

County of Roanoke, Virginia

FY 2017-2018 Adopted Annual Fiscal Plan



Board of Supervisors

George G. Assaid

Al Bedrosian

Joseph P. McNamara

Martha B. Hooker

P. Jason Peters

Cave Spring

Hollins

Windsor Hills

Catawba

Vinton

Magisterial District Magisterial District Magisterial District Magisterial District Magisterial District



County Administration

Thomas C. Gates

County Administrator

Dan O'Donnell

Assistant County Administrator

Richard L. Caywood, P.E.

Assistant County Administrator

Front Cover: Adventure Village, a conceptual rendering as presented in the Explore Park Project Plan, with additional information on Explore Park located in the FY 2018–FY 2027 Capital Improvement Program, available online at: <http://www.roanokecountyva.gov/index.aspx?NID=590>



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Prepared by

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Roanoke County
Virginia**

For the Fiscal Year Beginning

July 1, 2016

A handwritten signature in black ink, which appears to read "Jeffrey R. Egan".

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the County of Roanoke, Virginia for the fiscal year beginning July 1, 2016.

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 communication device.

The 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.





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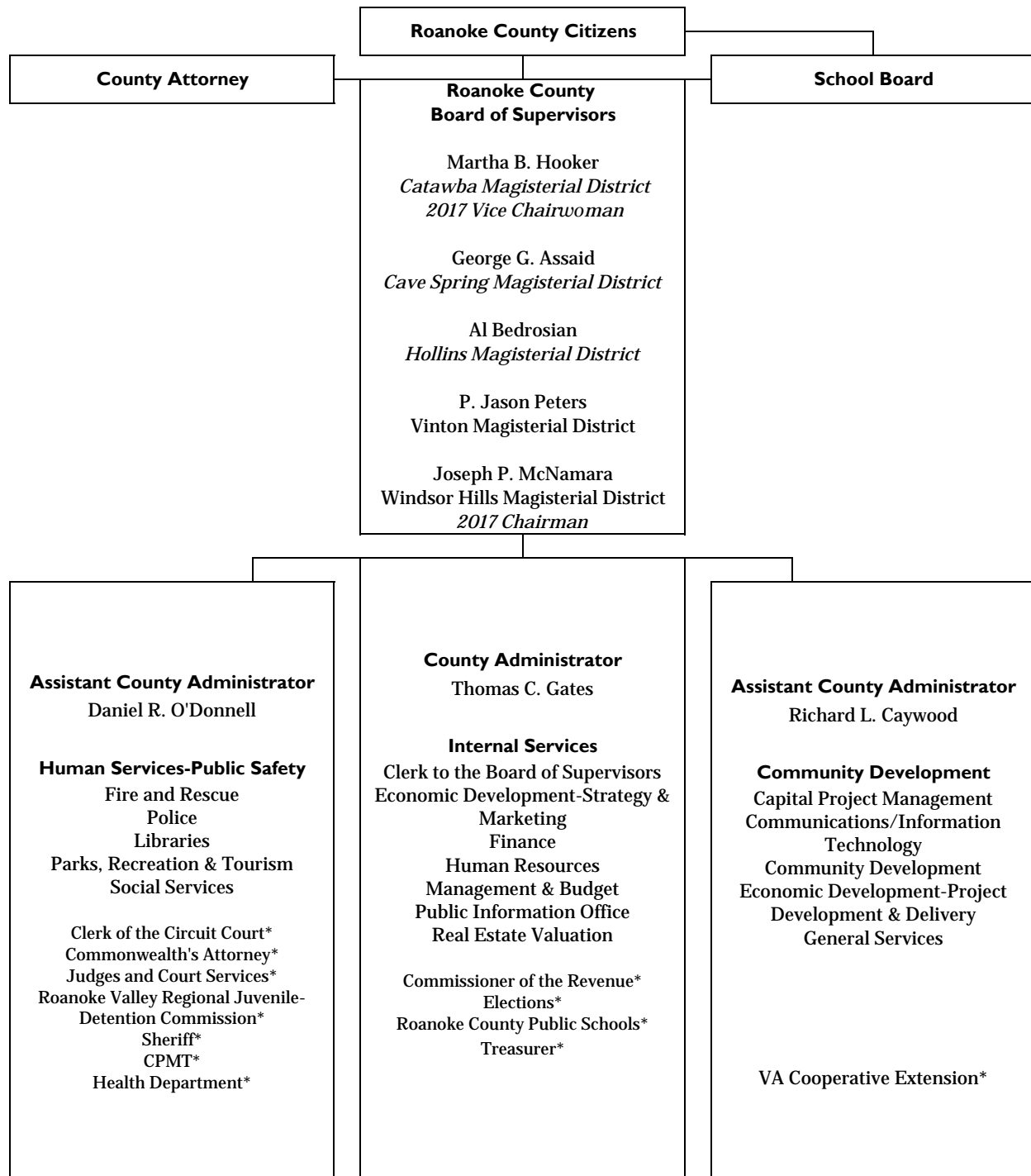


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Roanoke County Organizational Chart



*Denotes Liaison Relationship



History of Roanoke County, Virginia

In the 1740s, the first Scotch-Irish and German settlers reached the upper Roanoke Valley by traveling from Pennsylvania through the Shenandoah Valley. They were joined by Tidewater Virginians of English ancestry who journeyed up the valleys of the James and Roanoke Rivers.

Roanoke County, named after the Roanoke River, was formed in 1838 from a portion of Botetourt County and in 1849 a portion of Montgomery County was added. Roanoke County's name comes from the Algonquin word "Rawrenock", which means wampum. Wampum were white shell beads worn by Native Americans. This explanation comes from Captain John Smith, who wrote about the origins of Roanoke Island in North Carolina's Albemarle Sound.

Most of Roanoke County was rural in nature and farming was predominant throughout the area. By the latter half of the 20th century, Roanoke County, (the "County"), was in transition from farm to factory, but the County's rural population was still relatively large in 1920.

The County today has a population of approximately 94,000 and is a mostly suburban area that surrounds the City of Roanoke. Its 251 square miles include the Town of Vinton; Hollins, home of the prestigious Hollins University for women; and historic Bonsack. A diversified economic base helps to provide security from market fluctuations related to particular products.

The County is governed by a charter approved by the 1986 session of the Virginia General Assembly, which grants additional authority to the County Administrator. The Board of Supervisors is the governing body of the County. Members of the Board, one from each of five magisterial districts, are elected to four-year terms. Board members annually select a Chairman and Vice-Chairman to each serve a one-year term.

The Board appoints a County Administrator to act as administrative head of the County. The County Administrator serves at the pleasure of the Board, carries out its policies and directs business procedures. All department heads report to the County Administrator except for the School Board, Welfare Board, Library Board, Health Department and the County Attorney who report directly to the Board. Five constitutional officers (Commissioner of the Revenue, Commonwealth's Attorney, Clerk of the Circuit Court, Sheriff, and Treasurer) are elected by the voters of the County and are not accountable to the Board, but work closely with the Board and the County Administrator.

On July 1, 1980, the Roanoke County Public Service Authority (therein called the "Authority") was dissolved and the sewer utility operation became a part of the utility department within the County government. The water utility operation had previously been transferred to the County effective July 1, 1976. Effective July 1, 2004, these utility operations were transferred to the newly created Western Virginia Water Authority as discussed in more detail on the next page.

The County participates in the Roanoke Regional Airport Commission which was formed in 1987 through an act of the Virginia General Assembly. The Commission's five Board members are each appointed a four year term by both the Roanoke City Council and The Roanoke County Board of Supervisors. This is representative of a new cooperative, promotional spirit that is emerging in the Roanoke Valley between local governments.



In 1992, the Roanoke County Police Department became the first nationally accredited department in Southwest Virginia through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). The department has maintained national accreditation since November 1997. Existing departmental programs including criminal investigations, traffic enforcement, domestic violence, crime prevention, criminal apprehension, and community-involved policing, are enhanced through the accreditation process.

The Roanoke Valley Resource Authority (RVRA) was established on October 23, 1991 under a user agreement between the County of Roanoke, the City of Roanoke and the Town of Vinton to develop a regional solid waste disposal facility. In 2016, the City of Salem joined the RVRA. A nine-member board appointed by the governing bodies of the Charter Members presently governs the RVRA. The County has control over the budget and financing of the Authority only to the extent of representation by board members appointed. The old regional sanitary landfill operated by the Roanoke Valley Regional Solid Waste Management Board was closed on September 30, 1993.

On July 1, 2004, the County of Roanoke and the City of Roanoke, Virginia (City) formed the Western Virginia Water Authority, a regional water and wastewater authority. This full service authority serves both County and City citizens ensuring a reliable and efficient means of providing water and wastewater treatment, at the lowest cost and best rate and service for its customers. The assets and liabilities of the County and City water and wastewater utilities were merged into one full service authority.

The Western Virginia Regional Jail Authority was formed in June 2005 by the counties of Roanoke, Franklin, and Montgomery and the City of Salem. This regional initiative was undertaken to address overcrowded conditions experienced by each of the partner jurisdictions. The Western Virginia Regional Jail houses post-sentencing inmates and special populations, while the local jails remain operational and are used to house pre-sentencing inmates.

In 2016, the Board of Supervisors adopted the first-ever Community Strategic Plan. The Community Strategic Plan focuses on Community Health and Well-Being, Economic Development, Education, Public Safety, Quality of Life, and Transportation through seven Strategic Initiatives identified through a series of citizen engagement strategies including focus groups, public meetings, and citizen surveys. The Community Strategic Plan can be viewed online at www.roanokecountyva.gov/CSP. The County of Roanoke is in the process of developing an internal Organizational Strategic Plan, which will identify strategies to be used by departments and employees to deliver quality services with integrity and distinction.

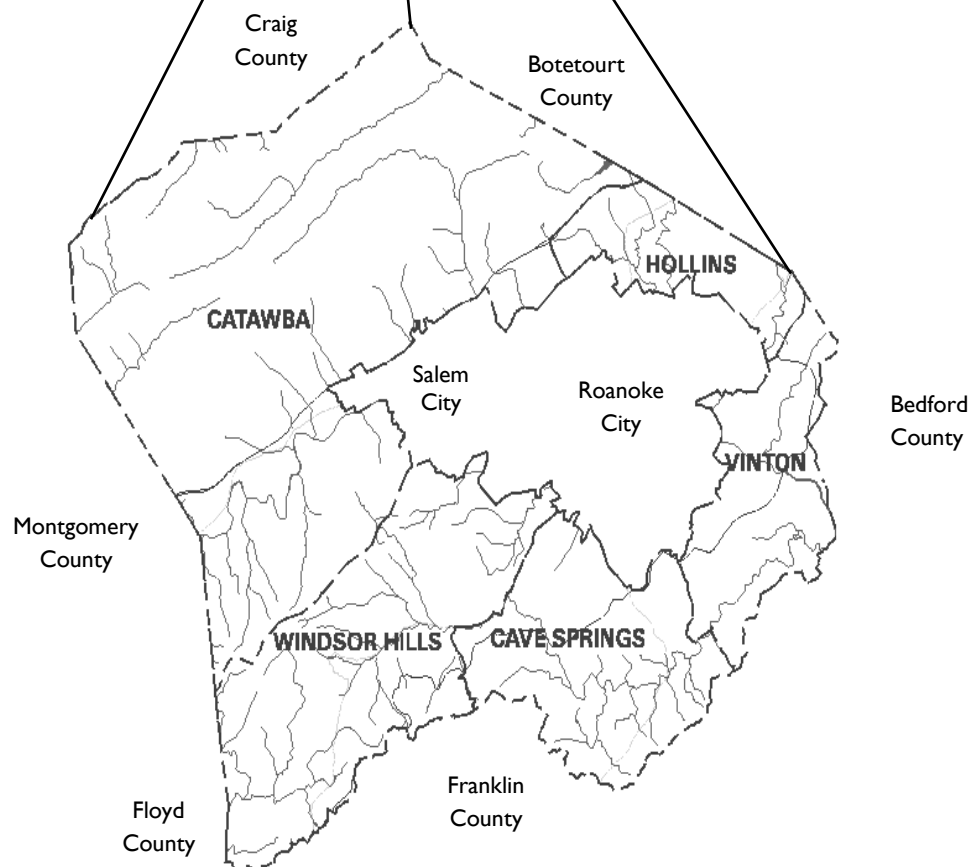
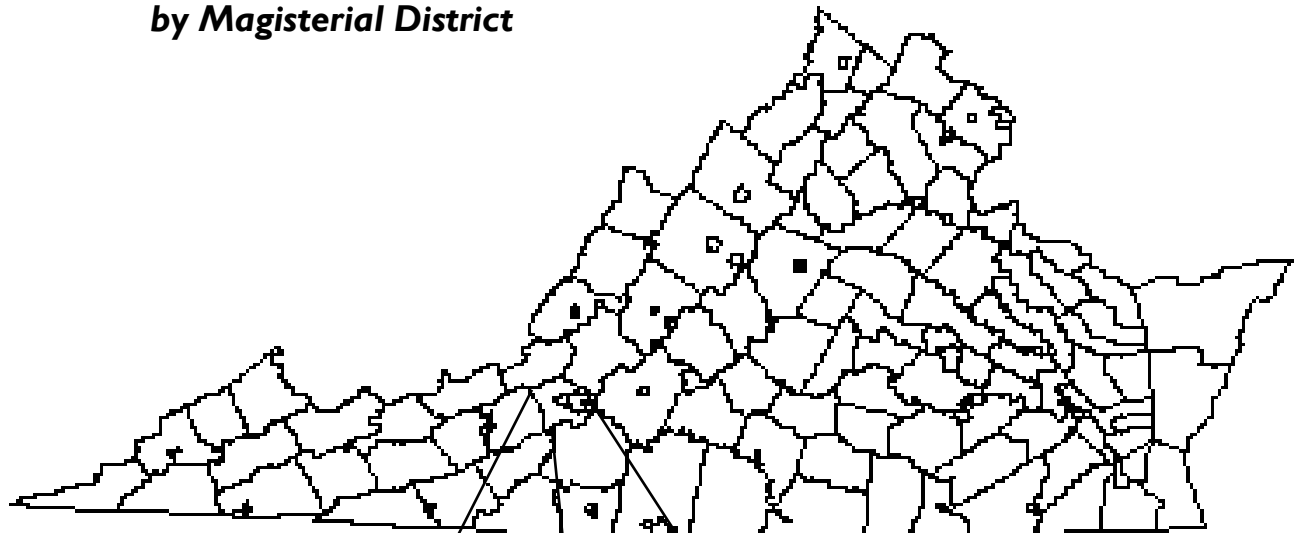
As part of the Strategic Planning Process, the following Vision Statement was developed in 2016.

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

Regional Cooperation, public-private partnerships, citizen involvement, innovation, and quality services provide the foundation for Roanoke County's strength. From its beginning, Roanoke County has served as a catalyst for growth and unity in the Roanoke Valley. In fact, most of the present day neighborhoods in the Valley started life within Roanoke County.



***County of Roanoke, Virginia
by Magisterial District***





County Administrator's Transmittal Letter





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County of Roanoke

Office of Management and Budget

July 1, 2017

To the Honorable Chairman and Members of the Board of Supervisors, and the Citizens of Roanoke County, Virginia:

On May 23, 2017, the Roanoke County Board of Supervisors adopted the fiscal year 2017-2018 operating budget. The County Administrator's proposed budget was presented to the Board of Supervisors on March 14, 2017. Throughout March, April and May, the Board of Supervisors deliberated the initiatives contained in budget, receiving information through budget work sessions and budget memoranda. Copies of the fiscal year 2017-2018 work session presentations and budget memoranda can be found on the Budget and Management page of the County's website.

The following pages of this section of the budget document provide details on the changes made from the County Administrator's proposed budget to the Board of Supervisors' adopted budget. The County's General Government budget was reduced by \$85,409 to \$186,594,266. Details of the changes are included on the following pages. The Board of Supervisors' approved budget also reflects a reduction in the Machinery and Tools Tax from \$2.90 to \$2.85 per \$100 of assessed value. Changes were also made to the County's and the Schools' Capital Improvement Program (CIP) with those changes documented on the following page.

Information reflecting changes from the Board of Supervisors' approved fiscal year 2016-2017 to 2017-2018 budgets, tax rate information related to County services provided, and a summary of approved position changes is also included as reference.

As part of this section of the budget document, the County Administrator's March 14, 2017 transmittal letter to the Board of Supervisors has been included, as it provides insight into the priorities and initiatives included in the operating budget. The remainder of the budget document has been updated to reflect the fiscal year 2018-2027 adopted by the Board of Supervisors on May 23, 2017.

The entire fiscal year 2016-2017 Roanoke County budget document can be found at: <http://www.roanokecountyva.gov/index.aspx?NID=590>.

Sincerely,

Christopher R. Bever

Director, Roanoke County Office of Management and Budget



**Board of Supervisors' Changes to County Administrator's FY 2017-2018 Proposed Budget
General Government Only**

GG (General Government)

Budget				Surplus/ (Deficit)
Adj. #	Budget Item	Revenue	Expenditure	
County Administrator's Proposed General Government Budget 3.14.17		\$186,679,675	\$186,679,675	\$0

Board of Supervisors Approved Budget Adjustments (4.25.17)

GG 1	Machinery and Tools Tax Reduction (\$2.90 to \$2.85/\$100 A.V.)	\$ (45,500)	\$ -	\$ (45,500)
GG 2	Eliminate New Treasurer Tax Clerk Position	(39,909)	(39,909)	(45,500)
GG 3	Reduce Transfer to Roanoke County Public Schools based on decrease in Machinery and Tools Tax (Revenue Sharing Formula)	-	(19,278)	(26,222)
GG 4	Increase RVTV Contribution based on final RVTV Budget (4.26.216 Board item approving RVTV Budget)	-	6,783	(33,005)
GG 5	Reduce Discretionary Outside Agency Funding	-	(38,100)	5,095
GG 7	Increase Contribution to Fund Balance	-	5,095	-
Total, Revised Budget with Adjustments as of 4.25.17		\$ 186,594,266	\$ 186,594,266	\$ -

**Board of Supervisors' Changes to County Administrator's FY 2017-2018 Proposed Budget
All Funds Budget**

AF (All Funds)

Budget			Expenditure
Adj. #	Budget Item		
All Funds Proposed Budget			\$ 458,398,636
AF 1	All General Government adjustments listed above		(85,409)
AF 2	Add Buck Mountain Road / Starkey Road Intersection project to CIP		80,000
AF 3	Reduce FY 2018 funding for Roanoke River East Greenway CIP project		(280,000)
AF 4	Add funding for Countywide Computer Replacement project to CIP		25,000
AF 5	Reduce grant funding for Green Ridge Recreation Center Emergency Generator and Shelter CIP project		(70,000)
AF 6	Reduction in Schools Operating Fund (tax rate reduction)		(19,278)
AF 7	Fully fund Cave Spring High School CIP project in FY 2018		8,500,000
Total, Revised All Funds Budget			\$ 466,548,949



Schedule of Sources and Uses of Funds
Adopted Fiscal Year 2017-2018 General Government Budget
General Government Revenues

Revenue Sources	Notes	Inc./Dec. Over FY 2016-2017	Total
FY 2016-2017 General Government Adopted Revenue Budget			\$ 183,259,215
FY 2017-2018 General Government Revenue Adjustments			
Real Estate	1.92% assessment growth in calendar year (CY) 2016; 1.75% projected growth in CY 2017; no change to current Real Property Tax Rate of \$1.09/\$100 of assessed value (AV)	1,648,567	
Personal Property	1.7% decrease in projected FY 17 revenues (\$550K) compared to FY 17 budget; 1.6% increase in FY 18 over FY 17 projected revenues; no change to Personal Property Tax Rate of \$3.50/\$100 of AV. Machinery & Tools Tax Rate changes from \$2.90/100 of AV to \$2.85/\$100 of AV	(111,231)	
Public Service Corporation	Adjustments based on actual/projected revenues	100,000	
Property Tax Penalties/Interest	Adjustments based on actual/projected revenues	(61,988)	
Payment in Lieu of Taxes	Adjustments based on actual/projected revenues	6,000	
Sales	1.8% increase in FY 18 over FY 17 projected revenues	232,945	
Communications Sales & Use	1.5% decrease in FY 18 over FY 17 projected revenues	(109,745)	
Consumer Utility	3.4% decrease in projected FY 17 revenues (\$133K) compared to FY 17 budget; minimal increase in FY 18 revenues over FY 17 projected	(123,550)	
Business License	3.5 % decrease in FY 18 compared to FY 17 budget; loss of large business and completion of construction projects contributing to decline	(227,000)	
Bank Franchise Fees	Adjustments based on actual/projected revenues	150,000	
Motor Vehicle License Fees	Adjustments based on actual/projected revenues	22,583	
Recordation & Conveyance	Adjustments based on actual/projected revenues	113,909	
Utility License	Adjustments based on actual/projected revenues	(30,000)	
Hotel & Motel	21.2% projected increase in projected FY 17 revenues over FY 17 budget based on fully budgeting for South Peak hotel revenues; 1.8 % increase in FY 18 over FY 17 projected revenues	276,552	
Meals	3.1% projected increase in projected FY 17 revenues over FY 17 budget includes new South Peak restaurant; 3.5% increase in FY 18 over FY 17 projected revenues	293,870	



Revenue Sources	Notes	Over FY 2016-2017	Total
Permits, Fees, Licenses	Increase based on analysis of prior actual and current year projected revenues, primarily in the Community Development department - no adjustments to current fee structure included in the budget	43,450	
Courthouse Fees	Existing fees collected for Courthouse security and maintenance that had not been budgeted in prior fiscal years - no changes to current fee structure	180,000	
Fines & Forfeitures	Decrease based on analysis of prior actual and current year projected revenues	(45,500)	
Board of Prisoners - Salem	Reimbursement from City of Salem for housing prisoners adjusted to align with prior year actual revenues	(150,000)	
Ambulance Fees	Increase in revenue based on current service levels (\$64K); Increase in fees based on maximizing Medicare reimbursements (\$75K)	139,465	
Miscellaneous	Primary revenue increases to RVRA Host Locality Fee (\$50K); City of Salem reimbursements for Social Services (\$42K); and Treasurer fees collected in prior years but not budgeted (\$115K)	214,500	
Library Revenues/Recovered Costs	Existing revenue from fees and recovered costs for by the Library that had not been budgeted in prior fiscal years - no changes to current fee structure	310,600	
Other Charges for Services	Reduction based on analysis of prior year actual and current year projected revenue for various miscellaneous revenue and recovered costs sources	(48,500)	
Commonwealth of Virginia	Primary revenue increases to Motor Vehicles Rental Tax (\$50K); Library E-Rate reimbursements (\$38K); and Clerk of Court recovered costs collected in prior years but not budgeted (\$50K)	219,335	
Federal	Federal Revenue to offset mandated Social Services expenditures	392,294	
Beginning Balance	Reduction in beginning balance based on estimated 11% of new revenue in the General Government Fund	(101,505)	
Total, FY 2017-2018 General Government Revenue Adjustments			\$ 3,335,051
Adopted FY 2017-2018 General Government Revenue Budget			\$ 186,594,266
Increase over FY 2016-2017 General Government Revenue Budget			1.82%



Schedule of Sources and Uses of Funds
Adopted Fiscal Year 2017-2018 General Government Budget
General Government Expenditures

Expenditure	Notes	Inc./Dec. Over FY 2016-2017	Total
FY 2016-2017 Adopted General Government Expenditure Budget			\$ 183,259,215
FY 2017-2018 Adopted General Government Expenditure Adjustments			
Countywide Personnel/Employee Benefits Expenditure Adjustments			
FY 2018 Compensation Adjustment - General Govt.	1.5% compensation adjustment for County employees including all percentage based benefits; adjustment amount shown <u>only</u> for General Government; costs of adjustments in other funds captured in those funds	725,224	
Health Insurance - Retirees	Increase based on updated health insurance program costs and fully accounting for County's contribution to retiree health insurance program	269,472	
Health Insurance - Current Employees	Increase based on updated health insurance program costs; part of increase to be transferred to Communications/Information Technology Fund	248,681	
Salary Lapse	Salary lapse amount reviewed annually; reduction based on FY 16 actual and FY 17 projected personnel costs: was -\$915K in FY 17, adjusted to -\$844K in FY	71,000	
Separation/Termination Pay	Increases budget from \$350K in FY 17 to \$400K in FY 18 to reflect actual and projected expenditures	50,000	
Regular Part-Time - Holiday Pay for Two Holidays	Provides regular part-time employees two days worth of holiday pay based on regular hours worked; Human Resources is finalizing details of the program for FY 18	25,000	
Tuition Reimbursement	Reinstates tuition reimbursement, up to \$500 per year per employee	20,000	
Other Post Employment Benefits	Reduction in OPEB contribution based on GASB 45 / actuarial report	(73,977)	
Attrition/Pay Adjustments	Accounts for all salary/benefits changes from prior year personnel costs base amount	(515,877)	
Subtotal, Countywide Personnel/Benefits			\$ 819,523



Expenditure	Notes	Inc./Dec. Over FY 2016-2017	Total
Departmental Budget Adjustments			
Fire & Rescue	Addition of Funding for 4 new Firefighter/Paramedic positions + non-personnel costs; could be up to 11 positions if County receives SAFER grant funding	230,449	
Fire & Rescue	Overtime reduction based on 4 new positions (estimated 6 months savings)	(50,000)	
Fire & Rescue	Maintenance of paging alert system	30,000	
Sheriff	Part-time staffing costs associated with Courthouse Security project funded in the FY 17 CIP	51,000	
Sheriff	Move Deputy Sheriff position to Criminal Justice Academy (CJA) Fund to assist with training at academy; should result in future overtime cost reduction	(59,323)	
Sheriff	Add Office Support position to assist with accreditation, departmental training and record keeping (offset by Deputy Sheriff position moving to CJA.	43,436	
Sheriff - Criminal Justice Academy Fees	Increase in fees based on facility usage and offsetting costs of the new training position	20,200	
Sheriff - WVRJA	Increase in costs at WVRJA based on FY 16 actual and FY 17 projected costs; no change in per diem rates	125,000	
Sheriff - WVRJA	Decrease in debt service payments based on facility utilization by all localities	(36,090)	
Social Services	Mandated Social Services programs and expenditures offset by additional revenue	338,349	
Courthouse Maintenance	Budgeting \$50K for Courthouse maintenance based on prior year actual expenditures; item had not been previously budgeted; offset by budgeted fees collected by the Courts for Courthouse maintenance	50,000	
Court Services Unit	Reduction in Juvenile Detention per diem costs based on prior year actual and FY 17 projected expenditures	(125,000)	
County Attorney	Outside legal counsel as needed	25,000	
County Attorney	Move half of office support position costs to the Clerk to the Board of Supervisors; position reclassified to a Deputy Clerk in FY 17 and will still provide office support to the County Attorney's Office	(25,900)	
Clerk to Board of Supervisors	Half of office support position previously budgeted in County Attorney's Office moved here; position reclassified as a Deputy Clerk; part-time funding	25,900	
Clerk to Board of Supervisors	Remove part-time funding with the addition of the Deputy Clerk position	(22,294)	
Human Resources	Additional funding for employee training and countywide LEAN training	39,000	



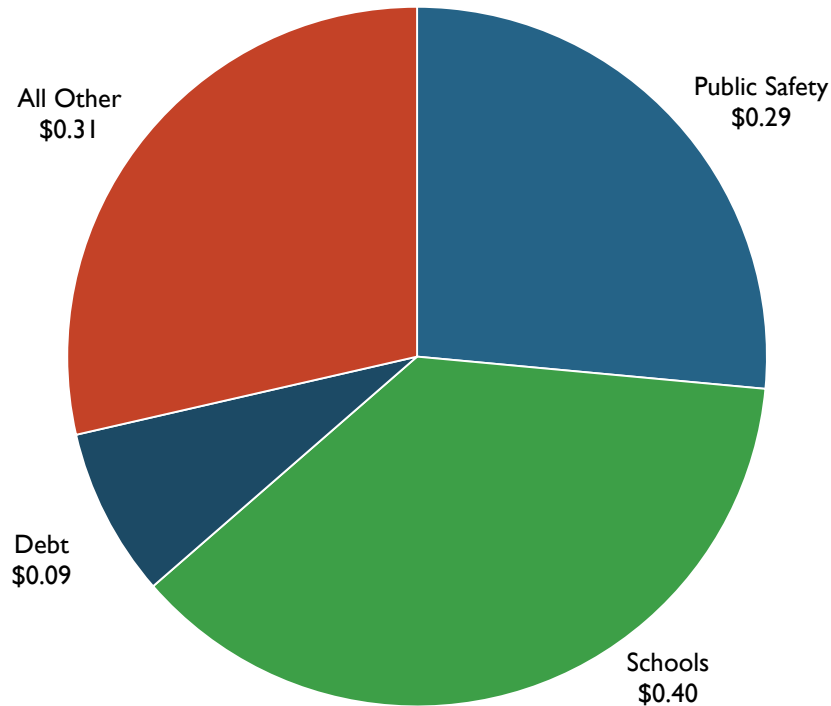
Expenditure	Notes	Inc./Dec. Over	Total
Finance - Accounting	Position transferred from Risk Management to assist with new financial system, financial reporting, and additional GASB requirements; offset by decrease in Risk Management personnel	77,044	
Library	Account for expenditures that were being offset by revenues being posted as credits to expenditures; does not represent new spending, only implementing best budgeting practices	306,600	
Parks, Recreation & Tourism	Accounts for changes to contractual mowing and provides funding for turf management best practices	30,000	
Elections	Increase pay for elections officers by \$30 a day per election; Chief Officers increase from \$170 to \$200; Other Officers increase from \$145 to \$175	15,180	
All Departments	Reduction in non-personnel line-items, primarily to account for moving funding into part-time to maintain current services	73,264	
Subtotal, Departmental Budgets			\$ 1,161,815
Transfer to Capital Fund	Increase to account for South Peak CDA full expenditures; balance of increase offset by a decrease in the transfer to the debt fund	532,566	
Transfer to Debt Fund	Decrease based on reduced debt service payments for County and Schools	(322,520)	
Subtotal, Capital/Debt Fund			\$ 210,046



Expenditure	Notes	Inc./Dec. Over FY 2016-2017	Total
Transfers			
Transfers - CSA - County	Increased County share of transfer to CPMT/CSA	330,000	
Transfers - CSA - School	Increased School share of transfer to CPMT/CSA	330,000	
Transfers - Schools Revenue Sharing	FY 18 calculation based on shared revenue and adjustments for economic development incentives and CSA cost increases; based on ADM of 13,700 in FY 18	239,561	
Transfers - Communication / Information Technology Fund	1.5% compensation adjustment for CommIT employees including all percentage based benefits	80,866	
Transfers - Communication / Information Technology Fund	Additional General Government transfer to offset use of fund balance to balance the CommIT fund in FY 17; adjustments for mid-year position transferred from Risk Management	269,132	
Other Transfers	All other transfers changes	(11,706)	
Subtotal, Transfers			\$ 1,237,853
Outside Agencies - Contractual & Non-Contractual	Increases for Blue Ridge Behavioral Healthcare (\$35K), and contractual partnerships such as Roanoke Regional Partnership, Visit Virginia's Blue Ridge, and Roanoke Valley Alleghany Regional Commission; reduction in discretionary outside agency funding	20,976	
Contribution to Fund Balance	FY 17 contribution was \$544,881; FY 18 is \$429,719; of FY 18 total, \$387,418 is to maintain 11% General Fund fund balance policy and \$42,303 is an additional budgeted contribution to fund balance	(115,162)	
Subtotal, Other Expenditures			\$ (94,186)
Total, FY 2017-2018 General Government Expenditures Adjustments			\$ 3,335,051
Adopted FY 2017-2018 General Government Expenditure Budget			\$ 186,594,266
Increase over FY 2016-2017 General Government Expenditures Budget			1.82%



**\$1.09 / \$100 Assessed Value Real Estate Tax Rate
Distribution for County Services**



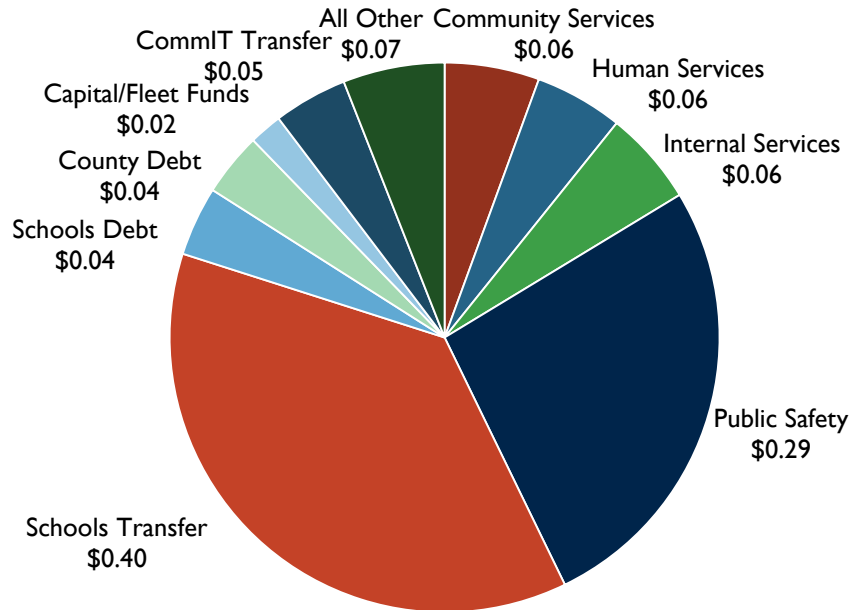
Area	FY 2017-2018 Adopted Budget	Portion of \$1.09 That Supports Area
Public Safety	\$ 49,412,759	\$ 0.29
*Schools	69,307,937	\$ 0.40
Debt (County & Schools)	14,575,266	\$ 0.09
All Other	53,298,305	\$ 0.31
**Total	\$ 186,594,266	\$ 1.09

*Includes Schools Children's Services Act (CSA) contribution made by the County on behalf of Roanoke County Public Schools.

**Total based off General Government Budget only.



**\$1.09 / \$100 Assessed Value Real Estate Tax Rate
Distribution for County Services**



Area	FY 2017-2018 Adopted Budget	Portion of \$1.09 That Supports Area
Community Services	\$10,403,331	\$ 0.06
Human Services	9,693,544	0.06
Internal Services	10,332,104	0.06
Public Safety	49,412,759	0.29
Schools Transfer (incl. CSA)	69,307,937	0.40
Schools Debt	7,625,570	0.04
County Debt	6,949,696	0.04
Capital/Fleet Fund Transfer	3,625,379	0.02
Communications / IT Transfer	8,114,268	0.05
All Other*	11,129,678	0.07
Total**	\$ 186,594,266	\$ 1.09

* All Other includes Transfer to CSA-County (\$1.3 million); Transfer to Public Works (\$0.2 million); Transfer to Internal Services (\$1.7 million); Employee Benefits (\$2.7 million); Contributions (\$2.1 million); Judicial Administration (\$0.7 million); Public Health (\$0.5 million); Addition to Fund Balance & Board Contingency (\$0.5 million); Miscellaneous (\$1.5 million); VA Cooperative Extension (\$0.1 million)

**Total based off General Government Budget only.



County of Roanoke

Analysis of Authorized Positions and Changes in Service Levels

Authorized Positions

The County of Roanoke maintains staff positions at a level that is annually reviewed and authorized by the Board of Supervisors. Each year, the department of Human Resources prepares a *Classification and Pay Plan* that lists the total authorized position count for the County. The Board of Supervisors authorizes all new positions either during the budget process or via mid-year approval.

The County Administrator is responsible for the internal allocation of these positions and approves any adjustments between departments. This level of control provides our citizens with an assurance that their tax dollars are being spent in an effective manner. Mid-year position adjustments for FY 2017 described below.

County of Roanoke, Virginia Analysis of Position Changes Fiscal Year 2016-2017 Mid-Year Adjustments				
Position	Position Count	Position Cost	Rev/Exp. Offset	General Fund Impact
County Attorney/Clerk to Board of Supervisors - Departments will now split a position currently in County Attorney's Office - no change in position costs; position reclassified as a Deputy Clerk to the Board and will also provide office support to the County Attorney; part-time funding in Clerk's Office eliminated	0.0	0	(22,294)	(22,294)
Risk Management - Eliminate Risk Manager - services now being provided through contract with VACORP; position transferred to Comm. / Information Technology	(1.0)	(75,986)	0	(75,986)
Business Systems Analyst II - supports Enterprise Services core functions including Content and Document Management, Web Services and Project Management assistance, reporting, training, and consultation	1.0	82,030	0	82,030
Police - DUI Grant Task Force - new position authorized by the Board of Supervisors on November 8, 2016. Positions are 100% grant funded; no impact to General Govt. Fund (position costs estimated)	2.0	100,000	(100,000)	0
Total	2.0	106,044	(122,294)	(16,250)

FY 2018 adjustments are described on the following page.



County of Roanoke, Virginia Analysis of Position Changes Adopted Fiscal Year 2017-2018 Budget				
Position	Position Count	Position Cost	Rev/Exp. Offset	General Fund Impact
Fire Department - 4 Firefighter/Paramedics - Addition of funding for 4 new positions; could be up to 11 positions if County receives SAFER grant funding; position costs offset by \$50,000 decrease in overtime	4.0	230,449	(50,000)	180,449
Remove Safety Manager - services now being provided through contract with VACORP; position transferred to Communications / Information Technology	(1.0)	(67,301)	0	(67,301)
Finance Manager - position transferred from Risk Management; assists with new financial system, financial reporting, and additional GASB requirements	1.0	77,044	0	77,044
Sheriff - Deputy Sheriff to Criminal Justice Academy - Move Deputy Sheriff position to Criminal Justice Academy (CJA) Fund to assist with training at academy; should result in future overtime cost reduction	(1.0)	(59,323)	0	(59,323)
Criminal Justice Academy - Deputy Sheriff from Sheriff's Office to assist with training at CJA; funded through CJA Fund	1.0	59,323	0	59,323
Sheriff - Office Support Specialist - Add Office Support position to assist with accreditation, departmental training and record keeping (offset by Deputy Sheriff position moving to CJA)	1.0	43,437	0	43,437
Total	5.0	283,629	(50,000)	233,629

Note: The County's Classification and Pay Plan does not include school employees, nor does the Board of Supervisors or the County Administrator maintain control of school positions. This responsibility rests with the elected School Board and School Administration.



March 14, 2017

Chairman McNamara and Members of the Board of Supervisors:

I am pleased to present for your consideration my proposed operating budget for fiscal year 2017-2018. Included in this document is information and links to my proposed fiscal year 2018-2027 Capital Improvement Program (CIP), which was presented to you on January 24, 2017.

This budget represents my third proposal to you as County Administrator. Similar to last year, the budget is largely a maintenance of effort budget. It protects essential County services and ensures that our most valuable asset, our employees, receive fair compensation for their work.

County revenues are expected to grow 1.87% over last year's approved budget, representing the smallest rate of growth when comparing approved budgets since fiscal year 2014-2015. Despite the modest revenue growth, we are still able to maintain the quality and existing level of services expected by our citizens. These services are maintained without an adjustment to current tax rates.

In limited areas, we are able to advance initiatives highlighted in our new Community Strategic Plan. Progress includes addressing Fire and Rescue Department staffing, applying resources to support our County's most vulnerable population including our Children's Services Act (CSA) Fund, and continuing our educational partnership with Roanoke County Public Schools by increased funding through our revenue sharing formula.

Making additional progress towards achieving initiatives identified in our Community Strategic Plan will require revenue growth in excess of this budget proposal. To that end, we must continue to advance our economic development projects and priorities including Roanoke County Broadband deployment, Woodhaven property acquisition and development, 419 Town Center development and Explore Park.

The proposed budget observes sound financial planning practices, considering the services we provide now and our ability to continue providing those services in the coming fiscal years. These same financial planning practices are applied to our employee compensation and benefits considerations, allowing us to provide an attractive Total Compensation package while ensuring future resources are not consumed by unsustainable benefits costs.

Information on all departments and funds can be found in a clear and concise manner throughout this document. Where appropriate, detail is provided on departmental and fund budget changes.

Tax Rates, Fiscal Year 2017-2018 Revenues, and Revenue Outlook

The fiscal year 2017-2018 proposed budget includes no tax rate increases. Real estate rates are maintained at \$1.09 per \$100 of assessed value, personal property rates are assumed at \$3.50 per \$100 of assessed value, and machinery and tools are included at \$2.90 per \$100 of assessed value. There are limited fee changes built into the budget, including adjusting the ambulance fee to maximize Medicare reimbursement and some minor changes in our Recreation Fee Class Fund to keep pace with the cost of service delivery.



As we detailed last year, we have included a breakdown of the \$1.09 real property tax rate proportional to County services provided. When applied evenly across all service delivery areas, \$0.78 of the \$1.09 real property tax rate is designated for Roanoke County Public Schools (RCPS) and RCPS debt service, Public Safety including Social Services, and County debt service.

While our real estate tax rate is proposed to remain unchanged, we are experiencing modest growth in our real estate assessments. For fiscal year 2017-2018, the budget assumes a 1.92% growth in real estate assessments. The growth in our existing tax base is 1.1%, and new construction accounts for 0.82% of the total assessment increase. This is the first year since fiscal year 2008-2009 that our existing real estate base has grown by over 1% and is reflective of a slowly improving housing market. While our real estate assessments continue to trend in an incrementally positive direction, the continued modest rate of growth of all revenue sources will challenge our ability to maintain current services in the coming years. Continuing to promote our catalyst economic development initiatives to grow the commercial portion of our tax base and prioritizing services in our operating budget are crucial in maintaining the County's fiscal health.

Additional detail on County revenue sources can be found in the Organizational Policies, Plans, and Analyses and General Fund Summaries sections of this document.

Total Compensation and Becoming an Employer of Choice

The most important asset available in delivering outstanding services to the citizens of Roanoke County is our employees. When we are able to recruit new employee talent, we are able to implement succession planning as our current workforce becomes retirement eligible. When we offer professional development and incentive programs, we are able to retain those employees and maintain consistency of service delivery. To retain our employees, we must offer fair compensation balanced between pay and benefits.

An employee survey distributed in the fall of 2016 sought to determine what our employees deemed as the most important features of their compensation package. While there was excellent employee participation in completing the survey, the results indicated that there was a nearly even split in the prioritization of pay versus benefits. Therefore, with limited available resources to adjust compensation or benefits, this budget attempts to strike a reasonable balance in compensation as we strive to be an "Employer of Choice."

The proposed budget includes a modest 1.5% pay adjustment for County staff. While this will provide County staff with additional take home pay, inflation at the end of 2017 is expected to be in the 2.0% - 2.5% range, largely offsetting the benefits of the pay adjustment. The cost to provide the 1.5% pay adjustment to the General Government and Communications/Information Technology Fund is over \$800,000.

When the conversations about the County's health insurance plan began in the fall of 2016, the County had new data showing the impacts of employees utilizing the County's wellness program compared to those who do not. Data indicated significant savings to the plan for those enrolled in the wellness program. In shaping the fiscal year 2017-2018 health insurance plan, I am proposing a significant effort to achieve greater employee participation in the wellness program.

In January 2017, the County received its projected claims amount for fiscal year 2017-2018. Initial projections indicated a 12.4% increase in claims, which would require an \$800,000 increase to



the General Government budget. This increase was in addition to an 11.8% increase in the prior year's rates. With double digit increases becoming more routine, the County cannot sustain its health insurance program without major changes.

To incentivize wellness with our employees and create a sustainable health insurance plan that allows for the possibility of future compensation adjustments, I am proposing the following changes to our health insurance program:

- Elimination of the Key Care 200 plan. It is important to note that the benefits between the Key Care 200 and 1000 plans are largely the same. Only the deductible changes, and those employees moving from the 200 to 1000 plans will be eligible for the \$500 or \$1,000 Health Reimbursement Account (HRA) depending on the plan they choose.
- "Everyone contributes" – Based on the current rate structure, Key Care 1000 employee only participants who participate in wellness do not contribute to their health insurance premiums. It is reasonable given the healthcare climate that everyone contribute something towards their health insurance benefit. Those who previously made no contribution to their health care will now be asked to contribute 10% of the total premium expense.
- Incentivizing wellness through an increased premium structure and cost sharing model for employees currently not participating in wellness.
- Creating a standard cost sharing allocation for wellness and non-wellness participants.

There are other smaller changes to the plan. I will be holding a series of meetings with employees over the coming months to outline all changes and address concerns. Even with making these changes, an additional \$248,681 is budgeted in the General Government Fund to account for the County's share of health care cost increases. While some employees will see an increase in their premiums, others may be able to offset those increases by choosing to participate in the wellness program.

Retirees participating in our health insurance program will also see an adjustment to their rates based on the same plan changes as our employees. Additionally, with the elimination of the Key Care 200 plan, all retirees will be moved to the Key Care 1000 plan, and will be eligible for the HRA received by County employees enrolled in the Key Care 1000 plan. The County contribution to retiree health insurance increases over 54% from \$495,908 to \$765,280 in fiscal year 2017-2018.

Despite the proposed changes to the health care plan, the General Government budget will realize an additional impact of \$518,153 in fiscal year 2017-2018. I am hopeful that with plan changes and greater employee participation in the wellness program we will reverse our trend of annual double digit health insurance increases.

I am proud to recommend several benefit enhancements in this budget. Included in the Operating Budget for the upcoming fiscal year is additional funding for training and professional development and reinstatement of employee tuition reimbursement. Furthermore, this budget includes funding for providing our regular part-time employees with a limited holiday pay benefit and provides for all County employees to receive a discounted membership to Green Ridge Recreation Center to further encourage their healthy and active lifestyle.



Service Delivery and Supporting our Community Strategic Plan

Public Safety Services

The most significant new initiative in this budget is the addition of four new Firefighter/Paramedic positions, providing resources to **Ensure Citizen Safety** through appropriate public safety staffing levels. In October 2016, County staff held a work session with the Board of Supervisors to discuss costs and outcomes associated with achieving minimum Fire and Rescue Department staffing levels. A total of \$230,449 for four new positions including non-personnel costs is included in this budget proposal, offset with a decrease of \$50,000 in overtime resulting from increased staffing levels beginning in January 2018. County staff has applied for a Staffing for Adequate Fire and Emergency Response (SAFER) Grant, which could leverage funds proposed in fiscal year 2017-2018 to add up to eleven new positions. The County will receive notification in early summer 2017 on the status of this grant.

The proposed budget contains several changes to the Sheriff's Office budget. Funding has been added to support training at the Criminal Justice Academy. Currently, the Sheriff's Office frequently utilizes overtime to support training at the Academy, which requires approximately 2,500 hours of staff support per class. Allowing a Deputy position to focus full-time on training will ultimately yield overtime savings. To provide accreditation and administrative support lost with shifting a Deputy full-time at the Criminal Justice Academy, an office support position is added to the Sheriff's Office beginning in fiscal year 2017-2018. Additionally, the daily prisoner count from Roanoke County at the Western Virginia Regional Jail has increased over the past year, resulting in increased costs. Based on actual and projected expenditures, \$125,000 will be added to the budget for prisoner housing, a 5.7% increase over last year's budget. There is no increase to the current per diem rate.

Our Social Services Department continues to see an increase in Commonwealth-mandated services. For fiscal year 2017-2018, that increase is budgeted at \$338,349. These expenditures are offset by new revenue, however, revenue is only able to offset these mandated services and not available for any other service delivery.

A service enhancement added in last year's budget – resources for foster care placement – is helping us become a **Caring and Inclusive Community** through community engagement regarding available services. Traditional media and social media campaigns have started providing education to the public regarding foster care opportunities. Placement in local homes instead of treatment foster care is not only better for the child, but could yield the County savings in future years as more children are placed with local families.

Another issue receiving media attention is mental health services. As the County stresses the need to coordinate services for our vulnerable populations, \$35,000 is added to the Blue Ridge Behavioral Healthcare budget to provide additional resources for behavioral health services.

Human Services

The Human Services functional team sees very little change to last year's approved budget. To continue to **Keep Roanoke County Healthy, Clean and Beautiful**, an additional \$30,000 is added to the Parks, Recreation & Tourism budget for mowing and turf management to continue providing outstanding outdoor recreational facilities while maintaining our natural resources.



Through an internal audit conducted in fiscal year 2016-2017, the Library has implemented best budgeting practices regarding revenues it receives through fees, fines, and other sources. Those revenues are now being recorded in appropriate revenue accounts as opposed to posting as credits to expenditures. These are revenues that have always been collected by the Library and do not represent any adjustment to current fees. Revenues have offset the purchase of books and technology in prior years. While the expenditure budget of the Library is increasing at approximately 8% over fiscal year 2016-2017, it does not represent new spending or programs. Continued support of the Library is essential to **Promoting Lifelong Learning** in Roanoke County.

Community Services

The Community Services functional team sees no significant changes from last year's budget. Service and staffing levels are proposed to remain the same. However, utilizing existing staff and resources, the County will make progress towards our Community Strategic Plan initiative of **Positioning Roanoke County for Future Economic Growth**. Community Development staff will continue to dedicate staff resources towards the development of our 419 Town Center Plan, which allows the County to plan for mixed-use and redevelopment opportunities. Redevelopment of this corridor will ultimately help improve the balance between residential and commercial assessments in the County, while creating a unique space in the County which will attract new residents and businesses. Development of this corridor will also focus on multi-modal transportation options, which align with our Community Strategic Plan initiative of **Promoting Neighborhood Connections**. Future planning areas have been identified and shared with the Board of Supervisors. In order to advance the planning over those areas, additional resources will be required to provide adequate staffing levels required to support these important economic development opportunities.

While there are no fee adjustments proposed for Community Development, it has been decades since fees have been adjusted. As part of the budget work sessions, staff will present to the Board options for adjusting fees to move toward a cost recovery model associated with specific permits and fees. The proposed budget does not include any new revenues associated with these fees.

Internal Services

The fiscal year 2017-2018 proposed budget for the Internal Services functional team includes a new position in the Treasurer's Office to assist with delinquent tax collections. This position ensures equitable tax collection throughout the County while ensuring those who pay their taxes do not carry the burden of those who choose not to pay. Position costs are offset by the additional revenue from delinquent tax collections.

A position currently budgeted in the County Attorney's Office will now be split with the Office of the Clerk to the Board. The position will now serve as a Deputy Clerk to the Board while providing office support to the County Attorney's Office. Moving this position and creating the Deputy Clerk position will serve the needs of both offices while yielding expenditure savings of \$22,294 through the reduction of part-time funding.

Through the County's employee survey completed in the fall of 2016, a priority for both department heads and County employees was the need for more organizational and employee professional development. To assist in meeting those organizational needs, \$39,000 in



professional development and training funding has been added to the Human Resources department, including funding to continue the County's LEAN initiative. A better trained workforce will result in more efficient and effective service delivery throughout the County.

Finally, a position is transferred from the Risk Management Fund to the Finance – Accounting Department. This transfer maintains the position count, and allows for support for the County's new financial system, financial reporting, and additional Governmental Accounting Standards Board (GASB) requirements. The position is no longer required in Risk Management, as the County is utilizing contractual resources to manage its risk and safety programs.

Roanoke County Public Schools (RCPS) Transfer

As of March 14, 2017, the Roanoke County School Board has not adopted its fiscal year 2017-2018 budget. The budget is anticipated to be adopted by the School Board on March 30, 2017 and will be presented to the Board of Supervisors as is required by the Commonwealth.

The County Administrator's operating budget proposal funds RCPS at the level determined by the existing funding formula agreement which supports the education partnership between the County and RCPS. Based on the formula, RCPS will receive \$68.1 million, or \$0.26 million more than fiscal year 2016-2017. In addition, the County will transfer \$7.63 million from the General Government Fund to the Debt Fund to support RCPS debt service payments.

On behalf of RCPS, the County will also transfer \$1.23 million for costs associated with the Children's Services Act (CSA) Fund. This represents a \$0.33 million increase over fiscal year 2016-2017, and is the same amount as the increase to the County CSA transfer. These additional costs are included as part of the calculation of the revenue sharing formula. The most significant increase is the CSA budget over the past several years is in private day school costs, which supports Roanoke County being a **Caring and Inclusive Community**. Not only have costs increased to the point where they were 48% of total CSA costs in fiscal year 2015-2016, but the number of children enrolled in private day school has increased by more than 23% since fiscal year 2012-2013. Schools and County staff are exploring creative solutions to manage these costs.

Included as information in this budget proposal is the School Board's requested fiscal year 2018-2027 Capital Improvement Program as of February 7, 2017. The School Board's request totals \$104.6 million over ten years, and includes a renovated Cave Spring High School, with construction scheduled to begin in fiscal year 2019. While our public schools are an important community asset and a significant tool in our ability to generate sustainable growth and economic prosperity, the school system is seeing a decline in student population. The estimated Average Daily Membership (ADM) calculated as part of the fiscal year 2016-2017 budget was 13,950. For fiscal year 2017-2018, the ADM is projected at 13,700. With enrollment declining and the costs of construction continuing to rise, it is imperative that we make strategic decisions regarding improvements to RCPS facilities.

Capital Fund

The proposed fiscal year 2018-2027 Capital Improvement Program (CIP) was presented for your consideration on January 24, 2017. We will continue to discuss the projects contained in that proposal through the budget process. With a ten-year program of identified projects and resources



required to complete projects, we are utilizing best budget practices to ensure the long-term functionality of our capital infrastructure.

Projects in the plan are prioritized on an annual basis, and for the first time, are linked with specific initiatives in our Community Strategic Plan. For example, our Roanoke County Broadband Initiative will help **Connect Roanoke County to the World** through improved communications and data technology. Construction of the Broadband network began in winter 2017. The Woodhaven Property Acquisition and Development project will **Position Roanoke County for Future Economic Growth** by providing resources for infrastructure and site development.

This document contains a summary of the ten-year capital plan, with focus on fiscal year 2018 projects subject to annual appropriation by the Board of Supervisors. The entire Capital Improvement Program with detailed project descriptions can be found on the County's website at: <http://www.roanokecountyva.gov/index.aspx?NID=590>.

Also as part of the Capital Fund, we continue to maintain our investment in ensuring safe, functional vehicles and equipment for our departments. Details are provided in the Capital Fund section of this document on the types of vehicles and equipment proposed to be replaced in fiscal year 2018, along with the resources required to fund the replacements. Similar to the Capital Improvement Program, a ten-year schedule of replacements and funding requirements are identified and included as information. The County has identified the resources to fully fund the first two years of the plan; however, funding gaps remain in some of the remaining years and will need to be addressed by identifying additional funding resources or prioritizing and potentially deferring some scheduled replacements.

Acknowledgements

As it has been with my previous budget proposals, the fiscal year 2017-2018 budget proposal is the culmination of work that started several months ago by an outstanding group of Department Heads, Constitutional Officers, and supporting staff throughout our organization. Their efforts have allowed us to continue to provide efficient and effective services with only a modest increase in available resources. Of particular note, I want to acknowledge the work of Rebecca Owens and her staff in the Department of Finance, and Anne Marie Green and her staff in Human Resources for their support in developing this budget proposal. Lastly, I thank the Office of Management and Budget, led by Chris Bever, for their collaborative work with County Departments to ensure the budget proposal put forth clearly states our County's service delivery priorities.

Future Outlook and Conclusion

Roanoke County is a special place to live. Our citizens told us so during development of our Community Strategic Plan. Citizens are passionate about their community, and through the strategic planning process, provided input to the Board of Supervisors regarding the future of the County.

In order to achieve a prosperous future in a vibrant community, a future that balances the needs of our citizens with a fiscally conservative approach, we must be aggressive in growing our tax base. Continued revenue growth under 2% will force us to scale back on services important to our community, as early as next fiscal year. Stagnant revenue growth must be offset with progress



through our economic development initiatives. These economic development efforts will help alleviate the budgetary pressure of maintaining existing services.

Future budgetary pressures from the Virginia Retirement System (an expected \$500,000 increase in fiscal year 2018-2019 as we implement our full share of County costs), Children's Services Act funding (a minimum \$600,000 increase is projected for fiscal year 2018-2019), and uncertainty with health insurance costs compel us to ensure our fiscal planning prepares and positions us to meet the challenges ahead.

We continue to strive for an open exchange of information with the public through our budget development process. With the creation of the Budget and Fiscal Affairs Committee (BFAC), we are able to directly engage our citizens in the fiscal affairs of the County. All of our budget materials are posted on-line and available at County libraries and the County Administration Building. And new this year, I will also be hosting two community meetings on my proposed budget. I look forward to discussing the fiscal year 2017-2018 budget proposal in detail through budget adoption scheduled for May 23, 2017.

Sincerely,

Thomas C. Gates
Roanoke County Administrator



Understanding the Budget





Understanding the Budget

Introducing Sections of the Annual Fiscal Plan

The County of Roanoke, Virginia's Annual Fiscal Plan provides actionable, concise information about government financial activities and policies. County residents, elected officials, administrators, businesses, charities, and other interested parties will find this document useful. The Fiscal Plan is designed to "tell the story" of Roanoke County's operations by supplementing line-items detail with an easier to understand narrative.

The, "**Organizational Policies, Plans and Analyses**" section provides a review of factors that influence budgeting decisions in Roanoke County and included comparative graphs and spreadsheets illustrating prior vs. current year budget data.

Each fund that requires annual budget appropriations approved by the Board of Supervisors is included in this document.

Fund Structure

Roanoke County's budget is organized by fund; each fund is considered a separate accounting and reporting entity. (See the Fund Chart in this section of the Annual Fiscal Plan).

Each fund's operations are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures or expenses, where appropriate.

The following is an overview of governmental funds used by Roanoke County.

"General Fund" - The general operating fund reflects all County revenues and expenditures that are not required to be accounted for in another fund. Revenues are derived primarily from general property taxes, other local taxes, licenses, permits and fees. Other major sources of revenue include reimbursement to the County for expenditures shared by the Commonwealth of Virginia. Major expenditures include the costs of general daily government operation and transfers to other funds, principally to fund the operation of Roanoke County Public Schools and the County debt service.

The General Fund is comprised of several sub-funds, which are combined for purposes of financial statement reporting. These sub-funds include *General Government, Comprehensive Services, County Garage, Internal Services, Recreation Fee Class, the Law Library, and Grants*.

The *General Government sub-fund* is divided into functional areas that are consistent with those prescribed by the Commonwealth of Virginia's Auditor of Public Accounts for comparative cost reporting by all local governments within the Commonwealth. These functional areas are as follows:

- General Administration
- Constitutional Officers
- Judicial Administration



- Management Services
- Public Safety
- Community Services and Development
- Human Services
- Other (Non-departmental and Transfers)

The “General Fund” section also provides a summary business plan that outlines major goals and objectives for each County department included in the appropriate sub-fund (e.g. Police & Fire and Rescue constitute the Public Safety sub-fund). A chart for each department and fund shows the number of regular full-time positions in addition to three years of budget data: FY 2016 actual data, FY 2017 adopted budget, and FY 2018 adopted budget.

The “**Component Unit Schools**” incorporates detailed financial data provided by the RCPS Department of Finance.

“**Debt Service Fund**” - This fund is used to account for the revenues required to pay interest on outstanding long-term debt and to repay any maturing issues or installments.¹

“**Capital Fund**” - This fund is used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds).² This section includes: General Government support of capital initiatives and projects, a list of adopted FY 2018 capital projects included within the Capital Improvement Program, and fleet and equipment replacement details.

“**Internal Service Fund**” - This fund accounts for financing services from one department to other departments within Roanoke County. Included are risk management, health insurance fund, and dental insurance fund.

Basis of Budgeting

Budgets for all funds are adopted on a basis consistent with Generally Accepted Accounting Principles applicable to governmental units. *Governmental Funds are accounted for using the modified accrual basis of accounting with revenues being recorded when the funds are received and expenditures recorded when the goods or services are received and the liabilities incurred. The basis of budgeting and the basis of accounting are consistent for all funds.* Budgeted amounts reflected in the financial statements are as originally adopted or as amended by the County Administrator or the Board of Supervisors.

The County Administrator may authorize or delegate the authorization of the transfer of any unencumbered balance, or portion thereof, from one department to another within a fund. Otherwise, the Board of Supervisors must approve amendments that alter the total appropriation of any fund. In addition, any amendment that exceeds one (1) percent of the total revenue shown in the currently adopted budget may not be accomplished without first

¹ This fund is not used for debt serviced by Enterprise Funds, which manage their own debt service activities.

² Funding is included in each department's operating budget for smaller projects such as furniture, fixtures, machinery and equipment.



advertising and conducting a public hearing. Appropriations for the General Fund lapse at year-end. Appropriations for the Capital Fund are continued beyond a single fiscal year until completion of applicable projects even when projects extend for more than one fiscal year.

During the fiscal year, as department directors make purchases for goods and services, their budgets are monitored at a summary level. Each departmental budget is separated into three expenditure categories:

- Personnel - this covers employee salaries and benefits
- Non-Personnel - funds routine operating expenditures
- Transfers & Other – includes transfers to capital among other funds

Controls have been placed in the general ledger system to prevent department directors from spending more than is budgeted, in total, for these expenditure categories.

Other Documents Related to the Annual Fiscal Plan

In addition to the Annual Fiscal Plan, the County prepares several other documents that relate to County operations and finances. These include:

- *Capital Improvement Program (CIP)*. The Capital Improvement Program (CIP) is a County program in which capital investments are identified and funded with the purpose of preserving County assets. The CIP plan is a ten-year planning document used to schedule capital expenditure projects and coordinate capital financing in a way that manages future debt service requirements. Financial resources used to meet those priority projects funded each fiscal year are accounted for through the Capital Fund. See the Capital Fund section of the Annual Fiscal Plan for more detailed information about the FY 2018 capital year budget. The entire Adopted FY 2018 – FY 2027 CIP document can be viewed online at <http://www.roanokecountyva.gov/index.aspx?NID=590>. Roanoke County Schools develop and publish their own capital improvement program that is adopted by the School Board and approved by the Board of Supervisors.
- *Roanoke County Public Schools Budget*. This document details the School Board operations and funding requests. The School Board budget must be submitted to the County administration no later than April 1 of each year. The Board of Supervisors must adopt the school budget by May 1. For a brief overview, see the Component Unit (School Funds) section of this document.
- *Comprehensive Annual Financial Report (CAFR)*. This document is the final report on the examination of the County's financial statements at June 30 of each year. An independent auditing firm reviews this report, in accordance with Generally Accepted Auditing Principles. The fiscal year ending 2016 CAFR can be viewed online at <http://www.roanokecountyva.gov/index.aspx?NID=371>.



Fiscal Year 2018 Budget Process

This section is a brief overview of the ideal budget process that the County of Roanoke, Virginia strives to achieve each year on behalf of its citizens.

Throughout the budget process, work sessions are conducted with the Board of Supervisors to address key budgetary issues. These begin in the capital planning phase and continue through the adoption of the budget.

Capital planning is the first component of budget development. This process involves identifying capital improvement, maintenance, technology, and vehicle replacement needs, as well as identified resources. These needs and resources are programmed into a 10-year schedule of balanced revenues and expenditures. This process shapes the County's overall commitment to capital infrastructure investment and shapes the resources available for operational budget development.

Roanoke County uses an "incremental approach" to prepare its budget. Departments receive a budget target in which to build individual budgets. Departments completed Performance Management Plans to replace the Business Plan model to focus on organization wide efforts to monitor and enhance performance management. With the transition away from business plans, the Office of Management and Budget will continue to collaborate with departments to identify appropriate Core Objectives and Performance Measures.

If additional funding is requested to extend or enhance service delivery, or to repair structural budget deficits, a Funding Adjustment Request is submitted to the Office of Management and Budget. Funding Adjustment Request define resources needed to accomplish immediate activities or goals in the upcoming fiscal year. These requests and the Roanoke County Capital Improvement Program (CIP) Plan, help to determine overall resource allocation.

Functional Budget Teams then meet to develop goal statements, identify strategic challenges facing the group as a whole, and prioritize and deliberate Funding Adjustment Requests before presenting to senior leadership. Functional Budget Teams are comprised of departments with similar functionality (for example, Police and Fire and Rescue fall within the Public Safety Functional Team) and are designed to bring together departments that face similar challenges in service delivery. The goal of prioritization in a functional team context is to identify needs specific to service delivery areas and review those needs at an organizational level.

Concurrently, the Roanoke County Revenue Team, facilitated by the Office of Management and Budget, develops revenue projections for FY 2018. Revenue projections shape expenditure budgets for the upcoming fiscal year. County Administration works with the Office of Management and Budget to identify resources for both capital and operational budgets.

Once revenue projections are firm, final review of functional team prioritization is conducted by County Administration. Final review of expenditure budgets are conducted and adjustments are made in response to community feedback. Once this process is complete, a balanced budget is drafted and the County Administrator presents a proposed balanced budget to the Board of Supervisors. The budget document provided for Board review includes proposed resource allocation by fund, by department within each fund, by section within each department, and by expenditure category within each section. There are three types of expenditure categories for this purpose: Personnel, Non-Personnel, and Transfers & Other. Supplementary data is also provided, such as statistical information.



Advertisements are published in the local newspaper to meet state code requirements, and copies of the proposed budget are placed in local libraries, as well as published online, to provide multiple opportunities for Roanoke County residents to become familiar with the proposed budget before public hearings.

Public hearings in accordance with state code are held to obtain taxpayer feedback regarding resource allocations and tax rates. It is important for Roanoke County officials to understand how funding and service provision will affect various community stakeholders in order to effectively govern.

The Code of Virginia requires adoption of a balanced budget by June 30 of each year. The fiscal year begins on July 1. Tax rates for the calendar year are adopted on or before April 15. The fiscal year budget appropriation is adopted by ordinance after a first and second reading by the Board of Supervisors. The Board formally adopted the FY 2018 budget appropriation ordinance on May 23, 2017.

The Roanoke County budget process continues to improve and evolve into a streamlined and informative system. The Office of Management and Budget continues to assist departments in developing more quantifiable budget objectives by using measurable benchmarks.

A calendar of events for budget development activities for FY 2018 is included in this section of the document.

Amending the Annual Fiscal Plan

In accordance with state code, Roanoke County may amend its budget to adjust the aggregate amount approved as part of the original Appropriation Ordinance. The Board of Supervisors must approve any amendment - increasing or decreasing appropriations - during the normal course of conducting County business. Any such amendment which exceeds one (1) percent of the total expenditures as shown in the adopted budget must be accomplished by publishing a notice of a meeting and a public hearing in a newspaper having general circulation in that locality at least seven (7) days prior to the meeting date. The notice shall state the governing body's intent to amend the budget and include a brief synopsis of the amendment. The amendment may be adopted at the advertised meeting, after first providing a public hearing occurs during such meeting on the proposed budget amendment.

Conclusion

Thank you for your interest in the County of Roanoke, Virginia's Annual Fiscal Plan. This document exists to ensure transparency and provide the fiscal information that those associated with Roanoke County desire.



County of Roanoke Budget Calendar FY 2017 - FY 2018

September 2016	<ul style="list-style-type: none"> • Begin Capital Improvement Program (CIP) process • Board of Supervisors Work Session: FY 2015-2016 Year-End Overview
October	<ul style="list-style-type: none"> • CIP Project Funding Requests due • Board of Supervisors FY 2017-2018 Budget Development Work Sessions: Fire Department Minimum Staffing
November	<ul style="list-style-type: none"> • Begin Performance Management Plan process • Budget Kick-Off: Departments and Schools • Departmental Operating Allocations Issued • Board of Supervisors FY 2017-2018 CIP Budget Development Work Sessions: Project Requests, Project Updates, Fleet Replacement, Project Funding & Debt Policies
December	<ul style="list-style-type: none"> • Department submissions, performance management plans, and funding/fee adjustments due • Initial OMB review of departmental submissions • Outside Agency application process open on December 12 • Prepare preliminary revenue estimates • Board of Supervisors Work Session on tax-exempt policies & non-taxable property • Briefing to Board of Supervisors on 2017 Reassessment and regional economic conditions
January 2017	<ul style="list-style-type: none"> • Functional Budget Team Process Meetings begin • County Administrator presents FY 2018 - FY 2027 CIP Plan to Board of Supervisors on January 24 • Board of Supervisors FY 2017-2018 Budget Development Work Session: Roanoke County fiscal policies • Outside Agency Applications due January 18 • Comparative Statement of Budgeted and Actual Revenues and Expenditures to Board of Supervisors on January 24
February	<ul style="list-style-type: none"> • Joint County Board of Supervisors and School Board Work Session on FY 2018 – FY 2027 CIP • Functional Budget Team Presentations • Work Session: FY 2018 Revenues February 28 • FY 2018 Revenues Finalized • County Review of Outside Agency Applications complete



March

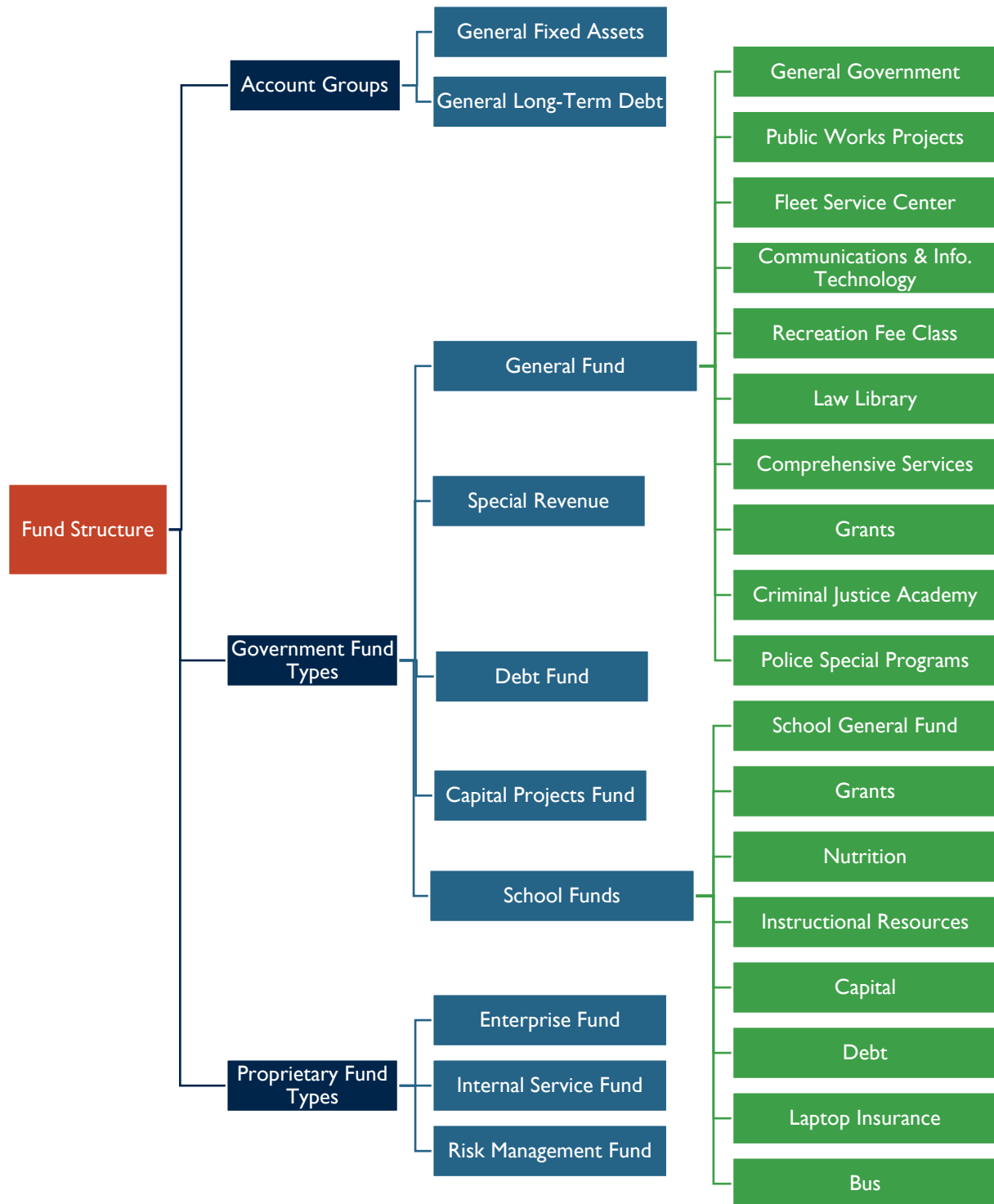
- County Administrator presents FY 2017-2018 Budget to Board of Supervisors (March 14)
- Work Session: Employee Compensation & Benefits related to FY 2017-2018 Operating Budget (March 28)
- Public Hearing: Effective Tax Rate (March 28)
- Public Hearing: Maximum Tax Rate (March 28)
- Maximum Tax Rate Adopted by Board of Supervisors (March 28)

April

- Public Hearing: FY 2018 Tax Rate Adoption (April 11)
- Public Hearing: General Comment on FY 2017-2018 Budget (April 11)
- Resolution to Adopt the FY 2018 Tax Rate (April 11)
- Board of Supervisors FY 2016-2017 Budget Development Work Session: Review FY 2017-2018 Operating Budget (April 11)
- Board of Supervisors FY 2017-2018 Budget Development Work Session: Review the proposed FY 2018 – FY 2027 CIP and FY 2017-2018 Debt Service Fund (April 25)

May

- Public Hearing: General comment on FY 2017-2018 Budget (May 9)
- First reading of Appropriation Ordinance (May 9)
- Second reading of Appropriation Ordinance/approval of Class Plan (May 23)
- Board of Supervisors Adopts FY 2017-2018 Budget and FY 2018 - FY 2027 CIP (May 23)
- School Budget Adopted by Board of Supervisors (May 23)





Organizational Policies, Plans & Analyses





Financial Policies





Financial Policies

Financial management policies assist in providing a basic framework for the overall fiscal management of a federal, state, or local government. These policies allow changing circumstances and conditions to be addressed and act as an aid in the decision-making process. Financial policies represent guidelines for evaluating current activities, establishing priorities, setting directions, and managing and channeling growth. Policy development should underscore organizational strengths and mitigate organizational weaknesses. Roanoke County staff reviewed these financial policies with the Board of Supervisors at a work session on January 24, 2017, and staff anticipates bringing updates to existing policies back to the Board in the fall of 2017.

Roanoke County has 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. This section provides a brief overview of each policy used by Roanoke County, which includes:

- Balanced Budget
- Financial Improvement Policy
- Debt Policy
- General Fund Unappropriated Balance
- General Fund Revenues in Excess of Budget
- Unexpended Appropriations Policy
- Capital Reserves
- Fees and Charges
- Use of One-Time Revenues
- Reserve or Stabilization Accounts

Balanced Budget

The County's Annual Budget Ordinance will be balanced, adopted and administered in accordance with the Local Government Budget and Fiscal Control Act (N.C.G.S.159-8[a]). This Act states that a budget ordinance is balanced when the sum of estimated net revenues and appropriated fund balances is equal to appropriations.

The County of Roanoke will develop balanced budgets in which current resources (current revenues plus fund balance) will equal or exceed current expenditures. The County will avoid budgetary procedures that balance the budget at the expense of meeting future year's expenses, such as: postponing expenditures, accruing future year's revenues, or rolling over short-term debt.

Financial Improvement Policy

The County's current outstanding lease revenue bonds maintain ratings of AA and Aa2; however, general obligation bonds which were paid in full improved the County's ratings to AA+ and Aa1. Bond ratings are included in the table on the next page.



Bond Ratings		
Rating Agency	Lease Revenue Bonds	General Obligation Bonds
	Current Rating	Current Rating
Fitch	AA	AA+
Moody's	Aa2	Aa1
Standard & Poors	AA	AA+

The Financial Improvement Policy's objective is to reduce or eliminate short-term borrowing and maintain a strong County bond rating of AA+ or AAA. This policy offers a number of strategies to achieve these goals, including:

- Limiting lease/purchase financing
- Analyzing the potential for, and implementing user fees in order to achieve, a timelier match of revenues and expenditures
- Aggressively pursuing delinquent accounts
- Improving the economic mix to increase the commercial tax base
- Continue annual reassessment of real estate

Debt Policy

This policy establishes guidelines and limits for issuing debt. Debt policy addresses the level of indebtedness the County can reasonably expect to incur without jeopardizing its financial position and to ensure government efficacy.

As with any public policy, debt policy is not one singular policy. It is, in fact, a combination of many similar policies. Debt policy is to be used in conjunction with the Operating and Capital Improvements Budget and other financial policies. The County will measure its level of debt and abide by the following debt targets, set by the Board of Supervisors:

- Net Bonded Debt Per Capita – This is the outstanding debt principal¹ divided by the population. The debt policy states that Roanoke County's net debt per capita should not exceed \$2,500. Net debt per capita in FY 2017 is \$1,796 and \$2,073 projected in FY 2018.
- Net Debt to Assessments – This is the outstanding debt principal¹ divided by the market value assessment of all the property (real and personal) and located in the County. Debt policy states that the net debt to assessments ratio should not exceed 3%. Net debt to assessments ratio in FY 2017 is 1.80% and 2.05% projected in FY 2018.
- Debt Service to General Fund Expenditures – This is the debt service (principal and interest) paid in a year divided by the total general and school expenditures. The debt policy states that the debt service to General Fund expenditures ratio should not exceed 10%. Debt to General Fund expenditures ratio in FY 2017 is 6.87% and 6.65% projected in FY 2018.

¹ This includes debt to be paid from general tax dollars.



General Fund Unappropriated Balance

Adopted in 1989, this policy maintains the General Fund unappropriated balance at a prudent level to protect against reducing service levels or raising taxes and fees because of temporary revenue shortfalls or unpredicted one-time expenditures. In December 2004, the policy was revised to increase the General Fund unappropriated balance gradually to a minimum of 10% and a maximum of 11%. The County has achieved that goal of 11% fund balance.

General Fund Revenues in Excess of Budget

When the County's accounts close at the end of each fiscal year, the revenues in excess of budget will be allocated first to the General Fund Unappropriated Balance, until the maximum amount for the current year is met. Any remaining amount will then be allocated to the County Capital Fund (discussed below under Capital Reserves) for financing future capital projects approved by the Board of Supervisors. If, in any year, the General Fund revenues are less than the budget, the difference will be removed from the General Fund Unappropriated Balance.

Capital Reserves

Adopted by the Board of Supervisors in December 2004, this policy establishes guidelines to set aside reserves to fund necessary capital projects.

A Major County Capital Reserve Fund was established to accumulate funds for projects identified in the Capital Improvement Program (CIP) and adopted by the Board of Supervisors. The fund can also be used for debt payments to expedite projects identified in the CIP, as well as for land purchase opportunities - even if they are not included in the CIP. Revenues in excess of budget at year-end will be allocated to the Major County Capital Reserve after the General Fund Unappropriated Balance guideline is met.

A Minor County Capital Reserve Fund has been established to fund minor capital projects not normally included in the Capital Improvement Program and that are less than \$500,000. This fund can also be used for architectural and engineering services for capital projects, as well as for Major County Capital Projects as necessary. Unencumbered expenditure savings at year-end, and proceeds from the sale of land and fixed assets, are allocated to the Minor County Capital Reserve.

Fees and Charges

Roanoke County, where possible, institutes user fees and charges for providing specialized programs and services. Established rates recover operational costs, indirect costs, and capital or debt service costs. The County will regularly review user fee charges and related expenditures to determine if it is meeting pre-established recovery goals.

Use of One-Time Revenues

The County's goal is to pay for all recurring expenditures with recurring revenues and to use nonrecurring revenues for nonrecurring expenditures. The County will try to maintain a



diversified and stable revenue structure to shelter it from short-run fluctuations in any one revenue source.

Reserve or Stabilization Accounts

The General Fund undesignated fund balance will be maintained at a sufficient level to provide the necessary resources to 1) meet operating costs, 2) fund emergency expenditures, and 3) permit orderly adjustment to revenue source fluctuations.



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. Beginning in FY 2016, Capital planning, capital maintenance, and vehicle and equipment replacement were developed into ten-year schedules identifying investment needs and resources. In FY 2016, Roanoke County developed a Vision Statement during the Community Strategic Plan development process. In FY 2017, the Board of Supervisors adopted the first-ever Community Strategic Plan, which serves as a guide for the development of the Capital Improvement Plan and Annual Fiscal Plan.

During the FY 2018 budget development process, departments each submitted a newly formatted Performance Management Plan, which replaced the Business Plan model to better align the departments goals and outcomes to Strategic Initiatives within the Community Strategic Plan and Operational Strategic Plan still under development by staff. These planning components identify the County's development goals as well as the departmental strategies and capital investments needed to accomplish those goals. These performance management plans are being developed by Office of Management and Budget and are anticipated to be included in the adopted FY 2018 Annual Fiscal Plan.

Roanoke County Vision Statement

During strategic planning process in 2016, Roanoke County developed the following Vision Statement.

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

The 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

In FY 2016, the Roanoke County Board of Supervisors began development of the Community Strategic Plan. With the Roanoke County Public Schools, the County of Roanoke engaged community leaders and citizens to create a desired future for Roanoke County. The Community Strategic Planning process began with an initial phone survey to County citizens. From this survey, six focus areas were identified: Community Health and Well-Being, Economic



Development, Education, Public Safety, Quality of Life, and Transportation. A series of citizen-participant focus groups, facilitated by County and School staff, were held for each focus area. 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 was created to provide guidance and influence the development of annual budget planning. The County's Annual Fiscal Plan and CIP development process included review of the departmental submissions and requests in light of the vision and strategic direction provided by the community through the civic engagement process. The County Administrator's Transmittal Letter highlights areas that the County has made progress towards implementing initiatives within the strategic plan. The entire Community Strategic Plan can be viewed at www.roanokecountyva.gov/CSP.

