County of Roanoke, Virginia

FY 2019-2020 Adopted Annual Fiscal Plan

Board of Supervisors

George G. Assaid	Martha B. Hooker	Phil C. North	David F. Radford	P. Jason Peters
Cave Spring	*Catawba*	*Hollins*	*Windsor Hills*	*Vinton*
Magisterial District	*Magisterial District*	*Magisterial District*	*Magisterial District*	*Magisterial District*

County Administration

Daniel R. O'Donnell

County Administrator

Richard L. Caywood, P.E.

Assistant County Administrator

Rebecca E. Owens

Assistant County Administrator

Front Cover: Roanoke River at Explore Park

Office of Management and Budget

Steven Elliott
Budget Manager

Meredith Thompson
Budget Manager

Special Thanks to:

Laurie Gearheart
Acting Director of Finance

Anita Hassell
Acting Director of Human Resources

Shannon Lecas
Finance Manager – Systems

Amy Meacham
Finance Manager – Payroll

Cindy Kakouras
Finance Manager – Accounts Payable

Prepared by

County of Roanoke
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www.roanokecountyva.gov

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Roanoke County

Virginia

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

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, 2018.

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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Roanoke County Organizational Chart

Roanoke County Citizens

County Attorney

School Board

Roanoke County Board of Supervisors

Phil C. North
Hollins Magisterial District
2019 Chairman

Martha B. Hooker
Catawba Magisterial District
2019 Vice Chair

George G. Assaid
Cave Spring Magisterial District

P. Jason Peters
Vinton Magisterial District

David F. Radford
Windsor Hills Magisterial District

Assistant County Administrator
Richard L. Caywood

Human Services-Public Safety
Fire and Rescue
Police
Parks, Recreation & Tourism
Social Services
Economic and Community Development[1]

Clerk of the Circuit Court*
Commonwealth's Attorney*
Judges and Court Services*
Roanoke Valley Regional Juvenile-Detention Commission*
Sheriff*
Health Department*
VA Cooperative Extension*

County Administrator
Daniel R. O'Donnell

Economic and Community Development[1]
Human Resources
Management & Budget
Public Information Office
Clerk to the Board of Supervisors
Internal Audit

Assistant County Administrator
Rebecca E. Owens

Financial & Management Services
Communications/Information Technology
Finance
General Services
Libraries
Real Estate Valuation

Roanoke County Public Schools*
Treasurer*
Commissioner of the Revenue*
Elections*
CPMT*

*Denotes Liaison Relationship
[1]Oversight of Economic and Community Development will be shared responsibility.

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.

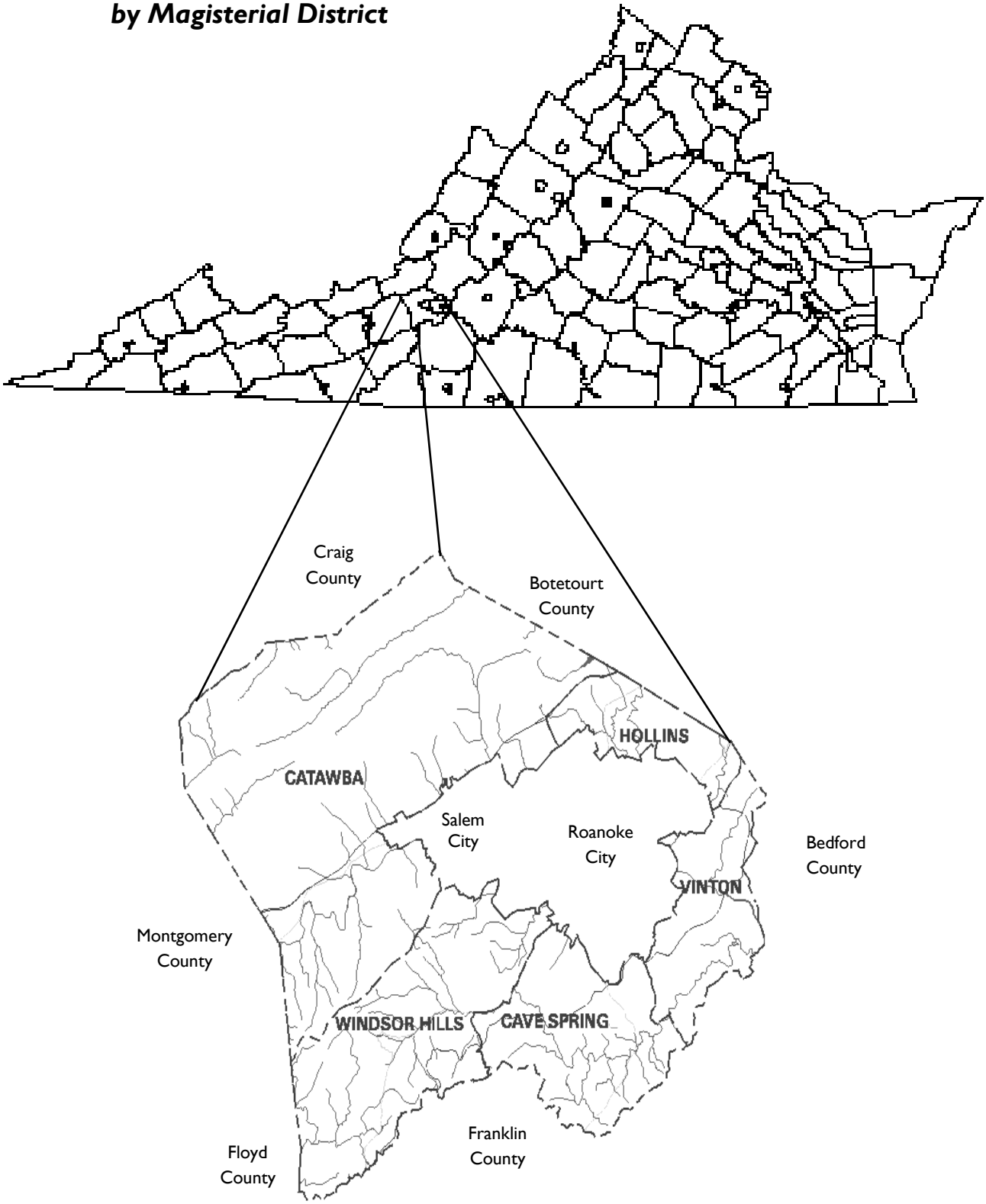
In 2016, the Board of Supervisors adopted the first-ever Community Strategic Plan. The Community Strategic Plan focuses on Community Health and Well-Being, Economic Development, Education, Public Safety, Quality of Life, and Transportation through seven Strategic Initiatives identified through a series 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. A progress report regarding plan implementation is provided to the Board of Supervisors annually. 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

ROANOKE COUNTY

OFFICE OF MANAGEMENT AND BUDGET

5204 Bernard Drive, Suite 400 C, P.O. Box 29800
Roanoke, Virginia 24018-0798

TEL: (540) 772-2021 FAX: (540) 772-2089

July 1, 2019

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

On May 28, 2019, the Roanoke County Board of Supervisors adopted the fiscal year 2019-2020 operating budget. The County Administrator's proposed budget was presented to the Board of Supervisors on March 12, 2019. Throughout March, April, and May, the Board of Supervisors deliberated initiatives contained in the budget, receiving information through budget work sessions and budget memoranda. Copies of the fiscal year 2019-2020 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 increased by $154,000 to $196,940,493. Adjustments to revenue include an increase to Business, Professional, and Occupational License (BPOL) tax of $150,000 based on updated projections. However this increase was offset by a reduction of $31,000 based on an increase in the BPOL gross receipts threshold from $125,000 to $135,000 in fiscal year 2019-2020. Other revenue adjustments are detailed on the following page. Based on these revenue changes, an additional transfer to Roanoke County Public Schools (RCPS) in the amount of $7,985 brings the County's total fiscal year 2019-2020 contribution to RCPS to $70,499,722. Additionally, the employee compensation adjustment of 2.5% in the proposed budget was increased to 2.75%, which increased the fiscal year 2019-2020 personnel budget by $145,840.

As part of this section of the budget document, the County Administrator's March 12, 2019 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 2019-2020 operating budget adopted by the Board of Supervisors on May 22, 2018. The entire fiscal year 2018-2019 Roanoke County budget document can be found at: http://www.roanokecountyva.gov/index.aspx?NID=590.

Sincerely,

Steven R. Elliott
Budget Manager

Meredith L. Thompson
Budget Manger

Board of Supervisors' Changes to County Administrator's FY 2019-2020 Proposed Budget
General Government Only

GG (General Government)

Budget Adj. #	Budget Item	Revenue	Expenditure	Surplus/ (Deficit)
County Administrator's Proposed General Government Budget		**$196,786,493**	**$196,786,493**	**$0**
Board of Supervisors Approved Budget Adjustments (4.23.19)				
GG 1	Increased Revenue from Commonwealth of Virginia based on updated Commonwealth budget.	$ 120,000	$ -	$ 120,000
GG 2	Increased revenue from BPOL taxes and fees based on current year revenue projections.	150,000	-	270,000
GG 3	Adjustment to BPOL - increase gross receipts threshold from $125,000 to $135,000 where businesses with gross receipts under $135,000 pay only a $50 fee instead of the applicable BPOL tax rate	(31,000)	-	239,000
GG 4	Increased Community Development fees and charges based on current year projections (no changes to fees and charges currently in place).	15,000	-	254,000
GG 5	Reduction in revenue from Communications and Sales Use Tax based on current year projections.	(100,000)	-	154,000
GG6	Utilize VPSA refunding savings to reduce the General Government Transfer to the Capital Budget.	-	(50,000)	-
GG7	Board of Supervisors consensus changes to Discretionary Outside Agency funding.	-	(9,825)	213,825
GG8	Adjustment to Schools Revenue Sharing formula - Accounts for Schools portion of additional shared revenue.	-	7,985	205,840
GG9	Increase employee compensation adjustment from 2.50% to 2.75%.	-	145,840	60,000
GG10	Increase to General Services - Solid Waste budget for tipping fees based on $2/per ton increase in tipping fee charges.	-	60,000	-
Total, Revised Budget with Adjustments		**$196,940,493**	**$196,940,493**	**$0**

Board of Supervisors' Changes to County Administrator's FY 2019-2020 Proposed Budget
All Funds Budget

AF (All Funds)

Budget Adj. #	Budget Item	Expenditure
All Funds Proposed Budget		**$ 277,166,581**
AF 1	All General Government adjustments listed above	154,000
AF 2	Roanoke County Public Schools Proposed FY 2020 budget was adopted on March 28, 2019 and was not included in the Roanoke County Proposed FY 2020 budget as it was not yet available.	184,696,969
AF 3	Increase to employee compensation adjustment from 2.50% to 2.75% for County employees not included in the General Government Fund	20,430
AF 4	Addition of Tree Top Quest Aerial Adventure Program within Recreation Fee Class Fund (Full-time position added in FY 2018-2019.)	580,682
Total, Revised All Funds Budget		**$ 462,618,662**

Schedule of Sources and Uses of Funds
Adopted Fiscal Year 2019-2020 General Government Budget
General Government Revenues

Revenue Sources	Notes	Inc./Dec. over FY 2018-2019	Total
FY 2018-2019 General Government Adopted Revenue Budget			**$ 190,670,835**
FY 2019-2020 General Government Revenue Adjustments			
Real Estate Taxes	FY 2020 increase is based on a CY 2019 increase in assessment of 3.19%, and a CY 2020 increase of 2.50%. FY 2019 projected revenues are expected to exceed budget by approximately $0.7 million. The FY 2020 revenue estimate is based on the projected FY 2019 Real Estate revenues ($93.65 million). Total FY 2020 Real Estate Tax revenue is budgeted at $96.42 million.	$ 3,474,339	
Personal Property Taxes	Personal Property Tax revenue is anticipated to be flat in FY 2020 as compared to the adopted FY 2019 Budget. Additional revenue in the amount of $125,000 is budgeted to account for increased delinquent tax collections associated with the new Treasurer Clerk position.	$ 128,616	
Sales Tax	An increase in Sales Tax is budgeted based on FY 2019 projected revenues; also includes an additional $400,000 in revenue generated from the ending of the original Vinton Gain Sharing Agreement.	$ 885,649	
Communications Sales & Use Tax	The Communications Sales & Use Tax revenue has dropped steadily for the last 5 years; the reduction is based on prior year actuals and the FY 2019 projection which is $200,000 under the adopted budget.	$ (350,000)	
Consumer Utility Tax	A minimal increase in the Consumer Utility Tax is budgeted based on prior year and current year projected revenues.	$ 50,000	
Business License	Business License revenue increases by $402,300 over the FY 2019 Budget to account for actual collections in the $6.6 million to $6.8 million range in FY 2017, FY 2018, and FY 2019. BPOL revenue was increased by $150,000 from the proposed FY 2019-2020 budget based on updated projections. Additionally, the Board increased the gross receipts threshold from $125,000 to $135,000 to only pay a $50 fee, which is expected to reduce revenue by $31,000.	$ 402,300	
Motor Vehicle License Tax	An increase in the Motor Vehicle License Tax is budgeted based on FY 2018 actual and FY 2019 projected revenues.	$ 71,213	
Hotel/Motel Taxes	FY 2018 Hotel/Motel Taxes were $1.39 million, as compared to a FY 2019 budget of $1.46 million. However, a new Hotel was opened in the County in FY 2019, and is yielding increased Hotel/Motel Tax collections. Those collections are expected to level off in FY 2020, so only slight growth is budgeted in this revenue.	$ 7,305	

Revenue Sources	Notes	Inc./Dec. over FY 2018-2019	Total
Meals Tax	FY 2019 Meals Tax revenue is trending flat as compared to FY 2018 revenue ($4.5 million). The FY 2019 Meals Tax budget was $4.6 million, so a decrease of $0.1 million is required to match FY 2020 projected revenue.	$ (106,011)	
Other Property Taxes	The increase in Other Property Taxes is primarily due to Public Service Corporation Taxes (assessed by the Commonwealth of Virginia).	$ 140,000	
Bank Franchise Fee	The increase in Bank Franchise Fee revenue for FY 2020 is based on actual FY 2018 collections of approximately $820,000, which is a $170,000 increase over the FY 2019 budget of $650,000.	$ 170,000	
Ambulance Fees	A decrease in Ambulance Fees is budgeted based on actual FY 2018 and projected FY 2019 revenues. FY 2020 also includes revenue from adjusting Ambulance Fees to maximize Medicare reimbursements.	$ (44,577)	
Fines & Forfeitures	The increase in FY 2020 is based on actual FY 2018 and projected FY 2019 revenues. It is not based on changes to any policy or fees.	$ 49,000	
Permits, Fees, & Licenses	An increase of $23,185 is budgeted in FY 2020 based on FY 2018 actuals and FY 2019 projections. County staff is monitoring the impacts of the Community Development Fee adjustments made in FY 2019.	$ 23,185	
Use of Money & Property	The increase in Use of Money & Property revenue is related to rising interest rates of County deposits, and increased revenues related to rental income (i.e. cell phone towers).	$ 117,000	
Miscellaneous Revenue	The FY 2020 increase is primarily related to revenues received from the City of Salem for Social Services and revenues received from Roanoke County Public Schools for security personnel stationed at Cave Spring High School during renovations.	$ 227,500	
Commonwealth of Virginia	An increase of $120,000 over the 2019-2020 proposed budget based on updated Commonwealth budget. An additional increase in revenue received from the Commonwealth of Virginia is based on actual reimbursements for Constitutional Offices in FY 2018 and from actions taken by the Virginia General Assembly.	$ 168,875	
Federal Revenue	The increase in Federal Revenue is primarily due to the addition of four positions in Social Services added during FY 2019, which had corresponding Federal Revenue to offset costs.	$ 205,206	
Use of Fund Balance	The increase in the Use of Fund Balance is due to maintaining the Board of Supervisors adopted 12% General Government Fund Balance (and increase of $270,812) and utilizing $600,000 in Fund Balance to offset the cost of the final Vinton Gain Sharing payment.	$ 870,812	

Revenue Sources	Notes	Inc./Dec. over FY 2018-2019	Total
Transfer from CSA Fund	In FY 2019, a one-time transfer from the CSA Fund to the General Government Fund was made to balance the budget. Revenue from that transfer is removed from the FY 2020 budget.	$ (256,894)	
All Other Revenue Changes	All other changes in General Government Revenue.	$ 36,140	
Total, FY 2019-2020 General Government Revenue Adjustments			**$ 6,269,658**
Adopted FY 2019-2020 General Government Revenue Budget			**$ 196,940,493**
Increase over FY 2018-2019 General Government Revenue Budget			**3.29%**

Schedule of Sources and Uses of Funds
Adopted Fiscal Year 2019-2020 General Government Budget
General Government Expenditures

Expenditure/ Department	Notes	Inc./Dec. over FY 2018-2019	Total
FY 2018-2019 Adopted General Government Expenditure Budget			**$ 190,670,835**
FY 2019-2020 Adopted General Government Expenditure Adjustments			
Countywide Compensation and Benefits			
Countywide	The FY 2020 adopted budget includes a 2.75% Compensation Adjustment for all General Government Employees. The increase to compensation also includes an increase to associated percentage based benefits.	$ 1,363,099	
Countywide	An increase to the County's Share of Health Insurance Increase. Employee share of health insurance also increases. Details can be found in the Internal Services - Health Insurance Fund section.	$ 662,312	
Countywide	Changes to personnel caused a reduction in employee salary and benefits from FY 2019 to FY 2020. Many long-term employees left the organization with new employees hired in at lower levels.	$ (201,172)	
Countywide	An increase to Undesignated Positions (Salary Lapse), which is savings yielded from projected employee turnover during FY 2020.	$ (91,000)	
Subtotal, Countywide Personnel and Benefits			**$ 1,733,239**
Transfers, Outside Services, Miscellaneous, Non-Departmental			
Transfers	The Transfer to Schools increased based on the Board of Supervisors' adopted Revenue Sharing formula as included in the County's adopted Comprehensive Financial Policy.	$ 1,654,958	
Transfers	An increase in the Transfer to Children's Services Act - County & Schools is shared equally at $200,000 per entity.	$ 400,000	
Transfers	The Transfer to Information Technology, Communications Shop, and Emergency Communications Center (ECC) Funds increases over 2019 to cover increases in operating and compensation adjustments for employees, and eliminates the use of Fund Balance used to fund recurring expenditures.	$ 635,663	
Transfers	The Transfer to Unappropriated Balance increases to maintain 12% of General Government Fund expenditures as is specified within the County's adopted Comprehensive Financial Policy.	$ 270,812	
Transfers	The Transfer to County Debt Service decreases over FY 2019.	$ (4,062)	
Transfers	The Transfer to Schools Debt Service increases over FY 2019 and is related to debt issued for Cave Spring High School.	$ 1,914,424	
Transfers	The Transfer to Capital reduction offsets the increase in debt service payments and also delays the purchase of a fire engine and bulk solid waste truck. Refunding of VPSA bonds reduces the transfer by an additional $50,000.	$ (2,669,349)	
Transfers	The Transfer to Risk Management Fund reduction is based on prior year actuals and available fund balance.	$ (50,000)	
Transfers	Other minor transfers increased slightly over FY 2019.	$ 13,972	

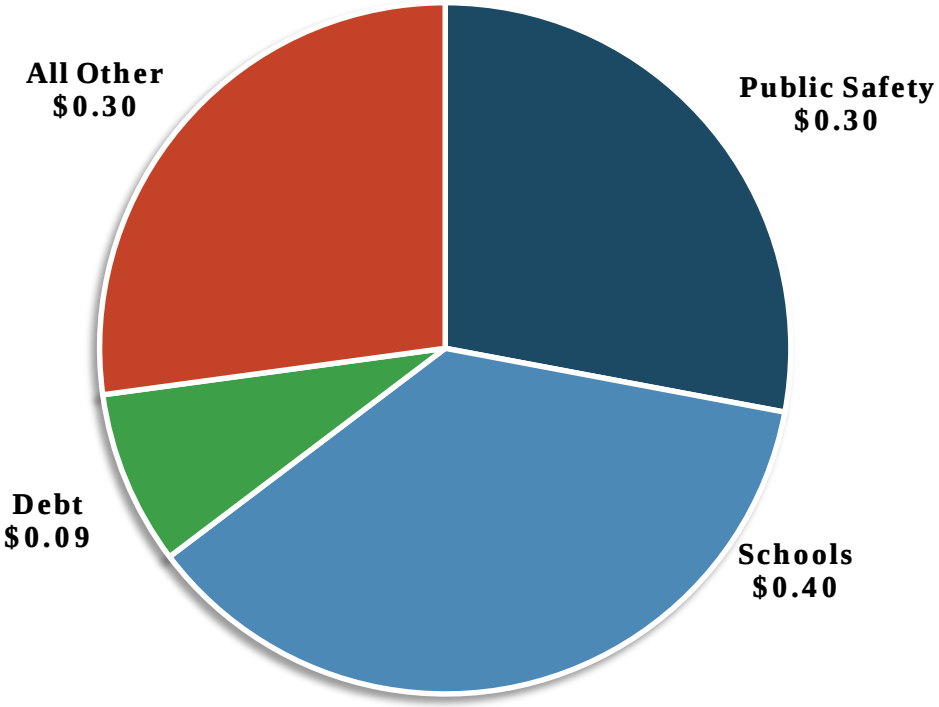
Expenditure/ Department	Notes	Inc./Dec. over FY 2018-2019	Total
Non-Departmental	Other Post-Employment Benefits (OPEB) costs are now captured in the Health Insurance Fund as expenditures relate to benefits received at retirement.	$ (121,825)	
Non-Departmental	The Adopted FY 2020 budget eliminates the Employee Special Merit Recognition program, which helps offset the 2.75% compensation increase.	$ (75,000)	
Non-Departmental	A reduction in expenditures related to paid leave at separation of employment with County is based on FY 2018 actual expenditures and projected FY 2019 and FY 2020 expenditures.	$ (35,000)	
Non-Departmental	Other minor non-departmental changes decrease slightly over FY 2019.	$ (25,000)	
Miscellaneous	The Vinton Gain Sharing Agreement expired on June 30, 2019. The final payment, to be made in arrears, is included in the FY 2020 budget. The final payment increases by $40,000 to $600,000.	$ 40,000	
Miscellaneous	The Tax Relief Programs for Elderly & Disabled Veterans increase over FY 2019 based on actual and projected program costs. There are no changes to program eligibility.	$ 110,000	
Outside Agencies	The FY 2020 Adopted Budget includes an additional $20,000 for Blue Ridge Behavioral Healthcare and an additional $21,280 for other Contractual Agencies. Board of Supervisors consensus reduced Discretionary Outside Agency funding by $9,825.	$ 31,455	
Police / Outside Service	The increase over FY 2019 is due to an increase in the County's portion of usage at the Regional Center for Animal Care and Protection (RCACP) and the inclusion of Vinton's share of RCACP costs.	$ 175,000	
General Svcs / Outside Service	An increase to the Roanoke Valley Resource Authority & Recycling Services is included due to an increase in volume and projected per ton increase.	$ 255,000	
Court Services / Outside Service	An increase to the Roanoke Valley Juvenile Center is included due to an increase in County costs due to the number of juveniles and increased daily per diem costs.	$ 225,000	
Social Services / Outside Service	Due to current and projected County of Roanoke Transportation (CORTRAN) program usage, the County increases the budget over FY 2019 to cover costs of transportation services, currently provided by RADAR.	$ 160,000	
Sheriff / Outside Service	An increase to the Western Virginia Regional Jail Housing of Prisoners is due to increased use by County, increase in daily per diem charges, and increased in medical costs.	$ 434,925	
Sheriff / Outside Service	An increase to the Western Virginia Regional Jail Debt Service is related to increased County use of facility.	$ 308,075	
Subtotal, Transfers, Outside Services, Miscellaneous, Non-Departmental			**$ 3,649,048**
Vinton Fire & Rescue Costs			

Expenditure/ Department	Notes	Inc./Dec. over FY 2018-2019	Total
Fire & Rescue	With the ending of the Vinton Gain Sharing Agreement, the FY 2020 Adopted Budget assumes Vinton Fire & Rescue positions (11 FTE) will become County employees.	$ 791,000	
Fire & Rescue	In addition to employees, the County will also incur Vinton Fire & Rescue Operating Costs. The increase assumes annual costs of Vinton Fire & Rescue Station operations.	$ 111,000	
Fire & Rescue	A reduction in the payment of Ambulance Fees collected by the County and then paid to Vinton for calls run by the Vinton Fire & Rescue Department. Since the County will be absorbing all Vinton Fire & Rescue functions, this payment will no longer be required.	$ (240,000)	
Non-Departmental	The County will provide funding to Vinton equal to annual debt service on the Vinton Fire & Rescue Station until debt is retired. The County anticipates taking ownership of the facility when debt is retired in FY 2027.	$ 164,000	
Subtotal, Costs Associated with Vinton Fire & Rescue			**$ 826,000**
Service Level Changes			
Parks, Recreation, & Tourism	The planned Economic and Community Development reorganization eliminates a Greenway/Blueway Planner position (-1.0 FTE). Duties of this position will be transferred to the new Economic and Community Development Department.	$ (83,302)	
Parks, Recreation, & Tourism	The reduction of Special Events Part-Time Funding and Part-Time Office Support is possible as CORTRAN duties have moved to Social Services. The shift of duties allows for additional capacity for Parks, Recreation, and Tourism support staff.	$ (25,563)	
Clerk to Board of Supervisors	This reduction eliminates the full-time Deputy Clerk position (-1.0 FTE) and provides resources for a part-time position.	$ (33,486)	
Social Services	The addition of a CORTRAN Coordinator in Social Services (1.0 FTE) will actively manage the CORTRAN program and contract with RADAR. Position costs are offset by a reduction in part-time funding. Additional funding for annual operating costs is also included.	$ 33,909	
Treasurer	The addition of a Treasurer Clerk II Position (1.0 FTE) will assist with delinquent tax collections. Position costs are offset by additional revenue associated with collections.	$ 43,873	
Fire & Rescue	The FY 2020 budget will "freeze" the Volunteer Coordinator Position, meaning it will not be filled during FY 2020. Duties will be distributed to other Fire & Rescue staff. While frozen, the position duties will be analyzed.	$ (61,214)	
Fire & Rescue	Fire & Rescue staff will fund volunteer equipment needs directly instead of providing funding to individual volunteer organizations. Funding needs directly eliminates the requirement for audits on the organizations and streamlines the process to fulfill equipment needs.	$ (35,000)	

Expenditure/ Department	Notes	Inc./Dec. over FY 2018-2019	Total
Human Resources	The FY 2020 budget will "freeze" the Human Resources Consultant - Training position, meaning it will not be filled in FY 2020. Training opportunities for staff will be outsourced in FY 2020 with limited funding available.	$ (78,928)	
Economic & Community Dev.	The planned Economic and Community Development reorganization adds a Director of Economic and Community Development (1.0 FTE). The new position will oversee the reorganized Economic and Community Development	$ 154,154	
Economic & Community Dev.	The FY 2020 budget will "freeze" three positions including a Planner II, a Combination Code Inspector, and an Economic Development Specialist. These positions will not be filled in FY 2020. Positions may be refilled in FY 2021 based on needs of the new Economic and Community Development Department.	$ (193,195)	
Sheriff	Funding is provided by the Roanoke County Public Schools for a position to assist with security at Cave Spring High School while the facility is undergoing renovations. Position is 100% funded by the Schools.	$ 60,000	
Library	The FY 2020 budget reduces the part-time funding due to changes in Library operating hours. Please see the Library section of the budget document for specific changes in operating hours at each of the six County Libraries.	$ (37,000)	
Library	The FY 2020 budget reduces part-time funding due to reorganization of staff. The department will move one full-time staff member to the Vinton Library and restructure jobs duties associated with Reference Services.	$ (40,000)	
Economic & Community Dev.	The FY 2020 budget eliminates the Commercial Matching Grant Program. Funding for similar types of programs is still available with the Economic Development Authority (EDA).	$ (20,000)	
Economic & Community Dev.	The FY 2020 budget changes the compensation for members of the Board of Zoning Appeals (BZA). Compensation for members reduces from $1,200 annually to $150/per meeting.	$ (4,000)	
Finance	The FY 2020 budget reduces Part-Time Funding in the Finance department when utilized during busy times of the year.	$ (30,000)	
Multiple Departments	The County will direct departments to use County fuel stations instead of retail stations. Savings are expected from shifting to utilizing County fuel stations.	$ (13,000)	
Subtotal, Service Level Changes			**$ (362,752)**
Departmental Budget Adjustments			
Fire & Rescue	The FY 2020 budget increases the SAFER Grant Transfer based on a planned reduction in Federal revenue supporting the 11 Firefighter positions.	$ 149,738	
Fire & Rescue	The FY 2020 budget increases the overtime budget based on the need to maintain minimum staffing.	$ 250,857	

Expenditure/ Department	Notes	Inc./Dec. over FY 2018-2019	Total
Fire & Rescue	An increase to the operating budget to maintain current services including vehicle repairs, vehicle parts, and building maintenance costs.	$ 75,000	
Police	An increase to the operating budget to maintain current services with various adjustments.	$ 40,000	
Sheriff	Based on current and projected trends, the FY 2020 budget increases the budget for medical services provided at the County jail.	$ 30,000	
Social Services	A reduction in County funding based on historical expenditures that has no expected impact to service levels.	$ (40,000)	
Social Services	After the adoption of the FY 2019 budget, funding was appropriated for operating costs associated with the addition of 4 Medicaid Positions. Those positions are captured and included as part of the Personnel portion of the FY 2020 budget.	$ 21,216	
Parks, Recreation, & Tourism	The FY 2020 budget eliminates the Transfer to Fee Class. Fees are adjusted in the Fee Class fund to cover the loss of the General Fund transfer supporting the Fee Class Fund. No service level impacts are expected.	$ (55,675)	
Parks, Recreation, & Tourism	An increase to the operating budget to maintain current services including various adjustments.	$ 30,000	
Library	A reduction to the operating budget based on prior year actual expenditures including various adjustments.	$ (24,200)	
Economic & Community Dev.	A reduction to the operating budget based on prior year actual expenditures including various adjustments.	$ (20,000)	
Economic & Community Dev.	A reduction of part-time funding based on prior year actual expenditures and projected expenditures. The part-time position remains and is funded appropriately.	$ (10,000)	
Clerk of Court	A reduction in maintenance and service contracts based on prior year actual funding.	$ (15,000)	
General Services	An increase to the operating budget to maintain current services including various adjustments.	$ 25,000	
County Administration	A reduction to the operating budget based on prior year actual expenditures including various adjustments.	$ (13,700)	
Treasurer	An increase to the operating budget to maintain current services including various adjustments.	$ 13,800	
Multiple Departments	Minor adjustments in all other departments to maintain currents services or reduce expenditures based on prior year actual expenditures and projected expenditures.	$ (32,913)	
Subtotal, Departmental Budget Adjustments			**$ 424,123**
Total, FY 2019-2020 General Government Expenditure Adjustments			**$ 6,269,658**
Total, FY 2020 Adopted General Government Operating Budget			**$ 196,940,493**
Increase over FY 2018-2019 General Government Expenditures			**3.29%**

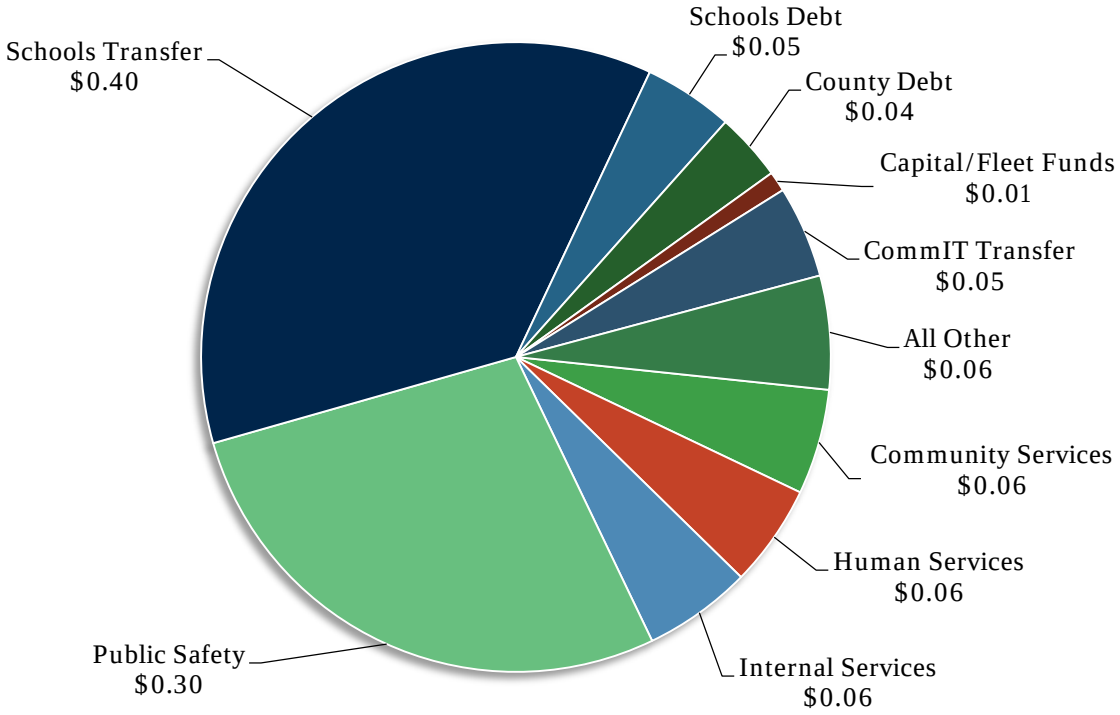
$1.09 / $100 Assessed Value Real Estate Tax Rate Distribution for County Services



Area	FY 2019-2020 Adopted Budget	Portion of $1.09 That Supports Area
Public Safety	$55,094,436	$0.30
*Schools	72,303,722	0.40
Debt (County & Schools)	16,048,337	0.09
All Other	53,493,998	0.30
**Total	$ 196,940,493	$ 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 2019-2020 Adopted Budget	Portion of $1.09 That Supports Area
Community Services	$10,817,623	$0.06
Human Services	10,433,759	0.06
Internal Services	11,059,652	0.06
Public Safety	55,094,436	0.30
Schools Transfer (incl. CSA)	72,303,722	0.40
Schools Debt	9.137.406	0.05
County Debt	6.910.931	0.04
Capital/Fleet Fund Transfer	199,650	0.01
Communications / IT Transfer	9,401,349	0.05
All Other*	11,581,965	0.06
Total**	**$ 196,940,493**	**$ 1.09**

* All Other includes Transfer to CSA-County ($1.9 million); Transfer to Public Works ($0.2 million); Transfer to Internal Services ($1.6 million); Employee Benefits ($2.3 million); Contributions ($2.2 million); Public Health ($0.5 million); Addition to Fund Balance & Board Contingency ($0.8 million); Miscellaneous ($1.8 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 2019 described below.

County of Roanoke, Virginia
Analysis of Position Changes
Fiscal Year 2018-2019 Mid-Year Adjustments

Position	Position Count	Position Cost	Rev/Exp. Offset	General Fund Impact
Social Services – Four Benefit Program Specialist Positions added with additional state funding and funding from the City of Salem	4.0	187,701	(187,701)	0
Social Services – One Family Services Specialist Position added by converting two part-time Family Services Specialists to one full-time position	1.0	51,152	(51,152)	0
Total	**5.0**	**238,853**	**(238,853)**	**0**

FY 2020 adjustments are described on the following two pages.

County of Roanoke, Virginia Analysis of Position Changes Adopted Fiscal Year 2019-2020 Budget				
Position	**Position Count**	**Position Cost**	**Rev/Exp. Offset**	**General Fund Impact**
Added Positions				
Director of Economic and Community Development – Position added to oversee the reorganized economic and community development functions	1.0	154,154	-	154,154
CORTRAN Coordinator – Add position in Social Services to actively manage the CORTRAN program and contract with RADAR. Position costs are offset by a reduction in part-time funding.	1.0	53,909	(30,000)	23,909
Treasurer Clerk II – Add position to assist with delinquent tax collections; offset by new revenue through additional collections	1.0	43,873	(125,000)	(81,127)
Transfer of Town of Vinton Fire personnel – Add 11 positions to Fire & Rescue Department	11.0	791,000	-	791,000
Veterinarian – Convert part-time Veterinarian position at the Regional Center for Animal Control and Protection (RCACP) to full-time.	1.0	94,966	(94,966)	-
Subtotal – Added Positions	**15.0**	**1,137,902**	**(249,966)**	**887,936**

Position	Position Count	Position Cost	Rev/Exp. Offset	General Fund Impact
Frozen Positions				
"Freeze" Volunteer Coordinator Position – Position will not be filled in FY 2020; duties will be distributed to other Fire & Rescue staff and on-going need for position will be analyzed	-	(61,214)	-	(61,214)
"Freeze" Human Resources Consultant Position – Position will not be filled in FY 2020	-	(78,928)	-	(78,928)
"Freeze" Planner II, Combination Code Inspector, Economic Development Specialist Positions – Positions will not be filled in FY 2020; position may be refilled in FY 2021 based on needs of the new Economic and Community Development Department	-	(193,195)	-	(193,195)
Subtotal – Frozen Positions	**-**	**(333,337)**	**-**	**(333,337)**
Eliminated Positions				
Deputy Clerk to the Board of Supervisors – eliminate full-time position and provides resources for a part-time Deputy Clerk	(1.0)	(53,910)	20,424	(33,486)
Greenway/Blueway Planner – Eliminated the position. Duties will be transferred to the new Economic and Community Development Department	(1.0)	(83,302)	-	(83,302)
Subtotal – Eliminated Positions	**(2.0)**	**(137,212)**	**20,424**	**(116,788)**
Total	**13.0**	**667,353**	**(229,542)**	**437,811**

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 12, 2019

Chairman North and Members of the Board of Supervisors:

I present to you for your consideration my County of Roanoke proposed budget for fiscal year 2019-2020. As in prior years, the proposed budget observes sound financial planning and budgeting practices.

The proposed fiscal year 2019-2020 General Government budget totals $196,786,493, which represents a 3.21%, or $6,115,658 increase over fiscal year 2018-2019. As is required, the budget is balanced with expenditures budgeted to projected revenues. Detailed information on General Government revenue expenditures and other funds can be found throughout this document.

Tax Rates and General Government Revenue

Total General Government revenue for fiscal year 2019-2020 is budgeted at $196,786,493, which represents a 3.21%, or $6,115,658 increase over fiscal year 2018-2019 and does not include tax rate increases. The real estate tax rate remains at $1.09 per $100 of assessed value, a rate that has been maintained since fiscal year 2007. Personal property tax rates remain at $3.50 per $100 of assessed value, and the machinery and tools tax rate remains $2.85 per assessed value.

Real estate revenues are budgeted at $96,420,000 and comprise 49.0% of our total General Government Fund revenue. This revenue growth is based on our real estate assessments increasing 3.19% over fiscal year 2018-2019. The increase is based on a 2.47% increase in the existing real estate tax base, and a 0.72% increase associated with new construction. The increase in total real estate assessments is the highest since 2009. While the rise in assessments indicates an improving real estate market in Roanoke County, over the ten year period since 2009, the average annual assessment increase has been 1.22% while the annual average inflation rate has been 1.64%. Simply put, the growth of our largest revenue source has not kept pace with inflation, and has put a strain on our ability to maintain current service delivery. In order to address this imbalance, this budget proposes to reorganize our economic and community development efforts in order to stimulate growth, especially with new development efforts in the County. These efforts are detailed later in this letter.

This document includes a breakdown of the $1.09 real estate tax rate proportional to County services provided. When applied evenly across all General Government service delivery areas, $0.79 of the $1.09 real estate tax rate is designated for: Roanoke County Public Schools (RCPS), County and RCPS debt service, and Public Safety functions including Social Services.

Excluding projected revenue from the real estate tax, the balance of the General Government revenues are budgeted at $100,366,493, an increase of $2,641,319, or 2.7% over fiscal year 2018-2019. The County continues to see modest growth in areas such as sales tax and business licenses, with areas such as personal property tax remaining relatively flat. Reductions in areas such as meals tax and communications and sales and use tax are expected in fiscal year 2019-2020. Additionally, of the $2,641,319 increase, $870,812 is the one-time use of year-end fund balance to maintain the County's 12% General Government Fund Balance policy and to offset the final Vinton Gain Sharing payment (discussed in detail later in this letter.)

Employee Compensation and Benefits

Our County is recognized for its outstanding service delivery, with the most important asset we have in delivering those services being our employees. In order to retain and recruit talented employees into our organization, this budget proposes an across the board 2.5% compensation increase for our employees. It is of great importance that we continue to compensate our employees fairly, and keep our compensation and benefits package competitive with our surrounding jurisdictions. Because of the Roanoke Valley's stable economy, low employment rate, and lack of population growth (our County's population decreased slightly for the second consecutive year), we are beginning to have difficulty in filling some of our public safety and skilled trades positions. A compensation increase is necessary not only to keep up with the impacts of inflation, but to maintain a competitive salary structure necessary to recruit and retain qualified employees.

While we are able to provide a 2.5% compensation adjustment, our organization – like many across the nation – continues to struggle with the rapidly increasing costs associated with health insurance. Our Health Insurance Fund increases $1,244,379 over the adopted fiscal year 2018-2019 budget, and assumes total premium increases of approximately 15% for all health plans. Employee cost share of health insurance premiums varies based on the plan election. There are no changes to health insurance benefits in fiscal year 2019-2020, and the County continues to offer a very fair and competitive health insurance plan for our employees. Details of the proposed fiscal year 2019-2020 health insurance rates can be found on page 273.

Rising claims costs represent the largest expenditure pressure associated with health insurance. As such, our rates are structured to continue to incentivize employees – through lower premiums – to utilize our County's wellness program. Data continues to show that employees who enroll in our wellness program have less of an impact on claims than those who elect not to enroll in the wellness program. The employee share of all non-wellness health insurance rates increases by 5.0% for fiscal year 2019-2020.

Our other employee benefits remain largely the same for fiscal year 2019-2020, including but not limited to enrollment in the Virginia Retirement System (VRS), employer match for a deferred compensation plan, and dental and vision insurance plans. The employee recognition program, which was designed to provide one-time special recognition bonuses to employees, is eliminated for fiscal year 2019-2020. Savings from that program's elimination ($75,000) will be utilized to achieve the total 2.5% compensation adjustment. Overall, this budget, as proposed, continues to compensate our employees fairly through our compensation and our benefits offerings.

Economic and Community Development

A major initiative in this budget is a reorganization of our economic and community development service delivery. This budget reorganizes those functions under one new Economic and Community Development department, and creates a new Economic and Community Development Director position. The complete detailed plan for the reorganization will happen under the leadership of the new Director, however the Departments of Economic Development, Planning and Engineering and Development Services will be combined and restructured into the four divisions of Economic Development, Planning, Development Services and Engineering / Project Management, which will feature the County's stormwater management services. By undertaking this initiative the County plans to accomplish the following:

- Creating a department where all economic development opportunities can be serviced from concept to completion.
- Addressing the need for population growth, business recruitment and retention, and critical infrastructure needs to support growth in both the residential and commercial tax bases.
- Providing an enhanced customer service experience for citizens and the development community in facilitating project completion.
- Focusing future planning efforts to address the shortage of diverse housing opportunities and development of mixed use master plans designed to attract new residents and businesses, while maintaining the character of our natural beauty as part of the Roanoke Valley.
- Improving the in-house capability of designing and managing large infrastructure projects.
- Aligning staff to manage Commonwealth and Federal funding related to infrastructure projects.
- Coordinating and promoting regional cooperation with public and private entities in the Roanoke Valley.

For fiscal year 2019-2020, the focus will be on recruitment of a new Economic and Community Development Director, and allowing that new director to work with the Board of Supervisors, County Administration, staff and other interested parties to design a work program that will support economic growth and the development community, while continuing to address critical County infrastructure needs in areas such as multi-modal transportation and stormwater. Perhaps most important in this effort is to begin to develop a strategic plan for Economic and Community Development that will enable the County to best take advantage of the innovation and entrepreneurial economy that is growing in our region.

During fiscal year 2019-2020, three vacant positions related to this new department will be "frozen" – or not filled – and include a Planner, Combination Code Inspector, and Economic Development Specialist. Those positions and their duties will be reassessed by the new Economic and Community Development Director.

Vinton Gain Sharing Agreement

In 1999, the County and the Town of Vinton entered into a 20-year agreement known as the Vinton Gain Sharing agreement. In summary, that agreement gave the Town of Vinton a portion of County real estate revenues derived from an area contiguous to Vinton, and a share of County sales tax revenues that exceeded what was required by State Code. That agreement expires on June 30, 2019, and the County and Vinton have been working together to move forward at the expiration of the agreement. In principle, the County and the Town of Vinton have agreed to the following:

- Ending the annual payment associated with the real estate tax rate. That payment is made in arrears, so a final payment of $600,000 is budgeted in fiscal year 2019-2020. In order for the County to receive the benefit of that reduced expenditure in fiscal year 2019-2020, $600,000 in fund balance is budgeted to account for that final payment.
- Reverting to State Code on the payment of sales tax revenue. Previously, Vinton received 11.77% of all sales tax collections in the County. Moving forward and defaulting to State Code, Vinton will receive a percentage of sales tax revenue based on the Town population

divided by the total County population. This change is anticipated to yield approximately $400,000 in additional sales tax revenue for the County.

- The County will assume all functions and costs associated with the Vinton Fire and Rescue Department. This will add eleven full-time positions to the County and the current Vinton Fire and Rescue staff will become County employees. As part of the agreement, the County will pay the remaining debt service on the Vinton Fire and Rescue station, and then will turn over building ownership to the County once the debt has been retired.
- The County will assume responsibility for Vinton's costs at the Roanoke Center for Animal Care and Protection (RCACP). The intent is Vinton will no longer have representation on the RCACP governing board, however, this requires approval by all members of RCACP by amending the operating agreement.

These are the major initiatives associated with an updated agreement between the County and Vinton. The goal of the negotiations with Vinton was to keep each entity whole, and these changes accomplish that objective. At the time of this budget proposal, final details of an updated agreement are being negotiated, but the assumed impacts of the proposal have been incorporated into the fiscal year 2019-2020 proposed budget plan.

Service Level Changes

Each year as part of the budget development process, the cost to maintain current service delivery is analyzed in detail, and then compared with available revenues to determine the level of services that can continue to be provided.

The fiscal year 2019-2020 proposed budget sees significant cost increases in services provided by outside and regional entities on behalf of the County. These increases include but are not limited to the Roanoke Valley Resource Authority ($195,000 increase), the Western Virginia Regional Jail ($743,000 increase), the Roanoke Center for Animal Care and Protection ($175,000 increase including assuming Vinton's share of costs), and the Roanoke Valley Juvenile Detention Center ($225,000 increase). In most cases, these increases represent the resources required to maintain current service levels based on the County's portion of these regional costs.

With the significant expenditure increases associated with our outside entity and regional service providers, the County was forced to look at service levels provided by our own departments in order to achieve a balanced budget. Departments were asked to identify service level reductions that would keep core functions largely intact. These service level impacts are detailed on the individual department pages. While these reductions were necessary to achieve a balanced budget, departments worked hard to identify the least impactful reductions to allow for maintenance of core service delivery.

Two vacant full-time positions – a Greenway/Blueway Planner and a Deputy Clerk to the Board of Supervisors are proposed to be eliminated. The duties of the Greenway/Blueway Planner will be absorbed by the new Economic and Community Development Department, and part-time funding has been added to the Clerk to the Board of Supervisors' budget to offset the loss of a full-time position. A total of five currently vacant positions, including three in the new Economic and Community Development Department, and a Volunteer Coordinator in Fire and Rescue and Training Coordinator in Human Resources, are proposed to be "frozen" – or not filled – in fiscal year 2019-2020. County staff will assess the impact associated with these "frozen" positions to

determine if they will be required to be added back during the fiscal year should funds become available, or in the following fiscal year.

Additionally, this budget delays the purchase of an engine for the Fire and Rescue department (estimated cost $600,000) and a bulk solid waste truck for Solid Waste operations (estimated at $250,000). Both departments were consulted on these decisions and indicated they can extend the useful life of the equipment for an additional year. Replacing this equipment will be a priority in the fiscal year 2020-2021 budget.

While service level reductions were being considered, there were areas where additional resources were provided to maintain or enhance service delivery in our County departments. Examples of this include:

- Addition of a full-time position in Social Services to actively manage the County's CORTRAN program and contract with our current transportation provider, RADAR. The cost of the contract with RADAR to provide this service increases $160,000 over fiscal year 2018-2019, and without a dedicated position to actively manage the program, the increase would be greater. As part of the fiscal year 2019-2020 budget proposal, staff is recommending implementing program changes including, but not limited to providing the service only to permanent County residents and limiting service to and from the client's primary residence. Details of these proposed program changes will be discussed as part of the budget work sessions.
- Addition of a delinquent tax collection specialist in the Treasurer's Office to ensure citizens and businesses are paying their fair share of taxes.
- Additional funding to maintain current service delivery levels in our Police, Fire and Rescue, General Services, and Parks, Recreation, and Tourism Departments.
- Funding provided by Roanoke County Public Schools (RCPS) for the Sheriff's Office to provide enhanced security at Cave Spring High School while the facility undergoes a major renovation.

While citizens may see minimal impacts in services provided by the County, this budget continues to provide sufficient resources for efficient and effective core service delivery.

Roanoke County Public Schools (RCPS)

As of March 12, 2019, the Roanoke County School Board has not adopted its fiscal year 2019-2020 budget. The RCPS budget is anticipated to be adopted by the School Board on March 28, 2019 and will be presented to the Board of Supervisors as required by the Commonwealth.

The County Administrator's operating budget proposal funds RCPS at the level determined by the adopted Board of Supervisors' funding formula agreement which supports the education partnership between the County and RCPS. Based on the formula, RCPS will receive $70,491,737, or $1,646,973 more than fiscal year 2018-2019.

In addition, the County will transfer $9,137,406 from the General Government Fund to the Debt Fund to support RCPS debt service payments. This transfer represents a $1,914,424 increase over fiscal year 2018-2019 and is primarily related to debt service on bonds issued on behalf of RCPS for the Cave Spring High School project. And on behalf of RCPS, the County will also transfer $1,804,000 for Children's Services Act (CSA) Fund private day schools expenditures. This

represents a $200,000 increase over fiscal year 2018-2019, and is the same amount as the increase to the County CSA transfer.

Future Outlook

As previously detailed in this letter, it has become increasingly difficult to maintain our current service delivery levels when revenues have failed to keep pace with inflation over the last ten years. County staff has been asked to "do more with less," and has done an outstanding job at finding innovative and creative ways to continue to provide high quality services. Because costs of service delivery continue to rise, and because we must make it a priority to continue to fairly compensate our employees on an annual basis, we are at the point where "doing more with less" is no longer practical. Our efforts with our economic and community development initiatives are designed to address the loss of population and provide resources to support new businesses as well as residential and commercial building. These efforts will take some time to yield substantial results and next year if we continue to see only modest revenue growth, we will be faced with hard choices involving reducing core services, or looking at options for additional revenue generation. For fiscal year 2019-2020 however, we are able to maintain our core services for at least one more year based on the revenues available to provide for those services.

Acknowledgements

The fiscal year 2019-2020 budget proposal is the culmination of work started in the fall of 2018. The proposal would not be possible without the contributions of our outstanding County staff including Assistant County Administrators Rebecca Owens and Richard Caywood, Human Resources Director Anne Marie Green, Acting Director of Finance Laurie Gearheart, Office of Management and Budget Director Christopher Bever and his budget staff, Department Heads, Constitutional Officers, and supporting staff throughout our organization.

I look forward to discussing the fiscal year 2019-2020 budget proposal in detail through budget adoption scheduled for May 28, 2019.

Sincerely,

Daniel R. O'Donnell
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, Children's Services, Criminal Justice Academy, County Fleet Service Center, Public Works Projects, Communications and Information Technology, Recreation Fee Class, PRT School Operations,* 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)

A chart for each department and fund shows the number of regular full-time positions in addition to three years of budget data: FY 2018 actual data, FY 2019 adopted budget, and FY 2020 adopted budget. The "General Fund" section also provides departmental goals for each County department.

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 2020 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 2020 capital year budget. The entire Adopted FY 2020 – FY 2029 CIP document can be viewed online at https://www.roanokecountyva.gov/590/Capital-Improvement-Program-CIP. 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 Principals. The fiscal year ending 2018 CAFR can be viewed online at https://www.roanokecountyva.gov/371/Financial-Reports.

Fiscal Year 2020 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 complete Performance Management Plans to focus on organization wide efforts to monitor and enhance performance management. The Office of Management and Budget collaborates annually with departments to identify and update appropriate Core Objectives and Performance Measures. These plans are included as part of the adopted budget document once the Board of Supervisors has approved the appropriation of ordinances.

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 Requests 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 2020. 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 2020 budget appropriation ordinance on May 28, 2019.

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 2020 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.

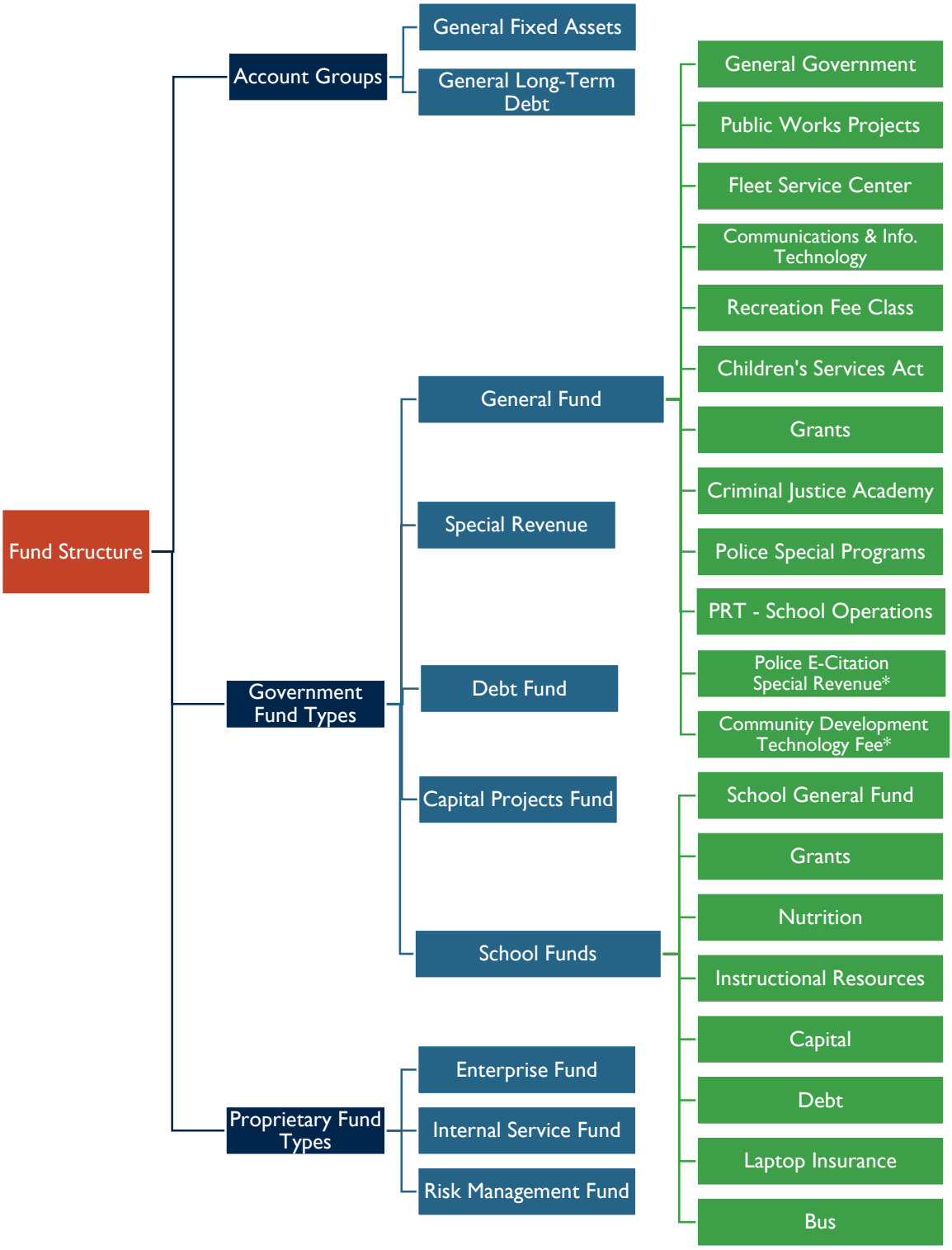
Conclusion

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 2019 - FY 2020

September 2018	• Begin Capital Improvement Program (CIP) process • Board of Supervisors Work Session: FY 2017-2018 Preliminary Year-End Overview
October	• CIP Project Funding Requests due
November	• Budget Kick-Off: Departments and Schools • Departmental Operating Allocations Issued • Begin Performance Management Plan process • Board of Supervisors Work Sessions: Fire & Rescue Department Staffing, FY 2020-2029 CIP Budget Development, Communications and Information Technology Structural Organization
December	• Briefing to Board of Supervisors on 2019 Reassessment and regional economic conditions • Department submissions, performance management plans, and funding/fee adjustments due • Initial OMB review of departmental submissions • Outside Agency application process open on December 10 • Prepare preliminary revenue estimates • Board of Supervisors Work Sessions: Cityworks Permit Management System and CORTRAN
January 2019	• Board of Supervisors FY 2019-2020 Budget Development Work Session: Roanoke County fiscal policies • Outside Agency Applications due January 11 • County Administrator presents FY 2020 - FY 2029 CIP Plan to Board of Supervisors on January 23 • Comparative Statement of Budgeted and Actual Revenues and Expenditures for the current fiscal year to Board of Supervisors on January 22
February	• Functional Budget Team Process Meetings begin • Board of Supervisors Work Session: FY 2019-2020 Revenue Outlook and Fees and Charges Compendium • FY 2019-2020 Revenues Finalized • County Review of Outside Agency Applications complete • Board of Supervisors Work Session: FY 2020 – FY 2029 CIP

March	• County Administrator presents FY 2019-2020 Budget to Board of Supervisors (March 12) • Work Session: Employee Compensation & Benefits and CORTRAN related to FY 2019-2020 Operating Budget • Public Hearing: Effective Tax Rate (March 26) • Public Hearing: Maximum Tax Rate (March 26) • Maximum Tax Rate Adopted by Board of Supervisors (March 26)
April	• Public Hearing: FY 2019-2020 Tax Rate Adoption (April 9) • Public Hearing: General Comment on FY 2019-2020 Budget (April 9) • Resolution to Adopt the FY 2019-2020 Tax Rate (April 9) • Board of Supervisors FY 2019-2020 Budget Development Work Sessions: Review FY 2019-2020 Operating Budget including Departmental Budgets by Functional Team and Outside Agencies, Other General Fund Budgets, Internal Service Fund Budgets, and Fees and Charges for Services
May	• Public Hearing: General comment on FY 2019-2020 Budget (May 14) • First reading of Appropriation Ordinance (May 14) – County and Schools • School Budget approved by Board of Supervisors (May 14) • Second reading of Appropriation Ordinance/approval of Class Plan (May 28) – County and Schools • Board of Supervisors Adopts FY 2019-2020 Budget and FY 2020 - FY 2029 CIP (May 28) – County and Schools



**While considered part of the General Fund, these funds are accounted within the Capital Fund.*

Organizational Policies, Plans & Analyses

Financial Policies

Financial Policies

One of the measures of a fiscally well managed local government is the adoption of formal fiscal policies. Roanoke County recognized the need to develop financial management policies that reflect longstanding principles and practices that have enabled the County to maintain its sound financial position. On January 9, 2018, staff reviewed a draft of a new Comprehensive Financial Policy, which incorporated a number of stand-alone existing policies, updates to existing policies, and new policy additions. The County's Board of Supervisors provided feedback and input to staff and on April 24, 2018 adopted the Comprehensive Financial Policy, detailed below.

Section 1 – Overview

1. Background

Fiscal integrity is a top priority for the County of Roanoke. The County's financial policies establish the framework for financial planning and management and provide guidelines against which budgetary performance can be measured and proposals for future funding can be evaluated. The policies further ensure that the County continues to be a model for excellence in government by providing direction in the areas of revenues, operating expenditures, Capital Improvement Program, reserves and debt management.

2. Purpose

The primary objective of financial management policies is for the Board of Supervisors to create the framework for making sound financial decisions. The County Administrator is responsible for the daily administration of the Board's policies and general County operations. The County Administrator may designate other County officials to assist in the administration of these policies. These financial management policies are a statement of the guidelines and goals that influence and guide the financial management practices of the County of Roanoke. Financial management policies that are adopted, adhered to, and regularly reviewed are recognized as the cornerstone of sound financial management.

3. Objectives

A. To contribute significantly to the County's ability to insulate itself from fiscal crises and economic disruption in order to ensure continuous delivery of public services.
B. To provide sound principles to guide the important decisions of the Board and of management which have significant fiscal impact.
C. To assist sound management of County government by providing accurate and timely information on financial condition.
D. To promote long-term financial planning in regards to both day-to-day operations and capital improvements.
E. To set forth operational principles which minimize the cost of government, to the extent consistent with services desired by the public, and which minimize financial risk.
F. To ensure the legal use of all County funds through a good system of financial security and internal controls.
G. To employ policies which prevent undue or unbalanced reliance on certain revenues, which distribute the costs of county government services as fairly as possible, and which provide adequate funds to operate desired programs.
H. To provide essential public facilities and prevent deterioration of the County's public facilities and its capital plan.

I. To enhance access to short-term and long-term markets by helping to achieve the highest credit and bond ratings possible.
J. To protect and enhance the County's credit rating and prevent default on any debts.

Section 2 – Financial Reporting

1. The County's accounting and financial reporting will comply with:
A. Generally Accepted Accounting Principles of the United States of America (GAAP)
B. Government Accounting Standards (GAS), issued by the Comptroller General of the United States
C. The Uniform Financial Reporting Manual, issued by the Auditor of Public Accounts of the Commonwealth of Virginia
D. Specifications for Audits of Counties, Cities and Towns, issued by the Auditor of Public Accounts of the Commonwealth of Virginia
E. Circular A-133 Audits of States, Local Governments, and Non-Profit Organizations, Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards, and the Compliance Supplement, issued by the U.S. Office of Management and Budget
F. The Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting and Distinguished Budget Presentation Award Programs
G. The Code of Virginia, and other legal and regulatory bodies' requirements, as applicable

2. The County will establish and maintain an internal control structure designed to protect the County from loss, theft and misuse. The structure will be designed to provide reasonable assurance of that objective; the concept of reasonable assurance recognizes that:
A. The cost of a control should not exceed the benefits likely to be derived
B. The valuation of costs and benefits requires estimates and judgments made by management

3. The County will also maintain a complete inventory of capital assets meeting its capitalization thresholds, in accordance with Generally Accepted Accounting Principles of the United States of America.

4. A comprehensive, annual financial audit, including an audit of federal grants, will be conducted by an independent public accounting firm, and the results of that audit will be presented publicly to the Board of Supervisors by December 31, following the end of the previous fiscal year.

