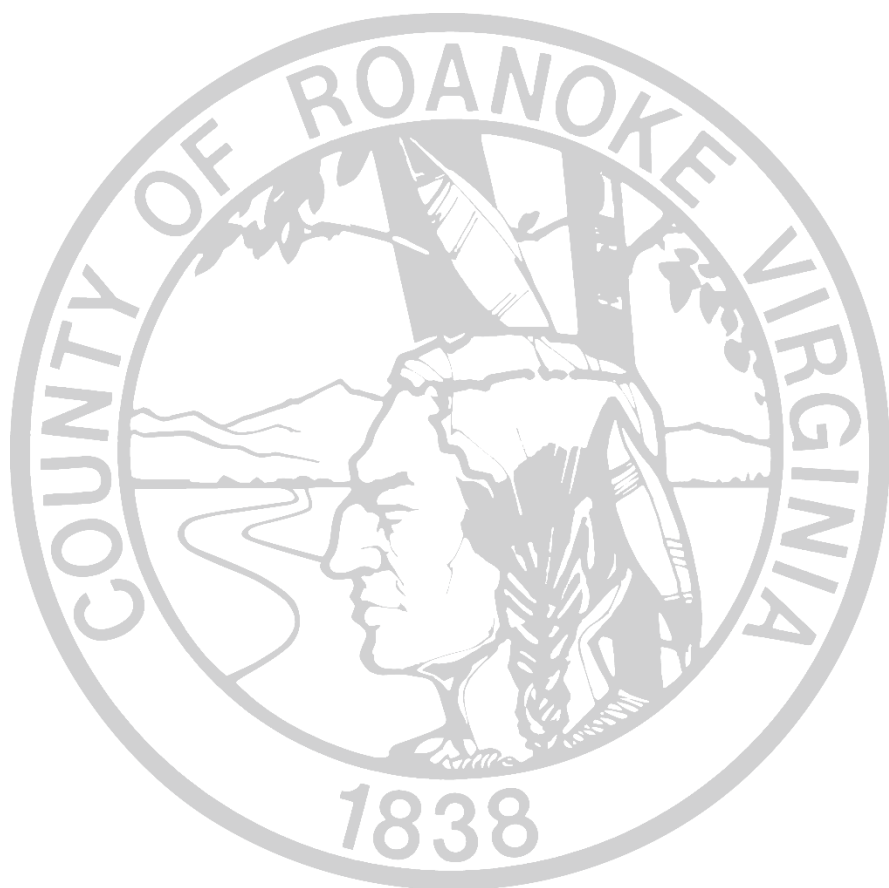


County of Roanoke, Virginia

FY 2021-2022 Adopted Annual Fiscal Plan





Board of Supervisors

Paul M. Mahoney

Martha B. Hooker

P. Jason Peters

Phil C. North

David F. Radford

Cave Spring

Catawba

Vinton

Hollins

Windsor Hills

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



Finance and Management Services

Laurie L. Gearheart, CPA
Director of Finance & Management Services

Jessica Beemer, CPA
Assistant Director of Finance & Management Services

Meredith Thompson, MPA
Budget Division Director

Steven Elliott, MPA
Budget Manager

Corey White
Budget Analyst

Special Thanks to:

Anita Hassell
Director of Human Resources

Shannon Lecas, CPA
Finance Manager – Systems

Evan Malone, CPA
Finance Manager - Accounting

Cindy Kakouras
Finance Manager – Accounts Payable

Amy Meacham
Finance Manager – Payroll

Prepared by

County of Roanoke
*Finance and Management Services – Budget Division PO Box
29800*

5204 Bernard Drive, Suite 300 E

Roanoke, VA 24018

Phone: (540) 772-2021

www.roanokecountyva.gov

www.facebook.com/RoanokeCountyVirginia.Government



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Roanoke County
Virginia**

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morrill

Executive Director

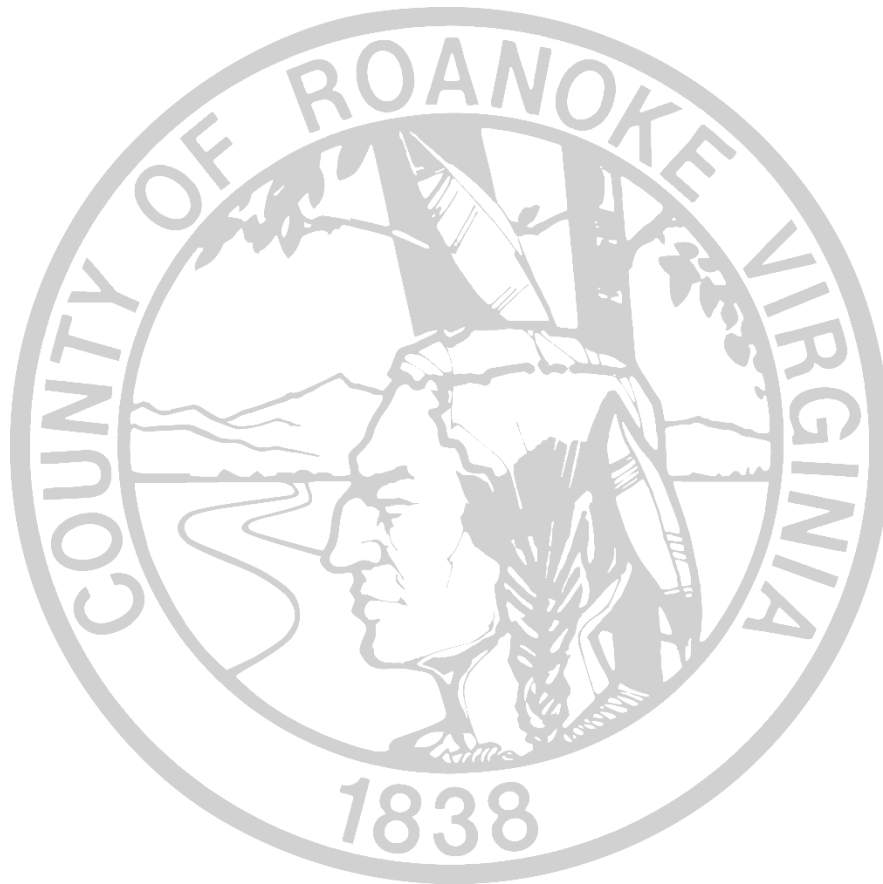




Table of Contents





Table of Contents

Organization Chart	1
History of Roanoke County	2
Map	4
County Administrator's Transmittal Letter	5
 Understanding the Budget.....	 23
Understanding the Budget.....	25
Budget Calendar	30
Fund Structure	32
 Organizational Policies, Plans, and Analyses.....	 35
Financial Policies	37
Financial Planning Processes	41
Functional Team Budgeting	45
Performance Measurement.....	47
Financial Analyses	95
Financial Trend Analysis.....	97
Revenue Analysis	100
Multi-Year Financial Planning	106
Authorized Position Count.....	107
Analysis of Authorized Positions and Changes in Service Levels.....	112
 Financial Summaries	 115
Fund Balances, Revenue and Expenditure Totals.....	117
Summary of Revenues, All Funds	118
Summary of Expenditures, All Funds.....	119
 General Fund	 121
General Fund Summaries	123
Summary of Revenues	125
Summary of Expenditures.....	128
General Government Revenue	130
General Government Sub-Fund Summary of Revenues.....	132
General Government Expenditures.....	135
General Government Sub-Fund Summary of Expenditures	137
General Other Expenditures and Revenues.....	139
General Administration	141
General Administration Summary.....	143
Clerk to the Board of Supervisors.....	144
County Administration.....	145
Internal Auditor	146
Public Information.....	147
County Attorney	148
Human Resources	149



Constitutional Officers	151
Constitutional Officers Summary	153
Commissioner of the Revenue.....	154
Commonwealth's Attorney	155
Sheriff's Office – Administration and Civil	157
Sheriff's Office – Care and Confinement.....	159
Sheriff's Office – Western Virginia Regional Jail (WVRJ)	161
Treasurer	162
Clerk of the Circuit Court.....	163
Judicial Administration	165
Judicial Administration Summary	167
Circuit Court Judges	168
General District Court.....	169
Magistrate	170
Juvenile and Domestic Relations Court.....	171
Court Service Unit	172
Courthouse Maintenance	173
Management Services	175
Management Services Summary	177
Real Estate Valuation	178
Finance & Management Services	179
Public Safety	181
Public Safety Summary	183
Police.....	185
Fire and Rescue	187
Community Services and Development.....	189
Community Services and Development Summary.....	191
General Services	193
Economic Development.....	195
Development Services	196
Planning.....	198
Human Services	199
Human Services Summary	201
Parks, Recreation and Tourism.....	203
Public Health	204
Social Services.....	205
Social Services – Public Transportation (CORTAN).....	207
Library.....	208
Virginia Cooperative Extension - Roanoke.....	209
Elections	210
Communications and Information Technology	211
Communications and Information Technology Summary	213
Communications and Information Technology Department	215
Administration Fund	216
Communications Shop and Radio Capital Fund.....	217
Emergency Communications Center Fund	218
Non-Departmental.....	219
Non-Departmental Summary	221
Employee Benefits	222
Transfer to Communications/Information Technology	224
Outside Agency Contributions	225
Miscellaneous	234
Board Contingency.....	236
General Government Expenditure Contingency.....	237



Addition to Fund Balance	238
Transfers.....	239
Transfers Summary	241
Transfer to Debt Service	242
Transfer to Capital Fund.....	243
Transfer to Schools	244
Transfer to Community Policy and Management Team (CPMT).....	247
Transfer to Criminal Justice Academy	248
Transfer to Public Works Projects	249
Transfer to Risk Management	250
Other General Fund	251
Other General Fund Summary.....	253
Fleet Service Center	254
Children's Services Act (CSA)	256
Recreation Fee Class	258
Criminal Justice Academy	260
Grants and Other	261
Police Special Programs.....	262
Parks, Recreation & Tourism - School Operations	263
Police E-Citation Special Revenue Fund.....	264
Community Development Technology Fee Fund.....	265
Component Unit Schools.....	267
Component Unit Schools.....	269
Debt Service Fund	273
Debt Service Fund.....	275
Debt Service Fund Revenue & Expenditure Summary	277
Other Long Term Obligations	278
Summary Schedule of Net Future Debt Requirements.....	280
Ratios of General Bonded Debt Outstanding.....	281
Debt Policy Information 10-years	282
Net Bonded Debt.....	283
Debt Service as a Percent of General Expenditures	284
Capital Fund, CIP, and Fleet Replacement	285
Capital Fund Summary	287
FY 2022 – FY 2031 CIP Transmittal Letter	290
Capital Year Budget (FY 2022)	295
Summary of Funding Sources.....	296
Summary of Projects.....	297
Capital Improvement Program Expenditures.....	299
FY 2022 – FY 2031 Adopted Capital Improvement Program	303
Summary of Funding Sources.....	303
Summary of Projects.....	304
Capital Improvement Program Additional Operating Impacts	308
Fleet Replacement.....	310



Internal Service Fund	313
Internal Service Fund Summary	315
Health Insurance Fund	316
Dental Insurance Fund	318
Risk and Safety Management	320
Appendices	321
Comprehensive Financial Policies	323
Glossary	345
Ordinances.....	357
Classification and Pay Plan.....	387
Statistics	417
Undesignated Fund Balance Projections.....	427



Roanoke County Organizational Chart



*Denotes Liaison Relationship



History of Roanoke County, Virginia

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

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

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

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

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

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

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

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



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

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

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

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

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

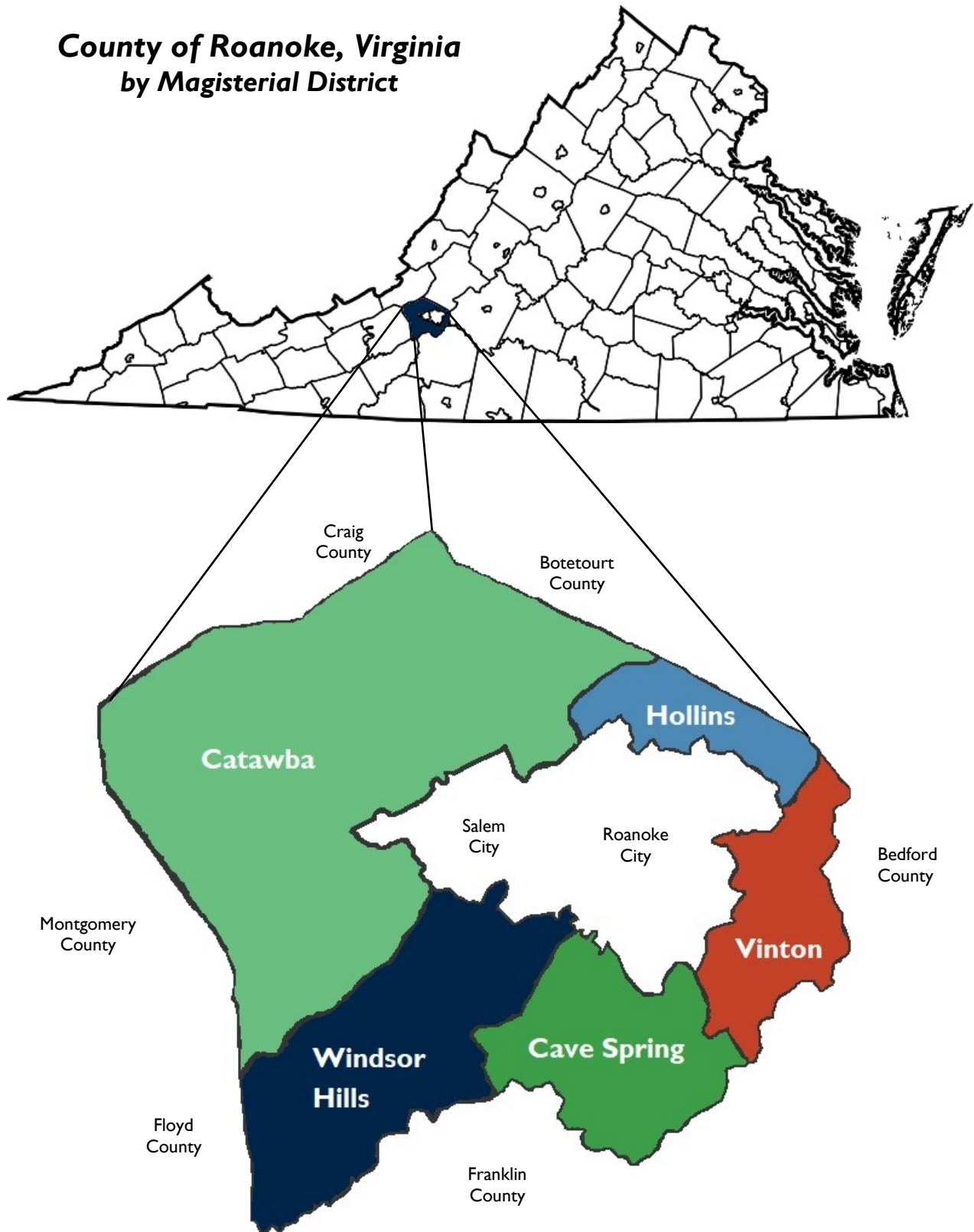
As part of the Strategic Planning Process, the following Vision Statement was developed in 2016.

“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





July 1, 2021

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

On May 11, 2021, the Roanoke County Board of Supervisors adopted the fiscal year 2021-2022 operating budget. The County Administrator's proposed budget was presented to the Board of Supervisors on March 9, 2021. Throughout February, March, and April, the Board of Supervisors received information through budget work sessions, which are available at: <https://www.roanokecountyva.gov/592/Budget-Development>.

The following page of this section details the changes made from the County Administrator's proposed budget to the Board of Supervisors' adopted budget. The overall fiscal year 2021-2022 operating budget remains at \$201,038,851, net beginning balance, as proposed. However, expenditure budgets were redistributed to meet legislative requirements for constitutional officer pay, Board of Supervisors' amendments to discretionary outside agency funding, and changes to contributions for Roanoke Valley Television (RVTV) and the Regional Center for Animal Care and Protection (RCACP). Funding within the Employee Benefits section within Non-Departmental was reduced to cover a portion of these changes.

As part of this section of the budget document, the County Administrator's March 9, 2021 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 2021-2022 operating budget adopted by the Board of Supervisors on May 11, 2021. The entire fiscal year 2021-2022 Roanoke County budget document can be found at: <https://www.roanokecountyva.gov/589/Annual-Fiscal-Plan>.

Sincerely,

A handwritten signature in blue ink, reading "Laurie L. Gearheart".

Laurie L. Gearheart, CPA
Director of Finance & Management Services

A handwritten signature in blue ink, reading "Meredith L. Thompson".

Meredith L. Thompson
Budget Division Director



**Board of Supervisors' Changes to County Administrator's
FY 2021-2022 Proposed Budget
General Government Only**

GG (General Government)

Budget

Adj. #	Budget Item	Expenditure
	County Administrator's Proposed General Government Budget	\$201,783,251

Board of Supervisors Approved Budget Adjustments

GG 1	Increase contribution to Roanoke Valley Television (RVTV)	\$ 6,240
GG 2	Decrease contribution to Regional Center for Animal Control and Protection (RCACP)	(30,066)
GG 3	Increase contributions to Discretionary Outside Agencies	15,000
GG 4	Constitutional Officers salary increases and Social Services pay increases per Commonwealth of Virginia budget	24,083
GG 5	Decrease in amount set aside for personnel costs	(15,257)

Total, Revised General Government Budget with Adjustments	\$201,783,251
--	----------------------

All Funds Budget

AF (All Funds)

Budget

Adj. #	Budget Item	Expenditure
	All Funds Proposed Budget	\$ 232,609,633
AF 1	All General Government adjustments listed above	-
AF 2	Roanoke County Public Schools Proposed FY 2022 budget was adopted on March 25, 2021 and was not included in the Roanoke County Proposed FY 2022 budget as it was not yet available.	209,224,890
	Total, Revised All Funds Budget	\$ 441,834,523



March 9, 2021

Chairman Peters and Members of the Board of Supervisors:

I present to you for consideration the County of Roanoke proposed operating budget for fiscal year 2021-2022. The proposed fiscal year 2021-2022 General Government Budget totals \$201,038,851, net of beginning balance, which represents a 3.50% or \$6,791,848 increase over the fiscal year 2020-2021 amended budget.

As you recall, one year ago, I presented a budget for the FY 2020-2021 General Government Budget totaling \$201,725,122. Within days the Governor of Virginia declared a state of emergency due to the COVID-19 pandemic. The pandemic presented Roanoke County, the state of Virginia, the United States, and the entire world with many uncertainties and remains one of the most serious challenges of the current economic climate. Under these circumstances the FY 2020-2021 budget was revised and reduced to \$190,144,949 for a one-year maintenance budget. This budget was subsequently amended in February of 2021 up to \$194,247,003 to adjust to the improving current year economic conditions, revenue collections, and revenue projections.

The fiscal year 2021-2022 proposed budget observes sound financial planning and budgeting practices and should be viewed as the first year of a recovery budget. Hopefully next year we will be fully recovered. Where appropriate, detail is provided on departmental and fund budget changes and practices.

Tax Rates and General Government Revenue

Total General Government revenue for fiscal year 2021-2022 is budgeted at \$201,038,851, which represents a 3.50% or \$6,791,848 increase over the fiscal year 2020-2021 amended budget. The fiscal year 2021-2022 revenue budget maintains existing tax rates. The real estate tax 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 remain at \$2.85 per assessed value.

The largest category of revenues, the Real Estate Tax, is budgeted at \$102,084,564, which is a 3.00% or \$2,973,337 increase over the fiscal year 2020-2021 amended budget. This increase is based on a 3.67% increase in the 2021 real estate assessment and is indicative of an improving local economy. The second largest category, the Personal Property Tax, is budgeted at \$33,500,000, which is a 2.32% or \$758,750 increase over the fiscal year 2020-2021 amended budget. The increase is based on analysis and research conducted by national automobile associations that indicated car values increased by 1.50% in 2020 and the trend is projected to continue.

Several other revenue categories are increasing over the fiscal year 2020-2021 amended budget, including Sales Tax (\$953,525), Business Professional and Occupational License (BPOL) Tax (\$444,000), and Meals Tax (\$388,250). Hotel/Motel Tax revenue is projecting very slight growth, pending successful vaccination programs and some increased travel with fewer restrictions. These increased projections are based on trends in fiscal year 2020-2021 and mirror national economic forecasts.

Recent Commonwealth of Virginia legislation gives counties the authority to impose a cigarette tax. This proposal includes the addition of a cigarette tax of \$0.25 per pack which is estimated to generate \$250,000



in fiscal year 2021-2022. It is expected that this tax will begin January 1, 2022 and will generate \$500,000 annually thereafter.

Enhanced Public Safety Staffing

The proposed fiscal year 2021-2022 budget addresses increased medical care needs for inmates at the Roanoke County Jail and staffing issues in the Department of Social Services.

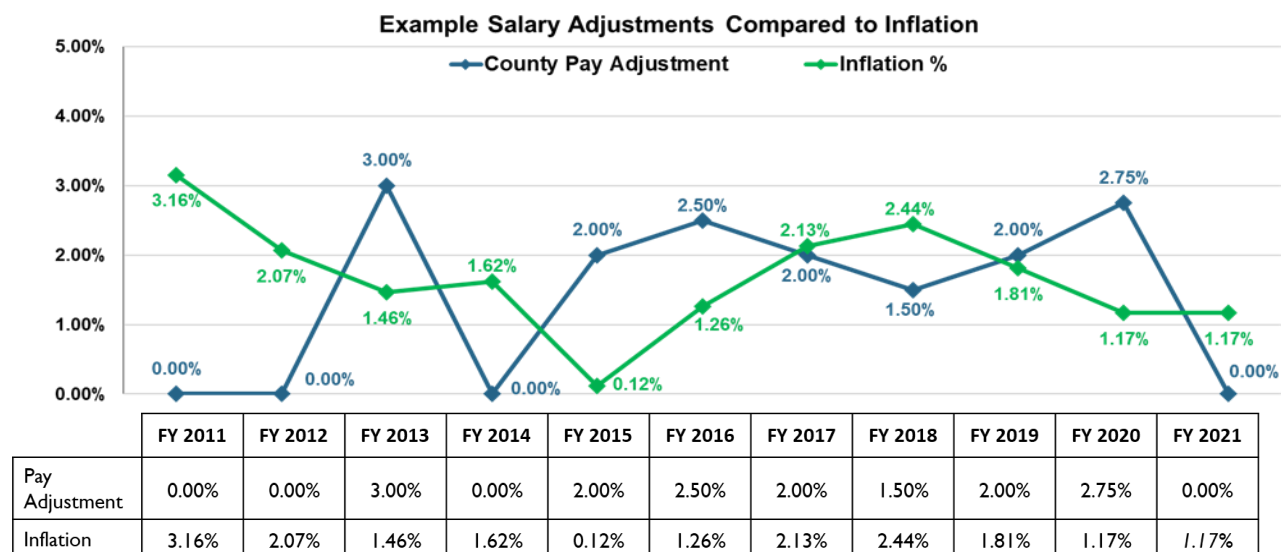
Inmate healthcare needs continue to increase as well as the cost to provide adequate inmate medical care at the Roanoke County Jail. The Sheriff has identified the need for two additional Sheriff Medic positions at a cost of \$123,203. Additionally, \$50,000 is being added for contracted services as medical costs continue to rise and obtaining services of licensed physicians is becoming difficult.

Two (2) Family Services Specialist positions and one Family Services Supervisor are included to address an increase in referrals in the area of In Home Services, which serves one of our most vulnerable populations. The cost of these three positions are offset with revenues from the Federal Government and City of Salem, which reduces the impact to the General Government Fund to \$12,320.

These five positions are the only new positions requested in this budget proposal.

Fair Compensation for Employees

The most important asset in delivering outstanding services to residents is our employees. The current County compensation philosophy lacks consistency and pay increases have been an afterthought during preparation of budgets. Despite modest compensation adjustments over the past several fiscal years, employee salaries have not kept pace with inflation. Compensation increases from fiscal year 2010-2011 through fiscal year 2020-2021 averaged only 1.43% while inflation over the same period increased by 1.67%, as can be seen in the chart below.



The blue line shows the percentage year over year with the County's adopted compensation increases; the green line shows the percentage of inflation realized. During this time frame, benefit costs continued



to rise for employees. This chart shows in graphic form the lack of a consistent pay philosophy for the County.

During the past year, the County worked with Gallagher & Company, HR and Compensation Consulting, to perform a compensation study. The goals of the study were to improve recruitment and retention, address pay compression issues, encourage longevity and to pay employees competitive wages based on market research. As a result of this research new step plan structures were developed for sworn Police, Sheriff and Fire and Rescue employees. The step structures will take three years to fully implement. A new salary structure for all other employees will be developed utilizing Gallagher's Decision Band Method and market data. The proposed FY 2021-2022 budget includes \$2.99 million for salary adjustments which funds the first year for the uniformed Public Safety step structures and provides an average of three percent for all other employees. Health and Dental contributions are proposed to remain level, with no increases to the County or employees.

Effective May 1, 2021, the Commonwealth of Virginia will increase the minimum wage to \$9.50 per hour and effective January 2, 2022, this increase will be raised to \$11.00 per hour. This proposal adds \$20,405 due to the required minimum wage increase as well as \$30,000 for pay adjustments for part-time employees.

Support for Roanoke County Public Schools

Roanoke County is proud of its exceptional schools and students. Despite decreased enrollment or Average Daily Membership (ADM) for Roanoke County Public Schools, the proposed fiscal year 2021-2022 budget includes increases to support school operations and capital needs. The calculation of the Revenue Sharing policy for fiscal year 2021-2022 holds Roanoke County Public Schools harmless for the ADM decreases.

The transfer to Roanoke County Public Schools (RCPS) for operating uses increases by \$2,110,780 or 3.03% over the amended budget, for a total of \$71,821,490. Along with operating funds, the fiscal year 2021-2022 budget also funds the transfer to debt in the amount of \$7,653,956, and the transfer to Children's Services Act (CSA) on behalf of RCPS in the amount of \$1,879,000, which is an increase of \$75,000 from fiscal year 2020-2021.

On December 17, 2019, the Board of Supervisors approved an update to the Comprehensive Financial Policy, allowing an increase of borrowing capacity by \$2.0 million dollars per year, or 20%, to a new 12-12-12 model, with 12 million dollars of borrowing allowed each year. The County receives the third year of borrowing and the Schools receive the other two years. This increase provides Roanoke County Public Schools (RCPS) with an additional \$14.0 million of borrowing within the 10-year Capital Improvement Program.

Maintain Capital Assets

Capital funding in fiscal year 2021-2022 attempts to restore funding for ongoing infrastructure improvements, fleet vehicle replacements, and the support for projects identified in the Capital Improvement Plan (CIP). Previously this funding had been eliminated due to COVID-19 revenue reductions.

The proposed FY 2022 budget includes an increase to the capital transfer to support projects identified in the FY 2022 – FY 2031 Proposed Capital Improvement Plan (CIP). Funding for this plan includes



reestablishing the transfer from the general government fund for capital maintenance in the amount of \$1,400,000. Additionally, funding also supports ongoing infrastructure projects of \$125,000, light fleet and equipment of \$200,000, and funding for the incremental increase for debt service in the amount \$200,000.

While we have been able to restore some funding to the capital maintenance and vehicle replacement programs, future budgets will need to address continued infrastructure costs as well as the County's aging fleet and equipment.

Other Budget Items

This proposed budget includes funding for various other items necessary for the County to maintain services. These items include \$75,000 for Tax Relief Programs for the Elderly and Disabled Veterans, \$100,000 for increased tonnage of solid waste collection through the Roanoke Valley Resource Authority, and an increase in the transfer to Communications & Information Technology funds of \$525,000 from fiscal year 2020-2021. This increase is necessary due to increased cost for software products as the County transitions to Software as a Service (SAAS) where software is no longer housed on County servers but is hosted in the cloud.

As part of the contributions to Contractual Outside Agencies, the County's contribution to Blue Ridge Behavioral Health increases by \$20,000 and the County's contribution to the Community College Access Program (CCAP) at Virginia Western Community College increases by \$25,000.

Preparing for the Future

The COVID-19 pandemic has created many uncertainties for Roanoke County. Projecting revenues in this unprecedented time continues to be difficult, but increased data collection allows the County to better anticipate the impacts of measures taken to limit the spread of the virus. With promising vaccination developments, we anticipate continued economic recovery and growth.

The proposed FY 2021-2022 operating budget is based on sound financial planning and adheres to the adopted Comprehensive Financial Policy. This policy includes requirements on establishing reserves for Unappropriated Balance, Expenditure Contingency, and Other Fund Balances to provide the County with a comfortable margin of safety to address emergencies and unexpected declines in revenue. The proposed budgeted beginning balance of \$744,400 is planned to support maintenance of these policies including \$491,803 as an addition to fund balance and \$252,597 to meet the expenditure contingency policy.

The general government transfer to capital to support the 10-year Capital Improvement Program, Fleet & Equipment Replacement Plan, and departmental Capital Maintenance Programs is based on a conservative debt management program. The addition of the 12-12-12 policy includes an incremental \$200,000 cash contribution to provide the Debt Payment Reserve Fund with adequate cash funding toward future projects.

Staff continue to monitor current year revenues and expenditures, which include projections based on historical growth rates, economic assumptions, and trends in current and prior years. Staff are also in the process of developing long range financial forecasts, which will be incorporated into the development of multi-year budgeting.

Roanoke County departments have done an excellent job of facing challenges presented in responding to the COVID-19 pandemic. Expenditure restraints will continue into fiscal year 2021-2022 and staff will



continue to closely monitor revenues and expenditures throughout fiscal year 2021-2022 to ensure that this budget is relevant to the actual revenues received.

Summary and Acknowledgements

The past year has forced us to reexamine priorities and make difficult decisions. I want to express my gratitude to the Board of Supervisors, County employees, and the citizens of Roanoke County for their efforts to weather the unprecedented economic impact of the COVID-19 pandemic. Roanoke County is truly a resilient community and this resilience proved to be a bright light in an otherwise dark year.

The fiscal year 2021-2022 proposed budget is the culmination of work from staff across departments, which began months ago in the fall of 2020. This proposal was made possible through collaboration among staff at various levels throughout the County. I am especially thankful for the support of staff who contributed to this budget including Assistant County Administrators Rebecca Owens and Richard Caywood, Director of Finance & Management Services Laurie Gearheart, Assistant Director of Finance & Management Services Jessica Beemer, Director of Human Resources Anita Hassell, Budget Division Director Meredith Thompson, Budget Manager Steve Elliott, Budget Analyst Corey White, Department Directors, Constitutional Officers, and supporting staff throughout the organization.

I look forward to discussing the fiscal year 2021-2022 budget in detail through budget adoption, planned for May 11, 2021.

Sincerely,

A handwritten signature in blue ink, appearing to read "D. O'Donnell", is written over a faint, larger blue outline of the same signature.

Daniel R. O'Donnell

County Administrator



Schedule of Sources and Uses of Funds
Adopted Fiscal Year 2021-2022 General Government Budget
General Government Revenues

Revenue Sources	Notes	Inc./Dec. over FY 2020-2021	Total
FY 2020-2021 General Government Amended Budget			\$ 194,247,003
FY 2021-2022 General Government Revenue Adjustments			
Real Estate Taxes	FY 2022 increase is based on a CY 2021 increase in assessment of 3.64%, and a CY 2021 increase of 3.00%. This estimate is conservative considering uncertain market conditions due to the COVID-19 pandemic. Total FY 2022 Real Estate Tax revenue is budgeted at \$102.1 million.	\$ 2,973,337	
Current Public Service Corporation	Increased based on collections in FY 2021 and projected growth in both real estate and personal property markets.	\$ 189,838	
Personal Property Taxes	Personal Property Tax revenue is projected to increase by 2.32% based on FY 2021 collections and growth in personal property values.	\$ 758,750	
Penalties and Interest	Penalties and Interest projected to decline due to lingering economic uncertainties due to the COVID-19 pandemic and decreased collections in FY 2021.	\$ (120,928)	
Sales Tax	Sales tax projected to grow by 8.48% based on FY 2021 collections and continued higher consumer spending.	\$ 953,525	
Communications Sales & Use Tax	The Communications Sales & Use Tax revenue has dropped steadily for the last 5 years and projected to decrease by \$100,000 in FY 2022.	\$ (100,000)	
Business License	Business License revenue increases by 7.50% based on collections in FY 2021 and increased consumer spending which increases gross receipts. Projection is conservative based on continued uncertainties due to the COVID-19 pandemic.	\$ 444,000	
Recordation Taxes	Recordation Taxes increase by 15.75% based on FY 2021 collections, real estate assessment growth, and continued higher real estate sales.	\$ 190,491	
Hotel/Motel Taxes	Hotel/Motel Taxes are projected to increase by 10.00% based on FY 2021 collections and projected increased hotel stays as COVID-19 restrictions ease. However, revenues remain lower than in prior years.	\$ 73,418	
Meals Tax	Meals Tax revenue is projected to increase by 10.00% based on FY 2021 collections and projected trends as COVID-19 restrictions have been eased.	\$ 388,250	
Cigarette Tax	The Adopted FY 2022 budget includes a \$0.25 tax per pack of cigarettes beginning January 1, 2022.	\$ 250,000	
Other Local Taxes	The increase in Other Local Taxes revenue for FY 2022 is driven by growth in Utility License Tax, Motor Vehicle License Fees, and Amusement Taxes.	\$ 52,800	
Permits, Fees, & Licenses	An increase is budgeted based on projected increases in real estate markets and increased development of properties.	\$ 23,155	



Revenue Sources	Notes	Inc./Dec. over FY 2020-2021	Total
Other Charges for Services	FY 2022 Other Charges for Services revenue increases due to projected increases in use of the Roanoke County Jail and Ambulance Fees.	\$ 23,325	
Miscellaneous	The City of Salem reimburses Roanoke County for uses of shared programs including Social Services programs. With the addition of two Family Services Specialists and a Family Services Supervisor for Adoption programs, the County will receive additional revenue from the City of Salem.	\$ 11,530	
Recovered Costs	The FY 2022 decrease is related to a decrease in library fees due to the COVID-19 pandemic.	\$ (19,558)	
Commonwealth of Virginia	An increase in revenue received from the Commonwealth of Virginia is based on proposed increases to state Compensation Board funding for Constitutional Officers and HB 599 funding for Police.	\$ 328,962	
Federal	An increase in revenue received from the Federal Government is based on an additional three new positions (2 Family Services Specialists and 1 Family Services Supervisor) and increased expenditures in adoption programs which are 100% reimbursable.	\$ 370,953	
Total, FY 2021-2022 General Government Revenue Adjustments			\$ 6,791,848
Adopted FY 2021-2022 General Government Revenue Budget, Net Beginning Balance			\$ 201,038,851
Increase over FY 2020-2021 General Government Revenues			3.50%



**Schedule of Sources and Uses of Funds
Adopted Fiscal Year 2021-2022 General Government Budget
General Government Expenditures**

Expenditure/ Department	Notes	Inc./Dec. over FY 2020-2021	Total
FY 2020-2021 Amended General Government Budget			\$ 194,247,003
FY 2021-2022 Adopted General Government Expenditure Adjustments			
Compensation and Benefits			
Police	Roanoke County will transition to a step based classification and compensation plan for Police over the next three years. The first year of this phase in increases Police personnel costs by \$858,554.	\$ 858,554	
Sheriff	Roanoke County will transition to a step based classification and compensation plan for the Sheriff's Office over the next three years. The first year of this phase in increases Sheriff's Office personnel costs by \$395,695.	\$ 395,695	
Fire & Rescue	Roanoke County will transition to a step based classification and compensation plan for Fire & Rescue over the next three years. The first year of this phase in increases Fire & Rescue personnel costs by \$751,292.	\$ 751,292	
Non-Public Safety Personnel	Roanoke County will transition to a Decision Band Method (DBM) classification and compensation plan for non-public safety employees over the next three years. The first year of this phase in increases non-public safety personnel costs by \$993,187.	\$ 993,187	
Constitutional Officers and Social Services Salaries	Commonwealth of Virginia budget included funding to increase salaries for Constitutional Officers and Social Services positions.	\$ 24,083	
Countywide	Changes to personnel caused an increase in employee salary and benefits from FY 2021 to FY 2022. Changes to department structures and promotions (market adjustments and career paths) during FY 2021 increased personnel costs.	\$ 256,263	
Countywide	Increase to part-time budgets to provide pay increases to part-time personnel.	\$ 30,000	
Countywide	Increase to part-time to adjust for minimum wage increases. Virginia minimum wage will increase to \$9.50 per hour on May 1, 2021 and to \$11.00 per hour on January 1, 2022.	\$ 20,405	
Subtotal, Countywide Personnel and Benefits			\$ 3,329,479



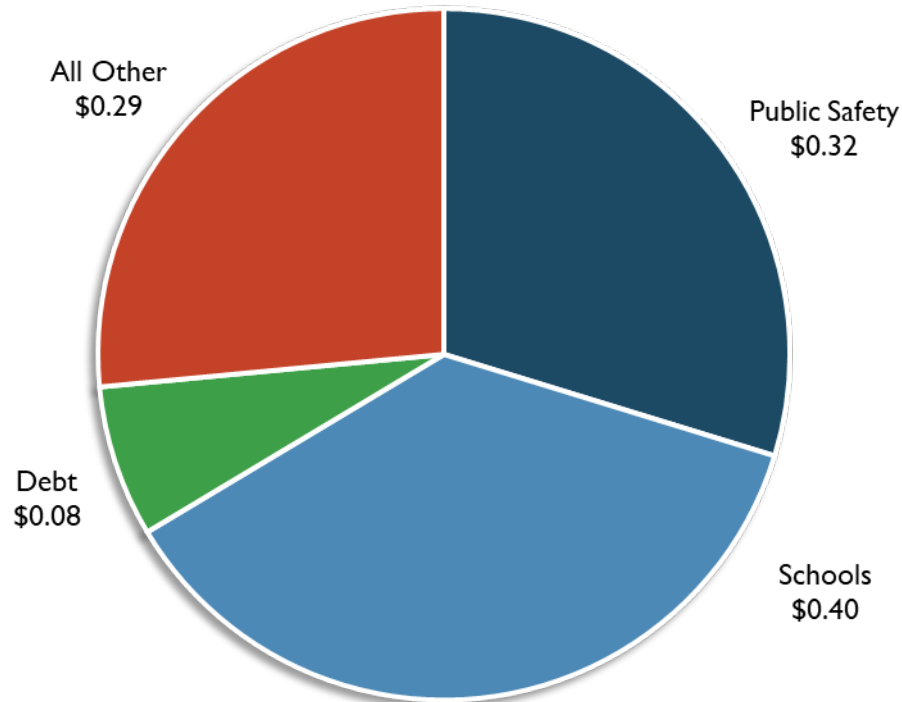
Expenditure/ Department	Notes	Inc./Dec. over FY 2020-2021	Total
Transfers, Outside Services, Miscellaneous, Non-Departmental			
Transfers	The Transfer to Schools increased based on the Board of Supervisors' adopted Revenue Sharing formula as included in the County's adopted Comprehensive Financial Policy. Schools are held harmless for a reduction in Average Daily Membership (ADM) for FY 2022.	\$ 2,110,780	
Transfers	Software Contractual Agreements - many software contracts are converting to Software as a Services (SaaS) which leads to additional operating costs.	\$ 525,000	
Transfers	Capital Transfer for Communication and Information Technology CIP projects	\$ 125,000	
Transfers	The Transfer to Schools Debt Service decreases over FY 2021.	\$ (420,557)	
Transfers	The Transfer to County Debt Service decreases over FY 2021.	\$ (975,540)	
Transfers	The Transfer to Capital restores some General Government Fund support of Capital Maintenance Programs, Capital Fund, and Fleet Replacement projects.	\$ 739,648	
Transfers	12-12-12 Increase for Future County & Schools Debt	\$ 200,000	
Transfers	Transfer \$200,000 to Light Fleet & Equipment replacement.	\$ 200,000	
Transfers	Increase transfer to Childrens Services Act (CSA) from County and Schools due to increased Alternative Day School costs.	\$ 150,000	
Miscellaneous	The Tax Relief Programs for Elderly & Disabled Veterans increased over FY 2021 based on actual and projected program costs. There are no changes to program eligibility.	\$ 75,000	
Non-Departmental	Other minor non-departmental changes.	\$ 97,651	
Outside Agencies	The FY 2022 Adopted Budget includes an additional \$20,000 for Blue Ridge Behavioral Health and \$25,000 for the Community College Access Program (CCAP) at Virginia Western Community College.	\$ 45,000	
Sheriff / Outside Service	Per diem increase at the Western Virginia Regional Jail are offset by reductions in debt service payments.	\$ (83,289)	
Subtotal, Transfers, Outside Services, Miscellaneous, Non-Departmental			\$ 2,788,693



Expenditure/ Department	Notes	Inc./Dec. over FY 2020-2021	Total
Changes to Positions and Staffing			
Sheriff	Addition of two Sheriff Medic positions (2.0 FTE) to address medical needs at the Roanoke County Jail due to contract changes in Jail Medical Services.	\$ 123,203	
Social Services	Addition of two Family Services Specialist (2.0 FTE) and one Family Service Supervisor (1.0 FTE) positions to address increased need for in home services. Positions are offset with \$170,953 in additional federal revenue.	\$ 183,273	
Subtotal, Changes to Positions and Staffing			\$ 306,476
Departmental Budget Adjustments			
Sheriff	Increase Jail Medical Costs to provide inmate medical care at the Roanoke County Jail.	\$ 50,000	
Social Services	Increase in adoption placements has increased expenses in adoption subsidy program. Costs are 100% reimbursable and offset by an increase in federal revenue.	\$ 200,000	
General Services - Solid Waste	Increased tonnage has led to increased expenditures for tipping fees through the Roanoke Valley Resource Authority.	\$ 100,000	
Multiple Departments	Other minor non-personnel budget adjustments.	\$ 17,200	
Subtotal, Departmental Budget Adjustments			\$ 367,200
Total, FY 2021-2022 General Government Expenditure Adjustments			\$ 6,791,848
Total, FY 2021-2022 Adopted General Government Operating Budget			\$ 201,038,851
Increase over FY 2020-2021 General Government Expenditures			3.50%



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



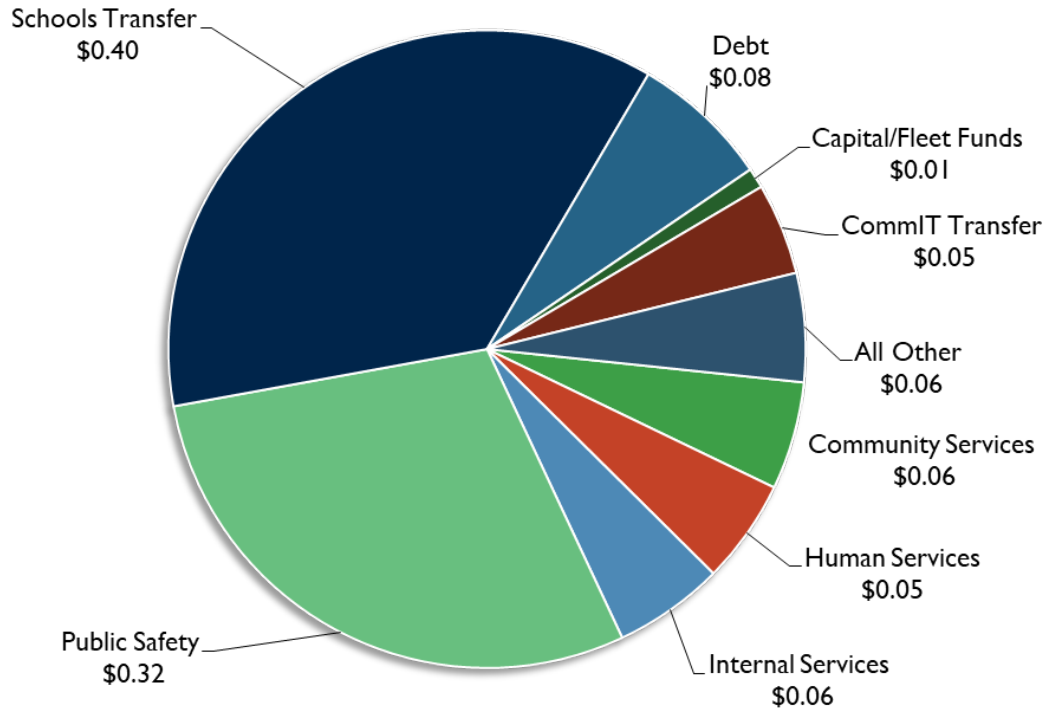
Area	FY 2021-2022 Adopted Budget	Portion of \$1.09 That Supports Area
Public Safety	\$57,198,689	\$0.32
*Schools	73,700,490	0.40
Debt (County & Schools)	14,252,105	0.08
All Other	55,887,567	0.29
**Total	\$ 201,038,851	\$ 1.09

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

**Total General Government Budget, Net Beginning Balance



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



Area	FY 2021-2022 Adopted Budget	Portion of \$1.09 That Supports Area
Community Services	\$11,116,169	\$0.06
Human Services	10,706,376	0.05
Internal Services	11,367,321	0.06
Public Safety	57,198,689	0.32
Schools Transfer (incl. CSA)	73,700,490	0.40
Debt	14,252,105	0.08
Capital/Fleet Funds Transfer	2,069,098	0.01
Communications / IT Transfer	9,434,017	0.05
All Other*	11,194,586	0.06
Total**	\$ 201,038,851	\$ 1.09

* All Other includes Transfer to CSA-County (\$1.93 million); Transfer to Public Works (\$0.18 million); Transfer to Internal Services (\$1.60 million); Transfer to Criminal Justice Academy (\$0.20 million); Employee Benefits (\$3.12 million); Contributions (\$1.99 million); Public Health (\$0.52 million); Board Contingency (\$0.05 million); Miscellaneous (\$1.51 million); VA Cooperative Extension (\$0.09 million)

**Total General Government, Net Beginning Balance



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 2021 are described below.

County of Roanoke, Virginia Analysis of Position Changes Fiscal Year 2020-2021 Mid-Year Adjustments				
Position	Position Count	Position Cost	Rev/Exp. Offset	General Fund Impact
Development Services – Added 2 Stormwater Inspector positions, offset by reduction in operating budget.	2.0	142,068	(142,068)	0
Fire and Rescue – The County was awarded a new SAFER Grant for a total of 15 new firefighter positions. FY 2021 budget included funding for grant match which funded and added 4 positions. Grant establishes funding for 11 additional full-time firefighters.	11.0	620,464	(620,464)	0
Total	13.0	762,532	(762,532)	0

FY 2022 adjustments are described on the following page.

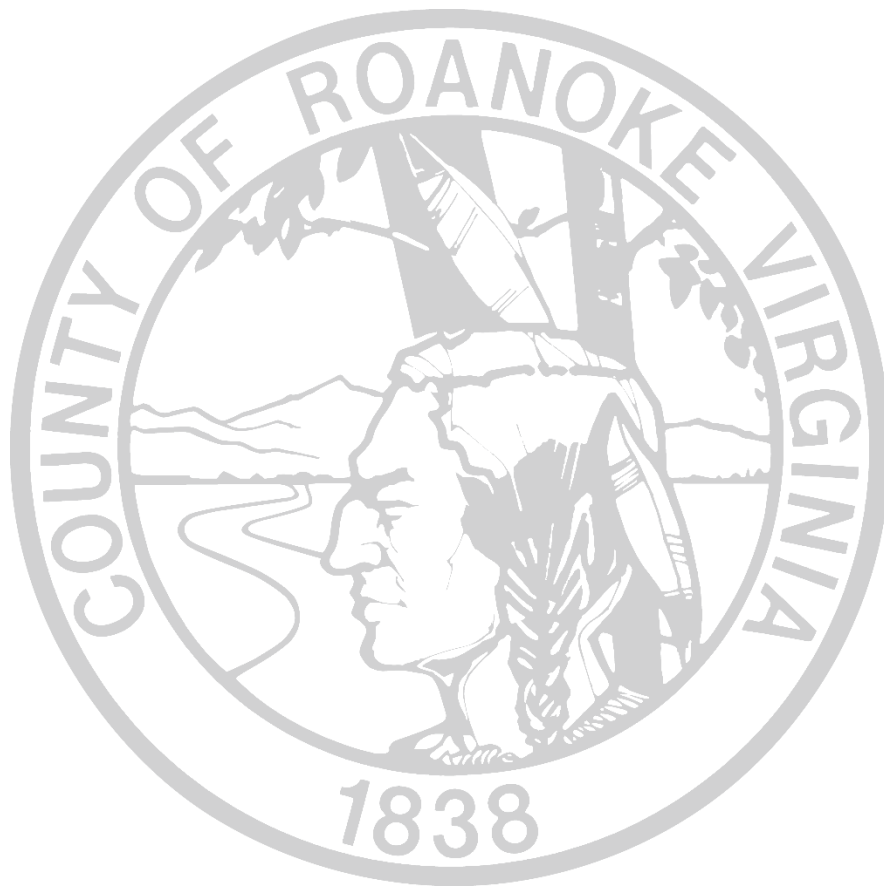


County of Roanoke, Virginia Analysis of Position Changes Adopted Fiscal Year 2021-2022 Budget				
Position	Position Count	Position Cost	Rev/Exp. Offset	General Fund Impact
Added Positions				
Sheriff - 2 Deputy Sheriff II positions to serve as Medic Staff to offset Jail Medical Costs and cover increased inmate healthcare needs and maintain accreditation standards.	2.0	123,203	-	123,203
Social Services – Two Family Services Specialists and a Family Services Supervisor added to address increased referrals in the area of In Home Services. Positions are offset by \$170,953 in revenue from the state and the City of Salem.	3.0	183,273	(170,953)	12,320
Subtotal – Added Positions	5.0	306,476	(170,953)	135,523

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.



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 includes comparative graphs and spreadsheets illustrating prior versus 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 (RCPS) 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 Act, 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 2020 actual data, FY 2021 amended budget, and FY 2022 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.

“**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).¹ This section includes: General Government support of capital initiatives and projects, a list of adopted FY 2022 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 (GAAP) 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 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.

¹ Funding is included in each department's operating budget for smaller projects such as furniture, fixtures, machinery and equipment.



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 2022 capital year budget. The entire Adopted FY 2022 – FY 2031 Capital Improvement Program (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. For a brief overview, see the Component Unit (School Funds) section of this document.
- *Comprehensive Annual Financial Report*. 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 auditing standards generally accepted in the United States of America, the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, and *Specifications for Audits of Counties, Cities, and Towns* issued by the Auditor of Public Accounts of the Commonwealth of Virginia. The fiscal year ending 2020 Comprehensive Annual Financial Report can be viewed online at <https://www.roanokecountyva.gov/371/Financial-Reports>.

Fiscal Year 2022 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. This process was followed through the adoption of the operating budget on May 11, 2021.



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 Department of Finance and Management Services 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 Department of Finance and Management Services. 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 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 Department of Finance and Management Services, develops revenue projections for the upcoming fiscal year. Revenue projections shape expenditure budgets for the upcoming fiscal year. County Administration works with the Department of Finance and Management Services to identify resources for both capital and operational budgets.

Once revenue projections are firm, final review of functional team prioritization is conducted with 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, including explanation of changes over the prior fiscal year.

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 2022 budget appropriation ordinance on May 11, 2021.

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

A calendar of events for budget development activities for FY 2022 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 on the proposed budget amendment.



County of Roanoke Budget Calendar FY 2021 - FY 2022

September 2020	<ul style="list-style-type: none"> • Begin Capital Improvement Program (CIP) process • Board of Supervisors Work Session: FY 2019-2020 Preliminary Year-End Overview
October	<ul style="list-style-type: none"> • CIP Project Funding Requests due • Board of Supervisors Work Session: Capital Project Status Update
November	<ul style="list-style-type: none"> • Budget Development Kick-Off: Departments begin review of Operating Budget • Departmental Operating Allocations Issued • Begin Performance Management Plan process
December	<ul style="list-style-type: none"> • Briefing to Board of Supervisors on 2021 Assessment and regional economic conditions and FY 2019-2020 Audit Results • Department submissions, performance management plans, and funding/fee adjustments due • Initial review of departmental submissions • Outside Agency application process opens (December 7) • Prepare preliminary revenue estimates
January 2021	<ul style="list-style-type: none"> • Outside Agency Applications due (January 8) • County Administrator proposes FY 2022 - FY 2031 Capital Improvement Plan to Board of Supervisors (January 26) • Board of Supervisors Work Session: FY 2021 Mid-Year Revenue and Expenditure Update; Fiscal Year 2021-2022 Budget Issues (January 26) • Functional Budget Team Process Meetings begin
February	<ul style="list-style-type: none"> • Functional Budget Team Process Meetings continue • Board of Supervisors Work Session: FY 2021-2022 Revenue Outlook and Fees and Charges Compendium • FY 2021-2022 Revenues Finalized through Revenue Team process • County Review of Outside Agency Applications complete • Board of Supervisors Work Session: FY 2022 – FY 2031 CIP & Capital Project Status Update
March	<ul style="list-style-type: none"> • County Administrator proposes FY 2021-2022 Operating Budget to Board of Supervisors (March 9) • Public Hearing: Effective Tax Rate (March 23) • Public Hearing: Maximum Tax Rate (March 23) • Maximum Tax Rate Adopted by Board of Supervisors (March 23) • Board of Supervisors Work Session: Proposed FY 2022 Operating Budget - Outside Agencies and Increased staffing for Public Safety (March 23)

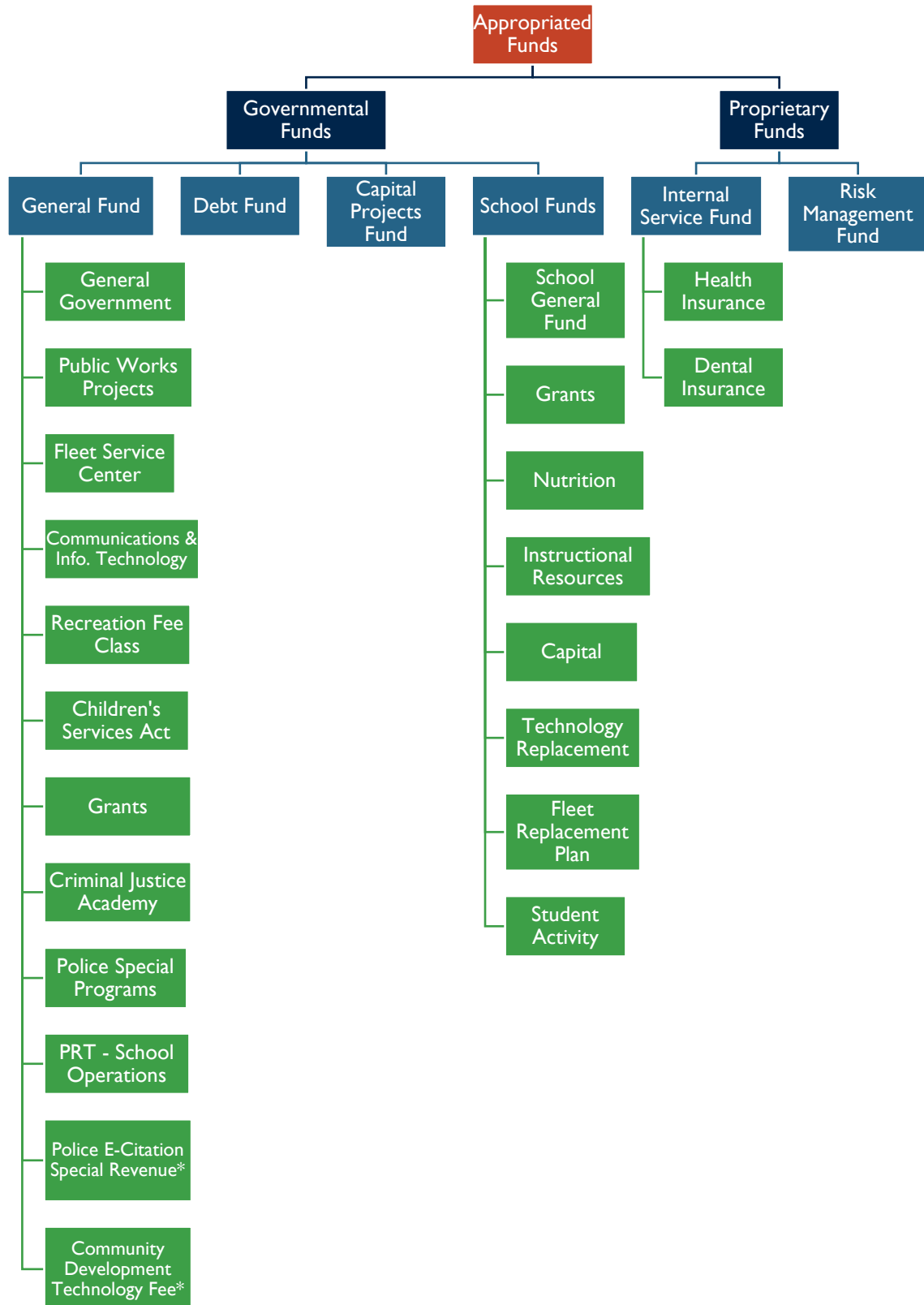


April

- Public Hearing: FY 2021-2022 Tax Rate Adoption (April 13)
- Resolution to Adopt the FY 2021-2022 Tax Rate (April 13)
- Board of Supervisors Work Session: Proposed FY 2022 Operating Budget - Fleet Replacement/Fund Balance/Reserves (April 13)
- Public Hearing 1 of 2: General Comment on FY 2021-2022 Budget (April 13)
- First Reading of Budget Ordinances (April 27)
- Public Hearing 2 of 2: General Comment on FY 2021-2022 Budget (April 27)

May

- Second Reading of Budget Ordinances (May 11)
- Board of Supervisors Adopts FY 2021-2022 Budget and FY 2022 - FY 2031 CIP (May 11) – County and Schools



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



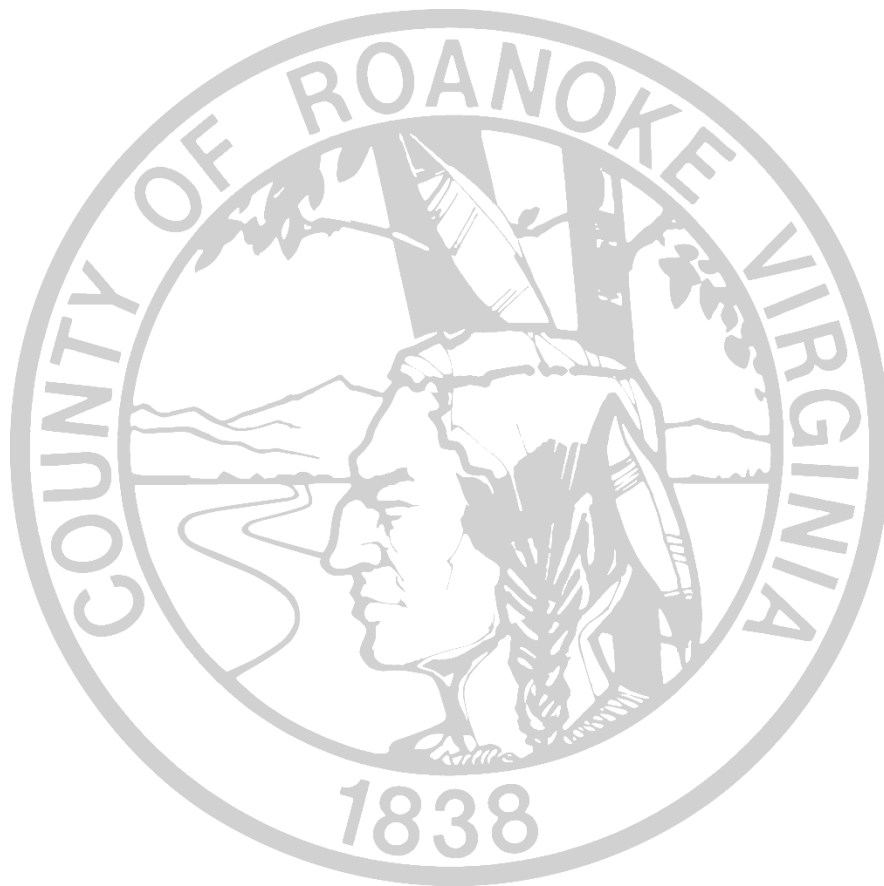
Fund-Department Relationship (Appropriated General Fund)												
	General Government	Public Works Projects	Fleet Service Center	Communications and Info. Technology	Recreation Fee Class	Children's Services Act	Grants	Criminal Justice Academy	Police Special Programs	PRT - School Operations	Police E-Citation Special Revenue*	Development Services Technology Fee*
General Administration												
Board of Supervisors	X											
County Administration	X											
Internal Auditor	X											
Public Information	X											
County Attorney	X											
Human Resources	X											
Constitutional Officers												
Commissioner of the Revenue	X											
Commonwealth's Attorney	X											
Sheriff's Office	X											
Treasurer	X											
Clerk of the Circuit Court	X											
Judicial Administration												
Circuit Court Judges	X											
General District Court	X											
Magistrate	X											
Juvenile & Domestic Court	X											
Court Service Unit	X											
Courthouse Maintenance	X											
Management Services												
Real Estate Valuation	X											
Finance and Management Services	X						X					



Fund Department Structure												
	General Government	Public Works Projects	Fleet Service Center	Communications and Info. Technology	Recreation Fee Class	Children's Services Act	Grants	Criminal Justice Academy	Police Special Programs	PRT - School Operations	Police E-Citation Special Revenue*	Development Services Technology Fee*
Public Safety												
Police	X						X	X	X		X	
Fire and Rescue	X						X					
Community Services and Development												
General Services	X		X									
Economic Development	X											
Development Services	X											X
Planning	X											
Human Services												
Parks, Recreation, and Tourism	X				X					X		
Public Health	X											
Social Services	X					X	X					
Public Transportation (CORTAN)	X											
Library	X											
Virginia Cooperative Extension	X											
Elections	X											
Communications and Information Technology												
CommIT Admin/Operations				X								
Communications Shop				X								
Emergency Communications Center				X								
Non-Departmental												
Employee Benefits	X											
Contributions	X											
Miscellaneous	X											
Board Contingency	X											
Transfers	X	X	X	X		X		X				



Organizational Policies, Plans & Analyses





Financial Policies





Financial Policies

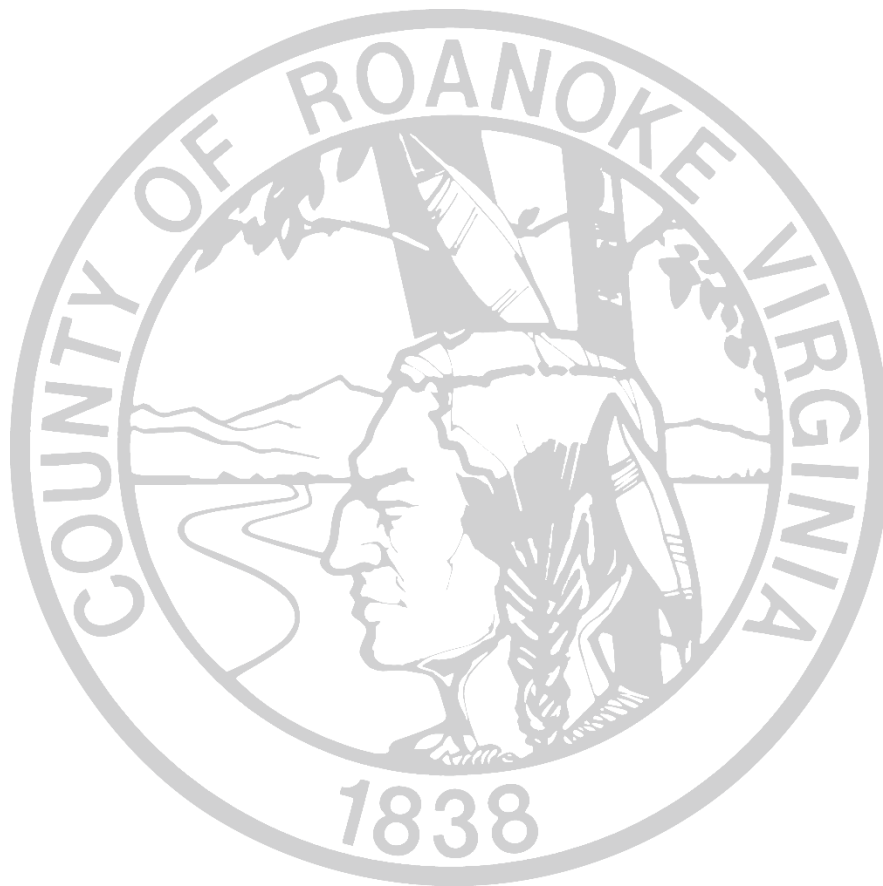
One of the measures of a fiscally well managed local government is the adoption of formal fiscal policies. Roanoke County recognized the need to develop financial management policies that reflect longstanding principles and practices that have enabled the County to maintain its sound financial position. 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.

The Comprehensive Financial Policy is reviewed annually with the Board of Supervisors and updated as necessary for modifications. Rules set forth within the policy may be amended by resolution of the Board of Supervisors. The most recent version of the policy, amended on February 23, 2021, can be found within the Appendices section of this document.





Financial Planning Processes





Financial Planning Processes

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

Long-Range Planning

Roanoke County, under direction of County Administration, has made incremental adjustments to improve long-range financial planning. 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, each department 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. 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 developed an internal Organizational Strategic Plan, most recently updated in FY 2018, which identifies strategies to be used by departments and employees to deliver quality services with integrity and distinction. The Organizational Strategic Plan develops goals to support responsive delivery of services to citizens, develops branding and marketing that has the full ownership of the organization, and develops a workplace culture that makes the County an employer of choice in the Roanoke Valley. As a result, departments aligned goals and outcomes within Performance Management Plans and CIP project submissions to Outcome Areas identified within 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 2022 capital year budget is contained in this document, while the entire Adopted FY 2022 – FY 2031 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.

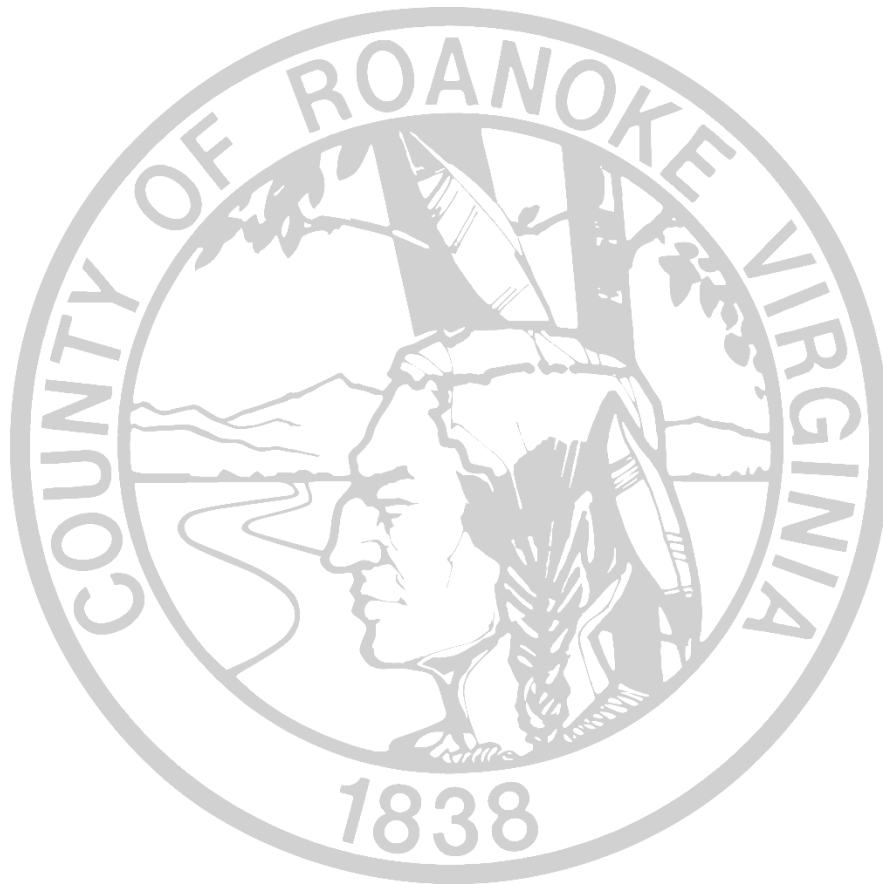
Throughout the budget process, the Department of Finance and Management Services facilitated Functional Team meetings. These meetings allowed Functional Team members to discuss team goals and budgetary issues impacting the ability to provide high quality services to Roanoke County citizens. During this process, teams also reviewed their Funding Adjustment Requests¹ and outlined budgeting priorities for the upcoming fiscal year. The priorities were presented to the County Administrator in February.

Below is a breakdown of the departments associated with each Functional Team for FY 2022.

Functional Team Assignments

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

¹ Funding Adjustment Requests are submitted by departments to the Department of Finance and Management Services 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 included 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, or the Organizational Strategic Plan. Performance measures identify opportunities to monitor progress towards achieving the vision and strategic direction set forth in the Community Strategic Plan. Specifically, data on the progress toward performance measures are 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 gauge 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 have been historically collected. All core objectives include at least one corresponding measurement.

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



Connect Roanoke County to the World

Roanoke County Community Strategic Plan



Public Information					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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	290	335	310	315
<p>The Public Information Office serves as the liaison between County staff and the media, notifies the media of County issues, and responds to media inquiries within a timely, accurate and reasonable manner. The Office prepares media advisories and news releases to share important County news and alerts. The Office responds to media queries by providing information and facilitating interviews. Various media advisories and news releases are sent to media based upon County events and news. There is near daily interaction between PIO and media, whether for story ideas, fact checking or setting up interviews with staff members. Various staff conduct interviews based upon the topic.</p>					

Public Information					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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	2,009,761	2,178,091	2,200,000	2,220,000
	Total "likes," "follows" and "views" on social media channels	30,085	24,586	30,000	32,000
<p>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. In June 2019, staff completed the website redesign project, resulting in a more modern and accessible website for citizens, with easier access to Roanoke County's information and services.</p>					



**Position Roanoke County for
Future Economic Growth**



Roanoke County Community Strategic Plan

Economic Development					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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	9	N/A	5	TBD
	Amount of new taxable investment secured through business growth	\$194 million	N/A	\$10 million	TBD
<p>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. Due to circumstances surrounding the COVID-19 Pandemic performance measures were not able to be updated for FY 2020. Measures are still being discussed for FY 2022.</p>					

Economic Development					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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	7	N/A	7	TBD
	Number of identified and redeveloped underutilized properties.	4	N/A	4	TBD
<p>The Economic Development department identifies, markets, and develops commercial and industrial properties throughout the County to promote growth. Recent commercial and industrial property and infrastructure improvement projects 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. Due to circumstances surrounding the COVID-19 Pandemic, performance measures were not able to be updated for FY 2020. Measures are still being discussed for FY 2022.</p>					



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

Roanoke County Community Strategic Plan



Economic Development					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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.	10	N/A	10	TBD
	Number of projects connecting students, adults, businesses and the workforce.	7	N/A	8	TBD
<p>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 circumstances surrounding the COVID-19 Pandemic performance measures were not able to be updated for FY 2020. Measures are still being discussed for FY 2022.</p>					



Promote Neighborhood Connections

Roanoke County Community Strategic Plan



Planning					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Anticipate future growth and development challenges and implement policies and plans that incorporate best practices and community interaction.	Plans (activity center, area, neighborhood) adopted by the BOS to address future growth and development	0	1	2	0
	Continue to expand community outreach through social media for targeted plans and special projects.	NA	25,000	30,000	35,000
<p>Planning develops and implements plans and transportation projects that incorporate best practices and include citizen involvement. Planning staff facilitated or assisted in the development of the Route 419 Town Center Plan (adopted in FY 2020), the Hollins Center Plan (adopted in FY 2021), and the Oak Grove Center Plan (adopted in FY 2021). 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. The Department of Planning also utilizes social media (e-newsletters, Facebook, Twitter, etc.) to expand our community outreach efforts. In FY 2021, the Department anticipates reaching 30,000 citizens through social media in our planning efforts.</p>					

Planning					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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.	0.0%	8.5%	0.0%	5.0%
	Coordinate and submit grant applications for transportation-related projects	4	8	7	5
<p>Planning 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 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.</p>					



Promote Neighborhood Connections (continued)

Roanoke County Community Strategic Plan



Parks, Recreation & Tourism					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Establish and maintain an extensive network of greenways and trails.	Maintained Miles of Greenways & Trails	42	46	46	50
<p>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.</p>					



Ensure Citizen Safety

Roanoke County Community Strategic Plan



Commonwealth's Attorney					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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)	2,428	1,913	3,000	3,100
	General District Court Cases (Traffic & Criminal Cases)	31,393	21,855	29,800	31,500
	Juvenile & Domestic Court Cases (Traffic & Criminal)	5,875	6,440	6,450	7,000
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 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Provide services and referrals to appropriate services to victims of crimes under prosecution by the Commonwealth's Attorney Office.	Victim Witness Services Provided	836	862	850	865
	Maintain Confidentiality of All Participants	100%	99%	100%	100%
The Commonwealth Attorney's Office provides 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 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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
<p>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. The Roanoke County/Salem Jail continues to comply with all ACA, VLEPSC, and PREA standards which are imperative to maintain continued accreditation and certification. A PREA audit was successfully completed in October 2020. An ACA audit is due during the fall of 2021. VLEPSC audits will be conducted in 2022. During this period, the jail had to increase its safety protocols due to the COVID-19 Pandemic. Additional cleaning of all areas of the jail increased, at times the jail lobby was closed, and entry into the jail by volunteers and other civilians was denied. RCSO continues to strive to prevent an outbreak of COVID-19 within the jail.</p>					

Sheriff's Office					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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%
<p>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. During 2020, the Sheriff's Office has sent supervisors to advanced level management classes.</p>					



Ensure Citizen Safety (continued)

Roanoke County Community Strategic Plan



Sheriff's Office					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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	1,442	100	1,500	1,500
<p>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 participated in the Read Across America Program. Deputies also participate in many of the smaller programs in the schools such as the Special Olympics Big Feet Meet and Little Feet Meet, Color with a Cop, School Carnivals, and many more. Program participants in FY 2020 were impacted by the limitations and restrictions due to COVID-19.</p>					

Sheriff's Office					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Provide Court security and an efficient Civil Process Section	Annual Court Dockets in Session	1,095	1,105	1,100	1,100
	Civil Process Papers Served	45,685	57,192	40,000	45,000
<p>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. In FY 2020, the COVID-19 Pandemic had a major effect on court proceedings. There was an abnormal increase in the number of civil papers served. Many court cases had numerous continuances which created the need to serve the same people with multiple subpoenas.</p>					



Ensure Citizen Safety (continued)

Roanoke County Community Strategic Plan



Communications & IT - Emergency Communications Center					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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.	82%	88%	85%	90%
	Exercise alternate center operations.	100%	80%	100%	100%
<p>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.</p>					

Communications & IT - Communications Shop					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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%
<p>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.</p>					

Communications & IT - Communications Shop					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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%
<p>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.</p>					



Ensure Citizen Safety (continued)

Roanoke County Community Strategic Plan



Police					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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.	NA	NA	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.					

