

Grayson County Board of Supervisors  
Budget Work Session  
April 12, 2016

Members attending were: Brenda R. Sutherland, Kenneth R. Belton, Glen E. Rosenbaum, John S. Fant and Michael S. Hash.

IN RE: CONSENT AGENDA

Glen E. Rosenbaum made the motion to approve; duly seconded by Michael S. Hash.  
Motion carried 5-0.

IN RE: OLD BUSINESS

Adopt FY-17 Budget Mission, Goals and Objectives

Jonathan D. Sweet touched on the Budget Mission, Goals and Objectives (listed below) noting a change in one of the objectives - twelfth bullet point under Objectives to read: to afford an appropriation to the public education system, not less than the FY-16 appropriation, for S.T.E.M. programs, athletics, ***pursuit of regional equitability with teacher compensation, facilities***, arts & culture, and career and technical education/workforce readiness. Staff would like the Board to adopt the Budget Mission, Goals and Objectives to work by to share with the public to show our methodology in working within the budget. Glen E. Rosenbaum made the motion to approve; duly seconded by Michael S. Hash. Motion carried 5-0.

## **GRAYSON COUNTY FY-17 BUDGET**

### **FY-17 Budget Theme**

Continuing the momentum...

We shall continue to use logical budgeting and financial principles to make sound fiscal management decisions in preparing a functional and transparent budget that meets the current and future needs of the county and all its agencies, that support the citizens of Grayson County and carries on our positive momentum.

**FY-17 Budget Mission**

To collectively work to develop a balanced budget with a continued effort to protect and maintain a healthy Fund Balance, to effectively plan for future capital projects, to manage increases in operational expenditures, to strategically invest in initiatives, agencies and projects that advance our Comprehensive Plan Priorities, and to comprehensively support public education, all while sustaining the highest level of core services with minimal impact to the tax payers of Grayson County.

**FY-17 Budget Goals:**

- Continue the positive momentum...
- Arrive at a balanced budget
- Maintain the delivery of core services at the existing fee structures
- Continue to work toward building and maintaining a healthy Unassigned Fund Balance
- Update and Adopt a 5-Year Capital Improvement Plan
- Maintain the highest level of non-essential services
- Develop the FY-17 Budget with foresight toward future FY budgets
- To meaningfully invest in strategic categories that advance the public education system
- Execute identified Comprehensive Plan Priorities
- Establish expenditures based on conservative revenue projections
- Look for opportunities to develop new and creative programs/policies that will subsequently provide a long-term cost avoidance or savings to the county
- Adequately address cost of living adjustments and compensation for employee
- Maintain capacity to invest in economic and community development projects
- Invest in preventative maintenance of facilities and equipment

**GRAYSON COUNTY FY-17 BUDGET**

**FY-17 Budget Goals** (Cont'd):

- Continue to cultivate a culture of fiscal responsibility and strategic planning
- Implement creative financial solutions where possible
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- \_\_\_\_\_
- \_\_\_\_\_

- \_\_\_\_\_
- FY-17 Budget Strategies:**
- To Evaluate and prioritize both ‘new’ and existing funding requests based on: meeting Grayson County Comprehensive Plan Priorities; their ability to leverage funding and/or resources; their potential for return on investment; and whether they will be an on-going expense that could potentially strain future County budgets
  - Engage departments toward creative opportunities to increase revenues and sources of revenues
  - To partner with the school system in developing the most effective approach to addressing the short- and long-term needs of the County’s public education system with a strategic focus on facility priorities and bolstering overall academics, athletics and Career and Technical Education
  - Look for and seize available and creative opportunities to decrease expenditures
  - Deliver a value-add across the spectrum of county services
  - Look to strategically partner with both the public sector and private sector, where appropriate, to leverage and/or share resources to supplant or enhance programs, initiatives and/or facilities that serve and benefit the public
  - Increase efficiencies in departmental operations and systems through various approaches such as technology, day report labor, cross-training, shared support, creative partnership, etc.
  - Continue to identify, diagnose, prescribe and treat specific financial ailments and plan for or thwart short- and long-term financial threats
  - Continue to cultivate a culture of fiscal responsibility, transparency and strategic planning
  - Implement strategies to increase accountability for pre- and post-appropriations where oversight would yield financial, operational or other tangible benefits (e.g., Appropriation of Public Funds Policy)
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_

