \$100 assessed value. Real estate taxes are estimated to generate \$135.0 million, or 49.6%, of the County's General Government revenue for FY 2026. This equates to an increase of \$5.9 million or 4.6%, over the prior year adopted budget. With the uncertainty of the rapidly changing economy due to inflation changes, County staff will continue to monitor real estate revenue collections and the real estate market closely in the coming fiscal year.

Real estate tax collection has generally been a stable source of revenue for local governments. Real estate values have increased significantly at the local, regional, and national levels due to limited supply. Assessments in calendar year 2025 increased by 7.5%, however, growth in the assessment base only accounts for 6.7%, with new construction comprising the remaining 0.8%. While new construction helps stabilize assessments during periods of market decline and can raise values further during periods of favorable economic conditions, it may also mask declining market values of existing property. For this reason, an increase in new construction lessens the reliance on market value assessments.

Real estate is assessed at 100% and the tax rate is set on a calendar year basis with payments due on June 5 and December 5. Roanoke County has a successful annual reassessment program and anticipates collecting in excess of 92% of the total property tax levy each year, and regularly exceeds 99.5% collection when analysis includes subsequently paid delinquent taxes.

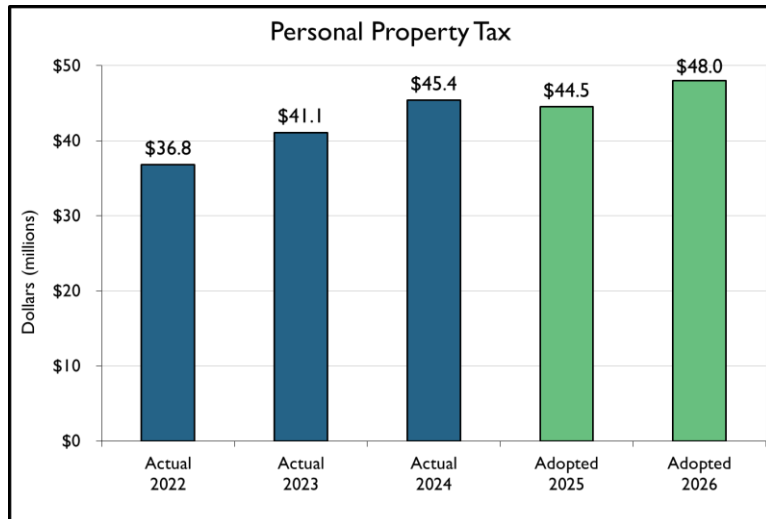
Personal Property Tax

The personal property tax is levied on the tangible property of individuals and businesses. For businesses, personal property includes motor vehicles, machines, furniture, fixtures, and tools. For individuals, this is primarily automobiles and mobile homes. Because this tax is levied on longer-term purchases, revenues respond slower to poor economic conditions when compared to sales taxes, which immediately reflect a decrease in buying power. Personal property tax collections have historically been difficult to project. Although values have increased, personal property tax revenues may decline as fewer consumers purchase these items, allowing depreciation to decrease the value on current property, thereby decreasing property tax revenues.



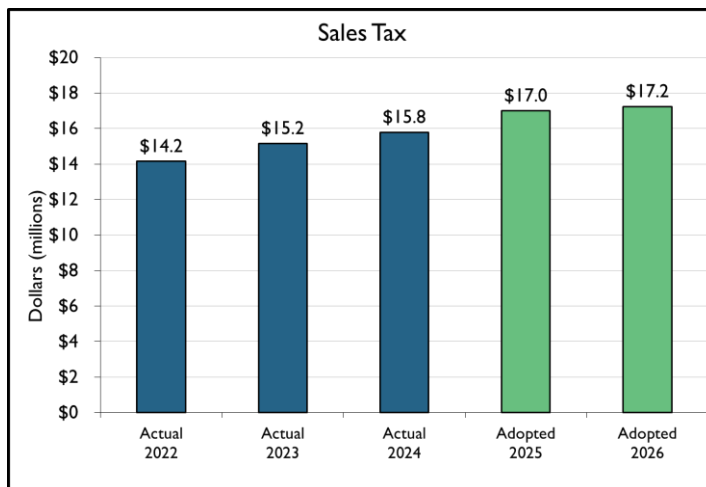
The Virginia Personal Property Tax Relief Act of 1998 established a statewide program to provide relief to taxpayers from the personal property tax on automobiles. The high costs of this program put a burden on local governments. Thus, the relief was frozen in 2005 and yields \$12.2 million in revenue. As the County's second largest revenue source, any changes to this legislation may impact tax collection.

Personal property tax revenue is estimated at \$48.0 million or 17.6% of total FY 2026 General Government revenues. In 2026, used car prices are expected to increase due to the potential impact of the new tariffs on imported cars.



The Board of Supervisors establishes tax rates during the budget process. The tangible property tax rate in FY 2026 is \$3.40 per \$100 of assessed value. The machinery and tools tax rate is \$2.80 per \$100 of assessed value. The County operates under a proration program and personal property taxes are due on May 31 of each year.