Police					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Align technology structure to meet operational demands	Research, evaluate and purchase a tactical robot for use during high-risk situations.	NA	NA	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, identify the location and condition of a suspect and other hazards without exposing an officer to a potentially lethal environment.					



Ensure Citizen Safety (continued)

Roanoke County Community Strategic Plan



Fire & Rescue					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Provide expedient emergency response to fire and emergency medical service incidents.	Percent of reaction times to all emergency calls within 90 seconds	79%	81%	90%	90%
	Percentage of Advanced Life Support(ALS) responses within 6 minutes	55%	63%	80%	80%
	Fractile response time to all incidents within 12 minutes	95%	93%	90%	90%
<p>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%. Roanoke County Fire & Rescue 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.</p>					

Fire & Rescue					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Provide adequate facilities and equipment for fire and rescue operations	Age of fire apparatus should not exceed 20 years	82%	80%	85%	85%
	Age of ambulance should not exceed 10 years	100%	90%	95%	95%
	Personal Protective Equipment should meet current NFPA standards	100%	100%	100%	100%
<p>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.</p>					



Ensure Citizen Safety (continued)

Roanoke County Community Strategic Plan



Fire & Rescue					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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%	100%
	Number of education programs facilitated by Fire Marshal's Office	188	171	300	200
	In conjunction with Police Department, Fire Marshals provide unannounced facility safety checks at all county schools	91	153	220	200
<p>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, Roanoke County Fire & Rescue helps children and families become knowledgeable in fire safety. In addition, the Roanoke County Fire & Rescue 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.</p>					

Social Services					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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.	96%	96%	90%	90%
<p>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.</p>					



Be a Caring & Inclusive Community

Roanoke County Community Strategic Plan



Social Services					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Connect vulnerable populations with basic resources by determining eligibility for benefits within mandated timeframes.	Eligibility for Medicaid, SNAP and TANF benefits will be determined timely, in accordance with state guidelines, at least 96% of the time.	98%	97%	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 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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.	67%	58%	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 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Provide customer access to a diverse and balanced collection that promotes lifelong learning.	Annual Circulation of All Materials	1,020,930	740,205	1,000,000	1,200,000
	Annual Circulation of Electronic & Digital Materials	70,721	94,555	100,000	110,000
	Number of Items Added to Collection	24,511	20,238	24,000	25,000
Circulation totals provide an important measure of the effectiveness of the collection in meeting the general interests and informational needs of the public. Library administration has continued to work 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. Closing for the pandemic affected these numbers in FY 2020. While overall numbers were down, e-materials continued to increase in circulation as more items were added while people could not access print materials. Future purchasing decisions will be closely monitored based on trends and budget will be adjusted accordingly.					

Library					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Provide reference assistance, educational services, technology services to promote digital literacy, and instructional assistance and programming.	Attendance at technology, coding, AI, and robotics programming (all ages)	3,957	1,912	5,000	6,000
	Attendance at technology, coding, AI, and robotics presentations, panels, and other outreach events	1,250	750	1,000	1,500
	Assistance offered through reference department	73,626	55,501	55,000	74,000
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. 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 the 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, along with other robots and state-of-the-art technology tools. During the pandemic closure in FY 2020 the libraries continued to offer reference and readers' advisory services online, as these services were not able to be offered in person. Virtual programming and reference services were also promoted and it is expected that patrons will continue to move toward those.					



Promote Lifelong Learning (continued)

Roanoke County Community Strategic Plan



Library					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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	735,869	476,187	200,000	1,000,000
	Number of Contacts during Outreach Events	10,641	4,121	2,500	10,500
	Attendance at Library Programs	45,966	47,360	50,000	55,000
<p>The number of patron visits is one reliable indicator of whether people are finding the resources and information they seek at county libraries, and/or if they view the library as a community gathering place. County libraries also participate in community events and provide information on library programs to various populations outside of their walls, such as preschools and nursing homes. Reaching people through these programs helps the library promote literacy, inform the public about the Library's offerings, and ensure all citizens that library staff exists to serve them whether or not they ever come through the doors of one of the buildings. Attendance at library events indicates whether the programs being offered are relevant, meet particular needs, or offer opportunities for personal growth, socialization, and entertainment. The in-house attendance counts are collected and reported electronically, which allows for comparison with past performance on either an ongoing or on-demand basis. The libraries continue moving forward with several partnerships, all with organizations who have strong brand recognition and are collaborative in their approach. The partnerships are raising the awareness of the library's offerings and building important relationships across the region, and all support the county's and library's strategic plans. The library received two awards this year due to the collaborative way in which they were engaging in technology to help support economic development: Mike Hibben was named a Library Journal Mover and Shaker, and the library was awarded the Virginia Library Association Public Library Innovator Award. Numbers were severely impacted by COVID-19 closings and the libraries are actively pursuing ways to engage in outreach again, both in person and virtually.</p>					

Extension & Continuing Education					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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.	98%	97%	98%	98%
	Surveyed participants will increase knowledge on food safety and food preservation skills and techniques.	99%	97%	99%	98%
<p>The FCS (Family & Consumer Sciences) 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.</p>					



Promote Lifelong Learning (continued)

Roanoke County Community Strategic Plan



Extension & Continuing Education					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Provide nutrition and physical activity education to low-income families and individuals.	Surveyed participants report improved nutrition practices.	59%	75%	61%	61%
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.					

Extension & Continuing Education					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Assist youth in becoming self-directed, contributing, and productive members of the community.	Number of Youth Enrolled in the 4-H Program.	4,622	2,548	7,000	4,000
	Percentage of teachers/parents reporting increased knowledge and skills gained through 4-H programs.	99%	98%	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.					



Promote Lifelong Learning (continued)

Roanoke County Community Strategic Plan



Extension & Continuing Education					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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	5,264	7,022	4,000	2,000
	Contacts to Extension Master Gardener Help Desk and one-on-one site visits/meetings with ANR Agent	2,522	1,928	2,000	1,500
<p>The ANR (Agriculture & Natural Resources) 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.</p>					



**Keep Roanoke County Healthy,
Clean, and Beautiful**



Roanoke County Community Strategic Plan

Development Services					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Ensure compliance with County's regulations to protect the public's health, safety and welfare.	Percent of commercial building permits reviewed on time	94%	90%	91%	93%
	Percent of residential building permits reviewed on time	95%	87%	95%	95%
Code compliance is an essential function of the Development Services department. Enforcing codes and completing inspections ensures that buildings and zoning decisions are safe for citizens and businesses within Roanoke County. When code violations occur, the department is committed to resolving issues with citizens. The department's goal is to respond to all code inspection requests within one business day. However, circumstances outside of the department's control may limit this ability including staff availability. 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.					

Development Services					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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	0	2	1	2
	Number of Best Management Practice (BMP) implemented every 3 years.	1	2	1	2
The Stormwater Division within Development Services 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

Development Services					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Address existing and future environmental challenges by incorporating collaborative solutions in planning, engineering regulations and compliance.	Percent of Annual Private BMP inspections	37%	47%	20%	20%
	Percent of Annual County BMP inspections	100%	100%	100%	100%
	Percent of Private BMPs in compliance within County's MS4 permit	50%	39%	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.					

Development Services					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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	100%	100%	100%	100%
	Address TMDL MS4 permit requirements for bacteria, sediment and PCBs	100%	100%	100%	100%
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 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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)	1,528	1,517	1,550	1,550
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 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Offer a robust Community Recreation program for all citizens that promotes learning, health and positive competition.	Offer a minimum of 1,450 programs annually	1,137	654	1,200	800
	Host a minimum of 14,000 participants annually	12,792	6,400	10,000	8,000
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. Due to the ongoing effects of COVID-19, the performance measure for this category has been lowered due to limitations of services offered.					



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



Roanoke County Community Strategic Plan

Parks, Recreation & Tourism					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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	1,502	N/A	1,600	TBD
	Number of Acres in Public Parks maintained annually for public use	2,430	N/A	2,600	TBD
<p>Citizens and visitors to Roanoke County have access 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. Due to circumstances surrounding the COVID-19 Pandemic, performance measures were not able to be updated for FY 2020. Measures are still being discussed for FY 2022.</p>					



Responsive Service Delivery

Roanoke County Organizational Strategic Plan



Clerk to the Board of Supervisors					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Prepare, publish and preserve official records of the Board of Supervisors.	Complete Board Actions in accordance with County Code within 4 business days	100%	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	85%	95%	100%	100%
<p>The Board of Supervisors governs the County of Roanoke through actions made during regularly scheduled meetings. The Clerk to Board completes and posts all Board Actions and Minutes to preserve official records. Completing Board Actions and Minutes within the time frames allows citizens to access information in a timely manner which reflects County 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.</p>					

Clerk to the Board of Supervisors					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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	80%	85%	100%	100%
	Process solicitation permits for non-profit organizations and volunteer forms within 2 business days from receipt	100%	100%	100%	100%
<p>The Clerk to Board of Supervisors ensures transparency and is responsive to citizen inquiries and requests. The Agendas, Summaries, and Notices are available online via a document repository for County staff and citizens to view. By posting within 10 business days, the Clerk allows citizens transparent access to documentation. The Clerk also processes permit requests from local non-profits and volunteer groups. By quickly processing these requests, citizens can expect a high standard of customer service. Both practices occur regularly within the department, but the timeliness has not been consistently measured.</p>					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan



Clerk to the Board of Supervisors					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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%	0%	100%	100%
	Process all requests, maintain database and confirm all speakers within 30 days	100%	0%	100%	100%
<p>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. Due to the pandemic, this was not done in FY 2020 as there were limitations on how many people could be in the Board Room.</p>					

Clerk to the Board of Supervisors					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Coordinate the Financial Disclosure process.	Request disclosure statement of economic interests in accordance with State and County Code	100%	100%	100%	100%
	Coordinate and follow-up with outside auditors in all requests regarding Disclosure Statements with 5 days	100%	100%	100%	100%
<p>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.</p>					

Clerk to the Board of Supervisors					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Coordinate the Committees, Commissions and Boards process.	Process appointments upon Board approval within ten business days	85%	50%	100%	100%
	Update website within three days of change	85%	50%	100%	100%
<p>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.</p>					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan



Internal Auditor					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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	N/A	Yes	N/A
	Investigate concerns of mis-use or mis-management of County assets and resources	Yes	N/A	Yes	N/A
	Number of presentations to the Audit Committee	1	N/A	2	N/A
<p>The Internal Audit function was established in FY 2016 to promote accountability, integrity, and transparency in Roanoke County government operations. To assist in the fulfillment of the County's objectives and to address internal control risks assessed, an audit plan is derived on an annual basis. Internal audit activities, results of the completed audits and required communications are presented to the governing body through its audit committee. Due to a vacancy of this position measures were not able to be obtained for FY 2020 and FY 2021. Measures will be updated for FY 2022.</p>					

Internal Auditor					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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	57%	N/A	50%	N/A
	Number of audit recommendations per audit finding	25	N/A	15	N/A
	Number of unscheduled audits, agreed upon procedures and/or investigations completed	1	N/A	1	N/A
<p>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. Due to a vacancy of this position measures were not able to be obtained for FY 2020 and FY 2021. Measures will be updated for FY 2022.</p>					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan



Internal Auditor					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Perform high quality governmental audits with competence, integrity and objectivity.	Continued professional education (CPE) hours obtained by internal audit staff	44	N/A	40	N/A
	Percent of internal audits performed in accordance with Generally Accepted Government Auditing Standards	100%	N/A	100%	N/A
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. Due to a vacancy of this position measures were not able to be obtained for FY 2020 and FY 2021. Measures will be updated for FY 2022.					

Public Information					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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	334	325	300	300
	Number of Roanoke County Today shows, Stand-Alone videos, PSAs, Business Partners, REC TV, Board of Supervisors meetings	91	87	95	100
	Number of FOIA requests received	48	53	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. The Office utilizes RVT-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.					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan



Public Information					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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	Ongoing	Ongoing
<p>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.</p>					

County Attorney					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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%
<p>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.</p>					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan



County Attorney					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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 Development, Planning, and Development Services.	100%	100%	100%	100%
	Attend and advise at all relevant Community Boards, Zoning, Planning Commission and other governmental or community meetings that affect Economic Development, Planning, and Development Services.	100%	100%	100%	100%
<p>Providing legal services and support to Economic Development, Planning, and Development Services 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.</p>					

County Attorney					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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%
<p>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.</p>					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan



County Attorney					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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.					

County Attorney					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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.					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan



Human Resources					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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%	90%	100%
<p>GHR Employee Space and Open Enrollment have all been completed. GHR Manager Space is 90% completed. 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. After completion of Manager Space, we will move forward with Performance and Goals and Talent Acquisition modules.</p>					

Human Resources					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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.	0%	0%	0%	50%
<p>The employee handbook has become part of the annual required training. However, due to issues experienced with COVID-19, no further progress was made on this objective. In an effort to provide employees with standard and easy to find policy and procedural information, Roanoke County will finalize a Comprehensive Policy & Procedure Manual. 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.</p>					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan



Commissioner of Revenue					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Provide accurate assessment and audit of individual and business personal property.	Number of personal property assessed annually	139,061	138,542	140,000	140,000
	Number of business personal property accounts assessed annually	5,364	4,047	5,000	5,000
<p>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 \$34 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.</p>					

Commissioner of Revenue					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Identify and properly issue, renew, and audit business licenses.	Number of Business, Professional, and Occupational (BPOL) Licenses	5,410	5,020	5,500	5,500
	Amount of BPOL fees collected	\$6,848,256	\$6,912,274	\$6,976,274	\$6,364,000
<p>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 5,400 businesses that generate approximately \$6,912,274 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.</p>					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan



Commissioner of Revenue					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Provide assistance and process Virginia State Income Tax Returns.	Tax returns prepared and processed	3,689	3,190	3,000	3,000
	Estimate of processed payments	963	471	550	550
<p>The Commissioner of the Revenue office provides assistance to citizens in filing and processes Virginia state income tax returns. The office processes approximately 3,200 state income tax returns of which approximately 21% are payable returns with the payments being processed locally. This process is 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. Approximately 500 quarterly estimated payments are processed by the office. Return processing numbers have decreased annually due to electronic filing, while daily assistance to citizens increases with request for information, correction, and requests to speak with the Department of Taxation on their behalf.</p>					

Commissioner of Revenue					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Real Estate Transfers/splits/subdivisions and wills. Real Estate freeze/Veteran exemptions.	Number of Real Estate Transfers	4,215	4,057	4,300	4,300
	Number of Real Estate freeze applications and Veteran exemptions	1,835	1,565	1,850	1,850
<p>The Commissioner of the Revenue office is committed to the transfer of approximately 4,100 real estate properties by reading deeds, wills, and plats on a daily basis, as well as, updating and qualifying approximately 1,227 tax freeze accounts for the elderly and disabled. To date, 338 disabled Veterans have been qualified for full exemption of real estate taxes.</p>					

Commissioner of Revenue					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Maintain accounts and collection of excise taxes. Meals, admission, transient or hotel tax, and utility taxes	Amount collected on an annual basis	\$10,507,704	\$7,940,825	\$8,500,000	\$8,500,000
<p>Collection of Excise taxes to include: meals tax, transient or hotel tax, admissions tax, utility consumer, and utility consumption tax. Meals tax and admissions are collected on a monthly basis due the 20th of each month. Transient is quarterly reporting, due by the end of the month. Consumer utility and consumption are monthly. Utility licenses are due annually.</p>					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan



Treasurer					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Maximize collection efforts utilizing powers authorized by the State Code of Virginia to achieve top tier collection rate.	Combined personal property and Real Estate collection rates based upon VGFOA calculation methods	96.79%	95.12%	96.00%	96.00%
	Combined current year and delinquent taxes to current Levy	99.06%	98.20%	98.00%	98.00%
<p>The County of Roanoke is reliant on the collection of taxes, its main revenue source, as the catalyst for providing high quality services to its citizens. With additional specific focus given to delinquent collection efforts, the County is able to ensure that the revenue stream is predictable and reliable in forecasting future services while ensuring fair and equitable distribution of the tax liability.</p>					

Treasurer					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Provide premier customer service through established citizen responsive programs while pursuing technological enhancements in treasury management in account presentment and payment solutions.	Payments initiated via our Citizen Self-service portal	2.98%	5.19%	6.00%	8.00%
	Payments initiated via electronic file transfer	36.73%	33.38%	32.00%	32.00%
<p>Premier customer service takes on many different forms, as traditional services have been challenged to evolve to meet the e-commerce applications of today's citizens. Likewise, the mechanism for citizen's payment solutions has also changed tremendously. The Treasurer's Office goal is to be able to provide multiple payment channel opportunities when service can be effective and efficient, without adding additional cost.</p>					

Treasurer					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Ensure the fiscal integrity of County funds while maximizing investment returns and other uses of monies.	Average annual return on Investments	1.55%	1.62%	1.25%	0.35%
<p>Ensure the fiscal integrity of all Roanoke County Funds. The Treasurer's office will uphold the Virginia Security of Public Funds Act, and the County Investment Policy to ensure that all county funds are properly accounted for, protected, and invested for future use. These core values of Treasury management ensure that the County's assets are reliable in maintaining annual service delivery and future service opportunities to our citizens.</p>					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan



Clerk of Circuit Court					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Ensure that the clerk's office is "user friendly."	Number of Active Secure Remote Access Users	106	132	115	115
	Number of Officers Court Remote Access Users	122	137	130	130
<p>The Office of the Clerk of Circuit Court is responsive to the public and also to the Circuit Court judiciary. The office strives to provide effective and efficient service in all functions carried out. To promote user friendliness, the Office ensures that information is available to the public in a variety of methods. The Roanoke County Circuit Court Clerk's office provides subscription access to real estate records online, along with other real estate related documents, via Secure Remote Access (SRA) provided by Virginia's Judicial System Web-enabled "Records Management System." Officers of the Court Remote Access (OCRA) is for officers of the court (attorneys) and any authorized agent of such attorneys - as well as certain other approved personnel- to access Roanoke County Circuit Court files electronically. The Office also responds to written requests for records to ensure that information is available to the public.</p>					

Clerk of Circuit Court					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Process all civil and criminal cases brought before the circuit court.	Civil Cases Commenced	1,974	1,806	2,000	2,000
	Criminal Cases Commenced	2,428	1,913	2,450	2,450
<p>Clerk of Circuit Court staff ensure that the public is properly served by the judiciary by managing all civil and criminal cases brought before the circuit court. The Office also provides assistance to judges in the performance of their judicial functions.</p>					

Clerk of Circuit Court					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Process certain specific licenses.	Concealed Weapon permits issued	1,921	1,688	2,000	2,000
	Marriage Licenses Issued	321	321	325	325
<p>The Clerk of Circuit Court staff ensure that concealed weapon permits and marriage licenses are issued to the citizenry according to law. The office continues to process a large number of concealed weapons permit applications, which have risen over the past several years. By processing these licenses, the Office is maintaining quality service and access to all eligible citizens.</p>					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan



Clerk of Circuit Court					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
File, process, record and make available for inspection and duplication all public documents that are retained and maintained by the Clerk's Office.	Deeds recorded	12,180	13,959	14,000	14,000
	Wills probated	886	575	800	800
	Judgments docketed	1,898	1,714	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.					

Libraries					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Provide 24/7 access to library services and information via reference services, public computers, the library's website, and other avenues.	Number of computer sessions (combined wireless and public computers)	553,596	333,823	350,000	400,000
	Use of library's virtual branch - number of visits to library's homepage, number of catalog searches, and retrieval of electronic information.	366,617	449,768	500,000	525,000
Just as use of electronic materials, such as e-books, is on the rise, so is a desire by patrons to use the library on their own terms or within their own timeframe, unconstrained by hours the physical locations are open. While data shows people are still very much interested in using the public computers and wireless access offered by the library, they are also visiting the library's homepage, accessing our databases, and using our catalog (both to place holds on print materials and access e-materials) on a 24/7 basis. It is imperative we remain nimble in adjusting to these needs and desires so that we can provide equity and access to all, regardless of whether or not they come into our physical locations or when they need to access our offerings. 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. During closure, patrons could still access wireless internet via our parking lots, but understandably, the number fell. However, not unrelated, the use of the library's homepage and other online resources increased as people were not able to access our offerings in our buildings.					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan



Police					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Align technology structure to meet operational demands	Successfully implement e-citations.	NA	NA	TBD	TBD
<p>E-citation is a mobile technology solution that automates the citation process producing the Virginia Uniform Summons and RCPD Warning Citations in an electronic format that is transmitted almost instantaneously from the patrol car to the courts and to RCPD's Records Management System. The system is designed to replace the manual paper process of issuing summons or warning citations.</p> <p>The benefits of e-citation solution include the following:</p> <ul style="list-style-type: none"> a. Improves officer safety by reducing the time of each traffic stop, less exposure to traffic and officer can focus more on offender than paperwork b. Minimizes traffic congestion from on-looking drivers c. Improves citizens satisfaction by reducing the time the citizen is stopped d. Improves accuracy and substantially reduces human error e. Helps officers with case management f. Avoids overloads to court docket g. Removes clerical data entry requirements for the PD and Courts 					

Real Estate Valuation					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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	96%	93%	92%	92%
	Coefficient of Dispersion	5.36	6.40	10	10
<p>The Real Estate Valuation Department strives to produce a fair and quality reassessment while following guidance from State Code. The sales ratio compares the market versus assessed value. According to national standards, localities should be within 92-94% as a target sales ratio. The coefficient of dispersion measures assessment uniformity. Roanoke County assessments have been among the top 10 in the state based on this measure. National standards recommended a coefficient of dispersion of 15 or below, which has been consistently achieved by the department. This measure of uniformity determines the quality of the assessment process, which consistently ranks high among other localities within the state of Virginia.</p> <p>*Disclaimer: FY2019 & FY 2020 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.</p>					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan



Real Estate Valuation					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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	\$38,433	\$19,545	\$25,000	\$25,000
<p>Roanoke County's Land Use Program is administered by the Real Estate Valuation Office. Virginia law and County Code allow eligible agricultural, horticultural, forest and open space land to be taxed based on the land's use value as opposed to the land's market value. The tax reduction that is applied in the Land Use Program is a deferral, not a discount. This program is designed to encourage the preservation of land, conservation of natural beauty and open spaces within the County. The intent of this program is to accommodate an expanding population, promote a balanced economy and ease pressures that force the conversion of real estate to more intensive uses. Participants must complete an annual revalidation to verify eligibility. If a parcel is no longer eligible for the Land Use Program, the Real Estate Valuation Department collects roll back taxes, which are the full tax rate over 5 years with interest. These measures help ensure that all participants in the program are eligible.</p>					

Real Estate Valuation					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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	15 of 45,600	10 of 45,600	40 of 45,600	40 of 45,600
	Changes suggested by the BOE based on appeals	7	8	15	15
<p>The Board of Equalization serves an important role in the reassessment process. Members are appointed based on the magisterial district and at least 40% of the members must have experience related to the real estate industry. All members receive training and are sworn to serve on the Board of Equalization by the Circuit Court. Citizens have the opportunity to schedule a meeting with the BOE to appeal the reassessment provided by Roanoke County. The BOE then decides whether a change should be made. This process ensures that reassessments are as accurate as possible and allows to citizens have an appeals process.</p>					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan



Finance & Management Services					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Administer and Properly Account for all County, School, and Fiscal Agency Funds	Receipt of the GFOA Certificate of Achievement for Excellence in Financial Reporting.	Yes	Yes	Yes	Yes
	County Bond Ratings for General Obligation Bonds (Standard & Poor's, Fitch, and Moody's Investor Service)	AA+,AA+,Aa1	AA+,AA+,Aa1	AA+,AA+,Aa1	AA+,AA+,Aa1
<p>Each year, the Finance and Management Services Department publishes the Comprehensive Annual Financial Report. The Comprehensive Annual Financial Report is a detailed presentation of the county's financial position and activities for the fiscal year in accordance with the standards of financial reporting. After publication, the Finance department submits the Comprehensive Annual Financial Report to the Government Finance Officers Association (GFOA) for the Certificate of Achievement for Excellence in Financial Reporting Program. The award is presented for Comprehensive Annual Financial Reports that evidence the spirit of transparency and full disclosure and to recognize individual governments that succeed in achieving that goal. Bond credit ratings assess the credit worthiness of bonds or the likelihood that debt will be repaid. The County's bond ratings consistently measure at a high grade, which impacts the amount and interest rate obtained on the issuance of debt. The receipt of the GFOA award and the high grade bond ratings validate the level of financial expertise and accuracy that is provided by Finance and Management Services to internal customers.</p>					

Finance & Management Services					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
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.	Percentage of County Departments for which Delegation of Authority audits are performed with no substantial errors	90.0%	95.0%	80.0%	85.0%
<p>The Finance and Management Services Department's Purchasing Division manages the procurement process for goods and services for the county, schools, and fiscal agents. The Purchasing Division strives to validate that all Purchasing Policies and Procedures are followed. Delegations of Authority Audits are performed annually to verify that all department users with this authority follow County and State regulations. If any procedural errors are found during audits the Purchasing staff will discuss the findings with the end users in order to conform to all State and County Regulations for future purchases.</p>					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan



Finance & Management Services					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Provide efficient and accurate accounts payable service that is responsive to County, School and fiscal agency needs.	Percent of payments processed within one week of invoice creation	98.2%	99.0%	98.0%	98.0%
<p>The Accounts Payable Division of the Finance and Management Services Department is responsible for accurately processing all invoices. Accounts Payable provides services for the County of Roanoke, Roanoke Center for Animal Care & Protection (RCACP), Roanoke County Public Schools, Roanoke Valley Resource Authority, Roanoke Valley Greenways Commission, Virginia Recreational Facilities Authority (Explore Park), and the Western Virginia Regional Jail Authority. The Accounts Payable staff strive to process timely and accurate payments made to employees and vendors.</p>					

Finance & Management Services					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Provide timely and accurate payroll service that is responsive to County, School and fiscal agency needs	Payrolls prepared on time with no substantial errors	99.99%	99.99%	98%	98%
	Federal and state reporting processed timely	100%	100%	100%	100%
<p>The Payroll Division within the Finance and Management Services Department provides comprehensive payroll services to the County of Roanoke, Regional Center for Animal Care and Protection (RCACP), Roanoke County Public Schools, Roanoke Valley Resources Authority, Western Virginia Regional Jail Authority, and Roanoke Valley Television Virginia. The Payroll division is responsible for processing payroll, reporting and submitting related payroll taxes, garnishments, and other withholding to the appropriate authority. By processing payroll with no substantial errors and processing all federal and state reporting timely, the division ensures that employees will receive quality information regarding their pay and benefits.</p>					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan



Finance & Management Services					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
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.	Financial applications are regularly updated and available to support internal customers during regular business hours with minimal downtime.	Yes	Yes	Yes	Yes
	Number of trainings provided to end users	20	12	15	15
<p>The Systems Division of the Finance and Management Services Department has oversight of the Accounting, Purchasing, Payroll, Financial Reporting, Fixed Assets, Accounts Receivable and other software systems that interface into the major systems. Open dialog with end users allows the Systems Division to identify opportunities for improvement within the current application. Any resulting application or technical changes are scheduled outside of business hours to avoid limiting access to system users. Similarly, any system upgrades supplied by the vendor are also applied outside of business hours increasing the availability and usability of the financial systems for system users. This increases employee productivity and positively impacts external customers. In addition, maintaining an updated and monitored system ensures the County is operating its applications in the most effective manner.</p>					

Finance & Management Services					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Actual General Government fiscal year revenues and expenditures will be within 1% of year-end budgeted amounts.	General Government revenues are within 1% of year-end budget	2.13%	0.53%	<1.0%	<1.0%
	General Government expenditures are within 1% of year-end budget	0.17%	0.40%	<1.0%	<1.0%
<p>The Budget Division 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.</p>					



Responsive Service Delivery (continued)

Roanoke County Organizational Strategic Plan



Communications & Information Technology					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Guarantee a reliable technology foundation on which to efficiently conduct County business operations today and in the future.	Ensure wide area network, telephone 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%	96%	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 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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	99%	N/A	90%	90%
	Complete 85% of IT Projects on time	84%	78%	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 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Champion and support regional and collaborative programs and projects.	Share Enterprise GIS by implementing Web Applications. Grow by at least 10% per year.	40%	30%	10%	10%
	Allocate 10% of project resources for content and document management solutions.	10%	28%	10%	10%
<p>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 2018, 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.</p>					

Communications & Information Technology					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Focus on meaningful development and efficient solutions for future technology services.	Commit minimum of 2% of technology resources to meaningful Research & Development	2%	2%	2%	2%
<p>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 offer greater service to citizens seeking mobile information.</p>					

General Services					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Provide maintenance, cleaning, and repairs efficiently, effectively, and promptly to minimize disruption in all facility work environments.	Achieve 90% completion of scheduled preventative maintenance tasks on time	N/A	93%	85%	85%
<p>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.</p>					



Branding & Marketing



Roanoke County Organizational Strategic Plan

Public Information					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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.	Ongoing	Ongoing	Ongoing	Ongoing
<p>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.</p>					

Parks, Recreation & Tourism					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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	32	18	42	32
	Economic impact from tournaments and events to Virginia's Blue Ridge	\$ 6,900,000	\$ 3,500,000	\$ 8,500,000	\$ 7,000,000
<p>By providing quality and innovative events, activities, and amenities, Roanoke County Parks, Recreation & Tourism positively impacts the region by promoting tourism in Virginia's Blue Ridge. The department will identify sought after programs and strategically collaborate with community partners to continue to improve regional tourism.</p>					



Workplace Culture / Employer of Choice

Roanoke County Organizational Strategic Plan



Human Resources					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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%	90%
	Using various communication methods, survey employees, gather feedback and implement recommendations where feasible.	1	2	2	0
<p>No movement was made on this initiative due to COVID-19. 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 the organization, is used to demonstrate the stability of the County's workforce. In FY 2017, a total compensation survey was conducted to gauge employee satisfaction and determine how employees rank the value and importance of various compensation components. Based on responses, the Human Resources department plans to implement recommendations to provide compensation and benefits that meet the diverse expectations of current and incoming employees.</p>					

Human Resources					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Create a continuous learning organization that promotes employee engagement, career development and advancement.	At least 25% of employees in mid-management and above annually participate in Leadership specific training	0%	25%	25%	0%
<p>No forward movement was made on this objective during FY20-21. The Human Resources department provides training and organizational development programs. Program needs have been identified through a needs assessment process and also are included in the Organizational Strategic Plan, which was approved in FY 2018. By measuring initiatives and programs in place, a baseline can be established from which to measure how well HR is responding to County training and organizational development needs. The HR department ensures that leadership level employees have access to training and resources to succeed in their role. By providing these opportunities, the department can monitor the engagement level of the County's management staff in personal and professional development. HR's position dedicated to training and employee development is frozen due to budgetary constraints. Without that position to help establish and then continue these trainings it has been difficult to get these trainings to staff. HR is looking to external organizations/trainers in order to conduct similar trainings for staff.</p>					



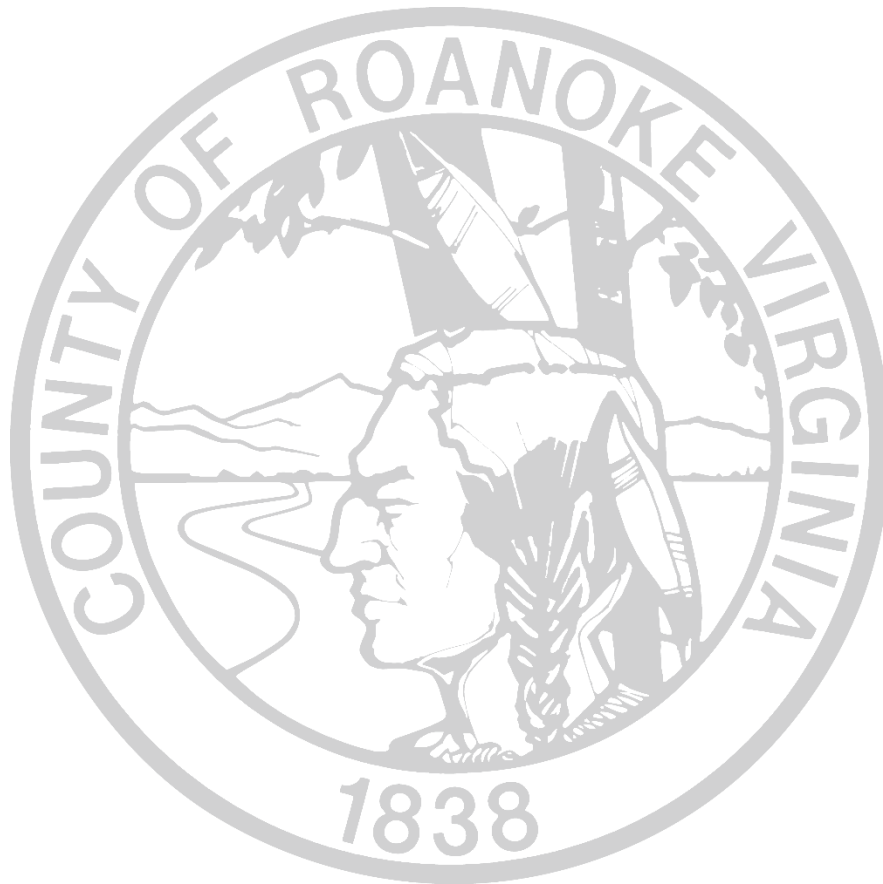
Workplace Culture / Employer of Choice (continued)

Roanoke County Organizational Strategic Plan



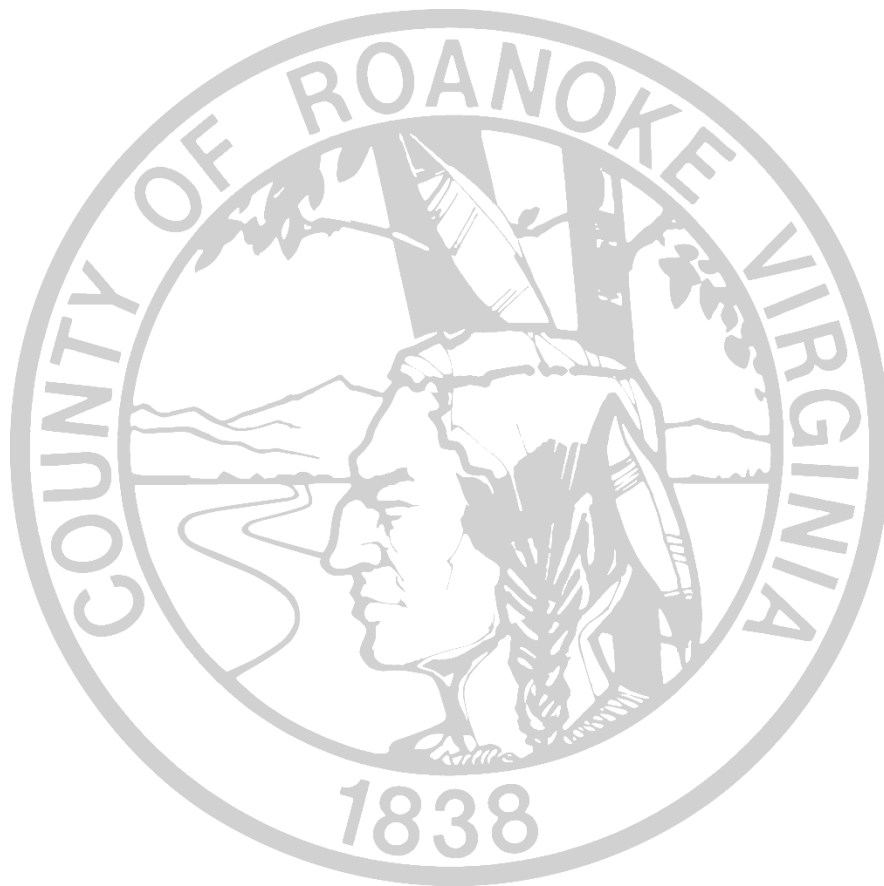
Communications & Information Technology					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 Projected
Effectively leverage training and career resources in a manner that best serves County business needs.	Certify/Re-certify 100% of County employees trained on Security Awareness	100%	100%	100%	100%
	Maintain 100% of Webmasters trained on tools and methods for website editing and publishing	100%	100%	100%	100%
Empowering County employees to use technology wisely to improve efficiencies in serving our citizens is critical, especially during this time when staff resources are lean but service levels and technology needs continue to grow. Ensuring County employees are trained on security best practices allows them to make smarter choices when accessing information and greatly contributes to protecting the County's data and other assets. Training department webmasters on keeping the website content up-to-date and relevant ensures timely updates and improves citizen access to County information.					

Communications & IT - Emergency Communications Center					
Core Objective	Measurement	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2022 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, as well as quantifies and explains the volatile factors affecting the County's ability to provide high quality services to its citizens.

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

Economic Outlook

As the national economy continues to trend into a time of uncertainty due to the events surrounding the COVID-19 pandemic, Roanoke County is monitoring local and National trends to develop a more accurate picture of how operations will be impacted moving forward. The following economic indicators are utilized by Roanoke County to help develop a balanced budget. Considering the unknown fiscal impact from each of these factors, the County has taken a conservative approach in developing the revenue budget.

GDP

The U.S. Bureau of Economic Analysis as of May 27, 2021 has reported that GDP is increasing. The GDP increased at an annual rate of 6.4% in the first quarter of 2021 calendar year. This growth was the result of government assistance payments and increases in consumer spending, nonresidential fixed investment, federal government spending, residential fixed investment, and state and local government spending that were partly offset by decreases in private inventory investment and exports. Imports, which are a subtraction in the calculation of GDP, increased. Government assistance payments, such as direct economic impact payments, expanded unemployment benefits, and Paycheck Protection Program loans, which were distributed to households and businesses through the Coronavirus Response and Relief Supplemental Appropriations Act and the American Rescue Plan Act had the strongest influence on GDP growth.

In the fourth quarter of the 2020 calendar year, real GDP increased at an annual rate of 4.3%. This increase in GDP reflected both the continued economic recovery from the sharp declines earlier in the year and the ongoing impact of the COVID-19 pandemic, including new restrictions and closures that took effect in some areas of the United States.

Unemployment Rate

While GDP growth is arguably the best indicator of overall economic strength, another indicator of the economy, at both the national and local level, is the unemployment rate. Much like GDP growth, the national unemployment rate has seen drastic impacts from the COVID-19 pandemic. Before the onset of the pandemic, the unemployment rate was improving, down from 3.9% average in 2018 to 3.7% average in 2019



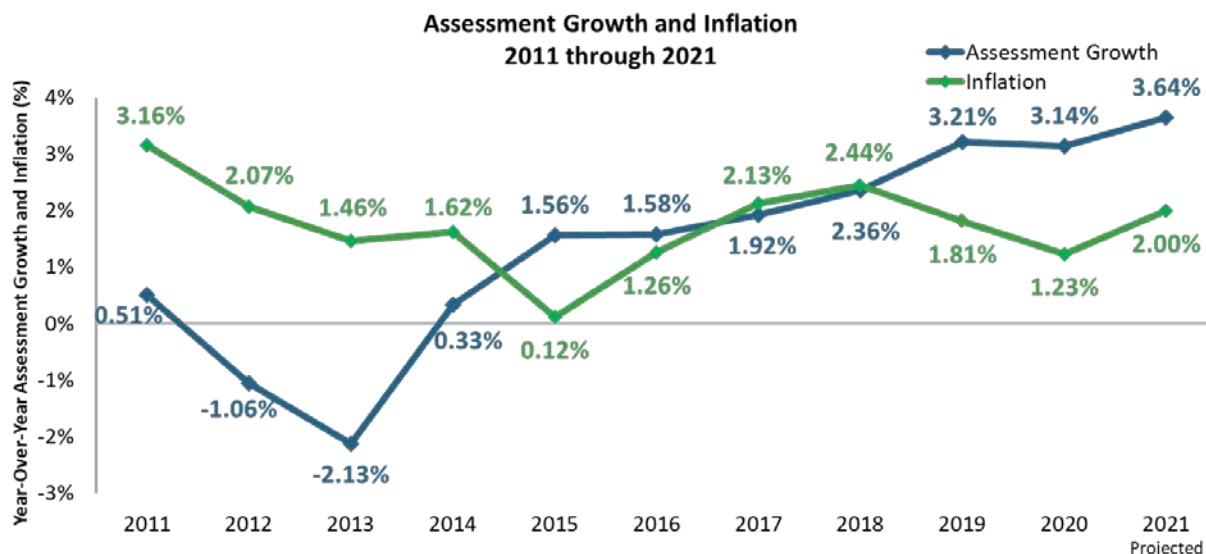
(not seasonally adjusted). However, due to the events surrounding the impacts of COVID-19, the average in 2020 rose to 8.1%. In April of 2020 at the height of the COVID-19 restrictions of the economy, the national unemployment rate was at 14.8%, making it the single highest monthly unemployment rate in the past 10 years. The sharp increases in these measures reflect the effects of COVID-19 and the efforts to contain it. Since April 2020, however, the national unemployment rate has decreased with the April 2021 rate at 5.7%.

Roanoke County consistently experiences a lower unemployment rate than national averages. The typical unemployment rate in Roanoke County is between 3.0% – 4.0%. At the height of the lockdown efforts to help slow the spread of COVID-19, the unemployment rate in Roanoke County in April of 2020 rose to 9.6%. Since April 2020, the unemployment rate has steadily dropped. As of April 2021, the rate had dropped to 3.0%, based on data from the Virginia Employment Commission and the Bureau of Labor Statistics. According to analysis from the Congressional Budget Office (CBO), the unemployment rate is expected to decline, returning to pre-pandemic levels by 2024.

Inflation

While inflation outpaced revenue growth in recent years, the trend has improved. Since 2018 data has shown a slight decline (from 2.44% in 2018 to 1.23% in 2020) in the inflation rate. On the other hand, the County has seen steady growth in its Real Estate Assessments (2.36% in 2018 to 3.14% in 2020). In 2021, we are projected to see an increase in the inflation rate compared to the previous 3 years. This is in part due to the expectations of increased demand of the leisure, travel and sports and entertainment industries. The Congressional Budget Office projects that inflation will normalize at approximately 2% each year through 2031, which matches the target set by the US Federal Reserve.

Assessments have increased in recent years surpassing the rate of inflation in calendar year 2019. With current trends in the economy, county staff look for assessment growth to continue to outpace inflation for the foreseeable future.





The rate of inflation gives rise of cautious optimism. However, fluctuating inflation growth, low interest rates, and projections from the Federal Reserve temper this optimism and revenue growth may continue to only keep pace with inflation. Inflation calculations are based on Consumer Price Index data available from the Bureau of Labor Statistics.

Local Economic Outlook

As the country continues to navigate the COVID-19 pandemic, the outlook for the economy remains uncertain. Indicators are showing that we are starting to enter an economic recovery. The recent retractions in unemployment and the improvement in the GDP give rise to optimism moving into future years. Even though data is trending towards recovery, departments throughout Roanoke County will continue to provide quality services within the available resources.

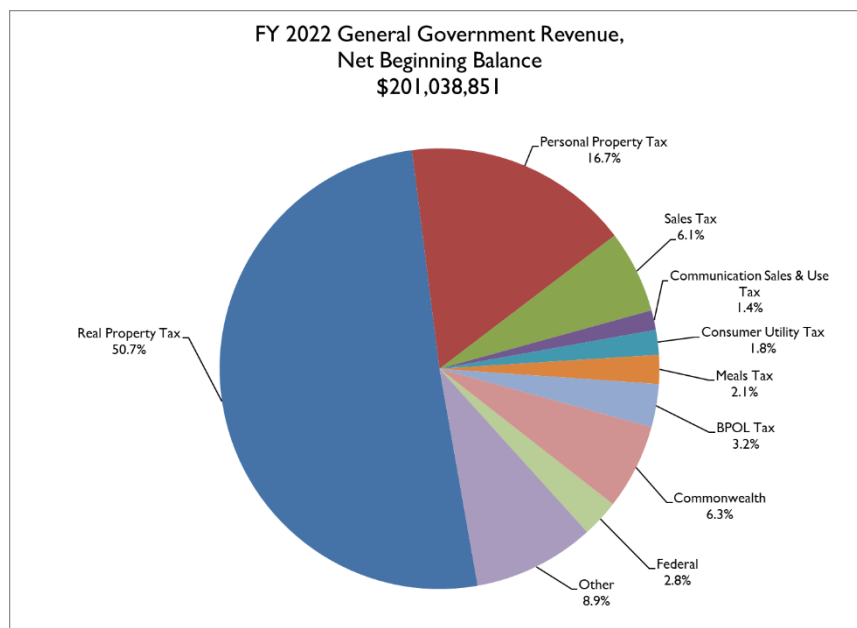


General Government Revenue Analysis

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

Total General Government revenues, net beginning balance, for FY 2022 are budgeted to total \$201,038,851. This is an increase of \$6,791,848 or 3.5%, compared to the FY 2021 amended budget. This increase is due to the improving economic conditions as the impacts of the COVID-19 pandemic continue to subside. The FY 2022 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.

Roanoke County's principal source of operating funds is locally generated revenue. The County expects local revenues to account for 90.98% or \$182.90 million, of the FY 2022 General Government revenue budget. While this is an increase of \$6.09 million, the percent of local sources of revenue to total general government revenue has decreased slightly from 91.02% in FY 2021 to 90.98% in FY 2022.



Real estate and personal property taxes alone are responsible for 67.4%, or \$135.6 million of the FY 2022 budget. Aside from fees for services and intergovernmental revenues, sales tax revenue is projected to account for the next largest portion of total General Government revenue at 6.1%.

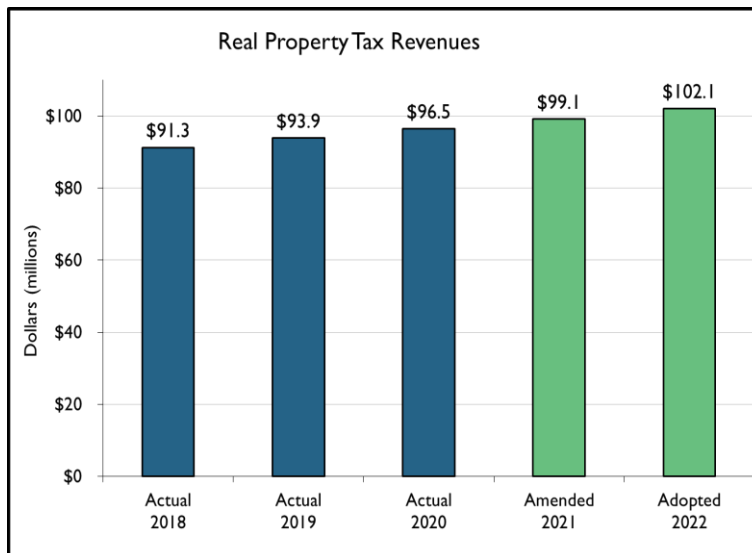
Projected increases in areas such as personal property, sales tax, meals tax and business license tax account for an increase of \$2.5 million dollars.

Historically, the Commonwealth contributes approximately 6.0% of the total General Government budget. While that percentage decreased for several years, the three most recent years of projections anticipate an increased rate of contribution primarily due to revenue received from the Commonwealth for mandated Social Services. In FY 2022, Commonwealth contributions are expected to be \$12.6 million of the overall budget, or 6.3%.

The following pages represent a detailed examination of the County's major General Government Fund revenue sources. Graphs illustrate historical trends from FY 2018 to FY 2020 and budget amounts (denoted in green) for FY 2021 and FY 2022.



Real Estate Taxes



The real estate tax rate for FY 2022 remains at \$1.09 per \$100 assessed value. Real estate taxes are estimated to generate \$102.1 million, or 50.7%, of the County's General Government revenue for FY 2022. This equates to an increase of \$2.97 million or 3%, over the prior year amended budget. The County saw higher than average growth in calendar year 2020, therefore, FY 2021 real estate collections should exceed the FY 2021 budget. With the continued uncertainty due to the COVID-19 pandemic, County staff will continue to monitor real estate revenue collections and the real estate market

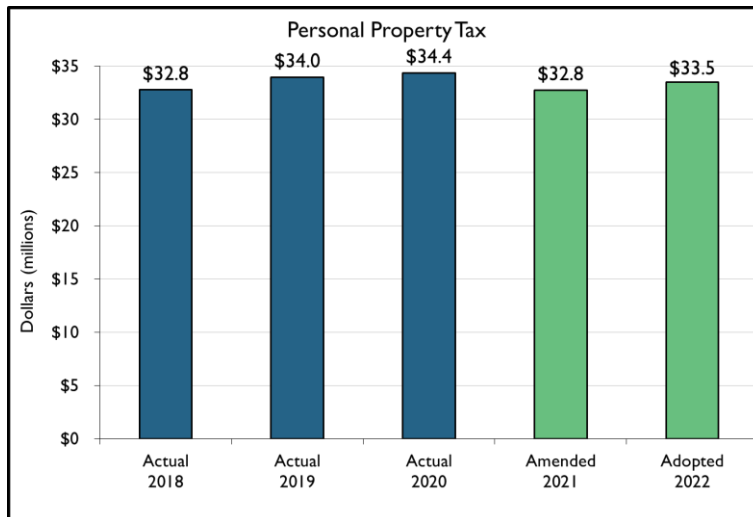
closely in the coming fiscal year.

Real estate tax collection has generally been a stable source of revenue for local governments. Although the County experienced several years of decreased real estate values, the housing market remained fairly strong. Assessments in calendar year 2021 increased by 3.64%, however, growth in the assessment base only accounts for 3.07%, with new construction comprising the remaining 0.57%. 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.



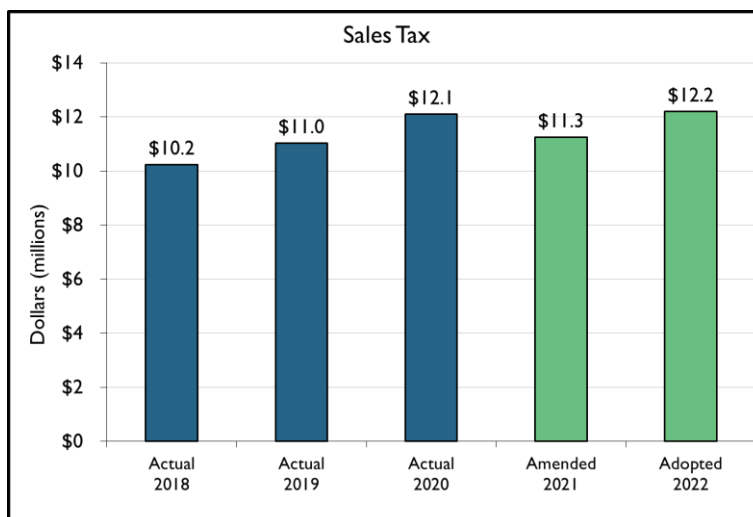
The Virginia Personal Property Tax Relief Act of 1998 established a statewide program to provide relief to taxpayers from the personal property tax on automobiles. The high costs of this program put a burden on local governments. Thus, the relief was frozen in 2006 and yields \$12.2 million in revenue. As the County's second largest revenue source, any changes to this legislation may impact tax collection.

Personal property tax revenue is estimated at \$33.5 million or 16.7% of total General Government revenues

for FY 2022. This represents a 2.3% increase over the FY 2021 amended budget. Initially during the global COVID-19 pandemic, auction volume plummeted, used car values fell, and new car sales decreased sharply. By the fourth quarter of 2020 these numbers saw a return back to pre-pandemic levels. In 2021, used car prices are expected to remain near historic levels, but these trends may be impacted by additional factors during the continuing pandemic.

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 is \$2.85 per \$100 of assessed value. The County operates under a proration program and personal property taxes are due on May 31 of each year.

Local Sales Tax



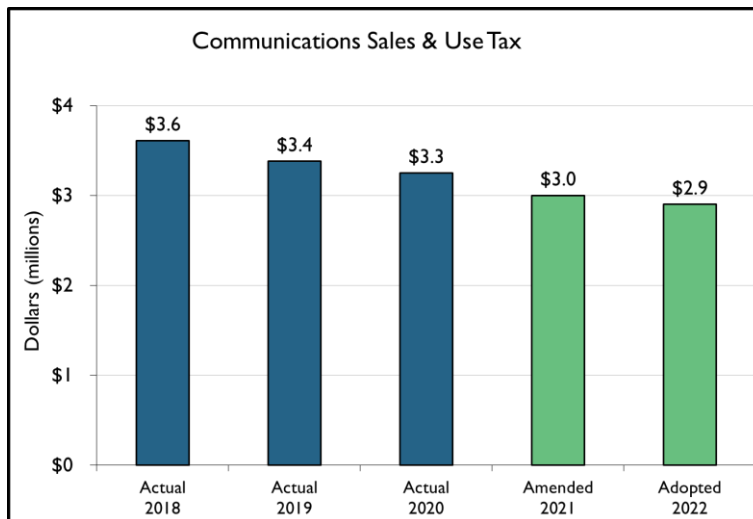
Sales tax in Roanoke County is set at 5.3%. Virginia localities receive 1.0% of the sales tax collected in their jurisdiction. This revenue category is directly related to the strength of the economy, consumer confidence, and retail sales. As noted above, sales tax is more immediately affected by adverse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

Roanoke County's local sales tax revenue projection is \$12.2 million for FY 2022. This is 8.4% higher than the FY

2021 amended budget and reflects a projected increase in consumer spending as restrictions from COVID-19 continue to ease. Sales Tax revenue will provide approximately 6.1% of the County's total General Government Fund revenue in FY 2022.



Communications Sales and Use Tax

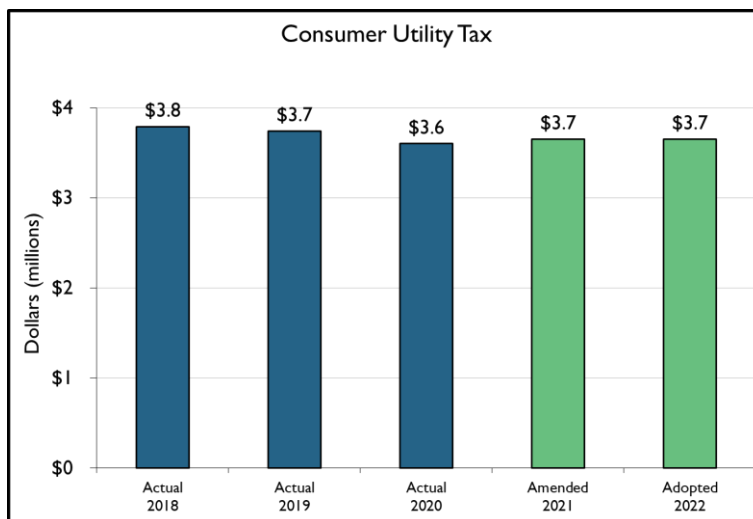


The 2006 Virginia General Assembly enacted the Virginia Communications Sales and Use tax. This tax is imposed on communications services at the rate of 5.0% and replaces several state and local taxes such as the local consumer utility tax on landline and wireless telephone service, local E-911 tax on 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 as the local consumer utility tax on cable

television services.

The Commonwealth of Virginia collects these taxes and uses them for administrative costs and for payments to the Virginia Relay Center. The remaining revenue 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 2022 projections of this revenue source represent 1.4%, or \$2.9 million, of the General Fund. This is a 3.3% decrease over the prior year budget, and continues a trend of diminishing revenues associated with this tax.

Consumer Utility Tax

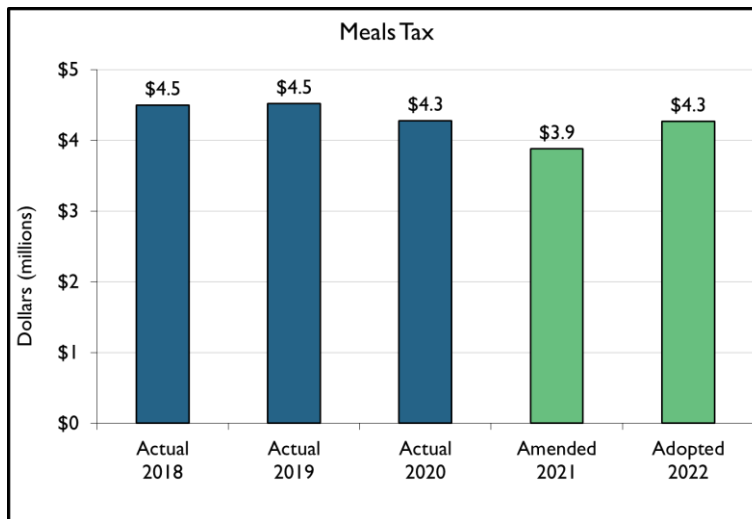


Estimated consumer utility tax revenues of \$3.7 million will provide 1.8% of the County's total General Government revenue in FY 2022. The Consumer Utility tax currently applies only to residential customers of gas and electric services.

This revenue category has proven highly consistent, remaining relatively unchanged for several years. Forecasts in both FY 2021 and FY 2022 continue this trend at \$3.7 million.



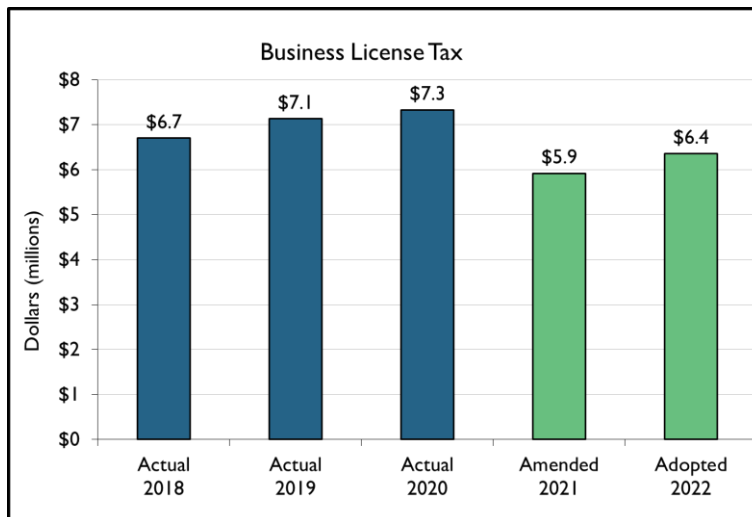
Tax on Prepared Foods (Meals Tax)



The 1988 session of the Virginia General Assembly enacted a law allowing Roanoke County to adopt an ordinance imposing a tax on prepared food and beverages. This law was amended in 2020 to allow a tax not to exceed 6.0% of the amount charged. However, Roanoke County levies a 4.0% tax on these items; the tax was implemented on July 1, 1988. County projections anticipate an increase in meals tax revenue as COVID-19 restrictions continue to subside.

An Executive Order from the Governor of Virginia created limitations on restaurant operations and capacities in order to maintain social distancing requirements. With the rollout of a mass vaccination campaign, these limitations expired in June 2021. Revenue from the tax on prepared foods is estimated at \$4.3 million in FY 2022, an increase of 10.1% from prior year. It will account for 2.1% of General Government revenue.

Business, Professional, and Occupational License Taxes (BPOL)



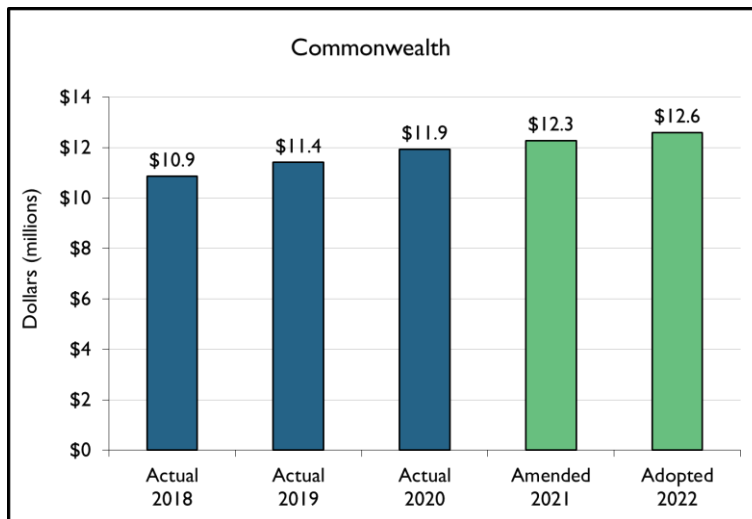
For several years, the state legislature and various business advocacy groups have targeted BPOL taxes for change, exemption, or elimination. Legislation passed in 1996 that (1) allowed businesses with gross receipts of \$100,000 or less to be exempt from paying BPOL tax, (2) set maximum tax rates on 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.

In FY 2020, the Board of Supervisors increased the gross receipts threshold to pay a \$50 fee from \$125,000 to \$135,000. BPOL tax revenue projections for FY 2022 amount to \$6.4 million and represent 3.2% of General Government revenue. With the loosening of restrictions due to the COVID-19 pandemic, consumer spending is expected to increase, which will impact BPOL tax revenue in various categories as the majority is based on business gross receipts.



Revenue from the Commonwealth

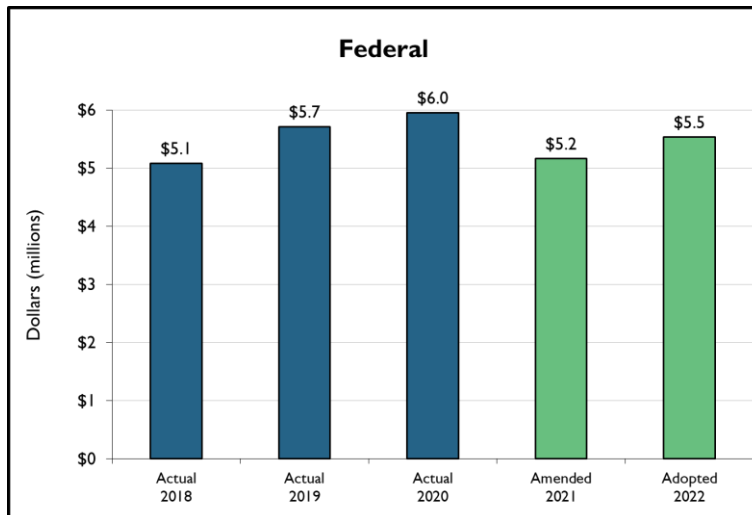


This revenue category consists of funds provided to the County from the State to operate specific programs in such areas as social services, law enforcement, and constitutional offices. Local flexibility is limited in the use of these funds. State funding of the County's school system is reported as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

Historically, revenues from the Commonwealth of Virginia contribute approximately 6% of the total General Government budget. While that percentage decreased for several years, data from the three most recent years

of projections indicate a slightly higher rate of contribution, primarily due to revenue received from the Commonwealth for mandate Social Services. In FY 2022, Commonwealth contributions are anticipated to be \$12.6 million or 6.3% of General Government revenue.

Federal Revenue



The majority of federal revenues for Roanoke County are restricted funds, associated with actual services delivered by the Department of Social Services. Programs that receive such funds include foster care and adoption subsidies. In FY 2022, Federal Revenues are anticipated to be \$5.5 million or 2.8% of General Government revenue.



Multi-Year Financial Planning

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

Roanoke County engages in multi-year financial planning in capital planning budget development. Projects and programs in the County's Capital Improvement Program (CIP) and respective funding sources are identified over a ten-year period. While only the first year of the CIP is appropriated each fiscal year, the roadmap for the remaining nine years outlines recommended timeframes for the completion of essential capital projects. Detailed information on the Roanoke County Adopted FY 2022 – FY 2031 CIP can be found on the County's budget development website at <http://www.roanokecountyva.gov/index.aspx?NID=590>.

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

As part of the Adopted FY 2020 Operating Budget, staff provided a 5-year revenue and expenditure projection based on assumptions informed by trends. With continued monitoring of trends, staff are planning to develop long-range financial forecasts that will then be incorporated into the development of a multi-year budgeting process.

Due to the effects of COVID-19 on the local and national economy and the uncertainty of how it will affect future revenues and expenditures, Roanoke County's staff delayed inclusion of a 5-year revenue and expenditure projection within the Adopted FY 2022 Operating Budget. Staff is frequently monitoring revenue and expenditure trends in order to obtain a better understanding of the future impacts that may be faced. Staff will work to prepare an updated 5-year revenue and expenditure projection once more data is available to understand the economic impacts of COVID-19.



County of Roanoke Authorized Position Count

FY 2021-2022

This table lists all positions adopted in Budget.

Fund / Subfund / Department	Actual	Budget	Amended	Adopted	Amended to
	FY 2020	FY 2021	FY 2021	FY 2022	Adopted Inc/(Dec)
General Fund					
General Government					
Board of Supervisors	6	6	6	6	-
Clerk of the Circuit Court	16	16	16	16	-
Commissioner of the Revenue	13	13	13	13	-
Commonwealth's Attorney	13	13	13	13	-
County Administrator	4	4	4	4	-
County Attorney	4	4	4	4	-
Development Services	34	34	36	36	-
Economic Development	4	4	4	4	-
Elections	3	3	3	3	-
Finance and Management Services	25	25	25	25	-
Fire & Rescue	177	177	188	188	-
General Services					
General Services Administration	3	3	4	4	-
Building Maintenance	19	19	19	19	-
Solid Waste	34	34	34	34	-
Human Resources	8	8	8	8	-
Internal Auditor	1	1	1	1	-
Library	43	43	43	43	-
Parks, Recreation & Tourism	55	55	55	55	-
Planning	13	13	13	13	-
Police	152	152	152	152	-
Public Information Officer	2	2	2	2	-
Real Estate Valuation	11	11	11	11	-
Sheriff					
Sheriff - Administration & Civil	26	26	26	26	-
Sheriff - Care & Confinement	60	60	60	62	2
Social Services					
Social Services - Services	105	107	107	110	3
Social Services - CORTRAN	1	1	1	1	-
Treasurer	13	13	13	13	-
Total General Government	845	847	861	866	5
Children's Services Act					
Finance	1	1	1	1	-
Social Services	3	3	3	3	-
Total Children's Services Act	4	4	4	4	-
Roanoke County Criminal Justice Academy					
Police	2	2	2	2	-
Sheriff	1	1	1	1	-
Total Roanoke County Criminal Justice Academy	3	3	3	3	-



Fund / Subfund / Department	Actual	Budget	Amended	Adopted	Amended to
	FY 2020	FY 2021	FY 2021	FY 2022	Adopted Inc/(Dec)
Fleet Service Center					
General Services	12	12	13	13	-
Total Fleet Service Center	12	12	13	13	-
Grants					
Commonwealth's Attorney	2	2	2	2	-
Court Service Unit	4	4	4	4	-
Fire SAFER Grant (2017)	11	11	-	-	-
Fire SAFER Grant (2021) ¹	-	4	15	15	-
Police DUI Grant	2	2	2	2	-
Total Grants	19	23	23	23	-
Communications & Information Technology Administration & Operations					
Communications & Information Technology	40	40	40	40	-
Total Comm IT Administration & Operations	40	40	40	40	-
Communication Shops					
Communications & Information Technology	7	7	7	7	-
Total Communication Shops	7	7	7	7	-
Emergency Communication Center					
Communications & Information Technology	42	42	42	42	-
Total Emergency Communication Center	42	42	42	42	-
Fee Classes					
Parks, Recreation & Tourism	14	14	12	12	-
Total Fee Classes	14	14	12	12	-
School Grounds Maintenance					
Parks, Recreation & Tourism	5	5	5	5	-
Total School Ground Maintenance	5	5	5	5	-
Internal Service Fund					
County Risk Management	2	2	2	2	-
Total Internal Service Fund	2	2	2	2	-
Other Funds					
Roanoke Valley Television (RVTV)					
Roanoke Valley Television (RVTV)	5	5	5	5	-
Total Roanoke Valley Television (RVTV)	5	5	5	5	-
Roanoke Valley Greenways Commission					
Greenways	1	1	1	1	-
Total Roanoke Valley Greenways Commission	1	1	1	1	-
Regional Center for Animal Care & Protection					
Regional Center for Animal Care & Protection	21	21	21	21	-
Total Regional Center for Animal Care & Protection	21	21	21	21	-
Total, All County Funds	1,020	1,026	1,039	1,044	5

¹ Fire and Rescue was awarded a new SAFER grant in FY 2021 which provided funding for 15 new firefighter positions.



County of Roanoke Authorized Position Count

FY 2021-2022

This table lists all positions adopted in Budget.

Department / Fund	Actual FY 2020	Budget FY 2021	Amended FY 2021	Adopted FY 2022	Amended to Adopted Inc/(Dec)
Board of Supervisors					
General Government	6	6	6	6	-
Total Board of Supervisors	6	6	6	6	-
Clerk of the Circuit Court					
General Government	16	16	16	16	-
Total Clerk of the Circuit Court	16	16	16	16	-
Commissioner of the Revenue					
General Government	13	13	13	13	-
Total Commissioner of the Revenue	13	13	13	13	-
Commonwealth's Attorney					
General Government	13	13	13	13	-
Grants	2	2	2	2	-
Total Commonwealth's Attorney	15	15	15	15	-
Communications & Information Technology (Comm IT)					
Administration & Operations	40	40	40	40	-
Communication Shops	7	7	7	7	-
Emergency Communication Center	42	42	42	42	-
Total Communications & Information Technology	89	89	89	89	-
County Administrator					
General Government	4	4	4	4	-
Total County Administrator	4	4	4	4	-
County Attorney					
General Government	4	4	4	4	-
Total County Attorney	4	4	4	4	-
Court Service Unit					
Grants	4	4	4	4	-
Total Court Service Unit	4	4	4	4	-
Development Services					
General Government	34	34	36	36	-
Total Development Services	34	34	36	36	-
Economic Development					
General Government	4	4	4	4	-
Total Economic Development	4	4	4	4	-
Elections					
General Government	3	3	3	3	-
Total Elections	3	3	3	3	-
Finance and Management Services					
General Government	25	25	25	25	-
Children's Services Act	1	1	1	1	-
Internal Services (Risk Management)	2	2	2	2	-
Total Finance	28	28	28	28	-



Department / Fund	Actual FY 2020	Budget FY 2021	Amended FY 2021	Adopted FY 2022	Amended to Adopted Inc/(Dec)
Fire & Rescue					
General Government	177	177	188	188	-
Fire SAFER Grant (2017)	11	11	-	-	-
Fire SAFER Grant (2021) ¹	-	4	15	15	-
Total Fire & Rescue	188	192	203	203	-
General Services - Admin					
General Government	3	3	4	4	-
Total General Services - Admin	3	3	4	4	-
General Services - Building Maintenance					
General Government	19	19	19	19	-
Total General Services - Building Maintenance	19	19	19	19	-
General Services - Fleet Service Center					
Fleet Service Center	12	12	13	13	-
Total General Services - Fleet Service Center	12	12	13	13	-
General Services - Solid Waste					
General Government	34	34	34	34	-
Total General Services - Solid Waste	34	34	34	34	-
Human Resources					
General Government	8	8	8	8	-
Total Human Resources	8	8	8	8	-
Internal Auditor					
General Government	1	1	1	1	-
Total Internal Auditor	1	1	1	1	-
Library					
General Government	43	43	43	43	-
Total Library	43	43	43	43	-
Parks, Recreation & Tourism					
General Government	55	55	55	55	-
Fee Classes	14	14	12	12	-
School Grounds Maintenance	5	5	5	5	-
Total Parks, Recreation & Tourism	74	74	72	72	-
Planning					
General Government	13	13	13	13	-
Total Planning	13	13	13	13	-
Police					
General Government	152	152	152	152	-
Police DUI - Grant	2	2	2	2	-
Roanoke County Criminal Justice Academy	2	2	2	2	-
Total Police	156	156	156	156	-
Public Information Officer					
General Government	2	2	2	2	-
Total Public Information Officer	2	2	2	2	-

¹ Fire and Rescue was awarded a new SAFER grant in FY 2021 which provided funding for 15 new firefighter positions.



Department / Fund	Actual FY 2020	Budget FY 2021	Amended FY 2021	Adopted FY 2022	Amended to Adopted Inc/(Dec)
Real Estate Valuation					
General Government	11	11	11	11	-
Total Real Estate Valuation	11	11	11	11	-
Regional Center for Animal Care & Protection					
Regional Center for Animal Care & Protection	21	21	21	21	-
Total Regional Center for Animal Care & Protection	21	21	21	21	-
Roanoke Valley Greenways Commission					
Roanoke Valley Greenways Commission	1	1	1	1	-
Total Roanoke Valley Greenways Commission	1	1	1	1	-
Roanoke Valley Television (RVTV)					
Cable Television	5	5	5	5	-
Total Roanoke Valley Television (RVTV)	5	5	5	5	-
Sheriff - Administration & Civil					
General Government	26	26	26	26	-
Total Sheriff - Administration & Civil	26	26	26	26	-
Sheriff - Care & Confinement					
General Government	60	60	60	62	2
Roanoke County Criminal Justice Academy	1	1	1	1	-
Total Sheriff - Care & Confinement	61	61	61	63	2
Social Services - Services					
General Government	105	107	107	110	3
Children's Services Act	3	3	3	3	-
Total Social Services - Services	108	110	110	113	3
Social Services - CORTAN					
General Government	1	1	1	1	-
Total Social Services - CORTAN	1	1	1	1	-
Treasurer					
General Government	13	13	13	13	-
Total Treasurer	13	13	13	13	-
Total County Departments/Funds	1,020	1,026	1,039	1,044	5



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

Authorized Positions

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

The County Administrator is responsible for the internal allocation of these positions and approves any adjustments between departments. This level of control provides our citizens with an assurance that their tax dollars are being spent in an effective manner. Mid-year position adjustments for FY 2021 are described below.

County of Roanoke, Virginia Analysis of Position Changes Fiscal Year 2020-2021 Mid-Year Adjustments				
Position	Position Count	Position Cost	Rev/Exp. Offset	General Fund Impact
Development Services – Added 2 Stormwater Inspector positions, offset by reduction in operating budget.	2.0	142,068	(142,068)	0
Fire and Rescue – The County was awarded a new SAFER Grant for a total of 15 new firefighter positions. FY 2021 budget included funding for grant match which funded and added 4 positions. Grant establishes funding for 11 additional full-time firefighters.	11.0	620,464	(620,464)	0
Total	13.0	762,532	(762,532)	0

FY 2022 adjustments are described on the following page.