Organizational Strategic Planning

Roanoke County is currently developing an internal Organizational Strategic Plan, which will identify strategies to be used by departments and employees to deliver quality services with integrity and distinction. The Organizational Strategic Plan will develop goals to support a responsive delivery of services to citizens, develop branding and marketing that has the full ownership of the organization, and develop a workplace culture that makes the County an employer of choice in the Roanoke Valley. While the Organizational Strategic Plan is under development, departments aligned goals and outcomes within Performance Management Plans and CIP project submissions to Outcome Areas identified in the draft of the plan, and are anticipated to be included as part of the adopted FY 2018 budget.

Capital Planning

As part of the intensive strategic planning initiative, capital planning in Roanoke County has been developed in deeper detail. In FY 2016, Capital Improvement Program (CIP) planning and fleet replacement extended a five-year schedule of identified projects and needs to a ten-year schedule including identified resources. A summary of the FY 2018 capital year budget is contained in this document, while the entire Adopted FY 2018 – FY 2027 CIP can be viewed at <http://www.roanokecountyva.gov/index.aspx?NID=590>. 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.



Functional Team Budgeting

Roanoke County departments are grouped into Functional Teams based on the types of services provided to the community. The four Functional Team groupings are Community Services, Human Services, Internal Services, and Public Safety. Each Functional Team shares commonalities between the types of services provided. For example, while the Fire and Rescue and Police departments provide very different services, both sets of services fall under the broader concept of Public Safety. Grouping departments into teams with similar services allows for greater collaboration between departments and a broadened view of service provision relative to the County as a whole.

Throughout the budget process, the Office of Management and Budget facilitated Functional Teams meetings. These meetings allowed Functional Team members to discuss team goals and budgetary issues impacting the ability to provide high quality services to Roanoke County citizens. During this process, teams also reviewed their Funding Adjustment Requests¹ and outlined budgeting priorities for the upcoming fiscal year. Each team developed a list of the most significant challenges impeding their ability to deliver services and considered opportunities to improve service delivery. The priorities, opportunities, and challenges were presented to the County Administrator to provide guidance on prioritization of funding.

Below is a breakdown of the departments on each Functional Team. The following pages outline each team's goals and strategic budgetary opportunities and challenges identified for FY 2018.

Functional Team Assignments

Community Services	Human Services	Internal Services		Public Safety
Community Development	Libraries	Clerk of Circuit Court	Finance	Commonwealth Attorney
Economic Development	Parks, Recreation & Tourism	Clerk to the Board of Supervisors	General Services-Building Maintenance	Fire and Rescue
General Services-Solid Waste	Public Transportation	Commissioner of the Revenue	Human Resources	Police
Real Estate Valuation	Registrar	CommIT	Internal Auditor	Sheriff
	Public Information Office	County Administration	Management & Budget	Social Services
		County Attorney	Treasurer	CommIT (911)

¹ Funding Adjustment Requests are submitted by departments to the Office of Management & Budget at the beginning of the budgeting process to identify needs not addressed in the prior year budget.



FY 2018 Community Services Functional Budget Team

The Community Services Functional Budget Team provides both direct and indirect services to Roanoke's citizens that benefit the community as a whole. Service areas include potential and existing development, curbside refuse collection, and real estate assessments. The Community Services Team consists of the following departments:

Community Development	Economic Development
General Services – Solid Waste Division	Real Estate Valuation

Community Services Goal Statements

- To protect the public health, safety, welfare and provide for the necessary infrastructure for future growth
- To protect, maintain and enhance economic vitality and property values
- To provide open communication, public involvement and engagement, inclusive partnerships, and outreach to diverse stakeholders
- To balance environmental stewardship, economic development, social equity and financial viability

Community Services Opportunities & Challenges

A community facility and infrastructure investment strategy is needed to enhance and sustain economic viability.

- Investments in economic development will be necessary to enhance the tax base. A disproportionate balance exists with the majority of revenues generated by residents through real estate taxes (86.3% of all real estate is residential, 13.7% is commercial). The County will continue its Community and Economic Development strategy to improve this balance.
- Additional investments in community-wide infrastructure including broadband, water and sewer lines, greenways, and transportation corridor improvements, as well as investments in community facilities such as schools, parks (Explore Park), libraries, and public safety will continue to improve the quality of life and serve as a catalyst for future business growth. While Roanoke County has made investments that have resulted in improvements, challenges remain to continue this investment funding.
- Industrial and commercial property acquisition, the preparation of "ready to build" sites, and having additional commercial and industrial zoned properties for private sector development will be critical to the County's competitive position in the future and necessary to increase the percentage of revenues generated by businesses. The purchase of the Woodhaven Property is expected to increase the amount of available commercial property in Roanoke County.
- The County's economic development strategy also includes redevelopment in existing activity centers with the initial focus being on the Tanglewood/South Peak area of the Route 419 Corridor. This strategy will work towards changing the mix of residential and commercial property. Strategic investments and planning will continue to make Roanoke County a desirable place to live.

*Funding mechanism and replacement strategy for equipment and heavy fleet*

- The County's solid waste fleet and other heavy equipment are aging and becoming prohibitively expensive to maintain. The maintenance costs for these vehicles and equipment increases exponentially as they reach the end of their useful life. A structured replacement program has been implemented to address these needs.

Operational budgets (funding) continue to be a challenge with changing and increasing service demands. The challenge will be for County staff to find innovative ways through technology and other means to address the inflationary cost increases and the ever changing service demands.

- The County has been proactive in addressing needs with existing staff and resources, however, new initiatives may require additional investment.
- Each year, the costs of providing services increase as general prices increase. Changes in demand and other uncontrollable factors also push costs higher making it difficult to deliver the levels of service expected by the organization's stakeholders.
- Operating budgets and staffing levels have remained flat or have been reduced over the past several years, resulting in both financial and operational strain on departments as inflation erodes purchasing power and service expectations continue to expand. Some structural budget deficits were addressed in FY 2016 and FY 2017, however it is an on-going process to match service delivery with operational budgets.
- An evaluation of services provided may be necessary to ensure that high priority service provision is not being put at risk by lower priority service costs.
- Roanoke County needs to make improvements and upgrades to software to meet service expectations.
- The County has achieved infrastructure improvements over the last two years. Transportation improvements, including improvements to multi-modal transportation, remain a challenge.

Recruiting and retaining qualified staff members is becoming challenging

- Significant concerns regarding retirements and the loss of institutional knowledge will persist for the next several years. Finding and retaining employees with the proper skill sets and qualifications to fill these positions will be challenging.
- The demand for services that exist today is anticipated to grow in the future as the County expands its infrastructure and the economic recovery continues. New ideas through innovation and technology will be needed to meet these demands.
- Retention of employees is a challenge to the County, along with succession planning, career paths to address salary compression, and training opportunities for employees.

Regulatory requirements will require significant time and resources to implement

- A number of regulatory requirements impact the Community Services Functional Budget Team. Changes to code requirements require significant training and an increase in the number of inspections needed.



- Regulations involving stormwater management will continue to have an impact on all County departments, but the operations of the Community Services Team will be impacted most directly. Depending on the extent and complexity of these regulatory changes, additional staff and/or operational funding may be required.



FY 2018 Human Services Functional Budget Team

The Human Services Functional Budget Team provides direct services to Roanoke County citizens in the areas of recreation, library services, voting, transportation, and communication. The Human Services Team consists of the following departments:

Parks, Recreation and Tourism	Library
Registrar (Elections)	Public Information
CORTAN (Public Transportation)	

Human Services Goal Statements

- To provide quality, customer-oriented services that enhance, enrich and sustain the lives of Roanoke County citizens
- To provide affordable community-based leisure, recreational and educational opportunities to our citizens and surrounding areas
- To provide safe and accessible facilities for citizen activities
- To encourage citizens to fully participate in the community
- To provide accurate, current information and resources to our citizens through open and transparent government

Human Services Opportunities & Challenges

There are staffing concerns regarding both full-time and part-time personnel

- Departments in the Human Services Functional Budget Team are heavily dependent on both full-time and part-time personnel for service delivery. With constant turnover in the workforce, departments have had to invest more time in hiring, training, supervision, and scheduling. In addition, potential Federal legislation including the Affordable Care Act (ACA), which impacts benefits for part-time and the Fair Labor Standards Act (FLSA), which may have implications on designation between exempt versus non-exempt employees creates a unique challenge for departments who must monitor employee schedules to correctly adhere to regulations.
- Staff attrition through retirement and the loss of institutional knowledge in full and part-time positions places a significant focus on recruitment and retention. The emphasis will be on replacing experienced employees with qualified staff and providing new and current staff members with the proper training and development programs to succeed.
- Organizational development and preparing employees with the necessary management and leadership skills will be a top priority in the coming years. Successful service delivery will also depend on increased focus on customer service and job specific technical skills to meet changing federal and state regulations. Roanoke County has made progress in the last fiscal year by adding ethics, mid-level manager, and leadership training programs.
- Parks, Recreation & Tourism (PRT) & Libraries are interested in having more part-time regular employees who would work the maximum allowable hours. While this may not be addressed in the FY 2018 budget, this may be a work session in fall 2018 and could be addressed during FY 2019 Budget Development process.



- Officer of Election part-time positions are difficult to fill because these employees work a very long day and may only work once or twice a year. Because of the infrequency, it is best to retain employees that are experienced. However, retention is difficult when surrounding localities offer more pay for their Officers of Election.

Demand and expectations for services continues to increase. Departments are pushed to provide new and better services including digital resources and must consider retiring lesser attended/used programs.

- Demographics for Roanoke County show an increase in the active adult population, with greater reliance on the services provided by the Human Services Team. However, this increased demand for service has not been accompanied by increased funding.
- Demand for services is not only increasing but evolving and taking different forms in light of technological advances and citizen expectations. Service provisions must change accordingly with this cultural shift and new resources will need to be leveraged to accommodate these changing expectation.
- The County has addressed vehicle, equipment, and facility repairs by dedicating funding to the 10-year CIP and Fleet Replacement Plan. However, maintaining facilities due to demand and use will always be a concern. New and renovated Human Services facilities have increased usage and the County needs to focus on maintaining and keeping these facilities useful.

Technological advances require a different approach to operations, as well as an increased need to replace outdated technology

- Roanoke County needs to establish a priority to enhance the County's website to meet citizens' changing demands for electronic services including the increased need for mobility of website on smart phones and tablets. The County website is a key communication tool to businesses and citizens.
- The speed with which technology advances has had a profound impact on the business operations of the Human Services Team. Factors such as e-books and databases, online program registration software, web site and social media development, or new voting machines have literally changed the way that Human Services departments do business.
- In many instances, citizens fully expect to conduct basic transactions—such as registrations for programs, personal research, or payments for services—electronically.
- These factors, along with the cost of providing and maintaining necessary equipment such as computers, servers, or software, makes support for technology a critical component of each department's budget. Libraries are collaborating with CommIT to participate in the computer replacement program for staff computers in the CIP.
- Providing cutting edge technology in the newer library branches comes with unexpected and unknown maintenance and replacement costs.
- Elections are often required to adjust to State mandates regarding technology used, and these mandates often do not come with additional funding.

*Capital maintenance/operational maintenance*

- Newer buildings such as the South County and Vinton Libraries utilize more sophisticated and complex equipment, making maintenance both more specialized and expensive.
- Since adequately maintained facilities is of paramount importance to departments that deliver a significant number of programs and services, this area should continue to be a focus in upcoming budget cycles.
- PRT has identified a 10-year Capital Maintenance Program. However, it is crucial to continue to identify on-going funding sources for the programs to maintain facilities and service delivery.

Engaging in practices to provide safe and secure facilities

- The Library has requested the placement of security cameras at all of its branches in the Proposed FY 2018-2027 Capital Improvement Program. Some of the smaller library branches lack cameras and only have one staff person assigned during a shift, which creates the potential for safety concerns for patrons and staff.
- Recreation programs can sometimes have issues with missing personal belongings and altercations, which require additional supervision. Policies and practices have been instituted to curb these behaviors, but it still remains a challenge and additional resources may be required to eliminate the majority of these issues.



FY 2018 Internal Services Functional Budget Team

The Internal Services Functional Budget Team supports internal and external customers throughout County Operations. The Internal Services Team strives to balance employees and citizen's needs while encouraging empowerment for accessing information and services. The Internal Services Team consists of the following departments:

Clerk of Circuit Court	Finance
Clerk to the Board of Supervisors	General Services-Building Maintenance
Commissioner of the Revenue	Human Resources
CommIT	Internal Auditor
County Administration	Management & Budget
County Attorney	Treasurer

Internal Services Goal Statements

- To provide a safe atmosphere to conduct business by managing and protecting financial, human, physical, and technological assets through operational, legal, and internal control systems
- To seek continuous process improvement and deliver efficient and effective services in support of the Community and Organizational Strategic Plans, while maximizing resources made available to Roanoke County citizens
- To interpret, comply with, and administer applicable federal, state, and local regulations, laws, and policies to minimize and mitigate risk of exposure or loss
- To build and maintain trusting relationships through clear communication and reliable information
- To provide the public with data and information relevant to the operations of the County as allowed within the law with integrity and distinction

Internal Services Opportunities and Challenges

Attracting and retaining qualified employees; becoming an "Employer of Choice"

- Attracting qualified employees at competitive salaries, developing organizational recognition and succession planning are pivotal components in the future of the County's growth and development.
- Salary compression is a challenge to retaining employees. Career path programs are necessary to retain employees and address salary compression.
- Based on the recently completed employee survey, there is no employee consensus on prioritization of compensation and benefits. Staff will be challenged to find the appropriate mix with a workforce diverse in age and length of service.

*Employee training opportunities should be enhanced*

- Programs such as the Virginia Tech Local Government Management Certificate program, Leadership Roanoke Valley, the Roanoke County Lean initiative, and internal training are some examples of opportunities for employees and efficiencies for the County.
- The employee benefits survey indicated a desire to reinstate tuition reimbursement in some form.
- Professional and organizational development provides employees with the knowledge, skills and abilities to implement best practices within their service area.
- Personal development and opportunities for employees are imperative factors in moving the County forward and providing our citizen's quality services.

Technology must keep an eye toward emerging trends for the future, while striking a balance of compatibility with current software and our State and local partners.

- The Communications and Information Technology (CommIT) department is part of the team that manages and maintains County information systems and software. All departments across the County utilize information systems and software. Departments provide the functional expertise and in some cases provide direct system management for the information systems and software utilized on a daily basis. To this end, the depth of certain positions across departments coupled with education, training, knowledge and time taken are necessary to adequately support systems, software and web applications.
- Evaluation of current and future technology as relates to service delivery. Technological advances require significant staff time and funding in order to implement and maintain efficiently.
- CommIT working with County departments to use available technology to enhance service delivery through the technology service request program and the project portfolio.
- Computer replacement and technology infrastructure replacement are returning to levels that provide replacement at end of useful life. A new financial system, HR and Payroll system have been implemented or will be implemented and have funding identified.

Federal and State legislative enactments and changes have significant impacts on the County

- Uncertainty of the long term viability of legislation - either enacted or pending - related to the Affordable Care Act, Fair Labor Standards Act, stormwater mandates, and Children's Services Act, in addition to recent updates in the tax law and Virginia Retirement System, impacts the County in the areas of operations, financial reporting, human resources, healthcare, employee benefits, environment, and code revisions.
- Employees have been charged with reviewing, interpreting, updating and implementing these changes throughout County operations. Extensive time and energy will be placed in the Internal Services departments impacted by these changes to keep the County in compliance.



Aging buildings and equipment are costly to repair and available funds are required for proactive maintenance on new and existing infrastructure

- Implementation of a ten-year CIP provides for better planning. The inclusion of Capital Maintenance Project funding in each CIP recognizes the need to fund ongoing maintenance and repairs. Consistent capital funding allows for better planning and proactive repairs, as opposed to costly as-needed repairs.
- Funding for the fleet replacement remains a priority to provide employees with safe equipment and citizens with efficient services. A ten-year fleet and equipment replacement plan was developed and funding sources were identified.
- County operations are dependent upon financial support towards building maintenance and repairs to sustain County operations in the years to come. FY 2017 maintained funding for capital maintenance in the CIP, though some funding gaps still exist.
- Over the past several years, Roanoke County has constructed several new buildings with complex systems to maintain. Recruiting, retaining and training staff in the maintenance of these complex building systems, as well as the maintenance of older systems, is expensive and time consuming, but critical for the efficient use and benefit from these systems.



FY 2018 Public Safety Functional Budget Team

The Public Safety Functional Budget Team supports internal and external customers throughout the County. The Public Safety Team strives to balance citizen and employee needs while encouraging empowerment in access to information and services. The Public Safety Team consists of these departments:

Commonwealth Attorney	Emergency Communications (CommIT)
Fire & Rescue	Police
Sheriff	Social Services

Public Safety Goal Statements

- To protect the welfare and safety of Roanoke County citizens, and all other persons within Roanoke County by providing public education, code/law enforcement, investigation, corrections and court security
- To be prepared for natural and man-made emergencies and changing demands for services by providing effective training and equipment, and applying professional business practices
- To reduce the loss of life and property through emergency response in an expedient and efficient manner
- To acquire and maintain professional public safety certifications, standards, and/or accreditations
- Preserve, protect and restore family and individual stability and foster self-reliance
- To engage public safety departments with citizens of all ages as it is critical to sustaining citizen safety. By conducting a variety of outreach programs, public safety departments will continue to keep our neighborhoods, schools, and streets safe.

Public Safety Opportunities & Challenges

Operating budgets are below minimal funding

- Over the last few years, budget levels have increased for public safety departments, which allows each department to maintain their service level. However, increases have not kept pace with the rising costs of providing quality public safety services.
- Although there has been an increase of funding levels starting in FY 2016, public safety departments still face many challenges including vehicle and building maintenance, equipment updates, and technology upgrades.
- Departments have become very creative to maintain service levels by maximizing efficiencies, utilizing grants, and partnering with neighboring jurisdictions to reduce costs.
- Measures to conserve funding are continuously being explored and implemented. Given the nature of public safety services and the variety of requirements/mandates necessary in order to provide services, reduction initiatives must be balanced against their impact on service delivery levels.



Staffing issues, full-time positions, part-time and overtime considerations for most departments, and organizational structure

- In FY 2015, Skill Based Pay initiatives were implemented to address salary compression issues for Police, Sheriff, and Fire departments. However, all Public Safety departments continue to face issues with tenured employees earning similar salaries to new, entry-level employees. With few opportunities to increase salary within each pay scale, salary compression will continue to be an issue for the departments.
- Social Services may be impacted by potential legislation that could increase the need for additional staff in areas of Child Protective Services.
- A potential opportunity for Fire/Rescue is to utilize grant funding and overtime budget reallocation to support the hiring of new full time positions to counter the decline of volunteers.

Training/education/development funding

- Public Safety Agencies are highly dependent on training to maintain required certifications and professional accreditations required for them to deliver services to our citizens. Current funding only serves to meet the demands for required/mandatory training. In most of the Public Safety Departments it is critical to have a succession process as most leadership positions in Police, Sheriff, Emergency Communications Center, and Fire/Rescue departments are promoted from within. Thus, training programs that focus on leadership, administration, and personnel management are important to continue to provide outstanding services to the community.
- Although the County has enacted some organizational development programs, those offered typically do not meet the needs of the specialized training that are unique to the public safety departments.

Equipment, capital maintenance, and technology needs

- The creation of a funded fleet replacement plan improved the ability for public safety departments to maintain services and has helped the many years of “below level” funding of the fleet. Even with the established funding source, vehicle and equipment maintenance costs continue to be an area of stress on the budget across multiple departments.
- The County established a dedicated capital maintenance program that has greatly addressed a number of facility deficiencies, however the challenge will be to continue to maintain an aging inventory of facilities. CommIT has specific concerns over tower site buildings that to date have not been included in any building maintenance plan. A significant investment in mission critical equipment is housed at these tower sites, and inadequate funding exists for basic facility maintenance.
- Software maintenance costs for existing software platforms continue to rise, requiring departments to reallocate funds for critical software systems which in turn impacts other programs. From the standard computer, to portable devices used in vehicles, to electronic voice loggers and radios, all this equipment and software must be kept compatible with the rapid development of technology advances.

*Fuel costs*

- Fuel costs, to include diesel, are beyond anyone's control. Although currently lower than previous years, there is always the possibility of increases due to uncontrollable events. This instability has the potential to create budgetary as well as service delivery problems for those whose business delivery models are highly dependent on vehicles, such as Public Safety agencies.
- Over the last two years fuel costs have stabilized which has created an opportunity to use fuel savings to off-set cost increases on vehicle maintenance.
- The Sheriff's Department has unique challenges of transporting prisoners to multiple areas of the Commonwealth which is difficult to budget as it relates to fuel costs.





Performance Measurement





Performance Measurement Introduction

During the FY 2018 budget development process, County of Roanoke departments were encouraged to create Performance Management Plans to include core objectives and subsequent measures of those objectives. The Performance Management Plans replaced Business Plans, which were used to develop goals and measures that were included with each department's budget summary page. This model allows for measures to be directly linked to the core objectives including an explanation with additional details on each measure.

Additionally, all core objectives were then aligned to Strategic Initiatives within the Community Strategic Plan, adopted in FY 2017, or the Organizational Strategic Plan, currently being finalized by County staff. Performance measures were identified as an opportunity to monitor progress towards achieving the vision and strategic direction set forth in the Community Strategic Plan. Specifically, data on the progress toward performance measures will be collected, reviewed, reported and used to make adjustments to County services and programs. More information on the implementation of the Community Strategic Plan can be found on page 27 at the following link: www.roanokecountyva.gov/CSP.

The following Performance Management section is organized first by Strategic Initiative with department core objectives listed in order of department as they appear within this document. The Performance Management Plans are a newly developed concept to allow departments to monitor measures year over year to gauge progress and opportunities to improve. Because this process is new, some core objectives do not include actual data from FY 2015 or FY 2016, as it may not have been historically collected. A sample of a Core Objective with measures and description is included below for reference.

Keep Roanoke County Healthy, Clean, and Beautiful

Roanoke County Community Strategic Plan

Community Development					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Ensure compliance with County's regulations to protect the public's health, safety and welfare.	Percent of zoning related code violations resolved within 45 days	95%	95%	95%	95%
	Percent of building code inspections completed on the assigned date	-	-	80%	80%
Code compliance is an essential function of the Community Development department. Enforcing codes and completing inspections ensures that buildings and zoning decisions are safe for citizens and businesses within Roanoke County. When code violations occur, the department is committed to resolving issues with citizens. The department's goal is to respond to all code inspection requests within one business day. However, circumstances outside of the department's control may limit this ability including staff availability.					

The Strategic Initiative is indicated at the top of each section with the Plan listed just below. Within each box, the department is identified at the top with the objective and measurements just below. Further information on the measures is included at the bottom of each objective. All core objectives include at least one corresponding measurement.





Connect Roanoke County to the World

Roanoke County Community Strategic Plan

Public Information					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Develop and maintain relationships and communications between Roanoke County and the media to allow for dissemination of accurate and timely information.	Number of media advisories, news releases, media contacts, and interviews	-	260	280	320
<p>The Public Information Office serves as the liaison between County staff and the media, notifies the media of County issues, and responds to media inquiries within a timely, accurate and reasonable manner. The Office prepares media advisories and news releases to share important County news and alerts. The Office responds to media queries by providing information and facilitating interviews. Various media advisories and news releases are sent to media based upon County events and news. There is near daily interaction between PIO and media, whether for story ideas, fact checking or setting up interviews with staff members. Various staff conduct interviews based upon the topic.</p>					

Public Information					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Maintain the County's online presence as a communications tool to help customers access County government on a 24/7 basis.	Total pageviews to the Roanoke County website	-	2,403,105	2,500,000	2,600,000
	Total "likes," "follows" and "views" on social media channels	-	24,701	25,600	26,300
<p>The Public Information Office disperses information to the public through a variety of online methods, including the County's official website and social media platforms. By posting news, alerts and general information through these various methods, the Office can reach the community with diverse preferences in how they receive information. In addition to the County's website, the Office maintains social media which includes Facebook, Twitter and You Tube. Data is gathered from the individual sites.</p>					



Connect Roanoke County to the World (continued)

Roanoke County Community Strategic Plan

Economic Development					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Enhance the visibility and progressiveness of Roanoke County to effectively position the community as an attractive place to live and grow a business.	Expand reach of general marketing activities annually.	-	-	10%	10%
	Expand outreach for targeted campaigns and special projects.	-	-	10%	10%
Increasing the marketing and outreach of Roanoke County investment opportunities, amenities and livability will effectively position the County to attract new businesses and residents. General marketing communications include social media outreach, monthly electronic newsletter, and a RVTV Business Partners show featuring County businesses and development opportunities. Targeted campaigns and special projects in FY 2017 include the marketing of Explore Park, 419 Corridor, Roanoke Airport, and broadband. Expanded outreach into the business community will result in economic growth and expansion of the tax base.					

Library					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide programming, outreach, and events that promote the library's role as the community center, and that encourage literacy through educational, cultural, and informational events.	Number of Patron Visits	810,106	822,419	863,540	906,605
	Number of Contacts during Outreach Events	1,700	2,200	-	3,500
	Attendance at Library Programs	36,520	43,431	45,600	47,880
An increase in the number of patron visits is a reliable indicator of whether people are finding the resources and information they seek at County libraries, or if more of them use the library as a community gathering place. County libraries also participate in community events and provide information on library programs to various populations including preschools and nursing homes. The number of people reached through these programs ensures that citizens are aware of services available to them while promoting literacy. Similarly, attendance at library events correlates to whether the programs being offered are perceived to be relevant to citizens, or if they meet a particular need such as new workplace skills, personal growth, socialization, or entertainment. In the County Library system, attendance counts are collected and reported electronically, which allows for comparison with past performance on either an ongoing or on-demand basis.					



Position Roanoke County for Future Economic Growth

Roanoke County Community Strategic Plan

Economic Development					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Grow the tax base through the attraction of new businesses and the expansion of existing businesses so the County can continue to provide high quality services desired by citizens.	Number of new businesses and existing business expanded	11	13	9	9
	Amount of new taxable investment secured through business growth	\$29.9 million	\$32.5 million	\$20 million	\$20 million
Growing the business and tax base in Roanoke County is a fundamental function of the Economic Development Department and supports the Community Strategic Plan to position Roanoke County for future economic growth. An enhanced business base results in improved property and increased revenues for the County.					

Economic Development					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Create a marketable inventory of quality industrial and commercial property to accommodate the needs of growing businesses, and enhance the County's competitive position for business growth and success.	Number of commercial and industrial properties & infrastructure development projects supported	3	3	3	2
	Number of identified and redeveloped underutilized properties.	1	2	3	3
The Economic Development department identifies, markets, and develops commercial and industrial properties throughout the County to promote growth. Commercial and industrial property and infrastructure improvement projects in FY 2017 include broadband expansion, Woodhaven Road, the Vinton Business Center, the Center for Research and Technology and other privately held properties. Redeveloping underutilized properties such as former County-owned properties and Tanglewood Mall will expand the tax base and attract new investment to the County.					



Position Roanoke County for Future Economic Growth (continued)

Roanoke County Community Strategic Plan

<i>Economic Development</i>					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Enhance the visibility and progressiveness of Roanoke County to effectively position the community as an attractive place to live and grow a business.	Expand reach of general marketing activities annually.	-	-	10% Increase	10% Increase
	Expand outreach for targeted campaigns and special projects.	-	-	10% Increase	10% Increase
Increasing the marketing and outreach of Roanoke County investment opportunities, amenities and livability will effectively position the County to attract new businesses and residents. General marketing communications include social media outreach, monthly electronic newsletter, and a RVTV Business Partners show featuring County businesses and development opportunities. Targeted campaigns and special projects in FY 2017 include the marketing of Explore Park, 419 Corridor, Roanoke Airport, and broadband. Expanded outreach into the business community will result in economic growth and expansion of the tax base.					

<i>Economic Development</i>					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Enhance regional workforce development initiatives geared towards linking the needs of the business community with the workforce, resulting in a skilled and abundant labor supply with wages in excess of the County's median wage rate.	Number of connections made between employers, students and educators.	2	2	3	3
	Number of projects connecting students, adults, businesses and the workforce.	-	11	10	10
Workforce development, education and training initiatives connect educational institutions to adults, students and the business community. Creating links between secondary and post-secondary education through career fairs, technology tours, apprenticeship and internship programs will result in enhanced employment, technical skills capabilities and exposure to career opportunities. Developing relevant workshops geared towards business needs and adult populations promote lifelong learning and an educated community.					



Promote Neighborhood Connections

Roanoke County Community Strategic Plan

Community Development					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Anticipate future growth and development challenges and implement policies and plans that incorporate best practices and community interaction.	Progress towards implementation of Route 419 Town Center Plan	N/A	N/A	N/A	TBD by Board of Supervisors
	Continue to expand community outreach for targeted plans and special projects.	N/A	N/A	N/A	0
Community Development develops and implements plans and transportation projects that incorporate best practices and include citizen involvement. Planning staff facilitated or assisted in the development of the Community Strategic Plan, the Explore Park Master Plan, and the Route 419 Town Center Plan during FY 2017. The County's 2005 Comprehensive Plan includes area-specific plans and outlines goals and objectives to address future growth. The implementation of the existing and new plans will facilitate orderly County growth and improved service delivery while meeting economic development, redevelopment, recreation, and transportation needs.					

Community Development					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Coordinate local, regional, and state efforts to improve safety and reduce traffic and congestion in the County.	Percent of local tax dollars matched by transportation funding.	N/A	N/A	N/A	1
	Coordinate and submit grant applications for transportation-related projects	11	8	9	3
Community Development coordinates local, regional, and state efforts to improve safety and reduce traffic and congestion in Roanoke County. Department staff leverage County funding by applying for various grants, mostly available through the state. The VDOT Revenue Sharing Program matches County funds 50/50; the VDOT Transportation Alternatives Set-Aside provides 80 percent funding for projects facilitating alternative modes of transportation and the VDOT Smart Scale Program and Regional Surface Transportation Program provide 100 percent funding for transportation projects. The number of grant applications submitted annually varies due to the availability of funding programs, criteria for funding, and the types of projects planned by County staff.					

Parks, Recreation & Tourism					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Establish and maintain an extensive network of greenways and trails.	Maintained Miles of Greenways & Trails	31	31	34	40
Roanoke County's network of trails and greenways allow citizens and visitors opportunities to enjoy the outdoors. Greenways and trails are strategically planned to allow for citizens to access new amenities and expand the alternate transportation possibilities including biking and walking. As the County and the surrounding region become an outdoor tourism destination, it is vital to properly maintain our network of greenways and trails.					



Ensure Citizen Safety

Roanoke County Community Strategic Plan

Commonwealth's Attorney					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Collaborate with Roanoke County and Town of Vinton Police Departments among other law enforcement agencies to ensure the most successful prosecutions.	Circuit Court Cases (Felonies & Misdemeanors)	1,802	2,013	2,200	2,400
	General District Court Cases (Traffic & Criminal Cases)	33,435	33,290	34,000	35,200
	Juvenile & Domestic Court Cases (Traffic & Criminal)	6,271	6,313	6,700	7,200
The Commonwealth Attorney's Office is responsible for the prosecution of cases which helps to ensure citizen/community safety. It is imperative for the office to collaborate with the Roanoke County and Town of Vinton Police Departments to gather as much information as possible to successfully prosecute cases.					

Commonwealth's Attorney					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide services and referrals to appropriate services to victims of crimes under prosecution by the Commonwealth's Attorney Office.	Victim Witness Services Provided	255	482	800	825
	Maintain Confidentiality of All Participants	100%	100%	100%	100%
The Commonwealth Attorney's Office provide Victim Assistance Programming, which serves the most vulnerable of citizens. The Office provides services to those who are victims of crimes being prosecuted by the Commonwealth's Attorney Office. The Program strives to ensure their safety throughout the prosecution process by providing support services and referrals to resources available including counseling and housing resources.					



Ensure Citizen Safety (continued)

Roanoke County Community Strategic Plan

Sheriff's Office					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide a secure environment for inmates housed in the Roanoke County/Salem Jail, and accommodate safety for both inmates and staff.	Maintenance of ACA accreditation	Yes	Yes	Yes	Yes
	Maintenance of VLEPSC accreditation	Yes	Yes	Yes	Yes
The Roanoke County Sheriff's Office (RCSO) provides professional service to inmates, and the citizens of Roanoke County, as demonstrated by the continual compliance with the regulations of the American Correctional Association. The RCSO is one of thirteen jails in the state of Virginia to be accredited nationally and one of 147 jails to be accredited nationwide. The RCSO is one of three agencies statewide to be accredited both by the ACA and VLEPSC. The Roanoke County/Salem Jail must comply with mandatory ACA standards which are necessary for accreditation. ACA standards address inmate records, administrative operations, budget/fiscal management, staff training, food service, safety and sanitation, health care and physical plant. The Roanoke County/Salem Jail has also met the required Federal mandated standards of the Prison Rape Elimination Act (PREA), preventing, detecting and responding to prison rape. Compliance with ACA and PREA standards is imperative to maintain continued accreditation and certification.					

Sheriff's Office					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide on-going training to all staff members in the most up-to-date laws, procedures, and administrative functions of the Criminal Justice System along with leadership and professional development opportunities to support employees interested in advancing.	Percent of uniformed staff who have completed required training	-	-	100%	100%
	Percent of supervisory staff who have completed leadership and/or supervisory training	-	-	80%	80%
To maintain accreditations, it is important for the Roanoke County Sheriff's Office to receive regular training on laws and procedures. The department also recognizes the importance of providing ongoing leadership development training for staff with potential to advance within the department. By having a well-trained and informed staff, the inmates and citizens can expect high quality professional services.					



Ensure Citizen Safety (continued)

Roanoke County Community Strategic Plan

Sheriff's Office					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide community outreach and public education for all ages of the community in an effort to build and maintain positive community relationships.	Number of Educational Programs Offered	2	5	7	8
	Number of Participants in Programs	40	250	500	750
The Outreach section of the RSCO has developed and is in the process of multiple public education programs geared towards reaching all segments of the population. Over the course of 2016 the RSCO implemented the Firearms safety and awareness course (attended by over 200 citizens), the onsite drug take back box (serving countless citizens and taking in over 300 lbs. of unused and unwanted prescription drugs and has developed a child ID program (providing over 100 identification cards to date). The more that citizens engage in these programs, the greater their level of understanding regarding safe practices will be. These programs also contribute to the overall relationship between the County and the citizens we serve.					

Communications & IT - Emergency Communications Center					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide professional public safety assistance to the Roanoke County citizens and emergency responders in a timely manner.	Dispatch 85 – 95% of all Police, Fire and EMS calls for service in 2 minutes or less.	93%	90%	90%	90%
	Exercise alternate center(City PSAP) operations.	12	12	12	12
The Emergency Communications Center (ECC) ensures that call taking and dispatching services are expedient and appropriate for all public safety scenarios. ECC Staff strive to dispatch emergency services as quickly as possible to ensure safety of Roanoke County citizens and visitors. The County of Roanoke collaborates with the City of Roanoke's E-911 Center to complete 1 shift per month at the other locality's location. This regional approach allows both departments to be prepared to continue to take emergency calls if a largescale equipment failure or emergency situation occurred at either facility. This ensures that Emergency 911 services would remain available to the region.					



Ensure Citizen Safety (continued)

Roanoke County Community Strategic Plan

Communications & IT - Communications Shop					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Maintain an accessible and efficient Public Safety Radio System.	Ensure Public Safety Radio System availability at 99% at all times	99%	99%	99%	99%
The CommIT Communications Shop strive to guarantee a reliable communication foundation on which to efficiently conduct County business operations today and into the future. Through maintenance and upgrades, staff maintain that the public safety radio system is available for emergency responders to communicate. This ensures that citizens can rely on those responders when they are experiencing an emergency.					

Communications & IT - Communications Shop					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Ensure that all components of the Public Safety Radio System are available in order to ensure proper response to citizen emergencies.	Maintain microwave backbone for 800 MHZ radio system for peak performance and operation 99% of the time.	99%	99%	99%	99%
The Emergency Radio Communications System depends on the microwave backbone to operate at top efficiency. Maintenance of this equipment ensures that an alternate resource for communication is available for emergency responders.					

Police					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Foster, develop and maintain community and regional partnerships.	In conjunction with regional partners, explore implementation of a regional threat assessment team; develop and implement a plan based on findings.	-	-	-	TBD
Roanoke County Police and its law enforcement partners in the Roanoke Valley are committed to maintaining a safe community for citizens and visitors. A Regional Threat Assessment Team would assess risk, formulate appropriate responses in situations where an individual's behavior causes concern to the safety of our citizens. Those who have the propensity towards violence often engage in covert and overt behaviors preceding their attack through planning, sharing and some cases taking action. The early detection of attack related behaviors is important towards resolving threat cases.					



Ensure Citizen Safety (continued)

Roanoke County Community Strategic Plan

Police					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Enhance public safety through proactive policing.	Conduct a comprehensive workload and manpower analysis of all divisions within the Police Department.	-	-	-	TBD
According to the Community Strategic Plan our citizens value the safety of their community. An area of concern was ensuring adequate staffing for Public Safety agencies. To align internal department objectives with those of the community strategic plan, staff will develop a multi-year staffing plan based on current needs and future trends.					

Fire & Rescue					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide expedient emergency response to fire and emergency medical service incidents.	Percent of reaction times to all emergency calls within 90 seconds	-	-	90%	90%
	Percentage of Advanced Life Support(ALS) responses within 6 minutes	47%	51%	80%	80%
	Fractile response time to all incidents within 12 minutes	-	-	90%	90%
Roanoke County Fire and Rescue strives to ensure that appropriate staff are responding to emergencies in the most expedient manner possible. Reaction time includes the time taken between when a call is dispatched to a station and when an apparatus leaves the station. Based on Accreditation National Standards, the department aims to reach a reaction time within 90 seconds. The American Heart Association research shows that for every minute a person's heart is not beating their ability to be resuscitated drops by 10%. RCFRD has made an internal goal of reaching 80% of all patients requiring ALS in 6 minutes or less. Virginia Office of Emergency Medical Services requires each agency set a goal for reaching 90% of all calls, in accordance with our Emergency Medical Services (EMS) response plan our goal is 12 minutes. The department will use actual data to determine where improvements can be made to progress towards target measures.					



Ensure Citizen Safety (continued)

Roanoke County Community Strategic Plan

Fire & Rescue					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide adequate facilities and equipment for fire and rescue operations	Age of fire apparatus should not exceed 20 years	-	81%	100%	100%
	Age of ambulance should not exceed 10 years	-	100%	100%	100%
	Personal Protective Equipment should meet current NFPA standards	-	-	100%	100%
National Fire Protection Association (NFPA) provides the Fire/EMS consensus standards of the industry to which RCFRD strives to comply. By meeting the standard the department ensures reliable apparatus, fire/ems equipment, and personal protective equipment with which we respond to emergencies while providing for the safety of emergency personnel. In addition to equipment, the Fire Department maintains 12 Fire Stations and one training center throughout the County.					

Fire & Rescue					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide adequate facilities and equipment for fire and rescue operations	Age of fire apparatus should not exceed 20 years	-	81%	100%	100%
	Age of ambulance should not exceed 10 years	-	100%	100%	100%
	Personal Protective Equipment should meet current NFPA standards	-	-	100%	100%
National Fire Protection Association (NFPA) provides the Fire/EMS consensus standards of the industry to which RCFRD strives to comply. By meeting the standard the department ensures reliable apparatus, fire/ems equipment, and personal protective equipment with which we respond to emergencies while providing for the safety of emergency personnel. In addition to equipment, the Fire Department maintains 12 Fire Stations and one training center throughout the County.					

Fire & Rescue					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Partner with the community and schools to facilitate outreach programs to foster life safety education and emergency preparedness.	Percent of Roanoke County Elementary Schools visited by Fire & Rescue staff	-	-	100%	100%
	Number of education programs facilitated by Fire Marshall's Office	-	-	300	300
When citizens and children are educated and prepared, outcomes of emergency situations can be less severe. By working with the elementary schools through the Firefighters as Role Models (FARM) program, RCFRD helps children and families become knowledgeable in fire safety. In addition, the RCFRD Community Outreach Coordinator, working in conjunction with station personnel, provides information about safety and preparedness topics during community and civic events to expand outreach. Staff also provide fire safety and emergency preparedness information to local daycares and students in home school environments.					



Ensure Citizen Safety (continued)

Roanoke County Community Strategic Plan

Social Services					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Promote safety, well-being and progress to permanency of children in Foster Care.	Approved caseworkers will complete at least 90% of monthly face-to-face contacts with foster children.	90%	99.85%	90%	90%
Roanoke County Department of Social Services supports the development of healthy families and protects Virginia's children from abuse and neglect. By establishing monthly face-to-face visits, an approved worker can more efficiently assess a child's safety and well-being. Regular visits also promote progress to permanency to children in foster care.					



Be a Caring & Inclusive Community

Roanoke County Community Strategic Plan

Social Services					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Connect vulnerable populations with basic resources by determining eligibility for benefits within mandated timeframes.	Eligibility for Medicaid, SNAP and TANF benefits will be determined timely, in accordance with state guidelines, at least 96% of the time.	98.8%	99%	96%	96%
The Department of Social Services is responsible for administering a variety of benefit programs in accordance with federal and state requirements. Determining eligibility for benefit programs in a timely manner provides citizens in need with access to programs to support themselves and their families.					

Social Services					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Promote and encourage TANF recipients to participate in the VIEW program to promote economic independence.	Unless exempted, at least 50% of the VIEW caseload is participating successfully monthly.	52.6%	55.1%	50%	50%
While benefit programs are available to those eligible, the department also encourages and promotes self-reliance. Recipients of TANF (Temporary Assistance for Needy Families) are and will continue to be encouraged to participate in VIEW (Virginia Initiative for Employment not Welfare) unless exempted by the Virginia Department of Social Services. The VIEW program promotes economic independence by assessing employment strengths and needs, eliminating barriers to employment and providing resources and training so participants can become employed and self-sufficient.					

Elections					
Core Objective	Measurement	CY 2015 Actual	CY 2016 Actual	CY 2017 Target	CY 2018 Projected
Ensure voter registration opportunities are equally available and accessible to all qualified citizens.	Number of Registrations Received/Processed from DMV, Public Assistance, National or State Mail-in or Online Forms and 3rd Party drives	11,934	31,074	8,190	TBD
	Total Number of Votes in All Elections	26,230	78,066	TBD	TBD
The Elections Department strives to ensure that voter registration is understandable and accessible to all citizens. The Department has continued to expand its use of technology to provide helpful information to the public regarding registration, upcoming elections, deadlines, and absentee voting. When the registration process is simple and easy to access, the opportunities increase for Roanoke County citizens to participate in local, state, and federal elections. Measurement data above is provided by calendar year with CY 2017 data through May 1, 2017.					



Be a Caring & Inclusive Community (continued)

Roanoke County Community Strategic Plan

Elections					
Core Objective	Measurement	CY 2015 Actual	CY 2016 Actual	CY 2017 Target	CY 2018 Projected
Ensure that each registered voter who wants to participate in the electoral process is able to do so in an efficient and equitable manner while conducting accurate and fair elections in a manner that protects and promotes public trust and confidence.	Percent of ADA Accessible Polling Places	100%	100%	100%	100%
	Percent of Poll Workers who received training prior to Elections	100%	100%	100%	100%
<p>During elections, the Department provides convenient and ADA compliant locations to vote and secure, accurate, and user-friendly voting equipment that is equally accessible to all voters. Furthermore, the Department's staff increases to accommodate the increasing amount of work it has in the run-up to each election and to ensure that it is prepared for both the absentee voting period and Election Day. All Officers of Election receive training on best practices and procedures for Election Day as well as current election laws (including any changes recently enacted by the General Assembly). With accessible locations and well-trained Officers of Election, Roanoke County voters are able to receive knowledgeable and helpful assistance and have an easier, less-stressful voting experience, which will encourage continued participation. Measurement data above is provided by calendar year with CY 2017 data through May 1, 2017.</p>					



Promote Lifelong Learning

Roanoke County Community Strategic Plan

Library					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide customer access to a diverse and balanced collection that promotes lifelong learning.	Annual Circulation of All Materials	1,352,031	1,349,997	1,403,700	1,473,900
	Annual Circulation of Electronic & Digital Materials	69,000	103,000	115,000	120,000
	Number of Items Added to Collection	31,265	31,840	32,800	33,780
Circulation totals measure the effectiveness of collection development plans in meeting the interests and informational needs of the public. The Library will reallocate funding to purchase five percent more print and electronic materials, which will help ensure the continued development of a diverse and balanced collection. In recent years, digital media circulation including e-books, DVDs, and books on disc have become increasingly popular based on reporting trends. Adjustments in purchasing patterns and collection development objectives will be more dependent on data from reports, which provide a more informed perspective on circulation trends, and allow staff to make responsive adjustments to adjust to customer interests and expectations.					

Library					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide reference assistance, educational services, technology services to promote digital literacy, and instructional assistance and programming.	Number of Public Computer Sessions	183,589	275,380	302,900	333,200
	Number of Wireless Computer Sessions	248,342	359,199	377,100	396,000
	Assistance offered through reference department	52,000	36,000	-	44,000
Circulation totals measure the effectiveness of collection development plans in meeting the interests and informational needs of the public. The Library will reallocate funding to purchase five percent more print and electronic materials, which will help ensure the continued development of a diverse and balanced collection. In recent years, digital media circulation including e-books, DVDs, and books on disc have become increasingly popular based on reporting trends. Adjustments in purchasing patterns and collection development objectives will be more dependent on data from reports, which provide a more informed perspective on circulation trends, and allow staff to make responsive adjustments to adjust to customer interests and expectations.					



Promote Lifelong Learning (continued)

Roanoke County Community Strategic Plan

Extension & Continuing Education					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Promote improved health and well-being through healthy eating and physical activity.	Surveyed participants will increase knowledge on class topics including nutrition, cooking skills, and health.	-	99%	99%	99%
	Surveyed participants will increase knowledge on food safety and food preservation skills and techniques.	-	100%	100%	100%
The FCS Agent provides a variety of workshops on food and nutrition related topics that incorporate basic cooking skills, nutrition education, and other health related topics. These skills and information are central to enabling citizens to improve their overall health and well-being. The agent also provides research-based information on food safety and food preservation methods to mitigate the risks of food-borne illness, which contributes to the safety and health of Roanoke citizens.					

Extension & Continuing Education					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide nutrition and physical activity education to low-income families and individuals.	Surveyed participants report improved nutrition practices.	-	90%	85%	85%
	Surveyed participants report improved food resource management practices.	-	64%	85%	85%
Low-income families and individuals are at an increased risk for lifestyle-related chronic disease and illness. The Family Nutrition Program Assistants and SNAP-Ed Agent bring research-based nutrition education to low-income adults and children. Through these programs, participants gain knowledge and develop skills that will help them improve their health today and make healthier choices over the course of their lifetimes.					



Promote Lifelong Learning (continued)

Roanoke County Community Strategic Plan

Extension & Continuing Education					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Assist youth in becoming self-directed, contributing, and productive members of the community.	Number of Youth Enrolled in the 4-H Program.	8,585	8,756	8,800	9,000
	Percentage of teachers/parents reporting increased knowledge and skills gained through 4-H programs.	98%	99%	99%	99%
4-H Youth Development serves ages 5-19 with programs offered in the schools, after school programs, community and project clubs, camps and valley-wide activities. These programs develop community leaders, good citizens and socially competent individuals with strong life skills. Fueled by university-backed, latest research based curriculum from Virginia Tech and Virginia State, students from Roanoke County engage in hands-on activities in 10 curriculum areas including Science and Technology, Careers and Economic Education, Citizenship, and Leadership and Personal Development. Local youth involved in 4-H programs also are heavily involved in community service and understand the value of volunteering and making their community a better place to live.					

Extension & Continuing Education					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Strengthen the community food system through educational support of regional agriculture and sustainable gardening.	Number of individuals reached through ANR Agent and Master Gardener Programming	2,785	3,378	3,500	3,700
	Contacts to Extension Master Gardener Help Desk and one-on-one site visits/meetings with ANR Agent	2,073	2,194	2,300	2,400
The ANR Agent provides diverse programming on agricultural and horticultural topics, from garden skills and knowledge for home and community gardeners to the most up-to-date research and information to help area farmers succeed. These skills at all levels help to bolster our community food systems, grow agricultural and gardening knowledge, and work to better our natural environment. The Master Gardeners are volunteer educators specially trained through the Roanoke County/Roanoke & Salem Cooperative Extension office. Throughout the year, they work in schools, provide horticultural therapy programming in nursing homes, assist with community gardens, give talks throughout the region, and deliver other various programming. The Master Gardener Help Desk operates Monday to Friday as a go-to for providing research based information to answer gardening questions that are encountered throughout the year by residents of the Roanoke Valley.					



Keep Roanoke County Healthy, Clean, and Beautiful

Roanoke County Community Strategic Plan

Community Development					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Ensure compliance with County's regulations to protect the public's health, safety and welfare.	Percent of zoning related code violations resolved within 45 days	95%	95%	95%	95%
	Percent of building code inspections completed on the assigned date	-	-	80%	80%
Code compliance is an essential function of the Community Development department. Enforcing codes and completing inspections ensures that buildings and zoning decisions are safe for citizens and businesses within Roanoke County. When code violations occur, the department is committed to resolving issues with citizens. The department's goal is to respond to all code inspection requests within one business day. However, circumstances outside of the department's control may limit this ability including staff availability.					

Community Development					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide design, construction and maintenance services for stormwater facilities which improve public safety and increases property values.	Number of major drainage project of effort identified in the Stormwater Maintenance Program completed	1	1	1	2
	Number of Best Management Practice (BMP) implemented every 3 years.	-	1	-	1
The Stormwater Division within Community Development provides design, construction, and maintenance services of stormwater facilities. These services improve public safety and also property values. The County's efforts to maintain stormwater facilities also address the County's MS4 permit requirements to reduce the discharge of sediment.					

Community Development					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Address existing and future environmental challenges by incorporating collaborative solutions in planning, engineering regulations and compliance.	Percent of Annual Private BMP inspections	22%	14%	20%	20%
	Percent of Annual County BMP inspections	75%	100%	100%	100%
	Percent of Private BMPs in compliance within County's MS4 permit	31%	50%	50%	50%
Proper maintenance and operation of stormwater Best Management Practices (BMPs) mitigate the impacts to the County's natural water sources including streams and ultimately, the Roanoke River. The County must meet regulations from the Virginia Stormwater Management and the County's Municipal Separate Storm Sewer System (MS4) permit. In addition, the department must ensure compliance with the County's Stormwater Management ordinance with the regular inspection of BMPs. By collaborating with Homeowner Associations (HOAs) and Business Owners, the department believes it can reduce the percent of non-compliant BMPs.					



Keep Roanoke County Healthy, Clean, and Beautiful (continued)

Roanoke County Community Strategic Plan

General Services					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide quality solid waste services to include weekly garbage collection, bi-weekly bulk and brush and drop off center recycling opportunities to all qualified customers.	Amount of municipal waste (per ton) collected per Full Time Employee (FTE)	1,490	1,527	1,556	1,556
	Amount of brush (per ton) collected per FTE	445	577	664	664
The Solid Waste Division with General Services collects garbage weekly and bulk and brush every other week. The department also provides drop off recycling locations throughout the County. By increasing the tonnage collected per FTE, we are efficiently using all staff resources and equipment to provide a core service to our citizens in a fiscally responsible way.					

Parks, Recreation & Tourism					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Offer a robust Community Recreation program for all citizens that promotes learning, health and positive competition.	Offer a minimum of 1,450 programs annually	1,476	1,456	1,460	1,475
	Host a minimum of 14,000 participants annually	14,232	14,872	14,900	15,000
Roanoke County Parks, Recreation & Tourism provides a diverse variety of programs for participants of all ages and abilities. The department strives to expand the reach into the community for participation and expand the availability of programs, events, and activities. Programs include summer camps, athletics programs, indoor programs, and special events among others.					

Parks, Recreation & Tourism					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Promote tourism to Virginia's Blue Ridge through quality and innovative events and park amenities.	Number of hosted annual events and tournaments that provide a positive economic impact to Virginia's Blue Ridge	26	35	40	41
	Economic impact from tournaments and events to Virginia's Blue Ridge	\$7,346,700	\$9,936,000	\$8,000,000	\$8,500,000
By providing quality and innovative events, activities, and amenities, Roanoke County Parks, Recreation & Tourism positively impacts the region by promoting tourism in Virginia's Blue Ridge. The department will identify sought after programs and strategically collaborate with community partners to continue to improve regional tourism.					



Responsive Service Delivery

Roanoke County Organizational Strategic Plan

Clerk to the Board of Supervisors					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Prepare, publish and preserve official records of the Board of Supervisors.	Complete Board Actions in accordance with County Code within 4 business days	-	-	-	100%
	Complete Board minutes within 90 days of Board Meeting and maintain 80% no correction rate based on total number of pages produced annually	-	-	-	100%
<p>The Board of Supervisors governs the County of Roanoke through actions made during regularly scheduled meetings. The Clerk to Board completes and posts all Board Actions and Minutes to preserve official records. Completed Board Actions and Minutes within the time frames allows citizens to access information in a timely manner which reflects our transparency and a responsive service delivery. Although both Actions and Meeting Minutes are completed, the department has not recorded the number of days taken to complete. These measures will be collected beginning in FY 2018.</p>					

Clerk to the Board of Supervisors					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Maintain transparency and high standards of customer service to citizens.	Publish final Board Agendas, Board Actions, Board Summaries, Timestamped Agendas, Special Notices within 10 business days from meeting date	-	-	-	100%
	Process solicitation permits for non-profit organizations and volunteer forms within 2 business days from receipt	-	-	-	100%
<p>The Clerk to Board of Supervisors ensures transparency and is responsive to citizen inquiries and requests. The Agendas, Summaries, and Notices are available online via a document repository for County staff and citizens to view. By posting within 10 business days, the Clerk allows citizens transparent access to documentation. The Clerk also processes permit requests from local non-profits and volunteer groups. By quickly processing these requests, citizens can expect a high standard of customer service. Both practices occur regularly within the department, but the timeliness has not been consistently measured. The department will begin tracking these measures in FY 2018.</p>					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan

Clerk to the Board of Supervisors					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Maintain oversight of the Invocation Policy.	Send out request letters in accordance with Roanoke County Code on an annual basis, within 30 days of approval of the Board's calendar	-	-	100%	100%
	Process all requests, maintain database and confirm all speakers within 30 days	-	-	100%	100%
The Clerk to the Board oversees the Invocation Policy, which invites all religious congregations with an established presence in the local communities and private citizens to voluntarily offer an invocation before the beginning of its meetings. The Clerk monitors scheduled speakers in a timely fashion to ensure that organizations and individuals in the community can participate in the invocation. The Clerk ensures that the invocation policy is implemented as required in Roanoke County Code.					

Clerk to the Board of Supervisors					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Coordinate the Financial Disclosure process.	Request disclosure statements of economic interests in accordance with State and County Code by the first business day of the calendar year	-	-	100%	100%
	Coordinate and follow-up with outside auditors in all requests regarding Disclosure Statements with 5 days	-	-	100%	100%
The Clerk to the Board requests and collects financial disclosure documents in accordance with State and County Codes. This process ensures transparency and accountability to the outside auditors.					

Clerk to the Board of Supervisors					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Coordinate the Committees, Commissions and Boards process.	Process appointments upon Board approval within ten business days	-	-	100%	100%
	Update website within three days of change	-	-	100%	100%
The Clerk to the Board of Supervisors processes and posts all appointments to committees, boards, and commissions. By quickly posting appointments, the department allows the citizens of Roanoke County to be aware of changes and also ensures the volunteers serving can be effectively accountable to their position.					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan

Internal Auditor					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide an independent and systematic approach to examine, evaluate and improve the efficiencies and effectiveness of the County's operational processes and internal controls.	Complete annual audit work plan	-	Yes	Yes	Yes
	Investigate concerns of mis-use or mis-management of County assets and resources	-	-	Yes	Yes
	Number of presentations to the Audit Committee	1	-	2	2
The Internal Audit function was established in FY 2016 to promote accountability, integrity, and transparency in Roanoke County government operations. To assist in the fulfillment of the County's objectives and to address internal control risks assessed, an audit plan is derived on an annual basis. Internal audit activities, results of the completed audits and required communications are presented to the governing body through its audit committee.					

Internal Auditor					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Accomplish assigned responsibilities in an efficient and effective manner to assist the County operations in the achievement of goals and objectives.	Ratio of audits completed versus audits scheduled per audit work plan	-	13%	50%	80%
	Number of audit recommendations implemented by management	-	-	74	52
	Number of unscheduled audits and investigations completed	-	1	3	2
The Internal Auditor completes audit assignments according to the annual audit work plan. Although each audit is unique, the audit process is similar for most engagements and normally consists of four stages: planning, fieldwork, reporting, and follow up. For each audit, the auditor appraises County administration and management of the audit results and recommends enhancements to allow for efficiencies or more effective internal controls. The internal audit function also conducts unscheduled audits, investigations, or other advisory services which are not part to the scheduled audit work plan.					

Internal Auditor					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Perform high quality governmental audits with competence, integrity and objectivity.	Continued professional education (CPE) hours obtained by internal audit staff	-	38	54	40
	Percent of internal audits performed in accordance with Generally Accepted Government Auditing Standards	-	100%	100%	100%
All County internal audits are conducted in accordance with Generally Accepted Government Auditing Standards (GAGAS). Those standards require government auditors to display integrity and objectivity in performing audit engagements and to obtain on-going continued professional education hours on an annual basis.					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan

Public Information					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Maintain relationships between the County and the community by being responsive to citizen inquiries, concerns and suggestions, as well as disseminating timely and accurate information about County services.	Number of online Inquiry/Request for Service/Complaint Form submissions	-	608	466	419
	Number of Roanoke County Today shows, Stand-Alone videos, PSAs, Business Partners, REC TV, Board of Supervisors meetings	-	58	64	70
	Number of FOIA requests received	-	32	45	TBD
<p>The Public Information Office ensures that all online citizen inquiries, requests for service or complaints submitted through the website form receive a timely response. The Office utilizes RVTV-3 to produce "Roanoke County Today," stand-alone videos and PSAs to ensure the public has access to information regarding County business, issues and services. RVTV also televises Board of Supervisors meetings, Roanoke County Business Partners and REC TV. The Public Information Officer also serves as the FOIA Officer and is responsible for providing appropriate information following guidelines established in the Freedom of Information Act. There is no way to project how many FOIA requests will be received. The Office does track the requests and can provide actual numbers at the end of the year.</p>					

Public Information					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide support to administration and departments in developing clear and concise messages to employees and citizens regarding activities of Roanoke County government.	Provide support as needed to Roanoke County departments related to communications and branding.	-	-	Yes	Yes
<p>The Public Information Office assists administration and departments, as needed, to develop internal and external messaging. The Office utilizes the County intranet, website and County email system to share information whenever possible. The Office provides services such as: technical support for website pages, graphic design, development of presentations, media interview preparation, writing, photography, event planning, publicity for events, and awards program coordination.</p>					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan

County Attorney					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide legal services to Roanoke County Board of Supervisors, Administrators and Directors.	Review and revise ordinances and county policies to ensure compliance with applicable federal and state mandates.	-	-	100%	100%
	Respond to inquiries in a timely manner with legal opinions both in a formal and informal format.	-	-	100%	100%
The County Attorney's office provides legal service and advising to the Board of Supervisors, County Administration, and Department Directors. By providing legal support in a timely manner, Roanoke County citizens can expect that better service. Each attorney is assigned an area of responsibility which corresponds to relevant departments seeking support, while maintaining the objective of cross-training in expertise. The cross-training goal is to achieve the result of always having a resource available from 8:00 am to 5:00 pm to assist client needs.					

County Attorney					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide legal support to Community Development and Economic Development departments.	Review proposals, contracts, real estate deeds and all other associated documents to ensure compliance with Federal, State and local mandates and best practices in Community and Economic Development.	-	-	100%	100%
	Attend and advise at all relevant Community Boards, Zoning, Planning Commission and other governmental or community meetings that affect Community Development and Economic Development.	-	-	100%	100%
Providing legal services and support to Community Development and Economic Development departments ensures compliance with Federal, State and local mandates and best practice standards are followed. These two departments focus on outward reaching goals. The office's legal staff primarily supports them with specific real estate knowledge, planning and zoning legal input and support to the citizen community attempting to navigate the legal aspects of the County's processes. In addition, the office provides legal counsel to the Economic Development Authority, which advances the objective of growth and prosperity of the community.					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan

County Attorney					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide legal support and advice to Department of Social Services.	Appear at all judicial proceedings for which Roanoke County Department of Social Services is a party or ancillary participant.	-	-	100%	100%
	Review and advise on all matters related to compliance with Federal, State, and local mandates for Department of Social Services.	-	-	100%	100%
Providing legal support and advice to the Department of Social Services ensures that all legal matters are held in compliance with Federal, State and local mandates. The core measures indicate the actual steps which include the interaction between staff, the courts and attorney involvement. The measures are exact and proscribed by law with strict compliance standards requiring hands on legal staff at all times.					

County Attorney					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Review, analyze and advise on Risk Management matters to ensure compliance with applicable statutes and good stewardship of County resources.	Evaluate claims, both actual and inchoate, against or on behalf of the County and review for fraud, resolution and compliance. Litigate such claims where necessary to protect County resources.	-	-	100%	100%
	Review and revise County policies as necessary to ensure best practices with regard to public safety workplace conditions, safety, and compliance with applicable Federal, State and local mandates on daily operations of local government.	-	-	100%	100%
Providing legal services and support to Risk Management ensures compliance with Federal, State and local mandates and that best practice standards are followed. Without clear policies, supported by legal approval, the County would not be positioned to protect resources while ensuring the safety and well-being of its employees and citizens.					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan

County Attorney					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide direct legal support and advice to the Offices of the Commissioner of Revenue and Treasurer.	Advise and litigate when necessary to collect delinquent accounts including BPOL, Business Personal Property, Library Fines, and other liens.	-	-	100%	100%
	Assist in compliance with applicable State, Federal, and local mandates regarding taxes, particularly with regards to taxable status.	-	-	100%	100%
Providing direct legal support to Commissioner of Revenue and Treasurer ensures all matters related to taxation and revenue is in compliance with applicable State, Federal and local regarding taxation and taxable status. A robust revenue practice is the cornerstone of a core function of government since each citizen should be able to rely upon equitable tax collection to fully realize expected services.					

Human Resources					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Leverage HR technology systems to further departmental goals, improve productivity and service to County employees and managers.	Implement one new feature for each HR system	-	-	-	3
The Human Resources department currently manages 3 separate systems that support different functions within the department. Integration of the systems and utilizing them to full capacity is imperative to improving efficiencies for HR staff and employees countywide. HR will review additional features available in the systems and explore interface options to enhance the ability of the systems to communicate. By maximizing the use of these systems, HR can provide quality services to current and potential employees.					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan

Human Resources					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Develop and maintain Human Resources policies and procedures that are accessible and understood by employees and management, ensure fair and equitable treatment and compliance to federal, state employment law.	Development and distribution of HR Policy & Procedure manual, with regular updates as needed.	-	-	-	100%
In an effort to provide employees with standard and easy to find policy and procedural information, Roanoke County will finalize a comprehensive Policy & Procedure manual in FY 2018. The Human Resources department will contribute information on policies and procedures that relate to the department to be included in the overall document. The establishment of written policies and procedures that are housed in one place increases accessibility to all employees and managers. When all employees and managers have access to standard information, there is increased consistency in application and communication.					

Commissioner of Revenue					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide accurate assessment and audit of individual and business personal property.	Number of personal property assessed annually	133,215	129,719	133,500	130,000
	Number of business personal property accounts assessed annually	4,328	3,963	4,500	4,200
The County of Roanoke Commissioner of the Revenue provides fair and equitable assessments for taxation as set forth by the Code of Virginia, Title 58 on Taxation and the Code of Roanoke County as adopted by the Board of Supervisors. The Commissioner of the Revenue is responsible for assessments and audits of individual and business personal property. In Roanoke County, the personal property tax generates approximately \$30 million in revenue. The office utilizes NADA with staff verification and correction of records for assurance of accuracy. The office also utilizes all available information to update records daily and verify code compliance, including weekly live DMV imports and the use of Income Tax data to assess business use of vehicles.					

Commissioner of Revenue					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Identify and properly issue, renew, and audit business licenses.	Number of Business, Professional, and Occupational (BPOL) Licenses	5,613	5,389	5,720	5,500
	Amount of BPOL fees collected	\$6,440,138	\$6,055,232	\$6,400,000	\$6,200,000
The Commissioner of the Revenue office is responsible for the issuance, renewal, and audit of business licenses in Roanoke County. The office identifies and properly licenses approximately 5,349 businesses that generate approximately \$6 million in revenue. Office staff also enforce compliance and audit for accurate license information. By providing a fair and efficient process to apply and renew business licenses, the Commissioner of the Revenue supports Roanoke County's business climate and economic development efforts.					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan

Commissioner of Revenue					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide assistance and process Virginia State Income Tax Returns.	Tax returns prepared and processed	5,200	4,700	5,000	4,500
	Estimate of processed payments	1,247	1,221	1,250	1,200
<p>The Commissioner of the Revenue office provides assistance and processes Virginia state income tax returns. The office processes approximately 4,700 state income tax returns and establishes an estimate of 1,200 payment accounts as mandated by VA State Code 58.1-305. All returns are edited for errors and omissions and are corrected prior to submission to the Department of Taxation. All qualifying refunds are expedited by data entry into the Virginia State tax system. Return processing numbers have decreased annually due to electronic filing, while daily assistance to citizens increases with request for information, correction, and requests to speak with the Department of Taxation on their behalf.</p>					

Clerk of Circuit Court					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Ensure that the clerk's office is "user friendly".	Number of Active Secure Remote Access Users	-	-	86	88
	Number of Officers Court Remote Access Users	-	-	71	72
<p>The Office of the Clerk of Circuit Court is responsive to the public and also to the Circuit Court judiciary. The office strives to provide effective and efficient service in all functions carried out. To promote user friendliness, the Office ensures that information is available to the public in a variety of methods. The Roanoke County Circuit Court Clerk's office provides subscription access to real estate records online, along with other real estate related documents, via Secure Remote Access (SRA) provided by Virginia's Judicial System Web-enabled "Records Management System". Officers of the Court Remote Access (OCRA) is for officers of the court (attorneys) and any authorized agent of such attorneys - as well as certain other approved personnel- to access Roanoke County Circuit Court files electronically. The Office also responds to written requests for records to ensure that information is available to the public.</p>					

Clerk of Circuit Court					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Process all civil and criminal cases brought before the circuit court.	Civil Cases Commenced	1,361	833	900	1,000
	Criminal Cases Commenced	1,811	1,896	1,900	1,900
<p>Clerk of Circuit Court staff ensure that the public is properly served by the judiciary by managing all civil and criminal cases brought before the circuit court. The Office also provides assistance to judges in the performance of their judicial functions.</p>					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan

Clerk of Circuit Court					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Process certain specific licenses.	Concealed Weapon permits issued	1,725	2,005	2,000	2,000
	Marriage Licenses Issued	392	385	400	400
<p>The Clerk of Circuit Court staff ensure that concealed weapon permits and marriage licenses are issued to the citizenry according to law. The office continues to process a large number of concealed weapons permit applications, which have risen over the past several years. By processing these licenses, the Office is maintaining quality service and access to all eligible citizens.</p>					

Clerk of Circuit Court					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
File, process, record and make available for inspection and duplication all public documents that are retained and maintained by the Clerk's Office.	Deeds recorded	12,240	13,088	13,000	13,000
	Wills probated	429	652	700	750
	Judgments docketed	3,606	3,420	3,500	3,500
<p>The Clerk of Circuit Court staff ensure that all public documents are readily available to the public. The Circuit Court Clerk's Office holds records pertaining to actions or filings in the Roanoke County Circuit Court. Citizens may subscribe to view records online through a web-enabled Records Management System or they may request records directly from the Court Clerk's Office.</p>					

Real Estate Valuation					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Effectively produce a quality reassessment, which achieves market value, and assures uniformity throughout the different classifications of property assessed in Roanoke County.	Sales Ratio	93%	92%	92%	92%
	Coefficient of Dispersion	6.43	10	10	10
<p>The Real Estate Valuation Department strives to produce a fair and quality reassessment while following guidance from State Code. The sales ratio compares the market versus assessed value. According to national standards, localities should be within 92-94% as a target sales ratio. The coefficient of dispersion measures assessment uniformity. Roanoke County assessments have been among the top 10 in the state based on this measure. National standards recommended a coefficient of dispersion of 15 or below, which has been consistently achieved by the department. This measure of uniformity determines the quality of the assessment process, which consistently ranks high among other localities within the state of Virginia.</p>					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan

Real Estate Valuation					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Ensure a land use program that promotes continued agricultural, horticultural, and forested practices within Roanoke County.	Land Use Parcels	1,700	1,700	1,700	1,700
	Roll Back Collected	\$24,518	\$100,000	\$50,000	\$50,000
<p>Roanoke County's Land Use Program is administered by the Real Estate Valuation Office. Virginia law and County Code allow eligible agricultural, horticultural, forest and open space land to be taxed based on the land's use value as opposed to the land's market value. The tax reduction that is applied in the Land Use Program is a deferral, not a discount. This program is designed to encourage the preservation of land, conservation of natural beauty and open spaces within the County. The intent of this program is to accommodate an expanding population, promote a balanced economy and ease pressures that force the conversion of real estate to more intensive uses. Participants must complete an annual revalidation to verify eligibility. If a parcel is no longer eligible for the Land Use Program, the Real Estate Valuation Department collects roll back taxes, which are the full tax rate over 5 years with interest. These measures help ensure that all participants in the program are eligible.</p>					

Real Estate Valuation					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide a Board of Equalization (BOE) for citizens appeals that may occur due to annual reassessment.	BOE appointments to hear reassessment appeals of the total parcels assessed	22 of 45,541	8 of 45,575	40 of 45,600	40 of 45,600
	Changes suggested by the BOE based on appeals	16	3	15	15
<p>The Board of Equalization serves an important role in the reassessment process. Members are appointed based on the magisterial district and at least 40% of the members must have experience related to the real estate industry. All members receive training and are sworn to serve on the Board of Equalization by the Circuit Court. Citizens have the opportunity to schedule a meeting with the BOE to appeal the reassessment provided by Roanoke County. The BOE then decides whether a change should be made. This process ensures that reassessments are as accurate as possible and allows to citizens have an appeals process.</p>					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan

Management & Budget					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Actual General Government fiscal year revenues and expenditures will be with 1% of year-end budgeted amounts.	General Government revenues are within 1% of year-end budget	0.8%	0.5%	>1.0%	>1.0%
	General Government expenditures are within 1% of year-end budget	1%	75%	>1.0%	>1.0%
The Office of Management and Budget conducts analyses throughout the year, which influence budget recommendations for revenue and expenditures. The revenue projection process is representative of multiple departments, using a Revenue Team approach to reach consensus agreement on projection assumptions. Expenditures are monitored and analyzed throughout the year to identify and project trends for long range budget decisions. When revenues and expenditures are within 1% of budget, the organization is adequately prepared and has strategically distributed resources.					

Management & Budget					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide accurate and timely budgetary and financial information to Roanoke County citizens, ensuring transparency throughout the budget process.	Percent of Board of Supervisor's regular meeting presentations or briefings prepared by OMB, budget development work session presentations, and budget memorandums posted to Roanoke County's website within 1 business day.	-	-	-	100.0%
	Receipt of the Government Finance Officers Association Distinguished Budget Award.	Yes	Yes	Yes	Yes
	Percent of budget memorandums sent in response to inquiries from the Board of Supervisors within 5 business days.	-	-	-	100.0%
The Roanoke County Office of Management & Budget is committed to keeping the public informed of budgetary and fiscal decisions and welcomes citizen input throughout the process. All Proposed and Adopted Annual Fiscal Plan and Capital Improvement Plan documents are available to view at the County's Administration Center and library branches. Throughout the budget process, the department posts Budget Memorandums that address questions from members of the Board of Supervisors for public viewing. By posting information, the department provides opportunities for citizen inquiry while ensuring transparency throughout the process. Additionally, the department submits the Adopted Annual Fiscal Plan for the GFOA Distinguished Budget Award, which is received if a government unit publishes a document that meets program criteria as a policy document, operations guide, as a financial plan, and as a communication device.					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan

Management & Budget					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Establish and maintain a budget development process that allows collaboration among departments and provides departments with adequate instructions and clear expectations.	Capital Improvement Plan documents submitted within established deadline	-	-	-	90%
	Operating budget documents submitted within established deadline	-	-	-	90%
	Performance Management Plan documents submitted within established deadline	-	-	-	90%
The Office of Management & Budget provides training to department staff involved in the budget development process and also internally posts detailed instructions using the organization's intranet for departments to submit budget development materials. After collecting this information, OMB holds collective meetings among Functional Teams to understand the challenges and opportunities of which departments are faced. This process allows for all departments to provide input in the budget process to receive resources needed to operate without compromising citizen expectations.					

Communications & Information Technology					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Guarantee a reliable technology foundation on which to efficiently conduct County business operations today and in the future.	Ensure wide area network, telephony and database services availability to County staff 99% during business hours	99%	99%	99%	99%
	Ensure 95% of business application packages are compliant with versioning, operating system, database and annual support schedules.	98%	95%	95%	95%
County departments rely on IT supported core infrastructure services and critical business applications in order to meet their operational and strategic goals. Critical business applications include software and interfaces that support essential functions of County business including payroll processing, financial reporting, assessment of taxes, and tax collections. Without the consistent support of these services, departments would not be able to effectively operate to continue to offer quality services that citizens expect.					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan

Communications & Information Technology					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Align technology resources and priorities in support of business department and user needs.	Receive an overall customer satisfaction survey rating of 90% or greater, based on biennial customer survey	86%	-	90%	-
	Complete 85% of IT Projects on time	86%	85%	85%	85%
Supporting County Departments with their technology needs is critical for enabling departments the ability to meet their operational and strategic goals. Support includes everything from computer support to partnering with department users on various types of technology projects that may include research, construction, applying upgrades, and/or implementing new systems. While it would be ideal that all IT projects would be completed on time, a variety of factors can contribute to delay in project timelines including staffing changes, project needs, and financial restrictions. Projects are organized by major and minor categories and can have varying levels of difficulty to complete each. Staff track all project progress to ensure accountability of project completion.					

Communications & Information Technology					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Champion and support regional and collaborative programs and projects.	Share Enterprise GIS by implementing Web Applications. Grow by at least 10% per year.	45%	10%	10%	10%
	Allocate 10% of project resources for content and document management solutions.	-	-	-	10%
The Communications & IT department will continue to develop GIS apps and tools to improve efficiencies within the departments. In FY 2018, the department will complete a regional Public Safety Answering Point grant- funded regional mapping project to support regional 911 functions. Other regional projects include participation with the Roanoke Valley Broadband Authority and the regional shared use of radio tower equipment. The department will also continue to implement content & document management solutions across the County to support departments' operational and strategic goals. These projects allow the County to be a strategic regional partner to other localities while also supporting County resources.					

Communications & Information Technology					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Focus on meaningful development and efficient solutions for future technology services.	Commit minimum of 2% of technology resources to meaningful Research & Development	3%	2%	2%	2%
As a service organization, IT employee job satisfaction is increased by allowing them time to research and test new trends and solutions. It enables them to stay current on technology changes, which increases their ability to offer County staff with more efficient and effective solutions for their operational & strategic needs. Staff have used past research and development to implement improvements to cyber security and expand application mobility, which protect County assets and off greater service to citizens seeking mobile information.					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan

General Services					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Provide maintenance, cleaning, and repairs efficiently, effectively, and promptly to minimize disruption in all facility work environments.	Achieve 85% completion of scheduled departmental tasks based on 12,684 available work hours	76%	78%	78%	82%
The General Services department staff maintain, provide custodial services, and repair County facilities. Achieving 85% completion of scheduled tasks ensures that work is being conducted efficiently and effectively. To achieve 85%, department staff plan to review current processes for opportunities to enhance efficiency.					

Elections					
Core Objective	Measurement	CY 2015 Actual	CY 2016 Actual	CY 2017 Target	CY 2018 Projected
Maintain accurate and up-to-date voter registration rolls .	Number of New Registrations & Re-Registrations Processed	2,280	7,200	813	TBD
	Number of Intra-County Address and Name Changes Processed	1,730	3,638	928	TBD
The Elections Department works with the State Department of Elections, public assistance and social service agencies, and others to make registration widely available and accessible. The more readily available means of registering, re-registering, submitting notices of name change, change of address, or contact information, etc., are, the more likely the County's voters are to keep their voter records up to date and be able to participate in subsequent elections (whether in the County or in a new place of residence) without incident. This also helps the Elections Department maintain the integrity of its registration rolls. Measurement data above is provided by calendar year with CY 2017 data through May 1, 2017.					



Branding & Marketing

Roanoke County Organizational Strategic Plan

Public Information					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Establish a distinctive brand identity that is reflective of Roanoke County's amenities and quality of life and develop corporate identification standards.	Create phased approach to implement new Branding Mark throughout organization.	-	-	Yes	Yes
<p>Following the development of the Organizational Strategic Plan and Community Strategic Plan, the Public Information Office began working on development of a new branding effort that better reflects Roanoke County's vision of creating a vibrant, innovative and scenic community. The new Branding Mark will tie in with local and regional efforts to promote the area as an outdoor destination. Corporate identification standards will be created and shared with employees for implementation within their departments. The goals of this core objective are to phase-in the new Mark, through attrition, by incorporating it into printed materials, web and social media sites, vehicle branding, and gateway signage.</p>					

Parks, Recreation & Tourism					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Promote tourism to Virginia's Blue Ridge through quality and innovative events and park amenities.	Number of hosted annual events and tournaments that provide a positive economic impact to Virginia's Blue Ridge	26	35	40	41
	Economic impact from tournaments and events to Virginia's Blue Ridge	\$ 7,346,700	\$ 9,936,000	\$ 8,000,000	\$ 8,500,000
<p>By providing quality and innovative events, activities, and amenities, Roanoke County Parks, Recreation & Tourism positively impacts the region by promoting tourism in Virginia's Blue Ridge. The department will identify sought after programs and strategically collaborate with community partners to continue to improve regional tourism.</p>					



Workplace Culture / Employer of Choice

Roanoke County Organizational Strategic Plan

Human Resources					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Develop and maintain a competitive Total Compensation Package that enhances recruitment and retention efforts of a quality workforce.	Retention Rate of 90% or more	-	-	-	90%
	Implement at least 2 approved recommendations from 2016 Total Compensation survey	-	-	-	2
<p>Roanoke County's Human Resources department continually strives to offer a competitive total compensation package that attracts and retains a skilled and quality workforce to provide services for citizens. The retention rate or the annual measurement of movement in/out of organization is used to demonstrate the stability of the County's workforce. In FY 2017, a total compensation survey was conducted to gauge employee satisfaction and determine how employees rank the value and importance of various compensation components. Based on responses, the Human Resources department plans to implement recommendations to provide compensation and benefits that meet the diverse expectations of current and incoming employees.</p>					

Human Resources					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Create a continuous learning organization that promotes employee engagement, career development and advancement.	Add at least 2 new programs/initiatives identified in Needs Assessment and Organizational Strategic Plan	-	-	-	2
	At least 25% of employees in mid-management and above annually participate in Leadership specific training	-	-	-	25%
<p>The Human Resources department provides training and organizational development programs. Program needs have been identified through a needs assessment process and also are included in the Organizational Strategic Plan, which is expected to be approved in FY 2018. By measuring initiatives and programs in place, a baseline can be established from which to measure how well HR is responding to County training and organizational development needs. The HR department ensures that leadership level employees have access to training and resources to succeed in their role. By providing these opportunities, the department can monitor the engagement level of the County's management staff in personal and professional development.</p>					



Workplace Culture / Employer of Choice (continued)

Roanoke County Organizational Strategic Plan

Communications & Information Technology					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Effectively leverage training and career resources in a manner that best serves County business needs.	Certify/Re-certify 100% of County employees trained on Security Awareness	100%	100%	100%	100%
	Maintain 100% of Webmasters trained on tools and methods for website editing and publishing	100%	100%	100%	100%
Empowering County employees to use technology wisely to improve efficiencies in serving our citizens is critical, especially during this time when staff resources are lean but service levels and technology needs continue to grow. Ensuring County employees are trained on security best practices allows them to make smarter choices when accessing information and greatly contributes to protecting the County's data and other assets. Training department webmasters on keeping the website content up-to-date and relevant ensures timely updates and improves citizen access to County information.					

Communications & IT - Emergency Communications Center					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Maintain nationally recognized accreditation to ensure rapid and appropriate response to citizen emergencies and Roanoke County needs.	Maintain CALEA certification by reviewing 100% of the Time Sensitive Standards	100%	100%	100%	100%
The Commission on Accreditation of Law Enforcement Agencies (CALEA) Public Safety Communications Accreditation Program provides the County's Emergency Communications Center (ECC) with a process to systemically review and internally assess its operations and procedures. Maintenance of the certification ensures that the staffing, equipment, facilities and policies of the ECC are appropriate and efficient.					