Section 3 – Annual Budget

1. Budget Ordinances
A. The County's Annual Budget Ordinances 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.

B. The General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds, Schools and Internal Service Funds shall have legally adopted budgets through the annual budget ordinances.
C. County staff shall provide for approval by the Board five ordinances providing appropriations for County and Schools operating, capital, and transfers. These ordinances will include:
   1. An ordinance appropriating funds for the County's fiscal year operations budget.
   2. An ordinance appropriating funds for the County's fiscal year capital budget.
   3. An ordinance appropriating funds for the County's transfers to, and on behalf of, the Schools.
   4. An ordinance appropriating funds for the Schools' fiscal year operations budget.
   5. An ordinance appropriating funds for the Schools' fiscal year capital budget.
D. The Board does not legally adopt budgets in instances where the County acts as fiscal agent for trust and agency funds.

2. Budgeting Process

A. County staff shall provide to the Board a calendar of significant dates and legal requirements associated with the next fiscal year budget no later than October of each year.
B. The County Administrator shall submit to the Board a balanced Capital Budget in January and a balanced Operating Budget in March for the next fiscal year.
C. After a series of work sessions and public hearings on the budget, the Board of Supervisors shall adopt the annual operating and capital budgets for both the County and the Schools in May for appropriations effective July 1 of the next fiscal year.

3. Budgeting Philosophy

The budget will provide for current expenditures balanced with current revenues. It will address the adequate maintenance and orderly replacement of capital assets, and the adequate funding of all retirement systems and other post-employment benefits (OPEB). Funding shall be identified for incremental operating costs associated with capital projects in the operating budget after being identified and approved in the Capital Improvement Program.

4. Budget Monitoring

The County will maintain a budget control system and staff will monitor and evaluate expenditures and revenues as compared to budget and/or prior year-to-date reports. The County Administrator will propose recommendations to the Board for adjustments as needed.

Section 4 – Revenues and Expenditures

1. Revenues

A. The County will strive to maintain a diversified and stable revenue system to shelter the organization from fluctuations in any single revenue source and ensure its ability to provide ongoing service.
B. The County's annual revenue streams consist of local, state, federal and other financing sources. It is the County's policy for one-time revenues to be used to fund capital projects or other non-recurring expenditures. County staff will provide revenue estimates for the next fiscal year by using historical data, current economic conditions, and future economic projections.

C. Revenue estimates are monitored on a regular basis to identify any potential trends that would significantly impact the revenue sources. In January of each year, County staff will provide for information to the Board a mid-year update of current year revenues as relates to the adopted budget. In September of each year, or soon thereafter as preliminary year-end revenue estimates are available, County staff will provide for information to the Board a year-end comparison of budgeted to actual revenues for the previous fiscal year.

2. Revenue Team

A. A Revenue Team composed of County staff and appropriate Constitutional Officers meets to review current construction trends, the number of authorized building permits, housing sales, mortgage rates, and other economic data which impact Real Estate Tax revenue collections.

B. In addition, the Revenue Team uses statistical models to estimate revenue categories including but not limited to: the Personal Property Tax; Local Sales Tax; Business, Professional, and Occupational License Tax; Consumer Utility Tax; Hotel and Motel Tax; Meals Tax; and Recordation Tax.

3. Fees and Charges

A. 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.

B. As part of the budget development process, County staff shall produce an annual Fee Compendium to be adopted by the Board of Supervisors at the same time as adoption of the Annual Budget Ordinances. The Fee Compendium will list all fees and charges imposed by the County for providing specialized programs and services. The Fee Compendium will provide details on the type of fee, authority to levy the fee, current fees, and proposed changes to the current fees.

4. Revenue Sharing Formula with Schools

The Revenue Sharing formula establishes a mechanism to share County revenue with the Schools through the application of a formula. 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 allocation formula includes the following calculations:

A. Calculate Three-Year Average:

Establish a three year rolling average index for the changes in county population and student enrollment. Using a rolling average eliminates significant fluctuations from year to year while recognizing that these trends affect the provision of services. The statistics used for this index will be derived from publicly available sources as follows:

1. County population - Population numbers published in the statistical section of the Roanoke County Comprehensive Annual Financial Report (County CAFR).
2. Student enrollment - Average Daily Membership (ADM) published in the statistical section of the Roanoke County Schools Comprehensive Annual Financial Report (School CAFR) and the Budget and Salary Scales (adopted budget).

B. Calculate Net Allocation Change:
   1. Calculate a payroll factor using the percentage of school personnel budget to total personnel budget for the County and the Schools for the current year.
   2. The payroll factor should be applied to the change in the three year rolling average index and then applied to the current year index to arrive at a net tax allocation change for the new budget year.

C. Calculate Increase/(Decrease) in School Transfer:
   1. Apply the net tax allocation change to the allocation percent calculated in the prior year to arrive at the new percent of adopted budget net taxes. This percent is then applied to the projected County revenues for total general property taxes and total other local taxes as published in the Roanoke County Annual Financial Plan (General Fund Summary of Revenue).
   2. The amount budgeted to Visit Virginia's Blue Ridge (previously committed by Board of Supervisors action) will be subtracted from the General Property and Local Tax projection.
   3. New economic development incentives will be subtracted from the General Property and Local Tax projection and added back when each incentive arrangement expires.
   4. Increases in the amount budgeted for Comprehensive Services Act (CPMT) will be subtracted from the General Property and Local Tax projection (since this provides benefits to and satisfies obligations of both the school and general population).
   5. The increase or decrease in the school transfer is then added to or deducted from the transfer to schools for the previous year to arrive at the total transfer to schools for the next budget.

D. The Schools Revenue Sharing formula calculation shall be included in the County's annual financial plan.

E. Other:
   1. During each annual budget preparation cycle, County staff and School staff shall work collaboratively to determine the increase or decrease in the operating allocation to the schools from the County.
   2. The allocation of revenues are subject to annual appropriations by the Board of Supervisors.

5. Expenditures

The County's expenditure budget is divided into functional areas (departments), transfers, non-departmental, and capital fund expenditures. In coordination with departments, Budget staff will monitor expenditures throughout the fiscal year to ensure compliance with legal requirements and accounting standards.

Expenditure estimates are monitored on a regular basis to identify any potential trends that would significantly impact the approved budgeted expenditure levels. In January of each year, County staff will provide for information to the Board a mid-year update of current year expenditures as relates to the adopted budget. In September of each year, or soon thereafter as preliminary year-end expenditure estimates are available, County staff will provide for information to the Board a year-end comparison of budgeted to actual expenditures for the previous fiscal year.

6. Board of Supervisors Contingency Expenditure Budget

The Board of Supervisors generally appropriates a Contingency budget to provide for unanticipated expenditures that arise during the year. This budget is recommended to be established at a minimum of $50,000, though the Board has the discretion to alter that amount through the budget appropriation process. The use of these funds require approval of the Board of Supervisors.

7. Expenditure Budget Transfers

Language is included in the annual Operating and Capital Budget Ordinances providing the County Administrator, or his/her designee, the authority to transfer funds within and between appropriation functions. Amendments impacting the level of budget authority established by fund through the Annual Operating and Capital Budget Ordinances must be approved by the Board as a supplemental budget appropriation. Language governing expenditure budget transfers will be reviewed by staff and approved by the Board on an annual basis.

8. Revenue and Expenditure Forecasting

A forecast of General Fund expenditures and revenues is developed as part of each year's budget process and is periodically updated. Individual and aggregate revenue categories, as well as expenditures, are projected by revenue and/or expenditure type. Historical growth rates, economic assumptions and County expenditure priorities are all used in developing the forecast. This tool is used as a planning document for developing the budget guidelines and for evaluating the future impact of current year decisions. Forecasts of revenues and expenditures are also developed for the County's Capital Improvement Program. Information regarding those forecasts can be found in the section entitled "Capital Improvement Planning".

9. Fiscal Impact Review

It is County policy that all items having potential fiscal impact be presented to the Board of Supervisors for review. This review can be part of the annual operating or capital budgets, or as part of the "Fiscal Impact" section of a Board Report Form, which accompanies all Board agenda items. Effective management dictates that the Board of Supervisors and County citizens be presented with the direct and indirect costs of all items as part of the decision making process.

Section 5 – Capital Improvement Planning

1. Ten-Year Capital Improvement Program (CIP)

The County Administrator annually will submit to the Board for its consideration a ten-year Capital Improvement Program (CIP) pursuant to the timeline established in the annual budget preparation schedule. For inclusion in the Capital Improvement Program, a project or collection of projects generally must have an estimated useful life that exceeds five years with a total project cost of at least $100,000. The Capital Improvement Program shall include the following elements:

A. A statement of the objectives of the Capital Improvement Program and its relationship to the County's Strategic Plans, as applicable;
B. An estimate of the cost and anticipated sources of funds for each project included in the Capital Improvement Program. Each year of the ten-year program must be balanced in that all capital expenditures included in the plan must have an identified funding source.

C. A summary of capital projects considered, but not included in the balanced ten-year program.
D. An estimate of the fiscal impact of the project, including additional operating costs or revenues impacting the County's Operating Budget associated with the project.
E. Adherence to all policies related to debt and debt service as described in the section entitled "Debt Management".

2. Capital Year Budget

The first year of the Capital Improvement Program, also known as the Capital Year Budget, will be appropriated by the Board as part of the adoption of the annual Capital Budget Ordinance. The annual Capital Budget Ordinance shall set forth specific provisions regarding funds remaining at project completion and the ability of the County Administrator to transfer funds to facilitate the completion of an existing project.

3. Facilities Assessment

The County and Schools shall obtain an independent, professional, and comprehensive facilities assessment to ascertain the present condition of each facility, and to assist the County and the Schools in forecasting capital funding requirements to address deficiencies. The assessment shall also be used to establish priorities for the maintenance, repair, enhancement, or replacement of facilities and their component systems, and to be used in the development of the Capital Maintenance Program and Capital Improvement Program. Further, the analysis as presented in the assessment shall be useful when identifying and justifying needs to support a future bond issue. This evaluation shall be reviewed internally by staff on an annual basis and updated by an independent professional every 7-10 years after the initial evaluation.

4. Capital Project Status Reports

On a bi-annual basis, County staff shall provide the Board with a summary status of all active capital projects. The summary shall include status of the project, financial information, and other relevant information as determined by staff.

Section 6 – "Pay-as-you-go" Financing

1. A number of options are available for financing the Capital Improvement Program, including bond proceeds and other non-County funding sources (e.g. grants and private capital contributions). The County generally looks to maximize the use of current revenue, or "pay-as-you-go" financing. Financing capital projects from current revenues indicates the County's intent to show purposeful restraint in incurring long-term debt.

2. The decision for using current revenues to fund a capital project is based on the merits of the particular project in relation to an agreed upon set of criteria, including balancing capital needs versus operating needs. In determining the merits of "pay-as-you-go" financing, non-recurring revenues should not be used for recurring expenditures.

Section 7 – Debt Management

1. Legal Requirements

The County shall comply with all requirements of the Code of Virginia and other legal and regulatory bodies' requirements regarding the issuance of bonds and other financing sources for the County or its debt issuing authorities. The County shall comply with the

U.S. Internal Revenue Service arbitrage rebate requirements for bonded indebtedness. In addition, the County will institute a control structure to monitor and ensure compliance with bond covenants.

2. Purposes for Debt Issuance

The County may issue debt for the purpose of acquiring or constructing Capital Projects, including buildings, machinery, equipment, furniture and fixtures. This includes debt issued on behalf of the Schools for the same purposes. When feasible, debt issuances will be pooled together to minimize issuance costs. The Capital Improvements Program will identify all debt-related projects and the debt service impact upon operations identified.

3. Guidelines for Issuing Debt

The County recognizes that the essential components of a debt policy are the limitations and guidelines set by the locality. The following guidelines reflect the County's philosophy concerning indebtedness:

A. Debt issuances are limited to $10 million annually with one year designated for County capital projects and two years designated for School Capital projects included in the adopted Capital Improvement Program (CIP). Bond funding shall be allocated to the County in FY 2020, FY 2023, and FY 2026; to the Schools FY 2019, FY 2021, FY 2022, FY 2024, FY 2025, FY 2027, and FY 2028. Effective with capital projects appropriated on or after July 1, 2018 (FY 2019), bond funding may be "banked" for purposes of accumulating bonding capacity where project costs exceed the $10 million limit.
B. The County will not use short-term borrowing to finance operating needs, except in instances as described under "Revenue Anticipation Notes".
C. Long-term debt will be used in compliance with all aspects of the debt policy.
D. The maturity of any debt will not exceed the expected useful life of the project for which the debt is issued. No bonds greater than twenty (20) years will be issued.
E. Each project proposed for financing through debt issuance will have a multi-year analysis performed for review of the debt service impact on the County's General Government Operating Budget and an analysis on the County's approved Debt Ratios as indicated in the section entitled "Debt Limits".
F. At a minimum, all issuances of Debt require approval and appropriation of the proceeds by the Board of Supervisors with additional approvals, if applicable, indicated in the section entitled "Types of Debt/Structural Features".

4. Funding Sources for the Debt Payment Reserve Fund

A. Annual contributions to the Debt Payment Reserve Fund shall total $8.2 million from the following sources: $4.2 million from County sources, $2.2 million from School sources, and $1.8 million from expired Economic Development incentives. Additionally, changes in debt service payments beneficial to the fund shall be retained by the Fund. Contributions will be accounted for in the Debt Payment Reserve Fund.
B. The Debt Payment Reserve Fund will use a benchmark interest rate assumption of six percent (6%). Contribution levels to support the capital financing plan will be reviewed annually and changed upon mutual agreement of the Board of Supervisors and School Board.
C. Funding in the amount of $1 million from the County and $1 million from the Schools will continue for the Capital Maintenance Programs and be included in the Capital Improvement Program.

Section 8 – Debt Limits

1. The County does not have any Constitutional or Statutory Debt Limits. The County does abide by the following self-imposed debt targets:
   A. **Net Outstanding and Projected Debt as a Percentage of Total Taxable Assessed Value** will not exceed three percent (3%) in the current fiscal year or subsequent fiscal years as detailed in the County's Capital Improvement Program.
   B. **General Obligation Current and Projected Debt Service as a Percentage of General Government Expenditures** will not exceed ten percent (10%) in the current fiscal year or subsequent fiscal years as detailed in the County's Capital Improvement Program. General Government expenditures include the Governmental Fund expenditures, the School Board component unit expenditures, and County and School transfer to capital projects and Proprietary Funds as outlined in the County's Comprehensive Annual Financial Report (CAFR).

2. All debt ratio calculations shall include debt issued on behalf of the Schools. These ratios will be calculated each year in conjunction with the budget process and the annual audit.

Section 9 – Types of Debt/Structural Features

1. **Revenue Anticipation Notes**
   A. The County's General Government Fund Balance was designed to provide adequate cash flow to avoid the need for Revenue Anticipation Notes (RANs).
   B. The County may issue RANs in an extreme emergency beyond the County's control or ability to forecast when the revenue source will be received subsequent to the timing of funds needed.
   C. The County will issue RANs for a period not to exceed the one year period permitted under the Constitution of Virginia, Article VII section 10.

2. **General Obligation Bonds**
   A. The Constitution of Virginia, Article VII section 10, and the Public Finance Act provide the authority for a County to issue General Obligation (GO) Debt with no limit on the amount of GO Debt that a County may issue. The County may issue GO Debt for capital projects or other properly approved projects.
   B. All debt secured by the general obligation of the County must be approved by the Board of Supervisors and a public referendum, with the exception of Virginia Public School Authority (VPSA) Bonds and State Literary Fund Loans, which do not need approval by referendum.

3. **VPSA Bonds and State Literary Fund Loans**
   A. School capital projects may be constructed with debt, either through VPSA Bonds or State Literary Fund Loans, and refunding bonds with preference given to accessibility and interest rates.
   B. Approval of the School Board is required prior to approval by the Board of Supervisors.

4. **Lease/Revenue Bonds**
   A. The County may issue Lease/Revenue bonds to fund enterprise activities or for capital projects that will generate a revenue stream.

B. The bonds will include written covenants, which will require that the revenue sources are sufficient to fund the debt service requirements.
C. Cost of issuance, debt service reserve funds and capitalized interest may be included in the capital project costs and thus are fully eligible for reimbursement from bond proceeds.

5. Capital Acquisition Notes and Leases

The County may issue short-term notes or capital leases to purchase buildings, machinery, equipment, furniture and fixtures.

6. Moral Obligation Debt

A. The County may enter into leases, contracts, or other agreements with other public bodies, which provide for the payment of debt when revenues of such agencies may prove insufficient to cover debt service.
B. Payment of such moral obligation debt service will be done when the best interest of the County is clearly demonstrated.
C. While such moral obligation support does not affect the debt limit of the County, the amount of bonds issued with the County's moral obligation should be controlled in order to limit potential demands on the County. There is no legal obligation, but the County is placing its good name and reputation on the line and there is every expectation that the County would make good any deficiencies when a default exists.

7. Credit Objectives

The County of Roanoke will strive to maintain or improve its current bond ratings. The County will also maintain relationships with the rating agencies that assign ratings to the County's various debt obligations. The rating agencies will be kept abreast of the County's financial condition by providing them with the County's Comprehensive Annual Financial Report (CAFR) and the Operating and Capital Improvement Program Budget.

8. Authorized Methods of Sale

The County will select a method of sale that is the most appropriate in light of financial, market, transaction-specific and issuer-related conditions. Debt obligations are generally issued through competitive sale. If the County and its financial advisor determine that a competitive sale would not result in the best outcome for the County, then a negotiated sale, private placement or other method may be chosen.

9. Selecting Outside Finance Professionals

The County of Roanoke will retain external finance professionals to be selected through a competitive process. The finance professionals will include, but may not be limited to, the financial advisor, bond counsel and the underwriter. The finance professionals will assist in developing a bond issuance strategy, preparing bond documents and marketing bonds to investors. The length of the contracts will be determined by the County. The selection process will require experience in the following: municipal debt, diverse financial structuring, and pricing municipal securities.

10. Post-Issuance Compliance

A. The Director of Finance will oversee post-issuance compliance activities to ensure compliance with federal guidelines and other legal regulatory requirements including:

1. Tracking proceeds of a debt issuance to ensure they are spent on qualified tax-exempt debt purposes
2. Maintaining detailed records of all expenditures and investments related to debt funds
3. Ensuring that projects financed are used in a manner consistent with legal requirements
4. Reporting of necessary disclosure information and other required fillings in a timely manner
5. Monitoring compliance with applicable arbitrage rules and performing required rebate calculations in a timely manner

B. The Director of Finance may consult with bond counsel, financial advisors or other professionals as deemed appropriate to meet the post-issuance compliance requirements.

Section 10 – Reserves

1. General Government Fund

A. The County of Roanoke's General Government Fund (Fund C100) Unassigned Fund Balance will be maintained to provide the County with sufficient working capital and a comfortable margin of safety to address emergencies and unexpected declines in revenue.

B. The General Government Fund's Unassigned Fund Balance should not be used to support recurring operating expenditures outside of the current budget year. If a budget variance requires the use of Unassigned Fund Balance, the County will decrease the General Government Fund's expenditures and/or increase the General Government Fund's revenues to prevent using the Unassigned Fund Balance for two consecutive fiscal years to subsidize General Fund operations.

C. The General Government Fund's Unassigned Fund Balance will be as follows:

Fund Number	Fund Name	Policy
C100	General Government Fund	Twelve percent (12%) of budgeted annual General Government expenditures

D. In the event that the General Government Fund's Unassigned Fund Balance is used to provide for temporary funding of unforeseen emergency needs, the County shall restore the balance to the twelve percent (12%) minimum, as defined above, within two fiscal years following the fiscal year in which the event occurred. This will provide for full recovery of the targeted General Government Fund Unassigned Fund Balance in a timely manner.

E. Funds in excess of the maximum annual requirements outlined above may be considered to supplement "pay-as-you-go" capital expenditures or other nonrecurring expenditures with Board approval.

2. Other General Funds

A. For the funds listed below, an annual Unassigned Fund Balance shall be maintained as follows:

Item	Fund Number	Fund Name	Policy
1.	C111	Children's Services Act (CSA)	Twenty percent (20%) of budgeted annual expenditures
2.	C126	Criminal Justice Academy	Ten percent (10%) of budgeted annual expenditures
3.	C130	Fleet Service Center	Seven and a half percent (7.5%) of budgeted annual expenditures
4.	C142	Communications Shop	Ten percent (10%) of budgeted annual expenditures
5.	C144	Emergency Communications Center (ECC)	Seven and a half percent (7.5%) of budgeted annual expenditures
6.	C150	Recreation Fee Class	Five percent (5%) of budgeted annual expenditures

B. In the event that any of the Fund's Unassigned Fund Balance is used to provide for temporary funding of unforeseen emergency needs, the County shall restore the balance to the minimum, as defined above, within two fiscal years following the fiscal year in which the event occurred. This will provide for full recovery of the targeted Fund Unassigned Fund Balance in a timely manner.

C. Funds in excess of the Unassigned Fund Balance policy outlined above may be considered to supplement "pay-as-you-go" capital expenditures or other nonrecurring expenditures with Board approval.

D. All other County Funds structured under the County's General Fund may carry a reserve balance but do not have a specific annual target. These County Funds are not permitted to expend funds in excess of available revenues.

3. Capital Reserve Funds

The County will maintain funds for the specific use of providing "pay-as-you-go" funding for capital projects as detailed in the approved Capital Improvement Program. Contributions to the Capital Reserve Fund will primarily be made with year-end expenditure savings and revenue surplus balances. On annual basis, County staff shall present to the Board for consideration the allocation of year-end balances to support the Capital Reserve Fund. There are no minimum fund balance requirements associated with the Capital Reserve Fund.

4. Internal Service Fund Reserves

The County has three funds classified as Internal Services Funds; they include the Health Insurance Fund, Dental Insurance Fund, and Risk Management Fund.

A. Health Insurance Fund (Fund C700)

1. So as long as the County continues the current policy of self-insuring health insurance costs, a reserve for healthcare costs shall be maintained as follows:

Fund Number	Fund Name	Policy
C700	Health Insurance Fund	Ten percent (10%) of budgeted healthcare costs plus a reserve equal to the estimated incurred but not reported (IBNR) claims.

2. To the extent the reserve falls below the minimum threshold of 10%, the reserve will be restored to that level within two fiscal years. Funds in excess of the Unassigned Fund Balance policies in all Other Funds outlined in this policy may be transferred to the Health Insurance Fund to restore the Health Insurance Fund Balance policy with Board approval.
3. At no time shall the use of funds in excess of the 10% fund balance plus a reserve equal to the estimated incurred but not reported (IBNR) claims be used to reduce the annual employee contribution to the Health Insurance Fund, except in cases where a temporary rate adjustment has been made to restore minimum Health Insurance Fund Balance levels. Funds in excess of the Unassigned Fund Balance policy outlined above may be considered to supplement "pay-as-you-go" capital expenditures or other nonrecurring expenditures with Board approval.

B. Dental Insurance (Fund C705)

1. So as long as the County elects to provide a fully insured Dental plan, no reserve is required. If the County elects to self-insure Dental Insurance costs in the future, a reserve for dental costs will be established by the Board.

C. Risk Management (Fund C710)

1. So as long as the County continues the current policy of self-insuring Worker's Compensation costs, a reserve for Risk Management costs shall be maintained as follows:

Fund Number	Fund Name	Policy
C710	Risk Management Fund	Ten percent (10%) of budgeted risk management costs plus a reserve equal to the estimated incurred but not reported (IBNR) claims. A reserve of $500,000 shall be established for potential auto or property claims.

2. To the extent the reserve falls below the established policy, the reserve will be restored to that level within two fiscal years. Funds in excess of the Unassigned Fund Balance policies in all Other Funds outlined in this policy may be transferred to the Risk Management Fund to restore the Risk Management Fund Balance policy with Board approval.

5. Roanoke County Public Schools Reserves and Year End Allocation

A. Roanoke County Public Schools will maintain a $2 million unappropriated balance. This balance is available for unexpected revenue shortfalls, unplanned significant expenditures increases, and emergency appropriations. The balance will be reserved for financial emergencies and when appropriations are necessary, the balance will be replenished with the next available year end funds from the School Operations.

B. All School Operating Fund appropriations remaining at the end of the year will not lapse but shall be appropriated to the Schools and used for Major Capital projects, Minor Capital projects, Capital Maintenance Program, School Safety and Security, and/or Comprehensive Services Act reserves.

Section 11 – Cash Management/Investments

1. Maintaining the safety of the principal of the County's public investment is the highest priority in the County's cash management policy. The secondary and tertiary priorities are the maintenance of liquidity of the investment and optimization of the rate of return within the parameters of the Code of Virginia, respectively. Funds held for future capital projects are invested in accordance with these objectives, and in such a manner so as to ensure compliance with U.S. Treasury arbitrage regulations. The County maintains cash and temporary investments in several investment portfolios.

2. The Treasurer, County of Roanoke (an elected Constitutional Officer) is responsible for maintaining and updating a separate investment policy, which is approved by the Board of Supervisors.

Section 12 – Internal Controls

1. A comprehensive system of financial internal controls shall be maintained in order to protect the County's assets and sustain the integrity of the County's financial systems.

2. Managers at all levels shall be responsible for implementing sound controls and for regularly monitoring and measuring their effectiveness.

Section 13 – Administration and Approvals

1. Responsible Department

The Department of Finance and the Office of Management and Budget are responsible for the administration of this policy.

2. Policy Authority

The Board of Supervisors authorizes the use of this policy.

3. Review Date

This policy will be reviewed annually and updated as necessary for modifications.

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.

Roanoke County Vision Statement

During the 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 entire Community Strategic Plan can be viewed at https://www.roanokecountyva.gov/1676/Community-Strategic-Plan.

Organizational Strategic Planning

Roanoke County continues to develop 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.

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 2020 capital year budget is contained in this document, while the entire Proposed FY 2020 – FY 2029 CIP can be viewed at https://www.roanokecountyva.gov/590/Capital-Improvement-Program-CIP. 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 Team 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 Requests[1] 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.

Below is a breakdown of the departments associated with each Functional Team for FY 2020.

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.

Performance Measurement

Performance Measurement Introduction

As part of Roanoke County's budget development process, departments submit Performance Management Plans. Departments review the core objectives and subsequent measures of those objectives. Beginning in FY 2018, the Performance Management Plans replaced Business Plans, which were used to develop goals and measures that were include with each department's budget summary page. In this model, departments can identify up to five core objectives and measures used to evaluate the performance toward meeting that objective.

Additionally, all core objectives are 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 at the following link: www.roanokecountyva.gov/CSP.

The following Performance Management section is organized first by Strategic Initiative with departmental core objectives listed in order of department as they appear within this document. The Performance Management Plans allow departments to monitor measures year over year to gage progress and identify opportunities to improve. Because this process is still developing and measures may change, some core objectives do not include actual data, as it may not been historically collected. All core objectives include at least one corresponding measurement.

County of Roanoke department leaders and Management & Budget staff continue to identify ways to enhance the measurement of department performance while aligning the goals to priorities identified internally by staff through the Organizational Strategic Plan and externally by citizens through the Community Strategic Plan.

Connect Roanoke County to the World

Roanoke County Community Strategic Plan

Public Information					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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	264	324	330	340

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.

Public Information					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Maintain the County's online presence as a communications tool to help customers access County government on a 24/7 basis.	Total page views to the Roanoke County website	2,382,652	2,094,457	2,200,000	2,400,000
	Total "likes," "follows" and "views" on social media channels	25,519	26,224	28,000	30,000

The Public Information Office publishes information to the public through a variety of 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.

Position Roanoke County for Future Economic Growth

Roanoke County Community Strategic Plan

Economic & Community Development					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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	12	12	9	9
	Amount of new taxable investment secured through business growth	$53.2 million	$26.1 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 & Community Development					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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	6	6	6	6
	Number of identified and redeveloped underutilized properties.	2	3	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 2018 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. Most of the projects are completed over multiple fiscal years and do not change frequently from year to year.					

Position Roanoke County for Future Economic Growth *(continued)*

Roanoke County Community Strategic Plan

Economic & Community Development					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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.	12	9	10	5
	Number of projects connecting students, adults, businesses and the workforce.	18	20	20	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. Due to staffing changes expected in FY 2020, including freezing an Economic Development Specialist positon, projected connections and projects have are expected to be lower than prior years.

Promote Neighborhood Connections

Roanoke County Community Strategic Plan

Economic & Community Development					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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	3	3	3

Community Development develops and implements plans that incorporate best practices and include citizen involvement. 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. Currently, Planning staff is facilitating and developing three "Reimagine Plans" for the 419 Town Center, Hollins Center, and Oak Grove Center. It is anticipated that these plans will be completed and adopted during FY2020.

Economic & Community Development					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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.	1.0%	26.0%	0.0%	16.0%
	Coordinate and submit grant applications for transportation-related projects*	7	5	4	6

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 provides 50% funding for projects, with 50% County match; the VDOT Transportation Alternatives Set-Aside provides 80% funding with 20% County match for transportation projects and the VDOT Smart Scale Program and Regional Surface Transportation Program/Surface Transportation Block Grant Program provide 100% funding for transportation projects. Grant applications are requiring an increasing level of detail and a budget line item is needed for surveying and preliminary design. Match funds also need to be budgeted ahead of application submissions. *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. All funded applications are programmed for future fiscal years, and not all grant applications are funded.

Promote Neighborhood Connections *(continued)*

Roanoke County Community Strategic Plan

Parks, Recreation & Tourism					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Establish and maintain an extensive network of greenways and trails.	Maintained Miles of Greenways & Trails	31	38	40	44

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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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)	1,999	1,835	1,800	1,950
	General District Court Cases (Traffic & Criminal Cases)	32,536	34,097	35,468	36,845
	Juvenile & Domestic Court Cases (Traffic & Criminal)	4,841	4,334	4,100	4,100

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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Provide services and referrals to appropriate services to victims of crimes under prosecution by the Commonwealth's Attorney Office.	Victim Witness Services Provided	755	847	840	845
	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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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 167 jails to be accredited nationwide. The RCSO is one of two 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. A PREA audit was successfully completed in December 2017. ACA and VLEPSC audits will be conducted in 2018.

Sheriff's Office					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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%	100%	100%
	Percent of supervisory staff who have completed leadership and/or supervisory training	100%	100%	100%	100%

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. Supervisory staff have all received some form of management and leadership training. Some supervisors will receive the opportunity to attend advanced leadership training in 2018.

Ensure Citizen Safety *(continued)*

Roanoke County Community Strategic Plan

Sheriff's Office					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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	8	8	8	8
	Number of Participants in Programs	846	1,430	1,500	1,500

During the summer of 2018 a Memorandum of Understanding between the Roanoke County Schools, the Roanoke County Police, and the Roanoke County Sheriff's Office was formalized to increase the security and safety of the elementary schools in Roanoke County. There are two SRO deputies assigned full time to provide safety, security and education to the staff and students of the elementary schools. There are additional deputies assigned to other duties which allows time to provide extra security and safety checks at the 16 Roanoke County Elementary Schools. They also present educational programs to the staff and students. Deputies have instructed in excess of 25 Junior Achievement classes as well as

Sheriff's Office					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Provide Court security and an efficient Civil Process Section	Annual Court Dockets in Session	960	1,043	1,100	1,100
	Civil Process Papers Served	44,897	38,466	40,000	40,000

The Sheriff's Office provides security for multiple court rooms on a daily basis as well as screening the public upon entry. The Roanoke County Courthouse has 7 courtrooms split between Circuit, Juvenile Domestic, and General District as well as clerk's offices for each and the Commonwealth Attorney's Office. Civil process is a full time division that serves a multitude of civil court papers on citizens and local businesses including evictions and levies.

Communications & IT - Emergency Communications Center					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Provide professional public safety assistance to the Roanoke County citizens and emergency responders in a timely manner.	Dispatch 90% of all Police, Fire and EMS calls for service in 90 seconds or less.	86%	75%	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 large-scale 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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Foster, develop and maintain community and regional partnerships.	Successfully implement a community survey to collect information about the public's perception of law enforcement.	-	-	TBD	TBD
The Police Department seeks citizen feedback about perceptions of safety, community involvement, procedural justice, performance and overall citizen satisfaction. The Department will evaluate the feasibility of partnering with a local university or consultant to develop the questionnaire and administer the survey.					

Ensure Citizen Safety *(continued)*

Roanoke County Community Strategic Plan

Police					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Align technology structure to meet operational demands	Research, evaluate and purchase a tactical robot for use during high-risk situations.	-	-	TBD	TBD

The use of police robots are changing the way tactical officers engage hazardous situations. During highly volatile situations, a police robot can be deployed to gain valuable intelligence when the scene is too dangerous for first responders. Once deployed, intelligence is gained through relaying real-time audio and video to an operator positioned a safe distance away. These ruggedized and easily deployable robots can inspect a scene,

Fire & Rescue					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Provide expedient emergency response to fire and emergency medical service incidents.	Percent of reaction times to all emergency calls within 90 seconds	51%	63%	90%	70%
	Percentage of Advanced Life Support(ALS) responses within 6 minutes	55%	57%	80%	60%
	Fractile response time to all incidents within 12 minutes	94%	94%	90%	95%

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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Provide adequate facilities and equipment for fire and rescue operations	Age of fire apparatus should not exceed 20 years	90%	82%	82%	85%
	Age of ambulance should not exceed 10 years	100%	95%	92%	95%
	Personal Protective Equipment should meet current NFPA standards	100%	100%	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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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%	100%
	Number of education programs facilitated by Fire Marshall's Office	-	211	300	300
	In conjunction with Police Department, Fire Marshals provide unannounced facility safety checks at all county schools	N/A	N/A	140	220

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. Additionally, Fire Marshals provide unannounced safety and security checks at county schools as part of the Roanoke County Public Safety Schools Task Force helping ensure safety for our students.

Ensure Citizen Safety *(continued)*

Roanoke County Community Strategic Plan

Social Services					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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.	99%	96%	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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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.	97%	98%	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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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.	54%	46%	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.					

Promote Lifelong Learning

Roanoke County Community Strategic Plan

Library					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Provide customer access to a diverse and balanced collection that promotes lifelong learning.	Annual Circulation of All Materials	1,250,670	1,144,913	1,300,000	1,350,000
	Annual Circulation of Electronic & Digital Materials	56,637	56,732	60,000	62,500
	Number of Items Added to Collection	21,013	18,867	21,000	21,500

the public. Library administration has worked with the RVL Consortium members to better balance the share of materials money, which ensures the development of a diverse and balanced collection that meets the needs of the wide range of community interests, and better allows us to target the varying interests of patrons at all of our branches. Also, the library has begun to add some business-oriented databases in support of economic development. Of note, digital media circulation including e-books, e-movies, e-audiobooks, continues to increase in popularity, while people continue to check out print materials as well. The Library increasingly relies on data from a variety of reports as well as informal feedback from patrons, and adjusts purchasing accordingly. Just as buildings need to be accessible to all, it is important to provide a collection accessible to people with a variety of backgrounds, beliefs, and abilities.

Library					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Provide reference assistance, educational services, technology services to promote digital literacy, and instructional assistance and programming.	Number of Public Computer Sessions	184,486	168,061	169,000	170,000
	Number of Wireless Computer Sessions	401,897	415,626	417,000	419,000
	Assistance offered through reference department	22,308	39,435	40,000	41,000

Digital literacy is critical for all ages in today's world, and yet, access to PCs and the internet is not universal. Libraries provide citizens with free and open access to electronic resources and equipment, along with the assistance of trained staff. The library measures number of users and duration of individual sessions of public PCs and devices by sign-up software at each site. Usage by visitors who carry their own laptops, phones, or other devices is measured by a separate software product that also counts type and duration. All library locations provide assistance to patrons through answering reference questions, which are tracked by staff. These measures indicate the need for the availability of library services in reference and technology assistance, and inform the type of internal training necessary to keep up with ever-changing demands. In an ever-changing world of technology the library also takes seriously its responsibility to bridge the technological divide by offering access to tech tools such as Micro:bits, maker kits, Cosmo and Vector robots, and Pepper, a humanoid robot. Many of these tools are new to us and we will have more complete data about use and about their draw to the library to share next year.

Promote Lifelong Learning *(continued)*

Roanoke County Community Strategic Plan

Library					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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	855,603	810,151	850,000	860,000
	Number of Contacts during Outreach Events	2,189	440	2,500	2,750
	Attendance at Library Programs	43,756	42,429	45,000	47,500

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.

Extension & Continuing Education					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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%	99%
	Surveyed participants will increase knowledge on food safety and food preservation skills and techniques.	100%	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.

Promote Lifelong Learning *(continued)*

Roanoke County Community Strategic Plan

Extension & Continuing Education					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Provide nutrition and physical activity education to low-income families and individuals.	Surveyed participants report improved nutrition practices.	90%	95%	TBD	TBD
	Surveyed participants report improved food resource management practices.	64%	76%	TBD	TBD

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. The state-wide survey of Family Nutrition Program participants changed in fall 2017. The new survey will more accurately measure actual consumption of healthy foods among participants; however, exact measurements will change for 2018-2019.

Extension & Continuing Education					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Assist youth in becoming self-directed, contributing, and productive members of the community.	Number of Youth Enrolled in the 4-H Program.	8,756	4,151	9,000	7,000
	Percentage of teachers/parents reporting increased knowledge and skills gained through 4-H programs.	99%	97%	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. In FY 2018, The 4-H program lost a full-time Program Associate who provided programming in the school systems.

Promote Lifelong Learning *(continued)*

Roanoke County Community Strategic Plan

Extension & Continuing Education					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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	3,378	4,912	3,700	5,000
	Contacts to Extension Master Gardener Help Desk and one-on-one site visits/meetings with ANR Agent	2,194	2,220	2,400	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

Economic & Community Development					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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%	94%	91%	91%
	Percent of residential building permit reviewed on time	97%	95%	95%	95%

Code compliance is an essential function of the Economic & 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 departments 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. We anticipate tracking the building inspections completed on the assigned date as we complete the implementation of Permitting Licensing and Land (PLL) platform within CityWorks and Asset Management program.

Economic & Community Development					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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	0	1	1
	Number of Best Management Practice (BMP) implemented every 3 years.	1	0	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.

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

Roanoke County Community Strategic Plan

Economic & Community Development					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Address existing and future environmental challenges by incorporating collaborative solutions in planning, engineering regulations and compliance.	Percent of Annual Private BMP inspections	14%	37%	20%	20%
	Percent of Annual County BMP inspections	100%	100%	100%	100%
	Percent of Private BMPs in compliance within County's MS4 permit	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.

Economic & Community Development					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Ensure compliance with State MS4 permit requirements to protect the public's health, safety, and welfare.	Address water quality as part of the MS4 requirements via public education & outreach as Sediment, Bacteria and Nutrient are pollutants of concerns	NA	1	NA	1
	Address TMDL MS4 permit requirements for bacteria, sediment and PCBs	NA	1	NA	1

The department develops and implements a public education and outreach program pursuant to its MS4 permit requirements that focuses on minimizing pollutants (sediment, bacteria, nutrients, and PCBs) from entering stormwater and therefore, local waterways, targeted audiences are selected for each pollutant of concern. Various means and methods are used to reach all of the targeted audiences with pertinent information regarding ways to minimize stormwater pollution.

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

Roanoke County Community Strategic Plan

General Services					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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)	1,595	1,528	1,575	1,550
	Amount of brush (per ton) collected per FTE	682	664	675	675

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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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	2,007	1,860	1,500	1,900
	Host a minimum of 14,000 participants annually	15,081	18,948	15,000	19,000

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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Provide a diverse offering of park amenities and services to citizens and user groups through safe and well maintained facilities	Number of Parks Maintenance work orders performed annually	1,630	1,226	1,750	1,400
	Number of Acres in Public Parks maintained annually for public use	2,170	2,180	2,180	2,380

Citizens and visitors to Roanoke County to a variety of amenities through public parks maintained by staff including picnic shelters, athletic fields, multi-use trails, and green space. Properly maintaining these amenities is crucial for the department to provide high quality services that the citizens have come to expect. The Parks, Recreation & Tourism Department maximizes staff resources to respond to regular and required maintenance. These efforts have increased the available acreage for public use providing citizens more opportunities to enjoy the parks, which include recreation fields, playgrounds, and open green space.

Responsive Service Delivery

Roanoke County Organizational Strategic Plan

Clerk to the Board of Supervisors					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Prepare, publish and preserve official records of the Board of Supervisors.	Complete Board Actions in accordance with County Code within 4 business days	95%	100%	100%	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%	95%	100%	100%

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.

Clerk to the Board of Supervisors					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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%	80%	85%	100%
	Process solicitation permits for non-profit organizations and volunteer forms within 2 business days from receipt	100%	100%	100%	100%

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.

Responsive Service Delivery *(continued)*

Roanoke County Organizational Strategic Plan

Clerk to the Board of Supervisors					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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%	100%	100%
	Process all requests, maintain database and confirm all speakers within 30 days	100%	100%	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. Measures will be collected in FY 2019.

Clerk to the Board of Supervisors					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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%	100%	100%
	Coordinate and follow-up with outside auditors in all requests regarding Disclosure Statements with 5 days	100%	100%	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. Measures will be collected in FY 2019.

Clerk to the Board of Supervisors					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Coordinate the Committees, Commissions and Boards process.	Process appointments upon Board approval within ten business days	100%	80%	100%	100%
	Update website within three days of change	100%	80%	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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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	Yes
	Investigate concerns of mis-use or mis-management of County assets and resources	Yes	Yes	Yes	Yes
	Number of presentations to the Audit Committee	2	1	1	2

The Internal Audit function was established in FY 2017 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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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	56%	57%	25%	50%
	Number of audit recommendations implemented by management	22	25	15	20
	Number of unscheduled audits and investigations completed	2	1	1	1

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 apprises 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 of the scheduled audit work plan.

Internal Auditor					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Perform high quality governmental audits with competence, integrity and objectivity.	Continued professional education (CPE) hours obtained by internal audit staff	62	44	29	40
	Percent of internal audits performed in accordance with Generally Accepted Government Auditing Standards	100%	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 ongoing continued professional education hours on an annual basis.

Responsive Service Delivery *(continued)*

Roanoke County Organizational Strategic Plan

Public Information					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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	523	524	500	480
	Number of Roanoke County Today shows, Stand-Alone videos, PSAs, Business Partners, REC TV, Board of Supervisors meetings	65	105	80	90
	Number of FOIA requests received	43	51	TBD	TBD

The Public Information Office ensures that all online citizen inquiries, requests for service or complaints submitted through the website form receive a timely response. FY17 complaints received via the County's website form decreased by nearly 16% from FY16. 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.

Public Information					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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.	Ongoing	Ongoing	TBD	TBD

The Public Information Office assists administration and departments, as needed, to develop internal and external messaging. The Office utilizes the County intranet, website, social media platforms, 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. The Office regularly provides assistance for press conferences, ribbon cuttings, community meetings, the annual State of the County Address script and PowerPoint presentation, and other various presentations.

Responsive Service Delivery *(continued)*

Roanoke County Organizational Strategic Plan

County Attorney					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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%	100%	100%
	Respond to inquiries in a timely manner with legal opinions both in a formal and informal format.	100%	100%	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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Provide legal support to Economic and Community Development.	Review proposals, contracts, real estate deeds and all other associated documents to ensure compliance with Federal, State and local mandates and best practices in Economic and Community Development.	100%	100%	100%	100%
	Attend and advise at all relevant Community Boards, Zoning, Planning Commission and other governmental or community meetings that affect Economic and Community Development.	100%	100%	100%	100%

Providing legal services and support to the Economic and Community Development department 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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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%	100%	100%
	Review and advise on all matters related to compliance with Federal, State, and local mandates for Department of Social Services.	100%	100%	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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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%	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%	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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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%	100%	100%
	Assist in compliance with applicable State, Federal, and local mandates regarding taxes, particularly with regards to taxable status.	100%	100%	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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Leverage HR technology systems to further departmental goals, improve productivity and service to County employees and managers.	Implement new features of HR systems	-	50%	100%	100%

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. Data collection will begin for FY 2019 actual results.

Responsive Service Delivery *(continued)*

Roanoke County Organizational Strategic Plan

Human Resources					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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%	100%

In an effort to provide employees with standard and easy to find policy and procedural information, Roanoke County finalized 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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Provide accurate assessment and audit of individual and business personal property.	Number of personal property assessed annually	118,604	120,458	121,000	121,000
	Number of business personal property accounts assessed annually	3,964	3,980	4,000	4,000

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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Identify and properly issue, renew, and audit business licenses.	Number of Business, Professional, and Occupational (BPOL) Licenses	5,334	5,293	5,350	5,400
	Amount of BPOL fees collected	$6,421,187	$6,128,032	$6,200,000	$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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Provide assistance and process Virginia State Income Tax Returns.	Tax returns prepared and processed	4,273	4,059	4,100	4,100
	Estimate of processed payments	1,097	1,049	1,050	1,050

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.

Clerk of Circuit Court					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Ensure that the clerk's office is "user friendly".	Number of Active Secure Remote Access Users	96	97	100	100
	Number of Officers Court Remote Access Users	74	77	80	80

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.

Clerk of Circuit Court					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Process all civil and criminal cases brought before the circuit court.	Civil Cases Commenced	1,277	1,547	1,150	1,150
	Criminal Cases Commenced	1,999	1,850	1,900	1,900

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.

Responsive Service Delivery *(continued)*

Roanoke County Organizational Strategic Plan

Clerk of Circuit Court					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Process certain specific licenses.	Concealed Weapon permits issued	1,714	2,074	2,000	2,000
	Marriage Licenses Issued	345	352	400	400

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.

Clerk of Circuit Court					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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	13,405	12,977	14,000	14,000
	Wills probated	753	672	750	750
	Judgments docketed	2,180	2,090	2,200	2,200

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.

Real Estate Valuation					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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	92%	91.1%	92%	92%
	Coefficient of Dispersion	6.82	7.03	10	10

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. *Disclaimer: FY2017 & FY 2018 actuals are based on Roanoke County Real Estate Valuation statistical data. The Department of Taxation will release the official statistical data at a later date.

Responsive Service Delivery *(continued)*

Roanoke County Organizational Strategic Plan

Real Estate Valuation					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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	$9,698	$17,545	$25,000	$25,000

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.

Real Estate Valuation					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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	40 of 45,575	10 of 45,575	40 of 45,600	40 of 45,600
	Changes suggested by the BOE based on appeals	13	6	15	15

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.

Responsive Service Delivery *(continued)*

Roanoke County Organizational Strategic Plan

Management & Budget					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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%	0.2%	<1.0%	<1.0%
	General Government expenditures are within 1% of year-end budget	0.0%	0.2%	<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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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%	100.0%	100.0%	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%	100%	100.0%	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

Communications & Information Technology					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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.	95%	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.

Communications & Information Technology					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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	N/A	99%	90%	90%
	Complete 85% of IT Projects on time	88%	84%	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.

Responsive Service Delivery *(continued)*

Roanoke County Organizational Strategic Plan

Communications & Information Technology					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Champion and support regional and collaborative programs and projects.	Share Enterprise GIS by implementing Web Applications. Grow by at least 10% per year.	57%	40%	10%	10%
	Allocate 10% of project resources for content and document management solutions.	25%	10%	10%	10%

The Communications & IT department will continue to develop GIS apps and tools to improve efficiencies within the departments and share information with regional partners and the public. In FY 2019, the department completed a regional Public Safety Answering Point grant- funded regional mapping project to support regional 911 functions. 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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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.

General Services					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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%	77%	82%	82%

The Facilities Management division of General Services strives to keep County facilities in the highest operational quality possible by performing custodial services, routine building maintenance, and repairs. Achieving 85% completion of scheduled tasks ensures that work is being conducted efficiently and effectively. Department staff continues to review current processes for opportunities to enhance efficiency.

Branding & Marketing

Roanoke County Organizational Strategic Plan

Public Information					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Establish a distinctive brand identity that is reflective of Roanoke County's amenities and quality of life and develop corporate identification standards.	Implement new Branding Mark throughout organization.	Yes	Yes	Ongoing	Ongoing

The Public Information Office began working on development of a new branding effort to reflect Roanoke County's vision of creating a vibrant, innovative and scenic community. Corporate identification standards were created and shared with employees for implementation within their departments. The new mark was added to the County's website and social media channels, and four (4) new gateway signs were installed at major gateway locations in the County. In cooperation with Human Resources and CommIT, the new mark was included on 600+ new ID badges issued to employees. More than 119 vehicles in the County's light fleet have been labeled with the new branding along with 30+ solid waste vehicles and trailers, including the County's garbage trucks. Staff continues to look for opportunities to phase in the new mark, through attrition, by incorporating it into printed materials, websites and social media sites, vehicle branding, and gateway signage. The Planning Department and Parks & Recreation have added value to the brand by incorporating it into signage at Explore Park and in community gateways, such as the Hollins community. Through collaboration with County departments and VBR, plans are being made to incorporate additional signage around the County through a wayfinding program.

Parks, Recreation & Tourism					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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	41	35	42	43
	Economic impact from tournaments and events to Virginia's Blue Ridge	$ 7,960,000	$ 7,500,000	$ 8,500,000	$ 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.

Workplace Culture / Employer of Choice

Roanoke County Organizational Strategic Plan

Human Resources					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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%	90%	90%
	Using various communication methods, survey employees, gather feedback and implement recommendations where feasible.	-	-	1	2

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 2018, 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. HR is planning on conducting a County wide Engagement Survey to get feedback on how County employees feel about a variety of topics.

Communications & Information Technology					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 Projected**
Effectively leverage training and career resources in a manner that best serves County business needs.	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.	95%	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.

Workplace Culture / Employer of Choice *(continued)*

Roanoke County Organizational Strategic Plan

Communications & IT - Emergency Communications Center					
Core Objective	**Measurement**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Target**	**FY 2020 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.

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.

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 to grow 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 2.6% from the 2017 annual level to the 2018 annual level.

GDP

The U.S. Bureau of Economic Analysis as of February 28, 2019 has reported that GDP is increasing. In the third and fourth quarters of 2018 calendar year, real GDP increased at an annual rate of 3.4% and 2.6% respectively. The third quarter saw an increase in GDP to 3.4% and reflected positive contributions from personal consumption expenditures (PCE), private inventory investment, nonresidential fixed investment, federal government spending, and state and local government spending that were partly offset by negative contributions from exports and residential fixed investment. The deceleration in GDP growth in the fourth quarter to 2.6% reflects positive contributions from PCE, nonresidential fixed investment, exports, private inventory investment, and federal government spending that were partly offset by a negative contribution from residential fixed investment and state and local government spending. The deceleration in the fourth quarter reflected a deceleration in private inventory investment, PCE, and federal government spending and a downturn in state and local government spending that was partly offset by an upturn in exports and an acceleration in nonresidential fixed investment.

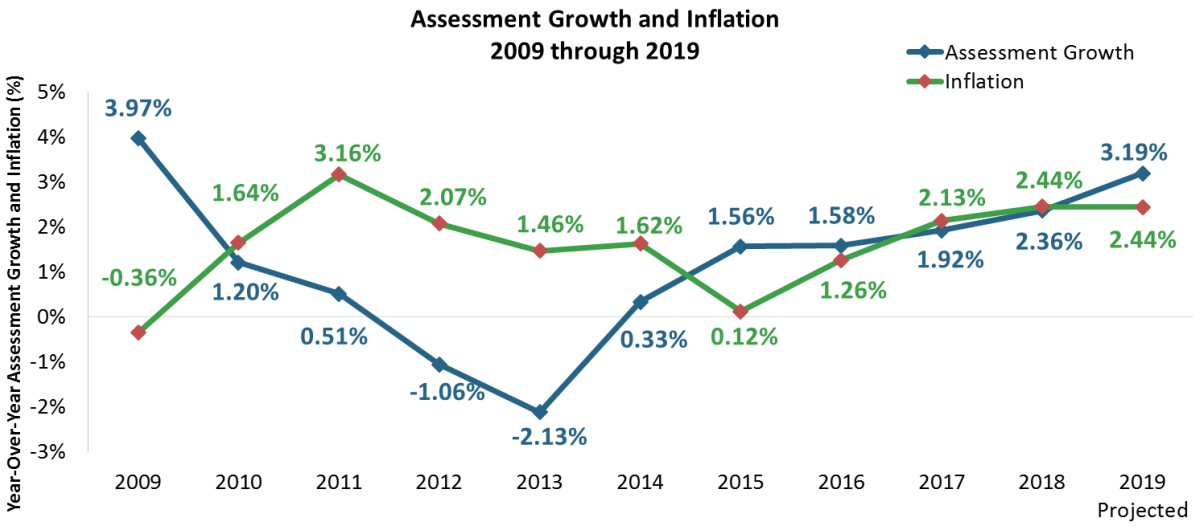
Unemployment Rate

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 4.1% in 2017 to 4.0% in 2018 (not seasonally adjusted).

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 December 31, 2018 was down to 2.3% from 3.0% 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 2019.

Inflation

While inflation outpaced revenue growth in recent years, the trend has improved. Inflation growth was lower in calendar year 2016 at 1.2% but increased in calendar year 2017 at 2.1% and increased again in calendar year 2018 to 2.4%. Average inflation growth since calendar year 2014 is 1.5%. Since fiscal year 2015, general government revenue growth in Roanoke County has increased by approximately 2.0% annually. Thus, general government revenue growth and inflation over that period of time are essentially equal but follow several years of very slow revenue growth or declines. Real estate assessments declined for several years while inflation growth continued. Assessments have increased in recent years but are just now at the same level as inflation as shown the graph below.



The rate of inflation gives rise of cautious optimism; however, as seen in the inflation growth in 2018, increasing interest rates, and projections from the Federal Reserve that inflation will grow at 2.4% in calendar year 2019, 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.

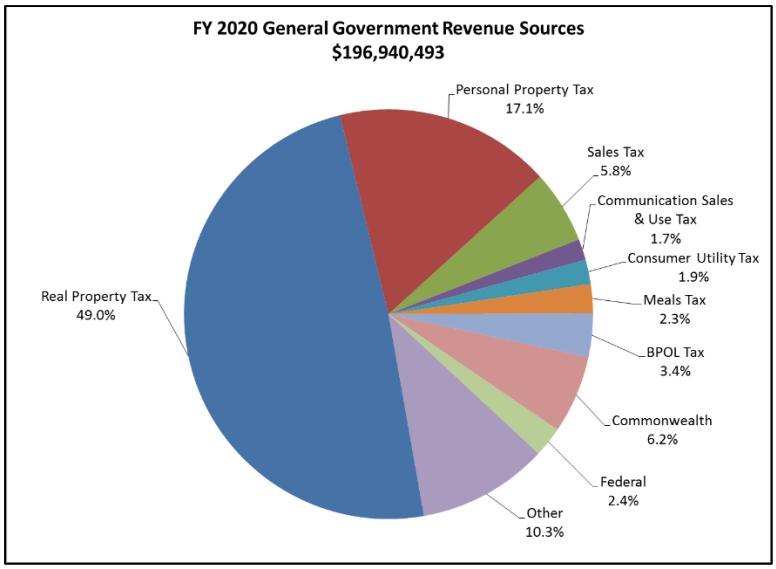
Local Economic Outlook

The local unemployment rate remains low as compared to the national average and the housing market continues to remain stable; however, threats such as rising interest rates may slow growth in these areas. Slow revenue growth or slight declines, are present, however in some revenue streams (e.g. the Personal Property Tax and Prepared Foods Tax). 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.

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 2020 are estimated to be $196,940,493. This is a projected increase of $6,269,658 or 3.29%, compared to the FY 2019 adopted budget. The FY 2020 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, and the machinery and tools property tax rate at $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 business license tax account for an increase of $4.8 million dollars.

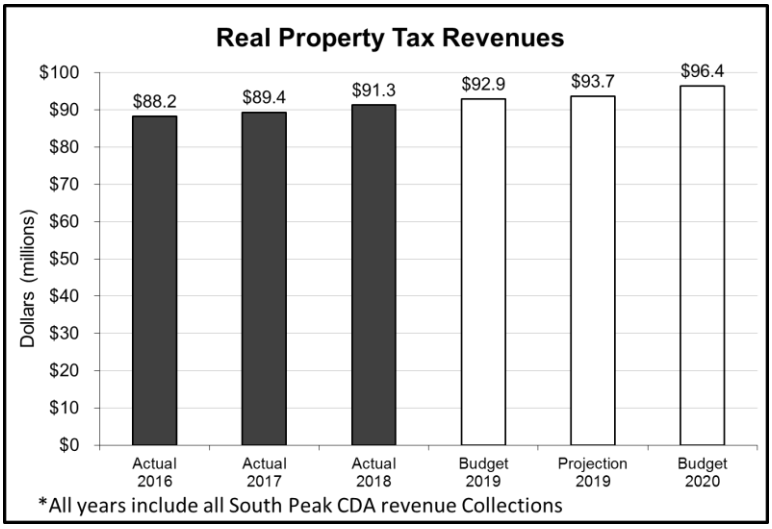
Roanoke County's principal source of operating funds is locally generated revenue. The County expects local revenues to account for approximately 91.5% or $180.1 million, of the FY 2020 General Government revenue budget. While this is an increase of $5.89 million, the percent of local sources of revenue to total general government revenue has only increased slightly from 91.4% in FY 2019 to 91.5% in FY 2020.

Real estate and personal property taxes alone are responsible for 66.1%, or $130.1 million of the FY 2020 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 5.8%.

Historically, the Commonwealth contributes approximately 6.0% of the total General Government budget. While that percentage decreased for several years, three most recent years of projections anticipate an increased rate of contribution primarily due to revenue received from the Commonwealth for mandated Social Services. In FY 2020, Commonwealth contributions are expected to be $12.14 million of the overall budget, or 6.17%, which is a slight increase from FY 2019.

The following pages represent a detailed examination of the County's major General Government Fund revenue sources. Graphs illustrate historical trends from FY 2016 to FY 2018 and forecasts (denoted in white) for FY 2019 and FY 2020.

Real Estate Taxes



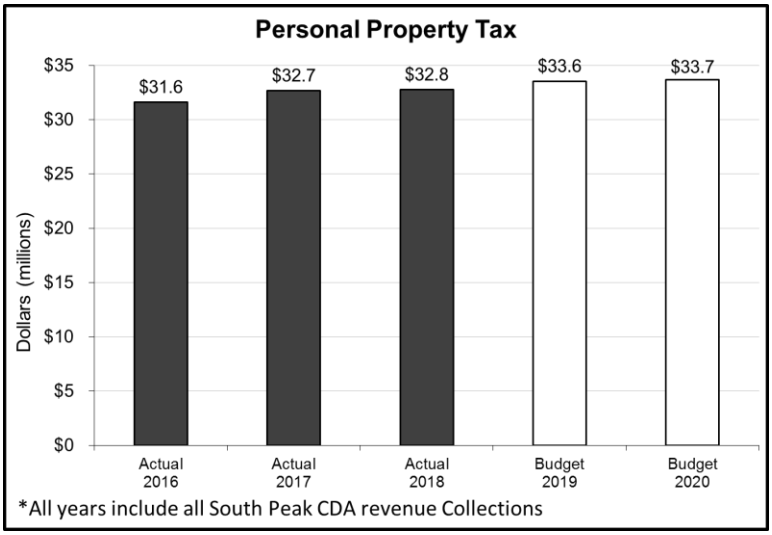
The real estate tax rate for FY 2020 remains at $1.09 per $100 assessed value. Real estate taxes are estimated to generate $96.4 million, or 49.0%, of the County's General Government revenue for FY 2020. This equates to an increase of $3,474,339 or 3.74%, over the prior year adopted budget. However, because the County saw higher than average growth in calendar year 2018, FY 2019 second half real estate collections will exceed the FY 2019 budget. Based on the projected FY 2019 Real Estate, the FY 2020 budget increases $2.77 million or 2.96% over the FY 2019 projection.

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 2019 are expected to increase by 3.19%, however, growth in the assessment base only accounts for 2.46%, with new construction comprising the remaining 0.73%. While new construction helps stabilize assessments during periods of market decline and can raise values further during periods of favorable economic conditions, it may also mask declining market values of existing property. For this reason, an increase in new construction lessens the reliance on market value assessments.

Real estate is assessed at 100% and the tax rate is set on a calendar year basis with payments due on June 5 and December 5. Roanoke County has a successful annual reassessment program, 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.

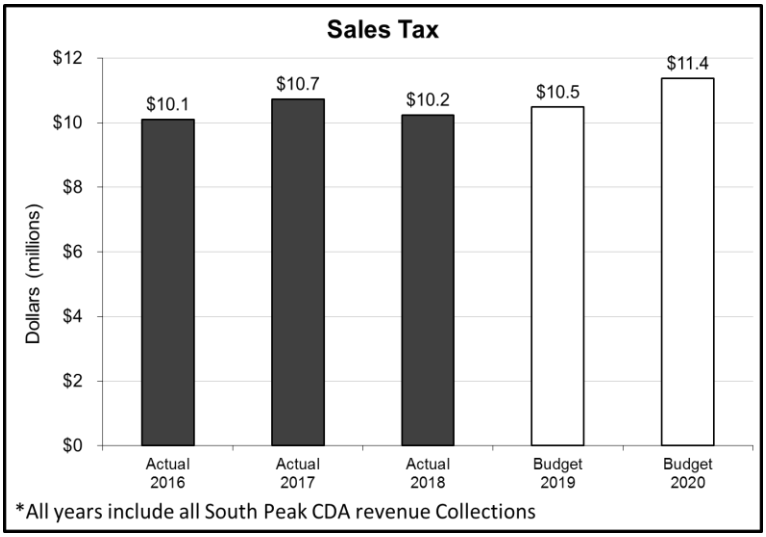


The Virginia Personal Property Tax Relief Act of 1998 established a statewide program to provide relief to taxpayers from the personal property tax on automobiles. The high costs of this program put a burdened on local governments. Thus, the relief percentage was frozen at 70.0% in 2001 and yields $12.2 million in revenue. As the County's second largest revenue source, any legislation may impact tax collection.

Personal property tax revenue is estimated at $33.7 million or 17.1% of total General Government revenues for FY 2020. This represents a 0.4% increase over the FY 2019 adopted budget. Sales in the used vehicle market remained slow but new car sales increased throughout 2018. Increased dealer inventory resulted in decreased prices on new and used vehicles. In light of the stabilization of the new vehicle market, the FY 2020 projection increased slightly. With the addition of a collections position, $125,000 in additional revenue is associated with the Treasurer's delinquent tax collections.

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

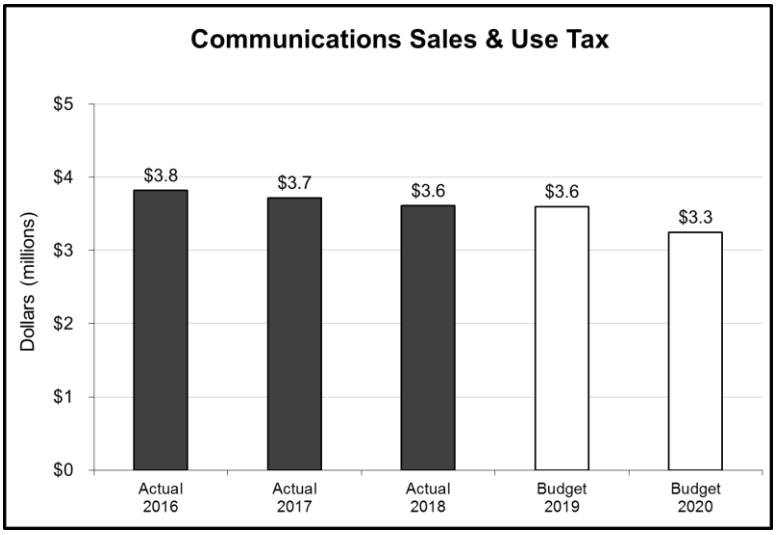


Sales tax in Roanoke County is set at 5.3%. Virginia localities receive 1.0% of the sales tax collected in their jurisdiction. This revenue category is directly related to the strength of the economy, consumer confidence, and retail sales. As noted above, sales tax is more immediately affected by adverse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

Roanoke County's local sales tax revenue projection is $11.4 million for FY 2020. This is 8.45% higher than the FY 2019 Adopted Budget and reflects growth in the

revenue source and increased revenue associated with the ending of the Gain Sharing agreement with the Town of Vinton. Sales Tax revenue will provide approximately 5.77% of the County's total General Government Fund revenue in FY 2020.