Local Sales Tax



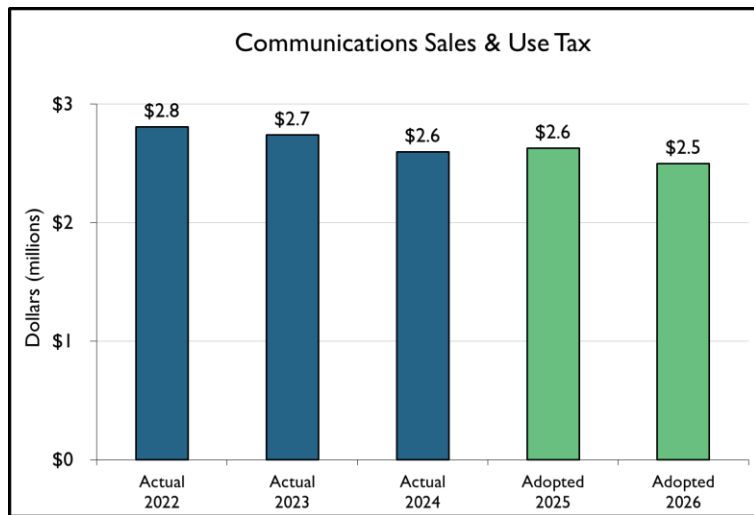
Sales tax in Roanoke County is set at 5.3%. Virginia localities receive 1.0% of the sales tax collected in their jurisdiction. This revenue category is directly related to the strength of the economy, consumer confidence, and retail sales. As noted above, sales tax is more immediately affected by adverse economic conditions. For this reason, Roanoke County has maintained conservative estimates in this revenue category.

Roanoke County's local sales tax revenue projection is \$17.2 million for FY 2026. This is 1.4% slightly higher than the FY 2025 adopted budget and reflects a projected increase in consumer spending. Sales Tax revenue will provide approximately 6.3% of the County's total General Government Fund revenue in FY 2026.



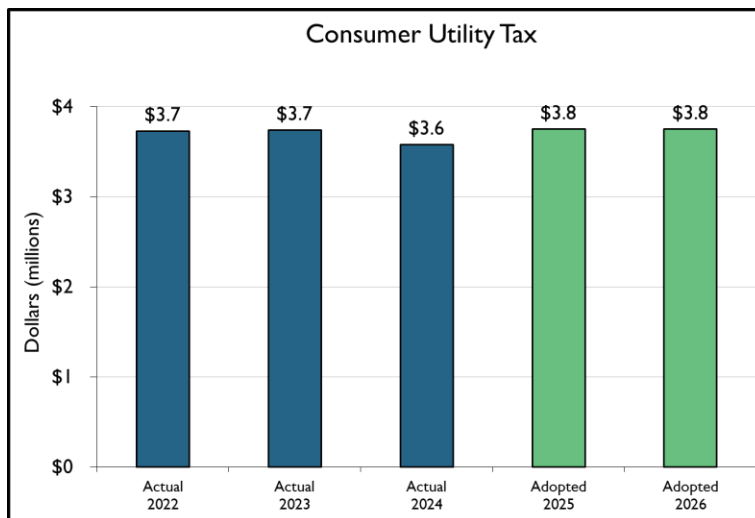
Communications Sales and Use Tax

The 2006 Virginia General Assembly enacted the Virginia Communications Sales and Use tax. This tax is imposed on communications services at the rate of 5.0% and replaced several state and local taxes such as the local consumer utility tax on landline and wireless telephone service, local E-911 tax on landline telephone service, and the Virginia Relay Center assessment on landline telephone service. This tax also replaced a portion of the local Business, Professional, and Occupational License tax and eliminated the local video programming excise tax as well as the local consumer utility tax on cable television services.



The Commonwealth of Virginia collects these taxes and uses them for administrative costs and for payments to the Virginia Relay Center. The remaining revenue is distributed to counties, cities, and towns according to a distribution percentage determined by the Auditor of Public Accounts. Formula adjustments, a decline in landline telephone use, a decline in cable television subscriptions, and other changes have contributed to the decline of this revenue source. FY 2026 projections of this revenue source represent 0.9%, or \$2.5 million, of the General Fund.

Consumer Utility Tax



Estimated consumer utility tax revenues of \$3.8 million will provide 1.4% of the County's total General Government revenue in FY 2026. The Consumer Utility tax currently applies only to residential customers of gas and electric services.

This revenue category has proven highly consistent, remaining relatively unchanged for several years. Forecasts in both FY 2025 and FY 2026 continue this trend at \$3.8 million.



Tax on Prepared Foods (Meals Tax)

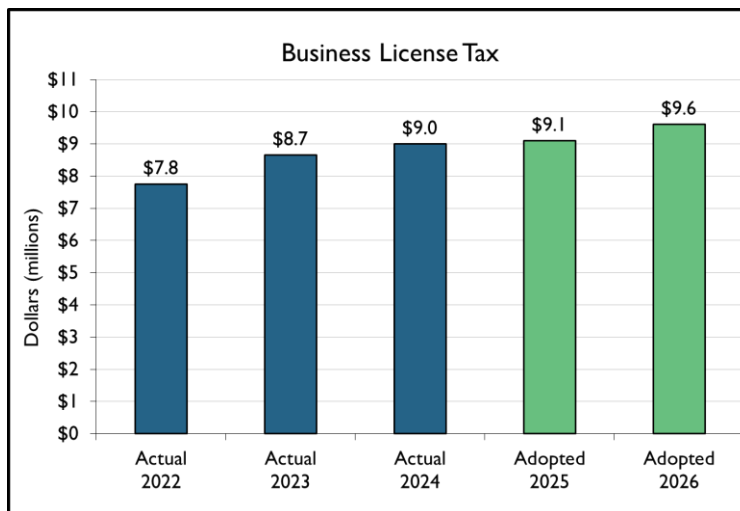
The 1988 session of the Virginia General Assembly enacted a law allowing Roanoke County to adopt an ordinance imposing a tax on prepared food and beverages. This law was amended in 2020 to allow a tax not to exceed 6.0% of the amount charged. However, Roanoke County levies a 4.0% tax on these items; the tax was implemented on July 1, 1988. County projections anticipate an increase in meals tax revenue for FY 2026.

Roanoke County has seen several new restaurants open in recent

years which is anticipated to increase the tax on prepared foods revenue for FY 2026. Revenue from the tax on prepared foods is estimated at \$6.7 million in FY 2026, an increase of 3.9% from prior year. It will account for 2.5% of General Government revenue.