County of Roanoke, Virginia Analysis of Position Changes Adopted Fiscal Year 2021-2022 Budget				
Position	Position Count	Position Cost	Rev/Exp. Offset	General Fund Impact
Added Positions				
Sheriff - 2 Deputy Sheriff II positions to serve as Medic Staff to offset Jail Medical Costs and cover increased inmate healthcare needs and maintain accreditation standards.	2.0	123,203	-	123,203
Social Services – Two Family Services Specialists and a Family Services Supervisor added to address increased referrals in the area of In Home Services. Positions are offset by \$170,953 in revenue from the state and the City of Salem.	3.0	183,273	(170,953)	12,320
Subtotal – Added Positions	5.0	306,476	(170,953)	135,523

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 2022

Funds	Beginning Balances	Revenues	Total Available Funds
Governmental Funds			
General Fund	\$ 36,128,599	\$ 232,609,633	\$ 268,738,232
Debt Service Fund	230,534	18,511,995	18,742,529
Capital Fund	27,755,584	8,876,312	36,631,896
Internal Service Fund	3,382,690	14,523,593	17,906,283
Total All Funds	\$ 67,497,407	\$ 274,521,533	\$ 342,018,940
Component Unit - Schools	26,297,772	199,476,262	225,774,034

Ending Fund Balances and Expenditure Totals FY 2022

Funds	Expenditures	Ending Balances
Governmental Funds		
General Fund	\$ 232,609,633	\$ 36,128,599
Debt Service Fund	18,511,995	230,534
Capital Fund	8,876,312	27,755,584
Internal Service Fund	14,523,593	3,382,690
Total All Funds	\$ 274,521,533	\$ 67,497,407
Component Unit - Schools	199,476,262	26,297,772

*Total All Funds excludes Roanoke County Special Revenue Fund.



Summary of Revenues
All Funds
FY 2021 Amended to FY 2022 Adopted

	Amended FY 2021	Adopted FY 2022	<u>Inc/(Dec)</u>	
			\$	%
General Fund:				
General Government ¹	\$ 194,247,003	\$ 201,783,251	\$ 7,536,248	3.88%
Public Works Projects	183,243	176,054	(7,189)	-3.92%
Fleet Service Center	3,302,813	3,380,610	77,797	2.36%
Comm & Info Technology	10,636,029	11,644,488	1,008,459	9.48%
Recreation Fee Class	4,999,052	4,660,474	(338,578)	-6.77%
PRT School Operations	350,389	365,647	15,258	4.35%
Children's Services Act	7,750,007	7,900,007	150,000	1.94%
Grants and Other	2,044,657	2,216,977	172,320	8.43%
Criminal Justice Academy	393,709	379,625	(14,084)	-3.58%
Police E-Citation	60,000	60,000	-	0.00%
Comm Dev. Technology	40,000	40,000	-	0.00%
Police Special Programs	1,000	2,500	1,500	150.00%
Total General Fund	\$ 224,007,902	\$ 232,609,633	\$ 8,601,731	3.84%
Component Unit Schools	194,466,517	199,476,262	5,009,745	2.58%
Debt Service Fund	19,919,039	18,511,995	(1,407,044)	-7.06%
Capital Fund	10,221,186	8,876,312	(1,344,874)	-13.16%
Internal Service Fund	14,418,688	14,523,593	104,905	0.73%
Total All Funds	\$ 463,033,332	\$ 473,997,795	\$ 10,964,463	2.37%
Less: Fund Transfers	(101,353,372)	(105,719,756)	(4,366,384)	4.31%
Total Net of Transfers	\$ 361,679,960	\$ 368,278,039	\$ 6,598,079	1.82%

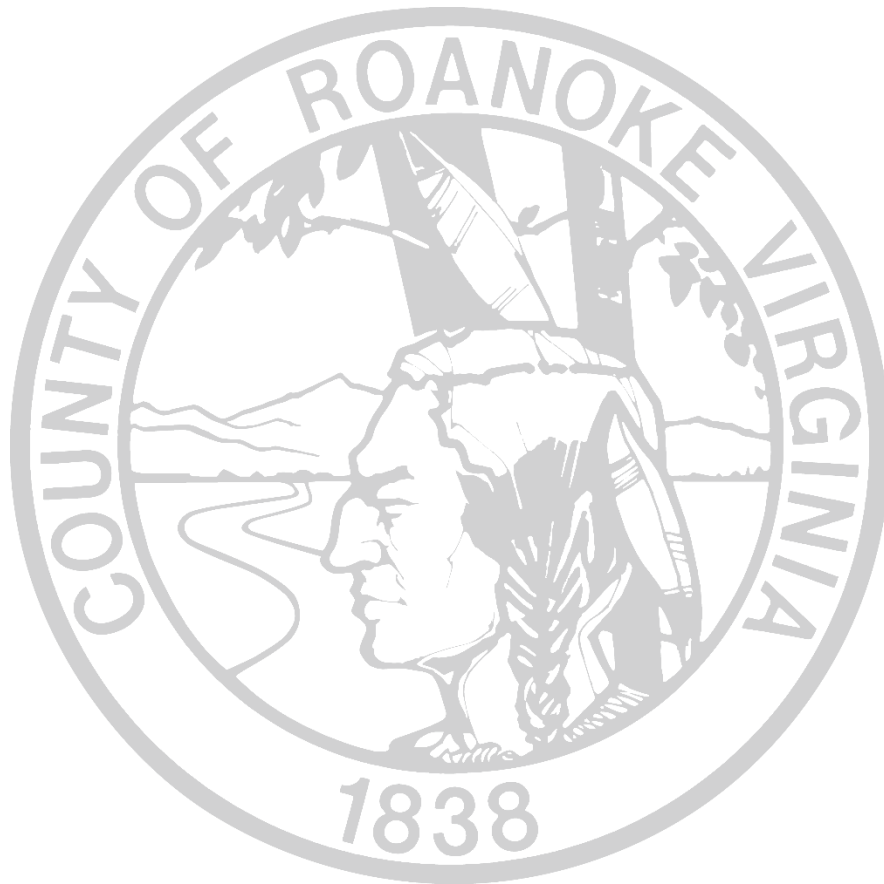
¹Includes Beginning Balance



Summary of Expenditures
All Funds
FY 2021 Amended to FY 2022 Adopted

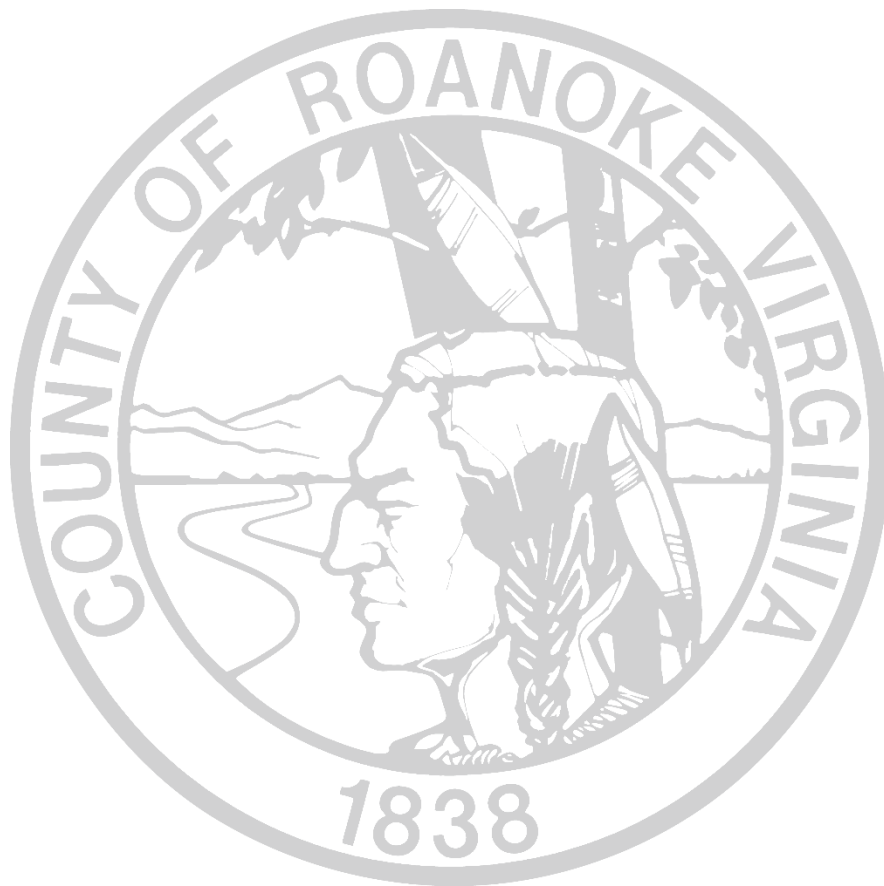
	Amended FY 2021	Adopted FY 2022	<u>Inc/(Dec)</u>	
			\$	%
General Fund:				
General Government ¹	\$ 194,247,003	\$ 201,783,251	\$ 7,536,248	3.88%
Public Works Projects	183,243	176,054	(7,189)	-3.92%
Fleet Service Center	3,302,813	3,380,610	77,797	2.36%
Comm & Info Technology	10,636,029	11,644,488	1,008,459	9.48%
Recreation Fee Class	4,999,052	4,660,474	(338,578)	-6.77%
PRT School Operations	350,389	365,647	15,258	4.35%
Children's Services Act	7,750,007	7,900,007	150,000	1.94%
Grants and Other	2,044,657	2,216,977	172,320	8.43%
Criminal Justice Academy	393,709	379,625	(14,084)	-3.58%
Police E-Citation	60,000	60,000	-	0.00%
Comm Dev. Technology	40,000	40,000	-	0.00%
Police Special Programs	1,000	2,500	1,500	150.00%
Total General Fund	\$ 224,007,902	\$ 232,609,633	\$ 8,601,731	3.84%
Component Unit Schools	194,466,517	199,476,262	5,009,745	2.58%
Debt Service Fund	19,919,039	18,511,995	(1,407,044)	-7.06%
Capital Fund	10,221,186	8,876,312	(1,344,874)	-13.16%
Internal Service Fund	14,418,688	14,523,593	104,905	0.73%
Total All Funds	\$ 463,033,332	\$ 473,997,795	\$ 10,964,463	2.37%
Less: Fund Transfers	(101,353,372)	(105,719,756)	(4,366,384)	4.31%
Total Net of Transfers	\$ 361,679,960	\$ 368,278,039	\$ 6,598,079	1.82%

¹Includes Beginning Balance





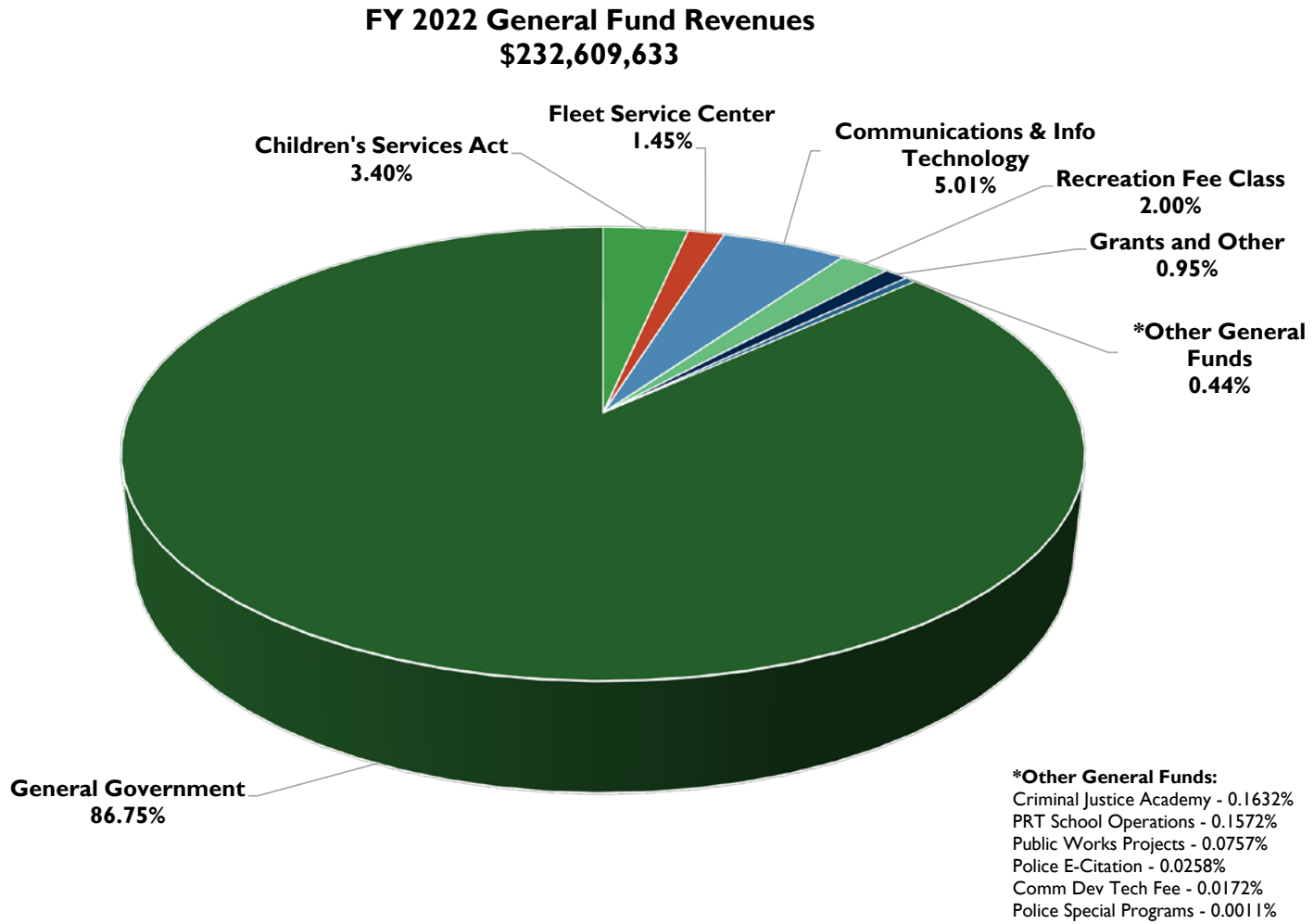
General Fund





General Fund Summaries







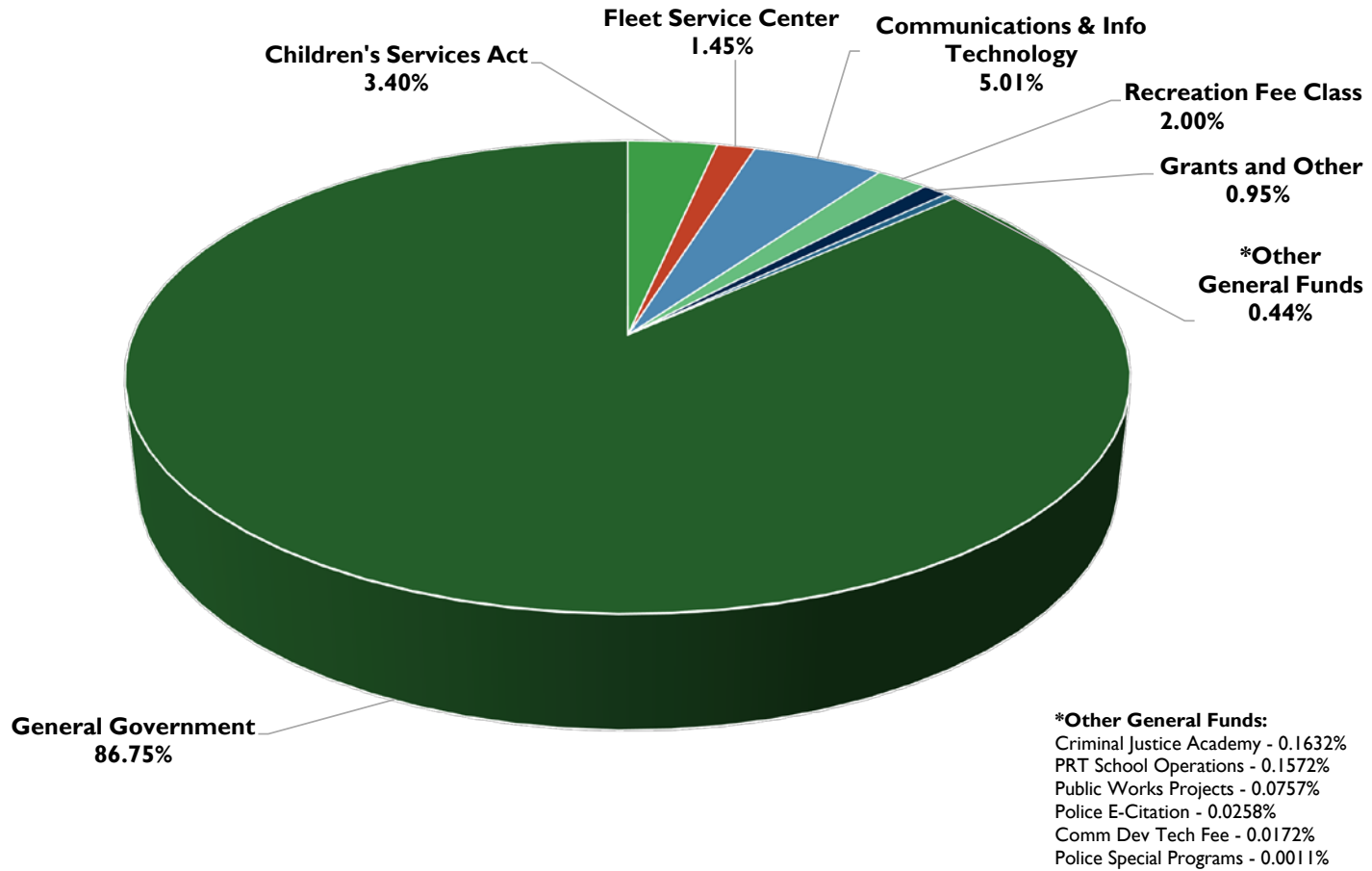
General Fund Summary of Revenues

	Actual FY 2020	Amended FY 2021	Adopted FY 2022	Increase (Decrease)
General Government				
General Property Taxes:				
Real Estate Tax	96,472,971	99,111,227	102,084,564	2,973,337
Personal Property Tax	34,375,638	32,741,250	33,500,000	758,750
Public Service Corporation Tax	3,605,949	3,521,090	3,710,928	189,838
Penalties and Interest	644,823	650,000	529,072	(120,928)
Payment in Lieu of Taxes	181,421	180,000	180,000	-
Total General Property Taxes	135,280,802	136,203,567	140,004,564	3,800,997
Other Local Taxes:				-
Sales Tax	12,101,531	11,246,475	12,200,000	953,525
Communications Sales & Use Tax	3,251,883	3,000,000	2,900,000	(100,000)
Consumer Utility Tax	3,596,614	3,650,000	3,650,000	-
Business License Tax	7,325,144	5,920,000	6,364,000	444,000
Bank Franchise Tax	659,071	660,000	660,000	-
Motor Vehicle License Fees	2,467,320	2,383,600	2,400,000	16,400
Recordation Taxes	1,606,420	1,209,509	1,400,000	190,491
Utility License Tax	719,995	700,000	725,000	25,000
Hotel and Motel Room Tax	1,265,570	734,179	807,597	73,418
Tax on Prepared Foods	4,276,844	3,882,500	4,270,750	388,250
Amusement Tax	70,138	13,600	25,000	11,400
Cigarette Tax	-	-	250,000	250,000
Total Other Local Taxes	37,340,530	33,399,863	35,652,347	2,252,484
Permits, Fees and Licenses	837,800	776,845	800,000	23,155
Fines and Forfeitures	364,007	353,500	353,500	-
Use of Money and Property	368,885	303,600	303,600	-
Charges for Services	3,677,651	3,826,675	3,850,000	23,325
Miscellaneous	1,672,480	1,398,470	1,410,000	11,530
Recovered Costs	560,337	544,558	525,000	(19,558)
Total Local Revenues	180,102,492	176,807,078	182,899,011	6,091,933



	Actual FY 2020	Amended FY 2021	Adopted FY 2022	Increase (Decrease)
Commonwealth	11,930,599	12,276,925	12,605,887	328,962
Federal	5,954,162	5,163,000	5,533,953	370,953
Total General Government, Net Beginning Balance	\$ 197,987,253	\$ 194,247,003	\$ 201,038,851	\$ 6,791,848
Beginning Balance	\$ -	\$ -	\$ 744,400	\$ 744,400
Total General Government	\$ 197,987,253	\$ 194,247,003	\$ 201,783,251	\$ 7,536,248
Public Works Projects	183,243	183,243	176,054	(7,189)
Fleet Service Center	3,229,618	3,302,813	3,380,610	77,797
Communications & Info Technology	11,638,869	10,636,029	11,644,488	1,008,459
Recreation Fee Class	4,286,168	4,999,052	4,660,474	(338,578)
Children's Services Act	7,485,868	7,750,007	7,900,007	150,000
Grants and Other	3,713,047	2,044,657	2,216,977	172,320
PRT School Operations	347,896	350,389	365,647	15,258
Police E-Citation Special Revenue Fund	38,342	60,000	60,000	-
Comm Dev Tech. Fee Fund	37,141	40,000	40,000	-
Police Special Programs	450	1,000	2,500	1,500
Criminal Justice Academy	373,201	393,709	379,625	(14,084)
Total General Fund Revenues	\$ 229,321,096	\$ 224,007,902	\$ 232,609,633	\$ 8,601,731
Fund Balance-Beginning	35,468,082	36,128,599	36,128,599	-
Total General Fund Revenues & Fund Balance	\$ 264,789,178	\$ 260,136,501	\$ 268,738,232	\$ 8,601,731

FY 2022 General Fund Expenditures **\$232,609,633**



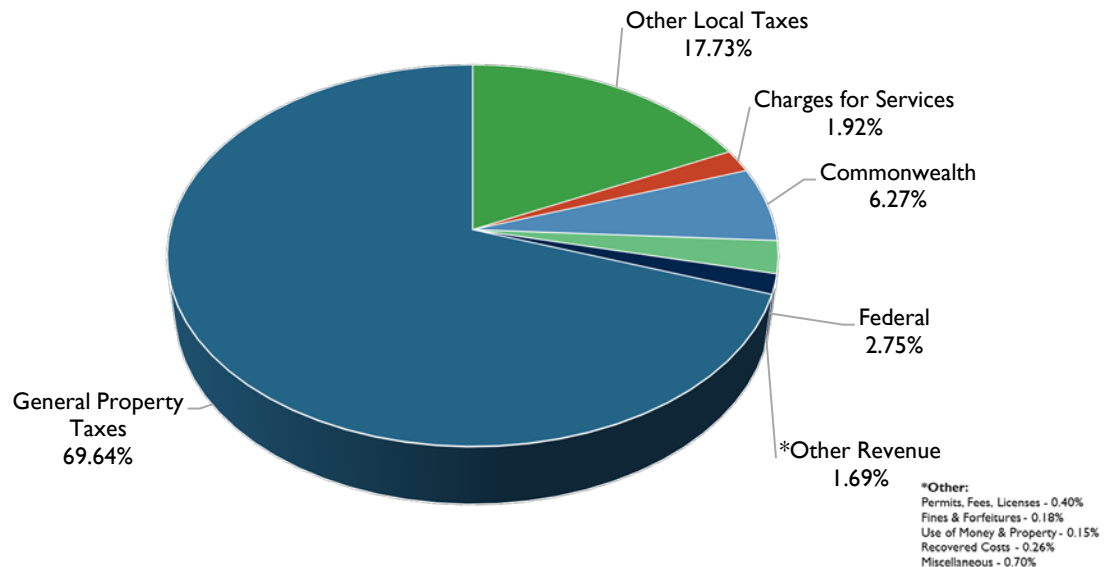


General Fund Summary of Expenditures

	Actual FY 2020	Amended FY 2021	Adopted FY 2022	Increase (Decrease)
General Government				
General Administration	3,062,486	2,899,582	3,019,687	120,105
Constitutional Officers	16,360,034	15,489,813	16,087,347	597,534
Judicial Administration	804,169	923,328	921,328	(2,000)
Management Services	3,169,694	3,180,866	3,254,245	73,379
Public Safety	32,832,388	29,124,176	30,318,463	1,194,287
Community Services	13,643,692	12,913,854	13,379,117	465,263
Human Services	24,333,964	23,191,009	24,011,367	820,358
Non-Departmental & Transfers	103,506,363	106,524,375	110,047,297	3,522,922
Total General Government, Net Beginning Balance	\$ 197,712,790	\$ 194,247,003	\$ 201,038,851	\$ 6,791,848
Beginning Balance	-	-	744,400	744,400
Total General Government	\$ 197,712,790	\$ 194,247,003	\$ 201,783,251	7,536,248
Public Works Projects	184,847	183,243	176,054	(7,189)
Fleet Service Center	3,224,270	3,302,813	3,380,610	77,797
Comm. & Information Technology	11,142,403	10,636,029	11,644,488	1,008,459
Recreation Fee Class	4,820,822	4,999,052	4,660,474	(338,578)
Children's Services Act	7,515,841	7,750,007	7,900,007	150,000
Grants and Other	3,442,968	2,044,657	2,216,977	172,320
PRT School Operations	322,091	350,389	365,647	15,258
Police E-Citation Special Revenue Fund	24,755	60,000	60,000	-
Development Svcs. Tech. Fee Fund	-	40,000	40,000	-
Criminal Justice Academy	353,449	393,709	379,625	(14,084)
Police Special Programs	-	1,000	2,500	1,500
Total General Fund Expenditures	\$ 228,744,236	\$ 224,007,902	\$ 232,609,633	8,601,731
Fund Balance-Ending	36,128,599	36,128,599	36,128,599	-
Total General Fund Expenditures & Fund Balance	\$ 264,872,835	\$ 260,136,501	\$ 268,738,232	8,601,731



**FY 2022 General Government Revenue,
Net Beginning Balance
\$201,038,851**



General Government Revenue Notes

General Property Taxes

Property taxes are Roanoke County's largest revenue source, making up 69.64% 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 3.00% compared to the FY 2021 amended budget due to trends in the assessment growth in the existing base (3.07%) and new construction (0.57%). Personal property tax revenue is expected to increase by 2.32% compared to the FY 2021 amended budget. Initially during the global COVID-19 pandemic, auction volume plummeted, used car values fell, and new car sales decreased sharply. Industry projections indicated a sharp, but short decrease in car values but have since largely recovered as sales volume and auction volume have increased. As of May 2021, new car volume remains lower, but used car values and auction volume have recovered substantially. These trends may be impacted by additional factors during the continuing pandemic.

**Other Local Taxes**

Local taxes make up the second-largest portion of Roanoke County's revenue at 17.73%. Local taxes include sales, business license, meals, hotel and motel room, 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 budgeted to increase by 8.48% in FY 2022 compared to the FY 2021 amended budget, meals taxes are budgeted to increase by 10.00%, hotel and motel room taxes are budgeted to increase by 10.00%, and business license taxes are projected to increase by 7.50% for the same period. As the County continues to recover from the economic effects of the COVID-19 pandemic, staff is cautiously optimistic that revenues will increase with receding restrictions.

Intergovernmental Revenue

Funding received from the Commonwealth of Virginia and federal government comprises 9.02% of the overall revenue budget. This funding primarily supports the functions of constitutional officers and social services. FY 2022 funding is budgeted to increase by \$699,915 or 4.01% compared to the FY 2021 amended budget due to increased funding from the Federal Government to support the addition of positions in the Department of Social Services, as well as, funding from the State to support increased salaries for Constitutional Offices.



General Government Sub-Fund Summary of Revenues

	Actual FY 2020	Amended FY 2021	Adopted FY 2022	Increase (Decrease)
General Government				
General Property Taxes:				
Real Estate Tax	\$ 96,472,971	\$ 99,111,227	\$ 102,084,564	\$ 2,973,337
Personal Property Tax	34,375,638	32,741,250	33,500,000	758,750
Public Service Corporation Tax	3,605,949	3,521,090	3,710,928	189,838
Penalties and Interest	644,823	650,000	529,072	(120,928)
Payment in Lieu of Taxes	181,421	180,000	180,000	-
Total General Property Taxes	135,280,802	136,203,567	140,004,564	3,800,997
Other Local Taxes:				
Sales Tax	12,101,531	11,246,475	12,200,000	953,525
Communications Sales & Use Tax	3,251,883	3,000,000	2,900,000	(100,000)
Consumer Utility Tax	3,596,614	3,650,000	3,650,000	-
Business License Tax	7,325,144	5,920,000	6,364,000	444,000
Bank Franchise Tax	659,071	660,000	660,000	-
Motor Vehicle License Fees	2,467,320	2,383,600	2,400,000	16,400
Recordation Taxes	1,606,420	1,209,509	1,400,000	190,491
Utility License Tax	719,995	700,000	725,000	25,000
Hotel and Motel Room Tax	1,265,570	734,179	807,597	73,418
Tax on Prepared Foods	4,276,844	3,882,500	4,270,750	388,250
Amusement Tax	70,138	13,600	25,000	11,400
Cigarette Tax	-	-	250,000	250,000
Total Other Local Taxes	37,340,530	33,399,863	35,652,347	2,252,484
Permits, Fees and Licenses:				
Animal Control Fees	52,774	42,500	42,500	-
Land Use Fees	1,432	1,000	1,000	-
Land Transfer Fees	2,791	2,850	2,850	-
Zoning Filing Fees	17,495	18,100	18,100	-
Building Permits	266,727	265,000	288,155	23,155
Electrical, Mechanical, Plumbing Permits	160,883	165,000	165,000	-
Certificate of Occupancy	6,486	6,810	6,810	-
Septic Tank Fees	2,800	3,000	3,000	-
Fire Department Permits	5,375	4,375	4,375	-
Soil Erosion Permits	101,701	40,000	40,000	-
Sub-Division Permits	29,471	38,000	38,000	-
VSMP	59,180	63,000	63,000	-
Courthouse Maintenance Fees	130,508	127,000	127,000	-
Photocopy Charges	177	210	210	-
Total Permits, Fees, & Licenses	837,800	776,845	800,000	23,155



General Government Sub-Fund Summary of Revenues

	Actual FY 2020	Amended FY 2021	Adopted FY 2022	Increase (Decrease)
Fines and Forfeitures:				
Fines and Forfeitures	359,262	350,000	350,000	-
Parking Fees	4,745	3,500	3,500	-
Total Fines and Forfeitures	364,007	353,500	353,500	-
Use of Money and Property	368,885	303,600	303,600	-
Charges for Services				
Clerk Fees	29,665	50,000	50,000	-
Sheriff Fees	5,323	6,500	6,500	-
Court Appointed Attorney Fees	11,692	22,000	22,000	-
Commonwealth Attorney Fees	9,137	10,000	10,000	-
Waste Collection Fees	16,040	17,200	17,200	-
Fee for Ambulance Service	3,241,062	3,291,975	3,300,000	8,025
Board of Prisoners-Salem	332,778	350,000	365,300	15,300
Other	31,954	79,000	79,000	-
Total Charges for Services	3,677,651	3,826,675	3,850,000	23,325
Miscellaneous				
Reimbursements-Shared Programs-Salem	869,586	759,934	771,464	11,530
Host Locality Fee-Landfill	350,000	350,000	350,000	-
Other	452,894	288,536	288,536	-
Total Miscellaneous	1,672,480	1,398,470	1,410,000	11,530
Recovered Costs				
Jail Medical - Co Payment	8,506	5,000	5,000	-
Western VA Regional Jail	119,418	120,940	120,940	-
Resource Authority	55,985	55,985	55,985	-
Library Recovered Costs	205,451	246,583	227,025	(19,558)
Other	170,977	116,050	116,050	-
Total Recovered Costs	560,337	544,558	525,000	(19,558)
Total Local Revenues	180,102,492	176,807,078	182,899,011	6,091,933
From the Commonwealth				
Non-Categorical:				
Mobile Homes Tax	16,718	18,000	18,000	-
Other	427,954	384,000	384,000	-
Total Non-Categorical	444,672	402,000	402,000	-

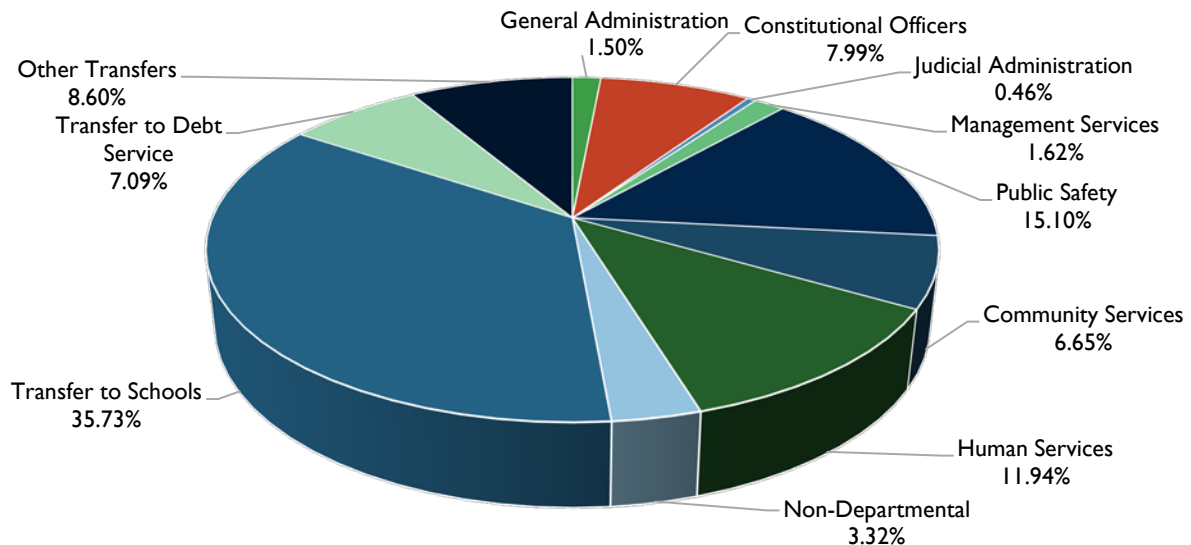


General Government Sub-Fund Summary of Revenues

	Actual FY 2020	Amended FY 2021	Adopted FY 2022	Increase (Decrease)
<i>Categorical-Shared Expenditures:</i>				
Commonwealth Attorney	778,299	772,253	802,811	30,558
Sheriff	3,545,963	3,371,994	3,505,425	133,431
Commissioner of Revenue	256,012	252,687	262,687	10,000
Treasurer	219,621	216,543	225,112	8,569
Clerk of the Circuit Court	655,513	607,200	628,718	21,518
Board of Elections	51,702	47,700	47,700	-
Total Categorical-Shared	5,507,110	5,268,377	5,472,453	204,076
<i>Other Categorical:</i>				
Welfare Grant	3,750,554	4,448,865	4,448,865	-
Library Grant	169,014	157,095	157,095	-
Police Grant	1,995,028	1,920,141	2,045,027	124,886
Miscellaneous Grants	64,221	80,447	80,447	-
Total Other Categorical	5,978,817	6,606,548	6,731,434	124,886
Total From the Commonwealth	11,930,599	12,276,925	12,605,887	328,962
From the Federal Government				
Welfare Grant	5,803,117	5,125,000	5,495,953	370,953
Drug Enforcement Grant	126,687	-	-	-
Miscellaneous	24,358	38,000	38,000	-
Total From the Federal Government	5,954,162	5,163,000	5,533,953	370,953
Total General Government, Net				
Beginning Balance	\$ 197,987,253	\$ 194,247,003	\$ 201,038,851	\$ 6,791,848
Beginning Balance	-	-	744,400	744,400
Total General Government	\$ 197,987,253	\$ 194,247,003	\$ 201,783,251	\$ 7,536,248
Fund Balance-Beginning	27,421,627	27,696,091	27,696,091	-
Total General Government & Fund				
Balance	\$ 225,408,880	\$ 221,943,094	\$ 229,479,342	\$ 7,536,248



FY 2022 General Government Expenditures, Net Beginning Balance \$201,038,851



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 2022 expenditure budget, net use of beginning balance, increases by 3.50% over the FY 2021 Amended budget, or \$6,791,848. The adopted fiscal year 2021-2022 budget increases due to the improving economic conditions associated with the COVID-19 pandemic. The adopted budget includes an increase for employee compensation as the County begins implementation of a step system of compensation for public safety departments and a Decision Band Method (DBM) of classification and compensation for non-public safety employees totaling \$2,998,728. Changes to personnel caused an increase in employee salary and benefits from Amended FY 2021 to FY 2022 of \$135,523. Health insurance premiums are unchanged in FY 2022. Current service levels are maintained with very few changes to departmental budgets.

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 include \$75,000 toward Tax Relief programs for the Elderly and Disabled Veterans and \$133,883 in employee benefits to allow for any promotions or position changes with the transition to new compensation methodologies. This category also includes Roanoke County's budget for contributions to outside agencies which includes



an increase of \$25,000 to the Community College Access Program (CCAP) through Virginia Western Community College and an increase of \$20,000 for Blue Ridge Behavioral Health.

Transfers

Transfers to funds outside of the general government fund are found in this category. Combined, transfers make up over 51.42% of Roanoke County's general government expenditure budget. The single largest transfer item is the County's transfer to Roanoke County Schools, which is 35.73% of the total operating budget. This transfer of \$71,821,490 increased by \$2,110,780 compared to FY 2022 with the application of the revenue sharing formula but holding Roanoke County Public Schools harmless for a temporary reduction in Average Daily Membership (ADM) due to the COVID-19 pandemic. Adding in the transfer to Children's Services Act, \$1,879,000, the total transfer on behalf of Roanoke County Schools totals \$73,700,490, or 36.66% of all General Government expenditures. While funding for capital transfers has not been restored to pre-pandemic levels, the transfer to Capital increases by \$939,648 which includes an additional \$200,000 to meet the 12-12-12 debt policy and an additional \$200,000 for light fleet and equipment replacement.



General Government Sub-Fund Summary of Expenditures

	Actual FY 2020	Amended FY 2021	Adopted FY 2022	Increase (Decrease)
General Government				
General Administration				
Board of Supervisors	\$ 365,753	\$ 326,454	\$ 330,283	\$ 3,829
County Administrator	787,357	767,803	783,941	16,138
Internal Auditor	131,795	132,462	119,433	(13,029)
Public Information	213,636	208,682	204,917	(3,765)
County Attorney	680,557	596,470	620,929	24,459
Human Resources	883,388	867,711	960,184	92,473
Total General Administration	3,062,486	2,899,582	3,019,687	120,105
Constitutional Officers				
Commissioner of the Revenue	890,544	867,301	881,136	13,835
Commonwealth's Attorney	1,312,850	1,232,922	1,288,751	55,829
Sheriff - Administration & Civil	3,170,615	2,454,664	2,592,960	138,296
Sheriff - Care & Confinement	5,065,162	4,876,850	5,305,520	428,670
Sheriff - WVRJA	3,780,017	3,948,047	3,864,758	(83,289)
Treasurer	1,016,161	960,301	970,636	10,335
Clerk of the Circuit Court	1,124,685	1,149,728	1,183,586	33,858
Total Constitutional Officers	16,360,034	15,489,813	16,087,347	597,534
Judicial Administration				
Circuit Court Judges	227,194	259,068	257,068	(2,000)
General District Court	69,571	103,440	103,440	-
Magistrate	2,433	1,590	1,590	-
Juvenile/Domestic Relations Court	31,352	39,086	39,086	-
Court Service Unit	407,472	470,144	470,144	-
Courthouse Maintenance	66,147	50,000	50,000	-
Total Judicial Administration	804,169	923,328	921,328	(2,000)
Management Services				
Real Estate Valuation	856,976	877,843	858,850	(18,993)
Finance and Management Services	2,312,718	2,303,023	2,395,395	92,372
Total Management Services	3,169,694	3,180,866	3,254,245	73,379
Public Safety				
Police	14,209,748	12,352,628	13,054,888	702,260
Fire and Rescue	18,622,640	16,771,548	17,263,575	492,027
Total Public Safety	32,832,388	29,124,176	30,318,463	1,194,287
Community Services				
Economic Development	463,054	459,622	472,690	13,068
Development Services	3,459,909	3,009,123	3,267,447	258,324
Planning	1,041,003	1,241,580	1,297,602	56,022
General Services	8,679,726	8,203,529	8,341,378	137,849
Total Community Services	13,643,692	12,913,854	13,379,117	465,263

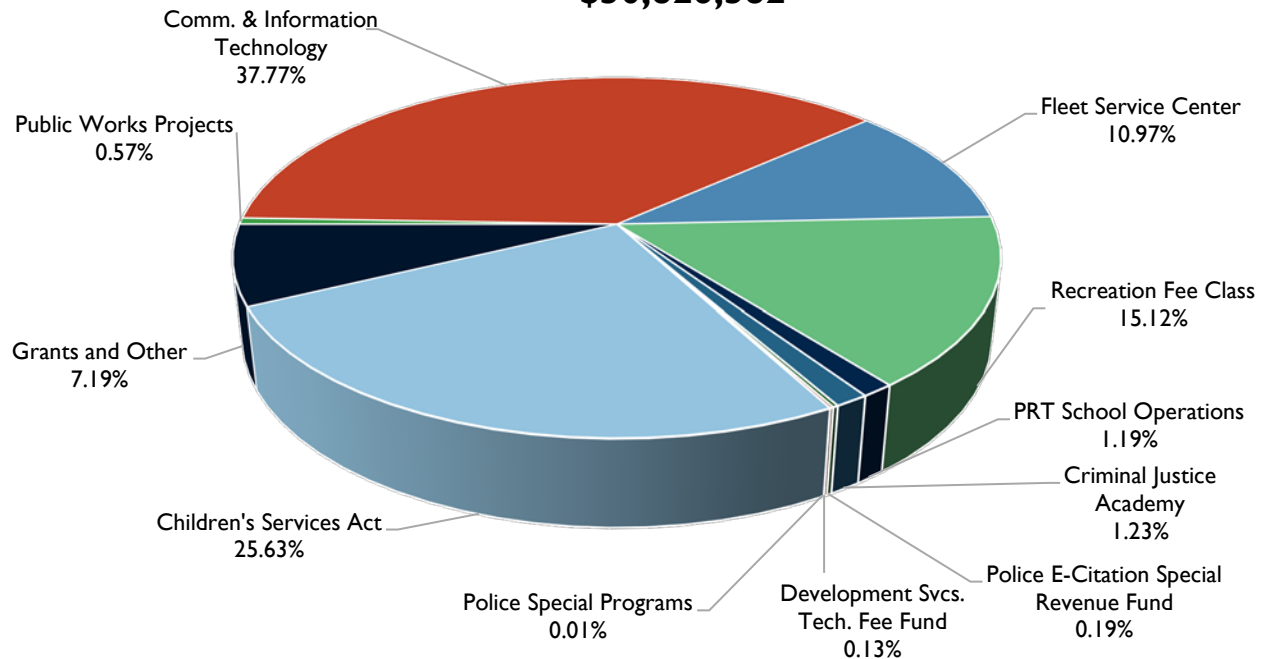


General Government Sub-Fund Summary of Expenditures

	Actual FY 2020	Amended FY 2021	Adopted FY 2022	Increase (Decrease)
Human Services				
Parks, Recreation, and Tourism	5,248,986	4,850,710	5,018,793	168,083
Public Health	506,261	515,902	515,902	-
Social Services	12,477,770	12,346,437	12,906,909	560,472
Social Services - CORTAN	613,525	741,429	742,738	1,309
Library	4,839,144	4,234,726	4,315,151	80,425
VA Cooperative Extension	62,471	87,097	87,097	-
Elections	585,807	414,708	424,777	10,069
Total Human Services	24,333,964	23,191,009	24,011,367	820,358
Non-Departmental & Transfers				
Non-Departmental				
Employee Benefits	854,313	2,519,881	3,126,264	606,383
Transfer to Comm-IT	3,093,867	8,578,407	9,434,017	855,610
Miscellaneous	1,953,453	1,309,000	1,512,923	203,923
Contributions to Outside Agencies				
Discretionary	342,200	181,600	197,600	16,000
Contractual	1,701,155	1,702,195	1,754,140	51,945
Dues & Memberships	49,726	38,003	38,003	-
Total Non-Departmental	7,994,714	14,329,086	16,062,947	1,733,861
Unappropriated Balance				
Contingent Balance	-	50,000	50,000	-
Total Unappropriated Balance	-	50,000	50,000	-
Transfers to:				
Debt Service	16,048,336	15,648,202	14,252,105	(1,396,097)
Capital Projects	3,024,605	1,129,450	2,069,098	939,648
Schools	70,499,722	69,710,710	71,821,490	2,110,780
Internal Services	1,117,102	1,604,003	1,604,003	-
Children's Services Act	3,663,000	3,663,000	3,813,000	150,000
Criminal Justice Academy	206,681	206,681	198,600	(8,081)
Public Works Projects	183,243	183,243	176,054	(7,189)
Miscellaneous Transfers	768,960	-	-	-
Total Transfers	95,511,649	92,145,289	93,934,350	1,789,061
Total Non-Departmental & Transfers	103,506,363	106,524,375	110,047,297	3,522,922
Total General Government, Net				
Beginning Balance	\$ 197,712,790	\$ 194,247,003	\$ 201,038,851	\$ 6,791,848
Addition to Fund Balance	-	-	491,803	491,803
General Government Contingency	-	-	252,597	252,597
Total General Government	\$ 197,712,790	\$ 194,247,003	\$ 201,783,251	\$ 7,536,248
Fund Balance-Ending	27,696,091	27,696,091	27,696,091	-
Total General Government & Fund Balance	\$ 225,408,881	\$ 221,943,094	\$ 229,479,342	\$ 7,536,248



FY 2022 General Other Expenditures & Revenues \$30,826,382



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 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 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 Development Services 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.



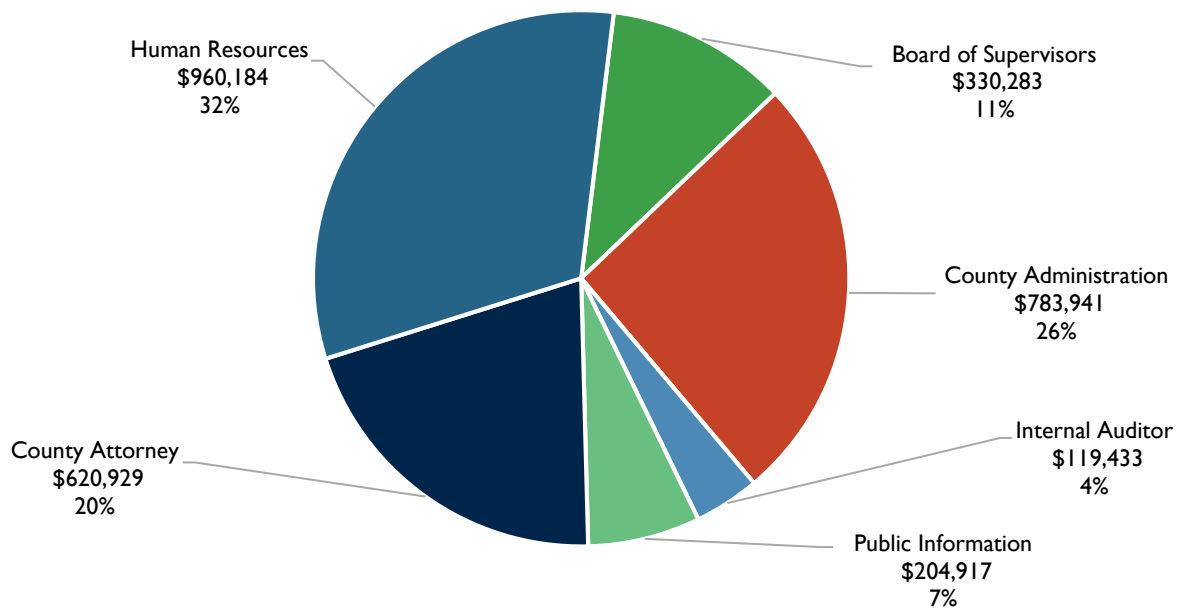


General Administration





General Administration \$3,019,687



General Administration Summary						
	Actual		Amended		Adopted	
	FY 2020		FY 2021		FY 2022	
Board of Supervisors	\$ 365,753	\$	326,454	\$	330,283	\$ 3,829 1.2%
County Administration	787,357		767,803		783,941	16,138 2.1%
Internal Auditor	131,795		132,462		119,433	(13,029) -9.8%
Public Information	213,636		208,682		204,917	(3,765) -1.8%
County Attorney	680,557		596,470		620,929	24,459 4.1%
Human Resources	883,388		867,711		960,184	92,473 10.7%
Total	\$ 3,062,486	\$	2,899,582	\$	3,019,687	\$ 120,105 4.1%



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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	220,197	229,862	233,573	3,711	1.6%
Non-Personnel	145,556	96,592	96,710	118	0.1%
Transfers & Other	-	-	-	-	0.0%
Total	365,753	326,454	330,283	3,829	1.2%
Position Count	6	6	6	-	0.0%

Budget Highlights

The Adopted FY 2022 Clerk to the Board of Supervisors budget increases by \$3,829 or 1.2%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	697,797	703,314	719,452	16,138	2.3%
Non-Personnel	89,560	64,489	64,489	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	787,357	767,803	783,941	16,138	2.1%
Position Count	4	4	4	-	0.0%

Budget Highlights

The Adopted FY 2022 County Administration budget increases by \$16,138 or 2.1%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

Departmental Goals

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



Internal Auditor

Department Description

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

Internal Auditor					
Description	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	119,150	120,562	107,533	(13,029)	-10.8%
Non-Personnel	12,645	11,900	11,900	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	131,795	132,462	119,433	(13,029)	-9.8%
Position Count	1	1	1	-	0.0%

Budget Highlights

The Adopted FY 2022 Internal Auditor budget decreases by \$13,029 or 9.8% and reflects the following changes:

- Reduction in personnel costs due to position being vacant and salary/benefits budgeted accordingly.

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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	186,573	193,312	186,047	(7,265)	-3.8%
Non-Personnel	27,063	15,370	18,870	3,500	22.8%
Transfers & Other	-	-	-	-	0.0%
Total	213,636	208,682	204,917	(3,765)	-1.8%
Position Count	2	2	2	-	0.0%

Budget Highlights

The Adopted FY 2022 Public Information budget decreases by \$3,765 or 1.8%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

Additionally, other changes to the Adopted FY 2022 budget include:

- Changes in benefit elections created a decrease in the personnel budget. All positions are funded within the pay grade assigned within the Classification & Pay Plan.

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 the 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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	532,400	493,437	517,896	24,459	5.0%
Non-Personnel	148,157	103,033	103,033	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	680,557	596,470	620,929	24,459	4.1%
Position Count	4	4	4	-	0.0%

Budget Highlights

The Adopted FY 2022 County Attorney budget increases by \$24,459 or 4.1%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

Departmental Goals

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

Performance Management

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



Human Resources

Department Description

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

Human Resources					
Description	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	648,053	671,773	764,246	92,473	13.8%
Non-Personnel	235,335	195,938	195,938	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	883,388	867,711	960,184	92,473	10.7%
Position Count	8	8	8	-	0.0%

Budget Highlights

The Adopted FY 2022 Human Resources budget increases by \$92,473 or 10.7%, and reflects the following changes:

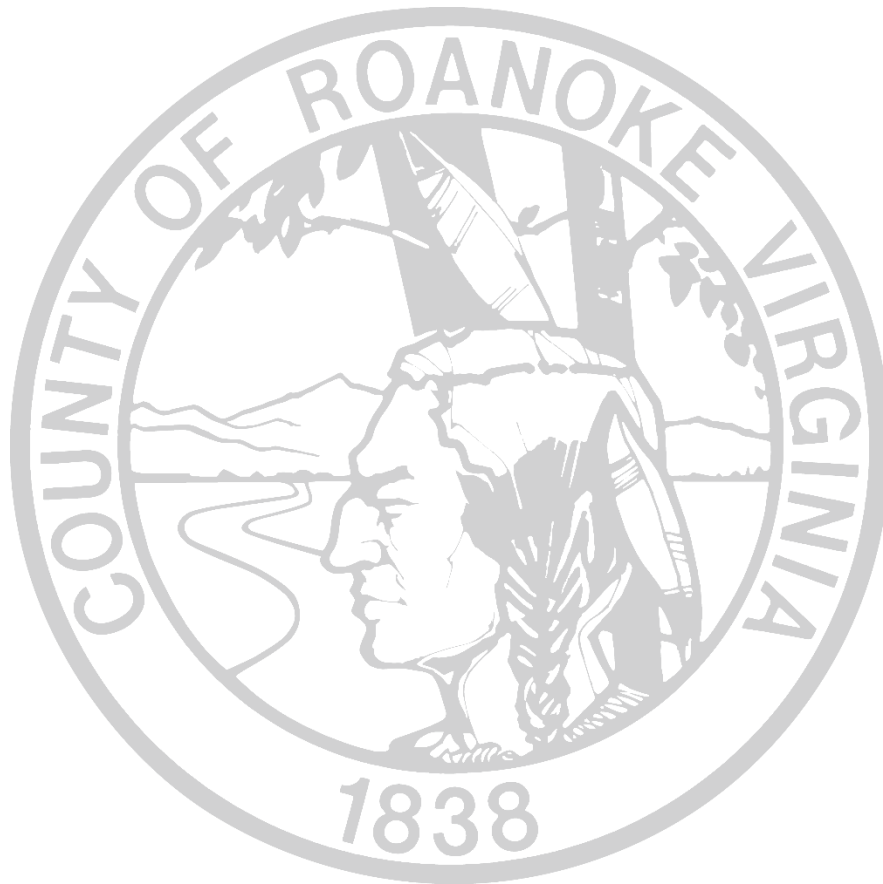
- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.
- Increase in personnel budget due to restored funding in FY 2022 for HR Manager position that was previously frozen.

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





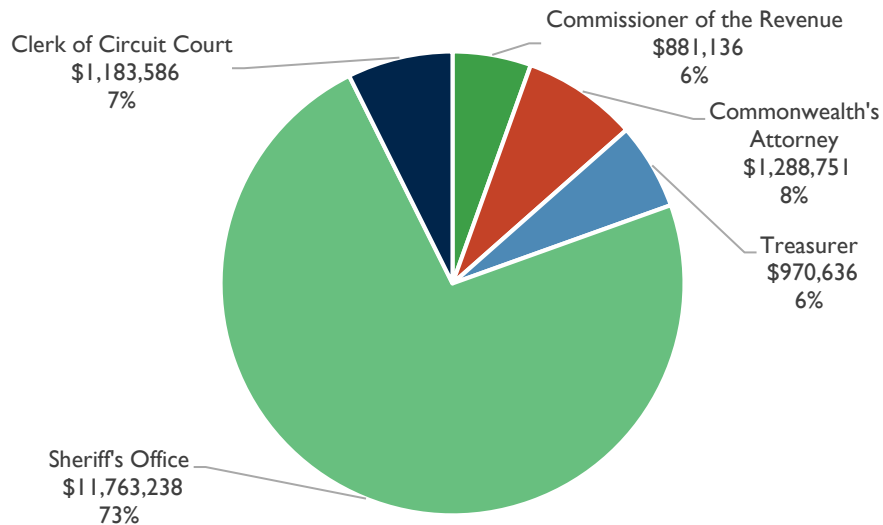
Constitutional Officers





Constitutional Officers

\$16,087,347



Constitutional Officers Summary					
	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Commissioner of the Revenue	\$ 890,544	\$ 867,301	\$ 881,136	\$ 13,835	1.6%
Commonwealth's Attorney	1,312,850	1,232,922	1,288,751	55,829	4.5%
Sheriff's Office					
Administration	1,126,735	461,160	395,824	(65,336)	-14.2%
Civil	2,043,880	1,993,504	2,197,136	203,632	10.2%
Care & Confinement, Prisoners	5,065,162	4,876,850	5,305,520	428,670	8.8%
Western VA Regional Jail	3,780,017	3,948,047	3,864,758	(83,289)	-2.1%
Total Sheriff	12,015,794	11,279,561	11,763,238	483,677	4.3%
Treasurer	1,016,161	960,301	970,636	10,335	1.1%
Clerk of Circuit Court	1,124,685	1,149,728	1,183,586	33,858	2.9%
Total	\$ 16,360,034	\$ 15,489,813	\$ 16,087,347	\$ 597,534	3.9%



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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	744,803	776,351	790,186	13,835	1.8%
Non-Personnel	145,741	90,950	90,950	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	890,544	867,301	881,136	13,835	1.6%
Position Count	13	13	13	-	0.0%

Budget Highlights

The Adopted FY 2022 Commissioner of the Revenue budget increases by \$13,835 or 1.6%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.
- Constitutional Officers receive salary increases as authorized and approved solely by the General Assembly. Effective July 1, 2021, the General Assembly approved a 5% salary increase for all Constitutional Officers. \$2,812 is included for the increase to salary and percentage based benefits.

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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	1,120,878	1,178,067	1,225,196	47,129	4.0%
Non-Personnel	191,972	54,855	63,555	8,700	15.9%
Transfers & Other	-	-	-	-	0.0%
Total	1,312,850	1,232,922	1,288,751	55,829	4.5%
Position Count	13	13	13	-	0.0%

Budget Highlights

The Adopted FY 2022 Commonwealth's Attorney budget increases by \$55,829 or 4.5%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

Additionally, other changes to the Adopted FY 2022 Commonwealth's Attorney budget include:

- Increase of \$8,700 to the operating budget to cover annual maintenance costs for the Commonwealth's Attorney Case Management System.
- Constitutional Officers receive salary increases as authorized and approved solely by the General Assembly. Effective July 1, 2021, the General Assembly approved a 5% salary increase for all Constitutional Officers. \$4,104 is included for the increase to salary and percentage based benefits.

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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	2,503,085	2,347,259	2,485,555	138,296	5.9%
Non-Personnel	667,530	107,405	107,405	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	3,170,615	2,454,664	2,592,960	138,296	5.6%
Position Count	26	26	26	-	0.0%

Budget Highlights

The Adopted FY 2022 Sheriff's Office – Administration and Civil budget increases by \$138,296 or 5.6%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a step pay system for sworn Sheriff's Office employees. Non-Sworn employees will receive an average 3% salary increase.
- Constitutional Officers receive salary increases as authorized and approved solely by the General Assembly. Effective July 1, 2021, the General Assembly approved a 5% salary increase for all Constitutional Officers. \$7,235 is included for the increase to salary and percentage based benefits.

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

- Performance 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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	3,889,534	3,918,361	4,297,031	378,670	9.7%
Non-Personnel	1,174,335	958,489	1,008,489	50,000	5.2%
Transfers & Other	1,293	-	-	-	0.0%
Total	5,065,162	4,876,850	5,305,520	428,670	8.8%
Position Count	60	60	62	2	3.3%

Budget Highlights

The Adopted FY 2022 Sheriff's Office – Care & Confinement budget increases by \$428,670 or 8.8%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a step pay system for sworn Sheriff's Office employees.

Additionally, other changes to the Adopted FY 2022 Sheriff's Office – Care & Confinement budget include:

- An increase of \$123,203 to the personnel budget for the addition of two Deputy Sheriff II – Medic positions to help keep up with increased inmate health care needs, as well as, reduce the level of employee burnout, increase staff flexibility and improve the overall level of services for this section.
- An increase of \$50,000 to the operating budget to help cover the increased costs of contracted Jail Physician services provided to inmates.

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 WVRJ 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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	2,841,895	3,009,925	3,089,925	80,000	2.7%
Transfers & Other	938,122	938,122	774,833	(163,289)	-17.4%
Total	3,780,017	3,948,047	3,864,758	(83,289)	-2.1%
Position Count	-	-	-	-	0.0%

Budget Highlights

The Adopted FY 2022 Sheriff's Office – Western Virginia Regional Jail budget decreases by \$83,289 or 2.1%, and reflects the following changes:

- Per Diem expenditures for housing of prisoner's increases by \$80,000 based on an increase in the daily per diem and an increase in medical expenses for prisoners housed at the Regional Jail.
- A decrease of \$163,289 due to a decrease in Roanoke County's FY 2022 portion of the debt service for the WVRJ.



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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	758,670	766,365	776,700	10,335	1.3%
Non-Personnel	257,491	193,936	193,936	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	1,016,161	960,301	970,636	10,335	1.1%
Position Count	13	13	13	-	0.0%

Budget Highlights

The Adopted FY 2022 Treasurer's budget increases by \$10,335 or 1.1%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.
- Constitutional Officers receive salary increases as authorized and approved solely by the General Assembly. Effective July 1, 2021, the General Assembly approved a 5% salary increase for all Constitutional Officers. \$2,809 is included for the increase to salary and percentage based benefits.

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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	1,075,970	1,087,398	1,130,406	43,008	4.0%
Non-Personnel	48,715	62,330	53,180	(9,150)	-14.7%
Transfers & Other	-	-	-	-	0.0%
Total	1,124,685	1,149,728	1,183,586	33,858	2.9%
Position Count	16	16	16	-	0.0%

Budget Highlights

The Adopted FY 2022 Clerk of Circuit Court budget increases by \$33,858 or 2.9%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.
- Constitutional Officers receive salary increases as authorized and approved solely by the General Assembly. Effective July 1, 2021, the General Assembly approved a 5% salary increase for all Constitutional Officers. \$3,307 is included for the increase to salary and percentage based benefits.
- Decrease of \$9,150 in Non-Personnel budget was moved to Personnel to cover Part Time expenditures.

Departmental Goals

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

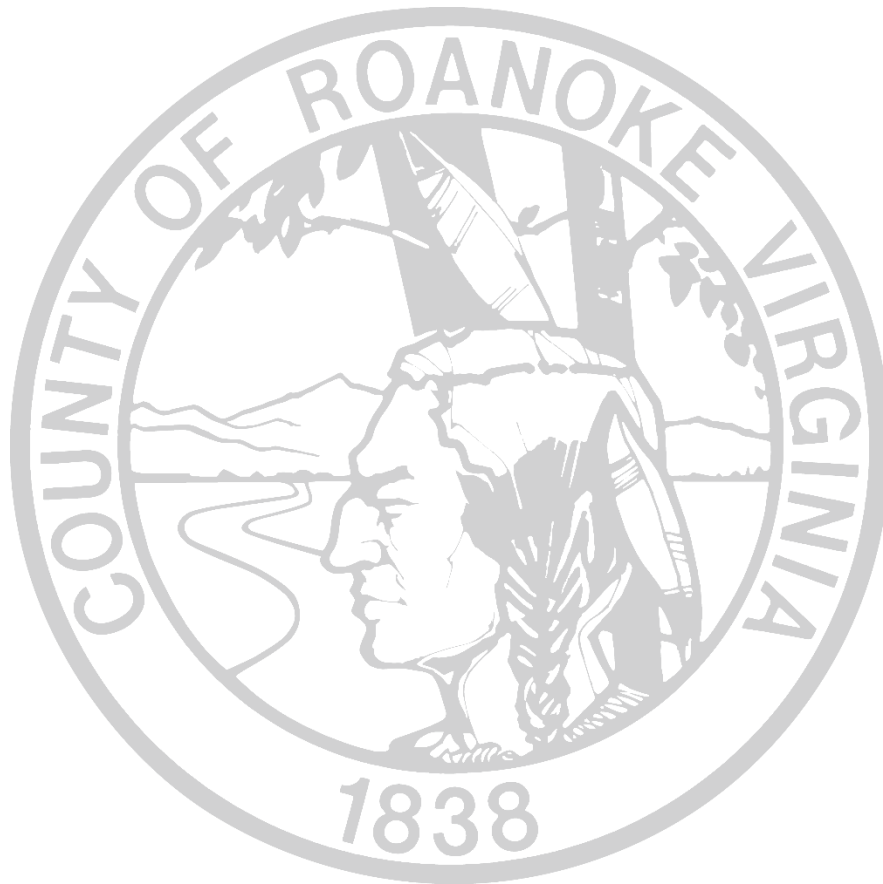


Performance Management

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

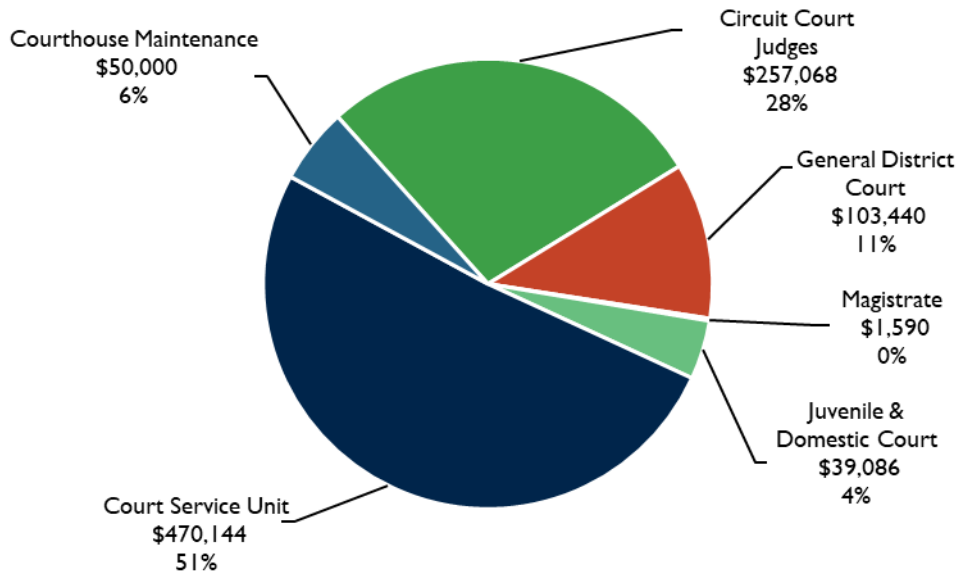


Judicial Administration





Judicial Administration \$921,328



Judicial Administration Summary						
	Actual	Amended	Adopted	\$ Change	% Change	
	FY 2020	FY 2021	FY 2022	FY 21-22	FY 21-22	
Circuit Court Judges	\$ 227,194	\$ 259,068	\$ 257,068	\$ (2,000)	-0.8%	
General District Court	69,571	103,440	103,440	-	0.0%	
Magistrate	2,433	1,590	1,590	-	0.0%	
Juvenile & Domestic Court	31,352	39,086	39,086	-	0.0%	
Court Service Unit	407,472	470,144	470,144	-	0.0%	
Courthouse Maintenance	66,147	50,000	50,000	-	0.0%	
Total	\$ 804,169	\$ 923,328	\$ 921,328	\$ (2,000)	-0.2%	



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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	227,194	259,068	257,068	(2,000)	-0.8%
Transfers & Other	-	-	-	-	0.0%
Total	227,194	259,068	257,068	(2,000)	-0.8%
Position Count	-	-	-	-	0.0%

Budget Highlights

The Adopted FY 2022 Circuit Court Judges budget decreases by \$2,000 or 0.8% and reflects the following changes:

- Decrease of \$2,000 in one-time funding used for the purchase of a Circuit Court judge portrait for the Courthouse Law Library.

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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	69,571	103,440	103,440	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	69,571	103,440	103,440	-	0.0%
Position Count	-	-	-	-	0.0%

Budget Highlights

The Adopted FY 2022 General District Court budget remains level.

Departmental Goals

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



Magistrate

Department Description

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

Magistrate					
Description	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	2,433	1,590	1,590	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	2,433	1,590	1,590	-	0.0%
Position Count	-	-	-	-	0.0%

Budget Highlights

The Adopted FY 2022 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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	31,352	39,086	39,086	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	31,352	39,086	39,086	-	0.0%
Position Count	-	-	-	-	0.0%

Budget Highlights

The Adopted FY 2022 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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	382,828	445,500	445,500	-	0.0%
Transfers & Other	24,644	24,644	24,644	-	0.0%
Total	407,472	470,144	470,144	-	0.0%
Position Count	-	-	-	-	0.0%

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

Budget Highlights

The Adopted FY 2022 Court Service Unit budget remains level.

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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	66,147	50,000	50,000	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	66,147	50,000	50,000	-	0.0%
Position Count	-	-	-	-	0.0%

Budget Highlights

The Adopted FY 2022 Courthouse Maintenance budget remains level.

Departmental Goals

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



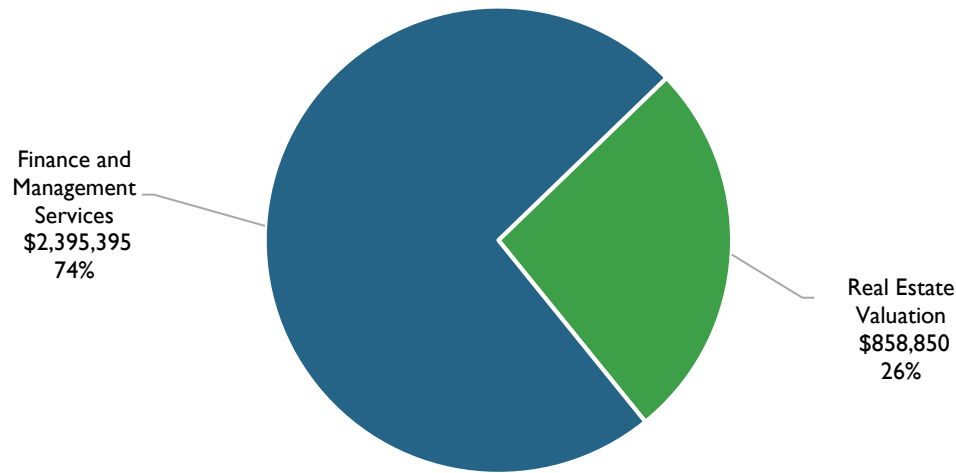


Management Services





Management Services \$3,254,245



Management Services Summary					
	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Real Estate Valuation	\$ 856,976	\$ 877,843	\$ 858,850	\$ (18,993)	-2.2%
Finance and Management Services					
Central Accounting	1,255,862	1,240,469	1,268,881	28,412	2.3%
Payroll	315,311	318,639	324,842	6,203	1.9%
Purchasing	462,593	442,296	487,200	44,904	10.2%
Budget Division	278,952	301,619	314,472	12,853	4.3%
Total Finance and Management Services	2,312,718	2,303,023	2,395,395	92,372	4.0%
Total	\$3,169,694	\$3,180,866	\$3,254,245	\$ 73,379	2.3%



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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	738,604	813,904	794,911	(18,993)	-2.3%
Non-Personnel	118,372	63,939	63,939	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	856,976	877,843	858,850	(18,993)	-2.2%
Position Count	11	11	11	-	0.0%

Budget Highlights

The Adopted FY 2022 Real Estate Valuation budget decreases by \$18,993 or 2.2%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

Additionally, other changes to the Adopted FY 2022 Real Estate Valuation budget include:

- Changes in benefit elections created a decrease in the personnel budget. All positions are funded within the pay grade assigned within the Classification & Pay Plan.

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 the 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 and Management Services

Department Description

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

Finance and Management Services					
Description	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	1,865,714	2,079,577	2,171,949	92,372	4.4%
Non-Personnel	447,004	223,446	223,446	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	2,312,718	2,303,023	2,395,395	92,372	4.0%
Position Count	25	25	25	-	0.0%

Budget Highlights

The Adopted FY 2022 Finance and Management Services budget increases by \$92,372 or 4.0%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

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.
- 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.



Performance Management

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

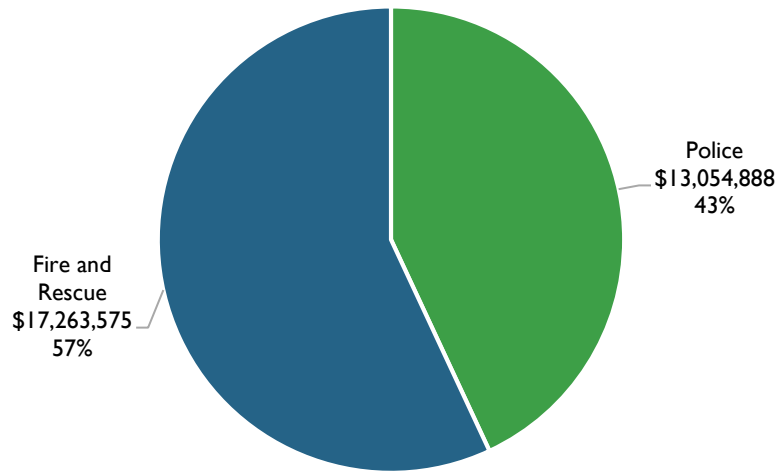


Public Safety





Public Safety \$30,318,463



Public Safety Summary					
	Actual	Amended	Adopted	\$ Change	% Change
	FY 2020	FY 2021	FY 2022	FY 21-22	FY 21-22

Police

Administration	\$ 1,735,389	\$ 648,041	\$ 665,863	\$ 17,822	2.8%
Uniform	8,296,586	7,358,584	8,073,061	714,477	9.7%
Criminal Investigations	1,830,041	1,770,623	1,827,227	56,604	3.2%
Services	799,972	929,293	958,744	29,451	3.2%
Community Services	883,597	945,241	837,240	(108,001)	-11.4%
Traffic Division	340,764	369,372	342,002	(27,370)	-7.4%
Professional Standards	273,385	278,860	298,137	19,277	6.9%
K-9 Unit	21,918	25,500	25,500	-	0.0%
SWAT	27,665	26,664	26,664	-	0.0%
GSA Command Vehicle	431	450	450	-	0.0%
Total Police	14,209,748	12,352,628	13,054,888	702,260	5.7%



Public Safety Summary (Continued)

	Actual	Amended	Adopted	\$ Change	% Change
	FY 2020	FY 2021	FY 2022	FY 21-22	FY 21-22
Fire and Rescue					
Operations	18,392,269	16,572,411	17,064,438	492,027	3.0%
Volunteer Fire	88,735	111,185	111,185	-	0.0%
Volunteer Rescue	141,636	87,952	87,952	-	0.0%
Total Fire and Rescue	18,622,640	16,771,548	17,263,575	492,027	2.9%
Total	\$ 32,832,388	\$ 29,124,176	\$ 30,318,463	\$ 1,194,287	4.1%



Police

Department Description

The Roanoke County Police Department strives to unite with the evolving community to provide professional and proactive 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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	10,763,315	10,475,701	11,208,027	732,326	7.0%
Non-Personnel	2,816,621	1,876,927	1,812,295	(64,632)	-3.4%
Transfers & Other	629,812	-	34,566	34,566	0.0%
Total	14,209,748	12,352,628	13,054,888	702,260	5.7%
Position Count	152	152	152	-	0.0%

Budget Highlights

The Adopted FY 2022 Police budget increases by \$702,260 or 5.7%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a step pay system for sworn Police employees. Non-sworn employees will receive an average 3% salary increase.

Additionally, other changes to the Adopted FY 2022 Police budget include:

- A decrease of \$30,066 for Roanoke County's contribution to the Regional Center for Animal Control and Protection (RCACP).

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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	14,528,442	14,070,103	15,350,612	1,280,509	9.1%
Non-Personnel	3,148,939	1,912,963	1,912,963	-	0.0%
Transfers & Other	945,259	788,482	-	(788,482)	-100.0%
Total	18,622,640	16,771,548	17,263,575	492,027	2.9%
Position Count	177	188	188	-	0.0%

Budget Highlights

The Adopted FY 2022 Fire and Rescue budget increases by \$492,027 or 2.9%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a step pay system for sworn Fire & Rescue employees. Non-sworn employees will receive an average 3% salary increase.