## **GRAYSON COUNTY FY-17 BUDGET**

**FY-17 Budget Objectives:**

- Make necessary adjustments to both revenues and expenditures that yield a balanced budget outcome

- Both core services and discretionary services are to remain in place and fees are to remain at current rates (Note: With possible exception of certain water rates subject to adjustments per purchasing contract)
- To protect the County's Fund Balance, by not relying on it to fund long-term 'operational' expenses or to balance the budget beyond capital outlay components
- Continue to maintain a healthy Working Capital Reserve above the 10% required per the Fund Balance Policy
- Implement the employee wellness program to further increase employee productivity and help reduce overall health insurance rates for both the county and the employees
- Utilize the Public Service Authority to better pursue grant opportunities, better finance utility projects and to creatively and resourcefully advance public utilities and service offerings
- To adopt, fund and implement a 5-Year Capital Improvement Plan with the intent to complete projects slated for FY-17
- To keep overall operational expenses within a margin of 2% or less
- To provide, at minimum, a 2% COLA adjustments for County employees and constitutional officers
- To dedicate discretionary funding for Tier I Comprehensive Plan Priorities and/or to subsequent tier priorities if deemed logical based on leveraging, timing, ROI, etc.
- Dispose of or liquidate County assets deemed idle or disadvantageous to possess, for the purpose of lowering maintenance, insurance, operational and/or other carry-costs, and to strategically utilize any realized proceeds from liquidation to offset planned capital projects
- To afford an appropriation to the public education system, not less than the FY-16 appropriation, for S.T.E.M. programs, athletics, pursuit of regional equitability with teacher compensation, facilities, arts & culture, and career and technical education/workforce readiness
- To continue the ongoing review of existing county contracts, agreements and invoices for potential savings
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

IN RE: NEW BUSINESS

None

IN RE: GRAYSON COUNTY FY-17 BUDGET WORK SESSION

- Budget Review

Jonathan D. Sweet covered the base budget and all department budgets. Revenues are currently \$19,604,439.00 and expenditures at \$19,679,711.73 with a difference of \$75,272.73. Jonathan also covered the request letter from the Grayson County School Board asking the Board of Supervisors “to seriously consider disposition of the Mount Rogers School for the purpose of reinvesting any proceeds of the sale of the facility back into the Grayson County school system, more specifically, investments into improving our public education facilities and assets”. Jonathan also noted that he had researched the deeds and there is no VPSA deed of trust on file. The fair assessment of the facility, in that location, is approximately \$185,000 which is plugged into our budget at this point on revenues. John Fant noted that if we fail to dispose of this building within the year, then we’ll have \$185,000 that we have to be concerned with and Mr. Sweet agreed. The Board can follow state law and offer up the facility however most fitting for monetary/community reasons.

- Capital Improvement Plan

Jonathan D. Sweet covered the Capital Improvement Plan (listed below). After reviewing the plan, John S. Fant requested a change for the Time Table for #18-Library Carpet Replacement Project (Community Library) be moved from FY-19 to FY-17. This would change the total project cost for FY-17 from \$460,000 to \$495,000. Jonathan D. Sweet suggested in order to give the Board time to look over the CIP, approving at a later date and the Board agreed.

**Grayson County Board of Supervisors’  
Five (5) Year - Capital Improvement Program**

The Grayson County Board of Supervisors’ Capital Improvement Program (CIP) is an instrument for prioritizing capital expenditures and a means of appropriate planning for the funding of facilities, equipment, vehicles and such, with a unit cost greater than \$24,900 or a project cost greater than \$34,900 over the next five (5) fiscal years.

- A. The CIP shall serve as a county-wide financial planning tool for capital projects and will be adopted as an addendum to the County’s Annual Budget.