Business, Professional, and Occupational License Taxes (BPOL)



For several years, the state legislature and various business advocacy groups have targeted BPOL taxes for change, exemption, or elimination. Legislation passed in 1996 that (1) allowed businesses with gross receipts of \$100,000 or less to be exempt from paying BPOL tax, (2) set maximum tax rates on various BPOL categories, and (3) allowed localities to impose a filing fee of up to \$100 for all businesses. The Communications Sales and Use tax repealed the portion of the BPOL tax on the gross receipts of telephone and telegraph companies exceeding 0.5% of

gross receipts. Future activity undertaken by the Virginia General Assembly may influence legal authorization of, and restrictions to, this revenue stream.

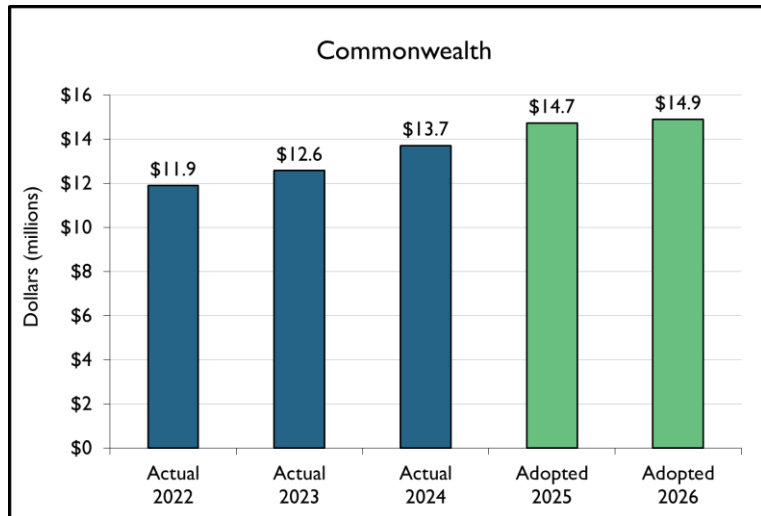
BPOL tax revenue projections for FY 2026 total \$9.6 million and represent 3.5% of General Government revenue.



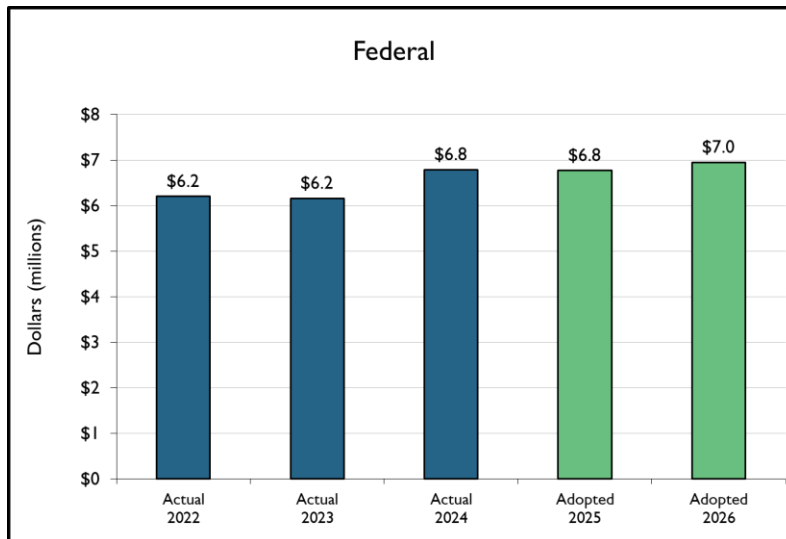
Revenue from the Commonwealth

This revenue category consists of funds provided to the County from the State to operate specific programs in such areas as social services, law enforcement, and constitutional offices. Local flexibility is limited in the use of these funds. State funding of the County's school system is reported as a separate Component Unit.

Historically, revenues from the Commonwealth of Virginia contribute approximately 6% of the total General Government budget. In FY 2026, Commonwealth contributions are anticipated to be \$14.9 million or 5.5% of General Government revenue.



Federal Revenue



The majority of federal revenues for Roanoke County are restricted funds, associated with actual services delivered by the Department of Social Services. Programs that receive such funds include foster care and adoption subsidies. In FY 2026, Federal Revenues are anticipated to be \$7.0 million or 2.6% of General Government revenue.



Multi-Year Financial Planning

Roanoke County engages in multi-year financial planning in capital planning budget development. Projects and programs in the County's Capital Improvement Program (CIP) and respective funding sources are identified over a ten-year period. While only the first year of the CIP is appropriated each fiscal year, the roadmap for the remaining nine years outlines recommended timeframes for the completion of essential capital projects. Detailed information on the Roanoke County Adopted FY 2026 – FY 2035 CIP can be found on the County's budget development website at <http://www.roanokecountyva.gov/index.aspx?NID=590>.

In addition to the expansion of the CIP, the County also identifies fleet replacement needs and resources over a ten-year period. Scheduling out the County's maintenance and general capital needs allows for better planning and prevents the deterioration of assets and interruptions to service levels. Please refer to the Capital Fund section of this document for detailed ten-year funding schedules.

As part of the Adopted FY 2026 Operating Budget, staff has provided a 4-year revenue and expenditure projection based on assumptions informed by trends and analysis. This projection has been incorporated into the development of a multi-year budgeting process that is detailed in the following section.



Roanoke County Multi-Year Financial Plan FY 2026 – FY 2029

Multi-year financial planning is a strategic process examining financial, demographic, and other environmental conditions to understand future service demands and resources available to meet those needs. This process enables government officials to prepare and take actions toward preserving fiscal health and provides the basis for evaluating maintenance of existing services, ability to meet future needs, debt capacity, prioritizing budget issues, and linking budget priorities to available resources.