Additionally, other changes to the Adopted FY 2022 Fire & Rescue budget include:

- The 2017 SAFER Grant Transfer of \$615,679 was moved to the personnel budget to cover the transition of 11 SAFER Grant Fund positions to the general fund.
- A transfer of \$172,803 to the SAFER Grant Fund was transferred to employee benefits due to the 2020 SAFER Grant no longer requiring a County match to fund 15 new positions awarded by the Grant.

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

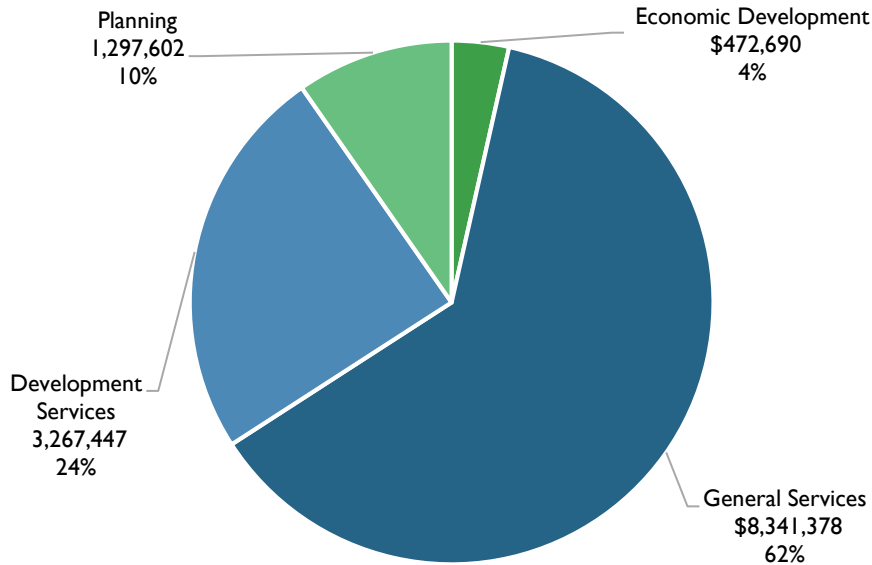


Community Services and Development





Community Services and Development \$13,379,117



Community Services Summary					
	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
General Services					
Administration	\$ 805,281	\$ 656,363	\$ 645,923	\$ (10,440)	-1.6%
Environmental Management	103,054	-	-	-	0.0%
Solid Waste	5,213,718	5,081,842	5,219,580	137,738	2.7%
Building Maintenance	1,527,944	1,447,940	1,425,926	(22,014)	-1.5%
Welding Shop	128,512	132,516	136,012	3,496	2.6%
Custodial Services	901,217	884,868	913,937	29,069	3.3%
Total General Services	8,679,726	8,203,529	8,341,378	137,849	1.7%
Economic Development					
Administration	450,543	441,226	454,294	13,068	3.0%
Marketing	7,651	13,536	13,536	-	0.0%
Economic Development Authority (EDA)	4,860	4,860	4,860	-	0.0%
Total Economic Development	463,054	459,622	472,690	13,068	2.8%



Community Services Summary (continued)

	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Development Services					
Administration	\$ 765,770	\$ 281,857	\$ 288,023	\$ 6,166	2.2%
Building Safety	1,048,649	1,148,333	1,558,913	410,580	35.8%
Development Services	479,899	514,842	435,578	(79,264)	-15.4%
Environmental Services	1,165,591	1,064,091	984,933	(79,158)	-7.4%
Total Development Services	3,459,909	3,009,123	3,267,447	258,324	8.6%
Planning					
Planning Administration	-	164,108	168,626	4,518	2.8%
Planning and Zoning	1,001,443	1,021,207	1,071,836	50,629	5.0%
Planning Commission	38,914	52,882	53,709	827	1.6%
Board of Zoning Appeals	646	3,383	3,431	48	1.4%
Total Planning	1,041,003	1,241,580	1,297,602	56,022	4.5%
Total	\$ 13,643,692	\$ 12,913,854	\$ 13,379,117	\$ 465,263	3.6%



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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	3,901,461	3,797,510	3,883,818	86,308	2.3%
Non-Personnel	4,778,265	4,406,019	4,457,560	51,541	1.2%
Transfers & Other	-	-	-	-	0.0%
Total	8,679,726	8,203,529	8,341,378	137,849	1.7%
Position Count	56	57	57	-	0.0%

Budget Highlights

The Adopted FY 2022 General Services budget increases by \$137,849 or 1.7%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

Additionally, other changes to the Adopted FY 2022 General Services budget include:

- A \$100,000 increase to the operating budget to cover increased costs from RVRA tipping fees, which is offset by reductions in other non-personnel costs.

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 the 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 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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	375,211	402,846	415,914	13,068	3.2%
Non-Personnel	87,843	56,776	56,776	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	463,054	459,622	472,690	13,068	2.8%
Position Count	4	4	4	-	0.0%

Budget Highlights

The Adopted FY 2022 Economic Development budget increases by \$13,068 or 2.8%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

Departmental Goals

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

Performance Management

- Additional information about the 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.



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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	2,399,192	2,371,159	2,771,551	400,392	16.9%
Non-Personnel	1,040,717	637,964	495,896	(142,068)	-22.3%
Transfers & Other	20,000	-	-	-	0.0%
Total	3,459,909	3,009,123	3,267,447	258,324	8.6%
Position Count	34	36	36	-	0.0%

Budget Highlights

The Adopted FY 2022 Development Services budget increases by \$258,324 or 8.6%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

Additionally, other changes to the Adopted FY 2022 Development Services budget include:

- \$142,068 moved from the operating budget to the personnel budget to supplement the costs of two new stormwater inspectors added in FY 2021.

Departmental Goals

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



Performance Management

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



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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	955,092	1,157,835	1,208,857	51,022	4.4%
Non-Personnel	85,911	83,745	88,745	5,000	6.0%
Transfers & Other	-	-	-	-	-
Total	1,041,003	1,241,580	1,297,602	56,022	4.5%
Position Count	13	13	13	-	0.0%

Budget Highlights

The Adopted FY 2022 Planning budget increases by \$56,022 or 4.5%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

Additionally, other changes to the Adopted FY 2022 Planning budget include:

- Added \$5,000 to the operating budget to address increased postage costs for public hearings.

Departmental Goals

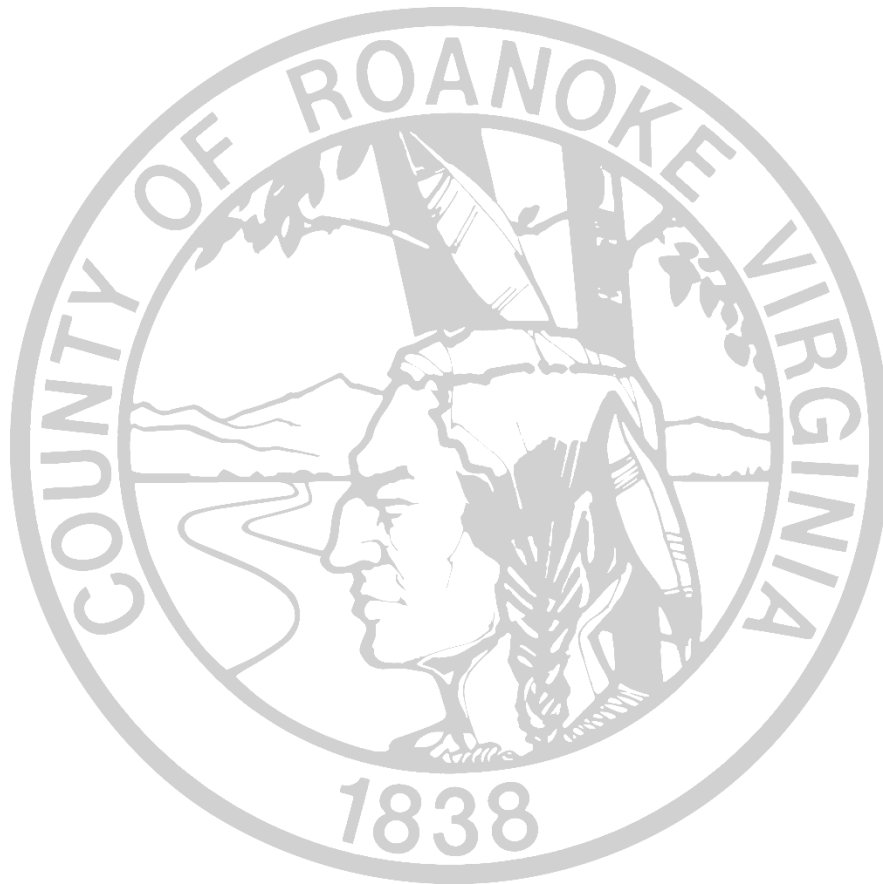
- Address existing and future environmental challenges by incorporating collaborative solutions in our planning, regulations and compliance
- Anticipate future growth and development issues and implement policies and plans to address these issues

Performance Management

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



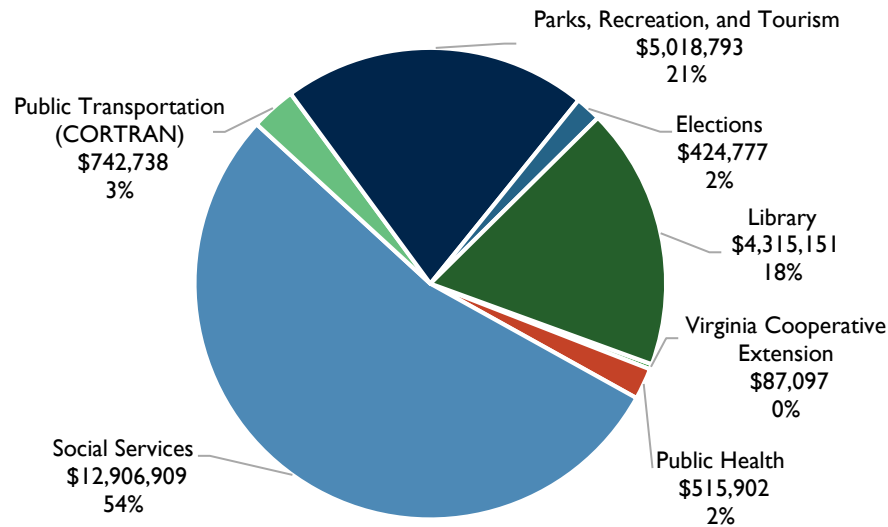
Human Services





Human Services

\$24,011,367



Human Services Summary					
	Actual	Amended	Adopted	\$ Change	% Change
	FY 2020	FY 2021	FY 2022	FY 21-22	FY 21-22

Parks, Recreation, and Tourism

PRT Administration	\$ 1,208,787	\$ 679,272	\$ 608,682	\$ (70,590)	-10.4%
Parks Administration	2,339,547	2,260,749	2,359,919	99,170	4.4%
Athletics	437,742	483,471	519,912	36,441	7.5%
Camp Roanoke	232,902	242,212	249,739	7,527	3.1%
Explore Park	117	-	69,175	69,175	0.0%
Therapeutics	176,948	192,115	200,978	8,863	4.6%
After School Kids (ASK)	224,390	228,535	237,931	9,396	4.1%
Marketing	34,850	34,483	34,483	-	0.0%
Special Events & Tourism	105,887	108,037	110,809	2,772	2.6%
Brambleton Center	288,027	311,790	318,619	6,829	2.2%
Parks Grounds Maintenance	116,444	183,546	192,046	8,500	4.6%
Parks Projects	83,345	126,500	116,500	(10,000)	-7.9%
Total PRT	5,248,986	4,850,710	5,018,793	168,083	3.5%

Public Health	506,261	515,902	515,902	-	0.0%
---------------	---------	---------	---------	---	------



Human Services Summary (Continued)

	Actual	Amended	Adopted	\$ Change	% Change
	FY 2020	FY 2021	FY 2022	FY 21-22	FY 21-22
Social Services					
Administration	\$ 7,402,006	\$ 7,083,199	\$ 7,443,671	\$ 360,472	5.1%
STARS FTC	49,208	37,325	37,325	-	0.0%
Public Assistance	4,620,603	4,718,666	4,918,666	200,000	4.2%
Purchase of Services	405,953	507,247	507,247	-	0.0%
Total Social Services	12,477,770	12,346,437	12,906,909	560,472	4.5%
 Public Transportation (CORTAN)	 613,525	 741,429	 742,738	 1,309	 0.2%
 Library					
Administration	1,531,516	665,412	607,292	(58,120)	-8.7%
South County Library	1,402,943	1,424,216	1,538,221	114,005	8.0%
Glenvar Library	337,449	367,247	383,245	15,998	4.4%
Hollins Library	384,422	419,536	426,002	6,466	1.5%
Vinton Library	341,151	413,955	359,219	(54,736)	-13.2%
Bent Mountain Library	50,096	53,313	53,313	-	0.0%
Mt Pleasant Library	50,992	64,208	64,208	-	0.0%
Library Materials Management	740,575	826,839	883,651	56,812	6.9%
Total Library	4,839,144	4,234,726	4,315,151	80,425	1.9%
 Virginia Cooperative Extension	 62,471	 87,097	 87,097	 -	 0.0%
Elections	585,807	414,708	424,777	10,069	2.4%
 Total	 \$ 24,333,964	 \$ 23,191,009	 \$ 24,011,367	 \$ 820,358	 3.5%



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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	3,901,424	3,816,207	3,984,290	168,083	4.4%
Non-Personnel	1,288,562	1,034,503	1,034,503	-	0.0%
Transfers & Other	59,000	-	-	-	0.0%
Total	5,248,986	4,850,710	5,018,793	168,083	3.5%
Position Count	55	55	55	-	0.0%

Budget Highlights

The Adopted FY 2022 Parks, Recreation and Tourism (PRT) budget increases by \$168,083 or 3.5%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

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 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'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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	506,261	515,902	515,902	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	506,261	515,902	515,902	-	0.0%
Position Count	-	-	-	-	0.0%

Budget Highlights

The Adopted FY 2022 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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	6,420,659	6,657,978	7,018,450	360,472	5.4%
Non-Personnel	6,057,111	5,688,459	5,888,459	200,000	3.5%
Transfers & Other	-	-	-	-	0.0%
Total	12,477,770	12,346,437	12,906,909	560,472	4.5%
Position Count	105	107	110	3	2.8%

Budget Highlights

The Adopted FY 2022 Social Services budget increases by \$560,472 or 4.5%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

Additionally, other changes to the Adopted FY 2022 Social Services operating budget include:

- An increase of \$183,273 for the addition of two Family Service Specialist (2.0 FTE) positions and one Family Service Supervisor (1.0 FTE) to address increased referrals in the area of In Home Services. Positions are offset with \$170,953 in revenue from Federal and the City of Salem.
- A \$200,000 increase to the operating budget for Adoption Subsidies. This increase is 100% offset by Federal and State revenue.
- Additional \$3,816 is included to bring all positions to the Virginia Department of Social Services minimum salary plus 5% to match state increase.

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

Public Transportation (CORTAN)					
Description	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	52,881	56,429	57,738	1,309	2.3%
Non-Personnel	560,644	685,000	685,000	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	613,525	741,429	742,738	1,309	0.2%
Position Count	1	1	1	-	0.0%

Budget Highlights

The Adopted FY 2022 Public Transportation budget increases by \$1,309 or 0.2% and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

Departmental Goals

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



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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	3,120,314	3,174,731	3,255,156	80,425	2.5%
Non-Personnel	1,718,830	1,059,995	1,059,995	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	4,839,144	4,234,726	4,315,151	80,425	1.9%
Position Count	43	43	43	-	0.0%

Budget Highlights

The Adopted FY 2022 Library budget increases by \$80,425 or 1.9%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

Departmental Goals

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

Performance Management

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



Virginia Cooperative Extension - Roanoke

Department Description

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

Virginia Cooperative Extension					
Description	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	62,471	87,097	87,097	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	62,471	87,097	87,097	-	0.0%
Position Count	-	-	-	-	0.0%

Budget Highlights

The Adopted FY 2022 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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	385,231	297,812	319,881	22,069	7.4%
Non-Personnel	200,576	116,896	104,896	(12,000)	-10.3%
Transfers & Other	-	-	-	-	0.0%
Total	585,807	414,708	424,777	10,069	2.4%
Position Count	3	3	3	-	0.0%

Budget Highlights

The Adopted FY 2022 Elections budget increases by \$10,069 or 2.4%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

Additionally, other changes to the Adopted FY 2022 Elections budget include:

- \$12,000 moved from operating to personnel to cover part-time costs for department.

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



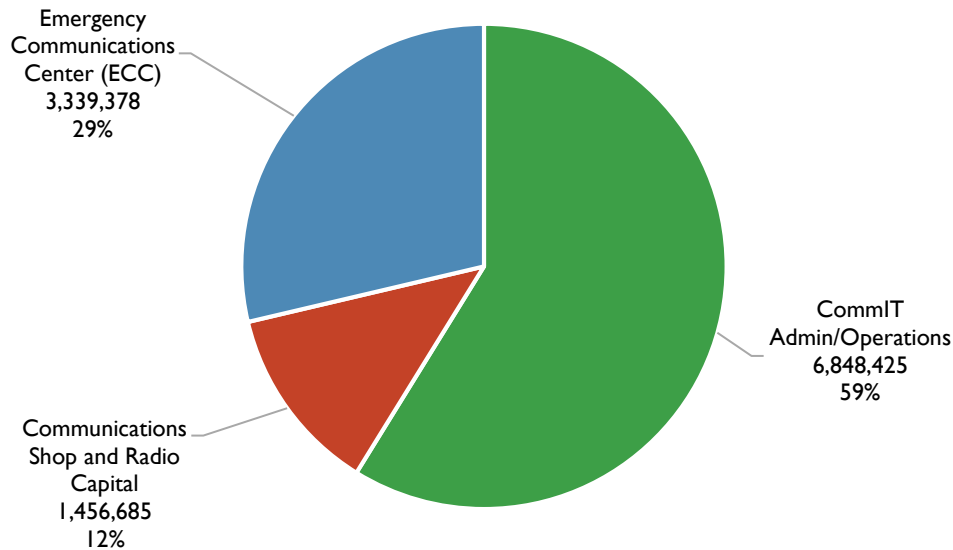
Communications and Information Technology





Communications and Information Technology

\$11,644,488



Communications and Information Technology Summary

	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
--	-------------------	--------------------	--------------------	-----------------------	----------------------

CommIT Admin/Operations

CommIT Administration	\$ 3,217,914	\$ 2,640,436	\$ 3,368,872	\$ 728,436	27.6%
Application Services	\$921,972	\$961,829	\$983,569	21,740	2.3%
Tech Support-PC/Phones	\$792,361	\$572,371	\$591,248	18,877	3.3%
Networks	\$453,837	\$455,254	\$468,975	13,721	3.0%
Technical Services	\$317,559	\$318,407	\$328,611	10,204	3.2%
Enterprise Services	\$640,206	\$614,679	\$536,169	(78,510)	-12.8%
GIS Services	\$443,305	\$478,846	\$570,981	92,135	19.2%
Enterprise Document Mgmt	2,080	-	-	-	0.0%
Total CommIT Admin	6,789,234	6,041,822	6,848,425	806,603	13.4%

Communications Shop and Radio Capital

Comm Shop Administration	1,248,397	1,360,949	1,456,685	95,736	7.0%
Radio Maintenance & Capital	2,700	-	-	-	0.0%
Total Communication Shops	1,251,097	1,360,949	1,456,685	95,736	7.0%



Communications and Information Technology Summary (Continued)

	Actual	Amended	Adopted	\$ Change	% Change
	FY 2020	FY 2021	FY 2022	FY 21-22	FY 21-22
Emergency Communications Center (ECC)					
ECC Administration	\$ 323,256	\$ 326,786	\$ 338,240	\$ 11,454	3.5%
ECC Operations	2,778,816	2,906,472	3,001,138	94,666	3.3%
ECC Capital	-	-	-	-	0.0%
Total ECC	3,102,072	3,233,258	3,339,378	106,120	3.3%
Total	\$11,142,403	\$10,636,029	\$11,644,488	\$1,008,459	9.5%



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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Revenues					
Transfer from GF/ Charges for Service	9,966,937	8,578,407	9,434,017	855,610	10.0%
Recovered Costs from other localities	1,089,607	1,188,034	1,275,316	87,282	7.3%
Mobile Phone Utility Tax	352,260	330,923	330,923	-	0.0%
Transfer from Schools Fund	204,556	532,065	597,632	65,567	12.3%
Miscellaneous	6,600	6,600	6,600	-	0.0%
Transfer from CommIT	18,909	-	-	-	0.0%
Use of Fund Balance	-	-	-	-	0.0%
Total	11,638,869	10,636,029	11,644,488	1,008,459	9.5%
Expenditures					
Personnel	6,475,037	6,563,339	6,768,949	205,610	3.1%
Non-Personnel	3,849,775	4,072,690	4,750,539	677,849	16.6%
Transfers & Other	817,591	-	125,000	125,000	0.0%
Total	11,142,403	10,636,029	11,644,488	1,008,459	9.5%
Administration & Operations	40	40	40	-	0.0%
Communications Shop	7	7	7	-	0.0%
Emergency Communication Center	42	42	42	-	0.0%
Total Position Count	89	89	89	-	0.0%
Beginning Balance	278,930	775,396	775,396	-	0.0%
(Use of) / Addition to Fund Balance	496,466	-	(225,000)	(225,000)	0.0%
Ending Balance	775,396	775,396	550,396	(225,000)	-29.0%

*FY 2022 Capital Improvement Program plans use of \$225,000 from Communications and Information Technology Fund Balance for Infrastructure Replacement Program.



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					
	Actual	Amended	Adopted	\$ Change	% Change
Description	FY 2020	FY 2021	FY 2022	FY 21-22	FY 21-22
Personnel	3,615,949	3,624,362	3,715,398	91,036	2.5%
Non-Personnel	2,380,381	2,417,460	3,008,027	590,567	24.4%
Transfers & Other	792,904	-	125,000	125,000	0.0%
Total	6,789,234	6,041,822	6,848,425	806,603	13.4%
Position Count	40	40	40	-	0.0%

Budget Highlights

The Adopted FY 2022 Communications and Information Technology Administration Fund budget increases by \$806,603 or 13.4%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

Additionally, other changes to the Adopted FY 2022 Communications and Information Technology Administration Fund budget include:

- Additional \$525,000 in Non-Personnel is related to increased costs associated with County-wide Software as a Service (SaaS) utilization.
- \$125,000 budgeted as a transfer to Capital to fund the IT Infrastructure 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



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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	501,762	490,826	499,280	8,454	1.7%
Non-Personnel	724,648	870,123	957,405	87,282	10.0%
Transfers & Other	24,687	-	-	-	0.0%
Total	1,251,097	1,360,949	1,456,685	95,736	7.0%
Position Count	7	7	7	-	0.0%

Budget Highlights

The Adopted FY 2022 Communications Shop and Radio Capital Fund budget increases by \$95,736 or 7.0%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

Additionally, other changes to the Adopted FY 2022 Communications Shop and Radio Capital Fund budget include:

- An increase to non-personnel budget for maintenance and service contracts and other minor operating expenses. Increase is offset by additional revenues received from other localities.

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



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					
	Actual	Amended	Adopted	\$ Change	% Change
Description	FY 2020	FY 2021	FY 2022	FY 21-22	FY 21-22
Personnel	2,357,326	2,448,151	2,554,271	106,120	4.3%
Non-Personnel	744,746	785,107	785,107	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	3,102,072	3,233,258	3,339,378	106,120	3.3%
Position Count	42	42	42	-	0.0%

Budget Highlights

The Adopted FY 2022 Emergency Communications Center Fund budget increases by \$106,120 or 3.3%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

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



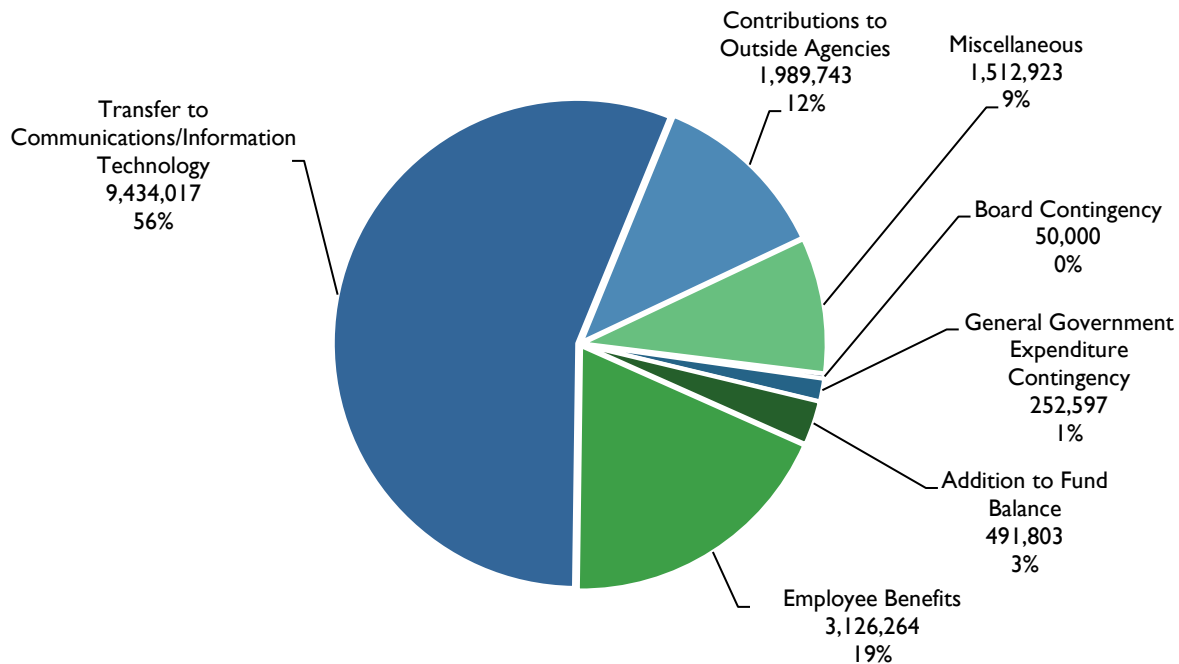
Non-Departmental

(Included in this section is Employee Benefits, Transfer to Communications and Information Technology, Contributions to Outside Agencies, Board Contingency, General Government Expenditure Contingency, Addition to Fund Balance, and Miscellaneous)





Non-Departmental \$16,857,347



Non-Departmental Summary					
	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Employee Benefits	\$ 854,313	\$ 2,519,881	\$ 3,126,264	\$ 606,383	24.1%
Transfer to Communications/Information Technology	3,093,867	8,578,407	9,434,017	855,610	10.0%
Contributions to Outside Agencies					
Discretionary	342,200	181,600	197,600	16,000	8.8%
Contractual	1,701,155	1,702,195	1,754,140	51,945	3.1%
Dues & Memberships	49,726	38,003	38,003	-	0.0%
Total Contributions	2,093,081	1,921,798	1,989,743	67,945	3.5%
Miscellaneous	1,953,453	1,309,000	1,512,923	203,923	15.6%
Board Contingency	-	50,000	50,000	-	0.0%
General Government Expenditure Contingency	-	-	252,597	252,597	0.0%
Addition to Fund Balance	-	-	491,803	491,803	0.0%
Total	\$ 7,994,714	\$14,379,086	\$16,857,347	\$2,478,261	17.2%



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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	300,955	2,051,881	2,658,264	606,383	29.6%
Non-Personnel	553,358	468,000	468,000	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	854,313	2,519,881	3,126,264	606,383	24.1%
Position Count	-	-	-	-	0.0%

Itemized descriptions of each employee benefit item can be found below.

Employee Benefits		
Employee Benefit	FY 2021 Amended	FY 2022 Adopted
Flexible Leave Payout: Employees are entitled to cash-in up to 40 hours of flexible leave per fiscal year. In FY 2020, the full cost of the program was \$359,476 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 2020, the cost of the program to the General Government Fund was \$342,851 due to retirements of several long-term employees. FY 2021 projections indicate a decreased cost in this benefit.	435,000	435,000
Salary Adjustments: Additional funding allocated for promotions and compensation changes in FY 2022 due to implementation of Public Safety step compensation plans, transition to Decision Band Method (DBM) of classification and compensation for non-public safety employees, and additional career paths.	95,501	429,081



Employee Benefits (Continued)		
Miscellaneous Item	FY 2021 Amended	FY 2022 Adopted
Salary Savings: \$100,000 from department salary lapse added to employee benefits to begin to address minimum of range, compression issues, and market study adjustments.	100,000	200,000
Reserve for Fire SAFER Grant positions: Fire SAFER Grant funding will end in FY 2024. FY 2021 Budgeted transfer of \$172,803 moved from Fire & Rescue to employee benefits for FY 2022.	-	172,803
Line of Duty: The County's costs for first responder insurance in the event they are disabled or killed in the line of duty.	286,000	286,000
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
Volunteer Retirement: Retirement benefit for Fire and Rescue volunteers.	468,000	468,000
Total, Non-Departmental Employee Benefits	\$ 2,519,881	\$ 3,126,264



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.

Transfer to Communications/Information Technology					
Description	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	-	-	-	-	0.0%
Transfers & Other	3,093,867	8,578,407	9,434,017	855,610	10.0%
Total	3,093,867	8,578,407	9,434,017	855,610	10.0%
Position Count	-	-	-	-	0.0%

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 Communications/IT section of this document.



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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	2,093,081	1,921,798	1,989,743	67,945	3.5%
Transfers & Other	-	-	-	-	0.0%
Total	2,093,081	1,921,798	1,989,743	67,945	3.5%
Position Count	-	-	-	-	0.0%

Budget Highlights

The Adopted FY 2022 Contributions to Outside Agencies budget increases by \$67,945 or 3.5%, 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 disabilities, or substance abuse disorders.
- An increase of \$25,000 to Virginia Western Community College – Community College Access Program (CCAP) to provide additional free tuition to current year graduates of Roanoke County high school students.
- \$14,000 is added for the Western Virginia Workforce Development Board (\$10,000) and the Roanoke Regional Small Business Development Center (\$4,000) to help with the training and retention of skilled workers in Roanoke County.
- \$1,000 funding for Blue Ridge Legal Services Inc.
- \$1,000 funding re-established to the Vinton Dogwood Festival for FY 2022.



Adopted Outside Agency Contributions

FY 2021-2022

Agency/Description	FY 2021 Amended	FY 2022 Adopted	\$ Change FY 21-22
Discretionary Contributions			
Connect Roanoke County to the World			
Salem/Roanoke County Chamber of Commerce: The Chamber creates, develops, promotes and supports quality business opportunities in the Salem and Roanoke County communities.	\$5,000	\$5,000	-
Roanoke Valley Sister Cities, Inc.: Roanoke County will celebrate 25 years of signing sister cities with Opole, Poland. Funding requested to continue exchange programs.	1,000	1,000	-
The Advancement Foundation: To create opportunities for community business development by facilitating opportunities that empower citizens.	10,000	10,000	-
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.	2,000	2,000	-
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.	3,000	3,000	-
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
Subtotal, Connect Roanoke County to the World	\$21,000	\$22,000	\$1,000
Position Roanoke County for Future Economic Growth			
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 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	-
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	10,000	4,000
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.	4,100	4,100	-
Western Virginia Workforce Development Board: Provides workforce development programs to Roanoke County Citizens such as Career Quest, an event held for career development for K-12 students.	-	10,000	10,000
Subtotal, Position Roanoke County for Future Economic Growth	\$30,100	\$44,100	\$14,000
Ensure Citizen Safety			
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.	\$7,750	\$7,750	-
Children's Trust: 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	-
Subtotal, Ensure Citizen Safety	\$12,750	\$12,750	\$0
Be a Caring and Inclusive Community			
ARCH Roanoke (Formerly Trust House and Bethany Hall): ARCH provides safe, supportive recovery and opportunities for self-sufficiency after crisis to the most vulnerable citizens in the Roanoke Valley.	\$2,500	\$2,500	-



Adopted Outside Agency Contributions

FY 2021-2022

Agency/Description	FY 2021 Amended	FY 2022 Adopted	\$ Change FY 21-22
Be a Caring and Inclusive Community (Continued)			
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.	\$2,000	\$2,000	-
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	-
Blue Ridge Legal Services, Inc.: Program to ensure low-income residents of the Roanoke Valley have access to legal advice and representation in civil (not criminal) matters of critical importance affecting their ability to be self-sufficient.	0	1,000	1,000
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.	4,000	4,000	-
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.	1,500	1,500	-
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	-
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.	1,350	1,350	-
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.	1,500	1,500	-
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	-
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	-
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	-
Saint Francis Service Dogs: Saint Francis Service Dogs assists children and adults with disabilities to become more independent and self-sufficient through partnership with a professionally trained service dog.	4,000	4,000	-
Salem/Roanoke County Community Food Pantry: The Food Pantry provides emergency food and financial assistance to residents of Salem and Roanoke County.	4,000	4,000	-
TAP: TAP helps individuals and families achieve economic and personal independence through education, employment, affordable housing, and safe and healthy environments.	34,600	34,600	-
Subtotal, Be a Caring and Inclusive Community	\$99,500	\$100,500	\$1,000



Adopted Outside Agency Contributions

FY 2021-2022

Agency/Description	FY 2021 Amended	FY 2022 Adopted	\$ Change FY 21-22
Promote Lifelong Learning			
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.	\$12,000	\$12,000	-
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.	-	-	-
Roanoke Valley Speech & Hearing Center: Roanoke Valley Speech and Hearing Center Inc. improves quality of life by helping both children and adults communicate effectively.	250	250	-
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.	3,500	3,500	-
Vinton Historical Society: Vinton Historical Society operates the only Historical museum in Roanoke County, with over 4,000 artifacts on display, and seeks to preserve the past for future generations.	500	500	-
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.	2,000	2,000	-
Subtotal, Promote Lifelong Learning	\$18,250	\$18,250	\$0
Total, Discretionary	\$181,600	\$197,600	\$16,000



Adopted Outside Agency Contributions

FY 2021-2022

Agency/Description	FY 2021 Amended	FY 2022 Adopted	\$ Change FY 21-22
Contractual Agencies			
Art Museum of Western Virginia (Taubman Museum): Brings people and art together for discovery, learning, and enjoyment. Committed to exhibitions, programs and experiences that inspire, enrich, and promote creativity in all walks of life and in business.	\$40,000	\$40,000	-
Art Museum of Western Virginia (Taubman Museum) - Schools Education Program: Provides art experiences and education to students in Roanoke County schools.	41,700	41,700	-
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.	280,000	300,000	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.	37,490	37,650	160
Roanoke Regional Partnership: The Partnership promotes Roanoke businesses and entrepreneurs, as well as living, recreation, and outdoor opportunities in Roanoke.	177,142	177,401	259
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.	85,576	85,701	125
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. Funding in FY 2021 includes a 5% reduction.	308,750	308,750	-
Roanoke Valley Transportation Planning Organization: Created to plan and budget the use of federal transportation dollars in the Roanoke region.	11,426	11,424	(2)
RVTV: Provides news, events, and information on Channel 3.	205,621	211,861	6,240
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	175,000	25,000
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.	314,648	314,648	-
Western VA Regional Industrial Facility Authority: To provide a resource for localities to communicate regionally on economic development projects.	15,587	15,750	163
Subtotal, Contractual Agencies	\$1,702,195	\$1,754,140	\$51,945



Adopted Outside Agency Contributions

FY 2021-2022

Agency/Description	FY 2021 Amended	FY 2022 Adopted	\$ Change FY 21-22
Dues and Memberships			
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	-
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	-
Subtotal, Dues and Memberships	\$38,003	\$38,003	\$0
Total, Contractual Agencies and Dues and Memberships	\$1,740,198	\$1,792,143	\$51,945
Grand Total, All Outside Agency Contributions	\$1,921,798	\$1,989,743	\$67,945



Adopted Outside Agency Contributions

FY 2021-2022

Agency/Description	FY 2021 Amended	FY 2022 Adopted	\$ Change FY 21-22
Discretionary Contributions			
Connect Roanoke County to the World			
Salem/Roanoke County Chamber of Commerce: The Chamber creates, develops, promotes and supports quality business opportunities in the Salem and Roanoke County communities.	\$ 5,000	\$ 5,000	\$ -
Roanoke Valley Sister Cities, Inc.: Roanoke County will celebrate 25 years of signing sister cities with Opole, Poland. Funding requested to continue exchange programs.	1,000	1,000	-
The Advancement Foundation: To create opportunities for community business development by facilitating opportunities that empower citizens.	10,000	10,000	-
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.	2,000	2,000	-
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.	3,000	3,000	-
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
Subtotal, Connect Roanoke County to the World	\$ 21,000	\$ 22,000	\$ 1,000
Position Roanoke County for Future Economic Growth			
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 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	-
Roanoke Regional Small Business Development Center: The Roanoke Regional Small Business Development Center works with entrepreneurs in all phases of their business offering free advising sessions and training on various topics.	6,000	10,000	4,000
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.	4,100	4,100	-
Western Virginia Workforce Development Board: Provides workforce development programs to Roanoke County Citizens such as Career Quest, an event held for career development for K-12 students.	-	10,000	10,000
Subtotal, Position Roanoke County for Future Economic Growth	\$ 30,100	\$ 44,100	\$ 14,000
Ensure Citizen Safety			
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.	7,750	7,750	-
Children's Trust: 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	-
Subtotal, Ensure Citizen Safety	\$ 12,750	\$ 12,750	\$ -
Be a Caring and Inclusive Community			
ARCH Roanoke (Formerly Trust House and Bethany Hall): ARCH provides safe, supportive recovery and opportunities for self-sufficiency after crisis to the most vulnerable citizens in the Roanoke Valley.	2,500	2,500	-



Adopted Outside Agency Contributions

FY 2021-2022

Agency/Description	FY 2021 Amended	FY 2022 Adopted	\$ Change FY 21-22
Be a Caring and Inclusive Community (Continued)			
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.	\$ 2,000	\$ 2,000	\$ -
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	-
Blue Ridge Legal Services, Inc.: Program to ensure low-income residents of the Roanoke Valley have access to legal advice and representation in civil (not criminal) matters of critical importance affecting their ability to be self-sufficient.	-	1,000	1,000
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.	4,000	4,000	-
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.	1,500	1,500	-
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	-
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.	1,350	1,350	-
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.	1,500	1,500	-
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	-
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	-
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	-
Saint Francis Service Dogs: Saint Francis Service Dogs assists children and adults with disabilities to become more independent and self-sufficient through partnership with a professionally trained service dog.	4,000	4,000	-
Salem/Roanoke County Community Food Pantry: The Food Pantry provides emergency food and financial assistance to residents of Salem and Roanoke County.	4,000	4,000	-
TAP: TAP helps individuals and families achieve economic and personal independence through education, employment, affordable housing, and safe and healthy environments.	34,600	34,600	-
Subtotal, Be a Caring and Inclusive Community	\$ 99,500	\$ 100,500	\$ 1,000



Adopted Outside Agency Contributions

FY 2021-2022

Agency/Description	FY 2021 Amended	FY 2022 Adopted	\$ Change FY 21-22
Promote Lifelong Learning			
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.	\$ 12,000	\$ 12,000	\$ -
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.	-	-	-
Roanoke Valley Speech & Hearing Center: Roanoke Valley Speech and Hearing Center Inc. improves quality of life by helping both children and adults communicate effectively.	250	250	-
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.	3,500	3,500	-
Vinton Historical Society: Vinton Historical Society operates the only Historical museum in Roanoke County, with over 4,000 artifacts on display, and seeks to preserve the past for future generations.	500	500	-
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.	2,000	2,000	-
Subtotal, Promote Lifelong Learning	\$ 18,250	\$ 18,250	\$ -
Total, Discretionary	\$ 181,600	\$ 197,600	\$ 16,000



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, a refuse credit paid to Vinton, debt service on the Vinton Fire and Rescue station, and other items.

Miscellaneous					
Description	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	1,953,453	1,309,000	1,512,923	203,923	15.6%
Transfers & Other	-	-	-	-	0.0%
Total	1,953,453	1,309,000	1,512,923	203,923	15.6%
Position Count	-	-	-	-	0.0%

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

Miscellaneous		
Miscellaneous Item	FY 2021 Amended	FY 2022 Adopted
Vinton Business Center Agreement: Revenue Sharing Agreement with the Town of Vinton for portion of shared taxes generated by the Vinton Business Center. Previously this was a portion of the budgeted Vinton Gain Sharing Agreement. Payment of \$122,159 was made in FY 2021.	\$ -	\$ 130,000
Town of Vinton Refuse Credit: Refuse collection credit provided to the Town of Vinton for not providing refuse service.	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	162,923



Miscellaneous (Continued)

Miscellaneous Item	FY 2021 Amended	FY 2022 Adopted
<p>Tax Relief for Disabled Veterans: Roanoke County provides real estate property tax relief for homeowners that are service connected and permanently and totally disabled. \$75,000 added in FY 2022 based on FY 2020 actual expenditures of \$919,360 and projected FY 2021 expenditures.</p>	\$ 715,000	\$ 790,000
<p>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. Tax Relief for the Elderly budget remains level for FY 2022.</p>	320,000	320,000
	\$ 1,309,000	\$ 1,512,923



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 Contingency					
Description	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	-	50,000	50,000	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	-	50,000	50,000	-	0.0%
Position Count	-	-	-	-	0.0%



General Government Expenditure Contingency

The General Government Fund Expenditure Contingency represents undesignated funds reserved for unanticipated expenditures of a non-recurring nature or to meet unanticipated increased service delivery costs. Roanoke County's Comprehensive Financial Policy establishes that the General Government Expenditure Contingency will be 0.25% of budgeted annual General Government expenditures.

General Government Expenditure Contingency					
Description	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	-	-	252,597	252,597	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	-	-	252,597	252,597	0.0%
Position Count	-	-	-	-	0.0%

Budget Highlights

The budgeted amount meets 0.25% policy minimum established by the Comprehensive Financial Policy. This amount will be addressed with FY 2021 year end funds.



Addition to Fund Balance

Roanoke County's Comprehensive Financial Policy requires that the County maintain a fund balance of 12% of budgeted annual General Government Fund expenditures. The Addition to Fund Balance is the amount that Roanoke County contributes annually to comply with the Comprehensive Financial Policy.

Addition to Fund Balance					
Description	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	-	-	491,803	491,803	0.0%
Transfers & Other	-	-	-	-	0.0%
Total	-	-	491,803	491,803	0.0%
Position Count	-	-	-	-	0.0%

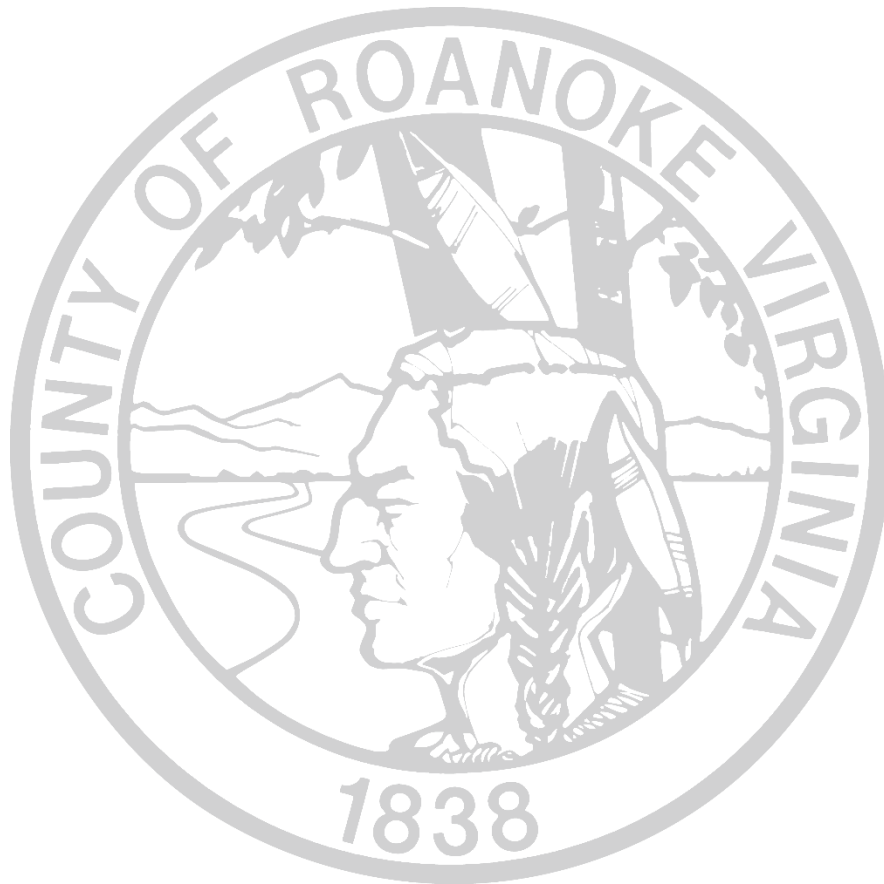
Budget Highlights

The budgeted amount meets 12% policy minimum established by the Comprehensive Financial Policy. This amount will be addressed with FY 2021 year end funds.



Transfers

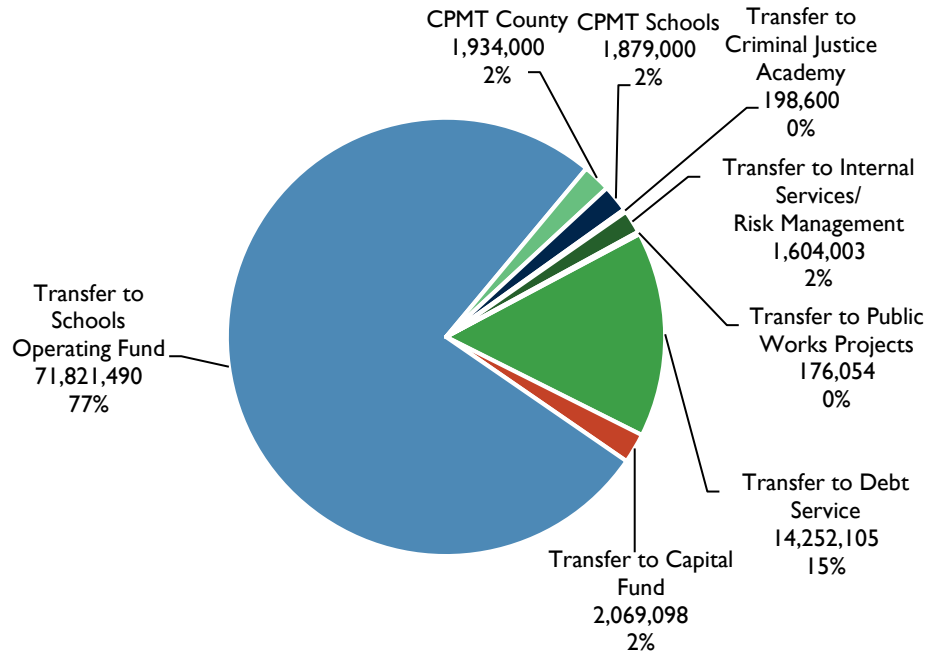
(Included in this section is Transfer to Debt Service, Transfer to Capital Fund, Transfer to Schools, Transfer to Community Policy Management Team, Transfer to CommIT Fund, and Transfer to Public Works Projects)





Transfers

\$93,934,350



Transfers Summary					
	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Transfer to Debt Service	\$ 16,048,336	\$ 15,648,202	\$ 14,252,105	\$ (1,396,097)	-8.9%
Transfer to Capital Fund	3,024,605	1,129,450	2,069,098	939,648	83.2%
Transfer to Schools Operating Fund	70,499,722	69,710,710	71,821,490	2,110,780	3.0%
Transfer to CPMT - County (Supporting CSA)	1,859,000	1,859,000	1,934,000	75,000	4.0%
Transfer to CPMT - Schools (Supporting CSA)	1,804,000	1,804,000	1,879,000	75,000	4.2%
Transfer to Criminal Justice Academy	206,681	206,681	198,600	(8,081)	-3.9%
Transfer to Internal Services/ Risk Management	1,117,102	1,604,003	1,604,003	-	0.0%
Transfer to Public Works Projects	183,243	183,243	176,054	(7,189)	-3.9%
Miscellaneous Transfers	768,960	-	-	-	0.0%
Total	\$ 95,511,649	\$ 92,145,289	\$ 93,934,350	\$ 1,789,061	1.9%



Transfer to Debt Service

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

The transfer to the Debt Service Fund is as follows:

Transfer to Debt Service					
Description	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	-	-	-	-	0.0%
Transfers & Other	16,048,336	15,648,202	14,252,105	(1,396,097)	-8.9%
Total	16,048,336	15,648,202	14,252,105	(1,396,097)	-8.9%
Position Count	-	-	-	-	0.0%

Budget Changes

- The Adopted FY 2022 Transfer to the Debt Service Fund decreases by \$1,396,097 or 8.9% due to reduction and payment in full of a General Obligation Bond and decreases in principal and interest payments.



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 2022 Capital Fund, County and Schools FY 2022 Budget as part of the FY 2022 – 2031 CIP, and FY 2022 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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	-	-	-	-	0.0%
Transfers & Other	3,024,605	1,129,450	2,069,098	939,648	83.2%
Total	3,024,605	1,129,450	2,069,098	939,648	83.2%
Position Count	-	-	-	-	0.0%

Budget Changes

- The Adopted FY 2022 Transfer to the Capital Fund increases by \$939,648 or 83.2%, which includes an additional \$200,000 toward capital per the updated 12-12-12 policy and additional funding for FY 2022 CIP projects and light fleet replacement.



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 2022, the adopted transfer to the Schools Operating Fund is \$71,821,490, which is an increase of \$2,110,780 over FY 2021 Amended Budget.

The transfer to Roanoke County Public Schools is listed below:

Transfer to Schools Operating Fund					
Description	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	-	-	-	-	0.0%
Transfers & Other	70,499,722	69,710,710	71,821,490	2,110,780	3.0%
Total	70,499,722	69,710,710	71,821,490	2,110,780	3.0%
Position Count	-	-	-	-	0.0%

Budget Highlights

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. Schools are held harmless for a reduction in Average Daily Membership (ADM) for FY 2022.



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
FY 2019 (actual)	13,671	93,672	14.5945
FY 2020 (actual)	13,576	93,805	14.4726
FY 2021 (budgeted, County Population Actual)	13,483	93,224	14.3095
Avg. of FY 2019-21	40,730	281,701	14.4586
FY 2020 (actual)	13,576	93,805	14.4726
FY 2021 (budgeted, County Population Actual)	13,483	94,224	14.3095
FY 2022 (projecting)	13,483	94,645	14.2459
Avg. of FY 2020-22	40,542	282,674	14.3423
Calculate Net Allocation Change:			
Difference in the ADM/Population Index			0.11627
Payroll Factor			64%
Index times Payroll Factor			0.074665
Divide ADM/Population Index by Average FY20-22 Index			0.0005206
Net Allocation Change			0.994794
Calculate Increase/(Decrease) in School Transfer:			
	FY 2020-2021 Amended	FY 2021-2022 Adopted	
Property and Local Taxes	\$169,603,430	\$175,656,911	
CVB Lodging Tax	(314,648)	(346,113)	
CSA Fund Contribution	(1,804,000)	(1,879,000)	
Econ Dev Incentives	(765,000)	(765,000)	
Net total taxes	\$166,719,782	\$172,666,798	
Prior FY % to Schools	41.8131%		
New FY % to Schools (Net Allocation Change * Prior FY %)		41.5954%	
Recalculate School Transfer Base	\$69,710,710	\$69,347,804	
Schools' Share of New Revenue		\$2,473,687	
Total Schools Transfer	\$69,710,710	\$71,821,490	
FY 2021-2022 Schools Transfer Increase		\$2,110,780	



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 found 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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	-	-	-	-	0.0%
Transfers & Other	1,859,000	1,859,000	1,934,000	75,000	4.0%
Total	1,859,000	1,859,000	1,934,000	75,000	4.0%
Position Count	-	-	-	-	0.0%

Transfer to CPMT - Schools (Supporting CSA)					
Description	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	-	-	-	-	0.0%
Transfers & Other	1,804,000	1,804,000	1,879,000	75,000	4.2%
Total	1,804,000	1,804,000	1,879,000	75,000	4.2%
Position Count	-	-	-	-	0.0%

Budget Highlights

The Adopted FY 2022 Proposed Transfer to CPMT budget increases by \$75,000 for both County and Schools for a total increase in transfer of \$150,000.



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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	-	-	-	-	0.0%
Transfers & Other	206,681	206,681	198,600	(8,081)	-3.9%
Total	206,681	206,681	198,600	(8,081)	-3.9%
Position Count	-	-	-	-	0.0%

Budget Changes

The Adopted FY 2022 Transfer to the Criminal Justice Academy decreases by \$8,081 or 3.9% due to personnel changes.



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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	-	-	-	-	0.0%
Transfers & Other	183,243	183,243	176,054	(7,189)	-3.9%
Total	183,243	183,243	176,054	(7,189)	-3.9%
Position Count	-	-	-	-	0.0%

Budget Changes

The Adopted FY 2022 Transfer to Public Works Projects decreases by \$7,189 or 3.9% due to a change in the debt obligation from the prior year.



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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	-	-	-	-	0.0%
Transfers & Other	1,117,102	1,604,003	1,604,003	-	0.0%
Total	1,117,102	1,604,003	1,604,003	-	0.0%
Position Count	-	-	-	-	0.0%

Budget Changes

The Adopted FY 2022 Transfer to the Risk Management remains level compared to FY 2021 Amended Budget.



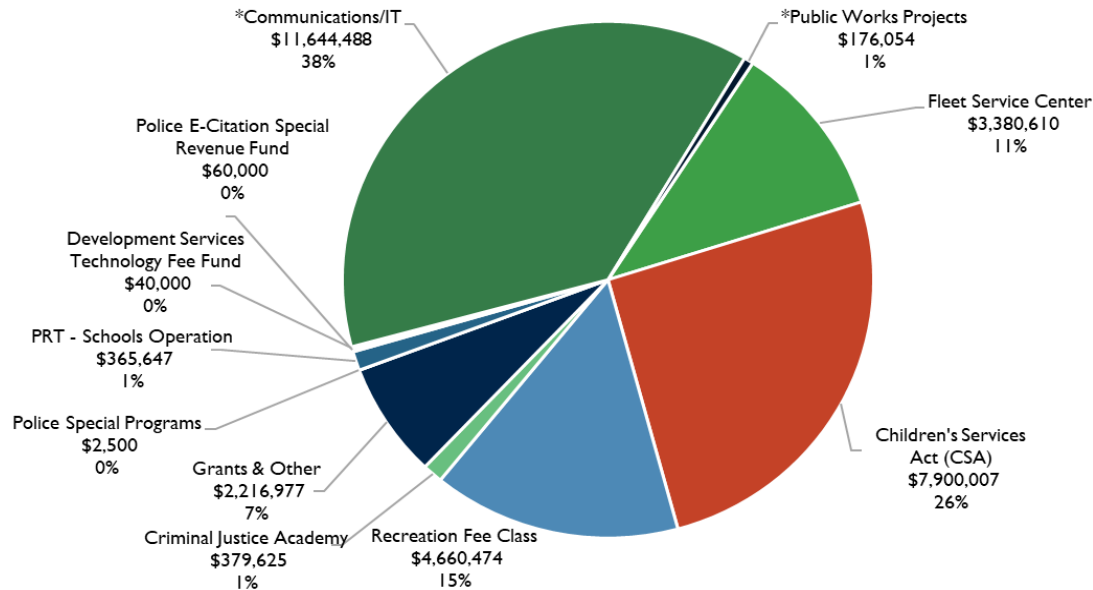
Other General Fund

(Included in this section is Fleet Service Center, Children's Services Act, Recreation Fee Class, Grants & Other, Criminal Justice Academy, Public Works Projects, Police Special Programs, PRT School Operations, Police E-Citation Special Revenue Fund, and Development Services Technology Fee Special Revenue Fund)





Other General Fund \$30,826,382



Other General Fund Summary of Expenditures

	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Fleet Service Center	\$ 3,224,270	\$ 3,302,813	\$ 3,380,610	\$ 77,797	2.4%
Children's Services Act (CSA)	7,515,842	7,750,007	7,900,007	150,000	1.9%
Recreation Fee Class	4,820,822	4,999,052	4,660,474	(338,578)	-6.8%
Criminal Justice Academy	353,449	393,709	379,625	(14,084)	-3.6%
Grants & Other	3,442,968	2,044,657	2,216,977	172,320	8.4%
Police Special Programs	-	1,000	2,500	1,500	150.0%
PRT - Schools Operation	322,091	350,389	365,647	15,258	4.4%
Police E-Citation Special	24,755	60,000	60,000	-	0.0%
Development Services					
Technology Fee Fund	-	40,000	40,000	-	0.0%
*Communications/IT	11,142,403	10,636,029	11,644,488	1,008,459	9.5%
*Public Works Projects	184,847	183,243	176,054	(7,189)	-3.9%
Total	\$ 31,031,447	\$ 29,760,899	\$ 30,826,382	\$ 1,065,483	3.6%

*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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Revenues					
Recovered Costs	3,229,618	3,302,813	3,380,610	77,797	2.4%
Use of Fund Balance	(5,348)	-	-	-	0.0%
Total	3,224,270	3,302,813	3,380,610	77,797	2.4%
Expenditures					
Personnel	862,344	887,575	1,000,769	113,194	12.8%
Non-Personnel	2,361,926	2,415,238	2,379,841	(35,397)	-1.5%
Transfers & Other	-	-	-	-	0.0%
Total	3,224,270	3,302,813	3,380,610	77,797	2.4%
Position Count	12	13	13	-	0.0%
Beginning Balance	140,130	145,478	145,478	-	0.0%
(Use of) / Addition to Fund Balance	5,348	-	-	-	0.0%
Ending Balance	145,478	145,478	145,478	-	0.0%

Budget Highlights

The Adopted FY 2022 Fleet Service Center budget increases by \$77,797 or 2.4%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

Additionally, other changes to the Adopted FY 2022 Fleet Service Center operating budget include:

- Operating Budget reduced by \$35,397 for equipment replacement due to timing of purchases.

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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Revenues					
Commonwealth	3,642,939	3,900,933	3,900,933	-	0.00%
Transfers:					
County/School	3,663,000	3,663,000	3,813,000	150,000	4.10%
Miscellaneous	179,929	186,074	186,074	-	0.00%
Use of Fund Balance	29,974	-	-	-	0.00%
Total	7,515,842	7,750,007	7,900,007	150,000	1.9%
Expenditures					
Personnel	267,106	271,108	278,138	7,030	2.6%
Non-Personnel	7,248,736	7,478,899	7,621,869	142,970	1.9%
Transfers & Other	-	-	-	-	0.0%
Total	7,515,842	7,750,007	7,900,007	150,000	1.9%
Position Count	4	4	4	-	0.0%
Beginning Balance	915,839	885,865	885,865	-	0.0%
(Use of) / Addition to Fund					
Balance	(29,974)	-	-	-	0.0%
Ending Balance	885,865	885,865	886,865	-	0.0%

Budget Highlights

The Adopted FY 2022 Children's Services Act (CSA) budget increases by \$150,000 and reflects the following changes

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

Additionally, other changes to the Adopted FY 2022 Children's Services Act (CSA) budget include:



- An additional transfer of \$150,000 to the Children's Services Act, \$75,000 from both Roanoke County and Roanoke County Public Schools, is added to address anticipated increases to program costs and to address fund balance.

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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Revenues					
Recreation Fees	1,806,641	2,609,544	2,297,966	(311,578)	-11.9%
Memberships/Fees	1,332,934	1,277,000	1,277,000	-	0.0%
Miscellaneous	1,144,593	1,112,508	1,085,508	(27,000)	-2.4%
Use of Fund Balance	536,654	-	-	-	0.0%
Total	4,820,822	4,999,052	4,660,474	(338,578)	-6.8%
Expenditures					
Personnel	2,445,218	2,723,374	2,919,084	195,710	7.2%
Non-Personnel	2,106,299	1,659,359	1,552,617	(106,742)	-6.4%
Transfers & Other	269,305	616,319	188,773	(427,546)	-69.4%
Total	4,820,822	4,999,052	4,660,474	(338,578)	-6.8%
Position Count	14	12	12	-	0.0%
Beginning Balance	862,231	325,577	325,577	-	0.0%
(Use of) / Addition to Fund					
Balance	(536,654)	-	-	-	0.0%
Ending Balance	325,577	325,577	325,577	-	0.0%

Budget Highlights

The Adopted FY 2022 Recreation Fee Class budget decreases by \$338,578 or 6.8%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

Additionally, other changes to the Adopted FY 2022 Recreation Fee Class budget include:

- Prior year planned drawn downs to support capital initiatives have decreased fund balance. This fund can no longer sustain drawing down its balance.

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.



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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Revenues					
Academy Fees & Other	166,520	181,025	181,025	-	0.0%
Transfer from General Fund	206,681	206,681	198,600	(8,081)	-3.9%
Use of Fund Balance	(19,752)	6,003	-	(6,003)	0.0%
Total	353,449	393,709	379,625	(14,084)	-3.6%
Expenditures					
Personnel	217,528	217,853	203,769	(14,084)	-6.5%
Operating	135,921	175,856	175,856	-	0.0%
Transfers & Other	-	-	-	-	-
Total	353,449	393,709	379,625	(14,084)	-3.6%
Position Count	3	3	3	-	0.0%
Beginning Balance	131,602	151,354	145,351	(6,003)	-4.0%
(Use of) / Addition to Fund					
Balance	19,752	(6,003)	-	(6,003)	100.0%
Ending Balance	151,354	145,351	145,351	-	0.0%

Budget Highlights

The Adopted FY 2022 Criminal Justice Academy budget decreases by \$14,084 or 3.6%, and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

Additionally, other changes to the Adopted FY 2022 Criminal Justice Academy budget include:

- Personnel changes in the Criminal Justice Academy created a decrease in personnel costs.



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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	1,917,991	1,338,737	1,472,157	133,420	10.0%
Non-Personnel	1,465,774	69,820	69,820	-	0.0%
Transfers & Other	59,203	636,100	675,000	38,900	6.1%
Total Expenditures	3,442,968	2,044,657	2,216,977	172,320	8.4%
Position Count:					
Commonwealth Attorney	2	2	2	-	0.0%
Court Service Unit	4	4	4	-	0.0%
Fire & Rescue (SAFER 2017)	11	-	-	-	0.0%
Fire & Rescue (SAFER 2021)	-	15	15	-	0.0%
Police (DUI Grant)	2	2	2	-	0.0%
Total Positions	19	23	23	-	0.0%

Budget Highlights

The Adopted FY 2022 Grants & Other budget increases by \$172,320 or 8.4% and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.

Additionally, other changes to the Adopted FY 2022 Grants & Other operating budget include:

- In October 2020, Roanoke County was awarded funding through the Staffing for Adequate Fire and Emergency Response (SAFER) grant program for an additional 15 firefighter positions. The 2017 SAFER grant expired during FY 2021 and those 11 FTEs are now part of the General Government fund in Fire & Rescue.



Police Special Programs

Police Special Programs					
Description	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Personnel	-	-	-	-	0.0%
Non-Personnel	-	1,000	2,500	1,500	150.0%
Transfers & Other	-	-	-	-	0.0%
Total Expenditures	-	1,000	2,500	1,500	150.0%
Position Count	-	-	-	-	0.0%

Budget Highlights

The Adopted FY 2022 Police Special Programs budget increase by \$1,500 or 150.0% due to increased donations to Police Programs.



Parks, Recreation & Tourism – Schools Operations

The Parks, Recreation & Tourism – Schools 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.

Parks, Recreation & Tourism - Schools Operations					
Description	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Revenues					
Transfer from Schools	347,896	350,389	365,647	15,258	4.4%
Transfer from General Fund	-	-	-	-	0.0%
Use of Fund Balance	(25,805)	-	-	-	0.0%
Total	322,091	350,389	365,647	15,258	4.4%
Personnel	289,954	304,789	320,047	15,258	5.0%
Non-Personnel	32,137	45,600	45,600	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total Expenditures	322,091	350,389	365,647	15,258	4.4%
Position Count	5	5	5	-	0.0%
Beginning Balance	61,753	87,558	87,558	-	0.0%
(Use of) / Addition to Fund					
Balance	25,805	-	-	-	0.0%
Ending Balance	87,558	87,558	87,558	-	0.0%

Budget Highlights

The Adopted FY 2022 Parks, Recreation & Tourism – Schools Operations Fund budget increases by \$15,258 or 4.4% and reflects the following changes:

- Beginning in FY 2022, Roanoke County will transition to a Decision Band Method of position classification and compensation which will increase non-public safety compensation by an average of 3%.



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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Revenues					
Police E-Citation Fee	38,342	60,000	60,000	-	0.0%
Total	38,342	60,000	60,000	-	0.0%
Personnel	-	-	-	-	0.0%
Non-Personnel	24,755	60,000	60,000	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total Expenditures	24,755	60,000	60,000	-	0.0%
Position Count	-	-	-	-	0.0%

Budget Highlights

The Adopted FY 2022 Police E-Citation Special Revenue Fund budget remains level.



Development Services Technology Fee Fund

The Development Services Technology Fee Fund accounts for revenues collected from the Development Services Technology Fee. This fund 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.

Development Services Technology Fee Fund					
Description	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Revenues					
Technology Fee	37,141	40,000	40,000	-	0.0%
Total	37,141	40,000	40,000	-	0.0%
Expenditures					
Personnel	-	-	-	-	0.0%
Non-Personnel	-	40,000	40,000	-	0.0%
Transfers & Other	-	-	-	-	0.0%
Total Expenditures	-	40,000	40,000	-	0.0%
Position Count	-	-	-	-	0.0%

Budget Highlights

The Adopted FY 2022 Development Services Technology Fee Fund budget remains level.





Component Unit Schools





July 1, 2021

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 11, 2021, the Roanoke County Board of Supervisors adopted the fiscal year 2021-2022 operating and capital budgets, including adoption of the Roanoke County Public Schools (RCPS) budgets. The ordinances adopting and appropriating both the RCPS operating and capital budgets can be found in the Appendices section of this document. The RCPS operating and capital budgets were approved by the Roanoke County School Board on March 25, 2021, satisfying the state requirement of adopting a budget by April 1 of each year.

In FY 2021-2022, the Roanoke County General Government Fund transfer to the Schools Operating Fund is \$71,821,490, an increase of \$2,110,780 from FY 2020-2021. This increase was based on projected increases in County revenue categories included within the revenue sharing formula and holding schools harmless for a temporary reduction in the average daily membership (ADM) due to the COVID-19 pandemic. More information on the transfer to Schools and the revenue sharing formula can be found within the Transfers section of this document.

The pages that follow provide a summary of changes by fund for RCPS from FY 2020-2021 Adopted to FY 2021-2022 Adopted. If you wish to learn more about the RCPS budget and budget process, please visit the RCPS website at <https://www.rcps.us/Page/1700>.

Sincerely,

A handwritten signature in blue ink, reading "Laurie L. Gearheart".

Laurie L. Gearheart, CPA
Director of Finance & Management Services

A handwritten signature in blue ink, reading "Meredith L. Thompson".

Meredith L. Thompson
Budget Division Director



Component Unit – Schools

The School Board adopted the FY 2022 operating budget on March 25, 2021. The RCPS FY 2022 budget was adopted by the Roanoke County Board of Supervisors on May 11, 2021.

Information on the revenue sharing formula transfer, \$71,821,490 in FY 2022, a transfer from the General Government Fund to support RCPS debt service, \$7,653,955 in FY 2022, and a transfer made on behalf of RCPS to the Children's Services Act Fund, \$1,879,000 in FY 2022, can be found in the Transfers section of this document; total RCPS Debt Service obligations can be found in the Debt Service Fund section of this document.

Roanoke County accounts for the revenues and expenditures related to the operations of the public schools system as a Component Unit. These funds include the following:

- Capital Projects
- Fleet Replacement
- General
- Grants
- Instructional Resources
- Nutrition
- Technology Replacement
- Student Activity Fund

A Component Unit is a legally separate entity that meets any of the following criteria:

1. The primary government appoints the voting majority of the board of the Component Unit and
 - a. is able to impose its will on the component unit; and/or
 - b. is in a relationship of financial benefit or burden with the Component Unit.
2. The Component Unit is fiscally dependent upon the primary government; or
3. The financial statements would be misleading if data from the Component Unit were not included.

The primary sources of revenue in the "School General Fund," exclusive of transfers from the County General Fund, are basic school aid payments from the Commonwealth, state sales tax and educational program grants.

Major expenditure categories are as follows:

- Classroom Instruction
- Central Support
- Personnel
- Support Services
- Special Programs

The "*Nutrition Fund*" accounts for the revenues and expenditures necessary to operate school cafeterias. The primary source of funding for this budget comes from cafeteria sales and federal reimbursements for free and reduced lunches. This fund is self-sustaining and does not receive any assistance from the General Fund.

The "*Instructional Resources Fund*" accounts for the purchase of new textbooks (in hard copy or digital format) and consumable materials related to the subject areas. This fund is subsidized by the School General Fund through an interfund transfer.



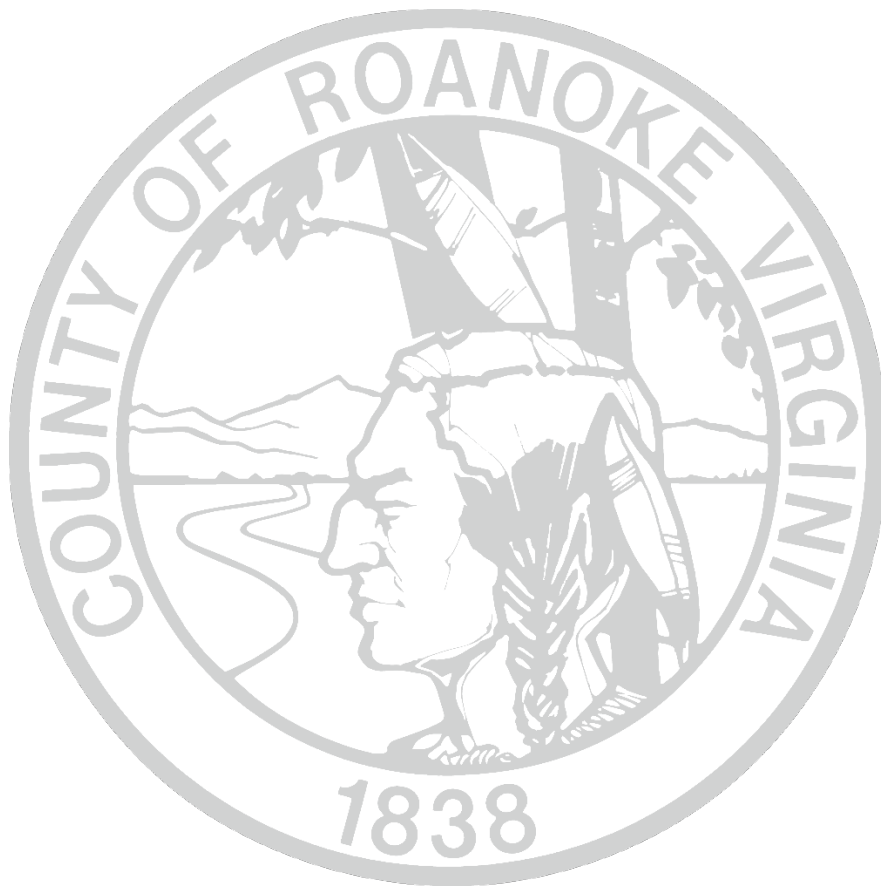
Component Unit – Schools

Roanoke County Public Schools					
	Adopted FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22	
General	\$ 150,291,702	\$ 156,382,733	\$ 6,091,031	4.1%	
Instructional Resources	921,927	1,470,960	549,033	59.6%	
Fleet Replacement	234,119	1,283,556	1,049,437	448.2%	
Technology Replacement	4,276,085	5,056,445	780,360	18.2%	
Grants	6,949,394	7,272,325	322,931	4.6%	
Capital Projects	18,668,156	14,854,592	(3,813,564)	-20.4%	
Nutrition	5,925,134	5,955,651	30,517	0.5%	
Student Activity Fund	7,200,000	7,200,000	0	0.0%	
Total	\$ 194,466,517	\$ 199,476,262	\$ 5,009,745	2.6%	





Debt Service Fund





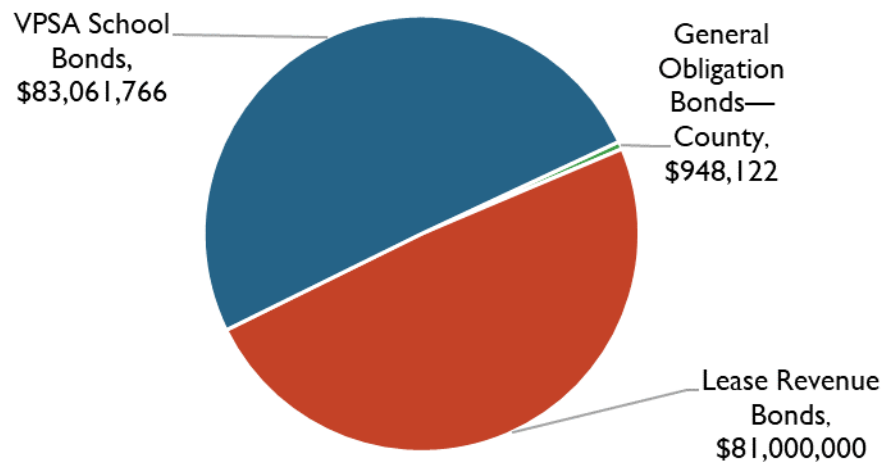
Debt Service Fund

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 Aa1, and Fitch AA+.

Debt Issuance to Date

As of June 30, 2020, the County of Roanoke had \$165,009,888 in outstanding long-term debt. This balance is comprised of:

General Obligation Bonds—County	\$ 948,122
Lease Revenue Bonds	81,000,000
VPSA School Bonds	83,061,766
Total County Obligations	\$ 165,009,888
Bond Premiums ¹ (For Information Only)	\$ 11,716,653



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 Roanoke County Government debt service payments as well as all debt service associated with Roanoke County Public Schools (RCPS), and individual bonds. Total debt service payments for both RCPS and the County will total \$18,880,478 in fiscal year 2022. Of that total, the County is responsible for the transfer of \$14,252,105 from the County General Fund and RCPS contributes \$4,125,345 from their School Operating Fund. The remaining debt expenditures consist of bank service charges, bond issuance costs, and transfers to County and School capital funds.

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 Annual Report.

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, given the debt requirements to which the County has committed.