Police					
Core Objective	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	FY 2018 Projected
Establish an electronic document storage system.	Implement Laser Fiche system.	-	-	100%	100%
The Criminal Justice Academy has been approved to proceed with the Laser Fiche scanning program. This program allows for all paper documents to be scanned and organized in an electronic repository. This project will occur in several phases. The first phase is to organize and create a searchable repository for training documents. The second phase will be the process of scanning all current basic classes, in-service classes and personnel documents. The third phase will be to scan all stored training documents.					





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 Annual Fiscal Plan describes the financial strengths and weaknesses of Roanoke County and quantifies and explains the volatile factors affecting the County's ability to provide high quality services to its citizens. This section is modeled after the International City/County Management Association's (ICMA) Financial Trend Indicator Monitoring System.

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. Net operating revenues include the General Fund and a Component Unit comprised of all school accounts.

Economic Outlook

The national economy continues on its path of slow recovery and is forecast to continue growing at a very modest pace for at least the next several years. According to the U.S. Bureau of Economic Analysis, real Gross Domestic Product (GDP) increased 1.6% from the 2015 annual level to the 2016 annual level.

GDP

The U.S. Bureau of Economic Analysis as of January 28, 2017 has reported that GDP is steadily increasing. In the third and fourth quarters of 2016 calendar year, real GDP increased at an annual rate of 3.5% and 1.9% respectively. The increase in the third quarter reflected increased personal consumption expenditures, private inventory investment, residential fixed investment, nonresidential fixed investment, and state and local government spending that were partly offset by negative contributions from exports and federal government spending. The deceleration in GDP growth in the fourth quarter reflects a downturn in exports, and acceleration in imports, a deceleration in personal consumption expenditures, and a downturn in federal government spending which were partly offset by an upturn in residential fixed investment, an acceleration in private inventory investment, and upturn in state and local government spending, and an acceleration in nonresidential fixed investment. Purchases by United States residents of goods and services increased 2.0% in the fourth quarter, compared with an increase of 1.5% in the third.

Unemployment Rate

While GDP growth is arguably the best indicator of overall economic strength, one of the primary strains on the economy, at both the national and local level, is the unemployment rate. Much like GDP growth, the national unemployment rate has gradually improved, down from 5.3% in 2015 to 4.8% in 2016 (not seasonally adjusted). Consistent improvement coupled with slow GDP growth is indicative of a recovery economy.

Roanoke County consistently experiences a lower unemployment rate than national averages. Prior to the economic downturn of 2008, typical unemployment in Roanoke County was approximately 3.0% – 4.0%. Unemployment as of June 30, 2016 was down to 3.5% from 4.2% prior year, based on data from the Virginia Employment Commission and the Bureau of Labor Statistics. Indicators



maintained by the Roanoke County Economic Development Office suggest continuous low unemployment throughout FY 2017.

Inflation

While inflation outpaced revenue growth in recent years, the trend has improved. Inflation growth was lower in calendar year 2014 at 0.8% and in calendar year 2015 at 0.7%; however, inflation growth increased in calendar year 2016 to 2.1%. Average inflation growth since calendar year 2012 is 1.4%. Since fiscal year 2012, general government revenue growth in Roanoke County has strengthened, increasing by approximately 1.4% annually. Thus, general government revenue growth is essentially the same as inflation growth since 2012. The slowing rate of inflation gives rise of cautious optimism; however, as seen in the inflation growth in 2016 and projections from the Federal Reserve that inflation will grow at 1.9% in calendar year 2017, revenue growth in the recovery economy may continue to struggle to keep pace with inflation. Inflation calculations are based on Consumer Price Index data available from the Bureau of Labor Statistics.

Local Economic Outlook

The local unemployment rate is improving and the housing market continues to remain stable; however, threats such as rising interest rates may slow growth in these areas. Slow revenue growth is present, however the elastic nature of various revenue streams (e.g. the Sales Tax) provide some concern. Inflation is the most prominent threat for Roanoke County. Inflation growth over the past few years is now effectively the same as current economic growth. However, this follows several years where inflation outpaced economic growth. The result is that public administrators in all departments throughout Roanoke County are doing more with less to provide continually high levels of service quality.



Revenue Indicators

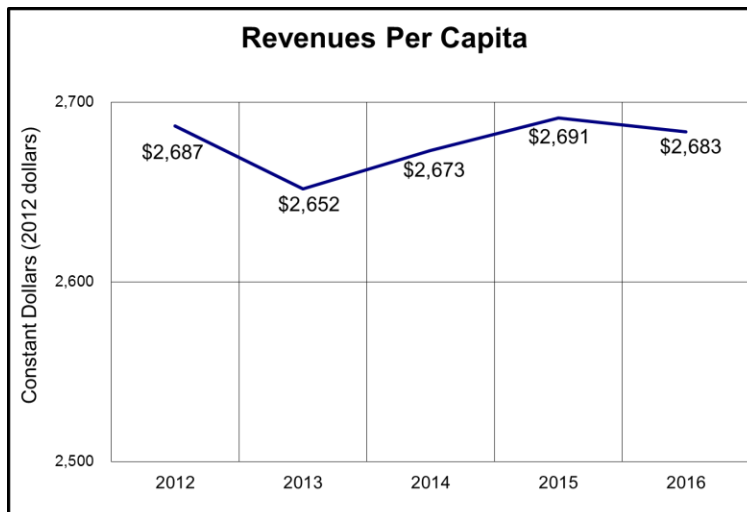
Revenue indicators demonstrate the County's capacity to provide and finance services. Important issues to consider are growth, diversity, reliability, flexibility, and administration. Under ideal circumstances, revenues would increase at a rate equal to or greater than the pace that expenditures grow because of inflation and adjustments in service. They would be sufficiently flexible to allow necessary adjustments to changing conditions. Some revenue sources would be stable under negative market conditions and others would expand with a growing economy. The revenues would come from diverse sources eliminating dependence on any one particular source. User fees would be reevaluated regularly to cover the full cost of service provision.

Maintaining this preferred financial climate makes it easier to achieve a balanced budget. By examining revenue indicators, problem areas can be identified and corrective actions developed to avoid future financial difficulties. Problem areas might include:

- Deterioration of the revenue base
- Major changes in the size or distribution of the tax burden
- Over-dependence on obsolete or external revenue sources
- Lack of cost controls or poor revenue estimating practices
- User fees that do not cover the cost of service provision
- Inefficiency in the collection or administration of revenues

The following revenue indicators are examined to analyze the Roanoke County revenue structure: 1) revenue per capita, 2) property tax revenue, 3) uncollected property taxes, 4) intergovernmental revenues, and 5) revenue shortfalls.

Revenues Per Capita

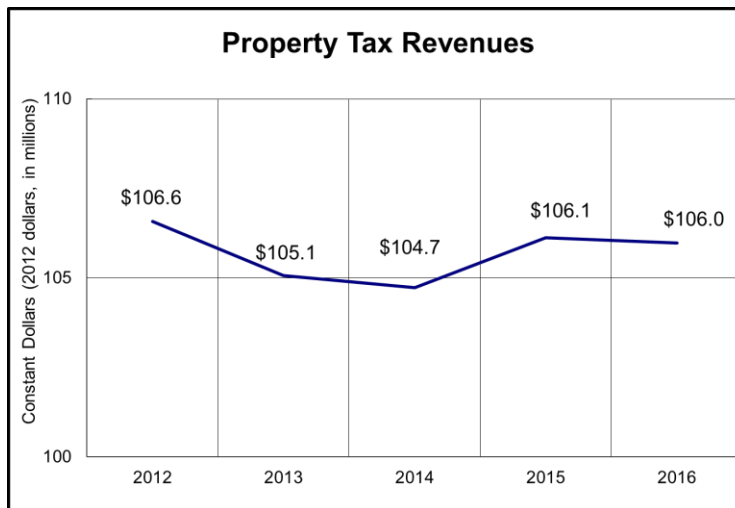


This trend is monitored by comparing net operating revenues (excluding interfund transfers and beginning balances) to the County's population. In theory, as the County population increases, the need for services increases proportionately. Therefore, the level of per capita revenues should remain at least constant in real terms. Total per capita revenues (in 2012 constant dollars) in FY 2016 were \$2,683, a 0.3% decrease over prior year. This is a small decrease in growth rate compared to FY 2015, which saw 0.7% growth over prior year. This indicator may suggest that

Roanoke County is experiencing stable economic conditions. However, the FY 2015 revenues per capita are less than those of FY 2008 (in constant 2008 dollars, revenues per capita in 2008 were \$2,769 compared to \$2,457 in FY 2015) which continue to constrain the County's ability to meet service demand.



Property Tax Revenues

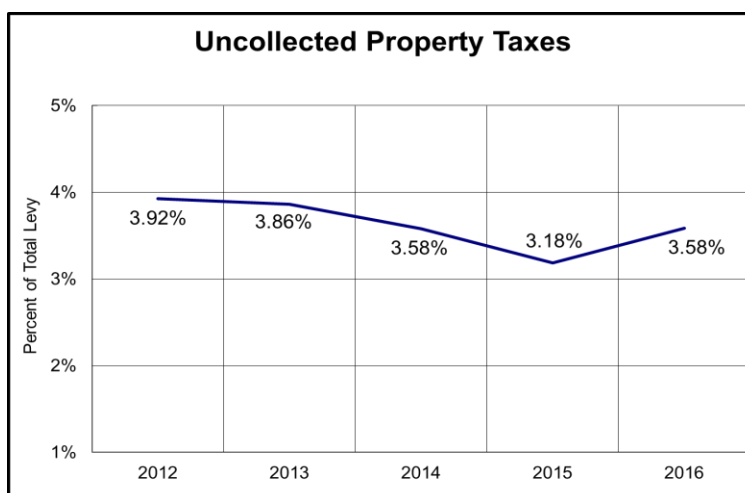


Property tax revenue indexed to the Consumer Price Index (CPI) is essential to understanding financial trends because this revenue category is the largest in the General Fund. Changes, however small, in this category may significantly impact revenue receipt. Property tax revenues have traditionally remained relatively stable in Roanoke County which allows the government to maintain high quality service delivery to its citizens when revenues from other sources decline. In FY 2016, general property tax revenues comprised 68.6% of General Government revenues.

Comparatively, sales tax revenue contributed 5.6% and revenues from the Commonwealth of Virginia were approximately 5.9% in FY 2016. A decline in property tax revenue could result from any of the following:

- Declining property values due to building stock deterioration or poor economic conditions.
- Inability or unwillingness of property owners to pay taxes.
- Inefficient assessment or appraisal practices.
- Infrequent reassessments.
- Changes in the tax rate.
- Structural changes in the administration of the tax.

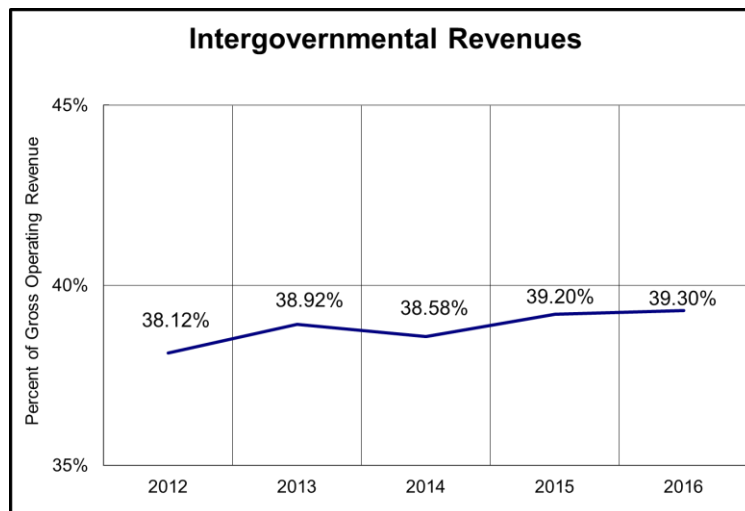
As shown on the above graph, property tax increased 1.19% (in 2012 dollars) from FY 2014 to FY 2016. Last year, an increase was reported for the FY 2013 through FY 2015 period of 1.04% in 2011 dollars. This indicates that the property tax revenues increase, though small, was not just nominal. This turnaround may suggest a slowly recovering economy.



Uncollected property taxes, expressed as a percent of the total tax levy, has been stable since FY 2012, and ending at 3.58% in FY 2016. As a rule, rating agencies consider 5.0%–8.0% of uncollected taxes or two years or more of increasing rates of delinquency as negative factors. Currently, the County is using the State Department of Taxation debt set-off collection procedure, an automated delinquent tax collection system. Higher interest rates on unpaid balances are also being used to discourage delinquency.



Intergovernmental Revenues



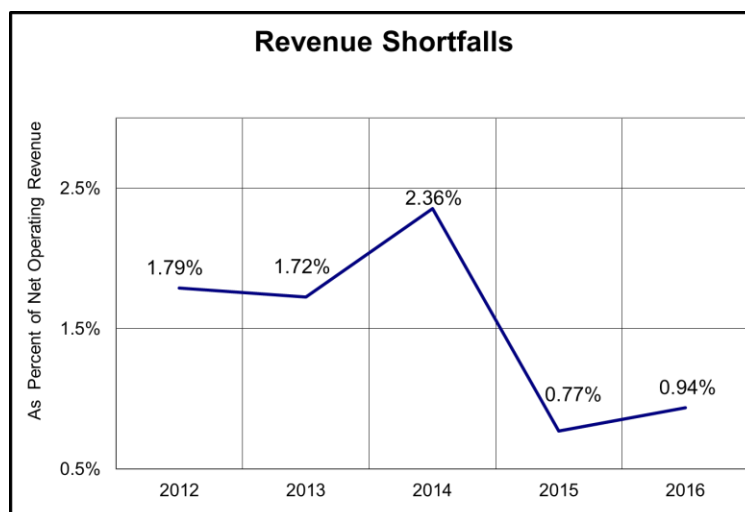
Intergovernmental revenues are those funds received from another governmental entity. For Roanoke County and Roanoke County Schools, these sources have included recovery of indirect costs and other revenue from the Commonwealth for schools and constitutional officers and general revenue sharing.

Revenues from intergovernmental sources indexed to total revenues illustrate the degree to which the County and Schools rely on state and federal funding sources. While trends for most revenues can be predicted by

analyzing historical data and the presiding economic environment, intergovernmental revenues are not as easily ascertained as they are influenced by political factors and contingent on economic conditions. Localities have little control over these revenue streams and may suffer financial instability if the revenues are withdrawn. In the event that intergovernmental revenues are withdrawn, local services must be eliminated or financed in other ways, such as by local tax dollars.

Total intergovernmental revenues accounted for 39.30% of the Schools and County's gross operating revenue for FY 2016. While this is still below levels prior to the economic downturn, this revenue category has increased in recent years. This is in part due to increased demand for social services within the Commonwealth of Virginia.

Revenue Shortfalls



Revenue shortfalls represent the percent difference between budgeted and realized net operating revenue. Positive shortfalls indicate overestimation of the County's revenue; negative shortfalls indicate that revenues exceeded budgeted revenue forecasts. Larger shortfalls may indicate a declining economy, inefficient or ineffective collection procedures, or overly optimistic budget estimates.

As indicated in the graph, budgeted revenues have closely matched realized net operating revenues. In FY

2016, the County's budgeted revenues were 0.94% higher than actuals. This indicates that budget estimates are generally accurate, thus creating a stable environment in which to develop expenditure budgets.



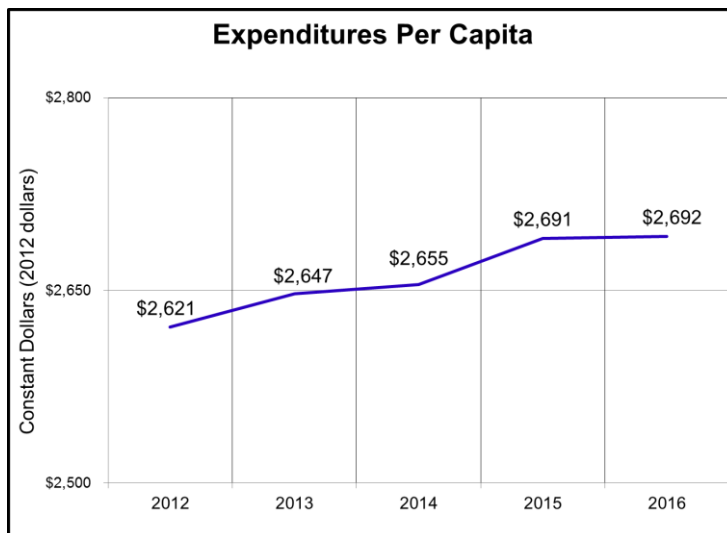
Expenditure Indicators

Expenditure indicators quantify the County's service provision activities. The indicators monitor whether or not the local government operates within its revenue base. Even though the County is required by law to have a balanced budget, a budget may be balanced in such a manner that expenditure outlays and commitments increase more than revenues. This can occur if there is excessive reliance on intergovernmental grants, reserves are depleted, maintenance on infrastructure and equipment is deferred, or financing of future liabilities is delayed. In each of these cases, the annual budget remains balanced, but the long-run budget develops a deficit.

Analyzing the County's expenditure profile will help identify the following types of problems:

- Expenditure growth above revenue growth.
- Undesired increase in fixed costs.
- Ineffective budgetary controls.
- Declining productivity.
- Excessive growth in programs that create future expenditure liabilities.

Expenditures Per Capita



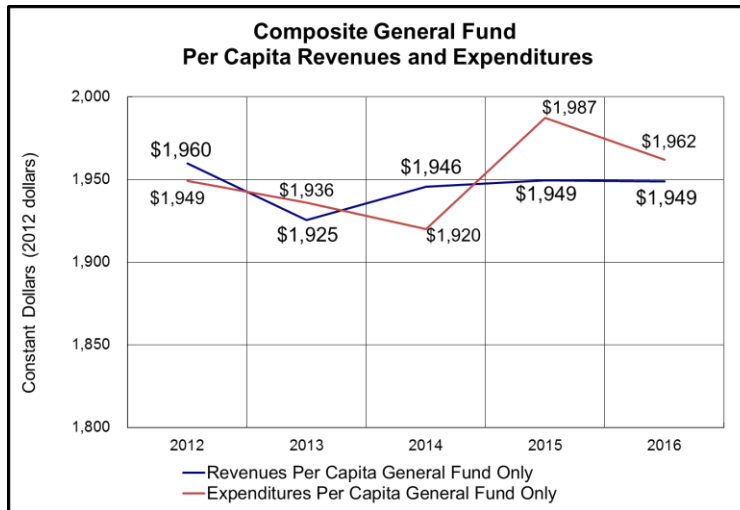
Expenditures per capita reflect changes in government spending, taking into account changes in the population served. Total expenditures per capita should be reasonably constant unless service levels change, the scope of service is modified or other identifiable causes exist. Increasing expenditures per capita can indicate that the cost of providing services is outstripping the community's ability to pay, particularly if spending is increasing faster than the community's personal income, or other relevant tax bases. Additionally, if expenditures increase at a rate greater than inflation and cannot be explained by the addition of new services, then

declining productivity may be a driving factor.

The data reflects an increase in expenditures per capita (in 2012 dollars). This increase is in part due to budget restoration after the economic downturn. During that time, Roanoke County deferred maintenance, applied fund balance, and limited services. The graph reflects a stabilizing economic conditions and improved revenue receipt.



General Fund Per Capita Revenues and Expenditures



The General Fund exists for daily general government operational costs and associated revenues that are not required to be accounted for in another fund. Hence, the General Fund excludes daily operation of Roanoke County Public Schools and funding of mandated intergovernmental services (e.g. social services).

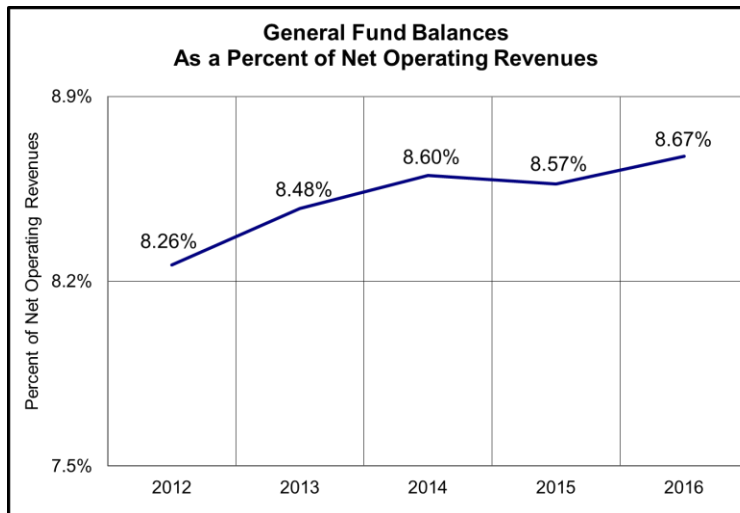
In FY 2016, per capita General Fund expenditures outpaced per capita General Fund revenues. Explained above, this jump is in part due to over-estimated revenues, addressing

deferred maintenance issues, and beginning to provide resources to deliver services to the prior-2008 levels. While the graph suggests slow improvement in revenues and other trends indicate a slowly improving economy, there continues to be a significant need to monitor revenues and expenditures closely.

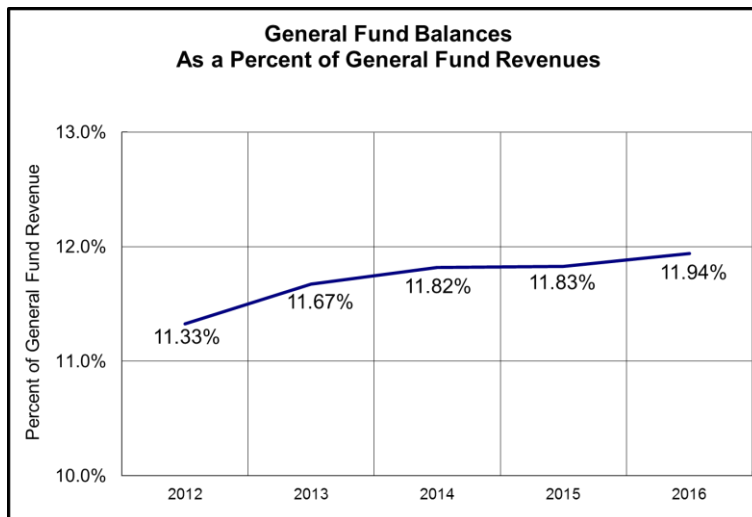
Operating Position Indicators

Operating position refers to the County's ability to: 1) balance the budget using current revenues, 2) maintain reserves for emergencies, and 3) maintain sufficient cash to pay expenses in a timely manner.

General Fund Balances



The first operating position indicator compares the General Fund Unrestricted Fund Balance to net operating revenues. The amount of the County's fund balance gauges the ability to survive unexpected financial emergencies, such as revenue shortfalls, natural disasters, and higher-than-anticipated inflation, as well as the ability to save funds for major capital purchases. Bond rating agencies suggest that Unrestricted Fund Balances be maintained at a minimum of 7.0-10.0% of operating revenues. Roanoke County falls within this recommended range.



The second operating position indicator compares the General Fund Unrestricted Fund Balance to General Fund revenues only. Roanoke County fiscal policies require this ratio to be at least 11%. The County has comfortably met this threshold in recent years, ending FY 2016 with an unrestricted fund balance of 11.94% of General Fund revenues.

The County has been able to maintain a strong fund balance, even in tough economic times, primarily because of conservative financial practices. In

the distant past, Roanoke County used fund balances to finance operating expenditures instead of adjusting tax rates and fees to balance the budget. As a result, the General Fund balance fell to an unacceptable level. Current policies protect the County's fiscal operating position.

Unrestricted Fund Balance	Amount	Percent of Revenue
June 30, 2005	\$12,911,742	8.84%
June 30, 2006	\$14,784,424	9.46%
June 30, 2007	\$16,727,464	9.98%
June 30, 2008	\$17,649,809	9.97%
June 30, 2009	\$19,059,122	10.76%
June 30, 2010	\$20,172,322	11.41%
June 30, 2011	\$25,105,706	13.84%
June 30, 2012	\$20,572,318	11.33%
June 30, 2013	\$21,266,557	11.67%
June, 30 2014	\$21,799,195	11.82%
June, 30 2015	\$22,224,946	11.83%
June, 30 2016	\$22,950,883	11.94%

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The Unrestricted Fund Balance Table displays year-end balances in the Unrestricted General Fund. The Unrestricted General Fund Balance as a percentage of General Fund revenues has fluctuated between 8.8% and 11.9% during the period of analysis. The challenge facing Roanoke County in coming years continues to be maintaining the Unrestricted Fund Balance during less favorable economic times.

The Roanoke County Board of Supervisors adopted and implemented a Financial Improvement Plan in 1989. The Board hoped to achieve two things through the adoption of this Plan: 1) to reduce or eliminate short-term borrowing and 2) to improve or maintain a bond rating of AA+ or

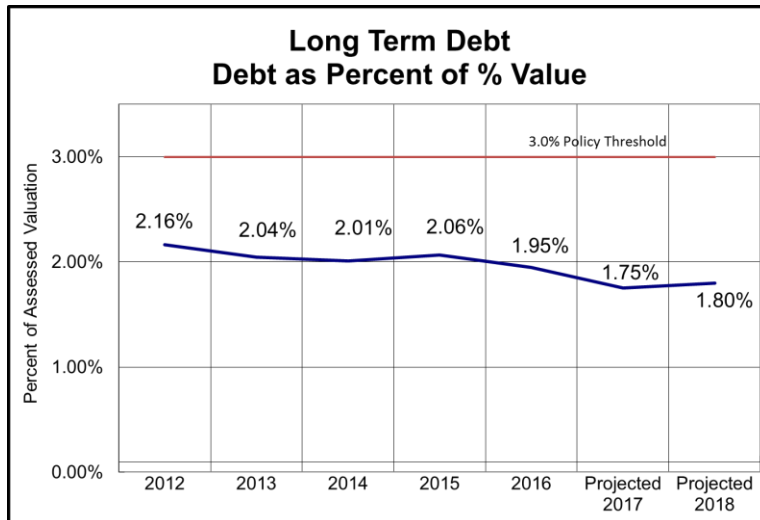
AAA. To accomplish these objectives, the County has established a goal of increasing the Unrestricted General Fund Balance gradually to a minimum of 10% of General Fund revenues. As of June 30, 2015, it appears that this goal has been comfortably achieved.



Debt Indicators

Debt is an explicit expenditure obligation that must be satisfied when due. Short-term debt is generally used to balance cash flow. Long-term debt, most commonly issued as general obligation or revenue bonds, is used for capital projects and construction. Misuse of debt can create serious financial problems because even a temporary inability to pay can result in lower bond ratings. A lower bond rating results in higher interest rates for future bond issues. The County's debt is closely monitored to ensure that outstanding debt does not exceed the ability to pay. Under favorable circumstances, the County's debt should be proportionate in size to its tax base. Debt repayment schedules should not extend beyond the expected life of the financed asset. Debt should not be used to balance the operating budget, nor should payments put excessive burdens on the operating budget. Projects for both year-end FY 2017 and FY 2018 are included in the tables below.

Long-Term Debt



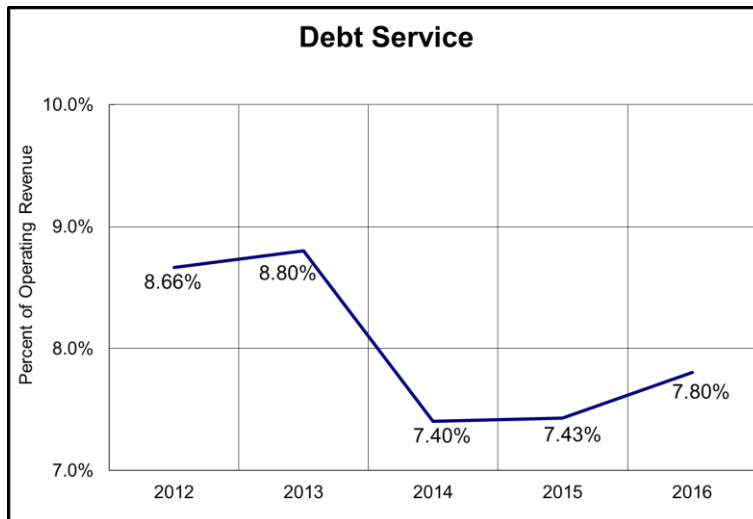
The County's ability to repay its debt is determined by comparing net direct long-term debt to assessed valuations. Direct debt is debt for which the County has pledged its "full faith and credit." Net direct long-term debt is direct debt minus self-supporting debt, such as revenue bonds. A trend of increasing debt ratio indicates that long-term debt may exceed the County's resources for financing the debt. This could result in difficulty obtaining future financing, receiving low interest rates, or fulfilling current debt obligations. Bond rating agencies

recommend that net direct long-term debt not exceed 5.0% of assessed valuations. The County established a more conservative policy not to exceed 3.0%. Roanoke County abides by a formal Debt Policy and Unappropriated Balance Policy to address maximum debt ratios, capital funding needs and other debt concerns.

Roanoke County's long-term debt indicator is favorable. The percentage of net direct long-term debt compared to assessed valuations remains well below the more conservative 3.0% level at 1.95% for FY 2016.



Debt Service



Debt service is the amount of principal and interest that the County is obligated to pay each year on net direct long-term debt, plus the interest it must pay on direct short-term debt. As debt increases: (1) the debt repayment obligations are increased, and (2) expenditure flexibility is decreased, which diminishes fiscal policy options. Governmental Accounting Standards Board (GASB) 34 reporting standards require the County to include Roanoke County Public School's debt.

Debt service is analyzed by comparing debt service to net operating revenues. Bond rating agencies recommend localities keep debt service at or below 10% of net operating revenues, which is the County's established policy. The increase through FY 2013 is due to adding a number of bond financed capital projects in FY 2009. The FY 2014 debt service dropped as bonds were refinanced. To date, debt service, as a percent of net operating revenue, remains substantially below the recommended maximum.

Summary

This Financial Trend Analysis indicates that the County of Roanoke is experiencing a slowly improving financial position while adhering to conservative fiscal policies. Economic conditions have improved as revenues in constant dollars are increasing. Though growth is slow, it does indicate that a stable recovery is underway. The relative resiliency of the County's real estate market, strong local economy, and relatively low unemployment rate place the County in a strong position moving forward. While the indicators reflect the beginning of a fiscal recovery, the financial health of the County will continue to be closely monitored by Roanoke County administration.

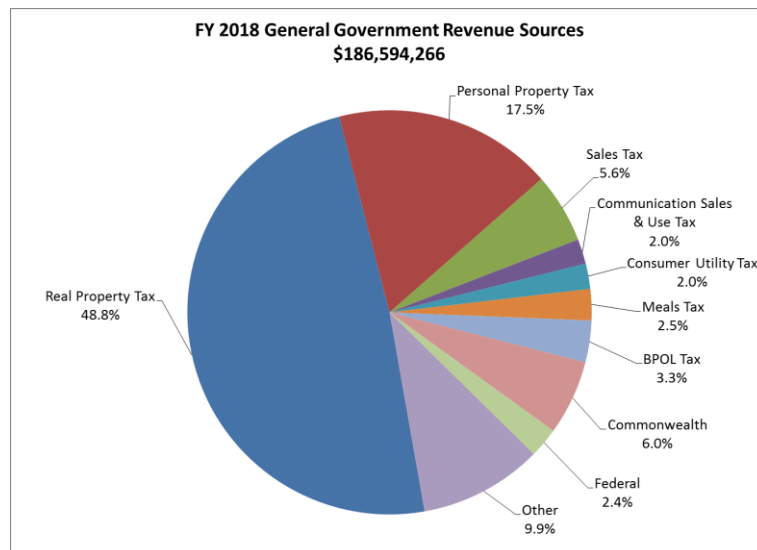
A primary objective of Roanoke County administration is to maintain the Unrestricted Fund Balance without decreasing service levels during times of slow economic growth. The County has been sufficiently growing this balance since FY 2001 under the advisement of the Roanoke County Board of Supervisors. This balance should act as a shield against any future deficit spending should the national economic recovery reverse its path in the near future. Sound management will ensure that this reserve is not used as a passive method of balancing future budgets.



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 for FY 2018 are estimated to be \$186,594,266. This is a projected increase of \$3,335,051 or 1.82%, compared to the FY 2017 adopted budget. The FY 2018 budget maintains the real estate tax rate at \$1.09 per \$100 of assessed value, the general personal property tax rate at \$3.50 per \$100 of assessed value. The machinery and tools property tax rate is reduced from \$2.90 to \$2.85 per \$100 of assessed value.



Projected growth in areas such as the real estate tax (through both existing real estate and new construction), sales tax, and meals tax account for an increase of \$2.2 million dollars.

Roanoke County's principal source of operating funds is locally generated revenue. The County expects local revenues to account for approximately 91.6% or \$170.9 million, of the FY 2018 General Government revenue budget. While this is an increase of \$2.7 million, the percent of local sources of revenue to total general government

revenue has decreased slightly from 91.8% in FY 2017 to 91.6% in FY 2018.

Real estate and personal property taxes alone are responsible for 68.6%, or \$127.9 million of the FY 2018 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 5.6%.

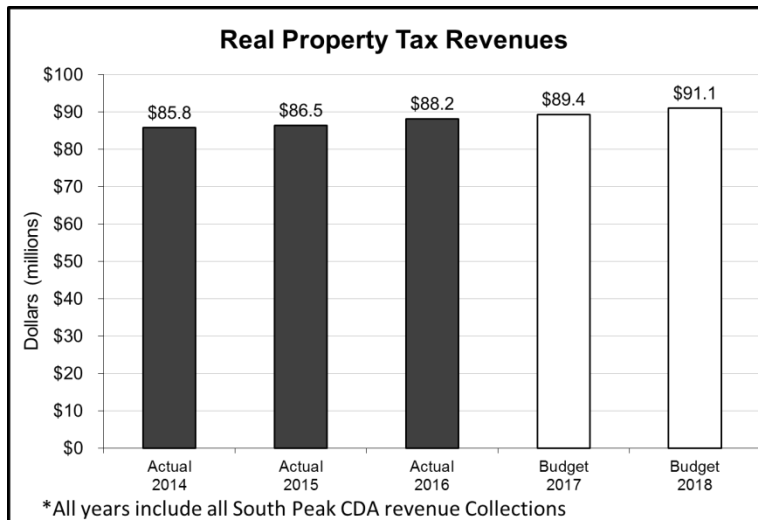
Historically, the Commonwealth contributes approximately 6.0% of the total General Government budget. While that percentage decreased for several years, two most recent years of projections anticipate that same rate of contribution. In FY 2018, Commonwealth contributions are expected to be \$11.2 million of the overall budget—an increase of 2.0% from prior year.

Federal funding represents 2.4% of total FY 2018 General Government revenues and is comprised of restricted funds, associated with actual services delivered by the Department of Social Services. In FY 2018, expected increases of \$392,294 are included in original budget and account for an increase of 9.6% over FY 2017 adopted budget. This new revenue is tied to mandated state services.



The following pages represent a detailed examination of the County's major General Government Fund revenue sources. Graphs illustrate historical trends from FY 2014 to FY 2016 and forecasts (denoted in white) for FY 2017 and FY 2018.

Real Estate Taxes



The real estate tax rate for FY 2018 remains at \$1.09 per \$100 assessed value. Real estate taxes are estimated to generate \$91.0 million, or 48.8%, of the County's General Government revenue for FY 2018. This equates to an increase of \$1,648,567 or 1.8%, over the prior year adopted budget.

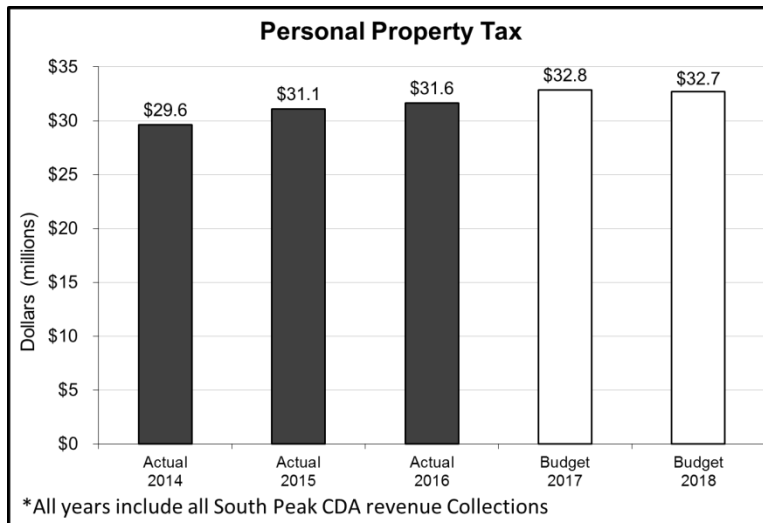
Real estate tax collection has generally been a stable source of revenue for local governments. Although the County experienced several years of decreased real estate values, the housing market

remained fairly strong. Assessments in FY 2017 are expected to increase by 1.92%, however, growth in the assessment base only accounts for 1.10%, with new construction comprising the remaining 0.82%. While new construction helps stabilize assessments during period 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, first used in January 1987. Roanoke County 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 revenues may decline as fewer consumers purchase these items, allowing depreciation to decrease the value on current property, thereby decreasing property tax revenues. For these reasons, as well as market volatility, personal property tax collections have been historically difficult to project.



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 burdened on local governments. Thus, the relief percentage was frozen at 70.0% in 2001 and yields \$12.2 million in revenue. As the County's second largest revenue source, any legislation may impact tax collection.

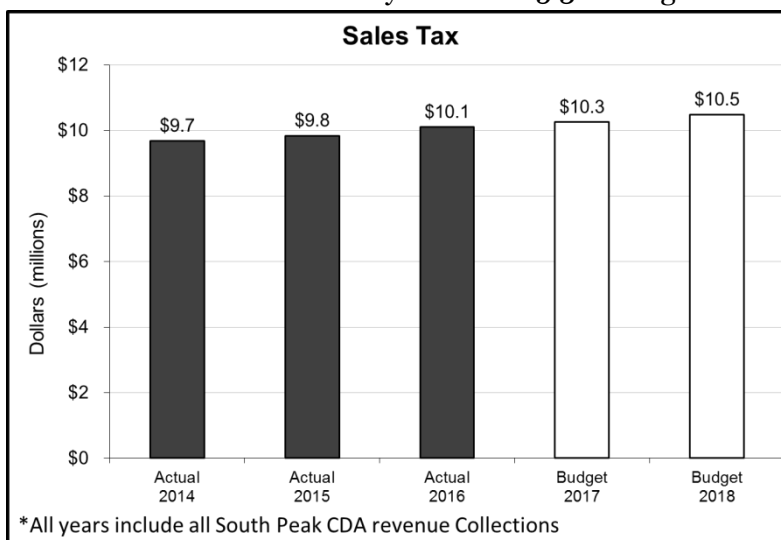
Personal property tax revenue is estimated at \$32.7 million or 17.5%

of total General Government revenues for FY 2018. This represents a 0.3% decrease over the FY 2017 adopted budget. Sales in the new and used vehicle market slowed throughout 2016. Declining sales led to increased dealer inventory which resulted in decreases in prices on new and used vehicles. In light of these factors, the projection of revenues in FY 2018 was decreased slightly.

The Board of Supervisors establishes tax rates during the budget process. The tangible property tax rate is set at \$3.50 per \$100 of assessed value and has remained level since 1982. The machinery and tools tax rate decreased from \$2.90 per \$100 of assessed value to \$2.85 per \$100 of assessed value in FY 2018. 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



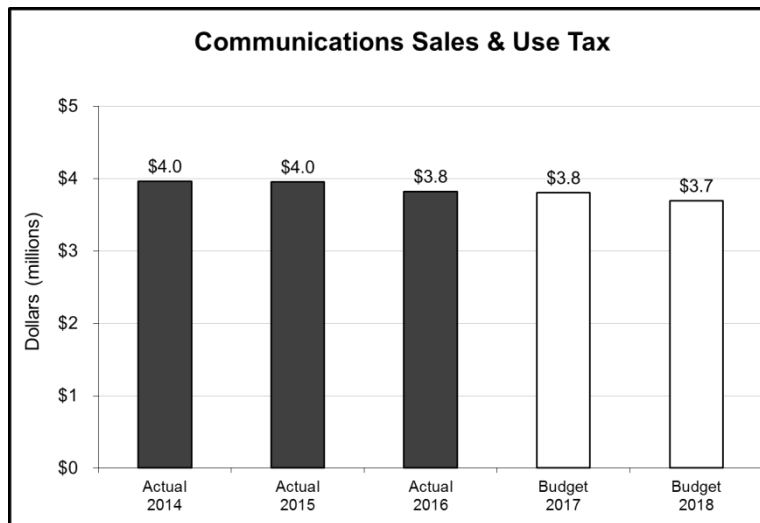
collected in their jurisdiction. This revenue category is directly related to the strength of the economy, consumer confidence, and retail sales. As noted above, sales tax is more immediately affected by adverse economic conditions. For this reason, Roanoke County has maintained conservative estimates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

Roanoke County's local sales tax revenue projection is \$10.5 million for FY 2018. This is an increase of 2.3% over the prior year adopted budget. Sales Tax

revenue will provide approximately 5.6% of the County's total General Government Fund revenue in FY 2018.



Communications Sales and Use Tax

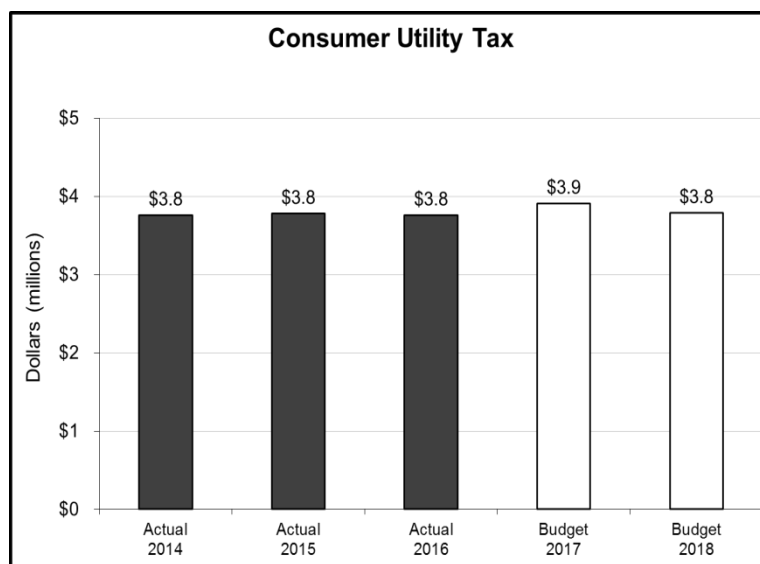


The 2006 Virginia General Assembly enacted the Virginia Communications Sales and Use tax. This tax is imposed on communications services at the rate of 5.0% and replaces several state and local taxes such as the local consumer utility tax on landline and wireless telephone service, local E-911 tax on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

eliminates the local video programming excise tax as well 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 will be 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, and other changes have contributed to the decline of this revenue source. FY 2018 projections of this revenue source represents 2.0%, or \$3.7 million, of the General Fund. This is a 2.9% decrease over the prior year budget, and continues a trend of diminishing revenues associated with this tax.

Consumer Utility Tax

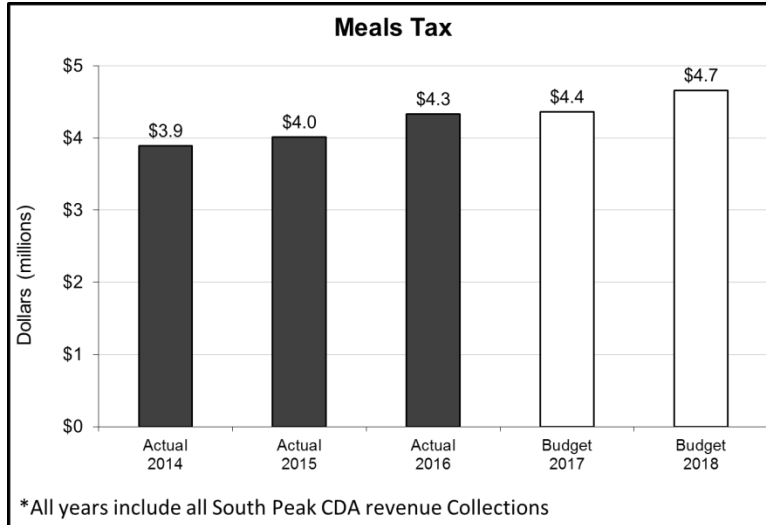


Estimated consumer utility tax revenues of \$3.8 million will provide 2.0% of the County's total General Government revenue in FY 2018. The Consumer Utility tax currently applies only to residential customers of gas, and electric services. This revenue category has proven highly consistent, remaining relatively unchanged for several years. Trends during FY 2016 indicated a higher projection in FY 2017. However, actual revenues in FY 2017 indicate essentially flat growth; therefore, a 3.2% decrease is projected from the prior year adopted budget.

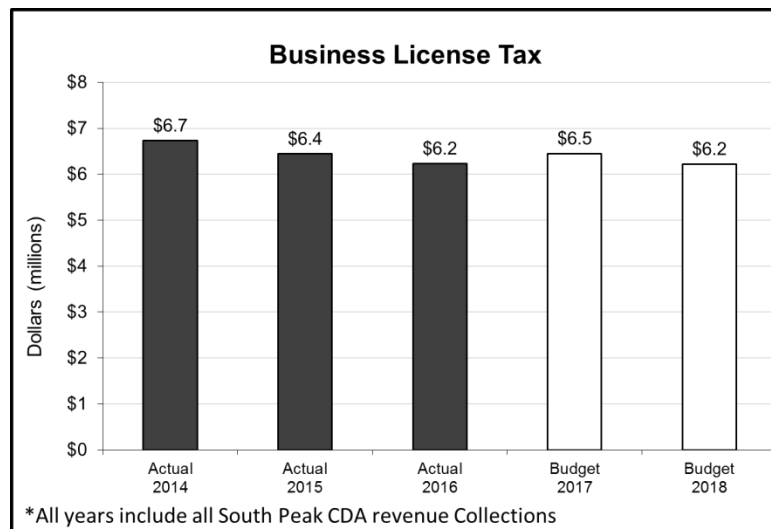


Tax on Prepared Foods (Meals Tax)

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, not to exceed 4.0% of the amount charged. The Roanoke County Board of Supervisors unanimously voted to levy a 4.0% tax on these items; the tax was implemented on July 1, 1988. County projections anticipate a healthy increase as purchasing power strengthens with a steadily improving economy. Revenue from the tax on prepared foods is estimated at \$4.7 million in FY 2018, an increase of 6.7% from prior year and will account for 2.5% of General Government revenue.



Business, Professional, and Occupational License Taxes (BPOL)



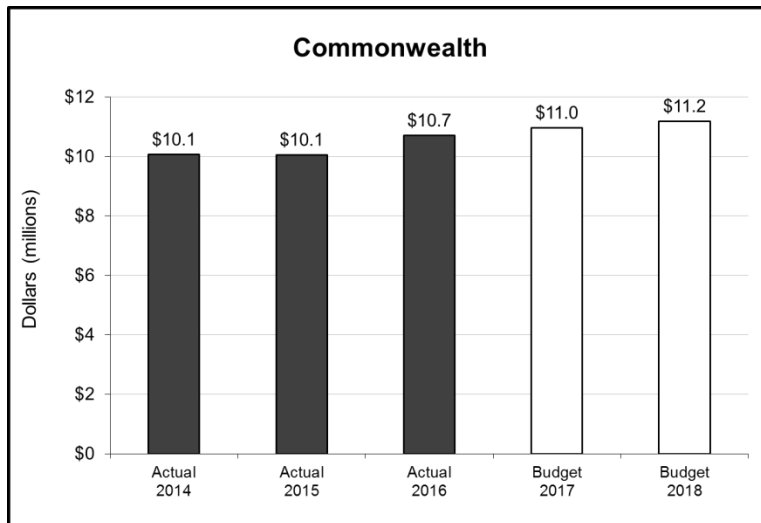
For several years, the state legislature and various business advocacy groups have targeted BPOL taxes for change, exemption, or elimination. Legislation passed in 1996 (1) allowed businesses with gross receipts of \$100,000 or less to be exempt from paying BPOL tax, (2) set maximum tax rates on various 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 2018 amount to \$6.2 million and represents 3.3% of General Government revenue. BPOL revenues are declining due to some businesses moving retail operations out of Roanoke County and the completion of larger construction projects.



Revenue from the Commonwealth

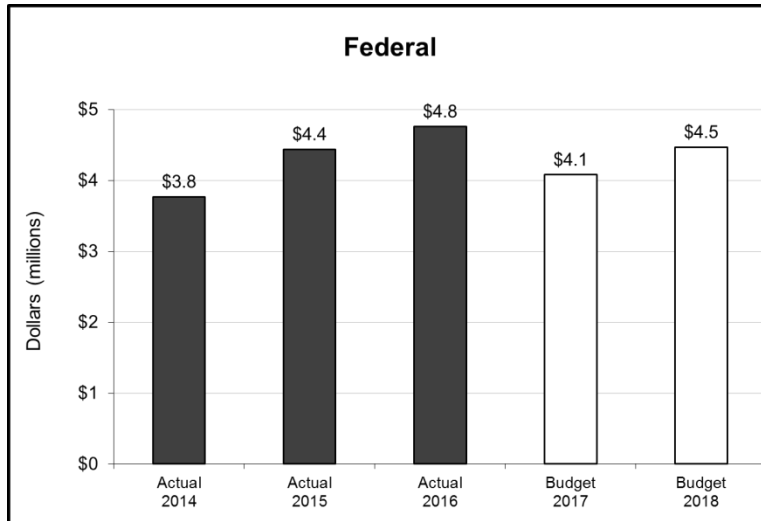


This revenue category consists of funds provided to the County from the State to operate specific programs in such areas as social services, law enforcement, and constitutional offices. Local flexibility is limited in the use of these funds. State funding of the County's school system is reported as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

Historically, revenues from the Commonwealth of Virginia contributes approximately 6.0% of the total General Government budget. While that percentage

decreased for several years, two most recent years of projections anticipate that same rate of contribution. In FY 2018, Commonwealth contributions are anticipated to be \$11.2 million of the overall budget— an increase of 2.0% from prior year.

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 the past, mid-year appropriations were not included in adopted budget estimates, although these are stable and reliable funds. In FY 2018, anticipated increases of \$392,294 are included in original budget and accounts for an increase of 9.6% over FY 2016 adopted budget. This

totals \$4.5 million or 2.4% of the General Fund.



Multi-Year Financial Planning

Multi-year financial planning (MYFP) is a strategic process examining financial, demographic, and other environmental conditions (such as trends in the local housing market) to understand future service demands and resources available to meet those needs. This process enables government officials to outline steps (decisions) needed to preserve 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.

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. This approach to the CIP is in contrast to prior years' practice where the first fiscal year was the only year of focus and all remaining projects were considered "deferred" and had no identified funding or estimated timeframes. Detailed information on the Roanoke County FY 2018 – FY 2027 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 the budgeting process progresses toward long term financial planning, the County continually seeks opportunities to expand the ten year approach to the operating side of the budget. This initiative will identify operational expenditures that are on the horizon that may have a measurable impact on potential surplus/deficit levels. By expanding the scope of its operational funding requirements to ten years, the County will better able to coordinate anticipated funding levels to be consistent with achievement of the organization's goals and objectives.



**County of Roanoke Authorized Position Count
FY 2017-2018**

This table lists all positions adopted in Budget.

Fund / Subfund / Department	Actual	Budget	Revised	Adopted	Proposed to
	FY 2016	FY 2017	FY 2017	FY 2018	Revised Inc/(Dec)
General Fund					
General Government					
Board of Supervisors	7	6	6.5	6.5	0
Clerk of the Circuit Court	16	16	16	16	0
Commissioner of the Revenue	13	13	13	13	0
Commonwealth's Attorney	13	13	13	13	0
Community Development	48	48	48	48	0
County Administrator	5	4	4	4	0
County Attorney	5	5	4.5	4.5	0
Economic Development	4	4	4	4	0
Elections	3	3	3	3	0
Finance	21	21	21	22	1
Fire & Rescue	164	164	164	168	4
General Services - Admin	3	3	3	3	0
General Services - Building Maintenance	19	19	19	19	0
General Services - Solid Waste	34	34	34	34	0
Human Resources	8	8	8	8	0
Internal Auditor	-	1	1	1	0
Library	43	43	43	43	0
Management & Budget	3	3	3	3	0
Parks, Recreation & Tourism	56	56	56	56	0
Police	152	152	152	152	0
Public Information Officer	2	2	2	2	0
Real Estate Valuation	11	11	11	11	0
Sheriff - Administration & Civil	26	26	26	26	0
Sheriff - Care & Confinement	60	60	60	60	0
Social Services	94	96	96	96	0
Treasurer	12	12	12	12	0
Total General Government	822	823	823	828	5
Children's Services Act					
Finance	1	1	1	1	0
Social Services	3	3	3	3	0
Total Children's Services Act	4	4	4	4	0
Roanoke County Criminal Justice Academy					
Police	2	2	2	2	0
Sheriff	0	0	0	1	1
Total Roanoke County Criminal Justice Academy	2	2	2	3	1
Fleet Service Center					
General Services	11	12	12	12	0
Total Fleet Service Center	11	12	12	12	0



Fund / Subfund / Department	Actual FY 2016	Budget FY 2017	Revised FY 2017	Adopted FY 2018	Adopted to Revised Inc/(Dec)
Grants					
Commonwealth's Attorney	1	1	1	1	0
Court Service Unit	4	4	4	4	0
Police DUI Grant	0	0	2	2	0
Total Grants	5	5	7	7	0
Communications & Information Technology Administration & Operations					
Communications & Information Technology	42	38	39	39	0
Total Comm IT Administration & Operations	42	38	39	39	0
Communication Shops					
Communications & Information Technology	6	7	7	7	0
Total Communication Shops	6	7	7	7	0
Emergency Communication Center					
Communications & Information Technology	39	42	42	42	0
Total Emergency Communication Center	39	42	42	42	0
Fee Classes					
Parks, Recreation & Tourism	13	13	13	13	0
Total Fee Classes	13	13	13	13	0
Internal Service Fund					
Finance	2	2	1	0	(1)
County Risk Management	2	2	2	2	0
Total Internal Service Fund	4	4	3	2	(1)
Other Funds					
Cable Television					
Roanoke Valley Television (RVTv)	5	5	5	5	0
Total Cable Television	5	5	5	5	0
Roanoke Valley Greenways Commission					
Greenways	1	1	1	1	0
Total Roanoke Valley Greenways Commission	1	1	1	1	0
Regional Center for Animal Care & Protection					
Regional Ctr for Animal Care & Protection	19	19	19	19	0
Total Regional Center for Animal Care & Protection	19	19	19	19	0
Total, All County Funds	973	975	977	982	5



County of Roanoke Authorized Position Count

FY 2017-2018

This table lists all positions adopted in Budget.

Department / Fund	Actual FY 2016	Budget FY 2017	Revised FY 2017	Adopted FY 2018	Adopted to Revised Inc/(Dec)
Board of Supervisors					
General Government	7	6	6.5	6.5	0
Total Board of Supervisors	7	6	6.5	6.5	0
Clerk of the Circuit Court					
General Government	16	16	16	16	0
Total Clerk of the Circuit Court	16	16	16	16	0
Commissioner of the Revenue					
General Government	13	13	13	13	0
Total Commissioner of the Revenue	13	13	13	13	0
Commonwealth's Attorney					
General Government	13	13	13	13	0
Grants	1	1	1	1	0
Total Commonwealth's Attorney	14	14	14	14	0
Communications & Information Technology (Comm IT)					
Administration & Operations	42	38	39	39	0
Communication Shops	6	7	7	7	0
Emergency Communication Center	39	42	42	42	0
Total Communications & Information Technology	87	87	88	88	0
Community Development					
General Government	48	48	48	48	0
Total Community Development	48	48	48	48	0
County Administrator					
General Government	5	4	4	4	0
Total County Administrator	5	4	4	4	0
Court Service Unit					
Grants	4	4	4	4	0
Total Court Service Unit	4	4	4	4	0
County Attorney					
General Government	5	5	4.5	4.5	0
Total County Attorney	5	5	4.5	4.5	0
Economic Development					
General Government	4	4	4	4	0
Total Economic Development	4	4	4	4	0
Elections					
General Government	3	3	3	3	0
Total Elections	3	3	3	3	0
Finance					
General Government	21	21	21	22	1
Children's Services Act	1	1	1	1	0
Internal Services (Risk Management)	4	4	3	2	(1)
Total Finance	26	26	25	25	0
Fire & Rescue					
General Government	164	164	164	168	4
Total Fire & Rescue	164	164	164	168	4



Department / Fund	Actual FY 2016	Budget FY 2017	Revised FY 2017	Adopted FY 2018	Adopted to Revised Inc/(Dec)
General Services - Admin					
General Government	3	3	3	3	0
Total General Services - Admin	3	3	3	3	0
General Services - Building Maintenance					
General Government	19	19	19	19	0
Total General Services - Building Maintenance	19	19	19	19	0
General Services - Fleet Service Center					
Fleet Service Center	11	12	12	12	0
Total General Services - Fleet Service Center	11	12	12	12	0
General Services - Solid Waste					
General Government	34	34	34	34	0
Total General Services - Solid Waste	34	34	34	34	0
Human Resources					
General Government	8	8	8	8	0
Total Human Resources	8	8	8	8	0
Internal Auditor					
General Government	0	1	1	1	0
Total Internal Auditor	0	1	1	1	0
Library					
General Government	43	43	43	43	0
Total Library	43	43	43	43	0
Management & Budget					
General Government	3	3	3	3	0
Total Management & Budget	3	3	3	3	0
Parks, Recreation & Tourism					
General Government	56	56	56	56	0
Fee Classes	13	13	13	13	0
Total Parks, Recreation & Tourism	69	69	69	69	0
Police					
General Government	152	152	152	152	0
Police DUI - Grant	0	0	2	2	0
Roanoke County Criminal Justice Academy	2	2	2	2	0
Total Police	154	154	156	156	0
Public Information Officer					
General Government	2	2	2	2	0
Total Public Information Officer	2	2	2	2	0
Real Estate Valuation					
General Government	11	11	11	11	0
Total Real Estate Valuation	11	11	11	11	0
Regional Center for Animal Care & Protection					
Regional Center for Animal Care & Protection	19	19	19	19	0
Total Regional Center for Animal Care & Protection	19	19	19	19	0
Roanoke Valley Greenways Commission					
Roanoke Valley Greenways Commission	1	1	1	1	0
Total Roanoke Valley Greenways Commission	1	1	1	1	0
Roanoke Valley Television (RVTV)					
Cable Television	5	5	5	5	0
Total Cable Television	5	5	5	5	0



Department / Fund	Actual FY 2016	Budget FY 2017	Revised FY 2017	Adopted FY 2018	Adopted to Revised Inc/(Dec)
Sheriff - Administration & Civil					
General Government	26	26	26	26	0
Total Sheriff - Administration & Civil	26	26	26	26	0
Sheriff - Care & Confinement					
General Government	60	60	60	60	0
Roanoke County Criminal Justice Academy	0	0	0	1	1
Total Sheriff - Care & Confinement	60	60	60	61	1
Social Services					
General Government	94	96	96	96	0
Children's Services Act	3	3	3	3	0
Total Social Services	97	99	99	99	0
Treasurer					
General Government	12	12	12	12	0
Total Treasurer	12	12	12	12	0
Total County Departments/Funds	973	975	977	982	5



County of Roanoke Analysis of Authorized Positions and Changes in Service Levels

Authorized Positions

The County of Roanoke maintains staff positions at a level that is annually reviewed and authorized by the Board of Supervisors. Each year, the department of Human Resources prepares a *Classification and Pay Plan* that lists the total authorized position count for the County. The Board of Supervisors authorizes all new positions either during the budget process or via mid-year approval.

The County Administrator is responsible for the internal allocation of these positions and approves any adjustments between departments. This level of control provides our citizens with an assurance that their tax dollars are being spent in an effective manner. Mid-year position adjustments for FY 2017 described below.

County of Roanoke, Virginia Analysis of Position Changes Fiscal Year 2016-2017 Mid-Year Adjustments				
Position	Position Count	Position Cost	Rev/Exp. Offset	General Fund Impact
County Attorney/Clerk to Board of Supervisors - Departments will now split a position currently in County Attorney's Office - no change in position costs; position reclassified as a Deputy Clerk to the Board and will also provide office support to the County Attorney; part-time funding in Clerk's Office eliminated	0.0	0	(22,294)	(22,294)
Risk Management - Eliminate Risk Manager - services now being provided through contract with VACORP; position transferred to Comm. / Information Technology	(1.0)	(75,986)	0	(75,986)
Business Systems Analyst II - supports Enterprise Services core functions including Content and Document Management, Web Services and Project Management assistance, reporting, training, and consultation	1.0	82,030	0	82,030
Police - DUI Grant Task Force - new position authorized by the Board of Supervisors on November 8, 2016. Positions are 100% grant funded; no impact to General Govt. Fund (position costs estimated)	2.0	100,000	(100,000)	0
Total	2.0	106,044	(122,294)	(16,250)

FY 2018 adjustments are described on the following page.



County of Roanoke, Virginia Analysis of Position Changes Adopted Fiscal Year 2017-2018 Budget				
Position	Position Count	Position Cost	Rev/Exp. Offset	General Fund Impact
Fire Department - 4 Firefighter/Paramedics - Addition of funding for 4 new positions; could be up to 11 positions if County receives SAFER grant funding; position costs offset by \$50,000 decrease in overtime	4.0	230,449	(50,000)	180,449
Remove Safety Manager - services now being provided through contract with VACORP; position transferred to Communications / Information Technology	(1.0)	(67,301)	0	(67,301)
Finance Manager - position transferred from Risk Management; assists with new financial system, financial reporting, and additional GASB requirements	1.0	77,044	0	77,044
Sheriff - Deputy Sheriff to Criminal Justice Academy - Move Deputy Sheriff position to Criminal Justice Academy (CJA) Fund to assist with training at academy; should result in future overtime cost reduction	(1.0)	(59,323)	0	(59,323)
Criminal Justice Academy - Deputy Sheriff from Sheriff's Office to assist with training at CJA; funded through CJA Fund	1.0	59,323	0	59,323
Sheriff - Office Support Specialist - Add Office Support position to assist with accreditation, departmental training and record keeping (offset by Deputy Sheriff position moving to CJA)	1.0	43,437	0	43,437
Total	5.0	283,629	(50,000)	233,629

Note: The County's Classification and Pay Plan does not include school employees, nor does the Board of Supervisors or the County Administrator maintain control of school positions. This responsibility rests with the elected School Board and School Administration.



Financial Summaries





Beginning Fund Balances and Revenue Totals FY 2018

Funds	Beginning Balances	Revenues	Total Available Funds
Governmental Funds			
General Fund	\$ 37,683,254	\$ 213,926,930	\$ 251,610,184
Debt Service Fund	294,603	7,257,239	7,551,842
Capital Fund	21,394,313	23,571,344	44,965,657
Internal Service Fund	1,589,027	12,116,575	13,705,602
Total All Funds	\$ 60,961,197	\$ 256,872,088	\$ 317,833,285
Component Unit - Schools	23,082,013	209,676,861	232,758,874

Ending Fund Balances and Expenditure Totals FY 2018

Funds	Expenditures	Ending Balances
Governmental Funds		
General Fund	\$ 213,926,930	\$ 37,683,254
Debt Service Fund	7,257,239	294,603
Capital Fund	23,571,344	21,394,313
Internal Service Fund	12,116,575	1,589,027
Total All Funds	\$ 256,872,088	\$ 60,961,197
Component Unit - Schools	209,676,861	23,082,013



Summary of Revenues
All Funds
FY 2017 Adopted to FY 2018 Adopted

	Adopted FY 2017	Adopted FY 2018	Inc/(Dec)	
			\$	%
General Fund:				
General Government	\$ 183,259,215	\$ 186,594,266	\$ 3,335,051	1.82%
Public Works Projects	183,454	182,940	(514)	-0.28%
Fleet Service Center	3,082,771	2,917,515	(165,256)	-5.36%
Comm & Info Technology	9,414,002	10,032,908	618,906	6.57%
Recreation Fee Class	5,378,920	5,513,439	134,519	2.50%
Law Library	11,025	11,025	-	0.00%
Comprehensive Services	5,985,313	7,250,176	1,264,863	21.13%
DSS Building	-	-	-	-
Grants and Other	1,046,962	1,051,962	5,000	0.48%
Criminal Justice Academy	312,004	371,699	59,695	19.13%
Police Special Programs	1,000	1,000	-	0.00%
Total General Fund	\$ 208,674,666	\$ 213,926,930	\$ 5,252,264	2.52%
Component Unit Schools	171,497,474	209,676,861	38,179,387	22.26%
Debt Service Fund	7,108,548	7,257,239	148,691	2.09%
Capital Fund	10,148,428	23,571,344	13,422,916	132.27%
Internal Service Fund	11,306,018	12,116,575	810,557	7.17%
Total All Funds	\$ 408,735,134	\$ 466,548,949	\$ 57,813,815	14.14%
Less: Fund Transfers	(107,908,913)	(111,216,130)	(3,307,217)	3.06%
Total Net of Transfers	\$ 300,826,221	\$ 355,332,819	\$ 54,506,598	18.12%



Summary of Expenditures
All Funds
FY 2017 Adopted to FY 2018 Adopted

	Adopted FY 2017	Adopted FY 2018	Inc/(Dec)	
			\$	%
General Fund				
General Government	\$ 183,259,215	\$ 186,594,266	\$ 3,335,051	1.82%
Public Works Projects	183,454	182,940	(514)	-0.28%
Fleet Service Center	3,082,771	2,917,515	(165,256)	-5.36%
Comm & Info Technology	9,414,002	10,032,908	618,906	6.57%
Recreation Fee Class	5,378,920	5,513,439	134,519	2.50%
Law Library	11,025	11,025	-	0.00%
Comprehensive Services	5,985,313	7,250,176	1,264,863	21.13%
DSS Building	-	-	-	0.00%
Grants and Other	1,046,962	1,051,962	5,000	0.48%
Criminal Justice Academy	312,004	371,699	59,695	19.13%
Police Special Programs	1,000	1,000	-	0.00%
Total General Fund	\$ 208,674,666	\$ 213,926,930	\$ 5,252,264	2.52%
Component Unit Schools	171,497,474	209,676,861	38,179,387	22.26%
Debt Service Fund	7,108,548	7,257,239	148,691	2.09%
Capital Fund	10,148,428	23,571,344	13,422,916	132.27%
Internal Service Fund	11,306,018	12,116,575	810,557	7.17%
Total All Funds	\$ 408,735,134	\$ 466,548,949	\$ 57,813,815	14.14%
Less: Fund Transfers	(107,908,913)	(111,216,130)	(3,307,217)	3.06%
Total Net of Transfers	\$ 300,826,221	\$ 355,332,819	\$ 54,506,598	18.12%



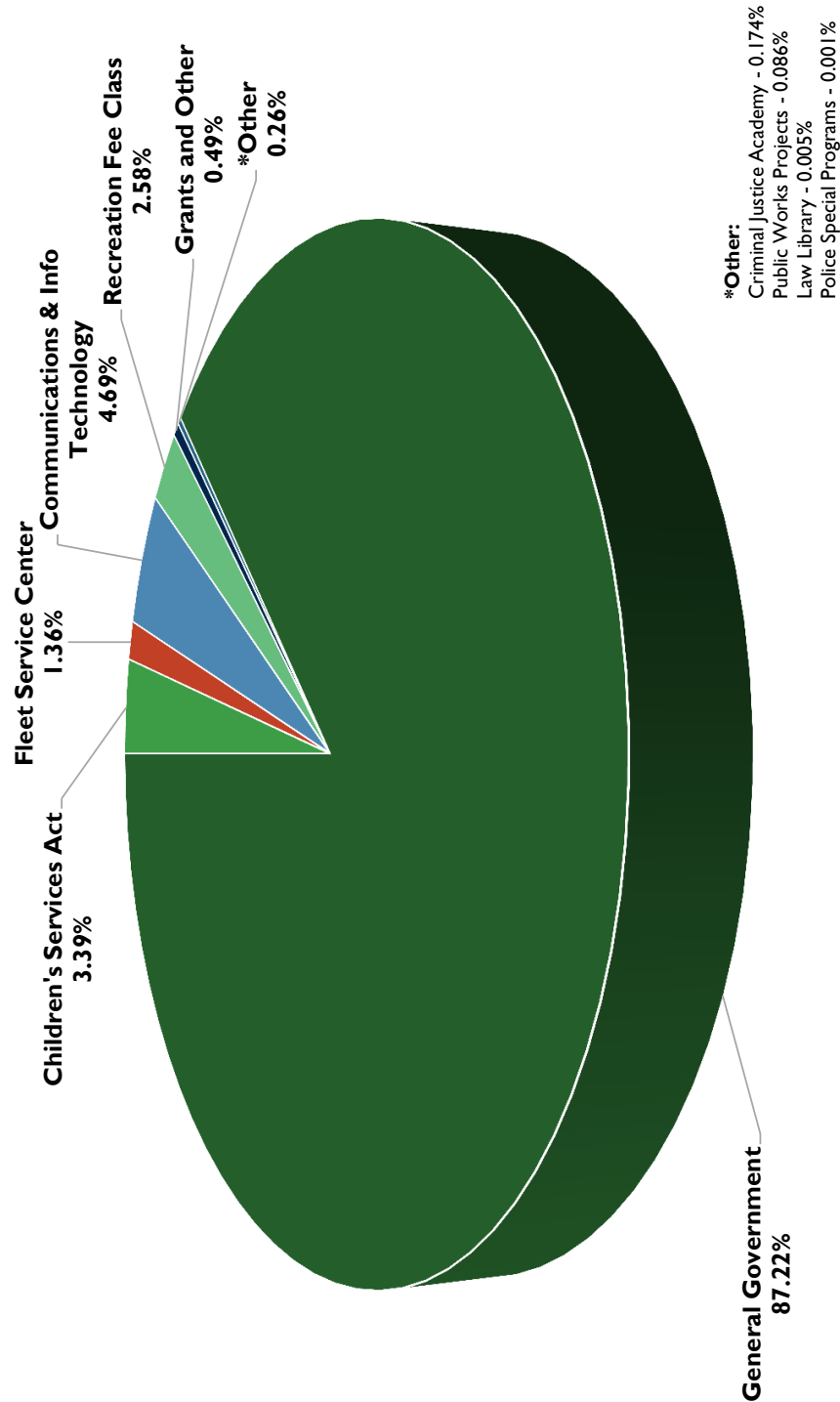


General Fund Summaries





FY 2018 General Fund Revenues
\$213,926,930





General Fund Summary of Revenues

	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	Increase (Decrease)
General Government				
General Property Taxes:				
Real Estate Tax	88,002,893	89,401,101	91,049,668	1,648,567
Personal Property Tax	31,599,832	32,834,622	32,723,391	(111,231)
Public Service Corporation Tax	3,003,132	2,950,000	3,050,000	100,000
Penalties and Interest	890,906	982,600	920,612	(61,988)
Payment in Lieu of Taxes	173,774	168,000	174,000	6,000
Total General Property Taxes	123,670,537	126,336,323	127,917,671	1,581,348
Other Local Taxes:				-
Sales Tax	10,049,676	10,252,000	10,484,945	232,945
Communications Sales & Use Tax	3,818,766	3,796,000	3,686,255	(109,745)
Consumer Utility Tax	3,758,027	3,913,000	3,789,450	(123,550)
Business License Tax	6,214,617	6,447,000	6,220,000	(227,000)
Bank Franchise Tax	641,943	450,000	600,000	150,000
Motor Vehicle License Fees	2,235,054	2,258,300	2,280,883	22,583
Recordation Taxes	1,467,700	1,395,600	1,509,509	113,909
Utility License Tax	492,373	540,000	510,000	(30,000)
Hotel and Motel Room Tax	1,201,410	1,184,500	1,461,052	276,552
Tax on Prepared Foods	4,310,751	4,362,750	4,656,620	293,870
Amusement Tax	99,559	94,000	94,000	-
Total Other Local Taxes	34,289,875	34,693,150	35,292,714	599,564
Permits, Fees and Licenses	782,513	501,000	724,450	223,450
Fines and Forfeitures	497,757	450,000	404,500	(45,500)
Use of Money and Property	256,950	271,600	271,600	-
Charges for Services	3,774,113	4,161,433	4,101,398	(60,035)
Miscellaneous	1,280,093	1,047,050	1,261,550	214,500
Recovered Costs	248,739	262,035	573,635	311,600
Total Local Revenues	164,800,579	167,722,591	170,547,518	2,824,927

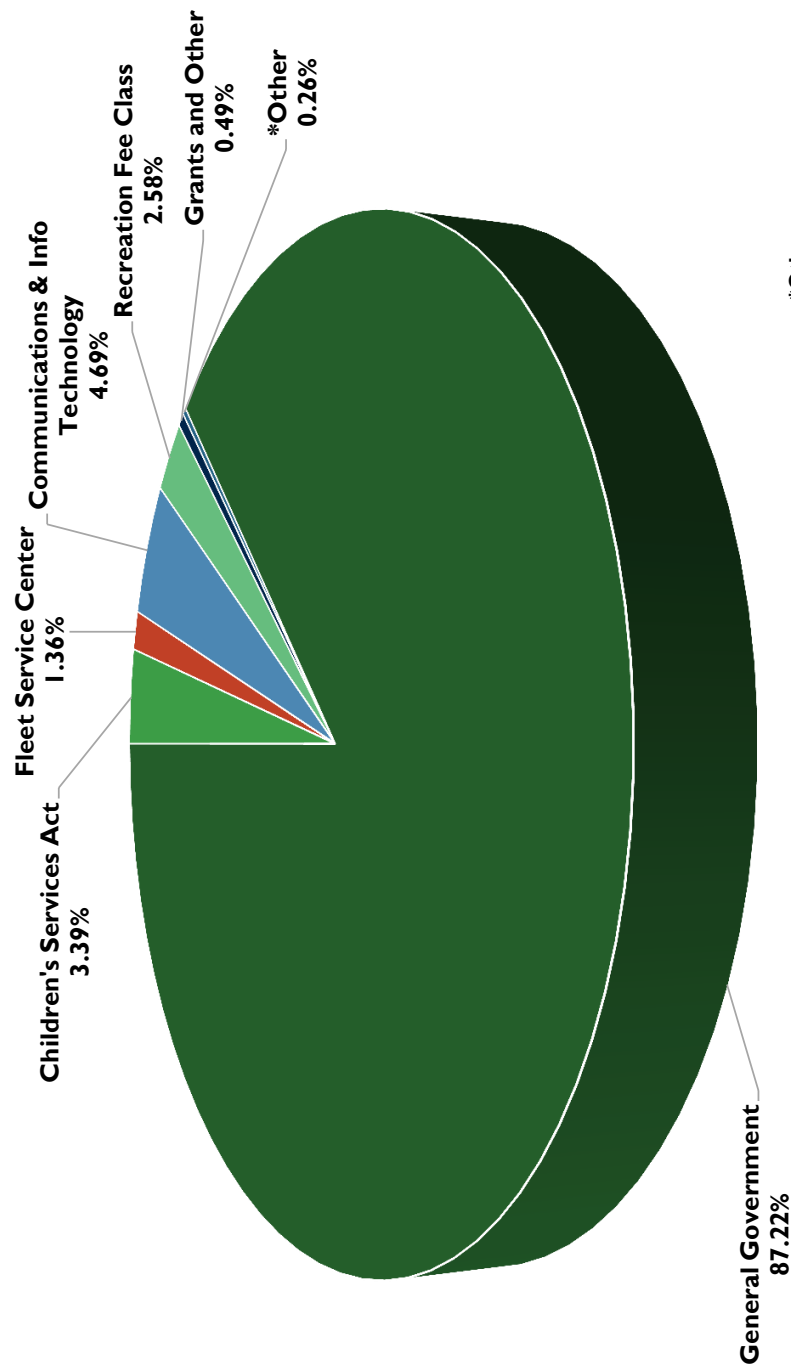


	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	Increase (Decrease)
Commonwealth	10,711,975	10,972,703	11,192,038	219,335
Federal	4,755,223	4,075,000	4,467,294	392,294
Other Financing Sources/Transfers	46,839	488,921	387,416	(101,505)
Total General Government	\$ 180,314,616	\$ 183,259,215	\$ 186,594,266	\$ 3,335,051
Public Works Projects	183,712	183,454	182,940	(514)
Fleet Service Center	2,822,412	3,082,771	2,917,515	(165,256)
Communications & Info Technology	9,247,728	9,414,002	10,032,908	618,906
Recreation Fee Class	4,998,413	5,378,920	5,513,439	134,519
Law Library	14,020	11,025	11,025	-
DSS Building	223,350	-	-	-
Children's Services Act	5,324,498	5,985,313	7,250,176	1,264,863
Grants and Other	2,158,330	1,046,962	1,051,962	5,000
Police Special Programs	200	1,000	1,000	-
Criminal Justice Academy	249,336	312,004	371,699	59,695
Total General Fund Revenues	\$ 205,536,615	\$ 208,674,666	\$ 213,926,930	\$ 5,252,264
Fund Balance-Beginning	41,137,548	37,683,254	37,683,254	-
Total General Fund Revenues & Fund Balance	\$ 246,674,163	\$ 246,357,920	\$ 251,610,184	\$ 5,252,264

* FY 2016 Actual Revenue reflects revenues after payment to South Peak CDA.



FY 2018 General Fund Expenditures
\$213,926,930



***Other:**

Criminal Justice Academy - 0.174%
Public Works Projects - 0.086%
Law Library - 0.005%
Police Special Programs - 0.001%

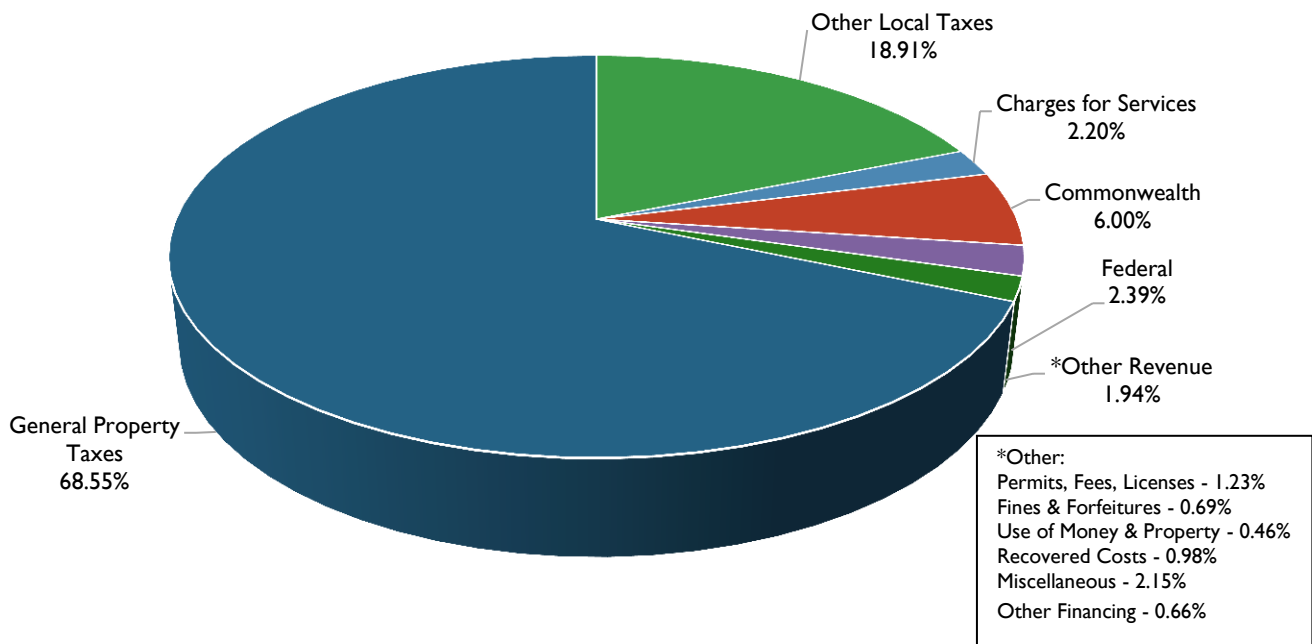


General Fund Summary of Expenditures

	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	Increase (Decrease)
General Government				
General Administration	3,397,952	3,207,867	3,320,028	\$ 112,161
Constitutional Officers	14,426,664	13,498,115	13,790,787	292,672
Judicial Administration	620,930	804,232	737,232	(67,000)
Management Services	3,479,050	3,334,785	3,461,133	126,348
Public Safety	28,843,780	27,251,984	27,708,715	456,731
Community Services	11,861,996	11,978,121	11,847,768	(130,353)
Human Services	20,835,171	19,629,821	20,300,763	670,942
Non-Departmental & Transfers	97,405,440	103,554,290	105,427,841	1,873,551
Total General Government	\$ 180,870,983	\$ 183,259,215	\$ 186,594,266	3,335,051
Public Works Projects	181,405	183,454	182,940	(514)
Fleet Service Center	2,814,475	3,082,771	2,917,515	(165,256)
Comm. & Information Technology	9,969,109	9,414,002	10,032,908	618,906
Recreation Fee Class	5,691,468	5,378,920	5,513,439	134,519
Law Library	357	11,025	11,025	-
DSS Building	314,890	-	-	-
Children's Services Act	6,808,984	5,985,313	7,250,176	1,264,863
Grants and Other	2,058,983	1,046,962	1,051,962	5,000
Criminal Justice Academy	280,255	312,004	371,699	59,695
Police Special Programs	-	1,000	1,000	-
Total General Fund Expenditures	\$ 208,990,909	\$ 208,674,666	\$ 213,926,930	5,252,264
Fund Balance-Ending	37,683,254	37,683,254	37,683,254	-
Total General Fund Expenditures & Fund Balance	\$ 246,674,163	\$ 246,357,920	\$ 251,610,184	5,252,264



FY 2018 General Government Revenue \$186,594,266



General Government Revenue Notes

General Property Taxes

Property taxes are Roanoke County's largest revenue source, making up 68.6% of all general government revenue. The two primary types of property tax are real estate (buildings and land) and personal property (vehicles, boats, etc.). Real estate tax revenue is projected to increase by 1.8% compared to the FY 2017 budget due to assessment growth in the existing base (1.10%) and new construction (0.82%). Personal property tax revenue is expected to decrease by 0.3% compared to the FY 2017 budget. This is primarily due to slowing automobile sales and falling prices in the new and used automobile markets.