Background

Multi-year financial planning was identified by the County's Board of Supervisors as a priority during an annual Board Retreat and continues to be a priority for the Board. The plan is intended to play a key role in assisting the County in determining funding priorities and balancing the budget. The plan is also an assurance to our citizens that the County is planning for the long term and financially positioning itself to meet the needs of the future.

When reviewing the plan, it is important to remember that only the first and second year are adopted and appropriated by the Board of Supervisors. The remaining years of the plan are based on current programmatic and financial conditions. The exact dollars and positions in the plan are likely to change, but, if current needs and conditions remain relatively constant, the overall direction and emphasis reflected in the plan should remain consistent. Additionally, only the first year of the plan is balanced. Remaining years may require revenue enhancements and/or service level adjustments.

The Multi-Year General Government Fund Financial Plan assumes conservative revenue growth and illustrates how such revenue growth over current year projections can be reinvested in the County. As fiscal flexibility is limited in meeting current service levels, the County is selective in any enhancements of service levels and directs resources to known obligations. Therefore, service level enhancements are not included in future assumptions, as they will be evaluated annually during each budget development process.

FY 2026 – FY 2029 Revenue Assumptions

This plan continues to forecast growth in our largest revenue sectors of real property and personal property. The Board of Supervisors lowered the real estate tax rate from \$1.04 per \$100 of assessed value to \$1.03 per \$100 of assessed value for FY 2026. No further reductions in tax rates are assumed in these projections. Staff in the Department of Finance and Management Services Budget Division worked with County Administration, Departments, and members of the Roanoke County Revenue Team to develop these projections. Revenue projections are conservative and are based on historical trends while considering current and projected economic factors. On average, year-over-year growth of revenues in the Multi-Year General Fund Financial Plan is 4.32%.

General Property Taxes

General property taxes, which include Real Estate and Personal Property taxes, comprise over two-thirds of total Roanoke County revenues. The 2025 Real Estate Assessment increased by 7.47% compared to 2024. The Adopted FY 2026 Real Estate revenue budget increases by 5.42% due to this increased assessment. Revenue projections for FY 2027 are for real estate assessments to increase by 6.25% based on national and local trends in the real estate market due to continued demand for homes with low supply.



of both existing homes and new construction. Growth is still anticipated at 4.50% in FY 2027, and 4.00% in FY 2028 and FY 2029.

Personal Property tax revenue increased significantly in recent years due to global supply chain issues, high inflation, and increased raw material costs leading to decreased availability of new vehicles which has caused vehicle values to remain at higher levels. The Adopted FY 2026 Personal Property tax budget increases 7.87% over the FY 2025 budget as interest rates and depreciation have impacted the used vehicle market and new vehicle values continue to climb. In the near term, used vehicle values are projected to increase based on analysis from JD Power and the National Automobile Dealers Association (NADA), national, and local trends. Growth is anticipated to grow in the near term due to uncertainty related to tariffs and could fall if tariffs do change.

Other Local Taxes

Most other local taxes are showing modest growth, some related to increases in inflation and others due to modest economic growth. However, projections have moderated due to medium and long term economic uncertainty. These other major local taxes include Sales Tax, Business License, Recordation Taxes, Hotel/Motel Tax, and Meals Tax. Cigarette Tax grew quickly following implementation but is expected to decrease over time based on consumer habits and the growth of cigarette alternatives which were not subject to the tax per state code at the time of adoption by Roanoke County.

Sales tax revenues grew at a significant pace for several years due to higher inflation. However, sales tax is affected by other factors including economic conditions such as unemployment and inflation. Inflation rates reached a forty-year high in 2022 but have decreased to around 2.5% and unemployment has returned to the historically low levels seen prior to the pandemic. Though inflation remains a concern, the increased costs for consumer goods has yielded increased sales tax collections. Projections for Sales Tax growth consider the short-term slower growth driven in part by inflation and decreased consumer spending, consumer confidence and stabilizes to more modest growth.

Business License revenue is largely collected based on the gross receipts of businesses in Roanoke County and is projected to increase by 1.50% to 2.25% each year from FY 2027 through FY 2029.

Recordation Taxes have increased based on housing market trends, interest rates, and real estate assessments but offset by Virginia state code changes in recent years. Therefore, the budget is reduced by -6.45% in FY 2026 and then is projected to increase modestly by 1.16% annually from FY 2027 through FY 2029.

Hotel/Motel Tax has performed well in recent years following the pandemic with increased travel, growth of local events, and the opening of new hotels in Roanoke County. Growth is projected at 9.76% in FY 2026 and then projected to continue at 4% annually from FY 2027 through FY 2029. As part of an agreement with other localities in the Roanoke Valley, 3/7 of this revenue is shared with Visit Virginia's Blue Ridge.

Meals Tax revenue has increased due to higher costs related to inflation and the addition of several new restaurants in Roanoke County. Meals tax is projected to increase by 3.88% in FY 2026 and 3.00% annually from FY 2027 through FY 2029 following trends in consumer spending and consumer confidence.

Cigarette Tax was implemented FY 2022 and initially outperformed projections though has been declining in the most recent fiscal year. The adopted FY 2026 budget is reduced due to the decreased usage of



tobacco products and increased demand for cigarette alternatives not subject to this tax. Therefore, staff expect this revenue to slowly decrease each year.

Commonwealth & Federal Revenue

Commonwealth and Federal Revenues are predominantly related to the provision of Social Services programs, funding for Constitutional Officers and staff salaries, and HB599 Law Enforcement funding. Commonwealth and Federal funding for Social Services programs has grown consistently in recent years and is projected to continue. Also, Constitutional Officer funding from the Virginia Compensation Board has consistently increased along with salary increases approved by the Virginia General Assembly. Overall, intergovernmental revenue from the Commonwealth and Federal Government is projected to increase by about 1.61% in FY 2026 due to salary increases for Constitutional Officers staff and Social Services employees. Revenue growth is projected to increase by about 3% annually from FY 2027 through FY 2029.