Debt Service Fund

Revenue and Expenditure Summary				
	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Increase (Decrease)
Revenue				
From Local Sources				
Locality Compensation Payment	\$ 124,444	\$ 125,371	\$ 124,438	\$ (933)
Interest Income	708	-	-	-
Miscellaneous	288,711	377,886	376,967	(919)
Total	413,863	503,257	501,405	(1,852)
Transfers from Other Funds				
County General Fund	16,048,336	15,648,202	14,252,105	(1,396,097)
School Debt Fund	144,355	188,943	188,483	(460)
School Operating Fund	4,125,345	4,125,345	4,125,345	-
Total Transfers	20,318,036	19,962,490	18,565,933	(1,396,557)
Total Revenues	20,731,899	20,465,747	19,067,338	(1,398,409)
Fund Balance - Beginning	104,674	243,984	418,520	174,536
Total Revenues & Fund Balance	\$ 20,836,573	\$ 20,709,731	\$ 19,485,858	\$ (1,223,873)
Expenditures				
County Debt Service Payments				
General Obligation Bonds	972,052	975,132	-	(975,132)
Lease Revenue Bonds	6,072,075	6,723,928	6,722,588	(1,340)
Miscellaneous	4,132	18,191	10,000	(8,191)
Total Debt Service - County	7,048,259	7,717,251	6,732,588	(984,663)
School Debt Service Payments				
VPSA Bonds	13,262,751	12,199,858	11,779,302	(420,556)
Miscellaneous	5,275	1,930	105	(1,825)
Total Debt Service - Schools	13,268,026	12,201,788	11,779,407	(422,381)
Transfers to Other Funds				
County Capital Fund	132,955	167,832	180,000	12,168
School Capital Fund	12,444	-	-	-
County Debt Fund	144,355	188,943	188,483	(460)
Total Debt Service - Schools	289,754	356,775	368,483	11,708
Total Expenditures	20,606,039	20,275,814	18,880,478	(1,395,336)
Fund Balance - Ending	230,534	433,917	605,380	171,463
Total Expenditures & Fund Balance	\$ 20,836,573	\$ 20,709,731	\$ 19,485,858	\$ (1,223,873)



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 fiscal year 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 2021, each Charter Member's prorated share was as follows: County of Roanoke, 41.30%; City of Roanoke, 43.99%; City of Salem, 11.14%; and the Town of Vinton, 3.57%.

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 is level for fiscal year 2021 at \$350,000, with the last increase in fiscal year 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 fiscal year 2022 to the Regional Pound is \$584,688. 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. For the year ended June 30, 2020, the County's share of principal and interest was \$59,691.

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 fiscal year 2009. The County's adopted budgeted contribution to the WVWA for this project in fiscal year 2022 is \$176,054.

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 adopted fiscal year 2021-2022 Operating Budget is estimated at \$3,864,758 based on current total per diem of \$3,089,925 and debt service of \$774,833.

COUNTY OF ROANOKE, VIRGINIA
Summary Schedule of Net Future Debt Requirements
By Fiscal Year

Fiscal Year	General Obligation Serial Bonds		Virginia Public School Authority Bonds		Lease Revenue Bonds		Total Government Debt	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2021	\$ 948,122	\$ 27,010	\$ 8,546,276	\$ 3,653,582	\$ 3,470,000	\$ 3,253,929	\$ 12,964,398	\$ 6,934,521
2022	-	-	8,552,438	3,226,863	3,630,000	3,092,588	12,182,438	6,319,451
2023	-	-	7,043,501	2,835,696	3,800,000	2,919,159	10,843,501	5,754,855
2024	-	-	7,048,369	2,482,881	3,990,000	2,741,194	11,038,369	5,224,075
2025	-	-	6,024,794	2,151,981	4,235,000	2,546,006	10,259,794	4,697,987
2026-2030	-	-	27,966,388	6,540,306	23,535,000	9,452,310	51,501,388	15,992,616
2031-2035	-	-	12,320,000	2,147,945	24,990,000	4,600,143	37,310,000	6,748,088
2036-2040	-	-	5,560,000	405,185	13,350,000	802,149	18,910,000	1,207,334
Total	\$ 948,122	\$ 27,010	\$ 83,061,766	\$ 23,444,439	\$ 81,000,000	\$ 29,407,478	\$ 165,009,888	\$ 52,878,927

*Information above is as presented in the 2020 Comprehensive Annual Financial Report, Footnote 8, Long-Term Debt.



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

Fiscal Year	General Bonded Debt Outstanding						Percentage of Actual Value of Taxable Property	Per Capita Personal Income
	General Obligation Debt	Lease Revenue Bonds	VPSA School Bonds	State Literary Bonds	Bond Premiums	Total		
2020	\$ 948,122	\$ 81,000,000	\$ 83,061,766	\$ -	\$ 11,716,653	\$ 176,726,541	1.71 %	\$ 1,884
2019	1,866,987	75,035,000	91,947,188	-	11,356,388	180,205,563	1.80	1,924
2018	2,765,175	77,970,000	72,194,043	-	9,929,441	162,858,659	1.68	1,737
2017	3,640,935	74,535,000	80,301,667	-	9,832,624	168,310,226	1.78	1,792
2016	4,497,704	77,275,000	88,460,767	-	10,564,744	180,798,215	1.95	1,928
2015	5,332,236	74,886,582	97,117,015	1,825,775	9,256,934	188,418,542	2.06	2,014
2014	6,150,390	76,993,268	87,191,051	2,273,592	7,636,915	180,245,216	2.04	1,944
2013	6,440,000	71,048,816	95,104,061	2,721,409	6,223,963	181,538,249	2.04	1,947
2012	8,565,000	73,553,388	103,057,169	3,169,225	6,669,073	195,013,855	2.16	2,104

*Information above is as presented in the 2020 Comprehensive Annual Financial Report, Table 10.



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

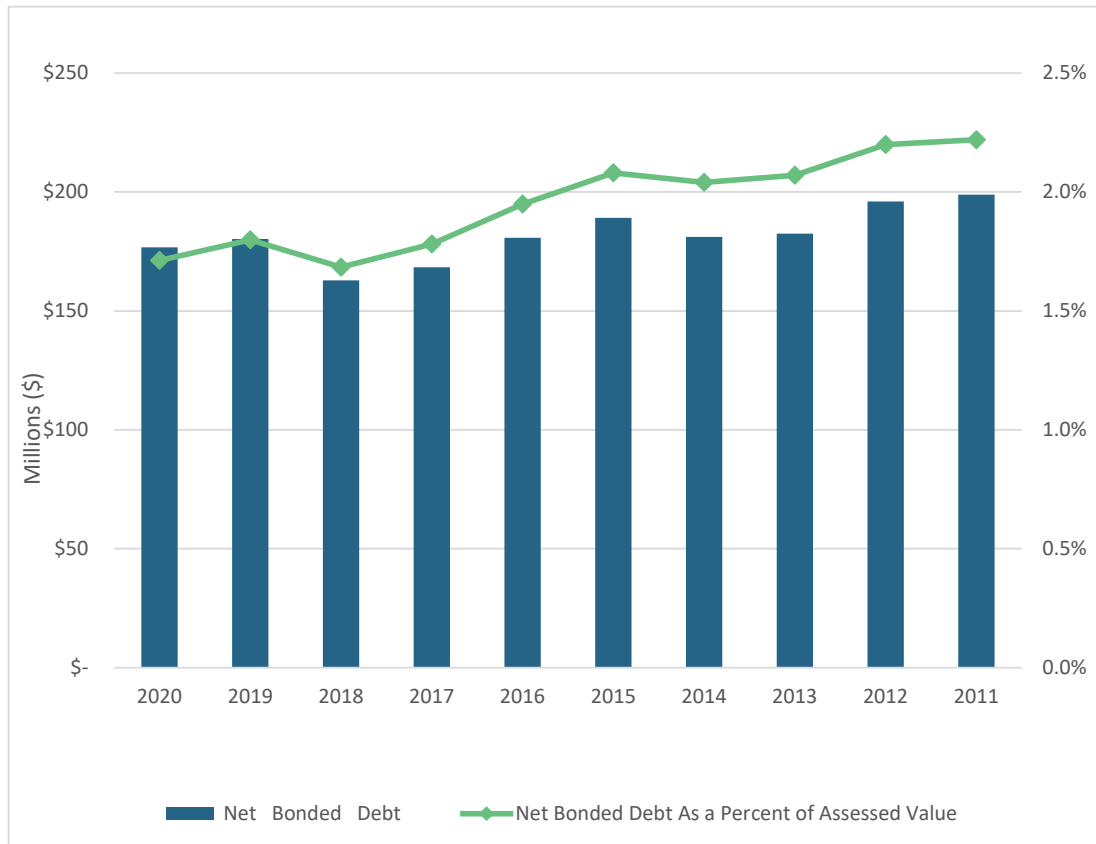
	Fiscal Year									
	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
General bonded debt outstanding										
General Obligation Bonds	\$ 948,122	\$ 1,866,987	\$ 2,765,175	\$ 3,640,935	\$ 4,497,704	\$ 5,332,236	\$ 6,150,390	\$ 6,440,000	\$ 8,565,000	\$ 10,615,000
Lease Revenue Bonds	81,000,000	75,035,000	77,970,000	74,535,000	77,275,000	74,886,582	76,993,268	71,048,816	73,553,388	75,952,287
VPSA School Bonds	83,061,766	91,947,188	72,194,043	80,310,667	88,460,767	97,117,015	87,191,051	95,104,061	103,057,169	101,503,194
State Literary Bonds	-	-	-	-	-	1,825,775	2,273,952	2,721,409	3,169,225	3,617,042
Bond Premiums	11,716,653	11,356,388	9,929,441	9,832,624	10,564,744	9,256,934	7,636,915	6,223,963	6,669,073	6,112,426
Total net debt applicable to debt limits	\$ 176,726,541	\$ 180,205,563	\$ 162,858,659	\$ 168,319,226	\$ 180,798,215	\$ 188,418,542	\$ 180,245,576	\$ 181,538,249	\$ 195,013,855	\$ 197,799,949
Ratio of net debt to assessed taxable property value	1.71%	1.80%	1.68%	1.78%	1.95%	2.08%	2.04%	2.07%	2.20%	2.22%
Debt limit per policy for property value	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Debt service to general governmental expenditures	6.76%	6.26%	6.57%	6.78%	7.57%	7.14%	7.20%	8.51%	8.29%	8.51%
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 2020 Comprehensive Annual Financial Report, Table 11.





Net Bonded Debt

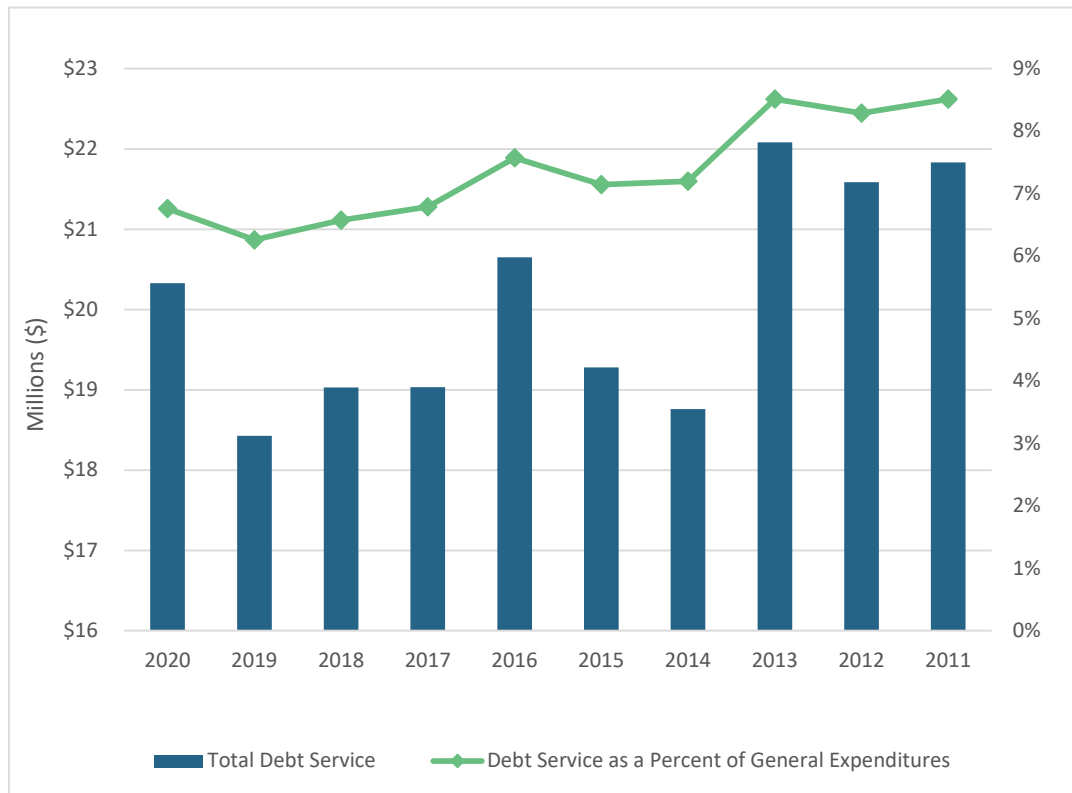


Fiscal Year	Net Bonded Debt	Assessed Value	Net Bonded Debt As a Percent of Assessed Value
2020	\$ 176,726,541	\$ 10,321,664,217	1.71%
2019	180,205,563	10,016,037,813	1.80%
2018	162,858,659	9,670,040,170	1.68%
2017	168,310,226	9,446,397,362	1.78%
2016	180,798,215	9,275,943,131	1.95%
2015	188,418,542	9,130,102,050	2.08%
2014	180,245,576	8,963,207,870	2.04%
2013	181,538,249	8,881,396,900	2.07%
2012	195,013,855	9,015,598,460	2.20%
2011	197,799,949	9,059,274,545	2.22%

*Net bonded debt from the 2020 Comprehensive Annual Financial Report, Table 5 and Table 11.



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
2020	\$ 20,328,729	\$ 300,911,274	6.76%
2019	18,425,918	294,441,008	6.26%
2018	19,028,480	289,492,761	6.57%
2017	19,033,256	280,536,145	6.78%
2016	20,651,461	272,818,478	7.57%
2015	19,276,946	269,891,195	7.14%
2014	18,761,096	260,674,387	7.20%
2013	22,082,701	259,471,652	8.51%
2012	21,585,152	260,467,376	8.29%
2011	21,832,457	256,591,051	8.51%

Note:

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

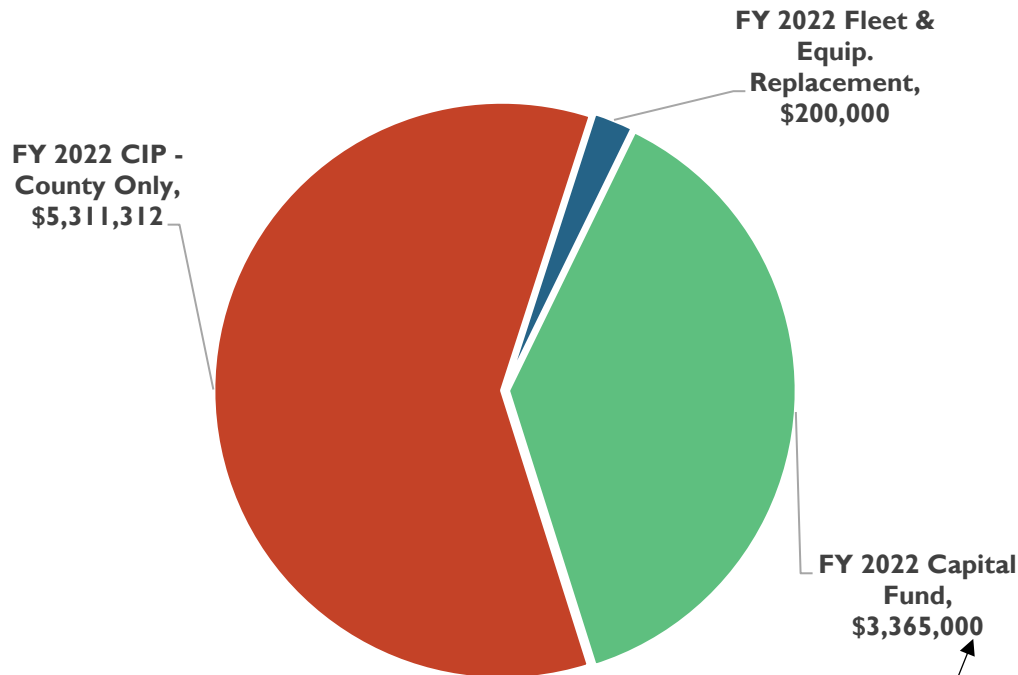


Capital Fund





FY 2022 Capital Fund \$8,876,312



Note: The FY 2022 Capital Fund is calculated by taking the total adopted amount and removing funding captured in the CIP and Fleet and Equipment Replacement Program.

Capital Fund Summary					
	Adopted FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
FY 2022 Capital Fund	\$ 5,058,735	\$ 5,585,712	\$ 4,965,000	\$ (620,712)	-11.1%
* Less General Fund Transfer to CIP	(1,226,000)	(547,157)	(1,400,000)	(852,843)	155.9%
* Less General Fund Transfer to Fleet Replacement	(527,735)	(1,873,555)	(200,000)	1,673,555	-89.3%
FY 2022 CIP - County Only	22,325,388	5,182,631	5,311,312	128,681	2.5%
FY 2022 Fleet & Equip. Replacement	1,894,485	1,873,555	200,000	(1,673,555)	-89.3%
Total Capital Fund Appropriation	\$ 27,524,873	\$ 10,221,186	\$ 8,876,312	\$ (1,344,874)	-13.2%

* The Capital Fund and Capital Year Budget - FY 2022 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 (FY) 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 FY 2022 Capital Fund supported by the General Government Fund; the FY 2022 Capital Year Budget of the Fiscal Year 2022 – Fiscal Year 2031 Capital Improvement Program; and the FY 2022 Fleet and Equipment Replacement Program. Each of the sections provides details on the types of proposed capital investments.

The **FY 2022 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 2022 Capital Fund expenditure budget, \$4,965,000 in FY 2022, 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 2022, the offsetting transfer totals \$2,895,902, which reduces the General Government contribution to the Capital Fund. The transfer from the General Government Fund to the FY 2022 Capital Fund is budgeted in the Transfers section of this document. Details of the FY 2022 Capital Fund are found on the next page.

The **FY 2022 Adopted Capital Year Budget** represents the first year of the FY 2022 – FY 2031 Capital Improvement Program (CIP). Only the first year of the County's CIP is formally appropriated by the Board of Supervisors. Years two through ten of the program are utilized for fiscal planning purposes, and will be added to the document upon budget adoption. The adopted CIP Capital Year Budget for FY 2022 totals \$5,311,312.

The FY 2022 Capital Year Budget captures projects supported by multiple 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 2022 Capital Year Budget funding and project summaries can be found within this section of the document.

The County Administrator's FY 2022 – FY 2031 Capital Improvement Program was originally presented to the Board of Supervisors on January 26, 2021. Included in this document is a summary of the adopted FY 2022 funding sources and projects. The County of Roanoke's adopted FY 2022 - FY 2031 CIP can be found online at: <http://www.roanokecountyva.gov/index.aspx?NID=590>.

The **FY 2022 Adopted 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. Due to limited funding available, \$200,000 is allocated to the Fleet and Equipment Replacement Program in FY 2022. The ten-year Fleet Replacement Program is updated annually, with only the first year appropriated.



FY 2022 Capital Fund Supported by the General Government Fund

Capital Fund Summary			
Project/Transfer	Amended FY 2021	Adopted FY 2022	\$ Increase (Decrease)
County Deposit to Future School/County Debt Fund:	\$ 2,400,000	\$ 2,600,000	\$ 200,000
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.			
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.			
South Peak CDA	550,000	550,000	-
Roland E. Cook Apartments:	15,000	15,000	-
Ten-year economic development incentive agreement, \$15,000 annually.			
William Byrd Apartments:	100,000	100,000	-
Ten-year economic development incentive agreement, \$100,000 annually.			
Mack Trucks:	100,000	100,000	-
Seven-year economic development incentive agreement, \$100,000 annually.			
General Fund Transfer to CIP	547,157	1,400,000	852,843
General Fund Transfer to Fleet Replacement	1,873,555	200,000	(1,673,555)
Subtotal, Capital Fund	\$ 5,585,712	\$ 4,965,000	\$ (620,712)
Offsetting Transfer from Future School/County Debt Fund to cover debt service	(4,456,262)	(2,895,902)	1,560,360
Total General Fund Transfer to Capital Fund	\$ 1,129,450	\$ 2,069,098	\$ 939,648



July 1, 2021

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

On May 11, 2021, the Roanoke County Board of Supervisors adopted the fiscal year 2022 – fiscal year 2031 Capital Improvement Program (CIP). The County Administrator's proposed fiscal year 2022 - fiscal year 2031 CIP was presented to the Board of Supervisors on January 26, 2021, which included the Roanoke County Public Schools CIP. The proposed budget was presented to the Board of Supervisors on March 9, 2021. The Board of Supervisors made no changes to the County Administrator's proposed fiscal year 2022 - fiscal year 2031 CIP for County funding sources and projects.

On March 25, 2021, the Roanoke County School Board approved a revised 2022-2031 CIP. The revisions were made to change the funding source of the Capital Maintenance Plan from General Fund contributions to Grant Fund contributions, specifically to use federal funds for qualifying HVAC and plumbing improvements. Because the grants funds are appropriated separately, this reduced the FY 2021-2022 CIP funding by \$0.24 million.

Additionally, the William Byrd High School Renovation construction bid was \$7,441,540 over the project budget. On June 10, 2021, the School Board approved to fund the additional \$7,441,540 by reducing the bond funds allocated to WE Cundiff Elementary School renovation and Glen Cove Elementary School renovation in 2021-2022 CIP by \$3,720,770 and \$3,720,771, respectively, and increasing the bond funds allocated to William Byrd High School in 2021-2022 CIP by \$7,441,540. On June 22, the County's Board of Supervisors approved Resolution 062221-4, which amended Resolution 051121-1 to reflect this change. A copy of this resolution is included in the Appendices section of this document.

As part of this section of the budget document, the County Administrator's January 26, 2021 transmittal letter to the Board of Supervisors has been included, as it provides insight into the priorities of the ten-year CIP. The remainder of this section has been updated to reflect the fiscal year 2022 – fiscal year 2031 CIP adopted by the Board of Supervisors on May 11, 2021.

Sincerely,

Laurie L. Gearheart, CPA
Director of Finance & Management Services

Meredith L. Thompson
Budget Division Director



January 26, 2021

Dear Chairman Peters and Members of the Board of Supervisors:

Attached for your consideration is the Proposed FY 2022 – FY 2031 Capital Improvement Program (CIP). This proposal for the FY 2022 – FY 2031 CIP totals \$190,855,153 in capital projects over the ten-year plan. Of the total, \$83,826,221 is proposed for County capital projects, and \$107,028,932 is included within the proposal for Roanoke County Schools projects as approved by the Roanoke County School Board on January 19, 2021.

The proposed FY 2022 – FY 2031 CIP is balanced with funding identified for all projects proposed and meets all criteria set forth within the County's Comprehensive Financial Policy. As we were faced with making difficult decisions to balance the current year Adopted FY 2021 – FY 2030 CIP in light of the COVID-19 pandemic, identifying funding for capital needs is a high-level priority of this proposal. Funding in FY 2021 was significantly reduced from the original proposal and included reductions to capital maintenance programs and the deferral of several projects. In building that plan, I recognized that continuing that model would not be sustainable.

County project funding increases by \$675,838 from FY 2021 to the proposed \$5,311,312 in FY 2022. Funding for this plan includes reestablishing the transfer from the general government fund in the amount of \$1.4 million, which is necessary to continue to fund ongoing capital maintenance programs. Including this transfer over the course of the ten-year plan creates a sustainable funding model.

The priorities of this 10-year plan include funding for fire stations that are strategically located to best meet citizen needs and also continuing support to Roanoke County's commitment to long term economic development strategies. The plan also prioritizes funding that was reduced in FY 2021 for ongoing projects that support the maintenance of existing facilities and equipment.

Strategically Locating Fire Stations to Efficiently Respond to Emergencies

The proposed Capital Improvement Program includes funding to more widely distribute fire stations throughout the County to reduce response times and meet citizen needs. A new fire station, proposed for \$5.825 million in funding in FY 2022 and FY 2023, would ideally be located in the Bonsack area along 460 in the Hollins District. This station would represent a new and enhanced service as the twelfth station, which would reduce reliance on other locality responses for emergencies. This station would replace services provided by the Read Mountain, now owned by Botetourt County, and would reduce the demand on the City of Roanoke's Station #14.



In FY 2028 and FY 2029, \$12.1 million in funding is proposed to replace the current Hollins Fire Station. By replacing this station with two smaller stations, response times can be improved to more adequately respond to emergencies. Further evaluation on site selection will be completed closer to the project date, but general locations being considered include the intersection of Plantation and Williamson Roads in the Hollins District and within the Hanging Rock area in the Catawba District. These locations are currently considered ideal due to their proximity to Interstate 81 and other main roadways.

Continuing Progress on Commitments to Promote Economic Development

The FY 2022 – FY 2031 Proposed Capital Improvement Plan supports various projects that will fulfill the County's commitment to economic development. While the long-term impacts of the COVID-19 pandemic are still uncertain for our local and even global economy, it's imperative that Roanoke County continues to forge ahead with efforts to create future opportunities for economic and community development.

In FY 2022, \$100,000 is proposed to fund the 419 Town Center Development Standards project, which provides professional design services necessary to develop design guidelines and update zoning regulations in the 390-acre 419 Town Center Plan area. In 2019, Roanoke County adopted the 419 Town Center Plan in order to meet new market demand for pedestrian-friendly, mixed-use town centers and main street settings. The area includes Tanglewood Mall, the South Peak planned community and the Route 419 commercial corridor from the U.S. 220 Interchange to the railroad trestle at Chaparral Drive.

Included in the 419 Town Center Plan area is the Fallowater Lane Extension project, which is proposed to receive \$141,445 in Economic Development funds and \$250,000 from the County's VDOT Revenue Sharing project in FY 2022. The Fallowater Lane Extension project will reconstruct an existing private driveway to improve access to future development in the area designated as "The Ridges." FY 2022 is the final year planned for County funding toward this project, but County funds have leveraged \$2.92 million in VDOT Six-Year Plan and Revenue Sharing funding. Construction is anticipated to begin this Spring.

Roanoke County is fortunate to offer urban amenities within areas like the 419 Town Center, but much of the County is comprised of rural, residential areas. For residents in these areas, access to high-speed internet continues to be a challenge. Beginning in FY 2020, Roanoke County continues to provide funding toward rural broadband expansion projects and plans to seek public-private partnerships and grants from the Virginia Telecommunication Initiative (VATI) program. This proposal includes \$300,000 in FY 2022 to add to existing funds to be used toward a match for the VATI program and/or other minor broadband projects to improve data technology in inadequate service areas.



The County also committed to regional economic development efforts through funding for the Roanoke County Broadband Authority Infrastructure and the Wood Haven Property Acquisition and Improvements projects. The Roanoke County Broadband Authority Infrastructure project allowed the Roanoke Valley Broadband Authority (RVBA) on behalf of Roanoke County, as part of a multi-jurisdictional effort, to construct a 25-mile core fiber network to provide affordable, high speed broadband services. The Wood Haven Property Acquisition and Improvements project creates a 100+ acre business park, which will increase the amount of marketable property in the Roanoke Valley available for business development. This regional effort includes support from the Cities of Roanoke and Salem.

The proposal provides funding for both projects through the term of debt toward these projects. Debt payments for the Roanoke County Broadband Authority Infrastructure are proposed to receive \$2.31 million through FY 2027, when the term is complete. Debt payments for the Wood Haven Property Acquisition and Improvements are proposed to receive \$3.45 million in total through the ten-year plan which will be completed in FY 2037.

Restoration of Funding to Support Maintenance of Facilities & Equipment

The FY 2022 – FY 2031 Capital Improvement Program provides funding for ongoing programs that were reduced or even unfunded in FY 2021. Restoring funding to these programs allows County departments to continue proper maintenance of facilities and equipment that are vital to operations. Additionally, this proposal includes restoring funding to Stormwater Maintenance Programs.

Capital Maintenance Programs

The proposal includes \$18.4 million in funding for Capital Maintenance Programs (CMPs) over the next ten years, which includes funding to add a Capital Maintenance Program for the Green Ridge Recreation Center facility. In FY 2022, \$1.76 million is proposed to adequately fund maintenance programs for General Services, Parks, Recreation & Tourism, Green Ridge Recreation Center, and the Sheriff's Office. Funding for the CMP programs increases by \$663,076 in FY 2022, compared to the adopted FY 2021 amount. Restoring funding for these programs is a priority as these CMP programs ensure that County facilities will remain functional and safe for our citizens, visitors, and employees.

Information Technology and Equipment

Maintenance of technology equipment and infrastructure is vital to the ongoing operations of Roanoke County. In FY 2022, \$0.53 million returns to the IT Infrastructure Replacement Capital Maintenance Program, which was unfunded in FY 2021. This project provides funding for ongoing maintenance and replacement of network components that are vital to the County's business operations.



Stormwater Maintenance Programs

Along with facilities and technology equipment, Roanoke County has funded ongoing stormwater capital project programs. These programs assist in the maintenance of stormwater drainage systems and provide match funds to receive funding for best management practices. The Storm Drainage Maintenance of Effort project provides funding to support maintenance and upkeep of stormwater management, which is required for the County to maintain its MS4 permit. Funding for the Maintenance of Effort project increases to \$200,000 or by 25% in FY 2022 over the current year. The National Pollutant Discharge Elimination System (NPDES) MS4 BMP project provides an ongoing source of funding to be used as a match for Stormwater Local Assistance (SLAF) grants. These grants, combined with match funds from the County, have allowed the County to address stream restoration projects at Glade Creek, completed in 2020, and Wolf Creek, which is expected to be complete in the Spring 2021.

Conclusion

The Proposed FY 2022 – FY 2031 CIP reflects priorities to strategically locate fire stations to best meet citizen needs, to continue our commitment to long term economic development strategies, and restore funding reduced in FY 2021 for ongoing projects that support the maintenance of existing facilities and equipment. The proposal also reestablishes funding from the general government fund, which creates a sustainable funding model for ongoing programs.

The CIP is balanced and reflects the Board of Supervisors' updated "12-12-12" model. Each County project proposed for financing through debt issuance meets the approved debt ratios assigned in the financial policy. Projections for future debt include an assumption of \$12.0 million for Roanoke County Public Schools during the years that are scheduled for funding.

I would like to recognize the contributions of Assistant County Administrators Rebecca Owens and Richard Caywood, our Finance and Management Services Department staff including Laurie Gearheart and Jessica Beemer, Budget Division staff including Meredith Thompson, Steve Elliott, and Corey White, Department Directors, Constitutional Officers, and their staff in the development of this ten-year CIP. I appreciate the collaboration of all involved to develop a capital improvement plan that is financially sound and addresses the needs of our community.

Sincerely,

A handwritten signature in blue ink, appearing to read "D. O'Donnell", is written over a light blue grid background.

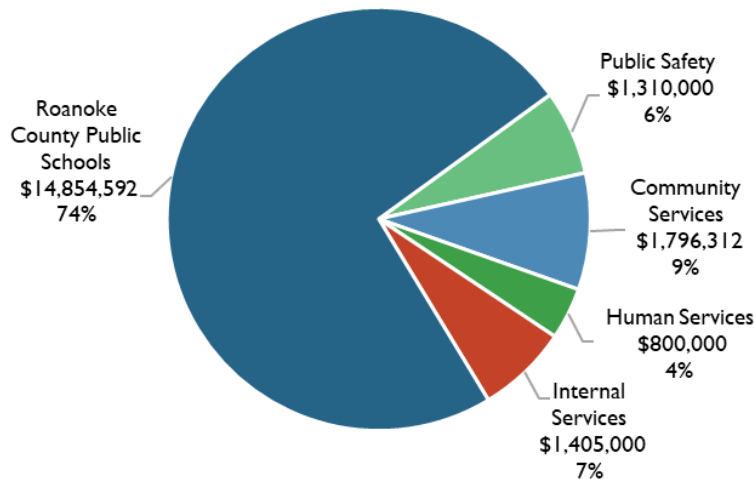
Daniel R. O'Donnell
Roanoke County Administrator



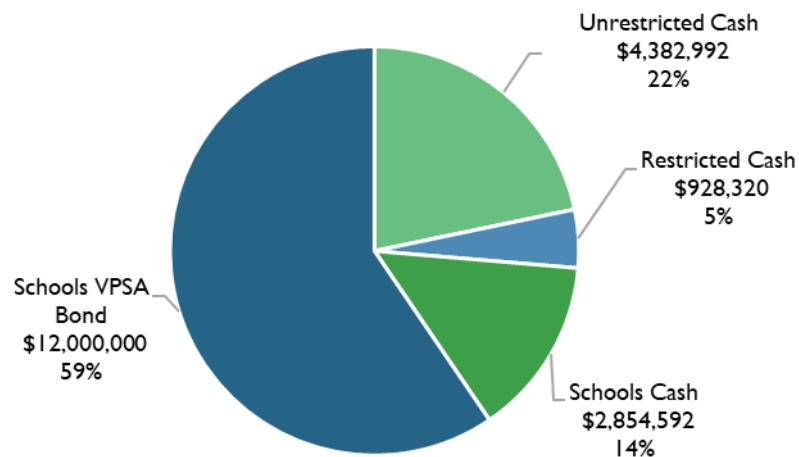
FY 2022 Capital Year Budget

The FY 2022 Capital Year Budget is the first year of the ten-year Capital Improvement Program (CIP). The County Administrator's Adopted FY 2022 – FY 2031 CIP was presented to the Board of Supervisors on January 26, 2021. The FY 2022 Capital Year Budget was formally appropriated by the Board of Supervisors on May 11, 2021. A summary is provided of all projects as well as funding sources. Information on the Roanoke County Schools FY 2022 Capital Year Budget is also included. The full Roanoke County FY 2022 – FY 2031 CIP can be found at: <http://www.roanokecountyva.gov/index.aspx?NID=590>.

FY 2022 Capital Year Budget Projects County & Schools - \$20,165,904 (County Only \$5,311,312) (\$ in millions)



FY 2022 Capital Year Budget Funding Sources County & Schools - \$20,165,904 (County Only \$5,311,312) (\$ in millions)





**FY 2022 Capital Year Budget
Summary of Adopted Funding Sources – County & Schools**

FY 2022 Capital Year Budget Roanoke County Funding Sources	FY 2022 Amount
Roanoke County - Unrestricted Cash	
General Government Transfer	\$ 1,400,000
Capital Reserves	\$ 2,525,167
VPSA Refunding Bonds	\$ 180,000
Debt Fund - County	\$ 277,825
Subtotal, Unrestricted Cash	\$ 4,382,992
Roanoke County - Restricted Cash	
CommIT Fund Transfer	\$ 125,000
CommIT Communications Fund Balance	\$ 225,000
Economic Development Funds	\$ 141,445
Contribution from Economic Development Authority	\$ 386,875
Department of Fire Programs Funding	\$ 50,000
Subtotal, Restricted Cash	\$ 928,320
Subtotal, FY 2022 County CIP Funding	\$ 5,311,312

FY 2022 Capital Year Budget Roanoke County Public Schools Funding Sources	FY 2022 Amount
Major Capital Reserves	\$ 450,000
Debt Fund - Schools	\$ 670,692
VPSA Refunding Credits	\$ 167,477
General Fund Transfer (for CMP)	\$ 1,566,423
VPSA Bond Issue	\$ 12,000,000
Subtotal, FY 2022 Schools CIP Funding	\$ 14,854,592

Total, FY 2022 County & Schools CIP Funding	\$ 20,165,904
--	----------------------



**FY 2022 Capital Year Budget
Summary of Adopted Projects – County & Schools**

FY 2022 Capital Year Budget Roanoke County Projects	FY 2022 Amount
Functional Team/Department/Budget	
Public Safety	
Capital Maintenance Program - Sheriff	\$ 110,000
Emergency Medical Dispatch	\$ 150,000
Diesel Exhaust Removal System	\$ 50,000
New Bonsack/460 Fire Station	\$ 1,000,000
Subtotal, Public Safety Projects	\$ 1,310,000
Community Services	
419 Town Center Development Standards	\$ 100,000
Route 460/Challenger Avenue Study	\$ 100,000
Fallowater Lane Extension	\$ 141,445
VDOT Revenue Sharing Program	\$ 250,000
NPDES-MS4 BMP Construction	\$ 200,000
Storm Drainage Maintenance of Effort Program	\$ 200,000
Roanoke County Broadband Authority	\$ 386,875
Woodhaven Property Acquisition & Improvements	\$ 117,992
Rural Broadband Initiative	\$ 300,000
Subtotal, Community Services Projects	\$ 1,796,312
Human Services	
Green Ridge Capital Maintenance Program	\$ 100,000
Parks and Recreation Capital Maintenance Program	\$ 700,000
Subtotal, Human Services Projects	\$ 800,000
Internal Services	
Email and Business Productivity Tools Replacement	\$ 25,000
IT Infrastructure Replacement Plan	\$ 530,000
General Services Capital Maintenance Program	\$ 850,000
Subtotal, Internal Services Projects	\$ 1,405,000
Subtotal, County CIP Projects	\$ 5,311,312



**FY 2022 Capital Year Budget
Summary of Adopted Projects – County & Schools
(Continued)**

FY 2022 Capital Year Budget Roanoke County Public Schools	FY 2022 Amount
Roanoke County Public Schools - All Projects	
Capital Maintenance Program - RCPS Facilities	\$ 760,000
William Byrd High School	\$ 12,091,953
WE Cundiff Elementary	\$ 1,001,320
Glen Cove Elementary	\$ 1,001,319
Subtotal, FY 2022 Schools CIP Projects	\$ 14,854,592
Total, FY 2022 County & Schools CIP Projects	\$ 20,165,904



Capital Improvement Program Expenditures Fiscal Year 2021-2022

Approved County projects from the first year (FY 2022) of the FY 2022-FY 2031 Capital Improvement Program are summarized below. The entire program, including project descriptions and justifications, is available as a separate document and can be found on the Finance and Management Services Budget Division webpage at <https://www.roanokecountyva.gov/590/Capital-Improvement-Program-CIP>.

Public Safety

Capital Maintenance Program - Sheriff \$110,000

The Capital Maintenance Program (CMP) is the vehicle in which County assets are programmed to receive regular maintenance and repair. Dedicating resources each year to the Sheriff CMP will fund repairs and maintenance maximizing the life of the County Jail and Courthouse.

Emergency Medical Dispatch \$150,000

This project upgrades the Emergency Communication Center Emergency Medical Dispatch Program in FY 2022. Emergency Medical Dispatch (EMD) is a systematic program of handling medical calls. Trained telecommunicators, using procedures locally approved by the Operational Medical Director (OMD), quickly and properly determine the nature and priority of the call, dispatch the appropriate response, then give the caller instructions to help treat the patient until the responding Emergency Medical Services (EMS) unit arrives. A comprehensive EMD program can reduce agency liability by providing thorough and consistent dispatch instructions. Total project cost is estimated at \$150,000.

Diesel Exhaust Removal System \$50,000

The Diesel Exhaust Removal System project will install emission capture equipment in approximately 60 apparatus bays throughout the County to capture diesel emissions. This project mounts exhaust filtration equipment to capture these emissions. The Fire & Rescue Department has planned to use the Department of Fire Program (DFP) funds to supplement this project.

New Bonsack/460 Fire Station \$1,000,000

A new Bonsack/460 Fire Station will construct a new fire station with \$1.0 million in FY 2022 and \$4.825 million FY 2023. This station would represent a new and enhanced service as the twelfth station, which would reduce reliance on other locality responses for emergencies. This station would replace services provided by the Read Mountain Fire Station, now owned by Botetourt County, and would reduce the demand on the City of Roanoke's Station #14. The station would ideally be located in the Bonsack area along 460 in the Hollins District.



Community Services

419 Town Center Development Standards \$100,000

Professional design services are needed to develop design guidelines and update zoning regulations in the 390-acre 419 Town Center Plan area. The area includes Tanglewood Mall, the South Peak planned community and the Route 419 commercial corridor from the U.S. 220 Interchange to the railroad trestle at Chaparral Drive. The Plan (2019) recommends new design principles for the planning area, which could include adoption and/or revision of new and existing ordinances as well as new development standards like form-based codes or a unique overlay district.

Route 460/Challenger Avenue Study \$100,000

Professional design services are needed to complete a land use analysis and to propose road network changes to serve the properties abutting and in the vicinity of Challenger Avenue between the City of Roanoke and Botetourt County.

Fallowater Lane Extension \$141,445

The Fallowater Lane Extension project will reconstruct an existing private driveway to improve access to future development in the area designated as "The Ridges." The project would upgrade the existing private drive to public road standards and construct a new section allowing for future road segments. Funding sources include Economic Development Funds (\$0.50 M), VDOT Secondary Six-Year Plan Construction Formula Funds (\$2.00 M), VDOT Revenue Sharing (\$0.92 M) and County match (\$0.92 M), which includes Economic Development funds (\$0.28 M), County VDOT Revenue Share funds (\$0.50 M), and prior VDOT Revenue Sharing funds (\$0.14 M). Roanoke County is administering the Preliminary Engineering phase and the Construction phase. VDOT is administering the Right-of-Way phase, so VDOT Revenue Sharing funds (\$0.92 M) do not require appropriation.

VDOT Revenue Sharing Agreement \$250,000

The Revenue Sharing Program provides additional funding for use by Roanoke County to construct, reconstruct, improve or maintain the VDOT secondary or primary highway system. Locality funds are matched with 50% state funds. The program is administered by VDOT in cooperation with participating localities. Construction may be accomplished by VDOT, or by Roanoke County under agreement with VDOT. The VDOT Revenue Sharing Program is on a two-year cycle. Funding for projects approved in FY 2021 are allocated over FY 2021 and FY 2022. In FY 2021 and FY 2022, one existing project has been identified in the Revenue Sharing Program: Fallowater Lane Extension.

NPDES-MS4 BMP Construction \$200,000

The National Pollutant Discharge Elimination System (NPDES)-MS4 BMP Construction project, provides resources for the design and construction of Best Management Practices (BMPs) to address sediment, bacteria, and PCBs (Polychlorinated Biphenyl) discharge in the County. Roanoke County has a Municipal Separate Storm Sewer System (MS4) permit with Total Maximum Daily Load (TMDL) requirements. This project helps the County to meet these requirements by lowering discharge of these pollutants toward its numeric waste load allocations. Project funding is supplemented with anticipated Virginia Stormwater Local Assistance Fund grants, for which the County anticipates applying every third year.

**Storm Drainage Maintenance of Effort Program \$200,000**

The Storm Drainage Maintenance of Effort Program project addresses public drainage problems through repairs and system upgrades to County-owned storm drainage systems that cannot be addressed through the operating budget. At times, project funds may be used for emergency repairs that are caused by significant storm events. For projects that involve public streets, participation by VDOT is sought.

Roanoke County Broadband Authority \$386,875

The Roanoke County Broadband Authority Infrastructure project promotes economic development by providing affordable, high speed broadband services in the Roanoke Valley. The Roanoke County Broadband Authority (RVBA) on behalf of Roanoke County and as part of a multi-jurisdictional effort constructed a 25-mile core fiber network in Roanoke County. An additional 10 plus miles has been built during the last two years bringing the total mileage in Roanoke County to over 35 plus miles.

The County's portion of the installation joins previous installations in the cities of Salem and Roanoke, ultimately providing a system with over 110 miles of fiber for commercial, business and governmental use. Construction of the core fiber network in the County was completed in October 2017. Annual funding remains in the CIP to support debt service payments for the financing of the project.

Wood Haven Property Acquisition & Improvements \$117,992

This project will create a 100+ acre business park, which will be owned and developed by the Western Virginia Regional Industrial Facility Authority (WVRIFA). Roanoke County, along with the Cities of Roanoke and Salem are jointly financing this effort. The project aims to increase the amount of marketable property in the Roanoke Valley available for business development. Roanoke County's total share of the project is expected to be approximately \$4.4 million (\$4.1 million accounted for in current CIP), financed through the WVRIFA over 20 years. A total of \$3.4 million in project financing is budgeted in the FY 2022 – FY 2031 CIP.

Rural Broadband Initiative \$300,000

The Rural Broadband Initiative project improves communication and data technology in both the business sector and in residential settings. The County collected survey data to identify areas where citizens either do not have or have inadequate internet service. The County has used this data to seek public-private partnerships and grants. The FY 2022-FY 2031 CIP includes \$0.3 million in County funding, which will be combined with additional funds from allocation of FY 2019 year end funds (\$0.2), redistributed unallocated general funds (\$1.89 in FY 2021), a grant from the Governor's Fast Track Broadband Program (\$0.98 in FY 2021), and reallocated Center for Research & Technology (CRT) funds (\$0.2 in FY 2021).



Human Services

Green Ridge Capital Maintenance Program \$100,000

The Green Ridge Capital Maintenance Program (CMP), established in FY 2022, funds ongoing maintenance and repair of various systems within the recreation facility. The facility is over 10 years of age and requires a dedicated funding stream for overall facility maintenance. The facility continues to cover its direct operating costs through revenue generation, but capital maintenance funding assistance is needed for the long-term future. Annual funding to the Green Ridge CMP will fund repairs and maintenance maximizing the life of the building and waterpark. The 2019 Facility Condition Assessment study identified the facility as underfunded for current repair needs.

Parks and Recreation Capital Maintenance Program \$700,000

The Parks and Recreation Capital Maintenance Program (CMP) is the vehicle in which County assets are programmed to receive regular maintenance and repair. The CMP dedicates \$700,000 in FY 2022 through FY 2027, with increases planned in FY 2028 and FY 2030. Annual funding to the Parks and Recreation CMP will fund repairs and maintenance maximizing the life of County parks, playgrounds, sports fields, courts, restrooms, and other recreational buildings.

Internal Services

Email and Business Productivity Tools Replacement \$25,000

The County's long-term email solution, Groupwise (Version 2014 R2), and current business productivity solution (desktop-based Microsoft Office, V2010, V2013, V2016 and V2019) need to be replaced. Legacy Groupwise email systems are now rare and support training is not available; technical support is limited and difficult to obtain. Email options at the scale Roanoke County requires are limited, and are usually components of larger, cloud-based solutions including email and business productivity solutions.

IT Infrastructure Replacement Plan \$530,000

Beginning in FY 2018, the IT Infrastructure Replacement Capital Maintenance Program became part of the 10-year CIP. The IT Infrastructure Replacement Capital Maintenance Program (CMP) supports maintenance and repairs to Roanoke County's network infrastructure, which are vital to supporting business operations. This system, comprised of thousands of individual components representing a multimillion-dollar investment, connects to every department, throughout multiple County facilities, and supports Public Safety systems 24 hours a day/7 days a week.

General Services Capital Maintenance Program \$850,000

The General Services Capital Maintenance Program (CMP) is the vehicle in which County assets are programmed to receive regular maintenance and repair. Dedicating funding each year to the General Services CMP will fund repairs and maintenance maximizing the life of County facilities, lots, electrical systems, and plumbing systems. A comprehensive, independent Facility Conditions Assessment was completed in 2019 and will be utilized as a resource for developing current and future needs.

County of Roanoke, Virginia
FY 2022 - FY 2031 Capital Improvement Program (CIP)
Summary of County and Schools Funding Sources

Roanoke County - Unrestricted Cash	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total
General Government Transfer	\$1,400,000	\$1,760,000	\$1,780,000	\$1,805,000	\$1,805,000	\$1,805,000	\$1,880,000	\$1,900,000	\$1,945,000	\$1,945,000	\$18,025,000
Capital Reserves	2,525,167	1,707,645	1,870,394	1,538,945	1,518,633	1,494,891	1,222,358	1,399,584	1,305,869	1,341,593	15,925,079
VPSA Refunding Bonds	180,000	157,581	157,625	124,750	124,125	125,931	122,831	82,944	82,631	82,631	1,241,049
Debt Fund - County	277,825	277,825	279,609	280,812	276,487	279,309	279,354	143,006	137,366	0	2,231,593
Subtotal, Unrestricted Cash	\$4,382,992	\$3,903,051	\$4,087,628	\$3,749,507	\$3,724,245	\$3,705,131	\$3,504,543	\$3,525,534	\$3,470,866	\$3,369,224	\$37,422,721

Roanoke County - Restricted Cash	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total
CommIT Fund Transfer	\$125,000	\$667,000	\$883,000	\$883,000	\$883,000	\$883,000	\$883,000	\$883,000	\$883,000	\$883,000	\$7,856,000
CommIT Communications Fund Balance	225,000	0	0	0	0	0	0	0	0	0	225,000
Economic Development Funds	141,445	0	0	0	0	0	0	0	0	0	141,445
Contribution from EDA	386,875	0	0	0	0	0	0	0	0	0	386,875
Department of Fire Programs Funding	50,000	0	0	0	0	0	0	0	0	0	50,000
Subtotal, Restricted Cash	\$928,320	\$667,000	\$883,000	\$883,000	\$883,000	\$883,000	\$883,000	\$883,000	\$883,000	\$883,000	\$8,659,320

Non-County Funding Sources	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total
PSAP Grant Funding	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
Stormwater Local Assistance Fund	0	300,000	0	0	400,000	0	0	400,000	0	0	1,100,000
Transfer from Schools	0	444,180	0	0	0	0	0	0	0	0	444,180
Subtotal, Non-County Funding Sources	\$0	\$944,180	\$0	\$0	\$400,000	\$0	\$0	\$400,000	\$0	\$0	\$1,744,180

Roanoke County - Bonds	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total
Lease / Revenue Bonds	\$0	\$12,000,000	\$0	\$0	\$12,000,000	\$0	\$0	\$12,000,000	\$0	\$0	\$36,000,000
Subtotal, Lease / Revenue Bonds	\$0	\$12,000,000	\$0	\$0	\$12,000,000	\$0	\$0	\$12,000,000	\$0	\$0	\$36,000,000

Total, All County Funding Sources	\$ 5,311,312	\$ 17,514,231	\$ 4,970,628	\$ 4,632,507	\$ 17,007,245	\$ 4,588,131	\$ 4,387,543	\$ 16,808,534	\$ 4,353,866	\$ 4,252,224	\$ 83,826,221
--	---------------------	----------------------	---------------------	---------------------	----------------------	---------------------	---------------------	----------------------	---------------------	---------------------	----------------------

Roanoke County Public Schools (RCPS) - All Funding Sources	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total
General Fund Transfer (for CMP)	\$ 1,566,423	\$ 822,000	\$ 1,000,000	\$ 675,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$10,063,423
Major Capital Reserves	450,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	5,850,000
Debt Fund - Schools	670,692	605,164	640,703	676,244	700,833	725,424	752,750	644,694	0	0	5,416,504
Grant Funds	0	178,000	0	325,000	0	0	0	0	0	0	503,000
VPSA Refunding Credits	167,477	165,193	116,750	116,250	117,931	114,831	74,943	74,631	3,987	4,012	956,005
VPSA Bond Issue	12,000,000	0	12,000,000	12,000,000	0	12,000,000	12,000,000	0	12,000,000	12,000,000	84,000,000
Total, RCPS Funding Sources	\$14,854,592	\$2,370,357	\$14,357,453	\$14,392,494	\$2,418,764	\$14,440,255	\$14,427,693	\$2,319,325	\$13,603,987	\$13,604,012	\$106,788,932

Total, FY 22-31 County & RCPS Funding Sources	\$20,165,904	\$19,884,588	\$19,328,081	\$19,025,001	\$19,426,009	\$19,028,386	\$18,815,236	\$19,127,859	\$17,957,853	\$17,856,236	\$190,615,153
--	---------------------	---------------------	---------------------	---------------------	---------------------	---------------------	---------------------	---------------------	---------------------	---------------------	----------------------



County of Roanoke, Virginia
FY 2022 - FY 2031 Capital Improvement Program (CIP)
Summary of County and Schools Projects

Note: Projects with \$0 in FY 2022-2031 are active projects that have been fully funded in prior fiscal years.

Functional Team/Department/Project	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 22-31 Total
Public Safety											
Sheriff											
Sheriff's Office Capital Maintenance Program	\$110,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$150,000	\$150,000	\$155,000	\$155,000	\$1,345,000
<i>Sheriff Total</i>	110,000	125,000	125,000	125,000	125,000	125,000	150,000	150,000	155,000	155,000	1,345,000
Communications & IT											
Digital Microwave Ring Replacement	0	0	0	0	0	0	0	0	0	0	0
Public Safety Communications Infrastructure	0	0	0	0	0	0	0	0	0	0	0
Emergency 911 Phone System Upgrade	0	494,000	0	0	0	0	0	0	0	0	494,000
Emergency Medical Dispatch	150,000	0	0	0	0	0	0	0	0	0	150,000
<i>Communications & IT Total</i>	150,000	494,000	0	0	0	0	0	0	0	0	644,000
Fire & Rescue											
Fire and Rescue Ballistic Body Armor	0	0	0	0	0	0	0	0	0	0	0
Diesel Exhaust Removal System	50,000	0	0	0	0	0	0	0	0	0	50,000
New Bonsack/460 Fire Station	1,000,000	4,825,000	0	0	0	0	0	0	0	0	5,825,000
Hollins Fire Station Replacement	0	0	0	0	0	0	100,000	12,000,000	0	0	12,100,000
<i>Fire & Rescue Total</i>	1,050,000	4,825,000	0	0	0	0	100,000	12,000,000	0	0	17,975,000
Courthouse and Court Services											
Courthouse HVAC Replacement	0	525,000	0	0	0	0	0	0	0	0	525,000
<i>Courthouse and Court Services Total</i>	0	525,000	0	0	0	0	0	0	0	0	525,000
Public Safety Total	\$1,310,000	\$5,969,000	\$125,000	\$125,000	\$125,000	\$125,000	\$250,000	\$12,150,000	\$155,000	\$155,000	\$20,489,000
Community Services											
Planning											
419 Town Center Development Standards	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
Route 460/ Challenger Avenue Study	100,000	0	0	0	0	0	0	0	0	0	100,000
Fallowater Lane Extension	141,445	0	0	0	0	0	0	0	0	0	141,445
VDOT Revenue Sharing Program	250,000	200,000	350,000	425,000	500,000	500,000	500,000	500,000	500,000	500,000	4,225,000



County of Roanoke, Virginia
FY 2022 - FY 2031 Capital Improvement Program (CIP)
Summary of County and Schools Projects

All Projects (Continued)

Note: Projects with \$0 in FY 2022-2031 are active projects that have been fully funded in prior fiscal years.

Functional Team/Department/Project	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 22-31 Total
Community Services(Continued)											
Planning (Continued)											
Buck Mountain / Starkey Rd Intersection	0	0	0	0	0	0	0	0	0	0	0
Dry Hollow Rd Safety Improvement	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
Plantation Rd Phase II	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 Rd Pedestrian Improvements	0	0	0	0	0	0	0	0	0	0	0
Planning Total	591,445	200,000	350,000	425,000	500,000	500,000	500,000	500,000	500,000	500,000	4,566,445
Stormwater Management											
NPDES - MS4 BMP Construction	200,000	450,000	100,000	200,000	500,000	100,000	100,000	600,000	100,000	100,000	2,450,000
Storm Drainage Maintenance of Effort Program	200,000	200,000	200,000	215,000	215,000	225,000	225,000	225,000	225,000	225,000	2,155,000
NPDES - Leachate Management System Upgrade	0	0	0	0	0	0	0	0	0	0	0
Restoration of Wolf Creek at Goode Park	0	0	0	0	0	0	0	0	0	0	0
Stormwater Management Total	400,000	650,000	300,000	415,000	715,000	325,000	325,000	825,000	325,000	325,000	4,605,000
Economic Development											
Roanoke County Broadband Initiative	386,875	384,939	387,149	383,664	383,664	384,983	0	0	0	0	2,311,274
Wood Haven Property Acquisition & Improvements	117,992	369,932	370,479	370,843	370,581	370,148	369,543	370,534	370,866	369,224	3,450,142
Economic Development Total	504,867	754,871	757,628	754,507	754,245	755,131	369,543	370,534	370,866	369,224	5,761,416
Communications & IT											
Rural Broadband Initiative	300,000	0	0	0	0	0	0	0	0	0	300,000
Communications & IT Total	300,000	0	0	0	0	0	0	0	0	0	300,000
Community Services Total	\$1,796,312	\$1,604,871	\$1,407,628	\$1,594,507	\$1,969,245	\$1,580,131	\$1,194,543	\$1,695,534	\$1,195,866	\$1,194,224	\$15,232,861
Human Services											
Library											
Hollins Library Replacement	\$0	\$1,525,000	\$0	\$0	\$12,000,000	\$0	\$0	\$0	\$0	\$0	\$13,525,000
Public Computer Replacement Plan	0	0	75,000	100,000	100,000	80,000	80,000	80,000	80,000	80,000	675,000
Mount Pleasant Library Repairs	0	0	0	0	0	0	0	0	0	0	0
Library Total	0	1,525,000	75,000	100,000	12,100,000	80,000	80,000	80,000	80,000	80,000	14,200,000



County of Roanoke, Virginia
FY 2022 - FY 2031 Capital Improvement Program (CIP)
Summary of County and Schools Projects

All Projects (Continued)

Note: Projects with \$0 in FY 2022-2031 are active projects that have been fully funded in prior fiscal years.

Functional Team/Department/Project	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 22-31 Total
Human Services (Continued)											
Parks and Recreation											
Explore Park	0	1,400,000	0	0	0	0	0	0	0	0	1,400,000
Green Ridge CMP	100,000	55,000	75,000	100,000	100,000	100,000	125,000	125,000	150,000	150,000	1,080,000
Green Ridge Dehumidification	0	0	0	250,000	250,000	240,000	0	0	0	0	740,000
PRT CMP	700,000	700,000	700,000	700,000	700,000	700,000	725,000	725,000	740,000	740,000	7,130,000
Sports Field Lighting Replacement	0	0	0	0	0	0	250,000	250,000	250,000	150,000	900,000
East Roanoke River Greenway Extension	0	0	0	0	0	0	0	0	0	0	0
West Roanoke River Greenway Extension	0	0	0	0	0	0	0	0	0	0	0
Parks and Recreation Total	800,000	2,155,000	775,000	1,050,000	1,050,000	1,040,000	1,100,000	1,100,000	1,140,000	1,040,000	11,250,000
Elections											
Voting Machine Replacement	0	0	425,000	0	0	0	0	0	0	0	425,000
Elections Total	0	0	425,000	0	0	0	0	0	0	0	425,000
Human Services Total	\$800,000	\$3,680,000	\$1,275,000	\$1,150,000	\$13,150,000	\$1,120,000	\$1,180,000	\$1,180,000	\$1,220,000	\$1,120,000	\$25,875,000
Internal Services											
Communications & IT											
Computer Replacement Program	\$0	\$117,000	\$233,000	\$233,000	\$233,000	\$233,000	\$233,000	\$233,000	\$233,000	\$233,000	\$1,981,000
Email and Business Productivity Tools Replacement	25,000	100,000	50,000	0	0	0	0	0	0	0	175,000
IT Infrastructure Replacement Plan	530,000	550,000	1,000,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	6,630,000
Comm/IT Total	555,000	767,000	1,283,000	883,000	883,000	883,000	883,000	883,000	883,000	883,000	8,786,000
Finance											
Dynamics D365 Upgrade	0	0	0	0	0	0	0	0	0	0	0
Integrated Financial System	0	0	0	0	0	0	0	0	0	0	0
Finance Total	0	0	0	0	0	0	0	0	0	0	0
Finance/Human Resources											
Human Resources and Payroll Modules	0	888,360	0	0	0	0	0	0	0	0	888,360
Finance/Human Resources Total	0	888,360	0	0	0	0	0	0	0	0	888,360



County of Roanoke, Virginia
FY 2022 - FY 2031 Capital Improvement Program (CIP)
Summary of County and Schools Projects

All Projects (Continued)

Functional Team/Department/Project	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 22-31 Total
Internal Services (Continued)											
General Services											
Bent Mountain Community Center Upgrade	0	0	0	0	0	0	0	0	0	0	0
General Services CMP	850,000	880,000	880,000	880,000	880,000	880,000	880,000	900,000	900,000	900,000	8,830,000
Public Service Center Replacement	0	3,725,000	0	0	0	0	0	0	0	0	3,725,000
<i>General Services Total</i>	<i>850,000</i>	<i>4,605,000</i>	<i>880,000</i>	<i>880,000</i>	<i>880,000</i>	<i>880,000</i>	<i>880,000</i>	<i>900,000</i>	<i>900,000</i>	<i>900,000</i>	<i>12,555,000</i>
Internal Services Total	\$1,405,000	\$6,260,360	\$2,163,000	\$1,763,000	\$1,763,000	\$1,763,000	\$1,763,000	\$1,783,000	\$1,783,000	\$1,783,000	\$22,229,360
Subtotal, Roanoke County Projects	\$5,311,312	\$17,514,231	\$4,970,628	\$4,632,507	\$17,007,245	\$4,588,131	\$4,387,543	\$16,808,534	\$4,353,866	\$4,252,224	\$83,826,221

All Projects (Continued)

Functional Team/Department/Project	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 22-31 Total
Roanoke County Public Schools											
Schools											
Capital Maintenance Program	\$760,000	\$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	\$9,760,000
HR Payroll and Software System	0	444,180	0	0	0	0	0	0	0	0	444,180
Dynamics D365 Upgrade	0	0	0	0	0	0	0	0	0	0	0
William Byrd High School	12,091,953	0	0	0	0	0	0	0	0	0	12,091,953
WE Cundiff Elementary	1,001,320	463,089	7,357,453	7,374,182	818,764	6,685,939	0	0	0	0	23,700,747
Glen Cove Elementary	1,001,319	463,088	6,000,000	6,018,312	600,000	6,593,028	0	0	0	0	20,675,747
Burton Center for the Arts & Technology	0	0	0	0	0	161,288	13,427,693	1,319,325	12,603,987	12,004,012	39,516,305
Northside Middle	0	0	0	0	0	0	0	0	0	600,000	600,000
<i>Schools Total</i>	<i>14,854,592</i>	<i>2,370,357</i>	<i>14,357,453</i>	<i>14,392,494</i>	<i>2,418,764</i>	<i>14,440,255</i>	<i>14,427,693</i>	<i>2,319,325</i>	<i>13,603,987</i>	<i>13,604,012</i>	<i>106,788,932</i>
Total, Roanoke County Public Schools Projects	\$14,854,592	\$2,370,357	\$14,357,453	\$14,392,494	\$2,418,764	\$14,440,255	\$14,427,693	\$2,319,325	\$13,603,987	\$13,604,012	\$106,788,932
Total, FY 22-31 County & Schools Projects	\$20,165,904	\$19,884,588	\$19,328,081	\$19,025,001	\$19,426,009	\$19,028,386	\$18,815,236	\$19,127,859	\$17,957,853	\$17,856,236	\$190,615,153



County of Roanoke, Virginia

FY 2022 – FY 2031 Adopted Capital Improvement Program

Additional Operating Impacts

The table below provides summary information on the additional operating impacts that are associated with the projects included in the FY 2022 - FY 2031 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total FY 22-FY 31
Public Safety											
Digital Microwave Ring Replacement	\$65,000	\$66,950	\$68,959	\$71,028	\$73,159	\$75,354	\$77,615	\$79,943	\$82,341	\$84,811	\$745,160
Public Safety Communications Infrastructure	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911	\$18,448	\$19,001	\$19,571	\$171,958
Emergency 911 Phone System Upgrade	\$0	\$0	\$17,775	\$27,975	\$28,814	\$29,678	\$30,568	\$31,485	\$32,430	\$33,403	\$232,128
New Bonsack/460 Fire Station	\$0	\$0	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Hollins Fire Station Replacement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	TBD	TBD
Courthouse HVAC Replacement	\$0	\$0	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Community Services											
Plantation Road Phase II	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD



Additional Operating Impacts (continued)

Functional Team/Project	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total FY 22-FY 31
Community Services (continued)											
NPDES - Leachate Management System Upgrade	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Restoration of Wolf Creek in Goode Park Phase I	\$0	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,797	\$5,971	\$6,150	\$6,335	\$50,800
Roanoke County Broadband Initiative	\$325,000	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	\$325,000
Human Services											
Hollins Branch Library Replacement	\$0	\$0	\$0	\$0	\$0	TBD	TBD	TBD	TBD	TBD	TBD
Sports Field Lighting Replacement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	\$1,030	\$1,061	\$3,091
East Roanoke River Greenway	\$12,500	\$12,875	\$13,261	\$13,659	\$14,069	\$14,491	\$14,926	\$15,374	\$15,835	\$16,310	\$143,300
West Roanoke River Greenway	\$10,000	\$10,300	\$10,609	\$10,927	\$11,255	\$11,593	\$11,941	\$12,299	\$12,668	\$13,048	\$114,640
Voting Machine Replacement	\$0	\$0	\$0	\$18,100	\$18,643	\$19,202	\$19,778	\$20,371	\$20,982	\$21,611	\$138,687
Internal Services											
Email and Business Productivity Tools Replacement	\$0	\$0	\$400,000	\$412,000	\$424,360	\$437,091	\$450,204	\$463,710	\$477,621	\$491,950	\$3,556,936
Dynamics D365 Upgrade	\$197,000	\$202,910	\$208,997	\$215,267	\$221,725	\$228,377	\$235,228	\$242,285	\$249,554	\$257,041	\$2,258,384
Human Resources and Payroll Modules	\$85,000	\$87,550	\$90,177	\$92,882	\$95,668	\$98,538	\$101,494	\$104,539	\$107,675	\$110,905	\$974,428
Bent Mountain Community Center Repairs and Renovations	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Public Service Center Facility Replacement	\$0	\$0	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD





FY 2022 Fleet Replacement Program

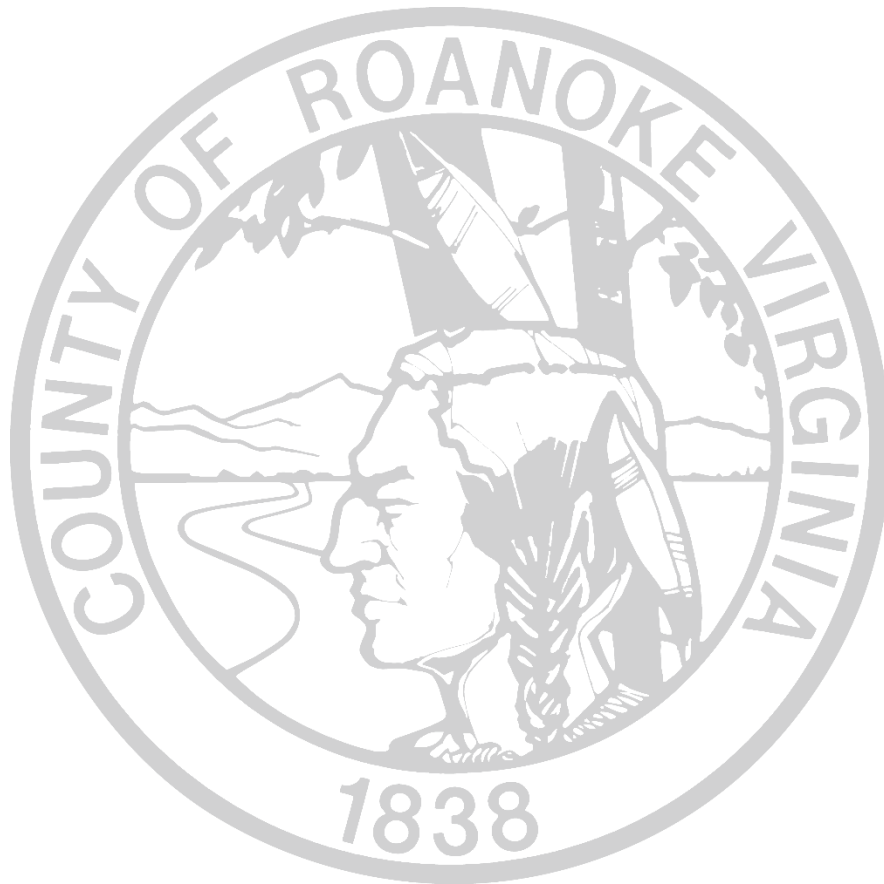
The FY 2022 Fleet Replacement Program represents investments made to replace existing County light fleet (including police vehicles), heavy fleet, heavy equipment, and Fire and Rescue apparatus. FY 2022 is part of a ten-year plan to identify fleet replacement needs and funding sources, and is balanced 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 2022 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. As we continue to recover from impacts of the COVID-19 pandemic, the Fleet & Equipment Replacement program will receive \$200,000 in FY 2022. Balances remain in these accounts that could be utilized for emergency replacements as needed.



FY 2022 - FY 2031 Adopted Combined Fleet & Equipment Replacement Program

Replacement Category	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Light Fleet	\$ 200,000	\$ 1,282,863	\$ 1,304,031	\$ 1,237,347	\$ 1,268,281	\$ 1,299,988	\$ 1,332,488	\$ 1,365,800	\$ 1,399,945	\$ 1,174,760
Heavy Truck - Solid Waste	-	585,110	466,444	602,663	480,437	494,850	626,770	639,305	652,091	665,133
Heavy Fleet - Fire/Rescue	-	1,075,000	1,390,000	1,075,000	1,240,000	1,670,000	880,000	1,110,000	1,290,000	1,100,000
Heavy Fleet - Non-Specialized	-	-	27,000	15,000	100,000	100,000	21,000	125,000	135,000	75,000
Heavy Equipment	-	418,752	286,864	213,000	167,000	261,000	410,000	115,000	190,000	100,000
Total Anticipated Replacement Cost	\$ 200,000	\$ 3,361,725	\$ 3,474,339	\$3,143,010	\$3,255,718	\$ 3,825,838	\$3,270,258	\$3,355,105	\$3,667,036	\$3,114,893
Funding Sources										
Proceeds from Surplus	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
General Fund	200,000	1,908,408	2,308,408	2,708,408	2,708,408	2,708,408	2,708,408	2,708,408	2,708,408	2,708,408
Total Funding Sources	\$ 200,000	\$ 2,008,408	\$ 2,408,408	\$2,808,408	\$2,808,408	\$ 2,808,408	\$2,808,408	\$2,808,408	\$2,808,408	\$2,808,408
Annual Funding Surplus/(Deficit)	\$ -	\$(1,353,318)	\$(1,065,932)	\$ (334,603)	\$ (447,310)	\$(1,017,430)	\$ (461,850)	\$ (546,697)	\$ (858,628)	\$ (306,485)

Types of Estimated Replacements	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Total Number of Light Fleet (Est.)	6	36	36	36	36	36	36	36	36	36
Total Heavy Truck - Solid Waste (Est.)	-	2	2	2	2	2	2	2	2	2
Total Heavy Fleet - Fire Apparatus (Est.)	-	2	3	2	3	3	1	2	2	2
Total Heavy Fleet - Non-Specialized (Est.)	-	-	1	1	3	3	1	3	3	2
Total Number of Heavy Equipment (Est.)	-	9	9	7	5	16	13	13	13	13
Total Estimated Replacements	6	53	53	59	58	60	57	56	57	55



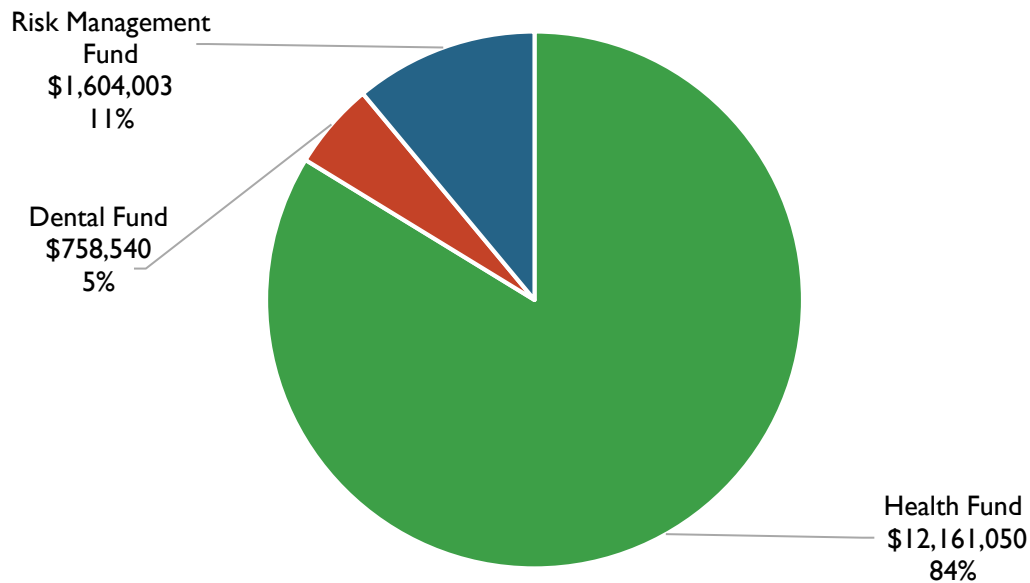


Internal Service Fund





Internal Services Funds \$14,523,593



Internal Services Funds Summary					
	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Health Fund	\$ 10,298,931	\$ 12,056,145	\$ 12,161,050	\$ 104,905	0.9%
Dental Fund	870,529	758,540	758,540	-	0.0%
Risk Management	1,845,054	1,604,003	1,604,003	-	0.0%
Total	\$ 13,014,514	\$ 14,418,688	\$ 14,523,593	\$ 104,905	0.7%



Internal Services – Health Fund

The County has an established 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. Adopted FY 2022 rates can be found on the next page.

Revenue and Expenditure Summary					
	Actual FY 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Revenues:					
Insurance Benefits	10,983,411	12,056,145	12,161,050	104,905	0.9%
Transfer from					
General Fund	1,127,514	-	-	-	-
Transfer from					
Internal Service	100,000	-	-	-	-
Total Revenues	12,210,925	12,056,145	12,161,050	104,905	0.9%
Expenditures:					
Health Insurance	9,834,905	11,596,145	11,661,050	64,905	0.6%
Wellness Program	464,026	460,000	500,000	40,000	8.7%
Total					
Expenditures	10,298,931	12,056,145	12,161,050	104,905	0.9%
Fund Balance					
Beginning Fund					
Balance	217,002	2,128,996	2,128,996	-	-
(Use of)/Addition					
to Fund Balance	1,911,994	-	-	-	-
Ending Balance	2,128,996	2,128,996	2,128,996	-	-

Budget Highlights

The FY 2022 Health Fund increased \$104,905 or 0.9% due to an anticipated increase in contractual services.