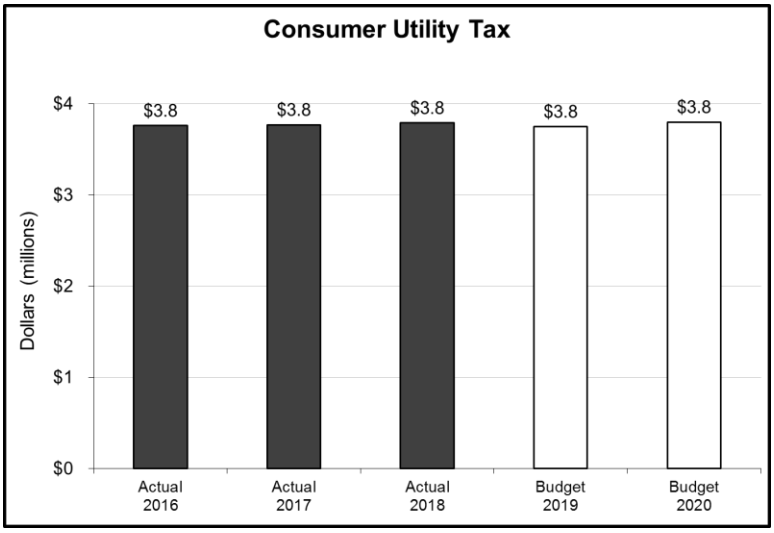
Communications Sales and Use Tax



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, a decline in cable television subscriptions, and other changes have contributed to the decline of this revenue source. FY 2020 projections of this revenue source represents 1.65%, or $3.25 million, of the General Fund. This is a 9.7% decrease over the prior year budget, and continues a trend of diminishing revenues associated with this tax.

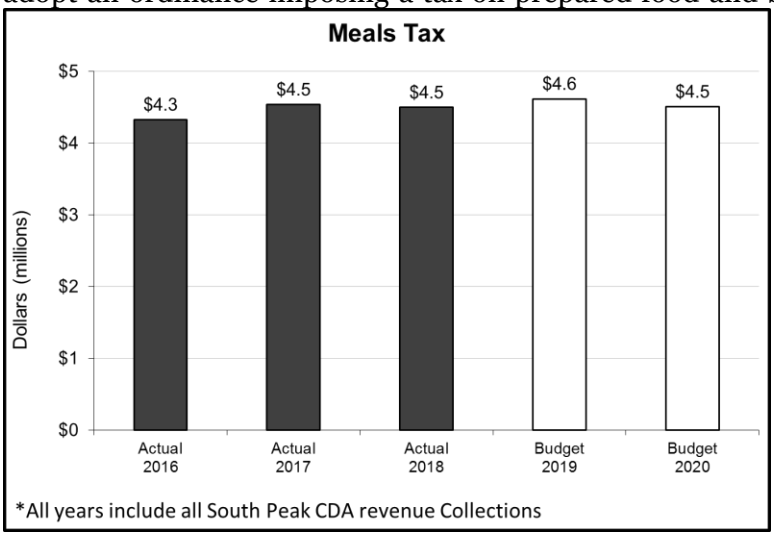
Consumer Utility Tax



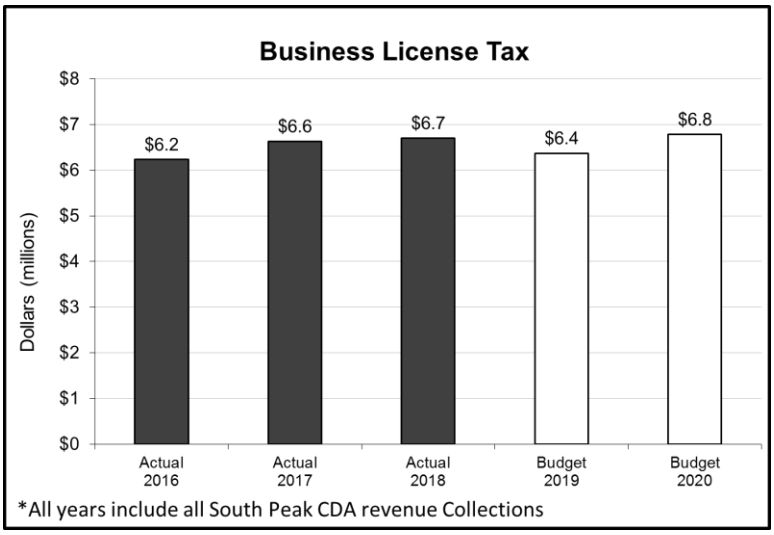
Estimated consumer utility tax revenues of $3.8 million will provide 1.9% of the County's total General Government revenue in FY 2020. The Consumer Utility tax currently applies only to residential customers of gas, and electric services. This revenue category has proven highly consistent, remaining relatively unchanged for several years. Forecasts in both FY 2019 and FY 2020 continue this trend at $3.8 million.

Tax on Prepared Foods (Meals Tax)

The 1988 session of the Virginia General Assembly enacted a law allowing Roanoke County to adopt an ordinance imposing a tax on prepared food and beverages, 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 decrease based on trends during FY 2018 and FY 2019. Revenue from the tax on prepared foods is estimated at $4.5 million in FY 2020, a decrease of 2.3% from prior year and will account for 2.3% of General Government revenue.



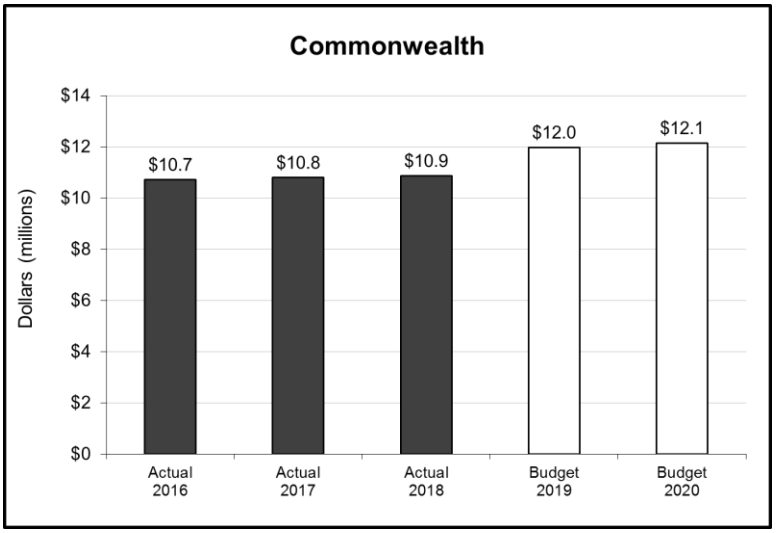
Business, Professional, and Occupational License Taxes (BPOL)



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

For FY 2019, the Board of Supervisors increased the gross receipts threshold to pay a $50 fee from $100,000 to $125,000. The impact of this change is unknown at this point in time, as BPOL tax revenue comes in later in the fiscal year. For FY 2020, the Board of Supervisors increases the gross receipts threshold to pay a $50 fee from $125,000 to $135,000. BPOL tax revenue projections for FY 2020 amount to $6.8 million and represents 3.4% of General Government revenue. BPOL revenues fluctuate but have stabilized in the past two years.

Revenue from the Commonwealth

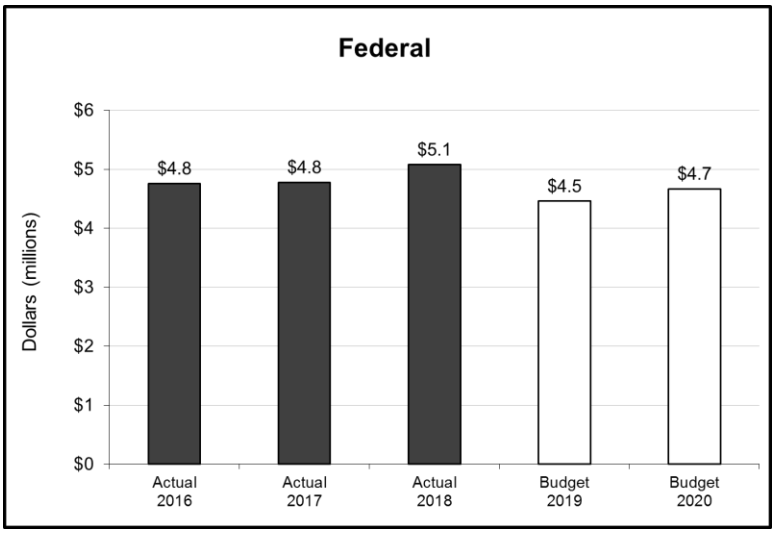


This revenue category consists of funds provided to the County from the State to operate specific programs in such areas as social services, law enforcement, and constitutional offices. Local flexibility is limited in the use of these funds. State funding of the County's school system is reported as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

Historically, revenues from the Commonwealth of Virginia contribute approximately 6.2% of the total General Government

budget. While that percentage decreased for several years, data from the three most recent years of projections indicate that a slightly higher rate of contribution, primarily due to revenue received from the Commonwealth for mandate Social Services. In FY 2020, Commonwealth contributions are anticipated to be $12.14 million of the overall budget— an increase of 1.5% 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. Revenues increase by $200,000 compared to the FY 2019 adopted budget. This totals $4.7 million or 2.4% of the General Fund.

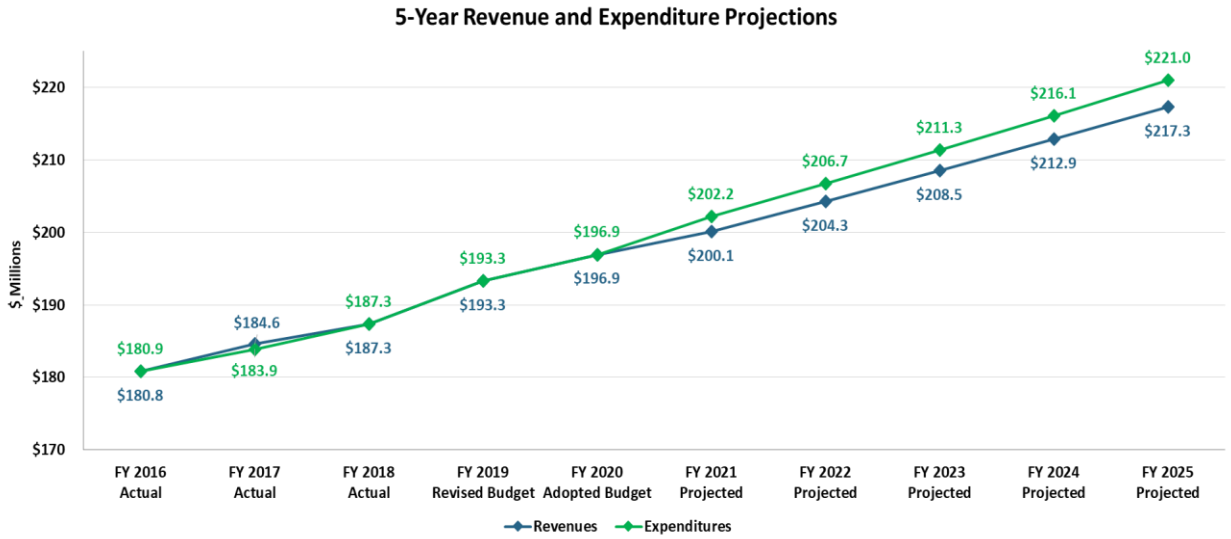
Multi-Year Financial Planning

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

Roanoke County engages in multi-year financial planning in capital planning budget development. Projects and programs in the County's Capital Improvement Program (CIP) and respective funding sources are identified over a ten year period. While only the first year of the CIP is appropriated each fiscal year, the roadmap for the remaining nine years outlines recommended timeframes for the completion of essential capital projects. Detailed information on the Roanoke County FY 2020 – FY 2029 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.

Roanoke County has been exploring opportunities to use long term financial planning for the operating side of the budget. In a presentation to the Board of Supervisors in June 2019, the Office of Management and Budget prepared a five year projection of general government fund revenues and expenditures based on trends from the past five years and also planned increases and decreases.



This projection is a tool to understand what could be expected in future years. The five year projection includes projected growth in revenues with 3.0% growth projected in Real Estate Tax, 0.5% growth in Personal Property Tax, 4.0% growth in Sales Tax, 3.7% growth in Business, Professional, and Occupational License (BPOL) Tax, a 5.0% reduction in Communication Sales & Use Tax, and 1.0% growth in other revenues annually. The projection also assumes growth in

personnel expenditures in fiscal year 2021 including a modest 2.5% compensation adjustment, a 10% increase for Virginia Retirement System employer contributions, and an increase of 15% for employer contributions to Health Insurance premiums. For fiscal years 2022 through 2025, a 3.5% increase was applied to all personnel expenditures including salary and employer contributions to benefits including retirement and health insurance. For non-personnel expenditures, a 2.0% projected increase was included year over year from fiscal year 2021 through 2025. For transfers and other, a 1.5% increase was included.

When these assumptions are applied to revenue and expenditures, a funding gap is projected each year ranging from $2.04 in fiscal year 2021 to $3.67 million in fiscal year 2025. These projections applied assumptions based on recent trends and do not include additional positions or personnel expenses, compensation adjustments beyond cost of living, changes to debt model or capital funding, additional transfers to other funds, or any other non-personnel expenditure growth beyond 2.0% overall. In recent years, the County has seen certain expenditure items increase quickly, and it is difficult to know whether those costs will continue to grow or which other items may increase.

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, the County will be 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 2019-2020

This table lists all positions adopted in Budget.

Fund / Subfund / Department	Actual FY 2018	Budget FY 2019	Revised FY 2019	Adopted FY 2020	Adopted to Revised Inc/(Dec)
General Fund					
General Government					
Board of Supervisors	6.5	6.5	7	6	(1)
Clerk of the Circuit Court	16	16	16	16	0
Commissioner of the Revenue	13	13	13	13	0
Commonwealth's Attorney	12	12	12	12	0
County Administrator	4	4	4	4	0
County Attorney	4.5	4.5	4	4	0
Economic & Community Development					
Economic Development	4	4	4	4	0
Development Services	26	25	24	24	0
Engineering & Project Management	9	9	9	9	0
Planning	13	13	14	15	1
Elections	3	3	3	3	0
Finance	22	22	22	22	0
Fire & Rescue	165	166	166	177	11
General Services					
General Services Administration	3	3	3	3	0
Building Maintenance	19	19	19	19	0
Solid Waste	34	34	34	34	0
Human Resources	8	8	8	8	0
Internal Auditor	1	1	1	1	0
Library	43	43	43	43	0
Management & Budget	3	3	3	3	0
Parks, Recreation & Tourism	56	56	56	55	(1)
Police	152	152	152	152	0
Public Information Officer	2	2	2	2	0
Real Estate Valuation	11	11	11	11	0
Sheriff					
Sheriff - Administration & Civil	26	26	26	26	0
Sheriff - Care & Confinement	60	60	60	60	0
Social Services					
Social Services - Services	100	100	105	105	0
Social Services - CORTRAN	0	0	0	1	1
Treasurer	12	12	12	13	1
Total General Government	828	828	833	845	12
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	1	1	1	1	0
Total Roanoke County Criminal Justice Academy	3	3	3	3	0

Fund / Subfund / Department	Actual FY 2018	Budget FY 2019	Revised FY 2019	Adopted FY 2020	Adopted to Revised Inc/(Dec)
Fleet Service Center					
General Services	12	12	12	12	0
Total Fleet Service Center	12	12	12	12	0
Grants					
Commonwealth's Attorney	2	2	2	2	0
Court Service Unit	4	4	4	4	0
Fire SAFER Grant	11	11	11	11	0
Police DUI Grant	2	2	2	2	0
Total Grants	19	19	19	19	0
Communications & Information Technology Administration & Operations					
Communications & Information Technology	39	40	40	40	0
Total Comm IT Administration & Operations	39	40	40	40	0
Communication Shops					
Communications & Information Technology	7	7	7	7	0
Total Communication Shops	7	7	7	7	0
Emergency Communication Center					
Communications & Information Technology	42	42	42	42	0
Total Emergency Communication Center	42	42	42	42	0
Fee Classes					
Parks, Recreation & Tourism	13	14	14	14	0
Total Fee Classes	13	14	14	14	0
School Grounds Maintenance					
Parks, Recreation & Tourism	5	5	5	5	0
Total School Ground Maintenance	5	5	5	5	0
Internal Service Fund					
County Risk Management	2	2	2	2	0
Total Internal Service Fund	2	2	2	2	0
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	20	20	20	21	1
Total Regional Center for Animal Care & Protection	20	20	20	21	1
Total, All County Funds	**1,000**	**1,002**	**1,007**	**1,020**	**13**

County of Roanoke Authorized Position Count
FY 2019-2020

This table lists all positions proposed in Budget.

Department / Fund	Actual FY 2018	Budget FY 2019	Revised FY 2019	Adopted FY 2020	Adopted to Revised Inc/(Dec)
Board of Supervisors					
General Government	6.5	6.5	6.5	6	(1)
Total Board of Supervisors	6.5	6.5	6.5	6	(1)
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	12	12	12	12	0
Grants	2	2	2	2	0
Total Commonwealth's Attorney	14	14	14	14	0
Communications & Information Technology (Comm IT)					
Administration & Operations	39	40	40	40	0
Communication Shops	7	7	7	7	0
Emergency Communication Center	42	42	42	42	0
Total Communications & Information Technology	88	89	89	89	0
County Administrator					
General Government	4	4	4	4	0
Total County Administrator	4	4	4	4	0
County Attorney					
General Government	4.5	4.5	4.5	4	(1)
Total County Attorney	4.5	4.5	4.5	4	(1)
Court Service Unit					
Grants	4	4	4	4	0
Total Court Service Unit	4	4	4	4	0
Economic & Community Development - Economic Development					
General Government	4	4	4	4	0
Total Economic & Community Development - Economic Development	4	4	4	4	0
Economic & Community Development - Development Services					
General Government	26	25	24	24	(1)
Total Economic & Community Development - Development Services	26	25	24	24	(1)
Economic & Community Development - Engineering & Project Management					
General Government	9	9	9	9	0
Total Economic & Community Development - Engineering & Project Management	9	9	9	9	0
Economic & Community Development - Planning					
General Government	13	13	14	15	2
Total Economic & Community Development - Planning	13	13	14	15	2
Elections					
General Government	3	3	3	3	0
Total Elections	3	3	3	3	0

Department / Fund	Actual FY 2018	Budget FY 2019	Revised FY 2019	Adopted FY 2020	Adopted to Revised Inc/(Dec)
Finance					
General Government	22	22	22	22	0
Children's Services Act	1	1	1	1	0
Internal Services (Risk Management)	2	2	2	2	0
Total Finance	25	25	25	25	0
Fire & Rescue					
General Government	165	166	166	177	11
Fire SAFER Grant	11	11	11	11	0
Total Fire & Rescue	176	177	177	188	11
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	12	12	12	12	0
Total General Services - Fleet Service Center	12	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	1	1	1	1	0
Total Internal Auditor	1	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	55	(1)
Fee Classes	13	14	14	14	0
School Grounds Maintenance	5	5	5	5	0
Total Parks, Recreation & Tourism	74	75	75	74	(1)
Police					
General Government	152	152	152	152	0
Police DUI - Grant	2	2	2	2	0
Roanoke County Criminal Justice Academy	2	2	2	2	0
Total Police	156	156	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

Department / Fund	Actual FY 2018	Budget FY 2019	Revised FY 2019	Adopted FY 2020	Adopted to Revised Inc/(Dec)
Regional Center for Animal Care & Protection					
Regional Center for Animal Care & Protection	20	20	20	21	1
Total Regional Center for Animal Care & Protection	20	20	20	21	1
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
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	1	1	1	1	0
Total Sheriff - Care & Confinement	61	61	61	61	0
Social Services - Services					
General Government	100	100	105	105	0
Children's Services Act	3	3	3	3	0
Total Social Services - Services	103	103	108	108	0
Social Services - CORTRAN					
General Government	0	0	0	1	1
Total Social Services - CORTRAN	0	0	0	1	1
Treasurer					
General Government	12	12	12	13	1
Total Treasurer	12	12	12	13	1
Total County Departments/Funds	**1,000**	**1,002**	**1,007**	**1,020**	**13**

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 2019 described below.

County of Roanoke, Virginia
Analysis of Position Changes
Fiscal Year 2018-2019 Mid-Year Adjustments

Position	Position Count	Position Cost	Rev/Exp. Offset	General Fund Impact
Social Services – Four Benefit Program Specialist Positions added with additional state funding and funding from the City of Salem	4.0	187,701	(187,701)	0
Social Services – One Family Services Specialist Position added by converting two part-time Family Services Specialists to one full-time position	1.0	51,152	(51,152)	0
Total	**5.0**	**238,853**	**(238,853)**	**0**

FY 2020 adjustments are described on the following two pages.

County of Roanoke, Virginia Analysis of Position Changes Adopted Fiscal Year 2019-2020 Budget				
Position	**Position Count**	**Position Cost**	**Rev/Exp. Offset**	**General Fund Impact**
Added Positions				
Director of Economic and Community Development – Position added to oversee the reorganized economic and community development functions	1.0	154,154	-	154,154
CORTRAN Coordinator – Add position in Social Services to actively manage the CORTRAN program and contract with RADAR. Position costs are offset by a reduction in part-time funding.	1.0	53,909	(30,000)	23,909
Treasurer Clerk II – Add position to assist with delinquent tax collections; offset by new revenue through additional collections	1.0	43,873	(125,000)	(81,127)
Transfer of Town of Vinton Fire personnel – Add 11 positions to Fire & Rescue Department	11.0	791,000	-	791,000
Veterinarian – Convert part-time Veterinarian position at the Regional Center for Animal Control and Protection (RCACP) to full-time.	1.0	94,966	(94,966)	-
Subtotal – Added Positions	**15.0**	**1,137,902**	**(249,966)**	**887,936**

Position	Position Count	Position Cost	Rev/Exp. Offset	General Fund Impact
Frozen Positions				
"Freeze" Volunteer Coordinator Position – Position will not be filled in FY 2020; duties will be distributed to other Fire & Rescue staff and on-going need for position will be analyzed	-	(61,214)	-	(61,214)
"Freeze" Human Resources Consultant Position – Position will not be filled in FY 2020	-	(78,928)	-	(78,928)
"Freeze" Planner II, Combination Code Inspector, Economic Development Specialist Positions – Positions will not be filled in FY 2020; position may be refilled in FY 2021 based on needs of the new Economic and Community Development Department	-	(193,195)	-	(193,195)
Subtotal – Frozen Positions	**-**	**(333,337)**	**-**	**(333,337)**
Eliminated Positions				
Deputy Clerk to the Board of Supervisors – eliminate full-time position and provides resources for a part-time Deputy Clerk	(1.0)	(53,910)	20,424	(33,486)
Greenway/Blueway Planner – Eliminated the position. Duties will be transferred to the new Economic and Community Development Department	(1.0)	(83,302)	-	(83,302)
Subtotal – Eliminated Positions	**(2.0)**	**(137,212)**	**20,424**	**(116,788)**
Total	**13.0**	**667,353**	**(229,542)**	**437,811**

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 2020

Funds	Beginning Balances	Revenues	Total Available Funds
Governmental Funds			
General Fund	$ 34,434,366	$ 228,396,588	$ 262,830,954
Debt Service Fund	61,884	7,200,919	7,262,803
Capital Fund	25,692,572	27,524,873	53,217,445
Internal Service Fund	(288,846)	14,799,313	14,510,467
Total All Funds	**$ 59,899,976**	**$ 277,921,693**	**$ 337,821,669**
Component Unit - Schools	26,220,031	184,696,969	210,917,000

Ending Fund Balances and Expenditure Totals
FY 2020

Funds	Expenditures	Ending Balances
Governmental Funds		
General Fund	$ 228,396,588	$ 34,434,366
Debt Service Fund	7,200,919	61,884
Capital Fund	27,524,873	25,692,572
Internal Service Fund	14,799,313	(288,846)
Total All Funds	**$ 277,921,693**	**$ 59,899,976**
Component Unit - Schools	184,696,969	26,220,031

Summary of Revenues
All Funds
FY 2019 Adopted to FY 2020 Adopted

	Adopted FY 2019	Adopted FY 2020	Inc/(Dec) $	Inc/(Dec) %
General Fund:				
General Government	$ 190,670,835	$ 196,940,493	$ 6,269,658	3.29%
Public Works Projects	182,166	183,243	1,077	0.59%
Fleet Service Center	3,033,795	3,283,731	249,936	8.24%
Comm & Info Technology	10,950,782	11,003,692	52,910	0.48%
Recreation Fee Class	6,015,557	6,513,202	497,645	8.27%
PRT School Operations	357,688	364,098	6,410	1.79%
Children's Services Act	8,343,504	7,750,007	(593,497)	-7.11%
Grants and Other	1,853,361	1,869,416	16,055	0.87%
Criminal Justice Academy	395,857	387,706	(8,151)	-2.06%
Police E-Citation	60,000	60,000	-	0.00%
Comm Dev. Technology	40,000	40,000	-	0.00%
Police Special Programs	1,000	1,000	-	0.00%
Total General Fund	$ 221,904,545	$ 228,396,588	$ 6,492,043	2.93%
Component Unit Schools	178,482,262	184,696,969	6,214,707	3.48%
Debt Service Fund	7,374,730	7,200,919	(173,811)	-2.36%
Capital Fund	12,243,889	27,524,873	15,280,984	124.80%
Internal Service Fund	13,562,217	14,799,313	1,237,096	9.12%
Total All Funds	$ 433,567,643	$ 462,618,662	$ 29,051,019	6.70%
Less: Fund Transfers	(113,524,942)	(118,374,326)	(4,849,384)	4.27%
Total Net of Transfers	$ 320,042,701	$ 344,244,336	$ 24,201,635	7.56%

Summary of Expenditures
All Funds
FY 2019 Adopted to FY 2020 Adopted

	Adopted FY 2019	Adopted FY 2020	Inc/(Dec) $	Inc/(Dec) %
General Fund:				
General Government	$ 190,670,835	$ 196,940,493	$ 6,269,658	3.29%
Public Works Projects	182,166	183,243	1,077	0.59%
Fleet Service Center	3,033,795	3,283,731	249,936	8.24%
Comm & Info Technology	10,950,782	11,003,692	52,910	0.48%
Recreation Fee Class	6,015,557	6,513,202	497,645	8.27%
PRT School Operations	357,688	364,098	6,410	1.79%
Children's Services Act	8,343,504	7,750,007	(593,497)	-7.11%
Grants and Other	1,853,361	1,869,416	16,055	0.87%
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Police E-Citation	60,000	60,000	-	0.00%
Comm Dev. Technology	40,000	40,000	-	0.00%
Police Special Programs	1,000	1,000	-	0.00%
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Component Unit Schools	178,482,262	184,696,969	6,214,707	3.48%
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Internal Service Fund	13,562,217	14,799,313	1,237,096	9.12%
Total All Funds	$ 433,567,643	$ 462,618,662	$ 29,051,019	6.70%
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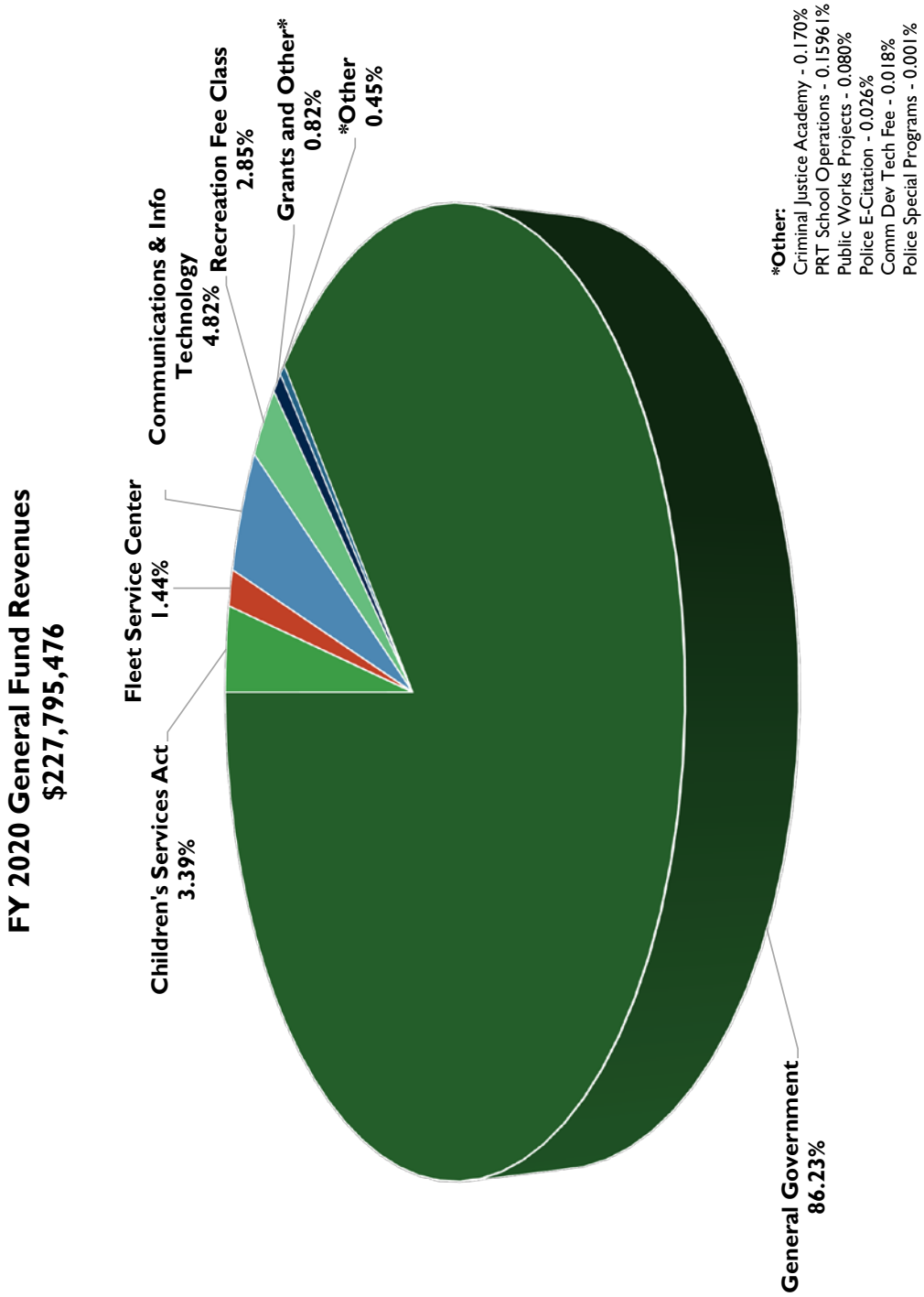
General Fund

General Fund Summaries

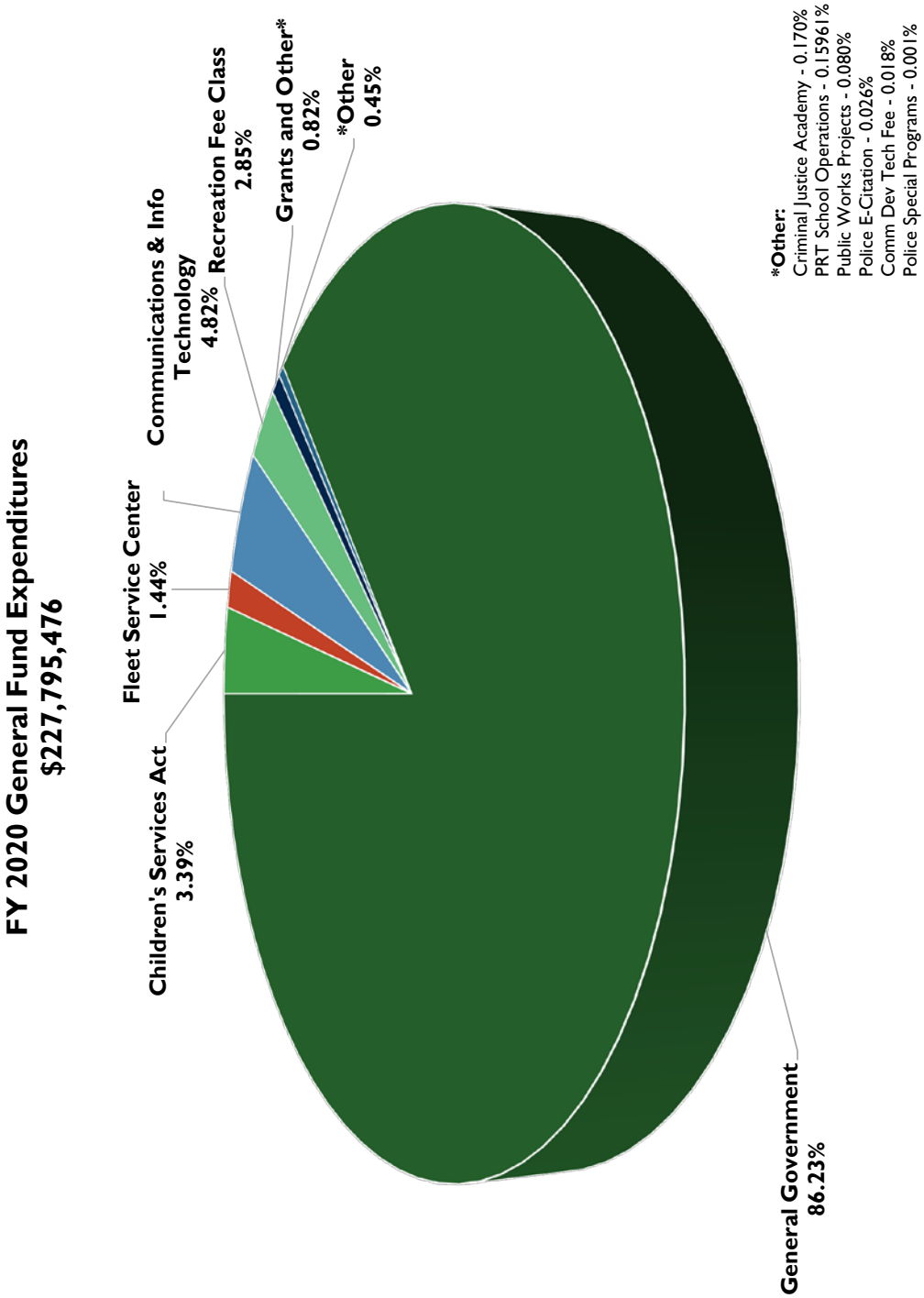

FY 2020 General Fund Revenues
$227,795,476
Children's Services Act
3.39%
Fleet Service Center
1.44%
Communications & Info Technology
4.82%
Recreation Fee Class
2.85%
Grants and Other*
0.82%
*Other
0.45%
General Government
86.23%
*Other:
Criminal Justice Academy - 0.170%
PRT School Operations - 0.15961%
Public Works Projects - 0.080%
Police E-Citation - 0.026%
Comm Dev Tech Fee - 0.018%
Police Special Programs - 0.001%

General Fund Summary of Revenues

	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	Increase (Decrease)
General Government				
General Property Taxes:				
Real Estate Tax	91,271,186	92,945,661	96,420,000	3,474,339
Personal Property Tax	32,766,500	33,546,384	33,675,000	128,616
Public Service Corporation Tax	3,210,977	3,210,000	3,400,000	190,000
Penalties and Interest	766,146	800,000	750,000	(50,000)
Payment in Lieu of Taxes	179,699	180,000	180,000	-
Total General Property Taxes	128,194,508	130,682,045	134,425,000	3,742,955
Other Local Taxes:				-
Sales Tax	10,235,781	10,484,945	11,370,594	885,649
Communications Sales & Use Tax	3,614,158	3,600,000	3,250,000	(350,000)
Consumer Utility Tax	3,792,647	3,750,000	3,800,000	50,000
Business License Tax	6,697,713	6,372,700	6,775,000	402,300
Bank Franchise Tax	820,907	650,000	820,000	170,000
Motor Vehicle License Fees	2,371,464	2,312,387	2,383,600	71,213
Recordation Taxes	1,492,681	1,509,509	1,509,509	-
Utility License Tax	552,751	510,000	530,000	20,000
Hotel and Motel Room Tax	1,385,751	1,461,052	1,468,357	7,305
Tax on Prepared Foods	4,496,145	4,616,011	4,510,000	(106,011)
Amusement Tax	90,500	94,000	90,000	(4,000)
Total Other Local Taxes	35,550,498	35,360,604	36,507,060	1,146,456
Permits, Fees and Licenses	713,050	791,200	814,385	23,185
Fines and Forfeitures	460,832	404,500	453,500	49,000
Use of Money and Property	383,230	271,600	388,600	117,000
Charges for Services	3,847,183	4,175,252	4,119,675	(55,577)
Miscellaneous	1,535,897	1,281,550	1,509,050	227,500
Recovered Costs	696,646	563,635	594,775	31,140
Total Local Revenues	171,381,843	173,530,386	178,812,045	5,281,659

	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	Increase (Decrease)
Commonwealth	11,352,549	11,968,775	12,142,650	173,875
Federal	4,595,136	4,467,294	4,667,500	200,206
Other Financing Sources/Transfers	-	704,380	1,318,298	613,918
Total General Government	$ 187,329,528	$ 190,670,835	$ 196,940,493	$ 6,269,658
Public Works Projects	182,940	182,166	183,243	1,077
Fleet Service Center	3,035,889	3,033,795	3,283,731	249,936
Communications & Info Technology	10,258,366	10,950,782	11,003,692	52,910
Recreation Fee Class	4,821,330	6,015,557	6,513,202	497,645
Law Library	9,427	-	-	-
Children's Services Act	6,982,922	8,343,504	7,750,007	(593,497)
Grants and Other*	6,843,623	1,853,361	1,869,416	16,055
PRT School Operations	334,515	357,688	364,098	6,410
Police E-Citation Special Revenue Fund	-	60,000	60,000	-
Comm Dev Tech. Fee Fund	-	40,000	40,000	-
Police Special Programs	-	1,000	1,000	-
Criminal Justice Academy	290,143	395,857	387,706	(8,151)
Total General Fund Revenues	$ 220,088,684	$ 221,904,545	$ 228,396,588	$ 6,492,043
Fund Balance-Beginning	35,699,110	34,434,366	34,434,366	-
Total General Fund Revenues & Fund Balance	**$ 255,787,794**	**$ 256,338,911**	**$ 262,830,954**	**$ 6,492,043**

*Adopted FY 2019 included $5,000 in the Grants Fund in anticipation of receipt of the Local Government Challenge Grant. The revenue was also included in the General Government revenue. This was corrected in FY 2019 resulting in a reduction of $5,000 in adopted Grants Fund revenue and expenditure budgets.


FY 2020 General Fund Expenditures
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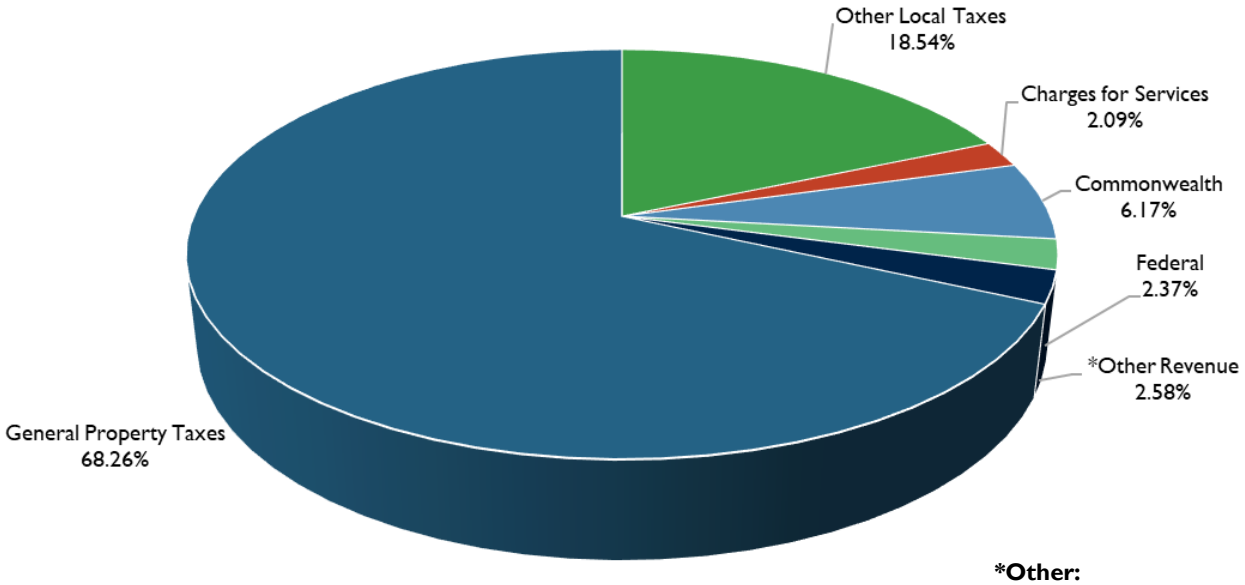
Children's Services Act
3.39%
Fleet Service Center
1.44%
Communications & Info Technology
4.82%
Recreation Fee Class
2.85%
Grants and Other*
0.82%
*Other
0.45%
General Government
86.23%
*Other:
Criminal Justice Academy - 0.170%
PRT School Operations - 0.15961%
Public Works Projects - 0.080%
Police E-Citation - 0.026%
Comm Dev Tech Fee - 0.018%
Police Special Programs - 0.001%

General Fund Summary of Expenditures

	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	Increase (Decrease)
General Government				
General Administration	3,099,918	2,990,248	2,963,373	$ (26,875)
Constitutional Officers	15,119,862	14,208,650	15,327,827	1,119,177
Judicial Administration	726,146	738,328	973,328	235,000
Management Services	3,227,024	3,156,020	3,209,252	53,232
Public Safety	29,254,272	28,192,740	29,659,510	1,466,770
Community Services	12,506,639	12,443,103	12,954,584	511,481
Human Services	23,293,718	22,270,022	22,905,051	635,029
Non-Departmental & Transfers	100,118,329	106,671,724	108,947,568	2,275,844
Total General Government	$ 187,345,909	$ 190,670,835	$ 196,940,493	6,269,658
Public Works Projects	180,633	182,166	183,243	1,077
Fleet Service Center	3,106,774	3,033,795	3,283,731	249,936
Comm. & Information Technology	11,943,175	10,950,782	11,003,692	52,910
Recreation Fee Class	4,835,305	6,015,557	6,513,202	497,645
Law Library	324	-	-	-
Children's Services Act	6,993,575	8,343,504	7,750,007	(593,497)
Grants and Other*	6,419,304	1,853,361	1,869,416	16,055
PRT School Operations	282,968	357,688	364,098	6,410
Police E-Citation Special Revenue Fund	-	60,000	60,000	-
Comm Dev Technology Fee Fund	-	40,000	40,000	-
Criminal Justice Academy	360,937	395,857	387,706	(8,151)
Police Special Programs	-	1,000	1,000	-
Total General Fund Expenditures	$ 221,468,904	$ 221,904,545	$ 228,396,588	6,492,043
Fund Balance-Ending	34,434,366	34,434,366	34,434,366	-
Total General Fund Expenditures & Fund Balance	**$ 255,903,270**	**$ 256,338,911**	**$ 262,830,954**	**6,492,043**

*Adopted FY 2019 included $5,000 in the Grants Fund in anticipation of receipt of the Local Government Challenge Grant. The revenue was also included in the General Government revenue. This was corrected in FY 2019 resulting in a reduction of $5,000 in adopted Grants Fund revenue and expenditure budgets.

FY 2020 General Government Revenue
$196,940,493



***Other:**
Permits, Fees, Licenses - 1.28%
Fines & Forfeitures - 0.73%
Use of Money & Property - 0.62%
Recovered Costs - 0.95%
Miscellaneous - 2.42%
Other Financing - 2.11%

General Government Revenue Notes

General Property Taxes

Property taxes are Roanoke County's largest revenue source, making up 68.3% 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 3.74% compared to the FY 2019 budget due to assessment growth in the existing base (2.47%) and new construction (0.72%). Personal property tax revenue is expected to increase by 0.4% compared to the FY 2019 budget. The new vehicle market has seen higher prices and sales than in the previous year.

Other Local Taxes

Local taxes make up the second-largest portion of Roanoke County's revenue at 18.5%. 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 8.4% in FY 2020 compared to the FY 2019 budget, and meals taxes are projected to decrease by -2.3% for the same period.

Intergovernmental Revenue

Funding received from the Commonwealth of Virginia and federal government comprises 8.5% of the overall revenue budget. This funding primarily supports the functions of constitutional officers and social services. FY 2020 funding is expected to increase by $374,081 or 2.3% compared to FY 2019 due to increased Federal social services funding, associated with mandated social services expenditures and also increased funding from the state based on the updated Commonwealth of Virginia budget.

General Government Sub-Fund Summary of Revenues

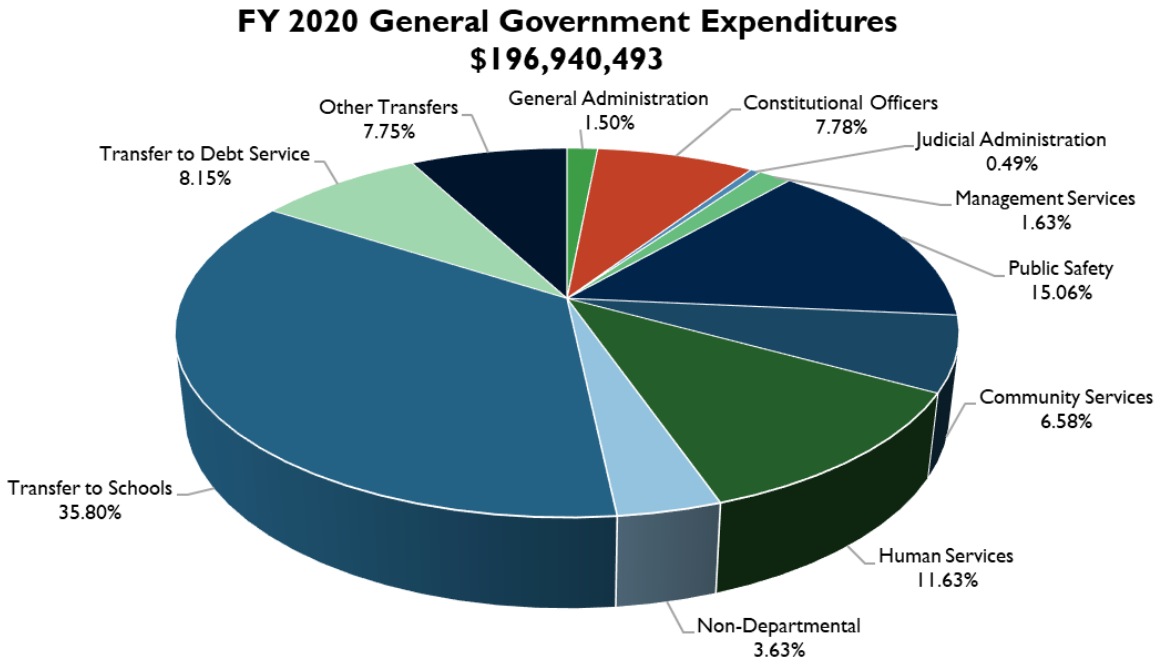
	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	Increase (Decrease)
General Government				
General Property Taxes:				
Real Estate Tax	$ 91,271,186	$ 92,945,661	$ 96,420,000	$ 3,474,339
Personal Property Tax	32,766,500	33,546,384	33,675,000	128,616
Public Service Corporation Tax	3,210,977	3,210,000	3,400,000	190,000
Penalties and Interest	766,146	800,000	750,000	(50,000)
Payment in Lieu of Taxes	179,699	180,000	180,000	-
Total General Property Taxes	128,194,508	130,682,045	134,425,000	3,742,955
Other Local Taxes:				
Sales Tax	10,235,781	10,484,945	11,370,594	885,649
Communications Sales & Use Tax	3,614,158	3,600,000	3,250,000	(350,000)
Consumer Utility Tax	3,792,647	3,750,000	3,800,000	50,000
Business License Tax	6,697,713	6,372,700	6,775,000	402,300
Bank Franchise Tax	820,907	650,000	820,000	170,000
Motor Vehicle License Fees	2,371,464	2,312,387	2,383,600	71,213
Recordation Taxes	1,492,681	1,509,509	1,509,509	-
Utility License Tax	552,751	510,000	530,000	20,000
Hotel and Motel Room Tax	1,385,751	1,461,052	1,468,357	7,305
Tax on Prepared Foods	4,496,145	4,616,011	4,510,000	(106,011)
Amusement Tax	90,500	94,000	90,000	(4,000)
Total Other Local Taxes	35,550,498	35,360,604	36,507,060	1,146,456
Permits, Fees and Licenses:				
Animal Control Fees	39,842	44,500	42,500	(2,000)
Land Use Fees	1,056	5,000	1,000	(4,000)
Land Transfer Fees	2,839	2,850	2,850	-
Zoning Filing Fees	9,475	14,775	17,000	2,225
Building Permits	249,024	233,240	260,000	26,760
Electrical, Mechanical, Plumbing Permits	128,147	119,500	155,000	35,500
Certificate of Occupancy	2,440	7,850	7,850	-
Septic Tank Fees	4,500	4,650	3,500	(1,150)
Fire Department Permits	3,830	3,375	4,375	1,000
Soil Erosion Permits	21,950	51,000	44,000	(7,000)
Sub-Division Permits	17,047	62,750	40,000	(22,750)
Other Fees	5,125	6,500	6,100	(400)
VSMP	60,610	55,000	63,000	8,000
Courthouse Maintenance Fees	166,983	180,000	167,000	(13,000)
Photocopy Charges	182	210	210	-
Total Permits, Fees, & Licenses	713,050	791,200	814,385	23,185

General Government Sub-Fund Summary of Revenues

	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	Increase (Decrease)
Fines and Forfeitures:				-
Fines and Forfeitures	458,457	400,000	450,000	50,000
Parking Fees	2,375	4,500	3,500	(1,000)
Total Fines and Forfeitures	460,832	404,500	453,500	49,000
Use of Money and Property	383,230	271,600	388,600	117,000
Charges for Services				
Clerk Fees	40,338	60,000	50,000	(10,000)
Sheriff Fees	6,731	6,500	6,500	-
Court Appointed Attorney Fees	24,300	22,000	22,000	-
Commonweath Attorney Fees	9,339	10,000	10,000	-
Waste Collection Fees	16,726	17,200	17,200	-
Fee for Ambulance Service	3,196,177	3,511,552	3,466,975	(44,577)
Board of Prisoners-Salem	477,200	500,000	475,000	24,000
Other	76,372	48,000	72,000	(55,577)
Total Charges for Services	3,847,183	4,175,252	4,119,675	(55,577)
Miscellaneous				
Reimbursements-Shared Programs-Salem	828,494	625,514	750,514	125,000
Host Locality Fee-Landfill	350,000	350,000	350,000	-
Other	357,403	306,036	408,536	102,500
Total Miscellaneous	1,535,897	1,281,550	1,509,050	227,500
Recovered Costs				
Jail Medical - Co Payment	5,488	3,700	5,000	1,300
Payloader Service	7,990	-	-	
Roanoke City Automation	-	200	-	(200)
Western VA Regional Jail	112,563	100,000	115,940	15,940
Resource Authority	55,985	55,985	55,985	-
Library Recovered Costs	244,089	310,600	254,800	(55,800)
Other	270,531	93,150	163,050	69,900
Total Recovered Costs	696,646	563,635	594,775	31,140
Total Local Revenues	171,381,843	173,530,386	178,812,045	5,281,659
From the Commonwealth				
Non-Categorical:				
Mobile Homes Tax	17,447	29,000	18,000	(11,000)
Other	356,754	384,000	384,000	-
Total Non-Categorical	374,201	413,000	402,000	(11,000)

General Government Sub-Fund Summary of Revenues

	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	Increase (Decrease)
Categorical-Shared Expenditures:				
Commonwealth Attorney	688,648	700,543	706,843	6,300
Sheriff	3,301,907	3,238,769	3,371,994	133,225
Commissioner of Revenue	245,955	245,921	252,687	6,766
Treasurer	211,685	214,753	216,543	1,790
Clerk of the Circuit Court	635,544	586,381	607,200	20,819
Board of Elections	47,458	47,700	47,700	-
Total Categorical-Shared	5,131,197	5,034,067	5,202,967	168,900
Other Categorical:				
Welfare Grant	3,836,112	4,371,535	4,380,000	8,465
Library Grant	159,407	157,095	157,095	-
Police Grant	1,851,632	1,901,631	1,920,141	18,510
Miscellaneous Grants	-	91,447	80,447	(11,000)
Total Other Categorical	5,847,151	6,521,708	6,537,683	15,975
Total From the Commonwealth	11,352,549	11,968,775	12,142,650	173,875
From the Federal Government				
Welfare Grant	4,570,615	4,462,294	4,625,000	162,706
Drug Enforcement Grant	-	-	-	-
Miscellaneous	24,521	5,000	42,500	37,500
Total From the Federal Government	4,595,136	4,467,294	4,667,500	200,206
Other Financing Sources/Transfers				
Beginning Balance	-	447,486	1,318,298	-
Transfers In	-	256,894	-	(256,894)
Other Financing and Transfers	-	704,380	1,318,298	613,918
Total General Government	**$ 187,329,528**	**$ 190,670,835**	**$ 196,940,493**	**$ 6,269,658**
Fund Balance-Beginning	25,248,182	25,230,125	25,230,125	-
Total General Government & Fund Balance	**$ 212,577,710**	**$ 215,900,960**	**$ 222,170,618**	**$ 6,269,658**



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 2020 expenditure budget increases by 3.29% over the FY 2019 budget, or $6,269,658. The adopted budget includes a 2.75% cost-of-living increase at a cost of $1.36 million for operating departments. Health insurance premiums increased about 15% with an increase of $662,312 to the County. Changes to personnel caused a reduction in employee salary and benefits from FY 2019 to FY 2020 of $201,172 and an increase of $91,000 in undesignated positions (Salary Lapse) savings based on projected employee turnover during FY 2020. With the ending of the Vinton Gain Sharing Agreement, the FY 2020 Adopted Budget includes the transition of Vinton Fire & Rescue positions (11 FTEs) as County Employees with additional personnel costs, non-personnel costs, debt service, and reduced ambulance fees totaling $826,000. 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. This category also includes Roanoke County's budget for contributions to outside agencies.

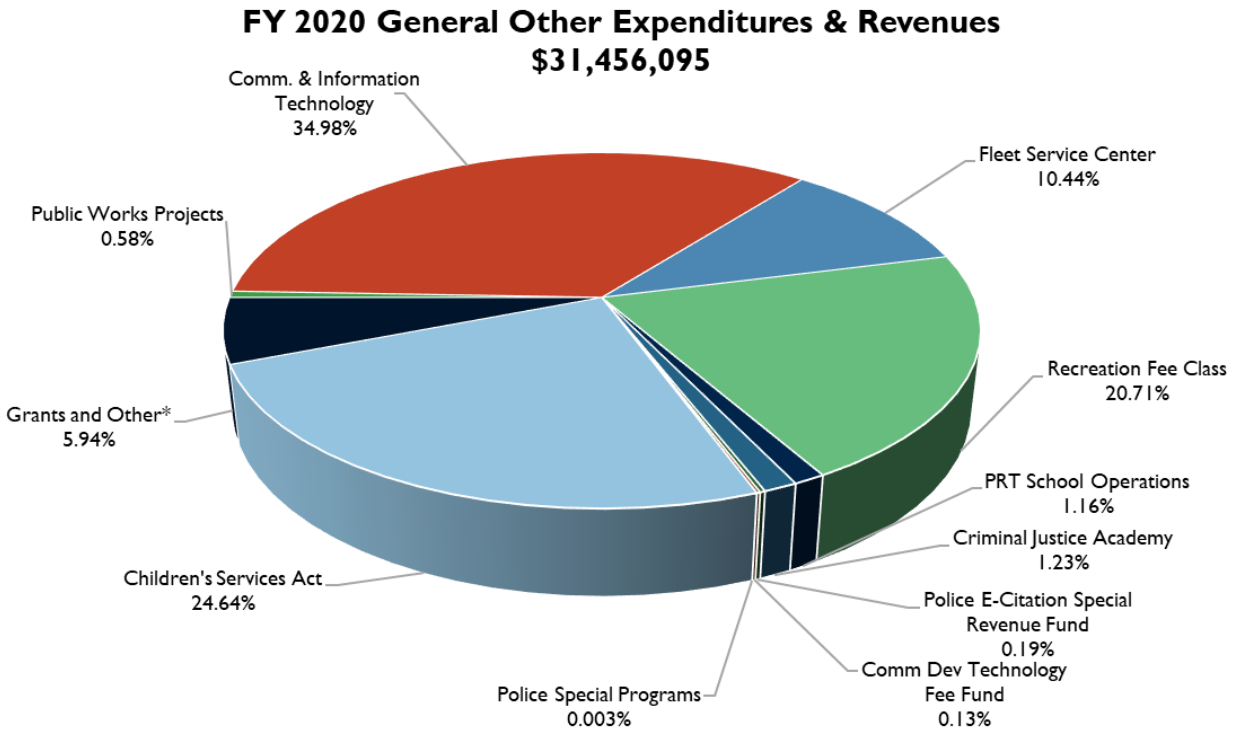
Transfers

Transfers to funds outside of the general government fund are found in this category. Combined, transfers make up over 51.7% of Roanoke County's general government expenditure budget. The single largest transfer item is the county's transfer to Roanoke County Schools, which is over 35.8% of the total operating budget. This transfer of $70,499,722 increased by $1,654,958 compared to FY 2019. Adding in transfers to debt service ($9,137,406) and Children's Services Act ($1,804,000), the total transfer on behalf of Roanoke County Schools totals $81,441,128, or 41.4% of all General Government expenditures.

General Government Sub-Fund Summary of Expenditures

	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	Increase (Decrease)
General Government				
General Administration				
Board of Supervisors	$ 356,191	$ 325,980	$ 339,239	$ 13,259
County Administrator	823,969	787,139	769,180	(17,959)
Internal Auditor	116,043	117,665	120,427	2,762
Public Information	195,754	194,761	205,869	11,108
County Attorney	660,078	631,198	641,123	9,925
Human Resources	947,884	933,505	887,535	(45,970)
Total General Administration	3,099,919	2,990,248	2,963,373	(26,875)
Constitutional Officers				
Commissioner of the Revenue	819,954	839,630	855,252	15,622
Commonwealth's Attorney	1,224,581	1,101,738	1,126,896	25,158
Sheriff - Administration & Civil	2,975,878	2,235,022	2,505,790	270,768
Sheriff - Care & Confinement	4,810,660	4,909,139	4,916,159	7,020
Sheriff - WVRJA	3,251,746	3,080,047	3,823,047	743,000
Treasurer	925,145	898,175	964,462	66,287
Clerk of the Circuit Court	1,111,898	1,144,899	1,136,221	(8,678)
Total Constitutional Officers	15,119,862	14,208,650	15,327,827	1,119,177
Judicial Administration				
Circuit Court Judges	245,023	257,068	257,068	-
General District Court	92,740	95,440	105,440	10,000
Magistrate	1,668	1,590	1,590	-
Juvenile/Domestic Relations Court	33,213	39,086	39,086	-
Court Service Unit	300,646	295,144	520,144	225,000
Courthouse Maintenance	52,856	50,000	50,000	-
Total Judicial Administration	726,146	738,328	973,328	235,000
Management Services				
Real Estate Valuation	873,224	844,560	866,541	21,981
Finance	1,997,224	1,973,748	1,981,407	7,659
Management and Budget	356,576	337,712	361,304	23,592
Total Management Services	3,227,024	3,156,020	3,209,252	53,232
Public Safety				
Police	12,737,316	12,456,270	12,850,306	394,036
Fire and Rescue	16,516,956	15,736,470	16,809,204	1,072,734
Total Public Safety	29,254,272	28,192,740	29,659,510	1,466,770
Community Services				
Economic & Community Development				
Economic Development	527,724	533,504	452,528	(80,976)
Development Services	2,392,624	2,047,043	2,072,188	25,145
Engineering & Project Management	850,241	1,035,622	1,036,189	567
Planning	1,037,418	1,037,573	1,243,272	205,699
General Services	7,698,632	7,789,361	8,150,407	361,046
Total Community Services	12,506,637	12,443,103	12,954,584	511,481

Human Services				
Parks, Recreation, and Tourism	5,354,541	4,866,021	4,897,460	31,439
Public Health	494,776	500,358	500,358	-
Social Services	11,390,714	11,632,049	12,089,706	457,657
Social Services - CORTRAN	689,368	515,000	738,909	223,909
Library	4,802,369	4,255,124	4,182,511	(72,613)
VA Cooperative Extension	77,577	87,097	87,097	-
Elections	484,374	414,373	409,010	(5,363)
Total Human Services	23,293,718	22,270,022	22,905,051	635,029
Non-Departmental & Transfers				
Non-Departmental				
Employee Benefits	894,461	2,552,205	2,324,380	(227,825)
Transfer to Comm-IT	2,673,997	8,750,944	9,401,349	650,405
Miscellaneous	1,605,420	1,520,000	1,834,000	314,000
Addition to Fund Balance	-	447,486	718,298	270,812
Contributions to Outside Agencies				
Discretionary	340,950	347,475	343,250	(4,225)
Contractual	1,714,407	1,792,372	1,833,652	41,280
Dues & Memberships	36,619	38,003	38,003	-
Total Non-Departmental	7,265,854	15,448,485	16,492,932	1,044,447
Unappropriated Balance				
Contingent Balance	-	50,000	50,000	-
Total Unappropriated Balance	-	50,000	50,000	-
Transfers to:				
Debt Service	14,449,982	14,137,975	16,048,337	1,910,362
Capital Projects	5,251,382	2,868,999	199,650	(2,669,349)
Schools	68,078,937	68,844,764	70,499,722	1,654,958
Internal Services	1,851,235	1,654,003	1,604,003	(50,000)
Children's Services Act	3,038,000	3,263,000	3,663,000	400,000
Criminal Justice Academy	-	222,332	206,681	(15,651)
Public Works Projects	182,940	182,166	183,243	1,077
Total Transfers	92,852,476	91,173,239	92,404,636	1,231,397
Total Non-Departmental & Transfers	100,118,330	106,671,724	108,947,568	2,275,844
Total General Government	**$ 187,345,909**	**$ 190,670,835**	**$ 196,940,493**	**$ 6,269,658**
Fund Balance-Ending	25,230,125	25,230,125	25,230,125	-
Total General Government & Fund Balance	**$ 212,576,034**	**$ 215,900,960**	**$ 222,170,618**	**$ 6,269,658**



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.