Other Local Taxes

Local taxes make up the second-largest portion of Roanoke County's revenue at 18.9%. Local taxes include sales, business license, meals, communications, motor vehicle registration, and a number of other smaller categories. Sales and meals taxes are often considered indicators of a local economy's vitality. Sales taxes are projected to increase by 2.3% in FY 2018 compared to the FY 2017 budget, and meals taxes are projected to increase by 6.7% for the same period.



Intergovernmental Revenue

Funding received from the Commonwealth of Virginia and federal government comprises 8.4% of the overall revenue budget. This funding primarily supports the functions of constitutional officers and social services. FY 2018 funding is expected to increase by \$611,629 or 4.1% compared to FY 2017 due to increased federal social services funding, associated with mandated social services expenditures.



General Government Sub-Fund Summary of Revenues

	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	Increase (Decrease)
General Government				
General Property Taxes:				
Real Estate Tax	\$ 88,002,893	\$ 89,401,101	\$ 91,049,668	\$ 1,648,567
Personal Property Tax	31,599,832	32,834,622	32,723,391	(111,231)
Public Service Corporation Tax	3,003,132	2,950,000	3,050,000	100,000
Penalties and Interest	890,906	982,600	920,612	(61,988)
Payment in Lieu of Taxes	173,774	168,000	174,000	6,000
Total General Property Taxes	123,670,537	126,336,323	127,917,671	1,581,348
Other Local Taxes:				
Sales Tax	10,049,676	10,252,000	10,484,945	232,945
Communications Sales & Use Tax	3,818,766	3,796,000	3,686,255	(109,745)
Consumer Utility Tax	3,758,027	3,913,000	3,789,450	(123,550)
Business License Tax	6,214,617	6,447,000	6,220,000	(227,000)
Bank Franchise Tax	641,943	450,000	600,000	150,000
Motor Vehicle License Fees	2,235,054	2,258,300	2,280,883	22,583
Recordation Taxes	1,467,700	1,395,600	1,509,509	113,909
Utility License Tax	492,373	540,000	510,000	(30,000)
Hotel and Motel Room Tax	1,201,410	1,184,500	1,461,052	276,552
Tax on Prepared Foods	4,310,751	4,362,750	4,656,620	293,870
Amusement Tax	99,559	94,000	94,000	-
Total Other Local Taxes	34,289,875	34,693,150	35,292,714	599,564
Permits, Fees and Licenses:				
Animal Control Fees	52,598	35,000	44,500	9,500
Land Use Fees	47,467	5,000	5,000	-
Land Transfer Fees	3,034	2,450	2,850	400
Zoning Filing Fees	11,718	11,525	14,525	3,000
Building Permits	234,773	234,440	240,440	6,000
Electrical, Mechanical, Plumbing Permits	129,481	110,000	128,000	18,000
Certificate of Occupancy	2,873	5,350	3,000	(2,350)
Septic Tank Fees	4,625	5,050	4,650	(400)
Fire Department Permits	3,730	3,375	3,375	-
Soil Erosion Permits	22,435	45,000	23,000	(22,000)
Sub-Division Permits	16,025	18,600	18,600	-
Other Fees	5,508	-	1,300	1,300
VSMP	62,785	25,000	55,000	30,000
Courthouse Maintenance Fees	185,210	-	180,000	180,000
Photocopy Charges	251	210	210	-
Total Permits, Fees, & Licenses	782,513	501,000	724,450	223,450



General Government Sub-Fund Summary of Revenues

	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	Increase (Decrease)
Fines and Forfeitures:				-
Fines and Forfeitures	493,382	443,500	400,000	(43,500)
Parking Fees	4,375	6,500	4,500	(2,000)
Total Fines and Forfeitures	497,757	450,000	404,500	(45,500)
Use of Money and Property	256,950	271,600	271,600	-
Charges for Services				
Clerk Fees	54,482	76,500	60,000	(16,500)
Sheriff Fees	7,426	6,500	6,500	-
Court Appointed Attorney Fees	25,092	22,000	22,000	-
Commonwealth Attorney Fees	10,152	6,000	10,000	4,000
Waste Collection Fees	16,733	14,200	17,200	3,000
Fee for Ambulance Service	3,084,613	3,223,233	3,362,698	139,465
Board of Prisoners-Salem	528,649	725,000	575,000	(40,000)
Other	46,966	88,000	48,000	(60,035)
Total Charges for Services	3,774,113	4,161,433	4,101,398	(60,035)
Miscellaneous				
Reimbursements-Shared Programs-Salem	692,190	583,514	625,514	42,000
Host Locality Fee-Landfill	300,000	300,000	350,000	50,000
Other	287,903	163,536	286,036	122,500
Total Miscellaneous	1,280,093	1,047,050	1,261,550	214,500
Recovered Costs				
Jail Medical - Co Payment	3,724	3,700	3,700	-
Payloader Service	12,150	10,000	10,000	-
Roanoke City Automation	649	200	200	-
Western VA Regional Jail	107,492	89,000	100,000	11,000
Resource Authority	52,515	85,985	55,985	(30,000)
Library Recovered Costs	-	-	310,600	310,600
Other	72,209	73,150	93,150	20,000
Total Recovered Costs	248,739	262,035	573,635	311,600
Total Local Revenues	164,800,579	167,722,591	170,547,518	2,824,927
From the Commonwealth				
Non-Categorical:				
Mobile Homes Tax	8,578	19,000	29,000	10,000
Other	385,458	334,000	384,000	50,000
Total Non-Categorical	394,036	353,000	413,000	60,000



General Government Sub-Fund Summary of Revenues

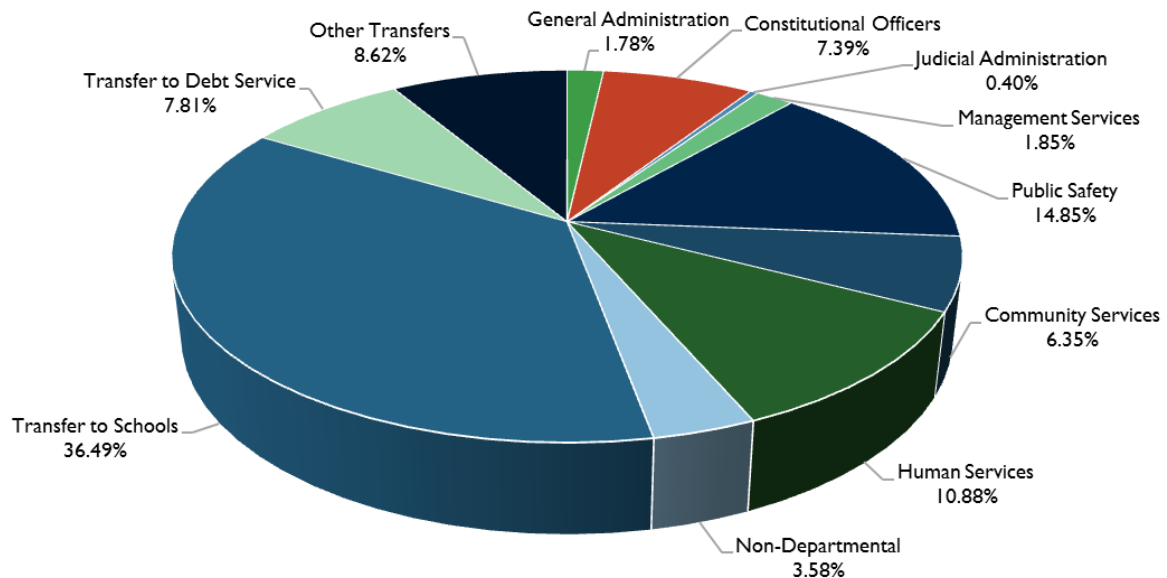
	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	Increase (Decrease)
<i>Categorical-Shared Expenditures:</i>				
Commonwealth Attorney	683,379	693,436	693,436	-
Sheriff	3,159,213	3,199,630	3,205,914	6,284
Commissioner of Revenue	240,178	243,426	243,426	-
Treasurer	208,235	212,575	212,575	-
Clerk of the Circuit Court	607,460	523,722	581,016	57,294
Board of Elections	46,399	47,700	47,700	-
Total Categorical-Shared	4,944,864	4,920,489	4,984,067	63,578
<i>Other Categorical:</i>				
Welfare Grant	3,423,570	3,748,245	3,748,245	-
Library Grant	155,633	157,095	157,095	-
Police Grant	1,793,872	1,793,874	1,851,631	57,757
Miscellaneous Grants	-	-	38,000	38,000
Total Other Categorical	5,373,075	5,699,214	5,794,971	95,757
Total From the Commonwealth	10,711,975	10,972,703	11,192,038	219,335
From the Federal Government				
Welfare Grant	4,713,788	4,075,000	4,462,294	387,294
Drug Enforcement Grant	36,435	-	-	-
Miscellaneous	5,000	-	5,000	5,000
Total From the Federal Government	4,755,223	4,075,000	4,467,294	392,294
Other Financing Sources/Transfers				
Beginning Balance	-	488,921	387,416	-
Transfers In	46,839	-	-	-
Other Financing and Transfers	46,839	488,921	387,416	(101,505)
Total General Government	\$ 180,314,616	\$ 183,259,215	\$ 186,594,266	\$ 3,335,051
Fund Balance-Beginning	25,181,203	25,113,757	25,113,757	-
Total General Government & Fund Balance	\$ 205,495,818	\$ 208,372,972	\$ 211,708,023	\$ 3,335,051

* FY 2016 Actual Revenue reflects revenues after payment to South Peak CDA.



FY 2018 General Government Expenditures

\$186,594,266



General Government Expenditure Notes

Roanoke County's general government expenditure budget is comprised of three categories:

1. Operating department divisions
2. Non-departmental expenditures
3. Transfers to and from funds

Operating Departments

The Adopted FY 2018 expenditure budget increases by 1.82% over the FY 2017 budget, or \$3,335,051. The proposed budget includes a 1.5% cost-of-living increase at a cost of nearly \$0.8 million for operating departments. A total of \$230,449 for four new Firefighter positions including non-personnel costs is included in this budget proposal, offset with a decrease of \$50,000 in overtime as staffing approaches minimum levels. Additionally, Social Services' budget increased \$338,349 for adoption and foster care services; this increase is reimbursable by the state. Based on audit findings, the Library began to record revenues previously recorded as credits in FY 2017. The adopted FY 2018 library budget increases by approximately 8% but does not represent any new spending. Additional operating increases were given to departments where structural deficits existed and where mandatory services or maintenance were required.

Non-Departmental Expenditures

Non-Departmental expenditures include Employee Benefits, Internal Service Charges, and other Miscellaneous categories that are not department-specific. Increases in this category are



attributable to significant increases in Employee and Retiree Healthcare contributions. Additionally, the proposal includes adjustments to line-items such as Flexible Leave Payout and Termination/Separation Pay that bring budgets more in line with actual expenditures. This category also includes Roanoke County's budget for contributions to outside agencies, which includes an increase of \$35,750 to support behavioral health service providers.

Transfers

Transfers to funds outside of the general government fund are found in this category. Combined, transfers make up nearly 53% of Roanoke County's general government expenditure budget. The single largest transfer item is the county's transfer to Roanoke County Schools, which is nearly 37% of the total operating budget. This transfer increased \$239,561 compared to FY 2017. Adding in transfers to debt service (\$7,625,570) and Childrens Services Act (\$1,229,000), the total transfer on behalf of Roanoke County Schools totals \$76,933,507, or 41% of all General Government expenditures.



General Government Sub-Fund Summary of Expenditures

	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	Increase (Decrease)
General Government				
General Administration				
Board of Supervisors	\$ 332,656	\$ 327,920	\$ 331,954	\$ 4,034
County Administrator	780,755	738,207	753,710	15,503
Internal Auditor	89,038	112,279	114,528	2,249
Public Information	204,040	186,601	189,275	2,674
County Attorney	638,823	555,150	571,113	15,963
Human Resources	874,530	770,248	839,443	69,195
Economic Development	478,110	517,462	520,006	2,544
Total General Administration	3,397,952	3,207,867	3,320,028	112,161
Constitutional Officers				
Commissioner of the Revenue	829,965	763,772	774,293	10,521
Commonwealth's Attorney	1,259,650	1,129,852	1,135,031	5,179
Sheriff - Administration & Civil	2,835,187	2,241,782	2,382,710	140,928
Sheriff - Care & Confinement	4,566,211	4,527,337	4,552,154	24,817
Sheriff - WVRJA	2,922,851	2,916,200	3,005,110	88,910
Treasurer	897,224	824,583	838,725	14,142
Clerk of the Circuit Court	1,115,577	1,094,589	1,102,764	8,175
Total Constitutional Officers	14,426,664	13,498,115	13,790,787	292,672
Judicial Administration				
Circuit Court Judges	244,457	237,972	237,972	-
General District Court	69,684	95,440	95,440	-
Magistrate	1,394	1,590	1,590	-
Juvenile/Domestic Relations Court	26,767	39,086	47,086	8,000
Court Service Unit	238,132	430,144	305,144	(125,000)
Courthouse Maintenance	40,496	-	50,000	50,000
Total Judicial Administration	620,930	804,232	737,232	(67,000)
Management Services				
Real Estate Valuation	906,273	864,132	812,371	(51,761)
Finance	1,822,250	1,713,320	1,897,594	184,274
Public Transportation (CORTAN)	425,798	420,000	420,000	-
Management and Budget	324,729	337,333	331,168	(6,165)
Total Management Services	3,479,050	3,334,785	3,461,133	126,348
Public Safety				
Police	12,531,433	12,052,761	12,237,599	184,838
Fire and Rescue	16,312,347	15,199,223	15,471,116	271,893
Total Public Safety	28,843,780	27,251,984	27,708,715	456,731
Community Services				
Community Development	4,281,533	4,346,390	4,322,361	(24,029)
General Services	7,580,462	7,631,731	7,525,407	(106,324)
Total Community Services	11,861,996	11,978,121	11,847,768	(130,353)



Human Services

Parks, Recreation, and Tourism	4,946,518	4,513,925	4,668,093	154,168
Public Health	458,976	500,358	500,358	-
Social Services	11,142,443	10,430,840	10,629,039	198,199
Library	3,871,302	3,748,374	4,045,221	296,847
VA Cooperative Extension	71,529	87,097	87,097	-
Elections	344,402	349,227	370,955	21,728
Total Human Services	20,835,171	19,629,821	20,300,763	670,942

Non-Departmental & Transfers

Non-Departmental

Employee Benefits	867,369	2,134,710	2,653,886	519,176
Transfer to Comm-IT	2,894,557	7,764,270	8,114,268	349,998
Miscellaneous	1,453,853	1,495,000	1,495,000	-
Addition to Fund Balance	-	544,881	429,719	(115,162)

Contributions to Outside Agencies

Social Service Agencies	212,800	210,600	208,850	(1,750)
Human Service Agencies	112,800	101,400	87,450	(13,950)
Dues and Memberships	1,289,251	1,638,805	1,706,794	67,989
Cultural Agencies	149,100	83,000	52,350	(30,650)

Total Non-Departmental	6,979,730	13,972,666	14,748,316	775,650
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Unappropriated Balance

Contingent Balance	-	50,000	50,000	-
Total Unappropriated Balance	-	50,000	50,000	-

Transfers to:

Debt Service	15,896,074	14,897,786	14,575,266	(322,520)
Capital Projects	4,713,716	3,092,813	3,625,379	532,566
Schools	66,804,707	67,839,376	68,078,937	239,561
Internal Services	836,874	1,665,195	1,654,003	(11,192)
Children's Services Act	1,853,000	1,853,000	2,513,000	660,000
Public Works Projects	183,712	183,454	182,940	(514)
Miscellaneous	137,627	-	-	-
Total Transfers	90,425,710	89,531,624	90,629,525	1,097,901

Total Non-Departmental & Transfers	97,405,440	103,554,290	105,427,841	1,873,551
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Total General Government	\$ 180,870,983	\$ 183,259,215	\$ 186,594,266	\$ 3,335,051
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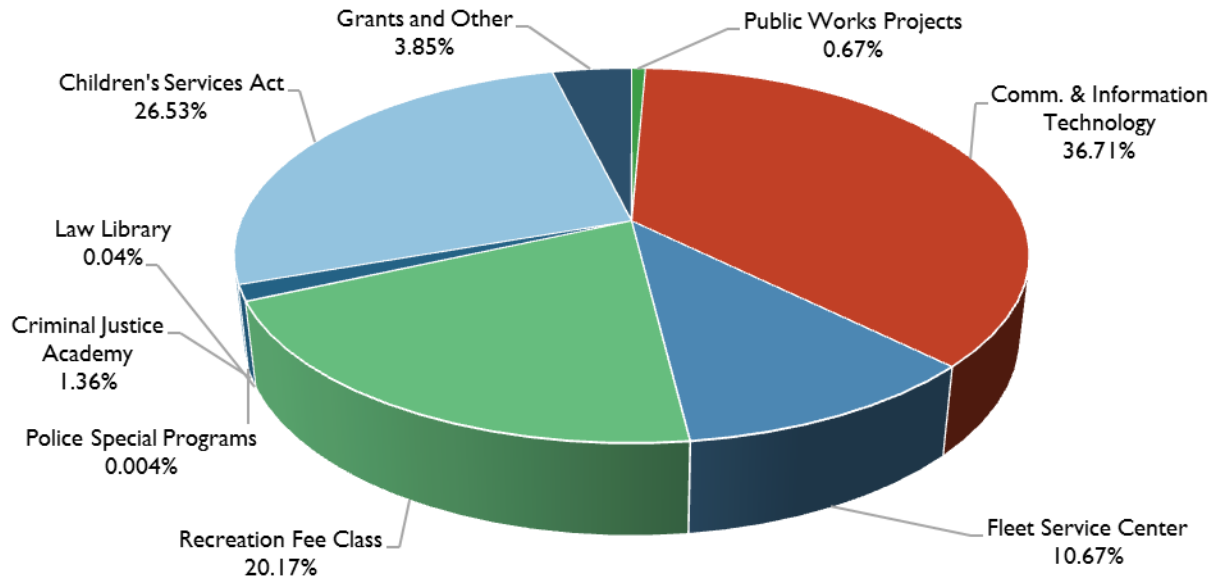
Fund Balance-Ending	25,113,757	25,113,757	25,113,757	-
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Total General Government &

Fund Balance	\$ 205,984,740	\$ 208,372,972	\$ 211,708,023	\$ 3,335,051
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FY 2018 General Other Expenditures & Revenues
\$27,332,664



General - Other

Roanoke County's Other General Fund category includes services or general government activities that are not locally funded. Some of these funds are fully self-supporting, such as the Recreation Fee Class and Fleet Service Center. Self-supporting funds adjust their fees and charges to generate enough revenue to fully cover their expenditures. Other funds, such as Communications and Information Technology, depend on a mixture of revenue from localities in addition to recovered costs and charges for service.

Operational expenditures for these funds are presented individually to accurately reflect their diverse funding sources. Fund descriptions also include Beginning Balances, where appropriate, as part of a fund's revenue source. This allows for full transparency of the operating condition of certain funds that have had to rely on fund balance to cover expenditures over their revenue budget.

For detailed information regarding this category, please see the Other General Fund section.



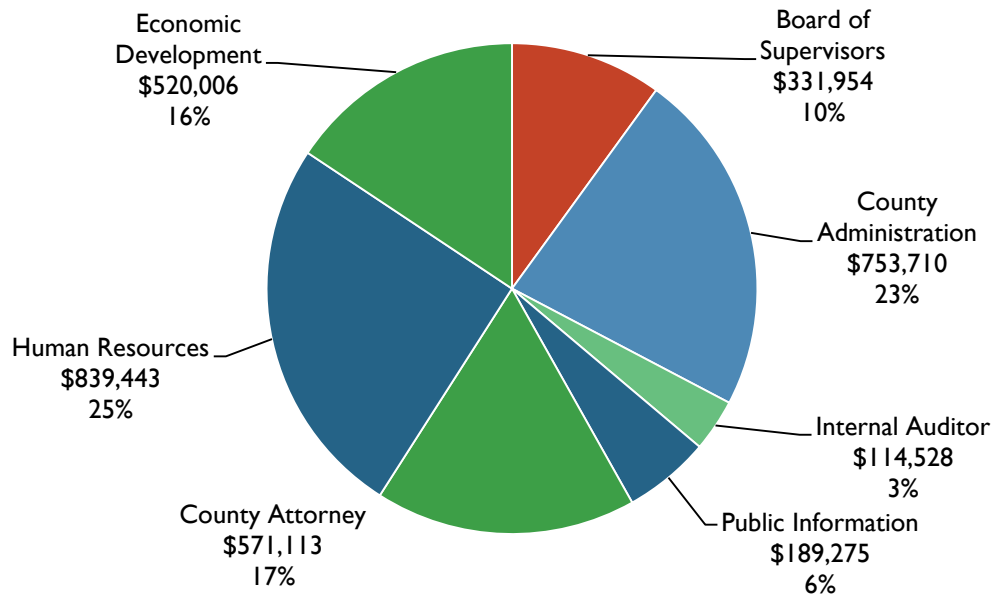


General Administration





General Administration \$3,320,028



General Administration Summary

	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Board of Supervisors	\$ 332,656	\$ 327,920	\$ 331,954	\$ 4,034	1.2%
County Administration	780,755	738,207	753,710	15,503	2.1%
Internal Auditor	89,038	112,279	114,528	2,249	2.0%
Public Information	204,040	186,601	189,275	2,674	1.4%
County Attorney	638,823	555,150	571,113	15,963	2.9%
Human Resources	874,530	770,248	839,443	69,195	9.0%
Economic Development					
Administration	460,460	495,066	497,610	2,544	0.5%
Marketing	12,790	17,536	17,536	0	0.0%
EDA	4,860	4,860	4,860	0	0.0%
Total Economic Development	478,110	517,462	520,006	2,544	0.5%
Total	\$3,397,952	\$3,207,867	\$3,320,028	\$ 112,161	3.5%



Clerk to the Board of Supervisors

Department Description

The office of the Clerk to the Board of Supervisors will provide prompt and efficient administrative and communication support to the Board of Supervisors, the staff, and public. This office will prepare, maintain, and preserve all Board official documents and records in an accurate, safe, and retrievable manner; assist citizens on behalf of the Board of Supervisors; promote internal and external communication on issues to employees and the public through use of the internet and intranet websites.

Clerk to the Board of Supervisors					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	220,509	230,428	233,362	2,934	1.3%
Non-Personnel	112,147	97,492	98,592	1,100	1.1%
Transfers & Other	-	-	-	-	-
Total	332,656	327,920	331,954	4,034	1.2%
Position Count	7	6	6.5	0.5	8.3%

Budget Highlights

The Adopted FY 2018 Clerk to the Board of Supervisors budget increases by \$4,034 or 1.2%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017 for County of Roanoke staff.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefits costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Additionally, other changes to the Adopted FY 2018 Clerk to the Board of Supervisors budget include:

- An additional 0.5 position was transferred mid-year in FY 2017. The County Attorney and the Clerk to the Board of Supervisors will now share a position currently in the County Attorney's Office. This position will be reclassified as a Deputy Clerk to the Board and will also provide office support to the County Attorney. Moving this position has a net savings impact to the General Fund of \$22,294 from part-time funds.

**Departmental Goals**

- Prepare, publish and preserve official records of the Board of Supervisors
- Maintain transparency and high standards of customer service to citizens
- Provide oversight of the Invocation Policy
- Coordinate the Financial Disclosure process
- Coordinate the Committees, Commissions and Boards process

Performance Management

Additional information about the Clerk to the Board of Supervisors' performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.



County Administration

Department Description

The County Administrator and Assistant County Administrators manage the daily operations of Roanoke County government and serve in an advisory capacity to the Board of Supervisors.

County Administration					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	681,600	679,892	680,021	129	1.7%
Non-Personnel	99,155	58,315	73,689	15,374	26.4%
Transfers & Other	-	-	-	-	-
Total	780,755	738,207	753,710	15,503	2.1%
Position Count	5	4	4	-	-

Budget Highlights

The Adopted FY 2018 County Administration budget increases by \$15,503 or 2.1%, and reflects the following changes:

- 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefits costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Additionally, other changes to the Adopted FY 2018 County Administration budget include:

- \$12,300 for professional services and community engagement related to the Mountain Valley Pipeline.

Departmental Goals

- Effectively and efficiently implement policy and directives as deemed by the Board of Supervisors
- Ensure smooth delivery of services to County residents
- Identify challenges facing Roanoke County and provide the Board of Supervisors with accurate, timely information on which to base its decisions



Internal Auditor

Department Description

The Internal Auditor promotes Roanoke County's accountability, integrity, and transparency in its operations and provides valuable decision-making information to the governing body and management.

Internal Auditor					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	77,437	99,779	102,028	2,249	2.3%
Non-Personnel	11,601	12,500	12,500	0	0.0%
Transfers & Other	-	-	-	-	-
Total	89,038	112,279	114,528	2,249	2.0%
Position Count	-	1	1	-	-

Budget Highlights

The Adopted FY 2018 Internal Auditor budget increases by \$2,249 or 2.0% and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefits costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Departmental Goals

- Provide a systematic and disciplined approach to examine, evaluate and improve the effectiveness of the County's governance, risk management and internal control
- Accomplish assigned responsibilities in an effective manner to assist the County in achieving its goals and objectives
- Perform high quality governmental audits with competence, integrity and objectivity

Performance Management

Additional information about the Internal Auditor's performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.



Public Information

Department Description

The Public Information Office promotes meaningful, timely, and accurate information for the public and Roanoke County employees.

Public Information					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	162,969	164,660	167,334	2,674	1.6%
Non-Personnel	41,071	21,941	21,941	0	0.0%
Transfers & Other	-	-	-	-	-
Total	204,040	186,601	189,275	2,674	1.4%
Position Count	2	2	2	-	-

Budget Highlights

The Adopted FY 2018 Public Information budget increases by \$2,674 or 1.4%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefits costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Departmental Goals

- To facilitate, enhance and maintain relationships and communications between Roanoke County and the media so that a better understanding of County issues is achieved.
- Promote public awareness of special events and announcements within Roanoke County through collaboration with County departments and staff
- Promote public awareness about Roanoke County services and other pertinent information through use of all media forms
- Promote and maintain community relations between Roanoke County and other localities through participation in various committees, organizations, programs, and events

Performance Management

Additional information about Public Information's performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.



County Attorney

Department Description

The County Attorney's Office provides professional legal services to our client, the Board of Supervisors, and all other County boards, commissions, departments, constitutional officers and employees in support of their mission to promote and protect the public health, safety and welfare.

County Attorney					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	507,526	486,617	473,080	(13,537)	-2.8%
Non-Personnel	131,296	68,533	98,033	29,500	43.0%
Transfers & Other	-	-	-	-	-
Total	638,823	555,150	571,113	15,963	2.9%
Position Count	5	5	4.5	(0.5)	-10.0%

Budget Highlights

The Adopted FY 2018 County Attorney budget increases by \$15,963 or 2.9%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefits costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Additionally, other changes to the Adopted FY 2018 County Attorney budget include:

- 0.5 full-time position was transferred mid-year in FY 2017. The County Attorney and the Clerk to the Board of Supervisors will now share a position currently in the County Attorney's Office. This position will be reclassified as a Deputy Clerk to the Board and will also provide office support to the County Attorney.
- \$25,000 was added to fund outside legal counsel for complex legal matters.

Departmental Goals

- Provide legal services to the Roanoke County Board of Supervisors, Administrators, and Directors.
- Provide legal support to County Departments.
- Practice preventive law and evaluate risk management issues.

**Performance Management**

Additional information about the County Attorney's performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.



Human Resources

Department Description

The Human Resources Department is responsible for the recruiting and retention, training and development, and total compensation of Roanoke County's most important asset in providing service to citizens, its employees.

Human Resources					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	651,924	645,651	655,846	10,195	1.6%
Non-Personnel	222,606	124,597	183,597	59,000	47.4%
Transfers & Other	-	-	-	-	-
Total	874,530	770,248	839,443	69,195	9.0%
Position Count	8	8	8	-	-

Budget Highlights

The Adopted FY 2018 Human Resources budget increases by \$69,195 or 9.0%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefits costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Additionally, other changes to the Adopted FY 2018 Human Resources budget include:

- \$39,000 for Lean process improvement training and employee training and professional development.
- \$20,000 for employee tuition reimbursement.

Departmental Goals

- To develop and maintain a competitive Total Compensation Package that enhances recruitment and retention efforts of a quality workforce
- Create a continuous learning organization that promotes employee engagement, career development and advancement
- Leverage HR technology systems to further departmental goals, improve productivity and service to County employees and managers.
- Development and maintenance of Policies & Procedures that are accessible and understood by employees and management, ensure fair and equitable treatment and compliance to federal, state employment law.

**Performance Management**

Additional information about Human Resources' performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.



Economic Development

Department Description

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

Economic Development					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	386,048	456,407	458,951	2,544	0.6%
Non-Personnel	92,062	61,055	61,055	-	-
Transfers & Other	-	-	-	-	-
Total	478,110	517,462	520,006	2,544	0.5%
Position Count	4	4	4	-	-

Budget Highlights

The Adopted FY 2018 Economic Development budget increases by \$2,544 or 0.5%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefits costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Departmental Goals

- To grow the tax base through the attraction of new businesses and the expansion of existing businesses so the County can continue to provide high quality services desired by citizens.
- To create a marketable inventory of quality industrial and commercial property to accommodate the needs of growing businesses, and to enhance the County's competitive position for business growth and success.
- To enhance the visibility and progressiveness of Roanoke County to effectively position the community as an attractive place to live and grow a business.
- To enhance regional workforce development initiatives geared towards linking the needs of the business community with the workforce, resulting in a skilled and abundant labor supply with wages in excess of the County's median wage rate.

**Performance Management**

Additional information about Economic Development's performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.



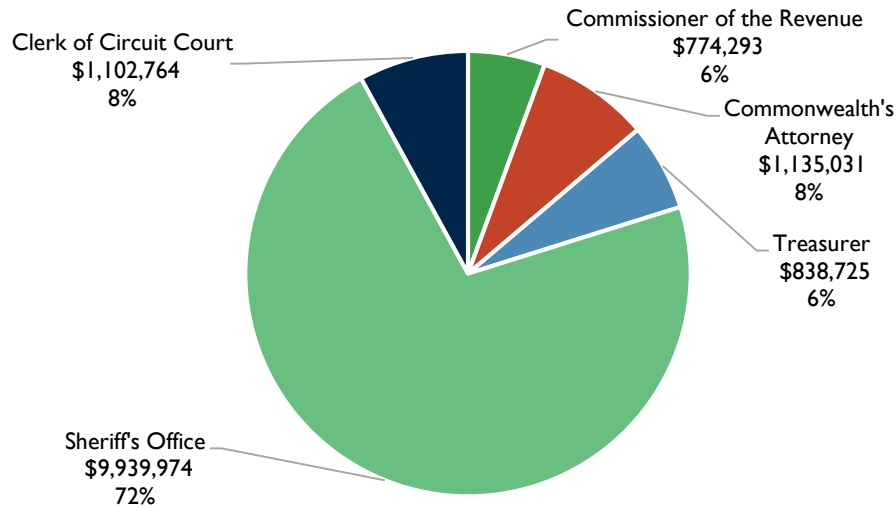
Constitutional Officers





Constitutional Officers

\$13,790,787



Constitutional Officers Summary					
	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Commissioner of the Revenue	\$ 829,965	\$ 763,772	\$ 774,293	\$ 10,521	1.4%
Commonwealth's Attorney	1,259,650	1,129,852	1,135,031	5,179	0.5%
Sheriff's Office					
Administration	907,302	348,319	430,313	81,994	23.5%
Civil	1,927,885	1,893,463	1,952,398	58,935	3.1%
Care & Confinement, Prisoners	4,566,211	4,527,337	4,552,154	24,817	0.5%
Western VA Regional Jail	2,922,851	2,916,200	3,005,110	88,910	3.0%
Total Sheriff	10,324,248	9,685,319	9,939,974	254,655	2.6%
Treasurer	897,224	824,583	838,725	14,142	1.7%
Clerk of Circuit Court	1,115,577	1,094,589	1,102,764	8,175	0.7%
Total	\$14,426,664	\$13,498,115	\$13,790,787	\$ 292,672	2.2%



Commissioner of the Revenue

Department Description

The Commissioner of the Revenue is the chief assessing officer. The County of Roanoke Commissioner of the Revenue will provide fair and equitable assessments for taxation as set forth by the Code of Virginia, Title 58 on Taxation and the Code of Roanoke County as adopted by the Board of Supervisors.

Commissioner of the Revenue					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	705,995	698,822	701,843	3,021	0.4%
Non-Personnel	123,970	64,950	72,450	7,500	11.5%
Transfers & Other	-	-	-	-	-
Total	829,965	763,772	774,293	10,521	1.4%
Position Count	13	13	13	0	-

Budget Highlights

The Adopted FY 2018 Commissioner of the Revenue budget increases by \$10,521 or 1.4%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefits costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Additionally, other changes to the Adopted FY 2018 Commissioner of the Revenue operating budget include:

- Addition of \$7,500 in non-personnel including printing costs, advertising and office supplies to align budget with current service delivery.

**Departmental Goals**

- Assessment and audit of individual and business personal property
- Issuance, renewal, and audit of business license
- Real estate transfers and real estate tax relief
- Assistance and processing of VA State Income Tax Returns
- Administration of excise (trust) taxes
- Assessment of bank franchise and Public Service Corporation taxes

Performance Management

Additional information about the Commissioner of Revenue's performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.



Commonwealth's Attorney

Department Description

The Commonwealth's Attorney protects and represents the interests of the commonwealth and the citizens of Roanoke County in accordance with law in both criminal and traffic prosecutions and to provide support and legal guidance for local law enforcement personnel.

Commonwealth's Attorney					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	1,062,628	1,077,347	1,079,476	2,129	0.2%
Non-Personnel	197,022	52,505	55,555	3,050	5.8%
Transfers & Other	-	-	-	-	-
Total	1,259,650	1,129,852	1,135,031	5,179	0.5%
Position Count	13	13	13	-	-

Budget Highlights

The Adopted FY 2018 Commonwealth's Attorney budget increases by \$5,179 or 0.5%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefit costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Departmental Goals

- Foster a more uniform working relationship with the Roanoke County Police Department and the Town of Vinton Police Department in addition to other law enforcement agencies to ensure the most successful prosecutions

Performance Management

Additional information about the Commonwealth's Attorney's performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.



Sheriff's Office – Administration and Civil

Department Description

The Roanoke County Sheriff's Office provides societal protection by isolating dangerous offenders from the community, providing security and order in all courts of jurisdiction, and effective processing and service of all civil papers for local or out-of-county courts, in a professional manner, without prejudice or bias for race, religion, or ethnic orientation.

Sheriff's Office - Administration and Civil					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	2,229,640	2,081,728	2,202,456	120,728	5.8%
Non-Personnel	605,547	160,054	180,254	20,200	12.6%
Transfers & Other	-	-	-	-	-
Total	2,835,187	2,241,782	2,382,710	140,928	6.3%
Position Count	26	26	26	-	-

Budget Highlights

The Adopted FY 2018 Sheriff's Office – Administration and Civil budget increased by \$140,928 or 6.3%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefit costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Additionally, other changes to the Adopted FY 2018 Sheriff's Office – Administration and Civil operating budget include:

- Maintain skill based pay funding budgeted at \$53,000.
- \$20,200 was added to fund Roanoke County Sheriff's Office's portion of training received at the Roanoke County Criminal Justice Academy.
- \$51,000 in part-time funding was added to provide staffing after completion of the Courthouse Security project anticipated to be completed in FY 2018, approved as part of the FY 2017 – FY 2026 Capital Improvement Program.

**Departmental Goals**

- 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
- 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
- Provide historical and current information concerning the Roanoke County's Sheriff's Office (RCSO)
- Serve civil process in a timely and efficient manner, in accordance with the Code of Virginia
- Maintain accreditation through the Virginia Law Enforcement Professional Standards Commission (VLEPSC)
- Assist the Roanoke County Criminal Justice Academy in providing training to RCSO and the Regional Jail personnel

Performance Management

Additional information about the Sheriff's Office performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.



Sheriff's Office – Care & Confinement

Department Description

The Roanoke County Sheriff's Office provides societal protection by isolating dangerous offenders from the community, creating a deterrent effect on the offender or potential offender by their loss of freedom, providing rehabilitative services/programs for incarcerated offenders that may help them re-enter society as a more productive citizen. All staff will perform their duties in a professional manner without prejudice or bias for race, religion, or ethnic orientation.

Sheriff's Office - Care & Confinement					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	3,740,082	3,667,672	3,692,489	24,817	0.7%
Non-Personnel	826,129	859,665	859,665	-	-
Transfers & Other	-	-	-	-	-
Total	4,566,211	4,527,337	4,552,154	24,817	0.5%
Position Count	60	60	60	0	-

Budget Highlights

The Adopted FY 2018 Sheriff's Office – Care & Confinement budget increases by \$24,817 or 0.5%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefit costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Additionally, other changes to the Adopted FY 2018 Sheriff's Office – Care & Confinement budget include:

- Transfer of Master Deputy Sheriff position to the Criminal Justice Academy to focus fully on training of new department recruits, which reduces personnel by \$59,323.
- Addition of Office Support Specialist position to manage accreditation and administrative tasks previously handled by Master Deputy Sheriff position, which increases personnel by \$43,436.

**Departmental Goals**

- Provide a secure environment for inmates housed in the Roanoke County/Salem Jail, and accommodate safety for both inmates and staff
- 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
- Provide a forum that educates citizens and the Board of Supervisor members on issues affecting the management of a correctional facility
- Continue to attract and hire the best qualified applicants
- Maintain accreditation and certification with the American Correctional Association (ACA), the Virginia Law Enforcement Professional Standards Commission (VLEPSC), the Minimum Standards for Local Jails as established by the Virginia Board of Corrections, and the Prison Rape Elimination Act (PREA)

Performance Management

Additional information about the Sheriff's Office performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.



Sheriff's Office – Western Virginia Regional Jail (WVRJ)

Description

The Western Virginia Regional Jail was built by coalition of four localities - the counties of Franklin, Montgomery, and Roanoke and the city of Salem. The facility, which opened its doors in April 2009, eliminated the overcrowded and potentially unsafe conditions that existed at the local jail facilities of the four partnering jurisdictions prior to the Western Virginia Regional Jail's construction.

The amount payable by the Roanoke County Sheriff's Office to WRVJ for the housing of inmates and the County's portion of the debt service are shown in the following table.

Sheriff's Office - Western Virginia Regional Jail (WVRJ)					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	2,922,851	2,916,200	3,005,110	88,910	3.0%
Transfers & Other	-	-	-	-	-
Total	2,922,851	2,916,200	3,005,110	88,910	3.0%
Position Count	0	0	0	0	-

Budget Highlights

The Adopted FY 2018 Sheriff's Office – Western Virginia Regional Jail budget increases by \$88,910 or 3.0%, and reflects the following changes:

- Per diem expenditures for housing of prisoners increase by \$125,000 based on prior and current year expenditure trends.
- The County's share of the debt service payment for the Western Virginia Regional Jail decreases by \$36,090.



Treasurer

Department Description

The Roanoke County Treasurer's Office is dedicated to serving the residents of Roanoke County, the Board of Supervisors, and other governmental agencies with premier customer service and treasury management services. The Treasurer as an elected Constitutional Officer will uphold the highest standards in the collection of all taxes and revenues due to the county, maximize the security of all public funds, and seek stable investment returns with the use of those funds.

Treasurer					
	Actual	Adopted	Adopted	\$ Change	% Change
Description	FY 2016	FY 2017	FY 2018	FY 17-18	FY 17-18
Personnel	657,092	664,447	678,589	14,142	2.1%
Non-Personnel	240,132	160,136	160,136	-	-
Transfers & Other	-	-	-	-	-
Total	897,224	824,583	838,725	14,142	1.7%
Position Count	12	12	12	0	-

Budget Highlights

The Adopted FY 2018 Treasurer's budget increases by \$14,142 or 1.7%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefits costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Departmental Goals

- Provide premier customer service by remaining committed to the needs of Roanoke County residents, handling customer requests, and exploring new technologies
- Maintain a top tier collection rate by maximizing collection efforts, refining and capitalizing state authorized collections programs, and increasing the usage of other tax collection programs
- Ensure fiscal integrity as Chief Investment Officer
- Improving technological automations that will offer convenience to residents and maximization of employee time
- Focus on non-core revenue producing collectables for the overall County financial strength

**Performance Management**

Additional information about the Treasurer's Office performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.



Clerk of Circuit Court

Department Description

The Clerk of the Circuit Court manages all civil and criminal cases which are brought before the circuit court, provides assistance to judges in the performance of their judicial functions, files and records all appropriate real estate and personal property documents including deeds, deeds of trust, surveys, financing statements and judgments. The Clerk of the Circuit Court also issues marriage licenses and concealed handgun permits, processes adoptions, divorces and name changes, maintains court records and certain specific county records, and makes available for inspection and reproduction all such public documents in order to assist in the fair administration of justice according to existing law, and does so in a courteous, effective and efficient manner.

Clerk of Circuit Court					
	Actual	Adopted	Adopted	\$ Change	% Change
Description	FY 2016	FY 2017	FY 2018	FY 17-18	FY 17-18
Personnel	1,033,689	1,014,029	1,022,204	8,175	0.8%
Non-Personnel	81,888	80,560	80,560	0	0.0%
Transfers & Other	-	-	-	-	-
Total	1,115,577	1,094,589	1,102,764	8,175	0.7%
Position Count	16	16	16	0	-

Budget Highlights

The Adopted FY 2018 Clerk of Circuit Court budget increases by \$8,175 or 0.7%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefits costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Departmental Goals

- Ensure that the clerk's office is "user friendly"
- Process all civil and criminal cases brought before the circuit court
- Issue certain specific licenses
- File, process, record and make available for inspection and duplication all public documents that are retained and maintained by the clerk's office.

**Performance Management**

Additional information about the Clerk of Circuit Court's performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.



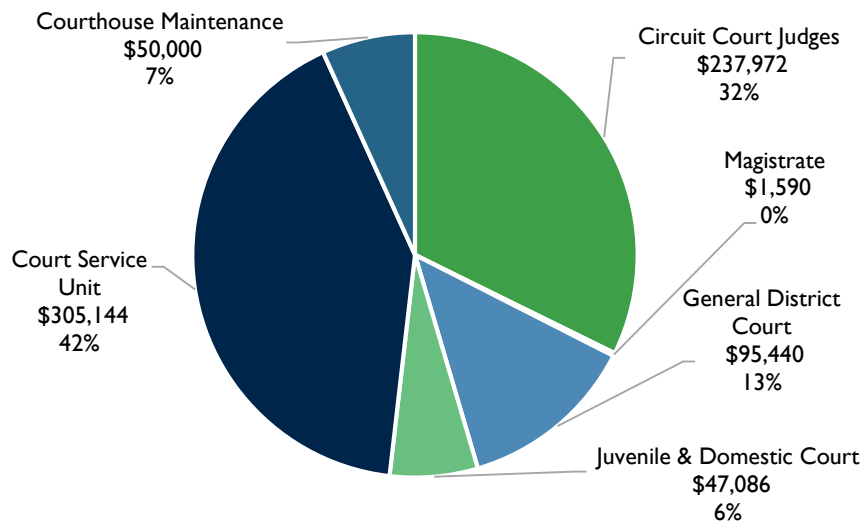


Judicial Administration





Judicial Administration \$737,232



Judicial Administration Summary					
	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Circuit Court Judges	\$ 244,457	\$ 237,972	\$ 237,972	\$ -	-
General District Court	69,684	95,440	95,440	-	-
Magistrate	1,394	1,590	1,590	-	-
Juvenile & Domestic Court	26,767	39,086	47,086	8,000	20.5%
Court Service Unit	238,132	430,144	305,144	(125,000)	-29.1%
Courthouse Maintenance	40,496	-	50,000	50,000	-
Total	\$ 620,930	\$ 804,232	\$ 737,232	\$ (67,000)	-8.3%



Circuit Court Judges

Department Description

The Circuit Court Judges and department staff process all criminal cases (felonies and misdemeanors) and civil cases, provide assistance to the judges in the performance of their judicial functions, and maintain County records. The department administers justice fairly according to existing laws and operates an efficient and effectively run court.

Circuit Court Judges					
	Actual	Adopted	Adopted	\$ Change	% Change
Description	FY 2016	FY 2017	FY 2018	FY 17-18	FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	244,457	237,972	237,972	-	-
Transfers & Other	-	-	-	-	-
Total	244,457	237,972	237,972	-	-
Position Count	0	0	0	0	-

Budget Highlights

The Adopted FY 2018 Circuit Court Judges budget remains level.

Departmental Goals

- Provide Roanoke County citizens with fair and efficient judicial dispute resolution



General District Court

Department Description

The General District Court provides judicial administration over matters before the 23rd Judicial District. The Court exercises original jurisdiction over all misdemeanor cases and civil matters where less than \$15,000 is involved. In addition, the Court decides traffic cases and certain violations of the County of Roanoke and Town of Vinton codes.

General District Court					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	69,684	95,440	95,440	-	-
Transfers & Other	-	-	-	-	-
Total	69,684	95,440	95,440	-	-
Position Count	0	0	0	0	-

Budget Highlights

The Adopted FY 2018 General District Court budget remains level.

Departmental Goals

- Adjudicate all cases swiftly and impartially.
- Maintain accurate court records by statute and guidelines set forth by the Supreme Court of Virginia.
- Respond to the public in all matters coming before the General District Court in an efficient and effective manner.



Magistrate

Department Description

The Magistrate provides an independent, unbiased review of complaints brought to the office by victims/witnesses and law enforcement in a timely, courteous, and professional manner. Magistrates have Regional authority. The magistrates in the 23rd Judicial District, Region 2 (including Roanoke County) can issue processes for any jurisdiction in Region 2. Region 2 is composed of the 21st through the 25th Judicial Districts.

Magistrate					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	1,394	1,590	1,590	-	-
Transfers & Other	-	-	-	-	-
Total	1,394	1,590	1,590	-	-
Position Count	0	0	0	0	-

Budget Highlights

The Adopted FY 2018 Magistrate budget remains level.

Departmental Goals

- Respond to complaints made by victim/witnesses and law enforcement in a timely, courteous and professional manner
- Address issues of a criminal and civil nature and provide other agencies with assistance in addressing these issues as provided by statute
- Magistrates have no power to take any action unless authority has been expressly conferred by statute.



Juvenile and Domestic Relations Court

Department Description

The Juvenile and Domestic Relations Court carries out all judicial functions as they relate to domestic matters (criminal and civil in nature) and all juvenile matters (traffic, criminal and civil in nature) in accordance with the governing statutes of the Commonwealth of Virginia, County of Roanoke, and Town of Vinton. The Juvenile and Domestic court staff strive to provide prompt and courteous service to the citizens and stakeholders of Roanoke County in the administration of justice.

Juvenile & Domestic Relations Court					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	26,767	39,086	47,086	8,000	20.5%
Transfers & Other	-	-	-	-	-
Total	26,767	39,086	47,086	8,000	20.5%
Position Count	0	0	0	0	-

Budget Highlights

The Adopted FY 2018 Juvenile and Domestic Relations Court budget increased by \$8,000 or 20.5%, and reflects the following changes:

- An increase of \$8,000 for the replacement of Courtroom furniture.

Departmental Goals

- Administer justice fairly and efficiently in cases under the jurisdiction of the Court
- Maintain open communications with the public regarding matters involving the Court



Court Service Unit

Department Description

The Court Service Unit assures the protection of the citizens of Roanoke County through the balanced approach of comprehensive services that prevent and reduce juvenile delinquency through partnerships with families, schools, community, law enforcement and other agencies while providing the opportunity for delinquent youth to develop into responsible and productive citizens.

Court Service Unit					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	213,488	405,500	280,500	(125,000)	-30.8%
Transfers & Other	24,644	24,644	24,644	-	-
Total	238,132	430,144	305,144	(125,000)	-29.1%
Position Count*	0	0	0	0	-

*Positions supporting the Court Service Unit are budgeted in the Grants Fund.

Budget Highlights

The Adopted FY 2018 Court Service Unit budget decreased by \$125,000 or 29.1%, and reflects the following changes:

- A reduction of \$125,000 from the Court Service Unit operations based on decreased costs associated with the Roanoke Valley Juvenile Detention Center.

Departmental Goals

- Provide a structured, therapeutic alternative to juveniles who may otherwise be placed in secure detention while holding the youth accountable for his/her actions and protecting the community.



Courthouse Maintenance

Division Description

The Courthouse Maintenance division provides a well maintained facility for Roanoke County citizens and Courthouse staff. The Roanoke County/Salem Courthouse houses the offices and courtrooms for the Circuit Court, General District Court, and Juvenile and Domestic Relations Court. The Clerk of Circuit Court offices and the Law Library are also housed in the Roanoke County/Salem Courthouse.

Courthouse Maintenance					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	40,496	-	50,000	50,000	-
Transfers & Other	-	-	-	-	-
Total	40,496	-	50,000	50,000	-
Position Count	0	0	0	0	-

Budget Highlights

The Adopted FY 2018 Courthouse Maintenance budget increased by \$50,000, and reflects the following changes:

- \$50,000 added to the Courthouse Maintenance division to establish a budget reflective of actual expenditures. Maintenance costs are offset by fees collected by individual courts and departments.

Departmental Goals

- Provide a well maintained facility for use by Roanoke County citizens and staff.





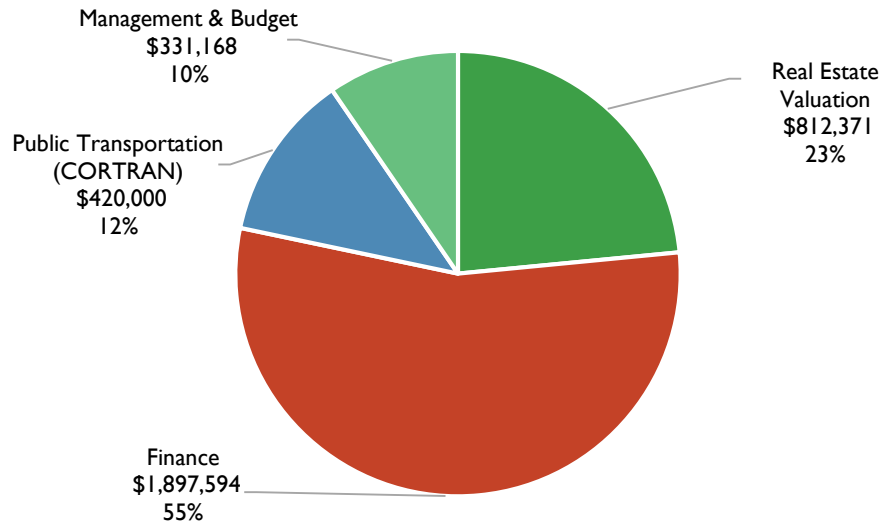
Management Services





Management Services

\$3,461,133



Management Services Summary

	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Real Estate Valuation	\$906,273	\$ 864,132	\$ 812,371	\$ (51,761)	-6.0%
Finance					
Central Accounting	1,128,282	1,039,232	1,199,467	160,235	15.4%
Payroll	315,997	310,608	317,528	6,920	2.2%
Purchasing	377,971	363,480	380,599	17,119	4.7%
Total Finance	1,822,250	1,713,320	1,897,594	184,274	10.8%
Management & Budget	324,729	337,333	331,168	(6,165)	-1.8%
Public Transportation (CORTAN)	425,798	420,000	420,000	0	0.0%
Total	\$ 3,479,050	\$3,334,785	\$3,461,133	\$ 126,348	3.8%



Real Estate Valuation

Department Description

Real Estate Valuation equalizes assessments of all real property in Roanoke County, provides excellent real property information, administers the County's Land Use Program, and ensures an effective Board of Equalization.

Real Estate Valuation					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	788,966	804,582	746,821	(57,761)	-7.2%
Non-Personnel	117,307	59,550	65,550	6,000	10.1%
Transfers & Other	-	-	-	-	-
Total	906,273	864,132	812,371	(51,761)	-6.0%
Position Count	11	11	11	0	-

Budget Highlights

The Adopted FY 2018 Real Estate Valuation budget decreases by \$51,761 or 6.0%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefits costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Additionally, other changes to the Adopted FY 2018 Real Estate Valuation budget include:

- \$2,500 for vehicle repairs and \$3,500 to host the Virginia Association of Assessing Officers (VAAO) conference.

Departmental Goals

- Effectively produce a quality reassessment, which achieves market value, and assures uniformity throughout the different classifications of property assessed in Roanoke County
- Ensure a land use program that promotes continued agricultural, horticultural, and forested practices within Roanoke County
- Provide for a Board of Equalization (BOE) for citizens' appeals that may occur due to annual reassessment

**Performance Management**

Additional information about Real Estate Valuation's performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.



Finance

Department Description

The Department of Finance provides professional financial services with quality and integrity that include systems for accounts payable, accounting, payroll and purchasing whereby fair and equitable treatment is the norm, the value of public funds is maximized and the public trust is maintained and valued.

Finance					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	1,496,649	1,497,267	1,681,541	184,274	12.3%
Non-Personnel	325,601	216,053	216,053	0	0.0%
Transfers & Other	-	-	-	-	-
Total	1,822,250	1,713,320	1,897,594	184,274	10.8%
Position Count	21	21	22	1	4.8%

Budget Highlights

The Adopted FY 2018 Finance budget increases by \$184,274 or 10.8%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefits costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Additionally, other changes to the FY 2018 Finance budget include:

- The transfer of a Finance Manager position from Risk Management (\$77,044 position cost in FY 2018). This position was reallocated from Risk Management and will assist with the new financial system, financial reporting, and additional GASB requirements.

**Departmental Goals**

- Administer and properly account for all County, School, and fiscal agency funds.
- Provide overall direction, management and oversight of the procurement of all goods and services for the county, schools and fiscal agents at the best possible combination of price, quality, timeliness, fairness and integrity in accordance with the code of Virginia and Roanoke County policies and procedures.
- Provide efficient and accurate accounts payable service that is responsive to County, School and fiscal agency needs.
- Provide timely and accurate payroll service that is responsive to County, School and fiscal agency needs.
- To provide and maintain the financial applications, which are tools that provide internal control and ensure the integrity of data used by the public, the governing body, departments, schools and fiscal agents.

Performance Management

Additional information about Finance's performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.



Office of Management and Budget

Department Description

The Roanoke County Office of Management and Budget is responsible for facilitating and developing sound fiscal management practices that effectively identify and allocate resources for operations and capital infrastructure that support the County's Organizational Strategic Plan and Community Strategic Plan goals and objectives. The department will provide budgetary and financial planning, information, analysis, and consultation to administration, elected officials, operational departments, and citizens in order to enhance decision-making, educate, and to inform.

Management & Budget					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	275,645	323,013	308,318	(14,695)	-4.5%
Non-Personnel	49,085	14,320	22,850	8,530	59.6%
Transfers & Other	-	-	-	-	-
Total	324,729	337,333	331,168	(6,165)	-1.8%
Position Count	3	3	3	-	-

Budget Highlights

The Adopted FY 2018 Office of Management and Budget total budget decreases by \$6,165 or 1.8%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefits costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Additionally, other changes to the Adopted FY 2018 Management and Budget department budget include:

- Management & Budget reduced funding in part-time personnel by \$6,459 and reallocated temporary services funding to non-personnel to align with current service delivery.

**Departmental Goals**

- Manage and coordinate the development and implementation of the County's annual budget (Annual Fiscal Plan) utilizing a collaborative process with a long-term perspective that seeks to link resource 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 Roanoke County Government
- Assist Administration and operating departments in the development and utilization of metrics (measurements) to assess operational efficiency and effectiveness in support of departmental and organizational goals and objectives

Performance Management

Additional information about Management and Budget's performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.



Public Transportation

Mission Statement

Public Transportation (CORTAN) provides public para-transit transportation to qualified residents of Roanoke County.

Public Transportation (CORTAN)					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	425,798	420,000	420,000	0	0.0%
Transfers & Other	-	-	-	-	-
Total	425,798	420,000	420,000	0	0.0%
Position Count	0	0	0	0	-

Budget Highlights

The Adopted FY 2018 Public Transportation budget remains level.

Departmental Goals

- Use regional resources to provide transportation services to county residents
- Maintain working agreement with Unified Human Service Transportation System to operate appropriate vehicles to meet the needs of the qualified elderly and individuals with special needs who are residents of Roanoke County
- Enroll only qualified participants in the CORTAN program, monitor and evaluate current and partial participants for the CORTAN program, and evaluate any new participants at the time of the application process

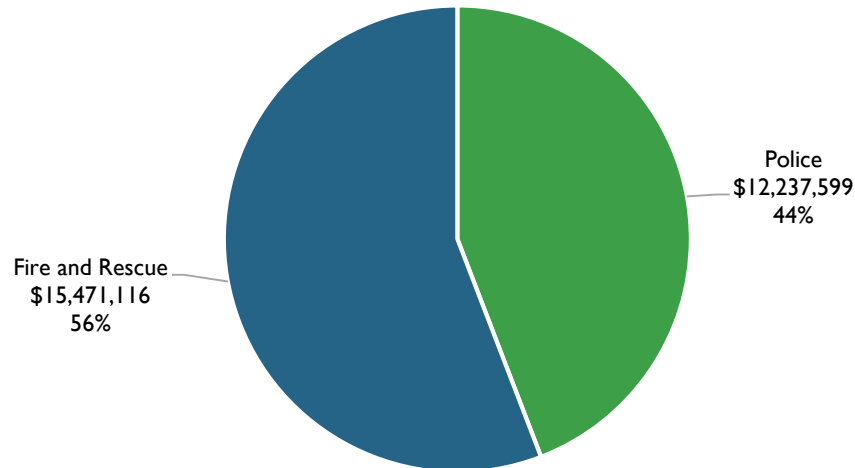


Public Safety





Public Safety \$27,708,715



Public Safety Summary					
	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Police					
Administration	\$ 1,442,651	\$ 585,292	\$ 606,942	\$ 21,650	3.7%
Uniform	7,287,396	7,727,552	7,697,759	(29,793)	-0.4%
Criminal Investigations	1,858,558	1,683,745	1,818,021	134,276	8.0%
Services	834,375	913,131	918,332	5,201	0.6%
Community Services	546,586	651,100	663,488	12,388	1.9%
Traffic Division	322,883	240,766	250,342	9,576	4.0%
Professional Standards	238,984	251,175	260,551	9,376	3.7%
K-9 Unit	-	-	10,500	10,500	-
SWAT	-	-	11,664	11,664	-
Police Total	12,531,433	12,052,761	12,237,599	184,838	1.5%
Fire and Rescue					
Operations	16,126,416	14,965,086	15,236,979	271,893	1.8%
Volunteer Fire	118,525	131,185	131,185	-	0.0%
Volunteer Rescue	67,405	102,952	102,952	-	0.0%
Fire and Rescue Total	16,312,347	15,199,223	15,471,116	271,893	1.8%
Total	\$28,843,780	\$27,251,984	\$27,708,715	\$ 456,731	1.7%



Police

Department Description

The Roanoke County Police Department strives to unite with the evolving community to provide professional and pro-active police services to maintain a safe environment. The Roanoke County Police Department is recognized for providing a safe community through data-driven policing, collaborative regional efforts, and public education initiatives. The department achieves that recognition by maintaining national accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA) since 1997. In understanding that the employees are its greatest asset, the department provides them with knowledge, resources, and opportunities to offer the highest level of service.

Police					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	9,867,217	9,752,945	9,920,783	167,838	1.7%
Non-Personnel	2,664,216	1,714,816	1,731,816	17,000	1.0%
Transfers & Other	-	585,000	585,000	-	-
Total	12,531,433	12,052,761	12,237,599	184,838	1.5%
Position Count	152	152	152	0	-

Budget Highlights

The Adopted FY 2018 Police budget increases by \$184,838 or 1.5%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefit costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Additionally, other changes to the Adopted FY 2018 Police operating budget include:

- Maintains skill based pay funding budgeted at \$128,479.
- \$17,000 was added to fund Roanoke Police Department's portion of training received at the Roanoke County Criminal Justice Academy.
- Budgeted fuel savings of \$147,000 were reallocated to other operating costs that had previously been under-budgeted in prior years including vehicle repairs and maintenance, training, and uniforms. There was no net impact compared to the FY 2017 budget based on these reallocations.

**Departmental Goals**

- Improve employee retention by focusing on recognition, compensation, and opportunities for improvement
- Recruit and hire well-qualified candidates
- Provide comprehensive and specialized training for all employees
- Create and implement a comprehensive leadership development program
- Maintain the highest level of professional standard within the Police Department
- Foster partnerships with the business community and identify new opportunities to collaborate with our Public Safety partners
- Expand and enhance partnerships with the residential and faith-based communities
- Integrate data driven policing techniques and philosophy into all levels of operation
- Improve traffic safety and response to people in crisis throughout Roanoke County
- Enhance school safety, both in physical security of schools as well as expanding threat assessment capabilities
- Study and prioritize internal IT and equipment needs while enhancing communications technology

Performance Management

Additional information about the Police Department's performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.



Fire and Rescue

Mission Statement

The Roanoke County Fire Department quickly, skillfully, and compassionately responds to the needs of the Roanoke County community by safely providing fire suppression services, emergency medical care and transport, rescue operations, emergency management, public information, life safety education, fire prevention activities, and fire code enforcement.

Fire and Rescue					
	Actual	Adopted	Adopted	\$ Change	% Change
Description	FY 2016	FY 2017	FY 2018	FY 17-18	FY 17-18
Personnel	13,284,543	12,746,972	12,986,665	239,693	1.9%
Non-Personnel	2,981,234	1,904,501	1,936,701	32,200	1.7%
Transfers & Other	46,570	547,750	547,750	-	-
Total	16,312,347	15,199,223	15,471,116	271,893	1.8%
Position Count	164	164	168	4	2.4%

Budget Highlights

The Adopted FY 2018 Fire and Rescue budget increased by \$271,893 or 1.8%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefit costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Additionally, other changes to the Adopted FY 2018 Fire and Rescue operating budget include:

- Addition of \$230,449 is added to the Fire and Rescue personnel and operating budgets to hire 4 additional Firefighter/Paramedic positions to address minimum staffing issues. The addition of the 4 positions is expected to reduce over-time costs by \$50,000. Up to 11 total positions may be added if the County receives funding in the form of a SAFER grant, of which the department will be notified in summer 2017.
- Maintain skill based pay funding budgeted at \$70,000.
- \$30,000 is added to maintain software support for the station alerting and paging system.
- Budgeted fuel savings of \$35,000 were reallocated to vehicle repairs and maintenance that had previously been under-budgeted in prior years. There was no net impact compared to the FY 2017 budget based on these reallocations.

**Departmental Goals**

- Prepare and respond to emergency medical service, fire, rescue, hazardous material, heavy tactical rescue and other emergencies within the community in an expedient, proficient manner
- Provide training that ensures professional, quality services to the community
- Ensure that the department and community are prepared to react to natural and man-made disasters and emergencies
- Improve the quality of life through Community Outreach programs and reduce the loss of life, property, through active engagement of the community, code enforcement, arson investigation, and public education

Performance Management

Additional information about Fire and Rescue's performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.





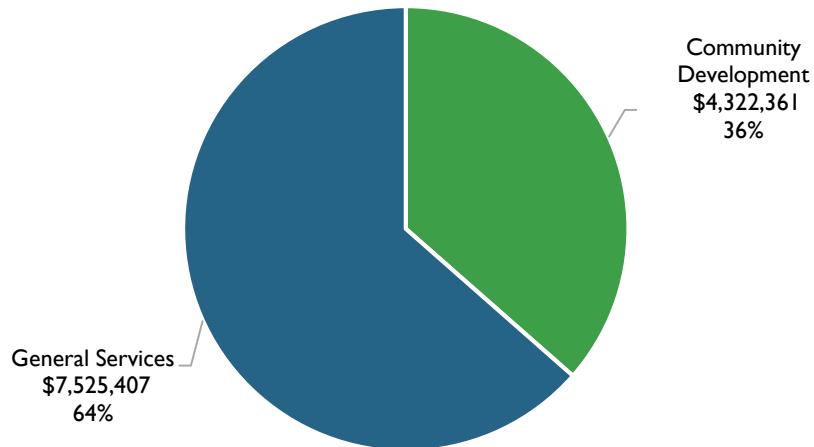
Community Services and Development





Community Services and Development

\$11,847,768



Community Services and Development Summary

	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Community Development					
Administration	\$ 821,432	\$ 589,098	\$ 596,559	\$ 7,461	1.3%
Building Safety	1,017,451	929,349	1,065,394	136,045	14.6%
Development Services	628,364	763,073	630,701	(132,372)	-17.3%
Environmental Services	803,664	1,076,795	1,013,450	(63,345)	-5.9%
Planning and Zoning	963,510	930,167	957,464	27,297	2.9%
Planning Commission	39,232	50,429	51,208	779	1.5%
Board of Zoning Appeals	7,880	7,479	7,587	108	1.4%
Total Community Development	4,281,533	4,346,390	4,322,361	(24,029)	-0.6%
General Services					
Administration	468,422	438,986	445,342	6,356	1.4%
Environmental Management	3,000	4,100	0	(4,100)	-100.0%
Solid Waste	4,895,102	4,900,480	4,748,593	(151,887)	-3.1%
Building Maintenance	1,451,011	1,508,809	1,447,817	(60,992)	-4.0%
Welding Shop	98,614	108,890	121,214	12,324	11.3%
Custodial Services	664,313	670,466	762,440	91,974	13.7%
Total General Services	7,580,462	7,631,731	7,525,407	(106,324)	-1.4%
Total	\$11,861,996	\$11,978,121	\$11,847,768	\$(130,353)	-1.1%



Community Development

Department Description

Community Development facilitates the orderly growth and development of the community while protecting the health, safety and welfare of the citizens, visitors, general public and surrounding communities.

Community Development					
	Actual	Adopted	Adopted	\$ Change	% Change
Description	FY 2016	FY 2017	FY 2018	FY 17-18	FY 17-18
Personnel	3,435,395	3,526,518	3,530,489	3,971	0.1%
Non-Personnel	846,139	799,872	771,872	(28,000)	-3.5%
Transfers & Other	-	20,000	20,000	-	-
Total	4,281,533	4,346,390	4,322,361	(24,029)	-0.6%
Position Count	48	48	48	-	-

Budget Highlights

The Adopted FY 2018 Community Development budget decreases by \$24,029 or 0.6%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefits costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Additionally, other changes to the Adopted FY 2018 Community Development budget include:

- A reduction of \$25,000 in stormwater operating costs based on actual expenditures in FY 2016 and projected expenditures in FY 2017.

Departmental Goals

- Administer, maintain and ensure code compliance with the County's development regulations to protect the public health, safety and welfare
- Provide design, construction and maintenance services for stormwater management facilities, drainage projects, landscaping projects, and transportation projects which improve public safety and increase property values
- Review building and development plans and issue permits in a thorough, efficient, and effective manner
- Address existing and future environmental challenges by incorporating collaborative solutions in our planning, regulations and compliance
- Anticipate future growth and development issues and implement policies and plans to address these issues

**Performance Management**

Additional information about Community Development's performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.



General Services

Department Description

The Department of General Services efficiently and strategically plans, provides, and manages high quality delivery of solid waste services, facility maintenance and capital projects, fleet operations, and environmental stewardship for our citizens and internal customers.

General Services					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	3,513,030	3,534,952	3,522,978	(11,974)	-0.3%
Non-Personnel	3,987,432	4,096,779	4,002,429	(94,350)	-2.3%
Transfers & Other	80,000	-	-	-	-
Total	7,580,462	7,631,731	7,525,407	(106,324)	-1.4%
Position Count	56	56	56	-	-

Budget Highlights

The Adopted FY 2018 General Services budget decreases by \$106,324 or 1.4%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefits costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Additionally, other changes to the Adopted FY 2018 General Services budget include:

- Budgeted fuel savings of \$110,000 was reallocated to other operating costs that have been under-budgeted in prior years. The budgeted fuel savings was primarily reallocated to custodial services to align with actual prior year expenditures.

**Departmental Goals**

Solid Waste

- Provide weekly garbage collection to all qualified residential and business customers and bi-weekly brush and bulk collection to all qualified residential customers
- Promote options for disposal of garbage outside of regular and bi-weekly bulk/brush collection which will assist residents and County staff in the goal of keeping the County clean

Facilities Management

- Provide maintenance, cleaning, and repairs efficiently, effectively, and promptly to minimize disruption in all facility work environments

Capital Project Management

- Facilitate the planning, design and construction processes for facility related capital projects

Welding Shop

- Provide the highest quality, cost-effective, on-time repairs, and high quality preventative maintenance for user departments

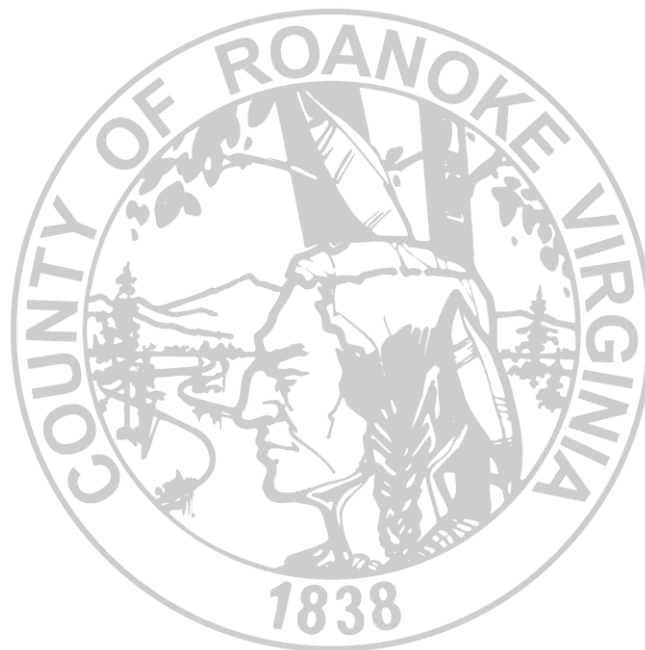
Performance Management

Additional information about General Services' performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.





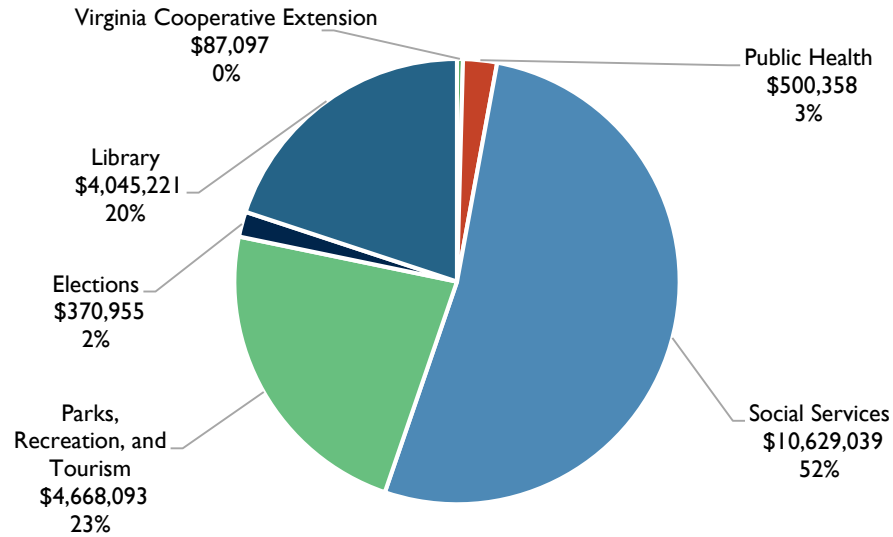
Human Services





Human Services

\$20,300,763



Human Services Summary

	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
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Parks, Recreation, and Tourism

PRT Administration	\$1,020,192	\$ 685,717	\$ 717,508	\$ 31,791	4.6%
Parks Administration	2,427,159	2,261,678	2,105,853	(155,825)	-6.9%
Athletics	451,732	443,133	453,398	10,265	2.3%
Camp Roanoke	226,457	221,060	227,267	6,207	2.8%
Explore Park	175	55,675	55,675	-	0.0%
Therapeutics	179,692	178,841	177,435	(1,406)	-0.8%
After School Kids (ASK)	197,946	208,701	207,280	(1,421)	-0.7%
Marketing	28,470	34,483	34,483	-	0.0%
Special Events & Tourism	119,030	111,172	115,873	4,701	4.2%
Brambleton Center	287,433	301,465	293,276	(8,189)	-2.7%
Parks Grounds Maintenance	-	-	153,546	153,546	0.0%
Parks Projects	8,230	12,000	126,500	114,500	954.2%
Total PRT	4,946,518	4,513,925	4,668,093	154,168	3.4%

Public Health	458,976	500,358	500,358	-	0.0%
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Human Services Summary (continued)

	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Social Services					
Administration	6,669,999	5,976,941	5,835,801	(141,140)	-2.4%
STARS FTC	10,559	38,325	38,325	-	0.0%
Public Assistance	4,461,885	4,415,574	4,195,666	(219,908)	-5.0%
Purchase of Services	-	-	559,247	559,247	0.0%
Total Social Services	11,142,443	10,430,840	10,629,039	198,199	1.9%
Library					
Administration	858,090	645,188	534,421	(110,767)	-17.2%
South County Library	1,719,446	1,643,907	1,995,046	351,139	21.4%
Glenvar Library	298,766	394,631	425,427	30,796	7.8%
Hollins Library	479,891	493,784	523,012	29,228	5.9%
Vinton Library	446,453	494,556	474,319	(20,237)	-4.1%
Bent Mountain Library	31,368	31,004	43,888	12,884	41.6%
Mt Pleasant Library	37,289	45,304	49,108	3,804	8.4%
Total Library	3,871,302	3,748,374	4,045,221	296,847	7.9%
Virginia Cooperative Extension	71,529	87,097	87,097	-	0.0%
Elections	344,402	349,227	370,955	21,728	6.2%
Total	\$20,835,171	\$19,629,821	\$20,300,763	\$ 670,942	3.4%



Parks, Recreation and Tourism

Department Description

The Parks, Recreation and Tourism Department provides a comprehensive system of facilities and services that enhances the quality of life, supports economic development and tourism, encourages life-long learning, and promotes the overall health and well-being of Virginia's Blue Ridge. The core functions of the department include Explore Park, Greenway and Blueway Development, Parks, Therapeutic Recreation, Multi-generational Instruction, Youth and Adult Sports, Sports Marketing, Citizen Engagement, Special Events, and Emergency Management.

Parks, Recreation, and Tourism					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	3,558,474	3,437,864	3,561,531	123,667	3.6%
Non-Personnel	1,361,244	1,017,061	1,047,562	30,501	3.0%
Transfers & Other	26,800	59,000	59,000	-	-
Total	4,946,518	4,513,925	4,668,093	154,168	3.4%
Position Count	56	56	56	-	-

Budget Highlights

The Adopted FY 2018 Parks, Recreation and Tourism budget increases by \$154,168 or 3.4%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefit costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Additionally, other changes to the Adopted FY 2018 Parks, Recreation and Tourism operating budget include:

- \$30,000 increase to Parks Administration division to maintain current service levels in mowing and turf management of Roanoke County parks and athletic fields.

**Departmental Goals**

- Offer a robust Community Recreation program for all citizens that promotes learning, health, and positive competition.
- Provide a diverse offering of park amenities and services to citizens and user groups through safe and well maintained facilities.
- Promote tourism to Virginia's Blue Ridge through quality and innovative events and park amenities.
- Implement Phase 1 of Explore Park's Adventure Plan to expand infrastructure, partnerships, and services.
- Establish and maintain an extensive network of greenways, trails, and blueways.

Performance Management

Additional information about the Parks, Recreation and Tourism Department's performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.



Public Health

Department Description

The Roanoke County Health Department promotes a state of optimum health for all citizens of Roanoke through community assessment, public policy development, and assurance of equal access to and excellence in health services.

Public Health					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	458,976	500,358	500,358	-	-
Transfers & Other	-	-	-	-	-
Total	458,976	500,358	500,358	-	-
Position Count	0	0	0	-	-

Budget Highlights

The Adopted FY 2018 Public Health budget remains level.

Departmental Goals

- Protect the health of citizens and visitors
- Prepare the community for emergency events
- Improve child morbidity and mortality rates of women and children by reducing low weight births and unintended teen pregnancies
- Prevent tooth decay in children of low income families



Social Services

Department Description

The Roanoke County Department of Social Services (VDSS) is state supervised and locally administered, one of 120 local offices across the state. The department promotes and supports the development of healthy families and protects Virginia's children and adults from abuse and neglect. Social Services is responsible for administering a variety of benefit programs in accordance with federal and state requirements. The department promotes self-reliance by assessing employment strengths and needs, eliminating barriers and providing resources for employment.

Social Services					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	5,265,469	5,541,578	5,430,580	(110,998)	-2.0%
Non-Personnel	5,876,974	4,889,262	5,198,459	309,197	6.3%
Transfers & Other	-	-	-	-	-
Total	11,142,443	10,430,840	10,629,039	198,199	1.9%
Position Count	94	96	96	-	-

Budget Highlights

The Adopted FY 2018 Social Services budget increases by \$198,199 or 1.9%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefit costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Additionally, other changes to the Adopted FY 2018 Social Services operating budget include:

- \$339,349 of funding was added for reimbursable expenditures related to state mandated services.

**Departmental Goals**

- Administer all Public Assistance programs in accordance with Federal and State requirements
- Preserve, protect and restore family and individual stability
- Promote self-reliance with support for employment, education, and training
- Maximize department efficiency and effectiveness
- Collaborate with resources to meet community needs and educate citizens

Performance Management

Additional information about Social Services' performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.



Library

Department Description

Roanoke County Libraries provide citizens with ready access to ideas, information, and technologies that educate, enrich, and connect them with one another and the world. The Library department consists of administration staff and 6 library facilities including South County, Glenvar, Hollins, Vinton, Mt Pleasant, and Bent Mountain, providing access to a diverse collection of resources and materials to citizens of all ages.

Library					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	2,829,025	2,919,807	2,958,495	38,688	1.3%
Non-Personnel	1,036,277	828,567	1,086,726	258,159	31.2%
Transfers & Other	6,000	-	-	-	-
Total	3,871,302	3,748,374	4,045,221	296,847	7.9%
Position Count	43	43	43	-	-

Budget Highlights

The Adopted FY 2018 Library budget increases by \$296,847 or 7.9%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefit costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Additionally, other changes to the Adopted FY 2018 Library operating budget include:

- \$306,600 was added to the Library's non-personnel budget to account for revenues not previously recorded. The increase in expenditures directly correlates with the budgeted revenues, which aligns with accounting best practices.

**Departmental Goals**

- Provide customer access to a diverse and balanced collection that promotes lifelong learning
- Create and promote mandated programming, encouraging literacy through educational, cultural, and informational events
- Provide reference assistance, educational services, and technology and software instruction to promote digital literacy
- Acquire, accurately classify, and process all library materials in an efficient and timely manner to make them readily available for public use
- Manage the Library's extensive public and staff inventory of equipment, software, applications, licenses, and other electronic products
- Establish an environment that encourages quality library services to flourish in facilities that are safe, accessible, comfortable, and cost effective to operate

Performance Management

Additional information about the Library's performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.



Virginia Cooperative Extension - Roanoke

Department Description

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

Virginia Cooperative Extension					
	Actual	Adopted	Adopted	\$ Change	% Change
Description	FY 2016	FY 2017	FY 2018	FY 17-18	FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	71,529	87,097	87,097	-	-
Transfers & Other	-	-	-	-	-
Total	71,529	87,097	87,097	-	-
Position Count	0	0	0	-	-

Budget Highlights

The Adopted FY 2018 Virginia Cooperative Extension budget remains level.