Adopted FY 2022 Health Insurance Rates

Current Employees with Wellness							
*With Wellness	FY 2021 Monthly Rates			FY 2022 Monthly Rates			Employee Share Difference
	Total	County	Employee	Total	County	Employee	FY 22 - FY 21
KC1000 Employee Only	\$ 626.54	\$ 532.56	\$ 93.98	\$ 626.54	\$ 532.56	\$ 93.98	\$ -
KC1000 Employee + Child	\$ 906.80	\$ 657.44	\$ 249.36	\$ 906.80	\$ 657.44	\$ 249.36	\$ -
KC1000 Employee + Spouse	\$ 1,253.10	\$ 814.52	\$ 438.58	\$ 1,253.10	\$ 814.52	\$ 438.58	\$ -
KC1000 Employee + Family	\$ 1,573.74	\$ 1,022.94	\$ 550.80	\$ 1,573.74	\$ 1,022.94	\$ 550.80	\$ -

*Employee eligible for HRA if enrolled in Wellness; spouse HRA contingent on enrolling in Wellness

Current Employees without Wellness							
**Without Wellness	FY 2021 Monthly Rates			FY 2022 Monthly Rates			Employee Share Difference
	Total	County	Employee	Total	County	Employee	FY 22 - FY 21
KC1000 Employee Only	\$ 760.33	\$ 551.25	\$ 209.08	\$ 760.33	\$ 551.25	\$ 209.08	\$ -
KC1000 Employee + Child	\$ 1,070.52	\$ 615.56	\$ 454.96	\$ 1,070.52	\$ 615.56	\$ 454.96	\$ -
KC1000 Employee + Spouse	\$ 1,520.70	\$ 760.36	\$ 760.34	\$ 1,520.70	\$ 760.36	\$ 760.34	\$ -
KC1000 Employee + Family	\$ 1,937.53	\$ 968.77	\$ 968.76	\$ 1,937.53	\$ 968.77	\$ 968.76	\$ -

**Ineligible for HRA if employee not enrolled in Wellness

Retirees (20 + Years of Service)							
***Without Wellness	FY 2021 Monthly Rates			FY 2022 Monthly Rates			Retiree Share Difference
	Total	County	Retiree	Total	County	Retiree	FY 22 - FY 21
KC1000 Retiree Only	\$ 874.36	\$ 500.00	\$ 374.36	\$ 874.36	\$ 500.00	\$ 374.36	\$ -
KC1000 Retiree + Child	\$ 1,231.08	\$ 609.66	\$ 621.42	\$ 1,231.08	\$ 609.66	\$ 621.42	\$ -
KC1000 Retiree + Spouse	\$ 1,748.78	\$ 687.32	\$ 1,061.46	\$ 1,748.78	\$ 687.32	\$ 1,061.46	\$ -
KC1000 Retiree + Family	\$ 2,228.14	\$ 759.22	\$ 1,468.92	\$ 2,228.14	\$ 759.22	\$ 1,468.92	\$ -

***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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Revenues:					
Insurance Benefits	772,942	758,540	758,540	-	0.0%
Transfer from General Fund	5,451	-	-	-	0.0%
Use of/Addition to Fund Balance	92,136	-	-	-	0.0%
Total Revenues	870,529	758,540	758,540	-	0.0%
Expenditures:					
Dental Insurance	770,347	758,540	758,540	-	0.0%
Transfer to General Fund	100,182	-	-	-	0.0%
Total Expenditures	870,529	758,540	758,540	-	0.0%
Beginning Fund Balance	155,512	63,376	63,376	-	0.0%
Use of/Addition to Fund Balance	(92,136)	-	-	-	0.0%
Ending Balance	63,376	63,376	63,376	-	0.0%

Budget Highlights

The Adopted FY 2022 Dental Insurance budget remains level.



Adopted FY 2022 Dental Insurance Rates

Monthly Rates						
Dental Plan	Total Premium	FY 22 County Portion	FY 22 Employee Rate	FY 22 Employee % of Premium	FY 21 Employee Rate	\$ Increase FY 21 to FY 22
Subscriber	\$ 31.88	\$ 23.78	\$ 8.10	25.4%	\$ 8.10	\$ -
Subscriber + I	\$ 51.89	\$ 30.38	\$ 21.51	41.5%	\$ 21.51	\$ -
Family	\$ 89.76	\$ 45.08	\$ 44.68	49.8%	\$ 44.68	\$ -



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 2020	Amended FY 2021	Adopted FY 2022	\$ Change FY 21-22	% Change FY 21-22
Revenues:					
Transfer from					
General Fund	1,917,506	1,604,003	1,604,003	-	-
Investment Income	67,176	-	-	-	-
Total Revenues	1,984,682	1,604,003	1,604,003	-	-
Expenditures:					
Personnel	36,129	-	-	-	-
Non-Personnel	1,797,235	1,604,003	1,604,003	-	-
Transfer to					
Capital	11,690	-	-	-	-
Total Expenditures	1,845,054	1,604,003	1,604,003	-	-
Positions	2	2	2	-	-
Beginning Fund					
Balance	1,050,690	1,190,318	1,190,318	-	-
Use of/Addition					
to Fund Balance	139,628	-	-	-	-
Ending Balance	1,190,318	1,190,318	1,190,318	-	-

Budget Highlights

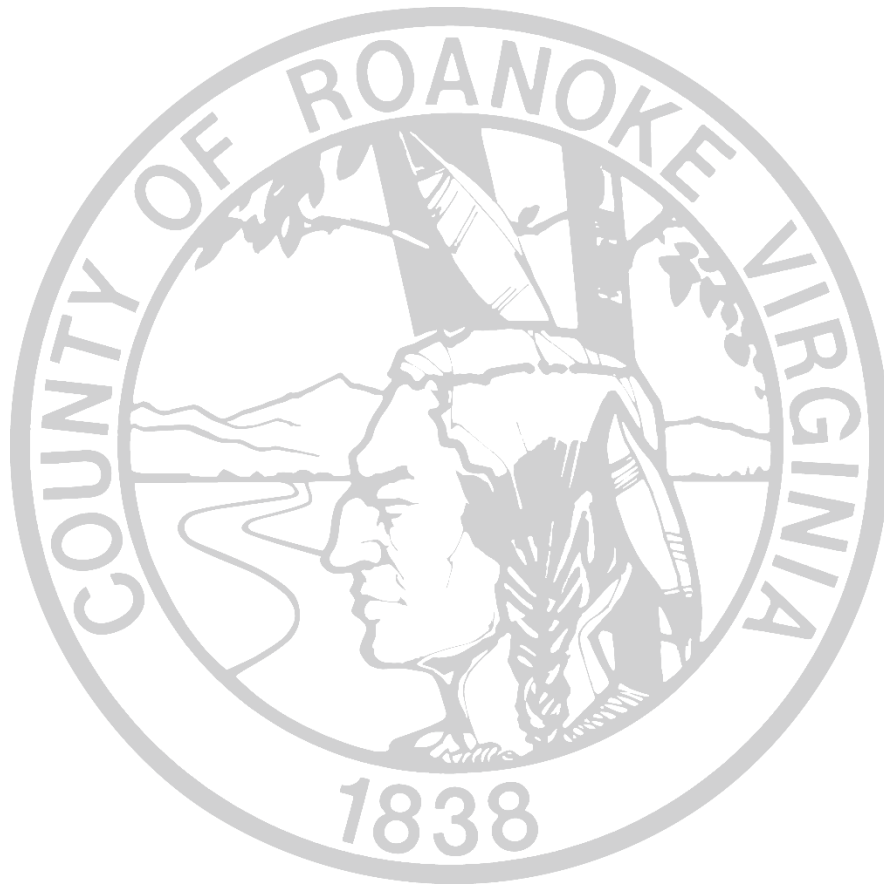
The Adopted FY 2022 Risk and Safety Management budget remains level.

Departmental Goals

- To provide a comprehensive risk and safety management program that protects our employees, community, and property.

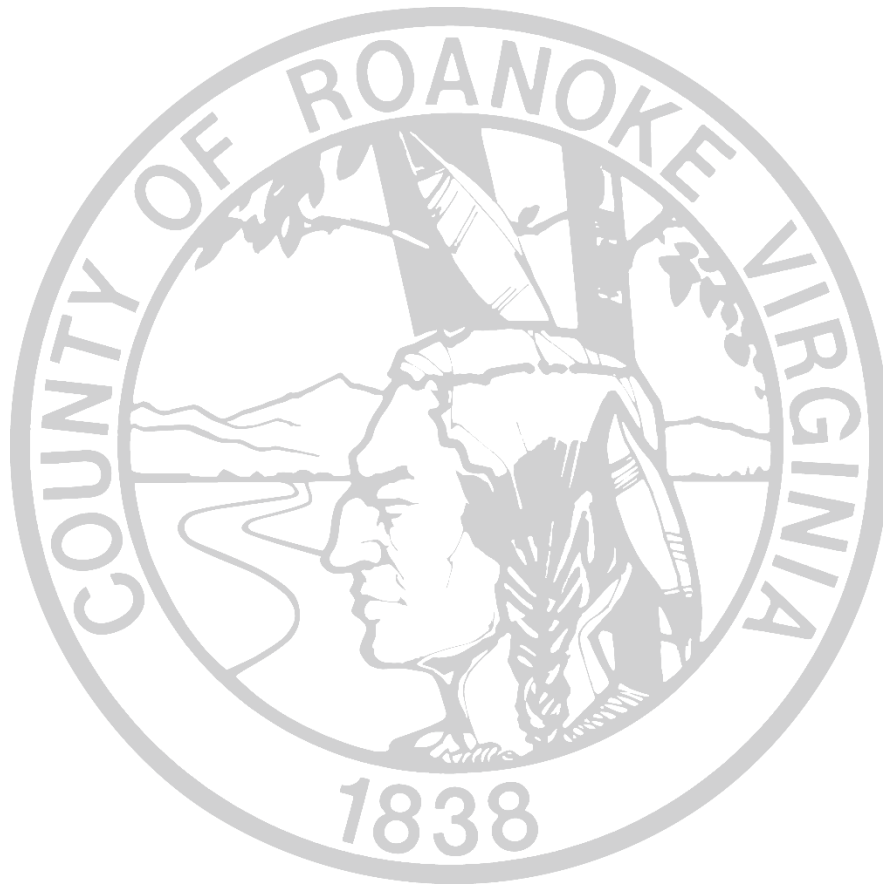


Appendices


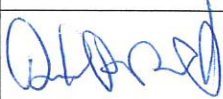




Financial Policies





 <p>COUNTY OF ROANOKE Roanoke, Virginia</p> <p>COMPREHENSIVE FINANCIAL POLICY</p>	Policy Number	PAGE 1 OF 18
	EFFECTIVE DATE February 23, 2021	 Daniel R. O'Donnell County Administrator

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.



COUNTY OF ROANOKE


Roanoke, Virginia

**COMPREHENSIVE
FINANCIAL POLICY**

Policy Number

PAGE 2 OF 18

EFFECTIVE DATE
February 23, 2021


Daniel R. O'Donnell
County Administrator

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-



COUNTY OF ROANOKE

Roanoke, Virginia

**COMPREHENSIVE
FINANCIAL POLICY**

Policy Number

PAGE 3 OF 18

EFFECTIVE DATE
February 23, 2021


Daniel R. O'Donnell
County Administrator

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.



 <p>COUNTY OF ROANOKE Roanoke, Virginia</p> <p>COMPREHENSIVE FINANCIAL POLICY</p>	Policy Number	PAGE 4 OF 18
	EFFECTIVE DATE February 23, 2021	 Daniel R. O'Donnell County Administrator

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.



COUNTY OF ROANOKE

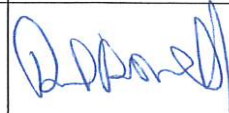
Roanoke, Virginia

**COMPREHENSIVE
FINANCIAL POLICY**

Policy Number

PAGE 5 OF 18

EFFECTIVE DATE
February 23, 2021


Daniel R. O'Donnell
County Administrator

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.

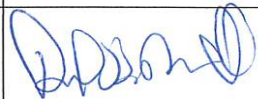
**COUNTY OF ROANOKE**

Roanoke, Virginia

**COMPREHENSIVE
FINANCIAL POLICY**

Policy Number

PAGE 6 OF 18

EFFECTIVE DATE
February 23, 2021

 Daniel R. O'Donnell
 County Administrator

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



COUNTY OF ROANOKE

Roanoke, Virginia

**COMPREHENSIVE
FINANCIAL POLICY**

Policy Number

PAGE 7 OF 18

EFFECTIVE DATE
February 23, 2021

Daniel R. O'Donnell
County Administrator

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.

10. End of Year Designations

All General Government unexpended appropriations and all General Government revenues collected in excess of appropriated revenues at the end of the fiscal year will not lapse but shall be re-appropriated and recommendations for use will be presented to the Board of Supervisors for approval during the final year-end report.

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".

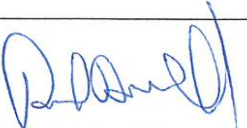
**COUNTY OF ROANOKE**

Roanoke, Virginia

**COMPREHENSIVE
FINANCIAL POLICY**

Policy Number

PAGE 8 OF 18

EFFECTIVE DATE
February 23, 2021

 Daniel R. O'Donnell
 County Administrator
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

, County staff shall provide the Board with a summary status of all active capital projects in October of each year. The summary shall include status of the project, preliminary financial information through the end of the prior fiscal year, 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**



COUNTY OF ROANOKE

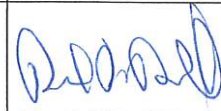
Roanoke, Virginia

**COMPREHENSIVE
FINANCIAL POLICY**

Policy Number

PAGE 9 OF 18

EFFECTIVE DATE
February 23, 2021


Daniel R. O'Donnell
County Administrator

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 \$12 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 2023, FY 2026, and FY 2029; to the Schools, FY 2022, FY 2024, FY 2025, FY 2027, FY 2028, FY 2030 and FY 2031. 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 \$12 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. In addition, both the County



COUNTY OF ROANOKE


Roanoke, Virginia

**COMPREHENSIVE
FINANCIAL POLICY**

Policy Number

PAGE 10 OF 18

EFFECTIVE DATE
February 23, 2021


Daniel R. O'Donnell
County Administrator

and the Schools will add an incremental \$200,000 each year starting July 1, 2020. 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. Schools and County Incremental Contribution:

Budget Year	Increase	Schools Total Transfer	County Total Transfer
2020-2021	200,000	2,400,000	2,400,000
2021-2022	200,000	2,600,000	2,600,000
2022-2023	200,000	2,800,000	2,800,000
2023-2024	200,000	3,000,000	3,000,000
2024-2025	200,000	3,200,000	3,200,000
2025-2026	200,000	3,400,000	3,400,000
2026-2027	200,000	3,600,000	3,600,000
2027-2028	200,000	3,800,000	3,800,000
2028-2029	200,000	4,000,000	4,000,000
2029-2030	200,000	4,200,000	4,200,000

- 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 The General Government Budget** will not exceed ten percent (10%) in the current fiscal year or subsequent fiscal years as detailed in the County's Capital Improvement Program. The General Government budget includes the Governmental Fund expenditures, the School Board component unit expenditures, and County and School transfers to capital projects and Proprietary Funds as outlined in the County's Comprehensive Annual Financial Report (CAFR).

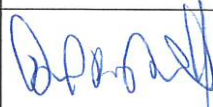
**COUNTY OF ROANOKE**

Roanoke, Virginia

**COMPREHENSIVE
FINANCIAL POLICY**

Policy Number

PAGE 11 OF 18

EFFECTIVE DATE
February 23, 2021

Daniel R. O'Donnell
County Administrator

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 may generate a revenue stream, or issuance through the Virginia Resources Authority.
- B. If applicable, 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.



COUNTY OF ROANOKE

Roanoke, Virginia

**COMPREHENSIVE
FINANCIAL POLICY**

Policy Number

PAGE 12 OF 18

EFFECTIVE DATE
February 23, 2021


Daniel R. O'Donnell
County Administrator

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.

**COUNTY OF ROANOKE**

Roanoke, Virginia

**COMPREHENSIVE
FINANCIAL POLICY**

Policy Number

PAGE 13 OF 18

EFFECTIVE DATE
February 23, 2021

Daniel R. O'Donnell
County Administrator**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 filings 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

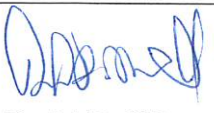
**COUNTY OF ROANOKE**

Roanoke, Virginia

**COMPREHENSIVE
FINANCIAL POLICY**

Policy Number

PAGE 14 OF 18

EFFECTIVE DATE
February 23, 2021

 Daniel R. O'Donnell
 County Administrator

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. General Government Fund Expenditure Contingency

- A. The County of Roanoke's General Government Fund (Fund C100) Expenditure Contingency will be maintained to provide for unanticipated expenditures of a non-recurring nature or to meet unanticipated increased service delivery costs.
- B. The General Government Fund's Expenditure Contingency Balance will be as follows:

C100	General Government Fund Expenditure Contingency	0.25% of budgeted annual General Government expenditures
------	---	--

1. To the extent the contingency falls below the established policy, the contingency will be restored to that level within two fiscal years.

- C. Any use of the General Government Fund Expenditure Contingency will be presented at a meeting of the Board of Supervisors as part of the consent agenda.

3. 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)	Fifteen percent (15%) 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.	C141	Communications and Information Technology (CommIT)	Five percent (5%) of budgeted annual expenditures

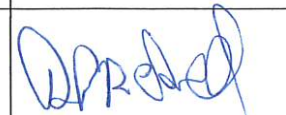
**COUNTY OF ROANOKE**

Roanoke, Virginia

**COMPREHENSIVE
FINANCIAL POLICY**

Policy Number

PAGE 15 OF 18

EFFECTIVE DATE
February 23, 2021

 Daniel R. O'Donnell
 County Administrator

5.	C142	Communications Shop	Ten percent (10%) of budgeted annual expenditures
6.	C144	Emergency Communications Center (ECC)	Five percent (5%) of budgeted annual expenditures
7.	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.

4. 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.

5. 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:



COUNTY OF ROANOKE

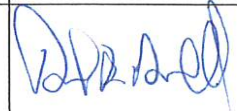
Roanoke, Virginia

**COMPREHENSIVE
FINANCIAL POLICY**

Policy Number

PAGE 16 OF 18

EFFECTIVE DATE
February 23, 2021


Daniel R. O'Donnell
County Administrator

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)

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

**COUNTY OF ROANOKE**

Roanoke, Virginia

**COMPREHENSIVE
FINANCIAL POLICY**

Policy Number

PAGE 17 OF 18

EFFECTIVE DATE
February 23, 2021

 Daniel R. O'Donnell
 County Administrator

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.

6. 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 Management Services are responsible for the administration of this policy.



 <p>COUNTY OF ROANOKE Roanoke, Virginia</p> <p>COMPREHENSIVE FINANCIAL POLICY</p>	Policy Number	PAGE 18 OF 18
	EFFECTIVE DATE February 23, 2021	 Daniel R. O'Donnell County Administrator

2. Policy Authority

The Board of Supervisors authorizes the use of this policy.

3. Amendment of Policy

These rules may be changed or amended by resolution of the Board of Supervisors.

4. Review Date

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



AT A REGULAR MEETING OF THE BOARD OF SUPERVISORS OF ROANOKE COUNTY, VIRGINIA, HELD AT THE ROANOKE COUNTY ADMINISTRATION CENTER ON TUESDAY, FEBRUARY 23, 2021

**RESOLUTION 022321-1 ACCEPTING AND APPROVING
RECOMMENDED CHANGES TO THE COMPREHENSIVE FINANCIAL
POLICY**

WHEREAS, the County adopted a Comprehensive Financial Policy effective December 17, 2019; and

WHEREAS, the policy is to be reviewed and any changes recommended annually;

NOW, THEREFORE, BE IT RESOLVED, by the Board of Supervisors of Roanoke County, Virginia, as follows:

1. Section 5 Item 4 is changed to remove wording on a biannual basis and replace with in October of each year; and
2. Section 5 Item 4 is changed to add preliminary financial information through the end of the prior fiscal year ; and
3. Under Section 7 Item 3 the dates have been changed to remove fiscal year 2021 (Schools) and add fiscal year 2031 (Schools); and
4. The effective date of the Comprehensive Financial Policy has been changed from December 17, 2019 to February 23, 2021.



On motion of Supervisor North to adopt the resolution, seconded by Supervisor Hooker and carried by the following recorded vote:

AYES: Supervisors Mahoney, Hooker, North, Radford, Peters

NAYS: None

A COPY TESTE:

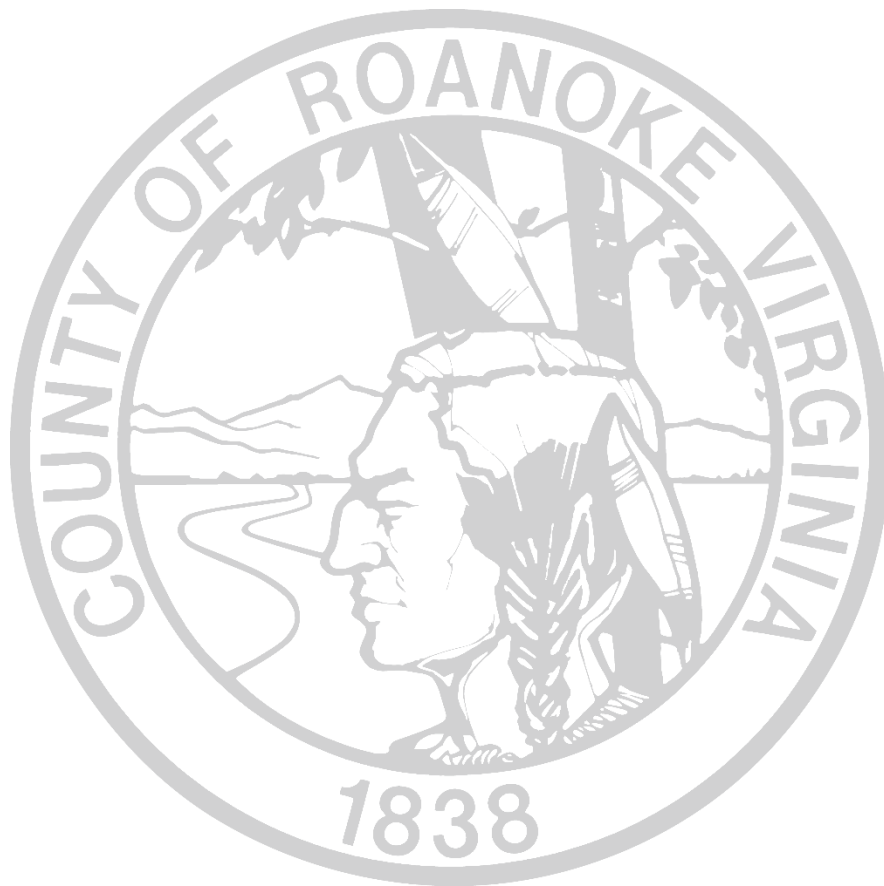
A handwritten signature in black ink, appearing to read "Deborah C. Jacks", is written over a horizontal line.

Deborah C. Jacks
Chief Deputy Clerk to the Board of Supervisors

cc: Laurie Gearheart, Director of Finance and Management Services



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 Department of Finance & Management Services 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 are 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 of 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.

COVID-19: Coronavirus Disease 2019 (COVID-19) is an infectious disease caused by Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-CoV-2) and has resulted in an ongoing global pandemic.

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 ensure 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 the National Council on Governmental Accounting



(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 most recent adopted rate.

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	CSR – Customer Service Representative
ADA – Americans with Disabilities Act	CY – Calendar Year
AFP – Annual Fiscal Plan (Budget Publication)	DBM – Decision Band Method
ALS – Advanced Life Support	DMV – Division of Motor Vehicles
ANR – Agriculture and Natural Resources	ECC – Emergency Communication Center
APA – Auditor of Public Accounts	EDA – Economic Development Authority
APC – Annual Population Change (%)	EEOC – Equal Employment Opportunity Commission
AVR – Assessed Value of Real Estate	EMS – Emergency Medical Service
BAN – Bond anticipation note	EOC – Emergency Operations Center
BLS – Basic Life Support	FICA – Federal Insurance Contributions Act
BOS – Board of Supervisors	FLSA – Fair Labor Standards Act
BPOL – Business, Professional, and Occupational License Tax	FMLA – Family Medical Leave Act
CAD – Computer Aided Dispatch	FOIA – Freedom of Information Act
CDA – Community Development Authority	FT – Full Time
CIIF – Capital Incentive Improvement Fund	FTE – Full-Time Equivalent
CIP – Capital Improvements Program	FY – Fiscal Year
CMP – Capital Maintenance Program	GAAP – Generally Accepted Accounting Principles
COLA – Cost of Living Adjustment	GDC – General District Court
CORTAN – County of Roanoke Transportation	GFOA – Government Finance Officers Association
CPI – Consumer Price Index	GIS – Geographic Information System
CPMT – Community Policy Management Team	HVAC – Heating, Ventilation, and Air Conditioning
CPR – Cardiopulmonary Resuscitation	ISDN – Integrated Services Digital Network
CRR – Collection Rate Real Estate	MDT – Mobile Data Terminal
CSA – Children’s Services Act	



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 11, 2021

ORDINANCE 051121-5 APPROPRIATING FUNDS FOR THE FISCAL YEAR 2021-2022 OPERATIONS BUDGET AND APPROVAL OF THE CLASSIFICATION AND PAY PLAN FOR FISCAL YEAR 2021-2022 FOR ROANOKE COUNTY, VIRGINIA

WHEREAS, upon notice duly published in the newspaper, public hearings were held on April 13, 2021 and April 27, 2021 concerning the adoption of the annual budget for Roanoke County for fiscal year 2021-2022; and

WHEREAS, the Board of Supervisors of Roanoke County, Virginia, approved said budget on May 11, 2021, 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 April 27, 2021, and the second reading of this ordinance was held on May 11, 2021, 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, 2021, and ending June 30, 2022, for the functions and purposes indicated:



County of Roanoke, Virginia

Fiscal Year 2021-2022

County Operations

First Reading April 27, 2021; Second Reading May 11, 2021

	Appropriation Amount
Revenues:	
General Fund - County:	
General Government	\$ 128,082,761
Communications & Information Technology	11,644,488
Children's Services Act	7,900,007
Public Works Projects	176,054
Recreation Fee Class	4,660,474
Parks, Recreation & Tourism - School Operations	365,647
Police E-Citation	60,000
Community Development Technology Fee	40,000
Grants & Other Funds	2,216,977
Police Special Programs	2,500
Criminal Justice Academy	379,625
Fleet Service Center	3,380,610
Subtotal, General Fund	<u>158,909,143</u>
Debt Service Fund - from County	14,386,650
Debt Service Fund - from Schools	<u>4,125,345</u>
Subtotal, Debt Service Fund	<u>18,511,995</u>
Internal Service Fund - Health Insurance	12,161,050
Internal Service Fund - Dental Insurance	758,540
Internal Service Fund - Risk Management	<u>1,604,003</u>
Subtotal, Internal Service Funds	<u>14,523,593</u>
Total Revenue - County Operations Funds	<u>\$ 191,944,731</u>
Expenditures:	
General Government - County Operations:	
General Administration	
Board of Supervisors	\$ 330,283
County Administration	783,941
Internal Auditor	119,433
Public Information	204,917
County Attorney	620,929
Human Resources	960,184
Subtotal, General Administration	<u>3,019,687</u>
Constitutional Officers	
Commissioner of the Revenue	881,136
Commonwealth's Attorney	1,288,751
Sheriff's Office	11,763,238
Treasurer	970,636
Clerk of the Circuit Court	<u>1,183,586</u>
Subtotal, Constitutional Officers	<u>16,087,347</u>



	Appropriation Amount
Judicial Administration	
Circuit Court	\$ 257,068
General District Court	103,440
Magistrate	1,590
Juvenile & Domestic Relations Court	39,086
Court Service Unit	470,144
Courthouse Maintenance	50,000
Subtotal, Judicial Administration	<u>921,328</u>
Management Services	
Real Estate Valuation (Assessor)	858,850
Finance & Management Services	2,395,395
Subtotal, Management Services	<u>3,254,245</u>
Public Safety	
Police	13,054,888
Fire & Rescue	17,263,575
Subtotal, Public Safety	<u>30,318,463</u>
Community Services	
Economic Development	472,690
Development Services	3,267,447
Planning	1,297,602
General Services	8,341,378
Subtotal, Community Services	<u>13,379,117</u>
Human Services	
Parks, Recreation, & Tourism	5,018,793
Public Health	515,902
Social Services	13,649,647
Library	4,315,151
Virginia Cooperative Extension	87,097
Elections (Registrar)	424,777
Subtotal, Human Services	<u>24,011,367</u>
Non-Departmental	
Employee Benefits	3,126,264
Transfer to Communications & Information Technology	9,434,017
Contributions - Discretionary, Contractual, Dues & Memberships	1,989,743
Miscellaneous	1,512,923
Board Contingency	50,000
General Government Expenditure Contingency	252,597
Addition to Fund Balance	491,803
Subtotal, Non-Departmental	<u>16,857,347</u>



	Appropriation Amount
Transfers to Other Funds	
Transfer to Debt Service - County & Schools	\$ 14,252,105
Transfer to County Capital	2,069,098
Transfer to Children's Services Act - County	1,934,000
Transfer to Internal Services - Risk Management	1,604,003
Transfer to Criminal Justice Academy	198,600
Transfer to Public Works Projects	176,054
Subtotal, Transfers to Other Funds	<u>20,233,860</u>
Total, General Government - County Operations	<u>\$ 128,082,761</u>
Communications & Information Technology	\$ 11,644,488
Children's Services Act	7,900,007
Public Works Projects	176,054
Recreation Fee Class	4,660,474
Parks, Recreation & Tourism - School Operations	365,647
Police E-Citation	60,000
Community Development Technology Fee	40,000
Grants & Other Funds	2,216,977
Police Special Programs	2,500
Criminal Justice Academy	379,625
Fleet Service Center	3,380,610
Total, General Fund - County Operations	<u>158,909,143</u>
Debt Service Fund	<u>18,511,995</u>
Internal Service Fund - Health Insurance	12,161,050
Internal Service Fund - Dental Insurance	758,540
Internal Service Fund - Risk Management	1,604,003
Total, Internal Service Funds	<u>14,523,593</u>
Total Expenditures - All County Operations Funds	<u>\$ 191,944,731</u>



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, 2021, are re-appropriated to the 2021-2022 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 any 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 5 of the County of Roanoke Comprehensive Financial Policy as approved by the Board of Supervisors.
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, C360, C365, C375), County Capital and Economic Development Funds (C420, C421, C425, C428, C440, C445, C451, C455, C475), 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, 2021. 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, 2021.



On motion of Supervisor Radford to adopt the ordinance, seconded by Supervisor Peters and carried by the following recorded vote:

AYES: Supervisors Mahoney, Hooker, North, Radford, Peters

NAYS: None

A COPY TESTE:

Deborah C. Jacks
Chief Deputy Clerk to the Board of Supervisors

cc: Laurie Gearheart, Director of Finance and Management Services
Meredith Thompson, Budget Division Director



AT A REGULAR MEETING OF THE BOARD OF SUPERVISORS OF ROANOKE COUNTY, VIRGINIA, HELD AT THE ROANOKE COUNTY ADMINISTRATION CENTER ON TUESDAY, MAY 11, 2021

ORDINANCE 051121-6 APPROPRIATING FUNDS FOR THE FISCAL YEAR 2021-2022 CAPITAL BUDGET FOR ROANOKE COUNTY, VIRGINIA

WHEREAS, upon notice duly published in the newspaper, public hearings were held on April 13, 2021 and April 27, 2021 concerning the adoption of the annual budget for Roanoke County for fiscal year 2021-2022; and

WHEREAS, the Board of Supervisors of Roanoke County, Virginia, approved said budget on May 11, 2021, 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 April 27, 2021 and the second reading of this ordinance was held on May 11, 2021, 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, 2021, and ending June 30, 2022, for the functions and purposes indicated:



County of Roanoke, Virginia

Fiscal Year 2021-2022

County Capital

First Reading April 27, 2021; Second Reading May 11, 2021

	Appropriation Amount
Revenues:	
County Capital:	
Transfer from General Government Fund	\$ 4,965,000
County Unrestricted Cash (excl. Transfer from General Govt. Fund)	2,982,992
County Restricted Cash	<u>928,320</u>
Total Revenue - County Capital	<u><u>\$ 8,876,312</u></u>
Expenditures:	
County Capital:	
FY 2022 Capital Fund supported by General Government Fund excluding General Government Transfers to CIP & Fleet Replacement	<u>\$ 3,365,000</u>
FY 2022 Capital Year Budget - Public Safety	1,310,000
FY 2022 Capital Year Budget - Community Services	1,796,312
FY 2022 Capital Year Budget - Human Services	800,000
FY 2022 Capital Year Budget - Internal Services	<u>1,405,000</u>
Subtotal, FY 2022 Capital Year Budget	<u>5,311,312</u>
FY 2022 Fleet Replacement Budget	<u>200,000</u>
Total Expenditures - County Capital	<u><u>\$ 8,876,312</u></u>



2. That the County Administrator may authorize or delegate the authorization of the transfer of any unencumbered balance or portion thereof from one project to another so as to provide for the completion of a capital project.
3. That all funded outstanding capital encumbrances at June 30, 2021, are re-appropriated to the 2021-2022 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, 2021, and appropriations in the 2021-2022 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, 2021.

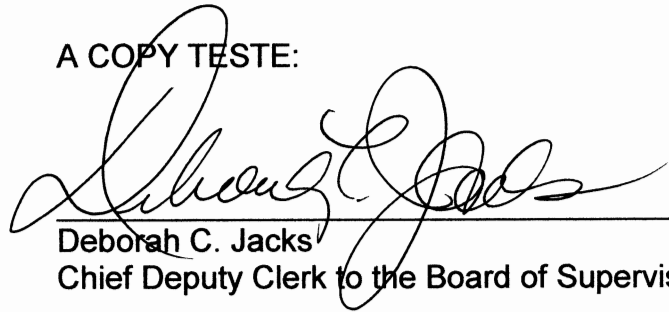


On motion of Supervisor North to adopt the ordinance, seconded by Supervisor Mahoney and carried by the following recorded vote:

AYES: Supervisors Mahoney, Hooker, North, Radford, Peters

NAYS: None

A COPY TESTE:



Deborah C. Jacks
Chief Deputy Clerk to the Board of Supervisors

cc: Laurie Gearheart, Director of Finance and Management Services
Meredith Thompson, Budget Division Director



AT A REGULAR MEETING OF THE BOARD OF SUPERVISORS OF ROANOKE COUNTY, VIRGINIA, HELD AT THE ROANOKE COUNTY ADMINISTRATION CENTER ON TUESDAY, MAY 11, 2021

ORDINANCE 051121-7 APPROPRIATING FUNDS FOR THE FISCAL YEAR 2021-2022 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 13, 2021 and April 27, 2021, concerning the adoption of the annual budget for Roanoke County for fiscal year 2021-2022; and

WHEREAS, the Board of Supervisors of Roanoke County, Virginia, approved said budget on May 11, 2021, 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 April 27, 2021, and the second reading of this ordinance was held on May 11, 2021, 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, 2021, and ending June 30, 2022, for the functions and purposes indicated:



County of Roanoke, Virginia
Fiscal Year 2021-2022
Schools Revenue Sharing Transfer and
Children's Services Act Transfer
First Reading April 27, 2021; Second Reading May 11, 2021

	Appropriation Amount
Revenues:	
General Government Fund	<u>\$ 73,700,490</u>
Total Revenue - Schools Transfers	<u>\$ 73,700,490</u>
Expenditures:	
General Government Fund	
Transfer to Schools Operations	\$ 71,821,490
Transfer to Children's Services Act on behalf of Schools	<u>1,879,000</u>
Total Expenditures - Schools Transfers	<u>\$ 73,700,490</u>



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 Children's Services Act Fund shall be transferred in its entirety.
4. This ordinance shall take effect July 1, 2021.

On motion of Supervisor Hooker to adopt the ordinance, seconded by Supervisor Peters and carried by the following recorded vote:

AYES: Supervisors Mahoney, Hooker, North, Radford, Peters

NAYS: None

A COPY TESTE:

A handwritten signature in black ink, appearing to read "Deborah C. Jacks", is written over a horizontal line.

Deborah C. Jacks
Chief Deputy Clerk to the Board of Supervisors

cc: Laurie Gearheart, Director of Finance and Management Services
Meredith Thompson, Budget Division Director



AT A REGULAR MEETING OF THE BOARD OF SUPERVISORS OF ROANOKE COUNTY, VIRGINIA, HELD AT THE ROANOKE COUNTY ADMINISTRATION CENTER ON TUESDAY, MAY 11, 2021

ORDINANCE 051121-8 APPROPRIATING FUNDS FOR THE FISCAL YEAR 2021-2022 OPERATIONS BUDGET FOR ROANOKE COUNTY PUBLIC SCHOOLS

WHEREAS, upon notice duly published in the newspaper, public hearings were held on April 13, 2021 and April 27, 2021 concerning the adoption of the annual budget for Roanoke County for fiscal year 2021-2022; and

WHEREAS, the Board of Supervisors of Roanoke County, Virginia, approved said budget on May 11, 2021, 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 April 27, 2021, and the second reading of this ordinance was held on May 11, 2021, 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, 2021, and ending June 30, 2022, for the functions and purposes indicated:



County of Roanoke, Virginia
Fiscal Year 2021-2022
Roanoke County Public Schools Operations
First Reading April 27, 2021; Second Reading May 11, 2021

	Appropriation Amount
Revenues:	
Schools Operating Funds:	
General	\$ 156,382,733
Nutrition	5,955,651
Grants	7,272,325
Instructional Resources	1,470,960
Fleet Replacement	1,283,556
Technology Replacement	5,056,445
Student Activity Fund	<u>7,200,000</u>
Total Revenue - Schools Operating Funds	<u><u>\$ 184,621,670</u></u>
Expenditures:	
Schools Operating Funds:	
General	\$ 156,382,733
Nutrition	5,955,651
Grants	7,272,325
Instructional Resources	1,470,960
Fleet Replacement	1,283,556
Technology Replacement	5,056,445
Student Activity Fund	<u>7,200,000</u>
Total Expenditures - Schools Operating Funds	<u><u>\$ 184,621,670</u></u>



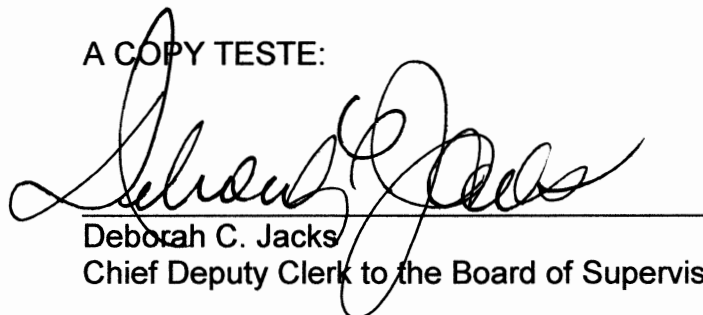
2. That all funded outstanding operating encumbrances at June 30, 2021, are re-appropriated to the 2021-2022 fiscal year to the same department and account for which they are encumbered in the previous year.
3. That all appropriations unexpended and remaining at the end of this fiscal year shall, pursuant to Section 22.1-100 of the Code of Virginia, revert to the fund of the Board of Supervisors from which derived, with the expectation that such funds will be re-appropriated back to Roanoke County Public Schools for use the next year, in accordance with Section 10-6 of the County's Comprehensive Financial Policy.
4. This ordinance shall take effect July 1, 2021.

On motion of Supervisor Peters to adopt the ordinance, seconded by Supervisor North and carried by the following recorded vote:

AYES: Supervisors Mahoney, Hooker, North, Radford, Peters

NAYS: None

A COPY TESTE:



Deborah C. Jacks
Chief Deputy Clerk to the Board of Supervisors

cc: Laurie Gearheart, Director of Finance and Management Services
Meredith Thompson, Budget Division Director



AT A REGULAR MEETING OF THE BOARD OF SUPERVISORS OF ROANOKE COUNTY, VIRGINIA, HELD AT THE ROANOKE COUNTY ADMINISTRATION CENTER ON TUESDAY, MAY 11, 2021

ORDINANCE 051121-9 APPROPRIATING FUNDS FOR THE FISCAL YEAR 2021-2022 CAPITAL BUDGET FOR ROANOKE COUNTY PUBLIC SCHOOLS

WHEREAS, upon notice duly published in the newspaper, public hearings were held on April 13, 2021 and April 27, 2021 concerning the adoption of the annual budget for Roanoke County for fiscal year 2021-2022; and

WHEREAS, the Board of Supervisors of Roanoke County, Virginia, approved said budget on May 11, 2021, 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 April 27, 2021, and the second reading of this ordinance was held on May 11, 2021, 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, 2021, and ending June 30, 2022, for the functions and purposes indicated:



County of Roanoke, Virginia
Fiscal Year 2021-2022
Roanoke County Public Schools Capital
First Reading April 27, 2021; Second Reading May 11, 2021

	Appropriation Amount
Revenues:	
Schools Capital	
Virginia Public Schools Authority (VPSA) Bonds	\$ 12,000,000
Schools Cash Sources	<u>2,854,592</u>
Total Revenue - Schools Capital	<u><u>\$ 14,854,592</u></u>
Expenditures:	
Schools Capital	
William Byrd High School Renovation	\$ 4,650,412
W.E. Cundiff Elementary School Renovation	4,722,090
Glen Cove Elementary School Renovation	4,722,090
Other Minor Capital Items & Contingency	<u>760,000</u>
Total Expenditures - Schools Capital	<u><u>\$ 14,854,592</u></u>



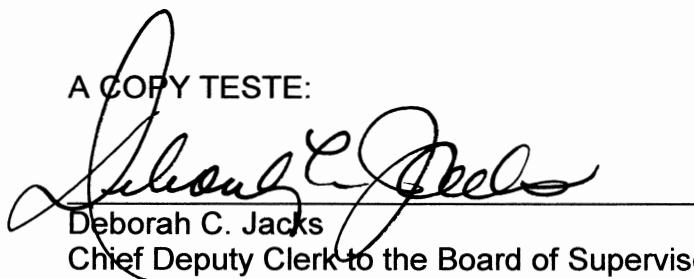
2. That all funded outstanding capital encumbrances at June 30, 2021, are re-appropriated to the 2021-2022 fiscal year to the same account for which they are encumbered in the previous year.
3. That all appropriations unexpended and remaining at the end of this fiscal year shall, pursuant to Section 22.1-100 of the Code of Virginia, revert to the fund of the Board of Supervisors from which derived, with the expectation that such funds will be re-appropriated back to Roanoke County Public Schools for use the next year, in accordance with Section 10-6 of the County's Comprehensive Financial Policy.
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, 2021, and appropriations in the 2021-2022 fiscal year budget.
5. This ordinance shall take effect July 1, 2021.

On motion of Supervisor Mahoney to adopt the ordinance, seconded by Supervisor Radford and carried by the following recorded vote:

AYES: Supervisors Mahoney, Hooker, North, Radford, Peters

NAYS: None

A COPY TESTE:



Deborah C. Jacks
Chief Deputy Clerk to the Board of Supervisors

cc: Laurie Gearheart, Director of Finance and Management Services
Meredith Thompson, Budget Division Director



AT A REGULAR MEETING OF THE BOARD OF SUPERVISORS OF ROANOKE COUNTY, VIRGINIA, HELD AT THE ROANOKE COUNTY ADMINISTRATION CENTER ON TUESDAY, JUNE 22, 2021

RESOLUTION 062221-4 AMENDING RESOLUTION 051121-1 SCHEDULE #3 FOR AMENDMENTS TO THE FISCAL YEARS 2022-2031 CAPITAL IMPROVEMENT PROGRAM (CIP) FOR ROANOKE COUNTY, VIRGINIA AND ROANOKE COUNTY PUBLIC SCHOOLS

WHEREAS, Section 15.2-2503 of the 1950 Code of Virginia, as amended, provides that the governing body of the County shall prepare and approve an annual budget; and

WHEREAS, on May 11, 2021, the Board of Supervisors adopted Resolution 051121-1 Schedule #3, which approved the Capital Improvement Program for fiscal years 2022-2031 for Roanoke County, Virginia, and Roanoke County Public Schools; and

WHEREAS, on June 1, 2021, during the School Board work session, a revised contract for the William Byrd High School Renovation was approved increasing the cost by \$7,441,540 from \$20,114,623 to \$27,556,163, and

WHEREAS, on June 1, 2021 revised 2022-2031 CIP was presented to the Roanoke County School Board under the information agenda to fund the additional \$7,441,540 by reducing the bond funds allocated to WE Cundiff Elementary School Renovation and Glen Cove Elementary School Renovation in 2021-2022 CIP by \$3,720,770 and \$3,720,771, respectively, and increasing the bond funds allocated to William Byrd High School in 2021-2022 CIP by \$7,441,540; and

WHEREAS, on June 10, 2021, the Roanoke County School Board approved an amendment to the Capital Improvement Program for fiscal years 2022-2031 for Roanoke County Public Schools, due to increased project costs for the William Byrd High School renovation project.



NOW, THEREFORE, BE IT RESOLVED by the Board of Supervisors of Roanoke County, Virginia:

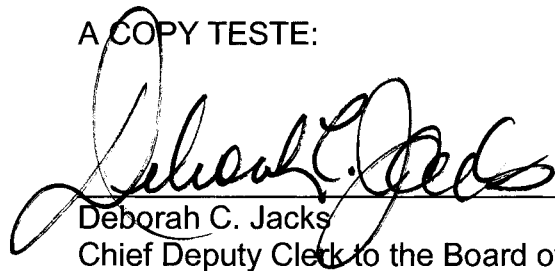
1. That there is hereby approved an amendment to Resolution 051121-1 Schedule #3, the Capital Improvement Program for fiscal years 2022-2031 for Roanoke County, Virginia, and Roanoke County Public Schools, as shown on the attached Schedule #3.
2. That the preparation and approval of these budgets is for informative and fiscal planning purposes only.

On motion of Supervisor Peters to adopt the resolution, seconded by Supervisor North and carried by the following recorded vote:

AYES: Supervisors Mahoney, Hooker, North, Radford, Peters

NAYS: None

A COPY TESTE:



Deborah C. Jacks
Chief Deputy Clerk to the Board of Supervisors

cc: Laurie Gearheart, Director of Finance and Management Services

Schedule #3
County of Roanoke, Virginia
FY 2022 - FY 2031 Capital Improvement Program (CIP)
Summary of County and Schools Funding Sources

Roanoke County - Unrestricted Cash	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total
General Government Transfer	\$1,400,000	\$1,760,000	\$1,780,000	\$1,805,000	\$1,805,000	\$1,805,000	\$1,880,000	\$1,900,000	\$1,945,000	\$1,945,000	\$18,025,000
Capital Reserves	2,525,167	1,707,645	1,870,394	1,538,945	1,518,633	1,494,891	1,222,358	1,399,584	1,305,869	1,341,593	15,925,079
VPSA Refunding Bonds	180,000	157,581	157,625	124,750	124,125	125,931	122,831	82,944	82,631	82,631	1,241,049
Debt Fund - County	277,825	277,825	279,609	280,812	276,487	279,309	279,354	143,006	137,366	0	2,231,593
Subtotal, Unrestricted Cash	\$4,382,992	\$3,903,051	\$4,087,628	\$3,749,507	\$3,724,245	\$3,705,131	\$3,504,543	\$3,525,534	\$3,470,866	\$3,369,224	\$37,422,721
Roanoke County - Restricted Cash	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total
CommIT Fund Transfer	\$125,000	\$667,000	\$883,000	\$883,000	\$883,000	\$883,000	\$883,000	\$883,000	\$883,000	\$883,000	\$7,856,000
CommIT Communications Fund Balance	225,000	0	0	0	0	0	0	0	0	0	225,000
Economic Development Funds	141,445	0	0	0	0	0	0	0	0	0	141,445
Contribution from EDA	386,875	0	0	0	0	0	0	0	0	0	386,875
Department of Fire Programs Funding	50,000	0	0	0	0	0	0	0	0	0	50,000
Subtotal, Restricted Cash	\$928,320	\$667,000	\$883,000	\$883,000	\$883,000	\$883,000	\$883,000	\$883,000	\$883,000	\$883,000	\$8,659,320
Non-County Funding Sources	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total
PSAP Grant Funding	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
Stormwater Local Assistance Fund	0	300,000	0	0	400,000	0	0	400,000	0	0	1,100,000
Transfer from Schools	0	444,180	0	0	0	0	0	0	0	0	444,180
Subtotal, Non-County Funding Sources	\$0	\$944,180	\$0	\$0	\$400,000	\$0	\$0	\$400,000	\$0	\$0	\$1,744,180
Roanoke County - Bonds	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total
Lease / Revenue Bonds	\$0	\$12,000,000	\$0	\$0	\$12,000,000	\$0	\$0	\$12,000,000	\$0	\$0	\$36,000,000
Subtotal, Lease / Revenue Bonds	\$0	\$12,000,000	\$0	\$0	\$12,000,000	\$0	\$0	\$12,000,000	\$0	\$0	\$36,000,000
Total, All County Funding Sources	\$ 5,311,312	\$ 17,514,231	\$ 4,970,628	\$ 4,632,507	\$ 17,007,245	\$ 4,588,131	\$ 4,387,543	\$ 16,808,534	\$ 4,353,866	\$ 4,252,224	\$ 83,826,221
Roanoke County Public Schools (RCPS) - All Funding Sources	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total
General Fund Transfer (for CMP)	\$ 1,566,423	\$ 822,000	\$ 1,000,000	\$ 675,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$10,063,423
Major Capital Reserves	450,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	5,850,000
Debt Fund - Schools	670,692	605,164	640,703	676,244	700,833	725,424	752,750	644,694	0	0	5,416,504
Grant Funds	0	178,000	0	325,000							
VPSA Refunding Credits	167,477	165,193	116,750	116,250	117,931	114,831	74,943	74,631	3,987	4,012	956,005
VPSA Bond Issue	12,000,000	0	12,000,000	12,000,000	0	12,000,000	12,000,000	0	12,000,000	12,000,000	84,000,000
Total, RCPS Funding Sources	\$14,854,592	\$2,370,357	\$14,357,453	\$14,392,494	\$2,418,764	\$14,440,255	\$14,427,693	\$2,319,325	\$13,603,987	\$13,604,012	\$106,285,932
Total, FY 22-31 County & RCPS Funding Sources	\$20,165,904	\$19,884,588	\$19,328,081	\$19,025,001	\$19,426,009	\$19,028,386	\$18,815,236	\$19,127,859	\$17,957,853	\$17,856,236	\$190,112,153



Schedule #3
County of Roanoke, Virginia
FY 2022 - FY 2031 Capital Improvement Program (CIP)
Summary of County and Schools Funding Sources

Note: Projects with \$0 in FY 2022-2031 are active projects that have been fully funded in prior fiscal years.

Functional Team/Department/Project	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 22-31 Total
Public Safety											
Sheriff											
Sheriff's Office Capital Maintenance Program	\$110,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$150,000	\$150,000	\$155,000	\$155,000	\$1,345,000
<i>Sheriff Total</i>	110,000	125,000	125,000	125,000	125,000	125,000	150,000	150,000	155,000	155,000	1,345,000
Communications & IT											
Digital Microwave Ring Replacement	0	0	0	0	0	0	0	0	0	0	0
Public Safety Communications Infrastructure	0	0	0	0	0	0	0	0	0	0	0
Emergency 911 Phone System Upgrade	0	494,000	0	0	0	0	0	0	0	0	494,000
Emergency Medical Dispatch	150,000	0	0	0	0	0	0	0	0	0	150,000
<i>Communications & IT Total</i>	150,000	494,000	0	0	0	0	0	0	0	0	644,000
Fire & Rescue											
Fire and Rescue Ballistic Body Armor	0	0	0	0	0	0	0	0	0	0	0
Diesel Exhaust Removal System	50,000	0	0	0	0	0	0	0	0	0	50,000
New Bonsack/460 Fire Station	1,000,000	4,825,000	0	0	0	0	0	0	0	0	5,825,000
Hollins Fire Station Replacement	0	0	0	0	0	0	100,000	12,000,000	0	0	12,100,000
<i>Fire & Rescue Total</i>	1,050,000	4,825,000	0	0	0	0	100,000	12,000,000	0	0	17,975,000
Courthouse and Court Services											
Courthouse HVAC Replacement	0	525,000	0	0	0	0	0	0	0	0	525,000
<i>Courthouse and Court Services Total</i>	0	525,000	0	0	0	0	0	0	0	0	525,000
Public Safety Total	\$1,310,000	\$5,969,000	\$125,000	\$125,000	\$125,000	\$125,000	\$250,000	\$12,150,000	\$155,000	\$155,000	\$20,489,000
Community Services											
Planning											
419 Town Center Development Standards	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
Route 460/ Challenger Avenue Study	100,000	0	0	0	0	0	0	0	0	0	100,000
Fallowater Lane Extension	141,445	0	0	0	0	0	0	0	0	0	141,445
VDOT Revenue Sharing Program	250,000	200,000	350,000	425,000	500,000	500,000	500,000	500,000	500,000	500,000	4,225,000



Schedule #3
County of Roanoke, Virginia
FY 2022 - FY 2031 Capital Improvement Program (CIP)
Summary of County and Schools Funding Sources

All Projects (Continued)

Note: Projects with \$0 in FY 2022-2031 are active projects that have been fully funded in prior fiscal years.

Functional Team/Department/Project	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 22-31 Total
Community Services(Continued)											
Planning (Continued)											
Buck Mountain / Starkey Rd Intersection	0	0	0	0	0	0	0	0	0	0	0
Dry Hollow Rd Safety Improvement	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
Plantation Rd Phase II	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 Rd Pedestrian Improvements	0	0	0	0	0	0	0	0	0	0	0
Planning Total	591,445	200,000	350,000	425,000	500,000	500,000	500,000	500,000	500,000	500,000	4,566,445
Stormwater Management											
NPDES - MS4 BMP Construction	200,000	450,000	100,000	200,000	500,000	100,000	100,000	600,000	100,000	100,000	2,450,000
Storm Drainage Maintenance of Effort Program	200,000	200,000	200,000	215,000	215,000	225,000	225,000	225,000	225,000	225,000	2,155,000
NPDES - Leachate Management System Upgrade	0	0	0	0	0	0	0	0	0	0	0
Restoration of Wolf Creek at Goode Park	0	0	0	0	0	0	0	0	0	0	0
Stormwater Management Total	400,000	650,000	300,000	415,000	715,000	325,000	325,000	825,000	325,000	325,000	4,605,000
Economic Development											
Roanoke County Broadband Initiative	386,875	384,939	387,149	383,664	383,664	384,983	0	0	0	0	2,311,274
Wood Haven Property Acquisition & Improvements	117,992	369,932	370,479	370,843	370,581	370,148	369,543	370,534	370,866	369,224	3,450,142
Economic Development Total	504,867	754,871	757,628	754,507	754,245	755,131	369,543	370,534	370,866	369,224	5,761,416
Communications & IT											
Rural Broadband Initiative	300,000	0	0	0	0	0	0	0	0	0	300,000
Communications & IT Total	300,000	0	0	0	0	0	0	0	0	0	300,000
Community Services Total	\$1,796,312	\$1,604,871	\$1,407,628	\$1,594,507	\$1,969,245	\$1,580,131	\$1,194,543	\$1,695,534	\$1,195,866	\$1,194,224	\$15,232,861
Human Services											
Library											
Hollins Library Replacement	\$0	\$1,525,000	\$0	\$0	\$12,000,000	\$0	\$0	\$0	\$0	\$0	\$13,525,000
Public Computer Replacement Plan	0	0	75,000	100,000	100,000	80,000	80,000	80,000	80,000	80,000	675,000
Mount Pleasant Library Repairs	0	0	0	0	0	0	0	0	0	0	0
Library Total	0	1,525,000	75,000	100,000	12,100,000	80,000	80,000	80,000	80,000	80,000	14,200,000



Schedule #3
County of Roanoke, Virginia
FY 2022 - FY 2031 Capital Improvement Program (CIP)
Summary of County and Schools Funding Sources

All Projects (Continued)

Note: Projects with \$0 in FY 2022-2031 are active projects that have been fully funded in prior fiscal years.

Functional Team/Department/Project	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 22-31 Total
Human Services (Continued)											
Parks and Recreation											
Explore Park	0	1,400,000	0	0	0	0	0	0	0	0	1,400,000
Green Ridge CMP	100,000	55,000	75,000	100,000	100,000	100,000	125,000	125,000	150,000	150,000	1,080,000
Green Ridge Dehumidification	0	0	0	250,000	250,000	240,000	0	0	0	0	740,000
PRT CMP	700,000	700,000	700,000	700,000	700,000	700,000	725,000	725,000	740,000	740,000	7,130,000
Sports Field Lighting Replacement	0	0	0	0	0	0	250,000	250,000	250,000	150,000	900,000
East Roanoke River Greenway Extension	0	0	0	0	0	0	0	0	0	0	0
West Roanoke River Greenway Extension	0	0	0	0	0	0	0	0	0	0	0
Parks and Recreation Total	800,000	2,155,000	775,000	1,050,000	1,050,000	1,040,000	1,100,000	1,100,000	1,140,000	1,040,000	11,250,000
Elections											
Voting Machine Replacement	0	0	425,000	0	0	0	0	0	0	0	425,000
Elections Total	0	0	425,000	0	0	0	0	0	0	0	425,000
Human Services Total	\$800,000	\$3,680,000	\$1,275,000	\$1,150,000	\$13,150,000	\$1,120,000	\$1,180,000	\$1,180,000	\$1,220,000	\$1,120,000	\$25,875,000
Internal Services											
Communications & IT											
Computer Replacement Program	\$0	\$117,000	\$233,000	\$233,000	\$233,000	\$233,000	\$233,000	\$233,000	\$233,000	\$233,000	\$1,981,000
Email and Business Productivity Tools Replacement	25,000	100,000	50,000	0	0	0	0	0	0	0	175,000
IT Infrastructure Replacement Plan	530,000	550,000	1,000,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	6,630,000
CommIT Total	555,000	767,000	1,283,000	883,000	883,000	883,000	883,000	883,000	883,000	883,000	8,786,000
Finance											
Dynamics D365 Upgrade	0	0	0	0	0	0	0	0	0	0	0
Integrated Financial System	0	0	0	0	0	0	0	0	0	0	0
Finance Total	0	0	0	0	0	0	0	0	0	0	0
Finance/Human Resources											
Human Resources and Payroll Modules	0	888,360	0	0	0	0	0	0	0	0	888,360
Finance/Human Resources Total	0	888,360	0	0	0	0	0	0	0	0	888,360



Schedule #3
County of Roanoke, Virginia
FY 2022 - FY 2031 Capital Improvement Program (CIP)
Summary of County and Schools Funding Sources

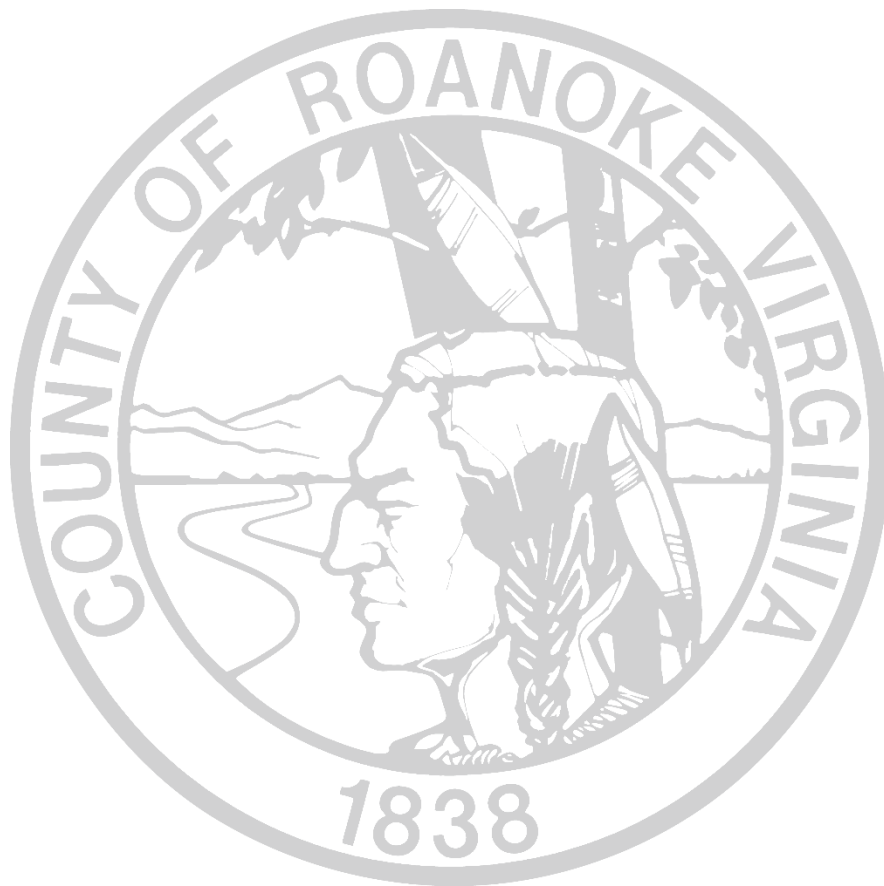
All Projects (Continued)

Functional Team/Department/Project	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 22-31 Total
Internal Services (Continued)											
General Services											
Bent Mountain Community Center Upgrade	0	0	0	0	0	0	0	0	0	0	0
General Services CMP	850,000	880,000	880,000	880,000	880,000	880,000	880,000	900,000	900,000	900,000	8,830,000
Public Service Center Replacement	0	3,725,000	0	0	0	0	0	0	0	0	3,725,000
General Services Total	850,000	4,605,000	880,000	880,000	880,000	880,000	880,000	900,000	900,000	900,000	12,555,000
Internal Services Total	\$1,405,000	\$6,260,360	\$2,163,000	\$1,763,000	\$1,763,000	\$1,763,000	\$1,763,000	\$1,783,000	\$1,783,000	\$1,783,000	\$22,229,360
Subtotal, Roanoke County Projects	\$5,311,312	\$17,514,231	\$4,970,628	\$4,632,507	\$17,007,245	\$4,588,131	\$4,387,543	\$16,808,534	\$4,353,866	\$4,252,224	\$83,826,221

All Projects (Continued)

Functional Team/Department/Project	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 22-31 Total
Roanoke County Public Schools											
Schools											
Capital Maintenance Program	\$760,000	\$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	\$9,760,000
HR Payroll and Software System	0	444,180	0	0	0	0	0	0	0	0	444,180
Dynamics D365 Upgrade	0	0	0	0	0	0	0	0	0	0	0
William Byrd High School	12,091,953	0	0	0	0	0	0	0	0	0	12,091,953
WE Cundiff Elementary	1,001,320	463,089	7,357,453	7,374,182	818,764	6,685,939	0	0	0	0	23,700,747
Glen Cove Elementary	1,001,319	463,088	6,000,000	6,018,312	600,000	6,593,028	0	0	0	0	20,675,747
Burton Center for the Arts & Technology	0	0	0	0	0	161,288	13,427,693	1,319,325	12,603,987	12,004,012	39,516,305
Northside Middle	0	0	0	0	0	0	0	0	0	600,000	600,000
Schools Total	14,854,592	2,370,357	14,357,453	14,392,494	2,418,764	14,440,255	14,427,693	2,319,325	13,603,987	13,604,012	106,788,932
Total, Roanoke County Public Schools Projects	\$14,854,592	\$2,370,357	\$14,357,453	\$14,392,494	\$2,418,764	\$14,440,255	\$14,427,693	\$2,319,325	\$13,603,987	\$13,604,012	\$106,788,932
Total, FY 22-31 County & Schools Projects	\$20,165,904	\$19,884,588	\$19,328,081	\$19,025,001	\$19,426,009	\$19,028,386	\$18,815,236	\$19,127,859	\$17,957,853	\$17,856,236	\$190,615,153







Classification and Pay Plan





Roanoke County Classification Plan

Beginning in the Fall of 2019, Roanoke County engaged a national consulting firm to conduct a comprehensive compensation and classification study. Resulting from this work, separate pay structures for public safety and non-public safety employees were created.

Attachment A – Public Safety Step Structures

In order to recruit and retain employees in critical public safety positions for Police, Fire & Rescue and Sheriff, certain positions have been removed from the Classification Plan format which combined all jobs. Each of these departments will have a step pay structure that identifies the employee pay based on rank and step. The Public Safety pay structures are anchored to the starting rate shown at the lowest level and progress with time in job and promotion in rank. The Public Safety pay structures will be implemented over a period of 3 years. The implementation period will begin July 2021 and employees should be in their appropriate step as of July 2023, subject to appropriation by the Board of Supervisors.

Attachment B – Classification Plan

The Classification Plan provides a summary of all Roanoke County jobs, the pay range and number of employees assigned to each job. The County is in a transition period as it moves from the current Classification Plan, which this attachment represents, to a new system which includes step structures for public safety and a Decision Band Method (DBM) based classification for non-public safety employees. The grading hierarchy of the Decision Band Method is illustrated by an alpha-numeric nomenclature and is determined by the level of decision making required for the job. As of the publishing of this document, Roanoke County is in the process of transitioning to the new DBM method, as is illustrated by the following attachments.

Attachment C – Classification Job Listing

The Classification Job Listing shows the band that has been initially assigned to each job. Human Resources and Administration will work with County departments over the coming months to further refine the band and assign grades/subgrades to each job.

Attachment D – Pay Bands

The Pay Bands attachment shows the minimum and maximum pay rates assigned to the pay band.