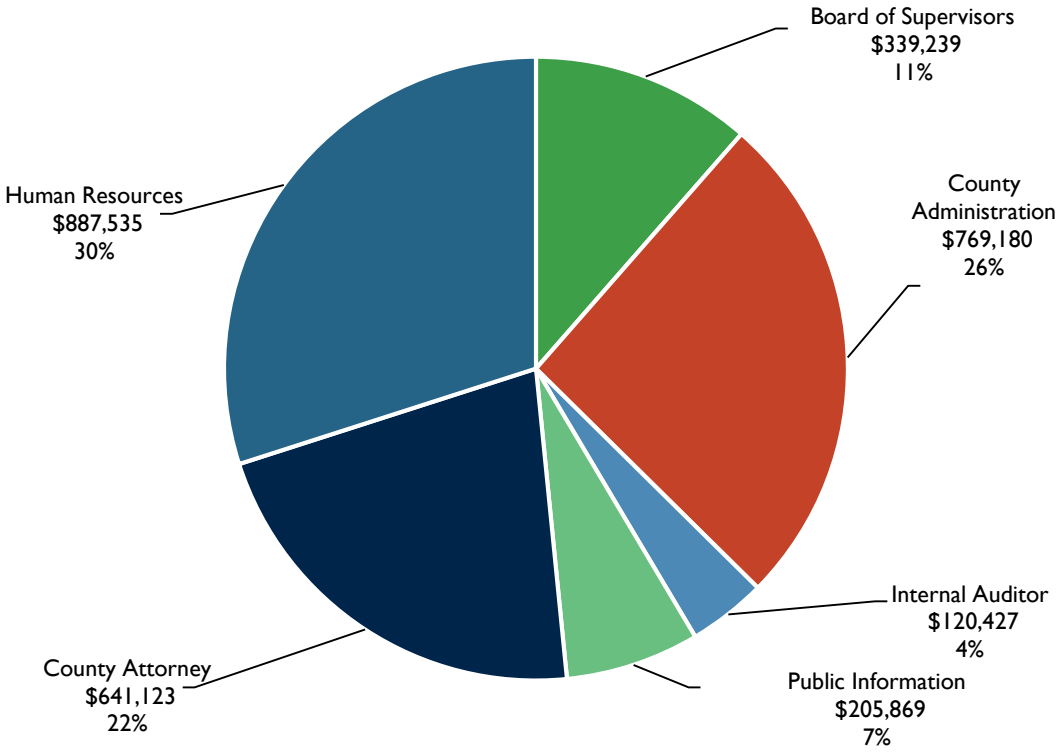
In FY 2018, through an agreement with Roanoke County Public Schools and the County of Roanoke, the Parks, Recreation & Tourism department began providing grounds maintenance at all Roanoke County Public Schools. In FY 2019, two new special revenue funds were created based on the implementation of new fees, one for the implementation of a Police E-Citation program that charges a $5 fee per convicted offense and the other is a technology fee of 3% on all permit applications for the Community Development department to partially cover computer programming and replacement costs.

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 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
$2,963,373



General Administration Summary					
	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Board of Supervisors	$ 356,191	$ 325,980	$ 339,239	$ 13,259	4.1%
County Administration	823,969	787,139	769,180	(17,959)	-2.3%
Internal Auditor	116,043	117,665	120,427	2,762	2.3%
Public Information	195,754	194,761	205,869	11,108	5.7%
County Attorney	660,078	631,198	641,123	9,925	1.6%
Human Resources	947,884	933,505	887,535	(45,970)	-4.9%
Total	**$ 3,099,919**	**$ 2,990,248**	**$ 2,963,373**	**$ (26,875)**	**-0.9%**

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	227,792	227,388	242,647	15,259	6.7%
Non-Personnel	128,399	98,592	96,592	(2,000)	-2.0%
Transfers & Other	0	0	0	0	0.0%
Total	**356,191**	**325,980**	**339,239**	**13,259**	**4.1%**
Position Count	**6.5**	**6.5**	**6**	**(0.5)**	**-7.7%**

Budget Highlights

The Adopted FY 2020 Clerk to the Board of Supervisors budget increases by $13,259 or 4.1%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Clerk to the Board of Supervisors budget include:

- Elimination of a Full-Time Deputy Clerk position that was shared with the County Attorney for a reduction of $26,955 offset by $20,424 in additional funding for part-time assistance.

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	730,612	703,067	698,808	(4,259)	-0.6%
Non-Personnel	93,357	84,072	70,372	(13,700)	-16.3%
Transfers & Other	0	0	0	0	0.0%
Total	**823,969**	**787,139**	**769,180**	**(17,959)**	**-2.3%**
Position Count	**4**	**4**	**4**	**0**	**0.0%**

Budget Highlights

The Adopted FY 2020 County Administration budget decreases by $17,959 or 2.3%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 County Administration budget include:

- A reduction of $13,700 in non-personnel costs based on prior year actual expenditures.

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

Performance Management

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

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	101,710	105,165	108,527	3,362	3.2%
Non-Personnel	14,332	12,500	11,900	(600)	-4.8%
Transfers & Other	0	0	0	0	0.0%
Total	**116,043**	**117,665**	**120,427**	**2,762**	**2.3%**
Position Count	**1**	**1**	**1**	**0**	**0.0%**

Budget Highlights

The Adopted FY 2020 Internal Auditor budget increases by $2,762 or 2.3% and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	169,008	174,820	190,499	15,679	9.0%
Non-Personnel	26,746	19,941	15,370	(4,571)	-22.9%
Transfers & Other	0	0	0	0	0.0%
Total	**195,754**	**194,761**	**205,869**	**11,108**	**5.7%**
Position Count	**2**	**2**	**2**	**0**	**0.0%**

Budget Highlights

The Adopted FY 2020 Public Information budget increases by $11,108 or 5.7%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Public Information budget include:

- Reduction of $4,571 for various non-personnel lines based on prior year actual expenditures and projected expenditures.

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	498,239	518,165	538,090	19,925	3.8%
Non-Personnel	161,839	113,033	103,033	(10,000)	-8.8%
Transfers & Other	0	0	0	0	0.0%
Total	**660,078**	**631,198**	**641,123**	**9,925**	**1.6%**
Position Count	**4.5**	**4.5**	**4**	**(0.5)**	**-11.1%**

An additional County Attorney's Office employee is budgeted in the Social Services Department and included with that department's position count.

Budget Highlights

The Adopted FY 2020 County Attorney budget increases by $9,925 or 1.6%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 County Attorney budget include:

- Elimination of a Full-Time Deputy Clerk position that was shared with the Clerk to the Board of Supervisors for a reduction of $26,955.
- A reduction of $10,000 for outside legal counsel for complex legal matters based on projected expenditures.

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 Clerk to 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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	689,330	745,567	691,597	(53,970)	-7.2%
Non-Personnel	258,554	187,938	195,938	8,000	4.3%
Transfers & Other	0	0	0	0	0.0%
Total	**947,884**	**933,505**	**887,535**	**(45,970)**	**-4.9%**
Position Count	**8**	**8**	**8**	**0**	**0.0%**

Budget Highlights

The Adopted FY 2020 Human Resources budget decreases by $45,970 or 4.9%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Human Resources budget include:

- A reduction of $78,928 in personnel costs to “freeze,” or not fill in FY 2020, a Human Resources Consultant position responsible for training.
- An additional $8,000 in non-personnel costs for background checks.

Departmental Goals

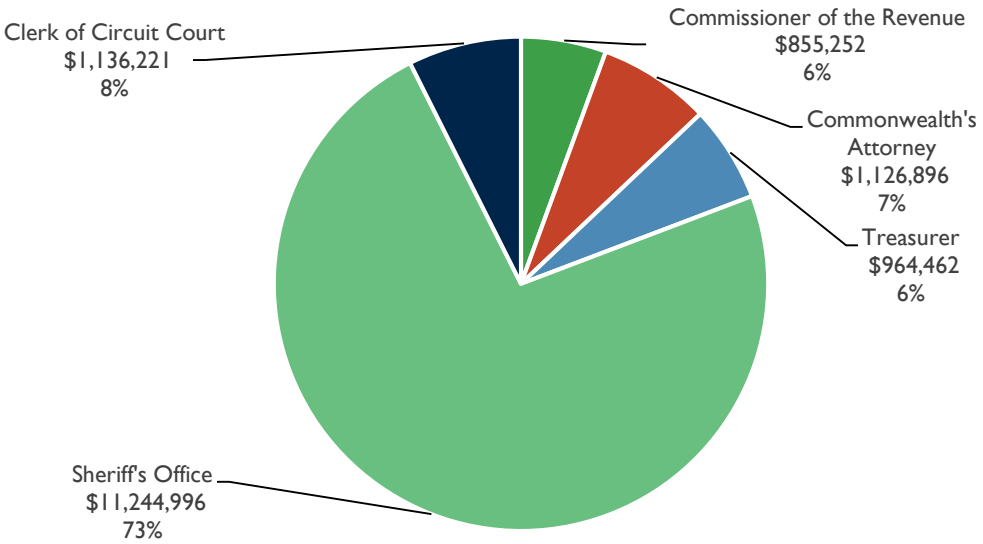
- To develop and maintain a competitive Total Compensation Package that enhances recruitment and retention efforts of a quality workforce
- Create a continuous learning organization that promotes employee engagement, career development and advancement
- Leverage HR technology systems to further departmental 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.

Constitutional Officers

Constitutional Officers
$15,327,827



Constitutional Officers Summary					
	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Commissioner of the Revenue	$ 819,954	$ 839,630	$ 855,252	$ 15,622	1.9%
Commonwealth's Attorney	1,224,581	1,101,738	1,126,896	25,158	2.3%
Sheriff's Office					
Administration	956,239	452,868	527,644	74,776	16.5%
Civil	2,019,639	1,782,154	1,978,146	195,992	11.0%
Care & Confinement, Prisoners	4,810,660	4,909,139	4,916,159	7,020	0.1%
Western VA Regional Jail	3,251,746	3,080,047	3,823,047	743,000	24.1%
Total Sheriff	11,038,284	10,224,208	11,244,996	1,020,788	10.0%
Treasurer	925,145	898,175	964,462	66,287	7.4%
Clerk of Circuit Court	1,111,898	1,144,899	1,136,221	(8,678)	-0.8%
Total	**$ 15,119,862**	**$ 14,208,650**	**$ 15,327,827**	**$1,119,177**	**7.9%**

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	692,492	746,680	764,302	17,622	2.4%
Non-Personnel	127,462	92,950	90,950	(2,000)	-2.2%
Transfers & Other	0	0	0	0	0.0%
Total	**819,954**	**839,630**	**855,252**	**15,622**	**1.9%**
Position Count	**13**	**13**	**13**	**0**	**0.0%**

Budget Highlights

The Adopted FY 2020 Commissioner of the Revenue budget increases by $15,622 or 1.9%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Commissioner of the Revenue operating budget include:

- A reduction of $10,000 in personnel for part-time funding based on prior year expenditures and current year projections.
- A reduction of $2,000 in non-personnel for one-time funding for technology replacement that occurred in FY 2019.

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 the 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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	1,066,288	1,041,383	1,072,041	30,658	2.9%
Non-Personnel	158,293	60,355	54,855	(5,500)	-9.1%
Transfers & Other	0	0	0	0	0.0%
Total	**1,224,581**	**1,101,738**	**1,126,896**	**25,158**	**2.3%**
Position Count	**12**	**12**	**12**	**0**	**0.0%**

Budget Highlights

The Adopted FY 2020 Commonwealth's Attorney budget increases by $25,158 or 2.3%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Commonwealth's Attorney budget include:

- A reduction of $5,500 in non-personnel for lease and rent based on prior year actual expenditures.

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	2,307,060	2,128,483	2,399,251	270,768	12.7%
Non-Personnel	663,498	106,539	106,539	0	0.0%
Transfers & Other	5,320	0	0	0	0.0%
Total	**2,975,878**	**2,235,022**	**2,505,790**	**270,768**	**12.1%**
Position Count	**26**	**26**	**26**	**0**	**0.0%**

Budget Highlights

The Adopted FY 2020 Sheriff's Office – Administration and Civil budget increases by $270,768 or 12.1%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Sheriff's Office – Administration and Civil operating budget include:

- An additional $60,000 in personnel expenditures to provide security at Cave Spring High School during renovations and construction.

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	3,893,549	4,050,886	4,011,606	(39,280)	-1.0%
Non-Personnel	917,111	858,253	904,553	46,300	5.4%
Transfers & Other	0	0	0	0	0.0%
Total	**4,810,660**	**4,909,139**	**4,916,159**	**7,020**	**0.14%**
Position Count	**60**	**60**	**60**	**0**	**0.0%**

Budget Highlights

The Adopted FY 2020 Sheriff's Office – Care & Confinement budget increases by $7,020 or 0.14%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Sheriff's Office – Care & Confinement budget include:

- Salary savings reduced by $10,000 to account for the most recent staffing levels.
- An additional $30,000 in non-personnel expenditures for medical supplies for the prisoners at the County Jail.

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	0	0	0	0	0.0%
Non-Personnel	2,550,154	2,450,000	2,884,925	434,925	17.8%
Transfers & Other	701,592	630,047	938,122	308,075	48.9%
Total	**3,251,746**	**3,080,047**	**3,823,047**	**743,000**	**24.1%**
Position Count	**0**	**0**	**0**	**0**	**0.0%**

Budget Highlights

The Adopted FY 2020 Sheriff's Office – Western Virginia Regional Jail budget increases by $743,000 or 24.1%, and reflects the following changes:

- Per diem expenditures for housing of prisoners increase by $434,925 based on an increase in the daily per diem of $2 per day and an increase in medical expenses for prisoners housed at the Regional Jail.
- The County's share of the debt service payment for the Western Virginia Regional Jail increases by $308,075. Debt service is calculated annually based on usage by each participating locality. The County's usage of the facility has been steadily increasing while other localities usage has remained flat or decreased.

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					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	683,485	718,039	770,526	52,487	7.3%
Non-Personnel	241,660	180,136	193,936	13,800	7.7%
Transfers & Other	0	0	0	0	0.0%
Total	**925,145**	**898,175**	**964,462**	**66,287**	**7.4%**
Position Count	**12**	**12**	**13**	**1**	**8.3%**

Budget Highlights

The Adopted FY 2020 Treasurer's budget increases by $66,287 or 7.4%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Treasurer budget include:

- The addition of Tax Clerk II – collection specialist position dedicated to delinquent general property tax collection. The cost of the position is $43,873 but is offset by additional delinquent personal property tax collections, budgeted at $125,000.
- An additional $13,800 in non-personnel expenditures for general operating support.

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					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	1,041,411	1,064,339	1,073,891	9,552	0.9%
Non-Personnel	70,487	80,560	62,330	(18,230)	-22.6%
Transfers & Other	0	0	0	0	0.0%
Total	**1,111,898**	**1,144,899**	**1,136,221**	**(8,678)**	**-0.8%**
Position Count	**16**	**16**	**16**	**0**	**0.0%**

Budget Highlights

The Adopted FY 2020 Clerk of Circuit Court budget decreases by $8,678 or 0.8%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Clerk of Circuit Court budget include:

- A reduction of $15,000 in non-personnel expenditures for maintenance and service contracts.

Departmental Goals

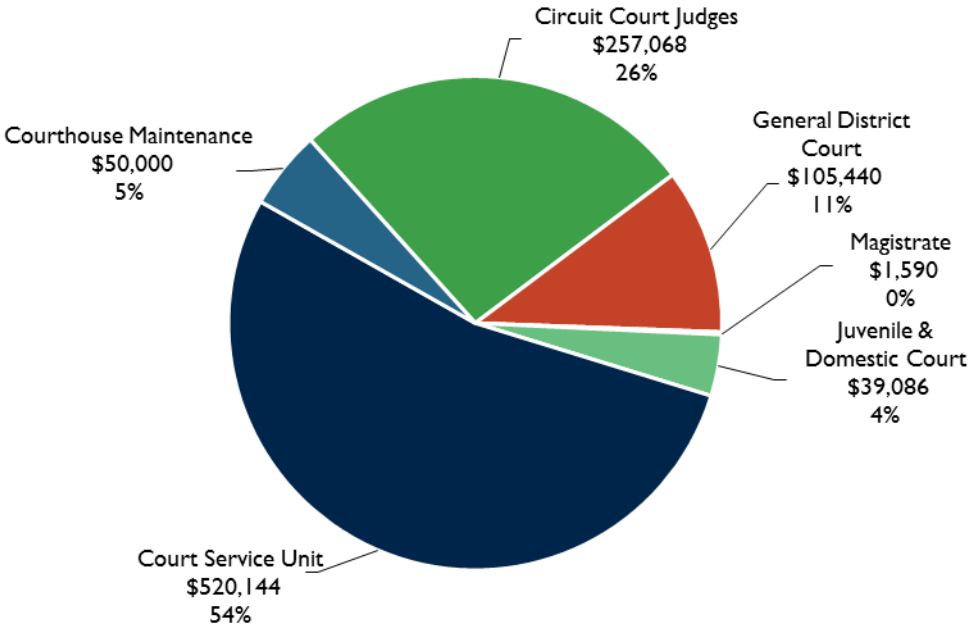
- Ensure that the clerk's office is "user friendly"
- Process all civil and criminal cases brought before the circuit court
- Issue certain specific licenses
- File, process, record and make available for inspection and duplication all public documents that are retained and maintained by the clerk's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

Performance Management

- Additional information about the Clerk of the 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
$973,328



Judicial Administration Summary					
	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Circuit Court Judges	$ 245,023	$ 257,068	$ 257,068	$ -	0.0%
General District Court	92,740	95,440	105,440	10,000	10.5%
Magistrate	1,668	1,590	1,590	0	0.0%
Juvenile & Domestic Court	33,213	39,086	39,086	0	0.0%
Court Service Unit	300,646	295,144	520,144	225,000	76.2%
Courthouse Maintenance	52,856	50,000	50,000	0	0.0%
Total	**$ 726,146**	**$ 738,328**	**$ 973,328**	**$235,000**	**31.8%**

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					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	0	0	0	0	0.0%
Non-Personnel	245,023	257,068	257,068	0	0.0%
Transfers & Other	0	0	0	0	0.0%
Total	**245,023**	**257,068**	**257,068**	**0**	**0.0%**
Position Count	**0**	**0**	**0**	**0**	**-**

Budget Highlights

The Adopted FY 2020 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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	0	0	0	0	0.0%
Non-Personnel	92,740	95,440	105,440	10,000	10.5%
Transfers & Other	0	0	0	0	0.0%
Total	**92,740**	**95,440**	**105,440**	**10,000**	**10.5%**
Position Count	**0**	**0**	**0**	**0**	**-**

Budget Highlights

The Adopted FY 2020 General District Court budget increases by $10,000 or 10.5% and reflects the following changes:

- Increase of $8,000 for court appointed attorney fees based on actual expenditures and projections.
- Increase of $2,000 in one-time funding for office furniture for General District Court staff.

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	0	0	0	0	0.0%
Non-Personnel	1,668	1,590	1,590	0	0.0%
Transfers & Other	0	0	0	0	0.0%
Total	**1,668**	**1,590**	**1,590**	**0**	**0.0%**
Position Count	**0**	**0**	**0**	**0**	**-**

Budget Highlights

The Adopted FY 2020 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 Court					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	0	0	0	0	0.0%
Non-Personnel	33,213	39,086	39,086	0	0.0%
Transfers & Other	0	0	0	0	0.0%
Total	**33,213**	**39,086**	**39,086**	**0**	**0.0%**
Position Count	**0**	**0**	**0**	**0**	**-**

Budget Highlights

The Adopted FY 2020 Juvenile and Domestic Relations Court budget remains level.

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	0	0	0	0	0.0%
Non-Personnel	276,002	270,500	495,500	225,000	83.2%
Transfers & Other	24,644	24,644	24,644	0	0.0%
Total	**300,646**	**295,144**	**520,144**	**225,000**	**76.2%**
Position Count	**0**	**0**	**0**	**0**	**-**

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

Budget Highlights

The Adopted FY 2020 Court Service Unit budget increased by $225,000 or 76.2%, and reflects the following changes:

- An increase of $225,000 toward the Court Service Unit operations based on an increase in County costs due to the number of juveniles and increased daily per diem 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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	0	0	0	0	0.0%
Non-Personnel	52,856	50,000	50,000	0	0.0%
Transfers & Other	0	0	0	0	0.0%
Total	**52,856**	**50,000**	**50,000**	**0**	**0.0%**
Position Count	**0**	**0**	**0**	**0**	**-**

Budget Highlights

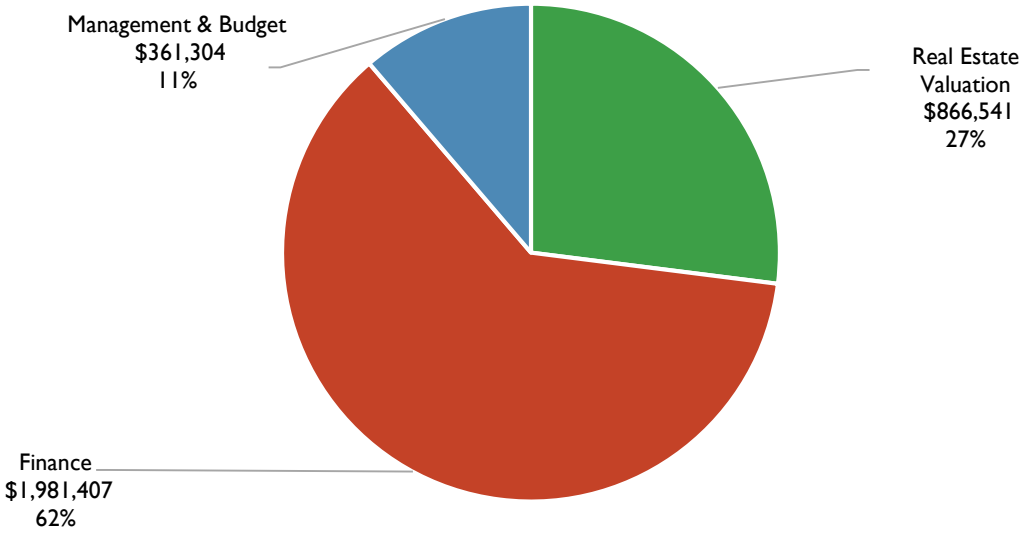
The Adopted FY 2020 Courthouse Maintenance budget remains level.

Departmental Goals

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

Management Services

Management Services
$3,209,252



Management Services Summary					
	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Real Estate Valuation	$ 873,224	$ 844,560	$ 866,541	$ 21,981	2.6%
Finance					
Central Accounting	1,243,304	1,233,280	1,236,455	3,175	0.3%
Payroll	332,361	311,034	307,944	(3,090)	-1.0%
Purchasing	421,559	429,434	437,008	7,574	1.8%
Total Finance	1,997,224	1,973,748	1,981,407	7,659	0.4%
Management & Budget	356,576	337,712	361,304	23,592	7.0%
Total	**$ 3,227,024**	**$ 3,156,020**	**$ 3,209,252**	**$ 53,232**	**1.7%**

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	756,104	781,010	802,991	21,981	2.8%
Non-Personnel	117,120	63,550	63,550	0	0.0%
Transfers & Other	0	0	0	0	0.0%
Total	**873,224**	**844,560**	**866,541**	**21,981**	**2.6%**
Position Count	**11**	**11**	**11**	**0**	**0.0%**

Budget Highlights

The Adopted FY 2020 Real Estate Valuation budget increases by $21,981 or 2.6%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	1,646,659	1,761,705	1,779,364	17,659	1.0%
Non-Personnel	350,565	212,043	202,043	(10,000)	-4.7%
Transfers & Other	0	0	0	0	0.0%
Total	**1,997,224**	**1,973,748**	**1,981,407**	**7,659**	**0.4%**
Position Count	**22**	**22**	**22**	**0**	**0.0%**

Budget Highlights

The Adopted FY 2020 Finance budget increases by $7,659 or 0.4%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Finance budget include:

- A reduction of $20,000 in personnel expenditures for part-time staffing offset by other personnel changes.
- A reduction of $10,000 in non-personnel expenditures for software support and professional services.

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	320,432	314,287	341,704	27,417	8.7%
Non-Personnel	36,144	23,425	19,600	(3,825)	-16.3%
Transfers & Other	0	0	0	0	0.0%
Total	**356,576**	**337,712**	**361,304**	**23,592**	**7.0%**
Position Count	**3**	**3**	**3**	**0**	**0.0%**

Budget Highlights

The Adopted FY 2020 Office of Management and Budget total budget increases by $23,592 or 7.0%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Office of Management & Budget budget include:

- A reduction of $3,825 in non-personnel expenditures for various office expenditures.

Departmental Goals

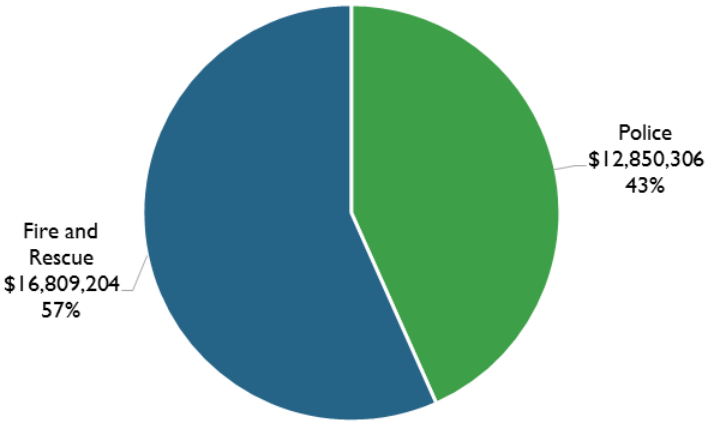
- Manage and coordinate the development and implementation of the County's annual budget (Annual Fiscal Plan) utilizing a collaborative process with a long-term perspective that seeks to link resource allocation decisions to community priorities and outcomes
- Establish a revenue projection "process" 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 & 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 Safety

Public Safety
$29,659,510



Public Safety Summary	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Police					
Administration	$ 1,478,715	$ 624,201	$ 639,793	$ 15,592	2.5%
Uniform	7,382,450	7,987,767	8,360,899	373,132	4.7%
Criminal Investigations	1,848,302	1,773,360	1,751,185	(22,175)	-1.3%
Services	827,429	873,679	909,945	36,266	4.2%
Community Services	612,687	603,792	670,810	67,018	11.1%
Traffic Division	271,184	220,341	288,323	67,982	30.9%
Professional Standards	286,728	258,166	176,737	(81,429)	-31.5%
K-9 Unit	15,915	10,500	25,500	15,000	142.9%
SWAT	13,479	104,014	26,664	(77,350)	-74.4%
GSA Command Vehicle	428	450	450	0	0.0%
Total Police	12,737,316	12,456,270	12,850,306	394,036	3.2%
Fire and Rescue					
Operations	16,330,238	15,502,333	16,610,067	1,107,734	7.1%
Volunteer Fire	97,435	131,185	111,185	(20,000)	-15.2%
Volunteer Rescue	89,283	102,952	87,952	(15,000)	-14.6%
Total Fire and Rescue	16,516,956	15,736,470	16,809,204	1,072,734	6.8%
Total	**$ 29,254,272**	**$ 28,192,740**	**$ 29,659,510**	**$ 1,466,770**	**5.2%**

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	10,126,914	10,126,096	10,408,482	282,386	2.8%
Non-Personnel	2,563,676	1,652,824	1,856,824	204,000	12.3%
Transfers & Other	46,725	585,000	585,000	0	0.0%
Total	**12,737,316**	**12,363,920**	**12,850,306**	**486,386**	**3.9%**
Position Count	**152**	**152**	**152**	**0**	**-**

Budget Highlights

The Adopted FY 2020 Police budget increases by $486,386 or 3.9%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Police operating budget include:

- An increase of $175,000 to support an increase to the County's portion of usage at the Regional Center for Animal Care and Protection (RCACP) and the inclusion of Vinton's share of RCACP costs.
- An increase of $40,000 to the operating budget to maintain current services with various minor adjustments including part-time funding.

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					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	13,477,717	12,961,900	13,972,632	1,010,732	7.8%
Non-Personnel	2,857,854	1,997,321	1,908,321	-89,000	-4.5%
Transfers & Other	181,385	777,249	928,251	151,002	19.4%
Total	**16,516,956**	**15,736,470**	**16,809,204**	**1,072,734**	**6.8%**
Position Count	**165**	**166**	**177**	**11**	**6.6%**

Budget Highlights

The Adopted FY 2020 Fire and Rescue budget increases by $1,072,734 or 6.8%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Fire and Rescue operating budget include:

- With the ending of the Vinton Gain Sharing Agreement, the FY 2020 Adopted Budget adds Vinton Fire & Rescue positions (11 FTE) as County employees. Total position costs have been estimated at $791,000.
- In addition to employees, the County will also incur Vinton Fire & Rescue Operating Costs. An increase of $111,000 assumes annual costs of Vinton Fire & Rescue Station operations.
- $240,000 is removed based on a reduction of Ambulance Fees. Within the Gain Sharing Agreement, the County paid ambulance fees to Vinton if calls were run by the Vinton Fire & Rescue Department. With those functions assumed by the County, the payment is no longer required.
- $61,214 is removed in personnel due to “freezing” the Volunteer Coordinator position, meaning it will not be filled in FY 2020. Position duties will be distributed to other Fire & Rescue staff and will be analyzed for appropriate staffing needs.
- $35,000 is removed due to an adjustment to the volunteer fire and rescue squad equipment funding processes. The process previously required audits of the agencies,

which will no longer be required as the department will purchase requested equipment directly.

- The County received a SAFER grant in FY 2019, which partially supports 11 Firefighter positions for 36 months. General Fund support for these positions requires an additional transfer of $149,738 to the Grant Fund as the County's match.
- An increase of $250,857 in overtime based on the need to maintain minimum staffing levels.
- An increase of $75,000 to maintain current services including vehicle repairs, vehicle parts, and building maintenance costs.
- Increases to the Fire & Rescue Department's Ambulance Fee is reflected in the General Government Revenue. Detailed information on the Ambulance Fee changes can be found below.

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

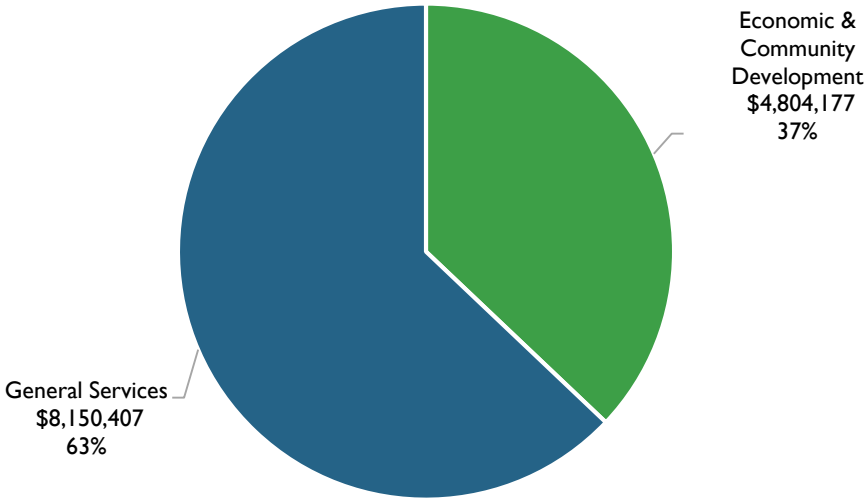
- Additional information about the Clerk to the Board of Supervisors' performance measures including how they support Roanoke County's strategic plan initiatives is included in the Performance Measurement section of this document.

Fire & Rescue Fee Adjustments

Item	Fee / Charge Adjustment	Details		
Ambulance Fee	Increase to meet Medicaid Maximum Allowable Fee		**FY 19**	**FY 20**
		Advanced Life Support 1	$450	$465
		Advanced Life Support 2	$685	$700
		Basic Life Support	$390	$400

Community Services and Development

Community Services and Development
$12,954,584



Community Services Summary	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
General Services					
Administration	567,534	447,013	486,910	39,897	8.9%
Solid Waste	4,809,786	4,859,519	5,146,905	287,386	5.9%
Building Maintenance	1,388,517	1,484,845	1,504,315	19,470	1.3%
Welding Shop	120,091	136,331	128,051	(8,280)	-6.1%
Custodial Services	812,703	861,653	884,226	22,573	2.6%
Total General Services	7,698,632	7,789,361	8,150,407	361,046	4.6%
Economic & Community Development					
Economic Development					
Administration	$ 513,915	$ 515,108	$ 434,132	(80,976)	-15.7%
Marketing	8,949	13,536	13,536	-	0.0%
Economic Development Authority (EDA)	4,860	4,860	4,860	-	0.0%
Total Economic Development	527,724	533,504	452,528	(80,976)	-15.2%

Community Services Summary (continued)	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Development Services					
Administration	878,426	444,163	421,669	(22,494)	-5.1%
Building Safety	1,130,062	1,210,101	1,193,526	(16,575)	-1.4%
Development Services	384,135	392,779	456,993	64,214	16.3%
Total Development Services	2,392,623	2,047,043	2,072,188	25,145	1.2%
Engineering & Project Management					
Environmental Services	850,241	1,035,622	1,036,189	567	0.1%
Total Engineering & Project Mgmt.	850,241	1,035,622	1,036,189	567	0.1%
Planning					
Planning and Zoning	990,356	978,091	1,187,031	208,940	21.4%
Planning Commission	40,519	51,811	52,882	1,071	2.1%
Board of Zoning Appeals	6,543	7,671	3,359	(4,312)	-56.2%
Total Planning	1,037,418	1,037,573	1,243,272	205,699	19.8%
Total Economic & Community Development	4,808,006	4,653,742	4,804,177	150,435	3.2%
Total	**$ 12,506,637**	**$ 12,443,103**	**$ 12,954,584**	**$ 511,481**	**4.1%**

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	3,599,499	3,672,226	3,765,786	93,560	2.5%
Non-Personnel	4,099,132	4,117,135	4,384,621	267,486	6.5%
Transfers & Other	0	0	0	0	0.0%
Total	**7,698,632**	**7,789,361**	**8,150,407**	**361,046**	**4.6%**
Position Count	**56**	**56**	**56**	**-**	**-**

Budget Highlights

The Adopted FY 2020 General Services budget increases by $361,046 or 4.6%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 General Services budget include:

- An additional $255,000 for Roanoke Valley Resource Authority tipping fees based on FY 2019 projections and a $2 per ton tipping fee increase.

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.

Economic & Community Development
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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	448,065	476,819	395,843	(80,976)	-17.0%
Non-Personnel	79,658	56,685	56,685	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	**527,724**	**533,504**	**452,528**	**(80,976)**	**-15.2%**
Position Count	**4**	**4**	**4**	**-**	**-**

Budget Highlights

The Adopted FY 2020 Economic Development budget decreases by $80,976 or 15.2%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Economic Development budget include:

- A reduction of $79,467 in personnel expenditures from the freezing of an Economic Development Specialist. The position will not be filled in FY 2020 but may be refilled in FY 2021 based on the needs of the new Economic & Community Development Department.
- A reduction of $10,000 in personnel expenditures for part-time staffing based on actual expenditures in FY 2018 and projected expenditures in FY 2019.

Departmental Goals

- Department Goals will be determined upon the completion of the Economic & Community Development Department reorganization.

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.

Economic & Community Development
Development Services

Department Description

Development Services seeks to protect the health, safety and welfare of the citizens, visitors, general public and surrounding communities by ensuring code compliance with the County's development regulations.

Development Services					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	1,787,925	1,710,471	1,780,323	69,852	4.1%
Non-Personnel	604,698	316,572	271,865	(44,707)	-14.1%
Transfers & Other	0	20,000	20,000	0	0.0%
Total	**2,392,623**	**2,047,043**	**2,072,188**	**25,145**	**1.2%**
Position Count	**26**	**25**	**24**	**-**	**-**

Budget Highlights

The Adopted FY 2020 Development Services budget increases by $25,145 or 1.2%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Development Services budget include:

- An increase of $66,170 in personnel expenditures related to the addition of a new Economic & Community Development Director but offset by the transfer of two positions to Planning and the "freezing" of a Combination Code Compliance Inspector position. The Combination Code Compliance Inspector position will not be filled in FY 2020 but may be refilled in FY 2021 based on the needs of the new Economic & Community Development Department. Also, salary lapse savings decreases by $110,000 based on personnel projections in FY 2019.
- A reduction of $44,707 in non-personnel expenditures transfers funding to Planning as part of the Economic & Community Development Department reorganization.

Departmental Goals

- Department Goals will be determined upon the completion of the Economic & Community Development Department reorganization.

Performance Management

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

Economic & Community Development
Engineering & Project Management

Department Description

Engineering & Project Management provides staff support to design, construct, and manage stormwater and transportation infrastructure projects.

Engineering & Project Management					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	643,868	665,292	681,839	16,547	2.5%
Non-Personnel	206,373	370,330	354,350	(15,980)	-4.3%
Transfers & Other	-	-	-	-	-
Total	**850,241**	**1,035,622**	**1,036,189**	**567**	**0.1%**
Position Count	**9**	**9**	**9**	**-**	**-**

Budget Highlights

The Adopted FY 2020 Engineering & Project Management budget decreases by $567 or 0.1%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Engineering & Project Management budget include:

- A reduction of $15,980 in operating costs based on actual expenditures in FY 2018 and projected expenditures in FY 2019.

Departmental Goals

- Department Goals will be determined upon the completion of the Economic & Community Development Department reorganization.

Performance Management

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

Economic & Community Development
Planning

Department Description

Planning provides support to address existing and future challenges and development issues by implementing policies and plans to address these issues.

Planning					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	964,321	972,603	1,159,595	186,992	19.2%
Non-Personnel	73,097	64,970	83,677	18,707	28.8%
Transfers & Other	-	-	-	-	-
Total	**1,037,418**	**1,037,573**	**1,243,272**	**205,699**	**19.8%**
Position Count	**13**	**13**	**15**	**2**	**15.4%**

Budget Highlights

The Adopted FY 2020 Planning budget increases by $205,699or 19.8%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Planning budget include:

- An increase of $184,020 related to the transfer of a two positions from Development Services but offset by the freezing of a Planner I position. The Planner I position will not be filled in FY 2020 but may be refilled in FY 2021 based on the needs of the new Economic & Community Development Department.
- Personnel costs for the Board of Zoning Appeals (BZA) decreases by $4,000 as compensation for members reduces from $1,200 annually to $150 per meeting.
- An increase of $18,707 in non-personnel expenditures transfers funding from Development Services as part of the Economic & Community Development Department reorganization.

Departmental Goals

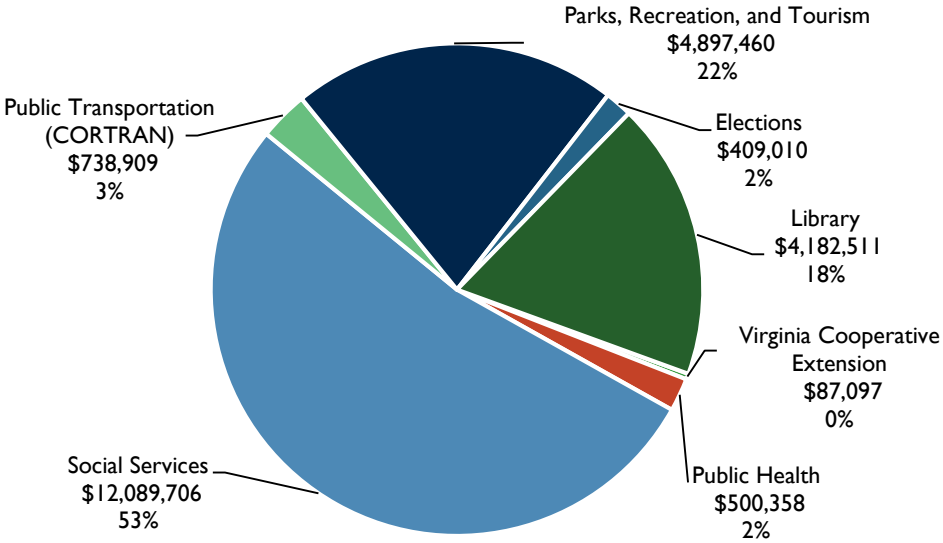
- Department Goals will be determined upon the completion of the Economic & Community Development Department reorganization.

Performance Management

- Additional information about Planning's 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
$22,905,051



Human Services Summary	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Parks, Recreation, and Tourism					
PRT Administration	$ 1,086,365	$ 710,309	$ 756,451	$ 46,142	6.5%
Parks Administration	2,430,966	2,161,279	2,236,763	75,484	3.5%
Athletics	448,961	484,941	423,531	(61,410)	-12.7%
Camp Roanoke	235,288	288,904	295,714	6,810	2.4%
Explore Park	55,675	55,675	-	(55,675)	-100.0%
Therapeutics	144,072	127,328	190,384	63,056	49.5%
After School Kids (ASK)	207,103	267,868	222,811	(45,057)	-16.8%
Marketing	46,049	34,483	34,483	0	0.0%
Special Events & Tourism	117,955	118,954	106,476	(12,478)	-10.5%
Brambleton Center	274,972	306,234	320,801	14,567	4.8%
Parks Grounds Maintenance	181,303	183,546	183,546	0	0.0%
Parks Projects	125,833	126,500	126,500	0	0.0%
Total PRT	5,354,541	4,866,021	4,897,460	31,439	0.6%
Public Health	494,776	500,358	500,358	0	0.0%

Human Services Summary (Continued)	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Social Services					
Administration	6,585,374	6,343,811	6,826,468	482,657	7.6%
STARS FTC	17,290	38,325	37,325	(1,000)	-2.6%
Public Assistance	4,342,790	4,702,666	4,718,666	16,000	0.3%
Purchase of Services	445,260	547,247	507,247	(40,000)	-7.3%
Total Social Services	11,390,714	11,632,049	12,089,706	457,657	3.9%
Public Transportation (CORTRAN)	689,368	515,000	738,909	223,909	43.5%
Library					
Administration	1,458,947	769,376	651,241	(118,135)	-15.4%
South County Library	1,958,870	1,369,970	1,395,051	25,081	1.8%
Glenvar Library	378,392	401,460	360,078	(41,382)	-10.3%
Hollins Library	481,624	462,885	454,676	(8,209)	-1.8%
Vinton Library	409,223	513,271	411,054	(102,217)	-19.9%
Bent Mountain Library	51,611	53,782	53,580	(202)	-0.4%
Mt Pleasant Library	63,701	63,965	65,822	1,857	2.9%
Library Materials Management	-	620,415	791,009	170,594	27.5%
Total Library	4,802,369	4,255,124	4,182,511	(72,613)	-1.7%
Virginia Cooperative Extension	77,577	87,097	87,097	0	0.0%
Elections	484,374	414,373	409,010	(5,363)	-1.3%
Total	**$ 23,293,718**	**$ 22,270,022**	**$ 22,905,051**	**$ 635,029**	**2.9%**

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	3,855,852	3,708,244	3,809,848	101,604	2.7%
Non-Personnel	1,418,013	1,043,102	1,028,612	(14,490)	-1.4%
Transfers & Other	80,675	114,675	59,000	(55,675)	-48.6%
Total	**5,354,541**	**4,866,021**	**4,897,460**	**31,439**	**0.6%**
Position Count	**56**	**56**	**55**	**(1)**	**-1.8%**

Budget Highlights

The Adopted FY 2020 Parks, Recreation and Tourism budget increases by $31,439 or 0.6%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Parks, Recreation and Tourism operating budget include:

- A reduction of $83,302 in personnel due to the elimination of a Greenway/Blueway Planner position. Duties of this position will be transferred to the new Economic and Community Development Department.
- A reduction of $25,563 in part-time funding within Special Events and Office Support due to shifting CORTRAN duties to Social Services. The shift of duties creates additional capacity for Parks, Recreation and Tourism support staff.
- A reduction of $55,675 with the elimination of the Transfer to Fee Class. Fees are adjusted in the Fee Class Fund to cover the loss of the General Fund transfer supporting the Fund. Details on Fee Adjustments are included in the Other General Fund section of this document.
- An increase of $30,000 to support the operating budget to maintain current services including adjustments to part-time staffing needs in various divisions.

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	0	0	0	0	0.0%
Non-Personnel	494,776	500,358	500,358	0	0.0%
Transfers & Other	0	0	0	0	0.0%
Total	**494,776**	**500,358**	**500,358**	**0**	**0.0%**
Position Count	**0**	**0**	**0**	**0**	**-**

Budget Highlights

The Adopted FY 2020 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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	5,682,058	5,941,090	6,402,531	461,441	7.8%
Non-Personnel	5,708,656	5,690,959	5,687,175	(3,784)	-0.1%
Transfers & Other	0	0	0	0	0.0%
Total	**11,390,714**	**11,632,049**	**12,089,706**	**457,657**	**3.9%**
Position Count	**100**	**100**	**105**	**5**	**5.0%**

Four Benefit Program Specialist positions added in FY 2019 with additional revenue of $187,701 from the State for Medicaid Expansion. One Family Specialist position added in FY 2019 by converting two part-time positions.

Budget Highlights

The Adopted FY 2020 Social Services budget increases by $457,657 or 3.9%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Social Services operating budget include:

- During FY 2019, four Benefit Program Specialist positions were added to the Department of Social Services at a cost of $187,701 for Medicaid Expansion, which was offset by additional state funding. Additionally, $21,216 was added for operating costs associated with the program expansion, which was also offset by state funding.
- One full-time Family Service Specialist position was added by converting two part-time positions at a cost of $51,152, which is offset by a reduction in part-time funding.
- A reduction of $30,000 in part-time funding to offset the addition of a CORTRAN Coordinator position. More information on the position can be found within the Public Transportation portion of this section.
- A reduction of $40,000 in operating costs based on historical expenditures with no expected impacts to service delivery.

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

Social Services
Public Transportation

Mission Statement

Public Transportation (CORTRAN) provides public para-transit transportation to qualified residents of Roanoke County. In FY 2019, administration of the CORTRAN program shifted to the Department of Social Services.

Public Transportation (CORTRAN)					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	0	0	53,909	53,909	0.0%
Non-Personnel	689,368	515,000	685,000	170,000	33.0%
Transfers & Other	0	0	0	0	0.0%
Total	**689,368**	**515,000**	**738,909**	**223,909**	**43.5%**
Position Count	**0**	**0**	**1**	**1**	**0.0%**

CORTRAN Program Changes

The Adopted FY 2020 Public Transportation budget changes the program requirements to continue to provide service to County residents who rely on the program for transportation needs. Changes to CORTRAN include the following:

- Servicing only established Roanoke County citizens
- Increase the minimum for age only requirement from 60 to 70 years old
- Increase fare from $4.00 to $5.00 per trip
- Begin to actively enforce a “no-show” policy
- Rebid contract for transportation services

The Board of Supervisors approved these changes to the CORTRAN program through the adoption of the FY 2020 Operating Budget. These changes will be implemented during FY 2020.

Budget Highlights

The Adopted FY 2020 Public Transportation budget increases by $223,909 or 43.5% and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Public Transportation budget include:

- The addition of a CORTRAN Coordinator position to actively manage the CORTRAN program at a cost of $53,909, which is offset by a $30,000 reduction in part-time funding within the Department of Social Services.
- An increase of $160,000 in non-personnel based on based on increased ridership over the past two years, which requires an increase in funding to maintain current service levels. This increase is based on program changes explained on the previous page.
- An increase of $10,000 to support the general operating costs associated with managing the CORTRAN program.

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 participates in the CORTRAN program, monitor and evaluate current and partial participants for the CORTRAN program, and evaluate any new participants at the time of the application process

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	3,070,091	3,171,045	3,122,635	(48,410)	-1.5%
Non-Personnel	1,732,278	1,084,079	1,059,876	(24,203)	-2.2%
Transfers & Other	0	0	0	0	0.0%
Total	**4,802,369**	**4,255,124**	**4,182,511**	**(72,613)**	**-1.7%**
Position Count	**43**	**43**	**43**	**0**	**-**

Budget Highlights

The Adopted FY 2020 Library budget decreases by $72,613 or 1.7%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Library operating budget include:

- A reduction of $40,000 in part-time funding due to reorganization of staff. The department will move one full-time position to the Vinton Library and restructure duties associated with the reference desk.
- A reduction of $37,000 in part-time funding due to adjustments in the Library operating hours. All branches will open no earlier than 10:00 AM and will close by 8:00 PM. Detailed information on changes to operating hours can be found on the next page.
- A reduction of $24,200 in operating costs mostly related to utilities at the Library locations based on prior year actuals and current year projections.
- An adjustment to Library room rental fees that creates consistent rates across Library locations is included in the FY 2020 Adopted Budget. Room rental fees are included in the General Government fund revenue, but no changes are expected due to fee adjustments. Detailed room rental fees can be found on the following pages.

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.

Library Operating Hours

The FY 2020 Adopted Budget includes adjustments to current Library Operating Hours, with all locations opening at 10:00 am at the earliest and closing by 8:00 pm. Adopted adjustments to Library Location Hours are provided below.

Current Hours

Location:	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total Hours
Bent Mountain	CLOSED	1-5pm	3-7pm	9am-5pm	3-7pm	1-5pm	9am-1pm	28
Glenvar	CLOSED	9am-9pm	9am-9pm	9am-9pm	9am-9pm	9am-5pm	9am-5pm	64
Hollins	1-5pm	9am-9pm	9am-9pm	9am-9pm	9am-9pm	9am-5pm	9am-5pm	68
Mt. Pleasant	CLOSED	9am-6pm	2-9pm	2-6pm	2-9pm	2-6pm	9am-1pm	35
South County	1-5pm	9am-9pm	9am-9pm	9am-9pm	9am-9pm	9am-6pm	9am-5pm	69
Vinton	1-5pm	9am-9pm	9am-9pm	9am-9pm	9am-9pm	9am-5pm	9am-5pm	68

New Hours

Location:	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total Hours
Bent Mountain	CLOSED	1-5pm	3-7pm	10am-5pm	3-7pm	1-5pm	10am-2pm	27
Glenvar	CLOSED	10am-8pm	10am-8pm	10am-8pm	10am-8pm	10am-5pm	10am-5pm	54
Hollins	1-5pm	10am-8pm	10am-8pm	10am-8pm	10am-8pm	10am-5pm	10am-5pm	58
Mt. Pleasant	CLOSED	10am-6pm	2-8pm	2-6pm	2-8pm	1-5pm	10am-2pm	32
South County	1-5pm	10am-8pm	10am-8pm	10am-8pm	10am-8pm	10am-6pm	10am-5pm	59
Vinton	1-5pm	10am-8pm	10am-8pm	10am-8pm	10am-8pm	10am-5pm	10am-5pm	58

Library Fee Adjustments				
Library Location	**Fee / Charge Adjustment**	**Details**		
South County Library	Adjust room rental fees to be consistent throughout Roanoke County Library Locations		**FY 2019**	**FY 2020**
		Auditorium with Meeting Rooms 1 and 2	$150	$125
		Meeting Room 1 or 2 - Community	$15	$10
		Meeting Rooms 1 and 2 - Commercial	$45	$40
		Meeting Rooms 1 and 2 - Party Rentals	-	$25
		Business Office - 1/2 Day (New)	-	$50
		Business Office - Full Day (New)	-	$100
Glenvar Library	Adjust room rental fees to be consistent throughout Roanoke County Library Locations		**FY 2019**	**FY 2020**
		Meeting Room - Community	$7.50	$10
		Meeting Room - Party Rentals	-	$25
Hollins Library	Adjust room rental fees to be consistent throughout Roanoke County Library Locations		**FY 2019**	**FY 2020**
		Meeting Room - Community	$5	$10
		Meeting Room - Commercial	$25	$40
		Meeting Room - Party Rentals	-	$25
		Conference Room - Community	$5	$10
		Projector	-	$5
Vinton Library	Adjust room rental fees to be consistent throughout Roanoke County Library Locations		**FY 2019**	**FY 2020**
		Meeting Room - Community	$25	$10
		Meeting Room - Commercial	$45	$40
		Meeting Room - Party Rentals	-	$25

Notes:

- Business Office: 1/2 Day = Up to 4 hours; Full Day = 4+ hours
- Party Rentals: Must rent for a minimum of 3 hours that includes 1 hour setup and 1 hour cleanup. Non refundable $50 deposit.
- After Hours at South County: Rates are doubled.

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					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	0	0	0	0	0.0%
Non-Personnel	77,577	87,097	87,097	0	0.0%
Transfers & Other	0	0	0	0	0.0%
Total	**77,577**	**87,097**	**87,097**	**0**	**0.0%**
Position Count	**0**	**0**	**0**	**0**	**-**

Budget Highlights

The Adopted FY 2020 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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	336,773	291,977	292,114	137	0.0%
Non-Personnel	147,600	122,396	116,896	(5,500)	-4.5%
Transfers & Other	0	0	0	0	0.0%
Total	**484,374**	**414,373**	**409,010**	**(5,363)**	**-1.3%**
Position Count	**3**	**3**	**3**	**0**	**-**

Budget Highlights

The Adopted FY 2020 Elections budget decreases by $5,363 or 1.3%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Elections operating budget include:

- Personnel costs decrease due to the retirement of a long-time employee.
- A $5,500 reduction in operating costs related to Communications and Information Technology support.

Departmental Goals

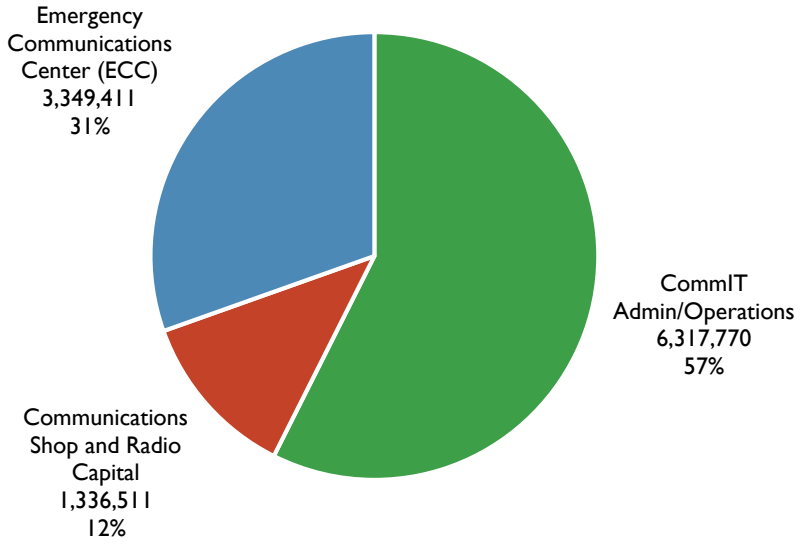
- Ensure voter registration opportunities will be equally available to all qualified citizens of Roanoke County
- Protect and promote public trust and confidence by conducting accurate and fair elections

Performance Management

- Additional information about Elections' 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
$11,003,692



Communications and Information Technology Summary	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
CommIT Admin/Operations					
CommIT Administration	$ 2,923,515	$ 2,477,372	$ 2,609,167	$ 131,795	5.3%
Application Services	1,009,577	1,077,754	995,024	(82,730)	-7.7%
Tech Support-PC/Phones	758,898	811,430	803,258	(8,172)	-1.0%
Networks	428,904	448,310	458,226	9,916	2.2%
Technical Services	277,451	221,485	321,678	100,193	45.2%
Enterprise Services	477,004	595,147	627,374	32,227	5.4%
GIS Services	482,872	515,791	503,043	(12,748)	-2.5%
Enterprise Document Mgmt	140	0	0	0	0.0%
Total CommIT Admin	6,358,361	6,147,289	6,317,770	170,481	2.8%
Communications Shop and Radio Capital					
Comm Shop Administration	1,152,844	1,273,223	1,336,511	63,288	5.0%
Radio Maintenance & Capital	515,000	380,000	0	(380,000)	-100.0%
Total Communication Shops	1,667,844	1,653,223	1,336,511	(316,712)	-19.2%

Communications and Information Technology Summary (Continued)					
	Actual FY 2018	**Adopted FY 2019**	**Adopted FY 2020**	**$ Change FY 19-20**	**% Change FY 19-20**
Emergency Communications Center (ECC)					
ECC Administration	307,006	312,719	323,322	10,603	3.4%
ECC Operations	2,740,264	2,837,551	2,897,089	59,538	2.1%
ECC Capital	869,700	0	129,000	129,000	0.0%
Total ECC	3,916,970	3,150,270	3,349,411	199,141	6.3%
Total	**$ 11,943,175**	**$ 10,950,782**	**$ 11,003,692**	**$ 52,910**	**0.5%**

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Transfer from GF/ Charges for Service	8,802,557	8,750,044	9,401,349	651,305	7.4%
Recovered Costs from other localities	918,179	934,798	1,060,264	125,466	13.4%
Mobile Phone Utility Tax	265,221	330,923	330,923	0	0.0%
Transfer from Schools Fund	261,009	207,517	204,556	(2,961)	-1.4%
Miscellaneous	11,400	6,600	6,600	0	0.0%
Transfer from CommIT	0	69,000	0	(69,000)	-100.0%
Use of Year-End Balance - Operating	0	340,000	0	(340,000)	-100.0%
Use of Year-End Balance - Capital	0	311,000	0	(311,000)	-100.0%
Total	**10,258,366**	**10,949,882**	**11,003,692**	**53,810**	**0.5%**
Expenditures					
Personnel	6,138,670	6,353,647	6,498,319	144,672	2.3%
Non-Personnel	3,664,505	3,392,135	3,553,373	161,238	4.8%
Transfers & Other	2,140,000	1,205,000	952,000	(253,000)	-21.0%
Total	**11,943,175**	**10,950,782**	**11,003,692**	**52,910**	**0.5%**
Administration & Operations	39	40	40	0	0.0%
Communications Shop	7	7	7	0	0.0%
Emergency Communication Center	42	42	42	0	0.0%
Total Position Count	**88**	**89**	**89**	**0**	**0.0%**
Beginning Balance	2,013,400	536,837	25,837	(511,000)	-95.2%
Use of Fund Balance	(1,476,565)	(511,000)	169,000	680,000	-133.1%
Ending Balance	**536,835**	**25,837**	**194,837**	**169,000**	**654.1%**

**In FY 2020, $40,000 is added to the Communications Shop Fund Balance and $129,000 is added to the Emergency Communications Center Fund Balance.*

Communications and Information Technology Department:
Communications and Information Technology Administration Fund

Department Description

The Communications and Information Technology Administration Fund provides technology services for County departments and constitutional offices, Town of Vinton, Roanoke Valley Resource Authority (RVRA), Roanoke Valley TV (RVTV) and Regional Center for Animal Care and Protection (RCACP). Services include business systems administration, network and security services, web administration and GIS, and technical services to support business operations.

Communications and Information Technology Administration					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	3,409,324	3,499,819	3,593,620	93,801	2.7%
Non-Personnel	2,124,037	1,822,470	1,941,150	118,680	6.5%
Transfers & Other	825,000	825,000	783,000	-42,000	-5.1%
Total	**6,358,361**	**6,147,289**	**6,317,770**	**170,481**	**2.8%**
Position Count	**39**	**40**	**40**	**-**	**-**

Budget Highlights

The Adopted FY 2020 Communications and Information Technology Administration Fund budget increases by $170,481 or 2.8%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Communications and Information Technology Administration Fund budget include:

- Additional $100,500 in Non-Personnel is primarily related to increased costs associated with County-wide software contracts and maintenance.
- $42,000 reduction in transfer to capital related to shifting from 5 year to 1 year warranties on new computers and laptops purchased within the Countywide Computer Replacement Program.

Departmental Goals

- 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.

Performance Management

- Additional information about the Communications and Information Technology 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 Department:
Communications Shop and Radio Capital Fund

Department Description

The Communications Shop and Radio Capital Funds provide support to the Roanoke Valley Radio System. This intergovernmental system serves Police, Fire and Rescue, and Sheriff's offices of multiple municipalities. Radio and communications equipment is serviced and maintained by Roanoke County staff.

Communications Shop and Radio Capital					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	452,764	464,800	481,695	16,895	3.6%
Non-Personnel	700,080	808,423	814,816	6,393	0.8%
Transfers & Other	515,000	380,000	40,000	-340,000	-89.5%
Total	**1,667,844**	**1,653,223**	**1,336,511**	**-316,712**	**-19.2%**
Position Count	**7**	**7**	**7**	**-**	**-**

Budget Highlights

The Adopted FY 2020 Communications Shop and Radio Capital Fund budget decreases by $316,712 or 19.2%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Communications Shop and Radio Capital Fund budget include:

- Decrease of $380,000 in Transfers accounts that were used in FY 2019 as one-time funding for capital projects.
- Increase of $40,000 to maintain Fund Balance as it had been drawn down to support recurring expenditures.

Departmental Goals

- To guarantee a reliable communication and technology foundation on which to efficiently conduct County business operations today and in the future.
- 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 the Communications and Information Technology 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 Department:
Emergency Communications Center Fund

Department Description

The Emergency Communications Center Fund supports all functions of the Roanoke County Emergency Communications Center (ECC). The ECC staff collaborate with EMS, fire, and law enforcement personnel of Roanoke County and the Town of Vinton to save lives, protect property, and stop crime.

Emergency Communications Center					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	2,276,582	2,389,028	2,423,004	33,976	1.4%
Non-Personnel	840,387	761,242	797,407	36,165	4.8%
Transfers & Other	800,000	0	129,000	129,000	0.0%
Total	**3,916,970**	**3,150,270**	**3,349,411**	**199,141**	**6.3%**
Position Count	**42**	**42**	**42**	**-**	**-**

Budget Highlights

The Adopted FY 2020 Emergency Communications Center Fund budget increases by $199,141 or 6.3%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Emergency Communications Center Fund budget include:

- Increase of $30,000 to replace chairs for ECC staff that are appropriate for 24 hour operations.
- Increase of $129,000 to maintain Fund Balance as it had been drawn down to support recurring expenditures.

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.