- B. The instrument will be applicably used for the purposes of:
1. Identifying appropriate funding options such as grants and other leveraged resources.
  2. Prioritizing projects in which to fund
  3. Scheduling the onset of capital projects
- C. The CIP will be developed by the County Administrator and presented to the Board of Supervisors for formal adoption.
- D. All projects that do not meet the CIP criteria are to be funded through the applicable department's annual budget appropriation and shall not be funded through the CIP.
- E. Whenever possible, CIP projects shall be funded wholly or in part by non-debt sources (e.g., grants, donations, reallocation of unanticipated revenues, etc.) and/or offset through the department's annual budget appropriation.
- F. The CIP may be adopted with the direction to proceed with specified projects and serve as approval to advance with the applicable procurement processes.
- G. The CIP plan shall consist of, at minimum, the project name, priority ranking, estimated cost, plan for funding, date to be engaged (include phases when a phased approach is applicable), brief description of project and justification/purpose of said project.

Program Adopted: June 15<sup>th</sup>, 2013

Attest:   
 Clerk, Grayson County Board of Supervisors

**Grayson County Board of Supervisors'  
 Five (5) Year - Capital Improvement Plan  
 (FY 2016 – FY 2021)**

Completed
In Process
Slated
Contingent
Discontinue

Project	*Est. Cost	**Financing Plan	*Time Table	Description	Purpose
<b>1</b> Water Meter Replacement Project (Water Dept.)  2012	PI - \$80k PII - \$80k \$160,000	To identify and pursue grant and loan opportunities to fund the cost of each phase and fund the remaining expense of project through an allocation from the CIP Fund and/or budget appropriately for debt service (Ex: SERCAP Grant and Loan Programs)	Phase I – Fall of 2013 (COMPLETED)  Phase II – Fall of 2014 (COMPLETED 12/2014)	To replace failing and obsolete county water meters in Fairview and Oldtown	Current water meters are failing and parts are no longer available. Note: Current meters do not meet the new code requirements (lead components). Utilize this opportunity to incorporate technology in meter reading. Greater revenue capture based on lower reading tolerances
<b>2</b> Courtroom Renovation Project (Court Services)  2012	PI - \$5,000 PII - \$20k \$25,000	To use courthouse maintenance monies and/or a CIP allocation to fund the cost of the project	FY – 2014 (Phase I – (COMPLETED 12/2013) (Phase II – TBD)	To make FF&E improvements to the Circuit Court Room and Judge's Chambers	To make needed FF&E repairs, replacement & improvements that have resulted from neglect within the Circuit Court room and the Judge's chambers

<b>B. Pedestrian Walking Trail Phase II</b> (Community Project) <small>2014</small>	\$199K - L \$796K - G \$995,000	To primarily utilize Transportation Enhancement Act funding at 80% and match the remaining w/ in-kind contributions and a CIP allocation	FY - 2016	To complete Phase II of the Pedestrian Bike Trail	Completing the trail will satisfy the VDOT grant and provide safe thoroughfare to our recreation park, enhance the beauty of the town and expand recreational opportunities
<b>H. Grayson County Shooting Range</b> (County Partnership Project) <small>2012</small>	\$150,000	\$25,000 – NRA Grant \$100,000 – DGIF Grant \$25,000 – Local Match (CIP Fund)	FY - 2016	To site and develop a public shooting range for community use	To provide the public and various organizations in the community with a safe location to practice or qualify with their weapons, conduct educational courses and classes, host competitions, etc.
<b>5. County Phone System Replacement Project</b> (Maintenance Dept.) <small>2013</small>	\$43,860.00 (Grant Funded)	To make application for a VDEM grant to cover much of the cost of the project and use an allocation from the CIP Fund to match grant or execute project if VDEM funding is not available.	FY - 2014 (COMPLETED 06/2014)	To replace the entire county courthouse phone system	To replace and upgrade the county's obsolete phone system (equipment) with greater integration and features for ease of use w/ potential for cost savings
<b>5. Courthouse ADA Upgrade Project (Elevator)</b> (Courthouse) <small>2013</small>	\$177K	To fund the cost of the purchase through an allocation from the CIP Fund	FY - 2015 (COMPLETED 03/2015)	To install an elevator within the courthouse to serve the citizens in accessing all 3 floors of the courthouse	To install an elevator within the courthouse to safely access all three floors, enhance ADA accessibility and provide convenience for our citizens and courthouse patrons.
<b>6. Softball Field Improvements and Walking Track</b> (Parks & Rec. Dept.) <small>2014</small>	\$169K - G \$48K - L \$217,000	To fund the cost of the project with a Recreational Trails Program Grant (78%) and match it at 22% with an appropriation from the CIP Fund	FY - 2016	The two new fields currently are without any restroom facilities, and port-a-johns are being temporarily used	To install much needed restroom facilities to replace port-a-johns and offer additional ADA compliant trails for the use by the general public
<b>7. Compactor Trucks</b> (Public Works Dept.) <small>2013</small>	\$150,000	To fund the cost of the purchase through an allocation from the CIP Fund	FY - 2015 (COMPLETED 02/2015)	To purchase compactor truck to replace current ton trucks	To replace aging equipment for increased reliability and safety, and reduction in cost and time of maintenance
<b>8. Transfer Station</b> (Public Works)	\$30,000	To fund the cost of the project through an allocation from the CIP Fund	FY - 2015 <b>Discontinued</b> [As a result of Item 7., this	To construct a transfer station upon the grounds of the public	To establish a transfer station to allow for the transfer of solid waste from smaller ton trucks to a compactor truck(s)