Attachment A

Public Safety Step Structures

Attachment A

Roanoke County Classification Plan - PUBLIC SAFETY STEP STRUCTURES

POLICE STEP STRUCTURE: Implementation Period July 2021 - July 2023

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19	Step 20	Step 21	Step 22	Step 23	Step 24	Step 25
Chief	Market																								
Assistant Chief											\$102,389	\$103,669	\$104,965	\$106,277	\$107,605	\$108,950	\$110,312	\$111,691	\$113,087	\$114,501	\$115,932	\$117,381	\$118,848	\$120,334	\$121,838
Commander							\$76,423	\$78,143	\$79,901	\$80,900	\$81,911	\$82,935	\$83,972	\$85,021	\$86,084	\$87,160	\$88,250	\$89,353	\$90,470	\$91,601	\$92,746	\$93,905	\$95,079	\$96,267	\$97,471
Sergeant					\$63,563	\$64,993	\$66,455	\$67,950	\$69,479	\$70,348	\$71,227	\$72,117	\$73,019	\$73,932	\$74,856	\$75,791	\$76,739	\$77,698	\$78,669	\$79,653	\$80,648	\$81,656	\$82,677	\$83,711	\$84,757
Police Officer IV											\$61,937	\$62,711	\$63,495	\$64,288	\$65,092	\$65,906	\$66,729	\$67,564	\$68,408	\$69,263	\$70,129	\$71,006	\$71,893	\$72,792	\$73,702
Police Officer III						\$53,824	\$55,035	\$56,274	\$57,540	\$58,259	\$58,987	\$59,725	\$60,471	\$61,227	\$61,992	\$62,767	\$63,552	\$64,346							
Police Officer II				\$49,030	\$50,133	\$51,261	\$52,415	\$53,594	\$54,800	\$55,485	\$56,178	\$56,881	\$57,592												
Police Officer I	\$43,680	\$44,663	\$45,668	\$46,695	\$47,746	\$48,820	\$49,919	\$51,042	\$52,190																
Recruit	\$42,000																								

FIRE & RESCUE STEP STRUCTURE: Implementation Period July 2021 - July 2023

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19	Step 20	Step 21	Step 22	Step 23	Step 24	Step 25
Chief	MARKET																								
Deputy Chief													\$99,432	\$100,675	\$101,933	\$103,207	\$104,497	\$105,804	\$107,126	\$108,465	\$109,821	\$111,194	\$112,584	\$113,991	\$115,416
Battalion Chief											\$77,593	\$78,563	\$79,545	\$80,540	\$81,546	\$82,566	\$83,598	\$84,643	\$85,701	\$86,772	\$87,857	\$88,955	\$90,067	\$91,193	\$92,333
Captain							\$64,369	\$65,817	\$66,640	\$67,473	\$68,316	\$69,170	\$70,035	\$70,910	\$71,796	\$72,694	\$73,603	\$74,523	\$75,454	\$76,397	\$77,352	\$78,319	\$79,298	\$80,289	
Lieutenant					\$56,011	\$57,272	\$58,560	\$59,878	\$61,225	\$61,990	\$62,765	\$63,550	\$64,344	\$65,148	\$65,963	\$66,787	\$67,622	\$68,467	\$69,323	\$70,190	\$71,067	\$71,956	\$72,855	\$73,766	\$74,688
Master Paramedic/FF			\$51,022	\$52,170	\$53,344	\$54,544	\$55,772	\$57,026	\$58,310	\$59,038	\$59,776	\$60,524	\$61,280	\$62,046	\$62,822	\$63,607	\$64,402	\$65,207	\$66,022	\$66,847	\$67,683	\$68,529	\$69,386	\$70,253	\$71,131
Paramedic/FF	\$46,478	\$47,523	\$48,593	\$49,686	\$50,804	\$51,947	\$53,116	\$54,311	\$55,533	\$56,227															
Firefighter/EMT	\$42,640	\$43,599	\$44,580	\$45,583	\$46,609	\$47,658	\$48,730																		
Recruit	\$41,000																								

SHERIFF STEP STRUCTURE: Implementation Period July 2021 - July 2023

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19	Step 20	Step 21	Step 22	Step 23	Step 24	Step 25
Sheriff	CONSTITUTIONAL OFFICER																								
LT Colonel	\$79,999	\$81,799	\$83,640	\$85,522	\$87,446	\$89,413	\$91,425	\$93,482	\$95,586	\$96,780	\$97,990	\$99,215	\$100,455	\$101,711	\$102,982	\$104,270	\$105,573	\$106,893	\$108,229	\$109,582	\$110,951	\$112,338	\$113,743	\$115,164	\$116,604
Captain	\$63,999	\$65,439	\$66,912	\$68,417	\$69,957	\$71,531	\$73,140	\$74,786	\$76,468	\$77,424	\$78,392	\$79,372	\$80,364	\$81,369	\$82,386	\$83,416	\$84,458	\$85,514	\$86,583	\$87,665	\$88,761	\$89,871	\$90,994	\$92,131	\$93,283
Lieutenant							\$63,600	\$65,031	\$66,494	\$67,326	\$68,167	\$69,019	\$69,882	\$70,755	\$71,640	\$72,535	\$73,442	\$74,360	\$75,290	\$76,231	\$77,184	\$78,148	\$79,125	\$80,114	\$81,116
Sergeant					\$56,588	\$57,861	\$59,163	\$60,494	\$61,855	\$62,628	\$63,411	\$64,204	\$65,006	\$65,819	\$66,642	\$67,475	\$68,318	\$69,172	\$70,037	\$70,912	\$71,799	\$72,696	\$73,605	\$74,525	\$75,457
Master Deputy IV						\$55,035	\$56,274	\$57,540	\$58,259	\$58,987	\$59,725	\$60,471	\$61,227	\$61,992	\$62,767	\$63,552	\$64,346	\$65,151	\$65,965	\$66,789	\$67,624	\$68,470	\$69,326	\$70,192	
Master Deputy III					\$50,133	\$51,261	\$52,415	\$53,594	\$54,800	\$55,485	\$56,178	\$56,881	\$57,592	\$58,311	\$59,040										
Master Deputy II	\$43,680	\$44,663	\$45,668	\$46,695	\$47,746	\$48,820	\$49,919	\$51,042	\$52,190	\$52,843	\$53,503	\$54,172	\$54,849												
Deputy Sheriff	\$41,600	\$42,536	\$43,493	\$44,472	\$45,472	\$46,495	\$47,542	\$48,611	\$49,705	\$50,326	\$50,955														
Recruit	\$40,000																								





Attachment B

Classification Plan

Fund Legend:

CAO: Information Technology Fund; CMS: Communications Shop Fund; CON: Constitutional Officer; CP: Career Path; ECC: Emergency Communications Center Fund; FEE: PRT Fee ClassFund; FSF: Fleet Service Center Fund; GGF: General Government Fund; GNT: Grant Fund; RCA: RCACP; SCH: PRT School Ground Maintenance Fund; SHA: Shared Services; UNC: Unclassified

Status Legend:

NOEX: Non-Exempt from FLSA
EXE/Com: Exempt Compensatory
EXE/DISC: Exempt Discretionary

CLASSIFICATION JOB LISTING

FY 2021 - 2022

GRADE	JOB (BUDGETING)	POSITION (GHR)	TITLE	STATUS	DEPARTMENT	NO. EMP	MINIMUM	MIDPOINT	MAXIMUM	FUND
9	J-1731	1758	GS-CUSTODIAN	NOEX	GS & PR&T	4	\$ 21,600	\$ 28,140	\$ 34,680	GGF
10	J-1385	1360	FIN-COURIER	NOEX	FINANCE & MGMT SERVICES	1	\$ 22,679	\$ 29,547	\$ 36,414	GGF
10	J-1746	1776	GS-REFUSE COLLECTOR	NOEX	GS & PR&T	5	\$ 22,679	\$ 29,547	\$ 36,414	GGF
11	J-2150	2233	RCACP-ANIMAL ATTENDANT	NOEX	RCACP	9	\$ 23,814	\$ 31,024	\$ 38,235	RCA
12-16	J-1206		REV-TAX CLERK *CP	NOEX	COMMISSIONER OF REVENUE	5	\$ 25,005	\$ 32,576	\$ 40,147	CP
12	J-1206	1156	REV-TAX CLERK I *CP	NOEX	COMMISSIONER OF REVENUE		\$ 25,005	\$ 32,576	\$ 40,147	GGF
14	J-1206	1157	REV-TAX CLERK II *CP	NOEX	COMMISSIONER OF REVENUE		\$ 27,568	\$ 35,915	\$ 44,261	GGF
16	J-1206	1158	REV-TAX CLERK III *CP	NOEX	COMMISSIONER OF REVENUE		\$ 30,394	\$ 39,596	\$ 48,798	GGF
12	J-1179	1124	COMATT-SECRETARY	NOEX	COMMONWEALTH ATTORNEY	1	\$ 25,005	\$ 32,576	\$ 40,147	GGF
12-15	J-1841		PRT-PARK MAINTENANCE/MEO *CP	NOEX	GS & PR&T	13	\$ 25,005	\$ 32,576	\$ 40,147	CP
12	J-1841	1910	PRT-PARKS MAINTENANCE WORKER *CP	NOEX	GS & PR&T		\$ 25,005	\$ 32,576	\$ 40,147	CP
13	J-1841	1891	PRT-MOTOR EQUIPMENT OPERATOR I *CP	NOEX	GS & PR&T		\$ 26,255	\$ 34,204	\$ 42,153	CP
15	J-1841	1893	PRT-MOTOR EQUIPMENT OPERATOR II *CP	NOEX	GS & PR&T		\$ 28,946	\$ 37,710	\$ 46,474	CP
12-15	J-1842		PRT-PARK MAINTENANCE/MEO (SCHOOL)	NOEX	GS & PR&T	4	\$ 25,005	\$ 32,576	\$ 40,147	SCH
12	J-1842	1911	PRT-PARKS MAINTENANCE WORKER (SCHOOL)	NOEX	GS & PR&T		\$ 25,005	\$ 32,576	\$ 40,147	SCH
13	J-1842	1892	PRT-MOTOR EQUIPMENT OPERATOR I (SCHOOL)	NOEX	GS & PR&T		\$ 26,255	\$ 34,204	\$ 42,153	SCH
15	J-1842	1894	PRT-MOTOR EQUIPMENT OPERATOR II (SCHOOL)	NOEX	GS & PR&T		\$ 28,946	\$ 37,710	\$ 46,474	SCH
12	J-2157	2239	RCACP-FRONT DESK CLERK	NOEX	RCACP	2	\$ 25,005	\$ 32,576	\$ 40,147	RCA
12	J-1351	1321	TREAS-TREASURER CLERK I	NOEX	TREASURER	2	\$ 25,005	\$ 32,576	\$ 40,147	GGF
13-15	J-1661		DEV-MOTOR EQUIPMENT OPERATOR *CP	NOEX	DEVELOPMENT SERVICES	4	\$ 26,255	\$ 36,365	\$ 46,474	CP
13	J-1661	2388	DEV-MOTOR EQUIPMENT OPERATOR I *CP	NOEX	DEVELOPMENT SERVICES		\$ 26,255	\$ 34,204	\$ 42,153	CP
15	J-1661	2401	DEV-MOTOR EQUIPMENT OPERATOR II *CP	NOEX	DEVELOPMENT SERVICES		\$ 28,946	\$ 37,710	\$ 46,474	CP
13	J-1732	1759	GS-CUSTOMER SERVICE REP I	NOEX	GS & PR&T	2	\$ 26,255	\$ 34,204	\$ 42,153	GGF
13	J-1961	2065	SS-CUSTOMER SERVICE REP I	NOEX	SOCIAL SERVICES	2	\$ 26,255	\$ 34,204	\$ 42,153	GGF
14	J-1277	1242	CIRCT-DEPUTY CLERK CIRCUIT COURT I	NOEX	CLERK OF CIRCUIT COURT	1	\$ 27,568	\$ 35,915	\$ 44,261	GGF
14	J-1204	1154	REV-REAL ESTATE CLERK II	NOEX	COMMISSIONER OF REVENUE	1	\$ 27,568	\$ 35,915	\$ 44,261	GGF
14-16	J-1536		PO-RECORDS TECHNICIAN *CP	NOEX	POLICE	6	\$ 27,568	\$ 35,915	\$ 44,261	CP
14	J-1536	1540	PO-RECORDS TECHNICIAN I *CP	NOEX	POLICE		\$ 27,568	\$ 35,915	\$ 44,261	CP
16	J-1536	1538	PO-RECORDS TECHNICIAN II *CP	NOEX	POLICE		\$ 30,394	\$ 39,596	\$ 48,798	CP
14	J-1851	1904	PRT-PARKS CLERK	NOEX	GS & PR&T	1	\$ 27,568	\$ 35,915	\$ 44,261	GGF
14	J-1853	1906	PRT-PARKS & FACILITY SERVICE TECHNICIAN	NOEX	GS & PR&T	1	\$ 27,568	\$ 35,915	\$ 44,261	GGF
14	J-1870	1936	PRT-RECREATION TECHNICIAN	NOEX	GS & PR&T	1	\$ 27,568	\$ 35,915	\$ 44,261	GGF
14	J-1962	2066	SS-CUSTOMER SERVICE REP II	NOEX	SOCIAL SERVICES	2	\$ 27,568	\$ 35,915	\$ 44,261	GGF
14	J-1977	2085	SS-SOCIAL SERVICES AIDE II	NOEX	SOCIAL SERVICES	4	\$ 27,568	\$ 35,915	\$ 44,261	GGF
14	J-1352	1322	TREAS-TREASURER CLERK II	NOEX	TREASURER	6	\$ 27,568	\$ 35,915	\$ 44,261	GGF
15	J-1379	1354	FIN-ACCOUNTS REPRESENTATIVE	NOEX	FINANCE & MGMT SERVICES	2	\$ 28,946	\$ 37,710	\$ 46,474	GGF
16	J-1203	1153	REV-INCOME TAX COORDINATOR	NOEX	COMMISSIONER OF REVENUE	1	\$ 30,394	\$ 39,596	\$ 48,798	GGF
16-18	J-1664		DEV-PERMIT TECHNICIAN *CP	NOEX	DEVELOPMENT SERVICES	3	\$ 30,394	\$ 42,097	\$ 53,800	CP
16	J-1664	2392	DEV-PERMIT TECHNICIAN I *CP	NOEX	DEVELOPMENT SERVICES		\$ 30,394	\$ 39,596	\$ 48,798	CP
17	J-1664	2393	DEV-PERMIT TECHNICIAN II *CP	NOEX	DEVELOPMENT SERVICES		\$ 31,913	\$ 41,576	\$ 51,238	CP
18	J-1664	2394	DEV-PERMIT TECHNICIAN III *CP	NOEX	DEVELOPMENT SERVICES		\$ 33,508	\$ 43,654	\$ 53,800	CP
16	J-1391	1367	FIN-OFFICE SUPPORT SPECIALIST	NOEX	FINANCE & MGMT SERVICES	1	\$ 30,394	\$ 39,596	\$ 48,798	GGF
16	J-1535	1537	PO-OFFICE SUPPORT SPECIALIST	NOEX	POLICE	2	\$ 30,394	\$ 39,596	\$ 48,798	GGF
16-22	J-1739		GS-FLEET MECHANIC *CP	NOEX	GS & PR&T	8	\$ 30,394	\$ 39,596	\$ 48,798	FSF
16	J-1739	1767	GS-FLEET MECHANIC I *CP	NOEX	GS & PR&T		\$ 30,394	\$ 39,596	\$ 48,798	FSF



GRADE	JOB (BUDGETING)	POSITION (GHR)	TITLE	STATUS	DEPARTMENT	NO. EMP	MINIMUM	MIDPOINT	MAXIMUM	FUND
18	J-1739	1766	GS-FLEET MECHANIC II *CP	NOEX	GS & PR&T		\$ 33,508	\$ 43,654	\$ 53,800	FSF
20	J-1739	1768	GS-FLEET MECHANIC III *CP	NOEX	GS & PR&T		\$ 36,943	\$ 48,129	\$ 59,315	FSF
22	J-1739	1769	GS-FLEET MECHANIC IV *CP	NOEX	GS & PR&T		\$ 40,730	\$ 53,062	\$ 65,395	FSF
16	J-1743	1773	GS-OFFICE SUPPORT SPECIALIST	NOEX	GS & PR&T	1	\$ 30,394	\$ 39,596	\$ 48,798	GGF
16	J-1749	1780	GS-SOLID WASTE EQUIPMENT OPERATOR	NOEX	GS & PR&T	23	\$ 30,394	\$ 39,596	\$ 48,798	GGF
16	J-1845		PRT-OFFICE SUPPORT SPECIALIST	NOEX	GS & PR&T	2	\$ 30,394	\$ 39,596	\$ 48,798	GGF
16	J-1845	1899	PRT-OFFICE SUPPORT SPECIALIST BRAMBLETON	NOEX	GS & PR&T		\$ 30,394	\$ 39,596	\$ 48,798	GGF
16	J-1845	1898	PRT-OFFICE SUPPORT SPECIALIST BUSINESS	NOEX	GS & PR&T		\$ 30,394	\$ 39,596	\$ 48,798	GGF
16	J-1332	1298	REAL-OFFICE SUPPORT SPECIALIST	NOEX	REAL ESTATE VALUATION	1	\$ 30,394	\$ 39,596	\$ 48,798	GGF
16	J-1228	1183	SHR-CIVIL PROCESS SUPPORT SPECIALIST	NOEX	SHERIFF	1	\$ 30,394	\$ 39,596	\$ 48,798	GGF
16	J-1229	1184	SHR-CONTROL ROOM OPERATOR	NOEX	SHERIFF	2	\$ 30,394	\$ 39,596	\$ 48,798	GGF
16	J-1239	1192	SHR-OFFICE SUPPORT SPECIALIST	NOEX	SHERIFF	1	\$ 30,394	\$ 39,596	\$ 48,798	GGF
16	J-1950	2050	SS-ACCOUNTS COORDINATOR	NOEX	SOCIAL SERVICES	2	\$ 30,394	\$ 39,596	\$ 48,798	GGF
16	J-1353	1323	TREAS-TREASURER CLERK III	NOEX	TREASURER	1	\$ 30,394	\$ 39,596	\$ 48,798	GGF
16	J-1357	1327	TREAS-COLLECTIONS SPECIALIST	NOEX	TREASURER	1	\$ 30,394	\$ 39,596	\$ 48,798	GGF
17	J-1278	1243	CIRCT-DEPUTY CLERK CIRCUIT COURT II	NOEX	CLERK OF CIRCUIT COURT	3	\$ 31,913	\$ 41,576	\$ 51,238	GGF
17	J-1205	1155	REV-REAL ESTATE CLERK SUPERVISOR	NOEX	COMMISSIONER OF REVENUE	1	\$ 31,913	\$ 41,576	\$ 51,238	GGF
17	J-1207	1160	REV-TAX COMPLIANCE DEPUTY	NOEX	COMMISSIONER OF REVENUE	1	\$ 31,913	\$ 41,576	\$ 51,238	GGF
17	J-1459	1432	IT-E-911 CALL TAKER	NOEX	COMMIT	2	\$ 31,913	\$ 41,576	\$ 51,238	ECC
17	J-1178	1123	COMATT-LEGAL SECRETARY	NOEX	COMMONWEALTH ATTORNEY	3	\$ 31,913	\$ 41,576	\$ 51,238	GGF
17-19	J-1393		FIN-PAYROLL TECHNICIAN *CP	NOEX	FINANCE & MGMT SERVICES	3	\$ 31,913	\$ 44,202	\$ 56,490	GGF
17	J-1393	1369	FIN-PAYROLL TECHNICIAN *CP	NOEX	FINANCE & MGMT SERVICES		\$ 31,913	\$ 41,576	\$ 51,238	GGF
19	J-1393	1385	FIN-SENIOR PAYROLL TECHNICIAN *CP	NOEX	FINANCE & MGMT SERVICES		\$ 35,184	\$ 45,837	\$ 56,490	GGF
17	J-1396	1372	FIN-PURCHASING TECHNICIAN	NOEX	FINANCE & MGMT SERVICES	1	\$ 31,913	\$ 41,576	\$ 51,238	GGF
17	J-2037	2144	LIB-LIBRARY ASSISTANT	NOEX	LIBRARY	13	\$ 31,913	\$ 41,576	\$ 51,238	GGF
17	J-1832	1882	PRT-PR&T HUM RES ADMIN ASST I	NOEX	GS & PR&T	1	\$ 31,913	\$ 41,576	\$ 51,238	GGF
17-19	J-2075		REG-ASST GENERAL REGISTRAR	NOEX	REGISTRAR	2	\$ 31,913	\$ 44,202	\$ 56,490	GGF
17	J-2075	2200	REG-ASST GENERAL REGISTRAR I	NOEX	REGISTRAR		\$ 31,913	\$ 41,576	\$ 51,238	GGF
19	J-2075	2201	REG-ASST GENERAL REGISTRAR II	NOEX	REGISTRAR		\$ 35,184	\$ 45,837	\$ 56,490	GGF
17	J-1951	2051	SS-SOCIAL SERVICES ADMINISTRATIVE ASSISTANT	NOEX	SOCIAL SERVICES	1	\$ 31,913	\$ 41,576	\$ 51,238	GGF
18	J-1200	1150	REV-BUSINESS ORDINANCE INSPECTOR	NOEX	COMMISSIONER OF REVENUE	1	\$ 33,508	\$ 43,654	\$ 53,800	GGF
18	J-1208	1159	REV-TAX CLERK IV	NOEX	COMMISSIONER OF REVENUE	1	\$ 33,508	\$ 43,654	\$ 53,800	GGF
18-19	J-1460		IT-COMMUNICATIONS OFFICER *CP	NOEX	COMMIT	22	\$ 35,184	\$ 45,837	\$ 56,490	ECC
18	J-1460	1433	IT-COMMUNICATIONS OFFICER I *CP	NOEX	COMMIT		\$ 33,508	\$ 43,654	\$ 53,800	ECC
19	J-1460	1434	IT-COMMUNICATIONS OFFICER II *CP	NOEX	COMMIT		\$ 35,184	\$ 45,837	\$ 56,490	ECC
18	J-1672	2389	DEV-MOTOR EQUIPMENT OPERATOR III	NOEX	DEVELOPMENT SERVICES	1	\$ 33,508	\$ 43,654	\$ 53,800	GGF
18	J-1597	1604	FR-ADMINISTRATIVE ASSISTANT	NOEX	FIRE & RESCUE	2	\$ 33,508	\$ 43,654	\$ 53,800	GGF
18	J-1105	1065	HR-HUMAN RESOURCES SPECIALIST I	NOEX	HUMAN RESOURCES	2	\$ 33,508	\$ 43,654	\$ 53,800	GGF
18	J-1525	1525	PO-POLICE ADMIN ASSISTANT	NOEX	POLICE	1	\$ 33,508	\$ 43,654	\$ 53,800	GGF
18-19	J-1727		GS-BUILDING MAINTENANCE TECH *CP	NOEX	GS & PR&T	7	\$ 33,508	\$ 43,654	\$ 53,800	CP
18	J-1727	1752	GS-BUILDING MAINTENANCE TECH I *CP	NOEX	GS & PR&T		\$ 33,508	\$ 43,654	\$ 53,800	CP
19	J-1727	1753	GS-BUILDING MAINTENANCE TECH II *CP	NOEX	GS & PR&T		\$ 35,184	\$ 45,837	\$ 56,490	CP
18	J-1730	1756	GS-GENERAL SERVICES CREW LEADER	NOEX	GS & PR&T	2	\$ 33,508	\$ 43,654	\$ 53,800	GGF
18	J-1734	1761	GS-EQUIPMENT TECHNICIAN	NOEX	GS & PR&T	1	\$ 33,508	\$ 43,654	\$ 53,800	GGF
18	J-1806	1856	PRT-AQUATICS SPECIALIST (FEE)	NOEX	GS & PR&T	1	\$ 33,508	\$ 43,654	\$ 53,800	FEE
18	J-1852	1905	PRT-PARKS CREW LEADER	NOEX	GS & PR&T	4	\$ 33,508	\$ 43,654	\$ 53,800	GGF
18	J-1856	1909	PRT-PARKS MAINTENANCE SERV SPEC	NOEX	GS & PR&T	1	\$ 33,508	\$ 43,654	\$ 53,800	GGF



GRADE	JOB (BUDGETING)	POSITION (GHR)	TITLE	STATUS	DEPARTMENT	NO. EMP	MINIMUM	MIDPOINT	MAXIMUM	FUND
18	J-1866		PRT-RECREATION PROGRAMMER	NOEX	GS & PR&T	6	\$ 33,508	\$ 43,654	\$ 53,800	GGF
18	J-1866	1926	PRT-RECREATION PROGRAMMER ASK	NOEX	GS & PR&T		\$ 33,508	\$ 43,654	\$ 53,800	GGF
18	J-1866	1925	PRT-RECREATION PROGRAMMER BRAM	NOEX	GS & PR&T		\$ 33,508	\$ 43,654	\$ 53,800	GGF
18	J-1866	1927	PRT-RECREATION PROGRAMMER CAMP ROANOKE	NOEX	GS & PR&T		\$ 33,508	\$ 43,654	\$ 53,800	GGF
18	J-1866	1929	PRT-RECREATION PROGRAMMER THERAPEUTIC REC	NOEX	GS & PR&T		\$ 33,508	\$ 43,654	\$ 53,800	GGF
18	J-1867	1928	PRT-RECREATION PROGRAMMER (FEE)	NOEX	GS & PR&T	1	\$ 33,508	\$ 43,654	\$ 53,800	FEE
18	J-1887	1895	PRT-MOTOR EQUIPMENT OPERATOR III	NOEX	GS & PR&T	4	\$ 33,508	\$ 43,654	\$ 53,800	GGF
18	J-2160	2232	RCACP-MAINTENANCE TECH/CUSTODIAN	NOEX	RCACP	1	\$ 33,508	\$ 43,654	\$ 53,800	RCA
18	J-1225	1180	SHR-ACCREDITATION SPECIALIST	NOEX	SHERIFF	1	\$ 33,508	\$ 43,654	\$ 53,800	GGF
18	J-1955	2056	SS-BENEFIT PROGRAMS SPECIALIST	NOEX	SOCIAL SERVICES	28	\$ 33,508	\$ 43,654	\$ 53,800	GGF
19	J-1279	1244	CIRCT-DEPUTY CLERK CIRCUIT COURT III	NOEX	CLERK OF CIRCUIT COURT	6	\$ 35,184	\$ 45,837	\$ 56,490	GGF
19	J-1458	1431	IT-COMMUNICATIONS EQUIP INSTALLER	NOEX	COMMIT	2	\$ 35,184	\$ 45,837	\$ 56,490	CMS
19	J-1476	1457	IT-OFFICE COORD/DEPT BUDGET SPEC	NOEX	COMMIT	1	\$ 35,184	\$ 45,837	\$ 56,490	CAO
19	J-1181	1126	COMATT-VICTIM/WITNESS ASSISTANT COORD (GRANT)	NOEX	COMMONWEALTH ATTORNEY	1	\$ 35,184	\$ 45,837	\$ 56,490	GNT
19	J-1301	1271	CTSVC-YOUTH SURVEILLANCE OFFICER (GRANT)	NOEX	COURT SERVICES	3	\$ 35,184	\$ 45,837	\$ 56,490	GNT
19-23	J-1654		DEV-INSPECTOR *CP	NOEX	DEVELOPMENT SERVICES	5	\$ 35,184	\$ 45,837	\$ 56,490	CP
19	J-1654	2380	DEV-CONSTRUCTION INSPECTOR *CP	NOEX	DEVELOPMENT SERVICES		\$ 35,184	\$ 45,837	\$ 56,490	CP
21	J-1654	2379	DEV-COMBINATION CODE COMPLIANCE IN	NOEX	DEVELOPMENT SERVICES		\$ 38,791	\$ 50,536	\$ 62,280	CP
23	J-1654	2397	DEV-SENIOR COMBINATION CODE COMPLIANCE INSPECTOR *CP	NOEX	DEVELOPMENT SERVICES		\$ 42,767	\$ 55,716	\$ 68,665	CP
19	J-1662	2390	DEV-OFFICE COORD/DEPT BUDGET SPEC	NOEX	DEVELOPMENT SERVICES	1	\$ 35,184	\$ 45,837	\$ 56,490	GGF
19	J-2034	2139	LIB-DEPARTMENT BUDGET SPECIALIST	NOEX	LIBRARY	1	\$ 35,184	\$ 45,837	\$ 56,490	GGF
19	J-2043		LIB-SENIOR LIBRARY ASSISTANT	NOEX	LIBRARY	11	\$ 35,184	\$ 45,837	\$ 56,490	GGF
19	J-2043	2152	LIB-SENIOR LIBRARY ASSISTANT (NON-SUPERVISOR)	NOEX	LIBRARY		\$ 35,184	\$ 45,837	\$ 56,490	GGF
19	J-2043	2150	LIB-SENIOR LIBRARY ASSISTANT BENT MOUNTAIN	NOEX	LIBRARY		\$ 35,184	\$ 45,837	\$ 56,490	GGF
19	J-2043	2149	LIB-SENIOR LIBRARY ASSISTANT CIRCULATION	NOEX	LIBRARY		\$ 35,184	\$ 45,837	\$ 56,490	GGF
19	J-2043	2151	LIB-SENIOR LIBRARY ASSISTANT MT PLEASANT	NOEX	LIBRARY		\$ 35,184	\$ 45,837	\$ 56,490	GGF
19	J-1691	2325	PLAN-PLANNING ADMINISTRATIVE ASSISTANT	NOEX	PLANNING	1	\$ 35,184	\$ 45,837	\$ 56,490	GGF
21	J-1740	1770	GS-HOUSEKEEPING SUPERVISOR	NOEX	GS & PR&T	1	\$ 38,791	\$ 50,536	\$ 62,280	GGF
19	J-1742	1772	GS-OFFICE COORD/DEPT BUDGET SPEC	NOEX	GS & PR&T	1	\$ 35,184	\$ 45,837	\$ 56,490	GGF
19	J-1753	1784	GS-OFFICE COORD/DEPT BUDGET SPEC (FLEET)	NOEX	GS & PR&T	1	\$ 35,184	\$ 45,837	\$ 56,490	FSF
19	J-2149	2243	RCACP-ANIMAL HEALTH ATTENDANT	NOEX	RCACP	2	\$ 35,184	\$ 45,837	\$ 56,490	GGF
19	J-2156	2238	RCACP-FOSTER COORDINATOR	NOEX	RCACP	1	\$ 35,184	\$ 45,837	\$ 56,490	RCA
19	J-2161	2241	RCACP-RESCUE & VOLUNTEER COORD	NOEX	RCACP	1	\$ 35,184	\$ 45,837	\$ 56,490	RCA
19	J-1968	2076	SS-FRAUD INVESTIGATOR	NOEX	SOCIAL SERVICES	1	\$ 35,184	\$ 45,837	\$ 56,490	GGF
19	J-1979	2087	SS-SENIOR BENEFIT PROGRAMS SPEC	NOEX	SOCIAL SERVICES	4	\$ 35,184	\$ 45,837	\$ 56,490	GGF
19	J-1984	2092	SS-CSA COMPLIANCE SPECIALIST	NOEX	SOCIAL SERVICES	1	\$ 35,184	\$ 45,837	\$ 56,490	GNT
19	J-1354	1324	TREAS-TREASURER CLERK SUPERVISOR	NOEX	TREASURER	1	\$ 35,184	\$ 45,837	\$ 56,490	GGF
19	J-1393	1385	FIN-SENIOR PAYROLL TECHNICIAN *CP	NON	FINANCE & MGMT SERVICES	1	\$ 35,184	\$ 45,837	\$ 56,490	GGF
20	J-1668	2402	DEV-STORMWATER MAINTENANCE FOREMAN	NOEX	DEVELOPMENT SERVICES	2	\$ 36,943	\$ 48,129	\$ 59,315	GGF
20-24	J-1585		FR-FIREFIGHTER *CP	NOEX	FIRE & RESCUE	124	\$ 40,730	\$ 53,063	\$ 65,395	CP
20	J-1585	1595	FR-FIREFIGHTER *CP	NOEX	FIRE & RESCUE		\$ 36,943	\$ 48,129	\$ 59,315	CP
23	J-1585	1600	FR-PARAMEDIC/FIREFIGHTER *CP	NOEX	FIRE & RESCUE		\$ 42,767	\$ 55,716	\$ 68,665	CP
24	J-1585	1599	FR-MASTER PARAMEDIC FIREFIGHTER *CP	NOEX	FIRE & RESCUE		\$ 44,905	\$ 58,501	\$ 72,097	CP
20-24	J-1596		FR-FIREFIGHTER (GRANT)	NOEX	FIRE & RESCUE	15	\$ 36,943	\$ 48,129	\$ 59,315	GNT
20	J-1596	1602	FR-FIREFIGHTER (GRANT)	NOEX	FIRE & RESCUE		\$ 36,943	\$ 48,129	\$ 59,315	GNT
23	J-1596	1605	FR-PARAMEDIC/FIREFIGHTER *CP (GRANT)	NOEX	FIRE & RESCUE		\$ 42,767	\$ 55,716	\$ 68,665	GNT
24	J-1596	1606	FR-MASTER PARAMEDIC FIREFIGHTER *CP (GRANT)	NOEX	FIRE & RESCUE		\$ 44,905	\$ 58,501	\$ 72,097	GNT



GRADE	JOB (BUDGETING)	POSITION (GHR)	TITLE	STATUS	DEPARTMENT	NO. EMP	MINIMUM	MIDPOINT	MAXIMUM	FUND
20	J-1106	1066	HR-HUMAN RESOURCES SPECIALIST II	NOEX	HUMAN RESOURCES	1	\$ 36,943	\$ 48,129	\$ 59,315	GGF
20-24	J-1531		PO-POLICE OFFICER *CP	NOEX	POLICE	114	\$ 42,767	\$ 55,716	\$ 68,665	CP
20	J-1531	1533	PO-POLICE OFFICER - UNIFORM DIV *CP	NOEX	POLICE		\$ 36,943	\$ 48,129	\$ 59,315	CP
22	J-1531	1534	PO-POLICE OFFICER II *CP	NOEX	POLICE		\$ 40,730	\$ 53,062	\$ 65,395	CP
23	J-1531	1535	PO-POLICE OFFICER III *CP	NOEX	POLICE		\$ 42,767	\$ 55,716	\$ 68,665	CP
24	J-1531	1536	PO-POLICE OFFICER IV *CP	NOEX	POLICE		\$ 44,905	\$ 58,501	\$ 72,097	CP
20	J-1748	1778	GS-SOLID WASTE COLLECTION FOREMAN	NOEX	GS & PR&T	2	\$ 36,943	\$ 48,129	\$ 59,315	GGF
20	J-1847	1900	PRT-OPERATIONS SUPERVISOR (FEE)	EXE/COMP	GS & PR&T	1	\$ 36,943	\$ 48,129	\$ 59,315	FEE
20	J-2153	2235	RCACP-CUSTOMER SERVICE SUPERVISOR	NOEX	RCACP	1	\$ 36,943	\$ 48,129	\$ 59,315	RCA
20-24	J-1230		SHR-DEPUTY SHERIFF *CP	NOEX	SHERIFF	56	\$ 36,943	\$ 54,520	\$ 72,097	CP
20	J-1230	1198	SHR-DEPUTY SHERIFF *CP	NOEX	SHERIFF		\$ 36,943	\$ 48,129	\$ 59,315	GGF
22	J-1230	1199	SHR-MASTER DEPUTY SHERIFF II *CP	NOEX	SHERIFF		\$ 40,730	\$ 53,062	\$ 65,395	GGF
22	J-1230	1205	SHR-MASTER DEPUTY SHERIFF III *CP MEDICAL	NOEX	SHERIFF		\$ 40,730	\$ 53,062	\$ 65,395	GGF
23	J-1230	1200	SHR-MASTER DEPUTY SHERIFF III *CP	NOEX	SHERIFF		\$ 42,767	\$ 55,716	\$ 68,665	GGF
24	J-1230	1201	SHR-MASTER DEPUTY SHERIFF IV *CP	NOEX	SHERIFF		\$ 44,905	\$ 58,501	\$ 72,097	GGF
20	J-1965	2069	SS-FAMILY SERVICES SPECIALIST	NOEX	SOCIAL SERVICES	34	\$ 36,943	\$ 48,129	\$ 59,315	GGF
20	J-1974	2082	SS-SELF SUFFICIENCY SPECIALIST	NOEX	SOCIAL SERVICES	6	\$ 36,943	\$ 48,129	\$ 59,315	GGF
20	J-1755	1786	GS-CUSTOMER SERVICE SPECIALIST (FLEET) *	NOEX	GS & PR&T	1	\$ 36,943	\$ 48,129	\$ 59,315	FSF
21	J-1450	1420	IT-ACCREDITATION COORDINATOR	NOEX	COMMIT	1	\$ 38,791	\$ 50,536	\$ 62,280	ECC
21	J-1465	1442	IT-COMMUNICATIONS TRAINING OFFCR	NOEX	COMMIT	8	\$ 38,791	\$ 50,536	\$ 62,280	ECC
21	J-1665	2395	DEV-PERMIT TECHNICIAN SUPERVISOR	NOEX	DEVELOPMENT SERVICES	1	\$ 38,791	\$ 50,536	\$ 62,280	GGF
21-25	J-1674		DEV-STORMWATER INSPECTOR *CP	NOEX	DEVELOPMENT SERVICES	5	\$ 38,791	\$ 50,536	\$ 62,280	CP
21	J-1674	2405	DEV-STORMWATER INSPECTOR I *CP	NOEX	DEVELOPMENT SERVICES		\$ 38,791	\$ 50,536	\$ 62,280	CP
23	J-1674	2406	DEV-STORMWATER INSPECTOR II *CP	NOEX	DEVELOPMENT SERVICES		\$ 42,767	\$ 55,716	\$ 68,665	CP
25	J-1674	2407	DEV-STORMWATER INSPECTOR III *CP	NOEX	DEVELOPMENT SERVICES		\$ 47,151	\$ 61,427	\$ 75,702	CP
21-23	J-1383		FIN-BUYER	NOEX	FINANCE & MGMT SERVICES	3	\$ 38,791	\$ 50,536	\$ 62,280	CP
21	J-1383	1358	FIN-BUYER *CP	NOEX	FINANCE & MGMT SERVICES		\$ 38,791	\$ 50,536	\$ 62,280	CP
23	J-1383	1376	FIN-SENIOR BUYER *CP	NOEX	FINANCE & MGMT SERVICES		\$ 42,767	\$ 55,716	\$ 68,665	CP
21	J-1579	1581	FR-DATA ANALYST- F & R	NOEX	FIRE & RESCUE	1	\$ 38,791	\$ 50,536	\$ 62,280	GGF
21	J-1589	1598	FR-FIRE LOGISTICS TECHNICIAN	NOEX	FIRE & RESCUE	1	\$ 38,791	\$ 50,536	\$ 62,280	GGF
21	J-1591	1585	FR-COMMUNITY OUTREACH COORDINATOR	NOEX	FIRE & RESCUE	1	\$ 38,791	\$ 50,536	\$ 62,280	GGF
21	J-2039	2146	LIB-LIBRARIAN	EXE/COMP	LIBRARY	3	\$ 38,791	\$ 50,536	\$ 62,280	GGF
21	J-1534	1532	PO-INVESTIGATIVE SUPPORT SPECIALIST	NOEX	POLICE	1	\$ 38,791	\$ 50,536	\$ 62,280	GGF
21	J-1752	1782	GS-WELDING SHOP FOREMAN	NOEX	GS & PR&T	1	\$ 38,791	\$ 50,536	\$ 62,280	GGF
21	J-1825		PRT-BUSINESS SERVICES SUPERVISOR (FEE)	EXE/COMP	GS & PR&T	2	\$ 38,791	\$ 50,536	\$ 62,280	FEE
21	J-1825	1950	PRT-BUSINESS SERVICES SUPERVISOR EXPLORE PARK (FEE)	EXE/COMP	GS & PR&T		\$ 38,791	\$ 50,536	\$ 62,280	FEE
21	J-1825	1875	PRT-BUSINESS SERVICES SUPERVISOR GREEN RIDGE (FEE)	EXE/COMP	GS & PR&T		\$ 38,791	\$ 50,536	\$ 62,280	FEE
21	J-1840	1890	PRT-MEMBERSHIP SUPERVISOR (FEE)	EXE/COMP	GS & PR&T	1	\$ 38,791	\$ 50,536	\$ 62,280	FEE
21	J-1868		PRT-RECREATION PROGRAM SUPERVISOR	EXE/COMP	GS & PR&T	5	\$ 38,791	\$ 50,536	\$ 62,280	GGF
21	J-1868	1931	PRT-RECREATION PROGRAM SUPERVISOR ATHLETICS	EXE/COMP	GS & PR&T		\$ 38,791	\$ 50,536	\$ 62,280	GGF
21	J-1868	1930	PRT-RECREATION PROGRAM SUPERVISOR BRAMBLETON	EXE/COMP	GS & PR&T		\$ 38,791	\$ 50,536	\$ 62,280	GGF
21	J-1868	1932	PRT-RECREATION PROGRAM SUPERVISOR CAMP ROANOKE	EXE/COMP	GS & PR&T		\$ 38,791	\$ 50,536	\$ 62,280	GGF
21	J-1868	1935	PRT-RECREATION PROGRAM SUPERVISOR WELLNESS	EXE/COMP	GS & PR&T		\$ 38,791	\$ 50,536	\$ 62,280	GGF
21	J-1869		PRT-RECREATION PROGRAM SUPERVISOR (FEE)	EXE/COMP	GS & PR&T	3	\$ 38,791	\$ 50,536	\$ 62,280	FEE
21	J-1869	1934	PRT-RECREATION PROGRAM SUPERVISOR AQUATICS (FEE)	EXE/COMP	GS & PR&T		\$ 38,791	\$ 50,536	\$ 62,280	FEE
21	J-1869	1951	PRT-RECREATION PROGRAM SUPERVISOR EXPLORE PARK (FEE)	EXE/COMP	GS & PR&T		\$ 38,791	\$ 50,536	\$ 62,280	FEE
21	J-1869	1933	PRT-RECREATION PROGRAM SUPERVISOR PROGRAMS (FEE)	EXE/COMP	GS & PR&T		\$ 38,791	\$ 50,536	\$ 62,280	FEE



GRADE	JOB (BUDGETING)	POSITION (GHR)	TITLE	STATUS	DEPARTMENT	NO. EMP	MINIMUM	MIDPOINT	MAXIMUM	FUND
21	J-1333	1299	REAL-REAL ESTATE & LAND USE COORDINATOR	NOEX	REAL ESTATE VALUATION	1	\$ 38,791	\$ 50,536	\$ 62,280	GGF
22	J-1280		CIRCT-DEPUTY CLERK CIRCUIT COURT IV	EXE/COMP	CLERK OF CIRCUIT COURT	4	\$ 40,730	\$ 53,062	\$ 65,395	GGF
22	J-1280	1248	CIRCT-DEPUTY CLERK CIRCUIT COURT IV CIVIL CHANCERY	EXE/COMP	CLERK OF CIRCUIT COURT		\$ 40,730	\$ 53,062	\$ 65,395	GGF
22	J-1280	1245	CIRCT-DEPUTY CLERK CIRCUIT COURT IV CIVIL LAW	EXE/COMP	CLERK OF CIRCUIT COURT		\$ 40,730	\$ 53,062	\$ 65,395	GGF
22	J-1280	1246	CIRCT-DEPUTY CLERK CIRCUIT COURT IV CRIMINAL	EXE/COMP	CLERK OF CIRCUIT COURT		\$ 40,730	\$ 53,062	\$ 65,395	GGF
22	J-1280	1247	CIRCT-DEPUTY CLERK CIRCUIT COURT IV LAND RECORDS	EXE/COMP	CLERK OF CIRCUIT COURT		\$ 40,730	\$ 53,062	\$ 65,395	GGF
22-26	J-1481		IT-TECHNICAL ANALYST *CP	NOEX	COMMIT	5	\$ 40,730	\$ 53,063	\$ 65,395	CAO
22	J-1481	1463	IT-TECHNICAL ANALYST I *CP	NOEX	COMMIT		\$ 40,730	\$ 53,062	\$ 65,395	GGF
24	J-1481	1464	IT-TECHNICAL ANALYST II *CP	NOEX	COMMIT		\$ 44,905	\$ 58,501	\$ 72,097	GGF
26	J-1481	1465	IT-TECHNICAL ANALYST III *CP	NOEX	COMMIT		\$ 49,508	\$ 64,498	\$ 79,488	GGF
22-26	J-1487		IT-TECHNICAL ANALYST ECC *CP	NOEX	COMMIT	1	\$ 40,730	\$ 53,063	\$ 65,395	ECC
22	J-1487	1473	IT-TECHNICAL ANALYST I (ECC)	NOEX	COMMIT		\$ 40,730	\$ 53,062	\$ 65,395	ECC
24	J-1487	1474	IT-TECHNICAL ANALYST II (ECC)	NOEX	COMMIT		\$ 44,905	\$ 58,501	\$ 72,097	ECC
26	J-1487	1475	IT-TECHNICAL ANALYST III (ECC)	NOEX	COMMIT		\$ 49,508	\$ 64,498	\$ 79,488	ECC
22	J-1182	1127	COMATT-VICTIM/WITNESS ASST DIRECTOR (GRANT)	NOEX	COMMONWEALTH ATTORNEY	1	\$ 40,730	\$ 53,062	\$ 65,395	GNT
22	J-1656	2383	DEV-DEVELOPMENT REVIEW COORDINATOR	EXE/COMP	DEVELOPMENT SERVICES	1	\$ 40,730	\$ 53,062	\$ 65,395	GGF
22	J-2044	2153	LIB-TECHNOLOGY SERVICES COORDINATOR	NOEX	LIBRARY	1	\$ 40,730	\$ 53,062	\$ 65,395	GGF
22	J-1741	1771	GS-LEAD SOLID WASTE COLLECTION FOREMAN	NOEX	GS & PR&T	1	\$ 40,730	\$ 53,062	\$ 65,395	GGF
22	J-1820	1871	PRT-ELECTRONIC SERVICES SPECIALIST	EXE/COMP	GS & PR&T	1	\$ 40,730	\$ 53,062	\$ 65,395	GGF
22	J-1854	1907	PRT-PARKS MAINTENANCE SUPERVISOR	NOEX	GS & PR&T	1	\$ 40,730	\$ 53,062	\$ 65,395	GGF
22	J-1855	1908	PRT-PARKS MAINTENANCE SUPERVISOR (SCHOOL)	NOEX	GS & PR&T	1	\$ 40,730	\$ 53,062	\$ 65,395	SCH
22-26	J-1325		REAL-APPRAISER *CP	EXE/COMP	REAL ESTATE VALUATION	7	\$ 44,905	\$ 58,501	\$ 72,097	CP
22	J-1325	1290	REAL-APPRAISER *CP	EXE/COMP	REAL ESTATE VALUATION		\$ 40,730	\$ 53,062	\$ 65,395	CP
26	J-1325	1297	REAL-SENIOR APPRAISER *CP	EXE/COMP	REAL ESTATE VALUATION		\$ 49,508	\$ 64,498	\$ 79,488	CP
22	J-1152	1102	RVTV-TELEVISION PRODUCER	NOEX	RVTV	3	\$ 40,730	\$ 53,062	\$ 65,395	SHA
22	J-1957	2061	SS-BENEFIT PROGRAMS TRAINER	NOEX	SOCIAL SERVICES	1	\$ 40,730	\$ 53,062	\$ 65,395	GGF
22	J-1964	2068	SS-SR FAMILY SERVICES SPECIALIST	NOEX	SOCIAL SERVICES	5	\$ 40,730	\$ 53,062	\$ 65,395	GGF
22	J-1970	2078	SS-TECHNICAL ANALYST I	NOEX	SOCIAL SERVICES	1	\$ 40,730	\$ 53,062	\$ 65,395	GGF
22	J-1973	2081	SS-RESOURCE COORDINATOR	NOEX	SOCIAL SERVICES	1	\$ 40,730	\$ 53,062	\$ 65,395	GGF
22	J-1980	2088	SS-SR SELF SUFFICIENCY SPECIALIST	NOEX	SOCIAL SERVICES	1	\$ 40,730	\$ 53,062	\$ 65,395	GGF
23	J-1462	1436	IT-COMMUNICATIONS TEAM SUPERVISOR	NOEX	COMMIT	4	\$ 42,767	\$ 55,716	\$ 68,665	ECC
23	J-1463	1440	IT-COMMUNICATIONS TECHNICIAN	NOEX	COMMIT	4	\$ 42,767	\$ 55,716	\$ 68,665	CMS
23	J-1464	1441	IT-COMMUNICATIONS TRAINING COORD	NOEX	COMMIT	1	\$ 42,767	\$ 55,716	\$ 68,665	ECC
23	J-1392	1368	FIN-PAYROLL SPECIALIST	EXE/COMP	FINANCE & MGMT SERVICES	1	\$ 42,767	\$ 55,716	\$ 68,665	GGF
23	J-1696	2331	PLAN-PLANNER I	EXE/COMP	PLANNING	2	\$ 42,767	\$ 55,716	\$ 68,665	GGF
23	J-1956		SS-BENEFIT PROGRAMS SUPERVISOR	EXE/COMP	SOCIAL SERVICES	4	\$ 42,767	\$ 55,716	\$ 68,665	GGF
23	J-1956	2060	SS-BENEFIT PROGRAMS SUPERVISOR ADULT A	EXE/COMP	SOCIAL SERVICES		\$ 42,767	\$ 55,716	\$ 68,665	GGF
23	J-1956	2057	SS-BENEFIT PROGRAMS SUPERVISOR ADULT B	EXE/COMP	SOCIAL SERVICES		\$ 42,767	\$ 55,716	\$ 68,665	GGF
23	J-1956	2059	SS-BENEFIT PROGRAMS SUPERVISOR FAMILY/CHILDREN A	EXE/COMP	SOCIAL SERVICES		\$ 42,767	\$ 55,716	\$ 68,665	GGF
23	J-1956	2058	SS-BENEFIT PROGRAMS SUPERVISOR FAMILY/CHILDREN B	EXE/COMP	SOCIAL SERVICES		\$ 42,767	\$ 55,716	\$ 68,665	GGF
23	J-1976	2084	SS-SERVICES TRAINER	NOEX	SOCIAL SERVICES	1	\$ 42,767	\$ 55,716	\$ 68,665	GGF
24	J-1000	1000	ADM-ADMINISTRATIVE ASSISTANT	EXE/COMP	ADMINISTRATION	1	\$ 44,905	\$ 58,501	\$ 72,097	GGF
24	J-1455	1428	IT-BUSINESS COORDINATOR	EXE/COMP	COMMIT	1	\$ 44,905	\$ 58,501	\$ 72,097	CAO
24-29	J-1471		IT-GIS ANALYST *CP	EXE/COMP	COMMIT	4	\$ 49,508	\$ 64,498	\$ 79,488	CAO
24	J-1471	1452	IT-GIS SPECIALIST I *CP	EXE/COMP	COMMIT		\$ 44,905	\$ 58,501	\$ 72,097	CAO
26	J-1471	1453	IT-GIS SPECIALIST II *CP	EXE/COMP	COMMIT		\$ 49,508	\$ 64,498	\$ 79,488	CAO
27	J-1471	1449	IT-GIS ANALYST I *CP	EXE/COMP	COMMIT		\$ 51,983	\$ 67,723	\$ 83,462	CAO



GRADE	JOB (BUDGETING)	POSITION (GHR)	TITLE	STATUS	DEPARTMENT	NO. EMP	MINIMUM	MIDPOINT	MAXIMUM	FUND
29	J-1471	1450	IT-GIS ANALYST II *CP	EXE/COMP	COMMIT		\$ 57,312	\$ 74,664	\$ 92,017	CAO
24	J-1075	1040	COATT-ADMINISTRATIVE ASSISTANT	EXE/COMP	COUNTY ATTORNEY	1	\$ 44,905	\$ 58,501	\$ 72,097	GGF
24	J-1658	2385	DEV-DEVELOPMENT GIS SPECIALIST	EXE/COMP	DEVELOPMENT SERVICES	1	\$ 44,905	\$ 58,501	\$ 72,097	GGF
24	J-1576	1580	FR-BUSINESS COORDINATOR	EXE/COMP	FIRE & RESCUE	1	\$ 44,905	\$ 58,501	\$ 72,097	GGF
24	J-2026	2131	LIB-ADMINISTRATIVE & MARKETING MGR	EXE/COMP	LIBRARY	1	\$ 44,905	\$ 58,501	\$ 72,097	GGF
24	J-2036		LIB-DIVISIONAL LIBRARIAN	EXE/COMP	LIBRARY	3	\$ 44,905	\$ 58,501	\$ 72,097	GGF
24	J-2036	2141	LIB-DIVISIONAL LIBRARIAN CHILDREN	EXE/COMP	LIBRARY		\$ 44,905	\$ 58,501	\$ 72,097	GGF
24	J-2036	2142	LIB-DIVISIONAL LIBRARIAN REFERENCE	EXE/COMP	LIBRARY		\$ 44,905	\$ 58,501	\$ 72,097	GGF
24	J-2036	2143	LIB-DIVISIONAL LIBRARIAN YOUNG ADULT	EXE/COMP	LIBRARY		\$ 44,905	\$ 58,501	\$ 72,097	GGF
24	J-1528	1528	PO-BUSINESS COORDINATOR	EXE/COMP	POLICE	1	\$ 44,905	\$ 58,501	\$ 72,097	GGF
24	J-1532	1531	PO-CRIME ANALYST	EXE/COMP	POLICE	1	\$ 44,905	\$ 58,501	\$ 72,097	GGF
24	J-1729	1755	GS-CAPITAL PROJECTS SPECIALIST	NOEX	GS & PR&T	1	\$ 44,905	\$ 58,501	\$ 72,097	GGF
24	J-1810	1861	PRT-BUSINESS COORDINATOR	EXE/COMP	GS & PR&T	1	\$ 44,905	\$ 58,501	\$ 72,097	GGF
24	J-2158	2240	RCACP-KENNEL MANAGER	EXE/COMP	RCACP	1	\$ 44,905	\$ 58,501	\$ 72,097	RCA
24	J-1226	1181	SHR-BUSINESS COORDINATOR	EXE/COMP	SHERIFF	1	\$ 44,905	\$ 58,501	\$ 72,097	GGF
24	J-1971	2079	SS-PROGRAM COORDINATOR - CORTAN	EXE/COMP	SOCIAL SERVICES	1	\$ 44,905	\$ 58,501	\$ 72,097	GGF
25	J-1201	1151	REV-CHIEF DEP COMM OF THE REVENUE	EXE/COMP	COMMISSIONER OF REVENUE	1	\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-1183	1128	COMATT-VICTIM/WITNESS DIR/EXEC ASST	EXE/COMP	COMMONWEALTH ATTORNEY	1	\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-1300	1270	CTSVC-JUVENILE INTERVENTION SERVICES SUPERVISOR (GRANT)	EXE/COMP	COURT SERVICES	1	\$ 47,151	\$ 61,427	\$ 75,702	GNT
25	J-1652	2376	DEV-CHIEF INSPECTOR/FIELD SUPV	NOEX	DEVELOPMENT SERVICES	1	\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-1670	2403	DEV-STORMWATER OPERATIONS SUPV	EXE/COMP	DEVELOPMENT SERVICES	1	\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-1375	1350	FIN-BUDGET ANALYST	EXE/COMP	FINANCE & MGMT SERVICES	1	\$ 47,151	\$ 61,427	\$ 75,702	GGF
25-27	J-1387		FIN-FINANCIAL ANALYST *CP	EXE/COMP	FINANCE & MGMT SERVICES	2	\$ 47,151	\$ 61,427	\$ 75,702	CP
25	J-1387	1362	FIN-FINANCIAL ANALYST *CP	EXE/COMP	FINANCE & MGMT SERVICES		\$ 47,151	\$ 61,427	\$ 75,702	CP
26	J-1387	1377	FIN-SENIOR FINANCIAL ANALYST I *CP	EXE/COMP	FINANCE & MGMT SERVICES		\$ 49,508	\$ 64,498	\$ 79,488	CP
27	J-1387	1378	FIN-SENIOR FINANCIAL ANALYST II *CP	EXE/COMP	FINANCE & MGMT SERVICES		\$ 51,983	\$ 67,723	\$ 83,462	CP
25-27	J-1404		FIN-FINANCIAL ANALYST (GRANT)	EXE/COMP	FINANCE & MGMT SERVICES	1	\$ 47,151	\$ 61,427	\$ 75,702	GNT
25	J-1404	1382	FIN-FINANCIAL ANALYST (GRANT)	EXE/COMP	FINANCE & MGMT SERVICES		\$ 47,151	\$ 61,427	\$ 75,702	GNT
26	J-1404	1383	FIN-SENIOR FINANCIAL ANALYST I (GRANT)	EXE/COMP	FINANCE & MGMT SERVICES		\$ 49,508	\$ 64,498	\$ 79,488	GNT
27	J-1404	1384	FIN-SENIOR FINANCIAL ANALYST II (GRANT)	EXE/COMP	FINANCE & MGMT SERVICES		\$ 51,983	\$ 67,723	\$ 83,462	GNT
25	J-2030	2134	LIB-INTEGRATED LIBRARY SYSTEMS/TECHNOLOGY COORDINATOR	EXE/COMP	LIBRARY	1	\$ 47,151	\$ 61,427	\$ 75,702	SHA
25	J-2031		LIB-BRANCH LIBRARIAN	EXE/COMP	LIBRARY	3	\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-2031	2135	LIB-BRANCH LIBRARIAN GLENVAR	EXE/COMP	LIBRARY		\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-2031	2136	LIB-BRANCH LIBRARIAN HOLLINS	EXE/COMP	LIBRARY		\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-2031	2137	LIB-BRANCH LIBRARIAN VINTON	EXE/COMP	LIBRARY		\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-2041	2147	LIB-PUBLIC SERVICES LIBRARIAN	EXE/COMP	LIBRARY	1	\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-1697	2332	PLAN-PLANNER II	EXE/COMP	PLANNING	3	\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-1700	2335	PLAN-TRANSPORTATION PLANNER	EXE/COMP	PLANNING	2	\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-1537	1539	PO-POLICE RECORDS SUPERVISOR	EXE/COMP	POLICE	1	\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-1848	1901	PRT-PARKS ADMINISTRATOR	EXE/COMP	GS & PR&T	1	\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-1865		PRT-RECREATION PROGRAM MANAGER	EXE/COMP	GS & PR&T	4	\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-1865	1922	PRT-RECREATION PROGRAM MANAGER ASK	EXE/COMP	GS & PR&T		\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-1865	1921	PRT-RECREATION PROGRAM MANAGER ATHLETICS	EXE/COMP	GS & PR&T		\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-1865	1923	PRT-RECREATION PROGRAM MANAGER BRAMBLETON	EXE/COMP	GS & PR&T		\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-1865	1924	PRT-RECREATION PROGRAM MANAGER CAMP ROANOKE	EXE/COMP	GS & PR&T		\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-1126	1091	PIO-PUBLIC INFORMATION MANAGER	EXE/COMP	PUBLIC INFORMATION	1	\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-1151	1101	RVTV-MANAGER OF CABLE ACCESS	EXE/COMP	RVTV	1	\$ 47,151	\$ 61,427	\$ 75,702	SHA



GRADE	JOB (BUDGETING)	POSITION (GHR)	TITLE	STATUS	DEPARTMENT	NO. EMP	MINIMUM	MIDPOINT	MAXIMUM	FUND
25	J-1966		SS-FAMILY SERVICES SUPERVISOR	EXE/COMP	SOCIAL SERVICES	6	\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-1966	2073	SS-FAMILY SERVICES SUPERVISOR ADOPTIONS	EXE/COMP	SOCIAL SERVICES		\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-1966	2074	SS-FAMILY SERVICES SUPERVISOR ADULT SERVICES	EXE/COMP	SOCIAL SERVICES		\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-1966	2070	SS-FAMILY SERVICES SUPERVISOR CPS INVESTIGATIONS	EXE/COMP	SOCIAL SERVICES		\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-1966	2072	SS-FAMILY SERVICES SUPERVISOR FOSTER CARE	EXE/COMP	SOCIAL SERVICES		\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-1966	2093	SS-FAMILY SERVICES SUPERVISOR IN HOME SERVICES	EXE/COMP	SOCIAL SERVICES		\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-1966	2071	SS-FAMILY SERVICES SUPERVISOR PREVENTION	EXE/COMP	SOCIAL SERVICES		\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-1975	2083	SS-SELF SUFFICIENCY SUPERVISOR	EXE/COMP	SOCIAL SERVICES	1	\$ 47,151	\$ 61,427	\$ 75,702	GGF
25	J-1981	2089	SS-UTILIZATION MANAGEMENT SPEC (GRANT)	EXE/COMP	SOCIAL SERVICES	1	\$ 47,151	\$ 61,427	\$ 75,702	GNT
25	J-1350	1320	TREAS-CHIEF DEP TREASURER	EXE/COMP	TREASURER	1	\$ 47,151	\$ 61,427	\$ 75,702	GGF
26-29	J-1653		DEV-CIVIL ENGINEER *CP	EXE/COMP	DEVELOPMENT SERVICES	2	\$ 49,508	\$ 64,498	\$ 79,488	CP
26	J-1653	2377	DEV-CIVIL ENGINEER I *CP	EXE/COMP	DEVELOPMENT SERVICES		\$ 49,508	\$ 64,498	\$ 79,488	CP
29	J-1653	2378	DEV-CIVIL ENGINEER II *CP	EXE/COMP	DEVELOPMENT SERVICES		\$ 57,312	\$ 74,664	\$ 92,017	CP
26	J-1402	1380	FIN-FINANCIAL SYSTEMS ANALYST	EXE/COMP	FINANCE & MGMT SERVICES	1	\$ 49,508	\$ 64,498	\$ 79,488	GGF
26	J-1586	1596	FR-FIRE INSPECTOR	NOEX	FIRE & RESCUE	3	\$ 49,508	\$ 64,498	\$ 79,488	GGF
26	J-1588	1597	FR-FIRE LIEUTENANT	NOEX	FIRE & RESCUE	22	\$ 49,508	\$ 64,498	\$ 79,488	GGF
26	J-1699	2334	PLAN-TRANSPORTATION ENGINEER	EXE/COMP	PLANNING	1	\$ 49,508	\$ 64,498	\$ 79,488	GGF
26	J-1540	1542	PO-POLICE OFFICER - SGT	NOEX	POLICE	16	\$ 49,508	\$ 64,498	\$ 79,488	GGF
26	J-1737	1764	GS-FACILITIES SUPERVISOR	EXE/COMP	GS & PR&T	1	\$ 49,508	\$ 64,498	\$ 79,488	GGF
26	J-1880	1946	PRT-TOURISM/EVENT COORDINATOR	EXE/COMP	GS & PR&T	1	\$ 49,508	\$ 64,498	\$ 79,488	GGF
26	J-1243	1203	SHR-DEP SHRF - SERGEANT	NOEX	SHERIFF	15	\$ 49,508	\$ 64,498	\$ 79,488	GGF
26	J-1960	2064	SS-COMPREHENSIVE SERV ACT COORD (GRANT)	EXE/COMP	SOCIAL SERVICES	1	\$ 49,508	\$ 64,498	\$ 79,488	GNT
26	J-1754	1785	FLEET SUPERVISOR	EXE/COMP	GS & PR&T	1	\$ 49,508	\$ 64,498	\$ 79,488	FSF
27	J-1054	1026	BOS-CHIEF DEPUTY CLERK TO BOARD OF SUPERVISORS	EXE/COMP	BOARD OF SUPERVISORS	1	\$ 51,983	\$ 67,723	\$ 83,462	GGF
27-29	J-1454		IT-BUSINESS SYSTEMS ANALYST *CP	EXE/COMP	COMMIT	13	\$ 51,983	\$ 72,000	\$ 92,017	CAO
27	J-1454	1425	IT-BUSINESS SYSTEMS ANALYST I *CP	EXE/COMP	COMMIT		\$ 51,983	\$ 67,723	\$ 83,462	CAO
28	J-1454	1426	IT-BUSINESS SYSTEMS ANALYST II *CP	EXE/COMP	COMMIT		\$ 54,583	\$ 71,109	\$ 87,635	CAO
29	J-1454	1427	IT-BUSINESS SYSTEMS ANALYST III *CP	EXE/COMP	COMMIT		\$ 57,312	\$ 74,664	\$ 92,017	CAO
27-28	J-1484		IT-TELECOMMUNICATIONS ENGINEER *CP	EXE/COMP	COMMIT	1	\$ 51,983	\$ 69,809	\$ 87,635	CAO
27	J-1484	1470	IT-TELECOMMUNICATIONS ENGINEER *CP	EXE/COMP	COMMIT		\$ 51,983	\$ 67,723	\$ 83,462	CAO
28	J-1484	1469	IT-TELECOMMUNICATIONS ARCHITECT *CP	EXE/COMP	COMMIT		\$ 54,583	\$ 71,109	\$ 87,635	CAO
27-28	J-1485		IT-WEB SYSTEMS ANALYST *CP	EXE/COMP	COMMIT	1	\$ 51,983	\$ 67,723	\$ 83,462	CAO
27	J-1485	1471	IT-WEB SYSTEMS ANALYST I *CP	EXE/COMP	COMMIT		\$ 51,983	\$ 67,723	\$ 83,462	CAO
28	J-1485	1472	IT-WEB SYSTEMS ANALYST II *CP	EXE/COMP	COMMIT		\$ 54,583	\$ 71,109	\$ 87,635	CAO
27	J-2025	2130	LIB-ADMINISTRATIVE LIBRARIAN - MATERIAL MANAGEMENT	EXE/COMP	LIBRARY	1	\$ 51,983	\$ 67,723	\$ 83,462	GGF
27	J-2027	2132	LIB-ADMINISTRATIVE SERVICES COORDINATOR	EXE/COMP	LIBRARY	1	\$ 51,983	\$ 67,723	\$ 83,462	GGF
27	J-2042	2148	LIB-SENIOR BRANCH LIBRARIAN	EXE/COMP	LIBRARY	1	\$ 51,983	\$ 67,723	\$ 83,462	GGF
27	J-1844	1897	PRT-MARKETING AND ADMINISTRATION COORDINATOR	EXE/COMP	GS & PR&T	1	\$ 51,983	\$ 67,723	\$ 83,462	GGF
27	J-1857		PRT-PARKS MANAGER	EXE/COMP	GS & PR&T	2	\$ 51,983	\$ 67,723	\$ 83,462	GGF
27	J-1857	1912	PRT-PARKS MANAGER GROUNDS	EXE/COMP	GS & PR&T		\$ 51,983	\$ 67,723	\$ 83,462	GGF
27	J-1857	1913	PRT-PARKS MANAGER TURF/PROJECTS	EXE/COMP	GS & PR&T		\$ 51,983	\$ 67,723	\$ 83,462	GGF
27	J-1952	2052	SS-ADMINISTRATIVE SERVICES COORDINATOR	EXE/COMP	SOCIAL SERVICES	1	\$ 51,983	\$ 67,723	\$ 83,462	GGF
28	J-1275	1240	CIRCT-CHIEF DEP CLERK OF CIRCUIT CT	EXE/COMP	CLERK OF CIRCUIT COURT	1	\$ 54,583	\$ 71,109	\$ 87,635	GGF
28-29	J-1466		IT-DATA INTEGRATION SPECIALIST *CP	EXE/COMP	COMMIT	1	\$ 54,583	\$ 71,109	\$ 87,635	CAO
28	J-1466	1443	IT-DATA INTEGRATION SPECIALIST I *CP	EXE/COMP	COMMIT		\$ 54,583	\$ 71,109	\$ 87,635	CAO
29	J-1466	1444	IT-DATA INTEGRATION SPECIALIST II *CP	EXE/COMP	COMMIT		\$ 57,312	\$ 74,664	\$ 92,017	CAO
28-28	J-1480		IT-SYSTEMS ENGINEER *CP	EXE/COMP	COMMIT	4	\$ 51,983	\$ 69,809	\$ 87,635	CAO



GRADE	JOB (BUDGETING)	POSITION (GHR)	TITLE	STATUS	DEPARTMENT	NO. EMP	MINIMUM	MIDPOINT	MAXIMUM	FUND
27	J-1480	1462	IT-SYSTEMS ENGINEER *CP	EXE/COMP	COMMIT		\$ 51,983	\$ 67,723	\$ 83,462	CAO
28	J-1480	1461	IT-SYSTEMS ARCHITECT *CP	EXE/COMP	COMMIT		\$ 54,583	\$ 71,109	\$ 87,635	CAO
28	J-1667	2398	DEV-SENIOR PLANS EXAMINER/CODE COMPLIANCE INSPECTOR	EXE/COMP	DEVELOPMENT SERVICES	1	\$ 54,583	\$ 71,109	\$ 87,635	GGF
28	J-1135	2305	ECON-ECONOMIC DEVELOPMENT SPEC	EXE/COMP	ECONOMIC DEVELOPMENT	2	\$ 54,583	\$ 71,109	\$ 87,635	GGF
28	J-1577	1590	FR-FIRE CAPTAIN	NOEX	FIRE & RESCUE	22	\$ 54,583	\$ 71,109	\$ 87,635	GGF
28	J-1542	1544	PO-DEPARTMENT SYSTEMS ANALYST	EXE/COMP	POLICE	1	\$ 54,583	\$ 71,109	\$ 87,635	GGF
28	J-1750	1781	GS-DEPARTMENT SYSTEMS ANALYST	EXE/COMP	GS & PR&T	1	\$ 54,583	\$ 71,109	\$ 87,635	GGF
28	J-1813	1864	PRT-CENTER MANAGER (FEE)	EXE/COMP	GS & PR&T	1	\$ 54,583	\$ 71,109	\$ 87,635	FEE
28	J-1826	1876	PRT-RKE VAL GREENWAY PROJ COORD	EXE/DISC	GS & PR&T	1	\$ 54,583	\$ 71,109	\$ 87,635	SHA
28	J-2082	2208	REG-REGISTRAR	EXE/DISC	REGISTRAR	1	\$ 54,583	\$ 71,109	\$ 87,635	GGF
28	J-1236	1202	SHR-DEP SHRF - LIEUTENANT	NOEX	SHERIFF	6	\$ 54,583	\$ 71,109	\$ 87,635	GGF
29	J-1457	1430	IT-COMMUNICATIONS COORDINATOR	EXE/COMP	COMMIT	1	\$ 57,312	\$ 74,664	\$ 92,017	ECC
29	J-1469	1447	IT-EMERGENCY COMMUNICATIONS MANAGER	EXE/COMP	COMMIT	1	\$ 57,312	\$ 74,664	\$ 92,017	ECC
29	J-1377	1352	FIN-BUDGET MANAGER	EXE/COMP	FINANCE & MGMT SERVICES	1	\$ 57,312	\$ 74,664	\$ 92,017	GGF
29	J-1389		FIN-FINANCE MANAGER	EXE/COMP	FINANCE & MGMT SERVICES	2	\$ 57,312	\$ 74,664	\$ 92,017	GGF
29	J-1389	1365	FIN-FINANCE MANAGER ACCOUNTS PAYABLE	EXE/COMP	FINANCE & MGMT SERVICES		\$ 57,312	\$ 74,664	\$ 92,017	GGF
29	J-1389	1364	FIN-FINANCE MANAGER PAYROLL/RISK	EXE/COMP	FINANCE & MGMT SERVICES		\$ 57,312	\$ 74,664	\$ 92,017	GGF
29	J-1104	1064	HR-HUMAN RESOURCES MANAGER	EXE/COMP	HUMAN RESOURCES	2	\$ 57,312	\$ 74,664	\$ 92,017	GGF
29	J-1738	1765	GS-FLEET/GARAGE MANAGER	EXE/COMP	GS & PR&T	1	\$ 57,312	\$ 74,664	\$ 92,017	FSF
29	J-1747	1777	GS-SOLID WASTE MANAGER	EXE/COMP	GS & PR&T	1	\$ 57,312	\$ 74,664	\$ 92,017	GGF
29	J-2154	2236	RCACP-DIRECTOR OF OPERATIONS	EXE/COMP	RCACP	1	\$ 57,312	\$ 74,664	\$ 92,017	RCA
30	J-1461	1435	IT-COMMUNICATIONS SHOP SUPERVISOR	EXE/COMP	COMMIT	1	\$ 60,178	\$ 78,398	\$ 96,617	CMS
30	J-1467	1445	IT-DATA SERVICES SUPERVISOR	EXE/COMP	COMMIT	1	\$ 60,178	\$ 78,398	\$ 96,617	CAO
30	J-1475	1456	IT-NETWORK SERVICES SUPERVISOR	EXE/COMP	COMMIT	1	\$ 60,178	\$ 78,398	\$ 96,617	CAO
30	J-1483	1468	IT-TECHNICAL SERVICES SUPERVISOR	EXE/COMP	COMMIT	1	\$ 60,178	\$ 78,398	\$ 96,617	CAO
30	J-1657	2384	DEV-PROJECT ENGINEER	EXE/COMP	DEVELOPMENT SERVICES	2	\$ 60,178	\$ 78,398	\$ 96,617	GGF
30	J-1671	2400	DEV-STORMWATER PROGRAM MANAGER	EXE/COMP	DEVELOPMENT SERVICES	1	\$ 60,178	\$ 78,398	\$ 96,617	GGF
30	J-1381	1356	FIN-ACCOUNTING MANAGER	EXE/COMP	FINANCE & MGMT SERVICES	1	\$ 60,178	\$ 78,398	\$ 96,617	GGF
30	J-1575	1589	FR-BATTALION CHIEF	EXE/COMP	FIRE & RESCUE	8	\$ 60,178	\$ 78,398	\$ 96,617	GGF
30	J-1107	1067	HR-HR SYSTEMS MANAGER	EXE/COMP	HUMAN RESOURCES	1	\$ 60,178	\$ 78,398	\$ 96,617	GGF
30	J-1698	2333	PLAN-PRINCIPAL PLANNER	EXE/COMP	PLANNING	1	\$ 60,178	\$ 78,398	\$ 96,617	GGF
30	J-1530	1530	PO-POLICE OFFICER - COMMANDER	EXE/COMP	POLICE	9	\$ 60,178	\$ 78,398	\$ 96,617	GGF
30	J-1736	1763	GS-FACILITIES MANAGER	EXE/COMP	GS & PR&T	1	\$ 60,178	\$ 78,398	\$ 96,617	GGF
30	J-1858	1914	PRT-PARKS PLANNING & DEVELOPMENT MGR	EXE/COMP	GS & PR&T	1	\$ 60,178	\$ 78,398	\$ 96,617	GGF
30	J-1859	1915	PRT-PARKS SUPERINTENDENT	EXE/COMP	GS & PR&T	1	\$ 60,178	\$ 78,398	\$ 96,617	GGF
30	J-1886	1954	PRT-RECREATION SUPERINTENDENT (FEE)	EXE/COMP	GS & PR&T	1	\$ 60,178	\$ 78,398	\$ 96,617	FEE
30	J-1125	1090	PIO-PUBLIC INFORMATION OFFICER	EXE/DISC	PUBLIC INFORMATION	1	\$ 60,178	\$ 78,398	\$ 96,617	GGF
30	J-1150	1100	RVTV-DIRECTOR OF CABLE ACCESS	EXE/DISC	RVTV	1	\$ 60,178	\$ 78,398	\$ 96,617	SHA
30	J-1227	1182	SHR-DEP SHRF - CAPTAIN	EXE/DISC	SHERIFF	3	\$ 60,178	\$ 78,398	\$ 96,617	GGF
31	J-1669	2399	DEV-STORMWATER OPERATIONS MANAGER	EXE/COMP	DEVELOPMENT SERVICES	1	\$ 63,187	\$ 82,318	\$ 101,449	GGF
32	J-1452	1422	IT-APPLICATION SERVICES MANAGER	EXE/COMP	COMMIT	1	\$ 66,347	\$ 86,434	\$ 106,522	CAO
32	J-1470	1448	IT-ENTERPRISE SERVICES MANAGER	EXE/COMP	COMMIT	1	\$ 66,347	\$ 86,434	\$ 106,522	CAO
32	J-1472	1451	IT-GIS MANAGER	EXE/COMP	COMMIT	1	\$ 66,347	\$ 86,434	\$ 106,522	CAO
32	J-1473	1454	IT-INFRASTRUCTURE SERVICES MGR	EXE/COMP	COMMIT	1	\$ 66,347	\$ 86,434	\$ 106,522	CAO
32	J-1651	2375	DEV-BUILDING COMMISSIONER	EXE/COMP	DEVELOPMENT SERVICES	1	\$ 66,347	\$ 86,434	\$ 106,522	GGF
32	J-1134	2304	ECON-ECONOMIC DEVELOPMENT MANAGER	EXE/COMP	ECONOMIC DEVELOPMENT	1	\$ 66,347	\$ 86,434	\$ 106,522	GGF
32	J-1376	1351	FIN-BUDGET DIVISION DIRECTOR	EXE/COMP	FINANCE & MGMT SERVICES	1	\$ 66,347	\$ 86,434	\$ 106,522	GGF



GRADE	JOB (BUDGETING)	POSITION (GHR)	TITLE	STATUS	DEPARTMENT	NO. EMP	MINIMUM	MIDPOINT	MAXIMUM	FUND
32	J-1390	1366	FIN-FINANCE MANAGER - SYSTEMS	EXE/COMP	FINANCE & MGMT SERVICES	1	\$ 66,347	\$ 86,434	\$ 106,522	GGF
32	J-1395	1371	FIN-PURCHASING DIVISION DIRECTOR	EXE/COMP	FINANCE & MGMT SERVICES	1	\$ 66,347	\$ 86,434	\$ 106,522	GGF
32	J-1693	2328	PLAN-TRANSPORTATION PLANNING ADMINISTRATOR	EXE/COMP	PLANNING	1	\$ 66,347	\$ 86,434	\$ 106,522	GGF
32	J-1701	2336	PLAN-ZONING ADMINISTRATOR	EXE/COMP	PLANNING	1	\$ 66,347	\$ 86,434	\$ 106,522	GGF
32	J-1890	1957	GS-CAPITAL PROJECT ADMINISTRATOR	EXE/COMP	GS & PR&T	1	\$ 66,347	\$ 86,434	\$ 106,522	GGF
32	J-2162	2242	RCACP-VETERINARIAN	EXE/COMP	RCACP	1	\$ 66,347	\$ 86,434	\$ 106,522	RCA
34	J-1003	1001	ADM-COUNTY AUDITOR	EXE/COMP	ADMINISTRATION	1	\$ 73,147	\$ 95,294	\$ 117,440	GGF
34	J-1453	1424	IT-ASST DIR FOR INFORMATION TECH	EXE/DISC	COMMIT	1	\$ 73,147	\$ 95,294	\$ 117,440	CAO
34	J-1486	1423	IT-ASST DIRECTOR FOR COMMUNICATIONS	EXE/DISC	COMMIT	1	\$ 73,147	\$ 95,294	\$ 117,440	ECC
34	J-1180	1125	COMATT-SR ASST COMMONWEALTH'S ATTY	EXE/COMP	COMMONWEALTH ATTORNEY	6	\$ 73,147	\$ 95,294	\$ 117,440	GGF
34	J-1080	1044	COATT-SR ASST COUNTY ATTORNEY	EXE/COMP	COUNTY ATTORNEY	3	\$ 73,147	\$ 95,294	\$ 117,440	GGF
34	J-1655	2381	DEV-COUNTY ENGINEER	EXE/COMP	DEVELOPMENT SERVICES	1	\$ 73,147	\$ 95,294	\$ 117,440	GGF
34	J-1100	1060	HR-ASST DIR OF HUMAN RESOURCES	EXE/DISC	HUMAN RESOURCES	1	\$ 73,147	\$ 95,294	\$ 117,440	GGF
34	J-2028	2133	LIB-ASST DIR OF LIBRARY SERVICES	EXE/DISC	LIBRARY	1	\$ 73,147	\$ 95,294	\$ 117,440	GGF
34	J-1726	1751	GS-ASST DIR OF GENERAL SERVICES	EXE/DISC	GS & PR&T	1	\$ 73,147	\$ 95,294	\$ 117,440	GGF
34	J-1807		PRT-ASSISTANT DIRECTOR	EXE/DISC	GS & PR&T	2	\$ 73,147	\$ 95,294	\$ 117,440	GGF
34	J-1807	1857	PRT-ASST DIR OF PARKS	EXE/DISC	GS & PR&T		\$ 73,147	\$ 95,294	\$ 117,440	GGF
34	J-1807	1858	PRT-ASST DIR OF RECREATION	EXE/DISC	GS & PR&T		\$ 73,147	\$ 95,294	\$ 117,440	GGF
34	J-2155	2237	RCACP-EXEC DIRECTOR OF RCACP	EXE/DISC	RCACP	1	\$ 73,147	\$ 95,294	\$ 117,440	RCA
34	J-1326	1291	REAL-ASST DIR OF REAL ESTATE VAL	EXE/DISC	REAL ESTATE VALUATION	1	\$ 73,147	\$ 95,294	\$ 117,440	GGF
34	J-1954		SS-ASST DIR OF SOCIAL SERVICES	EXE/DISC	SOCIAL SERVICES	2	\$ 73,147	\$ 95,294	\$ 117,440	GGF
34	J-1954	2054	SS-ASST DIR OF SOCIAL SERVICES BENEFITS	EXE/DISC	SOCIAL SERVICES		\$ 73,147	\$ 95,294	\$ 117,440	GGF
34	J-1954	2055	SS-ASST DIR OF SOCIAL SERVICES CHILD WELFARE	EXE/DISC	SOCIAL SERVICES		\$ 73,147	\$ 95,294	\$ 117,440	GGF
35	J-1176	1121	COMATT-CHIEF ASST COMMONWEALTH'S ATTY	EXE/COMP	COMMONWEALTH ATTORNEY	1	\$ 76,804	\$ 100,058	\$ 123,312	GGF
35	J-1382	1357	FIN-ASST DIR OF FINANCE	EXE/DISC	FINANCE & MGMT SERVICES	1	\$ 76,804	\$ 100,058	\$ 123,312	GGF
35	J-1580	1592	FR-DEPUTY CHIEF	EXE/DISC	FIRE & RESCUE	2	\$ 76,804	\$ 100,058	\$ 123,312	GGF
35	J-1526	1526	PO-ASSISTANT CHIEF OF POLICE	EXE/DISC	POLICE	2	\$ 76,804	\$ 100,058	\$ 123,312	GGF
35	J-1237	1190	SHR-DEP SHERIFF - LT COL	EXE/DISC	SHERIFF	2	\$ 76,804	\$ 100,058	\$ 123,312	GGF
37	J-2035	2140	LIB-DIR OF LIBRARY SERVICES	EXE/DISC	LIBRARY	1	\$ 84,677	\$ 115,813	\$ 146,948	GGF
37	J-1328	1293	REAL-DIR OF REAL ESTATE VALUATION	EXE/DISC	REAL ESTATE VALUATION	1	\$ 84,677	\$ 115,813	\$ 146,948	GGF
38	J-1468	1446	IT-DIR OF COMM & INFOR TECHNOLOGY	EXE/DISC	COMMIT	1	\$ 88,911	\$ 121,602	\$ 154,293	CAO
38	J-1650	2382	DEV-DIRECTOR OF DEVELOPMENT SERVICES	EXE/DISC	DEVELOPMENT SERVICES	1	\$ 88,911	\$ 121,602	\$ 154,293	GGF
38	J-1133	2303	ECON-DIR OF ECONOMIC DEVELOPMENT	EXE/DISC	ECONOMIC DEVELOPMENT	1	\$ 88,911	\$ 121,602	\$ 154,293	GGF
38	J-1386	1361	FIN-DIR OF FINANCE & MGMT SVCS	EXE/DISC	FINANCE & MGMT SERVICES	1	\$ 88,911	\$ 121,602	\$ 154,293	GGF
38	J-1578	1591	FR-CHIEF OF FIRE AND RESCUE	EXE/DISC	FIRE & RESCUE	1	\$ 88,911	\$ 121,602	\$ 154,293	GGF
38	J-1102	1062	HR-DIR OF HUMAN RESOURCES	EXE/DISC	HUMAN RESOURCES	1	\$ 88,911	\$ 121,602	\$ 154,293	GGF
38	J-1690	2327	PLAN-DIRECTOR OF PLANNING	EXE/DISC	PLANNING	1	\$ 88,911	\$ 121,602	\$ 154,293	GGF
38	J-1529	1529	PO-CHIEF OF POLICE	EXE/DISC	POLICE	1	\$ 88,911	\$ 121,602	\$ 154,293	GGF
38	J-1888	1955	PRT-DIRECTOR OF GEN SVC & PARKS, REC & TOURISM	EXE/DISC	GS & PR&T	1	\$ 88,911	\$ 121,602	\$ 154,293	GGF
38	J-1963	2067	SS-DIR OF SOCIAL SERVICES	EXE/DISC	SOCIAL SERVICES	1	\$ 88,911	\$ 121,602	\$ 154,293	GGF
40	J-1001		ADM-ASST COUNTY ADMINISTRATOR	EXE/DISC	ADMINISTRATION	2	\$ 98,024	\$ 134,067	\$ 170,110	GGF
40	J-1001	1004	ADM-ASST COUNTY ADMINISTRATOR (FIN&MGT)	EXE/DISC	ADMINISTRATION		\$ 98,024	\$ 134,067	\$ 170,110	GGF
40	J-1001	1005	ADM-ASST COUNTY ADMINISTRATOR (HUM SVC)	EXE/DISC	ADMINISTRATION		\$ 98,024	\$ 134,067	\$ 170,110	GGF
UNC	J-1002	1006	ADM-COUNTY ADMINISTRATOR	EXE/DISC	ADMINISTRATION	1				UNC
UNC	J-1051	1028	BOS-BOARD OF SUPERVISORS CHAIRMAN	EXE/DISC	BOARD OF SUPERVISORS	1				UNC
UNC	J-1052	1029	BOS-BOARD OF SUPERVISORS MEMBER	EXE/DISC	BOARD OF SUPERVISORS	3				UNC
UNC	J-1053	1030	BOS-BOARD OF SPVRS VICE CHAIRMAN	EXE/DISC	BOARD OF SUPERVISORS	1				UNC