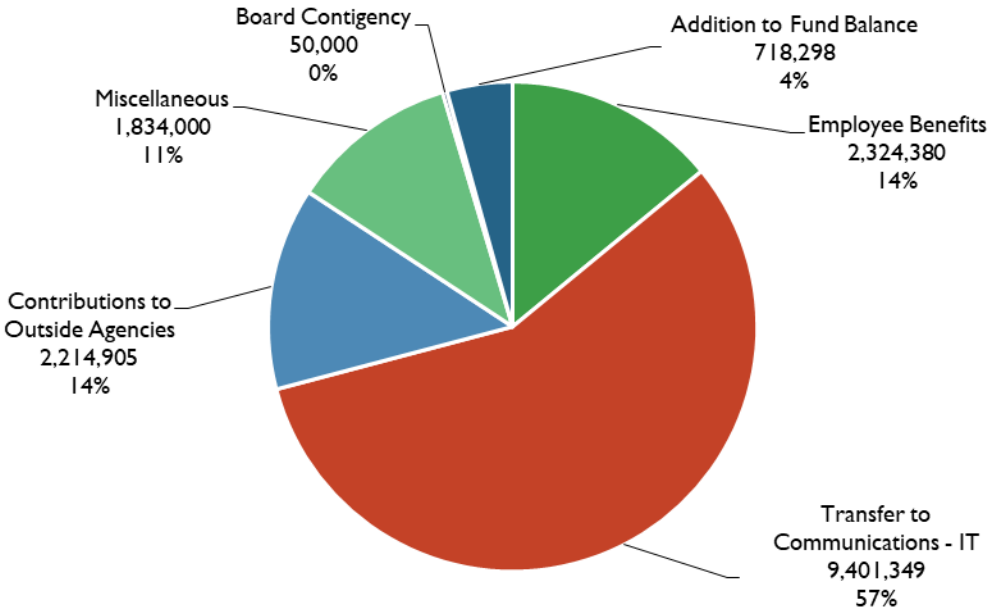
Performance Management

- Additional information about the Communications and Information Technology Department'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
$16,542,932



Non-Departmental Summary	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Employee Benefits	$ 894,461	$ 2,552,205	$ 2,324,380	$ (227,825)	-8.9%
Transfer to Communications - IT	2,673,997	8,750,944	9,401,349	650,405	7.4%
Contributions to Outside Agencies					
Discretionary	340,950	347,475	343,250	(4,225)	-1.2%
Contractual	1,714,407	1,792,372	1,833,652	41,280	2.3%
Dues and Memberships	36,619	38,003	38,003	0	0.0%
Total Contributions	2,091,976	2,177,850	2,214,905	37,055	1.7%
Miscellaneous	1,605,420	1,520,000	1,834,000	314,000	20.7%
Board Contigency	0	50,000	50,000	0	0.0%
Addition to Fund Balance	0	447,486	718,298	270,812	60.5%
Total	**$ 7,265,854**	**$15,498,485**	**$16,542,932**	**$ 1,044,447**	**6.7%**

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, part-time leave, and line of duty insurance.

Employee Benefits					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	258,923	1,962,380	1,856,380	(106,000)	-5.4%
Non-Personnel	635,538	589,825	468,000	(121,825)	-20.7%
Transfers & Other	0	0	0	0	0.0%
Total	**894,461**	**2,552,205**	**2,324,380**	**(227,825)**	**-8.9%**
Position Count	**0**	**0**	**0**	**-**	**-**

Itemized descriptions of each employee benefit item can be found below and on the next page.

Employee Benefits		
Employee Benefit	FY 2019 Adopted	FY 2020 Adopted
Flexible Leave Payout: Employees are entitled to cash-in up to 40 hours of flexible leave per fiscal year. In FY 2018, the full cost of the program was $369,103 in the General Government/CommIT Funds.	$ 370,000	$ 370,000
Termination Pay: Employees who leave County service are entitled to payment for flexible leave up to 400 hours. In FY 2018, the cost of the program to the General Government Fund was $410,259. FY 2020 projections indicate a decreased cost in this benefit.	470,000	435,000
Line of Duty: The County's costs for first responder insurance in the event they are disabled or killed in the line of duty. Increased based on projected FY 2020 costs of the program and the addition of 11.0 Fire & Rescue positions transferred from the Town of Vinton.	257,000	286,000
Other Post-Employment Benefits: The County's cost for retiree benefits, excluding pensions, such as health/dental insurance, vision, and prescription. These costs will be captured in the Health Fund going forward.	121,825	-
Retiree Health Insurance: Retired County employees are eligible for health insurance until age 65, with the benefit based on years of service to the County.	765,380	765,380

Employee Benefits *(Continued)*		
Employee Benefit	**FY 2019 Adopted**	**FY 2020 Adopted**
Employee Special Merit Recognition: This program allowed Roanoke County latitude in rewarding excellent employees through a merit pay system. Funding for this program is eliminated in FY 2020 and applied to funding for the 2.75% employee compensation adjustments.	75,000	-
Volunteer Retirement: Retirement benefit for Fire and Rescue volunteers.	468,000	468,000
Regular Part-Time Leave Pay: Provides limited leave for regular part-time employees. Part-time employees will still receive this benefit; however, costs of this benefit are now included in departmental budgets.	25,000	-
Total, Non-Departmental Employee Benefits	**$ 2,552,205**	**$ 2,324,380**

Transfer to Communications/Information Technology

The Transfer to Communications/Information Technology (IT) Account provides funding from the General Government Fund to the County's Communications & IT Department. Funding is provided for Information Technology services, Communications Shop operations, and Emergency Communications Center operations.

Costs of information technology 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 Communication/IT section of this document.

Transfer to Communications - IT					
Description	**Actual FY 2018**	**Adopted FY 2019**	**Adopted FY 2020**	**$ Change FY 19-20**	**% Change FY 19-20**
Personnel	0	0	0	0	0.0%
Non-Personnel	0	0	0	0	0.0%
Transfers & Other	2,673,997	8,750,944	9,401,349	650,405	7.4%
Total	**2,673,997**	**8,750,944**	**9,401,349**	**650,405**	**7.4%**
Position Count	**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 Agencies Contributions					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	0	0	0	0	0.0%
Non-Personnel	2,091,976	2,177,850	2,214,905	37,055	1.7%
Transfers & Other	0	0	0	0	0.0%
Total	**2,091,976**	**2,177,850**	**2,214,905**	**37,055**	**1.7%**
Position Count	**0**	**0**	**0**	**-**	**-**

Budget Highlights

The Adopted FY 2020 Contributions to Outside Agencies budget increases by $37,055 or 1.7%, and reflects the following changes:

- An increase of $20,000 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, share of services provided, or approved County ordinances total $21,280 and include:
  - Visit Virginia's Blue Ridge – increase of $11,688 based on County ordinance which stipulates 3/7^{ths} of all Hotel/Motel Tax collections shall be provided to Visit Virginia's Blue Ridge
  - A $6,991 increase in funding for Roanoke Valley Television (RVTV) – Roanoke County is responsible for 44% of total costs
  - A $4,218 increase in funding for the Roanoke Valley Alleghany Regional Commission due to an increase in the membership fee per capita.
  - All other contractual increases and decreases reduce the budget by $1,617
- Discretionary contributions decreased by $4,225 through a combination of adjustments to individual agencies made by the Board of Supervisors.

Adopted Outside Agency Contributions
FY 2019-2020

Agency/Description	FY 2019 Adopted	FY 2020 Adopted	$ Change
Discretionary Contributions			
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, its purpose is to increase economic development, tourism, and excellence in education by supporting arts and culture.	$20,000	$15,000	($5,000)
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.	900	750	(150)
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.	1,400	-	(1,400)
Total Arts Programs	**$22,300**	**$15,750**	**($6,550)**
Children's Services			
Big Brothers 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
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.	5,000	5,000	-
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.	1,550	1,350	(200)
Total Children's Services	**$29,750**	**$29,550**	**($200)**
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.	$450	$0	($450)
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.	4,750	4,500	(250)
Total Conservation and Environmental Programs	**$5,200**	**$4,500**	**($700)**

Adopted Outside Agency Contributions
FY 2019-2020

Agency/Description	FY 2019 Adopted	FY 2020 Adopted	$ Change
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.	$4,100	$4,100	$0
Salem/Roanoke County Community Food Pantry: The Food Pantry provides emergency food and financial assistance to residents of Salem and Roanoke County.	3,900	4,000	100
Total Food Banks	**$8,000**	**$8,100**	**$100**
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.	$3,000	$2,500	($500)
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.	1,750	1,500	(250)
Prevention Council of Roanoke County: The Prevention Council's collaborative approach to community problem-solving has produced positive outcomes in the arena of tobacco and alcohol use and is being used to combat opioid/heroin, marijuana, cocaine, vaping and impact of meth on families in Roanoke County.	-	2,500	2,500
RAMP: Regional Acceleration and Mentoring Program is a business accelerator program to propel high potential startups and create jobs in the science, technology, engineering, mathematics, and health fields.	10,000	10,000	-
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. The increase to TAP combines funding previously allocated for TAP's Permanent Supportive Housing Program, which is no longer offered by the organization.	20,000	34,600	14,600
Total General Community Services	**$40,750**	**$57,100**	**$16,350**
General Community Support			
The Advancement Foundation: To create opportunities for community business development by facilitating opportunities that empower citizens.	$10,000	$10,000	$0
Salem/Roanoke County Chamber of Commerce: The Chamber creates, develops, promotes and supports quality business opportunities in the Salem and Roanoke County communities.	4,750	5,000	250
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.	3,200	4,100	900
Vinton Dogwood Festival: The Vinton Dogwood Festival endeavors to showcase the Town of Vinton as a vibrant and active family-oriented community through serving its constituents with an annual event that promotes civic pride and the value of investing in the community.	-	1,000	1,000
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.	1,000	2,000	1,000
Total General Community Support	**$18,950**	**$22,100**	**$3,150**

Adopted Outside Agency Contributions
FY 2019-2020

Agency/Description	FY 2019 Adopted	FY 2020 Adopted	$ Change
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.	$10,000	$10,000	$0
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	**$160,000**	**$160,000**	**$0**
Housing Support/Homelessness Prevention			
TAP - Permanent Supportive Housing: TAP's Permanent Supportive Housing (PSH) program provided permanent housing and supportive services to homeless individuals and families. As TAP no longer offers this program, funding previously allocated is now included with funding for TAP within General Community Services.	$14,600	$0	($14,600)
Total Housing Support/Homeless Prevention	**$14,600**	**$0**	**($14,600)**
Indigent Services			
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.	$4,250	$4,000	$0
Total Indigent Services	**$4,250**	**$4,000**	**($250)**
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.	$275	$0	($275)
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.	4,750	4,000	(750)
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.	650	650	-
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.	2,500	2,500	-
Total Museums and Historical Education	**$8,175**	**$7,150**	**($1,025)**

Adopted Outside Agency Contributions
FY 2019-2020

Agency/Description	FY 2019 Adopted	FY 2020 Adopted	$ Change
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.	$8,000	$7,750	-$250
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.	17,500	17,500	-
Total Senior and Adult Services	**$25,500**	**$25,250**	**-$250**
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.	$500	$500	$0
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.	5,000	4,750	(250)
Total Services for the Physically Challenged	**$5,500**	**$5,250**	**($250)**
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.	$750	$750	$0
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.	2,000	2,000	-
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.	1,750	1,750	-
Total Services to the Mentally/Emotionally Impaired	**$4,500**	**$4,500**	**$0**

Adopted Outside Agency Contributions
FY 2019-2020

Agency/Description	FY 2019 Adopted	FY 2020 Adopted	$ Change
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	$0
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	-
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.	240,000	260,000	20,000
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.	38,314	36,860	(1,454)
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.	177,480	177,337	(143)
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. The Adopted FY 2020 budget includes an increased rate from $0.95 to $1.00 per capita, with Town of Vinton removed from the County's population estimate.	81,452	85,670	4,218
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	-
Roanoke Valley Transportation Planning Organization: Created to plan and budget the use of federal transportation dollars in the Roanoke region.	11,412	11,430	18
RVTV: Provides news, events, and information on Channel 3.	196,911	203,902	6,991
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	-
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.	585,686	597,374	11,688
Western VA Regional Industrial Facility Authority: To provide a resource for localities to communicate regionally on economic development projects.	15,637	15,599	(38)
Total Other Funding and Agreements	**$1,792,372**	**$1,833,652**	**$41,280**

Adopted Outside Agency Contributions
FY 2019-2020

Agency/Description	FY 2019 Adopted	FY 2020 Adopted	$ Change
Professional Organizations			
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.	$1,904	$1,904	$0
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.	2,700	2,700	-
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	-
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.	20,648	20,648	-
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.	11,486	11,486	-
Total Professional Organizations	**$38,003**	**$38,003**	**$0**
Grand Total All Outside Agency Contributions	**$2,177,850**	**$2,214,905**	**$37,055**

Miscellaneous

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

Miscellaneous					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	0	0	0	0	0.0%
Non-Personnel	1,605,420	1,520,000	1,834,000	314,000	20.7%
Transfers & Other	0	0	0	0	0.0%
Total	**1,605,420**	**1,520,000**	**1,834,000**	**314,000**	**20.7%**
Position Count	**0**	**0**	**0**	**-**	**-**

Itemized descriptions of each miscellaneous item can be found below and on the next page:

Miscellaneous		
Miscellaneous Item	**FY 2019 Adopted**	**FY 2020 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. Fiscal year 2020 will mark the last year of this payment, as payments are made in arrears.	$ 560,000	$ 600,000
Town of Vinton Refuse Credit: Refuse collection credit provided to the Town of Vinton for not providing refuse service. The County is in negotiations to extend this payment past the June 30, 2019 end date of the original Vinton Gain Sharing agreement.	110,000	110,000
Vinton Fire and Rescue Station: Payment to the Town of Vinton for Debt Service on the Vinton Fire and Rescue Station. County will make payments until FY 2027 when debt is retired, then Vinton will deed the station to the County.	-	164,000
Tax Relief for Disabled Veterans: Roanoke County provides real estate property tax relief for homeowners that are service connected and permanently and totally disabled. Adjusted for FY 2020 based on FY 2018 actual expenditures of $587,531 and projected FY 2019 expenditures.	525,000	640,000

Miscellaneous *(Continued)*		
Miscellaneous Item	**FY 2019 Adopted**	**FY 2020 Adopted**
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. Adjusted for FY 2020 based on FY 2018 actual expenditures of $321,893 and projected FY 2019 expenditures.	325,000	320,000
	$ 1,520,000	**$ 1,834,000**

Board Contingency

The Board Contingency Account represents undesignated funds reserved for unplanned expenditures during the fiscal year. Funds are appropriated at the discretion of the Board of Supervisors through official Board action.

Board Contigency					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	0	0	0	0	0.0%
Non-Personnel	0	50,000	50,000	0	0.0%
Transfers & Other	0	0	0	0	0.0%
Total	**0**	**50,000**	**50,000**	**0**	**0.0%**
Position Count	**0**	**0**	**0**	**-**	**-**

Addition to Fund Balance

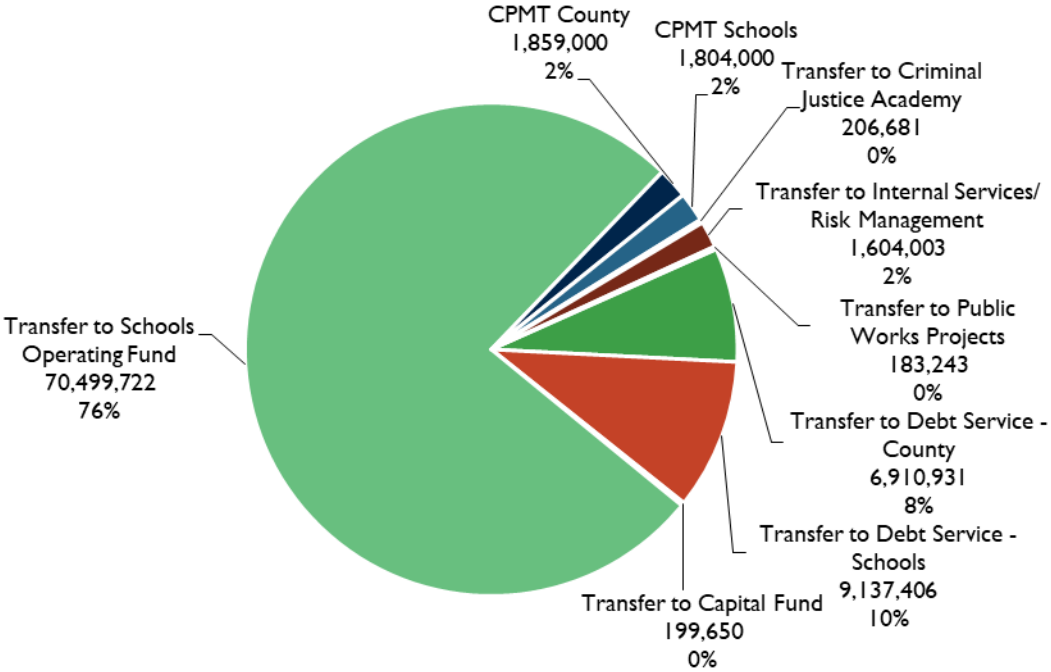
Roanoke County Board of Supervisors established a fiscal policy of maintaining a fund balance of 12% of General Government Fund revenues. The Addition to Fund Balance is the amount that Roanoke County contributes annually to comply with the fiscal policy.

Addition to Fund Balance					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	0	0	0	0	0.0%
Non-Personnel	0	447,486	718,298	270,812	60.5%
Transfers & Other	0	0	0	0	0.0%
Total	**0**	**447,486**	**718,298**	**270,812**	**60.5%**
Position Count	**0**	**0**	**0**	**-**	**-**

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 CommIT Fund, and Transfer to Public Works Projects)

Transfers
$92,404,636



Transfers Summary					
	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Transfer to Debt Service - County	$ 6,824,412	$ 6,914,993	$ 6,910,931	$ (4,062)	-0.1%
Transfer to Debt Service - Schools	7,625,570	7,222,982	9,137,406	1,914,424	26.5%
Transfer to Capital Fund	5,251,382	2,868,999	199,650	(2,669,349)	-93.0%
Transfer to Schools Operating Fund	68,078,937	68,844,764	70,499,722	1,654,958	2.4%
Transfer to CPMT - County (Supporting CSA)	1,809,000	1,659,000	1,859,000	200,000	12.1%
Transfer to CPMT - Schools (Supporting CSA)	1,229,000	1,604,000	1,804,000	200,000	12.5%
Transfer to Criminal Justice Academy	0	222,332	206,681	(15,651)	-7.0%
Transfer to Internal Services/ Risk Management	1,851,235	1,654,003	1,604,003	(50,000)	-3.0%
Transfer to Public Works Projects	182,940	182,166	183,243	1,077	0.6%
Total	**$ 92,852,476**	**$ 91,173,239**	**$ 92,404,636**	**$ 1,231,397**	**1.4%**

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	0	0	0	0	0.0%
Non-Personnel	0	0	0	0	0.0%
Transfers & Other	6,824,412	6,914,993	6,910,931	(4,062)	-0.1%
Total	**6,824,412**	**6,914,993**	**6,910,931**	**(4,062)**	**-0.1%**
Position Count	**0**	**0**	**0**	**-**	**-**

Transfer to Debt Service - Schools					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	0	0	0	0	0.0%
Non-Personnel	0	0	0	0	0.0%
Transfers & Other	7,625,570	7,222,982	9,137,406	1,914,424	26.5%
Total	**7,625,570**	**7,222,982**	**9,137,406**	**1,914,424**	**26.5%**
Position Count	**0**	**0**	**0**	**-**	**-**

Budget Changes

- The Adopted FY 2020 Transfer to the Debt Service Fund for schools increases by $1,914,424 or 26.5% due to the debt service associated with bonds for the Cave Spring High School capital project.

Transfer to Capital Fund

The transfer to the Capital Fund provides General Government Support to Roanoke County capital projects and programs. Detailed information about the County's FY 2020 Capital Fund, County and Schools FY 2020 Budget as part of the FY 2020 – 2029 CIP, and FY 2020 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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	0	0	0	0	0.0%
Non-Personnel	0	0	0	0	0.0%
Transfers & Other	5,251,382	2,868,999	199,650	(2,669,349)	-93.0%
Total	**5,251,382**	**2,868,999**	**199,650**	**(2,669,349)**	**-93.0%**
Position Count	**0**	**0**	**0**	**-**	**-**

Budget Changes

- The Adopted FY 2020 Transfer to the Capital Fund decreases by $2,669,349 or 93.0%, which offsets the increase in debt service payments and also delays the purchase of a fire engine and bulk solid waste truck.

Schools Revenue Sharing Calculation

The Schools Revenue Sharing Formula was added to the County's Comprehensive Financial Policy adopted by the Board of Supervisors in April 2018. 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**
FY2017 (actual)	13,830	93,924	14.7247
FY2018 (actual)	13,779	93,735	14.7000
FY2019 (budgeted)	13,700	93,672	14.6255
Avg. of FY 2017-19	**41,309**	**281,331**	**14.6834**
FY2018 (actual)	13,779	93,735	14.7000
FY2019 (budgeted)	13,700	93,672	14.6255
FY2020 (projecting)	13,610	93,766	14.5149
Avg. of FY 2018-20	**41,089**	**281,173**	**14.6134**

Calculate Net Allocation Change:	
Difference in the ADM/Population Index	0.0699
Payroll Factor	65%
Index times Payroll Factor	0.045495
Divide ADM/Population Index by Average FY18-20 Index	0.0003113
Net Allocation Change	**0.996887**

Calculate Increase/(Decrease) in School Transfer:	**FY 2018-2019**	**FY 2019-2020**
Property and Local Taxes	$166,042,649	$170,932,060
CVB Lodging Tax	(585,686)	(597,374)
CSA Fund Contribution	(1,410,000)	(1,810,000)
Econ Dev Incentives	(750,000)	(780,000)
Net total taxes	**$163,296,963**	**$167,744,686**
Prior FY % to Schools	42.1592%	
New FY % to Schools (Net Allocation Change * Prior FY %)		42.0280%
Recalculate School Transfer Base	$68,844,764	$68,630,433
Schools' Share of New Revenue		$1,869,289
Total Schools Transfer	**$68,844,764**	**$70,499,722**
FY 2019-2020 Schools Transfer Increase		**$1,654,958**

Transfer to Roanoke County Public Schools

The transfer to the 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 2020, the adopted transfer to the Schools Operating Fund is $70,499,722, an increase of $1,654,958 over FY 2019.

The transfer to Roanoke County Public Schools are listed below:

Transfer to Schools Operating Fund					
Description	**Actual FY 2018**	**Adopted FY 2019**	**Adopted FY 2020**	**$ Change FY 19-20**	**% Change FY 19-20**
Personnel	0	0	0	0	0.0%
Non-Personnel	0	0	0	0	0.0%
Transfers & Other	68,078,937	68,844,764	70,499,722	1,654,958	2.4%
Total	**68,078,937**	**68,844,764**	**70,499,722**	**1,654,958**	**2.4%**
Position Count	**0**	**0**	**0**	**-**	**-**

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	0	0	0	0	0.0%
Non-Personnel	0	0	0	0	0.0%
Transfers & Other	1,809,000	1,659,000	1,859,000	200,000	12.1%
Total	**1,809,000**	**1,659,000**	**1,859,000**	**200,000**	**12.1%**
Position Count	**0**	**0**	**0**	**-**	**-**

Transfer to CPMT - Schools (Supporting CSA)					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Personnel	0	0	0	0	0.0%
Non-Personnel	0	0	0	0	0.0%
Transfers & Other	1,229,000	1,604,000	1,804,000	200,000	12.5%
Total	**1,229,000**	**1,604,000**	**1,804,000**	**200,000**	**12.5%**
Position Count	**0**	**0**	**0**	**-**	**-**

Budget Highlights

The Adopted FY 2020 Proposed Transfer to CPMT budget increases by $400,000 or 12.3%, and reflects the following changes:

- An increase to the transfer of $400,000, equally split by the County and Schools based on increasing expenditures for activities of the Children's Services Act (CSA) primarily associated with Private Day School costs. Detailed information on the CSA expenditures can be found in the Other General Fund section of this document.

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 2018**	**Adopted FY 2019**	**Adopted FY 2020**	**$ Change FY 19-20**	**% Change FY 19-20**
Personnel	0	0	0	0	0.0%
Non-Personnel	0	0	0	0	0.0%
Transfers & Other	1,851,235	1,654,003	1,604,003	(50,000)	-3.0%
Total	**1,851,235**	**1,654,003**	**1,604,003**	**(50,000)**	**-3.0%**
Position Count	**0**	**0**	**0**	**-**	**-**

Budget Changes

- The Adopted FY 2020 Transfer to the Risk Management Fund decreases by $50,000 or 3.0% based on prior year actuals and available fund balance.

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 2018**	**Adopted FY 2019**	**Adopted FY 2020**	**$ Change FY 19-20**	**% Change FY 19-20**
Personnel	0	0	0	0	0.0%
Non-Personnel	0	0	0	0	0.0%
Transfers & Other	182,940	182,166	183,243	1,077	0.6%
Total	**182,940**	**182,166**	**183,243**	**1,077**	**0.6%**
Position Count	**0**	**0**	**0**	**-**	**-**
Public Works Projects Fund Balance					
Beginning Balance	205,355	207,662	207,662	-	-
Addition to / (Use of Fund Balance)	2,307	0	0	-	-
Ending Balance	**207,662**	**207,662**	**207,662**	**-**	**-**

Transfer to Criminal Justice Academy

Beginning in FY 2019, the County's General Government financial support for the Criminal Justice Academy is accounted for with a single transfer to the Criminal Justice Academy Fund. Previously, both the Police Department and Sheriff's Office budgeted funds in their operating budget for services provided at the Criminal Justice Academy. Moving funds to a single transfer ensures that recurring Criminal Justice Academy expenditures are balanced with recurring revenues. Detailed information about the Criminal Justice Academy Fund may be found in the Other General Fund section of this document.

The transfer to the Criminal Justice Academy Fund is listed below:

Transfer to Criminal Justice Academy					
Description	**Actual FY 2018**	**Adopted FY 2019**	**Adopted FY 2020**	**$ Change FY 19-20**	**% Change FY 19-20**
Personnel	0	0	0	0	0.0%
Non-Personnel	0	0	0	0	0.0%
Transfers & Other	0	222,332	206,681	(15,651)	-7.0%
Total	**0**	**222,332**	**206,681**	**(15,651)**	**-7.0%**
Position Count	**0**	**0**	**0**	**-**	**-**

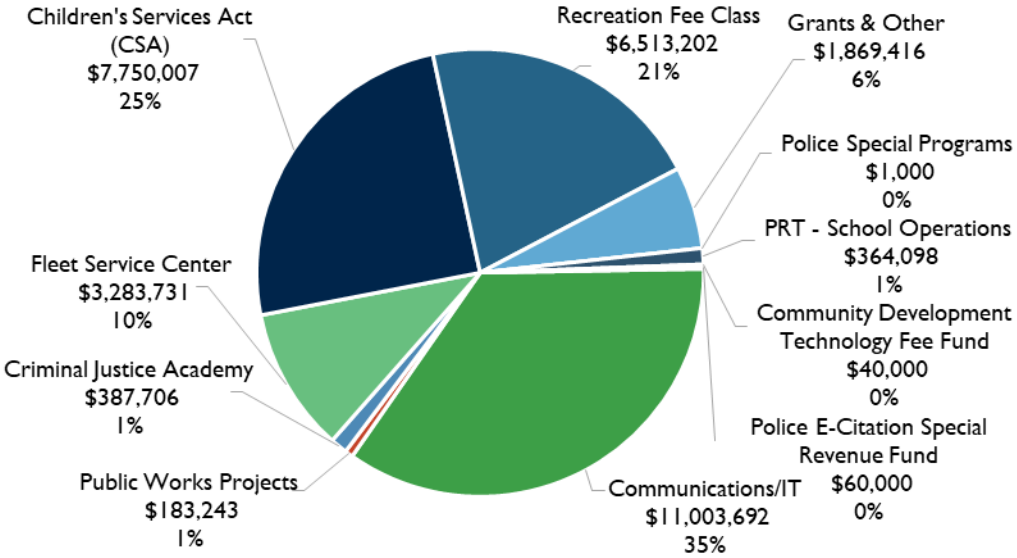
Budget Changes

- The Adopted FY 2020 Transfer to the Criminal Justice Academy decreases by $15,651 or 7.0% due to decreased personnel costs and increased revenue from other sources of funding. Additional information about the Criminal Justice Academy can be found the Other General Fund section of this document.

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, PRT School Operations, Police E-Citation Special Revenue Fund, and Community Development Technology Fee Special Revenue Fund)

Other General Fund
$31,516,095



Other General Fund Summary of Expenditures					
	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Fleet Service Center	$ 3,106,774	$ 3,033,795	$ 3,283,731	$ 249,936	8.2%
Children's Services Act (CSA)	6,993,575	8,343,504	7,750,007	(593,497)	-7.1%
Recreation Fee Class	4,835,305	6,015,557	6,513,202	497,645	8.3%
Law Library	324	-	-	-	0.0%
Criminal Justice Academy	360,937	395,857	387,706	(8,151)	-2.1%
Grants & Other	6,419,304	1,853,361	1,869,416	16,055	0.9%
Police Special Programs	-	1,000	1,000	-	0.0%
Parks, Recreation & Tourism - School Operations	282,968	357,688	364,098	6,410	1.8%
Police E-Citation Special Revenue Fund	-	60,000	60,000	-	0.0%
Community Development	-	40,000	40,000	-	0.0%
*Communications/IT	11,943,175	10,950,782	11,003,692	52,910	0.5%
*Public Works Projects	180,633	182,166	183,243	1,077	0.6%
Total	**$ 34,122,995**	**$ 31,293,710**	**$ 31,516,095**	**$ 222,385**	**0.7%**

**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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Revenues					
Recovered Costs	3,035,889	3,033,795	3,283,731	249,936	8.2%
Use of Fund Balance	70,884	0	0	0	0.0%
Total	**3,106,774**	**3,033,795**	**3,283,731**	**249,936**	**8.2%**
Expenditures					
Personnel	733,063	791,786	847,018	55,232	7.0%
Non-Personnel	2,323,711	2,242,009	2,436,713	194,704	8.7%
Transfers & Other	50,000	0	0	0	0.0%
Total	**3,106,774**	**3,033,795**	**3,283,731**	**249,936**	**8.2%**
Position Count	**12**	**12**	**12**	**-**	**-**
Beginning Balance	271,636	200,752	200,752	0	0.0%
(Use of) / Addition to	(70,884)	0	0	0	0.0%
Ending Balance	**200,752**	**200,752**	**200,752**	**0**	**0.0%**

Budget Highlights

The Adopted FY 2020 Fleet Service Center budget increases by $249,936 or 8.2%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Fleet Service Center operating budget include:

- Increases for contracted repairs, parts, and fuel based on the needs to continue operations of the Fleet Service Center.

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 2018	Adopted FY 2019	*Projected FY18-19*	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Revenues						
Commonwealth	3,396,041	4,112,314	*3,541,439*	3,900,933	(211,381)	-5.14%
Transfers: County/School	3,300,500	3,263,000	*3,263,000*	3,663,000	400,000	12.26%
Miscellaneous	286,381	186,074	*189,194*	186,074	0	0.00%
Use of Fund Balance	10,653	782,116	*610,753*	-	-	0.00%
Total	**6,993,575**	**8,343,504**	***7,604,386***	**7,750,007**	**(593,497)**	**-7.1%**
Expenditures						
Personnel	243,594	256,116	*261,000*	266,583	10,467	4.1%
Non-Personnel	6,749,980	8,087,388	*7,086,492*	7,483,424	(603,964)	-7.5%
Transfers & Other	-	-	*256,894*	-	-	0.0%
Total	**6,993,575**	**8,343,504**	***7,604,386***	**7,750,007**	**(593,497)**	**-7.1%**
Position Count	**4**	**4**	***4***	**4**	**0**	**-**
Beginning Balance	1,150,439	1,139,786	*1,139,786*	529,033	(610,753)	-53.6%
Use of Fund Balance	(10,653)	(782,116)	*(610,753)*	-	782,116	-100.0%
Ending Balance	**1,139,786**	**357,670**	***529,033***	**529,033**	**171,363**	**47.9%**

Budget Highlights

The Adopted FY 2020 Children's Services Act (CSA) budget decreases by $593,497 or 7.1%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 CSA 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 is primarily a result of Private Day Schools expenditure increases. In FY 2018, Private Day School costs were $4,012,321. For FY 2020, $4,745,000 is budgeted for those costs.
- In FY 2020, recurring revenues are projected to cover recurring expenditures with the additional $400,000 transfer from the General Government Fund.

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Revenues					
Recreation Fees	2,412,529	3,328,605	3,290,200	(38,405)	-1.2%
Memberships/Fees	1,953,128	2,099,158	2,099,114	(44)	0.0%
Miscellaneous	399,998	532,119	1,123,888	591,769	111.2%
Transfer from General Fund	55,675	55,675	0	(55,675)	-100.0%
Use of Fund Balance	13,974	0	0	0	0.0%
Total	**4,835,305**	**6,015,557**	**6,513,202**	**497,645**	**8.3%**
Expenditures					
Personnel	2,781,651	3,120,338	3,248,686	128,348	4.1%
Non-Personnel	1,750,319	2,228,169	2,358,236	130,067	5.8%
Transfers & Other	303,335	667,050	906,280	239,230	35.9%
Total	**4,835,305**	**6,015,557**	**6,513,202**	**497,645**	**8.3%**
Position Count	**13**	**14**	**14**	**-**	**-**
Beginning Balance	1,043,931	1,029,957	779,957	(250,000)	-24.3%
(Use of) / Addition to Fund Balance	(13,974)	(250,000)	(250,000)	-	-
Ending Balance	**1,029,957**	**779,957**	**529,957**	**(250,000)**	**-32.1%**

Budget Highlights

The Adopted FY 2020 Recreation Fee Class budget increases by $497,645 or 8.3%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Recreation Fee Class budget include:

- Addition of Tree Top Quest ropes course at Explore Park, with a total budget of $632,285 to support personnel and operating expenses. The full-time position supporting this program was approved as part of the FY 2019 Adopted budget.

- Revenues reflect the elimination of the Transfer from General Fund of $55,675 and other revenue reductions from recreation fees related to programming changes.
- Parks, Recreation, and Tourism proposes to increase fees for Various Summer Camps in FY 2020. Brambleton Center wellness and fitness fees increase by $2, Brambleton Center room rental rates increase by $5, After School for Kids (ASK) rates increase $2.50 weekly and the registration fee increases by $10. Additionally, the day pass fee increases by $1 for Splash Valley visitors and Athletic Field Rental rates increase by $5. Detailed information on membership and day pass rates can be found on the following pages.
- Use of fund balance ($250,000) is related to transfers that support both the Parks, Recreation and Tourism Department's Capital Maintenance Program (CMP) ($200,00) and the Equipment 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.

Recreation Fee Class Fee Adjustments

Program	Fee / Charge Adjustment	Details	Current	New
Various Summer Camps	Increased fees for various summer camps. Camps noted with an asterisk indicate that they do not include Camp Roanoke.		**Current**	**New**
		Athletics Camps	$89.00	$99.00
		Youth and Full Day Camps*	$175.00	$185.00
		Explore Park In-House Camps	$205.00	$210.00
		Explore Park Paddling Camp	$330.00	$340.00
		Explore Park Mountain Biking Camp	$305.00	$340.00
		Preschool Camps*	$75.00	$80.00
Wellness and Fitness Classes	Increase of $2 for all Wellness and Fitness programs offered at the Brambleton Center		**Current**	**New**
		Wellness/Fitness Program	$49.00	$51.00
Brambleton Center Room Rental Rates	Increase of $5 for room rental rates at the Brambleton Center		**Current**	**New**
		Room Rental Rate	$30.00	$35.00
After School for Kids (ASK)	Increase of $2.50 to the weekly ASK rate and an increase of $10.00 to the ASK Registration Fee.		**Current**	**New**
		Bi-Monthly Program Rate	$120.05	$127.00
Splash Valley	Increase of $1 for all day passes		**Current**	**New**
		Resident/Child (ages 3 to 17)	$7.00	$8.00
		Resident/Adult (ages 18 to 54)	$8.00	$9.00
		Resident/Ages 55 and up	$6.00	$7.00
		Non-Resident/Child (ages 3 to 17)	$9.00	$10.00
		Non-Resident/Adult (ages 18 to 54)	$10.00	$11.00
		Non-Resident/Ages 55 and up	$8.00	$9.00
Splash Valley Concessions	Increased based on actual food/beverage costs and cost recovery model	Fees vary based on concessions items. Concessions menu includes 56 items, with 24 items with price increases, 29 items with the same price and three items with a lower price.		
Athletic Field Rental Rate	Increase the fee to rent athletic field by $5.00 to support field maintenance and staff support.		**Current**	**New**
		Athletic Field Rental Rate	$5.00	$10.00

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Revenues					
Academy Fees	222,372	113,525	114,025	500	0.4%
Permits/Fees	67,772	60,000	67,000	7,000	11.7%
Transfer from General Fund	-	222,332	206,681	(15,651)	-7.0%
Use of Fund Balance	70,794	-	-	-	-
Total	**360,937**	**395,857**	**387,706**	**(8,151)**	**-2.1%**
Expenditures					
Personnel	184,901	220,001	211,850	(8,151)	-3.7%
Operating	176,036	175,856	175,856	0	0.0%
Transfers & Other	-	-	-	-	-
Total	**360,937**	**395,857**	**387,706**	**(8,151)**	**-2.1%**
Position Count	**3**	**3**	**3**	**0**	**0.0%**
Beginning Balance	140,441	69,647	69,647	0	0.0%
Use of Fund Balance	(70,794)	-	-	-	-
Ending Balance	**69,647**	**69,647**	**69,647**	**0**	**0.0%**

Budget Highlights

The Adopted FY 2020 Criminal Justice Academy budget decreases by $8,151 or 2.1%, and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Additionally, other changes to the Adopted FY 2020 Criminal Justice Academy operating budget include:

- A reduction of $8,151 in personnel expenditures due to change in personnel at the Criminal Justice Academy.

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 & Other					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Total Expenditures	**6,419,304**	**1,853,361[1]**	**1,869,416**	**16,055**	**0.9%**
Position Count:					
Commonwealth Attorney	2	2	2	-	-
Court Service Unit	4	4	4	-	-
Police (DUI Grant)	2	2	2	-	-
Fire & Rescue (Safer Grant)	11	11	11	-	-
Total Positions	**19**	**19**	**19**	**-**	**-**

Budget Highlights

The Adopted FY 2020 Grants & Other budget increases by $16,055 or 0.9% and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Police Special Programs					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Total Expenditures	**-**	**1,000**	**1,000**	**-**	**-**
Position Count	**0**	**0**	**0**	**-**	**-**

Budget Highlights

The Adopted FY 2020 Police Special Programs budget remains level.

[1] *Adopted FY 2019 included $5,000 in the Grants Fund in anticipation of receipt of the Local Government Challenge Grant. The revenue was also included in the General Government revenue. This was corrected in FY 2019 resulting in a reduction of $5,000 in adopted Grants Fund revenue and expenditure budgets.*

Parks, Recreation & Tourism – School Operations

The Parks, Recreation & Tourism – School Operations Fund provides mowing and grounds-keeping to elementary, middle and high school and central administration campuses through an agreement between the County and Roanoke County Public Schools. In consideration for the County's provision of this service, the Schools transfer the total cost of delivering service. The Memorandum of Understanding for this service commenced in July 2017 and were included in the FY 2018 Amended Budget.

Parks, Recreation & Tourism School Operations					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Revenues					
Transfer from Schools	334,515	357,688	364,098	6,410	1.8%
Total	**334,515**	**357,688**	**364,098**	**6,410**	**1.8%**
Expenditures					
Personnel	251,964	310,549	316,959	6,410	2.1%
Non-Personnel	31,004	47,139	47,139	-	-
Transfers	-	-	-	-	-
Total	**282,968**	**357,688**	**364,098**	**6,410**	**1.8%**
Position Count	**5**	**5**	**5**	**-**	**-**
Beginning Balance	-	51,547	51,547	0	0.0%
Use of Fund Balance	51,547	-	-	-	-
Ending Balance	**51,547**	**51,547**	**51,547**	**0**	**0.0%**

Budget Highlights

The Adopted FY 2020 Parks, Recreation & Tourism – School Operations Fund budget increases by $6,410 or 1.8% and reflects the following changes:

- The County Administrator initially proposed a 2.5% compensation adjustment. After reviewing updated revenue estimates, the Board of Supervisors adopted a 2.75% compensation adjustment effective July 1, 2019 for County staff.
- Health insurance premium changes are detailed in the Internal Services section of the document.

Police E-Citation Special Revenue Fund

The Police E-Citation Special Revenue Fund accounts for revenues collected through the implementation of electronic ticket writing. This fund collects a $5 fee per convicted offense or pre-payable offense. Funding may be used for software, hardware, and associated equipment costs for implementation and maintenance of the e-citation program. Implementing the handheld terminals is expected to reduce data entry errors and improve the safety of officers by reducing the time taken for each traffic stop.

Police E-Citation Special Revenue Fund					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Revenues					
E-Citation Fee	-	60,000	60,000	-	-
Total	**-**	**60,000**	**60,000**	**-**	**-**
Expenditures					
Personnel	-	-	-	-	-
Non-Personnel	-	60,000	60,000	-	-
Transfers	-	-	-	-	-
Total	**-**	**60,000**	**60,000**	**-**	**-**
Position Count	**0**	**0**	**0**	**-**	**-**

Budget Highlights

The Adopted FY 2020 Police E-Citation Special Revenue Fund budget remains level.

Community Development Technology Fee Fund

The Community Development Technology Fee Fund accounts for revenues collected through the implementation of a new fee. This fund, created in FY 2019, collects a 3% fee per permit application. Funding will partially cover the costs of the County's computer programming and equipment used to process applications or projects.

Community Development Technology Fee Fund					
Description	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Revenues					
Technology Fee	-	40,000	40,000	-	-
Total	**-**	**40,000**	**40,000**	**-**	**-**
Expenditures					
Personnel	-	-	-	-	-
Non-Personnel	-	40,000	40,000	-	-
Transfers	-	-	-	-	-
Total	**-**	**40,000**	**40,000**	**-**	**-**
Position Count	**0**	**0**	**0**	**-**	**-**

Budget Highlights

The Adopted FY 2020 Community Development Technology Fee Fund budget remains level.

Component Unit Schools

ROANOKE COUNTY

OFFICE OF MANAGEMENT AND BUDGET

5204 Bernard Drive, Suite 400 C, P.O. Box 29800
Roanoke, Virginia 24018-0798

TEL: (540) 772-2021 FAX: (540) 772-2089

July 1, 2019

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 28, 2019, the Roanoke County Board of Supervisors adopted the fiscal year 2019-2020 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. In FY 2019-2020, the Roanoke County General Government Fund transfer to the Schools Operating Fund is $70,499,722, an increase of $1,654,958. This amount is $7,985 higher than the FY 2019-2020 Roanoke County Proposed Operating Budget due to adjustments to the Schools Revenue Sharing formula. This accounts for a revised estimated budget in shared Business, Professional and Occupation License (BPOL) revenue.

After Board of Supervisors Adoption, the Roanoke County School Board revised the FY 2019-2020 budget on May 23, 2019 to include the additional $7,985. This document reflects the approved Board of Supervisors appropriation on May 28, 2019.

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,

Steven R. Elliott
Budget Manager

Meredith L. Thompson
Budget Manger

Agenda Item Details

Meeting	May 23, 2019 - Roanoke County School Board Meeting
Category	8. ACTION ITEMS
Subject	8.02 Request Amendment of the Annual Budget for 2019-2020 - Mrs. Susan Peterson
Type	Action
Preferred Date	May 23, 2019
Absolute Date	May 23, 2019

On March 28, 2019, the School Board adopted the Annual Budget for 2019-2020 that was submitted to the Board of Supervisors by the state deadline of April 1, 2019. Subsequent to that date, the Board of Supervisors adjusted the revenue projection which resulted in an increase in the county transfer to the schools of $7,985. The Budget Summary of all Funds in total is as follows:

	2019 Budget	2020 Budget	Increase (Decrease)	Percent Change
General	$147,326,299	$151,594,497	$ 4,268,198	2.9%
Instructional Resources	1,007,237	913,905	(93,332)	-9.3%
Bus Replacement	1,182,513	1,374,927	192,414	16.3%
Technology Replacement	2,724,351	3,116,589	392,238	14.4%
Grant	6,161,112	6,524,323	363,211	5.9%
Capital Projects	3,272,500	1,847,500	(1,425,000)	-43.5%
Nutrition	5,932,145	5,976,814	44,669	0.8%
Total Funds	$167,606,157	$171,348,555	$ 3,742,398	2.2%

ROANOKE COUNTY PUBLIC SCHOOLS
Opportunity Ready

Executive Summary

Annual Budget 2019-2020

Roanoke County Public Schools

(A Component Unit of the County of Roanoke, Virginia)

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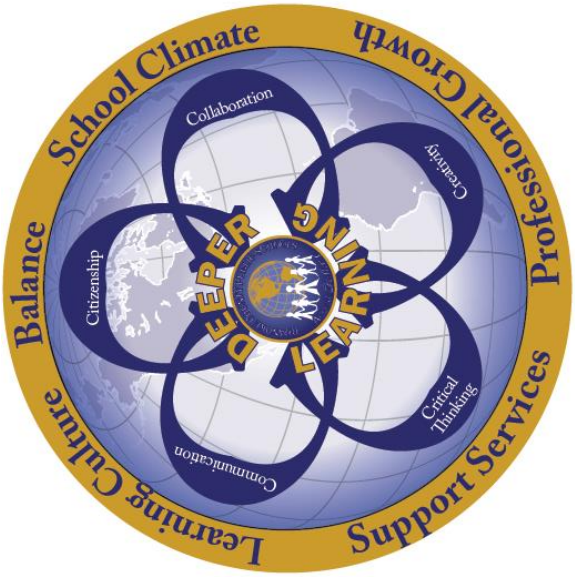
Balance
School Climate
Professional Growth
Support Services
Learning Culture
Citizenship
Collaboration
Creativity
Critical Thinking
Communication
DEEPER LEARNING

March 28, 2019

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

We are pleased to present for your consideration the proposed Annual Budget for fiscal year 2020 for Roanoke County Public Schools (School System). We collaborated with the leadership team, school administrators, and other stakeholders to ensure the Annual Budget continues to support the quality educational programming offered to the students of the County of Roanoke.

The Annual Budget is the financial outline of the means to fund the School System's educational 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 proposed 2020 General Fund revenue budget is expected to increase by $4.3 million, which reflects growth of 2.89% over last year's approved budget and is funded by two primary revenue streams as follows:

⇒ **State aid** represents 52.6% of General Fund revenue and increased $2.5 million over the 2019 budget. The majority of this increase is attributed to the compensation supplement approved by the General Assembly, which allows for a compensation supplement for Standards of Quality funded instructional and support positions over the two-year biennium equal to 3% effective July 1, 2019 and an additional 2% effective September 1, 2019.

State aid is allocated to the School System based on March 31 Average Daily Membership (ADM). The ADM for the 2020 budget is projected to decrease to 13,610 from 13,700 in the 2019 budget. This 90-student decrease reflects current year enrollment and projected declines.

⇒ **Local aid** represents 46.5% of General Fund revenue and increased $1.6 million over the 2019 budget. This amount represents a transfer from the County of Roanoke and is based on a revenue sharing agreement with the County of Roanoke Board of Supervisors which allocates local property taxes based on changes in population and ADM.

The development of a budget is challenging every year as budget needs and requests are prioritized and balanced against funding constraints. The following priorities are included in the Annual Budget for fiscal year 2020:

⇒ An **investment in our people** is always a high priority as the School System seeks to attract and retain high-quality employees. The Annual Budget incorporates an average employee raise of 3.15% with $3.2 million of funding set aside for a 1-step salary increase for all contracted positions plus a 1.5% shift for all scales. Also included in this total is a 1.5% stipend to employees over the top of their scale.

Another $9,142 is included to attract quality bus driver substitutes with an increase in the hourly pay rate from $12.50 to $16.50.

⇒ An **investment in communication and safety** through a plan to use $334,530 for improving the radio communications, through the installation of digital radio Bi-Directional Amplifiers and digital radio annual licenses.

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⇒ An **investment to continuing quality programming** by funding $329,444 identified with contracts, fuel, bus fund future replacements, technology fund future replacements, health and dental insurance, Air Force Junior Reserve Officers Training Corps program continuation and other fixed costs identified to continue current programs.

⇒ An **investment in annual maintenance** operations of $199,000.

⇒ **Other program enhancements** by funding $148,825 for an assistant principal to be shared between elementary schools and library allotments and databases.

The School Board is required to submit an adopted budget to the County of Roanoke Board of Supervisors by April 1 of each year for the fiscal year beginning July 1. The County of Roanoke Board of Supervisors adopts the School System budget on an annual basis at the fund level. As such, the School Board must seek approval from the County of Roanoke Board of Supervisors in order to increase or decrease any fund total budget.

Budgets are built on the best information available at the time and reflect reasonable estimates based on 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 fiscal year 2020.

The budget document following this letter outlines in greater detail the many components of the School System budget. 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 is always a team effort to balance available funding with needs and expectations.

We would also like to thank all 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,

Kenneth E. Nicely, Ed. D.
Superintendent

Susan L. Peterson, CPA, MA
Director of Finance

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Organizational Section

The following is a high-level summary of information contained in the Organizational Section of the Annual Budget.

Vision Statement

Roanoke County Public Schools (RCPS or School System) fosters a student-centered learning environment, ensuring world-class educational experiences designed to equip all students with an innovative mindset and the skills to adapt and thrive in a changing global environment.

RCPS 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. In Roanoke County Public Schools, the Comprehensive Plan and its various components are designed to meet the state requirement. At the school level, the School Strategic Plan serves as the required blueprint for long-range continuous improvement. The School Strategic Plan and the district Comprehensive Plan, however, also serve a second purpose. The continuous cycle of study, implementation, and evaluation of these plans provide evidence to RCPS stakeholders and outside accrediting agencies of the purposeful planning, data-based decision making, and accountability for student achievement and organizational effectiveness. This process of internal and external accountability is known as the RCPS Strategic Planning Process.

Although the Strategic Plan for each school aligns with the overall goals of the School System as articulated by the C-Change Strategic Framework, the RCPS Strategic Planning Process is designed to allow for a degree of differentiation among the 27 schools within RCPS. Since evidence collected at each school is likely to reveal strengths and concerns particular to that school, each school's strategic plan goals should reflect priority areas for growth to be addressed by the plan until sustainability is reached in the priority area or new evidence suggests the need to change priorities.

The integrity and credibility of the RCPS Strategic Planning Process is maintained internally at each school through shared responsibility for the evidence-based identification of priorities, the development and implementation of action plans, the evaluation of progress, and ongoing revisions to the plan. The Strategic Planning Process is guided by engaged school leaders, but is only effective in realizing growth to the extent that stakeholders are meaningfully involved and the focus of change remains on individual classrooms within learning communities of professionals working collaboratively. The strategic plan for each school is more than a document that is created but only reviewed every three years, it provides much of the day-to-day, purposeful focus for identified areas of growth. As such, the School Strategic Plan goals should be reviewed and revised at least annually based on evidence collected as measures of ongoing progress.

The integrity and credibility of the RCPS Strategic Planning Process is also maintained though a review process that is external to each school. Each year, school leadership works with a liaison from central administration to review the planning and implementation process that the school has followed during the school year, as well as progress the school has made toward achievement of the chosen goals. The role of the liaison is to serve as a catalyst for reflection and a resource for suggestions and support. In the third year of the school improvement cycle, the principal of the school schedules dates for a visit from a review team that is external to the school, but comprised of a principal and staff member from designated schools as well as the central administration liaison. The purpose of the visit is to allow the visiting team to meet with school leadership and stakeholder representatives to review the school's data, goals, and improvement process. Empirical and anecdotal evidence of progress toward meeting the chosen goals is presented along with plans for future direction. The review team is especially interested in observing a clear alignment of school goals with the C-Change Framework, what data was used to identify priorities, how the staff was organized to implement the School Strategic Plan, and how the School Strategic Plan resulted in change within individual classrooms to produce student achievement. The review team provides feedback, including commendations and recommendations for strengthening the school continuous improvement process.

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Budget Process and Timeline

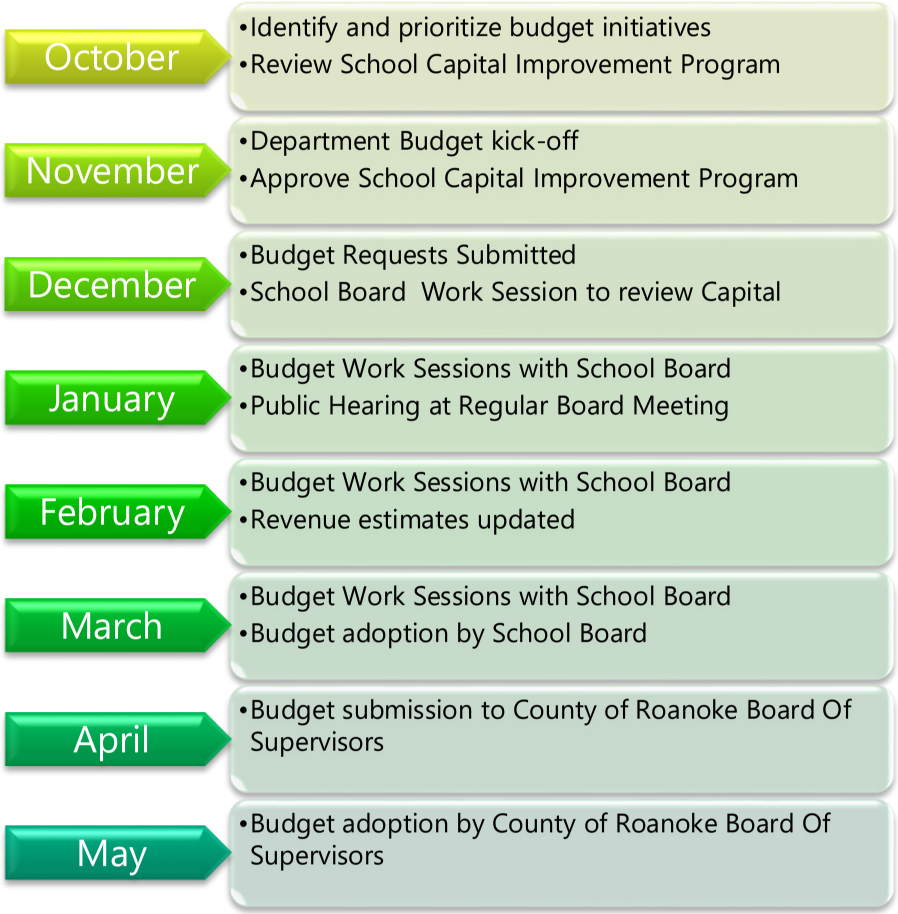
The *Code of Virginia* requires that school divisions must prepare annual budgets. The annual budget is the financial outline of the division's education program. It presents a proposed plan of expenditures and the expected means of financing those expenditures. After adoption, it provides the primary means of managing expenditures.

The superintendent prepares an annual budget, with the approval of the School Board, and submits it to the County of Roanoke Board of Supervisors (the appropriating body). The annual budget provides supporting information of the amount of money needed by each major classification prescribed by the Virginia Board of Education and 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, the School Board attempts to balance the educational needs of students with the funding 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.



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Significant Changes in the Current Year Process and School Board Policies

There were no significant changes in current year processes or school board policies in relation to the budgeting process.

The School Board and the County of Roanoke 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 year-end balance to Capital Reserves with 33% for Minor Capital Reserves and 67% for 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

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 System. Due to the nature of pulling resources from all of the departments, schools, and other resources, the cost cannot be easily quantified for all goals.

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 Standards of Learning (SOL) and performance-based formats.

All RCPS schools were accredited for the 2018 school year based on SOL assessments without relying on the 3-year average. All students in grades 3, 5, 6, and 7 participated in state-mandated performance-based assessments for which skills are demonstrated. All level I and II world language students completed a skills-based end-of-year assessment. All Pre-Advanced Placement (Pre-AP) science students completed an independent research project.

Goal 2: RCPS students in grades K-12 will progressively develop the skills needed to be college and career ready upon graduation.

The emphasis for fiscal year 2019 was the push for more active engagement in secondary classrooms. Walkthrough tools were developed to allow the administrators to gather data regarding engagement in the classrooms. Data was analyzed and used to foster conversations during post-observation teacher conferences to implement strategies to promote active engagement and movement in the classrooms. Professional Learning Communities (PLCs) were focused on the implementation of active engagement strategies. Students can show proficiency in a second language by attaining the Seal of Biliteracy.

Goal 3: RCPS students and staff will demonstrate effective 21st century skills (communication, collaboration, creativity, citizenship, and critical thinking (5C's)) to achieve learning and instructional goals.

RCPS had several schools begin the implementation of the Reflective Friends process in an effort to spread the use of instructional strategies and the integration of the 5C's into curriculum. The primary focus for RCPS was on implementing strategies for student engagement and authentic learning.

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Administration

Goal 1: RCPS will maintain a safe, disciplined and healthy environment that nurtures physical and mental well-being of students and staff.

RCPS has continued the partnership with the Virginia Department of Criminal Justice Services to train all new threat assessment team members as well as have each team present to their full faculties on the threat assessment process in their schools. All RCPS staff has been trained in the Run, Hide, Fight protocol and all new teachers will be trained this year. Continual research around positive behavior interventions and support is ongoing.

Goal 2: Review, develop, and implement policies and administrative procedures to provide guidance and consistent support for instruction.

Virginia School Board Association suggests policies are reviewed three times a year and revisions to policies and regulations continue to improve operation of the School System.

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 System using best practices and compliance with generally accepted accounting principles and applicable legal regulations.

The Annual Budget lays out the planned source and use of public funds and is documented in an easily readable format in accordance with best practices. The Comprehensive Annual Financial Report (CAFR) reports actual financial results in an easily readable format in accordance with generally accepted accounting principles. Both the Annual School Budget and the CAFR are published to the website and have been submitted for national review by the Government Finance Officers Association (GFOA) and Association of School Business Officials (ASBO) (national organizations for government accounting and reporting) to provide assurance the documents have both been prepared to meet the highest standards of reporting.

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.

RCPS continued to expand summer school feeding opportunities by adding two additional sites. During the summer of 2018, RCPS provided lunches to 3,935 students through three elementary school programs and one academic summer school program. The financial stability for the program continues with an additional $534,089 added to the fund balance that can be used for salary adjustments and equipment replacements.

Human Resources

Goal 1: The Human Resources department will recruit and hire highly qualified employees to meet the academic needs of students in preschool to 12th grade.

All positions were filled as of September 2018. 25% of new hires required a provisional license; 75% of new hires were fully licensed. The Instructional Verification Report indicates over 99% of teachers meet criteria for licensure.

Goal 2: The Human Resources department will retain and develop engaged employees who will meet the academic needs of students in preschool to 12th grade.

100% of employees that retire or resign from RCPS are given an electronic Exit Survey. The School System has retained 88% of 2017 RCPS new hires.

Goal 3: By September 2018, the Human Resources Department will increase the number of culturally diverse employees from 5% to 8% of total employees working for RCPS.

As of fiscal year 2018, RCPS has 5.25% diverse employees. RCPS hired 7.8% of new teachers or administrators whom are diverse employees.

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Operations

Goal 1: RCPS will perform preventative maintenance on Heating, Ventilation, Air Conditioning (HVAC) systems to insure reliability, maintain our Building Automation Controls Network (BACnet) control system, and analyze the annual utility consumption for efficiency in order to maintain a physical environment conducive to learning.

The fiscal year 2019 Capital Maintenance Plan includes more BACnet control upgrades to provide better control over the district's HVAC systems. The operations department is preparing to implement the elimination of the current HVAC scheduling module and allow the principal or their designee to schedule after-hour events directly in their BACnet control system. The operations department will continue to analyze the utility consumption with the continuing program modifications.

Goal 2: RCPS will consolidate bus stops to reduce fuel consumption, explore alternate fuel sources for buses, and improve on-time performance of bus arrivals.

Transportation assesses and modifies lengthier routes by shifting some students of the longer routes to other buses in an effort to reduce their travel time. Annually, transportation assesses the propane buses and compares them with the efficiencies and costs of diesel buses. The department continues to investigate new ways of increasing miles per gallon (MPG) with the propane buses. An example is a change to the gear ratio in the propane buses which provided an MPG increase of 0.8 to 1.5, compared to the previous year. The recommendation is to continue to purchase diesel buses until such time propane buses become considerably more fuel efficient.

Goal 3: Improve reporting of School Dude – Maintenance Direct work order system to provide target start date; actual completion date; action taken to remediate the maintenance issue; and provide meaningful information on maintenance costs by school facility.

This is a new goal and results are not yet available.

Members of the School Board

The School Board is comprised of the following individuals:

Mr. Donald T. Butzer, Chairman ..... Catawba District

Mr. Timothy D. Greenway, Vice-Chairman ..... Vinton District

Mr. David M. Linden ..... Hollins District

Mr. Jason B. Moretz ..... Windsor Hills District

Mr. Michael A. Wray ..... Cave Spring District

Administrative Leadership Team

The Administrative Leadership Team is comprised of the following individuals:

Dr. Kenneth E. Nicely, Ed.D. ..... Superintendent

Ms. Susan L. Peterson, CPA, MA ..... Director of Finance

Mr. Mark G. Kitta ..... Director of Facilities and Operations

Mr. Jeff A. Terry ..... Director of Technology

Dr. Rebecca G. Eastwood ..... Assistant Superintendent of Instruction

Mr. James C. Soltis ..... Director of Secondary Instruction

Mr. Ben J. Williams ..... Director of Assessment and Remediation

Mr. Jason D. Suhr ..... Director of Career and Technical Education

Dr. Jessica M. McClung ..... Assistant Superintendent of Student Services and Human Resources

Mr. James R. Bradshaw ..... Director of Human Resources

Ms. Elisabeth P. Harman ..... Director of Special Education

Dr. Rhonda W. Stegall ..... Director of Administration

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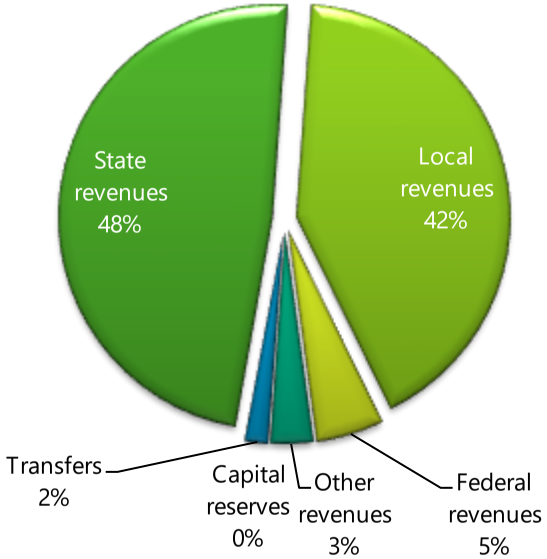
FINANCIAL SECTION

The following is a high-level summary of information contained in the Financial Section of the Annual Budget.

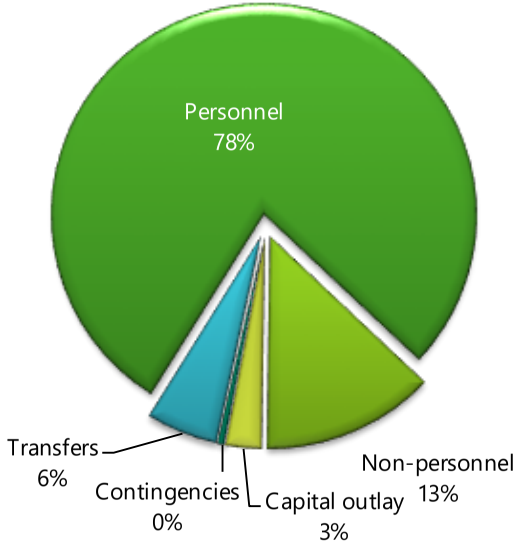
SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS

Revenues are classified based on source.