Departmental Goals

- Promote improved health and well-being through healthy eating and physical activity through a variety of workshops and research-based information.
- Provide nutrition and physical activity education to low-income families and individuals through Family Nutrition Program and SNAP-Ed programming.
- Strengthen the community food system through educational support of regional agriculture and sustainable gardening.
- Assist youth in becoming self-directed, contributing and productive members of the community through the 4-H program.

Performance Management

Additional information about the Virginia Cooperative Extension's performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.



Elections

Department Description

The Elections department provides each qualified citizen of Roanoke County with the opportunity to exercise his or her right to vote in an efficient and equitable manner in accordance with federal and state election laws, and serves as an information resource for citizens regarding voter registration, elections, and elected officials.

Elections					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	261,442	260,269	281,997	21,728	8.3%
Non-Personnel	82,960	88,958	88,958	-	-
Transfers & Other	-	-	-	-	-
Total	344,402	349,227	370,955	21,728	6.2%
Position Count	3	3	3	-	-

Budget Highlights

The Adopted FY 2018 Elections budget increases by \$21,728 or 6.2%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to departmental budgets during FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefit costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Additionally, other changes to the Adopted FY 2018 Elections operating budget include:

- \$15,180 was added for Part-Time Officers of Election as voted by the Roanoke County Electoral Board with additional funding approved by the Board of Supervisors. This funding increases each officer's pay by \$30 per election event, which had not been increased since 2009.

Departmental Goals

- Ensure voter registration opportunities will be equally available to all qualified citizens of Roanoke County
- Protect and promote public trust and confidence by conducting accurate and fair elections

**Performance Management**

Additional information about the Elections Department's performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.



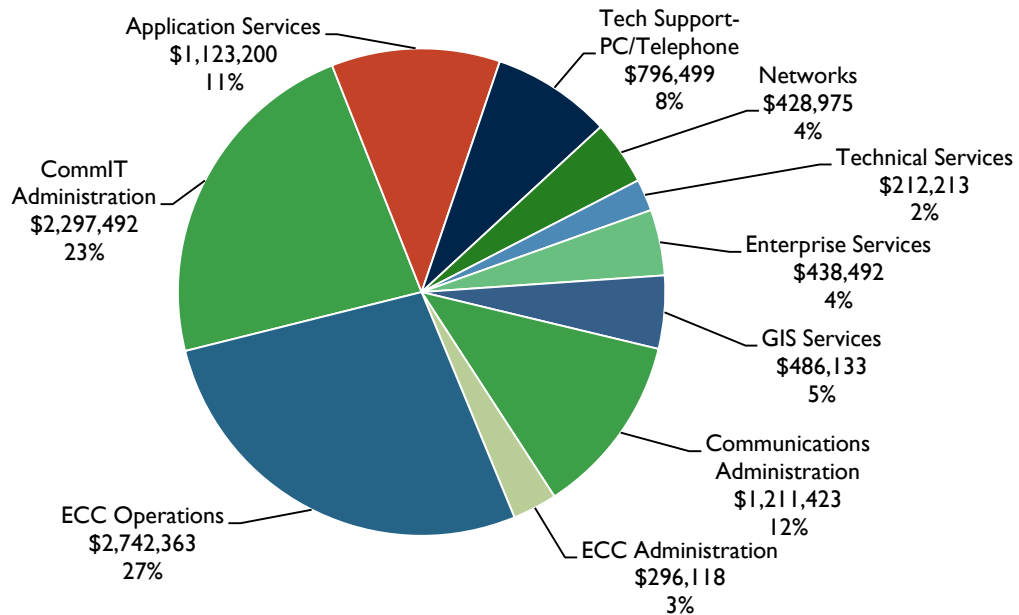
Communications and Information Technology





Communications and Information Technology

\$10,032,908



Communications and Information Technology Summary

	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
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CommIT Admin/Operations

CommIT Administration	\$ 2,901,669	\$ 2,307,758	\$ 2,297,492	\$ (10,266)	-0.4%
Application Services	945,967	1,207,657	1,123,200	(84,457)	-7.0%
Tech Support-PC/Phones	462,145	735,566	796,499	60,933	8.3%
Networks	338,341	351,049	428,975	77,926	22.2%
Technical Services	281,285	284,750	212,213	(72,537)	-25.5%
Enterprise Services	405,344	425,801	438,492	12,691	3.0%
GIS Services	474,970	456,108	486,133	30,025	6.6%
Enterprise Document Mgmt.	80,450	-	-	-	-
Total CommIT Admin	5,890,171	5,768,690	5,783,004	14,314	0.2%



Communications and Information Technology Summary (continued)

	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Communication Shops					
Comm. Shop Administration	605,841	752,349	1,211,423	459,074	61.0%
Radio Maintenance & Capital	272,114	-	-	-	-
Total Communication Shops	877,955	752,349	1,211,423	459,074	61.0%
Emergency Communications Center (ECC)					
ECC Administration	304,848	234,460	296,118	61,658	26.3%
ECC Operations	2,837,071	2,658,501	2,742,363	83,862	3.2%
ECC Capital	59,064	-	-	-	-
Total ECC	3,200,983	2,892,962	3,038,481	145,519	5.0%
Total	\$9,969,109	\$9,414,002	\$10,032,908	\$ 618,906	6.6%



Communications and Information Technology Department

Department Description

Communications and Information Technology provides emergency communications and technology that enhances citizen safety and ensures access to Roanoke County government services and information.

Communications and Information Technology					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Revenues					
Transfer from GF/ Charges for Service	8,358,866	7,886,604	8,236,313	349,709	4.4%
Recovered Costs from other localities	419,701	400,384	729,756	329,372	82.3%
Mobile Phone Utility Tax	249,267	250,000	258,534	8,534	3.4%
Miscellaneous	219,894	233,354	408,305	174,951	75.0%
Transfer from Technology Govern. Fund	-	210,400	0	(210,400)	-
Transfer from Radio Maint. Fund		328,800	200,000	(128,800)	-39.2%
Use of Year-End Balance	721,381	104,460	200,000	-	91.5%
Total	9,969,109	9,414,002	10,032,908	618,906	6.6%
Expenditures					
Personnel	5,700,850	5,876,359	6,052,884	176,525	3.0%
Non-Personnel	3,567,837	2,737,643	3,155,024	417,381	15.2%
Transfers and Other	700,422	800,000	825,000	25,000	3.1%
Total	9,969,109	9,414,002	10,032,908	618,906	6.6%
Administration & Operations	42	38	39	1	2.6%
Communications Shop	6	7	7	-	-
Emergency Communication Center	39	42	42	-	-
Total Position Count	87	87	88	1	1.1%
Beginning Balance	3,019,137	2,297,756	1,864,496		
Use of Fund Balance	(721,381)	(433,260)	(1,607,000)*		
Ending Balance	2,297,756	1,864,496	257,496		

* Includes \$1.27 million to support the Public Safety Radio Project in the FY 2018 capital year budget.



Budget Highlights

The Adopted FY 2018 Communications and Information Technology budget increases by \$618,906 or 6.6%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- The County portion of the health insurance premium increase is included in the Non-Departmental budget and will be distributed to the CommIT Fund during FY 2018.
- All CommIT personnel budgets were updated to reflect salary and benefits costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Additionally, other changes to the Adopted FY 2018 Communications and Information Technology budget include:

- An additional Business Systems Analyst II was transferred mid-year in FY 2017 from Risk Management which increases the Application Services budget by \$82,030. There is no increase in the total County position count.
- The Communications Shop Fund increases by \$405,326 for Maintenance & Service Contracts. This increase is 100% offset by revenues generated by recovered costs from surrounding localities who share in the cost of equipment maintenance and use, which had been previously recorded as credits to expenditures. The increase in expenditures directly correlates with the budgeted revenues, which aligns with accounting best practices.
- An additional \$43,000 for software maintenance based on annual vender increases.
- An additional \$34,500 for a one-time adjustment for upgrades to public safety radios.
- Transfers increase by \$25,000 to fund Network/Infrastructure Replacement Program and the County-Wide Computer Replacement Program in the FY 2018-2027 CIP.
- Decreased use of fund balance to support recurring operations.

Departmental Goals

- To provide professional public safety assistance to the citizens of Roanoke County and emergency responders in a timely manner.
- To maintain accreditation, ensuring rapid and appropriate response to citizen emergencies and Roanoke County needs.
- To guarantee a reliable communication and technology foundation on which to efficiently conduct County business operations today and in the future.
- To provide and maintain services and systems that are optimized for their intended functions.
- To align technology resources and priorities in support of business department and user needs.
- To effectively leverage training and career resources in a manner that best serves County user needs.
- To champion and support regional and collaborative programs and projects.
- To focus on meaningful development and efficient solutions for future technology services.



Performance Management

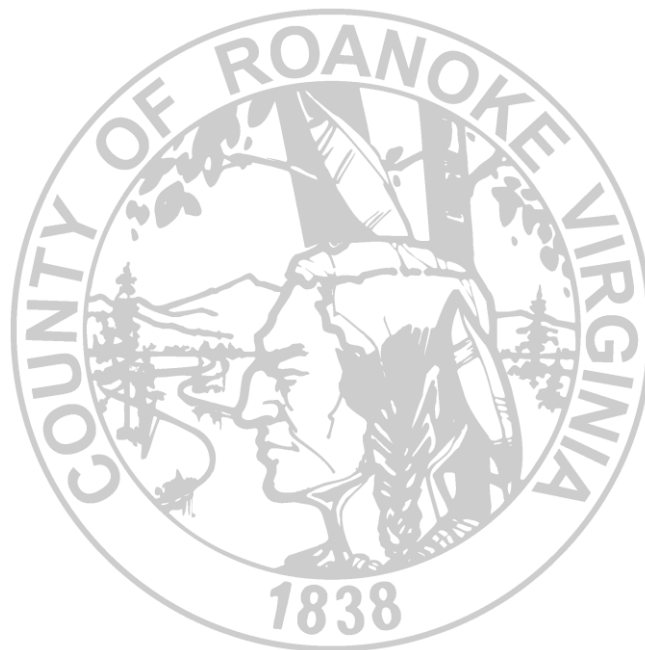
Additional information about Communications and Information Technology's performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.





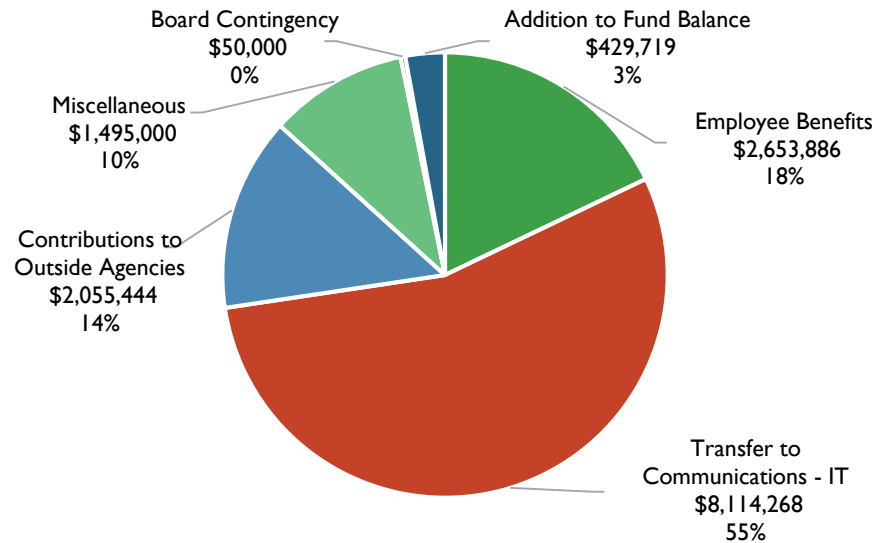
Non-Departmental

(Included in this section is Employee Benefits, Internal Services Charges,
Contributions to Outside Agencies, Board Contingency,
Addition to Fund Balance, and Miscellaneous)





Non-Departmental \$14,798,317



Non-Departmental Summary

	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Employee Benefits	\$ 867,369	\$ 2,134,710	\$ 2,653,886	\$ 519,176	24.3%
Transfer to Communications - IT	2,894,557	7,764,270	8,114,268	349,998	4.5%
Contributions to Outside Agencies					
Social Service Agencies	212,800	210,600	208,850	(1,750)	-0.8%
Human Service Agencies	112,800	101,400	87,450	(13,950)	-13.8%
Cultural Agencies	149,100	83,000	52,350	(30,650)	-36.9%
Partnerships, Dues & Memberships	1,289,251	1,638,805	1,706,794	67,989	4.1%
Total Contributions	1,763,951	2,033,805	2,055,444	21,639	1.1%
Miscellaneous	1,453,853	1,495,000	1,495,000	-	0.0%
Board Contingency	-	50,000	50,000	-	0.0%
Addition to Fund Balance	-	544,881	429,719	(115,161)	-21.1%
Total	\$6,979,730	\$14,022,666	\$14,798,317	\$ 775,651	5.5%



Employee Benefits

The Employee Benefits Account provides funding for fixed personnel costs that are not directly budgeted in the individual departments of the General Fund. Such fixed personnel costs include termination pay, flexible leave payout, retiree health insurance, merit pay, other post-employment benefits, volunteer retirement, and line of duty insurance.

Employee Benefits					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	221,335	1,470,908	2,064,061	593,153	40.3%
Non-Personnel	646,034	663,802	589,825	(73,977)	-11.1%
Transfers & Other	-	-	-	-	-
Total	867,369	2,134,710	2,653,886	519,176	24.3%
Position Count	0	0	0	0	-

Itemized descriptions of each employee benefit item can be on the following page.



Employee Benefits		
Employee Benefit	FY 2017 Adopted	FY 2018 Adopted
Flexible Leave Payout: Employees are entitled to cash in up to 40 hours of flexible leave per fiscal year. Prior to FY 2017, 80 hours were allowed to be cashed in. In FY 2016, the full cost of the program was \$553,287 in the General Government Fund, which was distributed to departmental budgets.	320,000	320,000
Line of Duty: The County's costs for first responder insurance in the event they are disabled or killed in the line of duty.	230,000	230,000
Other Post-Employment Benefits: The County's cost for retiree benefits, excluding pensions, such as health/dental insurance, vision, and prescription. The reduction in the OPEB contribution is based on GASB 45 / actuarial report data.	195,802	121,285
General Government and CommIT Health Insurance Increase: This item accounts for the increases in the General Government and CommIT Funds for the County share of health insurance premiums. It will be distributed to departments when the FY 2018 health insurance program is finalized.	-	248,681
Retiree Health Insurance: Retired County employees are eligible for health insurance until age 65. The FY 2018 budget reflects the actual County contributions required for retiree health insurance. This item had been under budgeted in prior years.	495,908	765,380
Performance Pay: Performance Pay allows Roanoke County latitude in rewarding excellent employees through a merit pay system.	75,000	75,000
Termination Pay: Employees who leave County service are entitled to payment for flexible leave up to 400 hours. In FY 2016, the full cost of the program was \$554,442, which was distributed to departmental budgets. FY 2017 projections indicate decreased costs in this benefit, though an additional \$50,000 is still required to be added for FY 2018.	350,000	400,000
Volunteer Retirement: Retirement benefit for Fire and Rescue volunteers.	468,000	468,000
Regular Part-Time Employee Holiday Pay: Provides leave equivalent to two holidays for regular part-time employees. Human Resources is developing this program, and it will be ready for implementation by July 1, 2017.	-	25,000
	2,134,710	2,653,886



Transfer to Communications/Information Technology

The Transfer to Communications/Information Technology (IT) Account provides funding from the General Fund to the County's Communications & IT Department. This transfer is a means to account for technological services and support provided to County departments. The costs of these services are charged to the General Fund and allocated to the user departments at year-end. Details on the full Communications/IT budget can be found in the Communications/IT section of this document.

Transfer to Communications - IT					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	-	-	-	-	-
Transfers & Other	2,894,557	7,764,270	8,114,268	349,998	4.5%
Total	2,894,557	7,764,270	8,114,268	349,998	4.5%
Position Count	0	0	0	0	-



Outside Agency Contributions

Each annual budget development cycle the County of Roanoke considers funding requests from local non-profit organizations who offer services to the citizens of the Roanoke Valley. A list of proposed contributions is included on the following pages.

Outside Agency Contributions					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	1,763,951	2,033,805	2,055,444	21,639	1.1%
Transfers & Other	-	-	-	-	-
Total	1,763,951	2,033,805	2,055,444	21,639	1.1%
Position Count	0	0	0	0	-

Budget Highlights

The Adopted FY 2018 Contributions to Outside Agencies budget increased by \$21,639 or 1.1%, and reflects the following changes:

- An increase of \$35,000 to Blue Ridge Behavioral Health Care to provide additional funding for comprehensive services for individuals who have mental health disorders, intellectual disability, or substance abuse disorders.
- Contractual increases based on population growth or share of services provided total \$27,234 for agencies including but not limited to Visit Virginia's Blue Ridge, Roanoke Regional Partnership, and Roanoke Valley Alleghany Regional Commission.
- An increase of \$721 for dues and memberships to organizations such as VML, VaCO, and Roanoke Chamber of Commerce.
- A decrease of \$41,316 to non-contractual agencies, with funding reallocated for mental health services.



**Adopted Outside Agency Contributions
FY 2017-2018**

Agency/Description	FY 2017 Adopted	FY 2018 Adopted	\$ Change
Discretionary Contributions			
Animal Services			
Roanoke Valley SPCA: RVSPCA is committed to creating a community where there are no homeless dogs and cats through adoption, prevention and intervention.	\$540	\$0	(\$540)
Total Animal Services	\$540	\$0	(540)
Arts Programs			
Center in the Square: Center in the Square works to be an active participant in economic development, both locally and regionally, by helping to ensure the financial health of vital elements of western and central Virginia's quality of life. Though Center in the Square directly supports eight of the area's primary cultural organizations, our purpose is to increase economic development, tourism, and excellence in education by supporting arts and culture.	\$29,000	\$23,000	(\$6,000)
Jefferson Center Foundation: Jefferson Center enriches and educates diverse Western Virginia communities by producing high quality performing arts programs, providing space for community partners and individuals, and providing educational outreach.	1,250	1,000	(250)
Mill Mountain Theatre: MMT provides high-quality professional theatre, as well as educational and outreach programs in the performing arts to Southwest Virginia. MMT is focusing on a multi-year program that works to enhance reading and literacy skills through performance as requested by area school teachers and administrators.	1,000	-	(1,000)
Opera Roanoke: Opera Roanoke fosters a wider appreciation of opera in western Virginia by offering compelling performances of engaging productions and programs.	600	-	(600)
Roanoke Symphony Orchestra: Roanoke Symphony Orchestra works to enrich lives, educate, and entertain diverse audiences in Southwest Virginia with the highest quality instrumental and choral music. Through the In-School Ensemble Program, RSO visits half of Roanoke County's elementary schools to enhance music education.	2,750	1,700	(1,050)
Total Arts Programs	\$34,600	\$25,700	(\$8,900)
Children's Services			
Big Brothers and Big Sisters of Roanoke Valley: Big Brothers Big Sisters of Southwest Virginia provides children facing adversity with strong enduring, professionally supported one-to-one relationships that change their lives for the better, forever.	\$4,000	\$4,000	\$0
Boys & Girls Clubs of Southwest Virginia: Boys & Girls Clubs enable all young people, especially those who need us most, to reach their full potential as productive, caring, responsible citizens. No application submitted for FY 2018.	800	-	(800)
Child Health Investment Partnership (CHIP): CHIP promotes the health of medically underserved children within the greater Roanoke Valley by ensuring comprehensive health care, strengthening families, and coordinating community resources in a public/private partnership.	19,200	19,200	-
Children's Trust (includes Conflict Resolution Center): Children's Trust strives to prevent child abuse and neglect and provides continuous support for children through investigation and court proceedings. The Trust helps to make kids safer and adults better parents through education.	7,200	6,500	(700)
The Community Christmas Store: CCS assists families in need in a dignified manner at Christmas by providing a department store environment where eligible families can choose new items according to their individual preferences.	2,250	1,800	(450)
Total Children's Services	\$33,450	\$31,500	(\$1,950)



**Adopted Outside Agency Contributions
FY 2017-2018**

Agency/Description	FY 2017 Adopted	FY 2018 Adopted	\$ Change
Conservation and Environmental Programs			
Blue Ridge Land Conservancy: BRLC promotes the conservation of western Virginia's natural resources: farms, forests, waterways and rural landscapes. BRLC uses voluntary conservation tools such as conservation easements to protect some of Roanoke County's most precious natural resources.	\$1,100	\$700	(\$400)
Blue Ridge Soil and Water Conservation District: Blue Ridge SWCD encourages natural resource conservation by way of installing Best Management Practices providing SOL based environmental education outreach that promotes sustainable use of clean and abundant natural resources, enhancing urban areas and agricultural production with increased efficiency of land use, and attracting businesses and increased recreational tourism for Roanoke County.	400	250	(150)
Clean Valley Council, Inc.: The Clean Valley Council provides leadership for the Roanoke Valley through educational programming and citizen participation advocating litter prevention, recycling, stormwater management, and sustainable conservation of our natural resources.	1,350	1,000	(350)
Friends of the Blue Ridge Parkway: Friends of the Blue Ridge Parkway helps preserve, promote and enhance the outstanding natural beauty, ecological vitality and cultural distinctiveness of the Blue Ridge Parkway and its corridor, including surrounding scenic landscape, thereby preserving this national treasure for future generations.	7,000	5,600	(1,400)
Total Conservation and Environmental Programs	\$9,850	\$7,550	(\$2,300)
Food Banks			
Feeding America - Southwest Virginia: Feeding America Southwest Virginia feeds Southwest Virginia's hungry through a network of partners and engages our region in the fight to end hunger.	\$4,900	\$4,500	(\$400)
Salem/Roanoke County Community Food Pantry: The Food Pantry provides emergency food and financial assistance to residents of Salem and Roanoke County.	4,500	4,250	(250)
Total Food Banks	\$9,400	\$8,750	(\$650)
General Community Services			
ARCH Roanoke (Formerly Trust House and Bethany Hall): ARCH provide safe, supportive recovery and opportunities for self-sufficiency after crisis to the most vulnerable citizens in the Roanoke Valley. Trust House provides shelter and housing programs to veterans, families and individuals experiencing crisis and homelessness in the Roanoke Valley. Bethany Hall provides long-term residential substance abuse treatment for women.	\$4,500	\$3,750	(\$750)
Council of Community Svcs. - Info and Referral Center (FY17 Request-211 VA): The Council of Community Services provides leadership for organizations and individuals in the areas of planning, information, and referral services to improve the quality of life in our communities. 211 VIRGINIA assists consumers in navigating the often confusing and overwhelming maze of health and human service organizations.	1,000	-	(1,000)
Council of Community Svcs. - Nonprofit Resource Center: The Council of Community Services provides leadership for organizations and individuals in the areas of planning, information, and referral services to improve the quality of life in our communities. No application submitted for FY 2018.	280	-	(280)
Family Promise: Family Promise of Greater Roanoke is an emergency shelter which serves families with children experiencing homelessness. The overall program goal is for each family to exit our program into permanent housing with the skills needed to maintain a sustainable independence.	900	-	(900)
Family Service of the Roanoke Valley: Family Service improves life and restores hope to the most vulnerable of our neighbors, from the youngest children to the oldest adults, through prevention, counseling and support services.	3,000	2,250	(750)



**Adopted Outside Agency Contributions
FY 2017-2018**

Agency/Description	FY 2017 Adopted	FY 2018 Adopted	\$ Change
Presbyterian Community Center: The Presbyterian Community Center prevents homelessness by providing needy families with emergency financial aid, food, and opportunities for spiritual strengthening and nurture through direct services and partnerships with churches, charitable organizations and the public sector.	530	-	(530)
Prevention Council of Roanoke County: The Prevention Council of Roanoke County is committed to promoting the healthy development of the Roanoke County community, with a special emphasis on youth.	2,000	-	(2,000)
Roanoke Area Ministries: Roanoke Area Ministries is an ecumenical organization that boldly serves as an advocate for the homeless and poverty-stricken through emergency financial aid, employment counseling and a hot, noontime meal every day of the year. The organization aims to empower people to move from dependency to self-sufficiency and in doing so we gain a stronger, healthier community.	1,500	-	(1,500)
Roanoke Regional Small Business Development Center: The Chamber serves the interests of members by providing leadership, advocacy, and action that will help the Roanoke Region achieve its potential as a desirable place to live, work, and visit.	6,000	6,000	-
TAP: TAP helps individuals and families achieve economic and personal independence through education, employment, affordable housing, and safe and healthy environments.	21,000	20,000	(1,000)
Total General Community Services	\$40,710	\$32,000	(\$8,710)
General Community Support			
Mill Mountain Zoo: The Blue Ridge Zoological Society of Virginia, Mill Mountain Zoo, is dedicated to promoting an appreciation and understanding of wildlife and habitat preservation through the use of quality exhibits and educational programs, and to work in cooperation with other animal conservation programs.	\$7,300	\$0	(\$7,300)
Roanoke Valley Sister Cities: Roanoke Valley Sister Cities is committed to fostering and encouraging mutual understanding, friendship, and peace through cultural, medical, economic educational and professional exchanges among the people of the Roanoke Valley and the citizens of our seven sister cities on four continents.	-	-	0
Salem/Roanoke County Chamber of Commerce: The Chamber creates, develops, promotes and supports quality business opportunities in the Salem and Roanoke County communities.	5,500	4,750	(750)
Vinton Area Chamber of Commerce - Business Recruitment: Vinton Area Chamber of Commerce promotes a healthy business environment for the Town of Vinton and East Roanoke County.	3,400	3,200	(200)
Vinton Dogwood Festival: The festival provides free family entertainment for the community while promoting Vinton and Roanoke Valley businesses.	800	-	(800)
Williamson Road Area Business Association: WRABA is a voluntary membership organization that exists to encourage, foster and initiate economic development and quality of life improvements in the Williamson Road Area.	1,800	1,000	(800)
Total General Community Support	\$18,800	\$8,950	(\$9,850)
Higher Education			
Roanoke Higher Education Center: The Roanoke Higher Education Center stimulates economic development in the Greater Roanoke Region by providing for the people of the Region affordable access to higher education and workforce training leading to the achievement of high-demand degrees and credentials, including those in STEM-H fields.	\$12,500	\$10,000	(\$2,500)
Virginia Western Community College - CCAP Program: CCAP is a program at VWCC that makes college available tuition-free to current year graduates of public high schools in the counties of Botetourt, Craig, Franklin, and Roanoke, and the cities of Roanoke and Salem.	150,000	150,000	-
Total Higher Education	\$162,500	\$160,000	(\$2,500)



**Adopted Outside Agency Contributions
FY 2017-2018**

Agency/Description	FY 2017 Adopted	FY 2018 Adopted	\$ Change
Housing Support/Homelessness Prevention			
Habitat for Humanity: HFHRV is dedicated to eliminating substandard housing locally through constructing, rehabilitating and preserving homes; by advocating for fair and just housing policies; and by providing training and access to resources to help families improve their shelter conditions. No application submitted for FY 2018.	\$750	\$0	(\$750)
TAP - Permanent Supportive Housing: TAP's Permanent Supportive Housing (PSH) program provides permanent housing and supportive services to homeless individuals and families (including those who are chronically homeless) with histories of homelessness, to ensure housing stabilization, maximum levels of self-sufficiency and an overall better quality of life.	14,600	14,600	-
Total Housing Support/Homeless Prevention	\$15,350	\$14,600	(\$750)
Indigent Services			
Blue Ridge Legal Services, Inc.: Blue Ridge Legal Services, Inc. (BRLS) is a nonprofit charitable law firm committed to eliminating poverty-based inequities in our civil justice system by providing free high-quality legal advice and representation in civil matters of critical importance to low-income residents of the Shenandoah Valley and Roanoke Valley, who would otherwise be unable to obtain legal help due to their poverty.	\$300	\$0	(\$300)
Bradley Free Clinic: The Mission of the Bradley Free Clinic is to provide free, compassionate and high quality medical, dental, pharmaceutical, and preventive health care services for Roanoke Valley residents who lack the resources necessary to maintain their health and productivity, using volunteer health care professionals.	5,000	4,500	(500)
Commonwealth Catholic Charities: Commonwealth Catholic Charities' Housing and Financial Counseling Program, also known as St. Francis House in Roanoke, provides financial counseling and guidance for households in crisis. In addition to the food pantry services offered to residents of the City of Roanoke, CCC has traditionally offered financial assistance for residents of the wider region.	500	-	(500)
Total Indigent Services	\$5,800	\$4,500	(\$1,300)
Museums and Historical Education			
Harrison Museum of African American Culture: The Harrison Museum of African American Cultures is a cultural and educational institution committed to advocating, showcasing, presenting and celebrating the art and history of African Americans for citizens of the Blue Ridge and its visitors. The Museum cultivate awareness, appreciation and understanding of the significant contributions of people of African diaspora in the US.	500	350	(150)
History Museum & Historical Society of Western Va. - O. Winston Link Museum: The Historical Society of Western Virginia is a nonprofit cultural and educational organization committed to preserving and promoting the diverse heritage of our region through research, exhibits, special events, and publications. No application submitted for FY 2018.	3,250	-	(3,250)
Salem-Roanoke Baseball Hall of Fame: The Hall of Fame honors individuals who have excelled in and contributed to baseball and to promote community interest in the sport and preserve its tradition.	700	-	(700)
Science Museum of Western Virginia: The museum inspires scientific curiosity by creating interactive learning experiences for people of all ages that are accessible, provocative and relevant to our region.	9,000	5,000	(4,000)
Vinton Historical Society: Vinton Historical Society operates the only Historical museum in Roanoke County, with over 4000 artifacts on display, and seeks to preserve the past for future generations.	1,500	1,000	(500)



**Adopted Outside Agency Contributions
FY 2017-2018**

Agency/Description	FY 2017 Adopted	FY 2018 Adopted	\$ Change
Virginia Museum of Transportation: The museum seeks to advance all modes of transportation across the Commonwealth, celebrate and preserve the hard work and ingenuity of generations past, and inspire current and future generations to value this industry with is essential to Virginia's history, culture, and economic growth.	3,000	2,750	(250)
Total Museums and Historical Education	\$17,950	\$9,100	(\$8,850)
Senior and Adult Services			
Adult Care Center of the Roanoke Valley: The Adult Care Center of Roanoke Valley is a safe and secure program committed to providing compassionate, stimulating daytime Personhood and Person-Centered Care for dependent adults while providing family support and an alternative to long-term care.	\$8,600	\$8,000	(\$600)
LOA Area Agency on Aging: LOA services enable seniors to stay in their choice environment by providing a variety of in home services. Meals on Wheels allows for a hot lunch delivery, nutritional supplement and one-on-one nutritional counseling for high-risk clients.	19,400	17,500	(1,900)
Total Senior and Adult Services	\$28,000	\$25,500	(\$2,500)
Services for the Physically Challenged			
Roanoke Valley Speech & Hearing Center: Roanoke Valley Speech and Hearing Center Inc. improves quality of life by helping both children and adults communicate effectively.	\$1,000	\$750	(\$250)
Saint Francis Service Dogs: Saint Francis Service Dogs assists children and adults with disabilities to become more independent and self-sufficient through partnership with a professionally trained service dog.	4,000	5,000	1,000
Total Services for the Physically Challenged	\$5,000	\$5,750	\$750
Services to the Mentally/Emotionally Impaired			
Blue Ridge Independent Living Center: The center assists individuals with disabilities to live independently and serves the community at large by helping to create an environment that is accessible to all. The Empowering Individuals with Disabilities program will assist individuals with disabilities to achieve their independent living goal to become or remain independent within their own homes and the community.	\$1,000	\$750	(\$250)
Brain Injury Services of SWVA: Our mission is to create and sustain an organization that helps brain injury survivors and their families. Our goal is to make a positive, measurable difference in survivors' abilities to fulfill their service potential and optimize their reintegration into their families and communities.	2,750	2,200	(550)
Mental Health America of Roanoke Valley: Through advocacy, education, and community services, Mental Health America works to reduce the stigma surrounding mental illness; increases public knowledge of mental health issues; offers resources for children and families; and provides access to quality mental health treatment.	1,000	1,750	750
Total Services to the Mentally/Emotionally Impaired	\$4,750	\$4,700	(\$50)
Other Funding and Agreements			
Art Museum of Western Virginia (Taubman Museum): We bring people and art together for discovery, learning, and enjoyment. We are committed to exhibitions, programs and experiences that inspire, enrich, and promote creativity in all walks of life and in business.	\$40,000	\$40,000	-
Art Museum of Western Virginia (Taubman Museum) - Schools Education Program: Provides art experiences and education to students in Roanoke County schools.	41,700	41,700	-



**Adopted Outside Agency Contributions
FY 2017-2018**

Agency/Description	FY 2017 Adopted	FY 2018 Adopted	\$ Change
Blue Ridge Behavioral Healthcare: Established under the Code of Virginia to provide comprehensive services for individuals who have mental health disorders, intellectual disability, or substance use disorders.	175,000	210,000	35,000
Greenway Commission: This was established with the signing of an intergovernmental agreement among the four participating governments (City of Roanoke, Roanoke County, City of Salem, and Town of Vinton). The Commission is an advisory body with responsibilities and duties that focus on all areas of establishing and maintaining greenways in the area.	36,880	36,840	(40)
Roanoke Regional Blueway: The Roanoke River Blueway Committee was established in 2013 by the Roanoke Valley-Alleghany Regional Commission to facilitate the planning, development, and marketing of the Roanoke River Blueway.	-	4,525	4,525
Roanoke Regional Partnership: The Partnership promotes Roanoke businesses and entrepreneurs, as well as living, recreation, and outdoor opportunities in Roanoke.	185,557	194,115	8,558
Roanoke Valley Alleghany Regional Commission: To encourage and facilitate local government cooperation and state-local cooperation in addressing on a regional basis problems of greater than local significance. The Fifth Planning District, Franklin County, and Rocky Mount are served in this region.	76,850	81,267	4,417
Roanoke Valley Broadband Authority: The Roanoke Valley Broadband Authority consists of the Cities of Roanoke and Salem, and the Counties of Botetourt and Roanoke. The primary goal of the Authority is to improve affordable broadband services in the Roanoke Valley by encouraging collaboration, competition, while enhancing economic development opportunities.	325,000	325,000	-
Visit Virginia's Blue Ridge: This is the region's official destination marketing organization. The Bureau works to provide information on accommodations, attractions, recreation, dining, and more in Virginia's Blue Ridge for convention, meeting, and leisure travelers.	507,643	514,894	7,251
RVTV: Provides news, events, and information on Channel 3.	174,895	185,177	10,282
Roanoke Valley Transportation Planning Organization: Created to plan and budget the use of federal transportation dollars in the Roanoke region.	12,380	11,405	(975)
Virginia's First Industrial Authority (Contractual Agreement): Created to enhance the economic base for the 15 member localities by developing, owning and operating one or more facilities on a cooperative basis.	34,255	34,255	-
Total Other Funding and Agreements	\$1,610,160	\$1,679,178	\$69,018



**Adopted Outside Agency Contributions
FY 2017-2018**

Agency/Description	FY 2017 Adopted	FY 2018 Adopted	\$ Change
Professional Organizations			
Roanoke Regional Chamber of Commerce - Dues: The Chamber's mission is to promote, stimulate and improve business by influencing public policy, making connections and referrals, and helping small business grow.	\$2,640	\$2,700	\$60
Salem/Roanoke County Chamber of Commerce - Dues: Established to strengthen the business climate of the community.	1,000	1,000	-
Vinton Area Chamber of Commerce - Dues: Provides information and support to the area's growing business community. Also works to strengthen the social and economic environment of the community. Service is provided to the surrounding areas consisting of Roanoke, Salem, Bedford, Botetourt, and Smith Mountain Lake Area.	265	265	-
National Association of Counties: The association works to ensure that counties have the resources, skills, and support they need. Types of services include legislative, education, research, and communications.	1,848	1,885	37
Virginia Association of Counties: Exists to support county officials and to effectively represent, promote, and protect the interests of counties to better serve the people of Virginia.	20,043	20,444	401
Virginia Municipal League: This is a statewide, nonprofit, nonpartisan association of city, town, and county governments established to improve and assist local governments through legislative advocacy, research, education and other services.	11,149	11,372	223
Total Professional Organizations	\$36,945	\$37,666	\$721
Grand Total All Outside Agency Contributions	\$2,033,805	\$2,055,444	\$21,639



Miscellaneous

The Miscellaneous Account provides a funding reserve for activities and operations that do not clearly become the responsibility of any department in the formal organizational structure. Eligible items include real estate tax relief credits provided to eligible residents, the gain-sharing agreement with Vinton, the refuse credit, and reserves for specific contingencies if necessary.

Miscellaneous					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	1,453,853	1,495,000	1,495,000	-	-
Transfers & Other	-	-	-	-	-
Total	1,453,853	1,495,000	1,495,000	0	-
Position Count	0	0	0	0	-

Itemized descriptions of each miscellaneous item can be found below:

Miscellaneous		
Miscellaneous Item	FY 2017 Adopted	FY 2018 Adopted
Gain Sharing - Vinton: Provides for a sharing of a portion of certain local tax revenues generated by new development within East Roanoke County during the period beginning July 1, 1999-June 30, 2019.	560,000	560,000
Refuse Credit: Refuse collection credit provided to the Town of Vinton for not providing refuse service.	110,000	110,000
Tax Relief for Disabled Veterans: Roanoke County provides real estate property tax relief for homeowners that are service connected and permanently and totally disabled.	450,000	450,000
Tax Relief for the Elderly: Roanoke County provides real estate property tax relief for homeowners that are at least 65 years of age and meet income thresholds.	375,000	375,000
	1,495,000	1,495,000



Board Contingency

The Board Contingency Account represents undesignated funds reserved for unplanned expenditures during the fiscal year. This account provides the Board of Supervisors some flexibility throughout the fiscal year. In FY 2018, the contingent balance is a \$50,000 reserve to be appropriated at the discretion of the Board.

Board Contingency					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	-	50,000	50,000	-	-
Transfers & Other	-	-	-	-	-
Total	-	50,000	50,000	-	-
Position Count	0	0	0	0	-

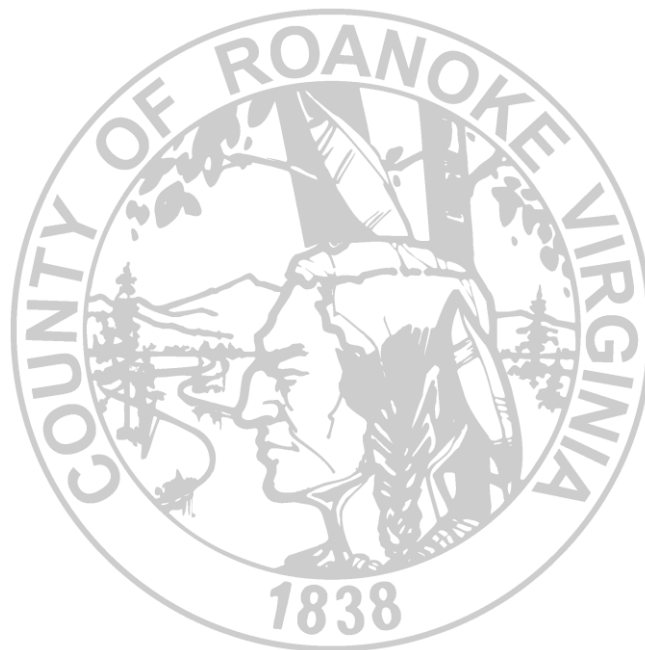


Addition to Fund Balance

The Fund Balance is undesignated funding equating to the difference between assets (i.e., revenues) and liabilities (i.e., expenditures) within a fund. Roanoke County Board of Supervisors established a fiscal policy of maintaining a fund balance of 11% of the General Fund. The Addition to Fund Balance is the amount that Roanoke County contributes annually to comply with the fiscal policy.

Addition to Fund Balance					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	-	544,881	429,719	(115,162)	-21.1%
Transfers & Other	-	-	-	-	-
Total	-	544,881	429,719	(115,162)	-21.1%
Position Count	0	0	0	0	-

The Fiscal Year 2018 budget is \$429,719. Of the FY 2018 total, \$387,418 is to maintain 11% General Fund fund balance policy and \$42,303 is an additional budgeted contribution to fund balance.





Transfers

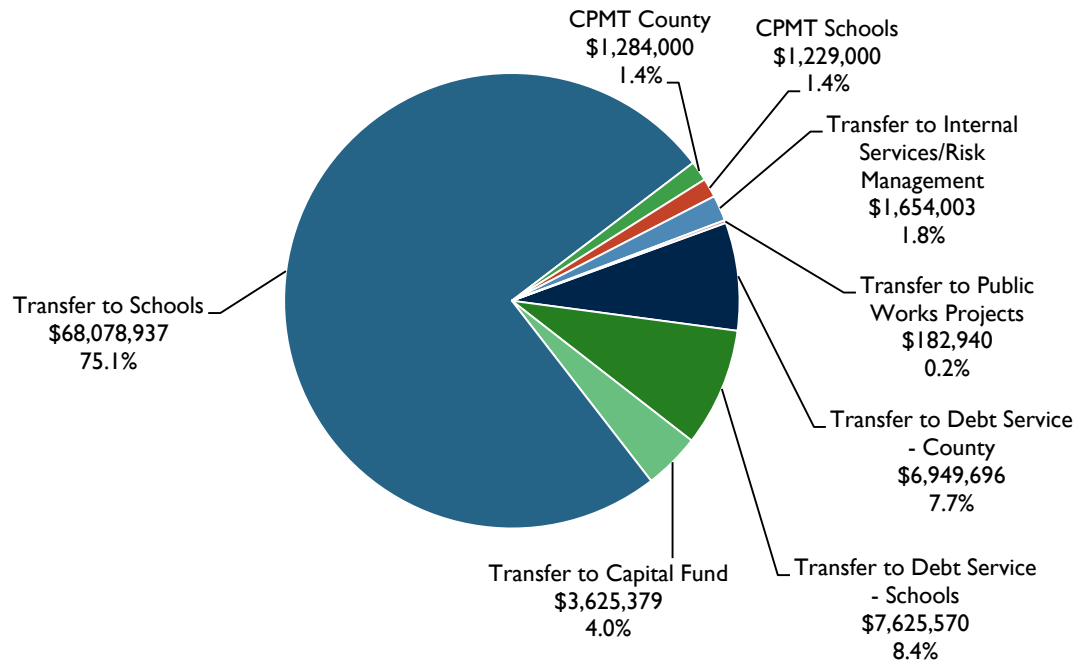
(Included in this section is Transfer to Debt Service, Transfer to Capital Fund, Transfer to Schools, Transfer to Community Policy Management Team, Transfer to Risk Management, and Transfer to Public Works Projects)





Transfers

\$90,629,525



Transfers Summary					
	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Transfer to Debt Service - County	\$ 6,248,973	\$ 6,812,418	\$ 6,949,696	\$ 137,278	2.0%
Transfer to Debt Service - Schools	9,647,101	8,085,368	7,625,570	(459,798)	-5.7%
Transfer to Capital Fund	4,713,716	3,092,813	3,625,379	532,566	17.2%
Transfer to Schools	66,804,707	67,839,376	68,078,937	239,561	0.4%
CPMT County (Supporting CSA)	954,000	954,000	1,284,000	330,000	34.6%
CPMT Schools (Supporting CSA)	899,000	899,000	1,229,000	330,000	36.7%
Transfer to Internal Services/Risk Management	836,874	1,665,195	1,654,003	(11,192)	-0.7%
Transfer to Public Works Projects	183,712	183,454	182,940	(514)	-0.3%
Miscellaneous*	137,627	-	-	-	-
Total	\$90,425,710	\$89,531,624	\$90,629,525	\$ 1,097,901	1.2%

*Includes transfers to police training facilities, transfers to Fee Class account, and transfers to grant account.



Transfer to Debt Service

The Debt Service Fund supports Roanoke County and Roanoke County Public School debt obligations. Funding for these obligations come in the form of transfers from the County and Schools General Funds. Detailed information about the County's Debt Service Fund may be found in the Debt Service Section of this document.

Transfers to the Debt Service Fund for both the County and the Schools are listed below:

Transfer to Debt Service - County					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	-	-	-	-	-
Transfers & Other	6,248,973	6,812,418	6,949,696	137,278	2.0%
Total	6,248,973	6,812,418	6,949,696	137,278	2.0%
Position Count	0	0	0	0	-

Transfer to Debt Service - Schools					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	-	-	-	-	-
Transfers & Other	9,647,101	8,085,368	7,625,570	(459,798)	-5.7%
Total	9,647,101	8,085,368	7,625,570	(459,798)	-5.7%
Position Count	0	0	0	0	-



Transfer to Capital Fund

The transfer to Capital Fund provides General Government support to Roanoke County capital projects and programs. Detailed information about the County's FY 2018 Capital Fund, FY 2018 County Capital Budget as part of the FY 2018 – 2027 CIP, and FY 2018 Fleet and Equipment Replacement Program may be in the Capital Budget section of this document.

The transfer to the Capital Fund is listed below:

Transfer to Capital Fund					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	-	-	-	-	-
Transfers & Other	4,713,716	3,092,813	3,625,379	532,566	17.2%
Total	4,713,716	3,092,813	3,625,379	532,566	17.2%
Position Count	0	0	0	0	-



Transfers to Roanoke County Public Schools

The transfers to Roanoke County Public Schools represent support from the general tax base to public education in the County. This is one of the largest expenditures in the Roanoke County General Fund. In FY 2018, the transfer to the Schools Operating Fund is \$67,620,916 and the transfer to the Schools Dental Insurance Fund is \$477,299.

The transfers to Roanoke County Public Schools are listed below:

Transfer to Schools Operating Fund					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	-	-	-	-	-
Transfers & Other	66,327,408	67,362,077	67,601,638	239,561	0.4%
Total	66,327,408	67,362,077	67,601,638	239,561	0.4%
Position Count	0	0	0	0	-

Transfer to Schools Dental Insurance Fund					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	-	-	-	-	-
Transfers & Other	477,299	477,299	477,299	-	-
Total	477,299	477,299	477,299	-	-
Position Count	0	0	0	0	-



Schools Revenue Sharing Calculation

The Schools Revenue Sharing Calculation establishes a mechanism to share County revenue with the Schools through the application of an agreed upon formula. This avoids unnecessary budgetary conflict, provides a stable and verifiable allocation method, and demonstrates good stewardship of taxpayer dollars. The formula accounts for the shifting dynamic between the level of student enrollment and the overall population of the County to determine a revenue sharing ratio that provides both organizations an equitable amount of resources relative to need.

The key steps of the formula are as follows:

- Calculate an Average Daily Membership (ADM) / Population Index that accounts for increasing/decreasing student enrollment relative to increasing/decreasing County population. This calculation is done using a 3-year rolling average to mitigate temporary spikes in either ADM or population.
- Apply a Payroll Factor to account for the percentage of the Schools' budget that is attributable to personnel. This factor is intended to adjust the formula to account for the inflexibility of the Schools' budget due to its large base personnel cost.
- Each fiscal year, the ADM/Population ratio and Payroll Factor are used to calculate an updated Net Allocation Change.
- The Net Allocation Change is applied to the percentage of net local tax revenue that is shared between the County and Schools. Net local tax revenue includes all locally administered taxes (e.g. – real estate, personal property, sales, etc.) and excludes fees, fines, recovered costs, and intergovernmental revenue.
- The percentage of revenue shared between the County and Schools is thus readjusted every year based on the proportion of ADM to population.

Detail regarding the specifics of the calculation may be found on the following page.



Schools Revenue Sharing Calculation Formula Calculation

Calculate 3-Year Average:	ADM	Population	ADM/Population
FY2015 (actual)	13,909	93,569	14.8650
FY2016 (actual)	13,982	93,775	14.9102
FY2017 (budgeted)	13,950	94,103	14.8242
Avg. of FY 2015-17	41,841	281,447	14.8664
FY2016 (actual)	13,982	93,775	14.9102
FY2017 (budgeted)	13,950	94,103	14.8242
FY2018 (projecting)	13,700	94,433	14.5076
Avg. of FY 2016-18	41,632	282,311	14.7469
Calculate Net Allocation Change:			
Difference in the ADM/Population Index			0.1195
Payroll Factor			65%
Index times Payroll Factor			0.077694
Divide ADM/Population Index by Average FY16-18 Index			0.005269
Net Allocation Change			0.994731
Calculate Increase/(Decrease) in School Transfer:			
	FY 2016-2017	FY 2017-2018	
Property and Local Taxes	161,029,473	163,210,385	
CVB Lodging Tax	(507,643)	(514,894)	
CSA Fund Contribution	---	(660,000)	
Econ Dev Incentives	(1,148,500)	(1,360,000)	
Broadband Initiative	---	---	
Net total taxes	159,373,330	160,675,491	
Prior FY % to Schools	42.5949%		
New FY % to Schools			42.3705%
(Net Allocation Change * Prior FY %)			
Recalculate School Transfer Base	67,884,859	67,527,205	
Schools' Share of New Revenue		551,732	
FY18 Schools Transfer	67,884,859	68,078,937	
Overpayment FY 2015-2016	(45,483)	---	
Total Schools Transfer	67,839,376	68,078,937	
FY 18 Schools Transfer Increase		239,561	



Transfer to Community Policy and Management Team

The transfer to the Community Policy and Management Team (CPMT) supports the activities of the Children's Services Act (CSA) within the County. The CPMT is responsible for decisions related to foster care placements and policies, as well as decisions regarding individual children in the foster care system. Both the County and the Schools contribute to funding these activities. Detailed information about the Children's Services Act may be in the Other General Fund section of this document.

The transfer to the CPMT for both the County and the Schools are listed below:

Transfer to CPMT - County (Supporting CSA)					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	-	-	-	-	-
Transfers & Other	954,000	954,000	1,284,000	330,000	34.6%
Total	954,000	954,000	1,284,000	330,000	34.6%
Position Count	0	0	0	0	-

Transfer to CPMT - Schools (Supporting CSA)					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	-	-	-	-	-
Transfers & Other	899,000	899,000	1,229,000	330,000	36.7%
Total	899,000	899,000	1,229,000	330,000	36.7%
Position Count	0	0	0	0	-



Transfer to Risk Management

The transfer to the Risk Management Fund is used to account for the financing of services provided by Risk Management to other departments of the government, on a cost reimbursement basis. The Risk and Safety Management Division strives to reduce the loss of life and property while protecting Roanoke County's infrastructure from all types of hazards. Detailed information about the Risk Management Fund may be found in the Internal Services section of this document.

The transfer to the Risk Management Fund is listed below:

Transfer to Internal Services/Risk Management					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	-	-	-	-	-
Transfers & Other	836,874	1,665,195	1,654,003	(11,192)	-0.7%
Total	836,874	1,665,195	1,654,003	(11,192)	-0.7%
Position Count	0	0	0	0	-

Budget Changes

- Risk Management services are now contracted through VACORP which eliminates the personnel budget, a reduction of \$163,986. This contract also reduces the non-personnel budget associated with staff reduction by \$11,750.
- The non-personnel budget increases by \$152,794 due to the contract with VACORP for \$70,000, an increase in workers' compensation for \$75,000, and an increase in motor vehicle insurance of \$7,794.



Transfer to Public Works Projects

The transfer to Public Works Projects Fund supports the debt obligation for the construction of the Route 220 waterline. This construction project is a joint venture between Roanoke County, Franklin County, and the Western Virginia Water Authority. The transfer to the Public Works Fund accounts for Roanoke County's portion of the debt obligation. Additional detail on this project can be found in the Other General Fund section of this document.

The transfer to the Public Works Projects Fund is listed below:

Transfer to Public Works Projects					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	-	-	-	-	-
Transfers & Other	183,712	183,454	182,940	(514)	-0.3%
Total	183,712	183,454	182,940	(514)	-0.3%
Position Count	0	0	0	0	-
Public Works Projects Fund Balance					
Beginning Balance	200,742	203,049	203,049		
Use of Fund Balance	2,307	-	-		
Ending Balance	203,049	203,049	203,049		





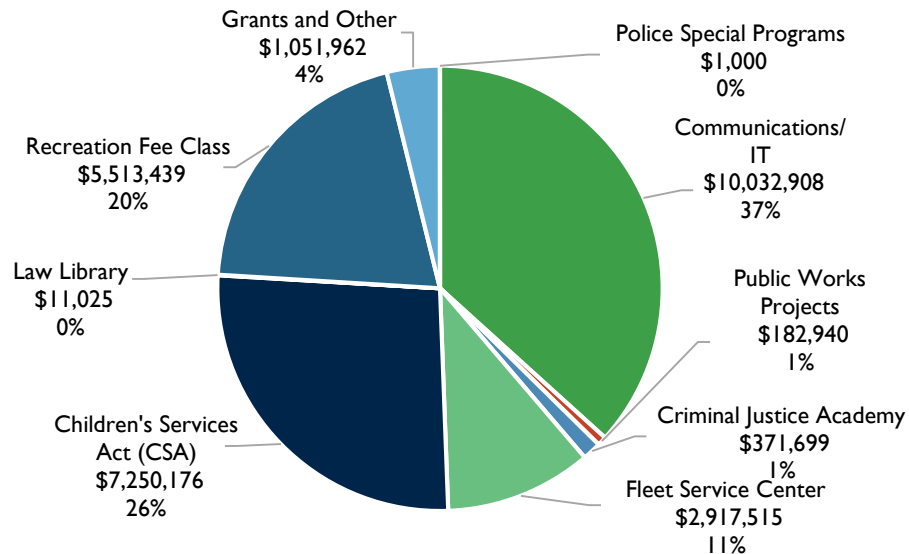
Other General Fund

(Included in this section is Fleet Service Center, Children's Services Act, Recreation Fee Class, Grants & Other, Criminal Justice Academy, Public Works Projects, Law Library, Police Special Programs, and the Department of Social Services Building Fund)





Other General Fund \$27,332,664



Other General Fund Summary of Expenditures					
	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Fleet Service Center	\$2,814,475	\$3,082,771	\$2,917,515	\$ (165,256)	-5.4%
Children's Services Act (CSA)	6,808,984	5,985,313	7,250,176	1,264,863	21.1%
Recreation Fee Class	5,691,468	5,378,920	5,513,439	134,519	2.5%
Law Library	357	11,025	11,025	-	0.0%
Criminal Justice Academy	280,255	312,004	371,699	59,695	19.1%
Grants and Other	2,030,839	1,046,962	1,051,962	5,000	0.5%
Police Special Programs	-	1,000	1,000	-	0.0%
DSS Building	314,890	-	-	-	0.0%
*Communications/IT	9,969,109	9,414,002	10,032,908	618,906	6.6%
*Public Works Projects	181,405	183,454	182,940	(514)	-0.3%
Total	\$28,091,782	\$25,415,451	\$27,332,664	\$1,917,213	7.5%

*Details on Communications/IT Budget can be found in the Communications & Info. Technology Section.

*Details on Public Works Projects can be found in the Transfers Section.



Fleet Service Center

Department Description

The Roanoke County Fleet Service Center maintains the fleets for the County of Roanoke, the Western Virginia Water Authority, the Western Virginia Regional Jail Authority, the Virginia Emergency Medical Services Council, Roanoke Valley Television, the Roanoke Valley Resource Authority, and the Regional Center for Animal Care and Protection. The center strives to keep the fleet in the highest state of readiness and safety, while performing top quality vehicle service to all internal and external departments in the most efficient, cost effective manner possible. Together, as a team, the Fleet Service Center seeks to maintain a safe and professional work environment.

Fleet Service Center					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Revenues					
Recovered Costs	2,822,412	3,082,771	2,917,515	(165,256)	-5.4%
Use of Fund Balance	-	-	-	-	0.0%
Total	2,822,412	3,082,771	2,917,515	(165,256)	-5.4%
Expenditures					
Personnel	671,152	716,556	750,769	34,213	4.8%
Non-Personnel	2,143,323	2,366,215	2,166,746	(199,469)	-8.4%
Transfers & Other	-	-	-	-	-
Total	2,814,475	3,082,771	2,917,515	(165,256)	-5.4%
Position Count	11	12	12	0	-
Beginning Balance	348,874	356,813	306,813		
(Use of) / Addition to Fund Balance	7,939	(50,000)	(50,000)		
Ending Balance	356,813	306,813	256,813		

Budget Highlights

The Adopted FY 2018 Fleet Service Center budget decreases by \$165,256 or 5.4%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- Adjustment to Personnel to account for Health Insurance increases, though final costs will be unknown until FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefits costs associated with attrition, salary lapse, and FY 2017 pay adjustments.



Additionally, other changes to the Adopted FY 2018 Fleet Service Center operating budget include:

- A reduction of \$347,800 in fuel costs due to lower fuel prices. \$149,800 of these savings was reallocated for contracted repairs of fleet vehicles based on prior year actual expenditures.
- A transfer of \$50,000 to the FY 2018 capital year budget is included to support the Public Service Center project.

Departmental Goals

- Perform preventative maintenance and repairs in a cost effective and efficient manner
- Maintain the fleet in a condition that is as safe as possible
- Better communication to improve scheduling appointments and work completed notification through existing technology resources



Children's Services Act (CSA)

Description

The Children's Services Act for Youth and Families provides services to at risk and troubled youth and families through a community system of care that is comprehensive, coordinated and responsive to the needs of the youth and families in Roanoke County. The overall mission of CSA is to provide child-centered, family-focused and community-based services that are high quality and cost effective. Funds utilized in this department include an administrative budget, as well as funding dedicated for child-specific services.

Children's Services Act (CSA)						
Description	Actual FY 2016	Adopted FY 2017	Projected FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Revenues						
Commonwealth	3,259,214	2,810,838	3,310,845	3,487,314	676,476	24.07%
Transfers: County/School	1,853,000	1,853,000	1,853,000	2,513,000	660,000	35.62%
Miscellaneous	212,284	161,225	196,912	186,074	24,849	15.41%
Use of Fund Balance	1,484,486	1,160,250	1,544,931	1,063,788	(96,462)	-8.31%
Total	6,808,984	5,985,313	6,905,688	7,250,176	1,264,863	21.1%
Expenditures						
Personnel	275,134	272,905	272,905	258,930	(13,975)	-5.1%
Non-Personnel	6,533,850	5,712,408	6,632,783	6,991,246	1,278,838	22.4%
Transfers & Other	-	-	-	-	-	-
Total	6,808,984	5,985,313	6,905,688	7,250,176	1,264,863	21.1%
Position Count	4	4	4	4	0	-
Beginning Balance (Use of) /	4,199,311	2,714,825	2,714,825	1,169,894		
Addition to Fund Balance	(1,484,486)	(1,160,250)	(1,544,931)	(1,063,788)		
Ending Balance	2,714,825	1,554,573	1,169,894	106,106		

**Projected FY 2017 revenues and expenditures are based on current trends, which show that costs for services provided by CSA are increasing without adequate revenue sources. Therefore, the fund continues to draw down the fund balance at a lower amount for the FY 2018 Adopted Budget.*



Budget Highlights

The Adopted FY 2018 Children's Services Act budget increases by \$1,264,863 or 21.1%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- Adjustment to Personnel to account for Health Insurance increases, though final costs will be unknown until FY 2018.
- All departmental personnel budgets were updated to reflect salary and benefit costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Additionally, other changes to the Adopted FY 2018 Children's Services Act operating budget include:

- The Children's Services Act has been operating in a deficit for several years, resulting in a draw-down of fund balance. This method of balancing the budget is unsustainable and is addressed in the FY 2018 Adopted Budget by increasing the General Fund transfer to CSA by \$660,000, shared evenly by Schools and County. Additional contributions will likely be required in FY 2019.
- Expected increases in cost of services including Alternative Day School and Therapeutic and Specialized Foster Care will also impact the need for additional contributions.

Departmental Goals

- Serve high risk youth and their families through Intensive Care Coordination.
- Serve youth in the least restrictive environment including the development of care plans to effectively meet individual needs and identify appropriate supportive resources.
- Maximize the utilization of alternate funding sources for children served by CSA.
- Recover funds from alternate sources (parental co-pay, vendor refunds, child support, SSI/SSA, etc.) whenever possible.
- Make significant progress toward the community education component of the Community Policy and Management Team Strategic Plan, developed in FY 2017.



Recreation Fee Class

Department Description

The Parks, Recreation and Tourism Department provides high-quality programs and services by maximizing cost recovery measures through community engagement, innovative offerings and quality facilities.

Recreation Fee Class					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Revenues					
Recreation Fees	2,468,103	2,945,186	2,921,723	-23,463	-0.8%
Memberships/ Programming Fees	2,179,824	2,028,020	1,991,173	-36,847	-1.8%
Miscellaneous	294,810	405,714	600,543	194,829	48.0%
Transfer from General Fund	55,675	-	-	-	-
Use of Fund Balance	693,056	-	-	-	-
Total	5,691,468	5,378,920	5,513,439	134,519	2.5%
Expenditures					
Personnel	2,797,396	2,841,608	2,933,892	92,284	3.2%
Non-Personnel	2,386,737	1,828,879	1,916,345	87,466	4.8%
Transfers & Other	507,335	708,433	663,202	-45,231	-6.3%
Total	5,691,468	5,378,920	5,513,439	134,519	2.5%
Position Count	13	13	13	0	-
Beginning Balance	1,791,799	1,098,743	848,743		
(Use of) / Addition to Fund Balance	(693,056)	(250,000)	(250,000)		
Ending Balance	1,098,743	848,743	598,743		

**Budget Highlights**

The Adopted FY 2018 Recreation Fee Class Fund budget increases by \$134,519 or 2.4%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- Adjustment to Personnel to account for Health Insurance increases, though final costs will be unknown until FY 2018.
- All personnel budgets were updated to reflect salary and benefit costs associated with attrition, salary lapse, and FY 2017 pay adjustments.

Additionally, other changes to the Adopted FY 2018 Recreation Fee Class operating budget include:

- Green Ridge Recreation Center Family Membership Rate increases by \$2, which increases the monthly rate to \$68 for County and \$79 non-County residents.
- Fee increase of \$5 for all Athletics Youth Sports programs to offset security enhancements including annual background screening of coaches and increased site supervision during games and practices.
- A transfer of \$250,000 to the FY 2018 capital year budget to support PRT Capital Maintenance Program (\$200,000) and Fleet Replacement Program (\$50,000).

Departmental Goals

- Promote a healthy lifestyle through multi-generational wellness, aquatics, social, and instructional offerings.
- Create an enriching environment for youth and adults that fosters comradery, physical activity, and supplemental education.
- Create an outdoor experience at Explore Park and Camp Roanoke that promotes personal growth, education and excitement by offering events, programs, and activities.



Law Library

Department Description

The Law Library provides legal reference assistance to attorneys, court personnel and the general public, maintains and preserves an inventory of legal materials, and updates reference materials regularly.

Law Library					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Revenues					
Law Library Fees	13,961	11,025	11,025	-	-
Interest on Investments	59	-	-	-	-
Use of Fund Balance	(13,663)	-	-	-	-
Total	357	11,025	11,025	-	-
Expenditures					
Personnel	-	-	-	-	-
Non-Personnel	357	11,025	11,025	-	-
Transfers	-	-	-	-	-
Total	357	11,025	11,025	-	-
Position Count	0	0	0	0	-
Beginning Balance	778	14,441	14,441		
(Use of) / Addition to Fund Balance	13,663	-	-		
Ending Balance	14,441	14,441	14,441		

Budget Highlights

The Adopted FY 2018 Law Library budget remains level.

Departmental Goals

- Emphasize materials that will assist the general public in dealing with the legal system, such as pamphlets, handouts, and books and make these materials accessible to patrons
- Improve communications about legal resources available in the Law Library and online
- Monitor and update the Law Library web site as new legal information becomes available on the internet



Criminal Justice Academy

The Roanoke County Criminal Justice Academy trains new law enforcement recruits in the Police Department, Sheriff's Office, Western Virginia Regional Jail, and Emergency Communications Center. Both the City of Roanoke and the County pay academy fees which support the jointly operated Criminal Justice Academy. The shared facility provides high-quality training programs to ensure citizen safety.

Criminal Justice Academy					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Revenues					
Academy Fees	179,850	199,248	246,740	47,492	23.8%
Permits/Fees	69,486	68,604	72,000	3,396	5.0%
Use of Fund Balance	30,919	44,152	52,959	8,807	19.9%
Total	280,255	312,004	371,699	59,695	19.1%
Expenditures					
Personnel	137,028	133,748	195,843	62,095	46.4%
Non-Personnel	143,227	178,256	175,856	(2,400)	-1.3%
Transfers & Other	-	-	-	-	-
Total	280,255	312,004	371,699	59,695	19.1%
Position Count	2	2	3	1	50.0%
Beginning Balance	212,845	181,926	137,774		
Use of Fund Balance	(30,919)	(44,152)	(52,959)		
Ending Balance	181,926	137,774	84,815		

Budget Highlights

The Adopted FY 2018 Criminal Justice Academy budget increases by \$59,695 or 19.1%, and reflects the following changes:

- A 1.5% salary adjustment effective July 1, 2017.
- Adjustment to Personnel to account for Health Insurance increases, though final costs will be unknown until FY 2018.
- All personnel budgets were updated to reflect salary and benefit costs associated with attrition, salary lapse, and FY 2017 pay adjustments.



Additionally, other changes to the Adopted FY 2018 Criminal Justice Academy operating budget include:

- Funding for a Master Deputy position has been transferred to the Criminal Justice Academy to focus on training new recruits and should reduce future over-time costs. The personnel increase to the Criminal Justice Academy of \$59,323 had been previously budgeted in the Sheriff's Care and Confinement Division. The position will still report to the Sheriff's Office.



Grants and Other

The Grants and Other component of the Non-General Government Fund accounts for grants received by Roanoke County and other minor miscellaneous appropriations. Also included in this section is the Police Special Program fund, which accounts for donations dedicated to the Roanoke County Police Department.

Grants and Other					
	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Total Expenditures	2,058,983	1,046,962	1,051,962	5,000	0.4%
Position Count:					
Commonwealth's Attorney	1	1	1	-	-
Court Service Unit	4	4	4	-	-
Police	-	-	2	2	-
Total Positions	5	5	7	2	40.0%

Budget Highlights

The Adopted FY 2018 Grants & Other budget reflects the following changes:

- Addition of two Police Officer positions within the Police Department, which are funded by a Federal DUI Task Force Grant appropriated by the Board of Supervisors in November 2016.
- Addition of \$5,000 to budget for Local Government Challenge Grant issued by the Virginia Commission for the Arts, which Roanoke County will apply to receive funding in FY 2018. This grant has been received in prior years but has not been budgeted.

Police Special Programs					
	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Description					
Total Expenditures	-	1,000	1,000	-	-
Position Count	0	0	0	0	-

Budget Highlights

The Adopted FY 2018 Police Special Programs budget remains level.



DSS Building Fund

The Department of Social Services (DSS) Building Fund accounted for the expenditures and revenues related to the renovation of the DSS Building. Renovations were complete in FY 2016. The FY 2017 budget dissolved this fund and absorbed revenues generated from the tower site rentals into the General Fund. The Adopted FY 2018 Budget maintains the removal of the DSS Building Fund.

DSS Building					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	46,280	-	-	-	-
Non-Personnel	179,805	-	-	-	-
Transfers & Other	88,805	-	-	-	-
Total	314,890	-	-	-	-
Position Count	0	0	0	0	-



Component Unit Schools





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July 1, 2017

To the Honorable Chairman and Members of the Board of Supervisors; the Honorable Chairman and Members of the School Board; and the Citizens of Roanoke County, Virginia:

On May 23, 2017, the Roanoke County Board of Supervisors adopted the fiscal year 2017-2018 operating and capital budgets, including adoption of the Roanoke County Public Schools (RCPS) budgets. The ordinances adopting and appropriating both the RCPS operating and capital budgets can be found in the Appendices section of this document.

The pages that follow provide a summary of the adopted RCPS operating and capital budgets. If you wish to learn more about the RCPS budget and budget process, please visit the RCPS website at <https://www.rcs.k12.va.us/Domain/163>

Sincerely,

Christopher R. Bever

Director, Roanoke County Office of Management and Budget





Agenda Item Details

Meeting	Apr 27, 2017 - Roanoke County School Board Meeting - Glenvar High School
Category	9. ACTION ITEMS
Subject	9.01 Revision of School Board Budget for 2017-2018 - Mrs. Penny Hodge
Type	Action
Fiscal Impact	Yes
Budgeted	Yes

The School Board adopted the 2017-2018 School Budget on March 30, 2017 as required by the Code of Virginia. Subsequent to that date, the County Board of Supervisors adopted local tax rates that included a reduction in the machinery and tools tax. Local taxes are a factor in the county and school revenue sharing agreement necessitating the need to recalculate the County transfer to the schools for 2017-2018. The recalculated transfer results in a reduction in the county transfer of \$19,278. In order to protect classroom instruction and personnel, staff recommends a reduction of \$19,278 in the operations budget.

In addition, the Board of Supervisors has requested that the School Board consider revising the Capital Projects Fund budget and the Capital Improvement Plan (CIP) to reflect the full amount of VPSA (Virginia Public School Authority) borrowing in the 2017-2018 budget. This will move the total project budget into one fiscal year rather than crossing fiscal years. There is no change in scope or estimated total project costs. This will also allow the construction contract to be awarded before July 1, 2018.

The revised budgets for all school funds for 2017-2018 are as follows:

<i>Summary By Fund</i>	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	Percent Change
General Fund	\$ 143,140,483	\$ 145,407,698	\$ 2,267,215	1.6%
Instructional Resources Fund	1,109,752	1,091,652	(18,100)	-1.6%
Bus Fund	783,219	876,893	93,674	12.0%
Grant Fund	6,773,852	7,017,665	243,813	3.6%
Capital Projects Fund	1,275,670	36,982,750	35,707,080	2799.1%
Nutrition Fund	6,071,880	6,079,204	7,324	0.1%
Laptop Fund	100,000	357,740	257,740	257.7%
Total Funds	\$ 159,254,856	\$ 197,813,602	\$ 38,558,746	24.2%

The School CIP has been revised to reflect the change in timing and is also attached for board approval. The Board of Supervisors is scheduled to consider the revised school budget, with this reduction in the county transfer and the adjustment to the Capital Projects Fund budget, for approval at their May 9th regular board meeting.





ROANOKE COUNTY PUBLIC SCHOOLS
Office of the Superintendent
5937 Cove Rd. Roanoke, VA 24019 ♦ (540) 562-3900 Ext 10163



April 27, 2017

To the Honorable Chairman and Members of the School Board
and the Citizens of the County of Roanoke, Virginia:

We are pleased to present for your consideration our proposed Annual Budget for fiscal year 2017-2018 for Roanoke County Public Schools (the School System). Included in this document and incorporated into the budget is the Capital Improvement Plan (CIP) for 2018-2027, which was presented to you on January 12, 2017 and subsequently updated today.

The School System provides a broad spectrum of general, special, gifted, career and technical educational and extracurricular programs for approximately 14,100 students (including pre-kindergarten) between the ages of 3 and 21 at sixteen elementary schools, five middle schools, five high schools, and one specialty center. The budget process is critically important for allocating sufficient resources for the continuation of first-class educational programs offered in the School System.

The proposed 2017-2018 general fund budget reflects growth of 1.6% over last year's approved budget and is funded with two primary revenue streams as follows:

- State aid reflects revenues based on aid for education released by the Virginia Department of Education and is calculated based on Average Daily Membership (ADM). The ADM for the 2017-2018 budget is projected to be 13,700 as compared to 13,950 in the current year budget. This is a significant decrease in budgeted enrollment but reflects current year enrollment declines after an atypical year of enrollment gains in 2015-2016. It is important to note that the General Assembly funding for a 2% teacher salary increase was funded for only 38% of the year (equivalent to a 0.76% teacher raise). Overall, state aid is projected to increase to \$75.2 million, an increase of \$1.7 million, primarily as a result of lottery funding allocated to public education.
- Local aid is based on a revenue sharing agreement with the County Board of Supervisors which allocates local property taxes based on changes in population and ADM. Local aid is projected to increase to \$68.1 million, an increase of \$239,561. All general fund revenues are expected to increase by \$2.3 million in total.

This has been an especially difficult budget process with prioritized budget requests far exceeding available funding. The following School Board priorities are included in the 2017-2018 school budget, as presented:

1. Fund mandatory increases in Virginia Retirement System premiums (\$1.4 million).
2. Provide a 1-step salary increase for employees (average cost of one step is \$1.5 million) to maintain the integrity of the compensation plan implemented in the current year.
3. Add special education teachers (\$0.9 million) and instructional assistants (\$0.2 million) to address maximum caseload requirements.
4. Subsidize a portion of group health and dental premium increases, while incentivizing wellness and high deductible employee options (\$0.3 million).
5. Extend the one-to-one laptop program to the 6th grade in lieu of replacing middle school

computer labs at a higher cost and optimize the use of state grant funding for technology (funded with grant, student fees, and self-insurance reserves).

The annual school budget is the financial outline of the division's education program. It presents a proposed plan of expenditures and the expected means of financing those expenditures. After adoption, it provides the primary means of managing expenditures. The superintendent prepares, with the approval of the School Board, and submits to the appropriating body, an estimate of the amount of money needed during the next fiscal year for the operation of the public schools of the school division. The estimate sets the amount of money needed for each major classification prescribed by the Board of Education, the cost centers used for daily management of the budget, and such other headings or items as may be necessary.

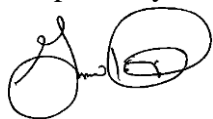
The School Board is required to submit an adopted budget to the County Board of Supervisors by April 1 of each year for the fiscal year beginning July 1. The County adopts the School System budget on an annual basis at the fund level. As such, the School Board must seek approval from the County Board of Supervisors to transfer funds from one fund to another.

Budgets are built on the best information available at the time and reflect reasonable estimates based on past experience and current knowledge. The School Board Emergency Reserve was designed to address shortfalls in revenue collections and/or unanticipated significant expenditure increases after the budget is adopted. The balance in the Emergency Reserve is currently at \$2,000,000 and is available should either of these situations result in a deficit in 2017-2018.

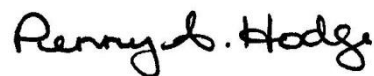
The budget document following this letter outlines in greater detail the many components of the School System budget. This document has been enhanced to reflect the new financial and reporting system implemented in July 2016. In addition, financial schedules have been added to communicate further levels of detail to board members, employees, and citizens.

As with all budgets, the funding is not endless. However, the School Board has made systematic and methodical choices to fund quality programs and staff within the constraints of available funding and essential budget needs. We want to commend the School Board and Board of Supervisors for their strong leadership and enduring commitment to providing a high quality education to the students of Roanoke County Public Schools. It has indeed been a team effort to balance available funding with needs and expectations. We would also like to thank all district employees for their commitment and dedication to providing quality learning experiences and a supportive learning environment for our students, and to the many parents and other citizens of Roanoke County who volunteer their time and expertise to help make our schools a safe and caring place.

Respectfully submitted,



Gregory N. Killough, Ed. D.
Superintendent



Penny A. Hodge, CPA, SFO
Assistant Superintendent of Finance & Operations

Roanoke County Public Schools

(A Component Unit of the County of Roanoke, Virginia)

Executive Summary Fiscal Year 2017-2018





**Roanoke County Public Schools
Annual Budget 2017-2018
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This executive summary presents an abridged version of critical information contained in the Annual Budget 2017-2018. It is “liftable,” and as such presents the budget in a stand-alone manner that can easily be pulled out without further explanation.

ORGANIZATIONAL SECTION

The following is a high-level summary of information contained in the Organizational Section of the Annual Budget.

MISSION STATEMENT AND OBJECTIVES

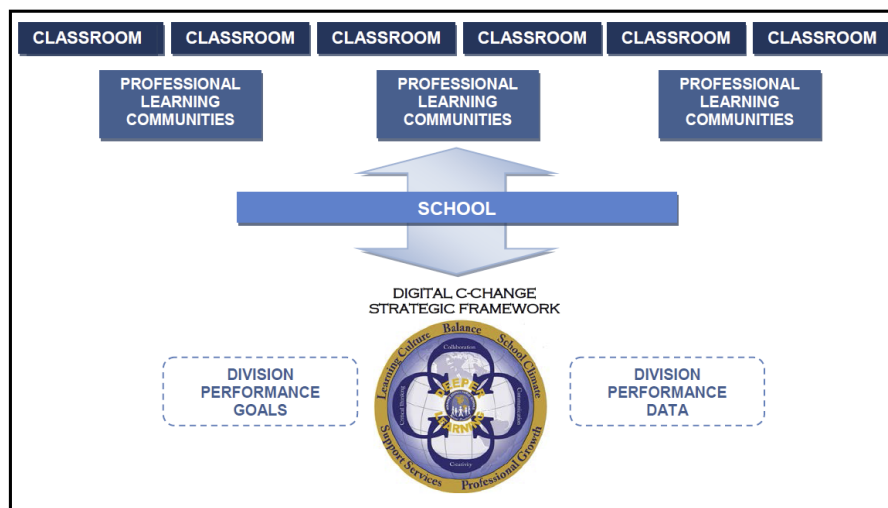
Empowering all students through technology and 21st Century Skills: Critical Thinking; Collaboration; Creativity; Communication.

Roanoke County Public Schools seek to educate each student to:

1. become competent in the fundamental academic skills as demonstrated in the Standards of Learning;
2. be qualified for further education and employment;
3. participate as a responsible citizen;
4. develop a positive and realistic self-image and develop ethical standards of behavior;
5. exhibit a responsibility for the enhancement of beauty and the environment;
6. practice sound habits of personal health; and
7. progress on the basis of achievement.

STRATEGIC PLANNING PROCESS & DIGITAL C-CHANGE FRAMEWORK

The Digital C-Change Strategic Framework serves as the primary focus for school growth and student achievement within the RCPS Comprehensive Plan. The following graphic and accompanying explanation describe the interconnectivity among the school division, schools, and classrooms within this model. The vehicle for implementation of the model within the schools is the RCPS Strategic Planning Process.



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The Digital C-Change Strategic Framework is effective and meaningful in promoting consistent, sustained improvement only to the extent that it leads to change in schools, cohorts of teachers and staff, and individual classrooms. RCPS believes that reform relies on the work done individually and collaboratively by teachers, staff, and leaders in each school to put into practice the ideals of the Digital C-Change Strategic Framework through goals adopted at the school and classroom level. Individual teachers and staff understand the nature of 21st century classrooms and accept responsibility for the professional growth needed to make it happen. Teachers and staff then join together within professional learning communities¹ (PLC) to develop common goals and plans and mutually support their implementation within the PLC. The collective work of teachers within PLCs serves as the primary conduit of change implementation required by the overall School Strategic Plan which is developed through the continuous assessment of needs within the school in alignment with the Digital C-Change Strategic Framework. The Strategic Planning Process represents the cycle of continuous improvement expected at each school and is an internal and external means of accountability to stakeholders, including accountability within the Roanoke County Strategic Planning process.

School divisions and local schools are required by the Code of Virginia to adopt comprehensive, long-range plans for continuous growth and improvement. The Comprehensive Plan and its various components described within that document are designed to meet the state requirement. A full copy can be obtained on our website at:

http://www.rcs.k12.va.us/files/_AcCEs_/3d370af58dc595013745a49013852ec4/compplan2014.pdf

ALLOCATION OF HUMAN AND FINANCIAL RESOURCES TO ACHIEVE GOALS AND OBJECTIVES

Specific Department Strategic goals are as follows along with a summary of the human and financial resources that have either been spent or will be spent in support of the overall strategic goals of the School Division.

Department Strategic Plan: Instruction

Goal 1: Students will attain a high level of knowledge and skills as assessed by multiple measures of achievement that reflect a balance between SOL and performance-based formats.

Goal 2: RCPS students in grades K-12 will progressively develop the skills needed to be college and career ready upon graduation.

Goal 3: RCPS students and staff will demonstrate effective 21st century skills (communication, collaboration, creativity and critical thinking) to achieve learning and instructional goals.

All schools in the districted are fully accredited, which is an indicator of student achievement. In addition, a Curriculum, Instruction, and Assessment (CIA) team was established to focus on a comprehensive review and revision of the K-12 curriculum and its implementation through instructional and assessment programs. The work is a long-term, joint effort of the Instructional Mission Team. The team includes teacher representatives from 27 schools, teacher representatives

¹ See DuFour and Fullan (2013) to learn more about the importance of PLCs and how to use them to change and sustain school learning culture.

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from professional organizations, principal representation from each school level, parents, curriculum and content specialists, and directors. During 2015-2016 the CIA accomplished the following.

- Elements to be included in “Profile of a Graduate”
- Balance in the assessment program
- Curricular alignment to the Digital C-Change Strategic Framework and the Profile of a Graduate



Due to the nature of pulling resources from all of the instructional departments, schools, and other resources, the cost cannot be easily quantified.

Department Strategic Plan: Administration

Goal 1: RCPS will maintain a safe, disciplined and Healthy Environment that nurtures physical and mental well-being of students and staff.

Goal 2: Review, develop, and implement policies and administrative procedures to provide guidance and consistent support for instruction.

In today's society, an important factor in nurturing the educational needs of each students is to ensure a healthy, safe environment. Per State regulations, the School System has created a Safety/Crisis plan for each school. In addition, the Roanoke County Police Department and Fire Department provided crisis management training this summer. The costs of preparing these plans and training is not easily quantifiable at this time.

Department Strategic Plan: Finance

Goal 1: RCPS will develop financial policies, promote and model good stewardship in financial matters, and prepare financial reports that reflect the financial plans and position of the school division using best practices and compliance with generally accepted accounting procedures and applicable legal regulations.