All Other Revenue Sources

All other revenue sources are projected to increase by about 6.66% in FY 2026 due to increased revenue from interest income and charges for services and about 3.50% annually from FY 2027 through FY 2029. Some growth is expected in Community Development Fees as development and building permits due to an increase in building permit fees in FY 2026 and continued strong real estate market. Other revenue sources including Charges for Services, Recovered Costs, and Miscellaneous Revenue are projected to increase slightly or remain relatively unchanged.

FY 2026 – FY 2029 Expenditure Assumptions

This plan forecasts known and expected increases for personnel, operating, and capital expenditures. This plan also includes anticipated increases based on staffing needs, revenue-based expenditures, and areas with historical year-over-year increases.

Compensation & Benefits

The FY 2026 Adopted Budget includes additional funding for sworn public safety salary adjustments as part of the step programs and a 3% cost of living adjustment for all non-sworn staff.

Public Safety salaries increase by 3.49% in FY 2026. 3.00% salary growth is projected from FY 2027 through FY 2029.

Non-public safety salaries increase by 3.35% in FY 2026 which includes a 3% cost of living adjustment. Non-public safety salaries are projected to increase by about 3.00% from FY 2027 through FY 2029.

Contributions to the Virginia Retirement System (VRS) are projected to increase each year as well. VRS performs actuarial analyses every other year and has historically increased the Roanoke County contribution rate each time. VRS contributions are projected to increase based on projected salary increases in FY 2028 and will increase by a greater amount in FY 2027 and FY 2029 due to an anticipated increase in the Roanoke County contribution rate.

Health insurance rates have regularly increased in prior years. The FY 2026 adopted budget included an increase of 13.42% for health insurance rates. A 10% increase in health insurance contributions is projected each year from FY 2027 through FY 2029.

**County Staffing**

Additional overtime funding is required due to demands of public safety staff, especially Fire & Rescue personnel. Also, six (6) additional police officers are planned over a three-year period starting in FY 2027 at a cost of \$150,000 annually.

Departments submit requests for new positions based on demand and changes to operations with each budget process. These position requests will be reviewed annually for need and financial capacity.

Transfer for Schools Operating

The transfer to Roanoke County Schools Operating is calculated annually using the Revenue Sharing formula. This transfer in the adopted FY 2026 budget increased by \$3,673,647 or 3.97% over the transfer in FY 2025.

Projections for FY 2027 through FY 2029 are based on forecasted changes to local revenue. These projections also assume changes to Roanoke County population based on trend data from the Weldon Cooper Center for Public Service at the University of Virginia and changes to Average Daily Membership (ADM) as projected by Roanoke County Public Schools and applying rates of change based on recent actual enrollment data. The transfer to Roanoke County Schools is projected to increase by \$3,200,178 or 3.33% in FY 2027, by \$3,005,356 or 3.02% in FY 2028, and by \$3,046,763 or 2.97% in FY 2029.

Transfer for County Capital Improvement Program (CIP) & Fleet Replacement

The transfer to Capital is based on the planned General Government Transfer support for the County's FY 2026 – FY 2035 CIP and the Fleet Replacement Program. Additionally, this transfer will continue to assume an additional \$530,000 each year to support the debt model which increased to \$20 million in FY 2027. The transfer to Capital decreases by \$3,790,549 in FY 2027, by \$770,182 in FY 2028, and increases by \$951,337 in FY 2029. Funding for fleet replacement increases by \$750,000 FY 2027 and FY 2028 and by \$250,000 in FY 2029 as the County seeks to restore funding for necessary fleet and equipment needs.

Transfer for Debt

The transfer for debt is projected to increase based on the increase in the debt model to 20-20-20 in FY 2027 and the Memorandum of Understanding with Roanoke County Public Schools for school renovations and construction. This transfer is projected to increase by \$8,383,494 in FY 2027, by \$1,903,721 in FY 2028, and by \$42,098 in FY 2029.

Regional Services and Contractual Agreements

Projections also include increases for contributions to the Western Virginia Regional Jail (WVRJ) for debt and housing of prisoners. These costs are projected to increase by \$55,670 in FY 2027 and by \$50,117 in FY 2028 and by \$60,000 in FY 2029 based on anticipated usage. Contributions to regional agencies including Blue Ridge Behavioral Health, RVTV, Greenways, Visit Virginia's Blue Ridge, the Regional Center for Animal Care and Protection (RCACP), and the CCAP Program at Virginia Western Community College are projected to increase by \$123,483 in FY 2027, by \$125,700 in FY 2028, and by \$127,219 in FY 2029.

County Programs and Services

Increases are also projected each year for services provided by Information Technology for Software as a Service (SAAS) and other IT infrastructure needs. Costs for the Children's Services Act Programs, and



the Criminal Justice Academy are projected to increase as well. Additionally, costs are projected to increase for the provision of existing services throughout Roanoke County departments each year.