## FY16 – FY21 CIP (Continued)

Project	*Est. Cost	Financing Plan	*Time Table	Description	Purpose
<small>2013</small>			<i>project is no longer needed</i>	works facility	in order to reduce trips to the landfill and save fuel costs, wear and tear on equipment, wasted man hrs, risk management, etc.
9. ACO Vehicle (Animal Control) <small>2013</small>	\$30,000	To fund the cost of the purchase through an allocation from the CIP Fund	FY - 18	To purchase an ACO Vehicle	To replace aging equipment
<b>Inspections Vehicle</b> (Building Official) <small>2013</small>	\$25,000	To fund the cost of the purchase through an allocation from the CIP Fund	FY - 2015 (COMPLETED 08/2014)	To purchase an inspections vehicle	To replace aging equipment
10. Recreation Park Lighting Replacement Project  (Parks & Rec. Park) <small>2012</small>	PI - \$170K PII - \$170K \$340,000	To fund the cost of each phase of the project through two separate allocations from the CIP Fund	FY-16&20 Phase I - Spring of 2017 (3 and 4) Phase II - Spring of 2020 (1 and 2)	To erect new on fields 3 and 4 and replace the polls and lighting at the Grayson County Rec. Park on fields 1 and 2	To erect new and replace the outdoor polls and lighting due to the age and condition of the structures for evening play. <i>Note: We have already experienced one poll to fall due to age and condition</i>

11. Courthouse Roof Replacement Project  (Maintenance Dept.) 2013	\$80,000	To fund the cost of the project through an allocation from the CIP Fund	FY-18	To replace the three (3) remaining portions of the roof of the courthouse	To replace the aging and leaking roof system that was not accommodated during our previous renovation project
12. Softball Field Improvements (Parks & Rec. Dept.) 2013	\$45,000	To fund the cost of the project through an allocation from the CIP Fund	FY-17	To construct and install concession stands, press box at the new ball fields	The addition of concession stands will yield opportunity for commerce and enhance the offerings along with a press box for regional events
13. Security Fencing Project at Public Works Facility (Public Works Dept.) 2013	\$25,000	To fund the cost of the project through an allocation from the CIP Fund	FY-16	To enclose the public works property with security fencing	To enclose the public works property with security fencing to secure the premises for safety, liability and security
14. Courthouse Parking Lot Expansion & Paving Project (Maint. Dept.) 2012	\$135,000	To fund the cost of the project through an allocation from the CIP Fund	FY-18	To resurface the courthouse parking lot	To repave the parking lot of the courthouse to make proper repairs and corrections
15. Pool Repair Project (Parks & Rec. Dept.) 2012	\$40,000	To fund the cost of the project through an allocation from the CIP Fund	FY-18	To make necessary repairs to the pool	Replace and repair pool components such as filter system due to age and life span of the equipment
16. Tennis Court Repair Project (Parks & Rec. Dept.) 2012	\$30,000	To fund the cost of the project through an allocation from the CIP Fund	FY-18	To make necessary repairs to the tennis courts	Install a new topcoat surface to allow for continued and expanded use
17. Roll-off Tractor Purchase (Public Works Dept.) 2014	\$75,000	To fund the cost of the purchase through an allocation from the CIP Fund	FY-18	To purchase a tractor trailer for use in the Public Works Dept.	To allow Public Works the capabilities to haul recyclables and off-set freight charges
18. Library Carpet Replacement Project (Community Library) 2014	\$35,000	To fund the cost of the purchase in part through an allocation from the CIP Fund	FY-19	To replace the carpet in the community library facility	To remove and replace the worn out carpet in the library facility with new carpeting
19. Community Center / Wellness Center Project  (Community)	\$100,000 \$50K Cnty \$50K Twn \$100,000	To fund a portion of the project through an allocation from the CIP Fund; secure available grant funding, Town(s) partnership, business community, private	FY-17	To retrofit facility for the placement and operation of a wellness center	To develop partnerships to pursue various funding sources to assist with retrofitting a facility for a privately ran wellness center operation with