Goal 2: RCPS will balance providing appealing and nutritious daily meal choices to students and staff and the operation of a financially self-supporting school nutrition program that complies with state and federal school lunch regulations.

Roanoke County Public Schools is subject to an annual audit by an independent audit firm. Final audit results are published in the Comprehensive Annual Financial Report. In addition, the Finance Department also produces an Annual Budget Book. These publications provide transparency for and are used by stakeholders to understand the funding for the School System. The cost of the required annual audit is approximately \$50,000.

The Nutrition program prepares quality, nutritious breakfasts and lunches for all students, which helps to fuel them for success in the classroom. The program is subject to strict Federal and State regulations regarding what may be served. The program spends approximately 46% of its total budget on the cost of food and food supplies. In an effort to sustain the program next year,

Roanoke County Public Schools
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approximately \$178,000 is budgeted to replace equipment and another \$100,000 is budgeted to purchase new equipment.

Department Strategic Plan: Human Resources

Goal 1: By September 2015, the HR department will recruit and hire highly qualified employees to meet the academic needs of PK-12 students.

Goal 2: By September 2016, the HR department will retain and develop engaged employees who will meet the academic needs of PK-12 students.

The largest investment of the School System is in its staff, which accounts for 83% of the general fund budget for 2017-2018. As such, during the past year the School system filled 90% of open positions with fully licensed new hires. The cost of this requirement is not easily identifiable.

Department Strategic Plan: Operations

Goal 1: RCPS will perform preventative maintenance on HVAC systems to insure reliability, maintain our BACnet controls system, and analyze our annual utility consumption for efficiency in order to maintain a physical environment conducive to learning.

Goal 2: RCPS will consolidate bus stops to reduce fuel consumption, explore alternate fuel sources for our buses, and improve on-time performance of bus arrivals.

During fiscal year 2017-2018, the School Board allocated \$1,000,000 to a Capital Maintenance plan to fund annual building maintenance projects in order to extend the useful lives of the infrastructure, which includes 27 schools, a garage, maintenance department, warehouse, and central office.

The School Board entered into a pilot program during fiscal year 2017-2018 to incorporate 10 propane fuel buses into the fleet. During the same time, bus stops were reviewed and revised to improve efficiency. In addition, the School Board has a fuel contract to lock in current year fuel rates for the next year. This technique is designed to stabilize the fuel budget. With these proactive measures, savings from 2014-2015 to 2015-2016 was approximately \$100,000.

BUDGET PROCESS AND TIMELINE

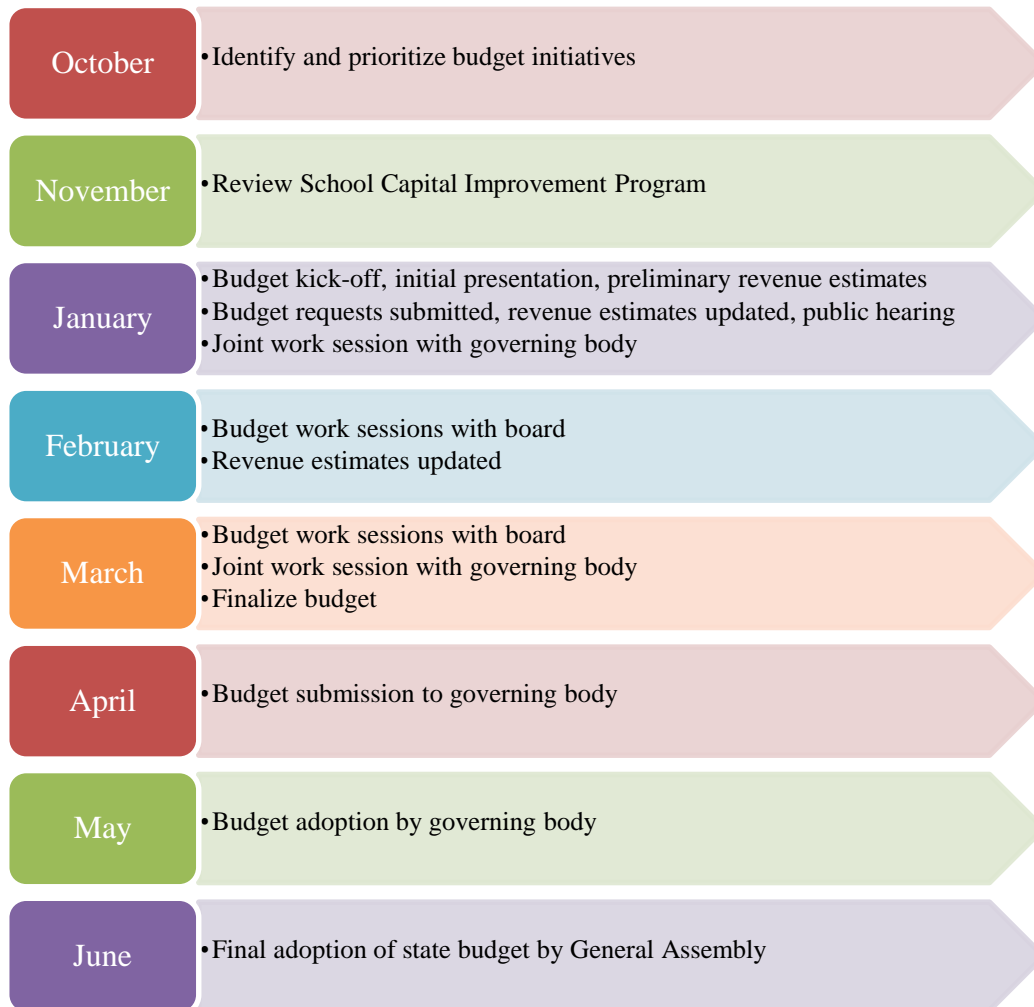
The *Code of Virginia* requires that school divisions must prepare annual budgets. The annual school budget is the financial outline of the division's education program. It presents a proposed plan of expenditures and the expected means of financing those expenditures. After adoption, it provides the primary means of managing expenditures. The Superintendent prepares, with the approval of the School Board, and submits to the appropriating body, an estimate of the amount of money needed during the next fiscal year for the support of the public schools of the school division. The estimate sets up the amount of money needed for each major classification prescribed by the Board of Education and such other headings or items as may be necessary.

The School System budget cycle is divided into a five-step process that includes planning, preparation, adoption, implementation, and evaluation. The process is driven by two objectives: to develop a budget that will provide every child in the school system with the best possible educational opportunities and to optimize the use of available resources. Within this framework,

**Roanoke County Public Schools
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the School Board attempts to balance the educational needs of students with the resources available to the school system from local, state, and federal sources.

Although budget management and administration is a year-long process, the following timeline depicts the typical process for planning the next year's budget.



SIGNIFICANT CHANGES IN THE CURRENT YEAR PROCESS AND SCHOOL BOARD POLICIES

The School Board and the Roanoke County Board of Supervisors have adopted financial policies governing the treatment of year end balances for the School System. As a result of sound budget and frugal management practices, the School System has historically ended each fiscal year with both excess revenues and under-spent expenditure budgets. The policy provides for the allocation of 33% of the year-end balance to Minor Capital Reserves and 67% to Major Capital Reserves.

The full school board policy manual may be found online at:

<https://www.boarddocs.com/vsba/roecnty/Board.nsf/goto?open&id=86DGEC6692D6>

**Roanoke County Public Schools
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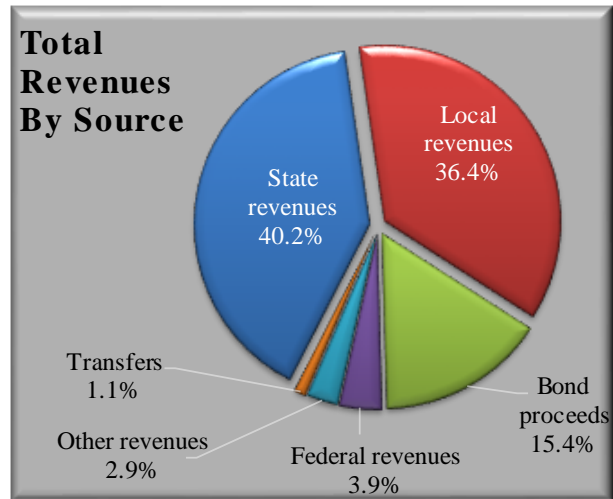
FINANCIAL SECTION

The following is a high-level summary of information contained in the financial section of the Annual Budget.

SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS

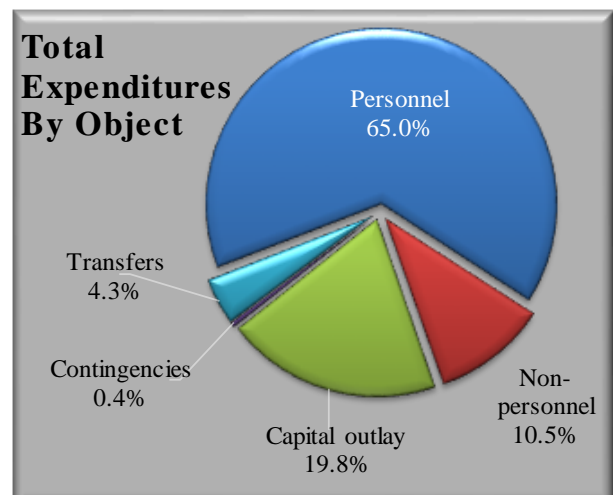
Revenues are classified based on source.

- State revenues, the largest source, include a share of the state-wide sales tax collections, funding of the Standards of Quality by the Virginia General Assembly, and state grants.
- Local revenues include the County appropriation based on a revenue sharing formula with the County.
- Bond proceeds include the amount that the County has agreed will be issued in the coming year to fund the renovation of Cave Spring High School.
- Federal revenues are primarily from the Carl Perkins Act, Medicaid and federal education grants.
- Other revenue includes the remaining local revenues, the majority of which are for the sale of food. Other items include interest income, tuition for summer school, preschool, non-residents, online classes, and miscellaneous rebates and refunds.
- Transfers are amounts provided to support different funds. Planned transfers include support provided by the Laptop Fund and the Health Insurance Reserve to the General Fund and provided by the General Fund to the Instructional Resource Fund, Bus Fund and Minor Capital Fund.



Expenditures are classified based on object.

- Personnel is the largest cost of the school division due to the number of teachers and other staff needed to keep programs small and productive.
- Non-personnel include all other costs that are not included in any of the other categories.
- Capital outlay is mostly related to the renovation of Cave Spring High School.
- Contingencies are set aside for possible mid-year grants and to true up grant estimates to the actual awards.



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- Transfers include amounts that transfer between school funds and transfer from the School System to the County for future capital projects and for debt service payments.

BUDGET COMPARISONS BY FUND

The School System budgets seven funds, of which three are considered operating funds. The General Fund, the Instructional Resources Fund, and the Bus Fund collapse for financial reporting purposes. The remaining four funds include the Grant Fund, the Capital Project Fund, the Nutrition Fund, and the Laptop Fund. A summary of the revenues and expenditure budgets for each fund follows.

The **General Fund** is the primary operating fund used to account for all financial resources except those required to be accounted for in another fund. The following changes in budget are of significance in the General Fund:

- State SOQ funding declined for fiscal year 2017-2018, however, the General Assembly increased the Supplemental Lottery per Pupil amount from \$224.43 to \$274.12, which resulted in a \$1.9 million increase. The funds were designated to be used as needed for recurring or non-recurring purposes.
- The transfer from the County is based on a revenue-sharing formula, changed in 2015 for the 2015-2016 budget. The increase of \$239,561 in the revenue is directly related to revenue increases in the local tax base.
- Other revenue increased slightly due to a \$50,000 increase in the grant contingency, a \$43,475 increase in laptop fees related to the expansion of the one-to-one laptop program to the 6th grade, and a \$20,000 increase in the estimated tuition.
- Transfers from the Internal Service Fund include a \$203,960 transfer from the Laptop Fund Reserves to partially fund the Technology Plan and a \$286,385 transfer from the Health Insurance fund to partially offset the rising costs of the insurance premiums this year.
- Personnel costs increased by \$2.5 million. The budget includes a 1-step salary increase for contracted positions and an increase in the VRS retirement expenditures.

General Fund	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
State revenues	\$ 73,556,758	\$ 75,214,950	\$ 1,658,192	\$ 76,718,798	\$ 78,252,724	\$ 79,817,328
Local revenues	67,839,376	68,078,937	239,561	68,078,937	68,078,937	68,078,937
Federal revenues	634,807	374,998	(259,809)	367,498	360,148	352,946
Other revenues	1,109,542	1,248,468	138,926	1,248,468	1,248,468	1,248,468
Transfers	-	490,345	490,345	286,385	286,385	286,385
Total revenues	\$ 143,140,483	\$ 145,407,698	\$ 2,267,215	\$ 146,700,086	\$ 148,226,662	\$ 149,784,064
Personnel	\$ 118,767,372	\$ 121,253,411	\$ 2,486,039	\$ 123,072,197	\$ 124,918,045	\$ 126,791,605
Non-personnel	14,743,522	15,187,929	444,407	15,187,929	15,187,929	15,187,929
Capital outlay	967,837	466,639	(501,198)	466,639	466,639	466,639
Contingencies	210,000	235,000	25,000	235,000	235,000	235,000
Transfers	8,451,752	8,264,719	(187,033)	8,264,719	8,264,719	8,264,719
Total expenditures	\$ 143,140,483	\$ 145,407,698	\$ 2,267,215	\$ 147,226,484	\$ 149,072,332	\$ 150,945,892

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The **Instructional Resources Fund** is a separate operating fund that accounts for the funding of textbooks and other electronic resources for the classroom. The change from prior year's budget is due to a reduction in state funding. This reduction was absorbed by contracted resources and personnel lapse remaining from the prior year.



Instructional Resources Fund	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
State revenues	\$ 982,106	\$ 964,506	\$ (17,600)	\$ 983,796	\$ 1,003,472	\$ 1,023,541
Other revenues	7,500	7,000	(500)	7,000	7,000	7,000
Transfers	120,146	120,146	-	120,146	120,146	120,146
Total revenues	\$ 1,109,752	\$ 1,091,652	\$ (18,100)	\$ 1,110,942	\$ 1,130,618	\$ 1,150,687
Personnel	\$ 107,154	\$ 102,368	\$ (4,786)	\$ 103,898	\$ 105,458	\$ 107,042
Non-personnel	1,002,598	989,284	(13,314)	989,284	989,284	989,284
Total expenditures	\$ 1,109,752	\$ 1,091,652	\$ (18,100)	\$ 1,093,182	\$ 1,094,742	\$ 1,096,326



The **Bus Fund** is a separate operating fund that accounts for the funding of school bus purchases and replacements. The change from prior year's budget is due to the prior year one-time transfer of fuel savings from the General Fund. In addition, interest, which has not been budgeted in the past is included in the budget. The difference between budgeted revenues and expenditures in the next fiscal year will be covered by the carryover fund balance.

Bus Fund	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
Other revenues	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Transfers	783,219	533,219	(250,000)	633,219	733,219	833,219
Total revenues	\$ 783,219	\$ 543,219	\$ (240,000)	\$ 643,219	\$ 743,219	\$ 843,219
Capital outlay	\$ 783,219	\$ 876,893	\$ 93,674	\$ 1,068,386	\$ 933,509	\$ 861,687
Total expenditures	\$ 783,219	\$ 876,893	\$ 93,674	\$ 1,068,386	\$ 933,509	\$ 861,687

The **Grant Fund** is a special revenue fund used to account for proceeds of specific grants that are restricted to expenditures for specific purposes. The following changes in budget are of significance in the Grant Fund:

- State revenues increased for the Preschool Initiative, Early Reading Initiative, and Special Education in Regional Jail in order to provide additional services for qualifying students in these programs.

**Roanoke County Public Schools
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- Federal revenues increased for Elementary and Secondary Education Act Title II Teacher Quality and Individuals with Disabilities Education Act Title VI-B grants: Flow-Through, Excellence in Co-Teaching, Parent Resource Center, and Champions Together.
- An increase was made to the grant contingency for increases in existing grants or unexpected grants awarded during the year.

Grant Fund	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
State revenues	\$ 1,746,155	\$ 1,807,442	\$ 61,287	\$ 1,807,442	\$ 1,807,442	\$ 1,807,442
Federal revenues	4,676,697	4,809,223	132,526	4,809,223	4,809,223	4,809,223
Other revenues	351,000	401,000	50,000	401,000	401,000	401,000
Total revenues	\$ 6,773,852	\$ 7,017,665	\$ 243,813	\$ 7,017,665	\$ 7,017,665	\$ 7,017,665
Personnel	\$ 3,296,922	\$ 4,422,548	\$ 1,125,626	\$ 4,422,548	\$ 4,422,548	\$ 4,422,548
Non-personnel	558,298	1,444,117	885,819	1,444,117	1,444,117	1,444,117
Capital outlay	726,000	726,000	-	726,000	726,000	726,000
Contingencies	2,192,632	425,000	(1,767,632)	425,000	425,000	425,000
Total expenditures	\$ 6,773,852	\$ 7,017,665	\$ 243,813	\$ 7,017,665	\$ 7,017,665	\$ 7,017,665

The **Capital Projects Fund** is used to account for financial resources used for the acquisition or construction of major capital facilities, other than those financed by the General Fund. This fund includes the Capital Improvement Plan (CIP) and the Capital Maintenance Plan (CMP) in addition to other minor capital projects.



The School System is planning a \$30 million bond issue to partially fund the renovation of Cave Spring High School.

Capital Projects Fund	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
Local revenues	\$ 25,000	\$ 25,000	\$ -	\$ 25,000	\$ 25,000	\$ 25,000
Bond proceeds	-	30,000,000	30,000,000	-	-	10,000,000
Other revenues	220,670	270,670	50,000	270,670	270,670	270,670
Transfers	1,030,000	3,690,624	2,660,624	1,375,000	1,375,000	2,796,904
Total revenues	\$ 1,275,670	\$ 33,986,294	\$ 32,710,624	\$ 1,670,670	\$ 1,670,670	\$ 13,092,574
CIP	\$ 5,000	\$ 35,550,000	\$ 35,545,000	\$ 1,850,000	\$ 350,000	\$ 12,879,955
CMP	1,000,000	1,000,000	-	1,000,000	1,000,000	1,000,000
Other Projects	120,670	232,750	112,080	120,670	120,670	120,670
Contingencies	150,000	200,000	50,000	200,000	200,000	200,000
Total expenditures	\$ 1,275,670	\$ 36,982,750	\$ 35,707,080	\$ 3,170,670	\$ 1,670,670	\$ 14,200,625

**Roanoke County Public Schools
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The **Nutrition Fund** is a special revenue fund used to account for activities of the nutrition program. The goal is for this fund to be self-sufficient. The change from prior year's budget is due to a slight increase in the estimated State aid based on ADM. In addition, a shifting of resources from materials to personnel will allow the fund to provide the 1-step increase (1.5%) to the cafeteria workers to be consistent with the rest of the school district staff.

Nutrition Fund	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
State revenues	\$ 102,110	\$ 109,434	\$ 7,324	\$ 111,623	\$ 113,855	\$ 116,132
Federal revenues	2,442,000	2,442,000	-	2,399,160	2,357,177	2,316,033
Other revenues	3,527,770	3,527,770	-	3,527,770	3,527,770	3,527,770
Total revenues	\$ 6,071,880	\$ 6,079,204	\$ 7,324	\$ 6,038,553	\$ 5,998,802	\$ 5,959,935
Personnel	\$ 2,614,406	\$ 2,750,816	\$ 136,410	\$ 2,792,077	\$ 2,833,951	\$ 2,876,457
Non-personnel	2,991,997	3,000,329	8,332	3,000,329	3,000,329	3,000,329
Capital outlay	440,477	303,059	(137,418)	303,059	303,059	303,059
Contingencies	25,000	25,000	-	25,000	25,000	25,000
Total expenditures	\$ 6,071,880	\$ 6,079,204	\$ 7,324	\$ 6,120,465	\$ 6,162,339	\$ 6,204,845

The **Laptop Fund** is an internal service fund used to account for the repair and replacement of laptop computers under the Technology Initiative program implemented by the School System. The change from prior year's budget is due to the sale of laptops that have reached the end of their useful life to a recycling company. In addition, \$203,960 of reserves will be transferred to the General Fund to support the Technology Plan.

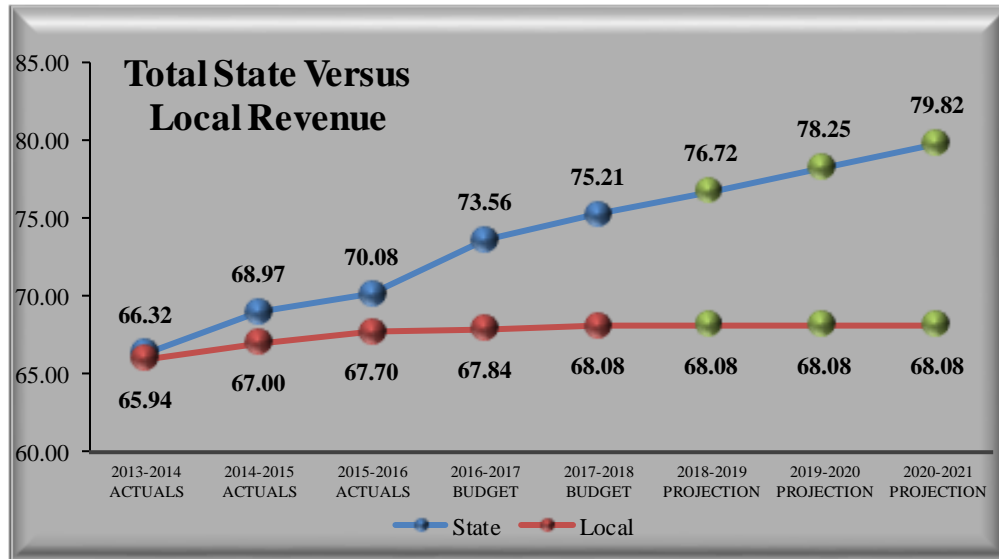


Laptop Fund	2016-2017 Budget	2017-2018 Budget	Increase (Decrease)	2018-2019 Projection	2019-2020 Projection	2020-2021 Projection
Other revenues	\$ 100,000	\$ 153,780	\$ 53,780	\$ 100,000	\$ 100,000	\$ 100,000
Total revenues	\$ 100,000	\$ 153,780	\$ 53,780	\$ 100,000	\$ 100,000	\$ 100,000
Personnel	\$ 21,530	\$ 21,530	\$ -	\$ 21,853	\$ 22,180	\$ 22,513
Non-personnel	78,470	132,250	53,780	132,250	132,250	132,250
Transfers	-	203,960	203,960	-	-	-
Total expenditures	\$ 100,000	\$ 357,740	\$ 257,740	\$ 154,103	\$ 154,430	\$ 154,763

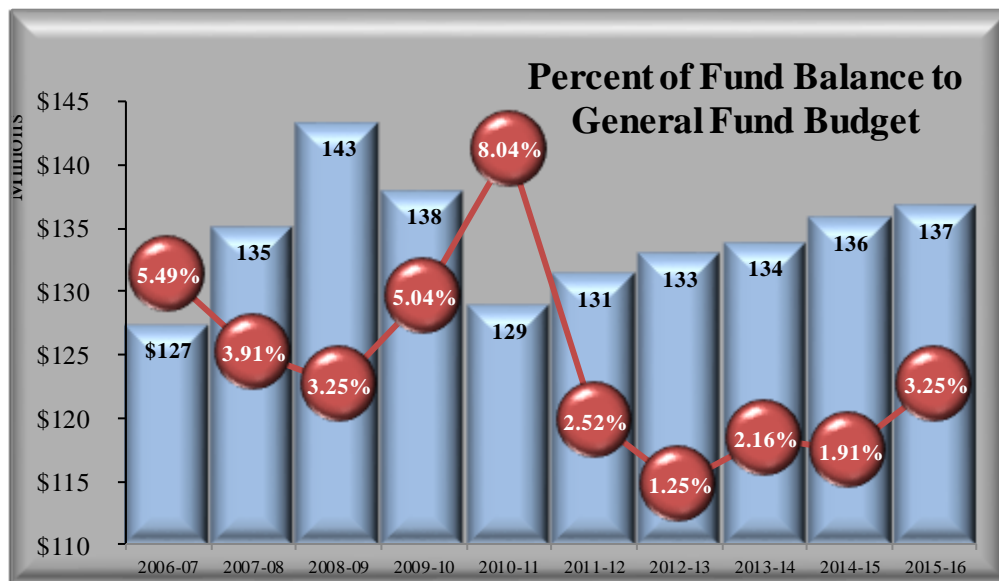
Roanoke County Public Schools Annual Budget 2017-2018 Executive Summary

SIGNIFICANT TRENDS

The majority of the School System funding is derived from the State and the County. Below is the trend analysis for the years included in the budget, along with three additional years.



Another significant trend reflected in the graph below is the percent of fund balance (excluding the emergency contingency fund) as compared to the operating budget for the year.



SIGNIFICANT FINANCIAL AND DEMOGRAPHIC CHANGES

A significant change for the budget year 2017-2018 was the implementation of a new financial system as of July 1, 2016. The chart of accounts was restructured from a two-field account string to a ten-field string of financial dimensions. In addition, the implementation included project functionality with the ability to track multi-year projects and grants.

**Roanoke County Public Schools
Annual Budget 2017-2018
Executive Summary**

INFORMATIONAL SECTION

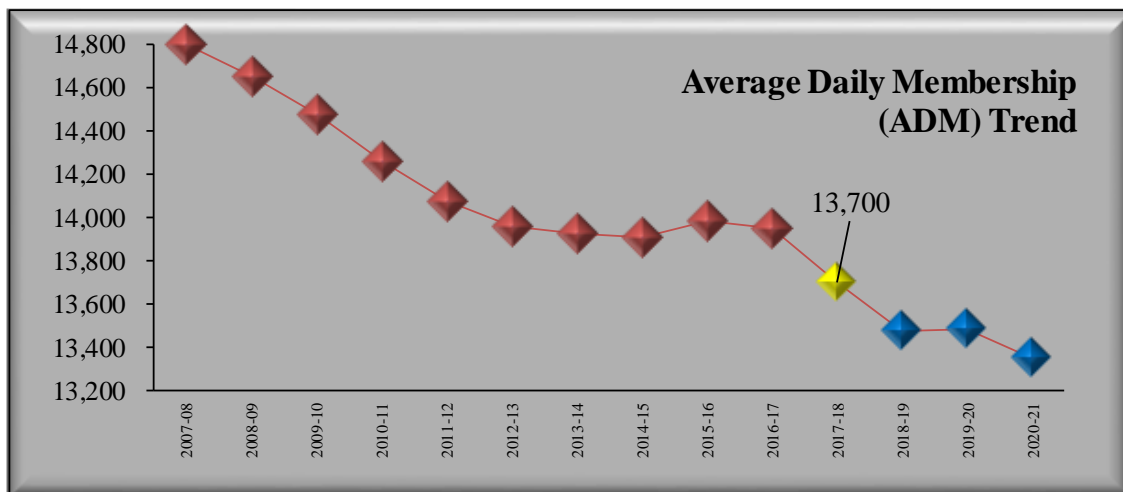
BUDGET PROJECTIONS

Projections for the following three years have been included throughout this budget. State revenues are projected based on a 2% growth, while federal revenues are projected on a 2% decline, and all other revenues are level-funded. Grant Fund revenues are level-funded. Projections of revenue sources are subject to change each year based on legislative actions at the State and federal levels, local government revenue collections, and current economic conditions.

Personnel expenditures are projected based on 1.5% increase, which would equate to a 1-step increase for contracted employees. This projection maintains the integrity of the salary scales and allows the School System to remain competitive for quality teachers and other staff. All other expenditures are level-funded, with the exception of the Bus Fund and the Capital Projects Fund, which incorporate the Bus Replacement Schedule, CIP, and CMP for the next three years.

STUDENT ENROLLMENT

Student enrollment projections are a major consideration when developing the School Board budget as approximately 50% of the revenues are calculated based on enrollment. Enrollment is also significant because it drives the number of instructional and support staff needed to provide educational and support services to students. A trend analysis from 2007-2008 through the forecasted year 2020-2021 follows.



*The yellow diamond represents the current year budgeted ADM and the blue diamonds represent forecasted ADM.

In the past, four methods were used to project ADM: DOE estimates, grade progression, current ADM, and trend analysis. During 2015-2016, a Demographic study was conducted to forecast enrollment by school and grade for the next 10 years. The Demographer used many statistics outside the toolbox available to the School System to impact the extrapolation of historical trends into the future. The forecasted years are based on the percent change for each year from the demographic studies as applied against the current year's budgeted ADM.

Roanoke County Public Schools
Annual Budget 2017-2018
Executive Summary

STUDENT-TEACHER RATIO

Smaller class sizes are a goal of the School Board and although they have increased in recent years, they remain at the lower end of acceptable ranges. This chart shows the average number of students per teacher over the past 10 years.

Grade	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Elementary Schools										
KG	17	17	19	18	20	20	19	19	19	18
1	18	17	19	20	21	20	20	20	19	19
2	18	18	20	20	20	21	20	20	20	20
3	18	18	19	20	21	21	21	21	20	20
4	19	18	20	21	22	21	21	21	20	20
5	20	19	20	21	22	22	21	21	21	22
Middle Schools										
6	21	20	23	23	23	23	23	23	21	21
7	21	21	23	23	23	23	23	23	21	21
8	21	21	23	23	23	23	23	23	20	20
High Schools										
9	21	21	22	22	22	22	22	23	20	20
10	21	21	22	22	22	22	22	23	20	20
11	21	21	22	22	22	22	22	23	21	21
12	21	21	22	22	22	22	22	23	21	21

PERSONNEL RESOURCE CHANGES

As part of the annual budget process, requests for additional staffing are evaluated for funding. Positions being vacated due to retirement or normal attrition are being filled on a limited basis and have resulted in the reduction of approximately 203 positions in the last eight years. Staffing levels were a priority for the School Board this year, resulting in the replacement of certain positions reduced in previous years, including classroom instructional assistants. In addition, hourly employees serving as bus aides and nutrition workers were converted to part-time contracts in 2016-2017.

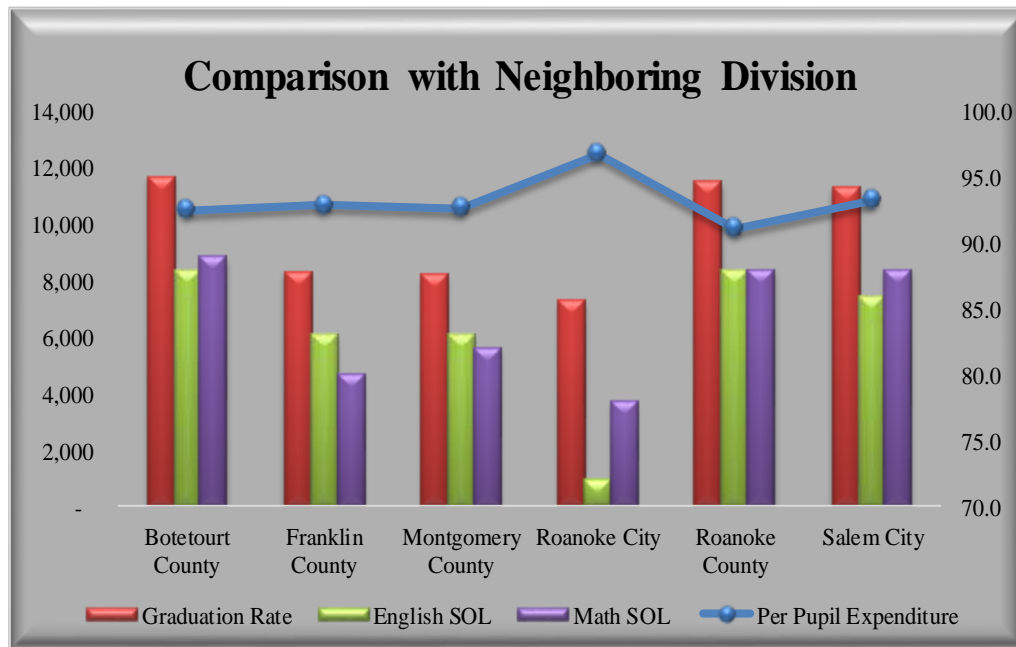
	Actual 2016-17	Proposed 2017-18	Change
Board Member	5	5	0
Administrator	15	15	0
Principal	27	27	0
Assistant Principal	26	26	0
Teachers	1,188	1,208	20
Instructional Assistants	315	326	11
Secretary	67	65	(2)
Specialists	11	11	0
Attendance & Health	46	42	(4)
Transportation	215	219	4
Maintenance	95	99	4
Technology	39	35	(4)
School Nutrition	146	151	5
Total	2,194	2,228	34

The School Board identified, based on DOE regulations, additional Special Education teaching and support staff are required. This resulted in an increase of 15 Teachers and 6 Instructional Assistants for the Special Education program.

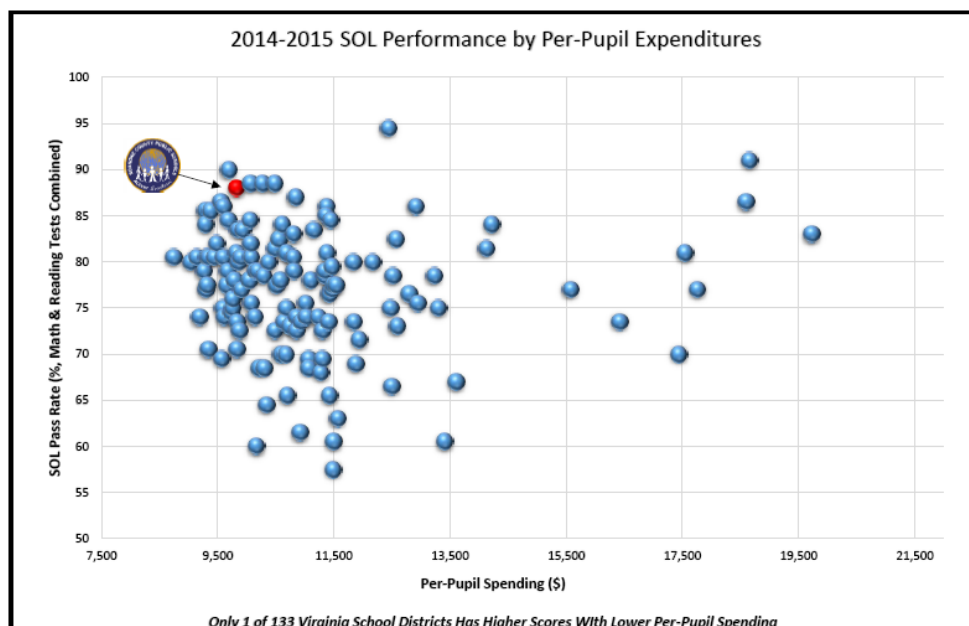
Roanoke County Public Schools Annual Budget 2017-2018 Executive Summary

PER PUPIL EXPENDITURE

Below is a ranked comparison of per pupil expenditures for school divisions in the Roanoke region as compared to ranking of pass rates for graduation, English SOL, and Math SOL scores. All data presented is for fiscal year 2015 (latest year data is available). As depicted by the charts, Roanoke County Schools was ranked lowest in per pupil spending and ranked 2nd in Math SOL scores, 1st in English SOL scores, and 2nd in graduation rates.



Below is a summary of the School Systems Per-Pupil Spending as compared to total SOL performance. This chart compares all schools in Virginia and shows that there is only one school district with higher student performance and lower per pupil spending.



**Roanoke County Public Schools
Annual Budget 2017-2018
Executive Summary**

AWARDS, RECOGNITIONS, AND ACCOMPLISHMENTS



Green Valley Elementary School won the National Blue Ribbon Award in September 2016. The National Blue Ribbon Schools award affirms the hard work of students, educators, families, and communities in creating safe and welcoming schools where students master challenging content. The National Blue Ribbon Schools flag gracing a school's building is a widely recognized symbol of exemplary teaching and learning. National Blue Ribbon Schools are an inspiration and a model for schools striving for excellence.

Glenvar, Hidden Valley, Northside, and William Byrd Middle Schools are designated as Schools to Watch for 2016. In order to achieve this exceptional middle-level school recognition a school must embody the intersection of academic excellence, developmental responsiveness, social equity, and organizational structure.



Lindsay Murray, a 4th grade teacher at **W.E. Cundiff Elementary School** was presented with the prestigious Milken Educator Award on December 8, 2016. The Milken Educator Awards provide public recognition and individual financial rewards of \$25,000 to elementary and secondary school teachers, principals and specialists from around the country who are furthering excellence in education. Recipients are heralded in early to mid-career for what they have achieved and for the promise of what they will accomplish.

Roanoke County Public Schools has received a platinum certification in the 2016 Virginia School Boards Association's (VSBA) Green Schools Challenge, a friendly competition designed to encourage implementation of specific environmental policies and practical actions that reduce the carbon emissions generated by both the local school division and the broader community. This is the seventh year the awards were given out.



Roanoke County Public Schools had a strong year in terms of SOL performance. The school division was one of a minority of school districts in the state that has all of its schools fully accredited for the 2016-2017 school year based on 2015-2016 results. Furthermore, the School System exceeded the state average on 28 of 29 SOL tests and significantly increased overall performance in Algebra II, a key indicator of college readiness. The system excels in all areas, but the district's mathematics and reading performance at the middle school level is a particular highlight. The district's Math 7 results were the second highest result in the state (out of 132 school divisions).

**Roanoke County Public Schools
Annual Budget 2017-2018
Executive Summary**

The Roanoke County Public School's comprehensive annual financial report (CAFR) for the year ended June 30, 2016, from which some information in this publication has been drawn, was awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada (GFOA). The Certificate of Achievement is the highest form of recognition for the excellence in state and local government financial reporting. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized comprehensive annual financial report. This report must satisfy both generally accepted accounting principles and applicable legal requirements. A Certificate of Achievement is valid for a period of one year only. This was the 16th consecutive year that the School System has received this prestigious national award.

In addition, the Association of School Business Officials International (ASBO) awarded a Certificate of Excellence in Financial Reporting to the School System for its CAFR for the fiscal year ended June 30, 2016. The Certificate of Excellence program is similar to the GFOA Certificate of Achievement program and is an international award recognizing excellence in the preparation and issuance of school system financial reports. This was the 16th consecutive year that the School System has received this prestigious national award.

REQUESTS FOR INFORMATION

This budget document is designed to provide our citizens, taxpayers, and other stakeholders with a general overview of the School System's budget and to demonstrate the School System's accountability for the money it receives. Questions concerning this report or requests for additional financial information should be directed to

Penny A. Hodge, CPA, SFO
Assistant Superintendent of Finance and Operations
Roanoke County Public Schools
5937 Cove Road
Roanoke, Virginia 24019

(540) 562-3900

Or visit the School System's web site at www.rcs.k12.va.us.



**Roanoke County Public Schools
Annual Budget 2017-2018
School Board**



Mr. Timothy D. Greenway
Chairman
Vinton District



Mr. Jason B. Moretz
Vice-Chairman
Windsor Hills District



Mr. Donald T. Butzer
Catawba District



Mr. Jerry L. Canada
Hollins District



Mr. Michael A. Wray
Cave Spring District

Clerk to the Board.....Mrs. Angela B. Roberson

**Roanoke County Public Schools
Annual Budget 2017-2018
School Administration**

Dr. Greg Killough began his tenure as Superintendent of Roanoke County Public Schools on July 1, 2015. He is a native of Blacksburg, Virginia, and holds a Bachelor's degree from Virginia Tech, a Master's degree in Supervision and Human Development and an Educational Specialist Degree in Administration and Supervision from George Washington University, and a Doctorate in Education Administration and Supervision from the University of Virginia. Dr. Killough believes that education is a partnership between the schools, the parents, and the community.

Dr. Killough reorganized the School System in an effort to streamline administrative functions, provide an opportunity for leadership professional learning communities, and actively implement the Digital C-Change (collaboration, communication, creativity, and critical thinking) among school leaders.

In this effort, two management teams emerged, the Instructional Mission Team and the Operations Mission Team, composed of leadership staff as follows:

INSTRUCTIONAL MISSION TEAM

Dr. Rebecca G. Eastwood

Assistant Superintendent of Human Resources and Instruction

Director of Secondary Instruction.....	Mrs. Rhonda W. Stegall
Director of Elementary Instruction	Dr. Linda F. Wright
Director of Testing	Mr. Ben J. Williams
Director of Career and Technical Education	Mr. Jason D. Suhr
Director of Special Education	Dr. Jessica M. McClung
Director of Administration.....	Dr. Kenneth E. Nicely
Director of Human Resources.....	Mr. James R. Bradshaw
Community Relations Specialist.....	Mr. Chuck D. Lionberger

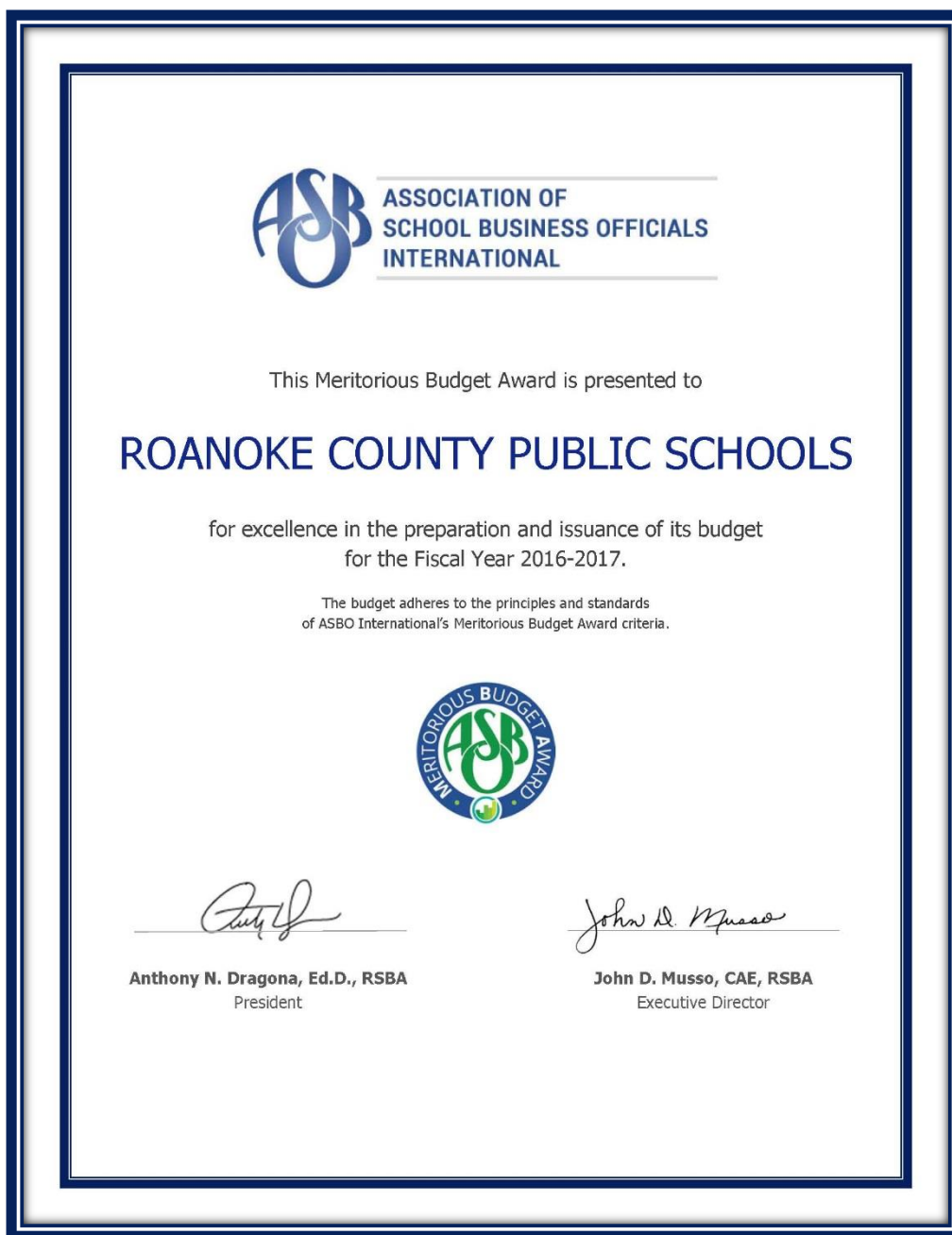
OPERATIONS MISSION TEAM

Mrs. Penny A. Hodge, CPA, SFO

Assistant Superintendent of Finance and Operations

Director of Facilities and Operations	Mr. George G. Assaid
Director of Finance	Mrs. Susan L. Peterson, CPA, MA
Supervisor of Nutrition	Mrs. Rhonda R. Huffman
Chief Information Officer	Mr. Jeff A. Terry
Supervisor of Transportation	Mr. Michael W. Stovall

**Roanoke County Public Schools
Annual Budget 2017-2018
ASBO Meritorious Budget Award**



The Association of School Business Officials International (ASBO) awarded the Meritorious Budget Award (MBA) to Roanoke County Public Schools for its Annual Budget for the 11th consecutive year for the 2016-2017 fiscal year. This nationally recognized program was established by ASBO to promote excellence in school budget presentation. The award is the highest recognition for school division budget operations offered by ASBO, and it is only conferred upon school systems that have met or exceeded the standards of the program. Participation in the MBA program validates the School System's commitment to budget and fiscal integrity and enhances the credibility of the School System's operations with the School Board and the community.





Debt Service Fund





Debt Service Fund

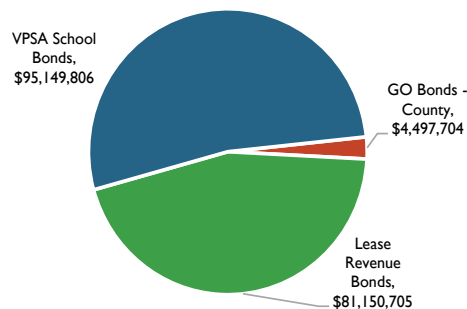
The Constitution of Virginia and the Public Finance Act of 1991 provide the authority for a county to issue general obligation debt secured solely by the pledge of its full faith and credit. A county also is authorized to issue debt secured solely by the revenues of the system for which the bonds are issued. There is no limitation imposed by state law or local ordinance on the amount of general obligation debt that a county may issue; however, with certain exceptions, all debt which is either directly or indirectly secured by the general obligation of a county must be approved at public referendum prior to issuance. Debt secured solely by the revenues generated by the system for which the bonds were issued may be issued in any amount without public referendum. The County has bond ratings on outstanding lease revenue bonds as follows: Standard & Poor's AA, Moody's Investor Services Aa2, and Fitch AA.

Debt Issuance to Date

As of June 30, 2016, the County of Roanoke had \$180,798,215 in outstanding long-term debt. This balance is comprised of:

General Obligation Bonds—County	\$ 4,497,704
Lease Revenue Bonds	81,150,705
VPSA School Bonds	<u>95,149,806</u>
Total County Obligations	\$ 180,798,215
Less: Bond Premium ¹	<u>(10,500,000)</u>
Total County Debt	\$ 170,298,215

**County Long-Term Debt
Obligations: \$180,798,215**
(as of June 30, 2016)



¹ Due to GASB regulations, bond premiums are considered long-term obligations, but are not payable by the County.



As part of the Adopted Fiscal Year 2018-2027 Capital Improvement Program, a total of \$8,675,000 in Lease/Revenue Bonds have been proposed to support projects in the FY 2018 Capital Year Budget. Those projects, with Lease/Revenue Bond amounts are as follows:

Project	Amount
Explore Park	\$4,400,000
Public Safety Radio Replacement	\$1,675,000
Self-Contained Breathing Apparatus Replacement	\$1,600,000
Public Service Center	<u>\$1,000,000</u>
Total	\$8,675,000

Additionally, Roanoke County Public Schools (RCPS) has proposed \$30,000,000 in Virginia Public School Authority (VPSA) Bonds to support the Cave Spring High School project.

Both Lease/Revenue and VPSA Bonds are subject to approval and appropriation by the Board of Supervisors.



Debt Service Fund

The Debt Service Fund accounts for all debt service associated with Roanoke County Public Schools (RCPS) and Roanoke County Government debt service payments, and individual bonds. Total debt service payments for both RCPS and the County will total \$18,851,613 in FY 2018. Of that total, \$6,988,354 (plus the appropriation of \$268,885 in year-end balance) is included in the County portion of the Summary of All Funds in the Financial Summaries of this document. The RCPS portion of \$11,863,259 in FY 2018 will be shown as part of the Component Unit Schools budget line once RCPS submits the FY 2018 budget which will subsequently be approved by the Board of Supervisors.

As previously mentioned, there is no limitation imposed by state law or local ordinance on the amount of debt that a County may issue; however, all debt that is secured by the general obligation of a County must be approved by referendum. Given this fact, the County must be acutely aware that as debt levels increase, expenditure flexibility is decreased. Bond rating agencies recommend a maximum debt service level of 10% of general fund expenditures and maximum long-term debt of 5% of assessed valuation.

Roanoke County's debt policy states debt service to general fund expenditures should not exceed 10%, net debt to assessed valuation should not exceed 3%, and net debt to bonded debt per capita should not exceed \$2,500. Debt service to general fund expenditures is projected to be 6.87% in FY 2017 and 6.65% in FY 2018. Debt as a percentage of taxable assessed value is projected to be 1.80% in FY 2017 and 2.05% in FY 2018. Net bonded per capita debt is projected to be \$1,796 in FY 2017 and \$2,073 in FY 2018. All of these ratios fall comfortably below County limits. In general terms, these ratios indicate that the County's current debt requirements will not adversely affect funding for future generations. However, it is extremely important to monitor fiscal position, give the debt requirements to which the County has committed.

County Debt Fund Appropriations					
Description	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Personnel	-	-	-	-	-
Non-Personnel	5,546,864	7,108,548	7,257,239	148,691	2.1%
Transfers & Other	-	-	-	-	-
Total	5,546,864	7,108,548	7,257,239	148,691	2.1%
Positions	0	0	0	0	-



Debt Service Fund

Revenue and Expenditure Summary				
	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	Inc/(Dec)
Revenue				
From Local Sources				
Locality Compensation Payment	\$ 124,624	\$ 124,301	\$ 125,284	\$ 983
Miscellaneous	113,443	-	-	-
Interest Income	7	-	-	-
Total	238,074	124,301	125,284	983
Transfers from Other Funds				
County General Fund	16,037,546	14,897,786	14,575,266	(322,520)
School Operating Fund	4,125,340	4,125,345	4,125,345	-
County General Fund - DSS Bldg.	81,703	-	-	-
Total Transfers	20,244,589	19,023,131	18,700,611	(322,520)
Total Revenues	20,482,663	19,147,432	18,825,895	(321,537)
Fund Balance - Beginning	203,734	203,734	294,603	90,869
Total Expenditures & Fund Balance	\$ 20,686,397	\$ 19,351,166	\$ 19,120,498	\$ (230,668)
Expenditures				
County Debt Service Payments				
General Obligation Bonds	961,439	963,814	962,414	(1,400)
Lease Purchases	779,912	-	-	-
Lease Revenue Bonds	3,505,553	5,848,604	5,987,282	138,678
Miscellaneous	5,357	87,548	38,658	(48,890)
Total Debt Service - County	5,252,261	6,899,966	6,988,354	88,388
School Debt Service Payments				
VPSA Bonds	13,269,850	12,210,713	11,750,915	(459,798)
Literary Loan Payments	1,862,433	-	-	-
Miscellaneous	7,250	31,905	112,344	80,439
Total Debt Service - Schools	15,139,533	12,242,618	11,863,259	(379,359)
Total Expenditures	20,391,794	19,142,584	18,851,613	(290,971)
Fund Balance - Ending	294,603	208,582	268,885	60,303
Total Expenditures & Fund Balance	\$ 20,686,397	\$ 19,351,166	\$ 19,120,498	\$ (230,668)



Other Long-Term Obligations

Roanoke Regional Airport Commission

On July 1, 1987, the Board of Supervisors committed to participation in the Roanoke Regional Airport Commission with the City of Roanoke. The Commission was established by legislative act of the Commonwealth of Virginia to own and operate the Roanoke Regional Airport. As of July 1, 1987, under agreement between the City of Roanoke and the County of Roanoke, the City transferred to the Commission airport real estate, personal property, and funds to pay unexpended balances from outstanding obligations. The Commission itself, issued \$7.3 million in revenue bonds in 1988 for the construction, expansion and equipment for a new airport terminal. These bonds have been retired in total. The Commission is responsible for paying all outstanding debt. The City and County, however, are responsible for their prorated share of any year-end operating deficits. The prorated share is based on the proportionate share of residents utilizing the airport facility from each locality. Roanoke County also paid a base service fee of \$264,640 each year through FY 1997. To date, the airport has not incurred any year-end operating deficits for which the City or County would be responsible.

Roanoke Valley Resource Authority

Roanoke County is also a member of the Roanoke Valley Resource Authority. The Authority is the successor to the Roanoke County Resource Authority and was chartered by the State Corporation Commission on January 10, 1992. The Charter members of the Authority include the County of Roanoke, the City of Roanoke, the Town of Vinton, and added in 2016, the City of Salem. The purpose of the Authority is to develop a regional solid waste disposal facility to dispose of non-hazardous solid waste generated within the Member jurisdictions. The Member Use Agreement has a minimum term of fifty years. It provides the Roanoke Valley Resource Authority with administrative responsibility for the regional waste disposal system. These responsibilities include development, construction, operation and maintenance of the Landfills in Roanoke County and the Transfer Station in Roanoke City.

Charter Members are required to make up any annual operating deficit of the Authority on a prorated basis. The prorated amount is based on each locality's population at the close of the preceding fiscal year. Initially, each Charter Member's prorated share was as follows: County of Roanoke, 40.78%; City of Roanoke, 54.86%; and the Town of Vinton, 4.36%. These percentages will be updated with the City of Salem joining the Authority beginning in 2016.

After the first full year of operations, the Members Use Agreement requires the Authority to pay an annual community fee (host fee) to the County of Roanoke and the City of Roanoke \$300,000 and \$100,000 respectively. The County's host fee will increase by \$50,000 in FY 2018. These payments are made in consideration of the Landfill's location in the County and the Transfer Station's location in the City. The new regional waste disposal began operations in May 1994.

Regional Center for Animal Care and Protection

The Regional Center for Animal Care and Protection (the Regional Pound) was created by an intergovernmental agreement dated December 11, 2012 between the charter members of the County, City of Roanoke, Town of Vinton, and Botetourt County pursuant to code section



3.26546 of the Code of Virginia which requires the governing body of each county, town, or city to maintain or cause a “pound” to be maintained and allows one or more local governing bodies to operate a single “pound” in conjunction with one another. This agreement established a format to transition the management of the “pound” from the Roanoke Valley Society for the Prevention of Cruelty to Animals to the governing localities and also established the County of Roanoke as the fiscal agent effective July 1, 2013. Participating localities are responsible for their pro-rata share of the operating budget, which is billed on a monthly basis. The County’s contribution in FY 2018 to the Regional Pound is estimated at \$265,000. In addition, the City of Roanoke issued \$1,829,500 in bonds on November 1, 2013 to purchase the property and equipment from the Roanoke Valley Society for the Prevention of Cruelty to Animals on behalf of the Regional Pound. Participating localities are responsible for their pro-rata share of the outstanding debt, which is billed on a quarterly basis. The County’s contribution for this debt for the fiscal year ending June 30, 2016 was \$311,979. The Regional Pound’s total FY 2018 budget was not finalized at the time this document was published, and will be included as part of the adopted operating budget document.

Western Virginia Water Authority

The Western Virginia Water Authority (the WVWA) was created by the County and the City of Roanoke on July 1, 2004. The WVWA is a full service authority that provides water and wastewater treatment to both County and City citizens. The WVWA is governed by a seven member board of which two are appointed by the County Board of Supervisors. The County has no financial responsibility for the debt issued by the WVWA.

In November 2007, the Board approved a three party agreement between the WVWA, Franklin County, and the County. The agreement is to provide for the construction of a water line in the Route 220 corridor from Clearbrook in Roanoke County to the Wirtz Plateau in Franklin County. The WVWA designed, constructed, and issued revenue bonds for this \$5.5 million project. Roanoke County’s contribution to this project is approximately \$2.3 million payable over 20 years, beginning in FY 2009. The County’s contribution to the WVWA for this project in FY 2017 is estimated at \$182,940.

Western Virginia Regional Jail Authority

The Counties of Roanoke, Franklin, Montgomery, and the City of Salem formed the Western Virginia Regional Jail Authority (WVRJA) in June 2005 for the purpose of developing and operating a regional jail authority for the benefit of the Member Jurisdictions. The Board consists of three representatives from each of the Member Jurisdictions. The Member Jurisdictions will each be responsible for a per diem cost based on their prisoner days used. The County’s contribution to the WVRJA based on current per diem rates and debt service in FY 2018 is estimated at \$3,005,110.



COUNTY OF ROANOKE, VIRGINIA
SUMMARY SCHEDULE OF NET FUTURE DEBT REQUIREMENTS
BY FISCAL YEAR

	General Obligation Serial Bonds		Virginia Public School Authority Bonds		Lease Revenue Bonds		Total Government Debt	
Fiscal Year	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2017	856,769	107,045	8,664,170	4,051,613	2,967,050	3,108,604	12,487,989	7,267,262
2018	875,760	86,654	8,612,694	3,643,291	3,232,050	2,982,282	12,720,504	6,712,227
2019	898,188	65,811	8,626,925	3,226,472	2,887,050	2,862,229	12,412,163	6,154,512
2020	918,865	44,434	7,995,492	2,840,204	3,002,050	2,743,416	11,916,407	5,628,054
2021	948,122	22,565	7,656,346	2,487,241	3,119,193	2,623,197	11,723,661	5,133,003
2022-2026	-	-	30,062,489	7,784,366	17,846,320	10,944,397	47,908,809	18,728,763
2027-2031	-	-	19,152,141	2,295,942	21,381,400	6,643,219	40,533,541	8,939,161
2032-2036	-	-	4,379,549	261,872	202,59808	2,810,413	24,639,357	3,072,285
2037-2038	-	-	-	-	6,455,784	223,039	6,455,784	223,039
Total	4,497,704	\$ 326,509	\$ 95,149,806	\$ 26,591,001	\$ 81,150,705	\$ 34,940,796	\$ 180,798,215	\$ 61,858,306

*Information above is as presented in the 2016 Comprehensive Annual Financial Report (CAFR).



Debt Policy and Projected Debt Ratios

One of the characteristics of a fiscally well-managed locality is the adoption of formal fiscal policies. On December 7, 2004, the County Board of Supervisors revised the debt policy which establishes guidelines and limitations for the issuance of debt. The documentation of these procedures gives rating agencies and County citizens the assurance that the issuance of debt is a well-planned transaction. In addition, this document sets forth three ratios that will monitor the affordability of the County's debt level.

The County will measure its level of debt through three ratios:

1. **Net Bonded Debt Per Capita** – This is the outstanding debt principal¹ divided by the population. The debt policy states that the County's net debt per capita should not exceed \$2,500. The County's net debt per capita is projected to be \$1,796 in FY 2017 and \$2,073 in FY 2018.
2. **Net Debt to Assessments** – This is the outstanding debt principal¹ divided by the market value assessment of all the property (real and personal) and located in the County. The debt policy states that the net debt to assessments ratio should not exceed 3%. The County's ratio is projected to be 1.80% in FY 2017 and 2.05% in FY 2018.
3. **Debt Service to General Fund Expenditures** – This is the debt service (principal and interest) paid in a year divided by the total general and school expenditures. The debt policy states that the debt service to general fund expenditures ratio should not exceed 10%. The County's net debt per capita is projected to be 6.87% in FY 2017 and 6.65% in FY 2018.

Net Debt is the amount of bonded debt that is payable from the general fund. The rating agencies are concerned with net debt because the citizens' ability to pay, the tax rate, and the assessed values impact it.

The debt policy also states that the Capital Improvement Plan will include a ten-year projection of the County debt ratios. This projection of ratios can be used to determine the County's ability to issue new debt. The attached schedules show a ten-year history of significant debt ratios.

¹ This includes debt to be paid from general tax dollars.



COUNTY OF ROANOKE, VIRGINIA
Ratios of General Bonded Debt Outstanding
(Unaudited)
Last Ten Fiscal Years

Fiscal Year	General Bonded Debt Outstanding					Percentage of Actual Value of Taxable Property	Per Capita
	General Obligation Debt	Lease Revenue Bonds	VPSA School Bonds	State Literary Bonds	Total		
2007	19,040,454	24,724,570	60,490,721	6,038,498	110,294,243	1.37%	1,213
2008	16,825,346	82,989,144	78,376,947	5,211,866	183,403,303	2.11%	2,028
2009	14,560,238	80,954,308	120,748,501	4,524,181	220,787,228	2.48%	2,430
2010	12,645,130	78,700,454	115,035,423	4,064,860	210,445,867	2.33%	2,312
2011	10,655,022	76,376,966	107,150,919	3,617,042	197,799,949	2.18%	2,141
2012	8,584,914	73,969,030	109,290,686	3,169,225	195,013,855	2.16%	2,104
2013	6,416,798	71,455,422	100,944,620	2,721,409	181,538,249	2.00%	1,947
2014	6,150,390	79,182,582	92,638,652	2,273,592	180,245,216	1.97%	1,944
2015	5,332,236	76,949,408	104,311,123	1,825,775	188,418,542	1.94%	2,014
2016	4,497,704	81,150,705	95,149,806	-	180,798,215	1.83%	1,928

*Information above is as presented in the 2016 Comprehensive Annual Financial Report (CAFR).



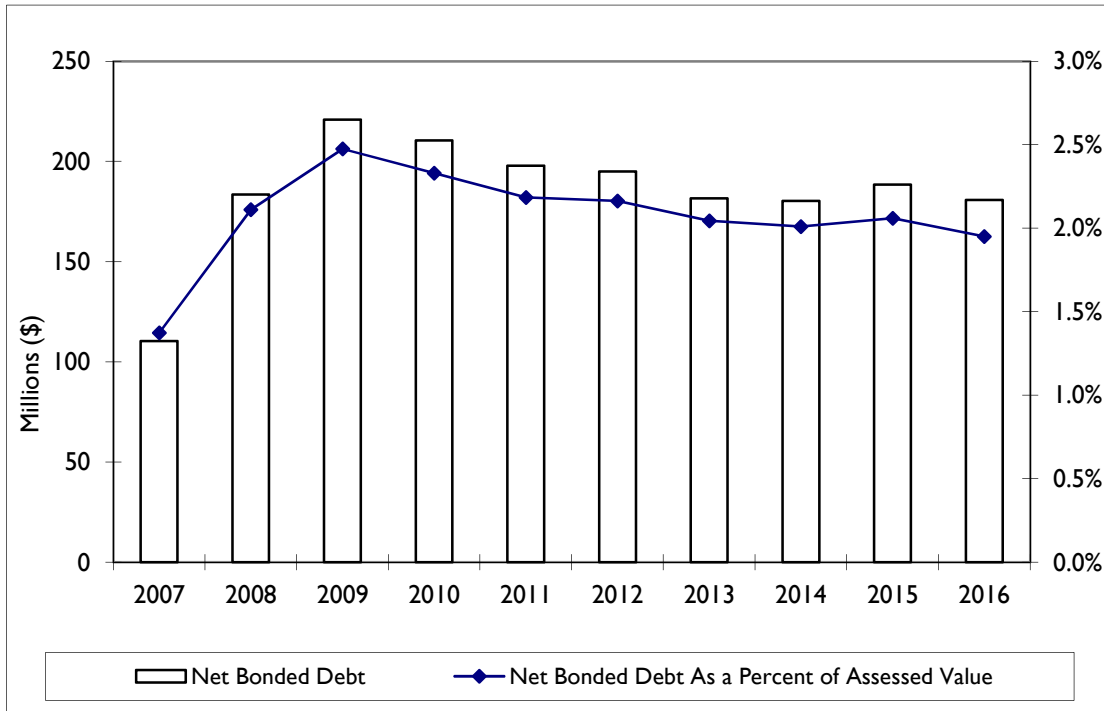
COUNTY OF ROANOKE, VIRGINIA
Debt Policy Information
(Unaudited)
Last Ten Fiscal Years

	Fiscal Year									
	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
General bonded debt outstanding										
General Obligation Bonds	\$ 4,497,704	\$ 5,332,236	\$ 6,150,390	\$ 6,416,798	\$ 8,584,914	\$ 10,655,022	\$ 12,645,130	\$ 14,560,238	\$ 16,825,346	\$ 19,040,454
Lease Revenue Bonds	81,150,705	76,949,408	79,182,582	71,455,422	73,989,030	76,376,966	78,700,454	80,954,238	82,989,144	24,724,570
VPSA School Bonds	95,149,806	104,311,123	92,638,652	100,944,620	109,290,686	107,150,919	115,035,423	120,748,501	78,376,947	60,490,721
State Literary Bonds	-	1,825,775	2,273,592	2,721,409	3,169,225	3,617,042	4,064,860	4,524,181	5,211,866	6,038,498
Total net debt applicable to debt limits	\$ 180,798,215	\$ 188,418,542	\$ 180,245,216	\$ 181,538,249	\$ 195,013,855	\$ 197,799,949	\$ 210,445,867	\$ 220,787,158	\$ 183,403,303	\$ 110,294,243
Ratio of net debt to assessed taxable property value	1.95%	2.06%	2.01%	2.04%	2.16%	2.18%	2.33%	2.48%	2.11%	1.37%
Debt limit per policy for property value	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Per capita	\$ 1,928	\$ 2,014	\$ 1,944	\$ 1,947	\$ 2,104	\$ 2,141	\$ 2,312	\$ 2,430	\$ 2,028	\$ 1,213
Debt limit per policy for per capita	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Debt service to general governmental expenditures	7.57%	7.14%	7.20%	8.51%	8.29%	8.51%	7.79%	7.30%	5.29%	5.48%
Debt limit per policy for general governmental expenditures	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%

*Information above is as presented in the 2016 Comprehensive Annual Financial Report (CAFR).



Net Bonded Debt

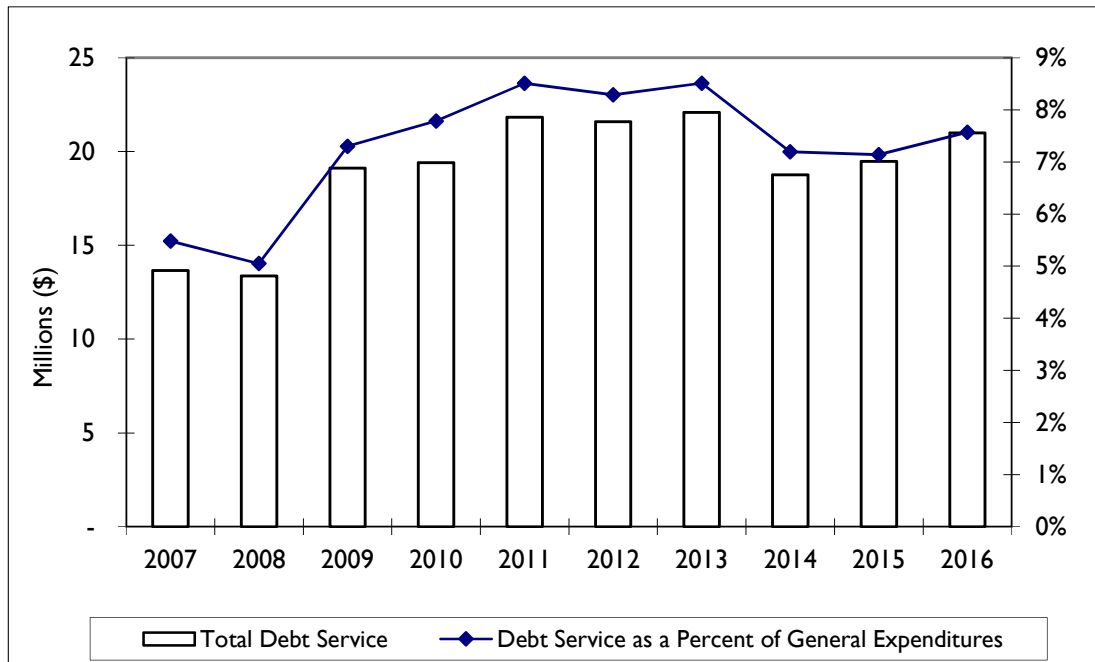


Fiscal Year	Net Bonded Debt	Assessed Value	Net Bonded Debt As a Percent of Assessed Value
2007	110,294,243	8,033,935,397	1.37%
2008	183,403,303	8,684,704,122	2.11%
2009	220,787,158	8,920,149,879	2.48%
2010	210,445,867	9,034,534,055	2.33%
2011	197,799,949	9,059,274,545	2.18%
2012	195,013,855	9,015,598,460	2.16%
2013	181,538,249	8,881,396,900	2.04%
2014	180,245,216	8,963,207,870	2.01%
2015	188,418,542	9,130,102,050	2.06%
2016	180,798,215	9,275,943,131	1.95%

*Net bonded debt from the 2016 Comprehensive Annual Financial Report (CAFR).



Debt Service as a Percent of General Expenditures



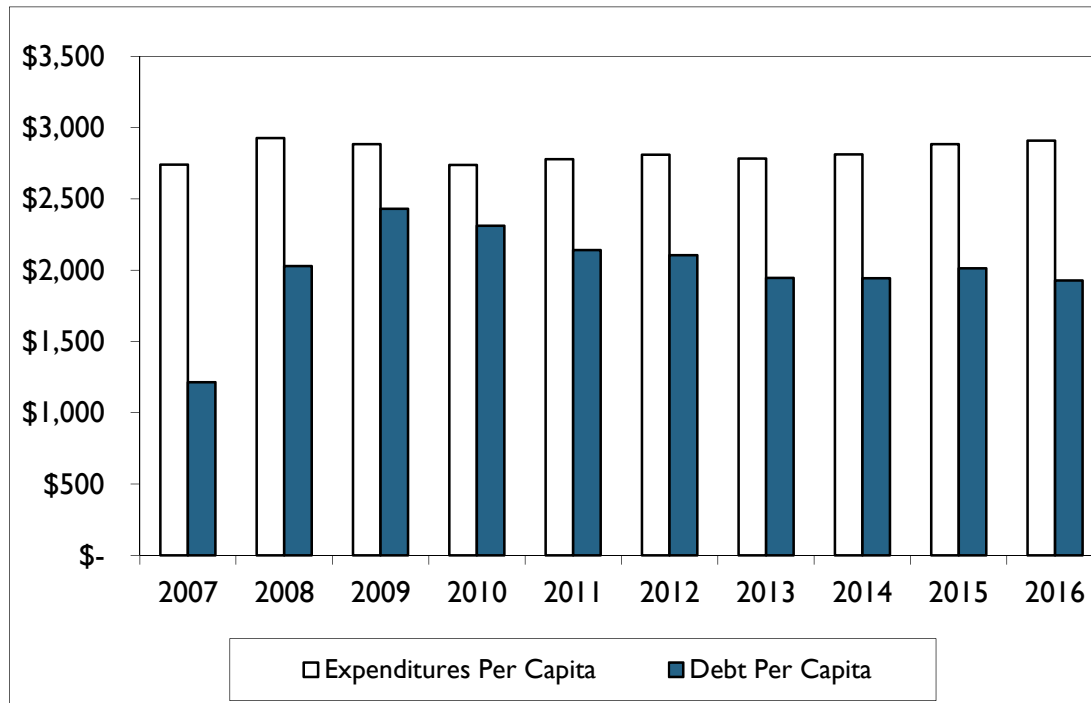
Fiscal Year	Total Debt Service	Total General Government Expenditures	Debt Service as a Percent of General Expenditures
2007	13,655,117	249,160,213	5.48%
2008	13,364,984	264,653,129	5.05%
2009	19,122,916	262,011,427	7.30%
2010	19,401,848	249,134,370	7.79%
2011	21,832,457	256,591,051	8.51%
2012	21,585,152	260,467,376	8.29%
2013	22,082,701	259,471,652	8.51%
2014	18,761,096	260,674,387	7.20%
2015	19,479,629	269,891,195	7.14%
2016	20,996,153	272,818,478	7.57%

Notes:

The County does not have any overlapping debt. General Government expenditures include the General Fund and Component Unit (School) data.



Debt and Expenditures Per Capita



Fiscal Year	Population	Total General Government Expenditures	Expenditures Per Capita	Net Bonded Debt	Debt Per Capita
2007	90,902	249,160,213	2,741	110,294,243	1,213
2008	90,420	264,653,129	2,927	183,403,303	2,028
2009	90,867	262,011,427	2,883	220,787,158	2,430
2010	91,011	249,134,370	2,737	210,445,867	2,312
2011	92,376	256,591,051	2,778	197,799,949	2,141
2012	92,687	260,467,376	2,810	195,013,855	2,104
2013	93,256	259,471,652	2,782	181,538,249	1,947
2014	92,703	260,674,387	2,812	180,245,216	1,944
2015	93,569	269,891,195	2,884	188,418,542	2,014
2016	93,775	272,818,478	2,909	180,798,215	1,928

*Population from VaStat, a service of the Weldon Cooper Center for Public Service.

**Net bonded debt from the 2016 Comprehensive Annual Financial Report (CAFR).



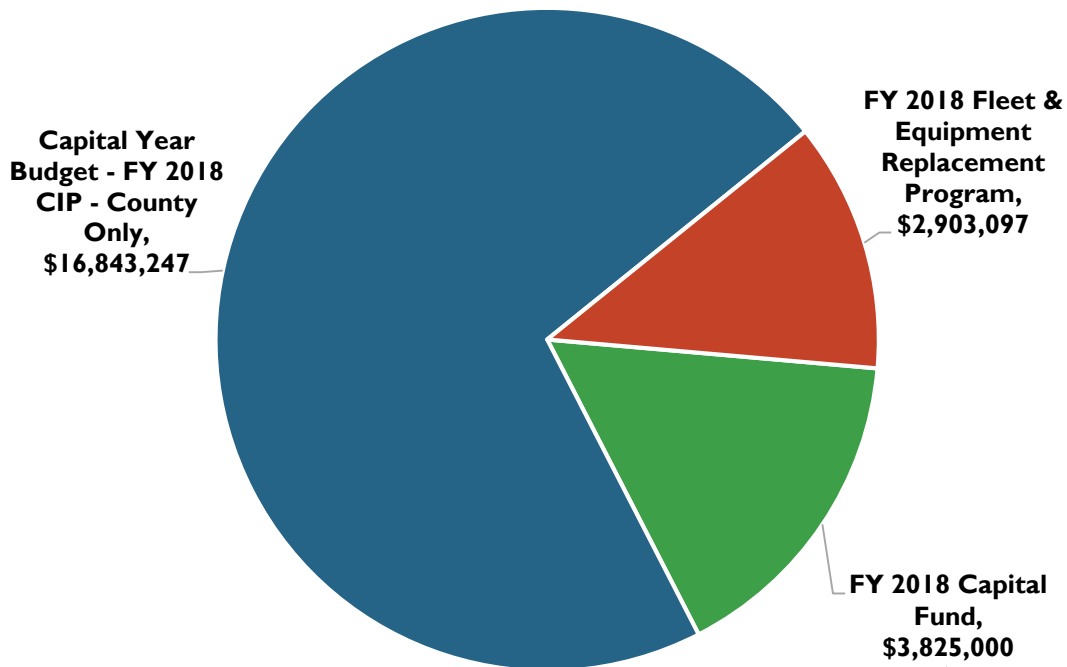


Capital Fund





FY 2018 Capital Fund \$23,571,344



Note: The FY 2018 Capital Fund is calculated by taking the total proposed amount and removing funding captured in the CIP and Fleet and Equipment Replacement Program.

Capital Fund Summary					
	Adopted FY 2016	Adopted FY 2017	Proposed FY 2018	\$ Change FY 17-18	% Change FY 17-18
FY 2018 Capital Fund	\$ 6,028,741	\$ 6,212,651	\$ 6,424,151	\$ 211,500	3.40%
Back out General Fund					
* Transfer to CIP	(1,458,574)	(932,804)	(1,032,804)	(100,000)	10.7%
Back out General Fund					
* Transfer to Fleet Replacement	0	0	(1,566,347)	(1,566,347)	-
Capital Year Budget - FY 2018 CIP - County Only	7,349,074	4,868,581	16,843,247	11,974,666	246.0%
FY 2018 Fleet & Equipment Replacement Program	0	0	2,903,097	2,903,097	-
Total Capital Fund Appropriation	11,919,241	10,148,428	23,571,344	13,422,916	132.3%

* The Capital Fund and Capital Year Budget – FY 2018 CIP are within the same accounting fund. In order to calculate the correct appropriation amount, the General Fund Transfers to the CIP and Fleet Replacement must be backed out since those funds are shown as part of the total CIP and Fleet budgets. This prevents duplication of an appropriation amount.



Capital Fund

Beginning with the Fiscal Year 2018 operating budget document, the Capital Fund is separated into three distinct sections to differentiate between the types of capital improvements recommended for funding. These sections include the Fiscal Year (FY) 2018 Capital Fund supported by the General Government Fund; the FY 2018 Capital Year Budget of the Fiscal Year 2018 – 2027 Capital Improvement Program; and the FY 2018 Fleet and Equipment Replacement Program. Each of the sections provides details on the types of capital investments being made by the County of Roanoke.

The **FY 2018 Capital Fund supported by the General Government Fund** accounts for General Government Fund support of capital projects and initiatives. Transfers are made from the General Government Fund to support economic development incentives, contributions to the County/Schools debt fund, and on-going capital maintenance for County facilities and systems. The total FY 2018 Capital Fund expenditure budget (\$6,424,151 in FY 2018) is offset by a transfer from the School/County Debt Fund which supports County and Schools capital project initiatives and offsets the total support required from the County's General Government Fund. In Fiscal Year 2018, the offsetting transfer totals \$2,798,772, which reduces the General Government contribution to the Capital Fund to \$3,625,379. The transfer from the General Government Fund to the FY 2018 Capital Fund is budgeted in the Transfers section of this document. Details of the FY 2018 Capital Fund are found on the next page.

The **FY 2018 Capital Year Budget** represents the first year of the FY 2018-2027 Capital Improvement Program (CIP). Only the first year of the County's CIP (\$16,843,247 in FY 2018) is formally appropriated by the Board of Supervisors. Years two through ten of the program are utilized for fiscal planning purposes.

The FY 2018 Capital Year Budget captures projects supported by the General Government Transfer as well as other funding sources outside of the General Government Fund. These funding sources can include but are not limited to bonds, grants, use of reserves, private capital contributions, and contributions from other localities. FY 2018 Capital Year Budget funding and project summaries can be found within this section of the document.

The FY 2018-2027 Capital Improvement Program was approved by the Board of Supervisors on May 23, 2017. It contains a ten-year plan of capital projects and expenditures for both the County and Roanoke County Public Schools. The Adopted FY 2018-2027 CIP can be found on-line at: <http://www.roanokecountyva.gov/index.aspx?NID=590>.

The **FY 2018 Fleet and Equipment Replacement Program** accounts for the replacement of light fleet (including police vehicles), non-specialized heavy fleet, solid waste vehicles, Fire and Rescue apparatus, and departmental heavy equipment. Fleet funding has been appropriated in prior fiscal years through transfers from the General Government Fund, specific General Government departmental budgets, and other General Fund budgets. However, the total of the Fleet Replacement Plan had not been shown in full as part of the annual Capital Fund appropriation. FY 2018 utilizes best budgeting practices to account for the Fleet and Equipment Replacement budget as part of the total Capital Fund. While the entire ten-year fleet replacement plan is shown in this document, only the first year (\$2,903,097 in FY 2018) of the ten-year plan is appropriated. The ten-year Fleet Replacement Program is updated annually.



FY 2018 Capital Fund Supported by the General Government Fund

Capital Fund Summary			
Project/Transfer	Budget FY 2017	Proposed FY 2018	\$ Increase (Decrease)
County Deposit to Future School/County Debt Fund: A joint debt service program was established with Roanoke County Public Schools to fund the future capital needs of both Roanoke County and the Schools.	\$ 2,200,000	\$ 2,200,000	\$ -
Economic Development Incentives: Incentives designed to attract new businesses to the area and encourage existing businesses to expand by offering tax reimbursements from the County.			
Ardagh	650,000	650,000	-
Allstate	150,000	150,000	-
HyperGen	37,500	-	(37,500)
South Peak CDA	311,000	560,000	249,000
Total Economic Development Incentives	1,148,500	1,360,000	211,500
Lawson Payroll System Hosting: Supports the Human Resource and Payroll administration duties of the County, the Roanoke County Schools, the Roanoke Valley Resource Authority, the Western Virginia Regional Jail, and other entities for which the County is the fiscal agent.	225,000	225,000	-
Parks & Recreation Community Incentives: Provides matching funds to non-profit community service groups, individuals, or corporations donating funds to capital improvements for County owned park and recreation facilities.	25,000	25,000	-
Bent Mountain Community Center: Maintenance and operations of facility.	15,000	15,000	-
General Fund Transfer to CIP	932,804	1,032,804	100,000
General Fund Transfer to Fleet Replacement	1,666,347	1,566,347	(100,000)
Subtotal, Capital Fund	\$ 6,212,651	\$ 6,424,151	\$ 211,500
Offsetting Transfer from Future School/County Debt Fund to cover debt service	(3,119,838)	(2,798,772)	321,066
Total FY 2018 General Fund Transfer to Capital Fund (Budgeted in Transfers Section)	\$ 3,092,813	\$ 3,625,379	\$ 532,566





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July 1, 2017

To the Honorable Chairman and Members of the Board of Supervisors, and the Citizens of Roanoke County, Virginia:

On May 23, 2017, the Roanoke County Board of Supervisors adopted the fiscal year 2018-2027 Capital Improvement Program (CIP). The County Administrator's proposed fiscal year 2018-2027 CIP was presented to the Board of Supervisors on January 24, 2017. The Board of Supervisors deliberated over projects and funding included in the CIP over the following months, culminating with the adoption of the ten-year CIP.