- State revenues, the largest source, include funding of the Standards of Quality (SOQ) by the Virginia General Assembly, a portion of the state-wide sales tax collections, and State grants.
- Local revenues represent the County of Roanoke appropriation.
- Federal revenues are primarily from federal education grants, the national school breakfast and lunch programs, federal E-Rate revenue, and Medicaid.
- Other revenues include the remaining local revenues, the majority of which are for the sale of food in the school nutrition program. Other items include interest income, tuition for summer school, preschool, non-resident tuition, online class tuition, warranty reimbursements, student fees, and miscellaneous rebates and refunds.
- Transfers include amounts received in the Technology Replacement Fund, Instructional Resources Fund, Bus Replacement Fund, and Minor Capital Fund from the General Fund.

Expenditures are classified based on object.



- Personnel is the largest cost of the School System due to the number of teachers and other staff needed to meet desirable student-to-teacher staffing ratios.
- Non-personnel include other costs that are not included in any of the other categories.
- Contingencies are set aside for possible mid-year grants and to true up grant estimates to the actual awards.
- 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.

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BUDGET COMPARISONS BY FUND

The School System budgets seven funds, of which four are considered operating funds. The General Fund, Instructional Resources Fund, Bus Replacement Fund and Technology Replacement Fund collapse as operating funds for financial reporting purposes. The remaining three funds include the Grant Fund, Capital Projects Fund, and Nutrition 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.

	2019 Budget	2020 Budget	Increase (Decrease)
State revenues	$ 77,191,859	$ 79,713,506	$ 2,521,647
Local revenues	68,844,764	70,491,737	1,646,973
Federal revenues	272,706	295,458	22,752
Other revenues	1,016,970	1,085,811	68,841
Total revenues	$147,326,299	$151,586,512	$ 4,260,213
Personnel	$122,962,412	$126,331,309	$ 3,368,897
Non-personnel	14,013,839	15,124,950	1,111,111
Capital outlay	261,349	482,446	221,097
Contingencies	792,792	225,000	(567,792)
Transfers	9,295,907	9,422,807	126,900
Total expenditures	$147,326,299	$151,586,512	$ 4,260,213

The following General Fund revenue changes are of significance:

- State revenues represents 52.6% of General Fund revenue and increased $2.5 million over the 2019 budget. The majority of this increase is attributed to the compensation supplement approved by the General Assembly, which allows for a compensation supplement for Standards of Quality (SOQ) funded instructional and support positions over the two-year biennium equal to 3% effective July 1, 2019 and an additional 2% effective September 1, 2019.
- Local aid represents 46.5% of General Fund revenue and increased $1.6 million over the 2019 budget. This amount represents a transfer from the County of Roanoke and is based on a revenue sharing agreement with the County of Roanoke Board of Supervisors which allocates local property taxes based on changes in population and ADM.

The following General Fund expenditure changes are of significance:

- Personnel expenditures increased by $3.4 million, as the investment in our people is always a high priority. The Annual Budget incorporates an average employee raise of 3.15% with $3.2 million of funding set aside for a 1-step salary increase for all contracted positions plus a 1.5% shift for all scales. Also included in this total is a 1.5% stipend to employees over the top of their scale. In addition, there is an increase of $651,767 for insurance adjustments for health, retiree health, and dental insurance. These increases were offset partially by a reduction in the EEWP participants and personnel lapse.
- Non-personnel expenditures increased primarily related to $431,582 for transfer of custodial personnel savings to cover contracted services, $302,378 increase in contracted services for vendor contract increases, $139,875 increase in fuel, $79,000 increase in maintenance budget and $26,000 for additional library allotments and databases.
- Capital Outlay increased by $221,097. An increase of $326,250 relates to an investment in communication and safety through the installation of digital radio Bi-Directional Amplifiers. This is offset by a $105,903 transfer of expenses for the Carl Perkins grant from the General Fund to the Grant Fund.
- Contingencies for the 2019 budget included $567,792 from the final budget changes adopted by the General Assembly on May 30, 2018. These funds were removed from contingency for fiscal year 2020.

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Roanoke County Public Schools
Annual Budget 2019-2020
Executive Summary

The **Instructional Resources Fund** is a separate operating fund that accounts for the funding of textbooks and other electronic resources for the classroom.

	2019 Budget	2020 Budget	Increase (Decrease)
State revenues	$ 880,091	$ 874,309	$ (5,782)
Other revenues	7,000	7,000	-
Transfers	120,146	32,596	(87,550)
Total revenues	$ 1,007,237	$ 913,905	$ (93,332)
Personnel	$ 103,698	$ 16,148	$ (87,550)
Non-personnel	903,539	897,757	(5,782)
Total expenditures	$ 1,007,237	$ 913,905	$ (93,332)

The decrease from the 2019 budget is primarily from reducing the operating transfer from the General Fund, which offsets moving contracted salaries permanently to the General Fund. A decrease in State funding was offset by a reduction in contracted resources.

The **Bus Replacement Fund** is a separate operating fund that accounts for the funding of the Bus Replacement Plan, which is a 15-year plan addressing the need to replace school buses on a useful life schedule. This will ensure the fleet does not age to a point where the cost to maintain the fleet exceeds the replacement cost of the fleet vehicles.

	2019 Budget	2020 Budget	Increase (Decrease)
Federal revenues	$ -	$ 200,000	$ 200,000
Other revenues	20,000	30,000	10,000
Transfers	533,219	675,000	141,781
Total revenues	$ 553,219	$ 905,000	$ 351,781
Materials and supplies	$ -	$ 16,065	$ 16,065
Capital outlay	1,182,513	1,158,862	(23,651)
Grant Contingencies	-	200,000	200,000
Total expenditures	$ 1,182,513	$ 1,374,927	$ 192,414

The revenue increase over the 2019 budget primarily relates to $200,000 for federal National Clean Diesel Rebate Program and $141,781 for an increase in the operating transfer from the General Fund to support the Bus Replacement Plan. The Bus Replacement Plan includes 2020 budgeted amounts of $1.2 million for the replacement of 9 regular and 3 special education buses, in addition to $16,065 for replacing camera systems on 10 buses.

The planned excess of revenues over expenditures will be offset by the use of beginning carryover reserves.

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The **Technology Replacement Fund** is a separate operating fund that accounts for the funding of the Technology Replacement Plan, which is a 6-year plan addressing the need to continually replace technology infrastructure and equipment that require a significant amount of resources.

	2019 Budget	2020 Budget	Increase (Decrease)
State revenues	$ 726,000	$ 726,000	$ -
Federal revenues	465,148	559,118	93,970
Other revenues	367,750	473,755	106,005
Transfers	1,044,680	1,100,000	55,320
Total revenues	$ 2,603,578	$ 2,858,873	$ 255,295
Other Charges	1,808,121	2,227,219	419,098
Materials and Supplies	160,230	159,230	(1,000)
Capital outlay	756,000	730,140	(25,860)
Total expenditures	$ 2,724,351	$ 3,116,589	$ 392,238

The revenue increase over the 2019 budget primarily relates to $93,970 for federal E-Rate reimbursement for wireless networks, internet, and hardware, $69,960 for the sale of laptops that have reached the end of their useful life, and $55,320 for an increase in the operating transfer from the General Fund to support the Technology Replacement Plan.

The Technology Replacement Plan includes 2020 budgeted amounts of $1.5 million to lease student and staff computers, $713,630 to lease promethean boards and $69,230 for promethean replacement parts on the boards included in the third phase-in of new promethean boards, which will occur the following year, $487,140 for networking equipment replacements, $243,000 for server replacements, and $90,000 for wireless connections replacements.

The planned excess of revenues over expenditures will be offset by the use of beginning carryover reserves.

The **Grant Fund** is a special revenue fund used to account for transactions related to federal, state, and private grants that are not reported in another fund. Most federal grants are typically 27 months or less. Matching requirements are accounted for in the General Fund.

	2019 Budget	2020 Budget	Increase (Decrease)
State revenues	$ 923,774	$ 1,042,935	$ 119,161
Federal revenues	4,836,338	5,078,388	242,050
Other revenues	401,000	403,000	2,000
Total revenues	$ 6,161,112	$ 6,524,323	$ 363,211
Personnel	$ 4,656,255	$ 4,736,494	$ 80,239
Non-personnel	1,104,857	1,186,477	81,620
Capital outlay	-	201,352	201,352
Contingencies	400,000	400,000	-
Total expenditures	$ 6,161,112	$ 6,524,323	$ 363,211

State and federal revenues and related expenditures increased due to the transfer of multiple Career and Technical Education grants from the General Fund to the Grant Fund, including $154,586 for Carl Perkins, $91,630 for State equipment funding, $21,840 for State industry certifications, and $15,883 for Project Graduation grants.

Additional increases related to true-ups for continuing grants, including $57,576 for Individuals with Disabilities Education Act Title VI-B Flow Through grant revenues and $53,919 for Elementary and Secondary Education Act Title IV Student Support.

Other revenues increased by $2,000 for a Waynesburg University grant, a Library of Congress grant provided to an employee for conference expenses.

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.

	2019 Budget	2020 Budget	Increase (Decrease)
Local revenues	$ 382,940	$ 512,500	$ 129,560
Other revenues	250,000	250,000	-
Capital reserves	1,574,560	-	(1,574,560)
Transfers	1,065,000	1,085,000	20,000
Total revenues	$ 3,272,500	$ 1,847,500	$ (1,425,000)

CIP	$ 1,932,500	$ 487,500	$ (1,445,000)
CMP	1,000,000	1,000,000	-
Other Projects	140,000	160,000	20,000
Contingencies	200,000	200,000	-
Total expenditures	$ 3,272,500	$ 1,847,500	$ (1,425,000)

The CIP is a 10-year plan and generally includes projects expected to individually cost in excess of $500,000 and have a useful life of five or more years, unless funded by a bond issue, in which case the useful life must equal or exceed the length of the bond. The 2019 CIP Budget included $1.5 million for design and planning for the future renovation of William Byrd High School and $432,500 for the Human Resources and Payroll Software System. The 2020 CIP Budget includes $310,820 towards the replacement of the Human Resources and Payroll Software System and $176,680 funding reserved for use on future projects.

The CMP is a 10-year plan dedicating $1.0 million annually for maintenance and repairs throughout all school facilities to help ensure the safety and value of these assets while avoiding potentially large costs resulting from lack of proper maintenance.

The **Nutrition Fund** is a special revenue fund used to account for activities of the nutrition program. The School System recognizes the link between student health and learning and desires to provide a comprehensive program promoting healthy eating and physical activity for our students. As such the nutrition program offers students a traditional breakfast, Second Chance Breakfast, Grab and Go Breakfast, and a traditional lunch. The goal is for this fund to be self-sufficient.

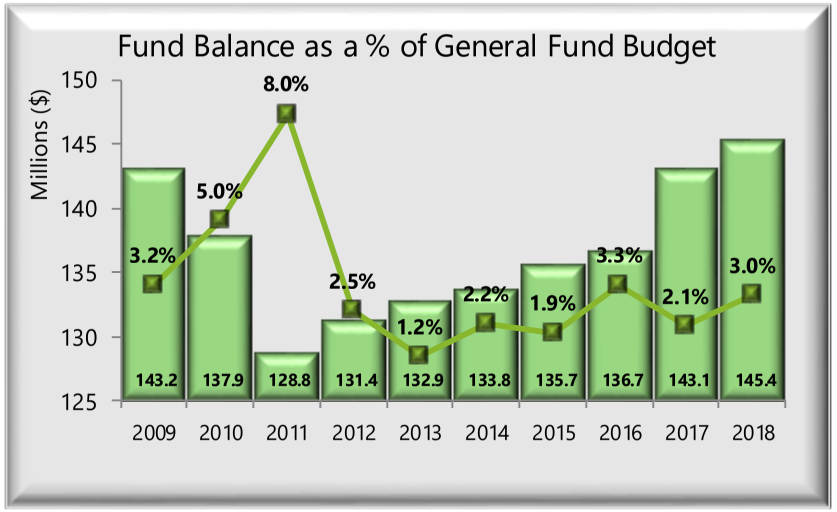
	2019 Budget	2020 Budget	Increase (Decrease)
State revenues	$ 102,145	$ 126,814	$ 24,669
Federal revenues	2,600,000	2,610,000	10,000
Other revenues	3,230,000	3,240,000	10,000
Total revenues	$ 5,932,145	$ 5,976,814	$ 44,669

Personnel	$ 2,716,523	$ 2,812,795	$ 96,272
Non-personnel	2,995,772	2,970,350	(25,422)
Capital outlay	194,850	168,669	(26,181)
Contingencies	25,000	25,000	-
Total expenditures	$ 5,932,145	$ 5,976,814	$ 44,669

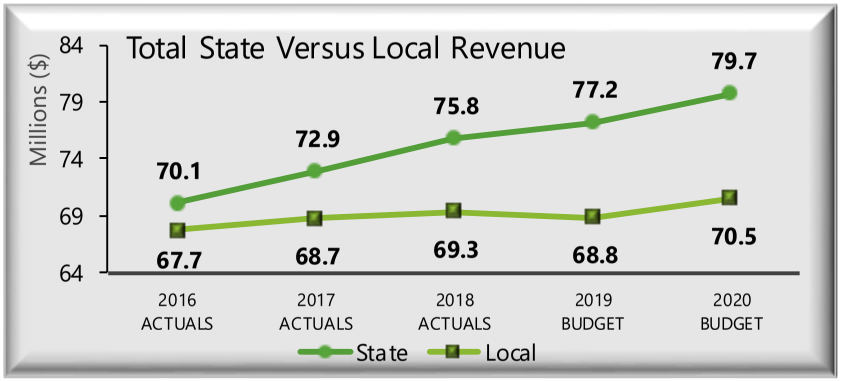
Slight revenue increases from the State, and other sources combined with decreases in capital outlay will allow the program to provide an average employee raise of 3.15% for a 1-step salary increase for all contracted positions plus a 1.5% shift for all scales. Also included in this total is a 1.5% stipend to employees over the top of their scale.

Significant Trends

A significant trend reflected below is the percent of fund balance (excluding the emergency contingency) as compared to the operating budget.



Another significant trend reflected in the following graph is the relationship between the School System funding derived from the State and the County. Below is the trend analysis for the years included in the budget.



Significant Financial and Demographic Changes

State aid is allocated to the School System based on March 31 Average Daily Membership (ADM). The ADM for the 2020 budget is projected to decrease to 13,610 from 13,700 in the 2019 budget. This 90-student decrease reflects current year enrollment and projected declines. The impact to the School System is $467,591 less in State aid. See additional discussions under Student Enrollment found under the Informational Section of this Executive Summary.

Budget Forecast

Projections for the upcoming three fiscal years are as follows:

	2021 Projection	2022 Projection	2023 Projection
State revenues	$ 84,118,715	$ 85,786,570	$ 87,487,782
Local revenues	73,067,880	71,312,385	71,249,482
Bond proceeds	10,000,000	9,232,185	767,815
Federal revenues	8,583,287	8,426,804	8,273,450
Other revenues	5,489,566	5,489,566	5,489,566
Capital reserves	586,163	-	-
Transfers	3,397,596	4,097,596	4,697,596
Total revenues	$ 185,243,207	$ 184,345,106	$ 177,965,691
Personnel	$ 135,888,807	$ 137,927,139	$ 139,996,046
Non-personnel	22,787,019	22,660,186	21,610,105
Capital outlay	17,072,291	13,741,826	5,687,262
Contingencies	670,000	670,000	870,000
Transfers	9,422,807	9,422,807	9,422,807
Total expenditures	$ 185,840,924	$ 184,421,958	$ 177,586,220

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

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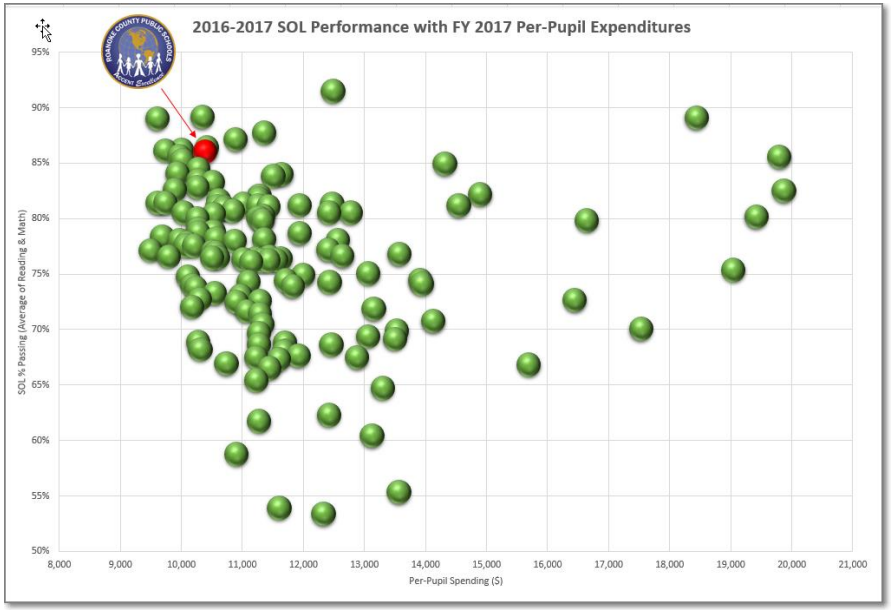
equal a 1-step increase for contracted employees. This projection maintains the integrity of the salary scales and allows the School System to retain and recruit quality teachers and other staff. Materials and supplies have been adjusted to reflect the discretionary and flexible nature of spending in that area. All other expenditures are level-funded, except for the Bus Fund, Technology Replacement Fund, and the Capital Projects Fund, which incorporate the Bus Replacement Schedule, Technology Replacement Schedule, CIP, and CMP for the next three years.

INFORMATIONAL SECTION

The following is a high-level summary of information contained in the Informational Section of the Annual Budget.

PER PUPIL EXPENDITURE

A summary of the School System's per-pupil spending as compared to total SOL performance follows.



This chart compares all schools in Virginia and shows that two school districts had higher student performance and lower per pupil spending than Roanoke County Public Schools and three divisions had the equivalent student performance with lower per pupil spending.

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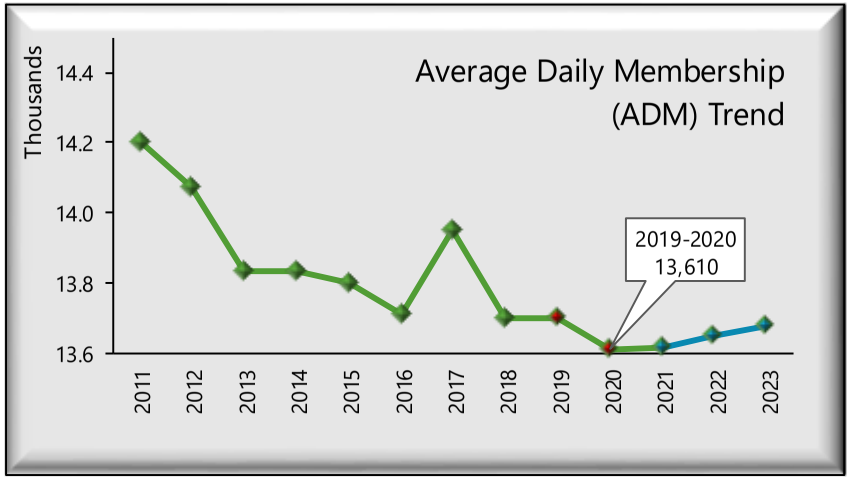
Student Enrollment

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 fiscal year 2011 through the forecasted fiscal year 2023 follows.



Note: Fiscal Year 2018 and earlier represent the actual March 31 ADM. The red diamonds represent the budgeted ADM and the blue diamonds represent forecasted ADM.

The School System compares three methods for calculating the budgeted ADM.

1. Virginia Department of Education estimate as of July 1, 2017 is 13,591 based on data at the Weldon-Cooper Center.
2. The grade progression method as of December 31, 2018 is 13,610 based data extracted from the Student Information System.
3. During fiscal year 2016, a Demographic study was conducted to forecast enrollment by school and grade through 2026. The Demographer used many statistics outside the toolbox available to the School System to impact the extrapolation of historical trends into the future. Based on the study, adjusted for students not eligible for SOQ, the range is 13,607 to 13,885.

The adopted ADM is **13,610**, based on grade progression. 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.

Student-Teacher Ratio

Smaller class sizes are a goal of the School System and although the class sizes 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	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
KG	17	19	18	20	20	19	19	19	18	19
1	17	19	20	21	20	20	20	19	19	18
2	18	20	20	20	21	20	20	20	20	20
3	18	19	20	21	21	21	21	20	20	20
4	18	20	21	22	21	21	21	20	20	20
5	19	20	21	22	22	21	21	21	22	20
6	20	23	23	23	23	23	23	21	21	23
7	21	23	23	23	23	23	23	21	21	23
8	21	23	23	23	23	23	23	20	20	21
9	21	22	22	22	22	22	23	20	20	21
10	21	22	22	22	22	22	23	20	20	20
11	21	22	22	22	22	22	23	21	21	19
12	21	22	22	22	22	22	23	21	21	18

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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 filled on a need basis. Additional details are included in the Informational Section.

	Budgeted FTE's		
	2017	**2018**	**Change**
Board Member	5.0	5.0	0.0
Administrator	20.0	20.0	0.0
Principal	27.0	27.0	0.0
Assistant Principal	24.5	25.5	1.0
Teacher	1,207.5	1,219.5	12.0
Instructional Assistant	325.0	327.0	2.0
Secretary	76.0	75.0	(1.0)
Attendance & health	42.0	42.0	0.0
Transportation	216.0	223.0	7.0
Maintenance	95.0	88.0	(7.0)
Technology	36.0	35.0	(1.0)
School Nutrition	154.0	154.0	0.0
	2,228.0	2,241.0	13.0

Awards, Recognitions, and Accomplishments

Glenvar, Hidden Valley, Northside, and William Byrd Middle Schools are designated as Schools to Watch. 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.

Bonsack, Cave Spring and Green Valley Elementary Schools, and Cave Spring and Hidden Valley High Schools were awarded the 2018 Virginia Board of Educational Excellence Awards. These schools met all state and federal accountability benchmarks and made significant progress toward goals for increased student achievement and expanded educational opportunities set by the board.

Back Creek, Clearbrook, and Penn Forest Elementary Schools, Cave Spring, Glenvar, and Hidden Valley Middle Schools, and Glenvar High School were awarded the 2018 Virginia Board of Education Distinguished Acheivement Award. These schools met all state and federal benchmarks and made progress toward the goals of the Governor.

Working in Support of Education (W!SE) awarded **Cave Spring, Glenvar, Northside, and William Byrd High Schools** the Blue Star School Award for achieving an 80% passing rate on the W!SE Financial Literacy Certification Exam with an average student score of 85% or higher. In addition, seven Roanoke County Public School teachers, **Jayne Atkins, Katelyn Benson, Randy Boone, Andrew Huray, Ashley Spradlin, Stephanie Taliaferro, and Tracey Wright**, earned the Gold Star Teacher award by achieving a 93% pass rate in at least one of their classes on either the Fall 2017 or Spring 2018 W!SE Financial Literacy Certification Test.

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Dr. Kenneth E. Nicely, Ed.D., superintendent of Roanoke County Public Schools, has been named as the recipient of the Leadership Award from the Virginia Association of Supervision, Curriculum and Development. The award is presented annually to one Virginia educator for outstanding leadership in teaching and learning.

Each year, teachers from across the School System are nominated by students, parents, co-workers and administrators to receive the Roanoke County Public Schools Education Foundation's Apple Awards. The 2018 Golden Apple (highest honor) was presented to **Ashley Williams**, 6th grade English & reading teacher at William Byrd Middle School. The 2018 Red Apple Awards were presented to **Traci Altice**, 2nd grade teacher at Bonsack Elementary School, **Jeffrey Maynard**, Special Education teacher at Northside Middle School, and **Terry Haynie**, Choir/music theory teacher at Glenvar High School. The 2018 Green Apple Award (new teacher who has taught in the School System for three years or less) was presented to **Kristen Sink**, a 3rd grade teacher from Oak Grove Elementary School.

The School Nutrition Association of Virginia presented three awards to employees of the School System for their dedication to the nutrition program. **Kathy Stackpole**, Nutrition Manager at Bonsack Elementary School received the Lifetime Achievement Award. **Mary Sue Draper**, Nutrition Manager at Mount Pleasant Elementary School received The Thelma Flanagan Gold Award of Excellence. **Chuck Lionberger**, Public Relations Specialist, received the Friends of School Nutrition Association of Virginia Award, for his extraordinary work on behalf of school nutrition programs.

Roanoke County Public Schools has been honored with the **Best Communities for Music Education** designation from The NAMM Foundation for its outstanding commitment to music education for the past 16 years. The School System was chosen as 1 of 18 school divisions in the Commonwealth of Virginia. The award is based on a survey of the School System and its commitment to providing a wide range of musical opportunities and supporting them financially.

Roanoke County Public Schools has been recognized for its **Minecraft: Education Edition** pilot program that was introduced to over 14,100 students in fiscal year 2018. Minecraft offers a game-based learning journey that encourages teacher and student collaboration and learning that is engaging and purposeful.

Roanoke County Public Schools and Western Virginia Water Authority were presented a **Business and Industry Partnership Award** by the Virginia Department of Education and the Virginia Community College System for the exemplary career and technical education (CTE) program and partnership.

Roanoke County Public Schools had a strong year in terms of SOL performance. The School System again had all of its 26 schools fully accredited for the fiscal year 2019 school year based on fiscal year 2018 results. Furthermore, the School System exceeded the State average on 28 of 29 SOL tests and significantly increased overall performance in 5th Grade Mathematics, Biology, and World History II. The School System excels in all areas, but secondary mathematics is a particular highlight. The Math 7 results were 3rd in the State and Algebra I – one of the keys to high school graduation – was 8th in the State (out of 132 school divisions). Additionally the School System's overall reading and mathematics results exceed most divisions of similar size and demographics. Roanoke County Public Schools had the highest SOL results in the region.

The Association of School Business Officials International (ASBO) awarded a Certificate of Excellence in Financial Reporting to Roanoke County Public Schools for its CAFR for the 18th consecutive year ended June 30, 2018. This nationally recognized program was established by ASBO to encourage school business officials to achieve a high standard of financial reporting. The award is the highest recognition for school division financial operations offered by ASBO, and it is only conferred upon school systems that have met or exceeded the standards of the program. The program reviews the accounting practices and reporting procedures used by the School System in its CAFR based upon specific standards established within GAAP.

ROANOKE COUNTY PUBLIC SCHOOLS
Opportunity Ready

Debt Service Fund

Debt Service Fund

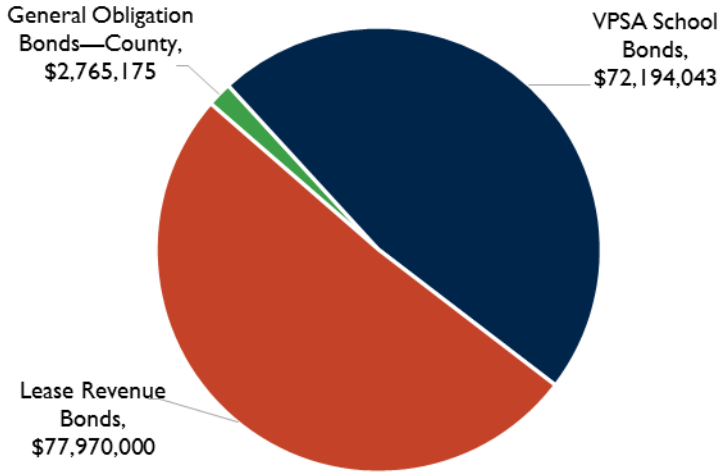
The Constitution of Virginia and the Public Finance Act of 1991 provide the authority for a county to issue general obligation debt secured solely by the pledge of its full faith and credit. A county also is authorized to issue debt secured solely by the revenues of the system for which the bonds are 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, 2018, the County of Roanoke had $152,929,218 in outstanding long-term debt. This balance is comprised of:

General Obligation Bonds—County	$ 2,765,175
Lease Revenue Bonds	77,970,000
VPSA School Bonds	72,194,043
Total County Obligations	$ 152,929,218
Bond Premiums[1] (For Information Only)	9,929,441

County Long-Term Debt Obligations:
$152,929,218
(as of June 30, 2018)



[1] Due to GASB regulations, bond premiums are considered long-term obligations, but are not payable by the County.

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 expenditures for both RCPS and the County will total $20,494,101 in FY 2020. Of that total, $7,200,919 is included in the County portion of the Summary of All Funds in the Financial Summaries of this document. The RCPS portion of the Debt Service Fund will be shown as part of the Component Unit Schools once RCPS submits the FY 2020 budget, which will subsequently be approved by the Board of Supervisors.

County Debt Fund					
Description	**Actual 2018**	**Adopted 2019**	**Adopted 2020**	**$ Change FY 19-20**	**% Change FY 19-20**
Personnel	-	-	-	-	-
Non-Personnel	6,926,540	7,374,730	7,200,919	(173,811)	-2.4%
Transfers & Other	-	-	-	-	-
Total	**6,926,540**	**7,374,730**	**7,200,919**	**(173,811)**	**-2.4%**
Position Count	**0**	**0**	**0**	**-**	**-**

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.

On April 24, 2018, the County Board of Supervisors adopted the Comprehensive Financial Policy, which establishes guidelines for the issuance of debt, and is reviewed annually. The County does not have any Constitutional or Statutory Debt Limits. The County does abide by the following self-imposed debt targets:

- Net Outstanding and Projected Debt as a Percentage of Total Taxable Assessed Value will not exceed three percent (3%) in the current fiscal year or subsequent fiscal years as detailed in the County's Capital Improvement Program.
- General Obligation Current and Projected Debt Service as a Percentage of General Government Expenditures will not exceed ten percent (10%) in the current fiscal year or subsequent fiscal years as detailed in the County's Capital Improvement Program. General Government expenditures include the Governmental Fund expenditures, the School Board component unit expenditures, and County and School transfer to capital projects and Proprietary Funds as outlined in the County's Comprehensive Annual Financial Report (CAFR).

All of these ratios fall comfortably below County limits for each year of the ten-year Capital Improvement Program. 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.

Debt Service Fund

Revenue and Expenditure Summary	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	Inc/(Dec)
Revenue				
From Local Sources				
Locality Compensation Payment	$ 125,284	$ 124,894	$ 124,444	$ (450)
Miscellaneous	112,302	59,959	165,913	105,954
Total	237,586	184,853	290,357	105,504
Transfers from Other Funds				
County General Fund	14,449,982	14,137,975	16,048,337	1,910,362
County Capital Fund	130,290		-	-
School Debt Fund	55,913	70,913	82,957	12,044
School Operating Fund	4,125,345	4,125,345	4,125,345	-
Total Transfers	18,761,530	18,334,233	20,256,639	1,922,406
Total Revenues	18,999,116	18,519,086	20,546,996	2,027,910
Fund Balance - Beginning	288,685	61,880	2,337	(59,543)
Total Revenues & Fund Balance	**$ 19,287,801**	**$ 18,580,966**	**$ 20,549,333**	**$ 1,968,367**
Expenditures				
County Debt Service Payments				
General Obligation Bonds	962,414	963,999	963,299	(700)
Lease Revenue Bonds	6,117,572	6,075,888	6,072,076	(3,812)
Transfer to County Capital Fund	141,524	70,813	82,956	12,143
Miscellaneous	27,721	38,687	27,356	(11,331)
Total Debt Service - County	7,249,231	7,149,387	7,145,687	(3,700)
School Debt Service Payments				
VPSA Bonds	11,750,917	11,348,329	13,262,752	1,914,423
Transfer to School Capital Fund	163,560	-	-	-
Transfer to County Debt Fund	55,913	70,913	82,957	12,044
Miscellaneous	6,300	10,000	2,705	(7,295)
Total Debt Service - Schools	11,976,690	11,429,242	13,348,414	1,919,172
Total Expenditures	19,225,921	18,578,629	20,494,101	1,915,472
Fund Balance - Ending	61,880	2,337	55,232	52,895
Total Expenditures & Fund Balance	**$ 19,287,801**	**$ 18,580,966**	**$ 20,549,333**	**$ 1,968,367**

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 that ended in 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. For fiscal year 2018, each Charter Member's prorated share was as follows: County of Roanoke, 41.19%; City of Roanoke, 43.90%; City of Salem, 11.36%; and the Town of Vinton, 3.54%.

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 increased to $350,000 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. With the equitable ending of the Vinton Gainsharing Agreement, effective July 1, 2019, the County of Roanoke is responsible for payment of the Town of Vinton's pro-rata share of operating, debt, and capital expenses.

Participating localities are responsible for their pro-rata share of the operating budget, which is billed on a monthly basis. The County's budgeted contribution in FY 2020 to the Regional Pound is $516,698. 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 share of principal and interest for the fiscal year ending June 30, 2018 was $49,845.

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 budgeted contribution to the WVWA for this project in FY 2020 is $183,243.

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 in the Proposed FY 2019-2020 Operating Budget is estimated at $3,823,047 based on current total per diem of $2,884,925 and debt service of $938,122.

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**
2019	898,188	65,811	8,121,855	3,226,472	2,935,000	3,140,888	11,955,043	6,433,171
2020	918,865	44,434	7,490,422	2,840,204	3,060,000	3,012,076	11,469,287	5,896,714
2021	948,122	22,566	7,151,276	2,487,241	3,195,000	2,880,244	11,294,398	5,390,051
2022	-	-	7,157,438	2,130,969	3,340,000	2,733,381	10,497,438	4,864,350
2023	-	-	5,648,501	1,810,250	3,495,000	2,575,200	9,143,501	4,385,450
2024-2028	-	-	24,214,551	5,280,987	20,470,000	10,140,320	44,684,551	15,421,307
2029-2033	-	-	10,630,000	1,056,785	22,860,000	5,517,461	33,490,000	6,574,246
2034-2038	-	-	1,780,000	63,189	18,615,000	1,601,981	20,395,000	1,665,170
Total	**2,765,175**	**$ 132,811**	**$ 72,194,043**	**$ 18,896,097**	**$ 77,970,000**	**$ 31,601,551**	**$ 152,929,218**	**$ 50,630,459**

*Information above is as presented in the 2018 Comprehensive Annual Financial Report (CAFR), page 67.

COUNTY OF ROANOKE, VIRGINIA
Ratios of General Bonded Debt Outstanding
(Unaudited)
Last Ten Fiscal Years

	General Bonded Debt Outstanding						
Fiscal Year	General Obligation Debt	Lease Revenue Bonds	VPSA School Bonds	State Literary Bonds	Total	Percentage of Actual Value of Taxable Property	Per Capita
2009	14,560,238	80,954,308	120,748,501	4,524,181	220,787,228	2.10%	2,430
2010	12,645,130	78,700,454	115,035,423	4,064,860	210,445,867	2.07%	2,312
2011	10,655,022	76,376,966	107,150,919	3,617,042	197,799,949	2.01%	2,141
2012	8,584,914	73,969,030	109,290,686	3,169,225	195,013,855	2.08%	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
2017	3,640,935	78,183,655	86,485,636	-	168,310,226	1.66%	1,792
2018	2,765,175	77,970,000	72,194,043	-	152,929,218	1.49%	1,632

*Information above is as presented in the 2018 Comprehensive Annual Financial Report (CAFR), page 193.

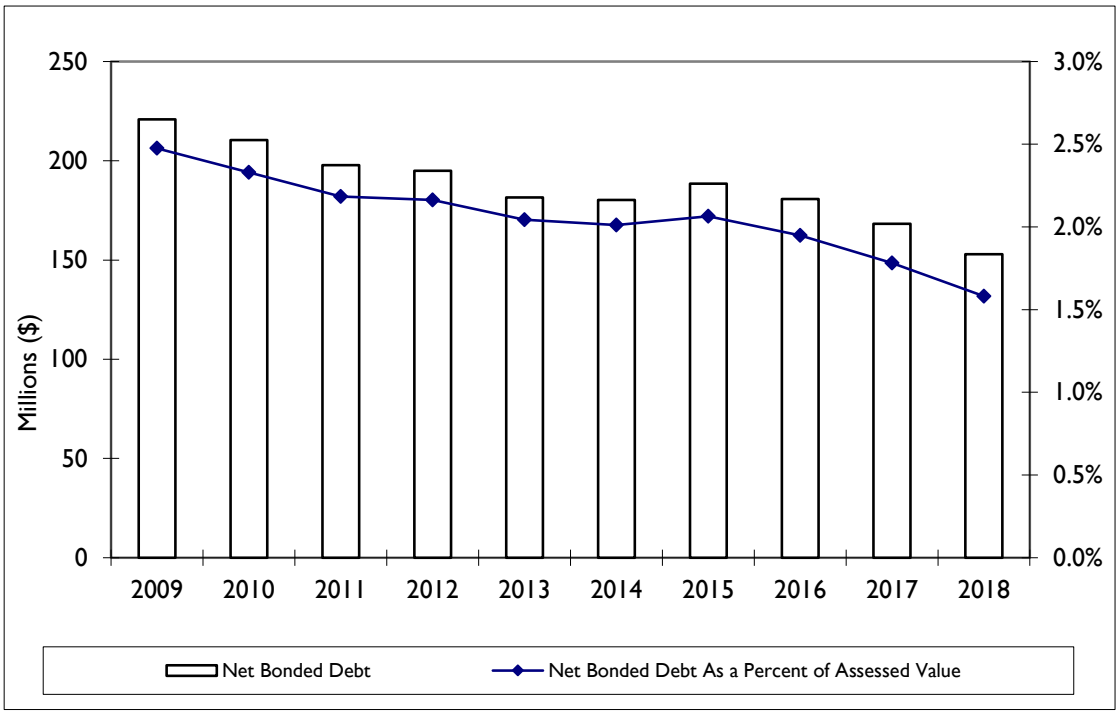
COUNTY OF ROANOKE, VIRGINIA
Debt Policy Information
(Unaudited)
Last Ten Fiscal Years

Fiscal Year

	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009
General bonded debt outstanding										
General Obligation Bonds	$ 2,765,175	$ 3,640,935	$ 4,497,704	$ 5,332,236	$ 6,150,390	$ 6,416,798	$ 8,584,914	$ 10,655,022	$ 12,645,130	$ 14,560,238
Lease Revenue Bonds	77,970,000	78,183,655	81,150,705	76,949,408	79,182,582	71,455,422	73,969,030	76,376,966	78,700,454	80,954,238
VPSA School Bonds	72,194,043	86,485,636	95,149,806	104,311,123	92,638,652	100,944,620	109,290,686	107,150,919	115,035,423	120,748,501
State Literary Bonds	-	-	-	1,825,775	2,273,592	2,721,409	3,169,225	3,617,042	4,064,860	4,524,181
Total net debt applicable to debt limits	$ 152,929,218	$ 168,310,226	$ 180,798,215	$ 188,418,542	$ 180,245,216	$ 181,538,249	$ 195,013,855	$ 197,799,949	$ 210,445,867	$ 220,787,158
Ratio of net debt to assessed taxable property value	1.58%	1.78%	1.95%	2.06%	2.01%	2.04%	2.16%	2.18%	2.33%	2.48%
Debt limit per policy for property value	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Per capita	$ 1,632	$ 1,792	$ 1,928	$ 2,014	$ 1,944	$ 1,947	$ 2,104	$ 2,141	$ 2,281	$ 2,431
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	6.57%	6.78%	7.57%	7.14%	7.20%	8.51%	8.29%	8.51%	7.79%	7.30%
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 2018 Comprehensive Annual Financial Report (CAFR), page 194.

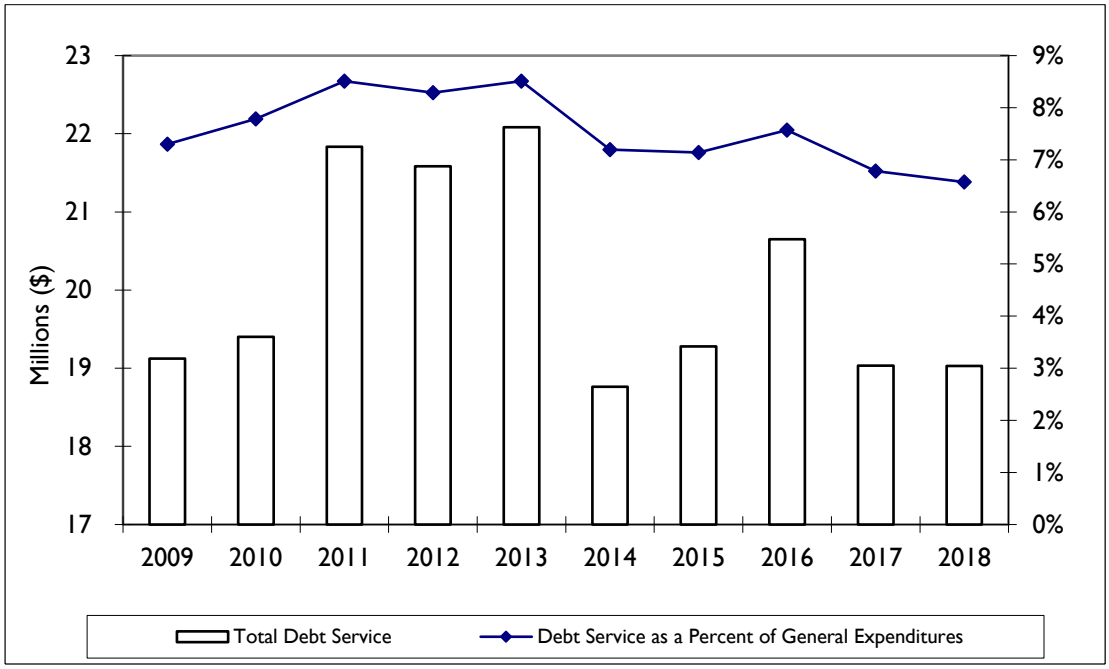
Net Bonded Debt



Fiscal Year	Net Bonded Debt	Assessed Value	Net Bonded Debt As a Percent of Assessed Value
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%
2017	168,310,226	9,446,397,362	1.78%
2018	152,929,218	9,670,040,170	1.58%

*Net bonded debt from the 2018 Comprehensive Annual Financial Report (CAFR), page 188 and 192.

Debt Service as a Percent of General Expenditures



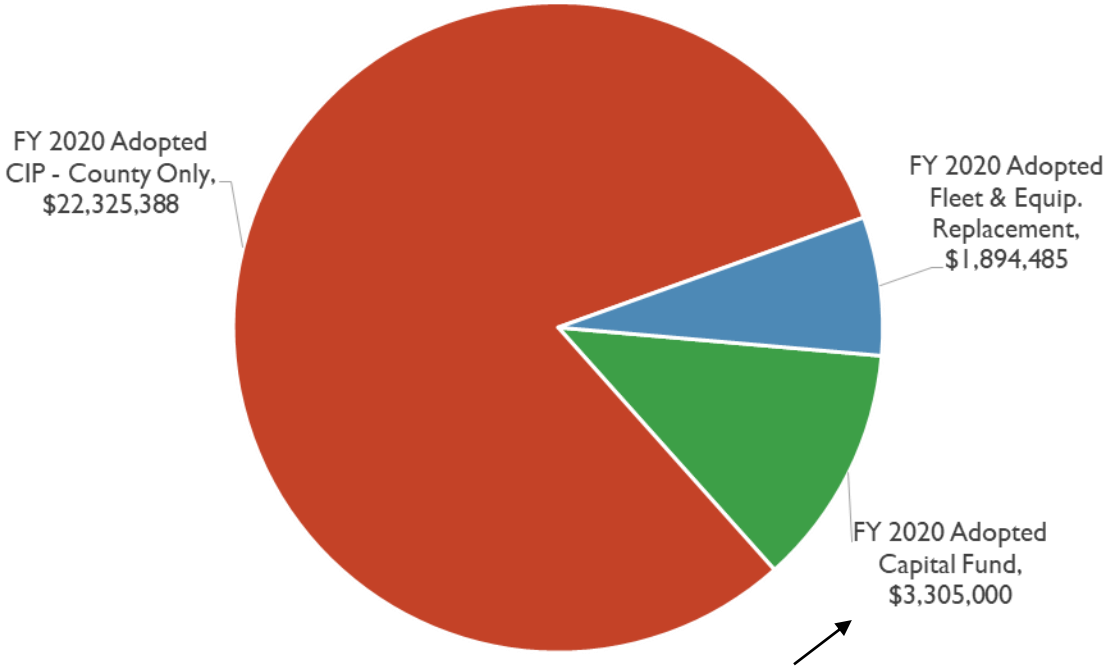
Fiscal Year	Total Debt Service	Total General Government Expenditures	Debt Service as a Percent of General Expenditures
2009	19,122,916	262,011,427	7.30%
2010	19,401,848	249,134,370	7.79%
2011	21,832,457	256,591,051	8.51%
2012	21,585,152	260,467,376	8.29%
2013	22,082,701	259,471,652	8.51%
2014	18,761,096	260,674,387	7.20%
2015	19,276,946	269,891,195	7.14%
2016	20,651,461	272,818,478	7.57%
2017	19,033,256	280,536,145	6.78%
2018	19,028,480	289,492,761	6.57%

Notes:

The County does not have any overlapping debt. General Government expenditures include the General Fund and Component Unit (School) data.

Capital Fund

FY 2020 Capital Fund
$27,524,873



Note: The FY 2020 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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
FY 2020 Adopted Capital Fund	$ 6,424,151	$ 5,814,917	$ 5,058,735	$ (756,182)	-13.00%
** Back out General Fund Transfer to CIP*	*(1,032,804)*	*(1,036,597)*	*(1,226,000)*	(189,403)	*18.3%*
** Back out General Fund Transfer to Fleet Replacement*	*(1,566,347)*	*(1,678,320)*	*(527,735)*	1,150,585	-----
FY 2020 Adopted CIP - County Only	16,843,247	5,903,819	22,325,388	16,421,569	278.2%
FY 2020 Adopted Fleet & Equip. Replacement	2,903,097	3,240,070	1,894,485	(1,345,585)	-----
Total Capital Fund Appropriation	**$ 23,571,344**	**$ 12,243,889**	**$ 27,524,873**	**$ 15,280,984**	**124.8%**

** The Capital Fund and Capital Year Budget – FY 2020 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

Starting in 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) 2020 Capital Fund supported by the General Government Fund; the FY 2020 Capital Year Budget of the Fiscal Year 2020 – 2029 Capital Improvement Program; and the FY 2020 Fleet and Equipment Replacement Program. Each of the sections provides details on the types of proposed capital investments.

The **FY 2020 Adopted 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 ongoing capital maintenance for County facilities and systems. The total FY 2020 Capital Fund expenditure budget ($5,058,735 in FY 2020) 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 2020, the offsetting transfer totals $4,859,085, which reduces the General Government contribution to the Capital Fund to $199,650. The transfer from the General Government Fund to the FY 2020 Capital Fund is budgeted in the Transfers section of this document. Details of the FY 2020 Capital Fund are found on the next page.

The **FY 2020 Adopted Capital Year Budget** represents the first year of the FY 2020-2029 Capital Improvement Program (CIP). Only the first year of the County's CIP ($23,636,208 in FY 2020) is formally appropriated by the Board of Supervisors. Years two though ten of the program are utilized for fiscal planning purposes, and will be added to the document upon budget adoption.

The FY 2020 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 2020 Capital Year Budget funding and project summaries can be found within this section of the document.

The County Administrator's FY 2020-2029 Capital Improvement Program was presented to the Board of Supervisors on January 22, 2019. Included in this document is a summary of the adopted FY 2020 funding sources and projects. Also included as information only is the Roanoke County Public Schools (RCPS) FY 2020 Capital Year Budget. The County of Roanoke's adopted FY 2020-2029 CIP can be found on-line at: http://www.roanokecountyva.gov/index.aspx?NID=590.

The **FY 2020 Proposed 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. In order to present a balanced operating budget for FY 2020, a fire engine and bulk solid waste truck were delayed for purchase until FY 2021. While the entire ten-year fleet replacement plan is shown in this document, only the first year ($1,894,485 in FY 2020) of the ten-year plan is appropriated. The ten-year Fleet Replacement Program is updated annually.

FY 2020 Capital Fund Supported by the General Government Fund

Capital Fund Summary			
Project/Transfer	**Budget FY 2019**	**Adopted FY 2020**	**$ 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.			
Roland E. Cook Apartments: Ten-year economic development incentive agreement, $15,000 annually. FY 2020 accounts for payments that have already been made.	-	30,000	30,000
William Byrd Apartments: Ten-year economic development incentive agreement, $100,000 annually.	-	100,000	100,000
South Peak CDA	635,000	650,000	15,000
Payroll System Hosting: Supports the Human Resource and Payroll administration duties of the County, the Roanoke County Schools, the Roanoke Valley Resource Authority, the Western Virginia Water Authority, and other entities for which the County is the fiscal agent.	225,000	285,000	60,000
Parks & Recreation Community Incentives: Provides matching funds to non-profit community service groups, individuals, or corporations donating funds to capital improvements for County owned park and recreation facilities.	25,000	25,000	-
Bent Mountain Community Center: Maintenance and operations of facility.	15,000	15,000	-
General Fund Transfer to CIP	1,036,597	1,226,000	189,403
General Fund Transfer to Fleet Replacement	1,678,320	527,735	(1,150,585)
Subtotal, Capital Fund	**$ 5,814,917**	**$ 5,058,735**	**$ (756,182)**
Offsetting Transfer from Future School/County Debt Fund to cover debt service.	(2,945,918)	(4,859,085)	(1,913,167)
Total General Fund Transfer to Capital Fund	**$ 2,868,999**	**$ 199,650**	**$ (2,669,349)**

ROANOKE COUNTY

OFFICE OF MANAGEMENT AND BUDGET

5204 Bernard Drive, Suite 400 C, P.O. Box 29800
Roanoke, Virginia 24018-0798

TEL: (540) 772-2021 FAX: (540) 772-2089

July 1, 2019

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

On May 28, 2019, the Roanoke County Board of Supervisors adopted the fiscal year 2020-2029 Capital Improvement Program (CIP). The County Administrator's proposed fiscal year 2020-2029 CIP was presented to the Board of Supervisors on January 22, 2019. The Board of Supervisors deliberated over projects and funding from January through May, culminating with the adoption of the ten-year CIP. The following changes were made to the proposed fiscal year 2020 Capital Year Budget, which increased the total budget by $1,945,760.

- Increasing the budget for the Fallowater Lane project by $1,997,760 to account for Commonwealth revenue.
- Decreasing the General Government Transfer by $50,000 as a revenue source based on the availability of $50,000 in VPSA bond refunding cash.
- Adjustment of the General Services Capital Maintenance Program associated with one-time funding available in FY 2019 and adding capital maintenance for the Vinton Fire and Rescue station due to the equitable ending of the Vinton Gainsharing Agreement.
- Decrease the County Economic Development Funds transfer by $18,920, which is offset by utilizing a transfer from the Economic Development Authority, an increase of $18,920, to cover project costs associated with Broadband and Woodhaven projects.
- Reduction to Computer Replacement project, in the amount of $42,000, to account for elimination of five-year warranties and includes a corresponding decrease in the transfer from the Communications/IT fund.

As part of this section of the budget document, the County Administrator's January 22, 2019 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 2020-2029 CIP adopted by the Board of Supervisors on May 28, 2019.

Sincerely,

Steven R. Elliott
Budget Manager

Meredith L. Thompson
Budget Manager

ROANOKE COUNTY
VIRGINIA EST. 1838

January 22, 2019

Chairman Phil North
Members, Board of Supervisors
Roanoke County Administration Building
5204 Bernard Drive
Roanoke, Virginia 24018

Dear Chairman North and Members of the Board of Supervisors:

Attached for your consideration is my Proposed FY 2020 – FY 2029 Capital Improvement Program (CIP). Included as part of this proposal is the Roanoke County Public Schools' ten-year Capital Improvement Program requests, as approved by the Roanoke County School Board on January 10, 2019.

The ten-year plan is fiscally balanced, utilizes sound, long-term financial planning principles, and is consistent with County fiscal policy. As presented, the Proposed FY 2020 – FY 2029 CIP totals $158,833,568 in capital projects over the life of the ten-year plan, with $80,955,094 attributable to County capital projects and $77,878,474 requested by the Roanoke County School Board for schools' capital projects. Project priorities for Roanoke County Public Schools are established by the School Board and presented as requested in this ten-year plan.

Maintaining Existing Assets and Services

Capital Maintenance Programs

As proposed, approximately $16.3 million is committed to County Capital Maintenance Programs (CMP) in the next ten years. For FY 2020, $1.37 million is proposed to ensure existing infrastructure in General Services, Parks, Recreation & Tourism, and the Sheriff's Office, remain functional and safe for our citizens, visitors, and employees. Investments in facilities will be re-evaluated after the Board of Supervisors receives and reviews the County Facilities Assessment, scheduled for completion in July 2019.

Replacement of computers and other information technology infrastructure is budgeted at $7.92 million in the ten-year plan to ensure the County can continue delivering high

quality services to the public. As service delivery increasingly relies on technology, we must ensure our technology equipment is current and provides for the security of all our County's transactions internally and with our citizens.

Transportation - Roads

The ten-year capital plan continues modest investments in our roads infrastructure and continues to leverage Commonwealth and Federal funding when available. Transportation projects proposed for funding in the ten-year plan include completion of funding for the Buck Mountain / Starkey Road Intersection ($0.25 million, FY 2020) and the County portion of the Plantation Road Phase II project ($0.3 million, FY 2021). The Plantation Road project also includes $1.75 million in Commonwealth funding that was appropriated by the Board of Supervisors in January 2019. County funds ($0.25 million annually) are also reserved to match Commonwealth Revenue Sharing funds ($0.25 annually) from FY 2022-2029 for future transportation priorities.

Transportation - Greenways

The ten-year plan includes two significant Greenways projects, which will ultimately connect Greenways in the County to the regional Greenway system. The West Roanoke River Greenway is an $8.03 million project, all funded through Commonwealth and Federal resources. Of that total, $4.54 million is included for appropriation in FY 2020. Those funds – Commonwealth SMART SCALE funds – were awarded to the County in late-2016 but had yet to be appropriated. Work on the West Roanoke Greenway is anticipated to begin in summer 2019.

The East Roanoke River Greenway is a $9.0 million project, of which the majority of funding has already been appropriated by the Board of Supervisors. Of the total project funding, over 93% is from non-County funding sources such as Commonwealth and Federal grants. The FY 2020 proposed budget includes appropriation of grant funding ($0.366 million), with a required County match budgeted in FY 2021 ($0.125 million). Work on this Greenway is anticipated to begin in FY 2020. Both Greenway projects have received considerable support from the Pathfinders for Greenways.

Stormwater Management

Commonwealth and Federal mandates in the area of stormwater run-off and pollutant discharge continue to require the County to fund improvements to our current stormwater infrastructure and create new infrastructure where necessary. Over $5.7 million is planned in the ten-year CIP for stormwater and drainage improvements, with $1.05 million of the total programmed in FY 2020. County funds are anticipated to leverage Stormwater Local Assistance Funds (SLAF) throughout the ten-year plan, with $1.1 million in grant funding planned from FY 2020-2029.

Long-Term County Facility Needs

Public Service Center

This ten-year CIP includes $13.7 million directed to the replacement of the County's Public Service Center. The total project cost estimate is $15.25 million, with $1.55 million funded in previous fiscal years, $10.0 million funded in FY 2020, and $3.7 million planned in FY 2023. An assessment of the facility was performed in FY 2017, with options to address continued service delivery from the departments and functions located at the current Public Service Center. Of the options presented in that FY 2017 assessment, County staff has recommended the most cost efficient option, detailed in the next paragraph. Options to renovate the existing facility at the current location and acquire property to build a new facility were the most expensive. Because of the current condition of the facility and the importance of the services provided by the departments residing at the facility, this project is recommended for funding in FY 2020 to complete the scope of work associated with Phase I of the project.

The planned scope of work in FY 2020 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 County has acquired a property adjacent to the County's Fleet Service Center to support expanded operations at that site, and architectural and engineering work on the project began in winter 2019. Phase II of the project, with funding scheduled in FY 2023, anticipates relocating the Parks, Recreation and Tourism functions to a new location in the County.

Hollins Library

A project that has been included in prior ten-year plans is the renovation / replacement of the Hollins Library. In the Proposed FY 2020 – FY 2029 CIP, total project funding is included at $17.5 million, with construction anticipated to begin in FY 2029. While the full scope of the project will be developed over the coming years, programming the funding for the construction allows staff to identify the replacement of this facility as a priority and strategically consider the use of debt funding to finance this project.

Roanoke County Public Schools

Roanoke County Public Schools requests as approved by the Roanoke County School Board, total $77.88 million from FY 2020-2029. The most significant capital initiative that will be managed by the Schools is the renovation of Cave Spring High School, which has been fully funded in prior fiscal years. This $44.0 million project is anticipated to begin in January 2019 with completion expected to take 18 months. After completion of Cave Spring High School, a renovation at William Byrd High School is planned.

Roanoke County Public Schools has also identified $10.0 million in their requested CIP to be applied to CMP projects over the next ten years. Additional information on the capital requests as approved by the School Board can be found in the Schools section of this document.

Conclusion

The Proposed FY 2020 – FY 2029 CIP reflects our continued prioritization of public asset maintenance with a focus on FY 2020 while awaiting the results of the County Facilities Assessment. The CIP is fiscally balanced, achievable, and reflects the Board of Supervisors preference for limiting long-term debt obligations by following the "10-10-10" model and utilizing cash sources to provide for 42% of all programmed County and Schools project expenditures.

As you consider this plan over the coming months, County staff will schedule work sessions and provide budget memoranda on the projects and funding identified in (or excluded from) this plan as requested.

I would like to recognize the contributions of Assistant County Administrators Rebecca Owens and Richard Caywood, our Finance Department led by Laurie Gearheart, Office of Management and Budget staff including Christopher Bever, Meredith Thompson, and Steve Elliott, Department Directors, Constitutional Officers, and their staff in the development of this ten-year CIP. I appreciate the role that they play in developing a fiscally responsible plan that addresses our County's capital infrastructure needs for the next decade.

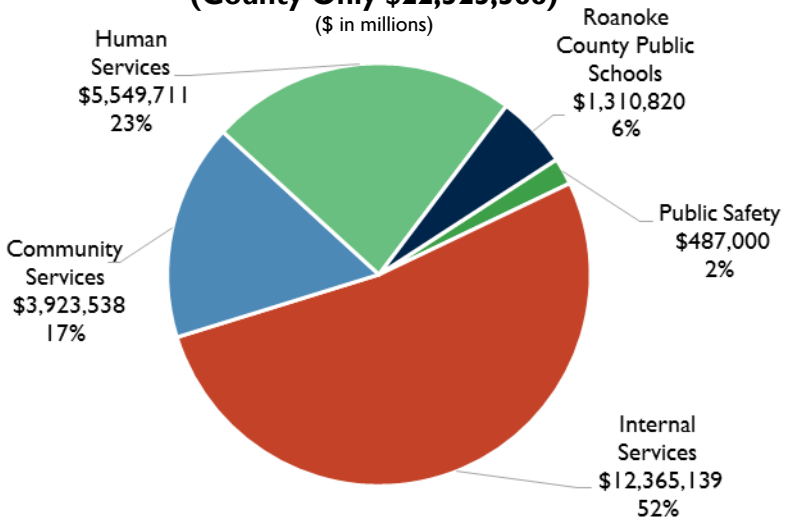
Sincerely,

Daniel R. O'Donnell
Roanoke County Administrator

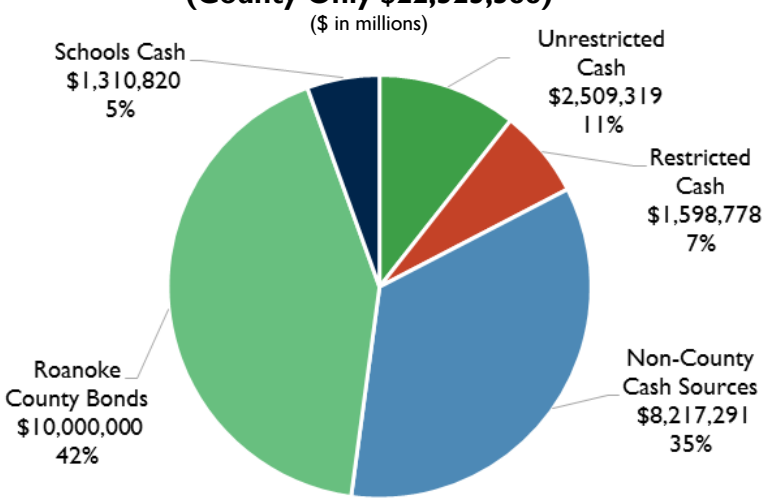
FY 2020 Capital Year Budget
(Includes Roanoke County Public Schools as information only)

The FY 2020 Capital Year Budget is the first year of the ten-year Capital Improvement Program (CIP). The County Administrator's Proposed FY 2020-2029 CIP was presented to the Board of Supervisors on January 22, 2019. Subsequent to that proposal, staff presented proposed changes to that document at a February 26, 2019 work session. Those changes have been incorporated into the FY 2020 Capital Year Budget information contained in this section. The FY 2020 Capital Year Budget was formally appropriated by the Board of Supervisors on May 28, 2019. A summary is provided of all adopted projects as well as funding sources. Also included as information is the Roanoke County Public Schools FY 2020 Capital Year Budget. The full Roanoke County FY 2020-2029 CIP can be found at: http://www.roanokecountyva.gov/index.aspx?NID=590.