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Partnership) 2013		capital raise, etc. (Breakdown TBD)			Grayson County.
20. 4x4 Utility Truck (PSA & Maintenance) 2015	\$45,000	To fund the cost of the purchase through an allocation from the CIP Fund	FY-17	To purchase a utility truck to replace current truck	To replace aging equipment for increased reliability/safety & reduction in cost and time of maintenance.
21. Grayson County Agriculture & Education Center  2016	\$45,000	To fund the cost of the renovations through an allocation from the CIP Fund	FY-17	To fund renovations of the former Sheriff's facility for the purpose of housing the Grayson County Ag. & Ed. Center	To collocate ag-centric for-profit, non-profit, governmental, quasi-governmental and educational organizations to foster synergies to advance agribusiness, agri-education, workforce development and economic and community development
22. Mobile Industrial Shredder  (Public Works) 2016	\$100,000	To fund the cost of the purchase through an allocation from the CIP Fund	FY-21	To purchase a mobile industrial shredder	The equipment would be used for commercial purposes to shred paper on-site at area businesses and value-add process collected paper within our recycling program
23. Outdoor Field Bleacher Project  (G.C. Public Schools) 2016	\$225,000	To fund the cost of the project through an allocation from the CIP Fund	FY-17	To construct new bleachers at the football field	To replace the bleachers that have been condemned and removed to allow for use of the football field for various school sports and functions

24. Compactor Truck (Public Works) 2016	\$175,000	To fund the cost of the purchase through an allocation from the CIP Fund	FY-19	To purchase compactor truck to replace current ton truck	To replace aging equipment for increased reliability and safety, and reduction in cost and time of maintenance
25. Courthouse Ductal Heater Project (Courthouse) 2016	\$30,000	To fund the cost of the project through an allocation from the CIP Fund	FY-18	To purchase and install ductal heaters in the courthouse	To assist with the heating of the courthouse and to extend the life and quality of function of the courthouse boiler
26. Voting Equipment (Gen. Registrar) 2016	\$200,000 (Potential grant funding)	To fund the cost of the purchase through an allocation from the CIP Fund	FY-20	To replace the voting machine equipment	[GRLIST] SB190 DRE bill Legislatively driven – Mandate requiring new voting

Total Remaining: \$1,588,000. (\*Estimated and/or Projected) (\*\*Funding Plan is subject to B.1 & E. of the adopted Program)

Total Project Cost for FY-17: \$460,000.

Grants and other sources of funding: \$50,000.

FY-17 County Budgeted: \$0.

FY-17 CIP Budgeted: \$0.

Transferred from CIP Fund: \$410,000.

Total: \$460,000.

Current CIP Fund Balance: \$713,630.

Estimated to be Carryover/Transferred: + \$22,500.

Total: \$736,130.

FY-17 CIP Budgeted + \$0 .

\$736,130.

Project Encumbrances - \$100,000.

\$636,000.

(Total to be Transferred Out in FY 16-17) \$510,000.

Anticipated Remaining CIP Balance \$226,130.

(Note: FY-18 Project Cost \$420,000.)

FY-17 CIP Adopted: \_\_\_\_\_

Attest: \_\_\_\_\_

Clerk, Grayson County Board of Supervisors

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▪ Q & A

IN RE: ADJOURN

Glen E. Rosenbaum made the motion to adjourn; duly seconded by John S. Fant.  
Motion carried 5-0.