From the County Administrator's proposed CIP to the Board of Supervisors adopted CIP, the Board of Supervisors approved several changes to the ten-year plan. These changes included:

- Adding a project for Buck Mountain Road / Starkey Road Intersection improvements. Funding in the amount of \$80,000 is a proffer from Valley Management, Inc.
- Funding for the Roanoke River East Greenway project was reduced by \$280,000. The \$280,000 in funding from unrestricted cash sources was appropriated by the Board of Supervisors in fiscal year 2016-2017. It is not necessary to appropriate these funds again in fiscal year 2017-2018. There is no change to the total project budget.
- Funding for the Green Ridge Recreation Center Emergency Generator and Shelter project was reduced by the \$70,000. The \$70,000 in funding from grants was appropriated by the Board of Supervisors in fiscal year 2016-2017. It is not necessary to appropriate these funds again in fiscal year 2017-2018. There is no change to the total project budget.
- Funding in the amount of \$25,000 annually was added to the Countywide Computer Replacement project to account for the replacement of Library administration computers. The sources of funding is a transfer from the Communications and Information Technology Fund.

In addition to the County's capital projects, this document contains information on the Roanoke County Public Schools (RCPS) ten-year CIP. When the County Administrator's CIP was proposed in January, the Roanoke County Public Schools (RCPS) fiscal year 2018-2027 had yet to be finalized. The CIP was presented to the Board of Supervisors at a joint work session on February 7, 2017 and deliberated in the following months along with the County's CIP. The



information contained in this document reflects the RCPS ten-year CIP approved by the Board of Supervisors on May 23, 2017.

As part of this section of the budget document, the County Administrator's January 24, 2017 transmittal letter to the Board of Supervisors has been included, as it provides details into the priorities of the ten-year CIP. The remainder of the document has been updated to reflect the fiscal year 2018-2027 CIP adopted by the Board of Supervisors on May 23, 2017.

The entire Capital Improvement Program document is available on-line at:

<http://www.roanokecountyva.gov/index.aspx?NID=80>.

Sincerely,

Christopher R. Bever
Director, Roanoke County Office of Management and Budget



January 24, 2017

Chairman P. Jason Peters
Members, Board of Supervisors
Roanoke County Administration Building
5204 Bernard Drive
Roanoke, Virginia 24018

Dear Chairman Peters and Members of the Board of Supervisors:

Attached for your consideration is my Proposed FY 2018 – FY 2027 Capital Improvement Program (CIP). Please note that at the time of the printing of this document, the Roanoke County Public Schools (RCPS) had not finalized their CIP request. When the School Board approves their FY 2018 – FY 2027 CIP, staff will review the request and provide the Board of Supervisors with an addendum to this document.

This ten-year capital plan continues to seek balance between maintaining the public's investment in existing capital infrastructure while providing resources to support catalyst economic development projects that will propel our community's economic growth. The plan is fiscally balanced, adheres to all Board of Supervisors approved fiscal policies, and utilizes sound, long-term financial planning principles. As presented, the County's FY 2018 – FY 2027 CIP totals \$71.5 million in capital projects over the life of the ten-year plan.

Project Priorities

There are three primary focus areas for this ten-year CIP: maintain our existing assets and capabilities; address technology infrastructure needs; and provide resources for our County's catalyst economic development projects.

Maintaining Existing Assets and Capabilities

As proposed, over \$15.5 million is committed to Capital Maintenance Program (CMP) projects during the next ten years. These funds ensure existing infrastructure in General Services, Parks, Recreation & Tourism, and the Sheriff's Office, remain functional and safe for our citizens, visitors, and employees.

Approximately \$13 million is directed to the replacement of the County's Public Service Center. This project will relocate the County's outdated and flood-prone Public Service Center located on Kessler Mill Road. While some operations that are not impacted by the flooding may remain



at the site, most General Services, Parks, Recreation & Tourism, and some Community Development operations will be moved to strategic locations in the County to provide efficient services for our citizens and a safe and secure working environment for our employees.

The ten-year capital plan makes modest investments in our transportation infrastructure and leverages transportation infrastructure funding offered through the Virginia Department of Transportation (VDOT) Revenue Sharing program. It is prudent that the County maximize the use of Revenue Sharing dollars while these funds are available. Recent revisions to the Commonwealth's transportation funding model are expected to significantly decrease the availability of Revenue Sharing program dollars in the near future making it incumbent on the County to consider other means for financing our local transportation needs.

Federal mandates in the area of stormwater run-off and pollutant discharge require the County to fund improvements to our current stormwater infrastructure and create new infrastructure where necessary. Over \$5.5 million is planned in the ten-year CIP for stormwater improvements, with \$1.6 million of the total planned from the competitive Commonwealth administered Stormwater Local Assistance Fund (SLAF).

Lastly, the proposed CIP includes funding for the replacement of Self-Contained Breathing Apparatus (SCBA) utilized by firefighters. A total of \$1.6 million is included in the CIP for this effort. In last year's CIP, staff was optimistic that a grant would be awarded to the County to offset a large portion of those replacement costs. However, in the summer of 2016, staff received notice that the grant was not awarded, leaving the full cost of replacement to the County. While the County continues to apply for grants, County resources must remain committed as the SCBAs have reached the end of their useful lives and must begin to be replaced in FY 2018.

Technology Infrastructure

The proposed CIP addresses technology infrastructure requirements, most notably projects that upgrade our existing public safety technology infrastructure. Over \$4.1 million is planned in FY 2018 – FY 2019 for improvements which includes \$3.2 million for new public safety radios. These radios must be upgraded, as the old radios acquired in 2002 are no longer manufactured and parts production for those radios is scheduled to end in 2019.

Also included as part of the CIP for the first time are two technology projects that previously were shown as part of the Communications/Information Technology (CommIT) budget. Our technology infrastructure supports the delivery of citizen services in our buildings and parks, and must be maintained and updated as technology continues to evolve.

The proposed capital program includes approximately \$8.0 million in funding that was previously budgeted in the Communications/Information Technology Fund. These monies provide for systematic replacement and upgrade of computers and network infrastructure critical to service delivery.



Catalyst Economic Development Projects

During Fiscal Year 2016, the Board authorized three “catalyst” economic development projects intended to foster the economic growth of the County and region. The proposed capital program includes the funding necessary to support these initiatives which include Explore Park, Roanoke County Broadband, and Woodhaven property acquisition and development. A total of \$12.4 million is budgeted for these three projects in the FY 2018 – FY 2027 CIP.

Community Strategic Plan

New to this year’s CIP is the inclusion of information linking projects to the County’s Community Strategic Plan approved by the Board of Supervisors in August 2016. Each project identifies a clear link to the Community Strategic Plan – or our internal Organizational Strategic Plan if more applicable – to tie the allocation of our resources towards meeting the goals and objectives set forth in each of the plans. As the Community and Organizational Strategic Plans become ingrained in our planning process, future allocation of resources will be linked more specifically to an expected strategic outcome.

Conclusion

The Proposed FY 2018 – FY 2027 CIP reflects our continued prioritization of public asset maintenance and strategic investment that either leverages additional resources or positions the County to realize future economic benefit. The CIP is fiscally balanced, achievable, and reflects the Board of Supervisors preference for limiting long-term debt obligations by utilizing cash sources to provide for 65% of all County project expenditures.

There are a number of projects which were submitted for consideration in the CIP process but not included in this proposal (see Appendix B for a listing). While many of these projects are needed and merit inclusion in the plan, the lack of available resources and prioritization of other needs over those projects excludes them from this ten-year plan.

As you consider this plan over the coming months, County staff will facilitate work sessions and provide budget memoranda on the projects contained in (or excluded from) this plan that require additional analysis. County staff dedicates numerous hours behind the scenes to prepare the CIP for your review. I would like to recognize the hard work of our Department Directors, Constitutional Officers, and their staff in the development of this ten-year CIP. I appreciate the role that they play in creating a fiscally responsible plan that will help meet our County’s capital infrastructure needs for the next decade.

Sincerely,

Thomas C. Gates
Roanoke County Administrator





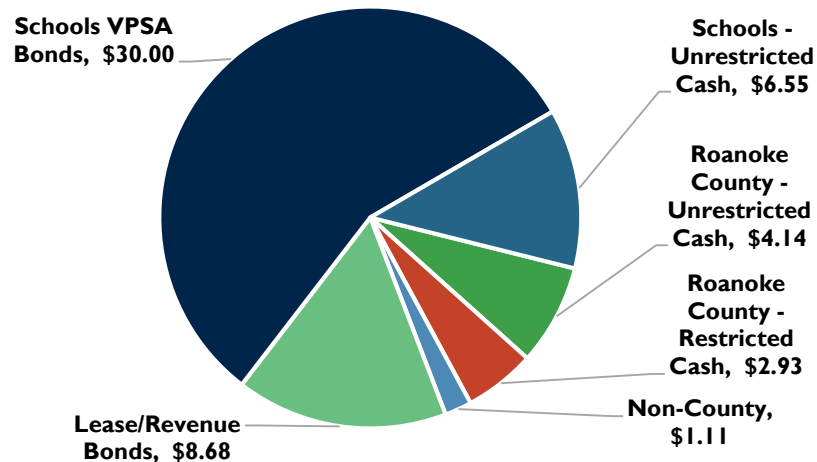
FY 2018 Capital Year Budget (Includes Roanoke County Public Schools)

The FY 2018 Capital Year Budget is the first year of the ten-year Capital Improvement Program (CIP). The County Administrator's Proposed FY 2018-2027 CIP was presented to the Board of Supervisors on January 24, 2017. The information below details the County's FY 2018 Capital Year Budget which is formally appropriated by the Board of Supervisors. A summary is provided on all recommended projects as well as funding sources. Also included as information is the Roanoke County Public Schools FY 2018 Capital Year Budget as presented at the February 7, 2017 Board of Supervisors and School Board work session. The full Roanoke County FY 2018-2027 CIP can be found at: <http://www.roanokecountyva.gov/index.aspx?NID=590>.

FY 2018 Capital Year Budget Funding Sources - County and Schools

\$53,393,247

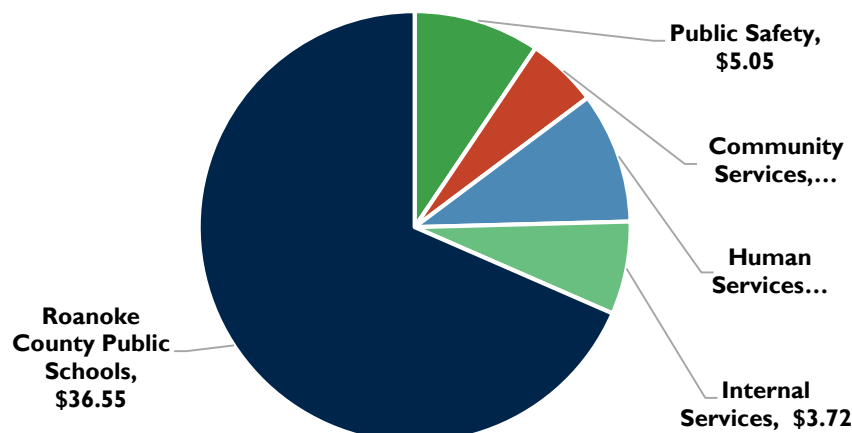
(\$ in millions)



FY 2018 Capital Year Budget Projects - County and Schools

\$53,393,247

(\$ in millions)





FY 2018 Capital Year Budget Summary of Adopted Funding Sources – County and Schools

FY 2018 Capital Year Budget Roanoke County Funding Sources	FY 2018 Amount
Roanoke County - Unrestricted Cash	
Transfer from General Fund	\$1,032,804
One-Time Additional Transfer from General Fund	200,000
Close-out of Capital Projects (TBD)	109,500
2015 VPSA Refunding (County Portion)	55,912
Capital Reserves - County	153,420
Debt Fund - County	478,364
Sale of Assets	2,105,000
Subtotal, Roanoke County - Unrestricted Cash	4,135,000
Other County Cash Sources (Restricted)	
Transfer from Fee Class (Parks & Recreation)	200,000
CommIT Fund Transfer	825,000
CommIT Fund Balance	1,207,000
Corridor Improvements Project Balance	55,000
Economic Development Funds	588,247
Transfer from Fleet Service Center	50,000
Subtotal, Roanoke County - Restricted Cash	2,925,247
Non-County Funding Sources	
Schools Contribution	50,000
DEQ Stormwater Local Assistance Fund	400,000
Transportation Alternatives Grants	220,000
Private Capital Contributions	120,000
Contribution from Town of Vinton	210,000
Contribution from Franklin County	108,000
Subtotal, Non-County Funding Sources	1,108,000
County Bond Issues	
County Bond Issue (Lease/Revenue Bonds)	8,675,000
Subtotal, County Bond Issues	8,675,000
Subtotal, FY 2018 Proposed County CIP Funding	\$16,843,247



FY 2018 Capital Year Budget Roanoke County Public Schools Funding Sources	FY 2018 Amount
Roanoke County Public Schools - Unrestricted Cash	
Major Capital Reserves	\$2,884,376
2015 VPSA Refunding (Schools Portion)	163,560
Debt Fund - Schools	2,502,064
CIP Joint Funding Plan for CIP	1,000,000
Subtotal, Roanoke County Public Schools - Unrestricted Cash	6,550,000
Virginia Public School Authority (VPSA) Bonds	
VPSA Bonds	30,000,000
Subtotal, VPSA Bonds	30,000,000
Subtotal, FY 2018 Proposed Schools CIP Funding (as of February 7, 2017)	\$36,550,000
Total, FY 2018 Proposed County & Schools CIP Funding	\$53,393,247

FY 2018 Capital Year Budget Summary of Proposed Projects – County and Schools

FY 2018 Capital Year Budget Roanoke County Projects Functional Team/Department/Project	FY 2018 Amount
Public Safety	
Fire & Rescue	
Hollins Fire & Rescue Parking Lot	\$152,000
Self-Contained Breathing Apparatus Replacement	1,600,000
Sheriff	
Capital Maintenance Program	95,000
Communications & Information Technology	
Public Safety Radio Replacement	3,200,000
Subtotal, FY 2018 Public Safety Projects	5,047,000



FY 2018 Capital Year Budget Roanoke County Projects Functional Team/Department/Project	FY 2018 Amount
Community Services	
Community Development	
VDOT Revenue Sharing Projects (Small Projects)	65,000
Lila Drive Intersection & Reconstruction	150,000
Dry Hollow Road Safety Improvements	375,000
Williamson Road Pedestrian Improvements	275,000
Buck Mountain Road/Starkey Road Intersection	80,000
Stormwater Management	
NPDES - Leachate Management (Dixie Caverns)	225,000
Maintenance of Effort - Drainage	235,000
NPDES - MS4 BMP Construction	850,000
Economic Development	
Roanoke County Broadband Initiative	386,093
Woodhaven Property Acquisition & Improvements	202,154
Subtotal, FY 2018 Community Services Projects	2,843,247
Human Services	
Parks, Recreation & Tourism	
Capital Maintenance Program	710,000
Roanoke River East Greenway	20,000
Explore Park	4,400,000
Library	
Security Cameras for Library Branches	108,000
Subtotal, FY 2018 Human Services Projects	5,238,000
Internal Services	
Communications & Information Technology	
County-Wide Computer Replacement	275,000
IT Infrastructure Replacement Capital Maintenance	550,000
Finance	
Human Resources and Payroll Modules	100,000
General Services	
Capital Maintenance Program	850,000
Green Ridge Rec Center Generator & Emergency Shelter	230,000
Administration Building Chiller	210,000
Public Service Center Construction	1,500,000
Subtotal, FY 2018 Internal Services Projects	3,715,000
Subtotal, FY 2018 Proposed County CIP Projects	\$16,843,247



FY 2018 Capital Year Budget Roanoke County Public Schools Projects	FY 2018 Amount
Roanoke County Public Schools Projects	
Cave Spring High School	\$35,500,000
Capital Maintenance Program	1,000,000
Human Resources and Payroll Modules	50,000
Subtotal, FY 2018 Proposed Schools CIP Funding (as of February 7, 2017)	\$36,550,000
Total, FY 2018 Proposed County & Schools CIP Funding	\$53,393,247



County of Roanoke, Virginia
FY 2018 - FY 2027 Adopted Capital Improvement Program
Summary of County & Schools Funding Sources

Funding Type	Roanoke County Funding Sources										Total FY 18-27
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Roanoke County - Unrestricted Cash											
Transfer from General Fund	\$1,032,804	\$1,469,363	\$1,565,782	\$1,565,709	\$1,569,679	\$1,667,743	\$1,769,953	\$1,866,468	\$1,966,468	\$1,986,163	\$16,460,132
One-Time Additional Transfer from General Fund	200,000	200,000	0	0	0	0	0	0	0	0	400,000
Close-out of Capital Projects (TBD)	109,500	0	0	250,000	0	250,000	0	250,000	0	250,000	1,109,500
2015 VPSA Refunding (County Portion)	55,912	70,913	70,512	110,888	113,512	114,138	114,806	112,556	112,556	113,506	989,299
Capital Reserves - County	153,420	996,028	1,089,800	99,821	196,900	234,193	532,240	33,460	912,630	80,017	4,328,509
Debt Fund - County	478,364	277,975	276,884	276,487	276,784	277,825	279,609	280,812	276,487	279,309	2,980,536
Debt Fund Reserve	0	0	0	0	0	0	0	0	0	384,983	384,983
Sale of Assets	2,105,000	0	0	0	0	0	0	0	0	0	2,105,000
Subtotal, Roanoke County - Unrestricted Cash	4,135,000	3,014,279	3,002,978	2,302,905	2,156,875	2,543,899	2,696,608	2,543,296	3,268,141	3,093,978	28,757,959
Other County Cash Sources (Restricted)											
Transfer from Fee Class (Parks & Recreation)	200,000	200,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,800,000
Commit Fund Transfer	825,000	825,000	825,000	825,000	825,000	825,000	825,000	825,000	825,000	825,000	8,250,000
Commit Fund Balance	1,207,000	792,000	0	0	0	0	0	0	0	0	1,999,000
Corridor Improvements Project Balance	55,000	0	0	0	0	0	0	0	0	0	55,000
Economic Development Funds	588,247	163,540	163,540	163,540	163,540	0	0	0	0	0	1,242,407
Transfer from Fleet Service Center	50,000	0	0	0	0	0	0	0	0	0	50,000
Subtotal, Roanoke County - Restricted Cash	2,925,247	1,980,540	1,288,540	1,288,540	1,288,540	1,125,000	1,125,000	1,125,000	1,125,000	1,125,000	14,396,407
Non-County Funding Sources											
Schools Contribution	50,000	350,000	350,000	0	0	0	0	0	0	0	750,000
Public Safety Grants	0	75,000	0	0	0	0	0	0	0	0	75,000



Summary of County Funding (continued)

Funding Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total FY 18-27
DEQ Stormwater Local Assistance Fund	400,000	0	0	400,000	0	0	400,000	0	0	400,000	1,600,000
Transportation Alternatives Grants	220,000	0	0	0	0	0	0	0	0	0	220,000
Private Capital Contributions	120,000	0	0	0	0	0	0	0	0	0	120,000
Contribution from Town of Vinton	210,000	0	0	0	0	0	0	0	0	0	210,000
Contribution from Franklin County	108,000	0	0	0	0	0	0	0	0	0	108,000
Contributions from City of Salem	0	32,000	150,000	0	0	0	0	0	0	0	182,000
Subtotal, Non-County Funding Sources	1,108,000	457,000	500,000	400,000	0	0	400,000	0	0	400,000	3,255,000
County Bond Issues											
County Bond Issue (Lease/Revenue Bonds)	8,675,000	12,300,000	0	0	4,110,000	0	0	0	0	0	25,085,000
Subtotal, County Bond Issues	8,675,000	12,300,000	0	0	4,110,000	0	0	0	0	0	25,085,000
Total, FY 18-27 County CIP Funding	\$16,843,247	\$17,751,819	\$4,791,518	\$3,991,445	\$7,555,415	\$3,668,899	\$4,221,608	\$3,668,296	\$4,393,141	\$4,618,978	\$71,504,366

Roanoke County Public Schools Funding Sources

Funding Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total FY 18-27
Roanoke County Public Schools - Unrestricted Cash											
Major Capital Reserves	\$2,884,376	\$1,500,000	\$0	\$1,108,051	\$0	\$0	\$0	\$0	\$0	\$0	\$5,492,427
Debt Fund - Schools	2,502,064	350,000	350,000	1,441,502	0	1,275,856	640,701	676,244	650,000	128,924	8,015,291
2015 VPSA Refunding (Schools Portion)	163,560	0	0	330,402	0	227,649	114,806	112,556	0	148,096	1,097,069
CIP Joint Funding Plan for CIP	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,000,000
Subtotal, Schools - Unrestricted Cash	6,550,000	2,850,000	1,350,000	3,879,955	1,000,000	2,503,505	1,755,507	1,788,800	1,650,000	1,277,020	24,604,787
Schools Bond Issues											
VPSA Bond Issue	30,000,000	0	0	10,000,000	9,232,185	767,815	10,000,000	10,000,000	0	10,000,000	80,000,000
Subtotal, Schools Bond Issues	30,000,000	0	0	10,000,000	9,232,185	767,815	10,000,000	10,000,000	0	10,000,000	80,000,000
Total, FY 18-27 Schools CIP Funding	\$36,550,000	\$2,850,000	\$1,350,000	\$13,879,955	\$10,232,185	\$3,271,320	\$11,755,507	\$11,788,800	\$1,650,000	\$11,277,020	\$104,604,787
Total, FY 18-27 County and Schools CIP Funding	\$53,393,247	\$20,601,819	\$6,141,518	\$17,871,400	\$17,787,600	\$6,940,219	\$15,977,115	\$15,457,096	\$6,043,141	\$15,895,998	\$176,109,153



County of Roanoke, Virginia
FY 2018 - FY 2027 Adopted Capital Improvement Program
All County and Schools Projects

Note: Projects with \$0 in FY 18-27 are active projects that have been fully funded in prior fiscal years.

Functional Team/Department/Project	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 18-27 Total
Public Safety											
Fire & Rescue											
Masons Cove Fire Station Renovation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SCBA Replacement	1,600,000	0	0	0	0	0	0	0	0	0	1,600,000
Hollins Fire & Rescue Parking Lot	152,000	0	0	0	0	0	0	0	0	0	152,000
Diesel Exhaust Removal System	0	0	0	0	0	0	0	0	525,000	0	525,000
Fire & Rescue Total	1,752,000	0	0	0	0	0	0	0	525,000	0	2,277,000
Sheriff											
Courthouse Security Upgrade	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Maintenance Program - Sheriff	95,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000	950,000
Jail Abatement (Flooring)	0	179,000	0	0	0	0	0	0	0	0	179,000
Jail Control Room/Security Camera Upgrade	0	0	600,000	0	0	0	0	0	0	0	600,000
Sheriff Total	95,000	274,000	695,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000	1,729,000
Communications & IT											
Public Safety Radio Replacement	\$3,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,200,000
Audio/Visual Replacement for EOC	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
Conventional Backup Repeater Replacement	0	150,000	0	0	0	0	0	0	0	0	150,000
Digital Microwave Ring Replacement	0	642,000	0	0	0	0	0	0	0	0	642,000
Communications & IT Total	3,200,000	942,000	0	0	0	0	0	0	0	0	4,142,000
General District Court											
General District Court Renovations and Furnishings	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
General District Court Total	0	100,000	0	0	0	0	0	0	0	0	100,000
Public Safety Total	\$5,047,000	\$1,316,000	\$695,000	\$95,000	\$95,000	\$95,000	\$95,000	\$95,000	\$620,000	\$95,000	\$8,248,000



All Projects (Continued)

Functional Team/Department/Project	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 18-27 Total
Community Services											
Community Development											
Comp. Public Asset and Work Mngt Solutions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Plantation Road Phase I	0	0	0	0	0	0	0	0	0	0	0
West Main Street Pedestrian Improvements	0	0	0	0	0	0	0	0	0	0	0
Ivyland Road Improvements	0	0	0	0	0	0	0	0	0	0	0
VDOT Revenue Sharing Projects (Small Projects & TBD)	65,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,315,000
Lila Drive Intersection & Reconstruction	150,000	0	0	0	0	0	0	0	0	0	150,000
Dry Hollow Road Safety Improvements	375,000	0	0	0	0	0	0	0	0	0	375,000
Williamson Road Pedestrian Improvements	275,000	0	0	0	0	0	0	0	0	0	275,000
Buck Mountain Road/Starkey Road Intersection	80,000	0	0	0	0	0	0	0	0	0	80,000
Community Development Total	945,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	3,195,000
Stormwater Management											
NPDES - Leachate	\$225,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$225,000
Maintenance of Effort Projects - Drainage	235,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,035,000
NPDES - MS4 BMP Construction	850,000	100,000	100,000	600,000	100,000	100,000	650,000	100,000	100,000	550,000	3,250,000
Stormwater Management Total	1,310,000	300,000	300,000	800,000	300,000	300,000	850,000	300,000	300,000	750,000	5,510,000
Economic Development											
Roanoke County Broadband Initiative	386,093	387,279	382,978	382,905	386,875	384,939	387,149	383,664	383,664	384,983	3,850,529
Woodhaven Property Acquisition & Improvements	202,154	163,540	163,540	163,540	163,540	388,960	389,459	389,632	389,477	388,995	2,802,837
Economic Development Total	588,247	550,819	546,518	546,445	550,415	773,899	776,608	773,296	773,141	773,978	6,653,366
Community Services Total	\$2,843,247	\$1,100,819	\$1,096,518	\$1,596,445	\$1,100,415	\$1,323,899	\$1,876,608	\$1,323,296	\$1,323,141	\$1,773,978	\$15,358,366



All Projects (Continued)

Functional Team/Department/Project	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 18-27 Total
Human Services											
Parks and Recreation											
Capital Maintenance Program - Parks & Rec	\$710,000	\$710,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$6,820,000
Roanoke River East Greenway	20,000	0	0	0	0	0	0	0	0	0	20,000
Explore Park	4,400,000	0	0	0	1,300,000	0	0	0	0	0	5,700,000
Sports Field Lighting	0	800,000	0	0	1,685,000	0	0	0	0	0	2,485,000
Arnold R. Burton Softball Complex Improvements	0	0	0	0	700,000	0	0	0	0	0	700,000
Hollins Park Improvements	0	0	0	0	425,000	0	0	0	0	0	425,000
Parks and Recreation Total	5,130,000	1,510,000	675,000	675,000	4,785,000	675,000	675,000	675,000	675,000	675,000	16,150,000
Library											
Security Cameras for Library Branches	\$108,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$108,000
Hollins Branch Library Replacement	0	0	0	0	0	0	0	0	200,000	500,000	700,000
Library Total	108,000	0	0	0	0	0	0	0	200,000	500,000	808,000
Human Services Total	\$5,238,000	\$1,510,000	\$675,000	\$675,000	\$4,785,000	\$675,000	\$675,000	\$675,000	\$875,000	\$1,175,000	\$16,958,000
Internal Services											
General Services											
Fleet Center Generator	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Maintenance Program - General Services	850,000	800,000	800,000	800,000	750,000	750,000	750,000	750,000	750,000	750,000	7,750,000
Green Ridge Rec. Center Generator & Emergency Shelter	230,000	0	0	0	0	0	0	0	0	0	230,000
Administration Building Chiller Replacement	210,000	0	0	0	0	0	0	0	0	0	210,000
Public Service Center Construction	1,500,000	11,500,000	0	0	0	0	0	0	0	0	13,000,000
General Services Total	2,790,000	12,300,000	800,000	800,000	750,000	750,000	750,000	750,000	750,000	750,000	21,190,000
Finance											
Integrated Financial System	0	0	0	0	0	0	0	0	0	0	0
Human Resources and Payroll Modules	100,000	700,000	700,000	0	0	0	0	0	0	0	1,500,000
Finance Total	100,000	700,000	700,000	0	0	0	0	0	0	0	1,500,000



All Projects (Continued)											
Functional Team/Department/Project	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 18-27 Total
Real Estate											
AssessPro 5 Upgrade	0	0	0	0	0	0	0	0	0	0	0
Real Estate Total	0	0	0	0	0	0	0	0	0	0	0
Communications & IT											
County-Wide Computer Replacement Program	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	2,750,000
IT Infrastructure Replacement Capital Maintenance Program	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	5,500,000
Finance Total	825,000	825,000	825,000	825,000	825,000	825,000	825,000	825,000	825,000	825,000	8,250,000
Internal Services Total	\$3,715,000	\$13,825,000	\$2,325,000	\$1,625,000	\$1,575,000	\$1,575,000	\$1,575,000	\$1,575,000	\$1,575,000	\$1,575,000	\$30,940,000
Roanoke County Public Schools											
Schools											
Capital Maintenance Program - Roanoke County Schools	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$10,000,000
Human Resources and Payroll Modules	50,000	350,000	350,000	0	0	0	0	0	0	0	750,000
Cave Spring High School	35,500,000	0	0	0	0	0	0	0	0	0	35,500,000
William Byrd High School	0	1,500,000	0	12,879,955	8,372,185	0	0	0	0	0	22,752,140
Hidden Valley Middle School	0	0	0	0	860,000	2,271,320	10,051,477	0	0	0	13,182,797
Burlington Elementary	0	0	0	0	0	0	325,000	4,975,199	0	0	5,300,199
Glenvar Elementary	\$0	\$0	\$0	\$0	\$0	\$0	\$379,030	\$5,813,601	\$0	\$0	\$6,192,631
WE Cundiff Elementary	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$650,000	\$9,386,373	\$10,036,373
Glen Cove Elementary	0	0	0	0	0	0	0	0	0	890,647	890,647
Schools Total	36,550,000	2,850,000	1,350,000	13,879,955	10,232,185	3,271,320	11,755,507	11,788,800	1,650,000	11,277,020	104,604,787
Roanoke County Public Schools Total	\$36,550,000	\$2,850,000	\$1,350,000	\$13,879,955	\$10,232,185	\$3,271,320	\$11,755,507	\$11,788,800	\$1,650,000	\$11,277,020	\$104,604,787
Total, FY 18-27 County & Schools Projects	\$53,393,247	\$20,601,819	\$6,141,518	\$17,871,400	\$17,787,600	\$6,940,219	\$15,977,115	\$15,457,096	\$6,043,141	\$15,895,998	\$176,109,153



County of Roanoke, Virginia
FY 2018 - FY 2027 Adopted Capital Improvement Program
Additional Operating Impacts

The table below provides summary information on the additional operating impacts that are associated with the projects included in the FY 2018 - FY 2027 Adopted Capital Improvement Program. Detailed information on the additional operating impacts can be found on each individual project page in the "Projects by Functional Team" section.

Additional operating impacts are defined as impacts that may increase or decrease operating costs as related to the most recently approved Operating Budget. Not all projects will have an additional operating impact, so not all projects are included in the table below. While the table below indicates that the project will have an impact on the Operating Budget (in some cases, it may save money in the Operating Budget), the decisions to include the costs in the Operating Budget have yet to be made. In some cases, additional costs associated with these projects may be offset with decreases in other parts of the Operating Budget as budget priorities change. In some cases where the additional operating impact is unknown until the final project scope is developed, the impacts are noted as "TBD". The primary purpose of this table is to allow multi-year fiscal planning as relates to the implementation of capital projects included in this document.

Functional Team/Project	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Total FY 18-FY 27
Public Safety											
Courthouse Security Upgrade	\$51,000	\$52,530	\$54,106	\$55,729	\$57,401	\$59,123	\$60,897	\$62,724	\$64,605	\$66,543	\$584,658
Public Safety Radio Replacement	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911	\$18,448	\$19,002	\$19,572	\$171,958
Self-Contained Breathing Apparatus (SCBA) Replacement	\$15,000	\$0	\$0	\$0	\$0	\$12,000	\$12,360	\$12,731	\$13,113	\$13,506	\$78,710
Digital Microwave Ring Replacement	\$0	\$65,000	\$66,950	\$68,959	\$71,027	\$73,158	\$75,353	\$77,613	\$79,942	\$82,340	\$660,342
Roanoke County Jail Abatement	\$0	\$14,485	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14,485
Community Services											
Roanoke County Broadband Initiative	\$325,000	\$325,000	\$325,000	\$325,000	\$325,000	\$0	\$0	\$0	\$0	\$0	\$1,625,000
NPDES - Leachate Management System Upgrade (Dixie)	\$46,350	\$47,741	\$49,173	\$50,648	\$52,167	\$53,732	\$55,344	\$57,005	\$58,715	\$58,715	\$529,590
Comprehensive Public Asset and Work Management Solutions	\$0	(\$49,000)	(\$50,470)	(\$51,984)	(\$53,544)	(\$55,150)	(\$56,804)	(\$58,509)	(\$60,264)	(\$62,072)	(\$497,797)
NPDES - MS4 BMP Construction	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Plantation Road - Phase I	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD



Additional Operating Impacts (continued)

Functional Team/Project	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Total FY 18-FY 27
Internal Services											
Green Ridge Recreation Center Generator & Emergency Shelter	\$0	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$50,795
Fleet Center Generator	\$0	\$0	\$1,100	\$1,133	\$1,167	\$1,202	\$1,238	\$1,275	\$1,313	\$1,353	\$9,782
Human Services											
Security Cameras for Library Branches	\$2,400	\$2,472	\$2,546	\$2,623	\$2,701	\$2,782	\$2,866	\$2,952	\$3,040	\$3,131	\$27,513
Sports Field Lighting: Countywide Plan	\$0	\$6,000	\$12,000	\$12,360	\$12,731	\$34,731	\$35,773	\$36,846	\$37,951	\$39,090	\$227,481
Roanoke River East Greenway Extension	\$0	\$0	\$10,000	\$10,300	\$10,609	\$10,927	\$11,255	\$11,593	\$11,941	\$12,299	\$88,923
Arnold R. Burton Softball Complex Improvements	\$0	\$0	\$0	\$0	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$32,342
Hollins Park Improvements (Phase II)	\$0	\$0	\$0	\$0	\$0	\$6,500	\$6,695	\$6,896	\$7,103	\$7,316	\$34,509
Explore Park	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Roanoke County Public Schools											
Cave Spring High School	\$0	\$0	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
William Byrd High School	\$0	\$0	\$0	\$0	\$0	TBD	TBD	TBD	TBD	TBD	TBD
Hidden Valley Middle School	\$0	\$0	\$0	\$0	\$0	\$0	\$0	TBD	TBD	TBD	TBD
Burlington Elementary	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	TBD	TBD	TBD
Glenvar Elementary	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	TBD	TBD	TBD

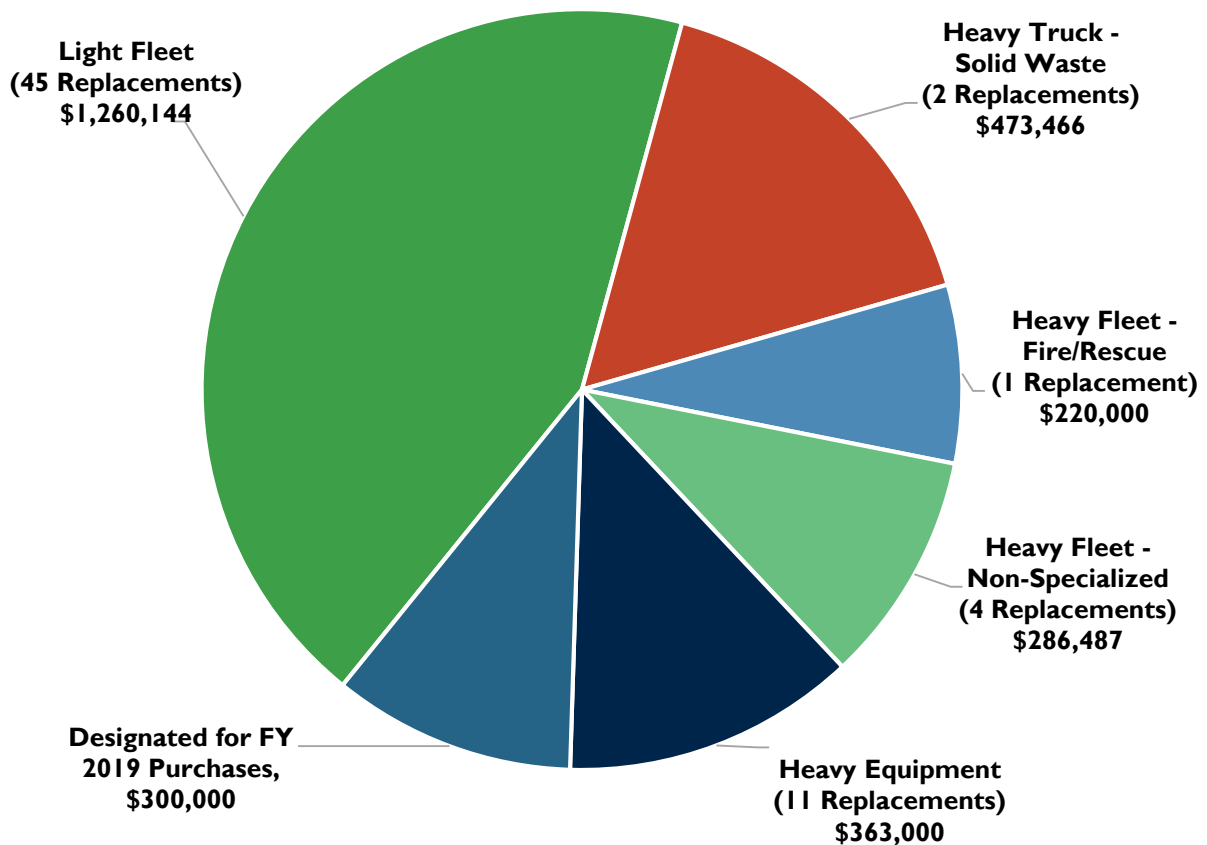




FY 2018 Fleet Replacement Program

The FY 2018 Fleet Replacement Program represents investments made to replacement existing County light fleet (including Police vehicles), heavy fleet, heavy equipment, and Fire and Rescue apparatus. FY 2018 is part of a ten-year plan to identify fleet replacement needs and funding sources, and is balanced by identified revenues to support planned expenditures. Years two through ten are not fully in balance, and will be reviewed annually to determine the appropriate level of investment based on available resources and updated fleet and equipment condition assessments. FY 2018 is the only year appropriated by the Board of Supervisors. Years two through ten of the plan serve as a planning tool. The ten-year plan is updated annually as part of the budget development process.

FY 2018 Fleet Replacement Program Expenditures \$2,903,097





FY 2018-FY 2027 Combined Fleet & Equipment Replacement Program

Replacement Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Light Fleet	\$1,260,144	\$1,368,711	\$1,340,394	\$1,029,066	\$1,054,793	\$1,081,162	\$1,108,192	\$1,135,896	\$1,164,294	\$1,193,401
Heavy Truck - Solid Waste	\$473,466	\$522,857	\$384,487	\$410,993	\$538,086	\$248,337	\$545,700	\$424,112	\$428,026	\$711,135
Heavy Fleet - Fire/Rescue	\$220,000	\$1,065,000	\$1,220,000	\$1,100,000	\$2,150,000	\$1,130,000	\$905,000	\$1,860,000	\$1,280,000	\$1,160,000
Heavy Fleet - Non-Specialized	\$286,487	\$474,358	\$150,239	\$203,000	\$208,075	\$213,277	\$218,609	\$224,074	\$229,676	\$235,418
Heavy Equipment	\$363,000	\$517,000	\$485,500	\$137,000	\$160,500	\$112,000	\$160,000	\$209,500	\$404,500	\$128,500
Total Anticipated Replacement Cost	\$2,603,097	\$3,947,926	\$3,580,620	\$2,880,059	\$4,111,454	\$2,784,776	\$2,937,500	\$3,853,582	\$3,506,496	\$3,428,454
Funding Sources										
Proceeds from Surplus	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Use of Prior Year Balance	0	300,000	0	0	0	0	0	0	0	0
Police	585,000	585,000	585,000	585,000	585,000	585,000	585,000	585,000	585,000	585,000
Community Development	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Fire and Rescue	547,750	547,750	547,750	547,750	547,750	547,750	547,750	547,750	547,750	547,750
Vinton--Cost Sharing	0	422,500	0	0	110,000	0	0	465,000	0	0
Botetourt--Cost-Sharing	0	0	0	0	0	0	0	0	0	0
Parks, Rec, and Tourism (Fee/Class)	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Parks, Rec, and Tourism (Gen Govt)	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000
General Fund-Bond Refinancing	168,085	165,000	166,950	163,313	0	0	0	0	0	0
General Fund	1,398,262	1,513,320	1,513,320	1,513,320	1,513,320	1,513,320	1,513,320	1,513,320	1,513,320	1,513,320
One-Time Transfer from Capital Reserves	0	200,000	0	0	0	0	0	0	0	0
Total Funding Sources	\$2,903,097	\$3,937,570	\$3,017,020	\$3,013,383	\$2,960,070	\$2,850,070	\$2,850,070	\$3,315,070	\$2,850,070	\$2,850,070
Annual Funding Surplus/(Deficit)	\$300,000	(\$10,356)	(\$563,600)	\$133,324	(\$1,151,384)	\$65,294	(\$87,430)	(\$538,512)	(\$656,426)	(\$578,384)
Types of Estimated Replacements										
Total Number of Light Fleet (Est.)	45	48	47	36	36	36	36	36	36	36
Total Heavy Truck - Solid Waste (Est.)	2	2	2	2	2	1	2	2	2	3
Total Heavy Fleet - Fire Apparatus (Est.)	1	3	3	3	3	3	2	3	3	3
Total Heavy Fleet - Non-Specialized (Est.)	4	8	3	3	3	3	3	3	3	3
Total Number of Heavy Equipment (Est.)	11	28	15	11	9	9	16	13	16	13
Total Estimated Replacements	63	89	70	55	53	52	59	57	60	58

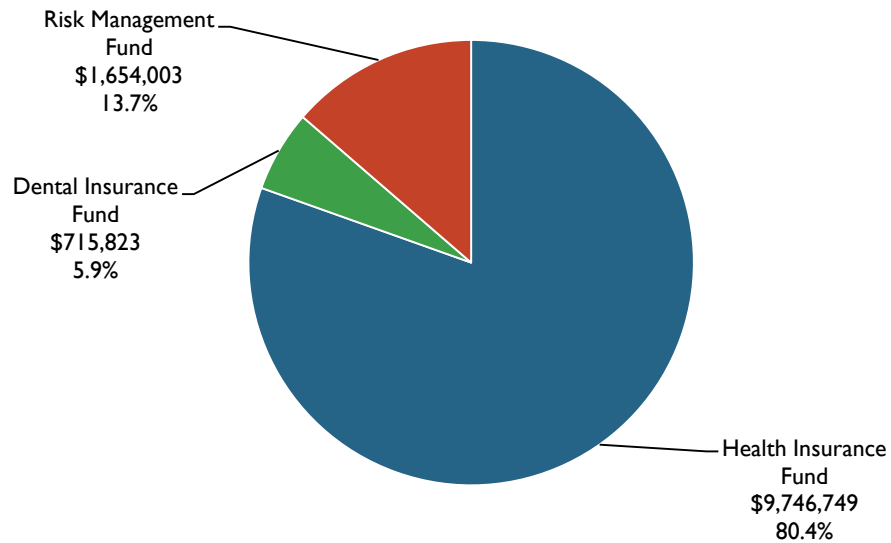


Internal Service Fund





Internal Services Funds \$12,116,575



Internal Services Funds Summary					
	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Health Insurance Fund	\$10,403,562	\$ 8,925,000	\$ 9,746,749	\$ 821,749	9.2%
Dental Insurance Fund	699,925	715,823	715,823	-	0.0%
Risk Management Fund	2,027,429	1,665,195	1,654,003	(11,192)	-0.7%
Total	\$13,130,916	\$11,306,018	\$12,116,575	\$ 810,557	7.2%



Internal Services – Health Fund

The County established a self-insured health insurance program July 1, 1988. On July 1, 1990, the School System also implemented a self-insured health insurance program. Monthly contributions are paid into the Health Insurance Fund from the County and employees based upon estimates from the claims processor that should cover administrative expenses, stop loss insurance premiums, and claims.

The table below provides information on the total appropriation to the Health Insurance Fund. FY 2018 rates can be found on the next page.

Revenue and Expenditure Summary					
	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Revenues:					
Insurance Benefits	\$ 7,461,618	\$ 8,925,000	\$ 9,646,749	\$ 721,749	8.1%
Recovered Costs - Line of Duty	-	-	100,000	100,000	-
Transfer from General Fund	627,696	-	-	-	-
Transfer from Internal Service	349,388	-	-	-	-
Total Revenues	\$8,438,702	\$8,925,000	\$9,746,749	\$ 821,749	9.2%
Expenditures:					
Health Insurance	\$ 9,615,920	\$ 8,525,000	\$ 9,346,749	\$ 821,749	9.6%
Wellness Program	438,254	400,000	400,000	-	-
Transfers Out	349,388	-	-	-	-
Total Expenditures	\$10,403,562	\$8,925,000	\$9,746,749	\$ 821,749	9.2%
Fund Balance					
	FY 2016	FY 2017	FY 2018		
Beginning Fund Balance	\$ 2,721,521	\$ 756,661	\$ 756,661		
Use of/Addition to Fund Balance	(1,964,860)	-	-		
Ending Balance	\$ 756,661	\$ 756,661	\$ 756,661		

FY 2018 Health Insurance considerations/benefits changes include:

- All County Employees may choose the KC1000 health benefit plan which includes a County funded Health Reimbursement Account (HRA). The KC200 plan will no longer be offer as a health care option.
- All employees will be required to contribute to the cost of their health care plan. Currently, employees in the employee only KC1000 plan with Wellness benefits make no financial contribution to their health care plan.
- Reduced health care plan premiums resulting from enrollment in the Wellness Program will now take effect twice yearly. For those completing program requirements between June 1 and November 30, the Wellness program premium will begin January 1. If program requirements are met between December 1 and May 30, wellness premiums will commence on July 1.



Current Employees Adopted FY 2018 Health Insurance Rates Key Care 1000 WITH Wellness							
Plan	FY 2018 Employee Rate	FY 2018 County Contribution	FY 2018 HRA Contribution	FY 2018 Total County Contribution	FY 2018 Total Monthly Premium	FY 2018 % Employee Share	FY 2017 Employee Rate
Employee Only	\$ 47.37	\$ 384.67	\$ 41.68	\$ 426.35	\$ 473.72	10.0%	\$ -
Employee + Child	\$ 190.20	\$ 418.10	\$ 83.34	\$ 501.44	\$ 691.64	27.5%	\$ 174.78
Employee + Spouse	\$ 331.61	\$ 532.50	\$ 83.34	\$ 615.84	\$ 947.45	35.0%	\$ 307.76
Employee + Family	\$ 414.51	\$ 686.46	\$ 83.34	\$ 769.80	\$ 1,184.31	35.0%	\$ 363.42
							\$ 47.37
							\$ 15.42
							\$ 23.85
							\$ 51.09

Current Employees Adopted FY 2018 Health Insurance Rates Key Care 1000 WITHOUT Wellness							
Plan	FY 2018 Employee Rate	FY 2018 County Contribution	FY 2018 HRA Contribution	FY 2018 Total County Contribution	FY 2018 Total Monthly Premium	FY 2018 % Employee Share	FY 2017 Employee Rate
Employee Only	\$ 92.38	\$ 481.78	\$ 41.68	\$ 523.46	\$ 615.84	15.0%	\$ 74.40
Employee + Child	\$ 292.22	\$ 523.57	\$ 83.34	\$ 606.91	\$ 899.13	32.5%	\$ 266.86
Employee + Spouse	\$ 492.67	\$ 655.67	\$ 83.34	\$ 739.01	\$ 1,231.68	40.0%	\$ 399.26
Employee + Family	\$ 615.84	\$ 840.42	\$ 83.34	\$ 923.76	\$ 1,539.60	40.0%	\$ 464.32
							\$ 17.98
							\$ 25.36
							\$ 93.41
							\$ 151.52



Internal Services – Dental Fund

The Dental Insurance Fund is a fully insured fund used to account for dental care costs. Monthly contributions are paid into the Dental Insurance Fund from the County and employees based on monthly premiums.

The table below provides information on the total appropriation to the Dental Insurance Fund.

Revenue and Expenditure Summary					
	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Revenues:					
Insurance Benefits	\$ 718,390	\$ 715,823	\$ 715,823	\$ -	-
Transfer from General Fund	1,259	-	-	-	-
Investment Income	632	-	-	-	-
Total Revenues	\$ 720,281	\$ 715,823	\$ 715,823	\$ -	-
Expenditures:					
Dental Insurance	\$ 691,837	\$ 715,823	\$ 715,823	\$ -	-
Transfer to General Fund	8,088	-	-	-	-
Total Expenditures	\$ 699,925	\$ 715,823	\$ 715,823	\$ -	-
Fund Balance					
	FY 2016	FY 2017	FY 2018		
Beginning Fund Balance	104,489	124,845	124,845		
Use of/Addition to Fund Balance	20,356	-	-		
Ending Balance	\$ 124,845	\$ 124,845	\$ 124,845		

In FY 2018, there are no changes to Dental Insurance benefits.

See the next page for FY 2018 employee/employer Dental Insurance Rates.



Adopted FY 2018 Dental Insurance Rates

Dental Plan	Total Premium	FY 18 County Portion	FY 18 Employee Rate	FY 18 Employee % of Premium	FY 17 Employee Rate	\$ Increase FY 17 to FY 18
Subscriber	\$31.48	\$23.78	\$7.70	24%	\$7.70	\$0
Subscriber + 1	51.24	30.38	20.86	41%	20.86	0
Family	88.64	45.08	43.56	49%	43.56	0



Risk and Safety Management

Department Description

The Risk and Safety Management Division strives to reduce the loss of life and property while protecting Roanoke County's resources, both human and capital, from all types of hazards.

Revenue and Expenditure Summary					
	Actual FY 2016	Adopted FY 2017	Adopted FY 2018	\$ Change FY 17-18	% Change FY 17-18
Revenues:					
Transfer from General Fund	\$ 1,561,810	\$ 1,665,195	\$ 1,654,003	\$ (11,192)	-0.7%
Investment Income	15,880	-	-	-	-
Total Revenues	\$1,577,690	\$1,665,195	\$1,654,003	\$ (11,192)	-0.7%
Expenditures:					
Personnel	\$ 152,327	\$ 163,986	\$ -	\$ (163,986)	-100.0%
Non-Personnel	1,875,102	1,501,209	1,654,003	152,794	10.2%
Total Expenditures	\$2,027,429	\$1,665,195	\$1,654,003	\$ (11,192)	-0.7%
Positions	4	4	2	(2)	-50.0%

Fund Balance	FY 2016	FY 2017	FY 2018
Beginning Fund Balance	1,157,260	707,521	707,521
Use of/Addition to Fund Balance	(449,739)	-	-
Ending Balance	\$ 707,521	\$ 707,521	\$ 707,521

Budget Highlights

The Adopted FY 2018 Risk and Safety Management budget decreases by \$11,192 or 0.7%, and reflects the following changes:

- Risk Management services are now contracted through VACORP which eliminates the personnel budget and 2 full-time positions, a reduction of \$163,986. This contract also reduces the non-personnel budget associated with staff reduction by \$11,750.
- The non-personnel budget increases by \$152,794 due to the contract with VACORP for \$70,000, an increase in workers' compensation for \$75,000, and an increase in motor vehicle insurance of \$7,794.

Departmental Goals

- To provide a comprehensive risk and safety management program that protects our employees, community, and property.



Appendices





Glossary





Budget Glossary

Accrual 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, notwithstanding that the receipt of the revenue or the payment of the expenditure may take place, in whole or in part, in another accounting period.

Ad Valorem: A tax levied in proportion to value of the property against which it is levied.

Adopted Budget: The budget for financial operations approved by the Board of Supervisors and enacted via a budget appropriation ordinance. The Adopted Budget shows approved tax rates and estimates of revenues, expenditures, and transfers. It also indicates departmental goals, objectives, and strategies.

Annual Fiscal Plan: The formal title of Roanoke County's budget document.

Appropriation Resolution: A legally binding document prepared by the Office of Management and Budget that delineates, by fund and department, all expenditures and revenues adopted by the Board of Supervisors.

Appropriation: An authorization made by the Board of Supervisors that permits the County to incur obligations and to make expenditures of resources. The Board appropriates annually, at the beginning of each fiscal year by department, agency, or project, based upon the adopted Annual Fiscal Plan. The Board may approve additional appropriations during the fiscal year by amending the Annual Fiscal Plan and appropriating the funds for expenditure.

Assess: To place a value on property for tax purposes.

Assessed Value: A value placed on real or personal property for use as a basis for levying property taxes. The value used represents fair market value. *See Tax Rate.*

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.

Authorized Positions: Full time employee positions authorized in the adopted budget, to be filled during the fiscal year.

Balance Sheet: A financial statement that discloses the assets, liabilities, reserves, and balances of a fund or governmental unit as of a specific date.

Balanced Budget: A budget in which current revenues equal current expenditures. After expenditures have been pared, budgets may be balanced by adjusting taxes and fees to generate total current revenues, by drawing down fund balances accumulated from prior



years, or by short-term borrowing to make up the difference between revenues from taxes and other income and current expenditures. The legal requirements for a balanced budget may be set by the state or the local government.

Bond: A written promise to pay a sum of money on a particular date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are used most frequently 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.

Budget Adjustment: A legal procedure utilized by the County Administrator or designee to revise a budget appropriation from one classification of expenditure to another within the same department or agency.

Budget Calendar: A schedule of essential dates or milestones that the County departments follow to prepare, adopt, and administer the annual budget.

Budget Document: An instrument used by the budget-making authority to present a comprehensive financial program to the Board of Supervisors.

Budget Transfer: A shift of budgeted funds from one expenditure item to another.

Budget: A fiscal plan showing estimated expenditures, revenue, and service levels for a specific fiscal year.

Budgetary Basis: Generally one of three (GAAP, cash, or modified accrual) bases of accounting used to estimate financing sources and uses in the budget.

Budgetary Comparisons: Statements or schedules presenting comparisons between amended appropriated amounts and the results of operations.

Calendar Year (CY): Calendar Year, January 1 to December 31.

Capital Facilities: Fixed assets, primarily buildings, owned by the County.

Capital Fund: Accounts for financial resources to be used for the acquisition or construction or major capital facilities.

Capital Improvement Program Budget: A Capital Improvement Program (CIP) budget is separate from the operating budget. Items in the CIP are usually construction projects designed to improve the value of government assets. *Items in the CIP generally have a useful life of greater than five years and a cost over \$100,000.* Examples of capital improvement projects include new roads, sewer lines, buildings, recreational facilities and large scale remodeling.

Capital Improvement Program: A plan for capital expenditures to provide long-lasting physical improvements to be incurred over a fixed number of years.

Capital Outlay: Expenditures to acquire or improve fixed assets that are not included in the Capital Improvement Program. Examples of capital outlays are furniture, fixtures, machinery, and equipment.



Component Unit: Is a legally separate entity where the primary government appoints the voting majority of the component unit board. The government is also able to impose its will on the Component Unit and/or is in a relationship of financial benefit or burden with it. Roanoke County accounts for the revenues and expenditures of the public schools system as a component unit.

Constitutional Officers: Officials elected to positions established by the Constitution or laws of Virginia. Constitutional Officers in Roanoke County include Clerk of Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff, and Treasurer.

Contingent Balance: Funds set aside in a special account in the Annual Fiscal Plan, but not appropriated for expenditure. These funds are for emergency or unforeseen needs and are appropriated as the need arises.

Current Taxes: Levied taxes that are due within one year.

Debt Service Fund: Accounts for the revenues required during the budget period to pay interest on outstanding long-term debt and to repay any maturing issues or installments.

Debt Service: The County's obligation to pay the principal and interest of all bonds and other debt instruments, according to a predetermined payment schedule.

Deficit: Expenditures in excess of revenue.

Delinquent Taxes: Taxes remaining unpaid on or after the date on which a penalty for non-payment is attached.

Department: A major administrative division of the County; indicates overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation: The process of estimating and recording the lost value, expired useful life or diminution of service from a fixed asset that cannot - or will not - be restored by repair, and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

Designated Fund Balance: That portion of resources, which at year-end, exceeded requirements and has been designated for use at some future time for a specific project or use. Money in a designated fund balance is not in the Annual Fiscal Plan and therefore has not been appropriated for expenditure. However, those funds are only available for the designated purpose.

Distinguished Budget Presentation Awards Program: A voluntary awards program administered by the Government Finance Officers Association (GFOA) to encourage governments to prepare effective budget documents. To receive the award, governments must have prepared a budget that meets program criteria as a document, an operations guide, a financial plan, and a communications device.

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for future expenditures.

Enhancement: An improvement to a programmatic service level.



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 for an obtained asset, good or service regardless of when the expense is actually paid. Note: An encumbrance is not the same as an expenditure. An encumbrance reserves funds to be expended.

Expenses: Charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest, and other charges.

Fiscal Year (FY): The twelve-month timeframe designating the beginning and ending period for recording financial transactions. The County of Roanoke, Virginia uses July 1 to June 30 as its fiscal year.

Fixed Assets: Assets of long-term character that are intended to continue being used, such as land, buildings, machinery, furniture and other equipment.

Full Faith and Credit: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

Fund Balance: The excess of assets over liabilities (also known as surplus funds). These funds are not in the Annual Fiscal Plan and therefore have not been appropriated for expenditure. An Enterprise Fund may refer to these funds as retained earnings.

Fund: An accounting entity that has a set of self-balancing accounts that document all financial transactions for specific activities or government functions. Commonly used funds are: general fund, special revenue funds, debt service fund, capital project fund, enterprise funds, trust and agency funds, and internal service fund.

General Fund: This is the largest fund within Roanoke County, which accounts for most of the government's financial resources. General Fund revenues include property taxes, licenses and permits, local taxes, service charges and other types of revenue. This fund usually includes most of the basic operating services such as fire and police protection, finance, data processing, parks and recreation, libraries, public works and general administration.

General Ledger: A file that contains a listing of the various accounts necessary to reflect the government's financial position.

General Obligation Bonds: Bonds that finance a variety of public projects such as streets and buildings. The repayment of these bonds is usually made from the General Fund, and these bonds are backed by the full faith and credit of the issuing government.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards of, and guidelines for, financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practices at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provides a standard by which to measure financial presentations. The primary authoritative statement on the application of GAAP to state and local



governments are NCGA pronouncements. Every government should prepare and publish financial statements in conformity with GAAP. The objectives of government GAAP financial reports are different from, and much broader than, the objectives of business GAAP financial reports.

Goal: A broad statement of purpose that provides a framework for specific objectives and strategies. In a strategic planning context, a goal should correspond to a broader mission statement.

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, internal service fund, a debt service fund, and capital projects fund.

Grant: A contribution by a higher-level government, or another organization, to support a particular function. Grants may be classified as either categorical or block, depending upon the amount of discretion allowed to the grant recipient.

- **Categorical Grant** – Narrow in focus, targeting aid directly to perceived policy problems by funding specific programs (e.g. highway maintenance). This provides little discretion on how or when to spend funds by the grant recipient. An emphasis is placed on reporting procedures and minimizing waste. Categorical grants tend to consolidate power with a higher level of government, or - in some cases - can be a coopting attempt by a third party organization.
- **Block Grant** - Broad in focus, targeting aid directly to perceived policy problems by funding general functions (e.g. community development). This provides more discretion on how and when to spend funds by the grant recipient. An emphasis is placed on accurately identifying and addressing policy problems. Block grants tend to decentralize power, particularly at the state and local levels.

Interfund Transfer: A resource recorded in one fund may be moved to another fund with approval from the Board of Supervisors. An example of an interfund transfer would be a transfer of funds from the General Fund to the Debt Service Fund for payments on principal and interest on bonds.

Intergovernmental Revenue: Revenues from other governments; i.e., State and Federal government, received in the form of grants, entitlements, shared revenue, or payment in lieu of taxes.

Internal Service Fund: This fund accounts for resources used in providing centralized services to other County departments. Roanoke County has five such funds: Communications & Information Technology, Health, Dental, and Risk Management. Revenues are derived from interfund charges on a cost reimbursement basis.

Lease Purchase Agreement: Contractual agreements that are termed leases, but that in substance are purchase contracts.



License/Permit: Document issued to regulate various kinds of businesses or activities within the County. A degree of inspection may accompany the issuance of a license or permit, as in the case of building permits.

Line-Item Budget: A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.), along with the dollar amount budgeted for each specified category.

Long-Term Debt: Debt that matures more than one year after the date of issuance.

Mission Statement: A general, concise statement establishing the purpose that guides an institution's policies and actions. Roanoke County's mission statement is based on community values.

Modified Accrual Accounting: A basis of accounting in which expenditures are accrued, but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability while revenues are not recorded until they are actually received or are "measurable" and "available for expenditure." Since this type of accounting basis is a conservative financial approach, it is recommended as the standard for most governmental funds.

Operating Budget: The portion of the budget that pertains to daily operations, which provides basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel and fuel.

Operating Expense: The cost of contractual services, materials, supplies and other expenses not related to personnel or capital outlay expenses. Includes Non-Personnel expenses.

Personnel Expense: Cost of salaries, wages, and fringe benefits such as social security contributions, retirement expenses, health, dental, and life insurance payments.

Pro Rata Fees: Fees paid by developers and sub-dividers representing their proportional shares of the cost of public improvements necessitated by their development activities.

Proffer: Funds negotiated at the time of rezoning to help defray the capital costs associated with resultant development.

Program Budget: A budget that focuses upon the goals and objectives of an agency or jurisdiction rather than upon its organizational budget units or object classes of expenditure.

Program: A single project or activity, or a group of projects or activities, related to a single purpose that is to be carried out in a specified period.

Property Tax: Property taxes are levied on both real and personal property according to the property's valuation and the tax rate.

Proprietary Fund: A type of fund that accounts for governmental operations that are financed and operated in a manner similar to private business enterprises.

Reserve: An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.



Retained Earnings: An equity account reflecting the accumulated earnings of an enterprise.

Revenue Bonds: Bonds sold for constructing a project that will produce revenue for the government. The revenue is used to pay the principal and interest of the bond.

Revenue: Funds that the government receives as income; includes such items as tax payments, fees from services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

Risk Management: An organized, economical attempt to protect a government's assets against accidental loss.

Rollover: Board approved extension of previously approved appropriations from one fiscal year to the next.

Section: A division, department or other designation for which a budget is adopted. The lowest level of cost identification of a program for budget purposes.

Service Level: A management tool used to measure past performance and changes in the quantity, quality, and efficiency of services.

Special Revenue Fund: The Special Revenue Fund accounts for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

Statute: A written law enacted by a duly organized and constituted legislative body.

Strategy: A specific plan for achieving an objective.

Surplus: Refers to the excess of revenues over expenditures.

Tax Levy: The total dollar amount of tax that should ideally be collected based on existing tax rates and assesses values of personal and real properties.

Tax Rate: The amount of tax stated in terms of a unit of the tax base. For example, \$1.09 per \$100 of assessed value of real estate is the proposed rate for FY 2018.

Tax: Compulsory charge levied by a government used to finance public services.

Transfers: The movement of money from the General Fund to other funds (interfund) or money within the General Fund (intrafund).

Transmittal Letter: The opening section of the budget that provides the Board of Supervisors and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the County Administrator.

Undesignated Fund Balance: The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purchases.

Unemployment Rate: An accounting of persons who are actively filed as not holding, but are seeking, a job for which they would receive compensation.

User Fees: Charges paid by citizens for specific County services.



Virginia Public School Authority (VPSA) Bonds: The Virginia Public School Authority (the "Authority") may issue "Pooled Bonds" of the Authority to purchase general obligation school bonds or notes ("Local School Bonds") issued by counties, cities and towns of the Commonwealth of Virginia ("Local Issuers").

Frequently Used Acronyms and Initialisms

ABC – Alcoholic Beverage Control	CPR – Cardiopulmonary Resuscitation
ADA – Americans with Disabilities Act	CRR – Collection Rate Real Estate
AFP – Annual Fiscal Plan (Budget Publication)	CSA – Community Services Act
ALS – Advanced Life Support	CSR – Customer Service Representative
ANR – Agriculture and Natural Resources	CY – Calendar Year
APA – Auditor of Public Accounts	DMV – Division of Motor Vehicles
APC – Annual Population Change (%)	ECC – Emergency Communication Center
AVR – Assessed Value of Real Estate	EEOC – Equal Employment Opportunity Commission
BAN – Bond anticipation note	EMS – Emergency Medical Service
BLS – Basic Life Support	EOC – Emergency Operations Center
BOS – Board of Supervisors	FICA – Federal Insurance Contributions Act
BPOL – Business, Professional, and Occupational License Tax	FLSA – Fair Labor Standards Act
CAD – Computer Aided Dispatch	FMLA – Family Medical Leave Act
CAFR – Comprehensive Annual Financial Report	FOIA – Freedom of Information Act
CIIF – Capital Incentive Improvement Fund	FT – Full Time
CIP – Capital Improvements Program	FTE – Full-Time Equivalent
CMP – Capital Maintenance Project	FY – Fiscal Year
COLA – Cost of Living Adjustment	GAAP – Generally Accepted Accounting Principles
CPI – Consumer Price Index	GDC – General District Court
CPMT – Community Policy Management Team	GFOA – Government Finance Officers Association
	GIS – Geographic Information System



HVAC – Heating, Ventilation, and Air Conditioning

IDA – Industrial Development Authority

ISDN – Integrated Services Digital Network

MDT – Mobile Data Terminal

MGD – million gallons per day

MHz – Megahertz

MYFP – Multi-Year Financial Planning

OSHA – Occupational Safety & Health Administration

PC – Population Change

PP – Personal Property

PST – Public Safety Team

PT – Part Time

RVBA – Roanoke Valley Broadband Authority

RVRA – Roanoke Valley Resource Authority

SCADA – System Control and Data Acquisition

SWM – Storm Water Management

TANF – Temporary Aid to Needy Families

VDOT – Virginia Department of Transportation

VJCCCA – Virginia Juvenile Community Crime Control Act

VPSC – Virginia Public School Authority

VRS – Virginia Retirement System

VWCC – Virginia Western Community College

WVRJ – Western Virginia Regional Jail





Ordinances





AT A REGULAR MEETING OF THE BOARD OF SUPERVISORS OF
ROANOKE COUNTY, VIRGINIA, HELD AT THE ROANOKE COUNTY
ADMINISTRATION CENTER ON TUESDAY, MAY 23, 2017

**ORDINANCE 052317-5 APPROPRIATING FUNDS FOR THE 2017-
2018 FISCAL YEAR OPERATIONS BUDGET AND APPROVAL OF
THE CLASSIFICATION AND PAY PLAN FOR FISCAL YEAR 2017-
2018 FOR ROANOKE COUNTY, VIRGINIA**

WHEREAS, upon notice duly published in the newspaper, public hearings were held on April 11, 2017 and May 9, 2017, concerning the adoption of the annual budget for Roanoke County for fiscal year 2017-2018; and

WHEREAS, the Board of Supervisors of Roanoke County, Virginia, approved said budget on May 23, 2017, pursuant to the provisions of Section 13.02 of the Roanoke County Charter and Chapter 25 of Title 15.2 of the 1950 Code of Virginia, as amended; and

WHEREAS, the first reading of this appropriation ordinance was held on May 9, 2017, and the second reading of this ordinance was held on May 23, 2017, pursuant to the provisions of Section 18.04 of the Roanoke County Charter.

BE IT ORDAINED by the Board of Supervisors of Roanoke County, Virginia, as follows:

1. That the following appropriations are hereby made from the respective funds for the period beginning July 1, 2017, and ending June 30, 2018, for the functions and purposes indicated:



County of Roanoke, Virginia
Fiscal Year 2017-2018
County Operations
May 23, 2017

	Appropriation Amount
Revenues:	
General Fund -	
County:	
General Government	\$ 109,660,760
Communications & Information Technology	10,032,908
Children's Services Act	7,250,176
Law Library	11,025
Public Works Projects	182,940
Recreation Fee Class	5,513,439
Grants & Other Funds	1,051,962
Police Special Programs	1,000
Criminal Justice Academy	371,699
Fleet Service Center	2,917,515
Subtotal, General Fund	<u>\$ 136,993,424</u>
Debt Service Fund - County	\$ 7,257,239
Internal Service Fund - Health Insurance	\$ 9,746,749
Internal Service Fund - Dental Insurance	715,823
Internal Service Fund - Risk Management	1,654,003
Subtotal, Internal Service Funds	<u>\$ 12,116,575</u>
Total Revenue - County Operations Funds	<u>\$ 156,367,238</u>
Expenditures:	
General Government - County Operations:	
General Administration	
Board of Supervisors	\$ 331,954
County Administration	753,710
Internal Auditor	114,528
Public Information	189,275
County Attorney	571,113
Human Resources	839,443
Economic Development	520,006
Subtotal, General Administration	<u>\$ 3,320,028</u>
Constitutional Officers	
Commissioner of the Revenue	\$ 774,293
Commonwealth's Attorney	1,135,031
Sheriff's Office	9,939,974
Treasurer	838,725
Clerk of the Circuit Court	1,102,764
Subtotal, Constitutional Officers	<u>\$ 13,790,787</u>



Judicial Administration	
Circuit Court	\$ 237,972
General District Court	95,440
Magistrate	1,590
Juvenile & Domestic Relations Court	47,086
Court Service Unit	305,144
Courthouse Maintenance	50,000
Subtotal, Judicial Administration	<u>\$ 737,232</u>
Management Services	
Real Estate Valuation (Assessor)	\$ 812,371
Finance (Accounting, Payroll, Purchasing)	1,897,594
Management & Budget	331,168
Public Transportation (CORTAN)	420,000
Subtotal, Management Services	<u>\$ 3,461,133</u>
Public Safety	
Police	\$ 12,237,599
Fire & Rescue	15,471,116
Subtotal, Public Safety	<u>\$ 27,708,715</u>
Community Services	
Community Development	\$ 4,322,361
General Services	7,525,407
Subtotal, Community Services	<u>\$ 11,847,768</u>
Human Services	
Parks, Recreation, & Tourism	\$ 4,668,093
Public Health	500,358
Social Services	10,629,039
Library	4,045,221
Virginia Cooperative Extension	87,097
Elections (Registrar)	370,955
Subtotal, Human Services	<u>\$ 20,300,763</u>
Non-Departmental	
Employee Benefits	\$ 2,653,886
Transfer to Communications & Information Technology	8,114,268
Contributions - Discretionary, Contractual, Dues & Memberships	2,055,444
Miscellaneous	1,495,000
Board Contingency	50,000
Addition to Fund Balance	429,719
Subtotal, Non-Departmental	<u>\$ 14,798,317</u>



Transfers to Other Funds	
Transfer to Debt Service - County	\$ 6,949,696
Transfer to County Capital	3,625,379
Transfer to Children's Services Act - County	1,284,000
Transfer to Internal Services - Risk Management	1,654,003
Transfer to Public Works Projects	182,940
Subtotal, Transfers to Other Funds	<u>\$ 13,696,018</u>
	\$ 109,660,760
Total, General Government - County Operations	
Communications & Information Technology	\$ 10,032,908
Children's Services Act	\$ 7,250,176
Law Library	\$ 11,025
Public Works Projects	\$ 182,940
Recreation Fee Class	\$ 5,513,439
Grants & Other Funds	\$ 1,051,962
Police Special Programs	\$ 1,000
Criminal Justice Academy	\$ 371,699
Fleet Service Center	\$ 2,917,515
Total, General Fund - County Operations	<u>\$ 136,993,424</u>
Debt Service Fund - County	\$ 7,257,239
Internal Service Fund - Health Insurance	\$ 9,746,749
Internal Service Fund - Dental Insurance	715,823
Internal Service Fund - Risk Management	1,654,003
Total, Internal Service Funds	<u>\$ 12,116,575</u>
	\$ 156,367,238
Total Expenditures - All County Operations Funds	



2. That the County Administrator may authorize or delegate the authorization of the transfer of any unencumbered balance or portion thereof from one department to another.
3. That all funded outstanding operating encumbrances at June 30, 2017, are re-appropriated to the 2017-2018 fiscal year to the same department and account for which they are encumbered in the previous year.
4. That all General Government Fund unexpended appropriations at the end of the 2016-2017 fiscal year not lapse but shall be re-appropriated to the County Capital Reserve.
5. That all General Government Fund revenues collected in excess of appropriated revenues shall be re-appropriated to the County Capital Reserve.
6. Account balances remaining in the Fee Class Fund collected by the Parks, Recreation and Tourism Department will be allocated to accounts as defined by the Fee Class Accounts Procedure.
7. Account balances remaining in Children's Services Act (C111), Police Confiscated Property (C120), Police Special Programs (C121), Forfeited Asset Sharing (C122), Sheriff Confiscated Property (C123), Sheriff Jail Fees (C124), Inventory Accounts (C125), Criminal Justice Academy (C126), Police Training Facility (C127), Garage - Fleet Service Center (C130), Motor Pool (C132), Grants (C135), Communications and Information Technology (C141-C144), Fee Class (C150), Law Library (C155), Public Works Fund (C170), Social Services Building (C175), South Peak Community Development



Authority (C201), County Debt Fund (C310, C320, C330, C340), County Capital and Economic Development Funds (C420, C421, C425, C428, C440, C445, C451, C455), County Trust Funds (C501, C502), Internal Service Funds (C700, C705, C710), Special Welfare (C810), Regional Fire/Rescue Training Center (C814), Commonwealth Fund (C815), and Economic Development Authority (C818) funds will carry over 100% and be re-appropriated to the individual funds.

8. That the Board of Supervisors anticipates receiving various grants, donations, and other miscellaneous revenues. These anticipated funds are appropriated to the Grants Fund for the various functions and purposes as provided therein, and said appropriation shall be acknowledged and allocated to the appropriate fund upon approval by the Board of Supervisors on the Consent Agenda.
9. That the Board of Supervisors approves the County of Roanoke Classification and Pay Plan. The Classification and Pay Plan included as part of this ordinance is effective July 1, 2017. The County Administrator shall implement the County Classification and Pay Plan pursuant to Board of Supervisors Resolution 0825115-1.
10. This ordinance shall take effect July 1, 2017.

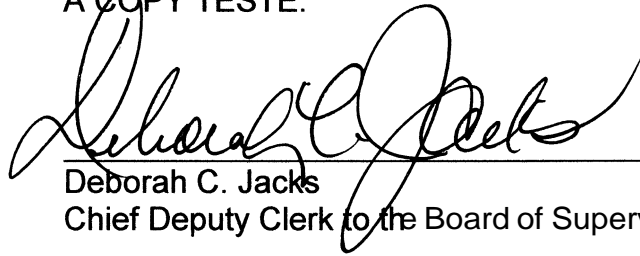


On motion of Supervisor Peters to adopt the ordinance, seconded by
Supervisor McNamara and carried by the following recorded vote:

AYES: Supervisors Assaid, Hooker, Peters, McNamara

NAYS: Supervisor Bedrosian

A COPY TESTE:



Deborah C. Jacks
Chief Deputy Clerk to the Board of Supervisors

cc: Thomas C. Gates, County Administrator
Daniel O'Donnell, Assistant County Administrator
Richard L. Caywood, Assistant County Administrator
Christopher Bever, Director of Management and Budget
Rebecca Owens, Director of Finance
Ruth Ellen Kuhnel, County Attorney



AT A REGULAR MEETING OF THE BOARD OF SUPERVISORS OF
ROANOKE COUNTY, VIRGINIA, HELD AT THE ROANOKE COUNTY
ADMINISTRATION CENTER ON TUESDAY, MAY 23, 2017

**ORDINANCE 052317-6 APPROPRIATING FUNDS FOR THE 2017-
2018 FISCAL YEAR CAPITAL BUDGET FOR ROANOKE
COUNTY, VIRGINIA**

WHEREAS, upon notice duly published in the newspaper, public hearings were held on April 11, 2017 and May 9, 2017, concerning the adoption of the annual budget for Roanoke County for fiscal year 2017-2018; and

WHEREAS, the Board of Supervisors of Roanoke County, Virginia, approved said budget on May 23, 2017, pursuant to the provisions of Section 13.02 of the Roanoke County Charter and Chapter 25 of Title 15.2 of the 1950 Code of Virginia, as amended; and

WHEREAS, the first reading of this appropriation ordinance was held on May 9, 2017, and the second reading of this ordinance was held on May 23, 2017, pursuant to the provisions of Section 18.04 of the Roanoke County Charter.

BE IT ORDAINED by the Board of Supervisors of Roanoke County, Virginia, as follows:

1. That the following appropriations are hereby made from the respective funds for the period beginning July 1, 2017, and ending June 30, 2018, for the functions and purposes indicated:



County of Roanoke, Virginia

Fiscal Year 2017-2018

County Capital

May 23, 2017

	Appropriation Amount
Revenues:	
County	
Capital:	
Transfer from General Government Fund	\$ 7,610,901
County Unrestricted Cash (excl. Transfer from General Govt. Fund)	3,102,196
County Restricted Cash	2,975,247
Non-County	1,108,000
Lease/Revenue Bonds	8,675,000
Miscellaneous Revenues	100,000
	<hr/>
Total Revenue - County Capital	<u>\$ 23,571,344</u>
Expenditures:	
County Capital:	
FY 2018 Capital Fund supported by General Government Fund excluding General Government Transfers to CIP & Fleet Replacement	\$ 3,825,000
FY 2018 Capital Year Budget - Public Safety	\$ 5,047,000
FY 2018 Capital Year Budget - Community Services	\$ 2,843,247
FY 2018 Capital Year Budget - Human Services	\$ 5,238,000
FY 2018 Capital Year Budget - Internal Services	\$ 3,715,000
Subtotal, FY 2018 Capital Year Budget	<u>\$ 16,843,247</u>
FY 2018 Fleet Replacement Budget	<u>\$ 2,903,097</u>
Total Expenditures - County Capital	<u>\$ 23,571,344</u>



2. That the County Administrator may authorize or delegate the authorization of the transfer of any unencumbered balance or portion thereof from one project to another so as to provide for the completion of a capital project.
3. That all funded outstanding capital encumbrances at June 30, 2017, are re-appropriated to the 2017-2018 fiscal year to the same account for which they are encumbered in the previous year.
4. That appropriations designated for capital projects will not lapse at the end of the fiscal year but shall remain appropriated until the completion of the project or until the Board of Supervisors, by appropriate action, changes or eliminates the appropriation. Upon completion of a capital project, staff is authorized to close out the project and transfer to the funding source any remaining balances. This section applies to appropriations for capital projects at June 30, 2017, and appropriations in the 2017-2018 budget.
5. That the Board of Supervisors anticipates receiving various grants, donations, and other miscellaneous revenues. These anticipated funds are appropriated to the Grants Fund for the various functions and purposes as provided therein, and said appropriation shall be acknowledged and allocated to the appropriate fund upon approval by the Board of Supervisors on the Consent Agenda.
6. This ordinance shall take effect July 1, 2017.



On motion of Supervisor McNamara to adopt the ordinance, seconded by Supervisor Peters and carried by the following recorded vote:

AYES: Supervisors Assaid, Hooker, Peters, McNamara

NAYS: Supervisor Bedrosian

A COPY TESTE:

Deborah C. Jacks

Chief Deputy Clerk to the Board of Supervisors

cc: Thomas C. Gates, County Administrator
 Daniel O'Donnell, Assistant County Administrator
 Richard L. Caywood, Assistant County Administrator
 Christopher Bever, Director of Management and Budget
 Rebecca Owens, Director of Finance
 Ruth Ellen Kuhnel, County Attorney



AT A REGULAR MEETING OF THE BOARD OF SUPERVISORS OF
ROANOKE COUNTY, VIRGINIA, HELD AT THE ROANOKE COUNTY
ADMINISTRATION CENTER ON TUESDAY, MAY 23, 2017

**ORDINANCE 052317-7 APPROPRIATING FUNDS FOR THE 2017-
2018 FISCAL YEAR TRANSFERS TO AND ON BEHALF OF
ROANOKE COUNTY PUBLIC SCHOOLS FOR ROANOKE COUNTY,
VIRGINIA**

WHEREAS, upon notice duly published in the newspaper, public hearings were held on April 11, 2017 and May 9, 2017, concerning the adoption of the annual budget for Roanoke County for fiscal year 2017-2018; and

WHEREAS, the Board of Supervisors of Roanoke County, Virginia, approved said budget on May 23, 2017, pursuant to the provisions of Section 13.02 of the Roanoke County Charter and Chapter 25 of Title 15.2 of the 1950 Code of Virginia, as amended; and

WHEREAS, the first reading of this appropriation ordinance was held on May 9, 2017, and the second reading of this ordinance was held on May 23, 2017, pursuant to the provisions of Section 18.04 of the Roanoke County Charter.