FY 2020 Capital Year Budget Projects
County and Schools - $23,636,208
(County Only $22,325,388)
($ in millions)



FY 2020 Capital Year Budget Funding Sources - County and Schools
County and Schools - $23,636,208
(County Only $22,325,388)
($ in millions)



FY 2020 Capital Year Budget
Summary of Adopted Funding Sources – County and Schools

FY 2020 Capital Year Budget Roanoke County Funding Sources	FY 2020 Amount
Roanoke County - Unrestricted Cash	
General Government Transfer	$ 1,226,000
Capital Reserves	$ 815,480
VPSA Refunding Bonds (2015)	$ 70,512
VPSA Refunding Bonds (2017)	$ 12,443
VPSA Refunding Bonds (2019)	$ 50,000
Debt Fund - County	$ 276,884
Sale of Property	$ 58,000
Subtotal, Unrestricted Cash	***$ 2,509,319***
Roanoke County - Restricted Cash	
CommIT Fund Transfer	$ 783,000
Prior VDOT Revenue Sharing Funds (County)	$ 50,000
Prior Drainage Maintenance Funds (County)	$ 20,000
Sale of Land - Economic Development	$ 526,858
Economic Development Funds	$ 18,920
Fee Class Fund	$ 200,000
Subtotal, Restricted Cash	***$ 1,598,778***
Non-County Funding Sources	
Commonwealth Transportation Funds	$ 1,997,760
Private Capital Contributions	$ 500,000
SMART SCALE Funds	$ 4,542,105
Stormwater Local Assistance Fund	$ 300,000
Transfer from Schools	$ 310,820
Transportation Alternatives Grant	$ 366,606
VDOT Reimbursement from Commonwealth	$ 200,000
Subtotal, Non-County Funding Sources	***$ 8,217,291***

FY 2020 Capital Year Budget
Summary of Adopted Funding Sources – County and Schools
(*Continued*)

FY 2020 Capital Year Budget **Roanoke County Funding Sources *(continued)***	**FY 2020** **Amount**
Roanoke County - Bonds	
Lease / Revenue Bonds	$ 10,000,000
Subtotal, Roanoke County Bonds	***$ 10,000,000***
Subtotal, FY 2020 Adopted County CIP Funding	**$ 22,325,388**

FY 2020 Capital Year Budget **Roanoke County Public Schools Funding Sources**	**FY 2019** **Amount**
Roanoke County Public Schools - Cash Sources	
Debt Fund - Schools	$ 475,056
VPSA Refunding Credits	$ 12,444
General Fund Transfer (for CMP)	$ 1,000,000
Other Cash Sources	$ (176,680)
Subtotal, FY 2020 Adopted Schools CIP Funding	**$ 1,310,820**
Total, FY 2020 Adopted County & Schools CIP Funding	**$ 23,636,208**

FY 2020 Capital Year Budget
Summary of Adopted Projects – County and Schools

FY 2020 Capital Year Budget Roanoke County Projects Functional Team/Department/Budget	FY 2020 Amount
Public Safety	
Capital Maintenance Program - Sheriff	$ 95,000
Digital Microwave Ring Replacement	$ 325,000
Fire & Rescue Ballistic Body Armor	$ 67,000
Subtotal, Proposed Public Safety Projects	***$ 487,000***
Community Services	
Fallowater Lane Extension	$ 1,997,760
Buck Mountain Road/Starkey Road Intersection	$ 250,000
Minor Transportation and Planning Studies	$ 80,000
NPDES - MS4 BMP Construction	$ 600,000
Merriman Road Drainage Improvements	$ 250,000
Storm Drainage Maintenance of Effort Program	$ 200,000
Roanoke County Broadband Initiative	$ 382,978
Woodhaven Property Acquisition & Improvements	$ 162,800
Subtotal, Proposed Community Services Projects	***$ 3,923,538***
Human Services	
Capital Maintenance Program - Parks and Recreation	$ 600,000
East Roanoke River Greenway	$ 366,606
West Roanoke River Greenway	$ 4,542,105
Countywide Library Public Use Computer Replacement Plan	$ 41,000
Subtotal, Proposed Human Services Projects	***$ 5,549,711***
Internal Services	
Countywide Computer Replacement Program	$ 233,000
IT Infrastructure Capital Maintenance Program	$ 225,000
Human Resources and Payroll Modules	$ 542,139
Capital Maintenance Program - General Services	$ 665,000

FY 2020 Capital Year Budget
Summary of Adopted Projects – County and Schools
(Continued)

FY 2020 Capital Year Budget **Roanoke County Projects *(continued)*** Functional Team/Department/Budget	**FY 2020 Amount**
Public Service Center Facility	$ 10,000,000
Bent Mountain Community Center Repairs & Renovations	$ 700,000
Subtotal, Proposed Internal Services Projects	***$ 12,365,139***
Subtotal, Adopted County CIP Projects	**$ 22,325,388**

FY 2020 Capital Year Budget **Roanoke County Public Schools**	**FY 2019 Amount**
Roanoke County Public Schools - All Projects	
Human Resources and Payroll Modules	$ 310,820
Capital Maintenance Program - RCPS Facilities	$ 1,000,000
Subtotal, FY 2020 Adopted Schools CIP Projects	**$ 1,310,820**
Total, FY 2020 Adopted County & Schools CIP Projects	**$ 23,636,208**

County of Roanoke, Virginia
FY 2020 - FY 2029 Adopted Capital Improvement Program (CIP)
Summary of County and Schools Funding Sources

Roanoke County - Unrestricted Cash	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
General Government Transfer	$1,226,000	$1,550,000	$1,554,000	$1,668,000	$1,770,000	$1,900,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$17,668,000
Capital Reserves	815,480	987,361	931,136	963,733	988,612	770,971	1,100,767	706,827	331,995	635,237	8,232,119
VPSA Refunding Bonds (2015)	70,512	110,888	113,512	114,138	114,806	112,556	112,556	113,506	111,131	69,344	1,042,949
VPSA Refunding Bonds (2017)	12,443	11,944	11,443	13,443	12,819	12,194	11,569	12,425	11,700	13,600	123,580
VPSA Refunding Bonds (2019)	50,000	45,000	45,000	30,000	30,000	0	0	0	0	0	200,000
Debt Fund - County	276,884	276,487	276,784	277,825	279,609	280,812	276,487	269,460	261,604	0	2,475,952
Sale of Property	58,000	0	0	0	0	0	0	0	0	0	58,000
Future Project Close-Out	0	150,000	0	0	0	0	125,000	0	0	0	275,000
Subtotal, Unrestricted Cash	***$2,509,319***	***$3,131,680***	***$2,931,875***	***$3,067,139***	***$3,195,846***	***$3,076,533***	***$3,626,379***	***$3,102,218***	***$2,716,430***	***$2,718,181***	***$30,075,600***

Roanoke County - Restricted Cash	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
CommIT Fund Transfer	$783,000	$783,000	$783,000	$783,000	$783,000	$783,000	$783,000	$783,000	$783,000	$783,000	$7,830,000
CommIT Fund Balance	0	0	100,000	0	0	0	0	0	0	0	100,000
Prior VDOT Revenue Sharing Funds (County)	50,000	150,000	0	0	0	0	0	0	0	0	200,000
Prior Drainage Maintenance Funds (County)	20,000	0	0	0	0	0	0	0	0	0	20,000
Sale of Land - Economic Development	526,858	523,142	0	0	0	0	0	0	0	0	1,050,000
Economic Development Funds	18,920	22,563	162,800	0	0	0	0	0	0	0	204,283
Fee Class Fund	200,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,100,000
Subtotal, Restricted Cash	***$1,598,778***	***$1,578,705***	***$1,145,800***	***$883,000***	***$883,000***	***$883,000***	***$883,000***	***$883,000***	***$883,000***	***$883,000***	***$10,504,283***

Non-County Funding Sources	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
PSAP Grant Funding	$0	$0	$150,000	$0	$0	$0	$0	$0	$0	$0	$150,000
Private Capital Contributions	500,000	0	0	0	0	0	0	0	0	0	500,000
SMART SCALE Funds	4,542,105	0	0	0	0	0	0	0	0	0	4,542,105
Commonwealth Transportation Funds	1,997,760	0	0	0	0	0	0	0	0	0	1,997,760
Stormwater Local Assistance Fund	300,000	0	0	0	400,000	0	0	400,000	0	0	1,100,000
Transfer from Schools	310,820	541,680	0	0	0	0	0	0	0	0	852,500
Transportation Alternatives Grant	366,606	0	0	0	0	0	0	0	0	0	366,606
VDOT Reimbursement from Commonwealth	200,000	0	0	0	0	0	0	0	0	0	200,000
Subtotal, Non-County Funding Sources	***$8,217,291***	***$541,680***	***$150,000***	***$0***	***$400,000***	***$0***	***$0***	***$400,000***	***$0***	***$0***	***$9,708,971***

Roanoke County - Bonds	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
Lease / Revenue Bonds	$10,000,000	$0	$0	$10,000,000	$0	$0	$10,000,000	$0	$0	$10,000,000	$40,000,000
Subtotal, Lease / Revenue Bonds	***$10,000,000***	***$0***	***$0***	***$10,000,000***	***$0***	***$0***	***$10,000,000***	***$0***	***$0***	***$10,000,000***	***$40,000,000***

Total, All County Funding Sources	**$ 22,325,388**	**$ 5,252,065**	**$ 4,227,675**	**$ 13,950,139**	**$ 4,478,846**	**$ 3,959,533**	**$ 14,509,379**	**$ 4,385,218**	**$ 3,599,430**	**$ 13,601,181**	**$ 90,288,854**

Roanoke County Public Schools (RCPS) - All Funding Sources	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
Major Capital Reserves	$0	$586,163	$0	$0	$0	$57,746	$0	$0	$0	$0	$643,909
Debt Fund - Schools	475,056	2,286,888	670,692	605,164	640,703	676,244	700,833	725,424	752,750	644,694	8,178,448
VPSA Refunding Credits	12,444	264,255	124,956	127,581	127,625	124,750	124,250	125,931	122,831	82,944	1,237,567
General Fund Transfer (for CMP)	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
Other Cash Sources	(176,680)	176,680	0	0	0	0	(222,901)	(753,454)	(477,457)	(727,638)	(2,181,450)
VPSA Bond Issue	0	10,000,000	9,232,185	767,815	10,000,000	10,000,000	0	10,000,000	10,000,000	0	60,000,000
Total, RCPS Funding Sources	**$1,310,820**	**$14,313,986**	**$11,027,833**	**$2,500,560**	**$11,768,328**	**$11,858,740**	**$1,602,182**	**$11,097,901**	**$11,398,124**	**$1,000,000**	**$77,878,474**

Total, FY 20-29 County & RCPS Funding Sources	**$23,636,208**	**$19,566,051**	**$15,255,508**	**$16,450,699**	**$16,247,174**	**$15,818,273**	**$16,111,561**	**$15,483,119**	**$14,997,554**	**$14,601,181**	**$168,167,328**

County of Roanoke, Virginia
FY 2020 - FY 2029 Adopted Capital Improvement Program (CIP)
Summary of County and Schools Projects

Note: Projects with $0 in FY 2020-2029 are active projects that have been fully funded in prior fiscal years.

Functional Team/Department/Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 20-29 Total
Public Safety											
Sheriff											
Jail Control Room and Security Camera Upgrade	0	0	0	0	0	0	0	0	0	0	0
Sheriff's Office Capital Maintenance Program	95,000	110,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,205,000
Sheriff Total	95,000	110,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,205,000
Communications & IT											
Digital Microwave Ring Replacement	325,000	327,000	0	0	0	0	0	0	0	0	652,000
Public Safety Connectivity Upgrade	0	150,000	0	0	0	0	0	0	0	0	150,000
Emergency 911 Phone System Upgrade	0	0	444,000	0	0	0	0	0	0	0	444,000
Communications & IT Total	325,000	477,000	444,000	0	0	0	0	0	0	0	1,246,000
Fire & Rescue											
Diesel Exhaust Removal System	$0	$0	$0	$0	$0	$0	$525,000	$0	$0	$0	$525,000
Fire and Rescue Ballistic Body Armor	$67,000	$70,000	$0	$0	$0	$0	$0	$0	$0	$0	$137,000
Fire & Rescue Total	67,000	70,000	0	0	0	0	525,000	0	0	0	662,000
General District Court											
General District Court Renovations and Furnishings	0	0	0	0	0	0	0	0	0	0	0
General District Court Total	0	0	0	0	0	0	0	0	0	0	0
Public Safety Total	**$487,000**	**$657,000**	**$569,000**	**$125,000**	**$125,000**	**$125,000**	**$650,000**	**$125,000**	**$125,000**	**$125,000**	**$3,113,000**
Community Services											
Engineering and Development Services											
Cityworks Permit System	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Engineering and Development Services Total	0	0	0	0	0	0	0	0	0	0	0
Planning Services											
Fallowater Lane Extension	$1,997,760	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,997,760
Dry Hollow Road Safety Improvements	0	0	0	0	0	0	0	0	0	0	0
Huffman Lane Improvements	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
Williamson Road Pedestrian Improvements	0	0	0	0	0	0	0	0	0	0	0
Buck Mountain Road/Starkey Road Intersection	250,000	0	0	0	0	0	0	0	0	0	250,000
Minor Transportation and Planning Studies	80,000	80,000	0	0	0	0	0	0	0	0	160,000
Plantation Road Phase II	0	300,000	0	0	0	0	0	0	0	0	300,000
VDOT Revenue Sharing Projects (Small Projects & TBD)	0	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,000,000
Planning Services Total	2,327,760	380,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	4,707,760
Stormwater Management											
NPDES - Leachate Management System	0	0	0	0	0	0	0	0	0	0	0
Restoration of Glade Creek Phase II	0	0	0	0	0	0	0	0	0	0	0
Merriman Road Drainage Improvements	250,000	0	0	0	0	0	0	0	0	0	250,000
Storm Drainage Maintenance of Effort Program	200,000	180,000	225,000	225,000	250,000	250,000	275,000	275,000	275,000	275,000	2,430,000
NPDES - MS4 BMP Construction	600,000	0	200,000	200,000	600,000	200,000	200,000	600,000	200,000	200,000	3,000,000
Stormwater Management Total	1,050,000	180,000	425,000	425,000	850,000	450,000	475,000	875,000	475,000	475,000	5,680,000
Economic Development											
Roanoke County Broadband Initiative	382,978	382,905	386,875	384,939	387,149	383,664	383,664	384,983	0	0	3,077,157
Woodhaven Property Acquisition & Improvements	162,800	162,800	162,800	387,200	387,697	387,869	387,715	387,235	386,430	388,181	3,200,727
Economic Development Total	545,778	545,705	549,675	772,139	774,846	771,533	771,379	772,218	386,430	388,181	6,277,884
Community Services Total	**$3,923,538**	**$1,105,705**	**$1,224,675**	**$1,447,139**	**$1,874,846**	**$1,471,533**	**$1,496,379**	**$1,897,218**	**$1,111,430**	**$1,113,181**	**$16,665,644**

All Projects (Continued)

Functional Team/Department/Project	*FY 2020*	*FY 2021*	*FY 2022*	*FY 2023*	*FY 2024*	*FY 2025*	*FY 2026*	*FY 2027*	*FY 2028*	*FY 2029*	*FY 20-29 Total*
Human Services											
Library											
Mount Pleasant Library Improvements	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Countywide Library Public Use Computer Repl. Plan	41,000	43,000	71,000	15,000	116,000	0	0	0	0	0	286,000
Hollins Branch Library Replacement	0	0	0	4,996,000	0	0	10,000,000	0	0	0	14,996,000
Library Total	41,000	43,000	71,000	5,011,000	116,000	0	10,000,000	0	0	0	15,282,000
Parks and Recreation											
Parks and Recreation Capital Maintenance Program	600,000	650,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	6,850,000
East Roanoke River Greenway	366,606	125,000	0	0	0	0	0	0	0	0	491,606
West Roanoke River Greenway	4,542,105	0	0	0	0	0	0	0	0	0	4,542,105
Explore Park	0	0	0	1,300,000	0	0	0	0	0	0	1,300,000
Parks and Recreation Total	5,508,711	775,000	700,000	2,000,000	700,000	700,000	700,000	700,000	700,000	700,000	13,183,711
Human Services Total	**$5,549,711**	**$818,000**	**$771,000**	**$7,011,000**	**$816,000**	**$700,000**	**$10,700,000**	**$700,000**	**$700,000**	**$700,000**	**$28,465,711**
Internal Services											
Communications & IT											
County-Wide Computer Replacement Program	$233,000	$233,000	$233,000	$233,000	$233,000	$233,000	$233,000	$233,000	$233,000	$233,000	$2,330,000
IT Infrastructure Repl. Capital Maintenance Program	225,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	5,175,000
CommIT Total	458,000	783,000	783,000	783,000	783,000	783,000	783,000	783,000	783,000	783,000	7,505,000
Finance											
Integrated Financial System (IFS)	0	0	0	0	0	0	0	0	0	0	0
Dynamics D365 Upgrade	0	600,000	0	0	0	0	0	0	0	0	$600,000
Finance Total	0	600,000	0	0	0	0	0	0	0	0	600,000
Finance/Human Resources											
Human Resources and Payroll Modules	542,139	483,360	0	0	0	0	0	0	0	0	1,025,499
Finance/Human Resources Total	542,139	483,360	0	0	0	0	0	0	0	0	1,025,499
General Services											
Fleet Service Center Generator	0	0	0	0	0	0	0	0	0	0	0
Public Service Center Facility	10,000,000	0	0	3,704,000	0	0	0	0	0	0	13,704,000
General Service Capital Maintenance Program	665,000	805,000	880,000	880,000	880,000	880,000	880,000	880,000	880,000	880,000	8,510,000
Bent Mountain Comm. Center Repairs & Renovations	700,000	0	0	0	0	0	0	0	0	0	700,000
General Services Total	11,365,000	805,000	880,000	4,584,000	880,000	880,000	880,000	880,000	880,000	880,000	22,914,000
Non-Departmental											
Reserve for Future Projects	0	0	0	0	0	0	0	0	0	10,000,000	$10,000,000
Non-Departmental Total	0	0	0	0	0	0	0	0	0	10,000,000	10,000,000
Internal Services Total	**$12,365,139**	**$2,671,360**	**$1,663,000**	**$5,367,000**	**$1,663,000**	**$1,663,000**	**$1,663,000**	**$1,663,000**	**$1,663,000**	**$11,663,000**	**$42,044,499**
Subtotal, Roanoke County Projects	**$22,325,388**	**$5,252,065**	**$4,227,675**	**$13,950,139**	**$4,478,846**	**$3,959,533**	**$14,509,379**	**$4,385,218**	**$3,599,430**	**$13,601,181**	**$90,288,854**

All Projects (Continued)

Functional Team/Department/Project	*FY 2020*	*FY 2021*	*FY 2022*	*FY 2023*	*FY 2024*	*FY 2025*	*FY 2026*	*FY 2027*	*FY 2028*	*FY 2029*	*FY 20-29 Total*
Roanoke County Public Schools											
Schools											
Cave Spring High School	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Capital Maintenance Program	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
HR Payroll and Software System	310,820	241,680	0	0	0	0	0	0	0	0	552,500
Dynamics D365 Upgrade	0	300,000	0	0	0	0	0	0	0	0	300,000
William Byrd High School	0	12,772,306	8,479,834	0	0	0	0	0	0	0	21,252,140
Hidden Valley Middle School	0	0	1,547,999	1,500,560	10,134,238	0	0	0	0	0	13,182,797
Burlington Elementary	0	0	0	0	300,000	5,000,199	0	0	0	0	5,300,199
Glenvar Elementary	0	0	0	0	334,090	5,858,541	0	0	0	0	6,192,631
WE Cundiff Elementary	0	0	0	0	0	0	602,182	9,434,191	0	0	10,036,373
Glen Cove Elementary	0	0	0	0	0	0	0	663,710	10,398,124	0	11,061,834
Schools Total	1,310,820	14,313,986	11,027,833	2,500,560	11,768,328	11,858,740	1,602,182	11,097,901	11,398,124	1,000,000	77,878,474
Total, Roanoke County Public Schools Projects	**$1,310,820**	**$14,313,986**	**$11,027,833**	**$2,500,560**	**$11,768,328**	**$11,858,740**	**$1,602,182**	**$11,097,901**	**$11,398,124**	**$1,000,000**	**$77,878,474**
Total, FY 20-29 County & Schools Projects	**$23,636,208**	**$19,566,051**	**$15,255,508**	**$16,450,699**	**$16,247,174**	**$15,818,273**	**$16,111,561**	**$15,483,119**	**$14,997,554**	**$14,601,181**	**$168,167,328**

County of Roanoke, Virginia
FY 2020 - FY 2029 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 County Administrator's FY 2020 - FY 2029 Proposed 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 2020*	*FY 2021*	*FY 2022*	*FY 2023*	*FY 2024*	*FY 2025*	*FY 2026*	*FY 2027*	*FY 2028*	*FY 2029*	*Total FY 20-FY 29*
Public Safety											
Digital Microwave Ring Replacement	$0	$0	$65,000	$66,950	$68,959	$71,027	$73,158	$75,353	$77,613	$79,942	$578,002
Public Safety Connectivity Upgrade	$0	$15,000	$15,450	$15,914	$16,391	$16,883	$17,389	$17,911	$18,448	$19,002	$152,387
Emergency 911 Phone System Upgrade	$0	$0	$17,775	$27,975	$28,814	$29,679	$30,569	$31,486	$32,431	$33,404	$232,132
Community Services											
Cityworks Permit System	$0	$57,000	($35,000)	($36,050)	($37,132)	($38,245)	($39,393)	($40,575)	($41,792)	($43,046)	($254,232)
Minor Transportation and Planning Studies	($20,000)	($20,000)	$0	$0	$0	$0	$0	$0	$0	$0	($40,000)
Plantation Road Phase II	$0	$0	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
NPDES - Leachate Management System Upgrade	$0	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Restoration of Glade Creek in Vinyard Park Phase II	$0	$10,000	$10,300	$10,609	$10,927	$11,255	$11,593	$11,941	$12,299	$12,668	$101,591
Roanoke County Broadband Initiative	$325,000	$325,000	$325,000	TBD	TBD	TBD	TBD	TBD	TBD	TBD	$975,000

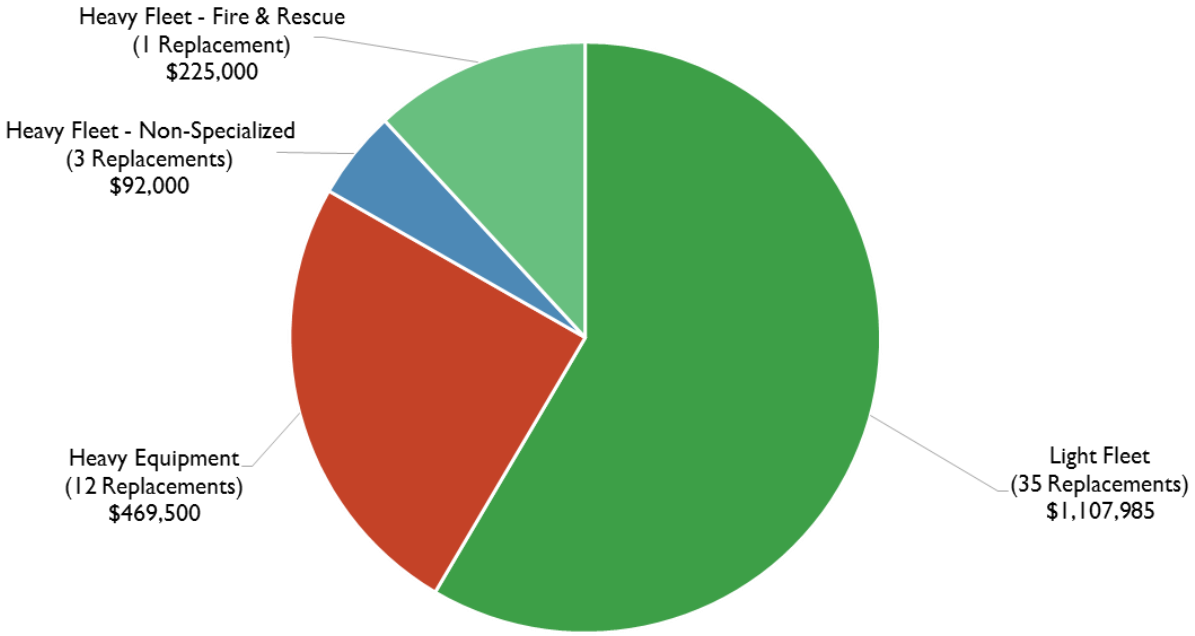
Additional Operating Impacts (continued)

Functional Team/Project	*FY 2020*	*FY 2021*	*FY 2022*	*FY 2023*	*FY 2024*	*FY 2025*	*FY 2026*	*FY 2027*	*FY 2028*	*FY 2029*	*Total FY 20-FY 29*
Human Services											
East Roanoke River Greenway	$0	$10,000	$12,500	$12,875	$13,261	$13,659	$14,069	$14,491	$14,926	$15,373	$121,154
West Roanoke River Greenway	$0	$5,000	$5,150	$5,305	$5,464	$5,628	$5,796	$5,970	$6,149	$6,334	$50,796
Internal Services											
Dynamics D365 Upgrade	$0	$0	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Human Resources and Payroll Modules	$60,000	$82,000	$91,000	$93,730	$96,542	$99,438	$102,421	$105,494	$108,659	$111,919	$951,203
Fleet Service Center Generator	$0	$1,100	$1,133	$1,167	$1,202	$1,238	$1,275	$1,313	$1,353	$1,393	$11,175
Public Service Center Facility Replacement	$0	$0	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Bent Mountain Community Center Repairs and Renovations	$0	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Roanoke County Public Schools											
Cave Spring High School	$0	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
William Byrd High School	$0	$0	$0	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Hidden Valley Middle School	$0	$0	$0	$0	$0	TBD	TBD	TBD	TBD	TBD	TBD
Burlington Elementary School	$0	$0	$0	$0	$0	$0	TBD	TBD	TBD	TBD	TBD
Glenvar Elementary School	$0	$0	$0	$0	$0	$0	$0	TBD	TBD	TBD	TBD
WE Cundiff Elementary School	$0	$0	$0	$0	$0	$0	$0	$0	TBD	TBD	TBD
Glen Cove Elementary School	$0	$0	$0	$0	$0	$0	$0	$0	$0	TBD	TBD

FY 2020 Fleet Replacement Program

The FY 2020 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 2020 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 2020 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 2020 Fleet Replacement Program Expenditures
$1,894,485



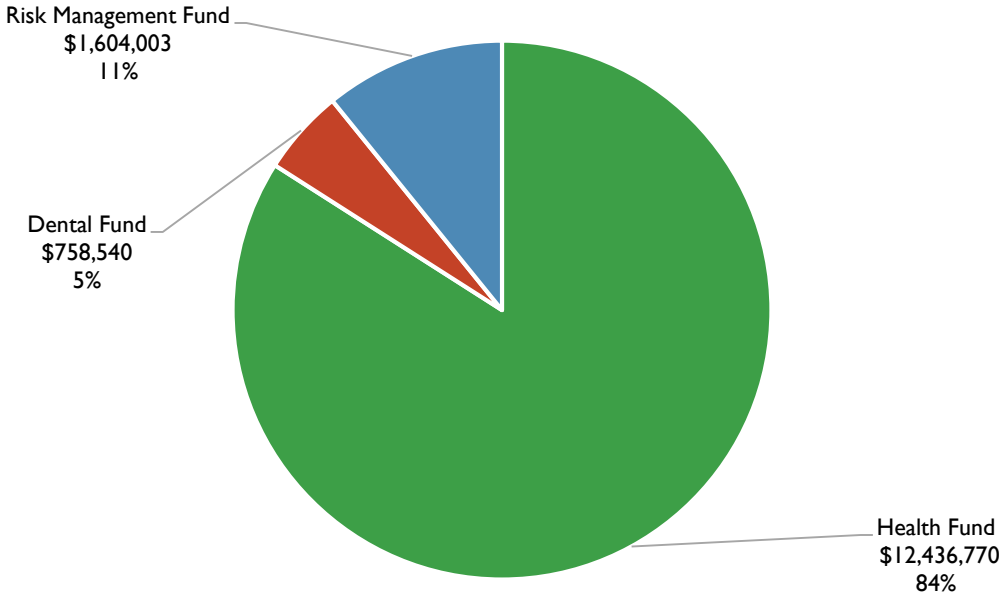
FY 2020 - FY 2029 Adopted Combined Fleet & Equipment Replacement Program

Replacement Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Light Fleet	$1,107,985	$1,074,000	$1,149,000	$1,177,725	$1,207,168	$1,237,347	$1,268,281	$1,299,988	$1,332,488	$1,365,800
Heavy Truck - Solid Waste	$0	$656,842	$534,043	$414,742	$544,313	$422,642	$426,592	$430,542	$564,853	$685,519
Heavy Fleet - Fire/Rescue	$225,000	$1,910,000	$1,060,000	$1,985,000	$840,000	$1,425,000	$1,995,000	$1,090,000	$860,000	$860,000
Heavy Fleet - Non-Specialized	$92,000	$90,000	$52,000	$53,300	$54,633	$55,998	$57,398	$58,833	$60,304	$61,812
Heavy Equipment	$469,500	$432,000	$262,000	$112,000	$160,000	$209,500	$404,500	$128,500	$195,800	$225,000
Total Anticipated Replacement Cost	**$1,894,485**	**$4,162,842**	**$3,057,043**	**$3,742,767**	**$2,806,114**	**$3,350,488**	**$4,151,771**	**$3,007,863**	**$3,013,445**	**$3,198,131**
Funding Sources										
Proceeds from Surplus	$130,000	$125,000	$125,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000
Use of Prior Year Balance	0	0	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 (Gain Sharing)	0	300,000	0	0	0	0	0	0	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	166,950	163,313	0	0	0	0	0	0	0	0
General Fund	360,785	1,063,320	1,463,320	1,463,320	1,463,320	1,463,320	1,463,320	1,463,320	1,463,320	1,463,320
Total Funding Sources	**$1,894,485**	**$2,888,383**	**$2,825,070**	**$2,800,070**	**$2,800,070**	**$2,800,070**	**$2,800,070**	**$2,800,070**	**$2,800,070**	**$2,800,070**
Annual Funding Surplus/(Deficit)	**$0**	**($1,274,459)**	**($231,973)**	**($942,697)**	**($6,044)**	**($550,418)**	**($1,351,701)**	**($207,793)**	**($213,375)**	**($398,061)**

Types of Estimated Replacements	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Total Number of Light Fleet (Est.)	35	34	36	36	36	36	36	36	36	36
Total Heavy Truck - Solid Waste (Est.)	0	3	2	2	2	2	2	2	2	3
Total Heavy Fleet - Fire Appartus (Est.)	1	3	3	3	2	4	3	3	2	2
Total Heavy Fleet - Non-Specialized (Est.)	3	2	3	3	3	3	3	3	3	3
Total Number of Heavy Equipment (Est.)	12	16	9	9	16	13	16	13	13	13
Total Estimated Replacements	**51**	**58**	**53**	**53**	**59**	**58**	**60**	**57**	**56**	**57**

Internal Service Fund

Internal Services Funds
$14,799,313



Internal Services Funds Summary					
	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Health Fund	$ 11,112,240	$ 11,192,391	$ 12,436,770	$ 1,244,379	11.1%
Dental Fund	721,558	715,823	758,540	42,717	6.0%
Risk Management	1,635,205	1,654,003	1,604,003	(50,000)	-3.0%
Total	**$ 13,469,003**	**$ 13,562,217**	**$ 14,799,313**	**$ 1,237,096**	**9.1%**

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 2020 rates can be found on the next page.

Revenue and Expenditure Summary					
	Actual FY 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Revenues:					
Insurance Benefits	9,265,556	11,092,391	12,436,770	1,344,379	12.1%
Recovered Costs - Line of Duty	-	100,000	-	(100,000)	-100.0%
Transfer from General Fund	765,380	-	-	-	-
Transfer from Internal Service	-	-	-	-	-
Total Revenues	**10,030,936**	**11,192,391**	**12,436,770**	**1,244,379**	**11.1%**
Expenditures:					
Health Insurance	10,718,548	10,692,391	11,986,770	1,294,379	12.1%
Wellness Program	393,692	500,000	450,000	(50,000)	-10.0%
Transfers Out	-	-	-	-	-
Total Expenditures	**11,112,240**	**11,192,391**	**12,436,770**	**1,244,379**	**11.1%**
Fund Balance					
Beginning Fund Balance	(261,924)	(1,343,228)	(543,228)	800,000	-59.6%
*Use of/Addition to Fund Balance	(1,081,304)	800,000	575,000	(225,000)	-28.1%
Ending Balance	**(1,343,228)**	**(543,228)**	**31,772**	**575,000**	**-105.8%**

*Addition to Fund Balance in FY 2020 also includes moving $100,000 from the fully insured Dental Insurance Fund.

Adopted FY 2020 Health Insurance considerations/benefits changes include:

- All County Employees may choose to participate in the Wellness Program within the KC1000 health benefit plan which includes a County funded Health Reimbursement Account (HRA). Employees not enrolled in the Wellness Program are no longer eligible to receive the HRA.
- For County Employees who are enrolled in Employee and Spouse or Employee and Family Plans while participating in the Wellness program, the HRA is contingent upon the spouse's enrollment in the Wellness program. If only the spouse or the employee participate, only half of the HRA amount will be available.
- Retirees with 20 or more years of service who are enrolled are eligible for the HRA if they complete the "3 steps to Wellness" but are not offered a separate Wellness program rate.

Adopted FY 2020 Health Insurance Rates

Current Employees with Wellness							
***With Wellness**	**FY 2019 Monthly Rates**			**FY 2020 Monthly Rates**			**Employee Share Difference**
	Total	County	**Employee**	Total	County	**Employee**	**FY 20- FY 19**
KC1000 Employee Only	$ 546.30	$ 478.00	**$ 68.30**	$ 626.54	$ 532.56	**$ 93.98**	**$ 25.68**
KC1000 Employee + Child	$ 793.83	$ 575.53	**$ 218.30**	$ 906.80	$ 657.44	**$ 249.36**	**$ 31.06**
KC1000 Employee + Spouse	$ 1,092.62	$ 710.20	**$ 382.42**	$ 1,253.10	$ 814.52	**$ 438.58**	**$ 56.16**
KC1000 Employee + Family	$ 1,369.27	$ 890.01	**$ 479.26**	$ 1,573.74	$ 1,022.94	**$ 550.80**	**$ 71.54**
County Couple X 1	$ 1,327.61	$ 1,006.91	**$ 320.70**	$ 1,532.08	$ 1,096.32	**$ 435.76**	**$ 115.06**
County Couple X 2	$ 1,369.27	$ 1,080.57	**$ 288.70**	$ 1,573.74	$ 1,153.98	**$ 419.76**	**$ 131.06**

*Employee eligible for HRA if enrolled in Wellness; spouse HRA contingent on enrolling in Wellness

Current Employees without Wellness							
****Without Wellness**	**FY 2019 Monthly Rates**			**FY 2020 Monthly Rates**			**Employee Share Difference**
	Total	County	**Employee**	Total	County	**Employee**	**FY 20- FY 19**
KC1000 Employee Only	$ 656.01	$ 508.41	**$ 147.60**	$ 760.33	$ 551.25	**$ 209.08**	**$ 61.48**
KC1000 Employee + Child	$ 923.65	$ 577.27	**$ 346.38**	$ 1,070.52	$ 615.56	**$ 454.96**	**$ 108.58**
KC1000 Employee + Spouse	$ 1,312.07	$ 721.63	**$ 590.44**	$ 1,520.70	$ 760.36	**$ 760.34**	**$ 169.90**
KC1000 Employee + Family	$ 1,671.71	$ 919.43	**$ 752.28**	$ 1,937.53	$ 968.77	**$ 968.76**	**$ 216.48**

**Ineligible for HRA if employee not enrolled in Wellness

Retirees (20 + Years of Service)							
*****Without Wellness**	**FY 2019 Monthly Rates**			**FY 2020 Monthly Rates**			**Retiree Share Difference**
	Total	County	**Retiree**	Total	County	**Retiree**	**FY 20- FY 19**
KC1000 Retiree Only	$ 754.41	$ 500.00	**$ 254.41**	$ 874.36	$ 500.00	**$ 374.36**	**$ 119.95**
KC1000 Retiree + Child	$ 1,062.19	$ 612.44	**$ 449.75**	$ 1,231.08	$ 609.66	**$ 621.42**	**$ 171.67**
KC1000 Retiree + Spouse	$ 1,508.87	$ 701.77	**$ 807.10**	$ 1,748.78	$ 687.32	**$ 1,061.46**	**$ 254.36**
KC1000 Retiree + Family	$ 1,922.47	$ 784.49	**$ 1,137.98**	$ 2,228.14	$ 759.22	**$ 1,468.92**	**$ 330.94**

***Eligible for HRA if completing "3 steps to Wellness"; Retirees do not get Wellness rate

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Revenues:					
Insurance Benefits	725,825	715,823	758,540	42,717	6.0%
Transfer from General Fund	-	-	-	-	-
Investment Income	965	-	-	-	-
Total Revenues	**726,790**	**715,823**	**758,540**	**42,717**	**6.0%**
Expenditures:					
Dental Insurance	721,558	715,823	758,540	42,717	6.0%
Transfer to General Fund	-	-	-	-	-
Total Expenditures	**721,558**	**715,823**	**758,540**	**42,717**	**6.0%**
Beginning Fund Balance	122,316	127,548	127,548	-	-
Use of/Addition to Fund Balance	5,231	-	(100,000)	(100,000)	-
Ending Balance	**127,548**	**127,548**	**27,548**	**(100,000)**	**-78.4%**

*Use of Fund Balance in FY 2020 also involves moving $100,000 from the fully insured Dental Insurance Fund to the Health Insurance Fund.

In FY 2020, there are no proposed changes to Dental Insurance benefits.

See the next page for Adopted FY 2020 employee/employer Dental Insurance Rates.

Adopted FY 2020 Dental Insurance Rates

Monthly Rates						
Dental Plan	**Total Premium**	**FY 20 County Portion**	**FY 20 Employee Rate**	**FY 20 Employee % of Premium**	**FY 19 Employee Rate**	**$ Increase FY 19 to FY 20**
Subscriber	$31.88	$23.78	$8.10	25.4%	$7.70	$0.40
Subscriber + 1	51.89	30.38	21.51	41.5%	20.86	0.65
Family	89.76	45.08	44.68	49.8%	43.56	1.12

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 2018	Adopted FY 2019	Adopted FY 2020	$ Change FY 19-20	% Change FY 19-20
Revenues:					
Transfer from General Fund	2,365,723	1,654,003	1,604,003	(50,000)	-3.0%
Investment Income	18,294	-	-	-	-
Total Revenues	**2,384,017**	**1,654,003**	**1,604,003**	**(50,000)**	**-3.0%**
Personnel	76,616	-	-	-	-
Non-Personnel	1,558,589	1,654,003	1,604,003	(50,000)	-3.0%
Total Expenditures	**1,635,205**	**1,654,003**	**1,604,003**	**(50,000)**	**-3.0%**
Positions	**2**	**2**	**2**	**-**	**-**
Beginning Fund Balance	178,022	926,834	926,834	-	-
Use of/Addition to Fund Balance	748,812	-	-	-	-
Ending Balance	**926,834**	**926,834**	**926,834**	**-**	**-**

Budget Highlights

In the Adopted FY 2020 budget, the transfer from the General Government Fund is reduced by $50,000 based on FY 2018 actual and FY 2019 projected expenditures as well as having sufficient fund balance available.

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 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, 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.

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 2020.

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

ADA – Americans with Disabilities Act

AFP – Annual Fiscal Plan (Budget Publication)

ALS – Advanced Life Support

ANR – Agriculture and Natural Resources

APA – Auditor of Public Accounts

APC – Annual Population Change (%)

AVR – Assessed Value of Real Estate

BAN – Bond anticipation note

BLS – Basic Life Support

BOS – Board of Supervisors

BPOL – Business, Professional, and Occupational License Tax

CAD – Computer Aided Dispatch

CAFR – Comprehensive Annual Financial Report

CIIF – Capital Incentive Improvement Fund

CIP – Capital Improvements Program

CMP – Capital Maintenance Program

COLA – Cost of Living Adjustment

CORTRAN – County of Roanoke Transportation

CPI – Consumer Price Index

CPMT – Community Policy Management Team

CPR – Cardiopulmonary Resuscitation

CRR – Collection Rate Real Estate

CSA – Children's Services Act

CSR – Customer Service Representative

CY – Calendar Year

DMV – Division of Motor Vehicles

ECC – Emergency Communication Center

EEOC – Equal Employment Opportunity Commission

EMS – Emergency Medical Service

EOC – Emergency Operations Center

FICA - Federal Insurance Contributions Act

FLSA – Fair Labor Standards Act

FMLA – Family Medical Leave Act

FOIA – Freedom of Information Act

FT – Full Time

FTE – Full-Time Equivalent

FY – Fiscal Year

GAAP – Generally Accepted Accounting Principles

GDC – General District Court

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

RCPS – Roanoke County Public Schools

RCACP – Regional Center for Animal Care and Protection

RVBA – Roanoke Valley Broadband Authority

RVRA – Roanoke Valley Resource Authority

SCADA – System Control and Data Acquisition

TANF – Temporary Aid to Needy Families

VDOT – Virginia Department of Transportation

VJCCCA – Virginia Juvenile Community Crime Control Act

VPSA – 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 14, 2019

ORDINANCE 052819-4 APPROPRIATING FUNDS FOR THE 2019-2020 FISCAL YEAR OPERATIONS BUDGET AND APPROVAL OF THE CLASSIFICATION AND PAY PLAN FOR FISCAL YEAR 2019-2020 FOR ROANOKE COUNTY, VIRGINIA

WHEREAS, upon notice duly published in the newspaper, public hearings were held on April 9, 2019 and May 14, 2019 concerning the adoption of the annual budget for Roanoke County for fiscal year 2019-2020; and

WHEREAS, the Board of Supervisors of Roanoke County, Virginia, approved said budget on May 28, 2019, 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 14, 2019, and the second reading of this ordinance was held on May 28, 2019, 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, 2019, and ending June 30, 2020, for the functions and purposes indicated:

County of Roanoke, Virginia
Fiscal Year 2019-2020
County Operations
First Reading May 14, 2019; Second Reading May 28, 2019

		Appropriation Amount
Revenues:		
General Fund - County:		
General Government	$	115,499,365
Communications & Information Technology		11,003,692
Children's Services Act		7,750,007
Public Works Projects		183,243
Recreation Fee Class		6,513,202
Parks, Recreation & Tourism - School Operations		364,098
Police E-Citation		60,000
Community Development Technology Fee		40,000
Grants & Other Funds		1,869,416
Police Special Programs		1,000
Criminal Justice Academy		387,706
Fleet Service Center		3,283,731
Subtotal, General Fund	$	146,955,460
Debt Service Fund - County	$	7,200,919
Internal Service Fund - Health Insurance	$	12,436,770
Internal Service Fund - Dental Insurance		758,540
Internal Service Fund - Risk Management		1,604,003
Subtotal, Internal Service Funds	$	14,799,313
Total Revenue - County Operations Funds	$	168,955,692
Expenditures:		
General Government - County Operations:		
General Administration		
Board of Supervisors	$	339,239
County Administration		769,180
Internal Auditor		120,427
Public Information		205,869
County Attorney		641,123
Human Resources		887,535
Subtotal, General Administration	$	2,963,373
Constitutional Officers		
Commissioner of the Revenue	$	855,252
Commonwealth's Attorney		1,126,896
Sheriff's Office		11,244,996
Treasurer		964,462
Clerk of the Circuit Court		1,136,221
Subtotal, Constitutional Officers	$	15,327,827

		Appropriation Amount
Judicial Administration		
Circuit Court	$	257,068
General District Court		105,440
Magistrate		1,590
Juvenile & Domestic Relations Court		39,086
Court Service Unit		520,144
Courthouse Maintenance		50,000
Subtotal, Judicial Administration	$	973,328
Management Services		
Real Estate Valuation (Assessor)	$	866,541
Finance (Accounting, Payroll, Purchasing)		1,981,407
Management & Budget		361,304
Subtotal, Management Services	$	3,209,252
Public Safety		
Police	$	12,850,306
Fire & Rescue		16,809,204
Subtotal, Public Safety	$	29,659,510
Community Services		
Economic & Community Development	$	4,809,777
General Services		8,150,407
Subtotal, Community Services	$	12,960,184
Human Services		
Parks, Recreation, & Tourism	$	4,897,460
Public Health		500,358
Social Services		12,828,615
Library		4,182,511
Virginia Cooperative Extension		87,097
Elections (Registrar)		409,010
Subtotal, Human Services	$	22,905,051
Non-Departmental		
Employee Benefits	$	2,324,380
Transfer to Communications & Information Technology		9,401,349
Contributions - Discretionary, Contractual, Dues & Memberships		2,209,305
Miscellaneous		1,834,000
Board Contingency		50,000
Addition to Fund Balance		718,298
Subtotal, Non-Departmental	$	16,537,332

		Appropriation Amount
Transfers to Other Funds		
Transfer to Debt Service - County	$	6,910,931
Transfer to County Capital		199,650
Transfer to Children's Services Act - County		1,859,000
Transfer to Internal Services - Risk Management		1,604,003
Transfer to Criminal Justice Academy		206,681
Transfer to Public Works Projects		183,243
Subtotal, Transfers to Other Funds	$	10,963,508
Total, General Government - County Operations	$	115,499,365
Communications & Information Technology	$	11,003,692
Children's Services Act	$	7,750,007
Public Works Projects	$	183,243
Recreation Fee Class	$	6,513,202
Parks, Recreation & Tourism - School Operations	$	364,098
Police E-Citation	$	60,000
Community Development Technology Fee	$	40,000
Grants & Other Funds	$	1,869,416
Police Special Programs	$	1,000
Criminal Justice Academy	$	387,706
Fleet Service Center	$	3,283,731
Total, General Fund - County Operations	$	146,955,460
Debt Service Fund - County	$	7,200,919
Internal Service Fund - Health Insurance	$	12,436,770
Internal Service Fund - Dental Insurance		758,540
Internal Service Fund - Risk Management		1,604,003
Total, Internal Service Funds	$	14,799,313
Total Expenditures - All County Operations Funds	$	168,955,692

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, 2019, are re-appropriated to the 2019-2020 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 and all General Government revenues collected in excess of appropriated revenues at the end of the 2018-2019 fiscal year not lapse but shall be re-appropriated and presented to the Board of Supervisors for allocation based on guidance provided in Section 10-1 through 4 of the County of Roanoke Comprehensive Financial Policy approved by the Board of Supervisors on April 24, 2018.
5. 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.
6. 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), PRT Schools Ground Maintenance (C151), Public Works Fund (C170), 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.

7. 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.
8. 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, 2019. The County Administrator shall implement the County Classification and Pay Plan pursuant to Board of Supervisors Resolution 082515-1.
9. This ordinance shall take effect July 1, 2019.

On motion of Supervisor Peters to adopt the ordinance, seconded by Supervisor Radford and carried by the following recorded vote:

AYES: Supervisors Assaid, Hooker, Radford, Peters, North

NAYS: None

A COPY TESTE:

Deborah C. Jacks
Chief Deputy Clerk to the Board of Supervisors

cc: Rebecca Owens, Assistant County Administrator
Meredith Thompson, Budget Manager
Steve Elliott, Budget Manager

AT A REGULAR MEETING OF THE BOARD OF SUPERVISORS OF ROANOKE COUNTY, VIRGINIA, HELD AT THE ROANOKE COUNTY ADMINISTRATION CENTER ON TUESDAY, MAY 28, 2019

ORDINANCE 052819-5 APPROPRIATING FUNDS FOR THE 2019-2020 FISCAL YEAR CAPITAL BUDGET FOR ROANOKE COUNTY, VIRGINIA

WHEREAS, upon notice duly published in the newspaper, public hearings were held on April 9, 2019 and May 14, 2019 concerning the adoption of the annual budget for Roanoke County for fiscal year 2019-2020; and

WHEREAS, the Board of Supervisors of Roanoke County, Virginia, approved said budget on May 28, 2019, 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 14, 2019, and the second reading of this ordinance was held on May 28, 2019, 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, 2019, and ending June 30, 2020, for the functions and purposes indicated:

County of Roanoke, Virginia
Fiscal Year 2019-2020
County Capital
First Reading May 14, 2019; Second Reading May 28, 2019

	Appropriation Amount
Revenues:	
County Capital:	
Transfer from General Government Fund	$ 6,295,485
County Unrestricted Cash (excl. Transfer from General Govt. Fund)	1,283,319
County Restricted Cash	1,598,778
Non-County	8,217,291
Miscellaneous	130,000
Lease / Revenue Bonds	10,000,000
Total Revenue - County Capital	$ 27,524,873
Expenditures:	
County Capital:	
FY 2020 Capital Fund supported by General Government Fund excluding General Government Transfers to CIP & Fleet Replacement	$ 3,305,000
FY 2020 Capital Year Budget - Public Safety	$ 487,000
FY 2020 Capital Year Budget - Community Services	$ 3,923,538
FY 2020Capital Year Budget - Human Services	$ 5,549,711
FY 2020 Capital Year Budget - Internal Services	$ 12,365,139
Subtotal, FY 2020 Capital Year Budget	$ 22,325,388
FY 2020 Fleet Replacement Budget	$ 1,894,485
Total Expenditures - County Capital	$ 27,524,873

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, 2019, are re-appropriated to the 2019-2020 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, 2019, and appropriations in the 2019-2020 fiscal year 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, 2019.

On motion of Supervisor Peters to adopt the ordinance, seconded by Supervisor Hooker and carried by the following recorded vote:

AYES: Supervisors Hooker, Radford, Peters, North

NAYS: Supervisor Assaid

A COPY TESTE:

Deborah C. Jacks
Chief Deputy Clerk to the Board of Supervisors

cc: Rebecca Owens, Assistant County Administrator
Meredith Thompson, Budget Manager
Steve Elliott, Budget Manager

AT A REGULAR MEETING OF THE BOARD OF SUPERVISORS OF ROANOKE COUNTY, VIRGINIA, HELD AT THE ROANOKE COUNTY ADMINISTRATION CENTER ON TUESDAY, MAY 28, 2019

ORDINANCE 052819-6 APPROPRIATING FUNDS FOR THE 2019-2020 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 9, 2019 and May 14, 2019 concerning the adoption of the annual budget for Roanoke County for fiscal year 2019-2020; and

WHEREAS, the Board of Supervisors of Roanoke County, Virginia, approved said budget on May 28, 2019, 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 14, 2019, and the second reading of this ordinance was held on May 28, 2019, 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, 2019, and ending June 30, 2020, for the functions and purposes indicated:

County of Roanoke, Virginia
Fiscal Year 2019-2020
Schools Revenue Sharing Transfer, Debt Service Transfer, and
Children's Services Act Transfer
First Reading May 14, 2019; Second Reading May 28, 2019

		Appropriation Amount
Revenues:		
General Government Fund	$	81,441,128
Total Revenue - Schools Transfers	$	81,441,128
Expenditures:		
General Government Fund		
Transfer to Schools Operations	$	70,499,722
Transfer to Transfer to Debt Service Fund - Schools Debt Service		9,137,406
Transfer to Children's Services Act on behalf of Schools		1,804,000
Total Expenditures - Schools Transfers	$	81,441,128

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 Services Act Fund shall be based on actual expenditures incurred during fiscal year 2019-2020. Any remaining balance in those transfers shall remain with Roanoke County government.
4. This ordinance shall take effect July 1, 2019.

On motion of Supervisor Hooker to adopt the ordinance, seconded by Supervisor Peters and carried by the following recorded vote:

AYES: Supervisors Assaid, Hooker, Radford, Peters, North

NAYS: None

A COPY TESTE:

Deborah C. Jacks
Chief Deputy Clerk to the Board of Supervisors

cc: Rebecca Owens, Assistant County Administrator
Meredith Thompson, Budget Manager
Steve Elliott, Budget Manager

AT A REGULAR MEETING OF THE BOARD OF SUPERVISORS OF ROANOKE COUNTY, VIRGINIA, HELD AT THE ROANOKE COUNTY ADMINISTRATION CENTER ON TUESDAY, MAY 28, 2019

ORDINANCE 052819-7 APPROPRIATING FUNDS FOR THE 2019-2020 FISCAL YEAR OPERATIONS BUDGET FOR ROANOKE COUNTY PUBLIC SCHOOLS

WHEREAS, upon notice duly published in the newspaper, public hearings were held on April 9, 2019 and May 14, 2019 concerning the adoption of the annual budget for Roanoke County for fiscal year 2019-2020; and

WHEREAS, the Board of Supervisors of Roanoke County, Virginia, approved said budget on May 28, 2019, 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 14, 2019, and the second reading of this ordinance was held on May 28, 2019, 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, 2019, and ending June 30, 2020, for the functions and purposes indicated:

County of Roanoke, Virginia
Fiscal Year 2019-2020
Roanoke County Public Schools Operations
First Reading May 14, 2019; Second Reading May 28, 2019

	Appropriation Amount
Revenues:	
Schools Operating Funds:	
General	$ 151,594,497
Nutrition	5,976,814
Grants	6,524,323
Instructional Resources	913,905
Bus Replacement	1,374,927
Technology Replacement	3,116,589
Subtotal, Schools Operating Funds	$ 169,501,055
Debt Service Fund - Schools	$ 13,348,414
Total Revenue - Schools Operations and Debt Service Fund	$ 182,849,469
Expenditures:	
Schools Operating Funds:	
General	$ 151,594,497
Nutrition	5,976,814
Grants	6,524,323
Instructional Resources	913,905
Bus Replacement	1,374,927
Technology Replacement	3,116,589
Subtotal, Schools Operating Funds Expenditures	$ 169,501,055
Debt Service Fund - Schools	$ 13,348,414
Total Expenditures - Schools Operations and Debt Service Fund	$ 182,849,469

2. That all funded outstanding operating encumbrances at June 30, 2019, are re-appropriated to the 2019-2020 fiscal year to the same department and account for which they are encumbered in the previous year.
3. That all School Fund appropriations remaining at the end of the 2019-2020 fiscal year not lapse but shall be appropriated to Roanoke County Public Schools and allocated per Section 10-5-A and B of the County of Roanoke Comprehensive Financial Policy approved by the Board of Supervisors on April 24, 2018.
4. Account balances remaining in the Schools Debt Fund (C360, C365, C370) will carry over 100% and be re-appropriated to the individual funds.
5. This ordinance shall take effect July 1, 2019.

On motion of Supervisor Peters to adopt the ordinance, seconded by Supervisor North and carried by the following recorded vote:

AYES: Supervisors Assaid, Hooker, Radford, Peters, North

NAYS: None

A COPY TESTE:

Deborah C. Jacks
Chief Deputy Clerk to the Board of Supervisors

cc: Rebecca Owens, Assistant County Administrator
Meredith Thompson, Budget Manager
Steve Elliott, Budget Manager

AT A REGULAR MEETING OF THE BOARD OF SUPERVISORS OF ROANOKE COUNTY, VIRGINIA, HELD AT THE ROANOKE COUNTY ADMINISTRATION CENTER ON TUESDAY, MAY 28, 2019

ORDINANCE 052819-8 APPROPRIATING FUNDS FOR THE 2019-2020 FISCAL YEAR CAPITAL BUDGET FOR ROANOKE COUNTY PUBLIC SCHOOLS

WHEREAS, upon notice duly published in the newspaper, public hearings were held on April 9, 2019 and May 14, 2019 concerning the adoption of the annual budget for Roanoke County for fiscal year 2019-2020; and

WHEREAS, the Board of Supervisors of Roanoke County, Virginia, approved said budget on May 28, 2019, 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 14, 2019, and the second reading of this ordinance was held on May 28, 2019, 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, 2019, and ending June 30, 2020, for the functions and purposes indicated:

County of Roanoke, Virginia
Fiscal Year 2019-2020
Roanoke County Public Schools Capital
First Reading May 14, 2019; Second Reading May 28, 2019

	Appropriation Amount
Revenues:	
Schools Capital	
Schools Cash Sources	$ 1,847,500
Total Revenue - Schools Capital	$ 1,847,500
Expenditures:	
Schools Capital	
Capital Maintenance Plan	$ 1,000,000
Human Resources and Payroll Module	310,820
Reserve for Future Capital Projects	176,680
Other Minor Capital Items & Contingency	360,000
Total Expenditures - Schools Capital	$ 1,847,500

2. That all funded outstanding capital encumbrances at June 30, 2019, are re-appropriated to the 2019-2020 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, 2019, and appropriations in the 2019-2020 fiscal year 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, 2019, and appropriations in the 2019-2020 fiscal year budget.
5. This ordinance shall take effect July 1, 2019.

On motion of Supervisor Peters to adopt the ordinance, seconded by Supervisor Hooker and carried by the following recorded vote:

AYES: Supervisors Assaid, Hooker, Radford, Peters, North

NAYS: None

A COPY TESTE:

Deborah C. Jacks
Chief Deputy Clerk to the Board of Supervisors

cc: Rebecca Owens, Assistant County Administrator
Meredith Thompson, Budget Manager
Steve Elliott, Budget Manager

AT A REGULAR MEETING OF THE BOARD OF SUPERVISORS OF ROANOKE COUNTY, VIRGINIA, HELD AT THE ROANOKE COUNTY ADMINISTRATION CENTER ON TUESDAY, MAY 28, 2019

RESOLUTION 052819-3 AMENDING THE ROANOKE COUNTY PUBLIC SCHOOLS BUDGET FOR FISCAL YEAR 2019-2020 UPON CERTAIN TERMS AND CONDITIONS

WHEREAS, State Code 22.1-93 requires the governing body of a County to prepare and approve an annual budget for education purposes by May 15 or within thirty (30) days of the receipt by the County of the estimates of state funds, whichever shall later occur; and

WHEREAS, the Roanoke County School Board approved their fiscal year 2019-2020 budget on March 28, 2019;

WHEREAS, the Roanoke County Board of Supervisors approved as part of Resolution 042319-4 to adopt the fiscal year 2019-2020 Roanoke County Public Schools budget on April 23, 2019;

WHEREAS, at the request of the Roanoke County Schools, the Roanoke County Board of Supervisors adjusted the revenue for the County's operating budget in fiscal year 2019-2020 after April 23, 2019, which included adjustments to revenues included in the Revenue Sharing Formula as adopted in the Comprehensive Financial Policy.

THEREFORE, BE IT RESOLVED by the Board of Supervisors of Roanoke County, Virginia that the fiscal year 2019-2020 Roanoke County Public Schools revenue budget be amended to include an additional $7,985 in the County's transfer to schools and expenditure budget to include an additional $7,985 in the General Fund. A copy of the amendment, as requested by the Roanoke County Schools, is incorporated by reference herein. The amended fiscal year 2019-2020 Roanoke County Public Schools budget is

hereby APPROVED. The County Administrator and the Clerk are authorized to execute and attest, respectively, on behalf of the County, any documentation, in form approved by the County Attorney, necessary to evidence said approval.