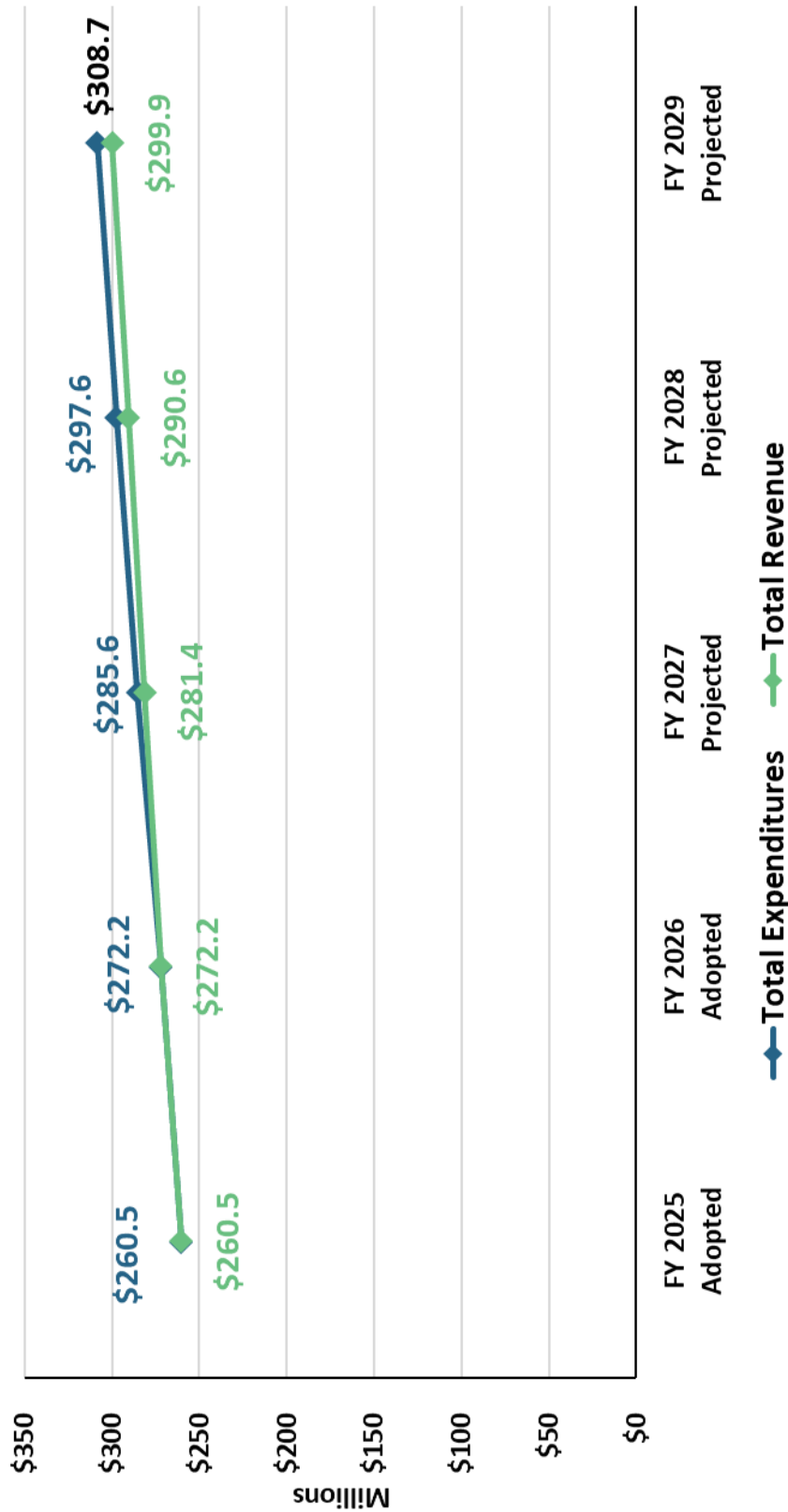
Maintaining Fund Balance and Contingency Policies

Finally, all projections include calculations for maintaining the 12% General Fund Balance policy and the 0.25% Expenditure Contingency Policy.



Revenue and Expenditure Projections Through FY 2029

Net of Beginning Balance





Revenue Projected Changes and Assumptions

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
	Adopted	Adopted	Projected	Projected	Projected
Real Estate Tax	6.21%	4.61%	4.50%	4.00%	4.00%
<i>Based on trends and projected annual assessment growth</i>					
Personal Property Tax	-1.97%	7.87%	2.50%	2.50%	2.50%
<i>Based on used vehicle values and new vehicle production</i>					
Sales Tax	7.69%	1.43%	1.00%	2.00%	2.00%
<i>Based on trends, consumer spending, consumer confidence, and recent inflation impacts</i>					
Hotel/Motel Tax	-4.97%	9.76%	4.00%	4.00%	4.00%
<i>Based on trends in local tourism and events</i>					
Meals Tax	1.39%	3.88%	3.00%	3.00%	3.00%
<i>Based on trends in local prepared foods industry and consumer spending</i>					
Business License Tax	1.07%	5.65%	1.50%	2.25%	2.25%
<i>Based on trends in economic development and business community</i>					
Recordation and Conveyance Tax	19.81%	-6.45%	1.16%	1.16%	1.17%
<i>Based on housing market trends, interest rates, and real estate assessment projections</i>					
Cigarette Tax	11.79%	-13.73%	-10.00%	-7.50%	-5.00%
<i>Cigarette tax established in FY 2022. Monthly revenue has declined due to increased use of tobacco alternatives</i>					
Permits, Fees & Licenses	25.32%	2.55%	2.41%	2.42%	2.44%
<i>Based on issuance of building permits along with increased recordation and conveyance taxes</i>					
Commonwealth & Federal	4.85%	1.61%	2.94%	2.94%	2.94%
<i>Based on trends in Social Services revenue, Compensation Board adjustments, and HB 599 Law Enforcement Funding</i>					
All Other Revenue Sources	1.84%	5.14%	4.85%	3.59%	3.68%
<i>Based on historical and future trends in all other revenue categories such as penalties and interest revenue, recovered costs, and public service corporation taxes</i>					