BE IT ORDAINED by the Board of Supervisors of Roanoke County, Virginia, as follows:

1. That the following appropriations are hereby made from the respective funds for the period beginning July 1, 2017, and ending June 30, 2018, for the functions and purposes indicated:



**County of Roanoke, Virginia
Fiscal Year 2017-2018
Schools Revenue Sharing Transfer, Debt Service Transfer, and
Children's Services Act Transfer
May 23, 2017**

	Appropriation Amount
Revenues	
:	
General Government Fund	\$ 76,933,507
	<hr/>
Total Revenue - Schools Transfers	\$ 76,933,507
	<hr/>
Expenditures:	
General Government Fund	
Transfer to Schools Operations	\$ 68,078,937
Transfer to Transfer to Debt Service Fund - Schools Debt Service	7,625,570
Transfer to Children's Service Act on behalf of Schools	1,229,000
	<hr/>
Total Expenditures - Schools Transfers	\$ 76,933,507
	<hr/>



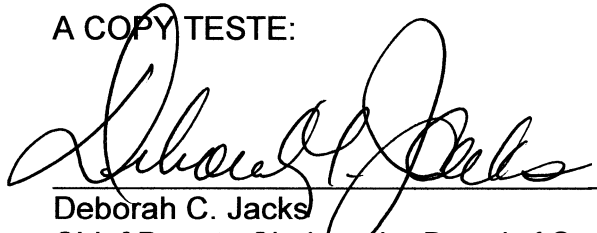
2. That the transfer to Roanoke County Public Schools for operating per the County and School revenue sharing agreement shall be transferred in its entirety.
3. That the transfers made by Roanoke County on behalf of Roanoke County Public Schools to the Debt Service Fund and Children's Service Act Fund shall be based on actual expenditures incurred during fiscal year 2017-2018. Any remaining balance in those transfers shall remain with Roanoke County government.
4. This ordinance shall take effect July 1, 2017.

On motion of Supervisor Peters to adopt the ordinance, seconded by Supervisor McNamara and carried by the following recorded vote:

AYES: Supervisors Assaid, Hooker, Peters, McNamara

NAYS: Supervisor Bedrosian

A COPY TESTE:



Deborah C. Jacks
Chief Deputy Clerk to the Board of Supervisors

cc: Thomas C. Gates, County Administrator
Daniel O'Donnell, Assistant County Administrator
Richard L. Caywood, Assistant County Administrator
Christopher Bever, Director of Management and Budget
Rebecca Owens, Director of Finance
Ruth Ellen Kuhnel, County Attorney



AT A REGULAR MEETING OF THE BOARD OF SUPERVISORS OF
ROANOKE COUNTY, VIRGINIA, HELD AT THE ROANOKE COUNTY
ADMINISTRATION CENTER ON TUESDAY, MAY 23, 2017

**ORDINANCE 052317-8 APPROPRIATING FUNDS FOR THE 2017-
2018 FISCAL YEAR OPERATIONS BUDGET FOR ROANOKE
COUNTY PUBLIC SCHOOLS**

WHEREAS, upon notice duly published in the newspaper, public hearings were held on April 11, 2017 and May 9, 2017, concerning the adoption of the annual budget for Roanoke County for fiscal year 2017-2018; and

WHEREAS, the Board of Supervisors of Roanoke County, Virginia, approved said budget on May 23, 2017, pursuant to the provisions of Section 13.02 of the Roanoke County Charter and Chapter 25 of Title 15.2 of the 1950 Code of Virginia, as amended; and

WHEREAS, the first reading of this appropriation ordinance was held on May 9, 2017, and the second reading of this ordinance was held on May 23, 2017, pursuant to the provisions of Section 18.04 of the Roanoke County Charter.

BE IT ORDAINED by the Board of Supervisors of Roanoke County, Virginia, as follows:

1. That the following appropriations are hereby made from the respective funds for the period beginning July 1, 2017, and ending June 30, 2018, for the functions and purposes indicated:



County of Roanoke, Virginia
Fiscal Year 2017-2018
Roanoke County Public Schools Operations
May 23, 2017

	Appropriation Amount
Revenues:	
Schools Operating Funds:	
General	\$ 145,407,698
Nutrition	6,079,204
Grants	7,017,665
Instructional Resources	1,091,652
Bus	876,893
Laptop	357,740
	<hr/>
Subtotal, Schools Operating Funds	<u>\$ 160,830,852</u>
Debt Service Fund - Schools	<u>\$ 11,863,259</u>
	<hr/>
Total Revenue - Schools Operations and Debt Service Fund	<u><u>\$ 172,694,111</u></u>
Expenditures:	
Schools Operating Funds:	
General	\$ 145,407,698
Nutrition	6,079,204
Grants	7,017,665
Instructional Resources	1,091,652
Bus	876,893
Laptop	357,740
	<hr/>
Subtotal, Schools Operating Funds Expenditures	<u>\$ 160,830,852</u>
Debt Service Fund - Schools	<u>\$ 11,863,259</u>
	<hr/>
Total Expenditures - Schools Operations and Debt Service Fund	<u><u>\$ 172,694,111</u></u>



2. That all School General Fund appropriation remaining at the end of the 2016- 2017 fiscal year not lapse, but shall be appropriated to the School Capital Fund in fiscal year 2017-2018 as follows:
 - a.) Two-thirds of the year-end balance in the school operating funds will be allocated to the Major School Capital Reserve;
 - b.) One-third of the year-end balance in the school operating fund will be allocated to the Minor School Capital Reserve.
3. Account balances remaining in the Schools Debt Fund (C360, C365, C370) will carry over 100% and be re-appropriated to the individual funds.
4. This ordinance shall take effect July 1, 2017.

On motion of Supervisor McNamara to adopt the ordinance, seconded by Supervisor Peters and carried by the following recorded vote:

AYES: Supervisors Assaid, Hooker, Peters,

McNamara NAYS: Supervisor Bedrosian

A COPY TESTE:

Deborah C. Jacks
Chief Deputy Clerk to the Board of Supervisors

cc: Thomas C. Gates, County Administrator
Daniel O'Donnell, Assistant County Administrator
Richard L. Caywood, Assistant County Administrator
Christopher Bever, Director of Management and Budget
Rebecca Owens, Director of Finance
Ruth Ellen Kuhnel, County Attorney



AT A REGULAR MEETING OF THE BOARD OF SUPERVISORS OF
ROANOKE COUNTY, VIRGINIA, HELD AT THE ROANOKE COUNTY
ADMINISTRATION CENTER ON TUESDAY, MAY 23, 2017

**ORDINANCE 052317-9 APPROPRIATING FUNDS FOR THE 2017-
2018 FISCAL YEAR CAPITAL BUDGET FOR ROANOKE COUNTY
PUBLIC SCHOOLS**

WHEREAS, upon notice duly published in the newspaper, public hearings were held on April 11, 2017 and May 9, 2017, concerning the adoption of the annual budget for Roanoke County for fiscal year 2017-2018; and

WHEREAS, the Board of Supervisors of Roanoke County, Virginia, approved said budget on May 23, 2017, pursuant to the provisions of Section 13.02 of the Roanoke County Charter and Chapter 25 of Title 15.2 of the 1950 Code of Virginia, as amended; and

WHEREAS, the first reading of this appropriation ordinance was held on May 9, 2017, and the second reading of this ordinance was held on May 23, 2017, pursuant to the provisions of Section 18.04 of the Roanoke County Charter.

BE IT ORDAINED by the Board of Supervisors of Roanoke County, Virginia, as follows:

1. That the following appropriations are hereby made from the respective funds for the period beginning July 1, 2017, and ending June 30, 2018, for the functions and purposes indicated:



County of Roanoke, Virginia
Fiscal Year 2017-2018
Roanoke County Public Schools Capital
May 23, 2017

	Appropriation Amount
Revenues:	
Schools	
Capital	
Schools Unrestricted Cash	\$ 6,982,750
Virginia Public Schools Authority (VPSA) Bonds	<u>30,000,000</u>
Total Revenue - Schools Capital	<u><u>\$ 36,982,750</u></u>
Expenditures:	
Schools Capital	
Cave Spring High School	\$ 35,500,000
Capital Maintenance Plan	1,000,000
Human Resources and Payroll Module	50,000
Other Minor Capital Items & Reserves	<u>432,750</u>
Total Expenditures - Schools Capital	<u><u>\$ 36,982,750</u></u>



2. That all funded outstanding capital encumbrances at June 30, 2017, are re-appropriated to the 2017-2018 fiscal year to the same account for which they are encumbered in the previous year.
3. That appropriations designated for capital projects will not lapse at the end of the fiscal year but shall remain appropriated until the completion of the project. This section applies to appropriations for capital projects at June 30, 2017, and appropriations in the 2017-2018 budget.
4. Upon completion of a capital project, staff is authorized to close out the project and transfer to the funding source any remaining balances. This section applies to appropriations for capital projects at June 30, 2017, and appropriations in the 2017-2018 budget.
5. This ordinance shall take effect July 1, 2017.



On motion of Supervisor Peters to adopt the ordinance, seconded by
Supervisor McNamara and carried by the following recorded vote:

AYES: Supervisors Hooker, Peters, McNamara

ABSTAIN: Supervisor Assaid

NAYS: Supervisor Bedrosian

A COPY TESTE:

Deborah C. Jacks
Chief Deputy Clerk to the Board of Supervisors

cc: Thomas C. Gates, County Administrator
Daniel O'Donnell, Assistant County Administrator
Richard L. Caywood, Assistant County Administrator
Christopher Bever, Director of Management and Budget
Rebecca Owens, Director of Finance
Ruth Ellen Kuhnel, County Attorney





County of Roanoke



CLASSIFICATION & PAY PLAN

Fiscal Year 2017-2018

PREPARED BY THE
DEPARTMENT OF HUMAN RESOURCES



Classification Plan and Unclassified Schedule for employees in the service of Roanoke County for the fiscal year beginning July 1, 2017,
effective July 1, 2017, as herein set forth in the following words and figures:

CLASSIFICATION PLAN

FY 2017 - 2018

Part I - Classified Positions

Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
9	815	Custodian	Nonexempt	General Services	4	20,256	26,191	32,126
10	618	Courier	Nonexempt	Finance	1	21,268	27,501	33,733
10	855	Refuse Collector	Nonexempt	General Services	5	21,268	27,501	33,733
11	-	-	-	-	0	22,332	28,876	35,419
12	673	Secretary	Nonexempt	Commonwealth's Attorney	1	23,449	30,319	37,190
12	673	Secretary	Nonexempt	Parks, Recreation & Tourism	1	23,449	30,319	37,190
12	685	Tax Clerk I	Nonexempt	Commissioner of the Revenue	2	23,449	30,319	37,190
12	689	Treasurer Clerk I	Nonexempt	Treasurer	2	23,449	30,319	37,190
12	850	Parks Maintenance Worker	Nonexempt	Parks, Recreation & Tourism	7	23,449	30,319	37,190
13	621	Customer Service Representative	Nonexempt	General Services	1	24,621	31,835	39,049
13	621	Customer Service Representative I	Nonexempt	Social Services	2	24,621	31,835	39,049
13	702	Mechanics Helper *CP	Nonexempt	General Services	1	24,621	31,835	39,049
13	840	Motor Equipment Operator I *CP	Nonexempt	Community Development	2	24,621	31,835	39,049
13	840	Motor Equipment Operator I *CP	Nonexempt	Parks, Recreation & Tourism	5	24,621	31,835	39,049
14	560	Recreation Technician	Nonexempt	Parks, Recreation & Tourism	1	25,852	33,427	41,002
14	576	Social Services Aide II	Nonexempt	Social Services	5	25,852	33,427	41,002
14	622	Customer Service Representative II	Nonexempt	Social Services	2	25,852	33,427	41,002
14	626	Deputy Clerk of Circuit Court I	Nonexempt	Clerk of the Circuit Court	1	25,852	33,427	41,002
14	661	Records Technician I *CP	Nonexempt	Police	3	25,852	33,427	41,002
14	665	Real Estate Clerk II	Nonexempt	Commissioner of the Revenue	1	25,852	33,427	41,002
14	686	Tax Clerk II	Nonexempt	Commissioner of the Revenue	3	25,852	33,427	41,002
14	690	Treasurer Clerk II	Nonexempt	Treasurer	6	25,852	33,427	41,002
14	805	Corrections - Food Services Director	Exempt/Compensatory	Sheriff	1	25,852	33,427	41,002
15	600	Accounts Representative	Nonexempt	Finance	2	27,145	35,098	43,052
15	649	Parts and Service Specialist	Nonexempt	General Services	1	27,145	35,098	43,052
15	732	Motor Equipment Operator II *CP	Nonexempt	Community Development	2	27,145	35,098	43,052
15	732	Motor Equipment Operator II *CP	Nonexempt	Parks, Recreation & Tourism	2	27,145	35,098	43,052
16	468	Control Room Operator	Nonexempt	Sheriff	2	28,502	36,853	45,204
16	595	Permit Technician I *CP	Nonexempt	Community Development	1	28,502	36,853	45,204
16	602	Accounts Coordinator	Nonexempt	Parks, Recreation & Tourism	1	28,502	36,853	45,204
16	602	Accounts Coordinator	Nonexempt	Social Services	2	28,502	36,853	45,204
16	608	Civil Process Support Specialist	Nonexempt	Sheriff	1	28,502	36,853	45,204
16	643	Income Tax Coordinator	Nonexempt	Commissioner of the Revenue	1	28,502	36,853	45,204
16	655	Office Support Specialist	Nonexempt	Finance	1	28,502	36,853	45,204
16	655	Office Support Specialist	Nonexempt	Fire and Rescue	1	28,502	36,853	45,204
16	655	Office Support Specialist	Nonexempt	General Services	2	28,502	36,853	45,204
16	655	Office Support Specialist	Nonexempt	Parks, Recreation & Tourism	2	28,502	36,853	45,204
16	655	Office Support Specialist	Nonexempt	Police	2	28,502	36,853	45,204
16	655	Office Support Specialist	Nonexempt	Registrar	1	28,502	36,853	45,204
16	655	Office Support Specialist	Nonexempt	Sheriff	1	28,502	36,853	45,204
16	663	Program Support Specialist	Nonexempt	Fire and Rescue	1	28,502	36,853	45,204
16	663	Program Support Specialist	Nonexempt	Real Estate Valuation	1	28,502	36,853	45,204
16	687	Tax Clerk III	Nonexempt	Commissioner of the Revenue	0	28,502	36,853	45,204
16	691	Treasurer Clerk III	Nonexempt	Treasurer	1	28,502	36,853	45,204
16	697	Records Technician II *CP	Nonexempt	Police	1	28,502	36,853	45,204
16	744	Solid Waste Equipment Operator	Nonexempt	General Services	23	28,502	36,853	45,204
17	384	Tax Compliance Deputy	Nonexempt	Commissioner of the Revenue	1	29,927	38,696	47,465

Adopted Budget FY 2017-2018



Classification and Pay Plan

Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
17	451	E-911 Call Taker	Nonexempt	Communications & Information Technology	2	29,927	38,696	47,465
17	452	Communications Officer I *CP	Nonexempt	Communications & Information Technology	2	29,927	38,696	47,465
17	536	Library Assistant	Nonexempt	Library	18	29,927	38,696	47,465
17	596	Permit Technician II *CP	Nonexempt	Community Development	1	29,927	38,696	47,465
17	627	Deputy Clerk of Circuit Court II	Nonexempt	Clerk of the Circuit Court	3	29,927	38,696	47,465
17	641	Social Services Administrative Assistant	Nonexempt	Social Services	1	29,927	38,696	47,465
17	651	Legal Secretary	Nonexempt	Commonwealth's Attorney	3	29,927	38,696	47,465
17	662	Payroll Technician	Nonexempt	Finance	2	29,927	38,696	47,465
17	667	Real Estate Clerk Supervisor	Nonexempt	Commissioner of the Revenue	1	29,927	38,696	47,465
17	672	Purchasing Technician	Nonexempt	Finance	1	29,927	38,696	47,465
17	677	HR PRT Administrative Assistant	Nonexempt	Parks, Recreation & Tourism	1	29,927	38,696	47,465
17	700	Automotive Mechanic *CP	Nonexempt	General Services	2	29,927	38,696	47,465
17	810	Crew Leader	Nonexempt	General Services	2	29,927	38,696	47,465
18	333	Benefit Programs Specialist	Nonexempt	Social Services	24	31,423	40,631	49,838
18	345	Equipment Technician	Nonexempt	General Services	1	31,423	40,631	49,838
18	528	Human Resources Specialist I	Nonexempt	Human Resources	3	31,423	40,631	49,838
18	535	Accreditation Specialist	Nonexempt	Sheriff	1	31,423	40,631	49,838
18	558	Recreation Programmer	Nonexempt	Parks, Recreation & Tourism	6	31,423	40,631	49,838
18	597	Permit Technician III	Nonexempt	Community Development	1	31,423	40,631	49,838
18	606	Business Ordinance Inspector	Nonexempt	Commissioner of the Revenue	1	31,423	40,631	49,838
18	624	Deputy Assistant General Registrar	Nonexempt	Registrar	1	31,423	40,631	49,838
18	639	Police Administrative Assistant	Nonexempt	Police	1	31,423	40,631	49,838
18	688	Tax Clerk IV	Nonexempt	Commissioner of the Revenue	1	31,423	40,631	49,838
18	704	Building Maintenance Technician *CP	Nonexempt	General Services	4	31,423	40,631	49,838
18	715	Heavy Truck Mechanic *CP	Nonexempt	General Services	4	31,423	40,631	49,838
18	733	Motor Equipment Operator III	Nonexempt	Community Development	1	31,423	40,631	49,838
18	733	Motor Equipment Operator III	Nonexempt	Parks, Recreation & Tourism	2	31,423	40,631	49,838
18	842	Parks Crew Leader	Nonexempt	Parks, Recreation & Tourism	6	31,423	40,631	49,838
18	846	Parks Maintenance Service Specialist	Nonexempt	Parks, Recreation & Tourism	1	31,423	40,631	49,838
19	311	Communications Equipment Installer	Nonexempt	Communications & Information Technology	2	32,995	42,662	52,330
19	318	Construction Inspector *CP	Nonexempt	Community Development	0	32,995	42,662	52,330
19	324	Electrical Inspector *CP	Nonexempt	Community Development	0	32,995	42,662	52,330
19	348	Fraud Investigator	Nonexempt	Social Services	1	32,995	42,662	52,330
19	360	Plumbing and Mechanical Inspector *CP	Nonexempt	Community Development	0	32,995	42,662	52,330
19	381	Senior Benefit Programs Specialist	Nonexempt	Social Services	4	32,995	42,662	52,330
19	454	Communications Officer II *CP	Nonexempt	Communications & Information Technology	20	32,995	42,662	52,330
19	539	Department Budget Specialist	Nonexempt	Library	1	32,995	42,662	52,330
19	540	Office Coordinator/Department Budget Specialist	Nonexempt	Community Development	1	32,995	42,662	52,330
19	540	Office Coordinator/Department Budget Specialist	Nonexempt	General Services	1	32,995	42,662	52,330
19	540	Office Coordinator/Department Budget Specialist	Nonexempt	Communications & Information Technology	1	32,995	42,662	52,330
19	540	Office Coordinator/Department Budget Specialist	Nonexempt	Real Estate Valuation	1	32,995	42,662	52,330
19	541	Facility and Capital Projects Support Specialist	Nonexempt	General Services	1	32,995	42,662	52,330
19	564	Senior Library Assistant	Nonexempt	Library	6	32,995	42,662	52,330
19	628	Deputy Clerk of Circuit Court III	Nonexempt	Clerk of the Circuit Court	6	32,995	42,662	52,330
19	631	Deputy Clerk to the Board of Supervisors	Nonexempt	Board of Supervisors	1	32,995	42,662	52,330
19	658	Senior Payroll Technician	Nonexempt	Finance	1	32,995	42,662	52,330
19	676	Planning Administrative Assistant	Nonexempt	Community Development	1	32,995	42,662	52,330
19	692	Treasurer Clerk Supervisor	Nonexempt	Treasurer	1	32,995	42,662	52,330
19	705	Building Maintenance Technician II *CP	Nonexempt	General Services	3	32,995	42,662	52,330
19	811	Housekeeping Supervisor	Nonexempt	General Services	1	32,995	42,662	52,330
20	284	Family Services Specialist	Exempt/Compensatory	Social Services	24	34,645	44,796	54,947
20	530	Human Resources Specialist II	Nonexempt	Human Resources	1	34,645	44,796	54,947
20	336	Self Sufficiency Specialist	Nonexempt	Social Services	5	34,645	44,796	54,947



Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
20	416	Firefighter/EMT *CP	Nonexempt	Fire and Rescue	26	34,645	44,796	54,947
20	442	Police Officer-Uniform Division *CP	Nonexempt	Police	44	34,645	44,796	54,947
20	470	Deputy Sheriff *CP	Nonexempt	Sheriff	30	34,645	44,796	54,947
20	616	Technical Support Technician *CP	Nonexempt	Communications & Information Technology	1	34,645	44,796	54,947
20	820	Stormwater Maintenance Foreman	Nonexempt	Community Development	2	34,645	44,796	54,947
20	865	Solid Waste Collection Foreman	Nonexempt	General Services	2	34,645	44,796	54,947
21	201	Assistant Cataloger/Assistant Reference Librarian	Exempt/Compensatory	Library	1	36,377	47,035	57,694
21	202	Assistant Reference Librarian	Exempt/Compensatory	Library	1	36,377	47,035	57,694
21	265	Recreation Program Supervisor	Exempt/Compensatory	Parks, Recreation & Tourism	4	36,377	47,035	57,694
21	308	Combination Code Compliance Inspector *CP	Nonexempt	Community Development	8	36,377	47,035	57,694
21	407	Fire and Rescue Data Analyst	Nonexempt	Fire and Rescue	1	36,377	47,035	57,694
21	408	Logistics Technician	Nonexempt	Fire and Rescue	1	36,377	47,035	57,694
21	421	Community Outreach Coordinator	Nonexempt	Fire and Rescue	1	36,377	47,035	57,694
21	425	Investigative Support Specialist	Nonexempt	Police	1	36,377	47,035	57,694
21	426	Systems Technician	Nonexempt	Police	1	36,377	47,035	57,694
21	456	Communications Training Officer	Nonexempt	Communications & Information Technology	8	36,377	47,035	57,694
21	457	Accreditation Coordinator	Nonexempt	Communications & Information Technology	1	36,377	47,035	57,694
21	512	Buyer	Nonexempt	Finance	2	36,377	47,035	57,694
21	598	Permit Technician Supervisor	Nonexempt	Community Development	1	36,377	47,035	57,694
21	717	Lead Heavy Truck Mechanic	Nonexempt	General Services	1	36,377	47,035	57,694
21	852	Welding Shop Foreman	Nonexempt	General Services	1	36,377	47,035	57,694
22	260	Resource Coordinator	Exempt/Compensatory	Social Services	1	38,195	49,387	60,579
22	280	Senior Family Services Specialist	Exempt/Compensatory	Social Services	6	38,195	49,387	60,579
22	292	Volunteer/Public Relations Coordinator	Exempt/Compensatory	Fire and Rescue	1	38,195	49,387	60,579
22	300	Appraiser *CP	Exempt/Compensatory	Real Estate Valuation	2	38,195	49,387	60,579
22	321	Development Review Coordinator	Exempt/Compensatory	Community Development	1	38,195	49,387	60,579
22	327	Electronic Services Specialist	Exempt/Compensatory	Parks, Recreation & Tourism	1	38,195	49,387	60,579
22	342	Technology Services Coordinator	Nonexempt	Library	1	38,195	49,387	60,579
22	354	Technical Analyst I *CP	Nonexempt	Communications & Information Technology	4	38,195	49,387	60,579
22	354	Technical Analyst I	Nonexempt	Social Services	1	38,195	49,387	60,579
22	378	Senior Self Sufficiency Specialist	Nonexempt	Social Services	2	38,195	49,387	60,579
22	383	Benefit Programs Trainer	Exempt/Compensatory	Social Services	1	38,195	49,387	60,579
22	443	Police Officer II - Uniform Div. *CP	Nonexempt	Police	28	38,195	49,387	60,579
22	461	Master Deputy Sheriff II *CP	Nonexempt	Sheriff	11	38,195	49,387	60,579
22	532	Legal Assistant	Nonexempt	County Attorney	1	38,195	49,387	60,579
22	629	Deputy Clerk of Circuit Court IV	Exempt/Compensatory	Clerk of the Circuit Court	4	38,195	49,387	60,579
22	845	Parks Maintenance Supervisor	Nonexempt	Parks, Recreation & Tourism	2	38,195	49,387	60,579
22	870	Lead Solid Waste Collection Foreman	Nonexempt	General Services	1	38,195	49,387	60,579
23	206	Planner I	Exempt/Compensatory	Community Development	2	40,106	51,857	63,608
23	312	Communications Technician	Nonexempt	Communications & Information Technology	4	40,106	51,857	63,608
23	330	Benefit Programs Supervisor	Exempt/Compensatory	Social Services	4	40,106	51,857	63,608
23	376	Senior Combination Code Compliance Inspector *CP	Nonexempt	Community Development	1	40,106	51,857	63,608
23	418	Paramedic/Firefighter *CP	Nonexempt	Fire and Rescue	67	40,106	51,857	63,608
23	447	Police Officer III - Uniform Div. *CP	Nonexempt	Police	21	40,106	51,857	63,608
23	458	Communications Training Coordinator	Nonexempt	Communications & Information Technology	1	40,106	51,857	63,608
23	460	Communications Team Supervisor	Nonexempt	Communications & Information Technology	4	40,106	51,857	63,608
23	463	Master Deputy Sheriff III *CP	Nonexempt	Sheriff	8	40,106	51,857	63,608
23	546	Senior Buyer	Nonexempt	Finance	1	40,106	51,857	63,608
23	660	Payroll Specialist	Exempt/Compensatory	Finance	1	40,106	51,857	63,608
24	222	Divisional Librarian	Exempt/Compensatory	Library	4	42,111	54,450	66,788

Adopted Budget FY 2017-2018



Classification and Pay Plan

Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
24	233	Business Coordinator	Exempt/Compensatory	Communications & Information Technology	1	42,111	54,450	66,788
24	233	Business Coordinator	Exempt/Compensatory	Fire and Rescue	1	42,111	54,450	66,788
24	233	Business Coordinator	Exempt/Compensatory	General Services	1	42,111	54,450	66,788
24	233	Business Coordinator	Exempt/Compensatory	Library	1	42,111	54,450	66,788
24	233	Business Coordinator	Exempt/Compensatory	Parks, Recreation & Tourism	1	42,111	54,450	66,788
24	233	Business Coordinator	Exempt/Compensatory	Police	1	42,111	54,450	66,788
24	539	Business Coordinator	Exempt/Compensatory	Sheriff	1	42,111	54,450	66,788
24	253	Parks Administrator	Exempt/Compensatory	Parks, Recreation & Tourism	1	42,111	54,450	66,788
24	263	Recreation Program Manager	Exempt/Compensatory	Parks, Recreation & Tourism	4	42,111	54,450	66,788
24	326	Development GIS Specialist	Exempt/Compensatory	Community Development	1	42,111	54,450	66,788
24	346	GIS Specialist I *CP	Exempt/Compensatory	Communications & Information Technology	0	42,111	54,450	66,788
24	356	Technical Analyst II *CP	Nonexempt	Communications & Information Technology	0	42,111	54,450	66,788
24	420	Master Paramedic/Firefighter *CP	Nonexempt	Fire and Rescue	15	42,111	54,450	66,788
24	424	Crime Analyst	Exempt/Compensatory	Police	1	42,111	54,450	66,788
24	444	Police - Records Unit Supervisor	Exempt/Compensatory	Police	1	42,111	54,450	66,788
24	449	Police Officer IV - Uniform Div. *CP	Nonexempt	Police	20	42,111	54,450	66,788
24	464	Master Deputy Sheriff IV *CP	Nonexempt	Sheriff	4	42,111	54,450	66,788
24	527	Administrative and Marketing Manager	Exempt/Compensatory	Library	1	42,111	54,450	66,788
24	635	Administrative Assistant to the County Administrator	Exempt/Compensatory	County Administrator	1	42,111	54,450	66,788
25	140	Chief Deputy Commissioner of Revenue	Exempt/Compensatory	Commissioner of the Revenue	1	44,217	57,172	70,128
25	144	Chief Deputy Treasurer	Exempt/Compensatory	Treasurer	1	44,217	57,172	70,128
25	210	Branch Librarian	Exempt/Compensatory	Library	3	44,217	57,172	70,128
25	232	Financial Analyst	Exempt/Compensatory	Finance	2	44,217	57,172	70,128
25	237	Budget Analyst	Exempt/Compensatory	Budget	1	44,217	57,172	70,128
25	256	Planner II	Exempt/Compensatory	Community Development	4	44,217	57,172	70,128
25	269	Content Manager	Exempt/Compensatory	Public Information	1	44,217	57,172	70,128
25	282	Family Services Supervisor	Exempt/Compensatory	Social Services	5	44,217	57,172	70,128
25	314	Chief Inspector/Field Supervisor	Nonexempt	Community Development	1	44,217	57,172	70,128
25	337	Self Sufficiency Supervisor	Exempt/Compensatory	Social Services	1	44,217	57,172	70,128
25	588	Victim/Witness Director/Executive Assistant	Exempt/Compensatory	Commonwealth's Attorney	1	44,217	57,172	70,128
25	873	Stormwater Operations Supervisor	Exempt/Compensatory	Community Development	1	44,217	57,172	70,128
26	214	Civil Engineer I *CP	Exempt/Compensatory	Community Development	2	46,427	60,031	73,634
26	242	Human Resources Consultant	Exempt/Compensatory	Human Resources	2	46,427	60,031	73,634
26	277	Greenway Planner	Exempt/Compensatory	Parks, Recreation & Tourism	1	46,427	60,031	73,634
26	289	Tourism/Event Coordinator	Exempt/Compensatory	Parks, Recreation & Tourism	1	46,427	60,031	73,634
26	295	Transportation Engineer	Exempt/Compensatory	Community Development	1	46,427	60,031	73,634
26	347	GIS Specialist II *CP	Exempt/Compensatory	Communications & Information Technology	1	46,427	60,031	73,634
26	356	Technical Analyst III *CP	Exempt/Compensatory	Communications & Information Technology	1	46,427	60,031	73,634
26	375	Senior Appraiser *CP	Exempt/Compensatory	Real Estate Valuation	6	46,427	60,031	73,634
26	412	Fire Lieutenant - Inspector	Nonexempt	Fire and Rescue	2	46,427	60,031	73,634
26	414	Fire Lieutenant	Nonexempt	Fire and Rescue	20	46,427	60,031	73,634
26	427	Police Officer - Sgt. - Academy Assistant Director	Nonexempt	Police	1	46,427	60,031	73,634
26	440	Police Officer - Sergeant	Nonexempt	Police	14	46,427	60,031	73,634
26	462	Deputy Sheriff - Sgt. - Analysis	Nonexempt	Sheriff	1	46,427	60,031	73,634
26	466	Deputy Sheriff - Sgt. - Rehabilitation	Nonexempt	Sheriff	1	46,427	60,031	73,634
26	477	Deputy Sheriff - Sgt. - Inmate/Jail Services	Nonexempt	Sheriff	1	46,427	60,031	73,634
26	478	Deputy Sheriff - Sgt. - Inmate Records	Nonexempt	Sheriff	1	46,427	60,031	73,634
26	482	Deputy Sheriff - Sergeant	Nonexempt	Sheriff	9	46,427	60,031	73,634
26	484	Deputy Sheriff - Sgt. - Training	Nonexempt	Sheriff	1	46,427	60,031	73,634
26	496	Deputy Sheriff - Sgt. - Medical	Nonexempt	Sheriff	1	46,427	60,031	73,634
26	716	Facilities Supervisor	Exempt/Compensatory	General Services	1	46,427	60,031	73,634
27	150	Chief Deputy Clerk to the Board of Supervisors	Exempt/Compensatory	Board of Supervisors	1	48,749	63,032	77,316

Adopted Budget FY 2017-2018



Classification and Pay Plan

Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
27	250	Systems Engineer *CP	Exempt/Compensatory	Communications & Information Technology	2	48,749	63,032	77,316
27	254	Parks Manager	Exempt/Compensatory	Parks, Recreation & Tourism	2	48,749	63,032	77,316
27	266	Public Services Coordinator	Exempt/Compensatory	Library	1	48,749	63,032	77,316
27	275	Assistant Commonwealth Attorney	Exempt/Compensatory	Commonwealth's Attorney	0	48,749	63,032	77,316
27	285	Administrative Services Coordinator	Exempt/Compensatory	Social Services	1	48,749	63,032	77,316
27	287	GIS Analyst I *CP	Exempt/Compensatory	Communications & Information Technology	2	48,749	63,032	77,316
27	297	Web Systems Analyst I *CP	Exempt/Compensatory	Communications & Information Technology	0	48,749	63,032	77,316
27	310	Communications Shop Supervisor	Exempt/Compensatory	Communications & Information Technology	1	48,749	63,032	77,316
27	316	Telecommunications Engineer	Exempt/Compensatory	Communications & Information Technology	1	48,749	63,032	77,316
27	364	Business Systems Analyst I *CP	Exempt/Compensatory	Communications & Information Technology	3	48,749	63,032	77,316
27	450	Chief of Emergency Communications	Exempt/Compensatory	Communications & Information Technology	1	48,749	63,032	77,316
28	138	Chief Deputy Clerk of the Circuit Court	Exempt/Compensatory	Clerk of the Circuit Court	1	51,186	66,184	81,181
28	164	Public Information Officer	Exempt/Discretionary	Public Information	1	51,186	66,184	81,181
28	205	Senior Plans Examiner/Codes Compliance Inspector	Exempt/Compensatory	Community Development	1	51,186	66,184	81,181
28	226	Economic Development Specialist	Exempt/Compensatory	Economic Development	2	51,186	66,184	81,181
28	245	Parks Planning and Development Manager	Exempt/Compensatory	Parks, Recreation & Tourism	1	51,186	66,184	81,181
28	246	Systems Architect *CP	Exempt/Compensatory	Communications & Information Technology	2	51,186	66,184	81,181
28	362	Data Integration Specialist I *CP	Exempt/Compensatory	Communications & Information Technology	0	51,186	66,184	81,181
28	317	Web Systems Analyst II *CP	Exempt/Compensatory	Communications & Information Technology	1	51,186	66,184	81,181
28	365	Business Systems Analyst II *CP	Exempt/Compensatory	Communications & Information Technology	3	51,186	66,184	81,181
28	410	Fire Captain	Nonexempt	Fire and Rescue	21	51,186	66,184	81,181
28	480	Deputy Sheriff - Lieutenant	Exempt/Compensatory	Sheriff	5	51,186	66,184	81,181
28	495	Deputy Sheriff - Lieutenant - Court Services	Exempt/Compensatory	Sheriff	1	51,186	66,184	81,181
28	920	Registrar	Exempt/Discretionary	Registrar	1	51,186	66,184	81,181
29	191	Finance Manager	Exempt/Compensatory	Finance	5	53,745	69,493	85,241
29	216	Civil Engineer II *CP	Exempt/Compensatory	Community Development	0	53,745	69,493	85,241
29	221	Economic Development Manager	Exempt/Compensatory	Economic Development	1	53,745	69,493	85,241
29	228	Facilities Manager	Exempt/Compensatory	General Services	1	53,745	69,493	85,241
29	240	Purchasing Manager	Exempt/Compensatory	Finance	1	53,745	69,493	85,241
29	251	Budget Manager	Exempt/Compensatory	Budget	1	53,745	69,493	85,241
29	286	Solid Waste Manager	Exempt/Compensatory	General Services	1	53,745	69,493	85,241
29	288	GIS Analyst II *CP	Exempt/Compensatory	Communications & Information Technology	1	53,745	69,493	85,241
29	309	Communications Coordinator	Exempt/Compensatory	Communications & Information Technology	1	53,745	69,493	85,241
29	363	Data Integration Specialist II *CP	Exempt/Compensatory	Communications & Information Technology	1	53,745	69,493	85,241
29	366	Business Systems Analyst III *CP	Exempt/Compensatory	Communications & Information Technology	6	53,745	69,493	85,241
29	714	Fleet/Garage Manager	Exempt/Compensatory	General Services	1	53,745	69,493	85,241
30	118	Assistant Director of Parks	Exempt/Discretionary	Parks, Recreation & Tourism	1	56,433	72,968	89,503
30	124	Assistant Director of Recreation	Exempt/Discretionary	Parks, Recreation & Tourism	1	56,433	72,968	89,503
30	220	Project Engineer	Exempt/Discretionary	Community Development	1	56,433	72,968	89,503
30	223	Administrative Services Librarian	Exempt/Compensatory	Library	1	56,433	72,968	89,503
30	224	Technology Services Librarian	Exempt/Compensatory	Library	1	56,433	72,968	89,503
30	231	Data Services Supervisor	Exempt/Compensatory	Communications & Information Technology	1	56,433	72,968	89,503



Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
30	257	Principal Planner	Exempt/Compensatory	Community Development	1	56,433	72,968	89,503
30	273	Network Services Supervisor	Exempt/Compensatory	Communications & Information Technology	1	56,433	72,968	89,503
30	294	Stormwater Operations Manager	Exempt/Compensatory	Community Development	1	56,433	72,968	89,503
30	298	Stormwater Program Manager	Exempt/Compensatory	Community Development	1	56,433	72,968	89,503



Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
30	386	Technical Services Supervisor	Exempt/Compensatory	Communications & Information Technology	1	56,433	72,968	89,503
30	402	Battalion Chief	Exempt/Compensatory	Fire and Rescue	7	56,433	72,968	89,503
30	432	Police Officer - Commander	Exempt/Compensatory	Police	9	56,433	72,968	89,503
30	473	Deputy Sheriff-Captain	Exempt/Compensatory	Sheriff	2	56,433	72,968	89,503
31	208	Assistant County Attorney	Exempt/Compensatory	Social Services	1	59,254	76,617	93,979
32	132	Building Commissioner	Exempt/Compensatory	Community Development	1	62,218	80,448	98,678
32	203	Application Services Manager	Exempt/Compensatory	Communications & Information Technology	1	62,218	80,448	98,678
32	209	Enterprise Services Manager	Exempt/Compensatory	Communications & Information Technology	1	62,218	80,448	98,678
32	271	Geographical Information Systems Manager	Exempt/Compensatory	Communications & Information Technology	1	62,218	80,448	98,678
32	278	Planning Administrator	Exempt/Compensatory	Community Development	1	62,218	80,448	98,678
32	299	Zoning Administrator	Exempt/Compensatory	Community Development	1	62,218	80,448	98,678
32	388	Infrastructure Services Manager	Exempt/Compensatory	Communications & Information Technology	1	62,218	80,448	98,678
32	472	Deputy Sheriff-Major	Exempt/Discretionary	Sheriff	2	62,218	80,448	98,678
33	-	-	-	-	0	65,328	84,470	103,611
34	110	Assistant Director of General Services	Exempt/Discretionary	General Services	1	68,595	88,694	108,792
34	114	Assistant Director of Human Resources	Exempt/Discretionary	Human Resources	1	68,595	88,694	108,792
34	116	Assistant Director of Library Services	Exempt/Discretionary	Library	1	68,595	88,694	108,792
34	126	Assistant Director of Social Services	Exempt/Discretionary	Social Services	2	68,595	88,694	108,792
34	177	Assistant Director for Communications	Exempt/Discretionary	Communications & Information Technology	1	68,595	88,694	108,792
34	115	Assistant Director for Information Technology	Exempt/Discretionary	Communications & Information Technology	1	68,595	88,694	108,792
34	189	County Auditor	Exempt/Compensatory	County Administrator	1	68,595	88,694	108,792
34	190	Principal Development Engineer	Exempt/Compensatory	Community Development	1	68,595	88,694	108,792
34	261	County Engineer	Exempt/Compensatory	Community Development	1	68,595	88,694	108,792
34	274	Senior Assistant Commonwealth's Attorney	Exempt/Compensatory	Commonwealth's Attorney	5	68,595	88,694	108,792
34	276	Senior Assistant County Attorney	Exempt/Compensatory	County Attorney	2	68,595	88,694	108,792
35	100	Assistant Chief of Police	Exempt/Discretionary	Police	2	72,024	93,128	114,232
35	108	Assistant Director of Finance	Exempt/Discretionary	Finance	1	72,024	93,128	114,232
35	136	Chief Assistant Commonwealth's Attorney	Exempt/Compensatory	Commonwealth's Attorney	1	72,024	93,128	114,232
35	142	Chief Deputy Sheriff	Exempt/Discretionary	Sheriff	1	72,024	93,128	114,232
35	157	Deputy Director of Development Services	Exempt/Discretionary	Community Development	1	72,024	93,128	114,232
35	159	Deputy Director of Planning	Exempt/Discretionary	Community Development	1	72,024	93,128	114,232
35	403	Deputy Chief - Operations	Exempt/Discretionary	Fire and Rescue	1	72,024	93,128	114,232
35	422	Deputy Chief - Administration	Exempt/Discretionary	Fire and Rescue	1	72,024	93,128	114,232
36	-	-	-	-	0	75,626	97,784	119,943



Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
37	130	Budget Director	Exempt/Discretionary	Budget	1	79,407	107,767	136,127
37	176	Director of Library Services	Exempt/Discretionary	Library	1	79,407	107,767	136,127
37	184	Director of Real Estate Valuation	Exempt/Discretionary	Real Estate Valuation	1	79,407	107,767	136,127
37	170	Director of General Services	Exempt/Discretionary	General Services	1	79,407	107,767	136,127
37	180	Director of Parks, Recreation & Tourism	Exempt/Discretionary	Parks, Recreation & Tourism	1	79,407	107,767	136,127
38	146	Chief of Fire and Rescue	Exempt/Discretionary	Fire and Rescue	1	83,378	113,154	142,931
38	148	Chief of Police	Exempt/Discretionary	Police	1	83,378	113,154	142,931
38	162	Director of Community Development	Exempt/Discretionary	Community Development	1	83,378	113,154	142,931
38	166	Director of Economic Development	Exempt/Discretionary	Economic Development	1	83,378	113,154	142,931
38	168	Director of Finance	Exempt/Discretionary	Finance	1	83,378	113,154	142,931
38	174	Director of Human Resources	Exempt/Discretionary	Human Resources	1	83,378	113,154	142,931
38	178	Director of Communications & Information Technology	Exempt/Discretionary	Communications & Information Technology	1	83,378	113,154	142,931
38	186	Director of Social Services	Exempt/Discretionary	Social Services	1	83,378	113,154	142,931
39	-	-	-	-	0	87,547	118,813	150,079
40	102	Assistant County Administrator	Exempt/Discretionary	County Administrator	2	91,924	124,754	157,584
Total Classified Positions					917			

NOTE: *CP designates Career Path job listed in Part IX



**CLASSIFICATION PLAN
FY 2017 - 2018
Part II - Unclassified Positions**

Code	Title	Number
902	Board Chairman	1
908	Board Vice Chairman	1
904	Board Member	3
152	County Administrator	1
154	County Attorney	1
912	Commissioner of the Revenue	1
924	Treasurer	1
922	Sheriff	1
914	Commonwealth's Attorney	1
910	Clerk of the Circuit Court	1
Total Unclassified Positions		12



CLASSIFICATION PLAN
FY 2017 - 2018
Part III - Grant Funded and Temporary Full-Time Positions with Benefits

Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
16	663	Program Support Specialist Note: Position funded through CSA and Local Funds	Nonexempt	Social Services	1	28,502	36,853	45,204
17	249	Youth Surveillance Officer Note: VJCCCA Grant	Exempt/Compensatory	Court Services	3	29,927	38,696	47,465
19	587	Victim Witness Assistant Coordinator Note: Position funded through the Department of Criminal Justice Services	Nonexempt	Commonwealth's Attorney	1	32,995	42,662	52,330
20	442	Police Officer-Uniform Division *CP Note: Position funded through the DUI Task Force Grant	Nonexempt	Police	2	34,645	44,796	54,947
22	589	Victim/Witness Assistant Director Note: Position funded through the Department of Criminal Justice Services	Nonexempt	Commonwealth's Attorney	1	38,195	49,387	60,579
24	247	Life Skills Mentoring Program Supervisor Note: VJCCCA Grant	Exempt/Compensatory	Court Services	1	42,111	54,450	66,788
25	283	Utilization Management Specialist Note: Position funded through CSA and Local Funds	Exempt/Compensatory	Social Services	1	44,217	57,172	70,128
25	232	Financial Analyst Note: Position funded through CSA and CMPT Funds	Exempt/Compensatory	Finance	1	44,217	57,172	70,128
26	217	Comprehensive Services Act Coordinator Note: Position funded through CSA and Local Funds	Exempt/Compensatory	Social Services	1	46,427	60,031	73,634
Unclassified	699	Workers Compensation Rehabilitation Worker	Nonexempt	Risk Management	2			
Total Grant Funded and Temporary Positions					14			



CLASSIFICATION PLAN
FY 2017 - 2018
Part IV - Recreation - Fee Class

Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
28	290	Center Manager	Exempt/Compensatory	Parks, Recreation & Tourism	1	51,186	66,184	81,181
21	265	Recreation Program Supervisor	Exempt/Compensatory	Parks, Recreation & Tourism	3	36,377	47,035	57,694
21	538	Green Ridge Business Services Supervisor	Exempt/Compensatory	Parks, Recreation & Tourism	1	36,377	47,035	57,694
21	562	Membership Specialist	Exempt/Compensatory	Parks, Recreation & Tourism	1	36,377	47,035	57,694
20	844	Operations Supervisor	Exempt/Compensatory	Parks, Recreation & Tourism	1	34,645	44,796	54,947
18	557	Aquatics Specialist	Nonexempt	Parks, Recreation & Tourism	1	31,423	40,631	49,838
18	558	Recreation Programmer	Nonexempt	Parks, Recreation & Tourism	1	31,423	40,631	49,838
18	704	Building Maintenance Technician	Nonexempt	Parks, Recreation & Tourism	1	31,423	40,631	49,838
16	567	Program Services Coordinator	Nonexempt	Parks, Recreation & Tourism	1	28,502	36,853	45,204
16	554	Recreation Marketing Assistant	Nonexempt	Parks, Recreation & Tourism	1	28,502	36,853	45,204
16	655	Office Support Specialist	Nonexempt	Parks, Recreation & Tourism	1	28,502	36,853	45,204

Total Recreation Fee Class Positions

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CLASSIFICATION PLAN
FY 2017 - 2018
Part V - Roanoke Valley Television - Government and Educational Access

Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
22	390	Television Producer	Exempt/Compensatory	Cable Television	3	38,195	49,387	60,579
25	204	Manager of Cable Access	Exempt/Compensatory	Cable Television	1	44,217	57,172	70,128
30	134	Director of Cable Access	Exempt/Compensatory	Cable Television	1	56,433	72,968	89,503
Total Roanoke Valley Television Positions					5			

CLASSIFICATION PLAN
FY 2017 - 2018
Part VI - Roanoke Valley Greenway Project

Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
28	272	Roanoke Valley Greenway Coordinator	Exempt/Discretionary	Greenway Project	1	51,186	66,184	81,181
Total Roanoke Valley Greenway Project					1			

CLASSIFICATION PLAN
FY 2017 - 2018
Part VII - Roanoke Area Libraries

Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
25	371	RAL Automation Coordinator	Exempt/Compensatory	Library	1	44,217	57,172	70,128
Total Roanoke Area Libraries					1			



CLASSIFICATION PLAN
FY 2017 - 2018
Part VIII - Regional Center for Animal Care and Protection (RCACP)

Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
34	188	Executive Director of RCACP	Exempt/Discretionary	RCACP	1	68,595	88,694	108,792
32	238	Veterinarian (PT)	Exempt/Compensatory	RCACP	0	62,218	80,448	98,678
24	218	Director of Operations	Exempt/Compensatory	RCACP	1	42,111	54,450	66,788
19	268	Rescue & Volunteer Coordinator	Exempt/Compensatory	RCACP	1	32,995	42,662	52,330
19	328	Animal Health Coordinator	Non-exempt	RCACP	1	32,995	42,662	52,330
18	788	Kennel Supervisor	Exempt/Compensatory	RCACP	1	31,423	40,631	49,838
18	620	Customer Service Supervisor	Exempt/Compensatory	RCACP	1	31,423	40,631	49,838
16	708	Maintenance Technician/Custodian	Non-exempt	RCACP	1	28,502	36,853	45,204
15	808	Adoption Coordinator	Non-exempt	RCACP	1	27,145	35,098	43,052
15	817	Medical Care Animal Assistant	Non-exempt	RCACP	0	27,145	35,098	43,052
15	818	Lead Animal Attendant	Non-exempt	RCACP	1	#N/A	#N/A	#N/A
12	668	Front Desk Clerk	Non-exempt	RCACP	2	23,449	30,319	37,190
11	828	Animal Attendant	Non-exempt	RCACP	8	22,332	28,876	35,419
Total RCACP					19			

Total Shared Positions

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CLASSIFICATION PLAN
FY 2017 - 2018
Part IX - Career Path Job Series

Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
17	452	Communications Officer I	Nonexempt	Communications & Information Technology	2	29,927	38,696	47,465
19	454	Communications Officer II	Nonexempt	Communications & Information Technology	20	32,995	42,662	52,330
Authorized Positions 22								
27	364	Business Systems Analyst I	Exempt/Compensatory	Communications & Information Technology	3	48,749	63,032	77,316
28	365	Business Systems Analyst II	Exempt/Compensatory	Communications & Information Technology	3	51,186	66,184	81,181
29	366	Business Systems Analyst III	Exempt/Compensatory	Communications & Information Technology	6	53,745	69,493	85,241
Authorized Positions 11								
20	616	Technical Support Technician	Nonexempt	Communications & Information Technology	1	34,645	44,796	54,947
22	354	Technical Analyst I	Nonexempt	Communications & Information Technology	4	38,195	49,387	60,579
24	355	Technical Analyst II	Nonexempt	Communications & Information Technology	0	42,111	54,450	66,788
26	356	Technical Analyst III	Exempt/Compensatory	Communications & Information Technology	1	46,427	60,031	73,634
Authorized Positions 6								
24	346	GIS Specialist I	Exempt/Compensatory	Communications & Information Technology	0	42,111	54,450	66,788
26	347	GIS Specialist II	Exempt/Compensatory	Communications & Information Technology	1	46,427	60,031	73,634
27	287	GIS Analyst I	Exempt/Compensatory	Communications & Information Technology	2	48,749	63,032	77,316
29	288	GIS Analyst II	Exempt/Compensatory	Communications & Information Technology	1	53,745	69,493	85,241
Authorized Positions 4								
28	362	Data Integration Specialist I *CP	Exempt/Compensatory	Communications & Information Technology	0	51,186	66,184	81,181
29	363	Data Integration Specialist II *CP	Exempt/Compensatory	Communications & Information Technology	1	53,745	69,493	85,241
Authorized Positions 4								
27	297	Web Systems Analyst I	Exempt/Compensatory	Communications & Information Technology	0	48,749	63,032	77,316
28	317	Web Systems Analyst II	Exempt/Compensatory	Communications & Information Technology	1	51,186	66,184	81,181
Authorized Positions 1								
27	250	Systems Engineer	Exempt/Compensatory	Communications & Information Technology	2	48,749	63,032	77,316
28	246	Systems Architect	Exempt/Compensatory	Communications & Information Technology	2	51,186	66,184	81,181
Authorized Positions 4								
13	840	Motor Equipment Operator I	Nonexempt	Community Development	2	24,621	31,835	39,049
15	732	Motor Equipment Operator II	Nonexempt	Community Development	2	27,145	35,098	43,052
Authorized Positions 4								
16	595	Permit Technician I	Nonexempt	Community Development	1	28,502	36,853	45,204
17	596	Permit Technician II	Nonexempt	Community Development	1	29,927	38,696	47,465
18	597	Permit Technician III	Nonexempt	Community Development	1	31,423	40,631	49,838
Authorized Positions 3								



Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
19	318	Construction Inspector	Nonexempt	Community Development	0	32,995	42,662	52,330
19	324	Electrical Inspector	Nonexempt	Community Development	0	32,995	42,662	52,330
19	360	Plumbing and Mechanical Inspector	Nonexempt	Community Development	0	32,995	42,662	52,330
21	308	Combination Code Compliance Inspector	Nonexempt	Community Development	8	36,377	47,035	57,694
23	376	Senior Combination Code Compliance Inspector	Nonexempt	Community Development	1	40,106	51,857	63,608
Authorized Positions 9								
26	214	Civil Engineer I	Exempt/Compensatory	Community Development	2	46,427	60,031	73,634
29	216	Civil Engineer II	Exempt/Compensatory	Community Development	0	53,745	69,493	85,241
Authorized Positions 2								
20	416	Firefighter/EMT	Nonexempt	Fire and Rescue	27	34,645	44,796	54,947
23	418	Paramedic/Firefighter	Nonexempt	Fire and Rescue	67	40,106	51,857	63,608
24	420	Master Paramedic/Firefighter	Nonexempt	Fire and Rescue	15	42,111	54,450	66,788
Authorized Positions 109								
18	704	Building Maintenance Technician	Nonexempt	General Services	4	31,423	40,631	49,838
19	705	Building Maintenance Technician II	Nonexempt	General Services	3	32,995	42,662	52,330
Authorized Positions 7								
13	702	Mechanics Helper	Nonexempt	General Services	1	24,621	31,835	39,049
17	700	Automotive Mechanic	Nonexempt	General Services	2	29,927	38,686	47,465
18	715	Heavy Truck Mechanic	Nonexempt	General Services	4	31,423	40,631	49,838
Authorized Positions 7								
13	840	Motor Equipment Operator I	Nonexempt	Parks, Recreation & Tourism	5	24,621	31,835	39,049
15	732	Motor Equipment Operator II	Nonexempt	Parks, Recreation & Tourism	2	27,145	35,098	43,052
Authorized Positions 7								
14	661	Records Technician I	Nonexempt	Police	3	25,852	33,427	41,002
16	697	Records Technician II	Nonexempt	Police	3	28,502	36,853	45,204
Authorized Positions 6								
20	442	Police Officer-Uniform Division	Nonexempt	Police	46	34,645	44,796	54,947
22	443	Police Officer II - Uniform Div.	Nonexempt	Police	28	38,195	49,387	60,579
23	447	Police Officer III - Uniform Div.	Nonexempt	Police	21	40,106	51,857	63,608
24	449	Police Officer IV - Uniform Div.	Nonexempt	Police	20	42,111	54,450	66,788
Authorized Positions 115								
22	300	Appraiser	Exempt/Compensatory	Real Estate Valuation	2	38,195	49,387	60,579
26	375	Senior Appraiser	Exempt/Compensatory	Real Estate Valuation	6	46,427	60,031	73,634
Authorized Positions 8								
20	470	Deputy Sheriff	Nonexempt	Sheriff	30	34,645	44,796	54,947
22	461	Master Deputy Sheriff II	Nonexempt	Sheriff	11	38,195	49,387	60,579
23	463	Master Deputy Sheriff III	Nonexempt	Sheriff	8	40,106	51,857	63,608
24	464	Master Deputy Sheriff IV	Nonexempt	Sheriff	4	42,111	54,450	66,788
Authorized Positions 53								



**CLASSIFICATION PLAN
FY 2017 - 2018
Total Positions**

Part I	Classified Positions	917
Part II	Unclassified Positions	12
Part III	Grant Funded and Temporary Full-Time Positions with Benefits	14
Part IV	Recreation - Fee Class	13
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	Total County Positions	956
Part V	Roanoke Valley Television - Government and Educational Access	5
Part VI	Roanoke Valley Greenway Project	1
Part VII	Roanoke Area Libraries	1
Part VIII	Regional Center for Animal Control and Protection	19
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	Total Shared Services Positions	26



**Classification Plan
FY 2017 - 2018**

GRADE	MINIMUM		MIDPOINT		MAXIMUM	
	HOURLY	ANNUAL	HOURLY	ANNUAL	HOURLY	ANNUAL
9	9.7385	20,256	12.5920	26,191	15.4455	32,126
10	10.2253	21,268	13.2217	27,501	16.2180	33,733
11	10.7367	22,332	13.8827	28,876	17.0287	35,419
12	11.2736	23,449	14.5769	30,319	17.8802	37,190
13	11.8374	24,621	15.3057	31,835	18.7739	39,049
14	12.4293	25,852	16.0710	33,427	19.7127	41,002
15	13.0507	27,145	16.8744	35,098	20.6981	43,052
16	13.7033	28,502	17.7182	36,853	21.7331	45,204
17	14.3884	29,927	18.6041	38,696	22.8198	47,465
18	15.1075	31,423	19.5343	40,631	23.9610	49,838
19	15.8631	32,995	20.5110	42,662	25.1589	52,330
20	16.6563	34,645	21.5367	44,796	26.4171	54,947
21	17.4891	36,377	22.6134	47,035	27.7377	57,694
22	18.3633	38,195	23.7441	49,387	29.1248	60,579
23	19.2820	40,106	24.9316	51,857	30.5812	63,608
24	20.2459	42,111	26.1779	54,450	32.1099	66,788
25	21.2582	44,217	27.4869	57,172	33.7155	70,128
26	22.3211	46,427	28.8612	60,031	35.4013	73,634
27	23.4371	48,749	30.3043	63,032	37.1714	77,316
28	24.6089	51,186	31.8194	66,184	39.0298	81,181
29	25.8393	53,745	33.4105	69,493	40.9816	85,241
30	27.1315	56,433	35.0810	72,968	43.0304	89,503
31	28.4879	59,254	36.8351	76,617	45.1823	93,979
32	29.9125	62,218	38.6770	80,448	47.4415	98,678
33	31.4080	65,328	40.6107	84,470	49.8134	103,611
34	32.9787	68,595	42.6414	88,694	52.3041	108,792
35	34.6274	72,024	44.7734	93,128	54.9193	114,232
36	36.3587	75,626	47.0120	97,784	57.6653	119,943
37	38.1769	79,407	51.8115	107,767	65.4461	136,127
38	40.0857	83,378	54.4014	113,154	68.7170	142,931
39	42.0900	87,547	57.1219	118,813	72.1538	150,079
40	44.1945	91,924	59.9781	124,754	75.7616	157,584



Statistics





Comparison of Various Taxes and Fees for Selected Virginia Localities

		County of			
Item		Roanoke ⁴	City of Roanoke ⁵	City of Salem ⁶	Town of Vinton ⁷
Real Estate Tax		\$1.09/\$100	\$1.22/\$100	\$1.18/\$100	\$0.07/\$100
Personal Property Tax	Tangible	\$3.50/\$100	\$3.45/\$100	\$3.25/\$100	\$1.00/\$100
	Machinery & Tools	\$2.85/\$100	\$3.45/\$100	\$3.20/\$100	\$1.00/\$100 + \$2.95 to Roanoke County
Tax on Prepared Foods		4%	5.5%	6%	5%
Consumer's Utility Tax	Electricity	\$0.90 + \$0.00640/kWh (\$600 max)	\$0.00780/kwh 1 st 1,000 kwh; >of \$.00450/kwh or 12% x min/mo	6%/1st \$15	\$0.00900/kwh not to exceed \$1.80/mo
	Gas	\$0.90 + \$0.12183/CCF (\$600 max)	> of \$.13/CCF or 12% min/mo	6%/1st \$15	\$1.2183/CCF not to exceed \$1.80/mo
	Water	12% on first \$5,000	12%	6%/1st \$15	12% per two month billing period, not to exceed \$1.80/mo
Utility License Tax ¹	Telephone	0.5% GR ²	0.5% GR	0.5% GR	0.5% GR
	Water	None	None	None	None
Motor Vehicle License Tax		\$20 - \$25 depending on vehicle weight and type	\$15 - \$30 depending on vehicle weight and type	\$16 - \$20 depending on vehicle type	\$15 - \$25 depending on vehicle weight and type
Cigarette Tax		None	\$0.54/pack	\$0.45/pack	\$0.25/pack
Admissions Tax		5%	9% at Bergland Center; 5.5% All Others	7%	5%*
Hotel/Motel Room Tax		7%	8%	8%	7%
Business License Fees ³	Professional	\$50+\$58¢/\$100 GR	\$50+\$58¢/\$100 GR	> of \$30 or \$.58/\$100 GR	> of \$30 or \$.35/\$100 GR
	Retail Merchant	\$50+\$20¢/\$100 GR	\$50+\$20¢/\$100 GR	> of \$30 or \$.20/\$100 GR	> of \$30 or \$.20/\$100 GR
	Contractors	\$50+\$16¢/\$100 GR	\$50+\$16¢/\$100 GR	> of \$30 or \$.16/\$100 GR	> of \$30 or \$.16/\$100 GR
	Repair Service	\$50+\$36¢/\$100 GR	\$50+\$36¢/\$100 GR	> of \$30 or \$.36/\$100 GR	> of \$30 or \$.30/\$100 GR

¹ Tax is now added to consumer utility bills; provider pays the locality.

² GR = Gross Receipts

³ Roanoke County/City: businesses with gross receipts under \$100,000 pay \$50. Rates apply to business with gross receipts over \$100,000.

⁴ www.roanokecountyva.gov

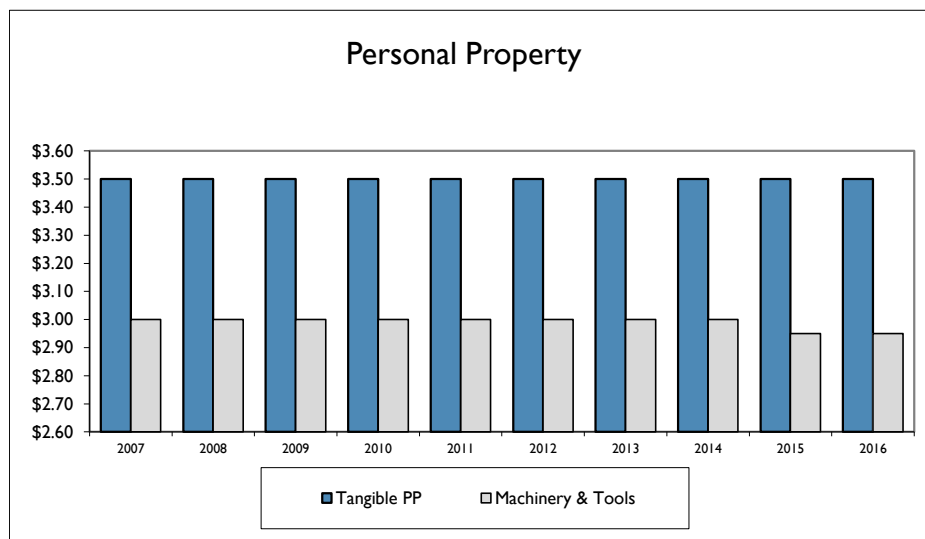
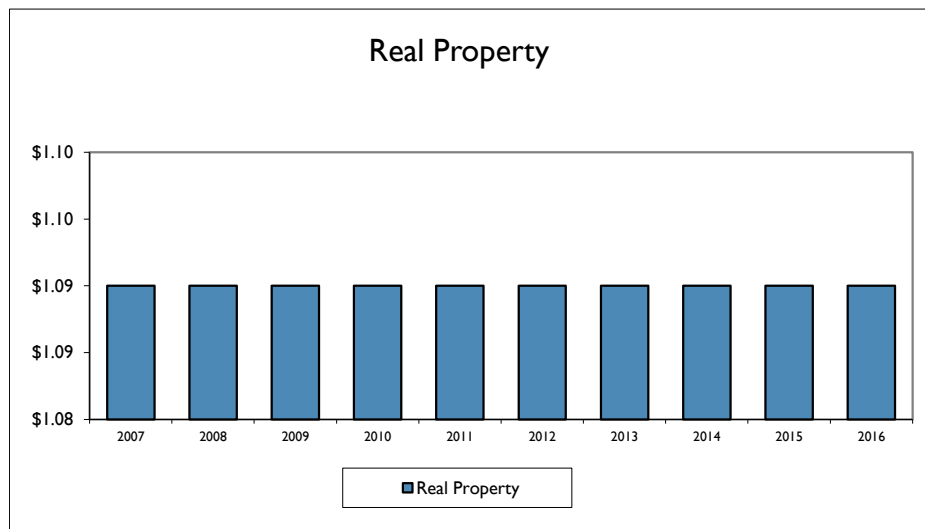
⁵ As of June 22, 2017: www.roanokeva.gov

⁶ As of June 22, 2017: www.salemva.gov

⁷ As of June 22, 2017: www.vintonva.gov



Tax Rates by Fiscal Year

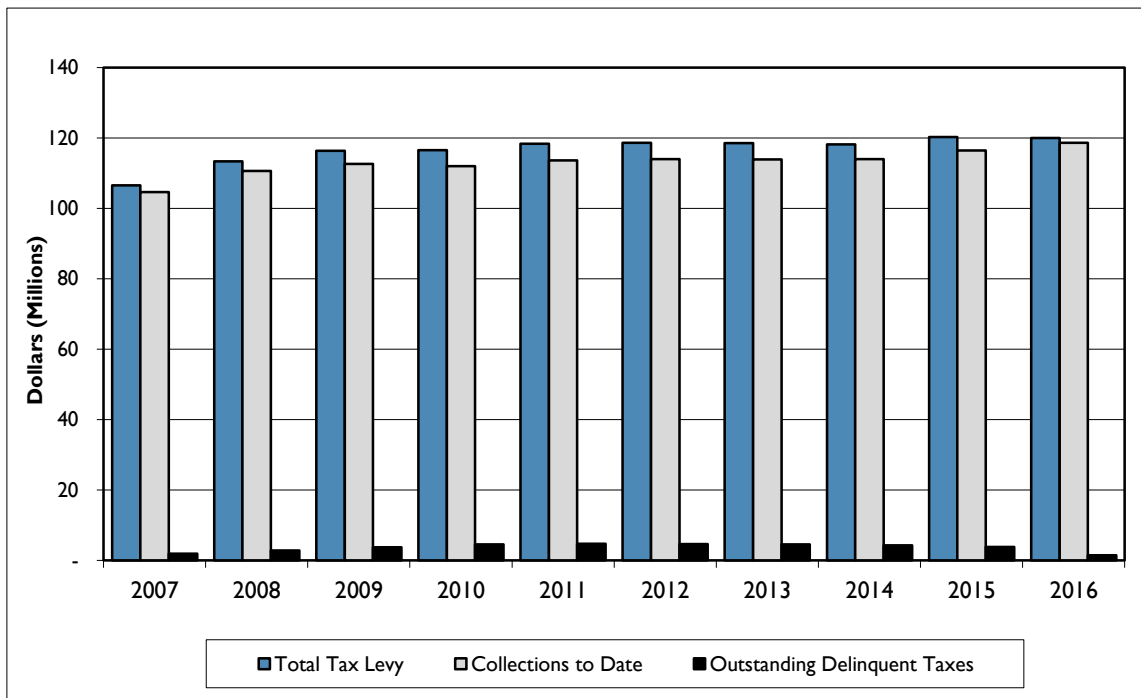


Fiscal Year	Real Property			Personal Property	
	First Half	Second Half	Total	Tangible PP	Machinery & Tools
2007	0.555	0.545	1.09	3.50	3.00
2008	0.545	0.545	1.09	3.50	3.00
2009	0.545	0.545	1.09	3.50	3.00
2010	0.545	0.545	1.09	3.50	3.00
2011	0.545	0.545	1.09	3.50	3.00
2012	0.545	0.545	1.09	3.50	3.00
2013	0.545	0.545	1.09	3.50	3.00
2014	0.545	0.545	1.09	3.50	3.00
2015	0.545	0.545	1.09	3.50	2.95
2016	0.545	0.545	1.09	3.50	2.95

Note: All tax rates are per \$100 of assessed value.



Tax Levies and Collections by Fiscal Year



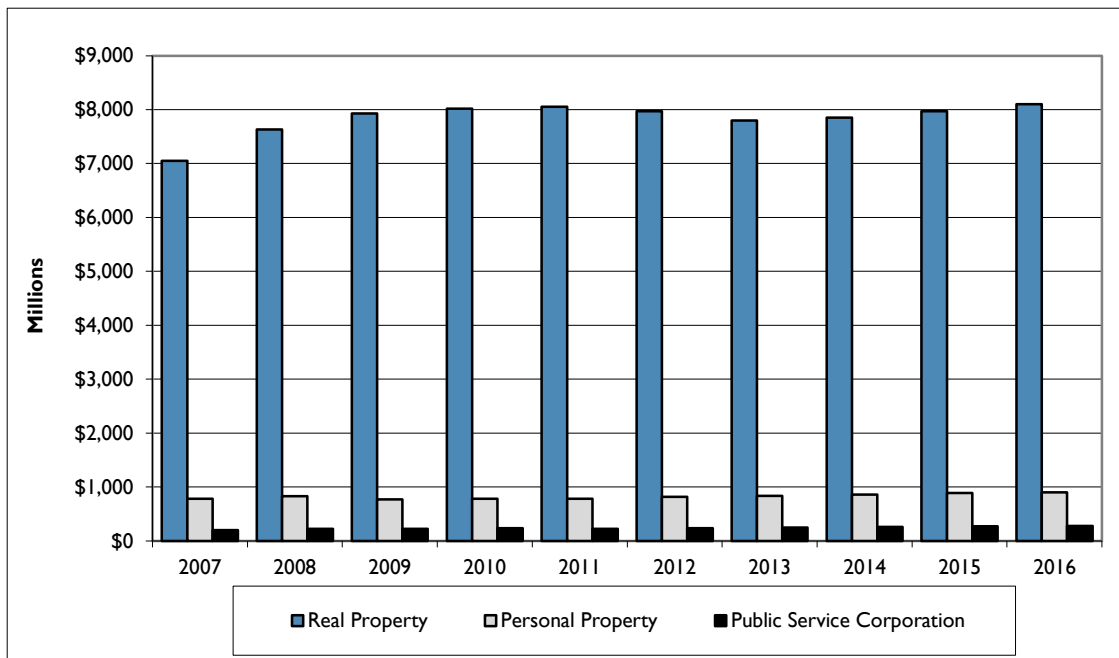
Fiscal Year	Total Tax Levy	Total Collections to Date	% Total Collections to Tax Levy	Outstanding Delinquent Taxes	% Delinquent Tax to Tax Levy
2007	106,526,759	104,622,544	98.21%	1,904,215	1.79%
2008	113,379,407	110,590,957	97.54%	2,788,450	2.46%
2009	116,316,521	112,640,031	96.84%	3,676,490	3.16%
2010	116,489,107	111,980,936	96.13%	4,508,171	3.87%
2011	118,335,928	113,612,208	96.01%	4,723,720	3.99%
2012	118,634,364	113,978,854	96.08%	4,655,510	3.92%
2013	118,489,124	113,917,134	96.14%	4,571,990	3.86%
2014	118,192,461	113,964,831	96.42%	4,227,630	3.58%
2015	120,224,376	116,398,283	96.82%	3,826,093	3.18%
2016	120,023,949	118,615,971	96.42%	1,407,978	1.17%

Source: FY 2016 Roanoke County CAFR, Table 8 page 157

Note: Total Tax Levy and Collections excludes penalties, interest, land redemptions. Adjustments, abatements, additions assessed currently against current delinquent tax years are included in the Total Tax Levy.



Property Assessment Values

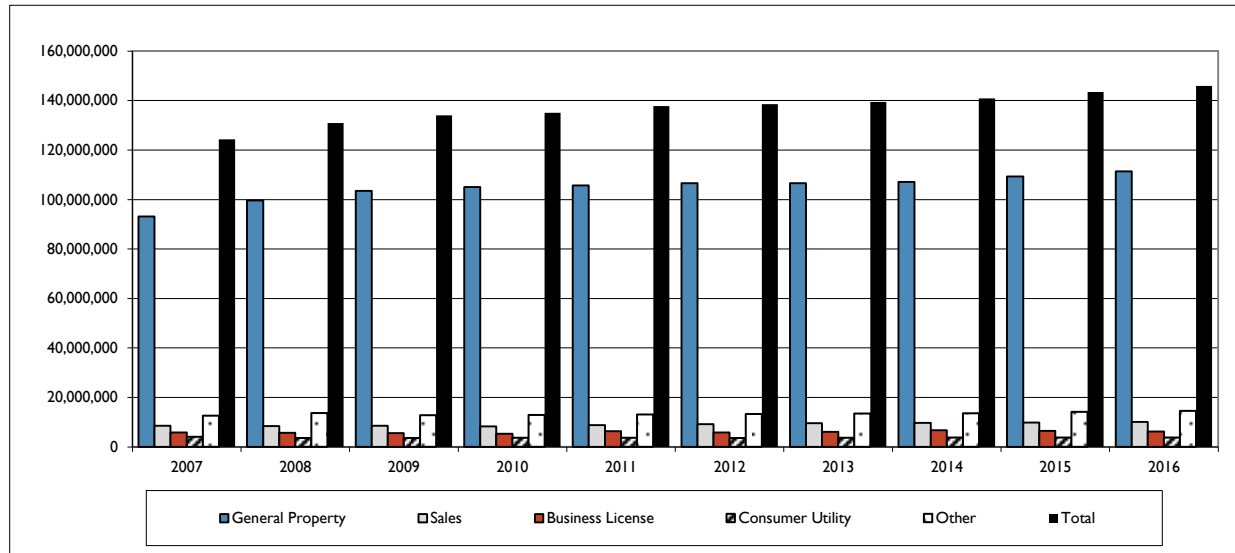


Fiscal Year	Real Property Assessed Value	Personal Property Assessed Value	Public Service Corporation Assessed Value	Total Assessed Value
2007	7,052,990,600	778,899,217	202,045,580	8,033,935,397
2008	7,630,455,000	830,364,367	223,884,755	8,684,704,122
2009	7,929,156,898	766,339,671	224,653,310	8,920,149,879
2010	8,020,716,300	780,689,905	233,127,850	9,034,534,055
2011	8,053,281,600	782,346,945	223,646,000	9,059,274,545
2012	7,968,030,200	814,156,400	233,411,860	9,015,598,460
2013	7,798,171,500	835,361,990	247,863,410	8,881,396,900
2014	7,850,267,000	855,450,240	257,490,630	8,963,207,870
2015	7,972,937,500	889,550,760	267,613,790	9,130,102,050
2016	8,098,986,500	899,232,061	277,724,570	9,275,943,131

Source: FY 2016 Roanoke County CAFR, Table 5 page 154



Local Tax Revenues

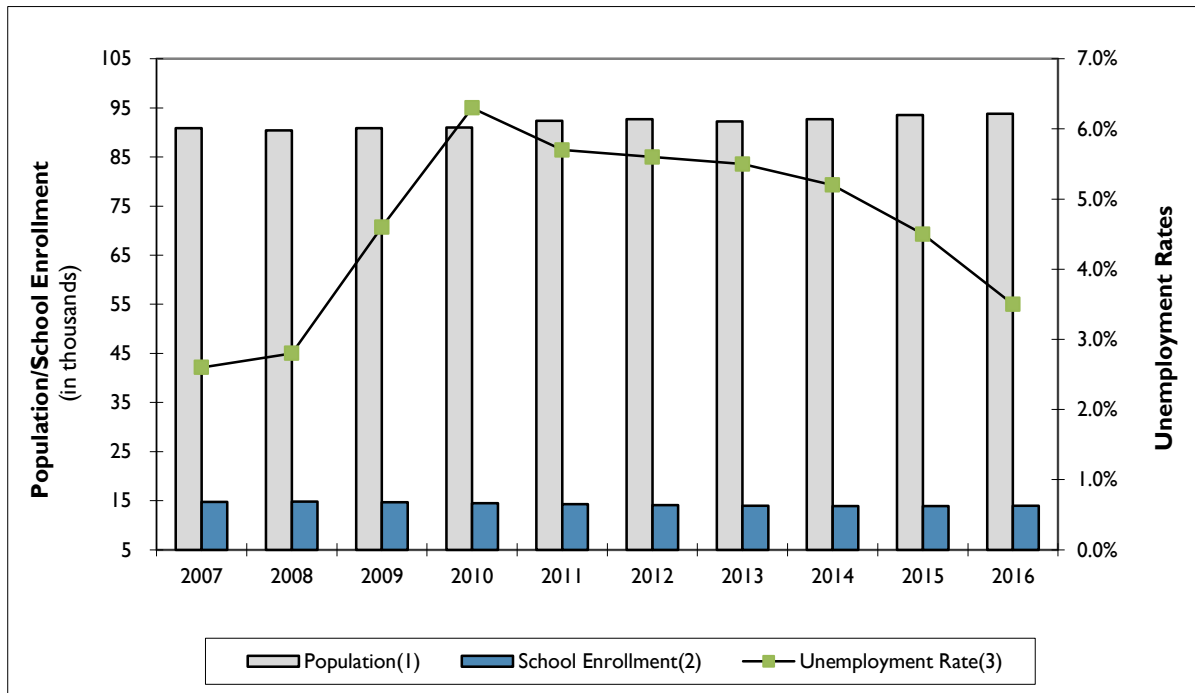


Fiscal Year	General Property	Sales	Business License	Consumer Utility	Other	Total
2007	93,202,311	8,570,818	5,854,406	4,068,365	12,592,226	124,288,126
2008	99,559,431	8,464,493	5,740,634	3,564,342	13,663,413	130,992,313
2009	103,464,014	8,532,991	5,593,361	3,611,860	12,788,556	133,990,782
2010	105,039,725	8,331,887	5,264,972	3,620,581	12,850,302	135,107,467
2011	105,757,875	8,806,548	6,388,966	3,681,806	13,087,845	137,723,040
2012	106,577,030	9,237,658	5,848,440	3,572,415	13,294,866	138,530,409
2013	106,612,790	9,609,987	6,153,741	3,664,460	13,439,476	139,480,454
2014	107,106,775	9,679,697	6,732,148	3,761,168	13,604,411	140,884,199
2015	109,327,222	9,843,436	6,440,138	3,776,369	14,111,395	143,498,560
2016	111,440,681	10,049,676	6,214,617	3,758,027	14,516,822	145,979,823

Source: FY 2016 Totals from FY 2016 Roanoke County CAFR



Population, School Enrollment, & Unemployment



Fiscal Year	Population ⁽¹⁾	School Enrollment ⁽²⁾	Unemployment Rate ⁽³⁾
2007	90,902	14,777	2.6%
2008	90,420	14,802	2.8%
2009	90,867	14,650	4.6%
2010	91,011	14,474	6.3%
2011	92,376	14,259	5.7%
2012	92,687	14,081	5.6%
2013	92,256	13,958	5.5%
2014	92,703	13,929	5.2%
2015	93,569	13,909	4.5%
2016	93,775	13,982	3.5%

Sources:

(1) VaStat, a service of the Weldon Cooper Center for Public Service

(2) Roanoke County Public Schools Annual Budget

(3) Virginia Employment Commission and the U.S. Bureau of Labor Statistics



Roanoke County's 25 Largest Employers

- 1 Roanoke County Schools
- 2 Wells Fargo Operations Center
- 3 County of Roanoke
- 4 Kroger
- 5 Friendship Retirement Community
- 6 Richfield Recovery & Care Center
- 7 Allstate Insurance Company
- 8 Wal-Mart
- 9 Harris Corporation (ITT Exelis)
- 10 Integrity Windows & Doors
- 11 Hollins University
- 12 Plastics One
- 13 Americold Logistics
- 14 Lowe's
- 15 TMEIC Corporation
- 16 Catawba Hospital
- 17 Medeco High Security Locks
- 18 Optical Cable Corporation
- 19 Cox Communications
- 20 Berkshire Health Care Center
- 21 Valcom, Inc.
- 22 Cardinal Glass Industries
- 23 Delta Dental
- 24 New Millenium Building Systems
- 25 Precision Fabrics Group

Source: Roanoke County Department of Economic Development, June 30, 2017





Undesignated Fund Balance Projections





County of Roanoke
Undesignated Fund Balance Projections - General Fund
FY2016, FY2017 and FY2018

FY 2016 Estimate

Unaudited Beginning Balance at July 1, 2015	2016 CAFR \$ 41,137,548
Projected Revenues FY 2016	205,536,615
Projected Expenditures for FY 2016	<u>\$ (208,990,909)</u>
Estimated Balance at June 30, 2016	<u>\$ 37,683,254</u>

FY 2017 Estimate

Projected Beginning Fund Balance	\$ 37,683,254
Projected Revenues for FY 2017	208,674,666
Projected Expenditures for FY 2017	<u>\$ (208,674,666)</u>
Estimated Balance at June 30, 2017	<u>\$ 37,683,254</u>

FY 2018 Estimate

Projected Beginning Fund Balance	\$ 37,683,254
Projected Revenues FY 2018	213,926,930
Projected Expenditures for FY 2018	<u>\$ (213,926,930)</u>
Estimated Balance at June 30, 2018	<u>\$ 37,683,254</u>

Change in Fund Balance – General Fund

The Beginning Fund Balance of the General Fund for FY 2016 was \$41,137,548, and the ending balance was \$37,683,254, resulting in a decrease of \$3,454,294 or 8.4%. A decrease of \$1,484,486 of restricted Comprehensive Services Act (CSA) balance was used due to an increased need for local funding. Aside from these changes, the decrease was \$1,969,808 or 4.8%, which is within acceptable limits.