On Motion of Supervisor North to adopt the resolution, seconded by Supervisor Hooker and carried by the following recorded vote:

AYES: Supervisors Assaid, Hooker, Radford, Peters, North

NAYS: None

A COPY TESTE:

Deborah C. Jacks
Chief Deputy Clerk to the Board of Supervisors

cc: Rebecca Owens, Assistant County Administrator
Meredith Thompson, Budget Manager
Steve Elliott, Budget Manager

County of Roanoke

CLASSIFICATION & PAY PLAN

Fiscal Year 2019-2020

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, 2019, effective July 1, 2019, as herein set forth in the following words and figures:

CLASSIFICATION PLAN
FY 2019 - 2020
Part I - Classified Positions

Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
9	815	Custodian	Nonexempt	General Services	4	20,971	27,320	33,670
10	618	Courier	Nonexempt	Finance	1	22,019	28,686	35,354
10	855	Refuse Collector	Nonexempt	General Services	5	22,019	28,686	35,354
11	-	-	-	-	0	23,120	30,121	37,121
12	685	Tax Clerk I *CP	Nonexempt	Commissioner of the Revenue	2	24,276	31,627	38,977
12	673	Secretary	Nonexempt	Commonwealth's Attorney	1	24,276	31,627	38,977
12	850	Parks Maintenance Worker *CP	Nonexempt	Parks, Recreation & Tourism	8	24,276	31,627	38,977
12	689	Treasurer Clerk I	Nonexempt	Treasurer	2	24,276	31,627	38,977
13	840	Motor Equipment Operator I *CP	Nonexempt	Econ & Comm Development	1	25,490	33,208	40,926
13	621	Customer Service Representative	Nonexempt	General Services	2	25,490	33,208	40,926
13	840	Motor Equipment Operator I *CP	Nonexempt	Parks, Recreation & Tourism	4	25,490	33,208	40,926
13	621	Customer Service Representative I	Nonexempt	Social Services	2	25,490	33,208	40,926
14	626	Deputy Clerk of Circuit Court I	Nonexempt	Clerk of the Circuit Court	1	26,765	34,869	42,972
14	665	Real Estate Clerk II	Nonexempt	Commissioner of the Revenue	1	26,765	34,869	42,972
14	686	Tax Clerk II *CP	Nonexempt	Commissioner of the Revenue	3	26,765	34,869	42,972
14	560	Recreation Technician	Nonexempt	Parks, Recreation & Tourism	1	26,765	34,869	42,972
14	653	Parks Clerk	Nonexempt	Parks, Recreation & Tourism	1	26,765	34,869	42,972
14	661	Records Technician I *CP	Nonexempt	Police	1	26,765	34,869	42,972
14	805	Corrections - Food Services Director	Exempt/Compensatory	Sheriff	1	26,765	34,869	42,972
14	576	Social Services Aide II	Nonexempt	Social Services	4	26,765	34,869	42,972
14	622	Customer Service Representative II	Nonexempt	Social Services	2	26,765	34,869	42,972
14	690	Treasurer Clerk II	Nonexempt	Treasurer	7	26,765	34,869	42,972
15	732	Motor Equipment Operator II *CP	Nonexempt	Econ & Comm Developmentelopme	3	28,103	36,612	45,120
15	600	Accounts Representative	Nonexempt	Finance	2	28,103	36,612	45,120
15	732	Motor Equipment Operator II *CP	Nonexempt	Parks, Recreation & Tourism	2	28,103	36,612	45,120
16	643	Income Tax Coordinator	Nonexempt	Commissioner of the Revenue	1	29,509	38,443	47,376
16	687	Tax Clerk III *CP	Nonexempt	Commissioner of the Revenue	0	29,509	38,443	47,376
16	595	Permit Technician I *CP	Nonexempt	Econ & Comm Development	1	29,509	38,443	47,376
16	655	Office Support Specialist	Nonexempt	Finance	1	29,509	38,443	47,376
16	655	Office Support Specialist	Nonexempt	Fire and Rescue	2	29,509	38,443	47,376
16	655	Office Support Specialist	Nonexempt	General Services	1	29,509	38,443	47,376
16	702	Fleet Mechanic I *CP	Nonexempt	General Services	1	29,509	38,443	47,376
16	744	Solid Waste Equipment Operator	Nonexempt	General Services	23	29,509	38,443	47,376
16	602	Accounts Coordinator	Nonexempt	Parks, Recreation & Tourism	0	29,509	38,443	47,376
16	655	Office Support Specialist	Nonexempt	Parks, Recreation & Tourism	1	29,509	38,443	47,376
16	655	Office Support Specialist	Nonexempt	Police	2	29,509	38,443	47,376
16	697	Records Technician II *CP	Nonexempt	Police	5	29,509	38,443	47,376
16	655	Office Support Specialist	Nonexempt	Real Estate Valuation	1	29,509	38,443	47,376
16	468	Control Room Operator	Nonexempt	Sheriff	2	29,509	38,443	47,376
16	608	Civil Process Support Specialist	Nonexempt	Sheriff	1	29,509	38,443	47,376
16	655	Office Support Specialist	Nonexempt	Sheriff	1	29,509	38,443	47,376
16	602	Accounts Coordinator	Nonexempt	Social Services	2	29,509	38,443	47,376
16	691	Treasurer Clerk III	Nonexempt	Treasurer	1	29,509	38,443	47,376
17	627	Deputy Clerk of Circuit Court II	Nonexempt	Clerk of the Circuit Court	3	30,984	40,365	49,745
17	384	Tax Compliance Deputy	Nonexempt	Commissioner of the Revenue	1	30,984	40,365	49,745
17	667	Real Estate Clerk Supervisor	Nonexempt	Commissioner of the Revenue	1	30,984	40,365	49,745
17	651	Legal Secretary	Nonexempt	Commonwealth's Attorney	3	30,984	40,365	49,745
17	451	E-911 Call Taker	Nonexempt	CommIT	2	30,984	40,365	49,745

Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
17	596	Permit Technician II *CP	Nonexempt	Econ & Comm Development	1	30,984	40,365	49,745
17	662	Payroll Technician	Nonexempt	Finance	3	30,984	40,365	49,745
17	672	Purchasing Technician	Nonexempt	Finance	1	30,984	40,365	49,745
17	810	Crew Leader	Nonexempt	General Services	2	30,984	40,365	49,745
17	536	Library Assistant	Nonexempt	Library	13	30,984	40,365	49,745
17	677	HR PRT Administrative Assistant	Nonexempt	Parks, Recreation & Tourism	1	30,984	40,365	49,745
17	623	Assistant General Registrar I *CP	Nonexempt	Registrar	1	30,984	40,365	49,745
17	641	Social Services Administrative Assistant	Nonexempt	Social Services	1	30,984	40,365	49,745
18	606	Business Ordinance Inspector	Nonexempt	Commissioner of the Revenue	1	32,532	42,383	52,233
18	688	Tax Clerk IV *CP	Nonexempt	Commissioner of the Revenue	1	32,532	42,383	52,233
18	452	Communications Officer I *CP	Nonexempt	CommIT	2	32,532	42,383	52,233
18	597	Permit Technician III	Nonexempt	Econ & Comm Development	1	32,532	42,383	52,233
18	733	Motor Equipment Operator III	Nonexempt	Econ & Comm Development	1	32,532	42,383	52,233
18	345	Equipment Technician	Nonexempt	General Services	1	32,532	42,383	52,233
18	704	Building Maintenance Technician *CP	Nonexempt	General Services	4	32,532	42,383	52,233
18	700	Fleet Mechanic II *CP	Nonexempt	General Services	1	32,532	42,383	52,233
18	528	Human Resources Specialist I	Nonexempt	Human Resources	2	32,532	42,383	52,233
18	558	Recreation Programmer	Nonexempt	Parks, Recreation & Tourism	5	32,532	42,383	52,233
18	733	Motor Equipment Operator III	Nonexempt	Parks, Recreation & Tourism	2	32,532	42,383	52,233
18	842	Parks Crew Leader	Nonexempt	Parks, Recreation & Tourism	6	32,532	42,383	52,233
18	846	Parks Maintenance Service Specialist	Nonexempt	Parks, Recreation & Tourism	1	32,532	42,383	52,233
18	639	Police Administrative Assistant	Nonexempt	Police	1	32,532	42,383	52,233
18	535	Accreditation Specialist	Nonexempt	Sheriff	1	32,532	42,383	52,233
18	333	Benefit Programs Specialist	Nonexempt	Social Services	28	32,532	42,383	52,233
19	628	Deputy Clerk of Circuit Court III	Nonexempt	Clerk of the Circuit Court	6	34,160	44,502	54,845
19	311	Communications Equipment Installer	Nonexempt	CommIT	2	34,160	44,502	54,845
19	454	Communications Officer II *CP	Nonexempt	CommIT	20	34,160	44,502	54,845
19	540	Office Coordinator/Department Budget Specialist	Nonexempt	CommIT	1	34,160	44,502	54,845
19	318	Construction Inspector *CP	Nonexempt	Econ & Comm Development	2	34,160	44,502	54,845
19	324	Electrical Inspector *CP	Nonexempt	Econ & Comm Development	0	34,160	44,502	54,845
19	360	Plumbing and Mechanical Inspector *CP	Nonexempt	Econ & Comm Development	0	34,160	44,502	54,845
19	540	Office Coordinator/Department Budget Specialist	Nonexempt	Econ & Comm Development	1	34,160	44,502	54,845
19	676	Planning Administrative Assistant	Nonexempt	Econ & Comm Development	1	34,160	44,502	54,845
19	540	Office Coordinator/Department Budget Specialist	Nonexempt	General Services	2	34,160	44,502	54,845
19	705	Building Maintenance Technician II *CP	Nonexempt	General Services	3	34,160	44,502	54,845
19	811	Housekeeping Supervisor	Nonexempt	General Services	1	34,160	44,502	54,845
19	539	Department Budget Specialist	Nonexempt	Library	1	34,160	44,502	54,845
19	564	Senior Library Assistant	Nonexempt	Library	11	34,160	44,502	54,845
19	540	Office Coordinator/Department Budget Specialist	Nonexempt	Real Estate Valuation	1	34,160	44,502	54,845
19	624	Assistant General Registrar II *CP	Nonexempt	Registrar	1	34,160	44,502	54,845
19	348	Fraud Investigator	Nonexempt	Social Services	1	34,160	44,502	54,845
19	381	Senior Benefit Programs Specialist	Nonexempt	Social Services	4	34,160	44,502	54,845
19	542	Program Coordinator - CORTRAN	Nonexempt	Social Services	1	34,160	44,502	54,845
19	692	Treasurer Clerk Supervisor	Nonexempt	Treasurer	1	34,160	44,502	54,845
20	616	Technical Support Technician *CP	Nonexempt	CommIT	0	35,867	46,727	57,587
20	820	Stormwater Maintenance Foreman	Nonexempt	Econ & Comm Development	2	35,867	46,727	57,587
20	416	Firefighter/EMT *CP	Nonexempt	Fire and Rescue	52	35,867	46,727	57,587
20	715	Fleet Mechanic III *CP	Nonexempt	General Services	5	35,867	46,727	57,587
20	865	Solid Waste Collection Foreman	Nonexempt	General Services	2	35,867	46,727	57,587
20	530	Human Resources Specialist II	Nonexempt	Human Resources	1	35,867	46,727	57,587
20	442	Police Officer-Uniform Division *CP	Nonexempt	Police	36	35,867	46,727	57,587
20	470	Deputy Sheriff *CP	Nonexempt	Sheriff	35	35,867	46,727	57,587
20	284	Family Services Specialist	Nonexempt	Social Services	30	35,867	46,727	57,587
20	336	Self Sufficiency Specialist	Nonexempt	Social Services	6	35,867	46,727	57,587
21	456	Communications Training Officer	Nonexempt	CommIT	8	37,661	49,064	60,466
21	457	Accreditation Coordinator	Nonexempt	CommIT	1	37,661	49,064	60,466
21	308	Combination Code Compliance Inspector *CP	Nonexempt	Econ & Comm Development	6	37,661	49,064	60,466
21	598	Permit Technician Supervisor	Nonexempt	Econ & Comm Development	1	37,661	49,064	60,466

Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
21	512	Buyer	Nonexempt	Finance	3	37,661	49,064	60,466
21	407	Fire and Rescue Data Analyst	Nonexempt	Fire and Rescue	1	37,661	49,064	60,466
21	408	Logistics Technician	Nonexempt	Fire and Rescue	1	37,661	49,064	60,466
21	421	Community Outreach Coordinator	Nonexempt	Fire and Rescue	1	37,661	49,064	60,466
21	852	Welding Shop Foreman	Nonexempt	General Services	1	37,661	49,064	60,466
21	201	Librarian	Exempt/Compensatory	Library	3	37,661	49,064	60,466
21	202	Assistant Librarian	Exempt/Compensatory	Library	0	37,661	49,064	60,466
21	265	Recreation Program Supervisor	Exempt/Compensatory	Parks, Recreation & Tourism	5	37,661	49,064	60,466
21	538	Business Services Supervisor	Exempt/Compensatory	Parks, Recreation & Tourism	1	37,661	49,064	60,466
21	425	Investigative Support Specialist	Nonexempt	Police	1	37,661	49,064	60,466
22	629	Deputy Clerk of Circuit Court IV	Exempt/Compensatory	Clerk of the Circuit Court	4	39,544	51,517	63,490
22	354	Technical Analyst I *CP	Nonexempt	CommIT	3	39,544	51,517	63,490
22	321	Development Review Coordinator	Exempt/Compensatory	Econ & Comm Development	1	39,544	51,517	63,490
22	292	Volunteer/Public Relations Coordinator	Exempt/Compensatory	Fire and Rescue	1	39,544	51,517	63,490
22	717	Fleet Mechanic IV *CP	Nonexempt	General Services	1	39,544	51,517	63,490
22	870	Lead Solid Waste Collection Foreman	Nonexempt	General Services	1	39,544	51,517	63,490
22	342	Technology Services Coordinator	Nonexempt	Library	1	39,544	51,517	63,490
22	327	Electronic Services Specialist	Exempt/Compensatory	Parks, Recreation & Tourism	1	39,544	51,517	63,490
22	845	Parks Maintenance Supervisor	Nonexempt	Parks, Recreation & Tourism	1	39,544	51,517	63,490
22	443	Police Officer II - Uniform Div. *CP	Nonexempt	Police	25	39,544	51,517	63,490
22	300	Appraiser *CP	Exempt/Compensatory	Real Estate Valuation	2	39,544	51,517	63,490
22	461	Master Deputy Sheriff II *CP	Nonexempt	Sheriff	5	39,544	51,517	63,490
22	260	Resource Coordinator	Nonexempt	Social Services	1	39,544	51,517	63,490
22	280	Senior Family Services Specialist	Nonexempt	Social Services	5	39,544	51,517	63,490
22	354	Technical Analyst I	Nonexempt	Social Services	1	39,544	51,517	63,490
22	378	Senior Self Sufficiency Specialist	Nonexempt	Social Services	1	39,544	51,517	63,490
22	383	Benefit Programs Trainer	Nonexempt	Social Services	1	39,544	51,517	63,490
23	312	Communications Technician	Nonexempt	CommIT	4	41,522	54,093	66,665
23	458	Communications Training Coordinator	Nonexempt	CommIT	1	41,522	54,093	66,665
23	460	Communications Team Supervisor	Nonexempt	CommIT	4	41,522	54,093	66,665
23	206	Planner I	Exempt/Compensatory	Econ & Comm Development	2	41,522	54,093	66,665
23	376	Senior Combination Code Compliance Inspector *CP	Nonexempt	Econ & Comm Development	0	41,522	54,093	66,665
23	660	Payroll Specialist	Exempt/Compensatory	Finance	1	41,522	54,093	66,665
23	418	Paramedic/Firefighter *CP	Nonexempt	Fire and Rescue	47	41,522	54,093	66,665
23	447	Police Officer III - Uniform Div. *CP	Nonexempt	Police	21	41,522	54,093	66,665
23	463	Master Deputy Sheriff III *CP	Nonexempt	Sheriff	5	41,522	54,093	66,665
23	379	Services Trainer	Nonexempt	Social Services	1	41,522	54,093	66,665
23	330	Benefit Programs Supervisor	Exempt/Compensatory	Social Services	4	41,522	54,093	66,665
24	233	Business Coordinator	Exempt/Compensatory	CommIT	1	43,598	56,797	69,997
24	346	GIS Specialist I *CP	Exempt/Compensatory	CommIT	0	43,598	56,797	69,997
24	355	Technical Analyst II *CP	Nonexempt	CommIT	2	43,598	56,797	69,997
24	326	Development GIS Specialist	Exempt/Compensatory	Econ & Comm Development	1	43,598	56,797	69,997
24	635	Administrative Assistant to the County Administrator	Exempt/Compensatory	County Administrator	1	43,598	56,797	69,997
24	635	Administrative Assistant to County Attorney	Exempt/Discretionary	County Attorney	1	43,598	56,797	69,997
24	233	Business Coordinator	Exempt/Compensatory	Fire and Rescue	1	43,598	56,797	69,997
24	420	Master Paramedic/Firefighter *CP	Nonexempt	Fire and Rescue	17	43,598	56,797	69,997
24	541	Capital Projects Specialist	Nonexempt	General Services	1	43,598	56,797	69,997
24	222	Divisional Librarian	Exempt/Compensatory	Library	3	43,598	56,797	69,997
24	527	Administrative and Marketing Manager	Exempt/Compensatory	Library	1	43,598	56,797	69,997
24	233	Business Coordinator	Exempt/Compensatory	Parks, Recreation & Tourism	1	43,598	56,797	69,997
24	233	Business Coordinator	Exempt/Compensatory	Police	1	43,598	56,797	69,997
24	424	Crime Analyst	Exempt/Compensatory	Police	1	43,598	56,797	69,997
24	449	Police Officer IV - Uniform Div. *CP	Nonexempt	Police	31	43,598	56,797	69,997
24	233	Business Coordinator	Exempt/Compensatory	Sheriff	1	43,598	56,797	69,997
24	464	Master Deputy Sheriff IV *CP	Nonexempt	Sheriff	8	43,598	56,797	69,997
25	140	Chief Deputy Commissioner of Revenue	Exempt/Compensatory	Commissioner of the Revenue	1	45,778	59,637	73,497
25	588	Victim/Witness Director/Executive Assistant	Exempt/Compensatory	Commonwealth's Attorney	1	45,778	59,637	73,497
25	256	Planner II	Exempt/Compensatory	Econ & Comm Development	5	45,778	59,637	73,497

Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
25	314	Chief Inspector/Field Supervisor	Nonexempt	Econ & Comm Development	1	45,778	59,637	73,497
25	873	Stormwater Operations Supervisor	Exempt/Compensatory	Econ & Comm Development	1	45,778	59,637	73,497
25	232	Financial Analyst *CP	Exempt/Compensatory	Finance	1	45,778	59,637	73,497
25	210	Branch Librarian	Exempt/Compensatory	Library	3	45,778	59,637	73,497
25	266	Public Services Librarian	Exempt/Compensatory	Library	1	45,778	59,637	73,497
25	253	Parks Administrator	Exempt/Compensatory	Parks, Recreation & Tourism	1	45,778	59,637	73,497
25	444	Police - Records Unit Supervisor	Exempt/Compensatory	Police	1	45,778	59,637	73,497
25	263	Recreation Program Manager	Exempt/Compensatory	Parks, Recreation & Tourism	4	45,778	59,637	73,497
25	269	Content Manager	Exempt/Compensatory	Public Information	1	45,778	59,637	73,497
25	282	Family Services Supervisor	Exempt/Compensatory	Social Services	5	45,778	59,637	73,497
25	337	Self Sufficiency Supervisor	Exempt/Compensatory	Social Services	1	45,778	59,637	73,497
25	144	Chief Deputy Treasurer	Exempt/Compensatory	Treasurer	1	45,778	59,637	73,497
26	347	GIS Specialist II *CP	Exempt/Compensatory	CommIT	1	48,066	62,619	77,172
26	356	Technical Analyst III *CP	Exempt/Compensatory	CommIT	1	48,066	62,619	77,172
26	214	Civil Engineer I *CP	Exempt/Compensatory	Econ & Comm Development	2	48,066	62,619	77,172
26	295	Transportation Engineer	Exempt/Compensatory	Econ & Comm Development	1	48,066	62,619	77,172
26	207	Financial Systems Analyst	Exempt/Compensatory	Finance	1	48,066	62,619	77,172
26	227	Senior Financial Analyst I *CP	Exempt/Compensatory	Finance	1	48,066	62,619	77,172
26	412	Fire Lieutenant - Inspector	Nonexempt	Fire and Rescue	3	48,066	62,619	77,172
26	414	Fire Lieutenant	Nonexempt	Fire and Rescue	20	48,066	62,619	77,172
26	716	Facilities Supervisor	Exempt/Compensatory	General Services	1	48,066	62,619	77,172
26	242	Human Resources Consultant	Exempt/Compensatory	Human Resources	1	48,066	62,619	77,172
26	277	Greenway Planner	Exempt/Compensatory	Parks, Recreation & Tourism	0	48,066	62,619	77,172
26	289	Tourism/Event Coordinator	Exempt/Compensatory	Parks, Recreation & Tourism	1	48,066	62,619	77,172
26	440	Police Officer - Sergeant	Nonexempt	Police	15	48,066	62,619	77,172
26	375	Senior Appraiser *CP	Exempt/Compensatory	Real Estate Valuation	5	48,066	62,619	77,172
26	462	Deputy Sheriff - Sgt - Analysis	Nonexempt	Sheriff	1	48,066	62,619	77,172
26	466	Deputy Sheriff - Sgt - Rehabilitation	Nonexempt	Sheriff	1	48,066	62,619	77,172
26	477	Deputy Sheriff - Sgt - Inmate/Jail Services	Nonexempt	Sheriff	1	48,066	62,619	77,172
26	478	Deputy Sheriff - Sgt - Inmate Records	Nonexempt	Sheriff	1	48,066	62,619	77,172
26	482	Deputy Sheriff - Sergeant	Nonexempt	Sheriff	9	48,066	62,619	77,172
26	484	Deputy Sheriff - Sgt - Training	Nonexempt	Sheriff	1	48,066	62,619	77,172
26	496	Deputy Sheriff - Sgt - Medical	Nonexempt	Sheriff	1	48,066	62,619	77,172
27	150	Chief Deputy Clerk to the Board of Supervisors	Exempt/Compensatory	Board of Supervisors	1	50,469	65,750	81,031
27	250	Systems Engineer *CP	Exempt/Compensatory	CommIT	2	50,469	65,750	81,031
27	287	GIS Analyst I *CP	Exempt/Compensatory	CommIT	2	50,469	65,750	81,031
27	297	Web Systems Analyst I *CP	Exempt/Compensatory	CommIT	0	50,469	65,750	81,031
27	310	Communications Shop Supervisor	Exempt/Compensatory	CommIT	1	50,469	65,750	81,031
27	316	Telecommunications Engineer *CP	Exempt/Compensatory	CommIT	0	50,469	65,750	81,031
27	364	Business Systems Analyst I *CP	Exempt/Compensatory	CommIT	3	50,469	65,750	81,031
27	225	Senior Financial Analyst II *CP	Exempt/Compensatory	Finance	0	50,469	65,750	81,031
27	219	Administrative Librarian - Material Management	Exempt/Compensatory	Library	1	50,469	65,750	81,031
27	223	Senior Branch Librarian	Exempt/Compensatory	Library	1	50,469	65,750	81,031
27	285	Administrative Services Coordinator	Exempt/Compensatory	Library	1	50,469	65,750	81,031
27	241	Marketing and Administration Coordinator	Exempt/Compensatory	Parks, Recreation & Tourism	1	50,469	65,750	81,031
27	254	Parks Manager	Exempt/Compensatory	Parks, Recreation & Tourism	2	50,469	65,750	81,031
27	285	Administrative Services Coordinator	Exempt/Compensatory	Social Services	1	50,469	65,750	81,031
28	138	Chief Deputy Clerk of the Circuit Court	Exempt/Compensatory	Clerk of the Circuit Court	1	52,993	69,038	85,082
28	246	Systems Architect *CP	Exempt/Compensatory	CommIT	2	52,993	69,038	85,082
28	362	Data Integration Specialist I *CP	Exempt/Compensatory	CommIT	0	52,993	69,038	85,082
28	317	Web Systems Analyst II *CP	Exempt/Compensatory	CommIT	1	52,993	69,038	85,082
28	319	Telecommunications Architect *CP	Exempt/Compensatory	CommIT	1	52,993	69,038	85,082
28	365	Business Systems Analyst II *CP	Exempt/Compensatory	CommIT	4	52,993	69,038	85,082
28	205	Senior Plans Examiner/Codes Compliance Inspector	Exempt/Compensatory	Econ & Comm Development	1	52,993	69,038	85,082
28	226	Economic Development Specialist	Exempt/Compensatory	Econ & Comm Development	2	52,993	69,038	85,082
28	410	Fire Captain	Nonexempt	Fire and Rescue	21	52,993	69,038	85,082
28	236	Department Systems Analyst	Exempt/Compensatory	General Services	1	52,993	69,038	85,082
28	236	Department Systems Analyst	Exempt/Compensatory	Human Resources	1	52,993	69,038	85,082

Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
28	236	Department Systems Analyst	Exempt/Compensatory	Police	1	52,993	69,038	85,082
28	245	Parks Planning and Development Manager	Exempt/Compensatory	Parks, Recreation & Tourism	1	52,993	69,038	85,082
28	920	Registrar	Exempt/Discretionary	Registrar	1	52,993	69,038	85,082
28	480	Deputy Sheriff - Lieutenant	Nonexempt	Sheriff	5	52,993	69,038	85,082
28	495	Deputy Sheriff - Lieutenant - Court Services	Exempt/Compensatory	Sheriff	1	52,993	69,038	85,082
29	251	Budget Manager	Exempt/Compensatory	Budget	2	55,642	72,490	89,337
29	450	Emergency Communications Manager	Exempt/Compensatory	CommIT	1	55,642	72,490	89,337
29	288	GIS Analyst II *CP	Exempt/Compensatory	CommIT	1	55,642	72,490	89,337
29	309	Communications Coordinator	Exempt/Compensatory	CommIT	1	55,642	72,490	89,337
29	363	Data Integration Specialist II *CP	Exempt/Compensatory	CommIT	1	55,642	72,490	89,337
29	366	Business Systems Analyst III *CP	Exempt/Compensatory	CommIT	6	55,642	72,490	89,337
29	216	Civil Engineer II *CP	Exempt/Compensatory	Econ & Comm Development	0	55,642	72,490	89,337
29	221	Economic Development Manager	Exempt/Compensatory	Econ & Comm Development	1	55,642	72,490	89,337
29	191	Finance Manager	Exempt/Compensatory	Finance	3	55,642	72,490	89,337
29	240	Purchasing Manager	Exempt/Compensatory	Finance	1	55,642	72,490	89,337
29	228	Facilities Manager	Exempt/Compensatory	General Services	1	55,642	72,490	89,337
29	286	Solid Waste Manager	Exempt/Compensatory	General Services	1	55,642	72,490	89,337
29	714	Fleet/Garage Manager	Exempt/Compensatory	General Services	1	55,642	72,490	89,337
29	194	Human Resources Manager	Exempt/Compensatory	Human Resources	1	55,642	72,490	89,337
29	229	Parks Superintendent	Exempt/Compensatory	Parks, Recreation & Tourism	1	55,642	72,490	89,337
30	231	Data Services Supervisor	Exempt/Compensatory	CommIT	1	58,425	76,114	93,803
30	273	Network Services Supervisor	Exempt/Compensatory	CommIT	1	58,425	76,114	93,803
30	386	Technical Services Supervisor	Exempt/Compensatory	CommIT	1	58,425	76,114	93,803
30	220	Project Engineer	Exempt/Discretionary	Econ & Comm Development	1	58,425	76,114	93,803
30	257	Principal Planner	Exempt/Compensatory	Econ & Comm Development	1	58,425	76,114	93,803
30	164	Public Information Officer	Exempt/Discretionary	Public Information	1	58,425	76,114	93,803
30	294	Stormwater Operations Manager	Exempt/Compensatory	Econ & Comm Development	1	58,425	76,114	93,803
30	298	Stormwater Program Manager	Exempt/Compensatory	Econ & Comm Development	1	58,425	76,114	93,803
30	192	Accounting Manager	Exempt/Compensatory	Finance	1	58,425	76,114	93,803
30	402	Battalion Chief	Exempt/Compensatory	Fire and Rescue	7	58,425	76,114	93,803
30	432	Police Officer - Commander	Exempt/Compensatory	Police	9	58,425	76,114	93,803
30	473	Deputy Sheriff-Captain	Exempt/Compensatory	Sheriff	3	58,425	76,114	93,803
31	208	Assistant County Attorney	Exempt/Compensatory	Social Services	1	61,346	79,920	98,494
32	203	Application Services Manager	Exempt/Compensatory	CommIT	1	64,414	83,917	103,419
32	209	Enterprise Services Manager	Exempt/Compensatory	CommIT	1	64,414	83,917	103,419
32	271	Geographical Information Systems Manager	Exempt/Compensatory	CommIT	1	64,414	83,917	103,419
32	388	Infrastructure Services Manager	Exempt/Compensatory	CommIT	1	64,414	83,917	103,419
32	132	Building Commissioner	Exempt/Compensatory	Econ & Comm Development	1	64,414	83,917	103,419
32	278	Planning Administrator	Exempt/Compensatory	Econ & Comm Development	1	64,414	83,917	103,419
32	299	Zoning Administrator	Exempt/Compensatory	Econ & Comm Development	1	64,414	83,917	103,419
33	-	-	-	-	0	67,634	88,112	108,590
34	274	Senior Assistant Commonwealth's Attorney	Exempt/Compensatory	Commonwealth's Attorney	5	71,017	92,518	114,019
34	177	Assistant Director for Communications	Exempt/Discretionary	CommIT	1	71,017	92,518	114,019
34	115	Assistant Director for Information Technology	Exempt/Discretionary	CommIT	1	71,017	92,518	114,019
34	190	Principal Development Engineer	Exempt/Compensatory	Econ & Comm Development	1	71,017	92,518	114,019
34	261	County Engineer	Exempt/Compensatory	Econ & Comm Development	1	71,017	92,518	114,019
34	189	County Auditor	Exempt/Compensatory	County Administrator	1	71,017	92,518	114,019
34	276	Senior Assistant County Attorney	Exempt/Compensatory	County Attorney	2	71,017	92,518	114,019
34	110	Assistant Director of General Services	Exempt/Discretionary	General Services	1	71,017	92,518	114,019
34	114	Assistant Director of Human Resources	Exempt/Discretionary	Human Resources	1	71,017	92,518	114,019
34	116	Assistant Director of Library Services	Exempt/Discretionary	Library	1	71,017	92,518	114,019
34	118	Assistant Director of Parks	Exempt/Discretionary	Parks, Recreation & Tourism	1	71,017	92,518	114,019
34	124	Assistant Director of Recreation	Exempt/Discretionary	Parks, Recreation & Tourism	1	71,017	92,518	114,019
34	122	Assistant Director of Real Estate Valuation	Exempt/Discretionary	Real Estate Valuation	1	71,017	92,518	114,019
34	126	Assistant Director of Social Services	Exempt/Discretionary	Social Services	2	71,017	92,518	114,019
35	136	Chief Assistant Commonwealth's Attorney	Exempt/Compensatory	Commonwealth's Attorney	1	74,567	97,144	119,721
35	157	Deputy Director of Development Services	Exempt/Discretionary	Econ & Comm Development	1	74,567	97,144	119,721
35	159	Deputy Director of Planning	Exempt/Discretionary	Econ & Comm Development	1	74,567	97,144	119,721

Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
35	108	Assistant Director of Finance	Exempt/Discretionary	Finance	1	74,567	97,144	119,721
35	403	Deputy Chief - Operations	Exempt/Discretionary	Fire and Rescue	1	74,567	97,144	119,721
35	422	Deputy Chief - Administration	Exempt/Discretionary	Fire and Rescue	1	74,567	97,144	119,721
35	100	Assistant Chief of Police	Exempt/Discretionary	Police	2	74,567	97,144	119,721
35	142	Lieutenant Colonel	Exempt/Discretionary	Sheriff	2	74,567	97,144	119,721
36	-	-	-	-	0	78,295	102,001	125,707
37	130	Budget Director	Exempt/Discretionary	Budget	1	82,210	112,440	142,668
37	170	Director of General Services	Exempt/Discretionary	General Services	1	82,210	112,440	142,668
37	176	Director of Library Services	Exempt/Discretionary	Library	1	82,210	112,440	142,668
37	180	Director of Parks, Recreation & Tourism	Exempt/Discretionary	Parks, Recreation & Tourism	1	82,210	112,440	142,668
37	184	Director of Real Estate Valuation	Exempt/Discretionary	Real Estate Valuation	1	82,210	112,440	142,668
38	178	Director of Communications & Information Technology	Exempt/Discretionary	CommIT	1	86,321	118,060	149,799
38	166	Director of Economic Development	Exempt/Discretionary	Econ & Comm Development	1	86,321	118,060	149,799
38	162	Director of Economic Development & Community Developm	Exempt/Discretionary	Econ & Comm Development	1	86,321	118,060	149,799
38	168	Director of Finance	Exempt/Discretionary	Finance	1	86,321	118,060	149,799
38	146	Chief of Fire and Rescue	Exempt/Discretionary	Fire and Rescue	1	86,321	118,060	149,799
38	174	Director of Human Resources	Exempt/Discretionary	Human Resources	1	86,321	118,060	149,799
38	148	Chief of Police	Exempt/Discretionary	Police	1	86,321	118,060	149,799
38	186	Director of Social Services	Exempt/Discretionary	Social Services	1	86,321	118,060	149,799
39	-	-	-	-	0	90,637	123,964	157,291
40	102	Assistant County Administrator	Exempt/Discretionary	County Administrator	2	95,169	130,162	165,155
Total Classified Positions					**936**			

CLASSIFICATION PLAN
FY 2019 - 2020
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 2019 - 2020
Part III - Grant Funded and Temporary Full-Time Positions with Benefits

Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
16	655	Office Support Specialist	Nonexempt	Social Services	1	29,509	38,443	47,376
	Note: Position funded through CSA and Local Funds							
19	249	Youth Surveillance Officer	Nonexempt	Court Services	3	34,160	44,502	54,845
	Note: VJCCCA Grant							
19	587	Victim Witness Assistant Coordinator	Nonexempt	Commonwealth's Attorney	1	34,160	44,502	54,845
	Note: Position funded through the Department of Criminal Justice Services							
20	416	Firefighter/EMT *CP	Nonexempt	Fire and Rescue	11	35,867	46,727	57,587
	Note: Positions funded through the Fire Safer Grant							
20	442	Police Officer-Uniform Division *CP	Nonexempt	Police	2	35,867	46,727	57,587
	Note: Positions funded through the DUI Task Force Grant							
22	589	Victim/Witness Assistant Director	Nonexempt	Commonwealth's Attorney	1	39,544	51,517	63,490
	Note: Position funded through the Department of Criminal Justice Services							
25	247	Juvenile Intervention Services Supervisor	Exempt/Compensatory	Court Services	1	45,778	59,637	73,497
	Note: VJCCCA Grant							
25	283	Utilization Management Specialist	Exempt/Compensatory	Social Services	1	45,778	59,637	73,497
	Note: Position funded through CSA and Local Funds							
25	232	Financial Analyst	Exempt/Compensatory	Finance	1	45,778	59,637	73,497
	Note: Position funded through CSA and CMPT Funds							
26	217	Comprehensive Services Act Coordinator	Exempt/Compensatory	Social Services	1	48,066	62,619	77,172
	Note: Position funded through CSA and Local Funds							
Unclassified	699	Workers Compensation Rehabilitation Worker	Nonexempt	Risk Management	2			
Total Grant Funded and Temporary Positions					**25**			

CLASSIFICATION PLAN
FY 2019 - 2020
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	52,993	69,038	85,082
21	265	Recreation Program Supervisor	Exempt/Compensatory	Parks, Recreation & Tourism	3	37,661	49,064	60,466
21	538	Green Ridge Business Services Supervisor	Exempt/Compensatory	Parks, Recreation & Tourism	1	37,661	49,064	60,466
21	562	Membership Supervisor	Exempt/Compensatory	Parks, Recreation & Tourism	1	37,661	49,064	60,466
20	844	Operations Supervisor	Exempt/Compensatory	Parks, Recreation & Tourism	1	35,867	46,727	57,587
18	557	Aquatics Specialist	Nonexempt	Parks, Recreation & Tourism	1	32,532	42,383	52,233
18	558	Recreation Programmer	Nonexempt	Parks, Recreation & Tourism	2	32,532	42,383	52,233
18	704	Building Maintenance Technician	Nonexempt	Parks, Recreation & Tourism	1	32,532	42,383	52,233
16	567	Program Services Coordinator	Nonexempt	Parks, Recreation & Tourism	1	29,509	38,443	47,376
16	554	Recreation Marketing Assistant	Nonexempt	Parks, Recreation & Tourism	1	29,509	38,443	47,376
16	655	Office Support Specialist	Nonexempt	Parks, Recreation & Tourism	1	29,509	38,443	47,376
	Total Recreation Fee Class Positions				**14**			

CLASSIFICATION PLAN
FY 2019 - 2020
Part V - Recreation - School Operations

Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
13	840	Motor Equipment Operator I *CP	Nonexempt	Parks, Recreation & Tourism	2	25,490	33,208	40,926
15	732	Motor Equipment Operator II *CP	Nonexempt	Parks, Recreation & Tourism	2	28,103	36,612	45,120
22	845	Parks Maintenance Supervisor	Nonexempt	Parks, Recreation & Tourism	1	39,544	51,517	63,490
	Total Recreation School Operations Positions				**5**			

CLASSIFICATION PLAN
FY 2019 - 2020
Part VI - 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	39,544	51,517	63,490
25	204	Manager of Cable Access	Exempt/Compensatory	Cable Television	1	45,778	59,637	73,497
30	134	Director of Cable Access	Exempt/Compensatory	Cable Television	1	58,425	76,114	93,803
	Total Roanoke Valley Television Positions				**5**			

CLASSIFICATION PLAN
FY 2019 - 2020
Part VII - 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	52,210	67,508	82,805
					1			

FY 2019 - 2020
Part VIII - Roanoke Area Libraries

Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
25	371	RAL Automation Coordinator	Exempt/Compensatory	Library	1	45,778	59,637	73,497
	Total Roanoke Area Libraries				**1**			

CLASSIFICATION PLAN
FY 2019 - 2020
Part IX - 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	71,017	92,518	114,019
32	238	Veterinarian	Exempt/Compensatory	RCACP	1	64,414	83,917	103,419
29	218	Operations Manager	Exempt/Compensatory	RCACP	1	55,642	72,490	89,337
24	788	Kennel Manager	Exempt/Compensatory	RCACP	1	43,598	56,797	69,997
20	620	Customer Service Supervisor	Non-exempt	RCACP	1	35,867	46,727	57,587
19	268	Rescue & Volunteer Coordinator	Exempt/Compensatory	RCACP	1	34,160	44,502	54,845
19	328	Animal Health Coordinator	Non-exempt	RCACP	1	34,160	44,502	54,845
19	808	Foster Coordinator	Non-exempt	RCACP	1	34,160	44,502	54,845
16	708	Maintenance Technician/Custodian	Non-exempt	RCACP	1	29,509	38,443	47,376
13	818	Lead Animal Attendant	Non-exempt	RCACP	1	25,490	33,208	40,926
12	668	Front Desk Clerk	Non-exempt	RCACP	2	24,276	31,627	38,977
11	828	Animal Attendant	Non-exempt	RCACP	9	23,120	30,121	37,121
	Total RCACP				**21**			
	Total Shared Positions				**27**			

CLASSIFICATION PLAN
FY 2019 - 2020
Part X - Career Path Job Series

Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
12	685	Tax Clerk I	Nonexempt	Commissioner of Revenue	2	23,918	30,926	37,934
14	686	Tax Clerk II	Nonexempt	Commissioner of Revenue	3	26,370	34,096	41,822
16	687	Tax Clerk III	Nonexempt	Commissioner of Revenue	0	29,072	37,591	46,109
18	688	Tax Clerk IV	Nonexempt	Commissioner of Revenue	1	32,052	41,444	50,835
				Authorized Positions	**6**			
18	452	Communications Officer I	Nonexempt	Communications & Information Technology	2	32,052	41,444	50,835
19	454	Communications Officer II	Nonexempt	Communications & Information Technology	20	33,655	43,516	53,377
				Authorized Positions	**22**			
27	364	Business Systems Analyst I	Exempt/Compensatory	Communications & Information Technology	3	49,724	64,293	78,862
28	365	Business Systems Analyst II	Exempt/Compensatory	Communications & Information Technology	4	52,210	67,508	82,805
29	366	Business Systems Analyst III	Exempt/Compensatory	Communications & Information Technology	6	54,820	70,883	86,946
				Authorized Positions	**13**			
20	616	Technical Support Technician	Nonexempt	Communications & Information Technology	0	35,337	45,692	56,046
22	354	Technical Analyst I	Nonexempt	Communications & Information Technology	3	38,959	50,375	61,791
24	355	Technical Analyst II	Nonexempt	Communications & Information Technology	2	42,953	55,539	68,124
26	356	Technical Analyst III	Exempt/Compensatory	Communications & Information Technology	1	47,356	61,231	75,107
				Authorized Positions	**6**			
24	346	GIS Specialist I	Exempt/Compensatory	Communications & Information Technology	0	42,953	55,539	68,124
26	347	GIS Specialist II	Exempt/Compensatory	Communications & Information Technology	1	47,356	61,231	75,107
27	287	GIS Analyst I	Exempt/Compensatory	Communications & Information Technology	2	49,724	64,293	78,862
29	288	GIS Analyst II	Exempt/Compensatory	Communications & Information Technology	1	54,820	70,883	86,946
				Authorized Positions	**4**			
28	362	Data Integration Specialist I *CP	Exempt/Compensatory	Communications & Information Technology	0	52,210	67,508	82,805
29	363	Data Integration Specialist II *CP	Exempt/Compensatory	Communications & Information Technology	1	54,820	70,883	86,946
				Authorized Positions	**1**			
27	316	Telecommunications Engineer *CP	Exempt/Compensatory	Communications & Information Technology	0	49,724	64,293	78,862
28	319	Telecommunications Architect *CP	Exempt/Compensatory	Communications & Information Technology	1	52,210	67,508	82,805
				Authorized Positions	**1**			
27	297	Web Systems Analyst I	Exempt/Compensatory	Communications & Information Technology	0	49,724	64,293	78,862
28	317	Web Systems Analyst II	Exempt/Compensatory	Communications & Information Technology	1	52,210	67,508	82,805
				Authorized Positions	**1**			

CLASSIFICATION PLAN
FY 2019 - 2020
Part X - Career Path Job Series

Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
27	250	Systems Engineer	Exempt/Compensatory	Communications & Information Technology	2	49,724	64,293	78,862
28	246	Systems Architect	Exempt/Compensatory	Communications & Information Technology	2	52,210	67,508	82,805
				Authorized Positions	**4**			
13	840	Motor Equipment Operator I	Nonexempt	Econ & Comm Development	1	25,114	32,472	39,830
15	732	Motor Equipment Operator II	Nonexempt	Econ & Comm Development	3	27,688	35,800	43,913
				Authorized Positions	**4**			
16	595	Permit Technician I	Nonexempt	Econ & Comm Development	1	29,072	37,591	46,109
17	596	Permit Technician II	Nonexempt	Econ & Comm Development	1	30,526	39,470	48,414
18	597	Permit Technician III	Nonexempt	Econ & Comm Development	1	32,052	41,444	50,835
				Authorized Positions	3			
19	318	Construction Inspector	Nonexempt	Econ & Comm Development	2	33,655	43,516	53,377
19	324	Electrical Inspector	Nonexempt	Econ & Comm Development	0	33,655	43,516	53,377
19	360	Plumbing and Mechanical Inspector	Nonexempt	Econ & Comm Development	0	33,655	43,516	53,377
21	308	Combination Code Compliance Inspector	Nonexempt	Econ & Comm Development	6	37,104	47,976	58,848
23	376	Senior Combination Code Compliance Inspector	Nonexempt	Econ & Comm Development	0	40,908	52,894	64,881
				Authorized Positions	**8**			
26	214	Civil Engineer I	Exempt/Compensatory	Econ & Comm Development	2	47,356	61,231	75,107
29	216	Civil Engineer II	Exempt/Compensatory	Econ & Comm Development	0	54,820	70,883	86,946
				Authorized Positions	**2**			
25	232	Financial Analyst	Exempt/Compensatory	Finance	1	45,101	58,316	71,530
26	227	Senior Financial Analyst I	Exempt/Compensatory	Finance	1	47,356	61,231	75,107
27	225	Senior Financial Analyst II	Exempt/Compensatory	Finance	0	49,724	64,293	78,862
				Authorized Positions	**3**			
20	416	Firefighter/EMT	Nonexempt	Fire and Rescue	52	35,337	45,692	56,046
23	418	Paramedic/Firefighter	Nonexempt	Fire and Rescue	47	40,908	52,894	64,881
24	420	Master Paramedic/Firefighter	Nonexempt	Fire and Rescue	17	42,953	55,539	68,124
				Authorized Positions	**116**			
18	704	Building Maintenance Technician	Nonexempt	General Services	4	32,052	41,444	50,835
19	705	Building Maintenance Technician II	Nonexempt	General Services	3	33,655	43,516	53,377
				Authorized Positions	**7**			
16	702	Fleet Mechanic I	Nonexempt	General Services	1	29,072	37,591	46,109
18	700	Fleet Mechanic II	Nonexempt	General Services	1	32,052	41,444	50,835
20	715	Fleet Mechanic III	Nonexempt	General Services	5	35,337	45,692	56,046
22	717	Fleet Mechanic IV	Nonexempt	General Services	1	38,959	50,375	61,791
				Authorized Positions	**8**			
12	850	Parks Maintenance Worker	Nonexempt	Parks, Recreation & Tourism	8	23,918	30,926	37,934
13	840	Motor Equipment Operator I	Nonexempt	Parks, Recreation & Tourism	4	25,114	32,472	39,830
15	732	Motor Equipment Operator II	Nonexempt	Parks, Recreation & Tourism	2	27,688	35,800	43,913
				Authorized Positions	**18**			
14	661	Records Technician I	Nonexempt	Police	1	26,370	34,096	41,822
16	697	Records Technician II	Nonexempt	Police	5	29,072	37,591	46,109
				Authorized Positions	**6**			
20	442	Police Officer-Uniform Division	Nonexempt	Police	36	35,337	45,692	56,046
22	443	Police Officer II - Uniform Div.	Nonexempt	Police	25	38,959	50,375	61,791
23	447	Police Officer III - Uniform Div.	Nonexempt	Police	21	40,908	52,894	64,881
24	449	Police Officer IV - Uniform Div.	Nonexempt	Police	31	42,953	55,539	68,124
				Authorized Positions	**115**			

CLASSIFICATION PLAN
FY 2019 - 2020
Part X - Career Path Job Series

Grade	Code	Title	Status	Department	No. Emp.	Minimum	Midpoint	Maximum
22	300	Appraiser	Exempt/Compensatory	Real Estate Valuation	2	38,959	50,375	61,791
26	375	Senior Appraiser	Exempt/Compensatory	Real Estate Valuation	5	47,356	61,231	75,107
				Authorized Positions	**7**			
17	623	Assistan General Registrar I	Nonexempt	Registrar	1	30,526	39,470	48,414
19	624	Assistant General Registrar II	Nonexempt	Registrar	1	33,655	43,516	53,377
				Authorized Positions	**2**			
20	470	Deputy Sheriff	Nonexempt	Sheriff	35	35,337	45,692	56,046
22	461	Master Deputy Sheriff II	Nonexempt	Sheriff	5	38,959	50,375	61,791
23	463	Master Deputy Sheriff III	Nonexempt	Sheriff	5	40,908	52,894	64,881
24	464	Master Deputy Sheriff IV	Nonexempt	Sheriff	8	42,953	55,539	68,124
				Authorized Positions	**53**			

CLASSIFICATION PLAN
FY 2019 - 2020
Total Positions

Part I	Classified Positions	936
Part II	Unclassified Positions	12
Part III	Grant Funded and Temporary Full-Time Positions with Benefits	25
Part IV	Recreation - Fee Class	14
Part V	Recreation - School Operations	5
	Total County Positions	**992**
Part VI	Roanoke Valley Television - Government and Educational Access	5
Part VII	Roanoke Area Libraries	1
Part VIII	Roanoke Valley Greenway Project	1
Part IX	Regional Center for Animal Control and Protection	21
	Total Shared Services Positions	**28**

Classification Plan
FY 2019 - 2020

	MINIMUM		MIDPOINT		MAXIMUM	
GRADE	HOURLY	ANNUAL	HOURLY	ANNUAL	HOURLY	ANNUAL
9	10.0823	20,971	13.1350	27,320	16.1876	33,670
10	10.5862	22,019	13.7918	28,686	16.9973	35,354
11	11.1157	23,120	14.4814	30,121	17.8470	37,121
12	11.6716	24,276	15.2055	31,627	18.7393	38,977
13	12.2552	25,490	15.9656	33,208	19.6760	40,926
14	12.8681	26,765	16.7640	34,869	20.6599	42,972
15	13.5114	28,103	17.6021	36,612	21.6927	45,120
16	14.1871	29,509	18.4823	38,443	22.7774	47,376
17	14.8963	30,984	19.4063	40,365	23.9163	49,745
18	15.6408	32,532	20.3766	42,383	25.1123	52,233
19	16.4231	34,160	21.3955	44,502	26.3678	54,845
20	17.2442	35,867	22.4653	46,727	27.6864	57,587
21	18.1065	37,661	23.5885	49,064	29.0705	60,466
22	19.0116	39,544	24.7680	51,517	30.5243	63,490
23	19.9626	41,522	26.0066	54,093	32.0506	66,665
24	20.9606	43,598	27.3067	56,797	33.6528	69,997
25	22.0087	45,778	28.6721	59,637	35.3355	73,497
26	23.1090	48,066	30.1057	62,619	37.1023	77,172
27	24.2644	50,469	31.6110	65,750	38.9575	81,031
28	25.4776	52,993	33.1914	69,038	40.9052	85,082
29	26.7514	55,642	34.8511	72,490	42.9507	89,337
30	28.0892	58,425	36.5936	76,114	45.0980	93,803
31	29.4936	61,346	38.4235	79,920	47.3533	98,494
32	30.9685	64,414	40.3448	83,917	49.7210	103,419
33	32.5167	67,634	42.3619	88,112	52.2070	108,590
34	34.1429	71,017	44.4801	92,518	54.8173	114,019
35	35.8497	74,567	46.7040	97,144	57.5582	119,721
36	37.6422	78,295	49.0392	102,001	60.4361	125,707
37	39.5245	82,210	54.0577	112,440	68.5908	142,668
38	41.5007	86,321	56.7598	118,060	72.0188	149,799
39	43.5758	90,637	59.5983	123,964	75.6208	157,291
40	45.7546	95,169	62.5783	130,162	79.4019	165,155

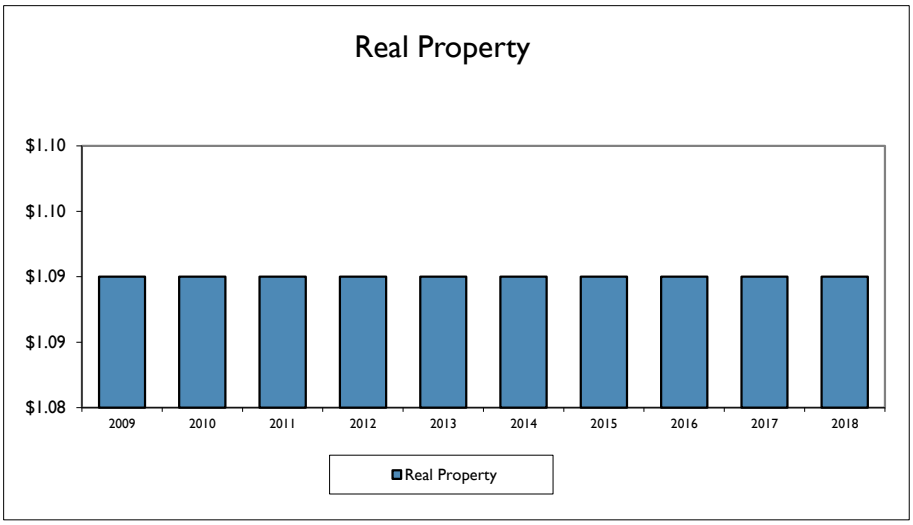
Statistics

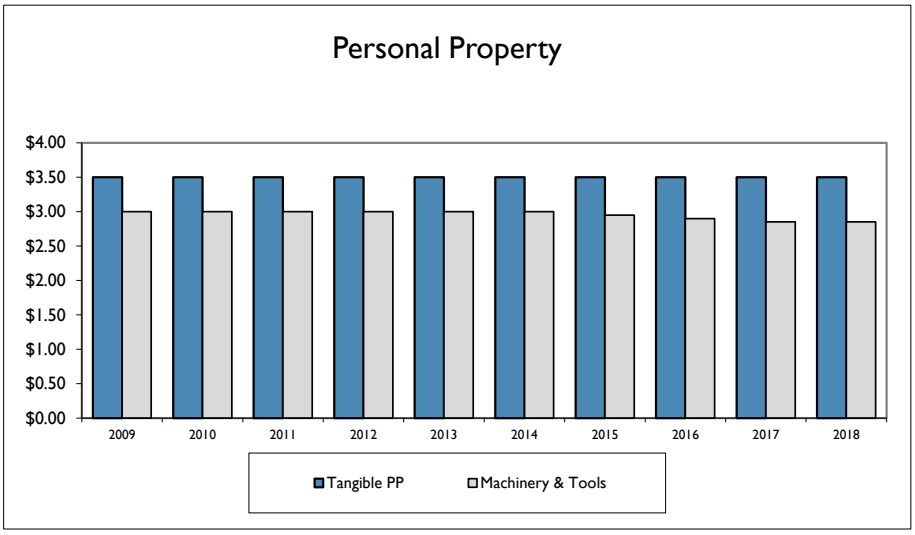
Comparison of Various Taxes and Fees for Selected Virginia Localities

Item		County of Roanoke[5]	City of Roanoke[6]	City of Salem[7]	Town of Vinton[8]
Real Estate Tax		$1.09/$100	$1.22/$100	$1.20/$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)	$.00780/kwh 1st 1,000 kwh; >of $.00450/kwh or 12% x min/mo	6%/1st $15	$.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	$.12183/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[3,4]	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: businesses with gross receipts under $135,000 pay $50. Rates apply to business with gross receipts over $135,000.
[4] City of Roanoke: businesses with gross receipts under $100,000 pay $50. Rates apply to business with gross receipts over $100,000.
[5] www.roanokecountyva.gov
[6] As of July 1, 2019: www.roanokeva.gov
[7] As of July 1, 2019: www.salemva.gov
[8] As of July 1, 2019: www.vintonva.gov

Tax Rates by Fiscal Year

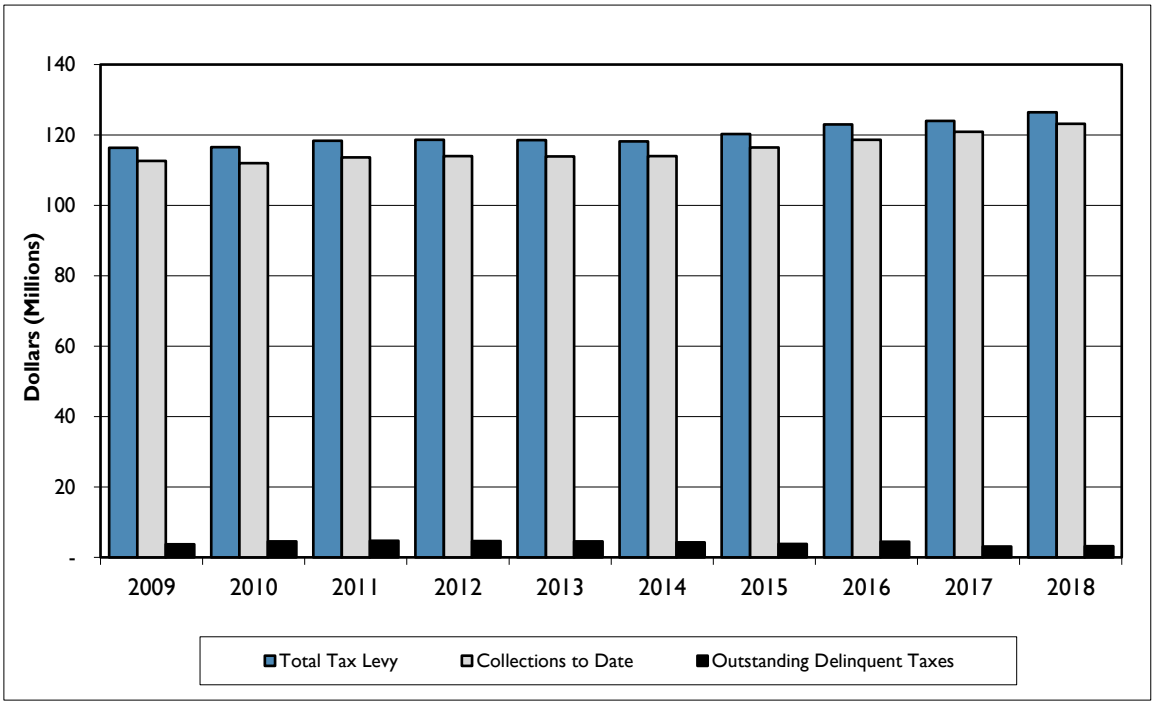




Fiscal Year	Real Property First Half	Real Property Second Half	Real Property Total	Personal Property Tangible PP	Personal Property Machinery & Tools
2008	0.555	0.545	1.09	3.50	3.00
2009	0.545	0.545	1.09	3.50	3.00
2010	0.545	0.545	1.09	3.50	3.00
2011	0.545	0.545	1.09	3.50	3.00
2012	0.545	0.545	1.09	3.50	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	2.90
2017	0.545	0.545	1.09	3.50	2.85
2018	0.545	0.545	1.09	3.50	2.85

Note: All tax rates are per $100 of assessed value.

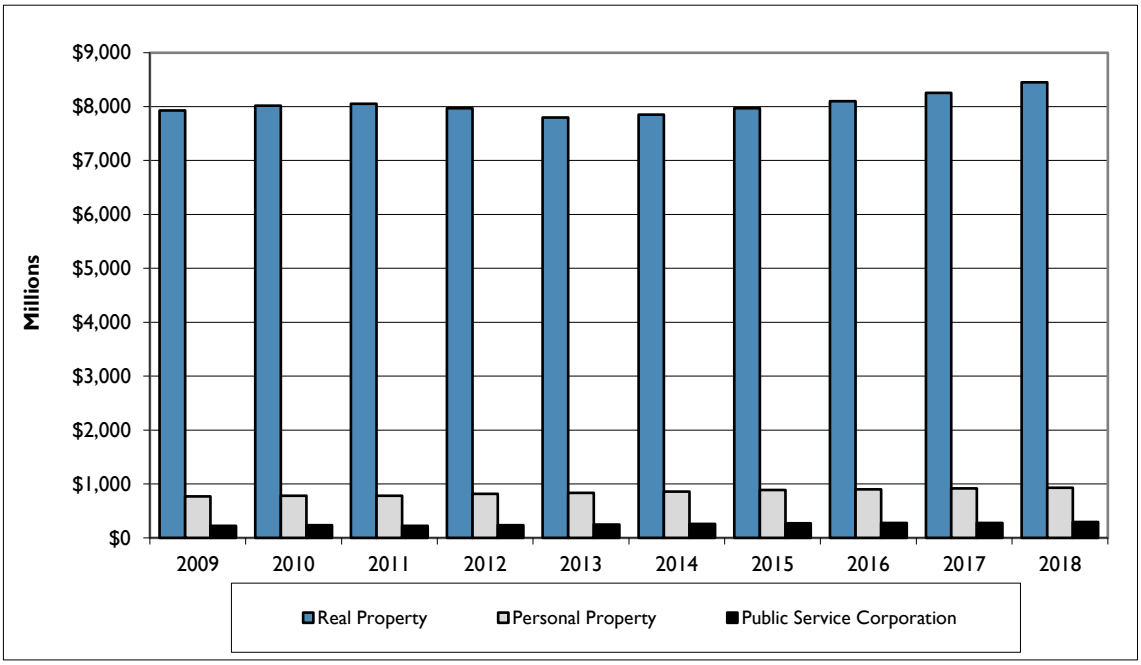
Tax Levies and Collections by Fiscal Year



Fiscal Year	Total Tax Levy	Total Collections to Date	% Total Collections to Tax Levy	Outstanding Delinquent Taxes	% Delinquent Tax to Tax Levy
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	123,023,949	118,615,971	96.42%	4,407,978	3.58%
2017	123,991,274	120,899,417	97.51%	3,091,857	2.49%
2018	126,405,991	123,195,790	97.46%	3,210,201	2.54%

Source: FY 2018 Roanoke County CAFR, Table 8 page 191

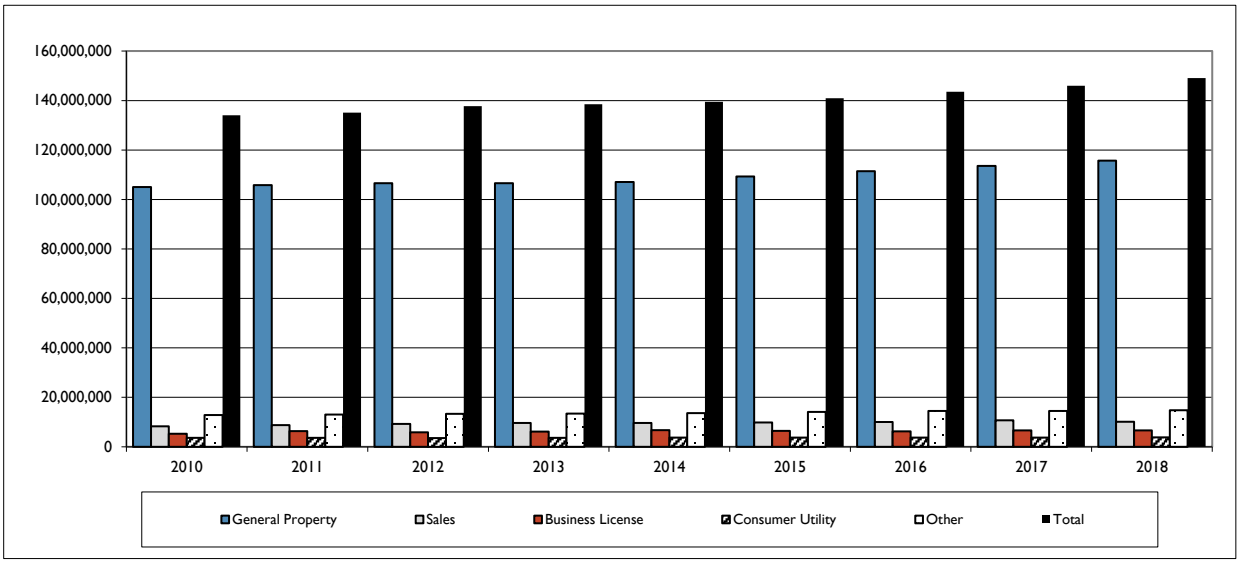
Property Assessment Values



Fiscal Year	Real Property Assessed Value	Personal Property Assessed Value	Public Service Corporation Assessed Value	Total Assessed Value
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
2017	8,254,177,800	916,529,122	275,690,440	9,446,397,362
2018	8,448,729,500	927,786,840	293,523,830	9,670,040,170

Source: FY 2018 Roanoke County CAFR, Table 5 page 188

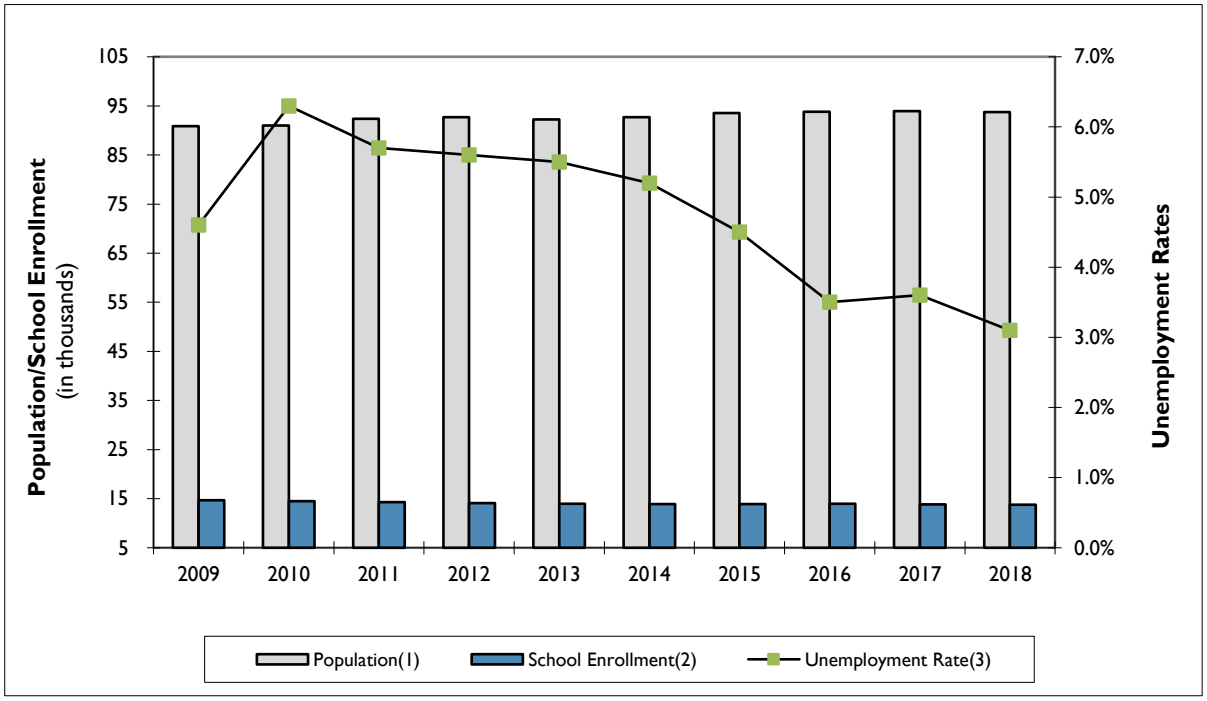
Local Tax Revenues



Fiscal Year	General Property	Sales	Business License	Consumer Utility	Other	Total
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
2017	113,517,775	10,674,715	6,616,605	3,765,184	14,540,290	149,114,569
2018	115,702,743	10,173,941	6,675,410	3,792,647	14,785,978	151,130,719

Source: FY 2018 Totals from FY 2018 Roanoke County CAFR, Schedule 3 page 151

Population, School Enrollment, & Unemployment



Fiscal Year	Population[1]	School Enrollment[2]	Unemployment Rate[3]
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%
2017	93,924	13,830	3.6%
2018	93,735	13,779	3.1%

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 Harris Corporation
9 Integrity Windows & Doors
10 Wal-Mart
11 Hollins University
12 Plastics One
13 Americold Logistics
14 Lowe's
15 TMEIC Corporation
16 New Millenium
17 Catawba Hospital
18 Medeco High Security Locks
19 Optical Cable Corporation
20 Cox Communications
21 Valcom, Inc.
22 Cardinal Glass Industries
23 Delta Dental
24 Berkshire Health Care Center
25 Coca Cola

Source: Roanoke County Department of Economic Development, July 1, 2019

Undesignated Fund Balance Projections

County of Roanoke
Undesignated Fund Balance Projections - General Fund
FY2018, FY2019 and FY2020

FY 2018 Actual	2018 CAFR
Unaudited Beginning Balance at July 1, 2017	$ 35,699,110
Projected Revenues FY 2017	220,088,684
Projected Expenditures for FY 2017[1]	$ (221,353,428)
Estimated Balance at June 30, 2018	$ 34,434,366
FY 2019 Estimate	
Projected Beginning Fund Balance	$ 34,434,366
Projected Revenues for FY 2018	221,904,545
Projected Expenditures for FY 2018	$ (221,904,545)
Estimated Balance at June 30, 2018	$ 34,434,366
FY 2020 Estimate	
Projected Beginning Fund Balance	$ 34,434,366
Projected Revenues FY 2019	228,396,588
Projected Expenditures for FY 2019	$ (228,396,588)
Estimated Balance at June 30, 2019	$ 34,434,366

Change in Fund Balance - General Fund

The Beginning Fund Banalce of the General Fund for FY 2018 was $35,699,110 and the ending balance was $34,434,366, resulting in a decrease of $1,264,744 or 3.5%. This decrease is primarily attributed to one-time transfers out of the General Fund to County Capital.

[1] FY 2018 expenditure reflect a change of $115,475 for Length of Service Awards Program (LOSAP) for Volunteer Fire staff due to the implementation of GASB Statement No. 73, *Accounting and Financial Reporting for Pension and Related Assets that are not within the Scope of GASB 68 and Amendments to Certain Provisions of GASB Statements 67 and 68.*