GRADE	JOB (BUDGETING)	POSITION (GHR)	TITLE	STATUS	DEPARTMENT	NO. EMP	MINIMUM	MIDPOINT	MAXIMUM	FUND
UNC	J-1276	1241	CIRCT-CLERK OF CIRCUIT COURT	EXE/DISC	CLERK OF CIRCUIT COURT	1				CON
UNC	J-1202	1152	REV-COMMISSIONER OF REVENUE	EXE/DISC	COMMISSIONER OF REVENUE	1				CON
UNC	J-1177	1122	COMATT-COMMONWEALTH'S ATTORNEY	EXE/DISC	COMMONWEALTH ATTORNEY	1				CON
UNC	J-1077	1041	COATT-COUNTY ATTORNEY	EXE/DISC	COUNTY ATTORNEY	1				UNC
UNC	J-1403	1381	FIN-WORKER'S COMP REHAB WORKER (GRANT)	NOEX	FINANCE & MGMT SERVICES	2				GNT
UNC	J-1244	1196	SHR-SHERIFF	EXE/DISC	SHERIFF	1				CON
UNC	J-1356	1326	TREAS-TREASURER	EXE/DISC	TREASURER	1				CON
TOTAL						1044				

**FY 2021-2022
Career Path Jobs**

GRADE	JOB (BUDGETING)	POSITION (GHR)	TITLE	STATUS	DEPARTMENT	NO. EMP	MINIMUM	MIDPOINT	MAXIMUM	FUND
12	J-1206	1156	REV-TAX CLERK I *CP	NOEX	COMMISSIONER OF REVENUE	5	\$ 25,005	\$ 32,576	\$ 40,147	GGF
14	J-1206	1157	REV-TAX CLERK II *CP	NOEX	COMMISSIONER OF REVENUE		\$ 27,568	\$ 35,915	\$ 44,261	GGF
16	J-1206	1158	REV-TAX CLERK III *CP	NOEX	COMMISSIONER OF REVENUE		\$ 30,394	\$ 39,596	\$ 48,798	GGF
18	J-1460	1433	IT-COMMUNICATIONS OFFICER I *CP	NOEX	COMMIT	22	\$ 33,508	\$ 43,654	\$ 53,800	ECC
19	J-1460	1434	IT-COMMUNICATIONS OFFICER II *CP	NOEX	COMMIT		\$ 35,184	\$ 45,837	\$ 56,490	ECC
22	J-1481	1463	IT-TECHNICAL ANALYST I *CP	NOEX	COMMIT	5	\$ 40,730	\$ 53,062	\$ 65,395	GGF
24	J-1481	1464	IT-TECHNICAL ANALYST II *CP	NOEX	COMMIT		\$ 44,905	\$ 58,501	\$ 72,097	GGF
26	J-1481	1465	IT-TECHNICAL ANALYST III *CP	NOEX	COMMIT		\$ 49,508	\$ 64,498	\$ 79,488	GGF
22	J-1487	1473	IT-TECHNICAL ANALYST I (ECC)	NOEX	COMMIT	1	\$ 40,730	\$ 53,062	\$ 65,395	ECC
24	J-1487	1474	IT-TECHNICAL ANALYST II (ECC)	NOEX	COMMIT		\$ 44,905	\$ 58,501	\$ 72,097	ECC
26	J-1487	1475	IT-TECHNICAL ANALYST III (ECC)	NOEX	COMMIT		\$ 49,508	\$ 64,498	\$ 79,488	ECC
24	J-1471	1452	IT-GIS SPECIALIST I *CP	EXE/COMP	COMMIT	4	\$ 44,905	\$ 58,501	\$ 72,097	CAO
26	J-1471	1453	IT-GIS SPECIALIST II *CP	EXE/COMP	COMMIT		\$ 49,508	\$ 64,498	\$ 79,488	CAO
27	J-1471	1449	IT-GIS ANALYST I *CP	EXE/COMP	COMMIT		\$ 51,983	\$ 67,723	\$ 83,462	CAO
29	J-1471	1450	IT-GIS ANALYST II *CP	EXE/COMP	COMMIT		\$ 57,312	\$ 74,664	\$ 92,017	CAO
27	J-1484	1470	IT-TELECOMMUNICATIONS ENGINEER *CP	EXE/COMP	COMMIT	1	\$ 51,983	\$ 67,723	\$ 83,462	CAO
28	J-1484	1469	IT-TELECOMMUNICATIONS ARCHITECT *CP	EXE/COMP	COMMIT		\$ 54,583	\$ 71,109	\$ 87,635	CAO
27	J-1454	1425	IT-BUSINESS SYSTEMS ANALYST I *CP	EXE/COMP	COMMIT	13	\$ 51,983	\$ 67,723	\$ 83,462	CAO
28	J-1454	1426	IT-BUSINESS SYSTEMS ANALYST II *CP	EXE/COMP	COMMIT		\$ 54,583	\$ 71,109	\$ 87,635	CAO
29	J-1454	1427	IT-BUSINESS SYSTEMS ANALYST III *CP	EXE/COMP	COMMIT		\$ 57,312	\$ 74,664	\$ 92,017	CAO
27	J-1485	1471	IT-WEB SYSTEMS ANALYST I *CP	EXE/COMP	COMMIT	1	\$ 51,983	\$ 67,723	\$ 83,462	CAO
28	J-1485	1472	IT-WEB SYSTEMS ANALYST II *CP	EXE/COMP	COMMIT		\$ 54,583	\$ 71,109	\$ 87,635	CAO
28	J-1466	1443	IT-DATA INTEGRATION SPECIALIST I *CP	EXE/COMP	COMMIT	1	\$ 54,583	\$ 71,109	\$ 87,635	CAO
29	J-1466	1444	IT-DATA INTEGRATION SPECIALIST II *CP	EXE/COMP	COMMIT		\$ 57,312	\$ 74,664	\$ 92,017	CAO
27	J-1480	1462	IT-SYSTEMS ENGINEER *CP	EXE/COMP	COMMIT	4	\$ 51,983	\$ 67,723	\$ 83,462	CAO
28	J-1480	1461	IT-SYSTEMS ARCHITECT *CP	EXE/COMP	COMMIT		\$ 54,583	\$ 71,109	\$ 87,635	CAO
13	J-1661	2388	DEV-MOTOR EQUIPMENT OPERATOR I *CP	NOEX	DEVELOPMENT SERVICES	4	\$ 26,255	\$ 34,204	\$ 42,153	CP
15	J-1661	2401	DEV-MOTOR EQUIPMENT OPERATOR II *CP	NOEX	DEVELOPMENT SERVICES		\$ 28,946	\$ 37,710	\$ 46,474	CP
16	J-1664	2392	DEV-PERMIT TECHNICIAN I *CP	NOEX	DEVELOPMENT SERVICES	3	\$ 30,394	\$ 39,596	\$ 48,798	CP
17	J-1664	2393	DEV-PERMIT TECHNICIAN II *CP	NOEX	DEVELOPMENT SERVICES		\$ 31,913	\$ 41,576	\$ 51,238	CP
18	J-1664	2394	DEV-PERMIT TECHNICIAN III *CP	NOEX	DEVELOPMENT SERVICES		\$ 33,508	\$ 43,654	\$ 53,800	CP
19	J-1654	2380	DEV-CONSTRUCTION INSPECTOR *CP	NOEX	DEVELOPMENT SERVICES	5	\$ 35,184	\$ 45,837	\$ 56,490	CP
21	J-1654	2379	DEV-COMBINATION CODE COMPLIANCE IN	NOEX	DEVELOPMENT SERVICES		\$ 38,791	\$ 50,536	\$ 62,280	CP
23	J-1654	2397	DEV-SENIOR COMBINATION CODE COMPLIANCE INSPECTOR *CP	NOEX	DEVELOPMENT SERVICES		\$ 42,767	\$ 55,716	\$ 68,665	CP
21	J-1674	2405	DEV-STORMWATER INSPECTOR I *CP	NOEX	DEVELOPMENT SERVICES	5	\$ 38,791	\$ 50,536	\$ 62,280	CP
23	J-1674	2406	DEV-STORMWATER INSPECTOR II *CP	NOEX	DEVELOPMENT SERVICES		\$ 42,767	\$ 55,716	\$ 68,665	CP
25	J-1674	2407	DEV-STORMWATER INSPECTOR III *CP	NOEX	DEVELOPMENT SERVICES		\$ 47,151	\$ 61,427	\$ 75,702	CP



GRADE	JOB (BUDGETING)	POSITION (GHR)	TITLE	STATUS	DEPARTMENT	NO. EMP	MINIMUM	MIDPOINT	MAXIMUM	FUND
26	J-1653	2377	DEV-CIVIL ENGINEER I *CP	EXE/COMP	DEVELOPMENT SERVICES	2	\$ 49,508	\$ 64,498	\$ 79,488	CP
29	J-1653	2378	DEV-CIVIL ENGINEER II *CP	EXE/COMP	DEVELOPMENT SERVICES		\$ 57,312	\$ 74,664	\$ 92,017	CP
17	J-1393	1369	FIN-PAYROLL TECHNICIAN *CP	NOEX	FINANCE & MGMT SERVICES	3	\$ 31,913	\$ 41,576	\$ 51,238	GGF
19	J-1393	1385	FIN-SENIOR PAYROLL TECHNICIAN *CP	NOEX	FINANCE & MGMT SERVICES		\$ 35,184	\$ 45,837	\$ 56,490	GGF
21	J-1383	1358	FIN-BUYER *CP	NOEX	FINANCE & MGMT SERVICES	3	\$ 38,791	\$ 50,536	\$ 62,280	CP
23	J-1383	1376	FIN-SENIOR BUYER *CP	NOEX	FINANCE & MGMT SERVICES		\$ 42,767	\$ 55,716	\$ 68,665	CP
25	J-1387	1362	FIN-FINANCIAL ANALYST *CP	EXE/COMP	FINANCE & MGMT SERVICES	2	\$ 47,151	\$ 61,427	\$ 75,702	CP
26	J-1387	1377	FIN-SENIOR FINANCIAL ANALYST I *CP	EXE/COMP	FINANCE & MGMT SERVICES		\$ 49,508	\$ 64,498	\$ 79,488	CP
27	J-1387	1378	FIN-SENIOR FINANCIAL ANALYST II *CP	EXE/COMP	FINANCE & MGMT SERVICES	1	\$ 51,983	\$ 67,723	\$ 83,462	CP
25	J-1404	1382	FIN-FINANCIAL ANALYST (GRANT)	EXE/COMP	FINANCE & MGMT SERVICES		\$ 47,151	\$ 61,427	\$ 75,702	GNT
26	J-1404	1383	FIN-SENIOR FINANCIAL ANALYST I (GRANT)	EXE/COMP	FINANCE & MGMT SERVICES	1	\$ 49,508	\$ 64,498	\$ 79,488	GNT
27	J-1404	1384	FIN-SENIOR FINANCIAL ANALYST II (GRANT)	EXE/COMP	FINANCE & MGMT SERVICES		\$ 51,983	\$ 67,723	\$ 83,462	GNT
20	J-1585	1595	FR-FIREFIGHTER *CP	NOEX	FIRE & RESCUE	124	\$ 36,943	\$ 48,129	\$ 59,315	CP
23	J-1585	1600	FR-PARAMEDIC/FIREFIGHTER *CP	NOEX	FIRE & RESCUE		\$ 42,767	\$ 55,716	\$ 68,665	CP
24	J-1585	1599	FR-MASTER PARAMEDIC FIREFIGHTER *CP	NOEX	FIRE & RESCUE	15	\$ 44,905	\$ 58,501	\$ 72,097	CP
20	J-1596	1602	FR-FIREFIGHTER (GRANT)	NOEX	FIRE & RESCUE		\$ 36,943	\$ 48,129	\$ 59,315	GNT
23	J-1596	1605	FR-PARAMEDIC/FIREFIGHTER *CP (GRANT)	NOEX	FIRE & RESCUE	15	\$ 42,767	\$ 55,716	\$ 68,665	GNT
24	J-1596	1606	FR-MASTER PARAMEDIC FIREFIGHTER *CP (GRANT)	NOEX	FIRE & RESCUE		\$ 44,905	\$ 58,501	\$ 72,097	GNT
16	J-1739	1767	GS-FLEET MECHANIC I *CP	NOEX	PRT/GEN SVC	8	\$ 30,394	\$ 39,596	\$ 48,798	FSF
18	J-1739	1766	GS-FLEET MECHANIC II *CP	NOEX	PRT/GEN SVC		\$ 33,508	\$ 43,654	\$ 53,800	FSF
20	J-1739	1768	GS-FLEET MECHANIC III *CP	NOEX	PRT/GEN SVC	8	\$ 36,943	\$ 48,129	\$ 59,315	FSF
22	J-1739	1769	GS-FLEET MECHANIC IV *CP	NOEX	PRT/GEN SVC		\$ 40,730	\$ 53,062	\$ 65,395	FSF
18	J-1727	1752	GS-BUILDING MAINTENANCE TECH I *CP	NOEX	PRT/GEN SVC	7	\$ 33,508	\$ 43,654	\$ 53,800	CP
19	J-1727	1753	GS-BUILDING MAINTENANCE TECH II *CP	NOEX	PRT/GEN SVC		\$ 35,184	\$ 45,837	\$ 56,490	CP
12	J-1841	1910	PRT-PARKS MAINTENANCE WORKER *CP	NOEX	PRT/GEN SVC	13	\$ 25,005	\$ 32,576	\$ 40,147	CP
13	J-1841	1891	PRT-MOTOR EQUIPMENT OPERATOR I *CP	NOEX	PRT/GEN SVC		\$ 26,255	\$ 34,204	\$ 42,153	CP
15	J-1841	1893	PRT-MOTOR EQUIPMENT OPERATOR II *CP	NOEX	PRT/GEN SVC	4	\$ 28,946	\$ 37,710	\$ 46,474	CP
12	J-1842	1911	PRT-PARKS MAINTENANCE WORKER (SCHOOL)	NOEX	PRT/GEN SVC		\$ 25,005	\$ 32,576	\$ 40,147	SCH
13	J-1842	1892	PRT-MOTOR EQUIPMENT OPERATOR I (SCHOOL)	NOEX	PRT/GEN SVC	4	\$ 26,255	\$ 34,204	\$ 42,153	SCH
15	J-1842	1894	PRT-MOTOR EQUIPMENT OPERATOR II (SCHOOL)	NOEX	PRT/GEN SVC		\$ 28,946	\$ 37,710	\$ 46,474	SCH
14	J-1536	1540	PO-RECORDS TECHNICIAN I *CP	NOEX	POLICE	6	\$ 27,568	\$ 35,915	\$ 44,261	CP
16	J-1536	1538	PO-RECORDS TECHNICIAN II *CP	NOEX	POLICE		\$ 30,394	\$ 39,596	\$ 48,798	CP
20	J-1531	1533	PO-POLICE OFFICER - UNIFORM DIV *CP	NOEX	POLICE	114	\$ 36,943	\$ 48,129	\$ 59,315	CP
22	J-1531	1534	PO-POLICE OFFICER II *CP	NOEX	POLICE		\$ 40,730	\$ 53,062	\$ 65,395	CP
23	J-1531	1535	PO-POLICE OFFICER III *CP	NOEX	POLICE	114	\$ 42,767	\$ 55,716	\$ 68,665	CP
24	J-1531	1536	PO-POLICE OFFICER IV *CP	NOEX	POLICE		\$ 44,905	\$ 58,501	\$ 72,097	CP
22	J-1325	1290	REAL-APPRAISER *CP	EXE/COMP	REAL ESTATE VALUATION	7	\$ 40,730	\$ 53,062	\$ 65,395	CP
26	J-1325	1297	REAL-SENIOR APPRAISER *CP	EXE/COMP	REAL ESTATE VALUATION		\$ 49,508	\$ 64,498	\$ 79,488	CP
17	J-2075	2200	REG-ASST GENERAL REGISTRAR I	NOEX	REGISTRAR	2	\$ 31,913	\$ 41,576	\$ 51,238	GGF





GRADE	JOB (BUDGETING)	POSITION (GHR)	TITLE	STATUS	DEPARTMENT	NO. EMP	MINIMUM	MIDPOINT	MAXIMUM	FUND
19	J-2075	2201	REG-ASST GENERAL REGISTRAR II	NOEX	REGISTRAR		\$ 35,184	\$ 45,837	\$ 56,490	GGF
20	J-1230	1198	SHR-DEPUTY SHERIFF *CP	NOEX	SHERIFF		\$ 36,943	\$ 48,129	\$ 59,315	GGF
22	J-1230	1199	SHR-MASTER DEPUTY SHERIFF II *CP	NOEX	SHERIFF		\$ 40,730	\$ 53,062	\$ 65,395	GGF
22	J-1230	1205	SHR-MASTER DEPUTY SHERIFF II* CP MEDICAL	NOEX	SHERIFF	56	\$ 40,730	\$ 53,062	\$ 65,395	GGF
23	J-1230	1200	SHR-MASTER DEPUTY SHERIFF III *CP	NOEX	SHERIFF		\$ 42,767	\$ 55,716	\$ 68,665	GGF
24	J-1230	1201	SHR-MASTER DEPUTY SHERIFF IV *CP	NOEX	SHERIFF		\$ 44,905	\$ 58,501	\$ 72,097	GGF



**FY 2021-2022
Salary Ranges**

GRADE	MINIMUM		MIDPOINT		MAXIMUM	
	HOURLY	ANNUAL	HOURLY	ANNUAL	HOURLY	ANNUAL
9	10.3848	\$21,600	13.5290	\$28,140	16.6732	\$34,680
10	10.9038	\$22,679	14.2055	\$29,547	17.5072	\$36,414
11	11.4492	\$23,814	14.9158	\$31,024	18.3824	\$38,235
12	12.0217	\$25,005	15.6616	\$32,576	19.3015	\$40,147
13	12.6229	\$26,255	16.4446	\$34,204	20.2663	\$42,153
14	13.2541	\$27,568	17.2669	\$35,915	21.2797	\$44,261
15	13.9167	\$28,946	18.1301	\$37,710	22.3435	\$46,474
16	14.6127	\$30,394	19.0367	\$39,596	23.4607	\$48,798
17	15.3432	\$31,913	19.9885	\$41,576	24.6338	\$51,238
18	16.1100	\$33,508	20.9879	\$43,654	25.8657	\$53,800
19	16.9158	\$35,184	22.0373	\$45,837	27.1588	\$56,490
20	17.7615	\$36,943	23.1393	\$48,129	28.5170	\$59,315
21	18.6497	\$38,791	24.2962	\$50,536	29.9426	\$62,280
22	19.5819	\$40,730	25.5110	\$53,062	31.4400	\$65,395
23	20.5615	\$42,767	26.7868	\$55,716	33.0121	\$68,665
24	21.5894	\$44,905	28.1259	\$58,501	34.6624	\$72,097
25	22.6690	\$47,151	29.5323	\$61,427	36.3956	\$75,702
26	23.8023	\$49,508	31.0089	\$64,498	38.2154	\$79,488
27	24.9923	\$51,983	32.5593	\$67,723	40.1262	\$83,462
28	26.2419	\$54,583	34.1872	\$71,109	42.1324	\$87,635
29	27.5539	\$57,312	35.8966	\$74,664	44.2392	\$92,017
30	28.9319	\$60,178	37.6914	\$78,398	46.4509	\$96,617
31	30.3784	\$63,187	39.5762	\$82,318	48.7739	\$101,449
32	31.8976	\$66,347	41.5551	\$86,434	51.2126	\$106,522
33	33.4922	\$69,663	43.6327	\$90,756	53.7732	\$111,848
34	35.1672	\$73,147	45.8145	\$95,294	56.4618	\$117,440
35	36.9252	\$76,804	48.1051	\$100,058	59.2849	\$123,312
36	38.7715	\$80,644	50.5104	\$105,061	62.2492	\$129,478
37	40.7102	\$84,677	55.6794	\$115,813	70.6485	\$146,948
38	42.7457	\$88,911	58.4626	\$121,602	74.1794	\$154,293
39	44.8831	\$93,356	61.3863	\$127,683	77.8894	\$162,009
40	47.1272	\$98,024	64.4556	\$134,067	81.7840	\$170,110



Attachment C

Classification Job Listing

Fund Legend:

CAO: Information Technology Fund; CMS: Communications Shop Fund; CON: Constitutional Officer; CP: Career Path; ECC: Emergency Communications Center Fund; FEE: PRT Fee ClassFund; FSF: Fleet Service Center Fund; GGF: General Government Fund; GNT: Grant Fund; RCA: RCACP; SCH: PRT School Ground Maintenance Fund; SHA: Shared Services; UNC: Unclassified

Status Legend:

NOEX: Non-Exempt from FLSA
EXE/Com: Exempt Compensatory
EXE/DISC: Exempt Discretionary



CLASSIFICATION JOB LISTING				
DBM BANDS				
FY2021-22				
BAND	TITLE	STATUS	NO. EMP	FUND
A	FIN-COURIER	NOEX	1	GGF
A	GS-CUSTODIAN	NOEX	4	GGF
A	GS-REFUSE COLLECTOR	NOEX	5	GGF
B	ADM-ADMINISTRATIVE ASSISTANT	EXE/COMP	1	GGF
B	CIRCT-DEPUTY CLERK CIRCUIT COURT I	NOEX	1	GGF
B	CIRCT-DEPUTY CLERK CIRCUIT COURT II	NOEX	3	GGF
B	CIRCT-DEPUTY CLERK CIRCUIT COURT III	NOEX	6	GGF
B	CIRCT-DEPUTY CLERK CIRCUIT COURT IV	EXE/COMP	4	GGF
B	COATT-ADMINISTRATIVE ASSISTANT	EXE/COMP	1	GGF
B	COMATT-LEGAL SECRETARY	NOEX	3	GGF
B	COMATT-SECRETARY	NOEX	1	GGF
B	COMATT-VICTIM/WITNESS ASSISTANT COORD (GRANT)	NOEX	1	GNT
B	COMATT-VICTIM/WITNESS ASST DIRECTOR (GRANT)	NOEX	1	GNT
B	COMATT-VICTIM/WITNESS DIR/EXEC ASST	EXE/COMP	1	GGF
B	CTSVC-YOUTH SURVEILLANCE OFFICER (GRANT)	NOEX	3	GNT
B	GS-CUSTOMER SERVICE SPECIALIST (FLEET)	NOEX	1	FSF
B	DEV-CHIEF INSPECTOR/FIELD SUPV	NOEX	1	GGF
B	DEV-DEVELOPMENT GIS SPECIALIST	EXE/COMP	1	GGF
B	DEV-DEVELOPMENT REVIEW COORDINATOR	EXE/COMP	1	GGF
B	DEV-INSPECTOR *CP	NOEX	5	CP
B	DEV-MOTOR EQUIPMENT OPERATOR *CP	NOEX	4	CP
B	DEV-MOTOR EQUIPMENT OPERATOR III	NOEX	1	GGF
B	DEV-OFFICE COORD/DEPT BUDGET SPEC	NOEX	1	GGF
B	DEV-PERMIT TECHNICIAN *CP	NOEX	3	CP
B	DEV-PERMIT TECHNICIAN SUPERVISOR	NOEX	1	GGF
B	DEV-STORMWATER INSPECTOR *CP	NOEX	5	CP
B	DEV-STORMWATER MAINTENANCE FOREMAN	NOEX	2	GGF
B	FIN-ACCOUNTS REPRESENTATIVE	NOEX	2	GGF
B	FIN-BUYER	NOEX	3	CP
B	FIN-OFFICE SUPPORT SPECIALIST	NOEX	1	GGF
B	FIN-PAYROLL TECHNICIAN *CP	NOEX	3	GGF
B	FIN-PURCHASING TECHNICIAN	NOEX	1	GGF
B	FLEET SUPERVISOR	EXE/COMP	1	FSF
B	FR-ADMINISTRATIVE ASSISTANT	NOEX	2	GGF
B	FR-FIRE LOGISTICS TECHNICIAN	NOEX	1	GGF
B	GS-BUILDING MAINTENANCE TECH *CP	NOEX	7	CP
B	GS-CAPITAL PROJECTS SPECIALIST	NOEX	1	GGF
B	GS-CUSTOMER SERVICE REP I	NOEX	2	GGF
B	GS-EQUIPMENT TECHNICIAN	NOEX	1	GGF
B	GS-FLEET MECHANIC *CP	NOEX	8	FSF
B	GS-GENERAL SERVICES CREW LEADER	NOEX	2	GGF



BAND	TITLE	STATUS	NO. EMP	FUND
B	GS-LEAD SOLID WASTE COLLECTION FOREMAN	NOEX	1	GGF
B	GS-OFFICE COORD/DEPT BUDGET SPEC	NOEX	1	GGF
B	GS-OFFICE COORD/DEPT BUDGET SPEC (FLEET)	NOEX	1	FSF
B	GS-OFFICE SUPPORT SPECIALIST (FLEET)	NOEX	1	FSF
B	GS-SOLID WASTE COLLECTION FOREMAN	NOEX	2	GGF
B	GS-SOLID WASTE EQUIPMENT OPERATOR	NOEX	23	GGF
B	GS-WELDING SHOP FOREMAN	NOEX	1	GGF
B	HR-HUMAN RESOURCES SPECIALIST I	NOEX	2	GGF
B	HR-HUMAN RESOURCES SPECIALIST II	NOEX	1	GGF
B	IT-ACCREDITATION COORDINATOR	NOEX	1	ECC
B	IT-COMMUNICATIONS EQUIP INSTALLER	NOEX	2	CMS
B	IT-COMMUNICATIONS OFFICER *CP	NOEX	22	ECC
B	IT-COMMUNICATIONS TEAM SUPERVISOR	NOEX	4	ECC
B	IT-COMMUNICATIONS TECHNICIAN	NOEX	4	CMS
B	IT-COMMUNICATIONS TRAINING COORD	NOEX	1	ECC
B	IT-COMMUNICATIONS TRAINING OFFCR	NOEX	8	ECC
B	IT-E-911 CALL TAKER	NOEX	2	ECC
B	IT-OFFICE COORD/DEPT BUDGET SPEC	NOEX	1	CAO
B	IT-TECHNICAL ANALYST *CP	NOEX	5	CAO
B	IT-TECHNICAL ANALYST ECC *CP	NOEX	1	ECC
B	LIB-DEPARTMENT BUDGET SPECIALIST	NOEX	1	GGF
B	LIB-LIBRARIAN	EXE/COMP	3	GGF
B	LIB-LIBRARY ASSISTANT	NOEX	13	GGF
B	LIB-SENIOR LIBRARY ASSISTANT	NOEX	11	GGF
B	LIB-TECHNOLOGY SERVICES COORDINATOR	NOEX	1	GGF
B	PLAN-PLANNER I	EXE/COMP	2	GGF
B	PLAN-PLANNING ADMINISTRATIVE ASSISTANT	NOEX	1	GGF
B	PO-INVESTIGATIVE SUPPORT SPECIALIST	NOEX	1	GGF
B	PO-OFFICE SUPPORT SPECIALIST	NOEX	2	GGF
B	PO-POLICE ADMIN ASSISTANT	NOEX	1	GGF
B	PO-POLICE RECORDS SUPERVISOR	EXE/COMP	1	GGF
B	PO-RECORDS TECHNICIAN *CP	NOEX	6	CP
B	PRT-AQUATICS SPECIALIST (FEE)	NOEX	1	FEE
B	PRT-BUSINESS SERVICES SUPERVISOR (FEE)	EXE/COMP	2	FEE
B	PRT-ELECTRONIC SERVICES SPECIALIST	EXE/COMP	1	GGF
B	PRT-MEMBERSHIP SUPERVISOR (FEE)	EXE/COMP	1	FEE
B	PRT-MOTOR EQUIPMENT OPERATOR III	NOEX	4	GGF
B	PRT-OFFICE SUPPORT SPECIALIST	NOEX	2	GGF
B	PRT-OPERATIONS SUPERVISOR (FEE)	EXE/COMP	1	FEE
B	PRT-PARK MAINTENANCE/MEO (SCHOOL)	NOEX	4	SCH
B	PRT-PARK MAINTENANCE/MEO *CP	NOEX	13	CP
B	PRT-PARKS & FACILITY SERVICE TECHNICIAN	NOEX	1	GGF
B	PRT-PARKS CLERK	NOEX	1	GGF
B	PRT-PARKS CREW LEADER	NOEX	4	GGF
B	PRT-PARKS MAINTENANCE SERV SPEC	NOEX	1	GGF
B	PRT-PARKS MAINTENANCE SUPERVISOR	NOEX	1	GGF



BAND	TITLE	STATUS	NO. EMP	FUND
B	PRT-PARKS MAINTENANCE SUPERVISOR (SCHOOL)	NOEX	1	SCH
B	PRT-PR&T HUM RES ADMIN ASST I	NOEX	1	GGF
B	PRT-RECREATION PROGRAM SUPERVISOR	EXE/COMP	5	GGF
B	PRT-RECREATION PROGRAM SUPERVISOR (FEE)	EXE/COMP	3	FEE
B	PRT-RECREATION PROGRAMMER	NOEX	6	GGF
B	PRT-RECREATION PROGRAMMER (FEE)	NOEX	1	FEE
B	PRT-RECREATION TECHNICIAN	NOEX	1	GGF
B	RCACP-ANIMAL ATTENDANT	NOEX	9	RCA
B	RCACP-ANIMAL HEALTH ATTENDANT	NOEX	2	GGF
B	RCACP-CUSTOMER SERVICE SUPERVISOR	NOEX	1	RCA
B	RCACP-FOSTER COORDINATOR	NOEX	1	RCA
B	RCACP-FRONT DESK CLERK	NOEX	2	RCA
B	RCACP-KENNEL MANAGER	EXE/COMP	1	RCA
B	RCACP-MAINTENANCE TECH/CUSTODIAN	NOEX	1	RCA
B	RCACP-RESCUE & VOLUNTEER COORD	NOEX	1	RCA
B	REAL-APPRAISER *CP	EXE/COMP	7	CP
B	REAL-OFFICE SUPPORT SPECIALIST	NOEX	1	GGF
B	REAL-REAL ESTATE & LAND USE COORDINATOR	NOEX	1	GGF
B	REG-ASST GENERAL REGISTRAR	NOEX	2	GGF
B	REV-BUSINESS ORDINANCE INSPECTOR	NOEX	1	GGF
B	REV-INCOME TAX COORDINATOR	NOEX	1	GGF
B	REV-REAL ESTATE CLERK II	NOEX	1	GGF
B	REV-REAL ESTATE CLERK SUPERVISOR	NOEX	1	GGF
B	REV-TAX CLERK *CP	NOEX	5	CP
B	REV-TAX CLERK IV	NOEX	1	GGF
B	REV-TAX COMPLIANCE DEPUTY	NOEX	1	GGF
B	RVTV-TELEVISION PRODUCER	NOEX	3	SHA
B	SHR-ACCREDITATION SPECIALIST	NOEX	1	GGF
B	SHR-CIVIL PROCESS SUPPORT SPECIALIST	NOEX	1	GGF
B	SHR-CONTROL ROOM OPERATOR	NOEX	2	GGF
B	SHR-OFFICE SUPPORT SPECIALIST	NOEX	1	GGF
B	SS-ACCOUNTS COORDINATOR	NOEX	2	GGF
B	SS-BENEFIT PROGRAMS SPECIALIST	NOEX	28	GGF
B	SS-BENEFIT PROGRAMS SUPERVISOR	EXE/COMP	4	GGF
B	SS-BENEFIT PROGRAMS TRAINER	NOEX	1	GGF
B	SS-CSA COMPLIANCE SPECIALIST	NOEX	1	GNT
B	SS-CUSTOMER SERVICE REP I	NOEX	2	GGF
B	SS-CUSTOMER SERVICE REP II	NOEX	2	GGF
B	SS-FAMILY SERVICES SPECIALIST	NOEX	34	GGF
B	SS-FRAUD INVESTIGATOR	NOEX	1	GGF
B	SS-PROGRAM COORDINATOR - CORTAN	EXE/COMP	1	GGF
B	SS-SELF SUFFICIENCY SPECIALIST	NOEX	6	GGF
B	SS-SENIOR BENEFIT PROGRAMS SPEC	NOEX	4	GGF
B	SS-SERVICES TRAINER	NOEX	1	GGF
B	SS-SOCIAL SERVICES ADMINISTRATIVE ASSISTANT	NOEX	1	GGF
B	SS-SOCIAL SERVICES AIDE II	NOEX	4	GGF



BAND	TITLE	STATUS	NO. EMP	FUND
B	SS-SR FAMILY SERVICES SPECIALIST	NOEX	5	GGF
B	SS-SR SELF SUFFICIENCY SPECIALIST	NOEX	1	GGF
B	SS-TECHNICAL ANALYST I	NOEX	1	GGF
B	TREAS-COLLECTIONS SPECIALIST	NOEX	1	GGF
B	TREAS-TREASURER CLERK I	NOEX	2	GGF
B	TREAS-TREASURER CLERK II	NOEX	6	GGF
B	TREAS-TREASURER CLERK III	NOEX	1	GGF
B	TREAS-TREASURER CLERK SUPERVISOR	NOEX	1	GGF
C	ADM-COUNTY AUDITOR	EXE/COMP	1	GGF
C	BOS-CHIEF DEPUTY CLERK TO BOARD OF SUPERVISORS	EXE/COMP	1	GGF
C	CIRCT-CHIEF DEP CLERK OF CIRCUIT CT	EXE/COMP	1	GGF
C	COMATT-CHIEF ASST COMMONWEALTH'S ATTY	EXE/COMP	1	GGF
C	COMATT-SR ASST COMMONWEALTH'S ATTY	EXE/COMP	6	GGF
C	CTSVC-JUVENILE INTERVENTION SERVICES SUPERVISOR (GRANT)	EXE/COMP	1	GNT
C	DEV-BUILDING COMMISSIONER	EXE/COMP	1	GGF
C	DEV-CIVIL ENGINEER *CP	EXE/COMP	2	CP
C	DEV-COUNTY ENGINEER	EXE/COMP	1	GGF
C	DEV-PROJECT ENGINEER	EXE/COMP	2	GGF
C	DEV-SENIOR PLANS EXAMINER/CODE COMPLIANCE INSPECTOR	EXE/COMP	1	GGF
C	DEV-STORMWATER OPERATIONS MANAGER	EXE/COMP	1	GGF
C	DEV-STORMWATER OPERATIONS SUPV	EXE/COMP	1	GGF
C	DEV-STORMWATER PROGRAM MANAGER	EXE/COMP	1	GGF
C	ECON-ECONOMIC DEVELOPMENT MANAGER	EXE/COMP	1	GGF
C	ECON-ECONOMIC DEVELOPMENT SPEC	EXE/COMP	2	GGF
C	FIN-ACCOUNTING MANAGER	EXE/COMP	1	GGF
C	FIN-BUDGET ANALYST	EXE/COMP	1	GGF
C	FIN-BUDGET DIVISION DIRECTOR	EXE/COMP	1	GGF
C	FIN-BUDGET MANAGER	EXE/COMP	1	GGF
C	FIN-FINANCE MANAGER	EXE/COMP	2	GGF
C	FIN-FINANCE MANAGER - SYSTEMS	EXE/COMP	1	GGF
C	FIN-FINANCIAL ANALYST (GRANT)	EXE/COMP	1	GNT
C	FIN-FINANCIAL ANALYST *CP	EXE/COMP	2	CP
C	FIN-FINANCIAL SYSTEMS ANALYST	EXE/COMP	1	GGF
C	FIN-PAYROLL SPECIALIST	EXE/COMP	1	GGF
C	FIN-PURCHASING DIVISION DIRECTOR	EXE/COMP	1	GGF
C	FR-BUSINESS COORDINATOR	EXE/COMP	1	GGF
C	FR-COMMUNITY OUTREACH COORDINATOR	NOEX	1	GGF
C	FR-DATA ANALYST- F & R	NOEX	1	GGF
C	GS-DEPARTMENT SYSTEMS ANALYST	EXE/COMP	1	GGF
C	GS-FACILITIES MANAGER	EXE/COMP	1	GGF
C	GS-FACILITIES SUPERVISOR	EXE/COMP	1	GGF
C	GS-FLEET/GARAGE MANAGER	EXE/COMP	1	FSF
C	GS-HOUSEKEEPING SUPERVISOR	NOEX	1	GGF
C	GS-SOLID WASTE MANAGER	EXE/COMP	1	GGF
C	HR-HR SYSTEMS MANAGER	EXE/COMP	1	GGF
C	HR-HUMAN RESOURCES MANAGER	EXE/COMP	2	GGF



BAND	TITLE	STATUS	NO. EMP	FUND
C	IT-APPLICATION SERVICES MANAGER	EXE/COMP	1	CAO
C	IT-BUSINESS COORDINATOR	EXE/COMP	1	CAO
C	IT-BUSINESS SYSTEMS ANALYST *CP	EXE/COMP	13	CAO
C	IT-COMMUNICATIONS COORDINATOR	EXE/COMP	1	ECC
C	IT-COMMUNICATIONS SHOP SUPERVISOR	EXE/COMP	1	CMS
C	IT-DATA INTEGRATION SPECIALIST *CP	EXE/COMP	1	CAO
C	IT-DATA SERVICES SUPERVISOR	EXE/COMP	1	CAO
C	IT-EMERGENCY COMMUNICATIONS MANAGER	EXE/COMP	1	ECC
C	IT-ENTERPRISE SERVICES MANAGER	EXE/COMP	1	CAO
C	IT-GIS ANALYST *CP	EXE/COMP	4	CAO
C	IT-GIS MANAGER	EXE/COMP	1	CAO
C	IT-INFRASTRUCTURE SERVICES MGR	EXE/COMP	1	CAO
C	IT-NETWORK SERVICES SUPERVISOR	EXE/COMP	1	CAO
C	IT-SYSTEMS ENGINEER *CP	EXE/COMP	4	CAO
C	IT-TECHNICAL SERVICES SUPERVISOR	EXE/COMP	1	CAO
C	IT-TELECOMMUNICATIONS ENGINEER *CP	EXE/COMP	1	CAO
C	IT-WEB SYSTEMS ANALYST *CP	EXE/COMP	1	CAO
C	LIB-ADMINISTRATIVE & MARKETING MGR	EXE/COMP	1	GGF
C	LIB-ADMINISTRATIVE LIBRARIAN - MATERIAL MANAGEMENT	EXE/COMP	1	GGF
C	LIB-ADMINISTRATIVE SERVICES COORDINATOR	EXE/COMP	1	GGF
C	LIB-BRANCH LIBRARIAN	EXE/COMP	3	GGF
C	LIB-DIVISIONAL LIBRARIAN	EXE/COMP	3	GGF
C	LIB-INTEGRATED LIBRARY SYSTEMS/TECHNOLOGY COORDINATOR	EXE/COMP	1	SHA
C	LIB-PUBLIC SERVICES LIBRARIAN	EXE/COMP	1	GGF
C	LIB-SENIOR BRANCH LIBRARIAN	EXE/COMP	1	GGF
C	PIO-PUBLIC INFORMATION MANAGER	EXE/COMP	1	GGF
C	PIO-PUBLIC INFORMATION OFFICER	EXE/DISC	1	GGF
C	PLAN-PLANNER II	EXE/COMP	3	GGF
C	PLAN-PRINCIPAL PLANNER	EXE/COMP	1	GGF
C	PLAN-TRANSPORTATION ENGINEER	EXE/COMP	1	GGF
C	PLAN-TRANSPORTATION PLANNER	EXE/COMP	2	GGF
C	PLAN-TRANSPORTATION PLANNING ADMINISTRATOR	EXE/COMP	1	GGF
C	PLAN-ZONING ADMINISTRATOR	EXE/COMP	1	GGF
C	PO-BUSINESS COORDINATOR	EXE/COMP	1	GGF
C	PO-CRIME ANALYST	EXE/COMP	1	GGF
C	PO-DEPARTMENT SYSTEMS ANALYST	EXE/COMP	1	GGF
C	PRT-BUSINESS COORDINATOR	EXE/COMP	1	GGF
C	GS-CAPITAL PROJECT ADMINISTRATOR	EXE/COMP	1	GGF
C	PRT-CENTER MANAGER (FEE)	EXE/COMP	1	FEE
C	PRT-MARKETING AND ADMINISTRATION COORDINATOR	EXE/COMP	1	GGF
C	PRT-PARKS ADMINISTRATOR	EXE/COMP	1	GGF
C	PRT-PARKS MANAGER	EXE/COMP	2	GGF
C	PRT-PARKS PLANNING & DEVELOPMENT MGR	EXE/COMP	1	GGF
C	PRT-PARKS SUPERINTENDENT	EXE/COMP	1	GGF
C	PRT-RECREATION PROGRAM MANAGER	EXE/COMP	4	GGF
C	PRT-RECREATION SUPERINTENDENT (FEE)	EXE/COMP	1	FEE



BAND	TITLE	STATUS	NO. EMP	FUND
C	PRT-RKE VAL GREENWAY PROJ COORD	EXE/DISC	1	SHA
C	PRT-TOURISM/EVENT COORDINATOR	EXE/COMP	1	GGF
C	RCACP-DIRECTOR OF OPERATIONS	EXE/COMP	1	RCA
C	RCACP-VETERINARIAN	EXE/COMP	1	RCA
C	REG-REGISTRAR	EXE/DISC	1	GGF
C	REV-CHIEF DEP COMM OF THE REVENUE	EXE/COMP	1	GGF
C	RVTV-DIRECTOR OF CABLE ACCESS	EXE/DISC	1	SHA
C	RVTV-MANAGER OF CABLE ACCESS	EXE/COMP	1	SHA
C	SHR-BUSINESS COORDINATOR	EXE/COMP	1	GGF
C	SS-ADMINISTRATIVE SERVICES COORDINATOR	EXE/COMP	1	GGF
C	SS-COMPREHENSIVE SERV ACT COORD (GRANT)	EXE/COMP	1	GNT
C	SS-FAMILY SERVICES SUPERVISOR	EXE/COMP	6	GGF
C	SS-RESOURCE COORDINATOR	NOEX	1	GGF
C	SS-SELF SUFFICIENCY SUPERVISOR	EXE/COMP	1	GGF
C	SS-UTILIZATION MANAGEMENT SPEC (GRANT)	EXE/COMP	1	GNT
C	TREAS-CHIEF DEP TREASURER	EXE/COMP	1	GGF
D	COATT-SR ASST COUNTY ATTORNEY	EXE/COMP	3	GGF
D	FIN-ASST DIR OF FINANCE	EXE/DISC	1	GGF
D	GS-ASST DIR OF GENERAL SERVICES	EXE/DISC	1	GGF
D	HR-ASST DIR OF HUMAN RESOURCES	EXE/DISC	1	GGF
D	IT-ASST DIR FOR INFORMATION TECH	EXE/DISC	1	CAO
D	IT-ASST DIRECTOR FOR COMMUNICATIONS	EXE/DISC	1	ECC
D	LIB-ASST DIR OF LIBRARY SERVICES	EXE/DISC	1	GGF
D	PRT-ASSISTANT DIRECTOR	EXE/DISC	2	GGF
D	RCACP-EXEC DIRECTOR OF RCACP	EXE/DISC	1	RCA
D	REAL-ASST DIR OF REAL ESTATE VAL	EXE/DISC	1	GGF
D	SS-ASST DIR OF SOCIAL SERVICES	EXE/DISC	2	GGF
E	DEV-DIRECTOR OF DEVELOPMENT SERVICES	EXE/DISC	1	GGF
E	ECON-DIR OF ECONOMIC DEVELOPMENT	EXE/DISC	1	GGF
E	FIN-DIR OF FINANCE & MGMT SVCS	EXE/DISC	1	GGF
E	FR-CHIEF OF FIRE AND RESCUE	EXE/DISC	1	GGF
E	HR-DIR OF HUMAN RESOURCES	EXE/DISC	1	GGF
E	IT-DIR OF COMM & INFOR TECHNOLOGY	EXE/DISC	1	CAO
E	LIB-DIR OF LIBRARY SERVICES	EXE/DISC	1	GGF
E	PLAN-DIRECTOR OF PLANNING	EXE/DISC	1	GGF
E	PO-CHIEF OF POLICE	EXE/DISC	1	GGF
E	PRT-DIRECTOR OF GEN SVC & PARKS, REC & TOURISM	EXE/DISC	1	GGF
E	REAL-DIR OF REAL ESTATE VALUATION	EXE/DISC	1	GGF
E	SS-DIR OF SOCIAL SERVICES	EXE/DISC	1	GGF
F	ADM-ASST COUNTY ADMINISTRATOR	EXE/DISC	2	GGF
UC	ADM-COUNTY ADMINISTRATOR	EXE/DISC	1	UNC
UC	BOS-BOARD OF SUPERVISORS CHAIRMAN	EXE/DISC	1	UNC
UC	BOS-BOARD OF SUPERVISORS MEMBER	EXE/DISC	3	UNC
UC	BOS-BOARD OF SPVRS VICE CHAIRMAN	EXE/DISC	1	UNC
UC	CIRCT-CLERK OF CIRCUIT COURT	EXE/DISC	1	CON
UC	REV-COMMISSIONER OF REVENUE	EXE/DISC	1	CON



BAND	TITLE	STATUS	NO. EMP	FUND
UC	COMATT-COMMONWEALTH'S ATTORNEY	EXE/DISC	1	CON
UC	COATT-COUNTY ATTORNEY	EXE/DISC	1	UNC
UC	FIN-WORKER'S COMP REHAB WORKER (GRANT)	NOEX	2	GNT
UC	SHR-SHERIFF	EXE/DISC	1	CON
UC	TREAS-TREASURER	EXE/DISC	1	CON
F&R S	FR-FIREFIGHTER *CP	NOEX	124	CP
F&R S	FR-FIREFIGHTER (GRANT)	NOEX	15	GNT
F&R S	FR-FIRE INSPECTOR	NOEX	3	GGF
F&R S	FR-FIRE LIEUTENANT	NOEX	22	GGF
F&R S	FR-FIRE CAPTAIN	NOEX	22	GGF
F&R S	FR-BATTALION CHIEF	EXE/COMP	8	GGF
F&R S	FR-DEPUTY CHIEF	EXE/DISC	2	GGF
PD S	PO-POLICE OFFICER *CP	NOEX	114	CP
PD S	PO-POLICE OFFICER - SGT	NOEX	16	GGF
PD S	PO-POLICE OFFICER - COMMANDER	EXE/COMP	9	GGF
PD S	PO-ASSISTANT CHIEF OF POLICE	EXE/DISC	2	GGF
SHRF S	SHR-DEPUTY SHERIFF *CP	NOEX	56	CP
SHRF S	SHR-DEP SHRF - SERGEANT	NOEX	15	GGF
SHRF S	SHR-DEP SHRF - LIEUTENANT	NOEX	6	GGF
SHRF S	SHR-DEP SHRF - CAPTAIN	EXE/DISC	3	GGF
SHRF S	SHR-DEP SHERIFF - LT COL	EXE/DISC	2	GGF
			1044	



Attachment D

Pay Bands



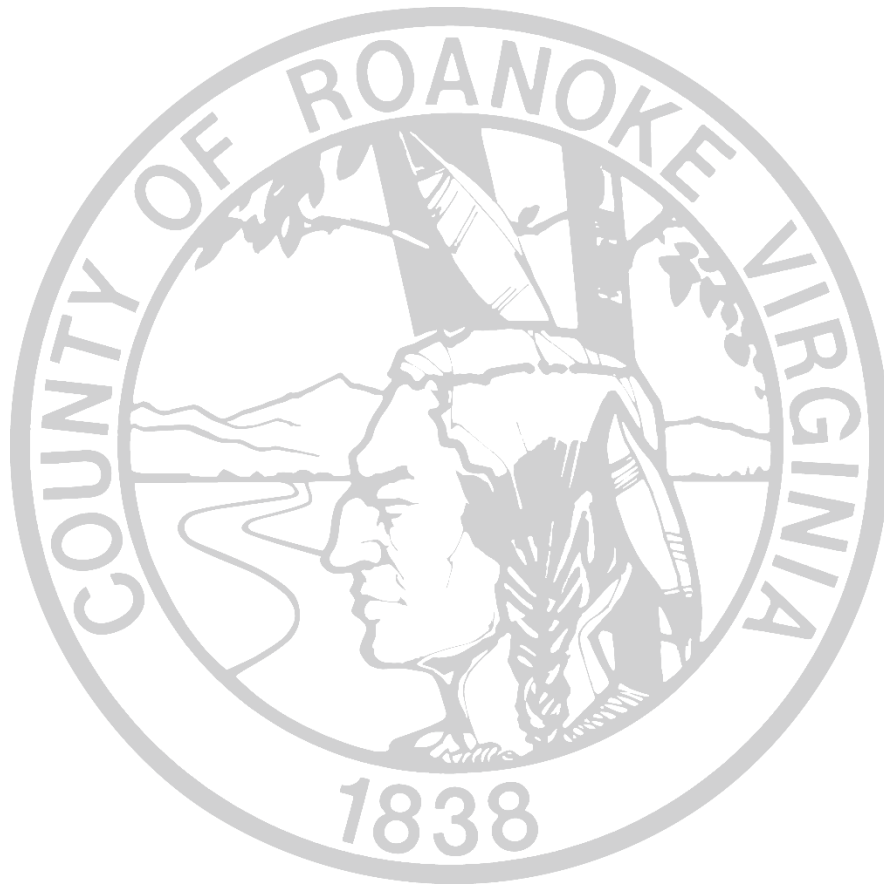
ATTACHMENT D

DBM PAY BANDS

BAND	HOURLY		ANNUAL	
	Min	Max	Min	Max
A	\$12.79	\$18.38	\$26,610	\$38,233
B	\$14.81	\$34.97	\$30,794	\$72,740
C	\$24.69	\$54.37	\$51,358	\$113,091
D	\$35.77	\$64.12	\$74,398	\$133,365
E	\$46.85	\$82.12	\$97,439	\$170,807
F	\$57.92	\$94.13	\$120,480	\$195,780



Statistics





Comparison of Various Taxes and Fees for Selected Virginia Localities

		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	\$3.40/\$100	\$1.00/\$100
	Machinery & Tools	\$2.85/\$100	\$3.45/\$100	\$3.20/\$100	\$1.00/\$100 + \$2.85 to Roanoke County
Tax on Prepared Foods		4%	5.5%	6%	5%
Consumer's Utility Tax	Electricity	\$0.90 + \$0.00640/kWh (\$600 max)	\$0.00780/kwh 1 st 1,000 kwh; >of \$.00450/kwh or 12% x min/mo	6%/1st \$15	\$0.00900/kwh not to exceed \$1.80/mo
	Gas	\$0.90 + \$0.12183/CCF (\$600 max)	> of \$.13/CCF or 12% min/mo	6%/1st \$15	\$1.2183/CCF not to exceed \$1.80/mo
	Water	12% on first \$5,000	12%	6%/1st \$15	12% per two month billing period, not to exceed \$1.80/mo
Utility License Tax ¹	Telephone	0.5% GR ²	0.5% GR	0.5% GR	0.5% GR
	Water	None	None	None	None
Motor Vehicle License Tax		\$20 - \$25 depending on vehicle weight and type	\$15 - \$30 depending on vehicle weight and type	\$16 - \$20 depending on vehicle type	\$15 - \$25 depending on vehicle weight and type
Cigarette Tax		None	\$0.54/pack	\$0.45/pack	\$0.25/pack
Admissions Tax		5%	9% at Bergland Center; 5.5% All Others	7%	5%
Hotel/Motel Room Tax		7%	8%	8%	7%
Business License Fees ^{3,4}	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

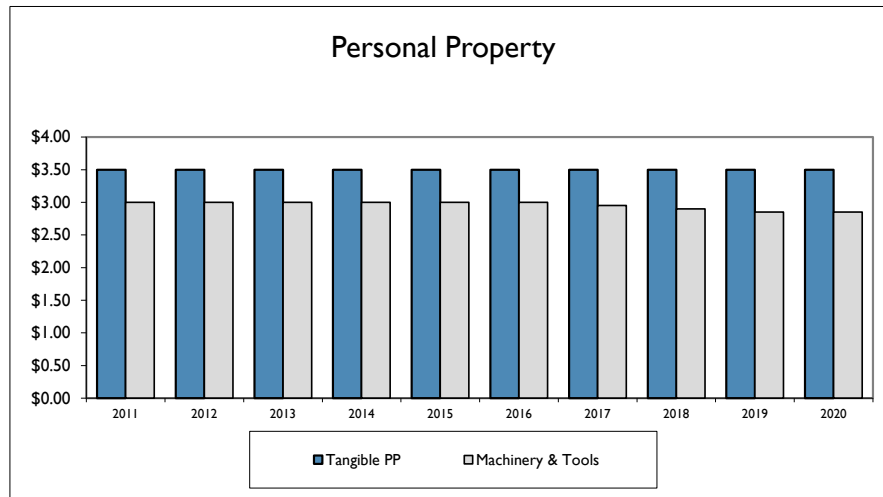
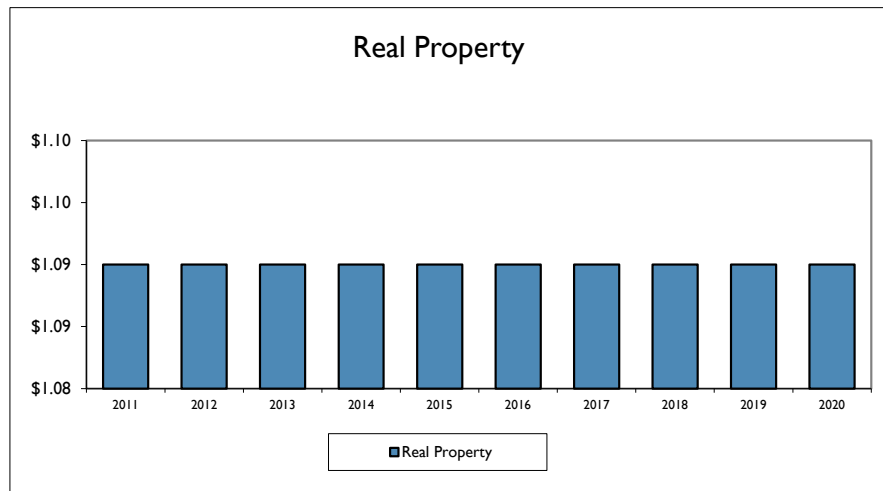
⁶ As of February 15, 2021: www.roanokeva.gov

⁷ As of February 15, 2021: www.salemva.gov

⁸ As of February 15, 2021: www.vintonva.gov



Tax Rates by Fiscal Year

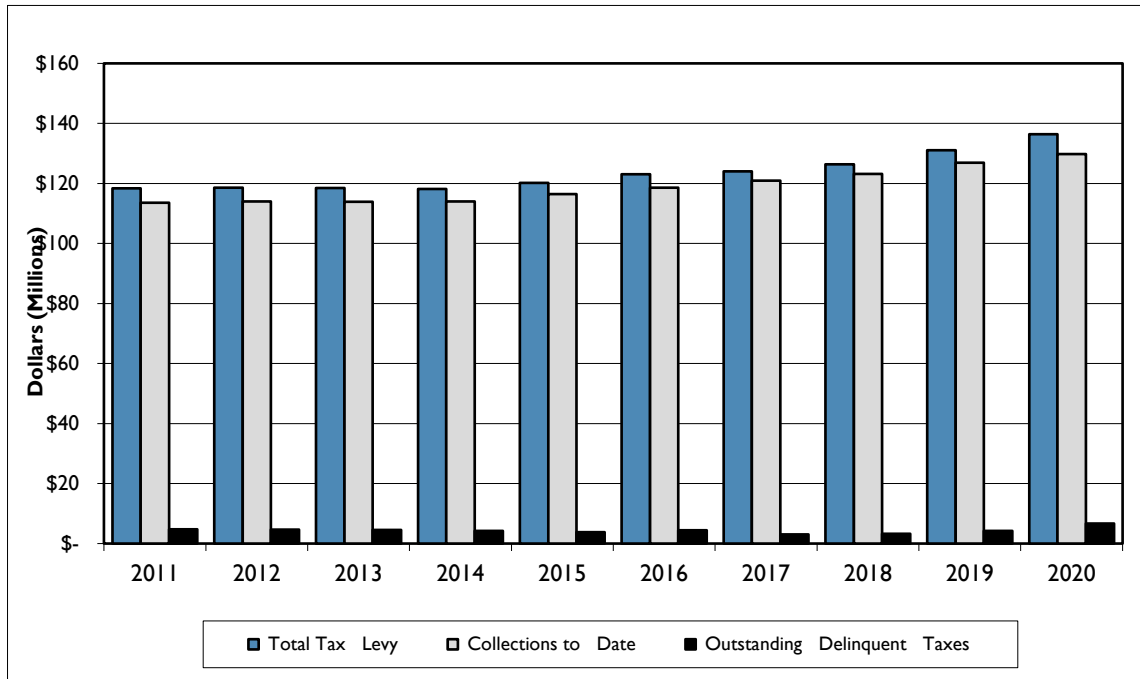


Fiscal Year	Real Property			Personal Property	
	First Half	Second Half	Total	Tangible PP	Machinery & Tools
2010	0.545	0.545	1.09	3.50	3.00
2011	0.545	0.545	1.09	3.50	3.00
2012	0.545	0.545	1.09	3.50	3.00
2013	0.545	0.545	1.09	3.50	3.00
2014	0.545	0.545	1.09	3.50	3.00
2015	0.545	0.545	1.09	3.50	3.00
2016	0.545	0.545	1.09	3.50	2.95
2017	0.545	0.545	1.09	3.50	2.90
2018	0.545	0.545	1.09	3.50	2.85
2019	0.545	0.545	1.09	3.50	2.85
2020	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

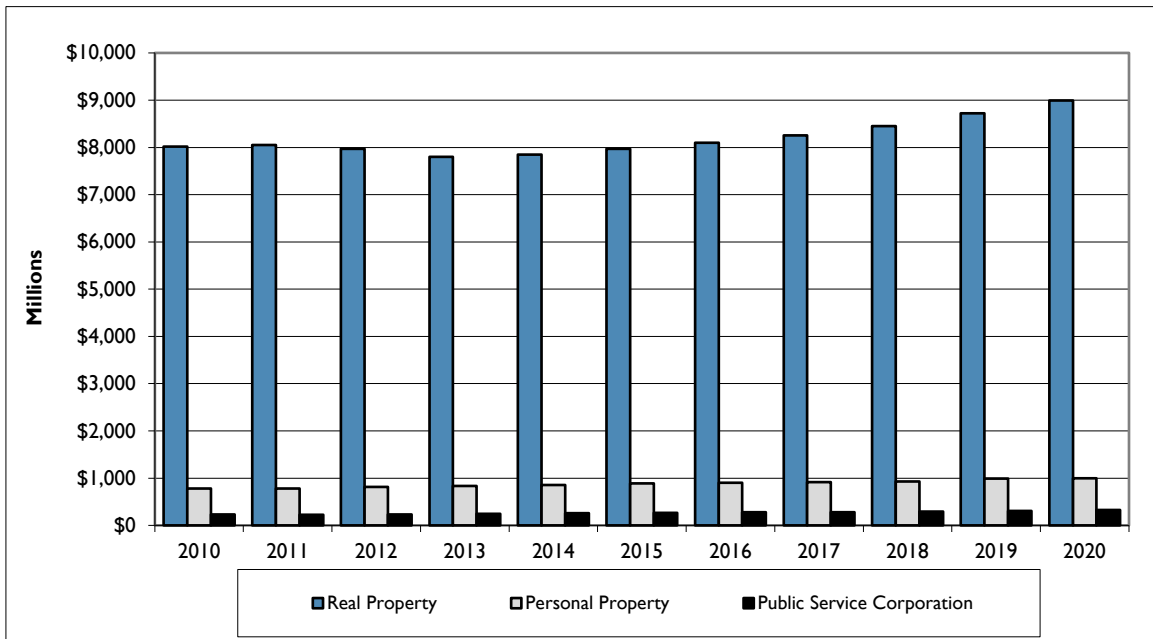


Fiscal Year	Total Tax Levy	Total Collections to Date	% Total Collections to Tax Levy	Outstanding Delinquent Taxes	% Delinquent Tax to Tax Levy
2011	\$ 118,335,928	\$ 113,612,208	96.01%	\$ 4,723,720	3.99%
2012	118,634,364	113,978,854	96.08%	4,655,510	3.92%
2013	118,489,124	113,917,134	96.14%	4,571,990	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%
2019	131,070,799	126,869,715	96.79%	4,201,084	3.21%
2020	136,412,657	129,752,896	95.12%	6,659,761	4.88%

Source: FY 2020 Roanoke County Comprehensive Annual Financial Report, Table 8 page 182



Property Assessment Values

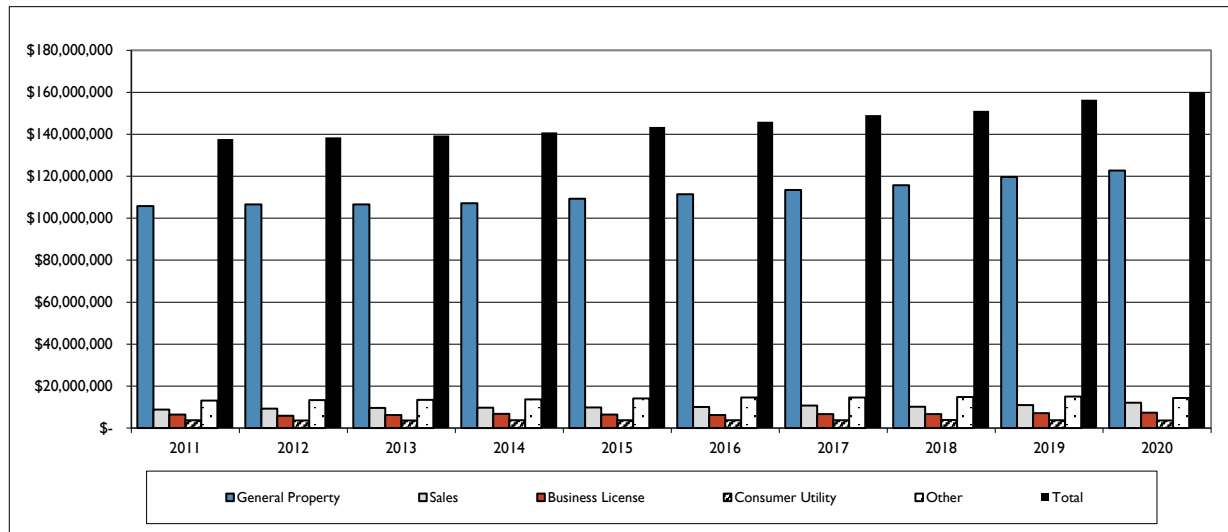


Fiscal	Real Property	Personal	Public Service	Total
Year	Assessed Value	Property Assessed Value	Corporation Assessed Value	Assessed Value
2010	\$ 8,020,716,300	\$ 780,689,905	\$ 233,127,850	\$ 9,034,534,055
2011	8,053,281,600	782,346,945	223,646,000	9,059,274,545
2012	7,968,030,200	814,156,400	233,411,860	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
2019	8,719,015,700	991,949,413	305,072,700	10,016,037,813
2020	8,993,754,200	998,431,217	329,478,800	10,321,664,217

Source: FY 2020 Roanoke County Comprehensive Annual Financial Report, Table 5 page 179



Local Tax Revenues

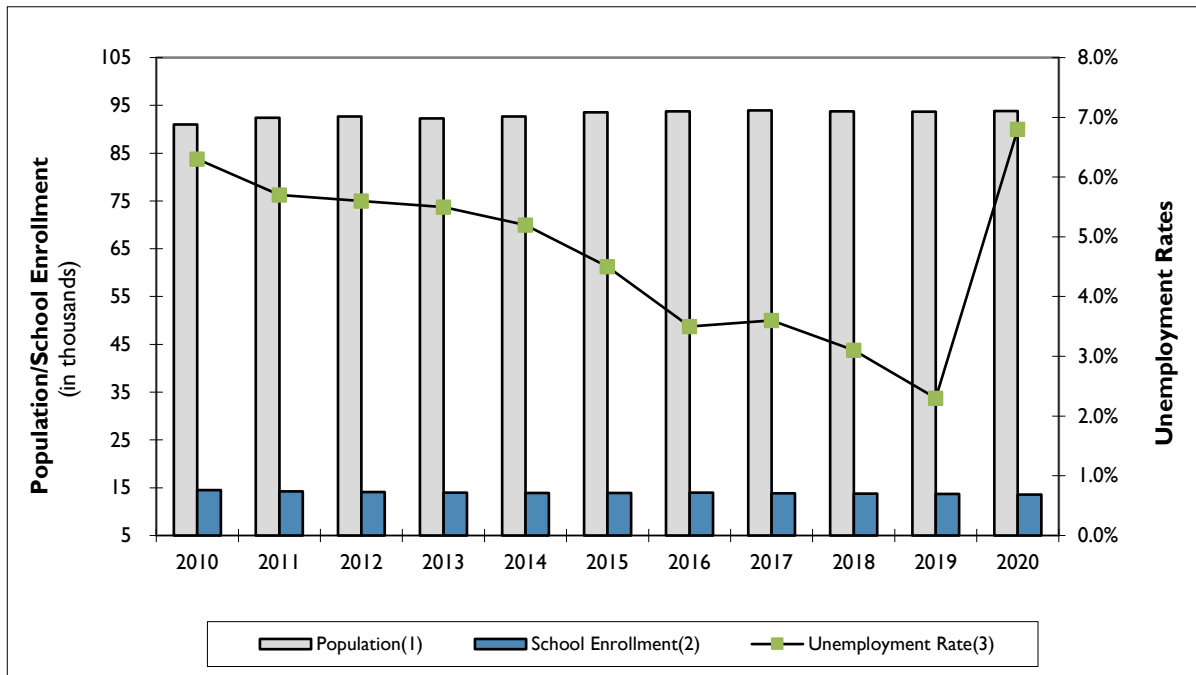


Fiscal Year	General Property	Sales	Business License	Consumer Utility	Other	Total
2011	\$105,757,875	\$8,806,548	\$6,388,966	\$ 3,681,806	\$13,087,845	\$ 137,723,040
2012	106,577,030	9,237,658	5,848,440	3,572,415	13,294,866	138,530,409
2013	106,612,790	9,609,987	6,153,741	3,664,460	13,439,476	139,480,454
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
2019	119,672,139	10,967,333	7,101,616	3,738,985	15,008,069	156,488,142
2020	122,773,860	12,050,233	7,307,262	3,596,614	14,384,489	160,112,458

Source: FY 2020 Totals from FY 2020 Roanoke County Comprehensive Annual Financial Report, Schedule 3 page 144



Population, School Enrollment, & Unemployment



Fiscal Year	Population ⁽¹⁾	School Enrollment ⁽²⁾	Unemployment Rate ⁽³⁾
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%
2019	93,672	13,671	2.3%
2020	93,805	13,576	6.8%

Sources:

(1) VaStat, a service of the Weldon Cooper Center for Public Service

(2) Roanoke County Public Schools Annual Budget

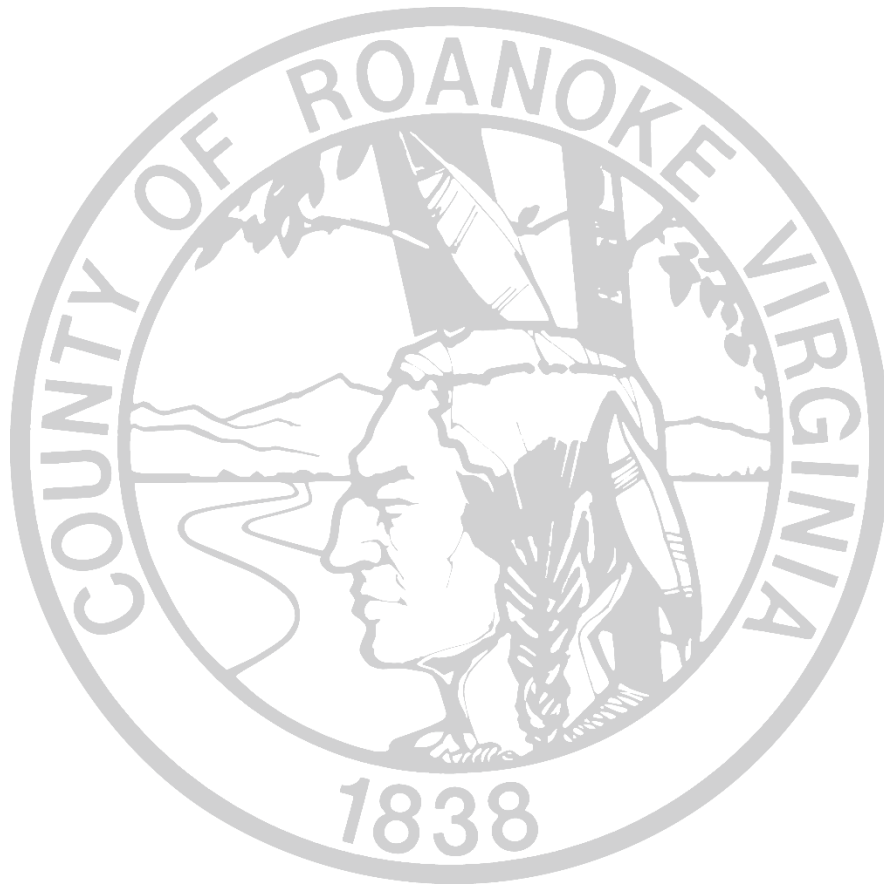
(3) Virginia Employment Commission and the U.S. Bureau of Labor Statistics



Roanoke County's 25 Largest Employers

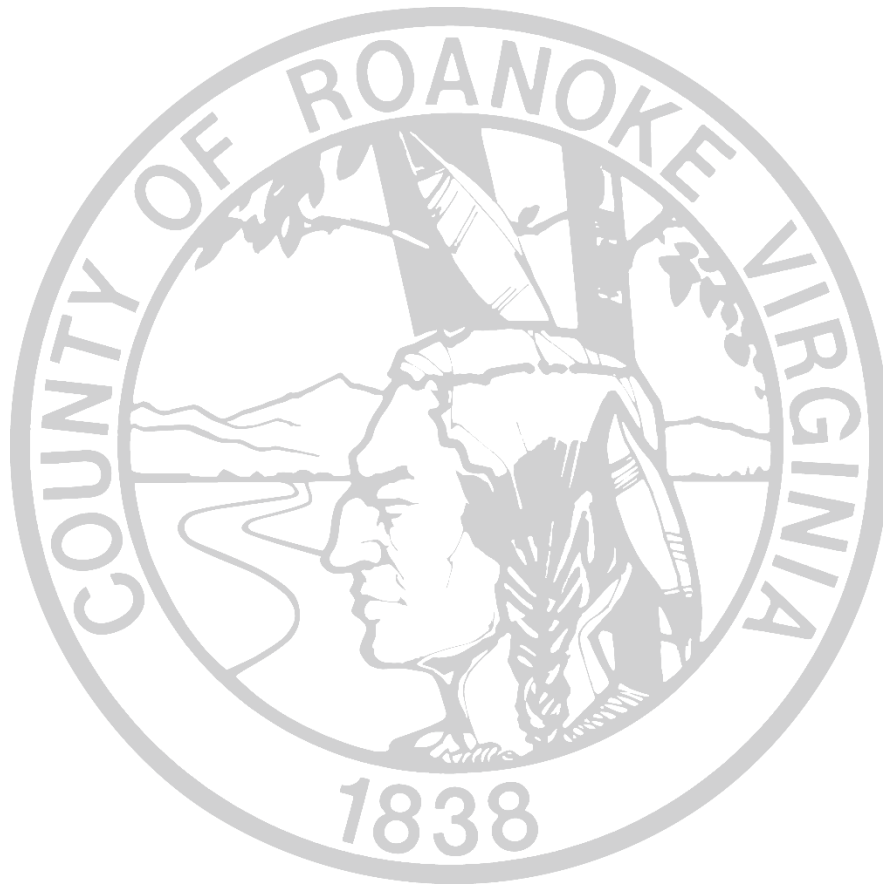
- 1 Roanoke County Schools
- 2 Wells Fargo Operations Center
- 3 County of Roanoke
- 4 Kroger
- 5 Friendship Retirement Community
- 6 Richfield Recovery and Care Center
- 7 Elbit Systems Ltd
- 8 Allstate Insurance Company
- 9 Integrity Windows and Doors
- 10 Walmart
- 11 Hollins University
- 12 PI Technologies
- 13 Americold Logistics
- 14 Lowe's
- 15 TMEIC Corp
- 16 New Millennium
- 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, February 2, 2021





Undesignated Fund Balance Projections





County of Roanoke
Undesignated Fund Balance Projections - General Fund
FY2020, FY2021 and FY2022

<u>FY 2020 Actual</u>	2020 Annual Report
Unaudited Beginning Balance at July 1, 2020	\$ 35,468,082
Actual Revenues FY 2020	229,321,096
Actual Expenditures for FY 2020 ¹	\$ (228,660,579)
	<hr/>
Estimated Balance at June 30, 2020	\$ 36,128,599
	<hr/>
<u>FY 2021 Estimate</u>	
Projected Beginning Fund Balance	\$ 36,128,599
Projected Revenues for FY 2021	224,007,902
Projected Expenditures for FY 2021	\$ (224,007,902)
	<hr/>
Estimated Balance at June 30, 2021	\$ 36,128,599
	<hr/>
<u>FY 2022 Estimate</u>	
Projected Beginning Fund Balance	\$ 36,128,599
Projected Revenues FY 2022	232,609,633
Projected Expenditures for FY 2022	\$ (232,609,633)
	<hr/>
Estimated Balance at June 30, 2022	\$ 36,128,599
	<hr/>

Change in Fund Balance - General Fund

The Beginning Fund Balance of the General Fund for FY 2020 was \$35,468,082 and the ending balance was \$36,128,599, resulting in an increase of \$660,517 or 1.9%. This increase is primarily attributed to greater than anticipated revenue growth in the General Fund.

¹ FY 2020 expenditure reflects a change of \$134,835 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*.