Expenditure Projected Changes and Assumptions

Personnel					
Salary - Public Safety	3.49%	3.15%	3.10%	3.11%	3.13%
<i>Based on Public Safety Step Increase plan implemented in FY 2022</i>					
Salary - Non-Public Safety	3.35%	3.24%	3.00%	3.00%	3.00%
<i>Based on Decision Band Method compensation plan implemented in FY 2022</i>					
VRS Contribution	4.64%	3.00%	4.75%	3.00%	4.75%
<i>VRS contribution increases assumed bi-annually starting in FY 2025</i>					
Health Insurance Contribution	13.42%	13.00%	10.00%	10.00%	10.00%
<i>Health Insurance contribution based on historical and future trends</i>					
Operating					
Housing of Prisoners	3.00%	0.00%	1.49%	1.47%	1.45%
<i>Expenditures based on year-over-year increased usage trends</i>					
RVRA Tipping Fees	3.90%	0.00%	0.00%	0.00%	0.00%
<i>Expenditures based on year-over-year increased usage trends</i>					
CORTAN	-4.36%	0.00%	9.80%	4.46%	4.27%
<i>Based on historical and future trends in County of Roanoke's transportation program</i>					
Utilities	-0.06%	2.12%	5.04%	7.20%	10.75%
<i>Expenditures based on year-over-year increased usage trends</i>					
Fuel and Parts	-22.47%	3.26%	1.72%	1.74%	1.76%
<i>Expenditures based on year-over-year increased usage trends</i>					
Contracted Repairs	15.90%	2.20%	3.00%	3.00%	3.00%
<i>Expenditures based on year-over-year increased usage trends</i>					
All Other Operating	5.21%	4.22%	4.96%	4.71%	3.57%
<i>Expenditures based on year-over-year increased usage trends</i>					



	FY 2025 Adopted	FY 2026 Adopted	FY 2027 Projected	FY 2028 Projected	FY 2029 Projected
Transfers:					
Schools	6.64%	3.97%	3.33%	3.02%	2.97%
<i>Transfer to Schools Operating is calculated using the Revenue Sharing formula based on ADM and County Population</i>					
Debt	-9.25%	10.84%	56.67%	8.21%	0.17%
<i>Transfer for debt is calculated based on projected amortization schedules</i>					
Capital	-31.05%	-6.38%	-60.99%	-31.76%	57.50%
<i>Transfer to Capital is based on the planned General Government Transfer support for the County's CIP and the Fleet Replacement Program</i>					
Other	5.43%	28.65%	6.32%	5.53%	5.26%
<i>Transfers based on historical and future trends</i>					

*FY 2025 shows actual budget % change from FY 2024 Actual to FY 2025 Adopted



Multi-Year Summary of Revenues

	FY 2025 Adopted	FY 2026 Adopted	FY 2027 Projected	FY 2028 Projected	FY 2029 Projected
General Government					
General Property Taxes					
Real Estate Tax	\$ 129,080,327	\$ 135,025,000	\$ 141,101,125	\$ 146,745,170	\$ 152,614,977
Personal Property Tax	44,500,000	48,000,000	49,200,000	50,430,000	51,438,600
Payment In Lieu of Taxes	225,000	170,000	170,000	170,000	170,000
Current Public Service Corp	5,500,000	6,000,000	6,600,000	6,930,000	7,276,500
Penalties and Interest	1,350,000	1,330,000	1,380,900	1,433,877	1,489,021
Total General Property Taxes	180,655,327	190,525,000	198,452,025	205,709,047	212,989,098
Other Local Taxes					
Sales Tax	17,000,000	17,242,500	17,414,925	17,763,224	18,118,488
Communication Sales & Use Tax	2,625,000	2,500,000	2,475,000	2,450,250	2,425,748
Consumer Utility	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000
Utility License Tax	565,000	555,000	555,000	555,000	555,000
Business License	9,100,000	9,614,000	9,758,210	9,977,770	10,202,270
Motor Vehicle License Fee	2,450,000	2,475,000	2,499,750	2,524,748	2,549,995
Recordation Taxes	1,550,000	1,450,000	1,466,850	1,483,924	1,501,224
Hotel/Motel Room Tax	2,050,000	2,250,000	2,340,000	2,433,600	2,530,944
Meals Tax	6,450,000	6,700,000	6,900,700	7,107,421	7,320,344
Bank Franchise Tax	750,000	850,000	892,500	919,275	937,661
Amusement Tax	80,000	80,000	80,000	80,000	80,000
Cigarette Tax	1,275,000	1,100,000	990,000	915,750	869,963
Total Other Local Taxes	47,645,000	48,566,500	49,122,935	49,960,960	50,841,634
Permits, Licenses, Fees	1,365,182	1,400,000	1,433,729	1,468,483	1,504,294
Fines & Forefeitures	558,500	500,000	500,000	500,000	500,000
Use of Money/Property	1,415,000	1,350,399	1,365,552	1,380,889	1,396,413
Charges for Services	4,224,700	4,804,700	4,992,200	5,199,875	5,423,107
Miscellaneous Revenue	2,050,000	2,319,901	2,438,485	2,565,204	2,700,623
Recovered Costs	700,000	625,000	644,886	665,648	687,327
Commonwealth Revenue	14,737,794	14,900,000	15,333,320	15,779,628	16,239,314
Federal Revenue	6,765,000	6,950,000	7,158,500	7,373,255	7,594,453
Other Financing Sources/Transfers	365,000	250,000	-	-	-
Total General Government,					
Net Contingency & Beginning Balance	\$ 260,481,503	\$ 272,191,500	\$ 281,441,632	\$ 290,602,989	\$ 299,876,263
Contingencies and Beginning Balance	-	-	2,319,608	2,191,052	2,102,771
Total General Government	\$ 260,481,503	\$ 272,191,500	\$ 283,761,240	\$ 292,794,041	\$ 301,979,034



Multi-Year Summary of Expenditures

	FY 2025 Adopted	FY 2026 Adopted	FY 2027 Projected	FY 2028 Projected	FY 2029 Projected
General Government					
General Administration					
Board of Supervisors	\$ 409,860	\$ 304,690	\$ 312,571	\$ 322,284	\$ 332,518
County Administrator	1,177,904	973,878	1,002,578	1,033,994	1,066,708
Internal Auditor	224,743	230,656	235,756	241,367	247,216
Public Information	369,247	926,763	955,089	986,285	1,018,839
County Attorney	812,690	842,754	867,986	895,678	924,557
Human Resources	1,212,530	1,297,669	1,334,969	1,376,978	1,441,000
Total General Administration	4,206,974	4,576,410	4,708,949	4,856,587	5,030,838
Constitutional Officers					
Commissioner of the Revenue	1,150,992	1,198,893	1,237,184	1,281,266	1,327,646
Commonwealth's Attorney	1,819,030	1,879,594	1,990,619	2,083,777	2,180,092
Sheriff - Administration & Civil	3,570,414	4,502,014	4,645,810	4,806,550	4,974,759
Sheriff - Care & Confinement	7,325,196	7,229,043	7,492,897	7,784,310	8,137,401
Sheriff - WVRJA	4,727,877	4,727,877	4,783,547	4,833,664	4,893,664
Treasurer	1,344,417	1,362,533	1,401,690	1,449,412	1,497,060
Clerk of the Circuit Court	1,450,808	1,505,703	1,576,003	1,646,975	1,738,093
Total Constitutional Officers	21,388,734	22,405,657	23,127,750	23,885,953	24,748,715
Judicial Administration					
Circuit Court Judges	257,068	257,068	258,467	259,908	261,392
General District Court	103,440	103,440	103,455	103,470	128,486
Magistrate	1,590	1,590	1,590	1,590	1,590
Juvenile/Domestic Relations Court	39,086	39,086	39,086	39,086	39,086
Court Service Unit	820,381	926,381	976,381	1,026,381	1,076,381
Courthouse Maintenance	60,000	60,000	60,000	60,000	60,000
Total Judicial Administration	1,281,565	1,387,565	1,438,979	1,490,435	1,566,935
Management Services					
Real Estate Valuation	1,145,943	1,155,808	1,193,382	1,238,997	1,284,515
Finance and Management Services	3,058,393	3,180,025	3,281,212	3,402,917	3,573,794
Total Management Services	4,204,336	4,335,833	4,474,594	4,641,913	4,858,309
Public Safety					
Police	18,175,155	19,012,782	19,700,270	21,037,256	21,997,103
Fire and Rescue	25,510,476	27,775,560	28,793,599	30,755,879	32,469,475
Total Public Safety	43,685,631	46,788,342	48,493,869	51,793,135	54,466,578
Community Services					
Economic Development	680,371	732,353	751,867	823,047	925,089
Development Services	4,046,753	4,189,782	4,368,368	4,621,950	4,825,135
Planning	2,432,932	2,450,583	2,556,643	2,647,770	2,763,644
General Services	10,150,355	10,998,597	11,204,770	11,450,839	11,838,766
Total Community Services	17,310,411	18,371,315	18,881,648	19,543,606	20,352,634



	FY 2025 Adopted	FY 2026 Adopted	FY 2027 Projected	FY 2028 Projected	FY 2029 Projected
Human Services					
Parks, Recreation, and Tourism	\$ 6,163,364	\$ 6,176,316	\$ 6,340,757	\$ 6,536,412	\$ 6,732,188
Public Health	767,419	805,790	805,790	805,790	805,790
Social Services	15,775,387	16,136,928	16,451,093	16,751,846	17,188,238
Library	5,221,194	5,323,836	5,937,333	6,090,739	6,177,920
VA Cooperative Extension	145,391	145,391	149,606	153,947	158,418
Elections	1,038,250	1,060,637	1,085,355	1,163,751	1,194,819
Total Human Services	29,111,005	29,648,898	30,769,934	31,502,485	32,257,373
Non-Departmental & Transfers					
Non-Departmental					
Employee Benefits	3,260,820	3,206,542	3,478,057	3,917,825	4,220,685
Transfer to Comm-IT	11,528,076	11,830,669	12,139,269	13,150,016	13,686,069
Miscellaneous ¹	2,247,135	559,289	506,638	415,000	415,000
Contributions to Outside Agencies					
Discretionary	192,672	158,257	158,257	158,257	158,257
Contractual	2,474,854	2,644,528	2,758,011	2,973,711	3,090,930
Dues & Memberships	56,228	56,228	56,228	56,228	56,228
Total Non-Departmental	19,759,785	18,455,513	19,096,460	20,671,036	21,627,168
Unappropriated Balance					
Contingent Balance	50,000	50,000	50,000	50,000	50,000
Total Unappropriated Balance	50,000	50,000	50,000	50,000	50,000
Transfers to:					
Debt Service	13,346,009	14,792,337	23,175,831	25,079,552	25,121,650
Capital Projects	6,638,983	6,215,298	2,424,749	1,654,567	2,605,904
Schools	92,543,849	96,217,496	99,417,674	102,423,030	105,469,793
Internal Services	2,154,003	2,154,003	2,154,003	2,154,003	2,154,003
Children's Services Act	4,413,000	6,413,000	6,933,697	7,455,428	7,978,718
Criminal Justice Academy	212,143	205,746	250,746	255,946	260,946
Public Works Projects	175,075	174,087	173,263	172,603	172,103
Total Transfers	119,483,062	126,171,967	134,529,963	139,195,129	143,763,117
Total Non-Departmental & Transfers	139,292,847	144,677,480	153,676,423	159,916,166	165,440,286
Total General Government, Net Contingency and Beginning Balance	\$ 260,481,503	\$ 272,191,500	\$ 285,572,147	\$ 297,630,279	\$ 308,721,668
Addition to Fund Balance	-	-	1,605,678	1,446,976	1,330,967
General Government Contingency	-	-	713,930	744,076	771,804
Total General Government	\$ 260,481,503	\$ 272,191,500	\$ 287,891,755	\$ 299,821,331	\$ 310,824,439